

2004-2005 Division Updates on Strategic Directions and Annual Imperatives

Strategic Direction 1: Facilitate student learning, development, and success toward essential outcomes

Division of the Executive Vice President

- Opened a new computer lab in the basement of Hayes Hall to benefit Computer Science majors and others.
- Opened a new study area in the Jerome Library, with wireless access .
- Created a new "student passport" to encourage first year students to become familiar with library resources and services.
- Worked with the University Bookstore to make e-textbooks accessible to students using their University accounts.
- Completed work on new, online B.A. completion degree in Liberal Studies with Arts & Sciences. The degree is intended to help students who have left the University complete their coursework.

Division of Finance and Administration

The Office of Institutional Research provides leadership and staff support for the Committee on Student Aid Policy and Planning, the Enrollment/Retention Monitoring Committee, and the Strategic Enrollment Management Steering Committee. The office provides various ad hoc analyses concerning enrollment management. Numerous analyses and reports have been carried out concerning student financial aid, its role in enrollment management, and the development of new financial aid programs; the office has also played a leadership role in developing standardized reporting for state financial aid reporting. The IR staff is currently engaged in the development of a University wide strategic enrollment management assessment plan. The Director has served on several dissertation, thesis, and preliminary exam committees for numerous Higher Education and College Student Personnel Students. The office provided an internship opportunity for an undergraduate student.

Both the Office of Design and Construction and the Office of Capital Planning provide internship opportunities for students in the College of Technology. The internship provides these students with the hands-on experience that will enable them to enter into the workforce with a better understanding of construction management, electronic and hard copy document organization, and AutoCAD design production. They are mentored as student assistant managers and they learn the process of monitoring a project “from the beginning of construction to construction project completion.”

Our departments provide a valuable learning opportunity to these students and they, in turn, provide the Project Managers with assistance in monitoring a project, documenting issues, and reporting project status. The College of Technology prepares them well for the type of work they perform in our departments from the AutoCAD drawing, architectural courses, and construction management courses. The new skills and methods they bring to our office environment help keep us up to date on the new methods being taught in the College of Technology.

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They have also assisted our Central Data Hub and Resource Center Manager by organizing hard copy information and electronic data in directories on our file server. The introduction of their Three-Dimensional CAD experience, knowledge of new design trends, and new ADA requirements has been extremely valuable to our operation.

The Department of Public Safety attempts to provide a safe and secure environment so BGSU students can concentrate on learning and education. The Department also provides and monitors transportation and parking services for students.

As part of Resident Life's fall training activities, Environmental Health and Safety and Residence Life conducted a simulated smoke exercise for incoming freshmen. The voluntary exercise was held in three residence hall locations during the first weeks of school. This simulation demonstrated to students the importance of immediately evacuating during a fire alarm and the importance of following fire safety procedures.

The Bookstore continued implementation of Bookstore student intern programs and collaborative partnership with faculty and students on classroom projects. The Bookstore continued expansion and improvement of course materials programs in support of the academic mission, including expansion of web reservation & ordering service to all stores. The Bookstore sponsored four undergraduate students' participation in collegiate retail annual conferences in conjunction with a Journalism class project. The Bookstore continued expansion of collaborative partnerships with campus departments and student groups with provision of merchandise for sale, services and other supports, including establishment of custom imprinted merchandise for various organizations, including fraternities & sororities and continually improved Falcon FANatic tent sales at home football games.

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Strategic Direction 2: Attract and retain faculty and staff who are successful and who contribute towards the learning community

Division of the Executive Vice President

- Began work on the process of e-hiring, through PeopleSoft, to allow individuals to apply online, receive EEO compliance documentation online, and eventually receive online review of all hiring documents.
- Worked with the President's Compensation Committee to suggest raises for 2005-06 and to meet with constituent groups on other workplace issues (wellness, sick-leave bank, etc.).
- Went through an RFP process to assess primary medical vendor for 2005-08.
- Mounted a Handbook of Common Employee Policies on the web to serve faculty, administrative and classified staff.

Division of Finance and Administration

The Office of Institutional Research continues to develop and maintain an exit interview data gathering and reporting process for offices such as the Provost and Human Resources. The Director remains a member of the President's Compensation Committee; in this capacity he helped to develop projection models that assist prospective staff participants with decisions about the new Retire and Re-Hire program.

Capital Planning has continued to support this strategic direction by maintaining and making available rental homes for incoming faculty members who are new to the area.

Environmental Health and Safety filled the vacant Industrial Hygienist position. This position is essential for science laboratory safety, chemical safety, asbestos management, and other safety and health programs that contribute to student retention and academic success.

Continued expansion and improvement of new employee orientation programs (NEOP) including new hire welcome packets and NEOP participation with HR.

Recruitment of new bookstore employees to fill vacancies with highly qualified personnel bringing fresh ideas to the department. The Bookstore does maintenance of professional presentation in retail spaces, through staff conduct and in communications through continued training & development and with corresponding improvements in customer service. The Bookstore added comfortable seating in general book department for relaxed browsing and an improved atmosphere. The Bookstore continued coordination of staff service awards with HR and added new service program for faculty, working with Provost's Office.

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Strategic Direction 3: Produce the highest possible quality scholarship, creative achievements, and research, focused, although not exclusively, in targeted areas

Division of the Executive Vice President

- Continued to recognize faculty authors and artists in annual ceremony.
- Library faculty published 3 articles in 2004-05.
- WBGU received grants to produce children's educational programming.

Division of Finance and Administration

Capital Planning/Design and Construction have supported this direction with projects in certain laboratories and other support spaces such as the 5th Floor of Psychology and the 1st floor of Williams Hall.

The establishment of bookstore community engagement scholarship programs in support of academic areas at all levels and with dual benefits of community support helps support this endeavor. Revamped and actively engaged the Faculty Senate Bookstore Advisory Committee. The Bookstore spearheaded an initiative for design, participative selection and implementation of a BGSU custom regalia program for doctoral graduates, addressing new graduate participation in BGSU ceremonies as well as alumni graduates participation at other institutions.

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Strategic Direction 4: Actively engage external communities and stimulate economic development through partnerships and outreach activities

Division of the Executive Vice President

- Wrote \$40,000 of successful grants to help get The Cocoon Shelter open for victims of domestic violence in Wood County.
- Continued to work with the community to present high quality programs on and off-campus through Continuing and Extended Education.
- WBGU worked directly with the Lima City Schools on after school programming.
- NWOET worked with multiple local school districts and with the new Educational Service Center to present technology training for teachers and superintendents; collaborated with Service Center on a new computer lab.
- Library presented classes on information literacy for area teachers -Student Tech Center continues to host High School Web Contest, which draws over 300 high school students each year to the Tech Fair.

Division of Finance and Administration

Institutional Research staff members serve as leaders and active members of the Association for Institutional Research and the Ohio Association for Institutional Research and Planning, including making numerous presentations at both organizations and providing service as a member of the Board of Directors and Associate Forum Chair at AIR (Director) and as Treasurer, member of the Executive Committee, and public university representative for OAIRP (Associate Director). The Director also served as a member of the American Association of State College and Universities Graduation Rate Outcomes Study Group and completed a study visit to Clemson University, completed two visits as a Consultant-Evaluator for the North Central Association Higher Learning Commission, and served as a member of the National Coalition for Electronic Portfolio Research.

The Office of Design and Construction continues to work with the City of Bowling Green in several partnership initiatives.

- 1) Phase I of the Ice Arena Photovoltaic Project involved installation of an array of photovoltaic panels to the Ice Arena roof, to supply power for both the Ice Arena itself, as well as to the City of Bowling Green electrical grid. Working in collaboration with the City Utilities Director, we have developed an opportunity to both assist the City with their power needs, as well as to further enhance our energy rates. This first phase was completed in September 2004. The construction cost for this project was \$200,000.
- 2) Phase II of the City Photovoltaic installation at the Ice Arena is being installed at this time, with specific interest in the installation of a variable speed inverter, which is targeted to run the brine pumps for the Ice Arena ice system directly from the power generated by the panels on the roof.
- 3) We have established a relationship with the City of Bowling Green where we provided our campus building to mount the City's base station for a Global Positioning System (GPS). In return, our department has access to the base station to survey our own campus. This will keep consistency in surveys done by the City and the University as our infrastructure

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intertwines throughout the campus and the surrounding area. In addition, the Office of Design and Construction has established a plan for software utilization for our department to better apply technology now available and to work better with other departments on campus. The plan includes software packages already available on campus, plus some new applications for specialized needs.

The Office of Capital Planning has continued to work with the City as well on the following projects:

- 1) The Wooster Widening project was substantially completed a year in advance, with specific follow through and punch list items completed this spring, along with planting of the replacement trees scheduled for the beginning of November.
- 2) The I-75 Interchange initiative has continued to make progress as we have worked closely with the Wood County Airport Authority and their consultants to update the airport Master Plan for FAA approvals, which will allow for the installation of the interchange at the Newton Road location.
- 3) We have worked closely with the City to coordinate a number of different issues involved in the completion of the Thurstin Avenue Re-paving Project, our Lot 4 Parking Lot project, as well as with specific issues involved with the re-platting and use of the Wintergarden property.

Opening of BGSU on Main store & associated partnerships in community, including collaboration with Wood County Library and sale of tickets for campus events. Designed comprehensive marketing campaign for BGSU on Main store. The Community Engagement Scholarship Programs benefit community organizations through student projects and local community members through book loans. Finance and Administration personnel acted as liaison for City Bucks off-campus debit card system to try and address external merchant and student needs for a community-based payment instrument.

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Strategic Direction 5: Support diversity, global understanding, and cultural competency

Division of the Executive Vice President

- International Programs continues to successfully recruit students from overseas. International enrollments grew by 3% while other universities showed a decline in international enrollments.
- International Programs continues to co-host the World Student Association dinner, drawing over 500 people to campus to celebrate global diversity on the campus.
- Equity and Diversity worked with the Diversity Leadership Team to draw up a successful proposal to start a campus Humanities Troup. The Troup will present small playlets on various issues that promote cultural understanding and sensitivity.
- The Library continued to host its Multicultural Art Contest which seeks to reward various works on themes that encourage understanding of diversity issues.

Division of Finance and Administration

The Department of Public Safety strives to maintain a culturally diverse workforce. In addition, the Department trains staff on various facets relating to diversity and cultural differences.

The renovation of the second floor bookstore entrance to improve accessibility for customers with physical limitations and to allow for an increased space facility to promote book-author or other events is in support of academic or extracurricular programs. Partnered with many organizations throughout campus on speaker, cultural or seasonal theme programs by providing books for sale, often on site at event or program.

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Strategic Direction 6: Sustain a level of financial stability for the University that allows it to achieve its vision

Division of the Executive Vice President

- Continuing and Extended Education continues to work on its capital campaign goals. Most significant new development: a grant from Nationwide Insurance to help sustain State Fire School.
- The Library continues to work toward its capital campaign goal, having already raised 2 million of the 2.7 million required. The Library also formed its own Advocates Board (Karen Sebo, Chair), which will help the Library move forward.
- Dr. Janet Parks asked that gifts at her retirement be donated to the Library. The \$50,000+ collected helped to shape the 7th floor study area.
- Review of all budgets within Continuing and Extended Education begun.

Division of Finance and Administration

Institutional Research staff members had a 100% participation rate in BGSU's Family Campaign. The Director serves as a member of the Family Campaign Cabinet and as a Family Campaign volunteer in the President's division.

Facilities Services improved the efficiency of solid waste collection by installing roll-off compactors in strategic locations.

The Bookstore continued sales & income growth, exceeding revenue projection by 2.2% and prior year by 8.1% and earning extremely favorable rankings in benchmarking surveys against comparable institutions. The Bookstore provided financial support of other campus departments through sponsorships, collaborations and other initiatives. The Bookstore supports the Student Union operations through rental income. The Bookstore improved communications with Treasurer's Office and ITS to better address system or procedural challenges related to common interfaces. The Bookstore continued to expand and enhance data capture, analysis and benchmarking for operational improvement, including complete and comprehensive revision of the merchandise categorization hierarchy.

The complete reorganization of the Materials Handling Department included the following steps.

- a. Closing Printing Services.
- b. Developing a prime vendor contract for offset-press work.
- c. Merging Central Stores and Inventory Management.
- d. Outsourcing office paper, custodial supplies, maintenance, repair and operational parts, and Dining Services nonperishable food supplies (less paper products) to Just-in-Time (JIT) vendors.

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e. Transferring sign making function to Facilities Services.

Through Materials Handling/Purchasing an exclusive vendor, centralized photocopier purchase program was implemented in conjunction with the closing of the print-shop.

Materials Handling initiated the warehouse reorganization project to make Reed Street warehouse the surplus property operation, the Park Avenue warehouse the shipping receiving, warehousing and equipment rental operation and the Woodbridge warehouse the storage operation. As a result, Pike Street warehouse closed June 2004, Bishop Road warehouse closed June 2005 and NAPA warehouse closed at end of summer 2005. Reed Street warehouse now houses the surplus property operation but Park Avenue warehouse is scheduled to become an annex to the College of Technology. Shipping, receiving, warehousing, equipment rental, long-term storage, postal operations and Materials Handling offices are scheduled to move to the Woodbridge warehouse by summer 2006.

Internal Audit and Advisory Services is actively engaged in evaluating the university's compliance with federal, state and other promulgated rules, regulations and certain other requirements under federal awards program. Such evaluation is a primary indicator of a sound financial base and financial stability of the university's various programs and activities.

Division of 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.	Fiscal Year 04-05 realized \$14.9 million in annual gifts, compared to \$11.9 raised the previous year. Steady progress is being made.

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Annual Imperative 1: Improve student retention and academic success

Division of Provost and Academic Affairs

Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: UPDATE: September 2005
Student retention	<p>Continued emphasis on student success and retention has resulted in measurable success. First-year retention has increased to 79.1%, the highest in 12 years.</p> <p>Listed below are some of the strategies leading to this success:</p> <ul style="list-style-type: none"> ➤ Mid-term progress reporting is now web-based. ➤ Mandatory advising is being implemented this fall. ➤ Web-advising begins this fall. ➤ Additional support to college offices is being provided to enhance advising. <p>National recognition of BGSU's effective and innovative investment in student success is expanding. In August, <i>U.S. News and World Report</i> cited our first-year programs and residential living/learning communities as "Programs to Look For" in its <i>America's Best Colleges 2006</i>. This is the third consecutive year the learning communities have been honored. BGSU is one of only 43 institutions recognized nationally in this area.</p>
Affordability through scholarships	<p>Michigan student enrollment is up 42%</p> <p>New Illinois Success Scholarship approved for fall 2006.</p>
Developmental courses	<p>Supplemental instruction, offered through the Office of Academic Achievement, now includes math, chemistry and computer science. The number of sections in Math 095 have dropped from 25 to 3 as a result of the restructuring of Math 120 into Math 112 and 122.</p> <p>The developmental reading class has been restructured.</p>
Academic honesty and student grievance procedures	<p>Implementation of the restructured Student Academic Honesty policy and transfer of its administration to Academic Affairs began in Fall 2004. Throughout the year, the new system was refined to meet the needs of students and faculty.</p> <p>Efforts continue to communicate grievance procedures effectively to assure access to all students. The <i>Student Handbook</i> and various Academic Affairs and Student Affairs websites remain the primary modes of communication.</p>

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Imperative 1: Retention & Academic Success: INITIATIVE	Imperative 1: Retention & Academic Success: UPDATE: September 2005
First-year programs	<p>Enrollment in BGeXperience, the values-exploration program aimed at enhancing students' critical thinking skills, has expanded from just 125 students in Fall 2002 to 3,508 entering freshmen in Fall 2005. The number of sections offered for Fall 2005 is 148.</p> <p>BGeX Orientation was very successful this fall. We are working on a paper to describe our success and a possible application for a Hesburgh Award. The new director will arrive October 1.</p>
Undergraduate research	<p>The Honors Program is restructuring the curriculum and overall program design to result in a greater number of students completing their degree with University Honors. A requirement for University Honors is completing an interdisciplinary research project.</p> <p>See description of the Office of Undergraduate Research activities in Annual Imperative 5 regarding implementation of the Academic Plan</p>
General education revitalization	<p>New Director in place. Increased communication to faculty and students about the purpose and structure of the BG P curriculum. Plans underway to add a new domain, Engagement with Community. This addition will be coordinated with BGX, and will contribute directly to the Engagement Initiative.</p>
Outcomes assessment	<p>We are currently writing the three-year assessment report, due at NCA in March of 2006. That report will summarize progress on assessment.</p> <p>Electronic portfolio use has continued to grow, particularly in a few focal areas. All incoming students' placement essays have been automatically uploaded to their electronic portfolios.</p> <p>Efforts at BGSU are coordinated with OBR articulation and transfer initiatives. OBR is funding a pilot project (with Owens) to use electronic portfolios as the basis for transfer based on demonstrated competencies rather than seat time.</p>
Small classes initiative	<p>The small classes initiative was converted to values courses in BGeX. The number offered in fall 2005 was 157.</p>
<i>All initiatives are vital to Annual Imperative 5 in relation to implementation of the Academic Plan</i>	<i>All initiatives are vital to Annual Imperative 5 in relation to implementation of the Academic Plan as well as to Imperatives 6 and 7</i>

Division of the Executive Vice President

- Continuing and Extended Education enlarged the number of online offerings and sections. Approximately 1,700 of the 5,000 summer school enrollees are online students.
- Students continue to graduate in 4 years by taking a last, summer semester. There is a steady growth in "summer success" scholars.
- Information Technology Services makes available "My Advisees" through the MyBGSU Portal, allowing faculty to contact their students in a convenient manner. Students now have access to "My Advisor" online.

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Division of Finance and Administration

Throughout the past year a number of our projects have supported this Imperative, such as the renovations of Offenhauer and Founders, relocation and improvements for the Honors program, renovation and relocation of the President's Leadership Academy, Student Academic Achievement, Student Athlete Academics, and the Arts Village.

Public Safety's mission is to provide a safe and secure environment by working in partnership with students, faculty and staff, and promote joint problem-solving and contribute toward a positive learning environment.

Environmental Health and Safety filled the vacant Industrial Hygienist position. This position is essential for science laboratory safety, chemical safety, asbestos management, and other safety and health programs that contribute to student retention and academic success.

As part of Resident Life's fall training activities, Environmental Health and Safety and Residence Life conducted a simulated smoke exercise for incoming freshmen. The voluntary exercise was held in three residence hall locations during the first weeks of school. This simulation demonstrated to students the importance of immediately evacuating during a fire alarm and the importance of following fire safety procedures.

Facilities Services has completed 16 new Grounds landscaping focal points as part of campus beautification process.

Continued improvement of overall performance in Administration service areas to provide best possible experience to all customers and visitors.

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Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
Ongoing	Continue to provide a quality student employment and training program.	Develop effective supervisory relationships with student employees that focus on the whole student and his/her academic success; Continue to develop a training program incorporating customer service as a major component. (All departments)	<p>Student Employment in the Career Center offered the following workshops targeted to on-campus supervisors:</p> <ul style="list-style-type: none"> • <i>FWS: Student Aid or Department Resource?</i> • <i>Managing the Millennials</i> • <i>Hot topics Roundtables on Performance/Discipline, Absenteeism and Supervisor Roles</i> • <i>Best Practices in Delegating, Setting Performance Expectations, and Motivating Student Employees</i> • <i>Hiring Students to Meet Your Technology Needs: When Students Know More than You</i> • <i>PeopleSoft and Student Employment: What's New?</i> • <i>Change in Longevity Policy</i> • <i>Tools and Challenges: Managing Student Employees</i> <p>Total attendance was 243 employees</p>
Ongoing		Continue to celebrate student employee success through recognition programs. (Career Center)	Coordinated the 4 th Annual Student Employee Appreciation and Recognition Reception on April 14, 2005 to celebrate the contributions of BGSU students who work – both on and off campus – and provide employers an opportunity to show their appreciation for students' dedication and their pride in a job well done. Nominations for Student Employee of the Year awards were submitted by on-campus, off-campus, and interns supervisors recognizing the individual or team contributions of 161 students. Awarded \$300 in scholarships to three recipients of outstanding student employee of-the-year awards and one \$350 award that was shared by members of the student employee team of-the-year.
Fall 2004		Produce a new Student Employee Workbook to help students develop employability skills, transition to the workplace, set performance goals, and self-assess their performance. (Career Center)	To date, three chapters of the <i>Student Employee Workbook</i> have been written and the workbook will be produced in the summer.
Spring 2005	Enhance the student-athlete experience	Create life-skills programs; Provide leadership programs; Provide community-service opportunities to all student-athletes; Create an orientation program for freshman student-athletes; Successfully implement pilot learning	<ul style="list-style-type: none"> • Provided three Life Skill Programs in Fall '04 and a Leadership workshop in Spg. '05 • Sponsored Speakers Bureau Program and Pen Pal Program • Completed Freshman Orientation

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TIMELINE	INITIATIVES	STRATEGY	STATUS
		skills program. (Athletics)	<ul style="list-style-type: none"> • Five Teams participated in Academic Training Table Program • Added two Learning Specialists to staff
Spring 2005		Increase graduation rate to 70%; Obtain a minimum of one Academic All-American. (Athletics)	Increased graduation rate to 69%. Women's Cross Country squad is on the national list of the 2004-05 All-Academic Teams for the fourth consecutive year.
Fall 2004	Continue to provide programs and services that promote retention of students.	Monitor the students of color within the various colleges and identify courses that hinder students' progress and cause attrition. (CMAI)	Examined retention and graduation rates of students of color in College of Education and Human Development. Migration patterns will be examined in the fall.
Spring 2005		Work more closely with college advisors through the use of a quarterly electronic newsletter and college advisor exchange. (CMAI)	Attended an advisor exchange with CMAI, college advisors, and the Office of Academic Student Achievement in the fall and spring. In lieu of a newsletter, updates were provided at the monthly UASC meetings.
		Develop and promote awareness of Student Legal Services program. (All departments)	Student Legal Services has been working on a website in the Content Management System, the Director has been attending Student Affairs Council meetings, and information has been published about Student Legal Services in appropriate departmental and Division publications.
Fall 2004		Increase the number of Hispanic and Black males enrolled in the special theme section of UNIV 100 by 50% from the previous year. (CMAI)	Met target (12 students in fall 2003, 18 students in fall 2004).
AY 2004-05		Work with academic advisors and hall staff to arrange sessions/discussions on academic advising using resources of satellite advising resources. (OSAA) Support and co-create plan to open satellite office in Kreisler (east side) and McDonald (west side), for fall semester. (Residence Life)	In progress. Bromfield "Learning Center" was in full operation for fall, 2004 with Writing Consultants and Math tutors available on the same schedule as in McDonald. The program as been overwhelmingly successful and expansion is clearly in the future. Use of this service increased during spring semester. Consideration is being given to placing the math tutors in Kreisler for next year in order to spread the tutoring services to both quads. OSSA met bi-monthly with advisors to discuss feasibility of maintaining mandatory advising appointments in designated satellite offices.
AY 2004-05		Expand Supplemental Instruction to traditionally difficult courses in other academic disciplines as identified. (OSAA)	Expanded SI to include Computer Science 101 in the Spring '05 term.
Ongoing		Continue the development and implementation of collaborative programming for off-campus students. (Student Life)	Sponsored four Family Weekend programs with UAO and Bowen-Thompson Student Union; Collaborated with the Bowen-Thompson Student Union to distribute information about Off-Campus Student Services on the first floor of the Union; Provided opportunity for off-

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TIMELINE	INITIATIVES	STRATEGY	STATUS
			<p>campus students to meet and mingle by offering a Coffee Program in the Off-Campus Student Lounge once a week with staff; Implemented an Off-Campus Student Luncheon once a semester; Updated the Off-Campus Connection Handbook; Collaborated with the Bowling Green community, BGSU community, and UCADI in the implementation of the new Welcome Wagon Program and Picnic; Presented scholarship information at the BGSU Scholarship Fair with the Office of Campus Involvement; A Family Matinee Movie Program was implemented during the academic year.</p>
Ongoing		<p>Continue to offer a broad range of career development services including career advising, career exploration courses, and targeted occupational awareness programs in partnership with academic units; Sponsor 12 job fairs, the Multicultural Career Institute, and a variety of job search workshops. (Career Center)</p>	<p>EXPO: 108 organizations and 1,200 students EXPO Interview Day: 79 recruiters and 438 interviews Government, Non-Profit, and Social Services Fair: 42 organizations (26 new organizations) and 250 students. Supply Chain Management Fair: 28 companies and 76 students with 196 interviews conducted Computer Science Job Fair: 17 companies and 110 students participated with 76 interviews conducted Finance Job Fair: 12 companies and 92 students with 17 interviews Summer Job Fair: 91 recruiters from 48 organizations with 700 students attending International Career Information Fair: 7 employers and 55 students Teacher Job Fair: Approximately 1,000 students/alumni and 301 recruiters (145 school districts) participated in 2,919 interviews at the fair. Mock Interviews: 298 students experienced a practice interview with a professional recruiter.</p> <p>Career Consultation Assisted 5,390 students and alumni through scheduled appointments, unscheduled drop-ins, and on-line consultations.</p> <ul style="list-style-type: none"> • Individual appointments (one-hour) with 2,206 students and alumni. <ul style="list-style-type: none"> ○ Career Development appointments = 683. ○ Co-op/Internship and Job Search appointments = 1,523. • Express Service appointments (15 minutes) with 1,021 students and alumni

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TIMELINE	INITIATIVES	STRATEGY	STATUS
			<ul style="list-style-type: none"> • On-line consultation with 2,163 students and alumni <p>Training and Presentations Spoke to 405 groups reaching 9,357 students, alumni, faculty/staff, and employers and other external constituents.</p> <ul style="list-style-type: none"> • Delivered 358 workshops or presentations reaching 7,758 students and alumni. • Spoke to 47 non-student audiences reaching 1,599 employers, parents, alumni, or other external constituents. <p>Recruiting, Job Fairs, Job Postings, and Referrals</p> <ul style="list-style-type: none"> • The total number of organizations recruiting during 2004-2005 was 599. • Recruiters conducted 5,009 interviews, which represented an 8% increase over 2003-04. • Three thousand six hundred and sixty-six openings were posted on the WorkNet system. • Career Center staff forwarded 23,267 resumes to employers during 2004-05. • Planned, managed and executed thirteen job fairs in which 516 employers and 4,069 students participated. • Sixteen professional development programs for students including mock interviews • Two ten-week Multicultural Career Institutes with 23 participants. • In 2004-05, 789 students completed co-op or internship work experiences with 402 employers from more than 75 different industries. <ul style="list-style-type: none"> ○ Co-op/intern students earned over \$3.7 million with an average hourly wage of \$10.85 across all majors and geographic regions. ○ Students representing 71 different academic programs completed internships in 23 different states plus the District of Columbia. The largest concentration of work experiences was in Ohio, taking place in over 71 towns and cities across the state. Five work experiences were completed outside of the United States.
Sept. 2004		Cooperate/collaborate with First Year Success Series in Office of Student Life to expand the FYSS series/ programs which are available in-	Completed. A working group was formed to evaluate the fall semester FYSS program, with EI representation on it. Student Life's assessment of the FYSS showed very

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TIMELINE	INITIATIVES	STRATEGY	STATUS
		hall to all residence halls; (the program was formerly only in Bromfield Hall and McDonald Quad.) Written brochure containing programs to be made available to RA's when RA training begins. (Residence Life, Student Life)	positive results and high attendance at programs (many of which were BGX students.) Thus, the program will be continued campus-wide in fall '05 and many EI staff members will be presenters in the residence halls.
Fall 2004	Increase level of contact/ follow-up/check-in with new and transfer students as part of transition initiative	Gauge progress of students with disabilities on basis of focus report and survey data. (DSS)	Ongoing – Office Coordinator devotes approximately 90% of time to one-on-one contact with students; Graduate assistant also spends significant time in this endeavor.
AY 2004-05		Collaborate with BGSU Firelands and other college offices to develop an effective method for orienting and supporting Firelands students who move to the BGSU main campus by looking at Firelands student needs and surveying former Firelands students. (OSAA and Student Life)	The University Orientation & Registration Committee is in the discussion stages of how to address Firelands student needs in cooperation with Firelands staff.
Fall 2004		Develop a variety of transfer models and gather feedback from key offices and recent transfer students. (Student Life)	On-going – Feedback will continue to be gathered as the pilot program is developed.
Fall 2004		Work with International Programs to enhance orientation initiatives for new international students by meeting with key offices to refine course registration issues for new international students and incorporating new international students into the August new student orientation session. (Student Life)	Presented a program at the fall and spring international student orientation program; Held individual orientation sessions with new and continuing international students (approx. 500); Represented Student Life and Off-Campus Student Services at International Programs Orientation.
October 2004		Obtain list of “at risk” students from Office of Student Academic Achievement and share with Hall Director and RA staff early in semester to enhance the chances for assistance to students that will help retain them or otherwise provide them with appropriate assistance. (OSAA, Residence Life)	Completed for Fall semester, although the list was not available for EI staff to utilize early enough in the semester for a full effort to be made in this process. Completed for spring semester as well, since additional follow up took place, this time earlier in the semester. For Fall, 2005, Residence Life and the Office of Student Academic Achievement agreed that the NSTQ results will be made available in September, enabling earlier intervention.
Ongoing	Enhance programs and services for Asian American students	Develop liaison relationships with student organizations and departments that focus on Asian culture. (CMAI)	Co-sponsored the Mala Celebration with the India Student, Chinese New Year with the Chinese Students and Scholars Association, and the Ohanami Cherry Blossom Festival with the Japanese Club.
Ongoing	Enhance programs and services for LGBT students	Implement recommendations as appropriate from the LGBT Task Force report, e.g., create	Implemented five recommendations from the report, including the establishment of an advisory board and

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TIMELINE	INITIATIVES	STRATEGY	STATUS
		LGBT resource room; provide programs and services to LGBT students. (CMAI)	resource center.
Ongoing	Continue to enhance and create student engagement and involvement opportunities for BGSU students	Collaborate and implement a wide variety of programs and services within the Bowen-Thompson Student Union.	<p>Completed and ongoing. List of fall programs is as follows:</p> <p><u>Weight Watchers at Work</u> (14 week series) <u>Wednesday's in the Pub</u> – Karaoke, Bingo (3 times), Francisco Rojas (2 times), Corey Hawkey and friends (3 times), The Plastic Shatners, Grad Night in the Pub <u>How 2 Workshops</u> (Seven on different topics) <u>6 O'clock Talks</u> (Six on different topics) <u>Texas Hold 'em Tournament</u> (7 week tournament) <u>Aesthetic Programming</u> <u>Roving Artists</u> (three performers) <u>One Time or Special Events</u> (seven events) <u>Art Gallery Exhibits</u> (Five exhibits) <u>Recreational Tournaments</u> <u>Last Comic Standing</u> (3 week series) <u>Beer Tasting in the Pub</u> (2 separate events)</p> <p>List of spring programs is as follows:</p> <p><u>Weight Watchers at Work</u> (12 week series) <u>Fireside Tuesdays</u> (9 weeks) <u>Wednesday's in the Pub</u> (11 programs/performers) <u>6 O'clock Talks</u> (Five programs) <u>Recreational Tournaments</u> <u>Aesthetic Programming</u> <u>Roving Artists</u> (four performers)</p> <p><u>Friday-Early Movie Showings</u> (13 movies) <u>Last Lecture Series</u> (co-sponsored with Mortar Board) <u>Beer Tasting in the Pub</u> (2 separate events) <u>Art Gallery Exhibits</u> <u>One Time or Special Events</u> (seven events)</p> <p>List of summer '05 programs is as follows:</p> <p><u>Weight Watchers at Work</u> (16 week series) <u>Art Gallery Exhibits</u> <u>BINGO</u> from noon to 1 pm (5 weeks) <u>Sundaes on Mondays</u> from noon to 1 pm (5 weeks) <u>Beer Tasting</u> <u>Sidewalk Chalk Art contest</u></p>
Fall 2004 Spring 2005		Offer 32 sections of UNIV 131 with enrollment of 20 students per section; Achieve a 78%	UNIV 131 Career and Life Planning Course: Offered 7 sections of UNIV 131 during the fall semester enrolling

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TIMELINE	INITIATIVES	STRATEGY	STATUS																																																				
		retention rate for students enrolled in the course. (Career Center)	<p>135 students, and 14 sections during the spring semester enrolling of 278 students. Due to unexpectedly low enrollment, the number of sections offered during the spring semester was reduced from 23 to 14 sections.</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th></th> <th style="text-align: center;">Fall '04</th> <th style="text-align: center;">Spring '05</th> <th style="text-align: center;">Total s</th> </tr> </thead> <tbody> <tr> <td>Enrollment</td> <td style="text-align: center;">135</td> <td style="text-align: center;">278</td> <td style="text-align: center;">413</td> </tr> <tr> <td>Sections</td> <td style="text-align: center;">7</td> <td style="text-align: center;">14</td> <td style="text-align: center;">21</td> </tr> <tr> <td>Completion</td> <td style="text-align: center;">131</td> <td style="text-align: center;">249</td> <td style="text-align: center;">380</td> </tr> <tr> <td>Retention rate</td> <td style="text-align: center;">97.1%</td> <td style="text-align: center;">89.6 %</td> <td></td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Fall '04 (131)</th> <th style="text-align: center;">Spring '05 (249)</th> <th style="text-align: center;">Total (380)</th> </tr> </thead> <tbody> <tr> <td>Total % of A's</td> <td style="text-align: center;">70.2%</td> <td style="text-align: center;">63.8 %</td> <td style="text-align: center;">66.1 %</td> </tr> <tr> <td>Total % of B's</td> <td style="text-align: center;">58.0%</td> <td style="text-align: center;">18.1%</td> <td style="text-align: center;">16.6 %</td> </tr> <tr> <td>Total % of C's</td> <td style="text-align: center;">8.4%</td> <td style="text-align: center;">5.6%</td> <td style="text-align: center;">6.6%</td> </tr> <tr> <td>Total % of D's</td> <td style="text-align: center;">0.7%</td> <td style="text-align: center;">3.2%</td> <td style="text-align: center;">2.4%</td> </tr> <tr> <td>Total % of F's</td> <td style="text-align: center;">4.5%</td> <td style="text-align: center;">4.4%</td> <td style="text-align: center;">4.5%</td> </tr> <tr> <td>Total % of WF's</td> <td style="text-align: center;">1.5%</td> <td style="text-align: center;">4.4%</td> <td style="text-align: center;">3.4%</td> </tr> <tr> <td>Total % of I's</td> <td style="text-align: center;">0.7%</td> <td style="text-align: center;">0.4%</td> <td style="text-align: center;">0.5%</td> </tr> </tbody> </table> <p>Grade Distributions</p>		Fall '04	Spring '05	Total s	Enrollment	135	278	413	Sections	7	14	21	Completion	131	249	380	Retention rate	97.1%	89.6 %			Fall '04 (131)	Spring '05 (249)	Total (380)	Total % of A's	70.2%	63.8 %	66.1 %	Total % of B's	58.0%	18.1%	16.6 %	Total % of C's	8.4%	5.6%	6.6%	Total % of D's	0.7%	3.2%	2.4%	Total % of F's	4.5%	4.4%	4.5%	Total % of WF's	1.5%	4.4%	3.4%	Total % of I's	0.7%	0.4%	0.5%
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Fall 2004		Design programming and services targeted at residential students, male students, students from diverse cultural/ethnic/racial backgrounds, LGBT students, nontraditional students, and other segments of the student population which appear to be underserved or at risk. (Counseling Center)	<p>Staff offered two therapy groups for graduate and non-traditional students, a support group for LGBT students, a support group for female graduate students (as well as faculty/staff), a men's issues brown-bag lunch series, a brown-bag lunch series addressing body image issues, a therapy group for students awaiting assignment to individual counseling, and two "success seminars" for minority students (co-facilitated by staff from the Counseling Center and CMAI). A staff member worked with the International Programs Office to assist students impacted by the tsunami, and two staff members offered programs for international students aimed at helping them acclimate to our culture. The Counseling Center's Liaison to Residence Life worked with the Center's interns to offer extensive training, consultation, and outreach to students and staff in the residence halls. (Outreach efforts included implementing a series of workshops for residential students and opening a second liaison office located in a residence hall.) A staff</p>																																																				

2004-2005 Planning Document Update: Academic Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
			member conducted programs on male leadership and stress management for the football team and spearheaded efforts to bring a nationally-known speaker to campus to address men's issues. Finally, to assist students who were thought to pose a retention risk, the Counseling Center implemented on-line screening for depression, anxiety, and eating disorders (in collaboration with the Student Health Service).
Fall 2004-Spring 2005		Create additional opportunities for interaction outside the classroom, i.e., cultural enrichment activities and additional academic support services. (SSS)	Budget constraints prevented the department from creating additional academic support services and cultural enrichment activities. However, the Peer Mentoring program was successful. During the fall, the Mentors met with their assigned student(s). All students except one (1) were retained from fall.
Fall 2004		Create a five-year plan for a BGSU Leadership Development Program. (Student Life)	Worked with the College of Business Administration, Office of Residence Life, Military Science, and Outdoor Programs to develop a five-year Leadership Strategic Plan. Completed in April 2005.
Spring 2005		Implement newly revised BGSUrve program and increase student involvement in community service programs. (Student Life)	Created BGSUrve recruitment information packet for spring recruitment of executive board and committee members; Planned and facilitated a BGSUrve Student Leader Retreat on January 21-22; BGSU Community Service program participated in the Government, Nonprofit and Volunteer Fair held at BGSU in November; BGSUrve successfully recruited 9 new student leaders to fill roles of: Chair, Vice Chair, Special Events Coordinator, Community Service Coordinators, and Committee; Reported community services hours were 94,392 hours (not all hours reported so this is only reported hours by all groups and student organizations); BGSUrve Community Service Outreach program served at three agencies where 106 volunteers accounted for 306 hours of service; Planned the Martin Luther King Jr. Day of Service with BGSUrve on January 15 at Josina Lott Residential Communities(25 students participated for a total of 75 hours served); Conducted a total of 21 class visits. Advertised BGSUrve, Special Events, and each bi-monthly outreach service project through newspaper ads, flyers, email, and the Universities calendar; Coordinated and planned the Alternative Spring Break Trip to Ft. Lauderdale Florida with Habitat for Humanity. Twenty students participated; Coordinated "Make a Difference

2004-2005 Planning Document Update: Academic Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
			Day”, Adopt-a-Family campaign, and Hunger Banquet in March; Partnered on following programs: Second Annual Thanksgiving Food Drive, “When you Move Out Don’t Throw it Out”; Coordinated the 2 nd Annual National Student Teleconference: A National Discussion on Higher Education’s Civic Mission on February 23; Composed weekly service updates for 808 students, faculty and staff; Established a marketing plan for resources available to students and events coordinated by Community Service Program through a newly created publication.
Fall 2004	Explore ways to increase collaboration with Academic Affairs	Increase level of contact/follow-up/check-in with new students as part of transition initiative; Gauge progress on the basis of contacts made, results achieved, and faculty satisfaction survey information. (Disability Services)	Work largely completed. Staff continues to make class presentations at the request of faculty. Staff also has been present at the new faculty orientation program; an email regarding collaborative activities is also put out on the faculty list serve each semester; working with selected faculty on research continues at this time as well. Ongoing – Office Coordinator devotes approximately 90% of time to one-on-one contact with students; Graduate assistant also spends significant time in this endeavor.
Fall 2004		Coordinate linked course program that brings together UNIV 100, General Studies Writing, and general education courses for the College of Technology. (Student Life) (OSAA)	Effort did not materialize in the fall due to a restructuring. Feedback is being collected from students regard the usability and ease of the online placement system. It is also being gathered from ITS, Admissions, and the College Offices regarding the usability and ease of the online placement system. A timeline and implementation plan with key offices for updates and enhancements will be in place by Fall 2005.
Ongoing		Continue to develop promotion, marketing and involvement of students in the National Student Exchange Program. (Student Life)	Advertised in BG News, listprocs, and website; Set up information table at Study Abroad Fair & New Faculty Fair; Presented NSE information at Orientation & Registration.
Spring 2005		Articulate the levels of involvement and support available to academic units to enhance student participation in, and learning through, internships and cooperative education assignments. (Career Center)	A rubric was developed to articulate the levels of service and support that the Career Center offers academic departments. Individual meetings with faculty as well as focus group interviews were held to identify their perceptions of the Career Center and interest in collaborative programs/services for students. The Career Center hosted Arts and Sciences Learning Luncheon that was attended by 42 chairs, faculty and advisors. The program began with a brief orientation to

2004-2005 Planning Document Update: Academic Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
			the Career Center, which was followed by a luncheon and informal discussions with faculty and advisors regarding the career development needs of their students. As a result of these conversations, we increased faculty awareness of our activities, identified several new strategies for reaching Arts and Sciences students, and established new and strengthened existing relationships with academic administrators and faculty. Written and informal feedback from participants indicated that the program format was highly effective in achieving our intended objectives. In the future, similar programs will be offered for other Colleges.
Ongoing		Strengthen relationship with learning communities' faculty and Academic Affairs. (Residence Life and Office of the VPSA)	A representative of the Office of the VPSA now sits on the Learning Communities Committee and is working to enhance involvement between Divisions.
	Continue to increase students' knowledge and utilization of Student Affairs programs and services	Form Student Affairs Marketing Committee to study and make recommendations about how to get information to students. (Office of VPSA)	The committee met throughout the academic year, administered a survey to assess students' perceptions of marketing and services and will continue to meet during the 2005-06 year to implement recommendations from their survey results.
Fall 2004		Review the formal public relations proposals from the Spring 2004 journalism class and select a number of strategies for implementation. (Counseling Center)	Reviewed the PR proposals generated by the journalism class and subsequently implemented various proposals (e.g., they used the marketing and communication listproc to disseminate information about the Center, sent out a letter to faculty/staff re: suicide prevention, etc.). The Counseling Center subsequently recruited a PR intern to work 10 hours a week during the spring semester. Working closely with Counseling Center staff, this intern wrote and submitted five articles to BG News and had one article published in the Sentinel Tribune. She also developed a timeline and materials for 2005 Depression Screening Day and developed various flyers (promoting a group program and several workshops).
Fall 2004	Expand and strengthen outreach efforts to students who have withdrawn and have not returned to BGSU.	Provide outreach to students who finished the Spring '04 term and registered for Fall '04 but who have since dropped their fall schedule. (OSAA)	Completed 3/05. Surveyed students below "Good Standing" to determine their reasons for leaving and support needed.
Ongoing		Provide out-reach assistance to prospective Fall '04 students who attended Orientation and have dropped schedule prior to matriculation. (OSAA)	Completed 9/04. There were seven students who withdrew their fall '04 schedules prior to matriculation.

2004-2005 Planning Document Update: Academic Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
Ongoing		Provide outreach to students who entered the University as a part of the '03 cohort but did not return for Fall '04. (OSAA)	Completed 11/04. Through periodic phone calls we yielded 16 students who returned for the Fall '04 and Spring '05 terms.
Ongoing		Create exit interview form/process that provides consistent data on students referred to OSAA who withdraw during semester. (OSAA)	Completed 2/05.
Spring 2005	Provide a plan for the fraternity and sorority system.	Greek Affairs will develop a short- and long-term master plan. (Residence Life)	The Master Plan is not yet completed and is being worked on.
June 2005	Increase space utilization in Greek living units.	Revise housing assignment process for Greek living units to try to insure full occupancy. (Residence Life)	Implemented a new housing sign-up procedure this Fall along with accountability for filling the houses next fall. Process is on-going and we continue to adjust.

Division of University Advancement

INITIATIVE	STRATEGY	STATUS
	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.	As of June 30, 2005, a total of \$ 79.5 million has been raised for endowed scholarships in cash, pledges and planned gifts.

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Annual Imperative 2: Enhance our ability to attract and retain faculty and staff who are successful and who contribute towards the learning community by providing faculty and staff salaries consistent with established benchmarks

Division of Provost and Academic Affairs

Imperative 2: Attract and Retain Faculty and Staff INITIATIVE	Imperative 2: Attract and Retain Faculty and Staff UPDATE: September 2005
Faculty compensation	Despite declining state support, BGSU was able to increase salaries for faculty and staff who met expectations in their performance evaluations by 3 percent. Faculty who exceeded expectations were eligible for an additional 0.25 percent.
Strategic faculty recruitment	As noted in Annual Imperative 5, a total of 45 new tenure-track and tenured faculty members were hired for 2005-06 based on strategic college recruitment plans. The approved college recruitment plans for 2006-07 include 60 tenure-track faculty positions and 4 lecturer positions. Among the tenure-track positions, six are dedicated to the Research Enhancement Initiative. Searches are currently underway.

Division of the Executive Vice President

-Worked with the President's Compensation Committee to suggest raises for 2005-06 and to meet with constituent groups on other workplace issues (wellness, sick-leave bank, etc.).

Division of Finance and Administration

The University Bookstore evaluated and adjusted key positions as appropriate to ensure duties and compensation are maintained consistently with industry standards and operational growth. The University Bookstore continued refinement and development of student employment program and established a roundtable with membership representing all levels of employment to explore future structures and improvements.

Budgeting worked with SVPFA and Provost in the identification of resources to offer salary increases and a market adjustment pool. Budgeting assisted the Provost in the collection of market adjustment requests, in the transmission of data to Institutional Research for analysis and in the distribution of the market adjustment pool set aside for 2005-06. Budgeting assisted in the on-going implementation of the compensation plan. A very significant increase was included during budget development to provide funds for enhancing salaries through the market adjustment process and providing funds for a 3.25% salary increase.

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Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
Ongoing	Provide professional development opportunities to staff through SA Staff Development Team program offerings and Division Retreats	Encourage staff to participate in Division staff development programs and retreats as appropriate; Develop a professional development program plan for 2004-05 (SA Staff Development Team)	The Staff Development Team designed a one-day conference-type workshop in January to provide opportunities for staff to attend a variety of educational sessions.
Fall 2004		Pilot a mid-managers training program. (Office of VPSA)	This was developed and the pilot will be implemented with 12 staff during the 2005-06 academic year.
Fall 2004		Explore mentoring program for new employees. (Office of VPSA)	This will be implemented in Fall 2005 with New Staff Orientation.
Ongoing		Support professional growth and development for all employees by encouraging service and leadership roles in relevant professional associations. (All departments)	Have enhanced the professional development of staff through conference attendance, conference presentation, campus visits and book discussion with staff and graduate students.
Ongoing	Provide professional development opportunities to student employees, graduate assistants, and interns.	Continue to orient and train SA graduate assistants to assume an active role in the delivery of educational programs and services to students. (OVPSA)	Two 4-hour GA workshops were held with 50 GA invited to attend.
Ongoing		Strengthen student training through on-campus internship and coop programs; work in conjunction with external media professionals and professional media organizations to provide learning and mentoring opportunities; develop a variety of training seminars for pre-doctoral interns; and host a series of open houses and outreach activities to first-year and sophomores, seeking to involve and connect more students through learning opportunities (Student Publications, Counseling Center)	Counseling Center staff developed and implemented various training seminars for pre-doctoral interns (including group, diversity, assessment, consultation/outreach, supervision, therapy, and psychiatric seminars). Counseling Center staff also established a new PR internship position and recruited an undergraduate student intern for the spring of 2005. Student Publications added more components to on-campus internship program, increasing portfolio review meetings, pre-writing conversations with reporters and more e-mail feedback on performances. We added significant new components to VCT co-op program, integrating an introductory photojournalism textbook as part of requirements and included more consistent critiquing and feedback. Held more meetings and general conversations with all staff members, when appropriate and necessary, designed to assist in the critical thinking capabilities of staff. Student learning experiences were significantly enhanced in our pre-press area. The one-on-one mentoring style in UniGraphics was applied to all areas of production. Student feedback showed a major improvement with their satisfaction and level of learning this past year. Also, to compensate for the loss of full-time personnel in the production area, several more

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TIMELINE	INITIATIVES	STRATEGY	STATUS
			students were given greater responsibilities and learning opportunities, a very beneficial development spawned from what was originally a negative situation.

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Imperative 3: Develop new structures and employee incentives that encourage behavior that promotes the Strategic Directions and Annual Imperatives

Division of Provost and Academic Affairs

Imperative 3: Develop structures and incentives to promote the Strategic Directions and Annual Imperatives INITIATIVE	Imperative 3: Develop structures and incentives to promote the Strategic Directions and Annual Imperatives UPDATE: September 2005
Integrated initiatives	Please refer to Annual Imperatives 1, 4, 5, 6, and 7 for details.

Division of the Executive Vice President

- Continued working with Classified Staff on a proposed bonus system; the system is unit based but does allow for certain, university-wide incentives
- The Library reviewed its Faculty Promotion, Tenure and Merit documents to be sure that they recognized activities which might fall within the Scholarship of Engagement.

Division of Finance and Administration

The continued expansion of the Purchasing Card, which promotes the cardholders ease of accomplishing an expenditure and also improves monitoring and documentation of purchases.

The Director of the Bookstore coordinated his Employee and departmental goals with the University's Strategic Directions and Annual Imperatives process during performance appraisal and annual planning cycles. The Bookstore developed new department employee handbooks in support of store performance standards and campus initiatives.

Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
AY 2004-05	Recognize staff for their contributions to the Division and the University	Identify and implement recognition plans and/or celebratory events to recognize staff accomplishments (All departments)	Departments have worked this into their respective celebrations and traditions.

2004-2005 Planning Document Update: Academic Affairs

Annual Imperative 4: Continue to strategically, consistently, and aggressively communicate the case for higher education to state and federal leaders and the public.

Division of Provost and Academic Affairs

Imperative 4: Communicate Higher Ed. Case INITIATIVE	Imperative 4: Communicate Higher Ed. Case UPDATE: September 2005
College strategies for University advocacy	The colleges have been charged to expand their efforts to support the institutional objectives (as outlined in the <i>Academic Plan</i> with special attention to the Engagement Initiative), to be vocal advocates to the community about these institutional objectives, and to demonstrate specific ways in which these objectives have been enhanced. Deans will provide monthly updates
External groups and advocates for higher education	<p>College Advocate boards are essential to the efforts of each college in mobilizing the support of distinguished alumni and friends and communicating their contributions to students, communities, the state and society in general. As defined by the college of Arts and Sciences, Advocates assist their colleges by:</p> <ul style="list-style-type: none"> ➤ <i>Sharing information about the quality of our program and the accomplishments of our students, faculty, and alumni with those beyond the university community;</i> ➤ <i>Increasing a sense of pride, loyalty and connectedness to the College among alumni, friends, and members of the public;</i> ➤ <i>Encouraging alumni and friends to contribute time, talent, and/or funds to support the College, its program, and - most importantly - its students.</i> <p>Safari 2005, the 2nd Annual Chair and Director Summer Conference featured Randy Gardner, the Ohio Senate's Majority Floor Leader. Senator Gardner headlined a session entitled: <i>The current higher education environment: Examining social, economic and political factors that influence the decisions we make, the way we function, and how we contribute to society.</i> The intent of the session was to educate BGSU academic leaders (including chairs, directors, deans, associate deans, vice provosts and vice presidents and various other administrators) about challenges in maintaining the integrity of higher education as they respond to concerns among internal and external constituents. This interactive session examined confusion over higher education's role in today's society and explored effective means of communicating BGSU's mission, achievements and contributions to the State of Ohio. Among the specific issues addressed were:</p> <ul style="list-style-type: none"> ➤ apprehension over rising tuition, ➤ competing understandings surrounding the intent of academic freedom, ➤ demands for cutting-edge technology and ➤ conflicting expectations for economic development are just a few of the challenges that influence the way colleges and universities engage their students and serve their communities.
Documentation of professional achievements and contributions	In response to increased demands for accountability and to enhance our efforts to communicate our contributions to the state and society, Academic Affairs is partnering with ITS to develop a comprehensive Academic Affairs Database to harness information that traditionally has not been maintained centrally or electronically. Documenting faculty scholarship and engagement activities through a standardized reporting process that will mirror current faculty service reports, the database

2004-2005 Planning Document Update: Academic Affairs

Imperative 4: Communicate Higher Ed. Case INITIATIVE	Imperative 4: Communicate Higher Ed. Case UPDATE: September 2005
	<p>will be a powerful means of measuring our effectiveness and documenting our achievements. The database will enable us to:</p> <ul style="list-style-type: none"> ➤ access consistent, accurate and timely data across the University, ➤ interface that information with existing databases to facilitate University planning and decision making, ➤ clarify and communicate BGSU's role and contributions as an institution of higher education to internal and external audiences, and ➤ facilitate the connection of qualified faculty members with community constituents in need of specific talent or expertise—schools, business, industry, government, and health and social service agencies—in solving real problems and generating new knowledge.
University research and collaboration	<p>For three years, the BGSU Research Conference has integrated the Academic Plan into its programming. In Fall of 2004, the 3rd annual conference focused on the theme <i>Engaging Minds Across the Disciplines</i>. For descriptions of the conference poster presentations, see: http://www.bgsu.edu/offices/spar/Research_Conference/BGSU_RC_2004/ConferencePresenters2004.html.</p> <p>Planning for the 4th Annual Research Conference, <i>Achievement: Measuring Success</i>, is in progress. Details are available at: http://www.bgsu.edu/offices/spar/Research_Conference/</p>
BGSU White Papers	<p>The Academic Freedom Group was convened in late Spring 2005 to examine current policies and procedures and communicate the University's position on academic freedom in relation to students, faculty and the institution itself. In preparing a white paper on this issue, the group will:</p> <ul style="list-style-type: none"> ➤ Examine definitions and best practices at other universities and professional organizations as they relate to the academic freedom of faculty, students and institutions of higher education. ➤ Identify, assess and revise, if necessary, existing BGSU statements and policies within a context of the historical development of academic freedom and higher education standards. ➤ Clearly articulate the University's definitions and policies in relation to the rights and responsibilities of faculty, students and the institution in exercising academic freedom. ➤ Develop a plan to communicate cogently and creatively the centrality of academic freedom to the cultivation of knowledge and individual learning to our internal and external audiences. <p>The white paper will provide a base of information useful for a variety of communications including op/eds and scholarly essays. Among members of the group are faculty, administrators and a graduate student.</p>
<i>All initiatives for Annual Imperative 4 are essential to each of the other six Annual Imperatives.</i>	<i>All initiatives for Annual Imperative 4 are essential to each of the other six Annual Imperatives.</i>

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Division of the Executive Vice President

- Completed the Bowling Green State University response to the state-wide Productivity Report.
- Worked with the University's Legislative Liaison to make "Cap-Whiz" available on the Alumni website.
- Continued to work with the BGSU Board of Trustees so that every other week they received information about Higher Education and BGSU.

Division of Finance and Administration

Institutional Research Staff members serve on the Ohio Board of Regents Performance Report, Productivity Report, and Financial Aid working groups and also made a presentation to the Ohio Board of Regents Marketing Consultation.

Capital Planning/Design and Construction have continued to support this initiative through our interaction with the Controlling Board, particularly during our one on one sessions with the legislators regarding property purchases, multiple prime contracting and prevailing wage. We have also discussed our Master Plan with the BG Chamber of Commerce, Rotary Club, Leadership BG, as well as a number of State, City and County officials. We have also been involved in the community through our work with the Wood County Committee on Aging and the Perrysburg Heights Community Association pass-through capital projects.

The University Bookstore supports reinvestment in Ohio community through the bookstore scholarship programs. The University Bookstore produced substantial income to fund internal projects and reduce need for dependency on alternate funding sources. The Bookstore employees actively participated on national level with collegiate retail issues specific to higher education such as was to address the high cost of course materials.

The Division of Finance and Administration continues to respond to the public to clarify perspectives they receive from the media.

Budgeting participated in the President's Cabinet project whereby we developed a matrix for communicating through the media the successes of BGSU substantiated by quantitative measures.

Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
Fall 2004 - Spring 2005	Encourage student editors to explore and communicate relevant issues.	Work with student editors to understand the major issues facing higher education and also encourage University administrators to view The BG News as a primary means of	Achieved, but on-going. Increased pro-active dialogue with editors from all publications, particularly <i>The BG News</i> , to suggest stories that are relevant and important to the University community including state funding and

2004-2005 Planning Document Update: Academic Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
		communication and understanding for University students. (Student Publications)	budgets, diversity, and student life. Was relatively successful, attempting to walk the fine line of influencing, but not interfering with the editorial decision-making process.
Ongoing	Communicate to state and federal leaders the case for TRIO programs and the impact they have on the community	Develop publications and information network; Utilize Alumni of the BGSU SSS program.	In-progress; an initial meeting was held with a representative from Alumni Affairs to discuss the procedures to create an Alumni database of Student Support Services participants.
Fall and Spring 2004-05	Continue to enhance and build opportunities for communication with parents and family members of BGSU students.	Publish two newsletters and a monthly electronic newsletter to parents and family members, a special graduate edition newsletter, and a welcome newsletter for new parent and family members. (Student Life)	Created and mailed a special welcome newsletter to parents of new students; Created a special graduate edition newsletter that was mailed in February to all parents of students who are eligible for graduation during the 2005 calendar year; On-going publication of two parent and family newsletters per year; Implemented regular electronic newsletter to parents and family members.
Fall and Spring 2004-05		Host regional meetings for parents and family members. (Student Life)	Hosted two regional meetings during Spring Break in Cincinnati and Cleveland.
Ongoing	Work with Residence Life student groups to help educate them on potential of exerting influence on public officials for support of funding of higher education.	Provide student leadership RSA, RA Council, SMART, and other Residence Life student groups with information on the State of Ohio higher education funding issues and suggest some alternatives for civic involvement on their part to support BGSU's position.	While this was ongoing for fall and spring semesters, overall this was not extremely successful and probably suffered from lack of knowledge of specific ways of exerting meaningful influence.

Division of University Advancement

INITIATIVE	STRATEGY	STATUS
	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.	Ongoing efforts continue via Marketing & Communications, Alumni Affairs

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Annual Imperative 5: Integrate and be accountable for making progress toward major institutional initiatives, including but not limited to, the Academic Plan, Comprehensive Campaign Plan, Information Technology Plan, Master Plan, BG Experience (Values Initiative), Residence Life Master Plan, program review recommendations, and budget priorities.

Division of Provost and Academic Affairs

Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
<p><i>Funding from nonenrollment sources:</i> Comprehensive campaign</p>	<p>In cooperation with University Advancement, Academic Affairs hosted a workshop Chairs, Directors, A-Deans and Deans entitled <i>Building Dreams</i> in Fall 2004. Facilitated by Bill Lowery, the University's consultant, the event was designed to:</p> <ul style="list-style-type: none"> ➤ foster alumni communication and involvement in the comprehensive campaign. ➤ cultivate skills at all administrative levels ➤ encourage collaborative planning efforts. <p>Cynthia Price, Assoc. Vice Provost for Research Administration and Director of Sponsored Programs and Research (SPAR) and Deborah Perry, Director of Corporate and Foundation Relations also provided advice on the complementary roles of development and sponsored programs and research in creating opportunities with our external constituents.</p> <p>Ed Reiter, Foundation Board Chair, addressed the academic leaders on the role of the community in the University's <i>Building Dreams</i> campaign.</p> <p>An additional workshop co-sponsored with Development is scheduled for October 28th.</p>
<p><i>Funding from nonenrollment sources:</i> Community engagement to stimulate economic and social development through partnerships and outreach activities</p>	<p>In cooperation with the President's Office, Academic Affairs updated its list of engagement examples. An online form was developed to facilitate the submission of examples at all administrative levels. The form and the resulting examples are available at: www.bgsu.edu/offices/provost/implementation.htm.</p> <p>As described above, Safari 2005, the 2nd annual Chair and Director Summer Conference featured: <i>The current higher education environment: Examining social, economic and political factors that influence the decisions we make, the way we function, and how we contribute to society.</i> Michael Carroll, Director of the Center for Regional Development explained the importance of partnerships and collaboration relative to the University's impact on regional and state economic development.</p>
<p><i>Funding from nonenrollment sources:</i> Third Frontier research efforts</p>	<p>Through the collaborative efforts of Academic Affairs, Finance and Administration, the Executive Vice President and General Counsel, policies and procedures are being established for Disclosure of Potential Conflict of Interest for Technology Transfer, and Two-way and One-way Non-disclosure Agreements. These will have broad application to collaborative efforts as well as specific use in Wright Capital Laboratory activities.</p> <p>Wright Capital Project staff continue to work collaboratively with SPAR.</p> <p>General Counsel has developed a plan for a research institute to foster technology transfer.</p>

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Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
<p><i>Funding from nonenrollment sources:</i> Collaborative research activities in Northwest Ohio</p>	<p>The Office of Research Collaboration, charged with supporting collaboration among BGSU, the Medical University of Ohio, and the University of Toledo, has been in operation for the last year fulfilling its mandate to:</p> <ul style="list-style-type: none"> ➤ bring people together in partnerships to increase opportunities for networking and funding, ➤ build an infrastructure for collaboration, ➤ develop communication avenues, and ➤ educate and mentor faculty <p>On September 12, 2005, the Office hosted a retreat for its inter-institutional advisory board. The charge to the board is to identify the collaborative “signature research areas” that would be synonymous with Northwest Ohio and to begin developing the strategies necessary to leverage external support.</p> <p>The 3rd Annual BGSU Research Conference, entitled <i>Engaging Minds Across the Disciplines</i>, created opportunities for collaboration and external funding. Among its major features were:</p> <ul style="list-style-type: none"> ➤ <i>Focus on Ohio:</i> Collaborative research illustrating BGSU’s contribution to Ohio. ➤ <i>The Continuing Evolution of the DuPont/University Interface:</i> Advice on cultivating partnerships and negotiating agreements with business and industry in an academic setting. ➤ <i>Successful Technology Transfer:</i> Discussion on how successful entrepreneurs moved their original technology concepts into viable businesses. ➤ <i>The Researchers Luncheon</i> at which community leaders representing regional business and industry, government, and institutions of higher education interacted with faculty, students and administrators.
<p><i>Funding from nonenrollment sources:</i> Increasing opportunities for federally directed research funding</p>	<p>The Research Enhancement Initiative, finalized in June 2005, provides a plan for investment of University resources in collaborative research clusters based on our strengths and strategic opportunities, especially those proposed by state activities. These clusters expand interdisciplinary collaboration as well as enhance the institutional capacity to perform research. Research clusters chosen for investment over the next six years are:</p> <p>Molecular Photonics,</p> <ul style="list-style-type: none"> ➤ Adolescent Well-Being, ➤ Comparative Neuroscience Research, ➤ Geospatial/Ecological Forecasting, and ➤ Learning Sciences. <p>As described above, six new tenure-track faculty lines are dedicated to the Research Enhancement Initiative for the current recruitment cycle.</p> <p>Among BGSU’s research accomplishments is the Center for Family and Demographic Research (CDFR). Increasingly successful in attracting federal funding. this interdisciplinary center has approximately 35 faculty affiliates. CDFR provides:</p> <ul style="list-style-type: none"> ➤ Basic research ➤ Applied research

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Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
	<ul style="list-style-type: none"> ➤ Student training ➤ Community service <p>The James R. Good Chair in the College of Business Administration has been refocused to Global Supply-Chain Strategy. A search to fill this position is underway. http://www.cba.bgsu.edu/cba/GoodChair.html</p> <p>We are currently searching for a director for the Dallas-Hamilton Center for Entrepreneurial Leadership http://www.cba.bgsu.edu/cba/DirectorSearchDallas-HamiltonCenter.html</p>
<i>Funding from nonenrollment sources:</i> Strategic faculty recruitment	In most cases, investment in the Research Enhancement Initiative (described above) will result in the hiring of additional faculty at both the senior and assistant levels along with start-up funding and support for post-doctoral research personnel and additional graduate research assistants.
<i>All initiatives related to funding from nonenrollment sources are also vital to Annual Imperative 4 (Continue to strategically communicate the case for higher education to state leaders and the public,) and Annual Imperative 5 (Integrate and be accountable for major initiatives).</i>	
<i>Academic Plan:</i> Transformation of BGSU into a premier learning community	<p>Implementation of the Academic Plan initially began with development of strategies to broadly infuse the five major themes across the University community. Implementation teams focused on theme goals, objectives, strategies and activities and began to identify qualitative and quantitative indicators. Progress on the themes can be found at:</p> <ul style="list-style-type: none"> ➤ <u>Leadership in Learning</u>: http://www.bgsu.edu/offices/provost/academicplan/leadership.htm ➤ <u>Critical Thinking about Values</u>: http://www.bgsu.edu/offices/provost/academicplan/critthink.htm ➤ <u>Embracing the Arts</u>: http://www.bgsu.edu/offices/provost/academicplan/arts.htm ➤ <u>Understanding Cultures and Nations</u>: http://www.bgsu.edu/offices/provost/academicplan/cultures&nations.htm ➤ <u>New Media and Emerging Technologies</u>: http://www.bgsu.edu/offices/provost/academicplan/newmedia.htm <p>As the year progressed, the emphasis shifted to implementation of the <i>Character</i> the University's premier learning community: inquiry, engagement and achievement. The institution's learning outcomes are integral to the implementation of these three key elements. Specific impact on students and external communities and developing indicators can be seen at:</p> <ul style="list-style-type: none"> ➤ <u>Inquiry</u>: http://www.bgsu.edu/offices/provost/academicplan/inquiry.htm ➤ <u>Engagement</u>: http://www.bgsu.edu/offices/provost/academicplan/engagement.htm ➤ <u>Achievement</u>: http://www.bgsu.edu/offices/provost/academicplan/achievement.htm <p>Deans are in the process of identifying strategies for major initiatives and communicating the benefits of these strategies to our external constituents. A comprehensive report mapping the implementation strategy and indicators relative to specific BGSU goals, peer institutions, and recognized standards is in progress.</p>
<i>Academic Plan:</i> Strategic development of undergraduate research	The Office of Undergraduate Research (OUR) was established in 2004 to increase the visibility, prestige and material support for participation in undergraduate research and creative activities. Under the

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Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
	<p>leadership of Dr. John Farver, OUR is charged to:</p> <ul style="list-style-type: none"> ➤ Identify and quantify the current level of undergraduate (and faculty) participation in research and creative activities. ➤ Develop a university-wide network to identify and bring together students and faculty interested in undergraduate research and creative activities. ➤ Cultivate inquiry through curricula reform. ➤ Promote undergraduate research and creative activities at BGSU. ➤ Identify sources of external funding and assist faculty in preparation of proposals/requests for external funding in support of undergraduate research. ➤ Assess the impact of undergraduate research on student success and development. <p>OUR's first Undergraduate Research Symposium held in April 2005 showcased 35 student research projects from six colleges.</p>
<p><i>Academic Plan:</i> Strategic development of graduate education</p>	<p>New graduate program developments include:</p> <ul style="list-style-type: none"> ➤ Approved by Ohio Board of Regents: <ul style="list-style-type: none"> ▪ Doctor of Musical Arts ▪ Master of Arts in Art Education ➤ Approved by BGSU Board of Trustees: <ul style="list-style-type: none"> ▪ Ph.D. in Statistics ▪ Master of Arts in Cross Cultural and International Education ➤ Program Development Plan Submitted: <ul style="list-style-type: none"> ▪ Ph.D. in Learning Sciences ➤ In Preparation: <ul style="list-style-type: none"> ▪ Graduate Certificate in Biostatistics ▪ Masters Degree in Architecture ➤ Approved by Graduate Council: <ul style="list-style-type: none"> ▪ Graduate Certificate in Food and Nutrition ▪ Graduate Certificate in Scientific and Technical Writing <p>Notable achievements include:</p> <ul style="list-style-type: none"> ➤ The BGSU Ph.D. in Industrial/Organizational Psychology was ranked 3rd in the nation by <i>U.S. News & World Report's "America's Best Graduate Schools"</i> <p>The Graduate Student Learning Community Initiative was implemented through the cooperative efforts of the Graduate College and Center for Teaching, Learning and Technology under the leadership of Dr. Kristine Blair and Dr. Radhika Gajjala. Major foci are:</p> <ul style="list-style-type: none"> ➤ Mentoring and Professional Identity ➤ Professional Development Activities
<p><i>Academic Plan:</i> Strategic faculty recruitment, retention and professional development</p>	<p>As noted in Annual Imperative 2, a total of 45 new tenure-track and tenured faculty members were hired for 2005-06 based on strategic college recruitment plans.</p>

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Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
	<p>The approved college recruitment plans for 2006-07 include 60 tenure-track faculty positions and 4 lecturer positions. Six new tenure-track faculty lines are dedicated to the Research Enhancement Initiative for the current recruitment cycle. Searches are currently underway.</p> <p>The Office of the Provost and Vice President for Academic Affairs has increased its collaborative activities with the other divisions to foster understanding and to create a cooperative environment for students, faculty and staff. Specific examples include BG eXperience, student academic achievement, and professional development opportunities for faculty members, department chairs and school directors.</p> <p>A major theme that has united Academic Affairs and Student Affairs is <i>Understanding Millennial Students</i>. Two breakfast workshops co-sponsored by the divisions opened a dialog among faculty, staff and academic leaders about the changing needs and learning issues of our students. These two events will serve as a foundation for expanded discussion regarding the impact of technology on teaching and learning in and out of the classroom.</p>
<p><i>Academic Plan:</i> Chair and Director welfare</p>	<p>Cross-division collaboration is a priority for the Provost's Advisory Committee for Chair & Director Professional Development as it continues to develop and implement a comprehensive plan to address issues identified in IPRA needs assessment.</p> <p>Among the major professional development events offered in 2004-05 to cultivate skills, foster managerial mentoring and promote collegial networking were:</p> <ul style="list-style-type: none"> ➤ UCCD Development Workshop and Provost Luncheon: <i>Building Dreams</i>. September 17 , 2004 ➤ Provost Luncheon: <i>Addressing the Complexities of Student Academic Honesty</i>. October 22, 2004 ➤ Intellectual Property Law and Copyright Fair-Use Policies. January 14, 2005 ➤ Joint Academic Affairs and Student Affairs Breakfast for Chairs and Directors: <i>Understanding Millennial Students: Breakfast and Conversation Across the Divisions</i>. February 25, 2005 ➤ Safari 2005: <i>Second Annual Chair and Director Summer Conference</i>. August 4, 2005 <p>Office of the Provost facilitates communication through website for UCCD and Chairs and Directors at: http://www.bgsu.edu/offices/provost/chairsanddirectors.htm We partnered with University Libraries to develop a comprehensive web resource site at: http://www.bgsu.edu/colleges/library/profdev/main.html</p>
<p><i>Academic Plan:</i> Continue to work on issues related to Faculty welfare and success.</p>	<p>Provost Office continues to work with Faculty Welfare Committee and the Deans on issues related to faculty welfare and success.</p> <p>Two working groups were convened this summer. The first is to explore leaves of absence for tenured faculty. The second group will provide a clear guidelines for implementing a career track for non-tenure track faculty as supported by faculty senate last spring.</p>

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Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
	<p>A task force has been convened to survey faculty development needs and align the CTLT mission with those needs.</p> <p>Among the many faculty recognized for their scholarly achievements in the last academic year are:</p> <ul style="list-style-type: none"> ➤ R, Michael McKay, Biological Sciences 2005 Alexander von Humbolt Foundation Research Fellowship ➤ Gary Silverman, Environmental Health Fulbright Fellowship in Costa Rica ➤ Scott Highhouse, Psychology Fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology ➤ Pavel Anzenbacher, Chemistry, Sloan Research Award ➤ Cindy Miglietti, Accounting, Firelands Campus Fulbright Lecturing Award in the Czech Republic ➤ Stephan Hillerbrand and Mary Magsman, Art, Individual Excellence Award, Ohio Arts Council and Fulbright Junior Research Award in Germany ➤ Dwayne Gremler, Marketing, Fulbright Award in the Netherlands ➤ Robert Vincent, Geology, Olscamp Research Award ➤ Devin McAuley, Psychology, Outstanding Young Scholar Award
<p><i>Academic Plan:</i> Diversity issues</p> <p>(Diversity issues are vital to all Annual Imperatives. Implementation through the Academic Plan assures comprehensive and integrated application.)</p>	<p>The Diversity Liaison Committee consists of members from each VP area to forward BGSU's commitment to diversity and inclusion. DLC meets regularly to advance the University's diversity agenda and goals. Below is a list of AY '04-05 activities:</p> <ul style="list-style-type: none"> ➤ Last spring, the DLC met with faculty of color to mentoring and support systems needed and provided for their continued success. ➤ The Faculty of Color forum was followed by a reception sponsored by the President. ➤ The DLC worked on a university-wide diversity initiative involving the Humanities Troupe. The Humanities Troupe is theatre for Community, Diversity and Change which aspires to promote a culturally literate society through the experiential engagement of our communities. <p>Another measure of the University's commitment to diversity is faculty involvement in international programs as demonstrated by the four BGSU faculty members who received Fulbright awards, as described above.</p>
<p><i>Academic Plan:</i> Faculty Opportunity Program</p>	<p>Since the hiring freeze we have made four faculty opportunity offers. Three of the four accepted and have begun their employment with BGSU.</p>
<p><i>Academic Plan:</i> Enrollment Management</p>	<p>Major enrollment management initiatives developed during the last year include:</p> <ul style="list-style-type: none"> ➤ Strategic Enrollment Management Steering Committee reviews and recommends enrollment targets for new freshmen, transfer students, international students, underrepresented students, adult learners, and distance and on-line enrollments. ➤ The Enrollment/Retention Management Group is composed of directors of student enrollment offices, faculty and staff. E/R meets monthly to trouble-shoot enrollment issues.

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Imperative 5: Progress toward Major Initiatives INITIATIVE	Imperative 5: Progress toward Major Initiatives UPDATE: September 2005
	<ul style="list-style-type: none"> ➤ The Committee on Strategic Aid Policy Planning meets bi-monthly to assess effectiveness and utilization of financial aid programs relative to matriculation and retention. ➤ Attrition Early Warning System—BGSU uses a two-pronged system to provide early warning indicators for first-year students who are at risk of attrition. First, the Office of Institutional Research administers its New Student Transition Questionnaire to first-year students in their sixth week of classes each fall. Questionnaire results are used to construct an “attrition at-risk list” that is shared with college offices, advisors, and directors of learning communities and first-year programs. Second, faculty who teach first-year students are asked to complete mid-term progress reports during the eighth week of classes that identify students in academic difficulty. Results are shared with college and program advisors and the students themselves. In both cases, this early warning information is designed to serve as a tool for outreach and intervention to ensure continuous enrollment.
<i>Implementation of the Academic Plan is inclusive of all seven Annual Imperatives.</i>	
Master Plan	Implementation of the Academic Plan and cooperative efforts across the divisions accommodate related capital improvements designated by the Master Plan continue. Primary examples: <ul style="list-style-type: none"> ➤ Embracing the Arts: \$1.5 million contribution for the Wolfe Center for the Arts ➤ Leadership in Learning: \$3 million contribution for Dallas-Hamilton Center for Entrepreneurial Leadership

Division of the Executive Vice President

- Completed a program review for the Office of the CIO.
- Contributed significantly toward the goals of the Academic Plan to enhance the use of new media and promote global understanding.
- Served on committees looking at a new or renovated Anderson Arena.
- Provided vital support for the Wooster Street widening project so that the campus suffered little disruption.
- Continued to work on a program statement for the Jerome Library Building.

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Division of Finance and Administration

Institutional Research staff present information on the organizational structure of the University and the BGSU planning process at New Employee Orientation. The office provides packages of information for academic units undergoing program review and provides additional ad hoc assistance to units undergoing review (e.g., development of customer satisfaction surveys). The Director serves on the Academic Plan Implementation Team and has assisted with the development of indicators for the Academic Plan.

Throughout this past year, the Office of Capital Planning and the Office of Design and Construction, has continued to work with NBBJ, the consultant for the Campus Master Plan, and continued into several areas of sub-master planning objectives and several other master plan guideline objectives. We continue to review the detail sub-planning for the core area of campus including the Library, Parking Lot N, Saddleire Student Services Building, Memorial Hall, and the Admissions and Visitor's Center, the new Performing Arts facility and a new Parking Garage. This study synthesized the best detailed considerations needed to make these projects operate and serve the campus and community, as well as planning to understand the interconnectedness or relationships among each project. Additionally, a study and engineering assessment has been conducted to define, plan, and cost estimate the surrounding roadway improvements, including the proposed addition of the BG Parkway that will connect East Wooster Street directly to Ridge Street. Traffic studies for the network of roadway, in this campus region, continue to be explored. The Wooster Street Landscape Planning was also part of NBBJ's work and was found to be urgent in the context of the City's Wooster Street Widening Project. It helped determine the landscape design for the entire length of Wooster Street and helped to support the Campus Master Plan. There is continued work on utility infrastructure master planning, campus sustainability, and Science Quadrant sub-master planning, all of which are being integrated into the preparation for future project sequencing and development.

Other Campus Environmental Sustainability Initiatives:

- a. Through recommendations from the Campus Master Plan, elements of sustainable design have been initiated for new building projects on campus. We will continue to strive for LEED Certification for new buildings when possible.
- b. The Office of Design and Construction hosted two SCUP Sustainability teleconferences last year that were open to the campus community of students, faculty and staff, the City of Bowling Green, the county, local schools, other universities, as well as architectural/engineering firms. Last October, the first virtual seminar was entitled: "Sustainable Building and Design on Campus – Building a Restorative Educational Environment." The second webcast was directed towards the University Administration and it was entitled: SCUP Report to the Academy: The State of Sustainability on Campus in 2004.
- c. The University Architect/Director of Design and Construction participated in a Graduate Seminar class taught by Professor Donald Scherer to help investigate, assess, and discover campus opportunities for educating students about the value and importance of environmental sustainability. The class helped develop the curriculum for future classes to be taught. Other campus participants in this class were from the Purchasing Department, Facilities Services, Environmental Health and Safety, the College of Education, as well as several graduate students.

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- d. The committee, Greening the Campus – Campus Environmental Sustainability, has been meeting to help integrate activities and communications among diverse members and colleagues of the University. The University Architect/Director of Design and Construction participates in this committee that discusses ways the University can use “green thinking” to capture the “low hanging fruit” – things that can help conserve resources, maintain greenspace, recycle more, include sustainability in construction projects, etc.

The Division of Finance and Administration was very active in the implementation of the PeopleSoft HR/PR system.

Public Safety supports these initiatives through the financial support of many members to the University. Members collaborate with other members of the community by sitting on various committees relating to these initiatives. Staff members provide education to students involved in the BG Experience. University Police Officers provide crime prevention training in Residence Halls and work with Residence Life to provide safe halls for our students.

The Department of Environmental Health and Safety made progress in its program review recommendations.

The Bookstore and Auxiliary Services were instrumental in ongoing “Campus One Card” project to replace and upgrade dining debit system with limited functionality. The Bookstore implemented a new customer feedback system in all stores to supplement periodic customer surveys and allow for adjustments to campus needs. The Bookstore revised their communication and reporting structures within and between the Student Union and the University Bookstore to improve efficiency and productivity of the partnership. The Bookstore supported the Common Reading experience through participation with planning committee, promotion and sales of the selected book.

The Budgeting Office assisted the vice presidents in the distribution of funds through the various initiatives, e.g, Success Challenge, Academic Plan, Master Plan. This will consist of keeping accurate records of approved activities and providing the required funds. The Budgeting Office identified funds for the Comprehensive Campaign and other budget initiatives that arose during the year. The Budgeting Office monitored budget vs. actual expenses to assure our ability to fund initiatives that are either long-term or short-term in nature. Through these diligent efforts we had funds available to return to the central fund.

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Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
June 2005	Make progress on funding for Student Athlete Center as part of Comprehensive Campaign	Receive cash and pledges for \$4 million.	Received \$4.6 million in pledges to date
Spring 2005	Promote greater understanding of the needs of diverse student populations on campus	Provide diversity education programming to 25% of the residential student population (CMAI)	Provided educational programs and workshops to over 4500 students in the fall (diversity workshops, safe zone training, Native American History month programs, Kwanzaa, monthly lecture series, Black and Latino Issues Conferences).
Spring 2005		Incorporate disability into the University's diversity initiative activities by increased partnering with other units on campus (Disability Services)	Ongoing- collaboration with the Counseling Center and Department of Intervention Services has resulted in the establishment of a student group to address issues associated with mental illness on campus.
Spring 2005		Form Intercultural Experience Team to explore diversity education needs and make recommendations to Student Affairs leadership.	Intercultural Experience Team met throughout the year and began their needs assessment with a survey of staff multicultural training needs and provided those back to departments to address training needs.
Fall 2004 & Spring 2005	Secure funding from non-enrollment sources	Continue Student Affairs telefund and Parents fund calling campaigns. Increase donations by 10%. (Office of the VPSA)	The Parents Fund Telefund continues and raised more than \$80,000 this year -- the largest dollar amount raised for this fund. The previous year raised approximately \$62,000. For the second year, calls to the VIP list were made. Both Telefund projects will continue during the next fiscal year.
June 2005		Implement Student Affairs fund raising plan with goal of achieving \$100,000 in gifts. (Office of the VPSA)	A comprehensive Student Affairs fundraising plan has been developed. A specific Building Dreams campaign piece that focuses on Student Affairs will be developed and mailed to everyone on the VIP alumni list. Each of the major gift officers has prospects with a potential Student Affairs focus. A presentation by members of the SA Budget Evaluation Group to the development staff helped raise awareness about Student Affairs giving opportunities.
Spring 2005		Review and modify programming areas with the goal of increasing income by five percent for the year. (Recreational Sports)	Overall income has increased 6.8% through April 2005.
Ongoing		Explore internal and external grant and foundation funding opportunities.	Several grants have been submitted -- the Hermes Foundation (Cleveland) for potential funding of the LGBT Resource Center and the Black Professional Association Charitable Foundation for the Black Issues Conference.
Fall 2004	Provide Student Affairs involvement	Strengthen Student Affairs involvement with	Seventy workshops offered in Fall 2004 and 15

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TIMELINE	INITIATIVES	STRATEGY	STATUS
	and support to BGeXperience	BGX by partnering with BGX faculty to expand the use of E-portfolios beyond the BGX course, incorporating critical thinking about values in linked UNIV 100 courses, and offering workshops in McDonald Residence Hall that have a values focus.	workshops offered in Spring 2005. Four UNIV 100 sections were directly linked to a BGX course in Fall '04.
Spring 2005		Study impact of BGX program on new student participants by reviewing the impact of expanded BGX program on pre-registration and orientation schedule and model. (OSAA)	Co-Directors served on BGX Committee and were involved with creation of the Fall Transition Program and Fall Evaluation Group to ensure campus-wide support.
August 2004		Arrange BGX staff presentation at Hall Director/EI training to explain program, its purpose, and how EI staff can collaborate to enhance effectiveness of program. (Residence Life)	Completed. Relationship with McDonald staff and BGX continues to develop. Continued through the spring semester as well, as the relationship between Residence Life staff and BGX further developed.
Fall 2004		Present and arrange presentations on educational topics to be given in-hall in connection with the BGX program throughout the academic year. (Residence Life)	Completed. This was very successful for the entire year and will continue next year as well.
Fall 2004		Work with BGeXperience to link the UNIV 100 course with the BGX general education course by developing a pilot for Fall 2004 and continuing to work with First Year Working Group for long-term program development (Student Life)	In progress – A report with recommendations was developed and four UNIV 100 sections were directly linked to a BGX course in Fall '04.
Spring 2005	Improve and enhance facilities	Complete construction on women's track locker room; Finalize plans for renovation of Whittaker Track; Complete study on Anderson Arena/Convocation Center; Begin plans for Student Athlete Center; Begin plans for Baseball/Softball Locker Rooms; Finalize plans for renovation of Keefe Tennis Courts; Begin installation of graphics package for facilities; Finalize plans for new office space for Student Athlete Services.	Track Locker Room Completed. Whittaker Track plans finalized. Construction waiting on Capital Planning Anderson Arena/Convocation Center waiting on Capital Planning. Sebo Student-Athlete Center design completed. Project ready for bid. Baseball/Softball locker rooms plans finalized. Keefe Tennis Courts in progress. Student-Athlete Services in process of relocation.

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TIMELINE	INITIATIVES	STRATEGY	STATUS
Spring 2005		Examine and evaluate the impact of the Master Plan on Recreational Sports operations and programming especially as related to progress with feasibility studies for the Student Recreation Center, the BGSU Ice Arena, and Forrest Creason Golf Course.	Chronicled collaboration with the Office of Capital Planning to encourage development of plans.
Summer 2005		Conduct renovations of various infrastructure items such as hot water, technology, electric, security, public kitchens, carpet, paint, fire safety, public/private furniture, exterior masonry, lighting, roof and window replacements. (Residence Life)	Harshman masonry repaired. Kreischer masonry planned for summer 2005. Harshman hot water renovated. Rodgers electric renovated. Plans are complete for the renovation of McDonald cameras and Founders public kitchen. Offenhauer phase II completed and phase III planned. Offenhauer phase three is underway summer 2005.
Fall 2004- Spring 2005	Implement the Residence Life Master Plan	Work with the consultants to design a new Greek Village along with undergraduate students and advisors.	Master plan not completed.
Ongoing		Receive regular updates from the Residence Life Master Planning firm concerning their findings and planning. This planning will support the Campus Master Plan as well as guide current and future facility renovations under consideration. (Residence Life)	Several meetings occurred throughout the year between the Residence Life Master Planning team Hanbury, Evans, Wright, & Vlattas and the Campus Master Plan team of NBBJ to ensure clear and cooperative communication.
Ongoing	Continue to implement Dining Services Master Plan recommendations.	Evaluate meal plan options and dining program plan and make appropriate recommendations for change. (University Dining Services)	Based on feedback from Residential student survey and dining surveys and UDS advisory group, UDS made some adjustments to meal plans – changed the plan names, increased base amount, and increased flexfunds.
Spring 2005		Prepare department budget within prescribed parameters and do what is required to achieve success of the Residence Life Master once the Plan is presented and approved by the Board of Trustees. (Residence Life)	Master plan not completed.
Spring 2005	Begin Program Review as specified in Program Review Schedule	Conduct external site visit for Student Life; complete program review report.	Student Life program review postponed and thus, not completed.
Summer 2005		Start Bowen-Thompson Student Union self-study.	In the process of being completed with external review team scheduled to come to campus in Fall 2005.

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Annual Imperative 6: Enhance educational opportunities such as evening, weekend, degree completion, and distance learning in targeted areas.

Division of Provost and Academic Affairs

Imperative 6: Enhance Educational Opportunities INITIATIVE	Imperative 6: Enhance Educational Opportunities UPDATE: September 2005
Electronic Submission of Theses and Dissertations	<p>An electronic thesis or dissertation (ETD) is an alternate process for students to submit their manuscripts as public documents. Major benefits of this process include:</p> <ul style="list-style-type: none"> ➤ Wider exposure for Bowling Green State University. Access to BGSU scholarship will dramatically increase, and, with it, awareness of the University. ➤ An ETD is technologically advanced allowing for multi-media opportunities ➤ The finished product is a paperless document submitted to the Graduate College (through OhioLINK) in the form of a Portable Document Format (PDF) file. <p>Mandatory electronic submission begins campus-wide with December 2005 graduating class. Visit the ETD web site for more specific information: http://www.bgsu.edu/colleges/gradcol/etd/intro.htm</p>
Electronic Portfolios	<p>BGSU joined the <u>ePortConsortium</u> (based at Indiana University Purdue University Indianapolis) to enable easy, reliable, and secure electronic portfolios for students and faculty assessment of learning outcomes in April, 2003. Beginning with just over 100 users that year, the number of participants is 5,986 as of early Fall 2005. Milt Hakel, chair of the Student Achievement Assessment Committee predicts this will increase to 7000 by the end of Fall semester.</p>
New Media and Emerging Technologies	<p>The New Media and Emerging Technologies Program has moved into its University Park facility and is working on a cross-division video gaming initiative.</p>
Advising	<p>The Collaborative Advising Team and Advising Network established objectives for advising initiatives:</p> <ul style="list-style-type: none"> ➤ Stronger advising in first year and years 2-4 (or to graduation) ➤ Increased faculty involvement to achieve quality undergraduate advising ➤ Stronger collaboration between Academic Affairs and Student Affairs ➤ Develop a team approach to academic success <p>The following steps have been taken to improve advising for advisors and students:</p> <ul style="list-style-type: none"> ➤ Mandatory academic advising for 1st year students & new transfer students. ➤ Midterm progress reporting for new students and other selected cohorts was implemented in 2003. The Office of Student Academic Achievement coordinates the progress reports. ➤ Support and staffing for college offices is being provided through the following: \$1200 Advising Excellence mini-grants, faculty associates, additional advising graduate assistants. ➤ “My Advisees” website that allows faculty and staff advisors to access their list of student advisees, communicate with them via email (individually or as a list), access student high school entry data, access student course summary, and share advising notes with other advisors. ➤ A program to support ongoing faculty development on advising issues is conducted by an Assistant Director of Academic Enhancement. ➤ To provide meaningful support and incentives for faculty advising, a Distinguished Advisor award

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Imperative 6: Enhance Educational Opportunities INITIATIVE	Imperative 6: Enhance Educational Opportunities UPDATE: September 2005
	<p>was inaugurated in fall 2004.</p> <ul style="list-style-type: none"> ➤ Advising offices in two predominately first year student residence halls were operational in the 2004-05 academic year. These offices were staffed by advisors from each of the undergraduate college offices. ➤ A stronger referral process was created for RAs and Hall Directors to direct students to the appropriate college or departmental office. ➤ Regular meetings have been established that bring together college advisors and staff from the Center for Multicultural and Academic Initiatives. ➤ A training program for residence hall directors on first-year retention was implemented in fall 2004. ➤ Summer Orientation & Registration emphasized advising and the academic experience through the following: A “Faculty Expectations” presentation by outstanding BGSU faculty; an advising video that was shown at lunch, evening Q & A with professional advisors in the residence halls; printed material that present a consistent message of a new advising overview.
<p><i>See also: Annual Imperatives 1(Retention and Academic Success), 5(Major Initiatives: Academic Plan) and 7 (Innovative Practices)</i></p>	

Division of the Executive Vice President

- Worked with Lorain Community College to offer a BGSU B.A. in Biology in .Lorain County
- Added additional evening cohorts for Masters Degree students in Assisive Technology.
- Completed work on B.A. completion degree in Liberal Studies, which will be offered for the first time in Spring 2006.
- Enlarged the number of online courses from 130 to 160.

Division of Finance and Administration

The Bookstore both expanded and enhanced its web presence with both informational and e-commerce, through redesign of pages on BGSU server and implementation of new e-Commerce software in bookstore. The Bookstore adjusted hours of operations as appropriate for needs of distance or other non-traditional learners, including expanded web opportunities

The Budgeting Office is assisting the vice presidents in the evaluation of tuition discounting for distance learning programs. Competition is increasing in these areas and Continuing & Extended Education has submitted proposals for consideration. Meetings were held to review the need for differential pricing of distance learning programs. Some initial decisions were made but no final policy was determined this year.

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Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
Spring 2005	Offer program services during hours that accommodate students' schedules	Schedule extended hours during peak advising times in the Fall and Spring semesters (SSS)	In response to student feedback, SSS offered extended hours to program participants during the spring registration period.
		Continue to offer on-line career services to students and alumni via WorkNet and workshops via remote technology. (Career Center)	On-line consultations continued to be popular with students and alumni (2,163) as well as WorkNet, which provides 24-hour access to job postings and interview schedules. Three workshops were developed during the spring semester that will be available on-line through video streaming.
Ongoing	Provide educational programs for the campus community	Continue, improve, and expand evening educational programs (e.g., How 2 workshops, 6 o'clock series) - BTSU	Ongoing – The marketing efforts were increased for the 6 o'clock series with an emphasis placed on academic contacts. The results have been a 100% increase in attendance at this series.
Ongoing		Continue to work with Off Campus Services on collaborative programming initiatives (BTSU & Student Life)	Ongoing – The family movie series continues.

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

Division of Provost and Academic Affairs

Imperative 7: Improve Practices INITIATIVE	Imperative 7: Improve Practices UPDATE: September 2005
Budgetary efficiencies <i>(All Annual Imperatives are affected by this initiative)</i>	Plans are underway to combine the departments of geology, geography and environmental studies into one school. Plans are being considered to move health administration from it's current home in the College of Business Administration into the College of Health and Human Services.
Academic Affairs Database	As explained above, Academic Affairs and ITS are partnering to develop a comprehensive Academic Affairs database to document faculty scholarship and engagement activities through a standardized reporting process that will mirror current faculty service reports. On an institutional level, the Academic Affairs Database will inform short- and long-term planning and administration as the University and the colleges adapt to changing social, economic and political conditions. Major applications representing a variety of information needs include: <ul style="list-style-type: none"> ➤ standard reports for internal and external audiences, exemplified by state and federal reporting, assessment and accreditation requirements; ➤ ad hoc reports responding to specific requests such as Board of Trustee inquiries; ➤ analysis of interrelated data sets to inform strategic planning at all levels of the institution; ➤ automatic updating and generation of CVs and bio-sketches in multiple formats; and ➤ broad-based communication of faculty achievements showcasing the University's collective contributions.
<i>Activities conducted for Annual Imperative 7 (Improve educational and administrative practices) affect all Annual Imperatives.</i>	

Division of the Executive Vice President

- Implemented the first phase of the PeopleSoft product, creating a new online system for Human Resources/Payroll transactions.
- Completed work on an online Copyright Tutorial to help guide faculty, staff and students through the process of determining whether or not they are in compliance.
- Began an Information Security Committee to make sure that the campus is in compliance with HIPPA, FERPA, GBL (financial), and other regulatory rules for protecting information.
- Began the process of working toward a new University one-card, which will replace the older Diebold card swipe system.
- Purchased and helped review a new tape tour for the University, which will allow students and families to do a self-paced audio tour of the campus. The tour is in English and Spanish.

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Division of Finance and Administration

The Office of Institutional Research played a leadership role in acquiring user-friendly web survey software that is now available for the entire University community. In order to improve effectiveness and heighten security, we have migrated data from a file server in the Institutional Research office to one maintained by ITS. Institutional Research staff members hope to work with the BG@100 project on development of a University data warehousing capability.

The newly hired Data Hub and Resource Center Manager in the Office of Design and Construction has been instrumental in implementing new technology methods for storing, archiving and retrieval of electronic and hard-copy documents, data and blueprints, in conjunction with ITS, as well as the Large Format Media Lab of the College of Technology. Important data and records are more easily accessible to the campus community and external clients. New software applications have been suggested for improved department efficiencies.

Finance and Administration areas were very involved in the implementation of the PeopleSoft HR/PR system. We've made significant progress on the One Card System to replace the current dining system and allow for the implementation of a robust debit card system on campus.

Risk Management's development of a database listing of approved University drivers that the rental car vendors can status eliminates the repetitive completion of the driver authorization form.

The continued expansion of the Purchasing Card, promotes the cardholders ease of accomplishing an expenditure and also improves monitoring and documentation of purchases.

The Bursar's Office outsourcing of bills has allowed for a better looking bill and a more timely distribution of bills.

Outsourcing the processing/collection of credit card payments to Bursar accounts has eliminated significant expense to the University.

The websites of the Bursar's Office, Business Office, Risk Management and Treasurer's Office have been upgraded for ease of use by students, faculty and staff.

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Facilities Services began implementing a strategic assessment model that benchmarks the quality of Facilities Services against internationally recognized standards. Implementing these standards will be a multiyear process within Facilities Services. Facilities Services implemented a Just-In-Time process for the delivery of janitorial supplies. This program saves valuable warehouse space and reduces the time spent on purchasing processes. Facilities upgraded its computer network from Windows NT to Windows Server 2003.

Utilizing bookstore inventory management software, the University Bookstore improved receiving processes, controlled inventory levels better and reduced inventory variance. The University Bookstore implemented new open-to-buy software to better control purchasing against expected sales. The University Bookstore began gradual replacement of dated POS technology through implementation of touch-screen cash registers including three locations, as well as other key equipment. The Bookstore implemented a new gift card program to replace existing, dated and problematic paper gift certificate program.

The complete reorganization of the Materials Handling Department included the following steps.

- a. Closing Printing Services.
- b. Developing a prime vendor contract for offset-press work.
- c. Merging Central Stores and Inventory Management.
- d. Outsourcing office paper, custodial supplies, maintenance, repair and operational parts, and Dining Services nonperishable food supplies (less paper products) to Just-in-Time (JIT) vendors.
- e. Transferring sign making function to Facilities Services.

Through Materials Handling/Purchasing an exclusive vendor, centralized photocopier purchase program was implemented in conjunction with closing the print shop.

Materials Handling initiated the warehouse reorganization project to make Reed Street warehouse the surplus property operation, the Park Avenue warehouse the shipping receiving, warehousing and equipment rental operation and the Woodbridge warehouse the storage operation. As a result, Pike Street warehouse closed June 2004, Bishop Road warehouse closed June 2005 and NAPA warehouse closed at end of summer 2005. Reed Street warehouse now houses the surplus property operation but Park Avenue warehouse is scheduled to become an annex to the College of Technology. Shipping, receiving, warehousing, equipment rental, long-term storage, postal operations and Materials Handling offices are scheduled to move to the Woodbridge warehouse by summer 2006.

Budgeting continues to strive to communicate more frequently with departments and divisions outside of Finance and Administration. Budgeting has continued to expand the receipt of budget items through electronic media. Each year more progress is made in this area. Almost everything is now entirely distributed by electronic means. Budgeting continues to incorporate more charts and graphs in materials for those not as comfortable with data in tabular form. The Board of Trustees' quarterly report now includes a chart on the

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budget progress, in addition to the usual variance information. Budgeting continues to incorporate more budget-related information on the Budgeting website. The Budgeting Office has a link to OBOR "On the Issue" that people can click on to get papers written by OBOR on a variety of budget/finance topics. Training items have been converted into PowerPoint format and put on the website so people can access past training materials. Historical budget information is on the website also.

Division of Student Affairs

TIMELINE	INITIATIVES	STRATEGY	STATUS
Spring 2005	Prepare NCAA self-study	Identify committee: create timeline; begin the report writing	Committee convened, timeline created, and written report near completion.
Spring 2005	Continue to explore and identify ways to utilize Blackboard and MyBGSU to communicate and interact with members of the university community	Continue to deliver program services via the BGSU Blackboard systems (SSS, OVPSA and others); Place modules from the Freshman Development Program on Black Board (CMAI); Identify forms and publications that can be placed on web site. (All departments)	Completed; Departmental members of the SA Web Committee are working on identification of forms for web site; The SSS staff responsible for using MyBGSU to communicate with students have created weekly updates and provided a virtual math workshop for students enrolled in Math 112.
Ongoing		Continue to employ Blackboard to create learning communities for students participating in cooperative education and internship assignments and for students enrolled in UNIV 131, UNIV 141, and UNIV 331. (Career Center)	<ul style="list-style-type: none"> • Continued to use Blackboard for all Career Center classes. • Replaced SIGI+ with FOCUS Career Solutions accessible to students, faculty, and staff through MyBGSU. • Added a new quick link to the Students section of the Career Center web site from MyBGSU
AY 2004-05		Continue work on My Advisees portal and set up shell on MyBGSU that provides academic advisors and program advisors a communication avenue to discuss advising issues and concerns. (OSAA)	This is under development and we hope to implement in 2005-06.
April 2005	Implement redesign of SA web site and convert all pages to the Content Management System (CMS)	Convert departmental web pages into CMS and implement new site map for SA web site	Training on how to use CMS software has occurred and departments are converting their web pages this summer. Once this is complete, the new site map will be implemented.
Spring 2005		Develop at least two (2) virtual workshops; Instructors of all SSS courses utilize course shell to enhance the learning process (SSS)	Provided a virtual math workshop for students enrolled in Math 112. Staff members in most courses are utilizing the features of the MyBGSU in their classes.
Ongoing	Continue to employ multiple measures to assess the impact of service and program interventions on student learning and development	Determine student learning outcomes and develop measures to assess actual learning outcomes.	Departments identified learning outcomes for specific programs and used focus groups, on-line surveys, paper and pencil surveys, and other methods to assess learning.
Spring 2005	Explore ways to utilize technology to provide quality programs and services.	Complete installation of wireless technology infrastructure in at least one portion of each	Completed in the houses.

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TIMELINE	INITIATIVES	STRATEGY	STATUS
Fall 2004		residential complex or house. (Residence Life) Develop one new group computer area in McDonald and will update the group computer area in Offenbauer. (Residence Life)	Completed.
Summer 2005		Continue to collaborate with Mathematics and Statistics, General Studies Writing, ITS, and college offices to evaluate and improve online placement testing procedures for 2005; Develop a timeline and implementation plan with key offices for updates and enhancements for Spring 2005 and Summer 2005. (Student Life)	Feedback was gathered in Fall 2004 from students, ITS, Admissions, and the College Offices regarding the usability and ease of the online placement system; A timeline and implementation plan has been developed with key offices for updates and enhancements for Spring 2005 and Summer 2005.
Spring 2005		Research the role online programs and resources could play in enhancing programs and services we provide to transfer students and summer admits. (Student Life)	The University Orientation & Registration Committee investigated transfer student orientation models and identified for a possible pilot program in Spring 2006. Feedback from key offices and recent transfer students will continue to be gathered as the pilot program is developed
Spring 2004		Work with ITS to select a vendor for a new housing assignment system and begin implementation of this system. (Residence Life)	Not completed. It is clear from discussions with ITS that a new system won't be implemented until further into the BG@100 project. Several enhancements to the existing system were secured with a promise of more for 2006.
November 2004		Assess the current status of Series 5 Diebold applications and operations and develop a plan for upgrade or replacement, and complete a draft action plan. (University Dining Services)	Completed. Determined that the Diebold Series5 system must be replaced by July 1, 2006. A Campus Card committee has been formed to make the selection of the Campus Card system, and RFP responses are currently being evaluated.

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Other

Division of University Advancement

Development

Increase gifts in hand and pledges by seven percent over prior year, and achieve critical benchmarks in the execution of the University's comprehensive campaign.

INITIATIVE	STRATEGY	STATUS
	Provide leadership, direction, and management support to the President and National Campaign Steering Committee in implementing critical campaign activities, including but not limited to the establishment of the campaign goal and ongoing public events.	National Campaign Steering Committee has recruited two new members to total 26. The NCSC held three meetings during 04-05.
	Finalize all campaign marketing materials including the case statement; commence plans for development of college and primary constituent marketing materials.	Marketing materials and case statement have been completed. Colleges are encouraged to include campaign information in newsletters, of which University Advancement has agreed to pick up a portion of the costs once a year.
	Provide leadership, direction, and management support to the deans, and primary constituent leaders in the development and execution of unit campaign plans, communication pieces, donor cultivation and asks visits, stewardship initiatives, and campaign advocacy groups.	The campaign director held quarterly meetings with deans to discuss unit plans, donor cultivation – this will be an ongoing process throughout the campaign.
	Provide leadership, direction, and management support to the development and execution of campaign events for major donor prospects in targeted locales (six major markets).	Campaign kickoffs during 2004-05 were held in New York City, Los Angeles, Chicago, Washington, D.C., Cleveland and Cincinnati. Additional Kickoff events will be held in 2005-06.

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INITIATIVE	STRATEGY	STATUS
	<p>Develop and begin implementation of corporate and foundation giving plans which include establishment of working volunteer groups in Northwest Ohio, greater Cleveland-Akron, Columbus, Dayton-Cincinnati, and greater Detroit.</p>	<p>The Director of Corporate and Foundation Relations has been working with Foundation Board members to establish networking opportunities for enhancing foundation funding.</p>
	<p>Commence plans to fully integrate annual giving initiatives into the campaign including the Family Campaign, Telefund, and the development of regional volunteers.</p>	<p>The comprehensive campaign is being introduced as part of the language for Family Campaign as well as Telefund, with plans to reach more of the masses through the end of the campaign.</p>
	<p>Enhance focus and efforts in Planned Giving, particularly in marketing our program to key constituencies.</p>	<p>The Planned Giving department has increased the awareness of charitable estate planning techniques through a seminar for area friends and donors, mailing to donors and advisor focused groups, an email campaign and by offering a charitable estate planning course by mail. The addition of an assistant director and dedicated support staff person has increased the efficiency of the department, allowing both the director and the assistant director to increase the numbers of personal visits.</p>

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Alumni Affairs

Create opportunities for alumni to have meaningful and supportive involvement with the University while concurrently providing value-added services for alumni.

INITIATIVE	STRATEGY	STATUS
	In collaboration with the academic colleges continue to implement the Best of BGSU program with special emphasis on those colleges whose involvement to this point has been limited. (Program elements include Bravo BG!, Accomplished Graduate Program, and Chapter Pinnacle Events)	The Alumni Affairs Office has stayed the course with its focus on the Best of BGSU programs. The Chapter Pinnacle Events completed second and third years and Florida was the site of a Bravo BG event during the year. Plans were started to implement the Accomplished Graduate Program for March 2006.
	Continued enhancement of the Alumni Laureate Scholarship Program through development of an Advisory Board, attainment of revenue generation targets, and refinement of program support for the participants.	The Alumni Laureate Scholarship Program instituted an advisory board. The third co-hort was selected and has since started. A powerpoint presentation was created to show to alumni at events in an effort to create more awareness and interest in supporting the program. Printed publications were also completed for marketing/information purposes.
	Finalize development of the new Alumni Association website, and aggressively market to alumni as primary communication link among and between alumna, program enhancer, and research facilitator.	Work is ongoing to develop the new Alumni Association Web site.
	Develop system of metrics for critical areas of alumni programming for purpose of enhancing assessment capabilities to determine program effectiveness.	Alumni and Development are working together to implement marketing programs that will better identify alumni (for communication and marketing needs), track their involvement/responses and better quantify what programs/marketing initiatives are effective.

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INITIATIVE	STRATEGY	STATUS
	<p>In collaboration with Student Affairs Division, continue to enhance Homecoming celebration with the dual goals of (1) increasing involvement of alumni across all audiences and groups, and (2) more effectively connecting with the University community, and its mission.</p>	<p>The Homecoming Committee, on which SA and Alumni Affairs are key leaders, continues its efforts at improving its communications/marketing to alumni as well as the University community.</p>
	<p>In collaboration with the Office of Admissions, identify and train alumni volunteers to assist with the recruitment and retention of students.</p>	<p>A position has been added to University Advancement that is responsible for working with Alumni Affairs and Admissions to identify, interest and train volunteers to assist with recruitment and retention.</p>
	<p>In collaboration with the Offices of Career Services and Continuing Education, commence implementation of a minimum of two new on-line marketing initiatives for alumni career programs.</p>	

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Foundation

Develop and promulgate investment policies and strategies which stimulate performance above custom indices, and ensure distribution of income in support of the University and its mission.

INITIATIVE	STRATEGY	STATUS
	Finalize implementation of the Investment Plan through securing of funds within the alternative investment area (non equity or fixed).	The Foundation funded a position in the Lehman Bros. Arbitrage Fund and contracted a position in the Commonfund Realty Fund.
	Approve endowed funds policy and procedures to insure all funds have requisite criteria, administrative guidelines, and are being effectively administered.	All endowed funds were reviewed and the status of guidelines were registered on the system.
	Continue to collaborate with the University in integrating an institutional-wide framework and strategy (Foundation and University) for investments.	Foundation Board and staff members continued to meet with University Trustees and staff members on the Joint Investment Committee.
	Develop and secure Board approval for the inclusion of non-endowed funds within the Foundation's Investment Policies.	Non-endowed investment philosophy was reviewed and investment managers were approved by the Committee.
	Review the Foundation's spending policy, and either keep or modify as deemed appropriate by the Board's Finance Committee.	The Spending Policy was reviewed however, no changes were made to the current policy.

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Marketing & Communications

Develop and execute a marketing and communications program which drive institutional priorities, help build relationships with key partners, and enhance the University's image and positioning with internal and external constituencies.

INITIATIVE	STRATEGY	STATUS
	Determine positioning strategies and tactics for colleges and targeted division to provide depth to the University brand.	Work, in conjunction with vendor, is focused on broadening University brand.
	In collaboration with UA leadership, develop and execute the comprehensive campaign communications plan.	Campaign communications efforts are on-going.
	In collaboration with ITS, initiate a photo archive system.	The work to implement a digital asset management program for photographs, as well as other documentation is in process.
	Develop strategic internal and external communications for University leadership.	Coordinated media relations training sessions by Kathleen Hessert for President and Mrs. Ribeau, and for some of the top athletic department leaders and players
	Address media relations efforts from both the distribution perspective, as well as the messaging	Working on media relations planning with Kathleen Hessert.
	Collaborate with ITS on the development of an intranet to enhance internal communications within the University.	An intranet has been implemented, allowing group-specific communications (students, faculty, classified and administrative staff).
	Continue to enhance web development and direct on going web evolution.	Working with ITS to provide more in-depth support for Web development for University and Colleges and programs.