

College of Technology Strategic Plan

I. Description of Administrative Unit

The College of Technology was established in 1980 and while the college is housed primarily in Sill Hall courses are taught in seven other buildings on the Eastern Michigan University campus and at 12 off-campus sites. The fall 2000 summary data for the College reports 1,080 undergraduate and 383 graduate students, and 45.25 tenure track faculty in four departments. Descriptive undergraduate student data show 41% are 24 or more years old, 29% are female, and 26% are a minority. The graduate students consist of 36% female and 44% minority. Descriptive faculty categories list 60.2% of the faculty having tenure, 30.9% of the total being minorities, and 17.7% being female. The non-tenure track faculty in the COT consist of 5.6 positions with 64.3 % of these faculty are women. There are 50.85 total positions in the College with 22.8% of them being held by women.

The College of Technology offers a wide range of baccalaureate, master's, and special programs generating 29,469 student credit hours, ranking fourth in the five colleges, with a head count of 10,704 students. The College consists of the following departments with these characteristics.

Business and Technology Education

Programs	7 undergraduate and 1 graduate, 2 certificate
Majors	233 undergraduates and 7 graduate
Student Credit Hours:	2628 undergraduate and 226 graduate
Tenure Track faculty:	10 4 women, 6 men, 1 African-American

Industrial Technology

Programs:	11 undergraduate and 4 graduate and 2 certificate
Majors:	648 undergraduate and 166 graduate
Student Credit Hours:	3530 undergraduate and 684 graduate
Tenure Track faculty:	20 2 women, 18 men, 6 Asian, 1 American Indian
Non-tenure track	1.6 .6 women

Interdisciplinary Technology

Programs:	4 undergraduate and 2 graduate
Majors:	251 undergraduate and 220 graduate
Student Credit Hours:	4784 undergraduate and 1063 graduate
Tenure Track faculty:	15.25 2 women, 13.25 men, 1 African-American, 1 Hispanic, 1 American Indian
Non-Tenure track	4 3 women

Military Science

Programs:	1 undergraduate minor
Minors:	6 undergraduate
Student Credit Hours:	426 undergraduate
Officers:	5 1 woman, 4 men, 1 African-American
Non-Commissioned Officers	2 2 men

Coatings Research Institute

The Coatings Research Institute (CRI) has a director and four research faculty. The research faculty members also hold tenure track teaching positions in the Polymers and Coatings program in the Department of Interdisciplinary Technology. The National Science Foundation Industry/University Cooperation Research Center (NSF I/UCRC) and the Polymer Physics Center form units of the Coatings Research Institute. The NSF I/UCRC is a partner with University of Southern Mississippi and five industrial companies. The CRI generally has between \$800,000 and \$1,600,000 in grants from public and private sources. The Coatings Research Institute has conducted an average of six short courses (three day seminars) each year starting in the fall of 1997. With an average enrollment of 20 students per course, this service has impacted approximately 500 people in the coatings industry

The College of Technology offers the Bachelor of Science and the Bachelor of Business Education degrees, as well as the Master of Sciences, Business Education, Liberal Studies, and Industrial Technology degrees. The College also offers undergraduate minors in each department, Graduate Certificates in Quality Technology, Legal Administration, and Information Security, and the Advanced Graduate Certificates in Quality Technology.

II. Character Statement

The College of Technology offers programs at the undergraduate and graduate levels, as well as providing various training and related services for business, industry, and government. Most recently, the COT has proposed a Ph.D. in Technology designed to serve mid- to upper-level management and professional personnel in public and private sector positions that require innovative applications of technology. It is also designed to increase the number of academic researchers and professors in the rapidly growing field of technology studies.

Our approach to education is guided by a set of guiding principles that comprise the operating character of the COT. These are not empty gestures; rather, they are the filters through which proposed actions and decisions must pass before they become operational.

1. Our administrators, faculty, procedures, and equipment all comprise **a primary commitment to the educational development of our students.** This is why we exist.
2. **Our most important and direct service is provided through our faculty;** therefore, the rest of us exist to support our faculty in fulfilling our primary commitment.
3. **We do what we teach!** *A good method to establish credibility is to practice what we teach. For example, if we teach interdisciplinary team collaboration, the ethics of decision-making, or the primacy of individual integrity, then that is how we will operate with each other.*
4. We will **build trust by simply being honest with each other.** This means open communication and shared decision-making. It also means that we will nurture each other when we fall short of our own expectations.
5. **We will assume that each of us wants to perform at our highest level of excellence.** In general, none of us has to be motivated to do our best; we already want to do that. Our job in the COT is to provide the support and nurture the environment where we can do what we are already motivated to do, viz., our best!

III. Mission and Goals

The College of Technology's mission is to provide a variety of educational programs leading to baccalaureate and advanced degrees, contribute to the development of the discipline, and engage appropriate external organizations. The College is responsive to current and emerging domestic and international work force development priorities and needs. The College of Technology prepares graduates for a variety of business and industrial positions, teachers of business and technology, and commissioned officers in the United States Army.

The College of Technology has identified the strategic goals listed below. These goals will be periodically reviewed and modified as needed to meet the needs of changing conditions. The faculty, staff, and administration will continue to plan and work strategically to achieve these goals/initiatives.

1. The College of Technology will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.
2. The College of Technology will provide outstanding master degree and other programs that prepare graduates to develop, utilize, and assess technology.
3. The College of Technology will establish a Ph.D. in Technology that defines and characterizes this emerging discipline.
4. The College of Technology will recruit and retain a diverse student, staff, and faculty population and provide safe, collegial, and supportive learning and working environments.
5. The College of Technology will extend research and service capabilities to business, industry and education as well as community and government agencies in southeast Michigan and around the world.
6. The College of Technology will provide instructional environments that enable quality teaching and learning in traditional and non-traditional settings.
7. The College of Technology will foster a continuous improvement culture.

External AnalysisThe College of Technology Strategic Planning Update Group compiled a study of external environment factors for review and discussion. A compilation of these forecasts follows. The General Work EnvironmentCritical shortage of holders of degrees in technology.Cross-functional and cross-disciplinary teams will be the preferred organizational structure for work.Networking among many different professionals will be common.Access to global information and resources will be available.Increasing life span will increase working populations over a longer period of time.Synthesized knowledge and work experience will be an important characteristic of successful workers.Fast, flexible organizational structures will dominate and succeed more often.Additional funding for SSM, technical support and secretaries is needed.

The Educational EnvironmentCritical need for faculty prepared to contribute in the technology discipline.A critical need for laboratory, office, and classroom space exists in the COT.Continual, lifelong, and self-directed learning will dominate.Individualized and customized curricula and learning will be important.Continual contact with alumni will facilitate expanded networking and resource availability.Just-in-time teaching and problem-solving will be characteristic pedagogical techniques.Assessment will be based on personal-best criteria.There will be fewer "Majors""Disciplines" must be able to change rapidly.More specialists will be "in-the-field", more "Mentors" will be on campus.Prior experience and knowledge mastery is important in designing a learning experience.Administrative support services must be

designed to serve students and faculty, and to facilitate the learning process. The People Environment Lack of awareness of job opportunities in technology focused disciplines. A high value will be placed on service-oriented characteristics Synthesizers, mentors, guides, and conceptualizers will be important. People will be motivated by a new basis for rewards, promotions. People will be interested in learning new functions and acquiring new knowledge more frequently. Living and working schedules will be more flexible. Participation in problem-identification and problem-solving will be common. There will be a greater recognition of how people differences can be leveraged as strengths, especially in team-building and team problem solving.

Internal Analysis A College committee of approximately eight faculty and administrators prepared a proposal for a Ph.D. in Technology. This proposal was written in response to a request from the Vice-President for Academic Affairs and Provost. This proposal, along with one in Clinical Psychology, was selected for implementation. Endorsement to offer the degree was given by the Michigan Council of Academic Vice Presidents for Academic Affairs during the January 22nd meeting. It is anticipated that the EMU Board of Regents will grant final approval of the degree at their April 3rd meeting. The College of Technology has developed an architectural prospectus for College of Technology programs. The proposed new Technology building was included in the draft of Eastern Michigan University's Capital Plan. The proposed COT building was ranked second in EMU building priorities and is awaiting review and potential funding by the Michigan State Legislature. Planning for the new facility is currently on hold. Since 1990, each program in the College has undergone re-accreditation or renewal of approval by external program evaluation agencies, where accreditation or approval is available, reaffirming the quality of College of Technology programs. Minimal improvements have been made in the physical facilities in the last decade. All COT undergraduate programs have a mandatory field experience. Each program in the College of Technology has an advisory committee that meets at least once annually, and all are encouraged to meet two or more times per year. Since 1994, the Dean has sought advice from an Executive Advisory Board that meets three to four times per year to establish long-range goals for the College of Technology. Through 1994, the College of Technology Dean's staff consisted of an administrative associate, 1.5 secretaries, and a mechanical technician. The mechanical technician position was eliminated in 1994. In 1995 a Computer Network Systems Administrator II position was established and in 1996 an Associate Dean position was added. Since 1990, the College of Technology has developed an Emergency Response Plan, a Strategic Plan, and a Technology Plan. The Technology and Emergency Response Plans are currently undergoing revision and updating. The Strategic Plan was completely revised again in 2000 to reflect changes that have taken place since the previous review. Development efforts by the College administrators and EMU Foundation Officer have yielded continued growth for both cash and gift-in-kind contributions. This report is available in the Resource/Evidence room.

Department of Business and Technology Education The approval of the Network Information Technology Administration program, and the transition of Industrial Education to Technology Education are two accomplishments for the Department. In 1999, a recent graduate of the marketing education program was named Michigan Marketing Teacher of the Year. Graduate certificates in Legal Administration and Information Security have been approved. Coursework in these certificates will be offered online.

Department of Industrial Technology The approval of a Manufacturing Cost Analysis program jointly offered with the College of Business. The approval of the two engineering technology programs, the first engineering technology programs at EMU, and the current development of the laboratories and courses being taught for the first time have required significant effort. The faculty has made creative use and scheduling of its computer laboratories to deliver computer based programs. The complete Quality concentration has been delivered to the industrial base throughout southeast Michigan and to other selected sites. The Department (Quality faculty) was also one of the leading users of the compressed video system for distance education within EMU through 1997. The Department has implemented a platform

organization of similar academic programs. This organization has added accountability of the respective programs within the department and college. The establishment of the Construction Management O. L. Paffman Computer Laboratory strengthened the Construction Management program.

Department of Interdisciplinary Technology The overall enrollment in IDT has increased by 137% in undergraduate programs and 133% in graduate programs since 1990. This growth has been attributed to faculty activity in developing new web based courses for distance education for the programs, delivering the Master of Liberal Studies in Technology to cohorts in multiple off-campus locations, the success in obtaining grants in the areas of Police and Fire Staff and Command, and in polymers and coatings. A new program in Technology Management will soon be presented to the Michigan Council of Vice Presidents for Academic Affairs for endorsement.

Since 1997, there have been 12 ten month long classes of Police Staff and Command with 540 participants, and three Fire Staff and Command with 102 participants. Computer forensics (27 participants) and Police investigation (19 participants) are each in process with their first cohort. Units within the conducted numerous one-week seminars on a variety of topics.

Department of Military Science Military Science enrollment has increased by more than 16% since Fall 1990. This growth is a result of recognition of Military Science credits to meet the Physical Education and Health graduation requirements of undergraduate students, improved program offerings by the Military Science department, and an active and involved faculty team.

Teaching and Learning

All faculty have been encouraged to develop web-based courses. Presently, four of the programs in the College of Technology are completely web based, but most programs have a variety of web-based courses. Additional programs are planned for web-based delivery by Fall 2001.

With one exception, the general-purpose classrooms in Sill Hall have network drops for Internet connections, large monitors or SVGA projectors, and VCRs to form an electronic classroom. Each department has at least one laptop computer to be used by the faculty in these classrooms.

The Technology Education program coordinator has provided graduate advising for the MS in Technology Education. The Graduate Coordinator advises students in the Master of Business Education (MBE). The coordinators advise majors in the undergraduate programs for each of the programs.

Research

Since 1990, faculty in the College of Technology have published numerous articles and books, served as editors of journals, and conducted funded research. Both Business and Technology Education and Industrial Technology have reported significant grants and funded research efforts over the last decade. The Department of Interdisciplinary Technology has been very successful in the acquisition of grants and contracts for research and professional staff development. Each year for the past ten years, it contributed over 10 percent of the total University research dollar procurement. It produced more externally funded grants and contracts than all other COT departments combined and generated more contracted research than any of the 34 other academic departments at the University.

It should be noted that in mid-year 1998 the Coatings Research Institute, founded in 1985, was separated as a stand-alone research institute reporting directly to the Dean of the College of Technology. The 1999 data, therefore, reflect the research efforts of our Polymers and Coatings tenure-track faculty assigned to a research director reporting to the Dean of the College of Technology. In 1997, Dr. Frank Jones received the Eastern Michigan University Distinguished Scholar/Creative Activity Award and the Federation of Societies for Coatings Technology Distinguished Scientific Achievement award. *In August 2001, Frank will receive the Roy W. Tess award presented by the Polymeric Material: Science and Engineering Division of the American Chemical Society.*

The Department of Interdisciplinary Technology participates in both the Graduate Research Fair and the Undergraduate Symposium. Students' papers have been recognized as outstanding in several of the professional organizations.

Services

Faculty in the College of Technology are active in their respective disciplines and professional organizations, the university and the college. Their activities range from serving on national committees to full participation in University, college and departmental activities.

The College has provided extensive service to business, industry, education, and governmental agencies within Michigan and the nation. Credit and non-credit education or training to individuals and agencies is currently occurring in content areas such as coatings, information security, cyber crime investigations, strategic planning, inventory control, aircraft accident investigation, public safety administration, police and fire staff and command training and quality.

Non-credit workforce development service activities are also undertaken by the College of Technology. This often takes the form of developing training programs and materials for the delivery of training to industrial employees at several levels, from hourly line-workers to engineering and management personnel.

Evaluation of Programs

As mentioned earlier in this section, each program in the College of Technology that has an accrediting body has been fully evaluated and re-accredited/approved by its respective accreditation organization since 1990.

Business Services and Technology Education, Technology Education, Industrial-Technical and Vocational Education, and Marketing Education have been accredited by National Council for Accreditation of Teacher Education and approved by the Michigan Department of Education. The Legal Assistant program is currently undergoing re-approval review by the American Bar Association.

The American Council for Construction Education granted full accreditation to the Construction Management program in 1995. National Association of Industrial Technology has accredited the Computer-Aided Design, Computer-Aided Manufacturing, Manufacturing, and Plastics in Industrial Technology as well as Aviation Management Technology, Communications Technology, Industrial Distribution, and Polymers and Coatings in the Department of Interdisciplinary Technology. Each program has a detailed assessment plan and an advisory committee composed of people (both internal and external to the University) knowledgeable in the discipline. These committees meet a minimum of once per year to review and evaluate the programs and recommend improvements based on their reviews.

Planning

The College of Technology is currently planning implementation procedures for the new Ph.D. in Technology, with potential enrollment beginning in fall semester 2003. Preparing courses for the College and University curriculum review procedures, and insuring that our proposal is in agreement with the Graduate School policy developed by the Doctoral Standards Committee are underway. Pending approval by the EMU Board of Regents, and the North Central Association, the COT Doctoral Steering Committee will finalize admission standards, marketing of the program, reassignment of faculty to the doctoral program, and recruitment of faculty specifically to teach in the doctoral program.

IV. Executive Summary of Proposed Strategic Initiatives

Addressing the external environment

College of Technology strategic planning goals one and two, undergraduate and master degrees and other specialized programs, address the importance of equipping students with the applied technology skills to function as networking, service-oriented reflective practitioners, synthesizing knowledge and work experience for success in flexible organizations. These two goals support and advance Directions 1 and 2 of the University initiatives, in that both COT goals underscore the importance of creating close matches between undergraduate and graduate programmatic content and constituency needs.

Graduates' success in securing employment with impressive starting salaries reflects favorably on a curriculum that emphasizes ability to access global information in both traditional and non-traditional instructional delivery systems (goal 6). Creating and maintaining instructional environments that provide access to global information supports the University's interest expressed in Direction 5, namely, to incorporate global perspectives in the curriculum.

By addressing the well documented shortage of scholar practitioners in Technology through its proposed Ph.D. program (goal 3), the College of Technology supports the University initiative expressed in Direction 2, to promote research and scholarly work at the doctoral level.

Addressing the internal environment

The importance of a new College of Technology facility, with state-of-the art equipment, multimedia and network connections, laboratories, and rooms for meetings and collegial exchange has been extensively documented through internal studies, advice of the Dean's Executive Advisory Board, and reviews by accrediting agencies. Such a facility is critical to significant progress on every College of Technology strategic goal, but particularly goals one, two, three, six, and seven. While consistent improvements have been made in the current facilities, space restrictions impact negatively on the working and learning

environment. The goal of achieving this new facility is consistent with the direction expressed by University Direction 6, to improve institutional effectiveness.

Each College of Technology academic program is required to solicit advice from its own advisory committee. This forum yields invaluable recommendations that support quality teaching and learning in traditional and non-traditional settings (goal 5). Advisory committee members, who frequently include alumni, also help faculty and students identify opportunities for engagement with the local community (University Direction 3). The College also extends its research and service capabilities to business, industry, and education (goal 5), through grants and contracts awarded for those purposes to every department. Especially noteworthy have been the contracts awarded to the Coating Research Institute and the Police and Fire Staff and Command center that support and advance University Direction three.

In addition, College and program fund raising efforts modestly contribute to improving chances of degree completion and address an uneven economic burden (University Direction 4).

Assessing College of Technology effectiveness over five to seven years

Progress in achieving the goal

1. Offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs by:
 - increasing access to undergraduate programs offered through a variety of systems
 - initiating retention efforts with the goal of increasing undergraduate retention at the end of six years
 - increasing enrollment to a minimum of 80 majors per program
 - developing and modifying programs to meet the needs of Michigan business and industry
 - developing and modifying programs to best prepare students for graduate studies
 - collaborating with the EMU Foundation to increase the number and value of student scholarships
 - enhance the focus on technology as a discipline in the general education core
2. Provide outstanding master degrees and other specialized programs that prepare graduates and participants to develop, utilize, and assess technology by:
 - increasing accessibility of graduate courses and programs by making them available online
 - improving graduate retention through creation of a community of scholars in each discipline with a graduate certificate or degree
 - increasing applicant mean GPA scores
 - increasing participation in the annual graduate student research fair

3. Establish a Ph.D. in Technology that defines and characterizes this emerging discipline will be indicated by:
 - implementing a Ph.D. in Technology
4. Recruit and retain a diverse student, staff, and faculty population and provide safe, collegial, and supportive learning and working environments by:
 - securing grants to support faculty and student research to examine the impact of technological innovations on persons diverse in ethnicity, race, age, and physical challenges
 - increasing underrepresented groups in faculty, staff, and students to match the demographics of southeastern Michigan
5. Extend research and service capabilities to business, industry and education as well as community and government agencies in southeast Michigan and around the world by:
 - increasing involvement of College of Technology faculty and students in service based learning
 - securing grants to help local and regional constituencies identify technological solutions to problems posed by growth and expansion
6. Provide instructional environments that enable quality teaching and learning in traditional and non-traditional settings by:
 - ensuring that the teaching areas are equipped with state of the art instructional technology
 - ensuring all classrooms will be internet accessible
 - ensuring at least 50% of the classrooms will be internet accessible on an individual student basis
 - ensuring there will be at least one “showcase” classroom that will have virtually every technological feature currently available to enhance teaching tasks
7. Foster a continuous improvement culture by
 - involving alumni in program review, student cooperatives and internships, and enhanced fund raising
 - promoting revision of Continuing Education policies that reward and embrace flexibility in time and space delivery of instruction
 - adopting a revised and streamlined strategic planning system
 - identifying organizational performance measures, monitor and adjust for improvement

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase access to undergraduate programs offered
through a variety systems.
(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

Expand course offerings through the Internet, satellite campuses business/industry sites and with community college agreements.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #1, that Eastern Michigan University will be recognized for strong undergraduate programs and will provide excellent co-curricular programs and support systems that enhance the success of a talented and diverse student population. It also points to the improvement of off campus services for traditional and non-traditional students.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.

4. Other Supporting Information:

It makes sense that we use technology to teach technology to people in a variety of locations.

5. Strategies for Pursuing Initiative:

To increase the number of undergraduate courses offered on-line, collaborative agreements with community colleges, and courses offered on satellite campuses.

6. Outcome Measures:

Off campus course offerings are increased by 25% in five years.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Initiate retention efforts with the goal of increasing
undergraduate retention at the end of six years.
(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A concerted effort will be made to support individual students in our programs to reduce the likelihood of serious retention problems.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #4, that Eastern Michigan University will become a model for the principles of diversity and inclusion reflected through various characteristics listed in point c:

c: A supportive and safe learning and work environment for a student, faculty, and staff population that is diverse in characteristics such as age, gender, race, ethnicity, nationality, sexual orientation, handicapping conditions, and religion.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.

4. Other Supporting Information:

As educators, we should be determined to do everything possible to help students avoid failure.

5. Strategies for Pursuing Initiative:

Pay staff to closely examine recent enrollment trends and to monitor students individually. Encourage faculty to act as mentors to students.

6. Outcome Measures:

Student drop out rate decreases by 50% after six years.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase enrollment to a minimum of 80 majors per
program.

(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A concerted effort will be made to market our programs and retain current students as stated in a previous College of Technology initiative, initiate retention efforts with the goal of increasing undergraduate retention at the end of six years.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #1, that Eastern Michigan University will be recognized for strong undergraduate programs and will provide excellent co-curricular programs and support systems that enhance the success of a talented and diverse student population. It also points to the improvement of off campus services for traditional and non-traditional students.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.

4. Other Supporting Information:

Larger programs normally provide for additional resources and more student diversity.

5. Strategies for Pursuing Initiative:

Pay staff to recruit students for all the COT programs.

6. Outcome Measures:

All COT programs increase enrollment to at least 80 students in six years.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Develop and modify programs to meet the needs of
Michigan business and industry.
(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A concerted effort will be made to strengthen ties with business and industry throughout Michigan.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #3, that Eastern Michigan University will become a model for public engagement and linkages with the local community, the Detroit metropolitan area, southeast Michigan, the state of Michigan, and the region to address mutual concerns.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.

4. Other Supporting Information:

Graduates from the COT program fill many of the employment needs throughout the State.

5. Strategies for Pursuing Initiative:

Strengthen industry ties through advisory committees and professional organizations.

6. Outcome Measures:

All COT programs will meet with their respective advisory committees at least once per year.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Enhance the focus on technology as a discipline in the
general education core.
(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

This initiative is developed to accomplish goals in the statement of purpose for EMU's general education program. This purpose is listed in each of our catalogs for at least the past decade and states the following:

"... To provide you with a core of knowledge about people, things, and processes. The program also seeks to teach you how to evaluate the work of others, to add to your store of ideas and ideals, and to communicate your discoveries and insights. The general education courses are intended as more than introductions to fields of study; they should also develop your capacity for independent thought. The general education program attempts to ensure that you will not be content with the world as it is but will seek to improve and perfect it."

While this purpose statement clearly includes the principles of a liberal education, but only through the study of technology and technological systems will students and graduates have adequate knowledge "about things and processes", be able to "evaluate the work of others", be "introduced to the fields of study" at EMU, and to improve and perfect the world.

The study of technology and technological systems in general education will help students evaluate technology and its systems. More specifically it can help students assess and evaluate the development and changes of technology and technological systems.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #1, that Eastern Michigan University will be recognized for strong undergraduate programs and will provide excellent co-curricular programs and support systems that enhance the

success of a talented and diverse student population. It also points to the improvement of off campus services for traditional and non-traditional students.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs. This initiative also strongly supports academic affairs goal to improve programming by revising general education.

4. Other Supporting Information:

The COT also has highly qualified faculty, which have a history of analyzing, assessing and evaluating technology as components of the respective COT degree programs.

5. Strategies for Pursuing Initiative:

- a. Work with the EMU General Education committee to develop the criteria for the new general education course(s) that provide the technology component of the general education statement of purpose.
- b. Develop a committee of interested faculty and administrators to plan the appropriate course(s) and learning experiences that will foster the student learning identified in the EMU's general education statement of purpose.
- c. All general education courses in the COT will be assessed and monitored with appropriate advisory committee of educators and faculty.

6. Outcome Measures:

- a. The students who complete the COT general education course(s) will score 10% better on the general education assessment evaluation devices than the other students.
- b. Follow-up surveys of upper-level students or graduates will rate the value of the COT course(s) as above average or higher.
- c. Each year, advisory committees will evaluate and assess the COT course(s) that are components of the general education courses curriculum of their respective programs

7. Projected Semester Credit Hour Production:

- a. The projected student credit hours per semester are 2000 (5000 per calendar year) for a general education technology course.
- b. A computer literacy course would generate approximately 600 student credit hours per semester (1500 SCHr per calendar year)..

8. Projected Expenditures to Support Initiative:

- a. No new equipment costs are projected beyond the normal upgrades of what is already occurring for existing COT programs.

b. Faculty costs using Lecturers would average \$27,000 per lecturers for three lecturers and \$55,000 per year for one faculty person to teach approximately 40 sections per fall and winter. Additional courses (e.g. computer literacy) would be funded at the same ratio.

9. Expected Income to Support Initiative:

- a. The lecturers and faculty would be funded to support the general education program.
- b. These funds are currently being used to support current general education programs.
- c. No new funds are required.

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

No additional space is required to support the new courses, since current general education courses require similar resources and space.

12. Effect on University and Administrative Unit/College if Initiative is Not Pursued:

The students completing their undergraduate education at EMU will be denied a full exposure to general education, “about things and processes”, about evaluation of the work of others”, about the introduction the fields of study at EMU, and about improving the world. We all know of short sighted problem solving attempts to improve the world that backfired because the complete technological system and its impact on society was not examined. Depriving our students of this facet of their general education would make it much more difficult for them to achieve these capabilities.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Collaborate with the EMU foundation to increase the
number and value of students scholarships.

(Title of Initiative)

C
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

Provide students with more scholarship opportunities.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #1, that Eastern Michigan University will be recognized for strong undergraduate programs and will provide excellent co-curricular programs and support systems that enhance the success of a talented and diverse student population. It also points to the improvement of off campus services for traditional and non-traditional students.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.

4. Other Supporting Information:

Tuition assistance has not kept pace with dramatically increased rates in recent years.

5. Strategies for Pursuing Initiative:

More fund raising to increase scholarship opportunities.

6. Outcome Measures:

A 25% increase of COT undergraduate scholarship offerings in five years.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Develop and modify programs to best prepare
students for graduate studies.

(Title of Initiative)

C
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

Offer curriculum and advising that allows for a seamless transition into graduate programs.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #1, that Eastern Michigan University will be recognized for strong undergraduate programs and will provide excellent co-curricular programs and support systems that enhance the success of a talented and diverse student population. It also points to the improvement of off campus services for traditional and non-traditional students.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #1, that the college will offer relevant and contemporary undergraduate programs that prepare individuals best suited for evolving technology needs.

4. Other Supporting Information:

Graduates from the COT program often continue their studies after graduation.
Future employer requirements.

5. Strategies for Pursuing Initiative:

Upgrade curriculum where needed to prepare undergraduates for advanced studies.
Train advisors to assist students in these matters

6. Outcome Measures:

A 25% increase of COT undergraduate alumni attending graduate school.

SUMMARY OF RESOURCES

EXPENSES

	Year 1	Year 2	Year 3
Personnel			
Total Dollars			
No of FTE Faculty (4)	\$136,000		
No of FTE Admin (3)	\$ 99,000		
No of FTE Staff (0)			
Fringes			
Student Help			
SS&M and Travel			
Equipment			
Other: (Specify)			
Total Cost	\$235,000 + FB		

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase accessibility of graduate courses and
programs by making them available online.
(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

Two graduate certificates and one master's degree program are being phased into online delivery of instruction. Discussions will occur as to the value and feasibility of doing this with the other master's degrees and certificate program.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #2, that Eastern Michigan University will be recognized for the synergy of theory and practice in its graduate programs reflected through characteristics listed in points a thru e:

- a: Centers of graduate program excellence in all colleges
- b: Emphasis on offering outstanding applied masters degrees and certificates, while maintaining support for traditional liberal arts programs
- c: Select doctoral programs, which are applied and/or interdisciplinary
- d: Commitment to research and scholarly activity
- e: Commitment to serve and support traditional and non-traditional graduate students, on-campus, at regional centers, and via distance education

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #2, that the College of Technology will provide outstanding master's degrees and other specialized programs that prepare graduates and participants to develop, utilize, and assess technology.

4. Other Supporting Information:

The future rests on the ability of people to use, manage, and understand technology.

5. Strategies for Pursuing Initiative:

Cooperate with Continuing Education to put certificates and master's degrees online.
Reward faculty with stipends.

6. Outcome Measures:

Complete phasing of planned programs into online format by Fall 02.

7. Projected Semester Credit Hour Production:

8. Projected Expenditures to Support Initiative:

9. Expected Income to Support Initiative:

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Improve graduate retention through creation of a
community of scholars in each discipline with a
graduate certificate or degree.

(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A community of scholars is characterized by regular (weekly) meetings in a designated place of students and faculty to pursue topics of mutual interest through discussions and sharing of ideas.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #2, that Eastern Michigan University will be recognized for the synergy of theory and practice in its graduate programs reflected through characteristics listed in points a thru e:

- a: Centers of graduate program excellence in all colleges
- b: Emphasis on offering outstanding applied masters degrees and certificates, while maintaining support for traditional liberal arts programs
- c: Select doctoral programs, which are applied and/or interdisciplinary
- d: Commitment to research and scholarly activity
- e: Commitment to serve and support traditional and non-traditional graduate students, on-campus, at regional centers, and via distance education

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #2, that the College of Technology will provide outstanding master's degrees and other specialized programs that prepare graduates and participants to develop, utilize, and assess technology.

4. Other Supporting Information:

A community of scholars fosters serious attitudes towards graduate study and reinforces intellectual pursuits among participants.

5. Strategies for Pursuing Initiative:

Set aside a meeting room for such communities to meet; invite speakers; select books for review and discussion; attend conferences together; critique papers for presentation to conferences.

6. Outcome Measures:

Regular attendance by 75% of students and faculty in a given program and across programs on a weekly basis.

7. Projected Semester Credit Hour Production:

8. Projected Expenditures to Support Initiative:

9. Expected Income to Support Initiative:

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase requirements for applicants to graduate programs.
(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

Establish mean GPA of 2.75 as a minimum for regular admission status; persons with lower mean GPA scores can be admitted conditionally.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #2, that Eastern Michigan University will be recognized for the synergy of theory and practice in its graduate programs reflected through characteristics listed in points a thru e:

- a: Centers of graduate program excellence in all colleges
- b: Emphasis on offering outstanding applied masters degrees and certificates, while maintaining support for traditional liberal arts programs
- c: Select doctoral programs, which are applied and/or interdisciplinary
- d: Commitment to research and scholarly activity
- e: Commitment to serve and support traditional and non-traditional graduate students, on-campus, at regional centers, and via distance education

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #2, that the College of Technology will provide outstanding master's degrees and other specialized programs that prepare graduates and participants to develop, utilize, and assess technology.

4. Other Supporting Information:

Berman, in The Twilight of American Culture (2000) says that a pernicious problem confronting higher education is the collapse of American intelligence, the great hostility toward intelligence, and the dumbing down of American intellectual life.

5. Strategies for Pursuing Initiative:

Implement GPA requirements and a system for conditional admits.

6. Outcome Measures:

Admission will be competitive and the quality of students admitted should increase over time.

7. Projected Semester Credit Hour Production:

8. Projected Expenditures to Support Initiative:

9. Expected Income to Support Initiative:

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase graduate student research activities
(Title of Initiative)

C
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

With faculty help and encouragement, students will submit applications to present their research projects in the research fair.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #2, that Eastern Michigan University will be recognized for the synergy of theory and practice in its graduate programs reflected through characteristics listed in points a thru e:

- a: Centers of graduate program excellence in all colleges
- b: Emphasis on offering outstanding applied masters degrees and certificates, while maintaining support for traditional liberal arts programs
- c: Select doctoral programs, which are applied and/or interdisciplinary
- d: Commitment to research and scholarly activity
- e: Commitment to serve and support traditional and non-traditional graduate students, on-campus, at regional centers, and via distance education

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #2, that the College of Technology will provide outstanding master's degrees and other specialized programs that prepare graduates and participants to develop, utilize, and assess technology.

4. Other Supporting Information:

Currently, regular participation by graduate students in COT in the research fair is infrequent. Students are not benefiting from this opportunity.

5. Strategies for Pursuing Initiative:

Require students to write a thesis or complete a student project; include application to the research fair as a requirement.

6. Outcome Measures:

30 students will apply annually to present their research projects.

7. Projected Semester Credit Hour Production:

8. Projected Expenditures to Support Initiative:

9. Expected Income to Support Initiative:

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Implement a Ph.D. in Technology
(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

The College of Technology will develop and implement a Ph.D. Program in Technology. This program is necessary to prepare management and executive-level personnel for high-level policy analysis and development with complex technologies and their impacts. In addition, this program will prepare scholars and researchers for teaching and research at the University level. We expect to admit the first class of approximately 12-15 students in the Fall, 2002. Proposed Timeline is attached.

2. Strategic University Direction Supported by the Proposed Initiative:

The College of Technology's Ph.D. Program in Technology primarily supports Eastern Michigan University's Direction #2, "Eastern Michigan university will be recognized for the synergy of theory and practice in its graduate programs", Sub-Topic "C", Select Interdisciplinary Doctoral Programs. The Ph.D. Program in Technology is an interdisciplinary program intersecting the social sciences and humanities (especially ethics); this intersection is a significant characteristic of the core curriculum. In addition, Sub-Topic "D", Commitment to Research and Scholarly Activity, and Sub-Topic "E", Commitment to Serve and Support Traditional and Non-Traditional graduate students..." is also supported by the Ph.D. program. This is done by marketing the program to working adults, and providing compressed, weekend, evening, distance education, and other delivery vehicles for both traditional and non-traditional students. We have established a reputation for doing this already through our COT Masters programs.

This initiative secondarily supports EMU's Direction # "3", "EMU will become a model for public engagement and linkages with the local community, the Detroit metropolitan area, southeast Michigan, the State of Michigan, and the region to address mutual concerns...", Sub-Topic "b", "research capabilities developed in response to local and area needs, building on cooperative relationships". We will do this by providing research services and opportunities to local and area business and industry as part of the academic program research component. Sub-Topic "d", "preparation of graduates in fields of need

in southeastern Michigan and the State, and foster opportunities for practical work experiences related to academic programs", is supported by providing opportunities for Ph.D. students to participate in practical work experiences (internships and cooperative education programs) in the southeastern Michigan area.

3. Administrative Unit/College Goal(s) Supported by Initiative:

The College of Technology Strategic Planning Goal #3, establishing a Ph.D. Program in Technology, is the primary goal supported by this initiative. However, this initiative also supports Strategic Planning Goal #5, extending research and service capabilities into the business, industry and educational communities. We will do this by requiring original research contributions to business and industry, and working with business and industry in identifying the kind of research that will serve their needs.

4. Other Supporting Information:

The proposed Ph.D. Program in Technology has been approved by the Michigan Council of Provosts and Vice-Presidents, and by a large margin. COT Program Advisory Committee members, and other business and industry executives, have overwhelmingly supported the program, as have alumni from the various COT Programs. This is one of the few such programs in the nation, and it is the only such program in the State of Michigan.

5. Strategies for Pursuing Initiative:

See Ph.D. proposal and implementation plan

6. Outcome Measures:

A cohort of 12-15 students will be accepted and complete the program in a five year time period. New cohorts will be accepted each year thereafter.

7. Projected Semester Credit Hour Production:

See Ph.D. Proposal

8. Projected Expenditures to Support Initiative:

See Board of Regents

9. Additional Space Needed to Support Initiative:

Approximately 12 offices and two seminar/conference rooms.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Secure grants to support faculty and student research to
examine the impact of technological innovations on persons
diverse in ethnicity, race, age, and physical challenges.

(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

The College of Technology will ensure that everyone within the organization has information regarding available resources, both on and off campus, for researching the impact of technological advancements as related to diversity. In order to accomplish this initiative, a collaborative environment must be established. This environment will allow for effective distribution of information and available research opportunities.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #4, that Eastern Michigan University will become a model for the principles of diversity and inclusion reflected through various characteristics listed in points d thru f:

- d: Curricular and co-curricular activities that infuse diversity in the undergraduate and graduate experiences
- e: Academic and co-curricular support programs that enhance student success, especially retention and graduation
- f: Opportunities to conduct research in the area of diversity

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #4, that the college will recruit and retain a diverse student, staff, and faculty population and provide safe, collegial, and supportive learning and working environments.

4. Other Supporting Information:

Title VII of the Civil Rights Act of 1964 authorizes the attorney General to “institute suits to protect constitutional rights in public facilities and public education.” This act

also created the Equal Employment Opportunity Commission (EEOC). One of the EEOC's main responsibilities includes issuing rules and regulations regarding fair employment practices. The College of Technology strives to ensure that student and staff rights are protected per this act. Any suspected violations are investigated per the Civil Rights Act's procedures.

Executive Order 11246 Affirmative Action, "Bans discrimination and requires certain employers to take affirmative action to ensure that all individuals have an equal opportunity for employment, without regard to race, color, religion, sex, national origin, disability or status as a Vietnam era or special disabled veteran." The College of Technology strives to enforce the university's Affirmative Action plan. Any suspected violations are investigated in accordance with federal guidelines.

As noted in the environmental scan, the annual "America's Best Colleges", published by U.S. News and World Report, recognized EMU's commitment to diversity. According to the magazine, the rankings were "To identify institutions where students are most likely to encounter undergraduates of different racial or ethnic groups." EMU ranked 12th among Midwest regional institutions and was one of only four public schools in the category to earn this distinction. The 2001 rankings mark the third time in five years that EMU has been recognized for its campus diversity.

As noted in the environmental scan, EMU is situated in one of the most culturally diverse metropolitan areas in the U.S.

The external/internal SCOT analysis identified that many constituents view the institution as one that is rich in cultural diversity and values that diversity.

The COT Fall 2000 Demographics analysis identified several potential groups for concentration of research and development efforts regarding diversity.

5. Strategies for Pursuing Initiative:

a. Familiarize faculty/staff and students with the on-campus resources designed to assist with diversity research issues such as the Academic Affairs Committee on Curriculum Diversity, The Center for Multicultural Affairs, The Institute for the Study of Children & Families, the Institute for the Study of Diversity in Business Services, and the Center for Applied African-American Research & Services. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

b. Familiarize faculty/staff and students with off-campus resources designed to assist with diversity research issues such as the Skillman Foundation, the Kellogg Foundation, the local southeast Michigan Community Foundation, the Hudson Webber Foundation, the State of Michigan Regional Job Commission, and the U.S. Department of Education. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

c. Familiarize faculty/staff and students with the Office of Extended Education website that has additional organizational links dealing with gender issues, age issues, and physical challenges issues. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

d. Assist faculty/staff and students with establishing liaison relationships with the above mentioned organizations/activities. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

6. Outcome Measures:

a. Ensure 100% of College of Technology faculty/staff and students are aware of the available on-campus resources to assist them with diversity research issues.

b. Ensure 100% of College of Technology faculty/staff and students are aware of the available off-campus resources to assist them with diversity research issues.

c. Ensure 100% of College of Technology faculty/staff and students are aware of the Office of Extended Education website that is available to assist them with research issues such as gender issues, age issues, and physical challenge issues.

d. Ensure 100% of College of Technology requests for assistance in establishing liaison relationships is fulfilled.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase underrepresented groups in faculty, staff, and students to match the demographics of southeastern Michigan.

(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

The College of Technology will be unbiased concerning selection of its students, faculty, and staff. The College population will be diverse without regard to age, gender, race, nationality, sexual orientation, handicap, and religion. Through diversity, each unique individual can make his/her personal contribution to the organization. The College will continue to recruit all eligible individuals, both student and faculty/staff. Every effort will be made to develop and maintain a College that has an environment rich in diversity.

Without diversity and a stimulating, collaborative environment, the College could become stagnant in regard to new ideas and methods of accomplishing projects. The College will continue to encourage its students and faculty/staff to contribute ideas and exercise intellectual freedom.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #4, that Eastern Michigan University will become a model for the principles of diversity and inclusion reflected through various characteristics listed in points a thru c:

- a: Recruitment and hiring of a diverse workforce
- b: A student body that reflects the diversity of the region
- c: A supportive and safe learning and work environment for a student, faculty, and staff population that is diverse in characteristics such as age, gender, race, ethnicity, nationality, sexual orientation, handicapping conditions, and religion

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #4, that the college will recruit and retain a diverse student, staff, and faculty population and provide safe, collegial, and supportive learning and working environments.

4. Other Supporting Information:

Title VII of the Civil Rights Act of 1964 authorizes the attorney General to “institute suits to protect constitutional rights in public facilities and public education.” This act also created the Equal Employment Opportunity Commission (EEOC). One of the EEOC’s main responsibilities includes issuing rules and regulations regarding fair employment practices. The College of Technology strives to ensure that student and staff rights are protected per this act. Any suspected violations are investigated per the Civil Rights Act’s procedures.

Executive Order 11246 Affirmative Action, “Bans discrimination and requires certain employers to take affirmative action to ensure that all individuals have an equal opportunity for employment, without regard to race, color, religion, sex, national origin, disability or status as a Vietnam era or special disabled veteran.” The College of Technology strives to enforce the university’s Affirmative Action plan. Any suspected violations are investigated in accordance with federal guidelines.

As noted in the environmental scan, the annual “America’s Best Colleges”, published by U.S. News and World Report, recognized EMU’s commitment to diversity. According to the magazine, the rankings were “To identify institutions where students are most likely to encounter undergraduates of different racial or ethnic groups.” EMU ranked 12th among Midwest regional institutions and was one of only four public schools in the category to earn this distinction. The 2001 rankings mark the third time in five years that EMU has been recognized for its campus diversity.

As noted in the environmental scan, EMU is situated in one of the most culturally diverse metropolitan areas in the U.S.

The external/internal SCOT analysis identified that many constituents view the institution as one that is rich in cultural diversity and values that diversity.

The COT Fall 2000 Demographics analysis identified several potential groups for concentration of recruiting and retention efforts.

5. Strategies for Pursuing Initiative:

- a. Develop a recruiting program that is appealing and attractive to diversity characteristics such as age, gender, race, nationality, sexual orientation, handicap, and religion.
- b. Develop a retention program that is appealing and attractive to diversity characteristics such as age, gender, race, ethnicity, nationality, sexual orientation, handicap conditions, and religion.

- c. Conduct student and faculty/staff climate surveys at the beginning and end of each semester.
- d. Publish college policies regarding equal opportunity and ensure these policies are enforced consistently.
- e. Provide “Suggestion Box” for input to college decisions thus allowing everyone an equal opportunity to affect the decision making process.
- f. Develop a faculty/staff mentorship program that intertwines individuals with different characteristics.
- g. Acknowledge and award, if applicable, good ideas/recommendations regarding diversity.
- h. Hold quarterly luncheons for both students and faculty/staff featuring departmental speakers with perspectives on diversity.
- i. “Team Teach” courses within the College of Technology taking advantage of different cultural backgrounds and experiences.

6. Outcome Measures:

- a. Recruit a College population, both student and faculty/staff, rich in diversity that correlates to the southeastern Michigan demographics. Compare college demographics and area demographics to measure effectiveness of this strategy.
- b. Maintain a College population, both student and faculty/staff, rich in diversity that correlates to the southeastern Michigan demographics. Compare college demographics and area demographics to measure the effectiveness of this strategy.
- c. Conduct initial qualitative climate survey to produce a baseline. Compare baseline survey to a later survey completed at the end of the semester. Surveys will indicate if programs and policies are accomplishing desired results. Compare survey results and adjust programs accordingly.
- d. Consistent enforcement of policies and procedures will build trust and confidence in the Dean’s office and among departments. The effective measurement of this strategy can be measured by results from the climate survey.
- e. A “Suggestion Box” will give students and faculty/staff a sense that their opinions and ideas are important and can make a difference. The number of responses will be indicative of the college climate.
- f. A faculty/staff mentorship program will team new faculty/staff members with current faculty. Faculty/staff sponsors should have a minimum of three years experience within the College. The faculty/staff sponsors will familiarize new faculty/staff members with the operations of the College and help them get oriented.
- g. Acknowledging and rewarding contributions will encourage others to provide input.
- h. Luncheons will provide the College students and faculty/staff with an opportunity to learn more about each other in a social environment. This will help promote trust and confidence among the students and faculty/staff.
- i. The “Team Teaching” concept will build collaboration among faculty.

Anticipated Cost

Approximately \$10,000 per year for incentives and special programs.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Secure grants to support faculty and student research to
examine the impact of technological innovations on persons
diverse in ethnicity, race, age, and physical challenges.

(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

The College of Technology will ensure that everyone within the organization has information regarding available resources, both on and off campus, for researching the impact of technological advancements as related to diversity. In order to accomplish this initiative, a collaborative environment must be established. This environment will allow for effective distribution of information and available research opportunities.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #4, that Eastern Michigan University will become a model for the principles of diversity and inclusion reflected through various characteristics listed in points d thru f:

- d: Curricular and co-curricular activities that infuse diversity in the undergraduate and graduate experiences
- e: Academic and co-curricular support programs that enhance student success, especially retention and graduation
- f: Opportunities to conduct research in the area of diversity

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #4, that the college will recruit and retain a diverse student, staff, and faculty population and provide safe, collegial, and supportive learning and working environments.

4. Other Supporting Information:

Title VII of the Civil Rights Act of 1964 authorizes the attorney General to “institute suits to protect constitutional rights in public facilities and public education.” This act

also created the Equal Employment Opportunity Commission (EEOC). One of the EEOC's main responsibilities includes issuing rules and regulations regarding fair employment practices. The College of Technology strives to ensure that student and staff rights are protected per this act. Any suspected violations are investigated per the Civil Rights Act's procedures.

Executive Order 11246 Affirmative Action, "Bans discrimination and requires certain employers to take affirmative action to ensure that all individuals have an equal opportunity for employment, without regard to race, color, religion, sex, national origin, disability or status as a Vietnam era or special disabled veteran." The College of Technology strives to enforce the university's Affirmative Action plan. Any suspected violations are investigated in accordance with federal guidelines.

As noted in the environmental scan, the annual "America's Best Colleges", published by U.S. News and World Report, recognized EMU's commitment to diversity. According to the magazine, the rankings were "To identify institutions where students are most likely to encounter undergraduates of different racial or ethnic groups." EMU ranked 12th among Midwest regional institutions and was one of only four public schools in the category to earn this distinction. The 2001 rankings mark the third time in five years that EMU has been recognized for its campus diversity.

As noted in the environmental scan, EMU is situated in one of the most culturally diverse metropolitan areas in the U.S.

The external/internal SCOT analysis identified that many constituents view the institution as one that is rich in cultural diversity and values that diversity.

The COT Fall 2000 Demographics analysis identified several potential groups for concentration of research and development efforts regarding diversity.

5. Strategies for Pursuing Initiative:

a. Familiarize faculty/staff and students with the on-campus resources designed to assist with diversity research issues such as the Academic Affairs Committee on Curriculum Diversity, The Center for Multicultural Affairs, The Institute for the Study of Children & Families, the Institute for the Study of Diversity in Business Services, and the Center for Applied African-American Research & Services. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

b. Familiarize faculty/staff and students with off-campus resources designed to assist with diversity research issues such as the Skillman Foundation, the Kellogg Foundation, the local southeast Michigan Community Foundation, the Hudson Webber Foundation, the State of Michigan Regional Job Commission, and the U.S. Department of Education. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

c. Familiarize faculty/staff and students with the Office of Extended Education website that has additional organizational links dealing with gender issues, age issues, and physical challenges issues. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

d. Assist faculty/staff and students with establishing liaison relationships with the above mentioned organizations/activities. This can be accomplished via faculty/staff meetings, luncheons, the COT Communique, posted flyers, faculty/staff mentorship program, and student academic advising sessions.

6. Outcome Measures:

a. Ensure 100% of College of Technology faculty/staff and students are aware of the available on-campus resources to assist them with diversity research issues.

b. Ensure 100% of College of Technology faculty/staff and students are aware of the available off-campus resources to assist them with diversity research issues.

c. Ensure 100% of College of Technology faculty/staff and students are aware of the Office of Extended Education website that is available to assist them with research issues such as gender issues, age issues, and physical challenge issues.

d. Ensure 100% of College of Technology requests for assistance in establishing liaison relationships is fulfilled.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Increase underrepresented groups in faculty, staff, and students to match the demographics of southeastern Michigan.

(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

The College of Technology will be unbiased concerning selection of its students, faculty, and staff. The College population will be diverse without regard to age, gender, race, nationality, sexual orientation, handicap, and religion. Through diversity, each unique individual can make his/her personal contribution to the organization. The College will continue to recruit all eligible individuals, both student and faculty/staff. Every effort will be made to develop and maintain a College that has an environment rich in diversity.

Without diversity and a stimulating, collaborative environment, the College could become stagnant in regard to new ideas and methods of accomplishing projects. The College will continue to encourage its students and faculty/staff to contribute ideas and exercise intellectual freedom.

2. Strategic University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #4, that Eastern Michigan University will become a model for the principles of diversity and inclusion reflected through various characteristics listed in points a thru c:

- a: Recruitment and hiring of a diverse workforce
- b: A student body that reflects the diversity of the region
- c: A supportive and safe learning and work environment for a student, faculty, and staff population that is diverse in characteristics such as age, gender, race, ethnicity, nationality, sexual orientation, handicapping conditions, and religion

3. Administrative Unit/College Goal(s) Supported by Initiative:

This College of Technology initiative supports the college goal #4, that the college will recruit and retain a diverse student, staff, and faculty population and provide safe, collegial, and supportive learning and working environments.

4. Other Supporting Information:

Title VII of the Civil Rights Act of 1964 authorizes the attorney General to “institute suits to protect constitutional rights in public facilities and public education.” This act also created the Equal Employment Opportunity Commission (EEOC). One of the EEOC’s main responsibilities includes issuing rules and regulations regarding fair employment practices. The College of Technology strives to ensure that student and staff rights are protected per this act. Any suspected violations are investigated per the Civil Rights Act’s procedures.

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As noted in the environmental scan, the annual “America’s Best Colleges”, published by U.S. News and World Report, recognized EMU’s commitment to diversity. According to the magazine, the rankings were “To identify institutions where students are most likely to encounter undergraduates of different racial or ethnic groups.” EMU ranked 12th among Midwest regional institutions and was one of only four public schools in the category to earn this distinction. The 2001 rankings mark the third time in five years that EMU has been recognized for its campus diversity.

As noted in the environmental scan, EMU is situated in one of the most culturally diverse metropolitan areas in the U.S.

The external/internal SCOT analysis identified that many constituents view the institution as one that is rich in cultural diversity and values that diversity.

The COT Fall 2000 Demographics analysis identified several potential groups for concentration of recruiting and retention efforts.

5. Strategies for Pursuing Initiative:

- a. Develop a recruiting program that is appealing and attractive to diversity characteristics such as age, gender, race, nationality, sexual orientation, handicap, and religion.
- b. Develop a retention program that is appealing and attractive to diversity characteristics such as age, gender, race, ethnicity, nationality, sexual orientation, handicap conditions, and religion.

- c. Conduct student and faculty/staff climate surveys at the beginning and end of each semester.
- d. Publish college policies regarding equal opportunity and ensure these policies are enforced consistently.
- e. Provide “Suggestion Box” for input to college decisions thus allowing everyone an equal opportunity to affect the decision making process.
- f. Develop a faculty/staff mentorship program that intertwines individuals with different characteristics.
- g. Acknowledge and award, if applicable, good ideas/recommendations regarding diversity.
- h. Hold quarterly luncheons for both students and faculty/staff featuring departmental speakers with perspectives on diversity.
- i. “Team Teach” courses within the College of Technology taking advantage of different cultural backgrounds and experiences.

6. Outcome Measures:

- a. Recruit a College population, both student and faculty/staff, rich in diversity that correlates to the southeastern Michigan demographics. Compare college demographics and area demographics to measure effectiveness of this strategy.
- b. Maintain a College population, both student and faculty/staff, rich in diversity that correlates to the southeastern Michigan demographics. Compare college demographics and area demographics to measure the effectiveness of this strategy.
- c. Conduct initial qualitative climate survey to produce a baseline. Compare baseline survey to a later survey completed at the end of the semester. Surveys will indicate if programs and policies are accomplishing desired results. Compare survey results and adjust programs accordingly.
- d. Consistent enforcement of policies and procedures will build trust and confidence in the Dean’s office and among departments. The effective measurement of this strategy can be measured by results from the climate survey.
- e. A “Suggestion Box” will give students and faculty/staff a sense that their opinions and ideas are important and can make a difference. The number of responses will be indicative of the college climate.
- f. A faculty/staff mentorship program will team new faculty/staff members with current faculty. Faculty/staff sponsors should have a minimum of three years experience within the College. The faculty/staff sponsors will familiarize new faculty/staff members with the operations of the College and help them get oriented.
- g. Acknowledging and rewarding contributions will encourage others to provide input.
- h. Luncheons will provide the College students and faculty/staff with an opportunity to learn more about each other in a social environment. This will help promote trust and confidence among the students and faculty/staff.
- i. The “Team Teaching” concept will build collaboration among faculty.

Anticipated Cost

Approximately \$10,000 per year for incentives and special programs.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

Ensure that the College of Technology teaching areas are
equipped with state of the art instructional technology.
(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A needs assessment study will be conducted to determine the current status of the existing facilities.

2. University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #6, that Eastern Michigan University will improve institutional effectiveness.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #6, that the college will provide instructional environments that enable quality teaching and learning in traditional and non-traditional settings.

4. Other Supporting Information:

Only with a state of the art facility can we meet the expectation of producing graduates able to transition into the 21st century workplace.

5. Strategies for Pursuing Initiative:

Evaluate present facilities and develop a plan as needed.

6. Outcome Measures:

A follow up needs assessment will be conducted in years 1, 2, and 3 to determine if instructional technology needs are being met.

7. Projected Semester Credit Hour Production:

N/A

8. Projected Expenditures to Support Initiative:

\$100,000 per year for three years

9. Alternative Sources of Income if New Funds are Not Available:

Grants and in-kind donations.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

All classrooms in the College of Technology will be
internet accessible.

(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A program will be undertaken that will either construct or modify existing telephone equipment to accommodate internet dial-up. Alternative connection possibilities such as cable access will also be explored.

2. University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #6, that Eastern Michigan University will improve institutional effectiveness.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #6, that the college will provide instructional environments that enable quality teaching and learning in traditional and non-traditional settings.

4. Other Supporting Information:

Internet access opens unlimited instructional possibilities.

5. Strategies for Pursuing Initiative:

Once a decision has been made as to the most effective means of access, appropriate technical assistance will be engaged to implement the plan to achieve 100% access.

6. Outcome Measures:

All College of Technology classrooms will be internet accessible by the end of the 2001-2002 academic year.

7. Projected Semester Credit Hour Production:

8. Projected Expenditures to Support Initiative:

9. Expected Income to Support Initiative:

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

At least 50% of the classrooms in the College of Technology
will be internet accessible on an individual student basis.
(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

This higher level of connectivity would enable students to walk into classrooms with their own lap-top computers and connect to the internet individually.

2. University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #6, that Eastern Michigan University will improve institutional effectiveness.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #6, that the college will provide instructional environments that enable quality teaching and learning in traditional and non-traditional settings.

4. Other Supporting Information:

There is a need to look beyond access by professors to access by students.

5. Strategies for Pursuing Initiative:

Individualized modems would be installed at student desks throughout the classrooms.

6. Outcome Measures:

Modems would be available in relation to the number of students in a class.

7. Projected Semester Credit Hour Production:

8. Projected Expenditures to Support Initiative:

9. Expected Income to Support Initiative:

10. Alternative Sources of Income if New Funds are Not Available:

11. Additional Space Needed to Support Initiative:

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

There will be at least one “showcase” classroom that will have virtually every technological feature currently available to enhance teaching task.

(Title of Initiative)

B
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

A state of the art classroom would be developed that would have a variety of cutting edge technology in place.

2. University Direction Supported by the Proposed Initiative:

This College of Technology initiative supports the strategic university direction #6, that Eastern Michigan University will improve institutional effectiveness.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #6, that the college will provide instructional environments that enable quality teaching and learning in traditional and non-traditional settings.

4. Other Supporting Information:

It is important that the College of Technology be able to project an image of 21st century readiness.

5. Strategies for Pursuing Initiative:

Systems such as CD-ROM, projection, voice recognition, and other systems would all be integrated into one classroom area.

6. Outcome Measures:

A 21st century classroom will be in place that will be a significant enhancement of the image of the College of Technology.

7. Projected Semester Credit Hour Production:

N/A

8. Projected Expenditures to Support Initiative:

\$250,000

10. Alternative Sources of Income if New Funds are Not Available:

Foundation efforts and grants.

11. Additional Space Needed to Support Initiative:

Approximately 3,000 square feet of classroom space.

College of Technology
(Administrative Unit/College)

April 30, 2001
(Date)

(The College of Technology will foster a
Continuous improvement culture.)
(Title of Initiative)

A
(Priority Rank)

(Signature of Administrator/Dean)

(Signature of Vice President)

PROPOSED STRATEGIC INITIATIVE

1. Description of Strategic Initiative:

In order to effectively address the mission of Eastern Michigan University and the College of Technology; important dimensions of organizational performance must be identified, measures developed, and monitoring systems implemented. The outputs of these monitoring systems must be continually analyzed and used to guide changes that improve organizational performance.

2. Strategic University Direction Supported by the Proposed Initiative:

Implementation of this initiative will help assure that performance continues to improve resulting in gains in competitive position when compared to similar universities and colleges of technology.

3. Administrative Unit/College Goals Supported by Initiative:

This College of Technology initiative supports the college goal #7, that the college will foster a continuous improvement culture.

4. Other Supporting Information:

In order to achieve this initiative, both internal and external opportunities should be sought. Many leading companies in the technology sector are actively involved in joint efforts with colleges and universities throughout the nation.

5. Strategies for Pursuing Initiative:

- a. Identify and establish measures of quality for learning, discovery and engagement.
- b. Design and implement a data collection system to be used annually.
- c. Incorporate the data and analysis into the COT decision-making structure.
- d. Review the system bi-annually to assure that COT needs are being met. **(No Cost)**

6. Outcome Measures:

Once this initiative is implemented a culture where continuous improvement strategies are infused into all aspects of COT activities. Periodic measures of learning, discovery, and outreach are collected and drive decision making within all units of the college.

7. Cost of Initiative

Approximately \$5,000 per year will be needed for data collection and analysis.