

Thomas J. Haas, President
Faculty and Staff Address
Friday, August 22, 2008

Welcome

Good morning and welcome to the first official event of the new academic year. With apologies to Fred Rogers and WGVU, *it's a beautiful day in the neighborhood!* The appearance of the campus is fabulous, our construction projects have been completed on time and on budget; and we have the privilege of greeting the Class of 2012, the freshmen for whom today is Day One. These are very bright students, who had many college choices, and they picked Grand Valley – because of the quality of our academic program, and also for the personal attention they know they'll get from all of you. Thank you for helping us make this year such a promising one.

This morning I want to spend some of our time together responding to questions, but before taking them up, let me make a point or two. Or three.

Let me start with two words: North Central. 2008 is the year of our decennial visit, and the site team will be here in October. Provost Davis and her team have been working diligently to ensure that the process goes smoothly and that we will be reaccredited. Much of this responsibility has fallen to Julia Guevara, Assessment and Accreditation Officer. (Julie, please rise so that we can all thank you for your skill and hard work.) I've been on accreditation teams for North Central, and I know what's involved from both sides. Preparing for our review has been years in the making, but the team's time here will be compressed. I know I can count on you to welcome them and assist whenever we can be helpful.

Next, a word about facilities. I'm tempted to quote my favorite philosopher, Yogi Berra, who in commenting about a popular restaurant, famously said, "That place is so crowded nobody goes there any more!" At Grand Valley, we need to take care that our facilities are in balance with enrollment.

This year, we are bringing 500,000 square feet of new space on line: for teaching, for faculty offices, and for student services. I know that we are not done. We need more space in coming years. Our new library/learning and information commons remains my highest priority. I am optimistic that the Legislature will authorize this project sometime in 2009.

During this past year I have been guided and informed by the goals set out at the end of the previous academic year. These included University Leadership, Fiscal Responsibility, Community Development, Service, and Strategic Planning. In January, I provided the Board of Trustees with a mid-year report of my activities and documentation that aligned with these goals.

This morning, let me highlight one or two major accomplishments in keeping with these goals, offer a status report and update the strategic imperatives as part of the GVSU strategic plan, and take a look at the future.

As mentioned last year, I continue to learn. Grand Valley is a special place in a special time. By this, I mean that we are delivering on our promises to Michigan as a public university with graduates ready to work or continue their educational journey through graduate school. It is a special time as the Michigan economy continues to struggle, and we need to find the right balance of access, affordability, quality and relevance. By almost all measures as presented in my 2007 Accountability Report, Grand Valley is doing the job. Our reputation is strong, but we must stay vigilant to the competition. Our image across Michigan has taken hold as an institution serving the entire state, but we need to continue to understand ourselves and enhance our image.

Political leadership in Michigan has made it clear that, at best, the status quo for its investment in public higher education will continue to prevail. As such, there continues to be no rational model or sustainable support for higher education. Absent a formula that accounts for enrollment, and with continued across-the-board increases or decreases, Grand Valley's state funding per student will continue to erode. In other words, we are on our own.

Our strategic plan and budgeting model in place will help us prioritize in light of the fiscal challenges in the state. I am very pleased with the work of the Senior Management Team and the Board of Trustees in this regard. We must use our plan, and our judgment to be efficient, invest properly, and be effective in delivery on the expected quality (especially in service) demanded by our students and their families – I appreciate what we have accomplished together this year.

University Leadership

I continue to be more than “visible” on- and off-campus. I think my virtual office hours have cemented the notion that my administration and I are not only accessible, but responsive. We continue to engage faculty and staff by setting tone and priorities as witnessed at the start of the academic year with the first meeting and convocation and subsequent “coffee” with faculty throughout the year. I enjoy my walks around our campuses.

My visits and engagements with Lansing have increased. I continued to share the story that GVSU is making a difference across the state. I challenge, in my own way, to help our legislators do their job, understand their responsibilities, and make the right choices for our state. I was very pleased with my appointment as chair of the Presidents Council, State Universities of Michigan (PCSUM), which will allow me to continue to encourage state investment in higher education.

Three highlights this year include the preparation of the self-study, expansion of our relationships with Grand Rapids Community College and Muskegon Community College, and our comprehensive campaign. Regarding the self-study, I personally

reviewed and provided substantial comment back given my continued work in regional accreditation and appointment as a Commissioner on Council of Education Commission on Effective Leadership. I was particularly anxious last year with the status of strategic planning and linking budget to the plan. I am more confident in these areas. The self-study is an excellent report that describes, in honest terms, where we are and where we are going while identifying the improvements suggested from the last decennial. Gayle Davis, with Julie Guevara, has provided great leadership here.

Second highlight is our working relationships with our community college friends, GRCC and MCC. As you know the Meijer Holland Campus is underutilized. I believe we now have a business model in place to help us improve its use with building our relationship with GRCC. The result will be a degree completion program directed for those along the Lakeshore. There is a different model for MCC, but again some entrepreneurial thinking will allow GVSU to serve others in Muskegon. Simone Jonaitis and others have given much to these efforts.

The third highlight is in the work towards establishing and carrying out GVSU's first Comprehensive Campaign as part of "Building the Base." Maribeth Wardrop and her staff have been remarkably productive in not only creating the culture for this work, but also in the core needs in development, for example annual giving, cultivation, and others. To be positioned only after a short time (18 months) and announce the first GVSU comprehensive campaign is extraordinary. And we are more than halfway towards our \$50 million goal.

Fiscal Responsibilities

I believe we have gained some real traction with strategic budgeting. Jim Bachmeier and his staff now understand the linkage, and with Gayle Davis, the Budget Committee is making decisions that have our strategic plan and strategy in mind.

The current master facilities plan will be complete this month with the five major projects coming to a close. As mentioned before, we are on time and on budget. James Moyer and others have worked tirelessly to help GVSU bridge the huge gaps in student, faculty and staff space. The bundled approach we took was the right one! Even with these new facilities, we continue to lag behind other cohort campuses in important square foot measures.

As much as the previous two achievements are significant, I think there are three more that illustrate attention to our fiduciary responsibility: the GVSU accountability report, bond reissue, and a capacity study for future debt.

The Accountability Report, which was a collaborative effort among Matt McLogan, News & Information Services, and the rest of the Senior Management Team, provides GVSU the opportunity to fashion the desired outcomes for a public university. The data describes the measurements that demonstrate how well, or not, GVSU is doing in comparison to other public universities or meaningful benchmarks. We will continue to produce this yearly report as it connects directly to the strategic plan. In addition to this

work on accountability, Matt McLogan's wisdom and efforts in Lansing have assisted me and the university in numerous ways.

Second, as we know now the housing crises has hit globally as well as locally. GVSU needed to assess and respond to the challenges of this situation. Jim Bachmeier and his staff did just that, resulting in what would take place over six months, in 45 days, reissued our debt load creating longer-term stability. This work will hold us harmless in our rating with Standard & Poors. The work of Jim Bachmeier and his staff was complemented by Tom Butcher. Tom's work here, and in many other areas, continues to impress me. His counsel is not only of value to me but to the Board of Trustees as well. Jim Bachmeier, Tom Butcher and Brian Copeland have also been tasked to review operational policies and procedures in order to standardize the same.

Third, at the same time, I wanted to know (given our upcoming masters' facilities plan work and need for library and residence hall/dining facilities) what is our bonding capacity. Again, Jim Bachmeier, Brian Copeland and others engaged Standards & Poors resulting in a document that will prove valuable to the Administration and the Board of Trustees in the long-term view of funding the gaps we have in supporting the expected academic and student services numbers for the next 50 years. I can report that GVSU continues to be financially stable.

GVSU Community Development

Engagement on- and off-campus must be sustained in order to gain mutual support and respect. This is on an individual-to-individual basis to know that the university is contributing to the welfare of the community, region and state. There is no doubt of the pride many in our community, our students, our alumni and others have in GVSU.

I have continued my walk-around campus, enjoyed talks with faculty and staff, taught and talked with students, spent time in many venues (including a stay-over in Kistler Hall). Another initiative this year has been through my meetings and engagements with our graduate students. I wanted to hear from them. The result would be giving them a voice. As we know graduate students are very diverse, part-time, full-time, adult, young adult, working, and other characteristics. As we continue to serve this region, our graduate programs will take on further importance, not at the expense of our undergraduates, but at the ability for GVSU to be relevant.

My management style is now better understood and supports community development. I have always used the "chain of command on its side." Using this approach focuses on responsibility of one to another or group to group and always with the mission, vision and values as the view. At GVSU, I have found this approach to be aligned with shaping our community.

One particular highlight has been the hiring of Jeanne Arnold. Last year GVSU worked with many groups and individuals on how to best be consistent with our value statement on diversity and internalize that diversity is an intellectual asset. The university set out and, with diligence and focus, created the path to have a Vice President for Inclusion and

Equity. Pat Oldt, Nanette Reynolds and Marlene Kowalski-Braun are recognized for their work. I am very happy to report that Jeanne Arnold is already making a difference in building community through one person, one group and one university — using her experiences and her abilities to listen and share. She will develop a diversity strategic plan next year.

A second highlight in building communities is Teri Losey's work establishing a framework to celebrate Grand Valley's 50th anniversary. She and others have the creative juices running and I am sure 2010-2011 will be a great year to celebrate. She is also the force behind Fall Arts all the while keeping me on track along with others in my office.

A third highlight in building community is in the efforts of Jean Nagelkerk engaging many in understanding of the role and relationships of GVSU in the health care community. I have worked closely with her and Gayle Davis as this is an area that needs a presidential presence. I believe we are making the case for the entire "health system" on medical mile. A strategic plan for life sciences is coming next year.

Service

This past year my service has included work directly at GVSU, in West Michigan and nationally. I believe my service, both substantially and symbolically, on the GVSU strategic planning work was important and the right use of much of my time.

However, I also know I needed to be visible and have been included on a number of boards in West Michigan. These include Spectrum Health, Grand Rapids Chamber of Commerce (VP), Grand Rapids Medical Education and Research Center (GRMERC), Opera Grand Rapids, Citizens Research Council, Advisory Board of the First Robotics and work with the John Ball Zoo. Marcia is also very visible with me as well as serving on the Grand Rapids Symphony Board, Clark Retirement, among others.

I have also been active as the 2007-2008 chair of the Presidents Council for the Great Lakes Intercollegiate Athletic Conference (GLIAC), named chair of the Presidents Council State Universities of Michigan (PCSUM), and as a Commissioner for American Council on Education. I have also been appointed to the Division II NCAA Media Advisory Group.

The highlight for me this year was the work as a team member for the reaccreditation of Northern Arizona University and Washburn University. I view this service as a professional development opportunity. It also was beneficial to have the current sense of the NCA/HLC in its application of the standards. I have and will use this "intel" as we get ready for our own visit from HLC team.

Strategic Planning (taken in part from GVSU Strategic Positioning)

As you know, and were involved, we accomplished a major and integral task ... refreshing our strategic plan. From a governance perspective, having the Board of Trustees endorsement enables the university as a whole to have a system and further enables all units and colleges to align themselves with the goals and strategies.

As previously mentioned the plan also is the focus of our budget process and by identifying outcomes we can measure our efficiency. The plan is of keen value within the self-study and budget decisions.

Strategic planning is a systems approach that is continuous rather than episodic in nature. The purpose of strategic planning is to create an organizational strategic plan. Grand Valley's strategic plan serves as a road map or blueprint for improving the performance of the university. It tells us what the university will do, why, and how. It also provides an assessment component that holds the university accountable for its progress in realizing its plan. We have no doubt that the refreshed Grand Valley State University Strategic Plan available on the GVSU Web site sends a strong and clear message of what should be expected from — and for — our university in the coming years.

The plan includes a vision of what the university aspires to be, a mission stating the purpose of the university, values that guide organizational behavior and culture, goals for achieving the vision and mission, and strategies and objectives that form the action plan for actualizing the goals.

Grand Valley State University welcomes accountability and is integral to the process of planning. We know that those we serve — our students, their families, our alumni, our donors, and the taxpayers — expect us to do our best. They want to know that Grand Valley is worthy of their continued investment and we will be held accountable for meeting their expectations and the outcomes we promise. Outcomes are measurable results and provide data and information necessary for resource allocation. They are listed below:

-Measures of Student Success... A public university is accountable for student success during matriculation and after graduation. Employers should see Grand Valley alumni as well-qualified job candidates.

-Access and Affordability... A public university must be available to serve students from across Michigan, as well as those from other states and countries with an interest in the university and the state. It must carefully and fairly review the applications of those qualified to attend and be affordable to those that enroll. A public university should be managed in a way that facilitates student retention and progress toward timely graduation.

-Diversity... An intellectual asset, a diverse student body and university community is essential to the success of the university and its graduates. A public university should be a role model in post-Proposition-2 Michigan.

-Partnership with the State... The state of Michigan must have a rational, predictable, dependable, and sustainable relationship with its public universities. The need for a highly educated work force has never been greater. The state's present and future health depends upon a well-educated citizenry.

-Efficiency... A public university must be an honorable and careful steward of the resources it receives, whether from donors, students and their families, or taxpayers.

-Public/Private Partnership... A public university must foster and maintain public/private partnerships with the communities in which its campuses are located. It must be a worthy and productive recipient of grants and gifts and in return be a vital part of the community.

-Economic Development... A public university is an essential generator of economic activity and job creation, and is expected to make a statewide impact through its services, scholarship, and research.

Accountability for our strategic plan rests with our Strategic Positioning 2010 Committee. The committee is responsible for reviewing and updating the university's strategic plan and planning process; developing a framework to guide the university's future planning and the integration of the plan with the operational planning of the divisions, colleges, and departments; establishing a planning cycle that includes review, update, and progress reports; and ensuring that multiple sets of data are linked to the plan and the planning process for continuous improvement.

By linking accountability to strategic planning, the university is able to effectively illustrate efficiency and demonstrate the superior return on investment that all stakeholders receive when they support the university and how that support will benefit the university going forward. It also underscores the most important measure of all — the educations of students seeking the tools that will help them *shape their lives, their professions, and their societies*.

Gayle Davis and I now co-chair the effort of strategic planning as Julia Guevara will assume responsibilities after the October visit. We'll be tasking the strategic positioning committee to oversee the efforts of refreshing of unit and college plans during the 08/09 academic year. Gayle Davis's work here and in other areas of governance (i.e. workload) will have a positive impact on the reaccreditation efforts. She is to be commended in responding to the needs to build her Dean's cabinet with the recruitment of three leaders — she has completed the work and next year will be whole again with outstanding additions. She has worked in a productive and collaborative way with Faculty Senate especially in curricular matters and workload issues. The Doctorate of Nursing Practice is just one example of collaborative efforts.

The Imperatives

The five imperatives identified last August are now embedded into the goals of the strategic plan and provide additional attention and priority: enrollment management, facilities master planning, human resources planning, inclusion and equity, and broadening the base for financial support. These areas of focus serve the university goals of providing quality education, creating a vibrant campus culture, and effective financial resource allocation directly. They also indirectly serve the other five goals as well as reinforce the university's commitment to accountability. Another activity reported in this paper includes work on GVSU policies and procedures. The following are summarized from documents presented by the leaders for each imperative.

Enrollment Management (Gayle Davis and Lynn Blue)

Enrollment Management Definition: Enrollment management's goals have been well-defined by Michael Dolence (1993) this way: "Strategic Enrollment Management (SEM) is a comprehensive process designed to help an institution achieve and maintain the optimum recruitment, retention, and graduation rates of students where 'optimum' is defined within the academic context of the institution. As such, SEM is an institution wide process that embraces virtually every aspect of an institution's function and culture."

At Grand Valley the Enrollment Development, Planning, and Assessment Committee (EDPAC) convened in August 2007 to accomplish the goals above in support of the institution's vision and strategic plan. The group has completed a comprehensive report and set of goals. The Report will be a topic of conversation on campus starting this fall semester.

Once the agenda was set, EDPAC's structure took shape. In addition to the central committee of 20 members, seven leadership groups carry out projects and tasks relevant to their work. For instance, one group is concerned with *Projections and Analytics*. It has analyzed and projected creating the university enrollment through 2022 based on the goal to grow the student credit hours by 1 percent annually. This committee sees the growth accomplished through improved retention and recruitment, with continuous review and analysis of the goals in the long term.

The *Graduation Rate/Retention Rate* group is working with Eduventures™ to conduct a segmented (geographic, first generation, race/ethnicity) survey of Grand Valley sophomores who failed to return their junior year. The goal of the group is to find reasons that students fail to be retained and recommend changes or actions to improve student persistence.

The *Marketing and Recruitment* group is currently reviewing all the ways in which marketing is done and suggesting improvements to such areas as the communication plans to FTIAC's and students of color; improving the financial aid Web site with a scholarship search function; and other related projects.

Each of the other four subcommittee groups has also made significant progress in developing enrollment strategies. There are groups concerned with *Graduate* education in all of its aspects, the education of *international* students, a group considering the whole range of *Orientation*, Transitions, Advising and Retention, and the *Merit Scholarship Processes*. Full details can be found in the EDPAC Report, soon to be distributed this fall.

Facilities Master Planning (Jim Bachmeier and James Moyer)

The inventory of facilities has been completed. Our spaces have been categorized into total square feet for comparisons with a peer group of institutions that we believe are most comparable with GVSU. We have learned that we have a comparable amount of

classroom square feet, but are far under institutional averages for square feet for faculty offices, student recreational spaces, specialty spaces and labs, and general support space.

Our staff has shared the master plan inventory with University Leadership Team, Senior Management Team, and the Board of Trustees. We have put together a preliminary list of the building priorities for the next five to 10 years.

We have updated the annual list of capital maintenance funded projects to monitor the condition of the facilities and deferred maintenance.

Inclusion and Equity (Jeanne Arnold)

“GVSU: A place where all voices are heard.”

This diversity messaging was adopted by the university. It appears on numerous doors and windows across the campus and on the cover of our Diversity Directory. It sets exactly the right tone for promoting inclusion and equity throughout the university — if it becomes more than a slogan. To make these words a living value statement or call to action, we all must work together as change agents.

The University’s Mission Statement and Strategic Plan provide the necessary authority and direction to implement change. We are limited only by our own creativity in seeking ways to “promote inclusion, equity and intercultural learning in all aspects of university life.” Research shows that our efforts will be more effective if guided by principles of accountability, shared responsibility, evaluation and institutionalization. We will also need to collectively shift our thinking to a primary focus on integrity oriented strategies rather than relying solely on the compliance oriented approach.

Progress in the inclusion and equity arena requires the use of a common language. Key terms must be defined and communicated to all campus constituents. This discussion begins with defining diversity as broadly as possible. Diversity is the presence of differences in race, ethnicity, sexual orientation, gender identity and expression, ability, age, gender, class, religion, weight and geography (both domestic and international).

We have a responsibility to educate ourselves through curricular and co-curricular means to become culturally competent. Cultural competency reflects an understanding of the societal oppression often experienced by individuals from communities of difference, the strengths that exist in all cultures and the skills to interact with others in a way that is sensitive to their cultural differences.

Academe’s challenge for the 21st century is to serve a public purpose by championing diversity and full participation for all. The additional challenge for GVSU is to make this happen across multiple locations. Allendale, Pew Grand Rapids, Health Hill, Traverse City, Muskegon and Holland must all be integral parts of the process. We are one university when it comes to inclusion and equity.

While we face significant challenges based on Proposition 2, our status as a federal contractor and our strong commitment to the mission and vision will continue to push us

toward our goals. This is evidenced by the recent approval of household benefits and the addition of gender identity and inclusion to our nondiscrimination policy. Jeanne Arnold is on target for drafting a written “Inclusion Implementation Plan” this fall. She has spent her first months learning the GVSU environment and laying the foundation for this plan by building relationships with constituents both on- and off-campus. On campus, she has also made herself available for consultation and problem-solving on numerous occasions.

In an effort to bring national attention to GVSU’s cutting-edge model for selecting and implementing the Chief Diversity Officer concept, Jeanne Arnold co-presented with Marlene Kowalski-Braun at the NCORE conference in Orlando, Florida, this past spring. They responded to a “Call for Presentations” and their proposal was accepted. Much research was offered at the conference and their workshop represented the practical application of that research. As a result, colleges and universities that attended their session left with the tools/strategies necessary to begin the implementation process at their respective institutions. Work on an article for publication about the GVSU experience is underway.

Broadening the Base (Maribeth Wardrop)

Effective fundraising accomplishes several objectives:

- It raises the money needed to wage a campaign
- It broadens your base of support by building a variety of constituencies
- It helps organize and focus your community’s questions
- It promotes visibility and credibility for your university

It is essential to have high expectations for fundraising goals and realistic means of attaining those goals. We are currently in the process of working on the Comprehensive Campaign which was announced at the June 2008 Enrichment Dinner. The goal is to raise \$50 million in a comprehensive campaign from the years 2007-2011.

Definition - A comprehensive campaign raises funds for endowment, special projects, capital projects, and the annual giving campaign. Our needs for this campaign are:

Capital:

Learning and Information Commons	\$30M
Movement Sciences and Indoor Recreation Building	\$2M
Kennedy Hall of Engineering	\$5M
<i>Subtotal</i>	<i>\$37M</i>

Endowment:

Scholarships	\$2M
Johnson Center for Philanthropy & Nonprofit Leadership	\$5M
Hauenstein Center for Presidential Studies	\$3M
Endowed Faculty Chairs	\$3M
<i>Subtotal</i>	<i>\$13M</i>

<i>Total</i>	<i>\$50M</i>
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Plan for Campaign

The most important factor in fundraising is having a plan. Many organizations and campaigns spend little time developing a concrete, realistic, attainable plan. When there are no plans or when goals are unrealistic, it is easy for those responsible for fundraising to get sidetracked on other issues or to feel overwhelmed by the immensity of the job. We have our plan: which includes Communication (case, brochure, and Web site), Leadership Committees and Gift Chart. There are many reasons we are doing this campaign: increase visibility, enhance credibility, and build the donor base, and raise \$50 million.

Effective Development

“Broadening the Base” is defined as growing our donor base. When Maribeth Wardrop arrived in 1999, GVSU had about 3,000 donors — we currently have more than 8,000. We have had excellent growth but we are not satisfied yet.

There are three important points that we must look at as we look to Broadening the Base:

1. Retaining the donors we have
2. Re-activating those from the past, and
3. Adding new donors

Donors come from all of our various constituents: Board of Trustees, Students, Alumni, Parents, Faculty, Staff, Friends, Foundation Members, Young Leaders, Community Members, and Alumni businesses.

Our focus must be on our almost 67,000 alumni. They are the future of GVSU. We engage future alumni by starting with our current students and have started a student alumni group. We have our first legacy student scholarship which engages and teaches students about philanthropy. We have used a “giving overlay” on our database that researches ability to give. We are working on an Affinity Model, which identifies those student/alums who have a deep love for Grand Valley and continue to work on building an “On Line Community” and developing a Young Alumni Leaders Group.

The Annual Giving Campaign should be central to the overall development program. If well done, it feeds directly into capital, corporate/foundation, and planned giving efforts. An effective Annual Giving program helps donors begin the habit of giving. It will also challenge us to develop new leadership and volunteer resources.

There are other strategies in place to achieve the goals of the GVSU Strategic Positioning. Development is planning by 2012 to have between 11,000 and 12,000 individuals on our donor base.

Human Resource Planning (Jim Bachmeier and Scott Richardson)

This area of importance is driven by our need to provide the appropriate staff and faculty to serve our students and each other. In order to achieve this, we must plan for the future.

A Committee of Jeanne Arnold, Vice President for Equity and Inclusion; Philip Batty, Director of Institutional Analysis; Linda Yuhas, Director of Compensation and Employment Services; Joe Godwin, Associate Vice President for Academic Affairs; Jeff Musser, Assistant Vice President for University Budgets; and Scott Richardson, Associate Vice President Human Resources and taskforce chair, have been charged with this in-depth review and human resources planning.

Their charge includes three main areas:

First, analyzing our data to provide retirement information to assure that GVSU, as it ages, manages the change in those who will teach and lead at this great university with proper planning. We need to consider the faculty, the university leadership and the support staff, as excellence in these professions is key to our continuing success. Also, we have made much progress in inclusion and need to continue to make progress as retirements occur.

Secondly, we are now a university of more than 23,500 students with multiple locations. Just as we need to plan for facilities, we want a carefully considered human resources plan to support us into the future.

Finally, as senior faculty and leadership staff retire, we need to plan to transfer the incredible knowledge base to those who replace them.

We can expect a report to the campus community of committee findings this fall semester. An early review of their work suggests that the steady GVSU faculty and staff growth over the last 20 years, has spread out hiring more than other employers may find typical, thus reducing a retirement crisis looming at GVSU. Still we will have units that will have a significant number of faculty/staff eligible for retirement simultaneously and we need to plan appropriately.

Policies and Procedures (Jim Bachmeier, Tom Butcher, Brian Copeland, Donna Markus) Not actually an imperative, but a very important task. The primary objective for this effort regarding policies and procedures at GVSU is to provide the university community access to clearly stated university-wide administrative policies. These policies will be formally approved and kept current, accessible to all parties in a centralized Grand Valley Manual and communicated to all operating units in a timely manner.

The project has resulted in the development of a policy hierarchy illustrating the strategic relevance of the Grand Valley Manual relative to the Administrative Manual, Academic and Student Affairs Policies and Non-University-Wide Policies. Included within each category of the hierarchy are the distinguishing characteristics separating each category. Documents contained in the Grand Valley Manual are administrative policies and are developed by the administration and approved by the President's Senior Management Team on my behalf.

Phase one of this effort began during 2007-08. Definitions of policies, procedures, practices and protocols were developed within the context of the Grand Valley Manual. During this process, a Policy on Policies was created containing a policy statement, definition of a university policy and a process whereby all future policy additions, changes and deletions will be approved. Within this framework, all existing and written policies were collected and evaluated to determine if they met the criteria established for administrative policies.

Another major objective is to provide access to the policies included in the Grand Valley Manual. A Web site is being created to accomplish this objective. A pilot Web site is presently in use during the design phase. Policies already collected are included in the pilot Web site and that was demonstrated for the Senior Management Team on May 19, 2008.

The completion of the Web site and inclusion of all collected policies to date would conclude phase one of this task. The next phase for this work includes identifying policies that exist, but have not yet been written. A management system will also be studied and implemented that will provide assurance that the Grand Valley Manual will be updated in a timely and consistent manner. Furthermore, a review of contracting authority will be conducted during phase two as a natural follow-up.

Looking Ahead

The summer has brought GVSU into the news, especially with policy decisions on household benefits and budget/tuition.

Under the direction of the Board of Trustees, GVSU reviewed its benefits program and believed that its coverage needed to be broadened to include household members. I fully support the Board of Trustees action. The reasons were clear as this review was taken in and aligned with the refreshed GVSU Strategic Plan. To include household members furthers the mission and values articulated in our Strategic Plan. It creates a means to understand and implement the imperatives in human resources and inclusion and equity. The policy enables the university's efforts in recruitment and retention while helping GVSU compete with other state universities in Michigan and colleges and universities in the Midwest.

The Board of Trustees approved changes in benefits as a three-year pilot and authorized my Administration to make required changes in language to the Administrative Manual and other policies and documents.

I also want to share something about budget and management issues. Our Board of Trustees made a very difficult decision to significantly raise tuition this year. There is never a good time to make a big move. But I believe that it was absolutely essential that we do so, this year. The state has stopped providing additional aid for additional students, so in that respect we are really on our own. The students we've admitted in prior years

have the right to expect – and we have the obligation to provide – a quality degree and enough classes and sections to enable graduation in four years for those able to do so.

What would have happened had we not addressed our revenue challenge this year? It would have meant standing still with the potential of eroding quality and our abilities to deliver on expected service. And, let me respectfully ask, how that would benefit anyone? Who would want to be associated with a stagnant university? Declining enrollment would surely follow and would have a negative employment and fiscal impact on West Michigan. Employers will not rush to hire students who do not receive a leading edge education.

Forward-looking educational policy is necessary for universities to conduct their business. If the universities are not healthy, they will not attract students. Without an educated workforce, the State's ability to attract and retain businesses and keep its graduates will be negatively affected.

A college degree from Grand Valley is not inexpensive, but continues to be a great value. I know as a first-generation student myself making ends meet for our families is at times financially difficult and Grand Valley will continue to invest in our students with financial aid. Four years of the average cost of tuition at Grand Valley would purchase a new, mid-sized Chevy. A student who makes the investment in a college education will earn a \$1 million more in his or her lifetime. Spend \$25,000, get a million bucks in return. Who says we're not the best deal around?

Repairing Michigan's economy depends upon more college graduates earning their degrees in Michigan, and staying here to enrich the communities where they live and work. A college degree is not a commodity but a ticket to a better future for our graduates.

With our decisions we ensure that GVSU continues to provide a degree of value at an affordable price. I know that with your help and skill, Grand Valley will continue to do its part for our students and our state.

What a productive year, yes! However, I would not be providing appropriate leadership if I did not also report that all this work was done by people. Our staff and faculty go above and beyond so many times. They do the best they can with what they have. They are motivated in the pride they have in GVSU. The reputation of GVSU is a result of their efforts.

Students expect quality service as they should. Students expect to graduate on time and have courses available to complete their course of study. Students expect a return on their investment and a degree of value. Our faculty and staff are dedicated to GVSU and I appreciate all they do to achieve our mission and provide our students value. Good management and leadership ensure that the right tools are available. We must be effective in the use of our faculty and staff and provide additional support in those areas that

experience shortages. In doing so, we help our students complete their studies in a timely fashion.

As we grew in numbers of students, we lagged behind in our physical plant. I believe with the work we are doing in the five projects, we are in better shape leading into our decennial than we otherwise would have been. Our library still is front and center for capital outlay and fund-raising efforts. However, it may be noted that even after this phase of building we still lag significantly behind other peers in our cohort as a comprehensive university. I believe that NCA will want to see us acknowledge this reality and press us for solutions, especially in laboratory and specialized infrastructure.

We will continue to work on the imperatives as outlined above, but with one additional area ... Image. This is more than marketing, even though it has a keen role in it. It is not only external but maybe more importantly internally as well. We are a comprehensive university with aspirations that will lead us to be nationally distinctive. We have an outstanding foundation to build upon from those who came before us. Our Board of Trustees, Administration, Foundation, donors, faculty, staff, students, our alumni and other stakeholders will continue to shape the GVSU of the future. However, we need to be able to consistently define ourselves, our value, our excellence, and our quality through the image we have of ourselves and that as others see us. There are many people in our community who are proud of our reputation in providing value and quality educational and economic development programs. There is expectation of continuing if not doing more.

Our strategic planning processes will also continue with the efforts of all of our colleges and units refreshing and aligning their plans to the University.

As I began with our NCA efforts I will finish with the same focus. The rest of this summer and into the next academic year will be to be best prepared for the October visit. The self-study is on its way to the Team and our documentation room is being built.

In summary, I continue to be impressed and pleased with the work and work style of the Senior Management Team. Each individual brings strength and now with Jeanne Arnold, a team that is whole. We can debate, work through strategy and will be able to create the future we want together with the Board of Trustees. I am also very appreciative of our faculty and staff in all they do for and with our students. Our governance structures are healthy and lead us to good decisions. Thanks for the opportunity to serve Grand Valley State University and the future of Michigan. I am looking forward to a productive 2008-2009.

Go Lakers!