

Brooks College of Interdisciplinary Studies

Strategic Plan

2010-2015

Mission: Connecting diverse interdisciplinary communities and cultivating innovative liberal learning.

Vision: The Brooks College of Interdisciplinary Studies will be recognized locally and nationally as a leader in the areas of integrative interdisciplinary learning, high-impact educational practices, applied sustainability, and community engagement.

Through an innovative culture and inclusive conversation, the Brooks College of Interdisciplinary Studies (BCOIS):

- Facilitates and fosters integrative interdisciplinary teaching and learning.
- Creates, promotes, and supports high-impact experiential and intercultural learning opportunities.
- Encourages and sustains a nurturing and creative environment by supporting and including the diverse voices of the College and the greater university community.
- Models inclusion for the university by connecting with local, national and global communities.
- Models and promotes applied sustainability practice through partnerships and collaborations.

Guiding Principles

We value

- *A collegial and collaborative environment* where we support each other and work together in an open and transparent manner.
- *Cultural diversity and diversity of thought and ideas* as a source of creativity and as a foundational principle in our curriculum and in our communities.
- *Exploration and teaching that challenges the metaphors of disciplinary boundaries.*
- *Risk-taking and innovation, and encourage alternative approaches to scholarship, teaching and learning.*
- *Engagement in our local and global communities* in such programs as experiential or service learning, intercultural studies, community education, and study abroad programs.

Goals and Objectives 2010-2015

Goal 1: BCOIS students and faculty work and learn in a culture of excellent integrative interdisciplinary scholarship and practice.

- 1.1 Hire additional faculty with interdisciplinary areas of expertise through regular and joint appointments.
- 1.2 Design incentives and recognition for faculty that encourage, support, and promote interdisciplinary scholarship and teaching.
- 1.3 Expand opportunities for integrative interdisciplinary scholarship and creative practice for faculty and students.
- 1.4 Expand opportunities for high-impact interdisciplinary experiences for students.

Goal 2: BCOIS offers high-quality, student-focused, undergraduate education.

- 2.1 Encourage participation in events and opportunities for students and faculty to increase their intercultural experience.
- 2.2 Expand opportunities for students to participate in high-impact educational experiences within BCOIS academic programs.
- 2.3 Increase student enrollment in Honors and all BCOIS majors and minors.
- 2.4 Develop new academic programs, including the Religious Studies major, an LGBTQ minor, and an International or intercultural studies major.
- 2.5 Establish a department of Women and Gender Studies and an Area Studies Center or Department.
- 2.6 Conduct an assessment of BCOIS advising services, processes and systems; develop a college advising plan based on this assessment, and establish appropriate advising support structures for BCOIS students.
- 2.7 Increase student diversity in all BCOIS programs.
- 2.8 Increase BCOIS student participation in study abroad programs.
- 2.9 Support and continue to develop co-curricular programs connected to the college curriculum.
- 2.10 Exceed university averages for retention, time to graduation, employment, and admission to graduate school.

Goal 3: BCOIS leads the University in applied sustainable development best practices and is known for its sustainability efforts.

- 3.1 Support implementation of sustainable best practices in social equity, environmental stewardship, and economic value across the college.
- 3.2 Assist departments and other colleges in developing additional opportunities for students to pursue a sustainability credential (certificate, minor, major or emphasis).
- 3.3 Create additional awareness among students, faculty and staff regarding sustainability and encourage their involvement in programs and activities both on campus and in the community.
- 3.4 Increase community engagement and establish regional leadership in sustainability practice through public, private, academic, and service sector partnerships.

Goal 4: BCOIS offers enhanced and expanded community engagement opportunities for our programs, staff and students, and the community.

- 4.1 Develop new partnerships between BCOIS programs and organizations (profit and nonprofit) in the West Michigan region.
- 4.2 Link academic programs to community social justice programs through internships, service learning, and other high-impact experiences.
- 4.3 Support and develop connections with underrepresented and underserved populations in Michigan.

Goal 5: BCOIS offers faculty and staff opportunities for leadership development that encourages increased experience and skills growth and successful transitions in leadership in all of its units.

- 5.1 BCOIS faculty staff development and transition plan provides coaching and leadership development for faculty and staff, equipping people with the skills to ensure success.

Goal 6: **BCOIS's** Center for Creative Inquiry provides interdisciplinary space for faculty, staff and students to come together to create innovative solutions to current problems and innovative curriculum.

- 6.1 Begin the process of planning the structure and evaluating the resources needed for a Center of Creative Inquiry, including potential internal and external partnerships, faculty participation, and student scholarship opportunities.

Goal 7: BCOIS has the structures in place to support integrated, undergraduate programs appropriate to its mission and strategic plan.

7.1 By September 2010, the college will have a current strategic plan aligned with and supportive of the university's mission.

7.2 By May 2011, all units in the college will have a current strategic plan aligned with and supportive of the college plan.

7.3 By December 2010, the college will have catalogued and evaluated its current community engagement efforts.

7.4 By December 2011, the college will establish best practices for recognizing faculty service to the unit, college and university.

7.5 By 2012, all BCOIS courses will identify student learning outcomes linked with appropriate pedagogies.

7.6 By 2015, all units in BCOIS will have completed one self study and at least two full cycles of learning outcomes assessment.

Brooks College: Additional Goals Set for University-Wide Activities.

Because BCOIS is responsible for larger university goals that involve other colleges or the university as a whole, we have listed those goals and strategies at the end of this document in a separate section. The preceding seven BCOIS goals internal to the college, the following goals are external.

University Goals:

2.5.1 By Fall of 2012, the proportion of students who have graduated from a high school, or its equivalent, from a country other than the United States is at least 3% of overall enrollment annually.

2.5.2 By 2011, at least 800 or more students will participate annually in study abroad programs.

1.14 By 2015, the university has a well-established reputation as a leader in sustainability efforts and models for best practices by establishing a process to evaluate campus sustainability efforts and establishing aggressive goals to promote social responsibility, encourage environment stewardship, and create efficiencies and values for the work we perform.

3.6 By 2015 students will have the opportunity to take coursework or participate in internships and domestic and global service learning experiences that focus on best practices in sustainability.

4.5 By 2010, the institution has completed a rigorous assessment of all options for undergraduates to achieve and demonstrate mastery of upper-division General Educations Themes and their associated learning objectives.

1.11 By 2012, the General Education Program has fully implemented its 2006 Assessment Plan and made the assessment results available to the university.

3.0 The Meijer Fellowship Office will increase the number of GVSU students receiving prestigious scholarships.

3.0 The Meijer Fellowship Office will increase the number of students making a positive contribution to West Michigan, the state, the nation, and the world through the services offered through the Office of Fellowships.

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Groups Involved	Resources	Status
5.4	GOAL 1: BCOIS students and faculty live and learn in a culture of excellent integrative interdisciplinary scholarship and practice.	1.1 Hire additional faculty with interdisciplinary areas of expertise through regular and joint appointments	By 2015, 50% of the disciplines at GVSU will be represented by faculty teaching full or part time in BCOIS Expand Number of joint appointments to 35 by 2013.	Baseline 17 out of 51 departments outside BCOIS (33%) , fall 2010 Winter 2010 24 Jt. Appts	2010 to 2015	Increase joint appointments by linking faculty to current and new programs in ENS, Lib. Studies, Religious Studies, and Area Studies expanded programs Invite faculty from under- represented disciplines to teach in the college Increase residential faculty in Honors from 3 to 12 by 2013	Dean and staff Individual programs Deans and Program and Unit chairs	Adjunct Overload.	
		1.2 Design incentives and recognition for faculty that encourage, support and promote interdisciplinary scholarship and teaching.		No existing program 2010	By 2012	Design and implement an internal recognition program by 2012 Partner with CSCE and FTLC to give recognition for Interdisciplinary teaching and research	BCOIS faculty Dean's Office BCOIS Faculty CSCE FTLC		
		1.3 Expand opportunities for integrative interdisciplinary scholarship and creative practice for faculty and students	1.3.2 Increase the number of BCOIS students participating in SSD to 15 and applications to S3 to 4 by 2011-12 and	No organized program in 2009-2010	2010-2015	Establish a colloquium for interdisciplinary scholarship and creative practice for BCOIS faculty in 2010 Promote SSD scholarship among faculty. Encourage	Assigned Faculty and BCOIS faculty BCOIS faculty All units		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Groups Involved	Resources	Status
	Goal 1 cont'd.		SSD to 35 and applications to S3 to 8 by 2015.	Baseline 2010: S3 : 2 SSD and WGS: 2 HNR: 100 LIB: 0 AS: 0 McNair : 1 (Lib)		faculty-student scholarship dissemination at SSD			
3.4, 3.5		1.4 Expand opportunities for high-impact inter-disciplinary experiences for students.	1.4 Increase number of students in interdisciplinary internships, service learning, study abroad	Baseline 2010: HNR AS WGS LIB to be determined		Examine the types of assigned practica, internships and study abroad opportunities to encourage interdisciplinarity	All units		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person /Group	Resources	Status as of
2.1 2.2 2.3 2.4 2.5	Goal 2: BCOIS offers high-quality, student-focused, undergraduate education	2.1 Encourage participation in events and opportunities for students and faculty to increase their intercultural competence and experience.	2.1.1 By 2013, increase participation of BCOIS minors and majors in faculty led or independent study abroad Programs to 10%	Baseline Data to be determined	2010-2012	Encourage faculty and staff to participate in these programs	BCOIS faculty in cooperation with PIC		
			2.1.2 Track faculty and staff who participate in intercultural events and training sponsored by the Office of Inclusion and Equity and by the College.	Baseline: 2010 Number of Faculty who have completed Inclusion Advocate training, Healing of Racism, Allies and Advocate training or others. (TBD)			Dean's Office		
			2.1.3 Track students who participate in Area Studies Student Programming	Baseline: 2009 Number of students attending Area Studies Student Programming		Seek to add AS events to Lib 100 and US 201 co-curriculum offerings where appropriate Increase student recruitment for programs sponsored by AS	Areas Studies Faculty		
3.4		2.2 Expand opportunities for students to participate in high-impact educational experiences within BCOIS academic programs.	2.2 By 2012, 50% of students within the Brooks College majors and minors will have participated in at least 1	Baseline: number of students participating in high-impact experience in 2009-2010 (TBD)		Review each program for opportunities for high-impact experiences. Develop and implement a plan in each program to reach the 50 % goal by	All units. All units		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person /Group	Resources	Status as of
	Goal 2 cont'd.		high-impact experience (co-op, internship, domestic and global service, study abroad, learning communities, scholarship with faculty) By 2015, 100% of majors and minors will have the opportunity to participate in such activities.			incorporating high-impact experiences into appropriate courses or co-curriculum.			
2.0		2.3. Increase student enrollment in Honors and all majors and minors	2.3.1 By 2012, increase enrollment in Area Studies programs by 100% 2.3.2 Increase enrollment in Honors 10% by 2013 (increase curricular offerings to accommodate 2.3.3 Increase enrollment in all majors/minors by 25% by 2015	2.3.1 baseline 113 minors in Area Studies Winter 2010 2.3.2 Baseline enrollment 1030 Fall 2010 2.3.3 Baseline enrollment Fall 2010 270 majors, 213 minors		Develop recruiting plans and materials Partner with other Colleges (Business, International Relations, Spanish, etc.) to offer students opportunities for a minor in Area Studies Shift financial resources to support student enrollment	All academic units		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person /Group	Resources	Status as of
3.0 4.7	Goal 2 cont'd.	2.4 Develop new academic programs including Religious Studies major, LGBTQ minor and an International or Intercultural Studies major			Religious Studies: 2011 LGBTQ: 2012 Area Studies: 2012	Send Religious Studies to governance Fall 2010 Develop the proposal for the LGBTQ minor academic year 2010-2011 Develop proposal for Area Studies or intercultural major beginning Fall 2011	LIB, WGS, and AS Faculty		
1.0 3.0		2.5 Establish a department of Women and Gender Studies and a department or center of Area and International Studies			WGS 2011 AS 2012	Develop proposal and send to governance Winter 2011 Develop proposal and send to governance Winter of 2012.	WGS Faculty and Area Studies Faculty BCOIS Curriculum Committee		
2.7		2.6 Conduct an assessment of BCOIS advising services, processes and systems. Develop an advising plan and establish appropriate advising support structures.			Assessment Fall semester 2010 Advising system developed in Winter 2011	Review current advising structures, review best practices, and assess student needs.	Susan Mendoza, advising staff, and faculty		
2.5		2.7 Increase student diversity in BCOIS academic programs			Develop a recruiting plan to increase student diversity		BCOIS program faculty	BCOIS Inclusion Plan	

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person /Group	Resources	Status as of
2.5	Goal 2 cont'd.	2.8 Increase BCOIS student participation in study abroad programs by		Baseline to be established using 2009 data Honors 30% WGS LIB AS ENS		Increase student participation in study abroad in Honors to 40% WGS LIB AS ENS	PIC and Academic Programs		
3.4		2.9 Support and continue to develop college co-curricular programs connected to the curriculum.				Add AS programs to LIB 100 and US 201 co-curriculum Select additional courses in each program to add required co-curriculum	All academic programs		
6.2 6.3 6.4		2.10 Exceed university averages for retention, time-to-graduation, employment, and admission to graduate school.	2.10.1. Increase % of graduates who secure employment from 59% to 72% by 2012 and to 85% by 2015 2.10.2 Increase percent of graduates who attend grad school from 24% to 35% by 2015 2.10.3 Increase time to graduation from XXX to XXX Increase retention in honors from XXX to XXX	2.10.1 2009 University baseline is 72.3% 2.10.2 University baseline in 2009 is 19.2% (CLAS baseline is 35%) 2.10.3 University baseline TBD University baseline TBD University baselines TBD		Increase advising for career path after graduation for majors Identify possible graduate school options for students and promote these choices Continue to expand practica and internship opportunities to increase employment prospects Implementation of advising center to assist students in timely matriculation	Dean Faculty and staff	EDPAC	

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person /Group	Resources	Status as of
	Goal 2 cont'd.		Increase retention in academic programs from XXX to XXX						

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
1.14 3.6.1 3.6.2	Goal 3 BCOIS leads the University in applied sustainable development best practices and is known for its sustainability efforts.	3.1 Implement best practices in social responsibility, environmental stewardship and economic value across the college	3.1 By 2012, develop GVSU's third sustainability indicator report	baseline data obtained from 2008 GVSU Sustainability Indicator Report	2010-11	Implement granting system of money to promote efficiencies and savings across campus through the Sustainability Reinvestment Fund	SCDI Academic units		Roll out in Fall 2010
					2010- 2011	Implement "Sustainable Office Award" to recognize best practice and promote sustainable behaviors	BCOIS Deans Office		Roll out in Fall 2010
					2010-2015	Recognize sustainability champions from across campus and highlight activities during Campus Sustainability Week annually	SCDI		Annual event
1.14 3.6.2		3.2 Assist departments and other colleges in developing additional opportunities for students to pursue a sustainability credential (certificate, minor, major or emphasis)	3.2 By 2015, develop 2 additional certificates in sustainable practice	3.2 Baseline: 1 certificate, 11 minors, 1 major	2010-15	Encourage development of sustainability themes, majors, minors, certificates etc. across the GVSU colleges	BCOIS Deans Office SCDI		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
1.14 3.6.1	Goal 3 cont'd.	3.3 Create additional sustainability awareness among students, faculty and staff regarding sustainability and encourage their involvement in programs and high-impact activities both on campus and in the community	3.3 By 2011, publish university-wide sustainability guide	3.3 Baseline: Annual Campus Sustainability Week reports; existing Student Sustainability Guide Existing number of student sustainability pledges baseline AY 08-09 – 194 09-10 – 280 pledges	2010-2015 2010-2011 2010-2011 2010-2011	Hold annual Campus Sustainability Week (CSW) activities Publish a new campus sustainability guide on-line Encourage sustainability pledge at Sustainability events and campus life night Increase the number of student organizations in the student sustainability partnership	SCDI/BCOIS SCDI SCDI		
3.6.1		3.4 Increase community engagement and establish regional leadership through public, private academic and service sector partnerships.	3.4.1 By 2013, ten percent of BCOIS students will have the opportunity to participate in high-impact sustainability activities (internship, co-op, service learning)	3.4 Baseline TBD	2010-2011 2010-2015	Successfully implement the City of Grand Rapids Transformation Research and Analysis Team TRAT model and complete sustainable development best practice projects upon request. Apply the TRAT model internally at GVSU to research, analysis, and recommend sustainable development best practices to meet targets in the GVSU Strategic Plan	SCDI		
1.14			3.4.2 By 2010, expand sustainability advisory council to include	3.4.3 Baseline: Current SCDI Advisory Council members	2010-2015	Reach out to the public, private, and academic sectors for membership on the SCDI Advisory Board	SCDI		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
	Goal 3 cont'd.		regional leaders in sustainability 3.4.3. Increase GVSU's presence and leadership in the Grand Rapids Community Sustainability Partnership (CSP) and with the West Michigan Regional CSP's	3.4.4 Number of CSP events and activities sponsored or supported by Grand Valley. TBD	2010-2011	Provide administrative support and "housing" for the Grand Rapids CSP	SCDI		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
1.1.10 3.4 3.5 3.6 6.4 8.2	Goal 4: BCOIS offers enhanced and expanded community engagement opportunities for our programs, staff and students, and the community.	4.1 Develop new partnerships between BCOIS and organizations (profit and nonprofit) in the west Michigan region	4.1 By 2013 all academic programs within BCOIS will have developed partnerships with community organizations to support our programs.	4.1 Baselines for each program to be established 4.1 Baseline AY 09-10 :11 different classes, 1544 students involved; Co-curricular: 50 projects, 820 students (data taken from service report)		Establish internships, practica, service-learning projects, in the community Explore expansion and funding for the Community Reading Project through development of connections with additional community partners. Increase connections between the Area Studies programs and local ethnic communities	All academic programs within the Brooks College		
3.5.1		4.2 Link academic programs to community social justice/equity programs through internships, service learning, and other high-impact experiences.	4.2 Number of students working in social justice /equity programs.	Number of students in internships, practicum, etc in 2010 Baseline Fall 2010: Lib- 37 students WGS - 12		Explore connections with new community organizations.	Academic units		
2.7		4.3 Support and Develop connections with underrepresented and underserved populations locally, regionally and globally				Continue to expand Kutsche programming with Michigan organizations Connect Kutsche programming with college and university programming. Support and develop Honors College Ghana Water Project & other social justice programs	Kutsche Office of Local History	Inclusion plan	

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
2.0 5.4	Goal 5: BCOIS offers faculty and staff opportunities for leadership development that encourages increased experience and skills growth and successful transitions in leadership in all its units.	5.1 BCOIS transition plan provides coaching and leadership development for faculty and staff promotions, equipping people with the skills to ensure success		No plan currently in place	2010-2012	<p>Leadership Development series offered in 2010-2011.</p> <p>Design and implement College-wide Learning Academy for faculty taking on administrative responsibilities</p> <p>Design and implement program to help junior faculty successfully manage their faculty work-life management</p> <p>BCOIS Leadership team participates in planning for leadership transitions, facilitation, crucial conversations, etc.</p> <p>Develop programs for AP and COT staff within the college</p>	<p>Dean Faculty and Staff Focus Groups</p> <p>Leadership Council</p> <p>Faculty Staff Committee Consultant</p> <p>Dean and Junior Faculty Consultant</p> <p>Leadership Team and consultant</p> <p>Dean's Office</p>	Dean Office	<p>Focus groups began fall 2010</p> <p>Training begins fall 2010</p>

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
5.4 6.4 8.1.3	Goal 6: BCOIS's Center for Creative Inquiry provides interdisciplinary space for faculty, staff and students to come together to create innovative solutions to current problems	6.1 Begin the process of planning the structure and evaluating the resources needed for a Center of Creative Inquiry, including potential internal and external partnerships, faculty participation, and student scholarship opportunities.			2010-2015	Visit the Ball Center and research other similar centers Develop a plan for such a center Explore fund raising options.	Dean and faculty	To be determined based on research	
1.1 1.2 1.10 1.12 4.1 4.2 4.4	Goal 7: BC OIS has the structures in place to support integrated, undergraduate programs appropriate to its mission strategic plan	7.1 By September 2010, the college will have a current strategic plan aligned with and supportive of the university's mission.			2010	Draft and review the strategic plan with Leadership Council and Faculty and Staff	Dean Leadership Council		
		7.2 By May 2011, all units in the college will have a current strategic plan aligned with and supportive of the college plan.			2010	All college units will review current plans and refresh them to align with university and college plan.	All academic and serviced units		
		7.3 December 2010, the college will have catalogued and evaluated its current community engagement efforts			2010		Deans Office and all units		

University Objective	Brooks College Goal	Brooks College objective(s)	Metric	Baseline	Time-frame	Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
1.1 1.2 1.10 1.12 4.1 4.2 4.4		7.4 By December 2011, the college will establish best practices for recognizing faculty service to the unit, college and university			2011	College conversations to determine what is needed Implementation of the plan	Faculty and Dean		
		7.5 By 2012, all BCOIS courses will identify student learning outcomes linked with appropriate pedagogies			2010-2012	Units will review current learning outcomes and review best practices in pedagogy	All units Partnership with FTLC		
		7.6 By 2015, all units in BCOIS will have completed one self study and at least two full cycles of learning outcomes assessment					All units		

Brooks College: Additional Goals Set for University-Wide Activities

University Goal or Objective	Brooks College Unit	University Objective	Metric	Baseline	Time-frame	BC OIS Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
2.5.1	Padnos International Center	1. By Fall of 2012, the proportion of students who have graduated from a high school, or its equivalent, from a country other than the United States is at least 3% of overall enrollment annually	# of students enrolled	2008 Dashboard 1.9%	2010-2012	Work with the Orientation Committee to improve advising for International Studies Support the work of the International Recruitment Committee Increase and improve support for international students on campus	PIC International Recruitment Committee College Deans and departments		
2.5.2	Padnos International Center	2. Increase Study Abroad Participation (to 800/year)	Increase # of participants in each major—across all Colleges; 40+ advising sheets by 2013	TBD on #s across various majors/Colleges; Sept. 2010: 15 SA advising sheets available	2010-2013	PIC will work with majors/programs to produce study abroad advising sheets PIC will work with Colleges/unions to develop or identify SA programs for students in majors with minimal SA participation	Deans of Colleges, Unit Heads across Colleges; PIC staff Deans of Colleges, Unit Heads across Colleges; PIC staff	Need more staff (GA positions request)	

University Goal or Objective	Brooks College Unit	University Objective	Metric	Baseline	Time-frame	BC OIS Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
1.1.10 3.4 3.5 3.6 6.4 8.2	Continuing Education	2. Expand university partnerships with Michigan community colleges through Continuing Education	<p>Develop at least 3 articulations agreements with each existing partner</p> <p>Develop at last 3 new partners</p> <p>Increase pre-admission and transfer advising with existing CC by 5%</p>	Current number of partnerships and type	<p>2010-2012</p> <p>2010-2012</p>	<p>Develop articulation agreements existing and new community college partners</p> <p>Offer degree completion cohorts in collaboration with CC partners as feasible</p> <p>Develop a mechanism for pre-admission and transfer advising</p> <p>Identify areas for faculty-to-faculty collaboration</p>	Continuing Education		

1.14	Sustainable Community Development Initiative	3. By 2015, the university has a well established reputation as a leader in sustainability efforts and models for best practices by establishing a process to evaluate campus sustainability efforts and establishing aggressive goals to promote social responsibility, encourage environments stewardship, and create efficiencies and values for the work we perform.	<p>University Sustainability Indicator Report</p> <p>ASSHE Stars Report</p> <p>Sustainable Endowment Fund Report</p> <p>Track # of Reinvestment Fund loans and grants</p> <p>Track # and level of Office awards</p> <p>Increase number of new Sustainability Champions by 20 per year</p>	<p>2008 Report</p> <p>2009 Report</p> <p>2010 Report</p> <p>2010</p> <p>2010</p> <p>17 in 2008 34 in 2009</p>	<p>2010-2015</p> <p>2010-2015</p> <p>2010-2015</p> <p>2010-15</p>	<p>Continue to collect data for these reports and make annual or semi- annual reports.</p> <p>Determine additional metrics that could be tracked and reported nationally</p> <p>Meet with Colleges and Divisions to suggest aggressive goals for each area of the university. Provide support to units to meet these goals</p> <p>Establish ways to recognize and promote model sustainability practices on campus.</p> <p>Implement a Sustainability Reinvestment Fund</p> <p>Implement “Sustainable Office Award” to recognize best practice and promote sustainable behaviors</p> <p>Continue to develop a Community Garden as a model of best practice-Share model with other universities.</p> <p>Support Facilities, Housing, Food Services and other campus divisions in modeling and sharing best practices.</p> <p>Recognize sustainability champions from across campus and highlight activities during Campus Sustainability Week</p>	<p>SCDI and All University Divisions</p> <p>SCDI</p> <p>SCDI and Dean’s Office</p>		<p>Rollout scheduled for Fall 2010</p> <p>Annual event</p>
------	--	--	---	---	---	--	--	--	--

University Goal or Objective	Brooks College Unit	University Objective	Metric	Baseline	Time-frame	BC OIS Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
3.6 3.6.1 3.6.2	Sustainable Community Development Initiative	4. By 2015, students will have the opportunity to take course work or participate in internships and domestic and global service learning experiences that focus on best practices in sustainability	<p># of programs that provide sustainability training for students</p> <p>10% of students will have access to high-impact service learning, internships and coops in sustainability</p> <p># of students who have the opportunity to pursue a certificate or other credential that certifies their sustainability experience</p>	Baseline 2008 Indicator report	2010-2015 2013 2015	<p>Work with departments and colleges across the university to develop sustainability themes, majors, minors, certificates etc.</p> <p>Help departments and colleges make connections with profit and non-profit organization that can provide high-impact experiences for students.</p> <p>Explore the feasibility of implementing the City of Grand Rapids Transitional Research Team Model within the University</p>	SCDI All Colleges SCDI Career Services All colleges and Divisions	Sustainability Indicator Report 2008	

4.5 1.11	General Education	<p>5. By 2010, the institution has completed a rigorous assessment of all options for undergraduates to achieve and demonstrate mastery of upper division General Education Themes and their associated learning objectives.</p> <p>6. By 2012, the General Education Program has fully implemented its 2006 Assessment Plan and made the assessment results available to the university</p> <p>1. The General Education (GE) Program will determine how well students are achieving the student learning outcomes in the Foundations, Cultures and Themes</p> <p>2. The GE Program will identify the best practices for which student learning outcomes should be in the General Education Programs</p> <p>c. The GE Program will determine best practices for designing General Education Programs to achieve student learning outcomes</p> <p>d. The GE Program will develop a proposal that incorporates best practices for student learning outcomes</p>	<p>1. Report summarizing student learning in Foundations, Cultures, and Themes</p> <p>2. Report outlining differences between GVSU and best practices</p> <p>3. Report outlining differences between GVSU and best practices</p> <p>4. Campus proposal</p>	Baseline established via these reports	<p>Feb. 2011</p> <p>Jan. 2009</p> <p>June 2010</p> <p>Dec. 2010</p>	<p>GE Director to write report</p> <p>GE Committee to develop this report</p> <p>GE Committee to develop this report</p> <p>GE Committee to develop this report</p>	GE Director and General Education Committee		
-------------	-------------------	---	--	--	---	---	---	--	--

University Goal or Objective	Brooks College Unit	University Objective	Metric	Baseline	Time-frame	BC OIS Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
3.5	General Education	<p>1. The GE Program will identify the high-impact practices that currently apply in the GE Program.</p> <p>2. The GE Program will determine if new high-impact practices can be incorporated into the GE Program</p>	<p>1. Report identifying high-impact practices in the GE Program</p> <p>2. Report identifying new high-impact practices that could be included in the GE Program</p>	.Baseline established with these reports	Dec. 2010 Dec. 2010	<p>GE Director and Committee to develop the report</p> <p>GE proposal to revise the GE student learning outcomes and structure</p>	GE Director and General Education Committee		

University Goal or Objective	Brooks College Unit	University Objective	Metric	Baseline	Time-frame	BC OIS Strategy(ies) Action(s)	Responsible Person / Group	Resources	Status as of
3	Meijer College	<p>7. The Meijer Fellowship Office will increase the Number of GVSU students receiving prestigious scholarships.</p> <p>The Meijer Fellowship Office will play an instrumental role in building a Culture of Scholarly Engagement at GVSU</p>			2015	<p>Have a well-established Office of Fellowships that is well-integrated into the campus community, well-known and respected by all undergraduate and graduate programs, and growing in regional and national recognition.</p> <p>Collaborate with both academic and student affairs on effective and creative programming to develop and secure nationally competitive award winners (i.e. personal statement writing workshops; study abroad funding sessions; leadership development)</p> <p>Closely align with the Office of Undergraduate Research to implement effective programming and advising services regarding research and graduate study opportunities</p>	Meijer Fellowship Office		

3	Honors College	8. The Meijer Fellowship Office will increase the number of students making a positive contribution to West Michigan, the state, the nation and the world, through the services offered through the Fellowship Office	<p>1. Increase the number of students applying for nationally competitive awards to 50</p> <p>2. Increase the number of students applying to and gaining admission to graduate and professional programs to 6-8</p> <p>3. Increase the number of students participating in Teach for America, PeaceCorps, JobCorps and other such organizations because of fellowship advising</p> <p>4. Increase the number of students participating in undergraduate research opportunities and study abroad through nationally-competitive award opportunities</p> <p>5. Increase the number of students earning teaching certification through nationally- competitive award opportunities</p> <p>6. Increase the number of students engaging in undergraduate research opportunities in preparation for award opportunities (25% of students meeting for fellowships advising)</p> <p>7. Secure significantly more nationally- competitive award winners annually</p> <p>8. 20% of students preparing to apply for nationally-competitive scholarships Goal: 10-12</p>	<p>Baseline :20 Fall 2010</p> <p>2. Baseline: 4</p> <p>TBD</p> <p>Baseline 2-3</p> <p>Baseline TBD</p>	2015		Meijer Fellowship Office and Honor College in cooperation with other colleges.		
---	----------------	---	--	--	------	--	--	--	--