

1) What are your three (or more) most pressing questions that you would like to have answered about the University?

- How are we going to get past our budget shortfalls?
- How do we broaden our net for student recruitment?
- Is Education First still our niche?
- Why has CoE dropped in head count?
- Should we promote Educating Educators on-line to broaden our net?
- How can we help retain more students?
- How do we ensure our students are satisfied with their EMU experience?
- What strategies do we have to attract and recruits, transfer, and international students?
- Are we looking at program review and possibly cutting some programs that aren't putting out marketable graduates?
- Are we looking at "right sizing" the University given the decreasing number of high school grads and the declining enrollment at community colleges?
- Why aren't there more communications meetings like this one?
- Is the Executive Council willing to hold each other and other leading Administrators accountable for collaborating or not collaborating with others in some instances
- Will faculty be held accountable for helping to recruit new students?
- Can we borrow more to improve our buildings?
- What are we doing to increase graduate, transfer, and international student credit hours?
- How do we solve the conflict between Athletics and Academics in terms of spending priority?
- Determine the cost/benefit of every program that generates revenue. If costs exceed revenue and are not needed for accreditation make difficult decisions to end them?
- How does the focus on incoming freshmen take away from focus on current students- or does it?
- "How do we bring new students to campus?" What if we put more energy into "How can we keep the students that we currently have?"
- When will staff support follow the faculty lines given to CHHS? We are struggling with the volume of work and without the support staff to do the work- quality of programs and

student perception of quality is low because of staffing concerns. (faculty are very vocal about this to students and alumni)

- When can we become more than a Mom and Pop University and streamline policies/procedures that are transparent, readily accessible and logical, not person or "politics" dependent.
- Why do we continuously budget at unrealistic levels?
- What incentives can be provided to encourage employees to collaborate to save funds, build strategic partnerships, etc.?
- What can be done to increase residents on campus?
- Direction for the Future: Strategic plan, Master planning
- Why have department been able to cut travel and freeze position if the goal or focus is to increase revenues?
- Will the College of Education still be what we are known for in the future?
- Are we recruiting from S.W, Ontario (i.e) Sarnia, Tecumseh, and Windsor? I think we have a transfer program with St. Clair community college – Can we offer in state tuition to these folks – especially with Canadian Monday at a low point. If we do it for Illinois, why not Windsor etc.
- I know we are striving academics – does that include faculty research or just outstanding students in specific programs? Or 60th?
- Where are we concentrating our efforts in marketing? Billboards, schools visits, radio - TV, what is more effective now?
- Why doesn't EMU Detroit offer more subjects/programs?
- Capital plan for the University?
- Future plan of graduate school?
- Retirement plan?
- What are next steps to implement EMU's strategic plan?
- What are EMU's priorities for next five years?
- Should EMU take serious looks into reshaping its athletic programs?

- As the freshman class has grown over the past 3-4 years and we see an increase in incoming GPA and SAT/ACT why are we not seeing an increase in the average credit hours these students are taking?
- If focus is shifting to grow graduate and enrollment how can we build our name recognition and reputation internationally?
- What resources do we need to give graduate programs and departments so we are not tasking faculty with responsibilities to recruit, enroll and teach?
- How are decisions made about building to renovate and which new programs to fund?
- Will new president continue to support research services and efforts?
- How do other Universities grow their reserve funds?
- When will the budget be stabilized so that we are not in a constant state of cuts and fears of layoffs?
- When will all employees be treated fairly with benefits and pay? Some groups got decent raises ... during the Sue/Kim years. Others compensation stagnates. New execs come in with very high salaries. Not to mention the threat of our sick bunks?
- Will the new president be collaborative or more like Dr. Martin?
- Salaries for exciting staff are not competitive in all care. We have talented staff. How can we address this market concern?
- Will the University consider funding efforts to retain top performers and develop the workforce to compete with regional employers that offer greater incentives and opportunity?
- What is the 5 year plan? EMU exists year to year and is very reactive.
- What is the EMU Brand?
- Finances are always dismal, yet we manage. What the true bottom line?
- Supports services/personnel are crucial to operation of EMU. Why are we constantly eliminating/delaying these crucial appointments?
- Why is the relationship between BOR and administration and Faculty so dysfunctional? Something is structurally damaged here.
- What is vision moving forward in all aspects of the university?
- When are we going to get Banner cleaned up and/or latest version?

- Better support and clear path for transfer students?
- Back to Bowen game. – Quit dumping into football and focus on basketball – better marketing -> would attract more students (admissions)
- Renovations of Strong Hall.
- Increase GA allotment for academic departments
- Bring back a pool of temporary clericals who can step in at a moment's notice
- How do you (executive leadership) define transparency, i.e. decisions affecting our students and employees? Are we transparent?
- Is the decrease in tuition revenue a result of numbers of students only or does it include a decline in the number of credits taken annually by student? Which is a bigger factor? (Number of overall students or average number of credits taken)
- When we describe EMU, or tell some we work or attend EMU, what do we want the reaction to be?
- How do we get to have a voice in capital project decisions? What's the plan? What about the status of under enrolled programs?
- How are we planning to increase enrollment in areas of downturn? (transfers, grades)
- How do we plan to get message to, and involvement of faculty who are our greatest asset?
- Why does it seem the APs bear the brunt of all the changes for employees and it's been negative (lack of consistency in salary increases, increased benefit expenses, etc.)?
- Why are there so many interims and people get promotional opportunities that are not competitive?
- Why are salary adjustments so high- earing 10-15 K more to do a part of or new job leads to big salary inequalities?
- Realistically, what are we looking at in terms of budget cuts? What should we expect to be cut?
- What are other schools doing to generate revenue that we haven't looked at?
- What are our tuition stats in comparison to our competitors?
- Will the search for the "leader" of internationalization/globalization continue?
- What are our retention initiatives? "sophomore slump"

- When will we be in 5 years – do we need a new strategic plan with well-articulated goals?
- How do our students “shape our world”?
- Athletics? Cut some sports that don't win! – We don't need to be in the division we are in.
- Is there evidence that the Board of Regents has the university's best interest in mind and are taking specific action steps to support and advance EMU over political agendas? (NOT just the EAA issue)
- Can EMU do something about the constant turnover of key; top leadership that makes it very difficult for long-term employees to bring about strategic change and innovation? We are constantly starting over, having to communicate our strategic plan to a new group of administrators that seems to slow the process of growth.
- What are the priorities in regards to capital plans?
- Have we considered flat rate tuition to support the budget and push students toward graduation?
- What is the status of Provost search?
- How do administrators conceive such of our student body? Why focus on 17 year olds rather than the adult populations who need to finish college? (reologie video)
- How can resources be distributed via a process that supports growth and growth opportunities! How do we assess the relative impact of billboards and media vs. investment in staff and faculty relationships with community colleges and light schools?
- What do we think is our most important task?
- How does the university see itself for the future; leader-follower?
- Give us a list of all the people of this meeting their email, phone, and area.
- Budget-are there going to be cuts to employees?
- Are we going to improve facilities on campus (Rec IM, Snow Health Center, Campus Housing buildings)?
- What is EMU now for? (example- Education, technology, HHS we need to focus on who were are)
- How do we improve enrollment?

- How are the leaders holding people accountable? We say we value accountability, but do we live it through our management style?
- How do we either help people be better professionals? Or do we have the guts to make changes?
- Should we “right size” down? What level?
- Can we be all things to all people? What values drive the answers?
- How do we more effectively improve our image in the community?
- How do we make students and their parents feel that they or their child will be safe on campus?
- How can we have better collaboration between the different colleges? In the real world they enter they will all be integrated.
- Are there any more job cuts coming?
- How can we stop the turn-over in HR?
- How will we build on the positive culture of the University as it pertains to respect and appreciate for diversity?
- What will be done to provide the support that students from poverty will need to graduate in four years?
- What can we do to build endowments for building up scholarships?
- Can we offer incentives for summer enrollment? Example: if a student enrolls full time for the upcoming fall they get a percentage off summer classes or look at the WMU model of simply discounting summer courses?
- Why is there no advertising focus on the value of an education at our institution compared to attending a for-profit school (transferrable credit and lower cost)? We are a better value, why not shout that?
- Strategic direction of the university
- Expansion of programs and academics
- Expansion on contraction of outreach program/campuses.
- As one of the most subsidized athletics programs in the country, what is the strategy to increase athletics revenues and decrease the university general fund support?

- Is there going to be a push to move away from the identity of a ‘commuter school’? If so, what strategies will be employed to make this happen?
- As we approach FY17 with a deficit, what necessary cuts should we anticipate?
- How did the university get in such a dire situation with the budget?
- Direction of the university with new leadership?
- How does the university financial situation impact jobs on campus? Will it lead to a reduction in the workforce or cuts in pay?
- What is leadership doing to build moral in the workplace?
- What are we doing to retain students?
- What specific skills do we think Dr. Smith brings to the table that will help turn around some of the sobering trends we discussed? Would love to hear more about what made him stand out as a candidate.
- What is the foreseeable outlook regarding state funding? Will there be other significant cuts in the coming years? I guess a good understanding of the political makeup of the legislature could help answer this, and point a way forward.
- What are we doing to recruit transfer students? Graduate?
- What is the foundation doing to contribute to our bottom line? (more transparency please)
- Why are we subsidizing the athletics department 83% in light of our financial situation?
- Which academic programs are producing? If they’re not why? Should they exist?
- How can some departments spend money the way they see fit? Other departments water where others spend foolish?
- Why are we so top heavy in upper management?
- Why do we gear so much money to athletics?
- Where are we headed? Bargaining is coming what is going to happen?
- What is the most popular program offered at EMU?
- Administration appears to be a little top heavy with leadership and titles – any plans to look at them and maybe have a more realistic organization of leadership?
- Any new strategies as we approach another active bargaining season?
- When will the University review athletics and associated costs?
- How will we help students that enter (as freshmen) remain at EMU and graduate?

- What can be done to help staff employees regain a sense of stability on campus?
- How can you help EMU become a more positive environment? (Turnover over the last 5 years have significantly decreased moral.)
- How to fix the budget?
- What are the university priorities?
- Growth us 'right size' maximize-optimal operations
- Honest review of athletics (particularly football/basketball) - can they be supported at the level currently in place?
- EMU's student population over 60% females?
- Focus more on sports that have a broader appeal
- Does EMU look at best practices from other (similar) universities to help solve any EMU challenges?
- Has EMU considered bring new innovative programs to the University?
- How do we plan to strengthen our retention strategy once we get students here to EMU?
- Is it possible to reduce the athletic budget and increase programming and service offerings for undergrads, particular freshmen, sophomore, and juniors?
- What is the true likelihood strong hall will be renovated in the near future?
- Can we increase the number of early college alliance students coming to EMU
- What additional steps can be taken within the Ypsi Police to improve security on campus?-The robberies of students walking home after class has to stop.
- How do we guarantee academic funding for facilities, not only to keep pace with depreciation but to appear expanded academic opportunities to grow employment?
- Why do we not create business paper for academic programs and evaluate them annually?
- When will we develop a comprehensive master program for the university?
- What academic programs are treading down in student enrollment and what is being done to increase enrollment for those programs? Follow ups, which programs are in position to be consider possible/necessary to cut.

- What is being done to improve student completion of course work on a timely fashion –
A. reducing dropped classes B. increasing probability of completion 4 years. C.
Responding to students in crisis and helping them return/complete their degrees.
- What is going to be done to fund staff positions that open if the budget continues to diminish?
- What should be the rule of intercollegiate athletics at EMU? How can we make athletics part of the campus community. Personnel come and go without making a personal investment in the community, offers are far away from everyone else. They do not buy into the academic service culture.
- How might we develop a realistic model for a student body and enrollment that allows us to always budget our expenses for that target? Expenses < 100% of the sustainable enrollment – If we exceed enrollment, then great!
- Budget prognostications?
- New dedications coming?
- What do I need to be thinking about?
- Keep HR personnel!
- Where are our graduates now? How successful are they? Are they working in a field related to a field of their study at EMU?
- What do employees think of our graduates communication and math skills?
- What support services will be offered for students of color?
- Will there be changes in the university's building structure?
- Increases/improvements to academic buildings?
- Why do faculty/staff not feel comfortable, willing to help raise funding for their programs? Do they not see it as their role? Not enough time? Not enough training/understand how to do this work?
- Why is so much development tied into small scholarships? Can't we have a general fundraising account/fund that supports the operating budget? Especially as support from the state stays flat or goes down.
- Why do we continue to heavily subsidize revenue sports that do not produce revenue? What does EMU gain from having Division one football?

- How are our challenges positioned relative to the other higher education's institutions S.E. Michigan and across the state?
- To control costs, the call has been to 'cut programs, cut programs, cut programs', will the same call be made to control the exploding cost of athletics?
- Fixing the foundation is a slow, long term process, how will we fix the current resource challenges?
- What can we do on revenue side to help?
- How can we help a recruit particular populations such as veterans and transfers?
- We have graduate programs that [illegible] away many students. These are lost sources of revenue in high cost function. Why don't we grow those programs?
- Why do we have such a hard time budgeting our credit hours sold?
- Why do we invest so much in sports programs? Why do we feel football is worth the investment?
- What are we doing to increase/better the student experience?
- What are we doing to retain our good staff?
- What are we doing to promote a possible culture?
- Do we have a long term plan?
- It seems all issues revolve around money?
- I've see amazing innovation with relatively few dollars
- Who is prioritizing where we need to spend money? Or who to at?
- Every office can't be cut 5% (and 2% year after year) and meet strategic goals.
- Who determines or how is it going to be determined which innovations to support beyond just increasing revenue
- Why do we keep doing things the same way? And we keep seeing the same outcomes? We need to be more open to doing business different, see what works get rid of what doesn't, stop thinking short term, start focusing on long term?
- Why do we waste paper? This survey should be put online. It would save some money on paper and time because the answer would not need to be retyped.

- Rumors of outsourcing Aux departments that run as a profitable department to the University investing millions back to the University on a yearly basis. Outsourcing provides a quick one time investment with no long term re-investment to this campus.
- Why do we continue to invest in athletics-need to really decide if that is who we are, as a university and not a small group of administrator's?
- What is the most popular academic program at EMU?
- More information about academics at EMU – coming from administration, don't know much about that side of things?
- If diversity is something we are known for, do we have a diversity council? How are we using that to better our image?
- In the past, we have had a focus on retention. There has not been a push on retention of our students in years. Is that going to be a focus moving forward?
- Why do we continue to underestimate credit hours?
- Why don't we set aside funds to help students attend summer?
- Reestablish a good relationship with the schools in the county, so our students are able to do student teach and internships
- Why don't we activate/building the side of uAchieve that would allow students to put courses they would like to take next semester (even summer) in a 'course cart'? This would allow department heads to have a good idea r.e. the number of sections they'll need; as well as which courses to offer/offer.
- Can we bring back summer experience programs to increase revenue and increase potential future students
- Can we have a marketing team which is charged with help departments create marketing pieces (for both internal and external audiences)?
- Is the BOR concerned with/have a plan to address diversity, race, and institutional racism?
- Is there a plan for addressing the quality of instruction and improving service expectations for faculty/staff and administrators?
- Where are we headed academically, any new programs being addressed?

- How can we better serve our students or how can we draw them to EMU, what can we do to attract graduate students or transfer students?
- Parking here at EMU! Make easier for transfer students?
- Invest in campaign to try and draw and attain new students (transfer and grad)?
- What are the goals of different departments/areas? It's hard to come up with the right direction for your team when you don't know the goals.
- Is there a way to be innovative and creative with our programs when faculty hold the power that they have historically had? If they don't want to take on a program or teach in a new format, it typically doesn't happen.
- Define the role of Extended Programs and how the department can contribute strategically to the university.
- Are we, as an institution, challenging the academic departments to conduct program reviews from a more fiscally responsible perspective?
- Resolve the murkiness of International Programs – decentralized or centralized?
- Why are supervisors allowed to mistreat their staff and as a result, we're losing good employees.
- So much emphasis on Athletics – does it really promote the university?
- Are there plans to bring the COB closer to campus?
- More involvement – Dean, Professor reaching out to students throughout their time on campus.
- What are the goals?
- Include Alumni and current students – more information shared.
- As a tuition-driven university, why are non-academic entities/units on campus (i.e. athletics) consistently allowed to lose money? There seems to be no consequences for these groups/leaders.
- How can the University community be more actively involved in the surrounding community?
- How are resources allocated across the university? How are these decisions made and who is making these decisions?
- Why is there no one on the “branding team” from academic affairs?

- How do alumni factor in future university planning?
- How will the plan to enhance revenue streams and collaborative fundraising efforts be rolled out?
- How do we become more focused?
- If the COE is decreasing in students, what programs are increasing in numbers?
- Does it make good financial sense to continue an Athletic program (football) which appears to be unsuccessful for many years and is a drain on the general fund?
- We have a slow process to identify and move to take advantage of new program opportunities. How can we be more agile?
- Long-term campus plan – the most scenic area near/on campus (Huron River) has
 - Parking Lot
 - High crime area
 - Industrial decay

We should have moved 50 years ago to grow the campus to this side. I hope in 2070 that will be the new center of campus.

- Future Jones/Goddard buildings and plans for facilities in general.
- What are the priorities of the university?
- How are decisions made (decision making process) to invest in Athletics vs. Academics, what factors are considered?
- Break out of budget by college/UG/Grad.
- What are our existing resources for sharing events? (WEMU, etc.)
- Who are our students? (PT/FT, etc.)
- Why do we continue to give more to Athletics when some areas (most) in Athletics do not produce results? (i.e. football, basketball) We have soccer, swimming/diving, and smaller areas in athletics that do produce, yet they seemed to be brushed aside for the “bigger”. We should focus on the ones that produce and look at ways to improve others without continuing to increase our cost.
- Fix budget – reserve.
- Priorities
- Capacity – “Optimal Operation”, retention.

- How can I help to start positive change?
- What is the long term plan for building and infrastructure upkeep?
- What is being done to dismiss the notion that EMU is a dangerous campus?
- Have you considered using more testimonials from famous, accomplished, or well-known alumni?
- Moving forward, what is going to be the main major for EMU? Years ago it was education, but is there another program emerging?
- How resource allocation aligns with the strategic plan and making investments based on that?
- How our level of indebtedness is affecting our budget picture?
- How we are building expectations, or how we assess ROI of new programs?
- Direction? What programs represent EMU? Education? PA? Art?
- Do programs/classes need to be updated? Next generation more technologically adept/dependent.
- As new administrators, we need orientation to budget, finance, payroll, personnel, etc. Much of what department heads/school directors/associate deans learn is obtained on the fly.
- Why don't we take a serious look at cutting programs that are not productive? It seems as though we want to be everything to everybody. Difficult to imagine only growing out of this.
- Why do we continue to put up with a system that allows employees without the appropriate training to move from one union or college to another (PTs, CTs)?
- Why did our student hour budget vs. actual be wrong for so many years in a row without anyone changing it? Why are we only changing it now that we are in a huge crisis? This culture needs changing.
- Why do we focus on Athletics to the detriment of education? Why does throwing a ball into a hoop get students more resources (GA's that wake them up and take them to class!? I talked to a GA who this was his job at EMU! A scandal!!!! Special tutoring, special accommodations for classrooms). Athletics sucks money away from the rest of us trying to stay afloat with all the budget cuts!

- How can the Board, Leadership, and faculty/staff get on board together to move forward strategically?
- What is the rationale for not being able to cut from athletics?
- How do we achieve consistency in top leadership?
- Where does the University administration see the direction of University heading?
- What are the administration's priorities in the future development of the University?
- What strategies does the administration have to increase growth? Student enrollment? Funding (donor, grant, etc.)?
- What is the plan to fill vacancies? (Associate Provost, etc.)
- What are plans to recruit more students?
- Are there plans for some type of capital campaign?
- EMU cannot continue on the current trajectory and still be here in 10 years. How can we turn the university around financially and how can we help – without resorting to just “cut more people”?
- When will we launch a new capital campaign?
- How can we engage alumni more effectively (and perhaps offer the emich.edu email for life?) (Need a workable database.)
- How can we effectively leverage our community engagement designation (use in new branding campaign)? Glad that we are considering the “refresh”. Let me know if you need my help on committee.
- What is our strategy?
- What areas will we be focusing on? Freshmen/Transfers/Graduates
- When are we going to develop an integrative strategy on International Initiatives? There appears to be no unified direction – Int. Students, Study Abroad, Recruitment, Support, etc.
- How high of a rate are our students transferring? What type of institutions are they going to? Are we using those institutions as benchmarks?
- How has EMU cut expenses in relation to Executive Administrative Costs?
- How can we justify all the athletics expenses?

- Why do we allow unions for employees such as PT's and CS's? There are dead weights in many positions who contribute little and take much.
- I believe in growth but wonder why we don't cut programs to become more focused and robust in core areas.
- Drop to Division II.
- Capital Plan – long term orientation.
- Persistence and Retention as a Univ. wide responsibility. It needs to be fully integrated.
- Can we borrow funds and pay low interest loans instead of paying for projects directly?
- Are we in a hiring freeze?
- Why is retention such an issue for us?
- What efforts are being taken to improve retention? What is our retention rate?
- What are ways to improve the budget besides enrollment?
- Can we benefit from shared service between University partners?
- What are the expenses associated with each athletic team?
- Which capital projects offer the ability to influence marketing?
- How can we generate more donations among alums?
- How can we cut unneeded academic programs with minimal enrollment?
- How can we manage the AAUP leadership, which cannibalizes the University?
Diplomacy needed and active engagement?
- How willing are we to be innovative – entrepreneurial in trying new things – willing to provide support and understand some may fail.
- Partnerships are important – to be real you have to be willing to have time partnerships of collaborate al mutual efforts/problem solving. How do we as an institution promote this – constant limitation, partnership for external ideas to close programs/curriculum?
- How much authority are you willing to give Deans? Hold us accountable for results (over reasonable time period)
- In order to balance the budget, will there be cuts in staff?
- If we can't get the resources up and get the budget more in line – what will happen?
- What are the strengths and weaknesses of EMU from the perspectives of:
 - Leadership/AP

- Staff
- Faculty
- How do transfer students feel about EMU? (those who come, those who don't come)
- What is the data of EMU student careers after college?
- What is the cost/benefit of the Athletic Program?
- What are the plans to use our operating budget to improve campus (i.e. buildings and timeline)?
- What are the plans for tuition raises – flat rate?
- How are we going to build up are capital budget (long term, short term)?
- What will be the future of the union status at the University?
- Who we are/going to be in the near future?
- What's the vision for buildings (upgrade, renovation, new) on campus? (RecIM and Strong Hall very depressing)
- Tuition is lower here than similar universities (CMU, FSU, WMU)
- Focus for Departmental growth? – Sciences, math, technology? These areas are future looking.
- Human resources –
 - Need to operate better/more efficiently to support institution needs
 - Concur training and support (expenses, travel)
- International student departments
 - Can more employees here drive the growth to replace prior losses
 - Where do we advertise globally?
- How do we deal with our revenue issues and still maintain top quality programs and continue to provide quality service?
- What is more important?
 - What our expense/budget has been over the last few years and going forward, OR
 - Benchmarking our department vs. other like departments at other schools in Michigan/MAC/Midwest. For example, Athletics has increased their budgets over the last few years, however, they are still near the bottom in funding both FTE and \$ vs. other MAC schools.

- Why is support for Athletics so strong from the BoRegents and President's office when such an overwhelming % of campus thinks we should drastically reduce general fund spending there? They must know something the rest of us don't know.
- Are we considering cutting academic or support programs that are unsuccessful or unnecessary to our core mission? (vs. more cuts to successful or necessary programs)
- Why do we struggle to get external funding from local, large corporations?
- Ideas on how EMU increase EMU reserves substantially and aggressively in the next 24-36 months.
- How will we develop key strategic plan activated objective with each department create timelines and dates of completion that key on improving of service delivery to our employees, students, and patrons
- Administrative organization understands the "Real Change" takes time, open communication and support of each administrative leaders.

2) Identify the three (or more) most important areas where we need to improve in educating and serving our students.

- Getting out the message that we are as great a school as other ones. There's a lingering belief that we aren't as strong academically except for COE.
- Has retention increased? If not, why? If so, what became our strengths?
- The RN to BSN efforts are terrific especially where it involves Washtenaw Community. We need more innovative programs like that to capture the market.
- New majors like the neuroscience need funding. These are the future strengths that we get many calls from prospective students or current ones that WANT that major, it's been approved but will we have the funding?
- Advising (student)
- Quality of some program curriculums
- Retention measures
- Program streamlining (some programs are too small, outdated, requirement is too complicated)
- Advocate data-driven decision-making and planning.
- Promote research and scholarships
- Allocating resources to support programs that are in demand and forecasted to grow. SCH production has fallen significantly in the COE but we are still viewed as a university that is focused on COE programs.
- Develop bridges programs (with funding) to bring community college transfer students.
- Graduate students doing research are not getting enough advice and do not have sufficient knowledge of research design and statistics.
- Foster collaborative efforts to link humanities and STEM, students need tech. skills AND thinking skills.
- Understand the pros and cons of online courses.
- Make sure technology needs are addressed; students need access to the technology they will use in their careers. Bolster strategy with appropriate technology for each discipline.

- Never repeat the “Yik Yak” controversy. The faculty members looked inept and the students looked cruel. Rather than a teachable moment we were in the chronicle looking silly together.
- Career pathing
- Business writing
- Communication skills
- Stop the onslaught of HS students coming to college with 30/60 credits but can’t do basic algebra or write a coherent sentence (Require math and English proficiency)
- GenEd is WAY too complex and does not offer foundations for knowledge – need 2 reg. English/Writing courses, fewer choices within discipline (2 from each dept. max)
- Need advisors in large depts.
- Reflection/prayer space in all buildings
- Treat them like customers with good service and respect
- More convenient parking
- Better support a clear path. Get us a Registrar who knows what they are doing so that we can get our systems working the way they should.
- Shift focus to basketball
- Cut back on athletics budget
- Combine athletic Academic support with HSC
- Do a better job at utilizing technology to support our students.
- Short and long term vision that we are all working on.
- Math preparation for incoming freshman
- More new faculty who can handle online communications
- Utilize the summer term for more classes
- We need to, as a University, help our faculty and staff to understand the value of student engagement outside the classroom, and encourage them (students) to become more involved. How can we purposefully plan to do this?
- Honest and upfront and consistent information about our academic programs and paths through them

- Partnering with local high schools regarding high achieving students and Eastern's opportunities to serve them.
- Technology support for systems: we have enough people, we need the right people.
- True student-centered focus for all departments.
- Housing options – MSU just announced a cutting edge housing development plan. Are we researching housing development options?
- Partner to highlight positions of Ypsilanti Community as its perception impacts student's perception of EMU.
- Global Awareness – increase study abroad and study abroad at home; virtual study abroad.
- Career availability
- Advising within departments – faculty need to become willing (ha) to advise in GenEd.
- Develop pathways for students
- Records and registration – more connection with students and faculty – some flexibility so that students feel valued.
- Develop visibility of important areas/centers, academic, service, learning, engagement.
- Facilities!! Run-down buildings, classrooms, dorms (Strong Hall). Students are coming from high schools with more advanced labs, classrooms, etc. than EMU.
- Support classroom technology with real, current equipment and real, accessible IT staff to help.
- Seriously, student parking issues, frustrations, and parking lot battles on a daily basis make students angry and dissatisfied.
- Decide what services should be available as free or fee based, and make sure we can serve the need (specifically counseling). Our mental health and conduct cases are increasing but staffing in those areas are not able to meet the need in a timely fashion.
- Retention and graduation rates need to be addressed at the academic program level.
- Retention and graduation success need to be considered as revenue generating strategies.
- Research and external funding needs to be supported at academic program level.
- Identify the needs of the new student.
- Keeping our programs up with today's business and community needs.

- Promote communication between Faculty and Staff to improve the classroom environment.
- Parking
- Events
- Alumni, foundation donations
- Cultural/gender/racial sensitivity training for faculty and staff
- Financial literacy seminars/info for students
- Campus camps for young kids in the summer to get them on campus, familiar with it, add to our visibility so they make EMU their first choice because of their experience.
- Try and incorporate more “trades” options. Another source of revenue for us for those who are more “trades” focused vs. college focused.
- Safety and security – creating a safe campus
- Expand online offerings – especially for graduate school.
- Advising and registration process needs to be simplified and automated...much greater use of technology incorporated.
- Students deserve a great “traditional college experience”, and part of that incorporates athletics. We need to cut losses with programs that cost most and return the least, and invest in those that are easier to excel at. (i.e. – drop football and put more into basketball...look at Oakland University)
- Graduate school customer service improvements needed;
 - telephone wait times frequently 30 minutes plus
 - contact/location information not updated, emails to students directing them to drop off paperwork in an office that is no longer open
 - different employees giving different responses to the same question
- We need to be less rigid about rules for satisfy graduation requirements – specifically, allow students to double count courses for double majors, majors/minors, etc. Also, make it easier to have 3+2 or 4+1 programs leading to the Master’s Degree.
- Proper placement of incoming students in courses.

- Students take all of their GenEds at community colleges and then think that they can come in and take all their major courses in the last two years- this does not work in science.
- Have better facilities for students and staff. (Restrooms)
- More variety in GenEd courses – interesting and relevant for today’s student.
- Need to continue improving advising and helping students keep on track.
- Continue working on relationships building with community and partner institutions.
- We should abandon our focus and promotion of the college of education. Unless the state or federal government decides to overload and reinvest in the K-12 school system, no student in their right mind will want to become a teacher.
- Reduce spending and promotion of Athletics, close the investment in Athletics pay off in student Interest and Marketing.
- Focus on highlighting other key academic programs (besides COE) to recruit more students.
- Highlight programs such as Bright Futures, Autism Collaborative Center, etc.
- Smoothing out administrative processes when working with students. Too much “red tape” and much frustration.
- Help undergraduates continue their graduate education at EMU.
- Set international engagement goals for the University – for international students, U.S. student travel abroad, faculty engagement.
- Focus on the arts – tremendous outreach potential, demonstration of an area of quality of excellence for EMU.
- Keeping up with the trends of the market of emp. Do we need to add different areas of study?
- How do we show EMU as a point of pride in education? Showing how campus is fun is great, but what does a degree from EMU mean?
- Re-open Pierce Hall services
- Embrace Extended Programs and support their services.
- We can improve the environment so that more student friendly gathering places and activities are created on campus.

- We can do better at meeting the transportation and parking needs of students and staff.
- Are we encouraging or offering incentives to our ECA students to complete their degrees at EMU? I hear lots of students in the hallway talking about transferring to other schools.
- Is it possible to review the minimum math requirements and look at other ways to attain the math skills than the current system that seems to be a stumbling block for many students?
- Perception of campus as a safe and comfortable setting for student engagement.
- Improvement of facilities on campus
 - Demolition of Jones/Goddard
 - New COT facilities
- New progress to meet new career fields emergent.
- Re-building the reputation of the COE as we end the relationship with the EAA.
- Retain excellent faculty and staff.
- Improve the quality of our Graduate programs (and students). Improved quality of technology and health-related majors.
- Retention and graduation rate.
- Making sure that EMU (we) have programs that attract students.
- It is crucial to have marketing efforts out in the field every day.
- Housing and safety is a huge piece. Parents/students MUST feel we have a safe university to release their children to. A place to call home for 4+ years.
- Retention of the students should be a huge campaign. Once we get them, we have to keep them. Programs that assist the student with success in their individual programs. Students that they see that are struggling get them help to motivate and complete their respective program.
- Better communication of what services the University offers to students (NOT just academic but all services).
- Educate employees on what services the University can provide to students. Oftentimes employees are unaware of where to send students.
- Listen to the students when they express what their needs are, then take action.

- I think allowing community members to audit classes here would be a good source of revenue, as well as make us a more community-facing institution. Use of university facilities is a valuable thing!
- Re-focus and highlight teaching programs, which took a hit during EAA fight. Have people remember how strong we are in this area.
- Academic advising
- Support for marginalized populations
- Hire educational counseling staff to catch up to the standard ratio of counselors to students in mental health distress (CAPS).
- Recruitment of and support for international students
- Transparency/simplification of fee structure
- Available space for student groups to easily reserve meeting and event spaces. SC is not sufficient # of spaces to support 250+ organizations.
- Customer service
- Promote the upcoming fields of education for job security.
- Improve recruiting
- Great education!
- Ask the students about their experiences, thoughts and where they are now. This may be helpful for others.
- Improved recruiting ad then providing the best customer service possible
- Financial aid/scholarships
- Employment opportunities on campus
- Advising
- Focus on retention.
- Attracting more transfers.
- Improve advising:
 - Total credits required for graduation
 - Student not being able to get their last class in order to graduate on time.
- Help students to understand value of degree.

- Consider offering a more diverse range of studies in off-campus locations, ex. EMU Detroit Center, etc.
- Get feedback from students about their EMU experience during and after completion of degreed programs.
- Majority of our students can benefit from services that are currently isolated in Holman Success Center and Academic Success Partnerships. We can truly expand our reach if we are not limited to particular segments and receive resources to open our services to even those freshmen entering with 3.2 GPA straight after high school.
- Strongly encourage students use of Career Services and get internships, moreover the need for better “Real World” or preparation beyond college so they give back annually as alumni.
- More academic scholarships based on merit and need.
- There is unmet student demand for hybrid and online courses that has been lost as a result in EMU’s change in business plan to remove incentives for developing high quality online courses. We could re-capture online/hybrid course market share if FTLs were hired specifically to teach online or faculty were allowed to teach additional overloads, for example two overloads a year.
- Upgraded facilities
- Refreshed furnishings and educational environments
- Make contact hours with academic faculty and staff
- Elimination of declining programs
- Promoting under used support services
- Fiscal/money management
- Cut down the time regimes to complete degrees.
- Facilities
 - Strong, COT buildings
 - Theater needs recreation or replacement
- Adjust the balance between quality and enrollment. We tend to let enrollment have priority. It drives our decision about curriculum and offerings and policies as a result.

- Research opportunities. Encourage more participation. Encourage faculty to mentor student research.
- Making processes obvious
- Ease of international admission
- How to word advising across dept., UACDC,
- Career advice
- Recognize the importance of and it fund, of our STEM education and focus resources there.
- Financial aid
- Diversity Issues
- I do think advising and career assistance is improving from years ago, but we have to keep this positive work moving forward. It will help recruitment, retention and our regulation if we do this really well.
- I don't know a lot about various academic program, but we may be too broad. Identify academic program niches and really focus on those programs. Make those programs the best they can be.
- Invest in student support services. Retention is a problem because we are so thin in those areas. Student gets frustrated when they can't get answers or don't know where to go. Those who stay often graduate angry at the University leaving Alumni relations to rebuild those relationships, if they can.
- More faculty involvement. So many act as though office hours are a chore or a bore.
- Involve more deans and faculty in fundraising for big gifts. Funders want to know their beneficiaries. Student services strengthen with more dollars. Faculty should embrace that instead of acting as though it's beneath their dignity.
- Assuring the public that this is a safe and inviting campus.
- Working closely with schools at all levels.
- Boost undergraduate research/creative activity opportunities.
- Improve quality of all academic programs
- Reduce size of programs so that students can graduate in a timely manner
- Focus on student experience

- Make sure students care of opportunities
- More online/hybrid opportunities for our students
- Grow the graduate programs
- That we have a safe campus
- EMU is a good bargain for an education
- To serve our students better we need to have a single system/portal they and the staff can use to keep track of various things. Like, their credit hours, graduation audits, advising notes etc. Currently we are very silo-ed and that's a problem.
- If we want to attract more international students we need to increase the number of grad-internships which were reduced recently.
- Financial literacy efforts – we focus on supporting students on developing an academic plan but we do not provide support in developing a financial plan.
- Orientation programs that are more purpose-driven?
- Gen Ed program assessment!!!! I served 2 hard/intense years on the Gen. Ed. Program review and one of the largest gaps is lack of supplemental assessment of learning. I just submitted a 3-up strategic plan which is basically gone ignored. I spent 6 months collecting data, talking to every dean conducting needs. The highest priority on the plan is Gen Ed. Assessment and the need for training. We are going to be in accreditation problems with PLC without more resources to make this happen before 2017!!!!
- The environment that the student can be comfortable in.
- We band aid, piece it to work instead of complete fix or replace with newer and better tech. Technology that is more efficient and pays back on the dollar faster.
- Out of state students that have been here their entire university life. We make them pay like their still out of state for Grad programs. They work here, live here, pay taxes, contribute to areas by retaining, supporting businesses, we lose them because we don't change with the times. You want the whole basket of effs instead of a partial basket. So the student leaves or goes somewhere else.
- Career services
- Data analysis training
- Scholarships

- Provide classes when the students need them – not make available when convenient for professors. Makes it difficult to complete degrees in a timely fashion.
- Be more flexible with transfer students and allowing more credits to transfer.
- If we don't already, have a 'one-stop' website for students where they can gather information on all of the services available to them on campus
- Improve customer services in student areas.
- Cost for 4 years or 5 of education, not 1
- Completing your degree in 4 years and how that will benefit them
- Financial literacy
- How to get help/resources on campus
- Clear academic and financial plans when start, so can graduate
- Infrastructure
- Cross-communications
- I've hear from a few students we have a great IT program in COB. Why isn't that well known? Are there other programs that need more marketing to potential recruits?
- How we communicate, what works? What we communicate to students?
- How will the next generation of students learn? (i.e. more online, less in the class?)
- How can we keep students on track to ensure they graduate from EMU
- Identifying programs that have few students (MS in taxation), remove them and invest limited capital in promoting and building growth programs.
- Pay more than lip service to black student demands and make educating all students of color a priority.
- Put education first and invest more in enriching academics and less in athletics.
- Provide appropriate staff support. A lot of service positions are expected to be filled by students (GA's) who may have conflicts of interest (e.g., advising faculty in their departments) and who leave after one or two years. Given the time required for training, in some positions, using GA's is a negative investment.
- Simplify our tuition and fee pricing
- Increase transparency on how fees are allocated to institutional needs

- Decrease spending restrictions on endowed scholarships so that dollars can be allocated to students more easily.
- How can we communicate the broad benefits of a college education?
- What can we do to encourage more engagement in programs to impact retention and student success?
- How we help students become more comfortable in accessing student support programs.
- Students continues to get the EMU shuttle because staffing is so low. The staff themselves get the EMU shuttle from other departments – either out of apathy, low staff members, lack of knowledge/abilities, ed - not really sure, academic advising is one area that has truly improved but need similar replacements from other student support services.
- More computerized, self service capabilities are needed for digital savvy students
- Increased academic support and advising
- Holistic advising of students to ensure success across campus through data-driven partnerships with advising, residence life and other partners
- Helping students realistically understand their financial readiness and academic strategies -> financial and academic early warnings shared across offices.
- Improve faculties: a lot of college decisions are first made based on the conditions of campus.
- Improve sewing the parents of the students. The parents are the one who may give of the University prided their student had a good student experience.
- Create a family atmosphere for willing students through admissions.
- Student life?
- Housing improvements?
- Continue to improve the safety of our students
- Writing skills – BASIC (sentence structure, etc.)
- Quantitative reasoning – taught in applied/innovative ways
- Soft skills – national surveys indicate this is what employers find lacking in college graduates.
- Quality of instruction/Service expectations for all instructors (PTL/FTL)

- Quality of academic programming, support and success services
- Globally relevant degree programs, financially viable, significant
- Policy revisions – policies and practices across the board at EMU need to be reviewed for purpose, scope, and effectiveness.
- Training and service expectations for administrators
- Advertising award- winning EMU programs and services
- Increase community partnerships/expand programs/focus on local community
- Increase and improve international student enrollment and programming
- Expand business – degree completion to work – programs/externships/relationships.
- More study tables – more student activities, keep students here on weekends
- Make the grade point average higher for admissions
- New dining center – state of the art.
- Look into the qualified to get into nursing school and physician’s assistant programs and teaching program
- More online programs/sections. These consistently fill fastest, but we have so few programs. Even with the couple undergrad programs we have online the students have a hard time getting all the classes they need in a timely fashion. Getting out-of-state tuition from online students could be a good revenue boost.
- Most flexibility for promoting hot programs and increasing enrollments. Often hear from faculty they “have enough students”. – Need to get rid of low enrolled programs.
- Different ways for students to get through their programs faster. Accelerated degree options would be particularly helpful for grad students.
- We need to work harder to find ways to prevent students from taking on too many student loans. We should strive to reduce their debt – not by giving them more, but by giving them a reality check.
- Reach out to involve high school/middle school student – education camps vs. athletics
- Reach out to students – improve communication from admin – graduation.
- Increase dual enrolment – reach out to all schools.
- The learning environment, in some areas, is very 3rd world (little to no technology, furniture falling apart, old equipment, no temp. control

- Student wellness is lacking. Programs in place are not innovative and do not reach all of our students.
- Required universal program assessment.
- Earlier concise communications about opportunities, deadlines.
- Building relationships and opportunities for students and alumni.
- Provide better post college prep services – starting earlier in undergrad process
- Better facilities.
- We need Ypsilanti to be a more safe and inviting University town
- Student life resources need more capital investment. We don't compare favorably to other regional campuses. State with Rec/IM
- Support services for veterans and students with invisible disabilities.
- Buildings and maintenance
- Developing and EMU culture – who are we?
- Creating a sense of belonging
- Creating an energy – why stay on campus even though not taking class
- Creating dependable course note out so students can plan
- Retention with success. I know people are working on this, but we have a responsibility to do everything we can to ensure success for anyone we admit.
- Right now our scholarship model forces our median students who we have always served support the education of the few advanced students
- Grad school – To hard for retiring adults to get in. The grad school needs to look at accepting time worked in the area the person is seeking a graduate degree. Previous grad school hovers over 10 years ago are not accepted. We're losing the adult learners who seek to return to school for that masters level. Word on street is just go somewhere else, don't even look/talk to Easter because they don't accept previous classes. Do perspective grad students go elsewhere?
- Value of degree/educators
- Efficient advising – records year to degree
- More engagement
- Focus on gen ed and the ability to educate all at a base level.

- Look at the grad programs and help students with access to and doing research.
- More communications
- More campus activities
- More involvement with the community.
- Academic preparedness – math and writing
- Socialization skills
- Why and how to be an engaged alumni
- More undergrad advising from freshmen (UACDC, college advisors) to sophomores/juniors (departmental advising) to upperclassmen (career services – resume building/co-ops/for opportunities) to alumni (help write serving our current students by following alumni.)
- Less money to athletics. Make them raise more of their money with donations.
- Catalogs need to be honored. Graduate program for example of catalog offerings not being honored. This program is a mess and if it was focused on, could make this place real money. As it stands now the reputation is bad because everyone sees it as buy a degree.
- Professional advising model for clear and consistent advising services.
- Keeping technology equal to local high schools.
- “Quality” options with immediate feedback
- How to help some faculty get over the loss of releases...??
- Advising: particularly department/school support for advisors. Need more staff for advising and recruitment. At a dept./School level. There is too much turnover and miscommunication between advisor offices and dept. /schools.
- Recruitment: need dept./school level support for recruitment efforts. Too much relies on volunteer/faculty service or release time for recruitment.
- More development support: For example, only 1 major gift officer for cases not enough to assist the various heads throughout the college.
- Streamline tuition and fees for students. Transparency needed.
- Strengthen relationships with high schools and community colleges.
- Enhance community presence.

- EMU needs to begin a more positive, supporting institution. More important even the finances we cannot expect students to be well taken of when departments and employee groups (faculty, admin staff) appear to be pitted against each other. We need to work together and appreciate each other.
- Promote diversity
- Educate about Title IX
- Emphasize quality programs/reward quality performance
- Increase international students: ease their ability to enroll (transcript eval.) and make them comfortable with housing, language assistance, and transportation.
- Can we add bike swap stations on campus?
- Better career placement help
- Better up-to-date technology
- Better support for students that struggle
- More money to update buildings
- Have we considered expanding our efforts to support and build up the city of Ypsi? Especially if the goal is to pull more traditional freshmen who will live on campus?
 - Partnership?
- Currently, I feel EMU has a very ‘Clio’ – approach to how we operate between college offices. Would be helpful to find a way to allow colleges to maintain their identity but work together more.
- Change cynical attitudes by some administrators who view students as bothersome.
- Better use of facilities and scheduling (Friday classes).
- Treat students so well they don’t want to leave.
- How to engage in civil discourse in a respectful, long term oriented approach.
- Cultural competence. Pertains to assisting students from their self-center view to a more worldly view.
- Can we have fewer options and strengthen the best programs?
- Have we reviewed number of students in program/major vs. faculty (program prioritization)
- Do we have better housing options on the horizon?

- Avoid EMU shuffle between service offices
- Physical facilities.
- Improve technologies
- Streamline Business processes
- Improvement of surrounding communities.
- Strong academic advising that emphasize career skills needed
- Improving writing skills!
- Tear down Goddard and add parking
- Monthly student Gmail message
- Support Eastern Echo!!!!!!
- Systematic experiences for every student in our programs with real world engagement – COE placements in rural, urban, suburban schools, high income, and low income.
- Can we get better feedback from the full (schools, parents, communities) about how well our grads are prepared then change what we do to address there?
- Link resources to our strategic grads- e.g. GA levels for recruitment into programs who focus/research adheres our strategic goals.
- Better initiatives to let students know about our programs
- Increase the number of students for strong programs (e.g. nurse practitioner) and decrease and/or get rid of programs that aren't doing as well.
- Better outreach (recruiting) for international students.
- Faculty union communication to students
- Activity concert with management
- Stronger/presence in Detroit-more visible
 - Location (midtown/downtown/Woodward?)
 - Engagement
- Major investment in career planning and career prep services.
- Title IX education-yes means yes
- Fiscal knowledge and long term planning
- Support our counseling department, increased student need -> low staffing over extended counselors.

- An area that needs improvement is summer camp for teens in technology art, and trades. I've had to go outside of EMU for this in past.
- Open house – attracting students, not just handouts but grad students affiliated in specified field at open house to speak with potential students.
- Offering more classes in relation, and Health through HR. There have been a couple at Roosevelt and they were successful.
- Expand to Wayne Co. for ECA. My son goes to Belleville and it doesn't reach there. These are potential students as well.
- Review and strengthen programs both academically and outside the classroom
- Have more collaboration between faculty and staff to retain students/enhance the students entire experience on campus (it's more than academics)
- Invest in our buildings/campus. When students and parents visit our campus they make the majority of their discussion based on what they see (before even see/entering a classroom) – education being level across the nation
- Orientation of freshmen students turns many away. Liberal content a brain washing – exposure to things that are not necessary not related to a student's education.
 - Also, not good that it is over a holiday weekend
- Recruit more High school students for middle college/ECA
- Recruit home school students
- Being clear on presenting the student billing
 - How are funds used/fees
- A vision that builds pride for campus, students, alumni
- Relationships with businesses to provide employment opportunities
 - Promote these relationships directly to students
- Supporting classroom technology
- Meeting support expectation of students. I.e. canvas shell for every class, instant feedback
- Look at our present processes that directly affect our students
- Aggressively make changes that directly affect student's perception of our university!
- Create, transcript, understandable, and connected 'business' processes.

3.) What are the three (or more) most important actions that need to be taken to become a more effective Administration?

- Better communications
- Timely decision making
- Maintain open lines of communication (today's all AP meeting is a good example)
- Train and improve leadership skills
- Advocate inter-department collaborations
- Compensation and benefits (don't target AP's as a primary source of budget cut every time)
- Recognition that we are all needed to buck the trend and drive enrollment forward.
- Opening up more opportunities for collaboration and opposing views.
- Understand how the bottom layer of admin. Works – how things really get done.
- Open communication so all AP's are involved in debate and decisions working and can be invested in solutions.
- Communicate – Sue and Kim commanded but rarely listened
- Collaborate – Get leaders and senior leaders to be more collaboration about problem solving.
- Be fair – You can't punish staff every year to keep faculty raises a benefits high.
- All towards rebuilding TRUST!
- Transparency
- Respect
- Integrity
- Fix the dysfunctional IT systems – Concur, apply yourself, Banner – you name it/we need more IT support the new systems turnovers have to stop.
- Create a cult of HR (an area that needs intense clean up) and B + F getting out to depts.

- Don't be afraid of confrontation and giving bad news to employees, such as constructive criticism or discipline.
- Better communication and collaboration
- Shared vision (clear) and make sure everyone knows their role in that vision.
- Find Presidents and Provost vested in staying here so that initiatives have a chance to grow and succeed.
- Stop re-organizing units just to prove you can
- Have the BOR sit in classes to what is going on.
- Become more data driven in our decisions! Create timelines for actions.
- Whenever possible, share information on a regular basis.
- When sending emails about changes in policy/protocol etc. include an explanation about why the change is being put in place, how it was determined and who to talk to for questions. Also be timely – not “effective immediately”.
- Administrative people are not valued. We need to recruit, not post jobs and out only outreach effort.
- The comm. Relations to HR especially in attracting diverse pools of candidates.
- There has been work done on strategic planning but the strategic deployment was not don't thoroughly.
- This is the fundamental element we are leaving out. We won't get the results we need unless we have true alignment to strategy throughout the organization.
- Build trust
- Create that family feeling again – that we matter and our opinions matter
- Provide professional development
- Respond to our emails – even if it is just “thoughts”
- Stop fighting so much at top levels – arguing over domains, jurisdiction, fault, etc. Be more unified in how we all are needed, valued to carryout mission of EMU. Our paychecks all say EMU – not each division. When one area excels us all excel and we can only excel as an institution when we all excel. Students stay when they encounter excellence in every area of their experience here.
- Better handle on budget.

- Communication to all
- Reconsider the role of athletics, and their funding
- Official processes for “getting things done” usually require on “informal” approval process – Transparent processes need to be instituted for financial decision-making at the academic program level:
 - Operating budget adjustment
 - Staffing alignment- i.e. reclassification
 - Staffing allocation
- Internal communication between divisions
- Take the input from department heads and have them come up with solution to problem
- Listen to the staff doing the work
- Improve (HR) all areas
- Better communication
- Financial situation
- Today was a great first step, we need to develop more channels of communications.
- The executive team needs to develop trust. I feel they are an isolated group.
- Stability
- Consistency across divisions, departments, etc.
- It’s difficult to know who to contact about which issues websites are not easy to navigate.
- Communicate more often down the channels, not just among the few
- Bring lower level staff to table more often to get their input/feedback and hear their concerns/issues
- Policies are announced with no clear procedures for implementing them. (Ex. The new FFE approval process – whatever it is.)
- Academic leadership needs to be more involved in all activates (e.g., the new branding initiative – I did not notice any academics on the team).
- Treat everybody with the same dignity and respect; from the lowest paying job to the highest paying job.
- Be tougher with finances- get us back where we should be.
- Focus on our core- student recruitment and support.

- Eliminate areas that are not profitable.
- Hold focus groups with students on what helped them- what improvements could be made.
- Hold focus groups with faculty and staff.
- Strategic communication between the divisions, how can we work together on common projects and goals, sharing resources across the divisions?
- Bridging the gap between the academic/ non-academic sides of the university.
- Successive training- we need to implement a process
- Ongoing training and development, Become aware and implement best practices
- Care about the morale of administrators and act to keep it up.
- Talk to the people on the ground floor. The person at the top may not always give clear picture.
- Be active in more buildings than just Welch.
 - Being visual equals a breakdown in division.
- More Communication!
- Ask APs for input instead of operating behind closed doors.
- Continue the outreach to EMU staff for solutions and improvements. This “Administrative Leadership” meeting is a good example of how to listen to the team for direction.
- Look at why we are experience high turn-over in staffing.
- Provide details about new president. Why was her the best choice to address the challenges we are facing?
- As a part of the area chamber, provide pathways for those members to send employees to EMU for degree completion.
- Expand communication openness.
- Retention of qualified, skilled employees- faculty/staff.
- Increased community engagement.
- Budget more realistically and effectively.
- Continue to communicate with each other- ensure EC is on same page and has cohesive shared vision.

- Focus on grant funding for research and programs.
- Keeping communication open
- Listening to the ideas of others.
- More accountability or ensure individuals are being held accountable (within their respective areas) in their roles and job functions.
- Build trust with their employees and students
- More consistency with processes and procedures (University process and procedures)
- Moral in the individual offices on campus.
- We have several areas on campus where each program on school contracts with a separate vendor to solve a problem common to all of the programs/ schools. Increased communication and partnership at the outset could streamline these processes significantly.
- Continue to increase events that bring the University's academic resources and strengths to the wider community through community events on campus, highlighting academic strength.
- Transparency (today was a good first effort)
- Budgets that reflect what we value
- Allow student Affairs to be a stand-alone division so that it can have an equal (or at least more valued) voice.
- From a non-academic side harder to know the issues
- Don't make discussions or changes in a bubble
- These meetings are a great start, others have great ideas also
- Continue communicating
- Today's meeting is a start- very essential!
- Begin to reach out and ask for ideas
- More communication (before situations get out of hand)
- Being honest and upfront
- Review Program offerings and are we providing what students.
- Make hard decisions related to Athletics
- De Centralize Admin. Eliminate Micro-Management

- Work to improve conditions in HR. Lack of stability.
- Include input from student leaders in the process
- Take the”pulse” of staff, faculty, and students with survey. ASK.
 - Ask questions “how are we doing?” etc.
- Communication with each other being open and transparent
- Avoid work in reactive mode so much but continue on this trend of being proactive
- Scheduled trainings and development meetings
- Regular feedback session
- Setting a master plan
- Top down communication or fiscal status
- Do not micro manage, demonstrate that you trust your staff.
- Budget planning has to be less reactionary
- Fund capital improvements linked with improving campus and its ability to draw in new student population niches.
- We need to maintain an environment where we support each other across divisions. This was not always the case. There were times physical plant made important decisions that impacted the academic environment, then (not legible), etc. We have done well working together over the past 5 years. Keep this culture. When resources become scarce, we tend to become more selfish.
- Train us on AAUP contract
- No platitudes
- Ask questions always to which already want answers
- Have fewer interim positions and hire more from inside (so we know what we are getting)
- Honesty
- Benchmarking other institutions
- Budget
- Communication/listening- This approach of gathering key campus individuals; sharing success and challenges and seeking feedback is a very important first step.

- Regents and President need to be on our “EMU” team and part of our fabric. I have been at EMU for 20+ years and I have always felt it is “them” vs. “us”... we need to all be on the same side.
- Gather people in a social environment so we can get to know each other. Too many years of being in a negative environment. People afraid to relax and be creative.
- Transparency
- Accessibility
- Trust
- Regents need to be more involved with students. Understand student life/ backgrounds. Visit classes, visit buildings, attend events.
- *I think there are many who are uncomfortable bringing up issues for fear of retribution or appearing disloyal. There is also a perception of extreme uniqueness among top administrators.
- Realize that we all with “do less with less” and deciding what “less” we will do
- Communicate
- Listen
- Hold people accountable to their jobs
- More open honest dialogue
- Seriously consider cutting football.
 - We have spent a lot on things there, but we have a stadium that is falling apart that we cannot come close to filling up.
- Do more of what you are doing with this meeting. Open communication
- Take a hard look at how competitive our salaries and benefits are for our staff. How do we retain the good staff that does great work?
- Create a more collaborative and positive culture.
- More collective decision making (talk to the person(s) who knows the most about the work/process)
 - Too many unintended consequences come from not consulting the person who is the closest to the work.

- Coaching and training for new administrations- most have no understanding of organization theory, management on leadership especially faculty who move into academic leadership positions.
- Take care of our facilities. Establish objectives with expectations.
- Stand up to the AAUP
- The senior administration needs to speak, acknowledge and respect lower level administrators and staff. A huge disconnect especially with new hires on the senior level.
- True communication is lacking- there is no trust
- More frequent communication with employees
- More opportunities to meet other staff. (These meetings are a good start!!☺)
- More training available with regard to admin processes and or banner or other software
- Management training made available for supervisors
- Accountability in all areas not just administration.
- Retention of our current students. We can bring in record number of freshman, but are they staying?
- Listen to “experts” in the area
- Be open to ideas other than your own
- Cross- communication and in division
- We need to improve and streamline processes wherever possible
- Better understand student’s needs- We tend to think we know. We need to ask them
 - We need to be even more student focused
- More communications with all administrators
- Give praise where it is deserved and not just to Executive leadership team as there is a disconnect and erosion of trust.
- Supervisors required to work more closely on improving leadership qualities of those who report to them.
- Listen to faculty and take their concerns seriously
- Impart to faculty the importance of what the administration does
- Work with union leadership to have them understand that faculty responsibilities go beyond a union contract

- Increase levels of respect and servant leadership in terms of customer service
- Set more goals with measureable performance metrics. Develop data reports to evaluate performance.
- Utilize technology better- formal workflow, document imaging, and reporting capabilities.
- Dispersed decision making. Trust the people you have hired to make good decisions.
- Put focus on student success. ^ Enrollment will be a side effect with focus on helping current students develop and succeed.
- Dean/Dept. Head meetings were getting better but then halted. These could be very helpful- but meeting minutes and following up needs to occur.
- Budget transparency/ budget training for all dept. heads and ongoing training and a formal DH/SD orientation program and/or leadership academy is needed some true type of leadership development of DH/SD
- Policies that are cross dept., cross college and cross division that are transparent, readily accessible and routines updated.
- Realistic budgeting
- Increase staffing with International Student Services -> Esther can't do it alone
- Identify and be transparent about a capitol improvement plan.
- Communication
- Open communication
- Learning what other departments do and how what you do impacts them
- Getting to know other administrators
- Value the experience and knowledge of your administrators and staff and utilize it to help move us forward
- More timely decision- making/ processing r.e. staffing. (realize this has to do with budget- but at least open communication about where things stand would help. We're grown-ups... we can handle it!)
- Transparency and inclusion
- Team building, unity, respect, and candor

- Gain fiscal and branding control/ Provide cohesive leadership for these areas going forward.
- Upgrading/maintaining the campus and facilities
- Boost EMU brand and increase “good feelings” about EMU
- Be willing to make decisions that might upset the status quo, especially among faculty
- Be willing to get more innovative with the programs EMU offers, especially in formats offered
- Communicate more (like this meeting). Encourage leaders to share information with their staff too
- Be more visible on campus. We’ve never seen most of the Executive team in our building.
- Listen more to staff- understand their point of view
- Need more administrators that agree with Don’s idea of saying how they feel, not what they want to hear. And, not targeted for doing so
- 360 Review of Administrators
- Stop bringing in leaders that are allowed to be ineffective and then leave for another position
- Have new leaders reviewed by their staff
- Moral is very low!
- Take staff more seriously—their thoughts are often disregarded.
- Act on these comments. Don’t just go through the motions, then brush it under the rug. (Happens in depts. A lot)
- Come to the places where people learn and work. Stop hiding in Welch. Schedule meetings all over campus. Go to the people you need to meet with and see them in their element.
- Communication- reach out to all students regarding their careers
- Consistency
- Working as a team
- Appropriate training/ professional development opportunities.
- Merit increases rather than across the board raises. This would lead to accountability.

- Acknowledgement of success, good work, etc.
- We need a stronger, more effective HR – AHR.
- Continued open communication and transparency
- Hiring VPs and directors that are leaders, motivators and willing to affect change
- Involve the “dues” in planning or discussions
- Build a community of respect, fun, and excitement for employees.
- Continue to have these forums
- Keep students and employees aware of the financial challenges facing the University.
- Promote Campus Life and Campus Safety
- Be transparent and direct when making decisions
- Appreciate the efforts for better communication with APs. Need same with department Heads.
- This is an effective first step
- Sharing University priorities so depts. Have realistic perspective of future support or not
- Communication with information that is easily accessible.
 - Maybe a password protected site with minutes from various committee meetings
- There was such a focus on chain of command it sometimes limits communication.
Appreciate the “DH → Dean → Provost” but is it rigid?
- Spend time on good things, too
- EVERYONE IS AN EMU RECRUITER. I hand out my card to grocery store clerks. My window installer’s child came here because I talked up EMU when he was installing windows
- Team work. Involve everyone, especially those involved and the departments that will be affected by the changing capitol. People think they know how departments operate and make assumptions way too often.
- More student advising → program portfolio no family feeling
- More career services
- Better facility
- Communicate
- Decentralize administration

- Communication- these meetings are a good idea
- Long term budget planning to assist with long term and Strategic planning- Knowing id a strategic plan in the college can be carried forward even if it is a 3 year goal – And confidence in funding
- Identify effective brand marketing and implement it as soon as possible
- Address the perception of crime and identify a campaign to address it
- Need to better communicate the positive points of EMU
- Mentoring program would be helpful
- Management seminars
- Utilizing the Strategic Plan in institutional decision making
- When attempting to address an issue, we need to identify and engage all stakeholders early on in the process
- I.T. needs to be involved in all technology purchases. Period. No negotiation. Use their expertise.
- We are to the point financially that services need to be cut. Let us cut them without ramifications. We can't keep cutting and putting more on staff that can no longer absorb the lost positions and extra work.
- There is a culture of not telling leadership the truth because APs are afraid of losing their job. Please start rewarding the honest people who are exposing the problems!
- Increase trust/ communication/ expectations/ celebrate the small victories!
- More collaboration between the different units.
 - Faculty (PTL, FTL, AAUP), CSs, PTs, and admin. Build more broad reaching teams. (for example, why were there no faculty on the branding selection team?)
- Make clear the priorities of the administration.
- Clear communication
- Regular communication
- Opportunities, like this, to give feedback and input
- We need to share and understand a common set of objectives. When executive staff have different set of objectives, it sets up unnecessary conflict between staff in different divisions.

- More and more frequent communication. E.g. DDH mtgs, campus wide distribution of Academic Affairs updates, more transparent budget info. – schedule March budget forum.
- Update websites
- Possible video/ blogs from Provost/ President
- Staff up the Foundation quickly!
- The University needs to show some form of appreciation to administrators- stop freezing our merit increases, reducing our benefits, etc. just because you can! I have been an administrator for almost 20 years and I can't think of one benefit I have received from the University- only take aways- just because we aren't unionized doesn't mean we should not periodically receive some benefits- I feel appreciated by my staff, my boss, students, but not by the administration.
- Getting faculty and staff together regularly
- Improve communication with faculty and staff
- Recognize outstanding faculty and staff
- These AP meetings are a great start!
- Become leaner and have better budgets for fewer areas
- Trade seats. Put VPs and Directors at front desks occasionally and cross train.
- Get lean and mean
- Sincere open dialogue that is 2 way encouraged not controlled by top administration. (fear of retribution)
- Invest time in developing relationships
- Human Resources needs to become more independent and do the right thing
- Tell us what is the priority for enrollment
 - A) freshmen B) non-traditional C) transfers
- Present Enrollment goals for all groups
- More campus engagement, less commuter focus
- Improve employee morale and trust
- Improve trust and transparency
- Work towards shared vision

- Collaborate more effectively
- More active engagement with faculty senate
- Far greater engagement by Regents with faculty leadership
- Regular meetings with toxic AAUP leadership
- Actionable data for colleges, departments, and programs – most in high level- EMU wide or not timely
 - Budget revenue/expenses of all levels
 - Regular admission data
 - Prompt responses to questions- often takes weeks or never to get answers to inquiries
- Put (or support) more control given to colleges, dept., programs – often held as accountable for results
- Better communication from the top down
- More trust with administration
- Create better relations with faculty to encourage more positive communication from them to the outside world
- Listen to students (focus on their needs)
- Communication to students and staff true transparency
- Building up athletics
 - School/ Sports spirit
- Communication
 - Letting campus know when there is a change in building administrators, secretaries
 - Discontinuing areas of education that do not pull students, focusing on areas that do (technology)
- Deal with the problems as it regards to budget. Stop the EMU admin shuffle around the white elephants- **Athletics** academics. We get rated/ based on performance some programs/ sports need a hard/ sincere look at. (right size them)
- Stop reducing the support staff that actually help, meet, encourage students on their academic journey. We are doing a dis-service to students and staff

- Keep everyone accountable to EMU’s mission and their actions
- More of a general comment- I’ve observed that EMU staff and faculty are not kind to each other and treat each co-staff/ faculty without respect, with a sense of entitlement and that they are better than you/ everyone else. I’ve not experienced this so predominantly anywhere else.
- Comprehensive understanding of financial status
 - Needs to be
- Business plans for key initiatives
 - Act with thought
- *get out to local high schools. Have the President and selected administrator attend local schools assembly and promote the University. Most of the high school teacher/counselor administrators are EMU grad, I would think they would relish the opportunity to show pride in their Alma Mater. Bring t-shirts of the new campaign with them and had out to JR/SR. Hit locals schools in Washtenaw, Oakland, Livingston County, and Plymouth schools. Imagine the look on the faces of the JR/SR prospective students when they hear about the great things EMU can offer them.
- Communication
- Stop slashing across the board instead of ending unsuccessful or unnecessary operations
- Remove the fear of at will terminations. This fear limits honest communication.
 - E.g. not a single peep or question about athletics spending today.)
- “Real” communication
- Transparency
- Team work
- Use of everyone’s skills set, accomplishments, and backgrounds
- We need to seriously consider Enterprise GIS applications for a more efficient operation of EMU overall- (not legible) there are several examples of success such as MSU or Marshall University in W. Virginia. IGRE could play a much larger role in (not legible) efficiencies if it played a more common role with better financing.

4.) What are three (or more) actions we can take that would make our communications with you more effective?

- Quicker responses
- All AP meetings (good one)
- Presidents town hall meetings
- Providing more opportunities to collaborate which would include sharing strategies.
- The meetings are good
- These meetings so we have information and input
- Ask for input on problem solving and collaborate
- Online or email forum for input
- Inclusion
- Vision
- Purpose
- How about just allowing your doors to be open? They have not been for the past five years.
- Q and A with an Executive similar to Carl Powell's coffee sessions at Halle.
- These new Administrative leadership meetings are a great start
- Get us together more frequently
- Highlight different areas at each meeting so we know what is happening in other areas
- Inform APs of decisions/ events before it reaches the faculty and general public
- Weekly updates by President/ Executive Leadership. You do this in your regular meetings. Share with others what news/information individuals bring to the table.
- Share info constantly and honestly
- More talk about strategy. President Loppnow should be able to go to any employee on campus and ask what our strategy is and have that person be able to tell you.
- Updates- more frequent like meetings like this
- Ask us via email if we have additional ideas, as a reminder to share ideas like this.
- Respond to our emails- even if it is just "thanks"
- These monthly meetings are a good start, but they must provide real, specific and trustworthy information. Please don't just tell "us" what you think we want to hear- or what you think we "can handle."

- Clearly connect expenditures, staff allocations, “branding efforts” to the University’s mission and vision.
- Make processes for communicating re resources transparent
- Listen and dialogue. (the meeting is a good start!) Well done!
- Face to face meeting like this one
- We have division meet once a month. The different divisions should meet
- Just let me know what is going on so I can develop plans for the future.
- More leaders to trickle down to all employees campus financial situation. Clearer picture.
- Customer service needs improvement in all areas.
- Transparency
- Inclusion
- Consistency
- More regular communication- perhaps monthly newsletter? Hard to feel connected to other departments when your daily work does not overlap with them.
- This meeting was a good first step.
- Weekly communications: announcing employees who have left EMU- who to contact in the interim
 - Announcing new employees and contact info and what they will be handling.
- Directory updates- some employees are not in directory, some addresses are not included in directories- some department directories have not been updated in years.
- Keep up AP meetings
- Keep up bi-monthly budget forums
- Regular staff meetings at least 1 per semester.
- More group activities
 - Day of giving – community service
- Invest in business intelligence technology to create data and analytics that can be used to measure strategic key performance indicators that can help our leaders make more effective decisions
- Take social media seriously, use it as a tool for feedback and promotion.
- Invest in data collection, if you do not measure it you cannot change it.

- Repeat these all- administration meetings, Give good factual information; don't hoard it at the top.
- Share data; explain the data
- Involve people in decision making at appropriate levels and degrees.
- Having events to brainstorm on how to move forward
 - When they are few and far between they become gripe sessions
- Remove the stigma that "you can't talk to person X because of your rank at EMU"
- Continue these meetings!
- Have Jim Carroll meet with Extended Programs staff
- On-line newsletters-
 - Emailed documents from all Regents meetings
 - Forums and task forces of multidisciplinary teams tasked with finding ways to reach our goals
- Regular administration meetings (continue these)
- Emails with small bits of information.
 - For example: -Challenge/ success of the week, things you can do to help, ask for feedback on one question
- More frequent interactive meetings
- Better engagement in strategic planning
- Recognition of effective, quality programs.
- Continued transparency, especially after the controversy of the closed presidential search
- Increased communications about the "good" things happening on campus
- Make sure to be in front of communicating news, both good and bad. It is better to hear it from the administration than through the rumor mill.
- Forums like this – to keep us informed
- More timely communication of information
- More transparency with the information that is given
- More Town Hall meetings/ Open Forums that will allow for Q and A
- I would love regular communications announcing arrivals and departures on the administrative team. Too often we find out about these important changes slowly,

through word of mouth. This hinders communications for normal business, and affects morale.

- Timely notice of staffing changes
- These kinds of meetings would be helpful
- Again; these meetings are a good start
- Along with meetings like this, more email updates sharing honest information
- Email and/ or meetings to update throughout a process
- Continue more open meeting sessions.
- Encourage Vice Presidents to communicate with their staff
 - Hold same type meetings
- Trust and Honesty
- Listen and Care
- Support each other
- Regular feedback sessions
- Monthly or quarterly fiscal an enrollment report
- Reporting of patterns and trends
- These meetings
- Address issues in timely manner before it gets around via the rumor mill
- Seek input and feedback on what could be upside/ downside
- Budget vs. Actual – what is going to be done to bring them together
- These large-group meetings are good for promoting communications and networking opportunities
- Regular briefings by email
- Monthly meetings
- This type of meeting is great... more frequent big picture communication so that all areas of campus understand real issues, challenges, opportunities
- Have Executive Team members attend dept. staff meetings when possible
 - Get out and visit buildings
- Ask for feedback regularly. Share results
- 3 Tier Strategy for Studens:

- Tradition
- Non- Traditional
- International
- Annual budget and enrollment summits to review prior year results
- Workshops on “Financial Aid at EMU” → “Tuition revenue at EMU”
- Regular meetings
- Let us know personal actions; hiring’s, departures
- Do not make us depend on a rumor mill
- Meetings such as this are good
- Information needs to come from a person, not an email. Email gives the appearance of hiding from everyone.
- Not sure how it is done, but we need staff and faculty to be better “sellers” of the institution. Our faculty tear down so much with the negative attitudes and messages.
- Emails
- Open forum discussion
- Continue monthly or quarterly meetings with administration
- Describe the mission and how we can become more mission driven
- I don’t feel that decision-making happens with collective input. Big decisions are made behind closed doors and then we are told the next day that the decision was made.
 - E.g. I was director of Academic Assessment in charge of Program Review. On June 30th, 2011 the process was intact. On July 1st, I was told my PT position was eliminated, the OIEA office was disbanded and Program Review was no longer centralized. All colleges would be responsible for it on their own. NOW for the 2017 institutional accreditation with ACL we have 2 colleges without (not legible) Program Review (COT and CHHS) OUCH!!
 - I was never briefed on how to decentralize Program Review
- Honesty
- Monthly meetings is a start- but not sure if it’s not too late. These meetings need to trickle down to lower level staff as well. Currently very damaged.
 - I am afraid this may be too late

- Appearance that decisions are already made regardless of our feedback.
- Offer a means of asking questions or giving feedback (again, these meetings great for that)
- More frequent emails updating us on status of going on in Administration
- Some kind of employee appreciation program and/ or awards for great accomplishments would be very motivating (even recognition program)
- More of these meetings
- Get the middle management involved more in decisions (or get their opinions)
- Reinstate at least quarterly meetings
- Reinstate campus initiatives where cross sections work together to solve issues- not just administration- everyone so there is an investment
- Transparency. Real transparency.
- Meetings like this.
- Monthly AP meetings
- These meetings are a very good start
- These meetings help.
- Monthly gatherings like this one
- More two-way opportunities to share information.
- Rewards or Appreciation for taking risks, by employees/ managers.
- Film and distribute the presentations
- Distribute the handouts electronically
- This meeting is a good start.
- Listen to ideas and give them a try. You have hired people with great ideas
- Encourage lower administrators to listen to their staff ideas and to promote success of PTs.
- Value institutional knowledge balanced with new insights from new staff. We do not need to discount wisdom in the search of fresh ideas.
- Weekly news blast from Provost office could be helpful – but with a true opportunity to provide feedback, sometimes the Provost office emails are so dictatorial they discourage dialogue.

- An email “suggestion” (box perhaps option for anonymous submission) would/could be helpful,
- Increase electronic processing and reduce paper-oriented processes
- These meetings are a good start. It is important that everyone has the same information to make decisions with
- Emails that focus on the status of the University in terms of Budget, enroll, etc. on a more consistent basis.
- Improve how staff and faculty is treated.
- Divisional meetings with PT/FM employees included.
 - These are the employees that tend to be long term employees and we should make them feel included.
- Continue these meetings! (Never thought I’d say I want more meetings – but you don’t appreciate what you had till you lose it.)
- Less info within “update” emails – break them up so we don’t potentially miss things at bottom of long email.
- Monthly meetings
- Regular email communications
- Q and A sessions with ample time for consultation
- The monthly meeting is helpful for future communications.
- Build a position for an Internal Communications and Engagement director. This person could help with more ongoing initiatives between faculty, staff and administration.
- Meet with staff to hear their ideas
- Monthly meetings are good
- Suggestion box
- Encourage the new president to continue these meetings.
- Respect, communicate—increase
- These meetings are a good first step.
- It’s embarrassing and uncomfortable to be the last to know about important decisions that have been made that impact many.
- Less generic, long, untimely emails.

- Opportunities to network and talk with other APs to build collaborative relationships (other campus areas too)
- Continue these meetings even after June
- Continue to have these forums
- Pull event list into “EMU Today” email. Getting an email each day with a link to click does give me any teaser to look for campus events.
- What does the Budget information mean in terms of Divisional/Dept. spending, FF+Es and facility issues
- Bi-weekly emails with links to minutes or whatever and brief information (not tons of text in single email)
- These meetings ☺
- Be Honest (x3)
- Meetings/open discussion
- Keep up the monthly meetings- or at least X number of times during the semesters/ Academic year.
- Email
- Meetings
- Discussion Groups
- See if some of us would like to participate with discussion groups
- Short regular information presented in a very simple format. EMU Today is very cumbersome. Too many emails from HR, where open enrollment information became just one more of the 250 emails in one day—once a week, same time, easy to glance through.
- Regular meetings like this.
- Regular updates on the Strategic Plan implementation AND how it drives decisions, including budget
- More of the types of meetings like we are having today. Also communicate same information to faculty/staff in our community
- These meetings are a great start! Keep them going

- Be honest with us. If the budget is bad, tell us. If someone makes a mistake, like the budget projection, tell us. And how it will be corrected so it won't happen again.
- Strengthen the official communication channel. Too much info around here travels through who you know. Not who you report to. Hold leaders accountable when they do not inform info and share with their staff.
- Tell us more about why we have athletics and how they provide value to all of us. We don't believe they provide any value and seek out Hd. Resources.
- Meetings with President and E.C. as today! Well done!
- Knowing what marketing is doing to promote EMU.
- More Transparency of decision making and changes
- Include us
 - Tell us when things are bad and when they are good
 - Ask us for our insights
 - Allow us to be part of the solutions
- Provide updates from key areas...
 - New hires, new openings
 - Grants news/ opportunities
 - Make Emu Today more important or use another vehicle to communicate to admin. Staff—people feel cut off, not informed → Disgruntled staff and rumors
- More chances to communicate
- More leadership and direction
- More transparency
- Some actions to show that you are listening
- These meetings are a great start to that. Being directly informed makes a huge difference.
- If you ask for our thoughts, listen and be respectful. We've been asked before and then belittled and disrespected.
- Build trust
- HP meetings
- Cross area committees

- Create small task forces on specific issues – so we communicate up, down and across
- Better internal communication – online news not just the Eastern email daily.
- Meetings like today!
- Continue to conduct meetings with Leadership
- Continue to offer opportunities for shareholders to be heard and have impact.
- Continue to maintain and share focus on Return on Investment.
- Interact more with Echo! Op-Eds, etc.
- Re-Do EMU Today portal
- Appear regularly on (not legible)
- Public comments at Regents/ have admin speak
- A better designed employee/ staff communication (EMU Today)
 - Too many clicks to see the good stuff
 - Not attention getting or relevant
- Answer questions/ requests quickly and specifically
- Ask us what we need to do our jobs better and then do your best to satisfy their needs (not necessarily \$ resources but data, processes, respective actions)
- More roundtable discussions, like this one today
- Do a regular digital digest of internal actions by the Leadership, faculty, board, colleges that is concise and links to details for desired to be read.
- Include more communication Re: what EMU is doing in Detroit with our students, faculty and engagement
- Monthly meeting such as these.
- Have more of these meetings (too many admin changes, and everyone don't know what anyone does anymore)
- Have all new admin get to know the culture (about 6 months) before making major decisions that affect other departments.
- Regular email communication
- Better communication within the departments
- Explain the “why”s of the decisions that are made. Not just communicating the decision.
- More regular meetings of this type.

- Be consistent in our communication with each other as administrators.
- Help put meetings on our administrators calendars—reduce the number of requests we process to repost information

5. What are our “Points of Pride”? What positive accomplishments should we promote?

- Quality programs
- Experience of our students
- Long history
- Location (Detroit- Ann Arbor cultural corridor, close to DTW)
- Strong and fast growing health science programs
- Beautiful campus
- Diverse student population
- Our history and reputation both locally and nationally
- A beautiful campus that is an ideal location
- Diversity
- Quality education
- Top notch research development office!
- Science complex
- PA program
- Orthotics and prosthetics
- Historic presentation
- Diversity?
- Lower cost/ affordability?
- Are our students getting jobs? If so, focus on some of those stats and success stories.
- Research
- Community Relations and Diversity
- Business Partnerships
- Educating MI’s “salt of the earth”
 - We educate the best of MI, a representative sample of our state
- Specific programs: PA program, Business progs., Music, Clinical Psych

- Honors College
- PA Program at CHHS
- Our colleges have programs that no one know about
 - CSIE environmental science
- COT has had some cool grants; digital divas, nationally recognized forensic team
- First generation college students
- Financial Aid is extensive
- Local community engagement
- Co-curricular opportunities and successes, outside of athletics (e.g. Debate, music/theatre)
- Diversity in more than race—cultural, socio-economic, LGBT, academic levels --- Leads itself to great opportunities for learning
- Affordability
- Student center
- Tuition rates
- Diverse
- Should be known as a great place to come
- Beautiful campus
- Undergraduate Symposium
- Student-Faculty ratio; small class size
 - Re: diversity- not sure we are as diverse as we think. Students connect more with people who look like them- diverse faculty and staff and opportunities
- Promote more student-teacher collaboration—whether through internships, work experience on campus, research projects, etc. Focus on how teachers/staff have helped launch students. Our personal, engaged commitment to students is a huge strength
- Family atmosphere, helpful caring staff
- Diverse students however we need to continue to provide more support.
- High quality academic programs
- Evidence of commitment to student success—like the outpouring of support for swoops pantry.

- The school of social work! ☺
- Our history- all that we've done
- Our future- what we are doing like ACC and what we are planning for the future
- The great programs
- Branding
- Campus appearance
- 200+ majors and minors for endless career path opportunities
- 155% growth in honors college Freshmen class between 2010&2014
- Our college athletics have an 81% graduate rate
- Easily navigable campus
- Amazing student dining options
- Teacher/Faculty ratio
- Athletic Department- strength of the brand of the Block E and proud member of the MAC
- Location
- Expansion of services of ACC- more community members to become involved, more clients served
- Affordable
- Blue collar
- Welcoming/ engaging
- Find alums that are in prominent roles in prominent industries and tell their stories to the masses!
- CMTA- Forensic Teams/ Theatre department
- Science departments: new facility, close student-faculty mentor relationship existing in UG/MS research.
- I believe the Universities hiring practice in hiring older adults is above average over other companies "Diversity"
- Diversity of students and student Experiences
- Caring professors
- Amazing academic programs

- Improvement in retention and completion rates of students
- Improvement in campus grounds
- New building improvements IE. Science Complex, Pray Harrold
- The economic growth and development of the Ypsilanti area should make EMU more attractive to Incoming students.
- The Science Complex offers opportunities we are just beginning to see. Keep working to make it even more effective
- The arts in general are insufficiently recognized and supported. We are wasting a huge opportunity
- Invest in student academic teams—They succeed very well.
- Autism Center→ other Universities are now playing catch up with EMU
- Programs in CHHS are putting out top notch professionals in those fields.
- How community focused EMU is.
- Our beautiful campus.
- Faculty who care about students
- Non-Credit courses draw families to EMU. Parents, kids, neighbors
- Improved physical plant and grounds
- Support for students in job 1 for EMU
- Our housing/ dining CAP program. We have the path to living on campus the many other Universities do not offer.
- We truly move students from FITIACS to professionals. We have so many first generation students who do not have role models for professional careers and we can give that guidance
- Diversity
- Need to develop
- Diversity is our largest “point of pride” in my opinion
- Value- quality education for relatively low cost.
- It could be effective to continue to foster relationships with or promote the accomplishments of successful alumni

- Spotighting Alumni that have made great careers from the foundation that was laid by their EMU experience
- Better Recognition of the accomplishments of our students. Often times we only hear about these accomplishments at a function such as the MLK luncheon
- Promote Diversity of the student body
- Great sense of diversity on campus; a real sense of reaching out, and a value on education. We have a strong message that education is the key to success
- Excellent, practical programs including work in the community, particularly in graduate school
- PA and Nursing programs are very highly regarded
- Honors Program
- First Four and Fast Track
- Student organization (we have 250+ doing many great things each year)
- CMTA
- H&HS
- Hard working students (jobs and classroom)
- Campus is like a small community!
- The campus is investing and convenient
- The programs in CHHS
- New Science Complex
- Expansion of programs in CHHS
- Grad Programs in College of Business
- Community Engagement
- Diversity and open > at least this is what is heard
- Campus “feel” –Landscape, size of campus
- Recommit to “Teacher Education” – EMU’s Foundation
- Diversity of students
- Specific programs of study like the integrated marketing communications program
- Our Alumni
- Reasonably priced education

- Staff who care
- Diversity of student population
- Campus is BEAUTIFUL!
- Holding Down Expenditures
- Active staff in EMU community
- New constitution
- Our Students—embrace their success
- What keeps employees here – sell their commitment to the institution
- Diversity of Student Body
- Proximity to cities and suburbs, int'l airport
- Arts environment
- Strong track and swimming teams
- Science Complex
- Attractive Campus
- Caring Community
- Science Education
- Stunning Faculty
- 200+ primarily free music and dance events on campus
- Steinway Campaign underway
- Historic Pease Aud. Which houses an historic organ
- Other facilities: terrarium, observatory
- Strong community connections—Spark programs in schools (Bright Futures)
- Quality of our STEM programs
- Quality of our College of Education
- Outstanding campus environment
- Honors program
- Certain/ Successful Athletic teams
- Faculty/Student relationship. We are very strong in this area. Faculty honestly care a lot about our students and go above and beyond to assist them. That is very special

- Identify these points of pride and communicate the heck out of them!!! We need to like ourselves. Inferiority complex.
- So many it's hard to list. But we have to own them. Stop making comparisons to other institutions when we talk about EMU
- COE
- COB
- COT
- CAS
- Science Complex
- Doctoral-granting University
- Great atmosphere on campus
- Diversity and opportunity
- Great opportunities for students
- We have a safe campus
- We have a beautiful campus
- We are a good education investment by being at the lower end of the tuition spectrum
- Campus
- The people who work here
- Programs that are doing well
- Scholarship opportunities
- Campus> many people in southeast Michigan are not aware of the beauty of our campus
- Our efellows program in FDC leads to innovative classroom technologies = what Frank Fedel is doing with 3D printing and Katherine Ryken with digital soundbox = only 4 institutions in MI have such devices
- Women in Philanthropy- Amazing small funded projects lead to great innovations
 - Dialogue EMU
 - Dr. Frazelli's American Indian Language project lead to a book contract
- We do A LOT with a little
- Not sure anymore- it's sad
- Maybe Promote our:

- Business school
- Technology
- Nursing- we make it so hard for those to get accepted that they go to other Universities. Not saying to lower our standards, but take a look.
- Education is still big and that's not a bad thing-need to promote and continue to improve our programs
- Sciences
- Promote the great faculty at EMU
- Better promote events at convo center
- School of opportunity- opportunity programs that we offer.
- Honors college growth
- New programs that will excite students (show them we are leaders, not followers)
- School of opportunity
- We have a lot of people who really care. Don't forget the voices of those that have served this institution with distinction for years.
- We are a welcoming and diverse campus
- The look and feel of our campus
- Princeton Review "Best Schools" designation
- Carnegie Reclassification to "Doctoral"
- Large University with a small college feel
- Promote the research going on on campus. Graduate students will be drawn to doing research and to working with faculty who are known leaders in their field, which comes from doing research.
- Research achievements of students and faculty
- Academic achievements of institutional scholarships
- Faculty who teach
- College of Education has taken a hit with EAA. Take steps to rebuild EMU reputation with local schools to build graduate enrollment. I hear words from administrators implying that the EAA issue is solved. It is not solved. We are unaware of the

repercussions of this involvement and EMU's choice not to leave until the initiative was already dying.

- Quite frankly, many long term staff are points of pride – I'd like to see them highlighted on billboards "Why I work at EMU" as well as faculty and students
- Many alumni go on to do great things
- Nursing program high demand, high quality, alumni all over the world doing great things
- I really couldn't tell you and that is sad
- People/community
- Our facilities
- Academic programs
- Campus looks better than ever
 - Convo center
 - Halle Library
 - Student Center
 - Golf course
 - The dome
 - Promote our facilities
 - **Use our facilities to continue to create revenue**
- Success stories about our graduates (more)
- Feature pieces on alumni who own or are in leadership positions with companies
 - Would serve as good PR for University and would also bring awareness to these businesses
- Diversity/Global relevance
- Relevant programming (degrees of value and interest) Award-winning programs
- Beautiful campus and facilities
- Community relationships- longstanding, significant, effective.
- Our alumni- showcase our alums, what types of job do EMU grads get? Do we have famous alums?
- Affordable schooling
- Campus looks fabulous

- Diversity of our students
- Hard-working students that are often working and going to school, so that they can have a better future.
- The new PA program
- Diversity – including adult learners
- Gorgeous campus!!
- Real people—grounded, hard-working, who learn here and stays here. (Who you learn with matters most.)
- Study abroad programs, particularly the faculty-led programs.
- Safe campus
- Education focus
- Colleges and research
- Student and faculty success
- Effective programs (retention, graduation rate, employment rates)
- Innovative initiatives that impact the success of our students
- What do we see as points of pride, but what will market well to our audience. We often share “good” news stories, but they don’t resonate outside of the University community
- Affordable, high quality education
- Meaningful degrees that result in graduates getting jobs
- Campus safety
- Wonderful science programs!! We have the best faculty in all areas!
- PA program, O&P program
 - Business school – more online
- A beautiful campus and a feeling of closeness between faculty, staff and students
- Academic teams – Forensics, Mock Trial, Moot Court, etc.
- Faculty → classroom teaching
- Beautiful Campus
- Community related work, many people programs across the University do this work.
How do we catalog this work?
- Our work supporting under-represented populations and those WONDERFUL students.

- Undergraduate symposium. My mother came to see my son’s poster and left saying “I have hope for the future.” Is there a way to have more people come.
- We use to be honest and true. I no longer see that, it truly decreases points of pride.
- Community Engagement
- Diversity
- We are people who care
 - Admin, Faculty and students
- EMU is an institution where anyone can thrive and grow. Opportunities are there, just have to seek them.
- How are students graduating and making a difference in their community – make it more obvious.
- EMU has a diverse group of students
- EMU has a beautiful campus
- EMU is inclusive
- *Need to improve image of EMU
- *There needs to be a campaign to make Ypsilanti a “cool” place. WSU is emerging as a school of choice because everyone wants to be in the inner city “mid-town”
- Include input from Academics in the branding initiative. Past campaigns tell the community about people. We probably need to select some premiere programs poised for growth and market them.
- In the sciences and in other parts of the college of Arts and Sciences, the faculty-mentored research/ scholarly articles should be emphasized
- Academic teams – mock trial/ forensics
- Flexibility in scheduling for untraditional students
- Diversity of students served
- IT is very responsive when you engage them
- What our alumni are accomplishing
- Outstanding faculty and accomplishments
- Student achievements/accomplishments
- Faculty achievements/accomplishments/research/creative scholarly work

- Quality academic programs
- Staff! We do little to highlight the staff we have that run the institution.
- Student advising → great improvements have been made
- Nationally known programs
- Swoops Food Pantry
- We make a difference in the lives of students.
- Without EMU, some of our students would never complete a college degree!
- We do a lot with a little.
- Diverse student body/faculty
- “Go to” education program in state
- Opp for women have increased – more visible... Pres, Prov., Gen. Counsel, AD etc.
- Community engagement designation and Doctoral granting institution shows outreach and growth
- Fact growing Honors College
- Offers a niche, which we should exploit
- Highlight academic programs that are stellar
- Highlight External Awards and Recognition of Programs
- Researching and Promoting the success of our students in various areas.
- COE
- COB
- Diversity
- Affordable
- Faculty/Student ratio
- Professors teaching vs GAs teaching
- Diversity
- College of Business- invest in it!
- Serving underrepresented populations in higher education
- The academic success of our students
- Graduation success- with sub-groups are doing best – that we can highlight
- Affordability (we already do)

- Honors College- what does it mean? Value added?
- Student success stories- highlight more
- Physical campus—mostly student center area
- Campus landscape
- Physician Asst. program
- RN2BSN
- Faculty-student engagement!
- Diversity
- Student Center
- DPS and safety!
- Student research – Undergrad Symp.!
- Ease of getting involved for students
- Student success stories. – Related to career success
- Community partnerships—we are seeking close mutual/real partnerships with area schools
 - Community groups, clubs, churches, families
- Our focus is children (adolescent, college students), families, and communities
- Possible catch phrase: live here, learn here, lead here
- I'd like to “guarantee” our teacher graduates
- Our newer programs (e.g. nursing/ nurse practitioner)
- Diversity of our University
- Several excellent programs in the COB
 - Bud Gibson’s center for Digital engagement
 - International business major
 - Small business center
- Diverse student body → student accomplishments
- Extra curricular → moot court
- Title IX → more can be done, but we are accomplishing a lot.

- How aesthetically well the University looks. Our boss, John, has done a great job of totally changing the look of campus grounds/landscaping/feeling to make it look fabulous! 1st thing people see.
- Safety on campus
- 4th best student center in nation (2 yrs ago)
- Academic programs
- Athletic programs (track and field, swimming, etc.)
- Diversity
- Most important thing to students is that statistic of job placement after school. (That's how my sons picked their college.)
- Internship opportunities
- What relationships do we have with local and national businesses
 - How can we sell this to students
 - Can we cross-advertise with these business
 - Show students the possibilities
- Classroom tech upgrades
- Beautiful campus
- EMU has the oldest and largest historic preservation program in the US. With an 80% success rate in placing graduates, yet we are short of faculty and support staff. We need to increase scholarships and the number of GA positions to continue to increase high quality Graduate application.