Northern Michigan University
Board of Trustees Retreat

February 22 – 23, 2007
Orientation Session
for New and Veteran Trustees

10:00AM, Thursday, February 22, 2007
Role and Function of Board of Trustees

10:00AM, Thursday, February 22, 2007
Key Michigan Constitutional Provisions

• The legislature shall appropriate moneys and be provided with an annual accounting of all income and expenditures (Article VIII, § 4)

• Formal sessions shall be open to the public (Article VIII, § 4)

• Pursuant to Article VIII, §6, the Board’s duties shall include:
  – Have general supervision of the institution
  – Have control and direction of all expenditures from the institution’s funds
  – Elect a president
  – Consist of eight members
    • plus the president of the university is an ex-officio, non-voting member
Role and Function of Board of Trustees

(Act 48 of 1963, 390.554, § 4)

• A majority of its members may enact, amend, and repeal rules and bylaws for the conduct of the board’s business and for the government of the institution;

• Fix tuition and other fees and charges;

• Appoint or remove personnel as the interests of the institution and the generally accepted principles of academic tenure permit or require;

• Determine compensation to be paid for services and property;

• Confer degrees and grant diplomas usually conferred or granted by other similar institutions;

• Receive, hold and manage a gift, grant, bequest, or devise of funds or property, real or personal, absolutely or in trust, which will promote the purposes of its institution;

• Enter into agreements not inconsistent with this act as may be desirable in the conduct of the board’s affairs; and

• Lease or dispose of property which comes into the board’s possession, if the board does not violate a condition or trust to which the property may be subject.
Role and Function of Board of Trustees – Charter Schools (Public School Academies)

10:15AM, Thursday, February 22, 2007
## Charter Schools Contracts

<table>
<thead>
<tr>
<th>School</th>
<th>Issued</th>
<th>Length</th>
<th>Ends</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bahweting</td>
<td>July 1, 2006</td>
<td>One Year</td>
<td>June 30, 2007</td>
</tr>
<tr>
<td>Sault Ste. Maire</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burton Glen</td>
<td>July 1, 2005</td>
<td>Three Years</td>
<td>June 30, 2008</td>
</tr>
<tr>
<td>Burton</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nah Tah Wahsh</td>
<td>July 1, 2006</td>
<td>One Year</td>
<td>June 30, 2007</td>
</tr>
<tr>
<td>Wilson</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>North Star</td>
<td>July 1, 2004</td>
<td>Five Years</td>
<td>June 30, 2009</td>
</tr>
<tr>
<td>Marquette</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walton</td>
<td>July 1, 2005</td>
<td>Three Years</td>
<td>June 30, 2008</td>
</tr>
<tr>
<td>Pontiac</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
An authorizing body shall oversee, or shall contract with an intermediate school district, community college, or state public university to oversee, each public school academy operating under a contract issued by the authorizing body. The oversight shall be sufficient to ensure that the authorizing body can certify that the public school academy is in compliance with statutes, rules, and the terms of the contract.

(Act 451 of 1976, § 502(4))
• An authorizing body shall adopt a resolution establishing the method of selection, length of term, and members of the board of directors of each public school academy subject to its jurisdiction. (*§ 503 (4]*)
Revoking a Contract

• The decision of an authorizing body to revoke a contract under this section is solely within the discretion of the authorizing body, is final, and is not subject to review by a court or any state agency. An authorizing body that revokes a contract under this section is not liable for that action to the public school academy, public school academy corporation, a pupil of the public school academy, the parent or guardian of a public school academy, or any other person. (§ 507 (2))

• Reasons for revoking contracts (§ 507 (1)):
  – Failure of the public school academy to comply with all applicable law.
  – Failure of the public school academy to meet generally accepted public sector accounting principles.
  – The existence of 1 or more other grounds for revocation as specified in the contract.
Bylaws/Procedures/Best Practices

10:30AM, Thursday, February 22, 2007
Board of Trustees Bylaws

- Meetings
- Officers and Organization
- Committees
  - Each committee established by the Board shall act as an advisory body only for the purpose of recommending action to the Board
  - No activity of such committee shall commit the Board to any policy declaration or action unless and until duly approved by the Board at a regular or special meeting
- University Organization
- Personnel Actions
Board of Trustees Bylaws (continued)

- Admissions/Fees/Degrees
- Financial Responsibility
- Property and Facilities
- Collective Authority and Action
- Name and Seal
- Amendments
- Repeal
- Should the Bylaws undergo a legal review?
Board of Trustees Procedures

- Meetings
- Leadership
- Committees
  - Should the committee charges undergo a review for revision?
- Member Practices
- Amendments
Board of Trustees – Best Practices/Expectations

• Presidential Selection
• Principles and Guidelines of the Board/President Relationship
• President/Board Roles and Responsibilities
• Important Points of Agreement between the Board and the President
• Programs and Activities to Strengthen the Relationship between the Board and the Institution
Mission/Vision/Accreditation

11:00AM, Thursday, February 22, 2007
### Mission vs. Vision

<table>
<thead>
<tr>
<th>Mission</th>
<th></th>
<th>Vision</th>
</tr>
</thead>
<tbody>
<tr>
<td>• What an organization does now.</td>
<td></td>
<td>• The future the organization aspires to.</td>
</tr>
<tr>
<td>• Answers, “Why does the organization exist, what do we do, what values guide us?”</td>
<td></td>
<td>• Answers, “What will success look like?”</td>
</tr>
<tr>
<td>• Accomplishment should take the organization toward the vision.</td>
<td></td>
<td>• Should challenge and inspire organization to achieve its mission.</td>
</tr>
<tr>
<td>• Is uplifting, but practical, more “here and now”.</td>
<td></td>
<td>• A dream, an imaginative anticipation of success that grows realistically from the current mission.</td>
</tr>
<tr>
<td>• Photograph of the present.</td>
<td></td>
<td>• An artist’s rendering of the future.</td>
</tr>
</tbody>
</table>
Mission Statement

Northern Michigan University, through providing quality academic programs, strong student support, and extensive regional service for its stakeholders in the Upper Midwest, challenges students, faculty, staff, and alumni to strive for excellence, both inside and outside the classroom, and to become outstanding citizens and leaders.
Vision

Northern Michigan University will be the quality comprehensive University of choice in the Midwest where students receive individualized attention in a high-tech learning environment.
Overall University Accreditation
Overall University Accreditation

- The Academic Quality Improvement Program infuses the principles and benefits of continuous improvement into the culture of colleges and universities by providing an alternative process through which an already-accredited institution can maintain its accreditation from the Higher Learning Commission.

- With AQIP an institution demonstrates it meets accreditation standards and expectations through sequences of events that align with those ongoing activities that characterize organizations striving to improve their performance.
Overall University Accreditation (continued)

- Initial Improvement Projects
  - Student ID number replaces SS # (completed)
  - Outcomes Assessment implemented in all subunits (on-going – final report next year)
  - Improving Advising (on-going – final report this year)

- New Projects
  - Superior Edge

- Systems Portfolio completed June 1, 2006

- Strategy Forum in October
## Program Accreditation

<table>
<thead>
<tr>
<th>College of Arts and Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chemistry</td>
</tr>
<tr>
<td>Music</td>
</tr>
</tbody>
</table>

### College of Business

#### College of Professional Studies

<table>
<thead>
<tr>
<th>Program</th>
<th>Accreditation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication Disorders</td>
<td>Council on Academic Accreditation of the American Speech-Language-Hearing Association</td>
</tr>
<tr>
<td>All Education Programs</td>
<td>National Council for the Accreditation of Teacher Education (NCATE)</td>
</tr>
<tr>
<td>Clinical Asst. Program</td>
<td>National Accrediting Agency for Clinical Laboratory Sciences</td>
</tr>
<tr>
<td>Clinical Laboratory Tech. (2-year program)</td>
<td>National Accrediting Agency for Clinical Laboratory Sciences</td>
</tr>
</tbody>
</table>
**Program Accreditation (continued)**

<table>
<thead>
<tr>
<th>College of Professional Studies (continued)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinical Laboratory Sciences</td>
</tr>
<tr>
<td>Counseling Center</td>
</tr>
<tr>
<td>Cytogenetics Program</td>
</tr>
<tr>
<td>Nursing (Baccalaureate and Graduate Programs)</td>
</tr>
<tr>
<td>Nursing</td>
</tr>
<tr>
<td>Physical Education</td>
</tr>
<tr>
<td>Practical Nursing</td>
</tr>
<tr>
<td>Social Work</td>
</tr>
<tr>
<td>Speech-Language Pathology</td>
</tr>
<tr>
<td>Surgical Technology</td>
</tr>
</tbody>
</table>
**Program Accreditation (continued)**

<table>
<thead>
<tr>
<th>College of Technology and Applied Sciences</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Aviation Maintenance Technology</td>
<td>Department of Transportation Federal Aviation Administration Certification</td>
</tr>
<tr>
<td>Aviation Air Frame</td>
<td>Department of Transportation Federal Aviation Administration Certification</td>
</tr>
<tr>
<td>Aviation Power Plant</td>
<td>Department of Transportation Federal Aviation Administration Certification</td>
</tr>
<tr>
<td>Cosmetology</td>
<td>Licensed by State of Michigan</td>
</tr>
<tr>
<td>Industrial Technology</td>
<td>National Association for Industrial Technology</td>
</tr>
</tbody>
</table>
Legal Issues / Collective Bargaining and Faculty/Staff Profile

11:15AM, Thursday, February 22, 2007
Legal Issues
Legal Issues

- Freedom of Information (FOIA)
- Open Meetings Act (OMA)
- Proposal 2 Update
- Domestic Partner Benefits
Freedom of Information Act (FOIA)

• NMU is subject to FOIA
  – Full text is provided in your materials
  – NMU’s FOIA Officer is the Vice President of Finance & Administration

• Most NMU records are considered “public records” subject to disclosure unless the subject matter falls within certain narrow exemptions, including privileged, personal, Family Educational Rights and Privacy Act (FERPA), bids, appraisals, investigatory, etc.
  – “Public records” include all documents, letters, expense report settlements, and e-mail
Open Meetings Act (OMA)

- Complete copy of OMA is in your materials
- Meetings must be open to the public when:
  - quorum is present
  - purpose is to deliberate toward or make a public policy decision
- Decisions of a public body and deliberations toward those decisions are to be made at an open meeting
- Open meetings require notice and minutes
OMA – Closed Meetings

• By a two-thirds roll call vote, a portion of a public meeting can be closed:
  - To consider personnel actions about public employees, if the employee requests a closed hearing
  - To consider the dismissal, suspension, or discipline of a student, if the student or where applicable the student's parent or guardian requests a closed hearing
  - To consider collective bargaining strategy and negotiations
  - To consider the purchase or lease of real estate, until an option is secured
  - To consult with the public body's attorney about strategy related to pending litigation.
  - To review applications for employment if the candidate requests confidentiality (except that interviews by public bodies are to be conducted in an open meeting)
  - To consider material exempt from disclosure by statute, including opinions from counsel that are subject to attorney-client privilege
OMA and Public Universities

• The Michigan constitution provides that "formal sessions" of state universities’ Boards are to be conducted in public.

• More recent cases provide public universities with more flexibility in complying with the OMA than the NMU Board of Trustees’ Bylaws permit.
  – Consider whether to update the Bylaws.
Domestic Partner Benefits

• On February 1, 2007, the Michigan Court of Appeals ruled that public employers, including public universities, cannot provide same-sex domestic partner benefits to employees
  - Appeal expected
  - Little impact on NMU’s campus
Proposal 2 Update

- Michigan Department of Civil Rights’ report to the Governor on the impact of the amendment has been postponed until February 26, 2007
- President’s Council’s Legal Officers will address Proposal 2 on March 15, 2007
Proposal 2 Update

• Campus Developments
  – Consultation continues with departments and administrators to ensure compliance
  – Michigan Indian Tuition Waiver is a key issue
    • Honoring during the Winter ’07 semester
      – Annual cost of program is $600,000
    • Expect legislative involvement
  • Issues:
    – Statutory vs. constitutional provision
    – Possible federal law/treaty implications
Collective Bargaining and Faculty/Staff Profile
Compensation Philosophy

• Remain competitive with our peers
<table>
<thead>
<tr>
<th>Represented By</th>
<th>AFSCME</th>
<th>UAW</th>
<th>AAUP</th>
<th>NMUFA (MEA**)</th>
<th>UAW</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Size (974)</td>
<td>148</td>
<td>168</td>
<td>287</td>
<td>24</td>
<td>176</td>
<td>135</td>
</tr>
<tr>
<td>First Contract</td>
<td>October 1966</td>
<td>July 1975</td>
<td>July 1975</td>
<td>October 1980</td>
<td>May 1982</td>
<td>N/A</td>
</tr>
<tr>
<td>Salary/ Hourly</td>
<td>Hourly</td>
<td>Hourly</td>
<td>Salaried</td>
<td>Salaried</td>
<td>Salaried</td>
<td>Salaried</td>
</tr>
<tr>
<td>Recruitment Market</td>
<td>Local</td>
<td>Local</td>
<td>Nation-wide</td>
<td>Nation-wide</td>
<td>Nation-wide</td>
<td>Nation-wide</td>
</tr>
<tr>
<td>Market Data Source</td>
<td>Local Salary Surveys</td>
<td>Local Salary Surveys</td>
<td>CUPA-HR***</td>
<td>CUPA-HR***</td>
<td>CUPA-HR***, MI CUPA-HR****, CPB*****</td>
<td>CUPA-HR***, MI CUPA-HR****, CPB*****</td>
</tr>
<tr>
<td>Starting Salary/ Wage</td>
<td>Master Agreement</td>
<td>Master Agreement</td>
<td>Market &amp; Experience</td>
<td>Market &amp; Experience</td>
<td>Market &amp; Experience</td>
<td>Market &amp; Experience</td>
</tr>
<tr>
<td>Avg. grievances (past 5 yrs.)</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>0.4</td>
<td>0.2</td>
<td>N/A</td>
</tr>
<tr>
<td>Total arbitrations (past 5 yrs.)</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>N/A</td>
</tr>
<tr>
<td>Average Age</td>
<td>48</td>
<td>48</td>
<td>52</td>
<td>52</td>
<td>43</td>
<td>49</td>
</tr>
<tr>
<td>Average Years at NMU</td>
<td>14</td>
<td>16</td>
<td>14</td>
<td>12</td>
<td>11</td>
<td>14</td>
</tr>
</tbody>
</table>

* Executives, Deans, Coaches, Academic Department Heads, Senior Administrators, and Senior Management
** MEA: Michigan Education Association
*** CUPA-HR: College and University Professional Association for Human Resources
**** MICUPA-HR: Michigan Chapter of College and University Professional Association for Human Resources
***** CPB: Corporation for Public Broadcasting
# Total Part-time Faculty and Staff

## Fiscal Year 2006

<table>
<thead>
<tr>
<th>Employee Group</th>
<th>Count</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty-Overload</td>
<td>201</td>
<td>33.11</td>
</tr>
<tr>
<td>Faculty-Post-Doctoral Fellows</td>
<td>1</td>
<td>0.67</td>
</tr>
<tr>
<td>Faculty-Adjunct</td>
<td>274</td>
<td>71.81</td>
</tr>
<tr>
<td>Graduate Assistant</td>
<td>81</td>
<td>27.15</td>
</tr>
<tr>
<td>Temporary Labor</td>
<td>1,070</td>
<td>90.07</td>
</tr>
<tr>
<td>Student Labor</td>
<td>2,545</td>
<td>284.10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>4,172</td>
<td>506.91</td>
</tr>
</tbody>
</table>
Total Full-time Faculty and Staff Profile
(Total Number of Faculty and Staff = 938 – December 2006)
Total Faculty and Staff
Years of Service
(Total Number of Faculty and Staff = 938 – December 2006)
Total Full-time Faculty and Staff Profile
Years of Service
(Total Number of Faculty and Staff = 938 – December 2006)
University Function /
Program Overview

11:30AM, Thursday, February 22, 2007
Presidential Initiatives

• Build and sustain high quality education programs
• Build and sustain enrollment growth, retention
• Develop programs with direct economic impact on campus and U.P.
• Articulate structure and goals of International Affairs office
• Build and enhance corporate relationships
• Launch a comprehensive capital campaign
• Build and sustain effective legislative relationships
Economic Development as a focus – challenges:

- Develop buy-in from players across UP for role of NMU/UP higher education
- Identify/energize faculty/staff resources
- Move competing interests to cooperating interests
Functions of a Comprehensive University

- Instruction
- Research
- Public Service
- Student Services and Enrollment
- Institutional Support – Administration
- Plant Operations
- Intercollegiate Athletics
Instruction
Three Levels of Degree Programs

• Pre-baccalaureate
  - Diploma (2)
  - Certificate (13)
  - Associate of Arts/Sciences (25)

• Baccalaureate
  - Bachelor of Arts/Science (39)

• Graduate
  - Master of Arts/Science (18)
  - Education Specialist
  - Master of Fine Arts
Degree Administration and Delivery

• Three colleges
  - Arts and Sciences
  - Professional Studies
  - Business

• Twenty-five academic departments

• Academic Senate with sub-committee structure
Academic (Instructional) Support

- Academic Information Services
  - Library
  - Academic Computing/Help Desk
  - Instructional Media Services
  - Instructional Technology

- Special Programs
  - Student Leader Fellowship Program (SLFP)
  - FYE (First Year Experience)
  - Superior Edge
  - Honors Program
  - International Affairs
  - Native American Studies
  - Multicultural Education Resource Center
  - International Affairs Office
Aademic Affairs Initiatives

- Liberal studies review
- Green campus involvement
- Regional economic development
- Cost savings institute – local government and K12
- Summer grant development – faculty
- Faculty internationalization development
- On-line program development
- Environmental Studies Center
- Graduate degree programs
- Co-op programs with Bay de Noc Community College
Academic Affairs Initiatives

• Challenges for new provost
  – Transition in admin leadership
    • Associate Provost
    • Dean of Professional Studies
    • Assoc. Dean – Education
  – Continuation of AQIP Accreditation Process
  – Advance staffing mix concept
  – Management of degree program mix
  – Expansion of grant funded research
  – Build community collaborations – research and academic programs
Research at NMU

• Public Comprehensive University
  - Teaching
  - Research
  - Public Service

• Research – Professional Development
  - Pedagogical research
  - Basic and applied research
  - Creative endeavors

• Scholarship
Public Service
Public Service

• Public Television and Radio
  – WNMU-TV
  – WNMU-FM

• Northern Initiatives

• K-12: Seaborg Center and Center for Educational Development

• United States Olympic Education Center (USOEC)
Student Services
and Enrollment
Student Services and Enrollment

- New initiatives
  - Expanding recruitment regions to Minnesota and California
  - Standards of Excellence review in Financial Aid
  - Pre-requisites checking – Fall 2007
  - On-line degree audit
  - Superior Edge
  - International Affairs Office
Finance and Administration Initiatives

• Vice President
  – Transition
Finance and Administration Initiatives (continued)

- Facilities
  - Current Projects
    - Van Antwerp Hall Renovations
    - Kaye House maintenance
    - Deferred maintenance
    - WNMU-TV Master Control Digital Upgrade
    - Landscape Master Plan
  - Planning and Design
    - Hunt Hall Renovation – planning
    - Combined Heat and Power Cogeneration
    - Sawyer Academic Center
    - Sam M. Cohodas Hall Renovation
    - Lee and Carey Halls
  - Other projects
    - Campus Master Plan Update – Johnson, Johnson, and Roy
    - Marquette General Hospital Study
    - Space utilization software – X25 and R25
Finance and Administration Initiatives (continued)

- Finance and Planning
  - Human Resources
    - Hiring new director
    - Lean office project – Northern Initiatives
    - Classification studies – Segal
    - Employment and hiring system implementation – People Admin
    - Office relocation
  - Technology
    - IPTV – Merit
    - Wireless network – IBM
  - Budget
    - Budget planning - Cognos
  - Controller/Finance
    - Funding plans for university capital projects
    - Office relocation
  - Other projects
    - International initiative
    - Lenovo relationship
Finance and Administration Initiatives (continued)

• Auxiliary Services
  – Reorganization planning and implementation
  – Dining Services
    • Campus Dining Master Plan – Envisions Strategies
  – Bookstore
    • Bookstore Study – CBC Bookstore Consultants
  – University Center (UC) Operations
    • Development of a campus-wide conference operation
    • Use of UC – discussions with Marquette General Hospital
NMU Foundation Update

**Campaign Timeline**

- **July 2006** Identify university fund raising priorities and begin quiet phase of the campaign
- **August 2006** Create the campaign prospectus draft
- **Early August 2006** Present campaign strategy to NMU Board of Trustees
- **Late August 2006** Introduce campaign themes at faculty convocation
- **September 2006** Development officers begin qualification visits with 4,000 individuals to determine if they are gift prospects for the campaign
- **October 2006** Foundation Board appoints a Campaign Feasibility Study Task-Force and begins to increase Board involvement
- **January 2007** Conduct Feasibility Study for the campaign
- **Spring 2007** Foundation Board of Trustees to set a campaign range, following the feasibility study and acceptance of the report. Campaign range is discussed and endorsed by the NMU Board of Trustees
- **Early Summer 2007** Begin to develop a comprehensive marketing plan to support fundraising and the campaign
- **Summer 2007** Staff are fully engaged in campaign securing gifts that must total over 50% of campaign goal by 2009
- **Spring 2009** Announce public phase and goal of the campaign
NMU Foundation Update

• The first recommendation of the Bentz Whaley Flessner Advancement Audit Report, presented in the fall of 2005, was that NMU and the NMU Foundation should add staff to become a fully functioning advancement/fundraising operation, moving as soon as possible into a program of active qualification of potential donors.

• The approval of the funding plan to create these extra positions was finalized in spring 2006. Positions in orange are brand new. However, even in the older positions, six of the individuals in the jobs are new to the Alumni Association and Foundation.

• Of the 21 current staff, seven have been with the Advancement unit for more than two years.
NMU Foundation and Alumni Association

Executive Director of Advancement
Martha Haynes

Campaign Coordinator/AA
Vince Grout

Director Alumni Operations
Deanna Hemmila

Assistant Director Alumni Relations
Brad Hamel

Senior Secretary
Erin Carlson

Senior Secretary
Julie Djupe

Director Foundation Operations
Amy Hubinger

Director Prospect Research
Jane Surrell

Director Annual Giving
Mel Charbonneau

Development Officer - COB/Athletics
Mike Nelson

Development Officer - Arts & Sciences
Robyn Stille

Development Officer - University Initiatives/PBS
Vacant

Director Finance
Kathy Frazier

Director Donor Relations/Stewardship
Kelly Joerres

Director Advancement Services
Allison Erickson

Call Center Coordinator
Kristi Kangas

Senior Secretary
Linda Johnson

Senior Clerk
Maria Coursey

Secretary/Receptionist
Mindy Carlson

Account Clerk
Francine Sanderson
Business Session

12:00 Noon, Thursday, February 22, 2007
Business Session

• 12:00 Noon: Provost Search Report – L. Wong
• 12:05 p.m.: Academic Affairs Committee Report and Recommendation – J. LaSalle
• 12:10 p.m.: President’s Lifetime Achievement Award – L. Wong
• 12:15 p.m.: Other Business – Chair Lukens
• 12:20 p.m.: Approval of Formal Recommendations – Chair Lukens
Lunch at Hotel

12:30 p.m.: Lunch