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| Northern Michigan University |
| 2008-09 AQIP Action Project |
| Aligning Unit Mission Statements with a Revised University Mission Statement |
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| **Cynthia Prosen** |
| **9/9/2009** |

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| In September of 2008, the NMU Board of Trustees approved a revised mission statement for the University: “Northern Michigan University challenges its students and employees to think independently and critically, develop life long learning habits, acquire career skills, embrace diversity and become citizens and leaders in the regional and global community”. The purpose of this Action Project is to align all unit mission statements with the revised university mission statement. The alignment process will begin with higher levels, and progress to lower levels, to insure that lower levels reflect the mission of all higher units. |

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**Unit: Northern Michigan University**

**President Leslie Wong**

**University Mission Statement:** Northern Michigan University challenges its students and employees to think independently and critically, develop lifelong learning habits, acquire career skills, embrace diversity and become productive citizens in the regional and global community.

**Unit: NMU Board of Trustees**

**The NMU Board of Trustees does not have a mission statement per se; rather, their mission is derived from the State of Michigan’s Constitution. Their statement of purpose is as described below.**

Michigan's Constitution, which was adopted in 1963, granted constitutional autonomy to Northern Michigan University. It also vested governing authority in an eight-member Board of Trustees. Each trustee is appointed by the Governor to serve an eight-year term, subject to confirmation by the Senate. Trustees may also be reappointed at the pleasure of the Governor.

The Board of Trustees affirms its obligation to the citizens of Michigan to provide high quality education to people from all walks of life. It correspondingly pledges itself to the wisest use and distribution of resources at its disposal to meet this major objective.

The Board expresses its confidence in the President of the University, Dr. Leslie E. Wong; the administrative staff; and the faculty to develop and continuously improve Northern’s diversified program of instruction, research, and public service, in keeping with the constitutionally-declared public policy that: ***". . .schools and the means of education shall forever be encouraged."***

**Supervisory Unit: Office of the President**

**Reporting Unit: Academic Affairs**

**Supervisor of Academic Affairs: Provost Susan Koch**

**Academic Affairs Mission Statement:** The Academic Affairs Division supports the mission of the university by encouraging excellence and innovation in teaching, scholarship, student development and community engagement.  The Division strives to prepare students for a lifetime of professional and community contributions in an increasingly interdependent and culturally diverse world.

**Supervisory Unit: Academic Affairs**

**Reporting Unit: College of Arts and Sciences**

**Supervisor of the College of Arts and Sciences: Dean Terrance Seethoff**

**College of Arts and Sciences Mission Statement:** The College of Arts and Sciences acts as a catalyst for creative and independent thought. It evokes critical thinking and effective communication through active learning, and stimulates lifelong learning habits and development of career skills. Its varied programs encourage diversity, cultural enrichment, and community engagement.

**School of Art and Design Mission Statement:** The School of Art and Design prepares students for rewarding careers in art and design by providing an intellectually rigorous curriculum and state- of-the-art studio facilities. The School offers a foundation for students to develop independent and critical thinking abilities, acquire technological and creative skills, respect diversity, and expand artistic and creative modes of expression for lifelong achievement while preparing to be productive global citizens.

The DeVos Museum of Art supports the mission of the School by providing exhibitions in the visual arts from global, national and regional sources.

**Reporting Unit: College of Arts and Sciences (continued)**

**Center for Native American Studies Mission Statement:** The Center for Native American Studies promotes a global understanding of Native American histories, societies and perspectives. Grounded in Anishinaabe language and traditions, knowledge shared is contextualize in the Indigenous experience of colonialism. The Center provides multicultural enrichment for the university and the surrounding community through academics, outreach and cultural events.

**Communication and Performance Studies Mission Statement:** The disciplines represented in the Communication and Performance Studies (CAPS) Department share a focus upon understanding how messages are used to manage relationships with others in contexts ranging from "one-to-one" to "one-to-many" using personal, public and mass-mediated channels of communication. Although the goals for different majors may flow from specific arenas and methods of social interaction or performance, graduates of CAPS programs share a fundamental appreciation for what it means to live in a symbolic world as well as a suite of skills that can be transferred to a wide array of career options. Thus, students majoring in CAPS learn to critically examine the role communication plays in daily life, to embrace the cultural foundations for human discourse, to work in teams as well as independently regarding the application of communication concepts to practical situations and to use what they have learned in the practice of civic engagement.

**Chemistry Department Mission Statement:** The Department of Chemistry's curriculum instills a basic knowledge of chemical sciences, fosters critical thinking, and teaches students to apply these skills to solve problems logically from a scientific perspective. The training in basic laboratory and communication skills provides the means for students to investigate, analyze, and report on chemical phenomena. The department also encourages professional growth of staff and students by seeking and implementing opportunities for scholarly work, scientific outreach, and community engagement.

**Reporting Unit: College of Arts and Sciences (continued)**

**Department of Economics Mission Statement:** The Economics Department at Northern Michigan University takes pride in its longstanding tradition of emphasizing the application of economic theory to real-world social phenomena. The Department aims to provide students with a solid understanding of how economics sheds light on the way property rights, institutions, and market processes affect human behavior and social phenomena from the local to the global level. An understanding of economics helps students to critically evaluate the role incentives play in social interaction. Students can then apply that understanding to a broad range of careers.

The Department of Economics mission is, therefore, fourfold: 1) to teach basic economics to students in support of other majors within the College of Arts and Sciences and throughout the University; 2) to contribute to students’ liberal studies education; 3) to provide the major or minor in economics for those students who desire a liberal arts degree for their careers, or for entry into graduate or professional schools; and 4) to advance economic literacy among K-16 teachers and students in the areas of economics and entrepreneurship.

**English Department Mission Statement:** The primary mission of the Department of English is undergraduate and graduate education, in accord with the University's overall mission. We seek to nurture habits of literacy in our students and ourselves that contribute to the betterment of both self and society through courses fostering critical, creative, and analytical abilities; comprehensive communication and interpretative skills; independent thinking and lifelong learning Our programs and courses, both in our majors and our liberal studies offerings, are designed to develop a substantive understanding of discourse, its value, and appropriate expression within an international and multicultural environment.

**Geography Department Mission Statement:** The Department of Geography at NMU prides itself on a strong dedication to students and service to the local community, as well as its reputation as experts in our region and the globe.  We believe in providing a broad, yet rigorous academic background tempered with many field experiences, internships opportunities, and thoughtful advising and mentoring to prepare students for professional careers and graduate school.

**Reporting Unit: College of Arts and Sciences (continued)**

**History/Philosophy Department Mission Statement:**

**Department of Math and Computer Science Mission Statement**: The overarching mission of the Department of Mathematics and Computer Science is to serve society through education and scholarship within and across each of our disciplines: Mathematics, Mathematics Education, and Computer Science. Specifically*,* ourprimary mission is to guide our students in the acquisition and development of a suite of skills necessary for the pursuit of a professional career in or further academic study of mathematics, mathematics education, and computer science. An additional mission of the Department is to provide service and liberal studies courses for the broader university community, fostering critical and independent thinking, creative problem solving, and lifelong learning habits in all students. The Department is committed to furthering the professional development of mathematics teachers through its master’s degree in mathematics education and to increasing the educational options for all post-graduate students in the mathematical sciences. Finally, in support of our educational efforts, the Department fosters an atmosphere of inquiry and innovation through original contributions to each of the Department’s academic disciplines and their associated professions.

**Department of Modern Languages and Literature Mission Statement**: The mission of the Department of Modern Languages and Literatures is intertwined with the mission of Northern Michigan University, particularly with regard to challenging “students. . . to think independently and critically, develop lifelong learning habits, acquire career skills, embrace diversity and become citizens and leaders in the regional and global community.”  The following constitute major emphases of the Department mission: 1) Provide quality undergraduate courses and programs; 2) Serve the campus community and beyond with regard to matters related to culture, language, pedagogy and international studies; and 3) Enrich the campus community and beyond. The Department is committed to academic excellence through regular assessment and improvement of its academic programs, the use of current teaching and learning technologies, and the maintenance of pedagogically sound class sizes.

**Reporting Unit: College of Arts and Sciences (continued)**

**Department of Music Mission Statement**: The Department of Music prepares music majors for professional careers in music. The department also provides instruction in music for minors and non-majors, and musical performances by students and faculty. By these means, the department provides artistic and cultural enrichment for the university and the surrounding community.

**Department of Physics Mission Statement**: The Physics Department seeks to equip its graduates with the fundamental knowledge and understanding of physics required to continue either professionally or academically in any major field of physical science.  This mission falls under the general mission of the University and the College of Arts and Science which is to provide areas of major concentration, including in the sciences, and the encouragement of opportunity to pursue scholarly work, develop independent and critical thinking skills, and become productive citizens.

**Department of Psychology Mission Statement:** The mission of the Department of Psychology is to promote the discovery, transmission and application of the scientific principles of psychology within the University and the community. Such actions will be guided by the professional code of ethics of the American Psychological Association  In the context of programs and courses that are nurtured by the data of current knowledge, direct student involvement in the processes of research, teaching and service, and quality advisement, that Mission is interpreted to: (1) educate students to think critically and creatively about both the practical and theoretical aspects of the science of psychology; (2) advance the frontiers of psychological science and communicate this science to the University and the community; and (3) prepare students for success in the next stage of their careers.

**Department of Political Science and Public Administration Mission Statement:** The Department of Political Science and Public Administration provides programs that foster critical thinking about politics, public service, and public policy. Student will gain knowledge of common political and public administration terms and theories through lectures, research, reading, presentations, active learning and internships.

**Supervisory Unit: Academic Affairs**

**Reporting Unit: College of Business**

**Supervisor of College of Business: Interim Dean Sam Graci**

**College of Business Mission Statement:** The mission of the College of Business is to deliver high quality academic and related programs that prepare students for successful careers and responsible engagement in a pluralistic, global society.

**Supervisory Unit: Academic Affairs**

**Reporting Unit: College of Professional Studies**

**Supervisor of Professional Studies: Dean Paul Lang**

**College of Professional Studies Mission Statement:** The programs within the College of Professional Studies provide students and faculty the opportunity to think independently and critically and to apply the professional knowledge, skills, attitudes and behaviors needed to serve their communities of engagement.

**Clinical Laboratory Sciences Department Mission Statement:** The mission of the Clinical Laboratory Sciences Department is to educate future clinicians. We seek to engage students in innovative, problem-based learning, preparing them to serve the regional and global community with skill and compassion. The Department strives to provide excellent instruction such that graduates will be highly successful in attaining certification, employment and professional development.

**School of Education Mission Statement:** It is the mission of Northern Michigan University School of Education to provide opportunities for students to become professional educators who strive to continuously develop and maintain themselves as models of wise and good democratic citizenship, as knowledgeable and skillful practitioners, and as professionals who enhance their practice through reflection, inquiry and scholarship.

**Criminal Justice Sciences Department Mission Statement:** The Criminal Justice Department is committed to a curriculum that incorporates salient domestic and international issues to equip students with the theoretical, practical and technical knowledge necessary for a successful career in law enforcement, criminal courts or corrections.

**Reporting Unit: College of Professional Studies (continued)**

**Health, Physical Education and Recreation Department Mission Statement:** The Department of HPER at NMU provides opportunities for its students to think independently and critically, develop lifelong learning habits, acquire HPER related career skills, embrace diversity and become citizens and leaders in the regional and global community through innovative collaboration with the faculty.

**Military Science Department Mission Statement:** Execute a rigorous program of instruction leading to a minor in military science emphasizing progressive leadership development, personal character and values, interpersonal communications, decision making skills and lifelong citizenship.

**School of Nursing Mission Statement:** The primary mission of the School of Nursing is to educate nurses who are caring and competent to practice in a global community.

**Practical Nursing Department Mission Statement:** The Practical Nursing Department is committed to providing a quality learning experience, using the latest technology to educate technical nurses who are caring, competent, lifelong learners prepared for diverse and changing environments.

**Engineering Technology Department Mission Statement:** The Engineering Technology Department at NMU provides students with the required technical knowledge and professional skills to make an immediate impact when employed in industry and to become successful leaders and innovators throughout their careers.

**Department of Sociology and Social Work Mission Statement:** The Department provides resources, knowledge, skills and ethical frameworks necessary for students and faculty to effectively engage local, regional and global communities through sociology, social work and anthropology education, research and service.

**Seaborg Center Mission Statement:** The mission of the Glenn T. Seaborg Center is to enrich the knowledge and understanding of science and mathematics in the general public, particularly students and educators from preschool through college in Michigan's Marquette and Alger counties, and in the Upper Peninsula.

**Reporting Unit: College of Professional Studies (continued)**

**Department of Technology and Occupational Sciences Mission Statement:** The Department of Technology and Occupational Sciences strives to provide high quality, applied educational programs replete with real-world learning experiences that will produce graduates with an appreciation for continual learning, independent thinking, volunteerism and leadership in their respective global industries and communities.

**Supervisory Unit: Academic Affairs**

**Reporting Unit: Academic Information Services**

**Supervisor of Academic Information Services: Dean Darlene Walch**

**Academic Information Services Mission Statement:**  Academic Information Services supports teaching, learning, scholarship, and community outreach activities by providing information resources, access to educational technology, and instructional services to help students and employees acquire information and technology skills that contribute to lifelong learning and productive citizenship.

**Academic Computing Services Mission Statement:**  Academic Computing Services (ACS) contributes to the mission of Academic Information Services and to the university by providing support for the Teaching, Learning, and Communication (TLC) program and other campus computing activities. ACS supports NMU’s educational, scholarship, and outreach activities by providing HelpDesk, MicroRepair, and programming services to students, faculty, and staff.

**Central Upper Peninsula and Northern Michigan University Archives Mission Statement:**  The Central Upper Peninsula and Northern Michigan University Archives serves as a repository for unpublished organizational records and personal papers that document the history of Northern Michigan University and the central Upper Peninsula of Michigan.  Through its collections and services, the Archives supports the mission of Academic Information Services and the university’s instruction, scholarship, and community educational outreach activities.

**Instructional Design, Technology, and Media Mission Statement:**  AIS’s Instructional Design, Technology, and Media unit supports teaching and learning in online and classroom-based environments by providing resources, tools, and services that enable faculty to innovatively use technology to deliver and enhance pedagogically sound courses.

**Reporting Unit: Academic Information Services (continued)**

**Lydia M Olson Library Mission Statement:**  Olson Library contributes to the mission of Academic Information Services and to NMU’s teaching, learning, scholarship, and community outreach activities by providing academic programming in information literacy, access to information resources in a range of formats, instructional and consultative services, and a place to study and engage in collaborative scholarship.

**Supervisory Unit: Academic Affairs**

**Reporting Unit: College of Graduate Studies, Research, and Continuing Education**

**Supervisor of Graduate Studies, Research, and Continuing Education: Dean Cynthia Prosen**

**Continuing Education Mission Statement:** Adult students require programs that deliver results specific to their professional needs with course schedules and delivery methods that allow participation outside the traditional semester format. Continuing Education’s goal is to provide these vitally important lifelong learning opportunities to individuals and groups in the Upper Peninsula and beyond.

**Graduate Studies Mission Statement:** The College of Graduate Studies at Northern Michigan University supports the mission of the university by providing a diverse array of academic programs and contemporary research opportunities, preparing our students for careers requiring advanced education and enabling them to become leaders in their areas of expertise.

**Honors Program Mission Statement:** The Honors program encourages its students to develop critical thinking skills, engage in scholarship and become part of a learning community.  The program provides opportunities for students to work collaboratively with individual faculty members and present the results of their scholarship in local, regional and national contexts.

**Grants and Research Mission Statement:** The mission of the Grant and Research Office is to bring integrity, clarity, and ease to the research, grant seeking, and grant administration processes at Northern Michigan University.  The successful execution of our mission serves to increase the levels of independent scholarly research, programming that builds campus-community connections, and opportunities for students to develop critical thinking and leadership skills.

**Supervisory Unit: Academic Affairs**

**Reporting Unit: Student Services and Enrollment**

**Supervisor of Student Services and Enrollment: Associate Provost William Bernard**

**Student Services and Enrollment Mission Statement:** The mission of the Student Services and Enrollment Division is to provide leadership for high-quality programs, services, and activities that contribute to the recruitment, retention, personal development, and success of students.

**Academic Career Advising Center Mission Statement:** The ACAC is responsible for the development, implementation, and maintenance of a highly regarded program of support primarily for new students and those continuing students who are at-risk or remain undeclared beyond the first year of study.  The ACAC also provides services for all students in a number of venues.  These support services include orienting, advising, assessing, tutoring, teaching study and life skills, career planning, etc.

**Admissions Mission Statement:** The Admissions Office is responsible for undergraduate student recruitment, including disseminating information, processing applications for admission to undergraduate programs and hosting potential students.

**Career Services Mission Statement:** The mission of Career Services is to assist current students and alumni with career exploration and job placement concerns by providing resources and services which are focused on student employment, internships and full-time careers.

**Center for Student Enrichment Mission Statement:** The Center for Student Enrichment enhances the college experience by providing students with a variety of extracurricular, co-curricular, and classroom connected experiences which promote personal and professional growth, develop leadership potential, encourage civic engagement, and connect the campus with surrounding communities.

**Counseling and Consultative Services Mission Statement:** The mission of Counseling and Consultation Services is to provide high quality professional services which promote mental health, personal growth and development, and crisis stabilization, while supporting student success and engagement in learning and academic excellence.

**Reporting Unit: Student Services and Enrollment (continued)**

**Dean of Students Mission Statement:** The Dean of Students Office supports the mission of the University by maintaining a campus environment which is conducive to the recruitment, retention, personal development, and success of students. Specifically, we advocate for student rights; promote student involvement in the University’s decision-making process; provide a program for new students to help them adjust to college living and learning; and offer services and programs which respond to the needs of diverse constituencies. The office also ensures the University community functions as freely as possible from disruptive and inappropriate behavior.

**Financial Aid Mission Statement:** The Financial Aid Office will ensure appropriate financial aid funding for students eligible to receive aid and advise students of available financial aid sources.  The office will fulfill its fiduciary obligation to be good stewards of federal, state, private and institutional funds.

**Housing and Residence Life Mission Statement:** The mission of the Housing and Residence Life Office is to make significant contributions to student learning by providing excellent service, well-managed facilities, and a residential environment rich with opportunities for personal growth and social development, especially those which result from student interaction with others, participation in community development activities, and involvement in other aspects of campus life.

**Registrar Mission Statement:** The Registrar’s Office ensures adherence to academic policy, preserves academic integrity, safeguards the security of academic records, and provides quality service to students, faculty, staff, and members of the community.  We oversee all aspects of student academic records including registration, classroom assignments, grading, transfer credit evaluations, issuance of transcripts, catalog publication, academic eligibility for athletes, degree audits and graduation in an ethical and professional manner.

**Supervisory Unit: Academic Affairs**

**Academic Affairs Direct Reporting Units**

**Supervisor of Beaumier Heritage Museum: Director Daniel Truckey**

**Beaumier Heritage Museum Mission Statement:** The Beaumier Upper Peninsula Heritage Center celebrates the history and culture of the Upper Peninsula of Michigan. It does this through an active schedule of exhibition, public programs and research activities on the campus of Northern Michigan University. It serves the educational mission of the University by providing a museum laboratory, where students can gain experience working in the fields of museum studies, public history, graphic design, historical research and writing. The Center also provides the University community with museum-quality exhibitions about the history and culture of the Upper Peninsula that supplement the learning experience for students on campus.

**Supervisor of Broadcasting and Audiovisual Services: Director Eric Smith**

**Broadcasting and Audiovisual Services Mission Statement:** The mission of Broadcasting and Audiovisual Services is to serve NMU students and the University with broadcasting, electronic engineering and audio visual services while offering people in our region diverse cultural and educational programming that helps enable their success in a regional and global society.

**Supervisor of Institutional Research: Associate Vice President Paul Duby**

**Institutional Research Mission Statement:** The Office of Institutional Research supports the mission of academic affairs and the university through the development and sharing of data bases, web sites, outcome assessment tools and analytical research to enhance the efforts of academic and administrative units which promote student learning and enrich student development.

**Supervisor of International Programs: Executive Director Marcelo Siles**

**International Programs Mission Statement:** The International Programs office supports and promotes the University’s goals for academic excellence, diversity and citizenship by encouraging responsible and effective engagement with global issues and actions.

**Supervisory Unit: Office of the President**

**Reporting Unit: Finance and Administration**

**Supervisor of Finance and Administration: Vice President Gavin Leach**

**Finance and Administration Mission Statement:** To provide financial and administrative counsel to the President, Board of Trustees and other units of the University, and to develop and manage both short and long-term budget, financial, technology, human resource, facilities, student business and auxiliary services, health services, and state relations strategies that assist the University in identifying and managing the necessary resources to achieve high quality programs in a high-tech, high-touch learning.

**Administrative Information Technology Mission Statement:** Administrative Information Technology (AdIT) exists to provide hardware and software technology solutions for students, faculty, staff and alumni, creating the high-tech, high-touch learning environment necessaryto satisfy their need for information and secure, automated, self-service processes.

**Controller’s Office Mission Statement:** The Controller Office is dedicated to provide the highest quality financial and related management services to support faculty, staff, and students of Northern Michigan University. We continuously seek innovative solutions and integrate the application of technology to improve delivery of services, strengthen internal controls, and promote fiscal awareness and responsibility.

**Facilities Mission Statement:** Provide for the development, service, and stewardship of the University's physical assets to sustain a functional, safe, and attractive teaching, learning, and working environment.

**Supervisory Unit: Finance and Administration**

**Reporting Unit: Business and Auxiliary Services**

**Supervisor of Business and Auxiliary Services: Associate Vice President Art Gischa**

**Business and Auxiliary Services Mission Statement:** The mission of Business and Auxiliary Services units is to provide the highest level of support to students, faculty, staff and public, to further sustainable practices that meet both service and financial objectives, and to enhance the teaching and learning experience.

**Bookstore Mission Statement:** To provide quality innovative merchandise at competitive prices backed by exceptional service to meet the needs of a diverse customer while supporting the University's educational programs, high tech environment, green initiatives and financial goals.

**Dining, Conference and Catering Services Mission Statement:** Our mission is to provide the highest quality dining opportunities, support and services to the University community. As a self-funded auxiliary, Dining Services strengthens the residential and commuter life experience, promotes nutritional education, diversity and cultural awareness. Dining Services encourages sustainable practice, manages operations to meet financial objectives and provides services to enhance the teaching and learning environment.

**Print, Mail and Transportation Mission Statement:** To support the university and its mission by providing high quality solutions via efficient printing, copying, mailing, shipping, receiving and transportation services.

**Purchasing Mission Statement:** To obtain goods and services in the most cost effective and efficient manner while operating at the highest standards of ethical conduct and to collaborate and engage with university members to ensure our procurement practices best support the campus community as it strives for technology integration, increased sustainability and student success.

**Risk and Insurance Management Mission Statement:** To manage the University’s risk of financial loss from property and liability exposures by planning, directing and coordinating the University’s Risk and Insurance Management Program through a continuous process of identifying and analyzing exposures to loss, selecting a risk management technique or combination of techniques to be used to handle each exposure, implementing the technique chosen, and monitoring the technique chosen and making appropriate changes.

**Supervisory Unit: Finance and Administration**

**Reporting Unit: Health Center**

**Supervisor of Health Center: Physician Thomas Schacht**

**Health Center Mission Statement:** To provide comprehensive primary care medical services to students and employees, to respond to campus health concerns, and to provide health education and preventive health services to students and employees.

**Supervisory Unit: Finance and Administration**

**Reporting Unit: Human Resources**

**Supervisor of Human Resources: Director Ann Sherman**

**Equal Opportunity Mission Statement:** Equal Opportunity supports the NMU faculty, staff, and students in their efforts to embrace diversity and become productive citizens in the regional and global community.   This is achieved through awareness, education, policy development and administration, investigation, and process support, aligned with the University’s mission.

**Human Resources Mission Statement:** To provide Human Resources counsel to the President, Board of Trustees and other units of the University, and to develop and manage both short and long-term human resource strategies that assist the University in identifying and managing the necessary resources to achieve high quality programs in a high-tech, high-touch learning environment.

**Supervisory Unit: Office of the President**

**Direct Reporting Units**

**Supervisor of Communications and Marketing: Director Cindy Paavola**

**Communications and Marketing Mission Statement:** Supports the university’s mission by creating awareness of academic and student programs and opportunities, regional and global outreach efforts, and accomplishments of NMU community members.

**Supervisor of NMU Foundation: Executive Director Martha Haynes**

**Foundation Mission Statement:** The mission of the Northern Michigan University Foundation is to cultivate and promote the private philanthropic support of NMU’s mission through a comprehensive advancement effort.

**Supervisor of NMU Foundation - Alumni: Director Deanna Hemmila**

**Alumni Association Mission Statement:** The mission of the Northern Michigan University Alumni Association is to cultivate a strong tradition of loyalty and involvement among alumni, students, friends and community while advancing the interests of the university.

**Supervisor of Intercollegiate Athletics and Recreational Sports: Director Ken Godfrey**

**Intercollegiate Athletics and Recreational Sports Mission Statement:** By providing quality athletic and recreational sports opportunities, shares in the university academic mission by creating and maintaining an environment that promotes academic achievement, embraces diversity, fosters a collegiate spirit and tradition, interpersonal growth, social development, lifetime leisure skills and a lifelong connection with NMU.

**USOEC Mission Statement**: The United States Olympic Education Center uses all available resources at NMU to challenge its student athletes to think independently, develop a lifelong appreciation for learning, acquire career skills, and become productive citizens and ambassadors for our country, while also providing the world-class facilities and support services that these athletes need in order to become Olympians.

**Office of the President Direct Reporting Units (continued)**

**Supervisor of Internal Audit: Auditor Jill Compton**

**Internal Audit Mission Statement:** Internal Audit supports the mission of Northern Michigan University by providing objective evaluation on behalf of the Board of Trustees and the Office of the President.  Internal Audit will provide value-added services using an independent risk-based approach.  This will be accomplished by reviewing operations and internal controls, testing compliance with policies and regulations, providing critical analyses, recommending improvements, as well as using Internal Audit’s unique position to promote and share best practices.

**Supervisor of Internal Counsel: Counselor Cathy Dehlin**

**Internal Counsel Mission Statement:** The General Counsel represents Northern Michigan University through its Board of Trustees and President by proactively managing legal matters and providing strategic legal advice and counsel to resolve legal issues, in support of the university's mission.

**Supervisor of Public Safety: Director Ken Chant**

**Public Safety Mission Statement:** To assist in providing a safe and secure living and learning environment for the Northern Michigan University community consistent with the values and mission of the university.