

RESPONSES FROM ADMINISTRATIVE LEADERSHIP SURVEY

June 2016

Question 1: List three things you would most like President Smith to know about EMU that you believe would be helpful to him as he begins his service on our campus.

Athletics

- The football question is huge and will not go away -- In 3 years reevaluate?
- The BOR/ Administration has a slavish, misguided commitment to the MAC at the expense of our reputation both nationally and locally.
- The University "front porch" extends beyond Athletics, Theatre, music and dance.
- Athletics overspends and seems to have a damaged vision.
- Athletics is poorly managed and has "siloeed" itself under the current athletic director. The department does not align itself with the University's mission. Overspends on frivolous things.
- Athletics pays to have some of our teams stay in a hotel the night before home games.

Diversity

- Diversity is a huge strength.
- EMU has one of the records in maintaining diversity of the student population. Students choose EMU because of the diverse mix of students.
- Recognize the needs of diverse populations and acknowledge the growing communities often ignored on this campus.
- This institution has been historically and continues to be an institution of non-traditional students- this is this institution's greatest challenge, but also its strength.
- The dynamics of the diverse demographics of EMU offers the opportunity for us to become national leaders in providing solutions and innovative practices as it relates to students of color who make up a significant percentage of our student body. This makes EMU a unique institution nationally... This is not Northern State and far from the Dakotas
- With a diminishing base of HS grads, I do wish the University would put more effort/energy/resources into international student recruitment. This is both at the UG and Grad levels.

Faculty

- The faculty-student relationship is a huge point of pride for us. Small classes and great access to faculty.
- Our faculty seems to have inordinate power. A handful of faculty leaders are very loud, negative, threatening and nasty.

President and Administration

- I'm hearing several people saying they feel disenfranchised due to the closed search. I think it is important that President Smith is very visible and that he starts communicating clearly and that he starts building relationships right away (and not just with the Executive Council).
- Your Executive Council is excellent!
- Walter Kraft and Staff have helped hugely in establishing good media relations. Work closely with him!

- We need to continue to build collaboration between faculty, staff and administration.
- The increased transparency and improved communication instituted by President Loppnow is much appreciated. Please continue this, starting with the AP meetings.
- He should look at and review financing- review purchasing.
- He can help with employee morale and build pride and spirit.
- Top-down decision making and lack of communication to DH's, Deans, other univ. admin. is part of low morale, as rumors (mostly negative) circulate. More open communication is needed.
- Don Loppnow is a TREMENDOUS asset to the University.
- Get out and about on campus. Don't stay in Welch. Get to know the campus- all aspects
- The VP for Business and Finance needs to attend the Quarterly Building Administrator meetings.
- Faculty mistrust the Admin. Leadership maybe with good reason. One case in point is the very hushed move to sell fish lake. (which I think would be a bad idea)
- Casey and Stacie are the best!
- The all-campus leadership/AP meetings have been incredibly helpful at developing good communication, transparency, and trust. I would appreciate it if they continued as it is helpful to one in sharing accurate and complete information with staff.
- In recent years, many decisions with broad impact have been made top-down with minimal or no transparency. This results in significantly less trust for admin, and low morale for those who are made to feel irrelevant/disconnected.

Safety

- Area north of campus= very dangerous - Ongoing concern.
- We need to continue to invest Marketing resources long term. EMU needs to improve its reputation and image (as a campus with safety issues).

Student Affairs

- CAPS is key resource and under staffed.
- Student Affairs at EMU has been slowly chipped away over the last decade. The programs and services within student affairs are critical for the retention, success, and welfare of our students. Many areas are functioning with an inappropriately low number of staff who are managing the workload of multiple roles. A number of these understaffed areas are in high impacts positions (CAPS, international, Greek Life, Diversity). Numerous programmatic mandates have been imposed without providing funding/staffing to support these mandates.
- The two areas above (and others) have contributed to a high turnover rate recently and low morale for those who stay and aren't in a position to see positive change on the horizon.
- Trust your staff- in particular Provost Longworth and Associate Provost Carroll- to know if a new idea is going to work AND the timing of introducing a new idea
- Academic Dept. Head position is becoming more and more less attractive and low morale- Benefits have been reduced compared to faculty plus more responsibilities added- hard to keep good people, more attractive to go back to faculty- University does not communicate a sense of respect or appreciation for an important linkage position between faculty and University administration. What can be done? As a start, offer free parking for dept. heads, same as faculty, and reinstate 2% to TIAA that was taken away for dept. heads but not faculty.
- Support the Student Affairs unit and strengthen support services units. Students stay and retain partially because of support services received- increase budget for service
- Student development services and student affairs programs support success with students who chose EMU. This means improvements in teaching/learning and self-authorship.

Unions

- Keep in touch with the Faculty Senate and Faculty Union.
- EMU is extremely active in terms of Unions and AAUP. Howard Bunsis is a huge player. Communicate with him.
- Trust and seek advice from AHR director Dave Woike to know whether an idea has foundations in the agreements with all other Unions.
- Our Unions cost a lot of money in a lack of productivity and mediocrity.

General

- Focus always on core mission!
- EMU is a great place with many people who are invested in the student experience. We have much potential and I'm excited to see your leadership support that potential.
- We have amazing working faculty, staff and most importantly students.
- EMU must continue its partnerships with Ypsilanti.
- You will have many new friends.
- We need to support our doctoral programs in order to maintain our newly acquired R3 Carnegie rating.
- EMU has a unique family atmosphere of individuals that have lifelong commitments
- Communication and collaboration is improving between departments
- The University could benefit from a Center for student entrepreneur that helps students with small business start-up.
- Beware of the efforts of Technology Transfer.
- The 2 departments in Strong Hall need to be included right away in planning the renovation of laboratories and classes. They are Physics and Astronomy along with Geology and Geography.
- Non-Academic departments contribute significantly to students overall success with real-world experiences and professional credentials.
- Ann Arbor is not the enemy- high profile for EMU is critical.
- Get to know the people-staff/students/faculty- walk campus, meet and greet, etc.
- EMU has a long and important and excellent history/ record of student leadership leaving a very positive impact on University decision making and outcomes
- EMU used to be a model of collaboration work culture and an excellent work environment which provided opportunities for professional development and wonderful collegial relationships AND GOT THINGS DONE! Bring it back, please.
- Focus on Community Relations and our Reputation
- Ask questions about possible external funding options
- Professional development is necessary to keep employees up to date with best practices and, in my area, changing regulations and laws. Please allow funding to go toward professional development, in particular travel conferences (especially international conferences) so that we can keep up with our peers at other universities.
- The University needs to support elements of the strategic plan by investing in the infrastructure required, particularly with respect to computing technology. We need a more secure data storage platform than Google Drive. Many of the faculty, staff, and students need to maintain sensitive data, identifiable data, or protected health/ education data, and Google Drive isn't sufficient. EMU currently can't support this. If we want to support and encourage research and scholarships, we need community access to a HIPAA compliant server.
- There are a lot of talented, caring people that work here at EMU and want to make a difference

- Strategy has been designed but not fully deployed; strategic goals need to be assigned to appropriate individuals and metrics developed.
- College of Arts and Sciences has an established International Initiatives Office- developed since 2008, emich.edu/international-initiatives
- “Internalization at Home” is a new initiatives in CAS for students (all students, not just those who go abroad), so that all students can become more aware of different perspectives and cultures.
- This office needs to be “in the loop” of other international/global projects, e.g. Global Engagement Council/Center. So far, no communication from GEC.
- I’m not aware of the EMU graduate qualities. What does and EMU graduate look like?
- EMU has dedicated staff who accomplish amazing things with little funding.
- Improved communications across campus as a whole.
- Eastern is a great university, because it has great people that work at it at all levels
- It is important to keep strong community relationship. It makes life easier.
- Preventative maintenance is dangerously undermanaged.
- Respect and care about the faculty and staff. EMU used to feel like family. Currently it doesn’t.
- Respect the history of EMU as EMU moves forward. Long term employees don’t feel valued.
- Senior employees are invested and dedicated to EMU.
- The technology department program needs to be next- as far as upgrades. It does not match up to some of the local high schools.
- These meetings have been very informative
- The Rec Facilities needs a total upgrade. Most students pay for memberships at other places because they are so poor. Millions go into varsity sports for a few students and very little goes into facilities for the diversity of students on campus.
- Faculty commitment to student/ undergrad education is outstanding.
- The “Points of Pride” website is a great idea. EMU needs to continue to better capitalize on its assets.
- One of 14 schools nation-wide (and only one in Michigan) with a Dept. of Ed. Funded veteran student support services grant
- There are lots of opportunities for improvement and we get better every year.
- Employees are passionate about EMU.
- The Office of Financial Aid and Service EMU are AWESOME!
- Veterans services located in Pierce hall provides our Veteran students valuable resources and support, check it out!
- Technology Improvement- students commented EMU technology equipments are out dated. Some students transferred to other schools because we do not have good programs due to lack of updated technologies.
- Revamp International Education and Enrollment. International is a new source of revenue generated. The current international services is under established- Need to prioritize the International units and to support with budget and staff.
- Listen and observe from staff, not just faculty.
- Visit various offices to learn the culture and build broken morale in various areas.
- Students are most important.
- Teaching is a top priority.
- EMU is a place with hardworking students and staff. Staff often have too much to do and are asked to do more and more given the nature of our students and budgets. This needs to be considered.
- Understand, appreciated and respect EMU’s culture.

- Listen, listen, listen.
- Put Education First.
- The implementation of a strategic plan that aligns directly to mission, as well as asking divisions, colleges, departments, and programs to align their grades has been tremendously helpful in moving the institution forward.
- As EMU looks to build new streams of revenue and expand its activities with external groups, allowing units to carry forward revenue from year-to-year would be helpful. An example would be providing fee-based professional development to area schools or developing G-IS tools on a fee-base for municipal governments. Isn't new revenue deposited in G-funds and swept carry forward would support new program development and incentive and faculty.
- Accounting for programs at an expense level instead of a fund-level may significantly improve NSF's standing.
- The wages are excessively top heavy and/or inequitable. Specifically, in my position, the job title and pay are very low. Previous employees doing the same work had both a more appropriate job title and pay rate. The result is high turnover and low employee satisfaction. It certainly doesn't make me want to stick around and surprisingly turnover isn't a concern. The raises are petty. An employee doesn't feel valuable to EMU, especially when seeing how money is spent in other areas. This scenario seems to be a result of cuts over the years. A few thousand dollars to be a handful of employees would increase moral, and longevity in my area.

Question 2: What topics would you like to hear about at future administrative leadership meetings?

Athletics

- Athletics- who they are and what good things they do
- Athletics update by Heather Lyke
- Athletics- given the animosity toward athletics, it would be nice to hear from them about their contribution to the EMU community
- How to make Athletics a true partner with rest of EMU community
- Comprehensive presentation from Athletics that is more than rah-rah marketing plans but includes revenue breakdowns, distribution of funds, and honest assessment, overview of challenges
- What is the future long term plan for athletics? How can we address deficits? How can we address infrastructure needs such as an indoor practice facility?
- Cost effectiveness in athletics
- What is the process for reviewing athletics
- Athletic Compliance or something that puts a face to the people who work with our athletes behind the scenes

Alumni

- Can we incorporate more Alumni success in points of pride?
- Introductions of notable alumni, perhaps one at each meeting

Budget & Capital projects

- Updates on capital projects
- Updates on expenditures by program area
- Continued information on budget

- Add'l budget info- approvals, needs
- Transparency budget review regularly
- How can we better utilize outsourcing options to maximize revenue?

Enrollment & Graduation rates

- Updates on budget, admissions, enrollment (domestic and international) throughout the year
- Updates on enrollment numbers
- Increased graduation rate efforts
- Retention efforts
- What influences enrollment? How can we help?
- Student enrollment strategies that are working for new enrollment and retention
- Tactics for continued student enrollment growth
- What can we do to “student success” graduation rates?
- Hear from departments that specifically retain students from “at risk” populations

Financial Aid

- Financial Aid 101

Fundraising

- Fundraising- What are the plans for improving performance in this area?
- Foundation/ Alumni affairs fundraising efforts
- Overview from Foundation including breakdown of priorities and distribution of funds

Students

- What do we do to support student success?
- Student focused programs/ student development meetings
- What action plans are the University implementing to address commonly reported student issues?
- Student leadership development programs and meeting key student leaders. Perhaps impact of students on positive fall opening activities
- Ombuds- what do they do and who do they serve

Academic Affairs

- Support for doctoral programs: load, equitable distribution of doctoral fellowships
- Marketing plans- including budget allocation for COE/Teacher education
- How can we better allocate our faculty resources to accommodate growth areas but also deal with academic programs on decline?
- Messages from Deans
- I'd like to hear from Deans about what is going on in each college
- I'd like to hear different departments/colleges/divisions report on their points of pride
- Update on international searches (SIO, faculty release position)- any restructuring in organization related to international efforts/ offices
- Presentations on new academic programs under development

General

- Relationship between administration and faculty- how help?
- Continue topics being discussed today- Relevant updates and information

- Charter schools update by Malverne Winborne
- Highlights/ updates from each college dean
- Set up mics around the room for questions, introductions, etc.
- Messages from Government Relations regarding state appropriations, etc. (similar to today, but maybe annually or twice a year)
- IT and IT projects, priorities, etc.
- Health services on campus
- Would like to see others present- not the same people highlighting their area- how about admissions, registration, health center CAPS, housing, campus life. Campus safety done by Chief Heighes
- What role will APA play going forward? Needs significant support/ resources
- Organizational chart for all campus
- Changes to University structure- should be announced, not done without notifying campus community
- Plant facilities, infrastructure, finances, furnishing and equipment
- Plans concerning implementing new camps/ programs to improve “youth” involvement to better attract prospective new students! As a staff member with children, I’ve had to seek out Washtenaw Community College and U of M camps- we have an opportunity we are not tapping into.
- How units on campus can work closer together
- Keep doing these meetings and get a lot of input from people and units who will be affected by leadership decisions. This will go a long way to helping with the mistrust issue.
- Maintain what you are doing or have been doing in terms of this resuscitated Administrative Leadership Meeting
- What are our core missions?
 - Are we focused on it?
- Why do we have unions?
 - What is the benefit in today’s world to the institution?
- I’d like short (very short) descriptions of all of our academic programs, maybe 1 or 2 at each meeting.
- Explain the role and basic definition of the Board of Regents
- Veterans Services
- Update and review campus unit operation i.e. Advising office new initiatives student affairs new projects etc.
- Who makes up this group/ AP group? I am new to EMU and I am not really sure.
- President’s priorities
- Ways to increase school spirit
- Improving culture/ relationships and breaking down silos
- My concern about the new dining service is -- what will it do to the food pricing? Prices are too high already.