



## UPDATE

# Northern's Future: The Road Map to 2015 1.0

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March 26, 2008

**July 27, 2009**

*Note: Progress on Road Map goals is noted in color coded text indicating the responsible university entity:*

- **Academic**
- **Finance**
- **Other departments or offices**
- **Student groups**

## The Inspiration

Northern Michigan University has faced many challenges and we have established a record of success that is a source of pride for all of us. Through these challenges, we have experienced and achieved growth, excellent community relations and an efficient campus. Our students are served well and the university provides an essential and critical component of the regional economy.

In 2007 we unveiled our Campus Master Plan that details plans to build and develop a greener and more learner-centered physical campus. Now is the time to begin work on the other half of the equation—the Academic Master Plan. The new strategic plan, which I have come to call the Road Map to 2015 and Beyond, identifies four thematic areas that will guide our commitment to an active and dynamic curriculum, our work on and off campus and our resolve to continue to improve the NMU experience. The plan also identifies specific priorities that we must begin to address today. These changes and those coming from your input will support the evolution of this document as we achieve goals and seek new ones. We will arrive at our destinations, but the Road Map is never completed because our trip is never really done. Most of the destinations are planned and desirable, and some will surprise us as interesting and newfound opportunities.

The Road Map is and will be an evolving document. But it must also provide benchmarks by which to guide our decision making and our work with students. The Road Map doesn't define specific times, dollars or locations; but like the plan for the physical campus, it identifies opportunities and challenges and will help us avoid distractions along the way.

The Road Map is also not meant to redefine or divert our attention away from the work we already do well. We have strong departments and units on campus that continue to improve and remain strong. The Road Map supports and builds on that work while recognizing distinctive features that separate NMU from its competitors.

Our success has enabled us to understand more fully the strengths and distinctive features that will define our future. Our heritage of being a high-touch, high-tech, high-quality campus that is both affordable and accessible must remain an important part of our value system. In order to sustain our uniqueness and differentiate NMU from other universities, we must be clear about our priorities and direction. Three unique themes will frame our Road Map to 2015 and beyond.

**Information technologies** are the critical signature of an NMU degree. The laptop culture, enhanced by new wireless technologies and portable devices, places NMU far ahead of and distinct from our competitors. Our capability to blend this expertise with digital television and public broadcasting increases both the capacity and the quality of NMU. Our instructional and technical reach becomes planetary rather than regional.

**International opportunities** also will become a critical feature for NMU. Students demand it, employers seek it and a relevant education cannot exclude it. Beyond study abroad, our curriculum, our faculty, our student body and our thinking must reflect the realities of an interconnected, world community. We are in a unique position to distinguish all NMU majors with significant and meaningful international experiences.

**NMU's location** in the Upper Peninsula is a unique asset and, as one, must become a prominent feature of our portfolio of academic programs and our research agenda. Lake Superior and the neighboring landscapes offer resources that attract students, faculty and staff and enhance a high-quality university experience. How we choose to brand and distinguish our degrees will depend in large part upon our creative use of this most prominent resource.

Communications and Marketing is conducting a comprehensive NMU brand analysis, which is nearly completed. This was a yearlong project comparing NMU's brand and brand claims (ie. one of the largest notebook computer universities in the world) with 20 other comparable schools. Factors that were looked at included: leadership, study abroad, sustainability, hands-on learning/undergraduate research, technology, average class size, student-to-faculty ratio, tuition and fees, financial aid percent awarded, financial aid average dollar amount, enrollment, most popular majors, number of majors, student demographics, students in-state vs. out-of-state, distance from metropolitan area, setting, population density in 50-mile radius, selectivity, minimum GPA, minimum ACT/SAT, housing, map location/distance. A report analyzing the data is being prepared and is scheduled to be available the first week of August. It will include some marketing recommendations based on the findings, such as strengths we have that we may not be highlighting at this time. The data is expected to reveal unrealized points of differentiation.

Against these three distinctive brushstrokes lie specific strategies that are the foundation of the Road Map to 2015 and Beyond. The Road Map is comprised of four broad elements that each have specific goals and priorities. Each is relevant to faculty, staff and students' sense of engagement with the campus; with who we are and where we're going. More importantly, the

Road Map will capture how we're going to get there. We don't want to be reckless, but we also can't afford to be late.

# Innovation

The university experience is predicated on a blend of a number of intellectual and organizational enterprises. Northern must reinvigorate the standards and processes that will sustain successful programs, create new ones, eliminate programs with declining enrollment and reflect the creativity of campus talents. The curriculum must remain relevant and meaningful, and our teaching must be contemporary and effective.

**A. Goal: An academic curriculum that balances successful programs with new offerings at the undergraduate and graduate level to meet the needs of students, as well as improve student career opportunities after graduation.**

Intercollegiate Athletics and Recreational Sports has made progress with developing relationships with businesses to sustain and expand program offerings through new revenue streams.

The department has expanded recreational fitness offerings to meet the ever changing needs of the participants.

Priorities:

1. Integrate global engagement and diversity learning experiences throughout the academic curriculum.

In April 2008, Northern Michigan University was selected as one of 25 institutions for the American Council on Education (ACE) "Bridging the Gap" Symposium in Washington, D.C. An NMU team participated in the symposium in June 2008. The goal of this project is to cultivate and improve collaboration on campus among units responsible for multicultural education and internationalization (as well as Native American studies). Progress continues on collaboration among these areas.

The Office of International Programs is working with faculty, staff and the NMU Foundation to expand and increase study abroad opportunities for NMU students in a variety of formats including faculty led study abroad (FLSA) programs, service learning and internships. Of particular note is the completion and implementation of the FLSA Handbook (a detailed guide for FLSA), the leadership provided by faculty taking part in the programs and important donor support for scholarships for study abroad. (Examples of study abroad programs provided include: Peter Pless, Art and Design, led students from his European Design Culture course on a study trip to the Netherlands, Switzerland and Italy. The students toured design shops and museums, met with designers and visited the International Design Fair at the Salone Deo Mobile in Milan, Italy. Professors Eileen M. Smit, Nursing, and Mary Jane Tremethick, HPER, implemented a public health cultural immersion/service learning course in Honduras. Fourteen students participated in the program.

With the leadership of the Office of International Programs and in collaboration with various academic departments, the university hosted eight international scholars, including scholars from Canada, Germany, Japan, United Kingdom, India and the U.S. diplomatic service corps

for campus presentations during the 2008-09 academic year. The International Visiting Scholars Program engages NMU students in global issues and viewpoints and is co-sponsored by the Provost's Office, the Office of International Programs and academic departments.

With support provided by the Provost's Office, the International Performing Artists Series (coordinated by Dan Truckey, director of the Beaumier U.P. Heritage Center) brought six outstanding musical performances to the university and the community during the 2008-09 academic year. Visiting artists also provided on-campus workshops for students and community participants.

The Office of the Provost sponsored a new student art competition and exhibition during 2008-09 titled "People, Places and Things". The project, inspired by the Roadmap to 2015 and based on the book, *One World, One Community*, was conducted by the NMU Student Art Organization in collaboration with the School of Art and Design. The purpose of the project was to inspire art with an international perspective. The project will become an annual event.

The Office of International Programs, in collaboration with the College of Business, is implementing the "Brazilian/U.S. Partnership for People, Planet and Profits," funded by a \$220,000 U.S. Department of Education grant. In the coming year, four Brazilian students will attend NMU and two NMU students will attend a Brazilian university.

Professors Greg Warchol and Dale Kapla, Criminal Justice, are expanding collaboration with the University of South Africa (UNISA), sharing expertise in both teaching and research. The department will also host two UNISA Criminology professors in fall 2009.

The Multicultural Education and Resource Center provides resources to all academic departments regarding diversity learning experiences, in addition to providing support to the FYE program in diversity initiatives.

The NMU Health Center is developing Travel Medicine Clinic capabilities so that NMU staff and students receive the most current and specific medical advice prior to overseas travel. The Health Center will be refining the procedures we have established with the Study Abroad Office to medically screen students prior to travel.

Office of General Counsel worked closely with the Office of International Programs and faculty on agreements for study abroad or exchanges in such countries as Canada, Mexico, China, Korea, Brazil, Peru and Germany. A protocol is now in place for appropriate institutional review and signatures on international agreements. General Counsel advised on the development of a study abroad program in Cuba. General Counsel continues to advise on risk management issues related to study abroad and serves on the risk assessment committee for study abroad.

The Foundation received a \$1million gift for international study abroad experiences for students from each of the 15 Upper Peninsula counties.

The Office of the President hosted NMU's first American Council on Education (ACE) Fellow, Dr. Emmanuel Awuah, associate vice president of Diversity Services at Onondaga Community College, during the 2008-2009 academic year. In addition to collaborating with various internal and external committees and groups regarding the interrelationship among enrollment,

academic planning, and budgeting in higher education, Awuah took on a special project of developing a model for bridging the gap between multicultural education and internationalization.

2. Consolidate and/or reduce the number of undergraduate majors and streamline baccalaureate programs to enhance quality and efficiency.

During 2008-09, the Educational Policies Committee (EPC) conducted a study of selected low enrollment programs. This study will serve as the foundation for the coming years' discussions and will inform decisions regarding appropriate program consolidation and reductions. During 2008-09 the auto collision repair technology program and the plastic injection technology program were suspended and the Department of Clinical Sciences completed a consolidation of programs.

The following academic programs have been discontinued since 2007:

#### 2 year programs

Clinical Laboratory Technician  
Histotechnician  
Industrial Electrical Technology  
Science Technician

#### 4 year programs

Chemistry (without ACS Certified)  
Clinical Laboratory Scientist – Clinical Microbiology Concentration  
Clinical Laboratory Scientist  
Clinical Systems Analyst  
Cytotechnology  
Diagnostic Genetics  
Histotechnologist  
Physical education  
Science Technologist  
Social science  
Speech Communications – (changed to Communication Studies)  
Water Science

#### Certificates

Carpentry  
Plastic Injection Molding - suspended

#### Certifications

Corrections Certification

#### Minors

Planning  
Labor Studies  
Performance Theatre  
Research Analyst  
Speech Cluster  
Speech Communication

## Technical Theatre

3. Continue implementation of the faculty-mix model and faculty enhancement positions.

Progress continues on implementation of the faculty-mix model across the colleges, resulting in a more appropriate and flexible mix of tenure-earning, term and adjunct faculty.

4. Explore and act upon opportunities to expand programs in nursing and allied health to meet the growing demand for professionals in health care and related fields.

The School of Nursing, with the leadership of Kerri Schuiling, received a \$360,000 State of Michigan Nursing Corps grant to expand the post masters nurse educator certificate program. This is an accelerated program that provides full tuition and a stipend for students to complete the program in six months.

Kevin Foley, department head in Clinical Sciences, received a Wildcat Innovation Fund grant to conduct a feasibility study of graduate programs in clinical lab sciences. Recommendations are forthcoming in September 2009.

5. Explore and act upon graduate programming (certificate, master's, doctoral) in areas of recognized strengths, needs and opportunities.

The College of Business has developed a new masters in business administration (MBA). The proposal has been approved by the Graduate Studies Committee and approval by the Faculty Senate, Provost and Board of Trustees is expected in fall 2009. Program implementation is anticipated in 2010.

NMU is collaborating with Central Michigan University to offer a collaborative Ed.S./Ed.D. program. This doctoral program provides graduate students in the region, most of whom are educators in K-12 schools, with better access to doctoral education.

In fall 2008, NMU began offering a graduate certificate in public administration. The certificate is designed to meet the needs of working graduate students and credits will transfer into the master's of public administration program.

NMU has signed an MOU with the University of Michigan School of Public Health, permitting NMU students to receive both a master's of public administration from NMU and a certificate in the foundations of public health from the University of Michigan. The program permits NMU students to transfer credits from the University of Michigan into the MPA program, enhancing the professional skills and expanding the potential number of graduate students in this area.

The NMU School of Education graduate programs in reading and science education are now offered in an entirely online format. The new format has increased graduate enrollment and makes the programs more accessible to practicing teachers throughout the state and beyond who need advanced degrees. The online program in reading has already exceeded expectations for enrollment and additional class sections have been added to accommodate the increase.

With the leadership of Dennis Stanek, June Schaefer and Derek Anderson in the School of Education, the M.A. program in education administration and supervision will be offered in

Sault Ste Marie in fall 2009. The program is a hybrid of face-to-face classes and online components and has been marketed through the area K-12 schools.

6. Develop new applied programs in computing and IT-related majors.
7. Develop a specific Road Map for certificate, one-year and two-year programs.

In fall 2008, Dean of the College of Professional Studies Paul Lang provided the NMU Board of Trustees with an overview of NMU's "community college function" including a review of the "less-than-four year" academic programs. This overview will be used to inform strategic planning for programs of this type.

NMU's Department of Engineering Technology, in partnership with Lake Superior Community Partnership, local and regional electrical power utilities and private companies and contractors is moving forward to implement an electrical power technician associate degree. The curriculum has been approved and recruiting will begin soon for an initial cohort of students for fall 2009.

Public Safety and Police Services has the Regional Police Academy program in place as well as the advanced law enforcement training diploma, both offered through the Public Safety Institute. They are finalizing the corrections diploma program with a goal of beginning next year.

8. Increase employee access to baccalaureate and graduate study to enhance professional development, as well as to improve service to NMU students and constituencies.

NMU continues to provide an outstanding tuition benefit program for employees and their families.

**B. Goal: A new professional development program for faculty and staff that rewards innovative practices and encourages interdisciplinary and interdepartmental collaboration.**

The Leadership Model is being incorporated across several areas of campus: It was the basis for the new department head job descriptions and offer letters. Similarly, newly revised leadership positions are highlighting the six roles of a leader in their questionnaires. Leaders of TOP employees were (re-)introduced to the Model and we used Using and Sharing Information as an example when discussing contract changes for Local 1950. Plans are under way for an academic development calendar for department heads and directors, which will be mirrored on the staff side starting September 2009. Virtual technologies for creating leader 'avatars' who receive "credits" for their participation in the model elements are being explored.

Public Safety and Police Services continues to increase offerings of training in areas related to safety and security for all faculty/staff and students. They now have staff who teach in the Criminal Justice Program, HPER and the First Year Experience.

Priorities:

1. Implement the Wildcat Incentive Fund to support innovative practices by faculty and staff that will help to achieve Road Map priorities.

With the leadership of the Academic Cabinet, guidelines and procedures were developed for the Wildcat Innovation Fund in fall 2008. In consultation with the president and vice president for finance and administration, priorities for 2008-09 were established in recruitment, retention, revenue generation and quality improvement. Seven projects were funded in 2008-09 via the Wildcat Innovation Fund and are now being implemented:

Young Wildcat Scholars Program	\$10,000
Exploration of graduate programs in Clinical Lab Sciences	\$ 7,451
Sophomore to Senior University Scholars	\$25,000
Asian Initiative	\$25,000
Course Technology Innovation Project	\$25,000
Center for Ecological Studies Feasibility Project	\$11,000
College Prep Medicine Wheel Academy	\$12,500

Broadcast and A/V Services completed an upgrade to MediaSite Live this year and promoted it to individual departments as a way to aid in the delivery of course content (audio, video and graphics) to off-campus students. System adoption became more universal and to-date over 2,000 programs have been recorded and stored on MSL servers. Currently over 49,000 individual users access content within the system. This work was coordinated through the Course Technology Alliance (CTA) which is comprised of members from AIS and LRD.

Additionally, a cooperative LRD/AIS project is underway to create a technology corridor in the LRC. The corridor includes Broadcasting, A/V, Media Services, CITE and Academic Computing services in a way that facilitates “one-stop-shopping” for students and faculty who need assistance with technology and streaming media for course work. In May of 2009, AIS and LRD received Wildcat Incentive Funds to assist and train a faculty cohort group in using advanced course related technology. This project is providing year-long intensive training and assistance to 15 faculty who have committed to using significant and appropriate technology applications in their on-campus or on-line courses.

Fund has been established, although not with charitable funds, but with university support

2. Provide new support mechanisms to enhance faculty and staff engagement in scholarship.

The AQIP Scholarship Action Committee completed its final report, “Enhancing the Campus Climate for Scholarship,” in August 2008. The report was discussed during the 2008-09 academic year. Some recommendations from the project have been proposed for implementation within the NMU-AAUP contract. A Provost’s Scholarship Advisory Committee will be formed in fall 2009 for the purpose of continuing the enhancement of faculty and staff engagement in scholarship.

The U.S. Department of Education FIPSE grant for the Brazil Initiative (mentioned earlier in this report) will support faculty in Business and Economics to conduct research on sustainable entrepreneurship.

With the leadership of Paul Duby, associate vice president for institutional research, NMU has acquired a new survey research software system known as “Qualtrics.” To date, Duby has provided Qualtrics training for over 75 faculty, staff and graduate students. The departments of Psychology and Sociology are integrating this tool into their routine data collection processes as well as survey research instruction.

3. Develop new opportunities for faculty and staff who wish to focus specified time on a project to advance Road Map goals and priorities.

The Wildcat Innovation Fund provides opportunities for these projects.

Time has been allotted to all Student Services and Enrollment departments to focus on Roadmap initiatives.

Communications and Marketing utilized block-period staff scheduling so that the departmental Road Map goals could be realized. This was accomplished to the level that was possible in their very busy office. Where and when they made one of the departmental Road Map goals the priority (and when possible, the sole) project of the week for the staff person working on it.

Public Safety and Police Services has implemented a “Ride Along” program with police and sheriff departments from the Upper Peninsula for all the students in the Regional Police Academy as well as interested CJ and First Year Experience students.

The Office of the President held an event at Kaye House to promote and gain support for the Study Abroad Program.

4. Realign policies and procedures to better support students and reward faculty and staff contributions to achieving university goals.

The Student Services and enrollment division has implemented a review of all policies and procedures related to the unit and student handbook.

Human Resources and Internal Audit worked together to collect information about current policies. The information will be used to populate a new policy database. This database will house all policy information, making it easier to search by keywords and quickly identify relevant policies.

**C. Goal: A growing portfolio of corporate collaborations that exploit NMU’s technical expertise, enhance academic programs and facilitate global engagement for students and faculty both on campus and abroad**

Intel and NMU implemented an 802.11n wireless technology upgrade. A joint press release with Intel Corporation on how NMU and Intel are working together on 802.11n wireless technology and how the university provides a unique wireless environment for students and for testing technology was issued

and widely published. The 802.11n wireless is five-times faster than previous wireless technologies (802.11G), allows for wireless video services, is more stable, and provides a stronger connection. This has been installed in our major academic mall areas and is included in the Quad II residence halls.

Office of General Counsel provided legal assistance reviewing agreements.

#### Priorities:

1. Utilize corporate partners to promote additional international opportunities.
2. Work with strategic technology and telecommunication partners to enhance the teaching, learning and working environment.

Lenovo created a case study marketing piece which provides a customer profile and how NMU provides a world-class class technology learning environment. This material is being distributed worldwide by Lenovo.

NMU will deploy an 802.16e WiMAX network in the City of Marquette during summer 2009 that will be fully operational by July 1, 2009. The Motorola based WiMAX network will be installed by NMU with assistance from Intel, Lenovo, and Motorola. The WiMAX network will provide cellular-like data coverage for members of the university community.

Office of General Counsel worked on agreements with the City of Marquette and Marquette Township to expand NMU's wireless reach in the community.

Partnership with B2 Networks to video stream NMU Athletic events worldwide has proven very beneficial. B2 Networks provided NMU graduation in high definition for the first time over the B2 Network.

Intercollegiate Athletics and Recreational Sports will expand production with B2 Networks using new, multi-camera, high-tech production equipment in Audio Visual Services and the talents of Communication and Performance Studies students.

3. Utilize corporate partners to increase internship opportunities for students.

The College of Business has developed a plan to offer every student who requests one an internship experience during their undergraduate program. Assistant Dean Rob Lion is working with corporate partners in the region and across the country to establish opportunities. The college has also adopted a new policy on internships to facilitate additional for-credit internship opportunities. Among the new companies now accepting NMU interns are Price Waterhouse Coopers and KPMG Peat Marwick accounting firms.

The College of Arts and Sciences in collaboration with NMU Technical Services and Finance and Administration worked with Intel Corporation to provide summer internships at Intel headquarters for two NMU students in summer 2008 and 2009. The student then work with AdIT Technical Services on campus continuing research on collaborative technologies with Intel. This internship model is expected to be expanded to include additional students and high-tech corporate partners.

The Career Services Office works with all academic departments to increase internship opportunities for students.

In discussions with officials at IBM and Lenovo to create ongoing internship programs with the two organizations. The programs would be modeled after the internship program developed with Intel. It will provide students opportunities to work at large IT firms in the areas of information technology and/or sales/marketing.

Continued discussions with the U.P. Construction Council Executive Director to develop summer internship opportunities throughout the area for students in the construction management and trades programs. UPCC membership is willing to participate, but due to lack of construction activity, will not be in a position to provide employment opportunities for summer 2009. The Associated General Contractors is involved in a similar program in other areas of Michigan and the UPCC is engaging them in discussion about our program and the possibility of exposure to their membership.

In discussion with officials at Cognos to create ongoing internship program. The program would be modeled after the internship program developed with Intel. It will provide students opportunities to work at firms in the areas of IT and/or sales/marketing.

Engineering and Planning is providing an opportunity for an area high school student from MARESA to work within the Engineering and Planning Department for exposure to the engineering and construction fields.

4. Utilize alternative energy plans to seed academic and research programs in energy and energy management.

Working with the School of Technology/construction management program on a grant application to the Kresge Foundation. The application is for a planning grant to construct a building at the Jacobetti Center that could be utilized as a "green technology building laboratory." It would focus on evolving technologies in the sustainability movement, and provide students with a lab setting to demonstrate the latest innovative building practices.

Office of General Counsel supported NMU's efforts to build its CHP burning wood as its primary fuel source by, *inter alia*, providing legal assistance related to the EAB proceeding and assisting with responses to FOIA requests.

**D. Goal: Develop the financial resources to support innovation and student success.**

Constant cultivation by President and Mrs. Wong by entertaining various prospective and current donors. This includes meals at Kaye House and restaurants as well as theatre, sporting events, Marquette Symphony, and golf.

**Priorities:**

1. Develop and implement a plan for substantially increasing federal, state and private grants to NMU.

In response to new funding opportunities offered within the American Recovery and Reinvestment (ARRA), an ad hoc task force, under the direction of the provost, was established to assist qualified faculty and staff to pursue ARRA funding. Andrew Smentkowski, associate director for research and sponsored programs, is coordinating these efforts and his office provided a week-long intensive grant writing “Boot Camp” in May 2009 with 21 participants. To date, five AARA-related proposals have been submitted totaling \$328,457, with one having been funded as of the date of this report.

Since February 2009, NMU has received \$839,500 in funding for seven proposals and the Office of Grants and Research has submitted additional proposals on behalf of faculty and staff totaling \$517,522. Grants received include job training opportunities, early college experience for disadvantaged youth, nurse educator training and a science project exploring anti-influenza antibodies.

With the leadership of Andrew Smentkowski and Peter Holliday, Director of Student Support Services, NMU has been selected to receive \$220,000 under the Ronald E. McNair Post-Baccalaureate Achievement Program. The grant is a four-year project designed to successfully prepare undergraduate participants for doctoral study. The program includes intensive academic advisement, graduate school admissions and financial aid assistance, undergraduate and graduate faculty mentoring, summer research seminars/internships, and academic-year research workshops. The program provides each participant with a \$2,800 stipend.

In September 2008, the Office of International Programs sponsored an on-campus Fulbright Scholars Workshop presented by Maria Bettua, assistant director for the Fulbright Grants Program. The goal of the workshop was to enhance faculty success in Fulbright applications for teaching and research abroad. Over 25 faculty participated in the workshop and/or individual consultations.

2. Implement a framework for integration and collaboration between the NMU Foundation, the Alumni Relations Office and the Academic Affairs Division to support academic innovation and student success.

The Provost’s Office partnered with the NMU Foundation and Academic Impressions to sponsor a professional development workshop in fall 2008 for deans, department heads, constituency development officers and selected others. The goal of this workshop was to provide a valuable professional development experience that would enhance collaboration between Development and Academic Affairs to increase fund-raising success. Feedback on the workshop was very positive and follow-up activities including new collaborations are ongoing. In consultation with the provost and deans, a handbook is being developed.

The Foundation is working closely with Provost and Academic Affairs on all fund-raising initiatives

The Foundation sponsored an in-service in October for all deans, unit heads and department heads to help the university community understand their role in the fund-raising process

3. Work with the NMU Foundation to double the size of its current endowment fund.

The Foundation is managing the fund in the current economy – although the fund lost money this year.

4. Work with the NMU Foundation to develop a comprehensive corporate gift plan.

Worked with Lenovo and the NMU Foundation to secure \$20,000 to establish a Lenovo International Scholars Fund that will provide funding for international experiences for NMU students or international programming at NMU.

# Meaningful Lives

The personal, social and intellectual maturity of NMU students is the ultimate benchmark of the achievement of the university's mission. A high-quality university education creates lifelong learners, contributing citizens and thoughtful neighbors. NMU will develop those programs and employ those practices that maximize the opportunity for all students to succeed in their university experience and to lead a productive, meaningful life.

Athletics and Recreational Sports staff participated in "Skill Builders" program to enhance NMU student skills and awareness. The department also initiated these programs:

- Champs Life Skills Program for Student-Athletes, offering different enrichment programs to better prepare them for life's challenges.
- NCAA Leadership Academy participants—One male and one female participated in this leadership program this spring.
- Provided internship experience for approximately 16 students allowing relevant work experience so they can put theory into practice.
- Employment experiences for students to learn relevant work skills. Positions include—facility supervisors, graphic artists, ticket sellers and takers, lifeguards, sports officials, event coordinators, etc.

The new Charge It program allows students to charge up to \$500 of textbook costs to their NMU student account.

The Dozing Discounts program offers discounts to NMU students at a variety of hotels across Michigan, Wisconsin, Illinois and Indiana. The goal of the program is to encourage students to stop and rest if they encounter unsafe driving conditions.

The Wildcat Wallet Program offers student discounts at local businesses around Marquette. This program is mutually beneficial to help businesses attract students and connect to the university while allowing students lower rates at local businesses.

**A. Goal: A Liberal Studies Program that provides students with the abilities and knowledge necessary for lifelong learning and effective citizenship in a challenging and rapidly changing world.**

Priorities:

1. Complete the process of creating a Liberal Studies Program that aligns with the mission, goals, skills and abilities approved for the program by the Academic Senate.

In winter, 2007, the NMU Academic Senate approved a set of “abilities” and “understandings” meant to form the basis for the Liberal Studies Program. The Liberal Studies Committee continues to discuss various models for the Liberal Studies Program that will effectively reflect those fundamental goals.

2. Provide professional development opportunities for faculty that will assist in the implementation and effectiveness of the new Liberal Studies Program.
3. Create an infrastructure that integrates the Liberal Studies Program with the First Year Experience and other student support services that improve retention.

**B. Goal: Develop a new academic advising system that integrates the advising assets of academic departments and student services to contribute to a new, effective retention management network—similar to our enrollment management network.**

Priorities:

1. Develop and implement a quality advising system in each college that will meet the needs of students, enhance retention and lead to increased graduation rates.

The Student Services and Enrollment division has implemented the Curriculum, Advising and Program Planning (CAPP) degree evaluation tool. CAPP is an advising tool that allows students and their advisors to produce a degree audit on demand to assist in academic planning and enhance progress toward graduation.

The Academic and Career Advising Center collaborated with AdIT to provide ‘advising tools’ for academic deans and department heads, enhanced ‘adviser tools’ for faculty advisers (e.g., Adviser Tab on MyNMU) and underwent review of career planning activities and process for undeclared students.

2. Establish articulation agreements with community colleges that effectively evaluate and improve the transferability of liberal studies and other courses and credits and that will be attractive to transfer students.

With the leadership of Associate Provost Bill Bernard, a template and procedures for developing articulation agreements with community colleges have been developed and discussed with deans and department Heads. The College of Professional Studies has established two new articulation agreements to date -- one in Criminal Justice with Alpena Community College and one in Engineering Technology with Northeast Technical College (Wisconsin).

As academic departments complete articulation agreements, The Admissions Office has created Web content within NMU’s transfer site to note articulation agreements, so when prospective transfer students and community college staff look at their school from [www.nmu.edu/transfer](http://www.nmu.edu/transfer), if there ARE articulation agreements in place, they will be apparent.

The Admissions Office was a key participant in developing and updating information in the Michigan Transfer Network ([www.michigantransfernet.org](http://www.michigantransfernet.org))

The Admissions Office created a new transfer brochure to better reflect transfer-friendliness and scholarships.

With the leadership of Colonel Todd Gile, department head in Military Science, a partnership with Gogebic Community College has been developed that provides the Basic ROTC Course at GCC and then offers transfer into the Advanced Course at NMU. The purpose of the program is to increase the number of ROTC students who transfer from GCC to NMU.

The provost and Academic Cabinet hosted a one-day NMU campus visit in fall 2008 for the new Bay Community College Vice President for Instruction and Student Learning Edward Ogle and Dean of Instruction Chris Holmes. The purpose of the visit was to initiate a more collaborative relationship between NMU and Bay Community College and to accelerate the establishment of new major-specific articulation agreements.

Public Safety and Police Services now has agreements with Lake State, Bay, Finlandia and Gogebic that recognize and honor the 12 credits from the Regional Police Academy.

3. Identify and utilize quality assessment measures to improve the effectiveness of academic advising.

The Academic and Career Advising Center has developed outcomes assessment measures to improve the advisement of undeclared, and academic probation students.

4. Utilize the Center for Native American Studies, the Multicultural Education and Resource Center and the Office of International Programs to recruit, retain and grant degrees to students.

The NMU Admissions Office, with cooperation of the Multicultural Education and Resource Center (MERC) initiated a new collaboration during 2008-09 with Admissions Promise, an organization whose goal is to increase the number of students of color who attend college. The project brought high school juniors from Minneapolis and Milwaukee for a multi-day visit to the NMU campus.

With the support of a Wildcat Innovation Fund grant, April Lindala, Director of the Native American Studies Program, is implementing the "College Prep Medicine Wheel Academy," a project to encourage Native American students to explore and enroll in professional preparation programs in nursing and other health professions.

The Office of International Programs has implemented a business plan aimed to increase the number of international students enrolled at NMU. Representatives of NMU participated in student recruitment trips to Canada and Latin America during 2008-09 in an effort to recruit international students from those regions. With support from a Wildcat Innovation Fund grant, Z Z Lehmborg, Department of English, is providing leadership for "The Asian Initiative," a project to increase enrollment of international students from China.

Office of General Counsel provided advice related to international student recruitment.

5. Implement recommendations for the improvement and expansion of the NMU Honors Program.

During the 2007-08 academic year, a provost-appointed Honors Program Task Force examined all aspects of the Honors Program. With the leadership of Dean Terry Seethoff, the task force made numerous recommendations for program improvement. A consultant from the National Collegiate Honors Council visited campus in April, 2009 and also submitted a report and recommendations. Michael Broadway, associate dean of Arts and Sciences, was appointed honors director and has moved forward, in collaboration with the Honors Advisory Board, to implement recommendations from the Task Force and the consultant. With Broadway's leadership, applications for the Honors Program have increased by 10 percent compared to last year at this time.

In collaboration with David Wood, Department of English, Broadway will conduct a *Canadian Studies and Shakespeare* course in Summer 2009 in Canada for honors students. The Canadian study abroad experience is funded in part by a gift from a retired NMU faculty member.

The Admissions Office worked with the Honors Program in developing new recruitment initiatives.

The Foundation began the process of securing a major gift to implement an "Honors Program" type of scholarship in the College of Business

6. Increase access to and understanding of financial aid by creating new online interactive tools that simplify the financial aid process for prospective students, parents and others.

The Financial Aid Office and Communications and Marketing have collaborated on a project to create an interactive tool that guides students and parents through the financial aid process in a step-by-step fashion.

A new financial aid toolbox has been built and is expected to be live on the NMU Web site in time for the start of the prime high school recruiting period, which begins in late September (and may be live for the start of the NMU fall semester). The toolbox includes: an interactive cost comparison for up to 5 schools, which demonstrates "out of pocket" cost differences; an NMU step-by-step financial aid process guide; the cost calculator (which has been on the Admissions site); an audio/visual tool for filling out the FAFSA; and some video presentation by financial aid staff. To be added in the fall is a video piece on satisfactory academic progress.

**C. Goal: Integrate the highest possible level of information technology skills and competencies throughout the university.**

Focus group testing for the PeopleAdmin software program for Human Resources has been completed (4 sessions total, plus numerous staff and academic updates). Due to turnover in PeopleAdmin, HR is currently having to make some revisions of the workflows and re-verify the change log item completion. A go-live date is planned on August 1<sup>st</sup> or 8<sup>th</sup>.

Banner EAPF and HireRight are dependent on the PeopleAdmin implementation, and are continuing according to the constraints of the PeopleAdmin launch.

The Human Resources department has launched a leadership development program designed for establishing a model of leadership across campus and the framework for targeted leadership development at multiple levels.

Technical Services has worked with the Athletics Department to acquire and implement a new digital video replay system. This system allows teams to have greater ability for analysis of game films and practice films in a digital format that can be marked up to facilitate game film editing. It also meets new conference requirements for an updated format of game films for sharing with other teams. The project was implemented utilizing existing university infrastructure which lowered the project acquisition and implementation costs by over 50 percent from original pricing.

Designed and implemented an electronic Board of Trustees Book which generated a savings of over \$5,000. Trained Board members on use of this Web-based technology.

#### Priorities:

1. Provide a wide variety of professional development opportunities to expand the information technology skills of faculty, staff and students.

With the leadership of Darlene Walch, dean of AIS, Eric Smith, director of Broadcasting and Audiovisual Services and Matt Smock, director of Instructional Design, Technology and Media; the Course Technology Innovation Program (CTIP), funded by the Wildcat Innovation Fund, has been implemented. The program involves 15 faculty in a yearlong series of activities with the goal being to support participants in successfully integrating new instructional technologies in their teaching. A one-week workshop was conducted in June 2009 to initiate the project.

Banner optimization is continuing as a result of participation in the Banner user group meeting. Seniority reporting, life insurance administration, EPAF, and several screen process improvements will be implemented over the next several months.

2. Provide new opportunities for faculty and staff to develop and implement high-quality online academic programs.

The Office of Instructional Design, Technology, and Media (IDTM) in Academic Information Services, with the leadership of director Matt Smock, is providing individualized consulting, support, and resources to enable faculty to successfully implement best practices in online instruction. With this support and with the enthusiastic leadership of many faculty the number of courses and programs being offered either entirely or partly online and opportunities for online learning for both on-campus and off-campus students continue to steadily increase.

Broadcasting and A/V Services completed an upgrade to MediaSite Live this year and promoted it to individual departments as a way to aid in the delivery of course content (audio, video and graphics) to off-campus students. System adoption became more universal and to-date over 2,000 programs have been recorded and stored on MSL servers. Currently over 49,000 individual users access content within the system. This work was coordinated through the Course Technology Alliance (CTA) which is comprised of members from AIS and LRD.

Additionally, a cooperative LRD/AIS project is underway to create a technology corridor in the LRC. The corridor includes Broadcasting, A/V, Media Services, CITE and Academic Computing services in a way that facilitates “one-stop-shopping” for students and faculty who need assistance with technology and streaming media for course work. In May of 2009, AIS and LRD received Wildcat Incentive Funds to assist and train a faculty cohort group in using advanced course related technology. This year long project is providing year-long intensive training and assistance to 15 faculty who have committed to using significant (and appropriate) technology applications in their on-campus or on-line courses.

3. Establish a “think tank” to encourage new ideas and pedagogies that will leverage the university’s technical expertise and high-tech corporate partners in order to bring external resources to the university.

With the leadership of Dean Terry Seethoff, this priority is in development.

4. Establish benchmarks for technology literacy for all NMU graduates and develop a plan to achieve them.

The AIS Ad-Hoc Committee on Information Literacy and Technical Competency has reviewed technology literacy standards from the State of Michigan and from the Association of College and Research Libraries. The committee is also reviewing the ETS Skills Assessment Tool to assess its compatibility with NMU’s environment.

5. Create an enhanced infrastructure that will continually expand the availability and variety of new technological tools and services for NMU students, faculty and staff.

The Registrar’s Office, with the leadership of Registrar Kim Rotundo, is implementing an electronic transcript service for students that will allow the University to send transcripts as an attachment through a secure network.

The Registrar’s office worked with AdIT to create an automatic download of academic information regarding student athlete performance from BANNER to CAi software, which is what is used by NMU and the NCAA for athletic eligibility. In the past, this information was entered by hand.

The Registrar’s Office worked with AdIT to develop a new system on Banner to allow students to select which directory information they want to be confidential instead of the all-or-nothing method that was used in the past. This is being implemented in August with our annual FERPA announcement.

The Financial Aid Office implemented a new electronic system of issuing Perkins Loan Master Promisary Notes to students eliminating paperwork and streamlining the process for students.

The Career Services Office has developed an online resume service to assist students in posting their resume online to all prospective employers.

With the assistance of College of Business Professor Sandra Poindexter and Communications and Marketing, the Provost’s Office completed the development of a new Provost’s Office/Academic Affairs Web site in summer 2009. A needs analysis was conducted with goals

established to include: the presentation of a quality image to internal and external viewers, the reflection of the mission statements of the division and the university as well as Road Map themes, the provision of a resource-rich site for the campus community and the creation of a transparent communication of the roles and responsibilities of personnel in the Academic Affairs Division. The website will become live approximately August 1.

Significant progress has been achieved in implementation of WNMU-TV and WNMU-FM digital conversion projects including needs assessment, timelines, legal and regulatory considerations, funding and fundraising, grant submittals and supervision of a three-phase, \$4 million project construction. New digital technologies developed under this goal will increase program quality and channel capacity that aid in facilitating additional programming opportunities and experiences for students. Funding for this initiative was secured through federal grants. On June 12, 2009 WNMU launched new DTV transmission capabilities and added two additional broadcast channels capable of serving NMU's public and instructional missions. The final phase of the WNMU's DTV transition includes updating studio production facilities to digital. This digital conversion also includes WNMU-FM's IBOC digital transmitter replacement providing improved signal reliability and multi-channel capacity for serving future instructional and programming needs.

Developed the ability for students to securely enter banking information online that gives the university the ability to deposit overage checks of financial aid directly to bank accounts. Reduces the lines in student services during rush periods and allows for quicker access to funds by students. We have also been encouraging greater participation by students in electronic payroll deposits.

Expanded confidentiality options for students by providing five different options for confidentiality on the Banner system. This benefits students in that they will be able to allow service learning and academic information to be released but still restrict physical contact information.

Office of General Counsel assisted with contracts with the City of Marquette and Marquette Township to expand NMU's wireless reach.

The Internal Auditor worked on several projects to support this priority, including a new ReportNet program that identifies unsubmitted purchasing policy expenses; new microprocessors and support software (CBORD) for transactions; and selection of a new purchasing card vendor.

Recreation participants can now sign up for different program offerings online, making it much more customer convenient.

6. Develop a "virtual" campus that provides reliable, convenient access to online courses and other essential student services.

The Registrar's Office is working on the development of several online services including electronic submission for incomplete ("I") grades and automated communication to both students and faculty regarding the terms of those "I" grades.

The Student Services and Enrollment division has developed an Online Orientation program, virtual advising system, and an online student services Web site to assist online students.

AdIT developed an automated process for incomplete grades. The automated process provides automatic electronic notification and alerts that pertain to due dates for students, registrar, and faculty, to better monitor completion of coursework after the semester ends.

-Superior Edge System – interactive system that allows students to record time for work that qualifies towards the “edges” and alerts for timing of project due dates.

Public Safety and Police Services has made the on-line transition with several training programs for faculty/staff and will expand offerings in the future.

# Leveraging Campus Attributes

The attractiveness of the NMU campus in the beautiful natural environment of the Upper Peninsula of Michigan is a unique asset that should play a prominent role in our portfolio of academic programs, our research agenda and the efficiency with which the campus operates. While the campus itself represents NMU's physical assets, academic programs and other campus operations represent the human capital of the university community. Both are instrumental in sustaining the university's collective efforts to maintain a standard of excellent practice, manage costs and achieve the institutional mission.

## **A. Goal: Utilize the Campus Master Plan and related initiatives to continue to build and develop a greener and more learner-centered campus.**

For the combined heat and power project, the 5-12-08 Michigan DEQ air permit No. 60-07 for the proposed new co-generation plant was voided on 5-7-09 due to backup coal fuel concerns. A new revised wood fuel only air permit has been submitted for DEQ approval. The staff continues to work on determining the available wood supply and anticipated pricing structure. Until the permit issues have been resolved, work has stalled on the site plan and facilities designs.

The renovation of Hunt Hall was completed on schedule and within the \$9.6 million budget. Students began occupying it in August 2008.

Renovation of the south side of Cohodas Hall was completed on schedule by the end of September 2008. The Beaumier Center occupies this renovated space. Plans were developed and ready to bid for the renovation of the first floor lobby of Cohodas Hall to make it more attractive and inviting to guests, faculty, and staff of the institution. The project has been placed on hold because of the current economic situation.

### Priorities:

1. Establish strategies and a communication plan for implementation of the Campus Master Plan that ensures the highest possible level of input from the NMU and local communities as financially feasible components of the plan are implemented.

The Student Services and Enrollment Division played a key role in developing the Campus Master Plan, and on the Way-finding Committee for new campus and campus-related city signage.

During the development of the University's 2008 Campus Master Plan, much discussion ensued regarding the need for defined campus portals and an improved exterior signage system. A wayfinding system would improve access to and around campus as well as help to distinctively mark and brand the university campus. As a result of this identified need, Corbin Design was hired to develop a campus wayfinding plan. Over the course of the last year a new plan has been developed based on ideas and input received from a number of campus focus groups, input from the City of Marquette and the Michigan Department of Transportation. This

new plan addresses all the needs outlined in the 2008 Campus Master Plan by establishing a "trailblazer" system to improve routes to the university for first-time visitors as well as outlining a new design theme for campus entry signs, directional signs, and building identifiers that incorporates more color, a modern design theme, and NMU branding.

The University Parking and Traffic Committee has been made aware of the plan and will ensure that initiatives are in line with the plan.

Office of General Counsel participated in meetings related to mixed-use development in support of the Campus Master Plan.

The President held special forums with the university community, city and county commissioners, and the Marquette Area Public School Board to review the Campus Master Plan and budget challenges.

2. Examine classroom and other learning spaces to create the highest quality learning environments, and to advance the application of new pedagogies and technologies.

Broadcasting and A/V Services accelerated planning and integration of DTV production capabilities to provide additional support for specialized courses in digital media and new technology. Achievements include supporting the launch of sports and entertainment majors at NMU, the reassignment of staff supporting field production work required by students and the implementation of B2 Networks Web streaming for NMU sports. Plans for the current year include replacing WNMU-TV's analog production equipment with digital facilities which will permit the department to host upper level students and courses that need experiences with DTV facilities.

The Registrar's Office has worked to identify all appropriate classrooms for general classroom offerings in order to maximize the utilization of space and create better schedule offerings.

## **Finance**

A committee is being established to review the JXJ facility. The facility is NMU's primary lecture facility and is in need of major infrastructure upgrades and classroom furnishings changes/upgrades.

The Space Utilization Committee completed development of a new space utilization software data system and is in the process of establishing a university committee to perform ongoing review of university space. The system allows the university to better evaluate efficient use of space on campus.

3. Continue campus discussions regarding the "library of the future" to identify state-of-the-art facilities, collections, technology and collaborations that will meet current and emerging instructional and research needs, and that will support the goals and priorities of the Road Map.

"Library of the Future" discussions are continuing under the leadership of the dean of AIS. The Provost's Office sponsored a Web cast in fall 2008, offered in collaboration with the Association of College and Research Libraries titled, "The Engaged Library: Strategies for Building Vibrant Learning Communities". Library faculty are conducting a study that focuses

on issues including what faculty expect from student research, how students do their research, how students would design a library, and student ideas for the library Web site. An AIS committee has identified five strategic directions as well as goals, objectives, benchmarks and criteria.

4. Utilize consultants' recommendations to enhance the bookstore, dining services and conference services operations.

The Student Services and Enrollment division participated extensively in the development of the consultants' recommendations.

Dining Services is exploring options for "trayless" serving. A soft rollout began in January 2009. ASNMU has been involved in the discussions and is supportive of the approach. Beginning fall 2009, we do not intend to have trays available. The goal is to reduce the amount of food waste and to encourage healthier student eating habits. This is a joint concept developed between Dining Services, Student Government, and Housing and Residence Life.

Dining Services has received both support and some resistance to the "trayless option" and will continue to communicate with students and staff regarding this issue before moving forward with full implementation.

Preparation work continues towards a December 2008 rollout of an enhanced campus card processing system. CBord will be onsite for two weeks beginning Monday, December 8, 2008, and be operational by the start of winter 2009 semester with a processor for transactions for meal plans, vending, printing, and other card services. The new system will provide better sales and revenue reporting data. It will also lower our annual maintenance fees.

Programmed and implemented an online system that allows students to sign up for textbook reservation. Students complete the online form which is submitted to the NMU Bookstore and authorizes the bookstore to charge the student's account for the textbooks. Students then pick up their books at the bookstore before the semester begins.

5. Continue efforts to secure resources necessary to support implementation of the Campus Master Plan.

The Foundation continues to seek donors with an interest in "brick and mortar" gifts that are campaign priorities

**B. Goal: Enhance processes throughout campus operations to guide the use of resources and inform resource allocation.**

With the leadership of Bill Bernard, associate provost for student services and enrollment, the Office of Career Services has been integrated with the Academic and Career Advisement Center. This will allow both departments to maximize productivity, maintain high levels of service and lower administrative costs.

The university is in the process of completing implementation of a new online application and tracking system (PeopleAdmin). The HR department conducted trial training sessions on

PeopleAdmin to identify any potential problems with workflow. Initial focus and testing have been completed. Based on input from a cross section of departments, HR and PeopleAdmin consultants were able to develop a change log and complete testing of system design changes and are now moving to phase two of the testing process. After phase two a final change will be developed and testing of additional system changes will be completed before moving into the final phase of implementation. The new online application and tracking system (PeopleAdmin) is expected to be completed by the beginning of the winter 2009 semester and will assist HR in streamlining and standardizing the university hiring process. The project is expected to be completed winter semester 2009.

Implemented a new system that allows community members to register and pay online for motorcycle safety training agencies. Twenty-eight (28) courses, taught by different instructors, are offered at seven different locations throughout the U.P. Prior to having an online system, the Motorcycle Safety program was manually administered by the Continuing Education staff and the field instructors who would receive voice mail messages from people who wanted to register. Now that everything is electronic, this system is very timely and efficient.

Implemented a new system that allows community members to complete online registration and payments for the new NMU golf course.

HR has partnered with AdIT to create a Cognos cube on employee data for use with proactive workforce planning and scenario development based on budget funding. This tool has been used very effectively for communicating information to new Board members, for the College of Arts and Sciences benchmarking, and for HR planning. The data has been most recently used to assess the feasibility of targeted retirement programs and budget planning impacts.

In partnership with AdIT, the online tuition benefit form has been added to the myNMU employee options, eliminating the need to physically move triplicate papers between multiple offices (HR, Financial Services, Financial Aid, Computer Inventory).

Completed the installation and implementation of the new card access system for all residence hall entry points and upgraded/installed security surveillance system in halls through a collaborative effort between Student Services, Facilities, and Public Safety.

Completed the construction for the LRC HVAC Upgrade to improve the environmental conditions within the facility.

Completed the retro-commissioning of the heating, ventilation and air conditioning systems in Cohodas Hall to determine the deficiencies. Ready to take the next step to make the corrections if funding is available.

Established Adopt a Flower Bed Program to provide more colorful landscaping in high visibility areas on campus, while increasing the volunteer opportunities for employees who want to help beautify the grounds. The response was overwhelming with nearly twenty (20) beds being planted and maintained. The Grounds Department prepared the beds, provided the plants, water source, and hose. The volunteers designed the bed, planted the flowers, and maintained the garden through regular watering, weeding, and flower dead-heading.

-The Purchasing Department and Mail Services currently support Northern Michigan University's reuse and recycling programs.

In an attempt to maximize the value of the university's surplus assets, NMU is creating a Surplus Store on eBay. If equipment, furniture, or other material goods cannot be reused by other university departments on campus, it can then be sold to the public at a fair market price. Historically, university surplus auction events have required significant investments in staff time through event organization and surplus goods handling with limited return. Standard operating procedures will ensure that posted goods for re-use and sale meet strict state requirements and university policies. This venture should afford an excellent opportunity to recapture value held in surplus assets with the added benefit of reducing the amount of waste sent to the landfill each year. -NMU Surplus Store pilot is set up and operational and a business plan is being developed.

Implemented a new online system for requesting tuition benefits for self, spouse, and dependents. This system replaces a paper process that included a three-part paper form that was routed through Human Resources, Financial Services, and Financial Aid (not to mention Mail Services in-between). In 2008, 727 forms were processed. The online system now does the verification and updating that was completed in each office and it contains a built-in workflow so that supervisors can approve requests from their staff members who must submit a work make-up schedule.

#### Priorities:

1. Develop benchmarks for campus units to gauge efficiencies and time-saving practices.

Members of the Student Services and Enrollment Division participated in the Benchmarking AQIP Action Project under the leadership of Dean Terry Seethoff.

Created new data cubes to provide quick access to performance data. Cubes are now in place for Admissions, Orientation, Finance, and HEIDI. Cubes for analyzing student retention and workforce planning are in development. Advertising Recruiting cube is in development. This cube will be used to analyze how we spend our recruiting dollars and whether or not they are yielding students.

Dining Services is working on staffing/budget analysis and benchmarking to National Association of College and University Food Service data. The survey was recently completed and expected benchmarking data will be available April 2009 which will allow us to further analyze operations and potential for even greater efficiencies.

2. Provide training opportunities at all appropriate levels to improve the responsiveness and effectiveness of office operations.

All Student Services and Enrollment departments offered opportunities for professional development to staff.

Expanded Public Safety online training to include the Clery Act, Right to Know, and Active Shooter. Employees can now view required training from their desktops rather than attend group training sessions. The system records the date the employee completed each training module.

The Human Resources department has been reorganized. The changes include movement of Equal Opportunity into the department and the hiring of an HR generalist. Through the

reorganization processes and positions have been identified to focus on training and professional development. The reorganization savings have made additional funds available for enhanced campus-wide training and development initiatives.

Created an electronic notification system that will eliminate all paper payroll processes, employee status and system related changes. The university recently discontinued printing of paystubs for all students and staff. The information is only available through secured online access. The online system allows students and staff to see a complete history of their paystubs that is accessible 24/7. The move to this process saves paper costs, distribution costs, and personnel time.

Moved telephone voicemail to open source technologies, saving the university over \$150,000 in one-time costs and reduces ongoing maintenance costs of approximately \$25,000 annually. The new system provides the ability to check voicemail by phone or web. We are exploring and testing its use in videoconferencing.

NMU now uses the Cognos business intelligence and performance management software tools for all campus reporting and data analysis using data cubes. Data from many different systems can be combined and used in a single report or data cube.

Content Management System software for creating, managing and controlling a collection of Web material – HTML documents and their images – has been implemented. It is a system that facilitates the creation, control, editing and many essential web maintenance functions. Usually the system provides tools that allow users with little or no knowledge of programming languages to create and manage web content with relative ease of use. NMU uses SunGard's Luminis Content Management Suite.

Office of General Counsel presented on legal issues to deans, directors and department heads (sexual harassment panel and Bullard-Plawecki Act) and to the Academic Cabinet, and made available training on the amendments to the Higher Education Act. Also assisted with orientation for incoming new members of the Board of Trustees.

The staff in the Office of the President are given the opportunity to attend at least one professional development program/conference during the year.

3. Develop incentive and reward systems for departments implementing cost-saving and time-saving strategies.
4. Develop a structure to assess staffing in all areas of the institution to ensure compliance with federal and state requirements.

Public Safety and Police Services is currently developing a proposal for alternative funding for a position that will work directly with compliance and training.

Office of General Counsel provides continuing advice to university senior leadership on compliance issues.

**C. Goal: Enhance the portfolio of academic programs, research and other activities that leverage the university's location in the Upper Peninsula of Michigan.**

Office of General Counsel provided support related to new research opportunities in the Upper Peninsula.

Priorities:

1. Consolidate NMU's several environmental science efforts into a cohesive whole that will take full advantage of educational and research opportunities unique to the natural environment of the Upper Peninsula to best attract and serve students and faculty.

With support from the Wildcat Innovation Fund, Suzanne Williams, department head in Chemistry and Jill Leonard, professor of biology, are conducting the "Center of Ecological Studies Feasibility Project." The aim of the project is to determine the feasibility of a Center that would serve as a unifying structure for NMU's various environmental science and related interests to enhance research, increase enrollment and better serve faculty and students in these areas.

2. Work to enhance opportunities, funding and events that strengthen and increase current university areas that focus on the Upper Peninsula—Center for Native American Studies, Center for Upper Peninsula Studies, Beaumier Heritage Center and NMU and Central Upper Peninsula Archives.

With the leadership of Dan Truckey, director of the Beaumier Upper Peninsula Heritage Center, NMU hosted the second annual Upper Peninsula Folklife Festival in March 2009 to celebrate the living traditions, history and culture of the Upper Peninsula. The festival, supported in part with a \$10,000 grant from the National Endowment for the Arts and associated with the Learning to Walk Together Pow Wow, included a scholarly symposium and a variety of entertainment and educational events. The 2009 Festival also introduced the Upper Peninsula Folklife Award. Sponsored by the Beaumier Center and the Provost's Office, the award will be given annually to honor individuals or groups who have made a significant contribution to the preservation, performance and legacy of the folk arts in the Upper Peninsula. The inaugural recipient of the award (given posthumously this year) was Johnny Perona, a widely revered Upper Peninsula musician.

The Beaumier Center has also received grants during 2008-09 from the Michigan Humanities Council (MHC) and the Michigan Council for Arts and Cultural Affairs (MCACA). The MCACA grant was to support the Folklife Festival and the MHC grant will fund the creation of a traveling exhibit that highlights the Upper Peninsula's rich storytelling tradition.

With the leadership of NMU Archivist Marcus Robyns, NMU collaborated with various community organizations to present a symposium and other events focusing on the 50<sup>th</sup> anniversary this summer of the filming of John Voelker's *Anatomy of a Murder*, which was set and filmed in the Marquette area. In association with these events, the Beaumier Center is providing an exhibition of memorabilia from the filming. Shelley Russell, professor of theatre, is directing the stage version of "Anatomy of a Murder" during the summer 2009 season of the Lake Superior Theatre in Marquette.

The Foundation is seeking a major gift to endow the Beaumier Heritage Center curator salary.

The Office of the President held a luncheon to promote the Beaumier Heritage Center.

3. Create a task force to examine expanding or adding programs that take advantage of U.P. assets and that would be unique to the region or nation, including such assets as the environment, local geography, recreation, rural demographics and lifestyle and weather.

Public Safety and Police Services now has a secure storage area for students who desire to bring their recreational vehicles with them; i.e., boats, snowmobiles, ATV's.

4. Provide seed funding for faculty-student research projects focused on the U.P. region.

#### **D. Goal: Be a model community for sustainable education and practices.**

The Hunt Hall renovation has been completed and submitted for LEED certification. Awaiting notification from the U.S. Green Building Council. A faculty member and staff member have passed the LEED Accredited Professional exam to become a LEED Accredited Professional.

Explored ways to develop low maintenance landscaping to determine the cost and level of maintenance required to establish this type of landscape and potential long term savings for the university. The sample plot was installed in fall of 2006 totaling 4.1 acres. Within the sample three types of plantings were established and evaluated: Woodland restoration – 1.3 Acres, Parking lot Islands - 0.34 acres, and open turf areas – 2.5 acres. The woodland reforestation planting includes 8 types of native type trees (92) total and 22 native woody bush shrubs. All 9 tree species and 19 of 22 wood brush plants are well established require no maintenance. The specialized grass seed utilized for the open turf areas required frequent water for the first year, but has been maintenance free for years 2 and 3. The parking lot landscaping has required extensive effort to maintain. The second year maintenance costs were 25 percent of the original installation. The third year's maintenance was handled by NMU staff and required approximately 240 hours (estimated) for less than one acre. This exceeds annual turf maintenance of 182 hours per acre.

Working with President Wong and our Washington consultant, developed and submitted proposals for federal transportation bill dollars to create a new entrance to campus and develop an east/west corridor connecting Kaye Avenue and Fair Avenue between Fourth and Seventh Streets. This linkage will provide access along the southern boundary of campus, connecting the campus to town, and provide the local community with an east/west corridor as identified in the 2004 City of Marquette Community Master Plan. The project submittal is for \$2.8 million dollars in federal funds.

The NMU Golf Course opened in April 2009. The entrance sign on M-28 at the entrance to the course has been resurfaced and three positions to operate the course have been filled, along with hiring 10 students. The pro shop has been cleaned and the interior painted, pesticide and fertilizer application has been completed, and irrigation system pumps and controllers have been installed. A new rate schedule was issued and to date, membership has increased by 25 percent over last year; five leagues are scheduled for weekly play; and three NMU events have been scheduled. Dining services provides food at the course. All net proceeds will go to a scholarship fund for students. Enhancements are planned for the golf course appearance, grounds, buildings and signage to increase membership and public use. Planning has started to construct a club house / instructional center.

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Planning is under way to explore alternative and expanded use of the University Center.

The campus 802.11 b/g/a wireless network will continue to be upgraded to 802.11 b/g/a/n to facilitate video broadcasts over wireless and provide for IP-based TV.

Priorities:

1. Enhance efforts in all campus operations to achieve the highest possible standards of sustainability practices and energy efficiencies.

The final report of the AQIP Action Project, "Northern Naturally: A More Sustainable NMU" has been submitted. Various sustainable practices recommended in the report continue to be implemented across campus.

NMU has become a member of the Association for the Advancement of Sustainability in Higher Education (AASHE), which provides NMU access to best practices that promote sustainability in all sectors of higher education.

The Housing and Residence Life Office developed and implemented a program to encourage students living on campus to incorporate sustainable practices in their day-to-day activities using group meetings, posters and fliers, the department's newsletter and closed circuit TV channel.

Recently completed installation of emergency backup generators at the Learning Resources Center for supporting computer server and network infrastructure, TV and radio stations, and Master control room. Created a new backup location in the Hedcock building to provide redundancy of university systems in case of emergency or system failure.

Finance Division worked with Public Safety in enhancing our Wildcat Shuttle agreement with MarqTran. The service is expanded so that students, faculty, and staff can ride the MarqTran throughout the county. The service is accessible by simply showing their official university ID card. The goal has been to provide better access to campus by students, reduce parking demands, and promote sustainability by reducing the number of cars on the road.

Completed several long-term maintenance projects, including boiler replacement at Lincoln Street Apartments and roof replacements on Spooner Hall and two Summit Street apartments. -Engaged consultants to assist with development of an energy saving projects list. Those that will provide operational savings with payback of less than 5 years will be investigated for implementation during the summer of 2009.

The NMU Soccer Game field was reconstructed during the summer of 2008. Reconstruction included tilling and augmenting the existing soil to improve drainage, the installation of an in-ground irrigation system, hydro seeding, and fencing the site to comply with NCAA requirements for hosting sanctioned tournaments. The turf is anticipated to be completely established and ready for play for the start of the fall 2009 season.

A three-tiered campus-wide energy saving program has been initiated to reduce energy consumption, both saving money and helping the environment. An occupant awareness program has begun to explain ways that the campus community can help by shutting off lights, turning down thermostats, closing blinds, shutting off computers at night, etc. An operation and maintenance program has been implemented to review the operating schedules of

mechanical and lighting equipment and discuss equipment that needs to be repaired or replaced to conserve energy. A facilities upgrades program is being developed to identify installation improvements such as replacing existing light fixtures and motors with a more energy efficient type, installing variable frequency drives on motors, installing insulation on piping and ductwork, etc

Public Safety and Police Services with ASNMU are developing a bike share program for this fall. Within the department they have increased the use of electric golf carts, bicycles and a motorcycle. In conjunction with the Facilities Department they have conducted light surveys to conserve energy while still maintaining a safe campus. Their building security personnel make rounds of every building at closure to turn off lights and conserve energy.

Communications and Marketing did significant research on the various factors related to “eco-friendly” printing processes. They have begun advising on-campus clients to environmentally friendly options and costs related to such a change. The summer issue of *Northern Horizons*, the alumni magazine, and *Business Horizons*, for College of Business alumni, were printed on more eco-friendly paper and ink. Educational materials for the university campus to use as a guide are being developed and will be completed in fall 2009.

The Office of the President has adopted an objective to develop greener practices within the office.

2. Seek LEED certification on all capital projects.

Northern received Silver LEED certification on the Van Antwerp residence hall renovation which was completed last year. LEED certification was also granted to the previously completed Meyland Hall renovation. The Hunt Hall renovation completed during the summer 2008 is expected to receive a solid LEED Silver Certification. Our 39 point self-assessment is the highest Silver that can be achieved.

3. Establish benchmarks for environmental literacy for all NMU graduates and develop a plan to achieve them.

4. Identify new opportunities for academic study, external funding and research in sustainability and other related areas.

With the leadership of Daryl Kobie, department head in Technology and Applied Sciences, an action plan has been created to construct a Green Building and Sustainable Construction Demonstration Center. The Center will provide experience in researching, purchasing, installing, and maintaining cutting-edge alternative and energy efficient technologies, providing graduates with an advantage in respective job markets. The Center will also be available for educational opportunities for the community. A \$100,000 grant has been submitted to the Kresge Foundation to support this project.

The DeVos Art Museum, with the leadership of Director Melissa Matuscak, presented “Beyond Green: Toward a Sustainable Art,” January 19–March 30, 2009. During the 10-week run of the exhibition, 3,067 people attended, including 750 school children from across the U.P. who participated in a tour and associated art projects with volunteer museum docents. Two artists known as the “Material Exchange” were in residence at the museum during the exhibition and

worked with university and high school students from the area as well as the Superior Watershed Partnership to create a fish habitat using recycled materials for Teal Lake in Negaunee, Michigan.

## Community Engagement

Acknowledgement and use of the rich learning environment outside the campus energizes the faculty-student relationship and creates an essential bridge from theory to practice. According to the Carnegie Foundation for the Advancement of Teaching, a community-engaged campus collaborates with its larger communities (local, state, regional, national and global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity. Students who attend a community-engaged institution learn the broad context in which they live, work, play and grow.

**A. Goal: Include all units of the campus in the process of community engagement; that is, collaborations between the university and its larger communities (local, state, regional, national, global) for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.**

Staff members are currently participating in the Blue Cross Advisory Council, recent attendance at the Chief HR Officer meeting, professional certification through SHRM, the Michigan Bug-MI (Banner User Group) meeting.

Sports departments report that more than 75 community service activities were completed by student-athletes. Services provided to program participants included swim instruction, day camps, sport camps, clinics, rock climbing, CPR training, fitness, etc. Engagement was also made through various clubs—Wildcat, Blue Line, Young Wildcat, and N. Club. Over 3,000 people attended the 2<sup>nd</sup> annual Fall Sports Kick-off event which was designed to shine a light on what university athletics offer to the campus and the Marquette area. The nationally televised NMU vs. Michigan Tech football game really engaged the community and campus; the active participation was tremendous. In addition, the recreational sports complex hosted 159 events –132 university and 27 non-university.

The President's Office held several art lunches and receptions with students and community members to showcase student art.

The president is constantly networking with various community entities that enable him to exchange knowledge.

First Lady Phyllis Wong promotes the "One Book, One Community" program by providing the book to several community members, alums, and donors, doing promotional presentations, and holding book discussions/luncheons at Kaye House.

Priorities:

1. Achieve the voluntary Carnegie classification for Community Engagement and implement the institutional commitments associated with the classification.

With the leadership of the Provost's Office, the work of Professor Sandra Poindexter and contributions by many campus constituencies, the application for the voluntary Carnegie Classification for Community Engagement was submitted and NMU is now one of 192 colleges and universities in the U.S. to have achieved the distinguished Community Engagement Classification.

Through the RAD Program, Domestic Violence Training, Clery Act Training, affiliation with various Michigan Commission on Law Enforcement Standards subject matter expert committees, local, regional and state committee, and the offerings of the Public Safety Institute Public Safety and Police Services has demonstrated positive community engagement.

2. Utilize the documentation framework of the Community Engagement classification to develop baseline measures of the university's community engagement activities and use those measures to monitor community engagement activities.
3. Establish a joint NMU/health-care industry task force to make recommendations regarding possible collaborations.

With the leadership of Dean of the College of Professional Studies Dr. Paul Lang, a joint NMU/MGH task force worked during Summer, 2008 to develop a concept paper establishing a vision for an "Upper Peninsula Center for Human Performance Enhancement, Research and Wellness". The concept paper was submitted to the President and to the CEO of MGH and is under consideration.

With the leadership of Brian Cherry, department head in Political Science, and Ann Sherman, director of human resources, NMU provided a leadership training program during 2008-09 for Marquette General Health System employees. The training was arranged on both a non-credit and a credit (graduate and undergraduate) basis. Approximately 65 participants were enrolled in the program.

Continued to explore the possibility of joint use of the University Center and West Hall with Marquette General Health Systems, and other potential partnerships to enhance use of our facilities while maintaining overall efficiency and functionality for both parties. Schematic drawings and a construction cost estimate were completed. Discussions regarding possible funding options are occurring.

4. Create new community engagement awards that will be given annually to faculty, staff and students who have exhibited an outstanding commitment to community engagement.

A recommendation has been made to the NMU Alumni Association to include a student service award as part of the alumni awards presented at Homecoming.

**B. Goal: Increase faculty, staff and student involvement in the Superior Edge program, academic service learning and other community engagement and leadership development initiatives.**

The Internal auditor is an advisor for new Student United Way group. They plan to implement strategies to assist students in aligning their volunteer efforts with their education objectives

and other skill competencies. They have met with Superior Edge and will continue to coordinate with Superior Edge to ensure that these active, enthusiastic students leverage their volunteer activities by belonging to both the SUW and the Superior Edge program where appropriate.

The university sponsors three employees per year to attend the Lake Superior Community Partnership's Leadership Academy.

Priorities:

1. Develop a resource plan for the Superior Edge and academic service learning programs to ensure optimal growth.
2. Significantly increase the number of NMU students who participate in the Superior Edge, academic service learning and other leadership development opportunities.

Under the Center for Student Enrichment's leadership, the Superior Edge program continues to evolve as a defining characteristic of the NMU student experience. In its third year (2008-09), 1,843 students were enrolled in the Superior Edge program, contributing thousands of hours to the campus and surrounding communities.

Academic Service Learning courses are steadily growing. During the Winter, 2009 semester, there were 49 class sections (30 courses) designated as academic service learning courses with 783 students. For example, Dr. Carol Steinhaus, associate professor in business, and her students assisted in the organization and successful presentation of the Noquemanon Ski Marathon and the U.P. 200 Sled Dog Races in Marquette as part of an Academic Service Learning experience. This community engagement initiative tied theoretical learning to practical experiences while students earned academic credit towards event planning/management.

The Housing and Residence Life Office provided on-going promotion, support, and recognition for community service involvement by students living on campus in group meetings, the department's newsletter, and in hand-outs to residence hall leaders.

The Housing and Residence Life Office provided on-going promotion, support, and recognition for Superior Edge participation by students living on campus to include hosting Superior Edge orientation meetings throughout on-campus housing facilities.

3. Improve the alignment of the curriculum with the Superior Edge and academic service learning initiatives.
4. Implement strategies to assist students to more effectively communicate the skills and competencies developed through their achievements in community engagement.

**C. Goal: Put into action a commitment to be an inclusive community where differences are recognized as assets of the institution, respected attributes of the person and a valuable part of the university experience.**

Continuing dialogue with the Labor-Management group on sexual harassment training needs and an inclusive environment for all employees and students. This will be a significant emphasis in 2009-2010.

Priorities:

1. Endorse a statement on diversity that clearly communicates the university's commitment.

The President's Council has approved the following statement on diversity:

Northern Michigan University strives to be an inclusive community where differences are recognized as assets of the institution, respected attributes of the person and a valuable part of the university experience.

The statement is posted on the NMU Web site.

Public Safety and Police Services has added a statement to their department goals and objectives that address this commitment.

2. Implement and fund strategies to increase the number of students and employees from under-represented and nontraditional groups.

As mentioned elsewhere in this report, the NMU Admissions Office, with cooperation of the Multicultural Education and Resource Center (MERC) initiated a new collaboration during 2008-09 with Admissions Promise an organization whose goal is to increase the number of students of color who attend college. The project brought high school juniors from Minneapolis and Milwaukee for a multi-day visit to the NMU campus.

3. Establish an endowed chair in religious studies that will be the catalyst to the development of a religious studies program.
4. Provide ongoing diversity training and education for faculty, staff and students.

The Multicultural Education and Resource Center provided diversity training sessions each semester for faculty, staff and students.

The Multicultural Education and Resource Center provides diversity education sessions for students in the First Year Experience program.

With the leadership of Judith Puncochar, Education, and a steering committee, the UNITED Conference is held annually to focus campus attention on diversity issues.

Office of General Counsel participated in a panel discussion on sexual harassment for academic leadership.

**D. Goal: Increase collaboration with local communities, schools, governments, development groups and other partners to enhance community and economic development in the Upper Peninsula.**

The Health Center will expand its existing collaboration with the Michigan State University's College of Human Medicine, Department of Pediatrics and Human Development, providing one-week long Adolescent Medicine rotations for two additional third year medical students in 2008-09. We will continue to collaborate with the Marquette General Hospital Family Medicine Residency program to provide outpatient gynecology experiences for first and second year residents.

Human Resources partnered with Monster.com to more effectively market Marquette (zip code 49855) as the primary community within that code. This should help direct job seekers and potential applicants more effectively to our location and community information.

-Human Resources worked with Communications and Marketing on the "applicant" page of the PeopleAdmin home page to reach out to under-represented groups.

-Human Resources began dialogue with the Labor Management group on sexual harassment training needs and an inclusive environment for all employees and students.

Provided an opportunity for an area high school student from MARESA to work within the Engineering & Planning Department for exposure to the engineering and construction fields.

**Priorities:**

1. Establish a team of NMU faculty, under the auspices of the Sam M. Cohodas Scholar, who conduct and publish applied research that supports community and economic development across the Upper Peninsula.

A collaborative group--CORE, the Center of Resources for Enterprise--has been formed with representatives from NMU, Northern Initiatives and various local and regional economic development organizations. The purpose of CORE is to better engage NMU expertise and resources in working with individuals and groups to enhance entrepreneurship and economic development in the Upper Peninsula. With external funding secured by the College of Business, space in NMU's Jacobetti Center is being renovated for a business incubator program with availability anticipated for August 2009.

Faculty members in the departments of Technology & Occupational Sciences and Engineering Technology have compiled a list of product development and prototyping support services they are able to provide entrepreneurs and businesses. These will be promoted through the marketing activities of CORE.

Tawni Ferrarini, Sam M. Cohodas Scholar, has led a number of activities designed to address economic needs and trends in the Upper Peninsula. These activities include research on projected industry trends in the U.P. and assisting individuals to obtain projections that address job needs of the community. In addition, Ferrarini collaborated with Michigan Works!, the Michigan Small Business and Technology Center and Lake Superior Community Partnership to host, at NMU, a patent workshop for business professionals, community leaders, faculty and students.

The Center for Economic Education, under the direction of Tawni Ferrarini, hosted numerous market economics and entrepreneurship events for the K-16 educational community across the United States. The center also collaborated with MSU Extension Services to host a forum for small business owners, entrepreneurs, young professionals, youth and interested community members.

The Studio for Experimental and Eco-Design (SEED) started in the NMU School of Art and Design in fall 2008 and active discussions are under way with regional economic development entities in the state. SEED will assist regional entrepreneurs in developing prototypes for products that are innovative, sustainable and customized. It will also give students career-building opportunities to interact with clients and respond to real-world design challenges. Faculty and students associated with SEED are working on a unique project in cooperation with faculty and students in Engineering Technology and regional government agencies to design and manufacture a prototype for kayak storage lockers that will be placed along "water trails" across the U.P. Faculty have also developed a list of the design-related services they and their students are able to offer businesses through SEED. These, too, will be promoted through CORE marketing activities.

In cooperation with Michigan Works! Job Force Board, NMU students approaching completion of applied programs in the College of Professional Studies will be able to register with the Job Force Board. Upon registration, NMU graduates along with the regional employers seeking the students' skill set, certification, experience and degree will have secured access to U.P. and state job banks. This NMU registration will assist NMU graduates in their employment search while providing the regional business community and industries with assistance in filling employment vacancies.

2. Continue to increase and whenever possible promote a culture of openness and access through regularly scheduled community/campus forums, high-quality publications and the effective use of communication technologies.

As mentioned previously in this report, the Provost's Office has completed the development of a new Provost's Office/Academic Affairs Web site with goal to provide a resource-rich site for the campus community and a more transparent communication of the roles and responsibilities of the Provost's Office and the Academic Affairs Division. The website will become live approximately August 1.

The Academic Cabinet has made a commitment to hold some of its Academic Cabinet meetings at off-site locations hosted by area businesses, industries or organizations, with the purpose being to share information and explore new and enhanced opportunities for collaboration. During 2008-09, joint meetings were held with Lake Superior Community Partnership and Cliffs Natural Resources. The initiative will continue in the 2009-10 academic year.

In fall 2008, the provost initiated "Coffee with the Provost," an informal opportunity for individual faculty and staff to meet with the provost and engage in conversation. Participants are invited to discuss topics of their choice and conversations may include discussions about teaching, research, special projects, and a variety of other issues. About 35 such events have been held and the practice has been positively received by faculty and staff. It will continue in 2009-10.

University forums were held in March (budget) and October (Economic impact on NMU and other updates). Periodic emails were sent from the president to the university community to keep employees and students up to date on legislative and budget issues.

3. Provide new faculty and staff with an on-the-road introduction to the U.P. to orient them to the assets, cultures and economy of the U.P. and to connect them with research ideas that will promote community and regional involvement.

New Faculty Orientation has been expanded to include a community reception in downtown Marquette. Downtown and civic leaders are invited to attend the event and new faculty are officially welcomed by the Mayor of Marquette.

The first "Northern Express" on-the-road orientation to the U.P. region was provided for new faculty in fall 2008. With tour guides Dan Truckey, director of the Beaumier U.P. Heritage Center, and Russ Magnaghi, Department of History, participants in the program visited the Quincy Mine, had a tour of the city of Calumet and lunch at the Michigan House. Additional such opportunities will be provided for new faculty during the 2009-10 academic year.

4. Explore the feasibility of collaborating with existing community development organizations, units of government and the private sector to establish a high-tech economic development center on the NMU campus.

NMU has submitted a second Michigan Initiative for Innovation and Entrepreneurship grant. The first grant helped to establish the one-stop center now named Center Of Resources for Enterprise (CORE) at NMU. The second grant will enable CORE to offer a series of "entrepreneurship academies" for would-be entrepreneurs.

Selected firm to conduct the market and financial analysis for the Presque Isle Avenue Development concept. Conducted several focus groups meetings and a survey with a range of university and community members to determine perception and consumer preference for a mixed use development along Presque Isle Ave. The market and financial study should be completed by July 30, 2009 with the economic impact assessment to follow if proven to be viable.

The College of Business has received grant funding for the creation of the business incubator component of the concept. Renovations are scheduled for 1,000 square feet of incubator space this summer.

Public Safety and Police Services has a mutual aid agreement in place with all police agencies in the county for emergencies. They have a contract with MGH to provide police and security services. Through the Public Safety Institute they have a training consortium that provides in-service training to Upper Peninsula law enforcement agencies.

5. Explore the feasibility of collaborating with the state, U.P. universities and private alternative energy companies to make the Upper Peninsula a nationally recognized alternative energy and technology corridor.

## **Conclusion**

The importance of a strategy that renews itself with the successful attainment of each goal and priority must be clearly understood. Each goal and priority achieved will be replaced by goals and priorities that continue to motivate and energize us. Northern Michigan University needs to be bold but not reckless, progressive, and not constrained by the status quo. The change we seek is a challenge to improve and not a threat to our current efforts. The ongoing evolution of this Road Map reflects our commitment to continuous improvement and intellectual renewal.

**[www.nmu.edu/roadmap2015](http://www.nmu.edu/roadmap2015)**