

February 1, 2011

Task Force on the Administration of Academic Affairs

Report and Recommendations

Contents

Charge	3
Significant considerations:	3
Deliverables:	3
EXECUTIVE SUMMARY	4
RECOMMENDATIONS	5
RESPONSIBILITIES	7
Associate Provost for Strategic Planning and Assessment	7
Associate Provost for Academic Affairs	8
Associate Provost for Academic Affairs – further considerations	8
Dean of Graduate Studies and Research	9
Compliance	9
• Research.....	9
• Grants.....	9
• Technology Transfer and Intellectual Property	10
• Occupational Health and Safety	10
Compliance Alternatives	10
Continuing Education and Workforce Development:.....	11
IMPLEMENTATION COST.....	12
FURTHER CONSIDERATIONS OF THE TASK FORCE	12
Beaumier Heritage Center	12
AIS and LRD	13
Continuing Education, Workforce, Rural Community and Economic Development	14
First Year Experience and Academic Service Learning.....	14
ALTERNATIVE ADMINISTRATIVE STRUCTURES	16
Primary Job Functions in the Academic Affairs Division.....	20
TASK FORCE MEMBERSHIP	24

Task Force on the Administration of Academic Affairs

The Provost and Vice President for Academic Affairs created the Task Force on the Administration of Academic Affairs as follows:

Charge: Develop recommendations for the organization and staffing of the administration of the Academic Affairs Division that will best serve students, faculty and staff and the university.

Significant considerations:

The administration of Academic Affairs must be organized to:

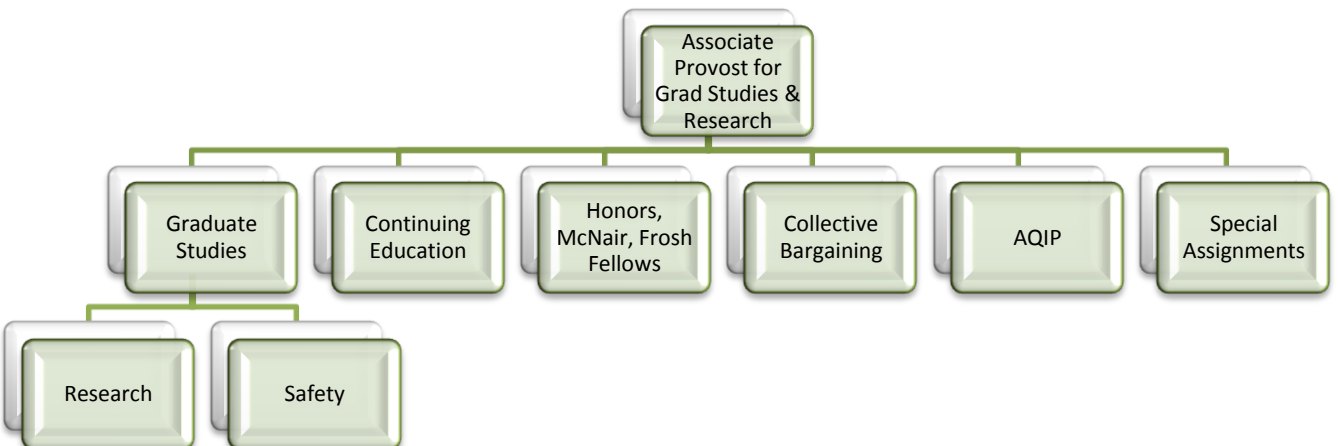
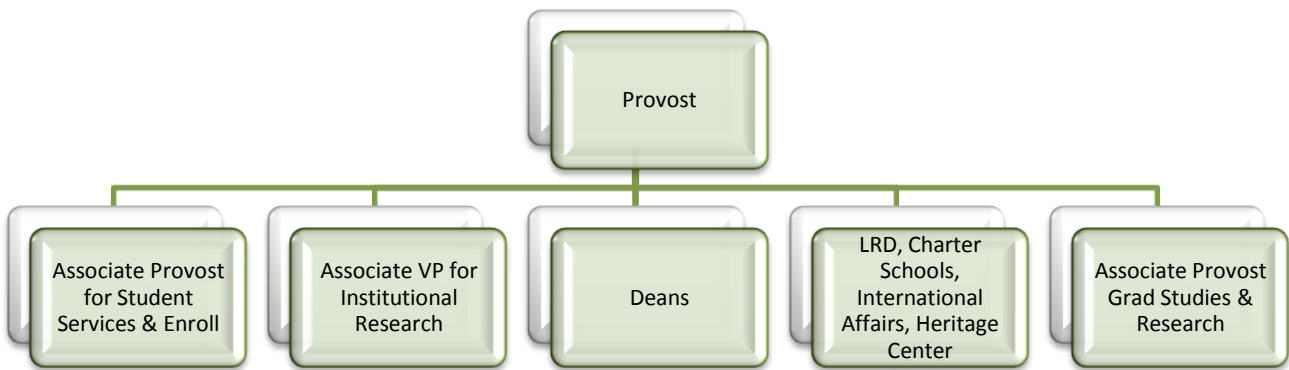
- Fulfill the mission and vision of the university and of the Academic Affairs Division,
- Implement and successfully administer best practices throughout all aspects of the responsibilities of the Division,
- Accomplish the goals and priorities of the long-range plans for the university (Road Map) while demonstrating the continuous improvement practices required of an AQIP institution,
- Capitalize on synergies between units both within the division and across the university,
- Demonstrate shared governance and transparency in decision making,
- Anticipate and take advantage of change in a constantly changing higher education environment.

Deliverables:

- Develop a map of the top-level functions that must be accomplished within the Academic Affairs Division
- Identify job responsibilities for these functions
- Develop options for accomplishing the responsibilities in each functional area
 - Assume that few additional full-time positions will be established
 - Assume that additional FTE for managing Academic Affairs will be available through reassignment / job sharing
 - Assume that one-time funding will be available to bridge from currently allocated positions and responsibilities to realigned functions and responsibilities.
- Develop a cost estimate for the proposal

EXECUTIVE SUMMARY

Administrative responsibilities in the Academic Affairs Division have developed over time in a haphazard reaction to economic difficulties at the State and Federal levels. Financial exigencies, special opportunities and reliance on individual abilities have resulted in an imbalanced administrative structure. The circumstance is portrayed in the administrative hierarchies below.



February 1, 2011

The Task Force reviewed the administrative structure at a number of sister institutions, and found it common for the Provost to have two or more Associate Provosts to assist with administration. In this respect, our top-level hierarchy is typical. The situation at Northern is unique in the way work is distributed among the Associate Provosts, however.

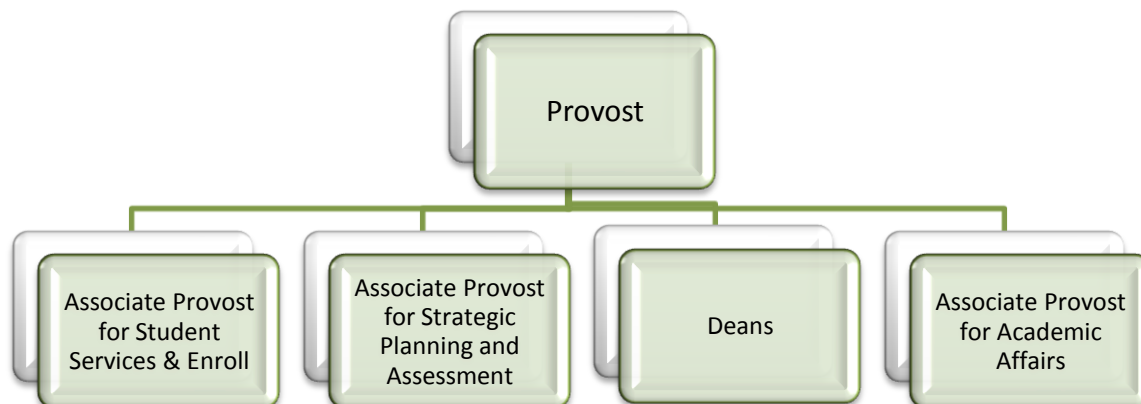
The Task Force dissected the many responsibilities overseen in the Division and set about to organize the supervisory responsibilities into a coherent and balanced structure. While everything was on the table, there was agreement early on that Student Affairs and Enrollment Management was not a likely candidate for substantial change. While we do consider some changes for Student Affairs, our recommendations are primarily in other domains. All of our recommendations call for a redistribution of responsibilities for the Associate Provosts.

RECOMMENDATIONS

The Task Force recommends these changes to the administrative structure for Academic Affairs:

1. That the position of Associate Vice President for Institutional Research be given a broader scope of responsibilities and renamed Associate Provost for Strategic Planning and Assessment
2. That the position of Associate Provost and Dean of Graduate Studies be divided into separate responsibilities
 - a. Associate Provost for Academic Affairs
 - b. Dean of Graduate Studies and Research
3. That the responsibilities for coordinating continuing education efforts be moved to the College of Professional Studies to join the existing workforce development effort.

These changes may be summarized as follows:



Administrator	Responsibilities
Associate Provost for Student Services and Enrollment Management	Academic and Career Advisement Admissions Counseling and Consultation Dean of Students Financial Aid Housing and Resident Life Registrar Student & Academic Facilities Administration Student Enrichment
Associate Provost for Strategic Planning and Assessment	Continuous Improvement (AQIP) Academic Assessment Public Accountability (VSA) Budget Planning Staff Planning Equipment Planning Institutional Research and Data Analysis
Deans	College: Academic Information Services College: Arts and Sciences College: Business College: Graduate Studies and Research <ul style="list-style-type: none"> • Compliance (see alternatives) College: Professional Studies <ul style="list-style-type: none"> • Workforce Development • Continuing Education
Associate Provost for Academic Affairs	Academic Celebrations Academic Media and Broadcasting Resources Compliance (see alternatives) Charter Schools Collective Bargaining International Affairs Internships Retiree Support Student Complaints other than Grades Summer School & Weekend College Talented Students and Transition Programs

RESPONSIBILITIES

Associate Provost for Strategic Planning and Assessment: Our recent accreditation Appraisal outlines a small number of strategic issues we should address. From the Appraisal:

- “...there is a concern that there are few formal systematic processes described. NMU may benefit by more clearly articulating its processes and by ensuring a systematic approach.”
- “NMU tends to react to its external stakeholders and environment rather than being proactive in its processes.”
- “NMU will benefit from a more focused effort on collecting and analyzing data related to clearly defined targets and learning outcomes.”

To address these perceptions, the Task Force recommends the present position of Associate Vice President for Institutional Research be repurposed and be given a greater scope of responsibility.

We recommend the responsibilities of the Associate Provost for Strategic Planning and Assessment include:

- Planning
 - Work with the Provost to develop a robust set of planning processes
 - Work with the Provost to develop academic *benchmarks* that reflect best practice and an assessment of peer performance
 - Create enrollment projections
 - Create budget projections
 - Work with the Provost to coordinate curriculum development
 - Research topics as requested by the Provost
- Assessment
 - Coordinate our accreditation efforts (AQIP)
 - Analyze staffing allocations
 - Analyze equipment allocations
 - Analyze budget allocations to the divisions within Academic Affairs
- Academic Data
 - Oversee the collection and dissemination of planning data for the divisions within Academic Affairs
 - Oversee the collection and dissemination of data for the general public
 - Oversee the creation of mandatory reports to state and federal agencies (HEIDI and IPEDS, for example)

The Task Force understands that the accomplishment of these responsibilities will require additional personnel. We recommend that the position of AQIP Coordinator be moved to the office and become fulltime. We further recommend that an additional person be assigned to the office. This person should have a very strong grounding in data manipulation technologies including web site design and management. It would be appropriate to give these positions the designation of Assistant Provost.

Data will be the key element for the success of the office of Associate Provost for Strategic Planning and Assessment. Virtually all of these data will be under the care of our IT (formerly AdIT) Division. The Task

February 1, 2011

Force strongly recommends that IT and the Associate Provost offices be linked with formal working relationships.

Associate Provost for Academic Affairs: The Task Force recommends that the responsibilities of the current position of Associate Provost and Dean for Graduate Studies and Research be separated and that a position of Associate Provost for Academic Affairs be created.

The Road Map to 2015 tells us to:

- Utilize corporate partners to increase internship opportunities for students.
- 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.
- Implement recommendations for the improvement and expansion of the NMU Honors Program.
- Develop a structure to assess staffing in all areas of the institution to ensure compliance with federal and state requirements.

Our recommendation is intended to support these goals and priorities. The responsibilities for the Associate Provost for Academic Affairs would include:

- University Internship Programs
- Community College Relations
- Programs for talented students and transition programs
 - Honors Program
 - McNair Scholar Program
 - Freshman Fellows Program
- Compliance (see alternatives, below)
- Summer School and Weekend Programs
- Collective Bargaining and Contract Interpretation

There are a number of units that currently report directly to the Provost. These include:

- International Affairs
- Charter Schools
- Learning Resources Division
- Sam M. Cohodas Professor
- Center for Rural and Economic Development

We recommend consideration be given to moving some of these reports to the Associate Provost for Academic Affairs.

Associate Provost for Academic Affairs – further considerations: The proposal creates a set of coherent responsibilities for the Associate Provost for Strategic Planning and Assessment and the Dean of

February 1, 2011

Graduate Studies and Research. The same cannot be said for the Associate Provost for Academic Affairs. The span of proposed responsibilities is smaller than the *status quo*, but it would benefit from further analysis. The Task Force considered the possibility that an Assistant Provost position be created to further structure the responsibilities of the office. We have not made this recommendation, however. Our overall recommendations will require some major changes, and while we are concerned the Associate Provost for Academic Affairs will become the home “for everything else,” we also understand the value of giving the system time to reach a new equilibrium before implementing additional changes.

Dean of Graduate Studies and Research: The Task Force recommends that the Dean of Graduate Studies and Research be given a focused set of responsibilities. The Road Map to 2015 tells us to:

- Explore and act upon graduate programming (certificate, master's, doctoral) in areas of recognized strengths, needs and opportunities.
- Provide new support mechanisms to enhance faculty and staff engagement in scholarship.
- Develop and implement a plan for substantially increasing federal, state and private grants to NMU.

Our recommendations are fully aligned with these goals and priorities. The responsibilities of the Dean of Graduate Studies and Research will include:

- Maintaining the quality of our graduate curriculum
- Planning for the development of new graduate programs
- Providing professional development opportunities for our graduate teaching assistants
- Coordinating grant applications among academic units
- Fostering a conducive atmosphere for scholarship
- Providing leadership for the Office of Research and Sponsored Projects
- Compliance (see alternatives, below)

Compliance: The University is required to comply with a substantial number of state, federal and accreditation regulations. It is not our intent to provide a complete catalog of University obligations here, but we feel it is important to convey the scope of these responsibilities in this report.

- **Research.** In order to conduct research involving animals or humans we are required by law and regulation to have a designated “institutional official” to assert on behalf of the University that we are in compliance with a variety of procedural and ethical standards. The role of the institutional official extends to a general oversight responsibility to ensure the campus is effectively following these policies. For animal research, the institutional official “is the person in the organization with the administrative and operational authority to commit institutional resources to ensure that the animal care and use program will comply with the requirements of the PHS Policy.” A similar responsibility exists for the oversight of human subject research.
- **Grants.** The University is obliged to comply with the regulations of various funding agencies. The National Science Foundation, for example, requires “that each institution that applies for financial assistance from the Foundation for science and engineering research or education

describe in its grant proposal a plan to provide appropriate training and oversight in the responsible and ethical conduct of research to undergraduate students, graduate students, and postdoctoral researchers participating in the proposed research project." The NSF further requires grantee institutions to "maintain an appropriate written and enforced policy on conflict of interest. "

- **Technology Transfer and Intellectual Property.** The Bayh-Dole Act gives the University (as opposed to the inventors) the right to retain, and the obligation to develop, the intellectual property flowing from federally funded research. Our annual state appropriation further obligates the University to report on its "process to inform both the private and public sectors regarding research and technology that could be developed commercially." These obligations require compliance with, and oversight of, our Intellectual Property Policy.
- **Occupational Health and Safety.** Public Safety and Police Services has the overarching responsibility for campus safety. Our Chemical Hygiene Policy, which covers the use of hazardous materials in laboratories or related setting, places substantial responsibility for compliance within Academic Affairs. These responsibilities include oversight of standard operating procedures, access to facilities and record keeping.

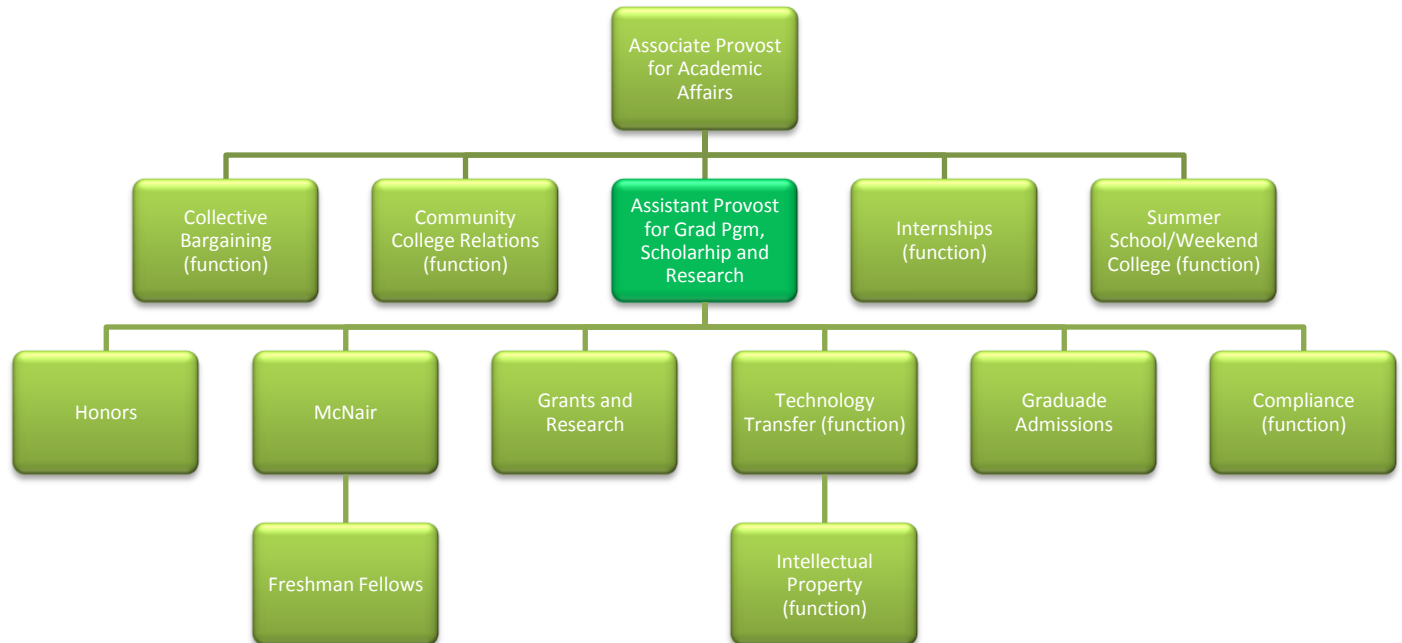
It is customary for universities to vest compliance responsibilities with an "Office of Research and Development." It is *unusual* for these responsibilities to reside with the Dean of Graduate Studies or in an office that reports to the Dean of Graduate Studies. Here, for example, are the responsible offices for compliance at sister institutions in Michigan as well as the University of Northern Iowa:

Compliance Office	Reports to Graduate Studies
CMU: Office of Research and Sponsored Programs	No
EMU: Office of Research and Development	No
FSU: Office of Scholarship and Sponsored Programs	No – Does not have Graduate Dean
GVSU : Center for Scholarly and Creative Excellence	No
OU: Grants, Contracts and Sponsored Research	No
SVSU: Sponsored and Academic Program Support	No – Does not have Graduate Dean
UMD: Research and Sponsored Programs	No – Does not have Graduate Dean
UMF: Office of Research	Yes
MTU: Vice President for Research	No
UNI: Office of Sponsored Programs	No

Compliance Alternatives:

A. Vest compliance with the Dean of Graduate Studies and Research

B. Repurpose the position of Dean of Graduate Studies and Research to become an Assistant Provost for Graduate Programs, Scholarship and Research. Vest compliance responsibilities with the Assistant Provost. See the organization chart, below.



Continuing Education and Workforce Development: The Road Map to 2015 tells us to:

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

The Task Force recommends that Continuing Education and Workforce Development be jointly administered within the College of Professional Studies. The College has a well-established outreach role that will provide a supportive home for the Real Estate Appraisal, Motor Cycle Training, Bus Driver Training and ongoing education for teachers in the local school systems. Our proposal is not intended to maintain the *status quo*. We believe there will be opportunities for Continuing Education and Workforce Development to reinforce one another and create a vibrant and growing commitment to community and economic development.

The Task Force further recommends that a new common home be found for the joint venture. Synergies will only be possible if the groups are able to easily interact.

Our current “Continuing Education” responsibilities have grown to include a disparate number of *support* activities. These include support for summer school, the Honors Program, IACUC, IRB,

University Celebrations and Research. The Task Force does NOT recommend these activities move to the College. Instead, the Task Force recommends these support functions be retained within the domains of the Associate Provost for Academic Affairs and the Dean of Graduate Studies and Research.

IMPLEMENTATION COST

The recommendations of the Task Force can be summarized as follows:

Current	Proposed	Net Change in FTE
Assoc Provost for Institutional Research	Assoc Provost for Strategic Planning and Assessment	0.00
	Academic Information Assistant for the Associate Provost for Strategic Planning and Assessment	1.00
AQIP Director (2/3 effort)	AQIP Director (fulltime)	0.33
Associate Provost for Graduate Studies and Research	Associate Provost for Academic Affairs	0.00
	Dean of Graduate Studies and Research	1.00

The net effect would be the addition of 2.33 FTE within the Academic Affairs Division. These positions could, in principle, be filled by internal promotions and these could come from any division within the University. If the positions were filled through faculty promotions, then the cost can be estimated as the cost of their faculty replacements. If we assume the total compensation per replacement to be \$90,000, then the cost for replacement faculty would be approximately \$200,000. Internal promotions of faculty would likely involve an increase in to year-round responsibilities, and we estimate this marginal cost to be \$50,000. Therefore, a *lower bound* for cost for implementing these proposals is \$250,000

FURTHER CONSIDERATIONS OF THE TASK FORCE

The deliberations Task Force included a number of considerations that were not reduced to a recommendation for the administrative structure of Academic Affairs. We believe them to be noteworthy and have included them for future deliberations.

Beaumier Heritage Center: From the Road Map to 2015: “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.”

February 1, 2011

The Beaumier Heritage Center is presently a standalone operation reporting directly to the Provost. The Task Force recommends that consideration be given to bringing the Heritage Center into closer alignment with the Central Upper Peninsula and NMU Archives. Both units share a superficial trait of collecting things. But, the connections are deeper. Both units can use the same archiving software, both units share a focus on collecting regional artifacts and both units would benefit from the opportunity to collaborate and build on the strengths of the other.

Were these units to be brought together, the natural home for both is AIS. Some discussions have already taken place, and the Task Force recommends that these continue.

AIS and LRD: The Road Map to 2015 tells us to:

- Provide a wide variety of professional development opportunities to expand the information technology skills of faculty, staff and students.
- Provide new opportunities for faculty and staff to develop and implement high-quality online academic programs.
- Create an enhanced infrastructure that will continually expand the availability and variety of new technological tools and services for NMU students, faculty and staff.
- Develop a "virtual" campus that provides reliable, convenient access to online courses and other essential student services.
- Examine classroom and other learning spaces to create the highest quality learning environments, and to advance the application of new pedagogies and technologies.
- 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.

The traditional roles Academic Information Services and the Learning Resources Division have each evolved to provide *support* for creating educational content. Online course delivery, design and management are an AIS responsibility while streaming media, ITV and support for the broadcasting curriculum are responsibilities of LRD. AIS and LRD have developed very good informal working relationships, and it is desirable for these to continue to prosper. Our purely online course offerings are growing, but at a slowing rate. Our investments in internet and broadcast infrastructure present a special opportunity to develop hybrid courses, and if this is our path, AIS and LRD will be central to the success of the effort.

Responsibility for the management of academic spaces (classrooms, offices, informal learning/gathering rooms, laboratories) is split into at least four domains: Student Services and Enrollment, Academic Information Services, Learning Resources Division and Facilities. Of the four, it appears the role for the Associate Provost for Student Services and Enrollment was determined as a matter of convenience. Facilities, AIS and LRD have a nexus of interest and abilities for developing a coherent plan for our learning spaces. The Task Force recommends that attention be given to formalizing the responsibilities for our physical academic plant.

February 1, 2011

The Task Force recommends there be further discussions to align the missions of AIS and LRD. Given the key role played by LRD in our curriculum, the Task Force recommends that a consequence of these discussions be to find a more effective means for LRD to interact in academic discussions.

Continuing Education, Workforce, Rural Community and Economic Development: The Road Map to 2015 tells us to:

- 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.

The Task Force recommends that Continuing Education and Workforce Development be brought together within the College of Professional Studies. We are mindful of the synergies possible with recently launched Center for Rural Community and Economic Development. While the Task Force does not recommend an administrative relationship at this time, we recognize the need for a close collaborative relationship, and urge that their offices be located nearby one another.

First Year Experience and Academic Service Learning: The First Year Experience (FYE) program provides a valuable introduction to university life for our freshmen. With the exception of academically challenged students, the program is a voluntary choice for our new students and the vast majority chooses this option. The Task Force considered whether the home for this program should be with Student Affairs and Enrollment Management or with another domain in Academic Affairs. Similarly, we questioned whether the responsibility for the Academic Service Learning program might be moved from Student Affairs.

We have not developed a recommendation for these programs. The Task Force believes, nonetheless, that further considerations should be explored to reorganize these efforts within Academic Affairs.

METHODOLOGY

The Task Force heard formal presentations from:

- Darlene Walch, Academic Information Services
- Michael Cinelli, School of Art and Design
- Eric Smith, Learning Resources Division
- Cameron Hadley, Continuing Education
- William Bernard, Student Services and Enrollment Management
- Linda Hares, Academic Affairs
- Terrance Seethoff, Graduate Studies

Based on these presentations, the Task Force identified a set of 35 operation-level functions within the Academic Affairs Division. These functions, along with explanatory details, are presented in the table on page 21-24. A condensed version is presented in the table below:

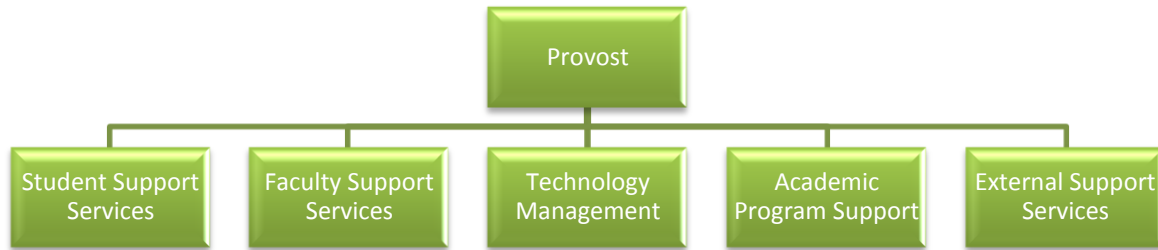
Academic and Career Advisement	Curriculum Planning
Academic Assessment	Dean of Students
Academic Celebrations	Equipment Planning
Academic Media and Broadcasting Resources	Financial Aid
Academic Safety and Compliance	Housing and Resident Life
Admissions	Institutional Research and Data Analysis
Budget Planning	International Affairs
Charter Schools	Internships
Collective Bargaining	Public Accountability
College: Academic Information Services	Registrar
College: Arts and Sciences	Retiree Support
College: Business	Staff Planning
College: Graduate Studies and Research	Student & Academic Facilities Administration
College: Professional Studies	Student Complaints other than Grades
Continuing Education Curriculum	Student Enrichment
Continuous Improvement	Summer School & Weekend College
Counseling and Consultation	Talented Students and Transition Programs

Table 1: Operation-Level Functions

From this list of operation-level functions, it is possible to create constellations of related functions, and this approach is the basis for our primary recommendation as well as alternatives. Our primary recommendation is best described as evolutionary and could be implemented without much difficulty. We developed three additional models which break new ground and may create more synergies.

ALTERNATIVE ADMINISTRATIVE STRUCTURES

Alternative One



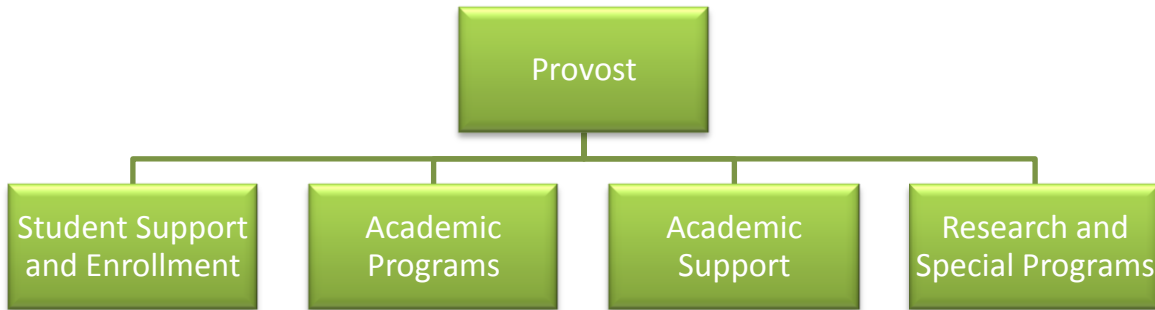
Alternative One	
Student Support Services	Academic and Career Advisement Admissions Counseling and Consultation Dean of Students Financial Aid Housing and Resident Life Registrar Student & Academic Facilities Administration Student Enrichment
Technology Management	Academic Technology R&D Academic Technology Instruction Academic Technology Hardware and Software Academic Technology Policies
Faculty Support Services	Research Safety
Academic Program Support	Learning Resources Division Library – Information Repository Library – Learning Socializing Spaces Colleges Graduate Studies Academic Planning Collective Bargaining
External Support Services	Continuing Education – Summer School Continuing Education – Service Continuing Education – Special Functions & Celebrations Continuing Education – Curriculum Community College Relations Workforce Development Centers Internships International Affairs AQIP

Alternative Two



Alternative Two	
Student Services and Enrollment Management	Academic and Career Advisement Admissions Counseling and Consultation Dean of Students Financial Aid Housing and Resident Life Registrar Student & Academic Facilities Administration Student Enrichment
Academic Programs and Curriculum Development	Talented Students Community College Relations Colleges Academic Planning Internships
Academic Personnel	Collective Bargaining
Institutional Analysis & AQIP	AQIP Institutional Research
Extended Studies, Programs and Centers	Charter Schools Continuing Education – Summer School Continuing Education – Service Continuing Education – Curriculum Centers International Affairs Workforce Development
Graduate Studies Research and Scholarship	Graduate Studies Safety Continuing Education Special Functions (Celebrations, etc)
Library, Instructional Technologies and Learning Services	Library – Information Repository Library – Learning & Socializing Spaces Academic Technology – Hardware & Software Academic Technology – Instruction Academic Technology – R&D Academic Technology – Policies Learning Resources Division
Unassigned	Student Complaints other than Grades Counseling and Consultation

Alternative Three



Alternative Three	
Student Support and Enrollment	Enrollment and Retention <ul style="list-style-type: none"> • Student & Academic Facilities Administration (except North Wind) • Academic and Career Advisement • Admissions • FYE • Financial Aid • Registrar Student Life <ul style="list-style-type: none"> • Student Enrichment (except ASL) • Counseling and Consultation (could go to Medical?) • Dean of Students (except FYE) • Housing and Resident Life • North Wind
Academic Programs	Colleges Graduate Studies Academic Planning (not Institutional Research) Continuing Education <ul style="list-style-type: none"> • Credit Bearing Courses • Summer School

<p>Academic Support</p>	<p>Planning and Institutional Research</p> <ul style="list-style-type: none"> • AQIP • Institutional Research <p>Technology & Resources</p> <ul style="list-style-type: none"> • Academic Technology – Hardware & Software • Academic Technology – Instruction • Academic Technology – Policies • Academic Technology – R&D • Library – the repository for information (Except the Archives?) • Library – learning/socializing spaces • Learning Resources Division <p>Compliance</p> <ul style="list-style-type: none"> • Safety (IRB, IACUC, CHP, OSHA, etc.) • Collective Bargaining
<p>Research and Special Programs</p>	<p>Special Programs</p> <ul style="list-style-type: none"> • Continuing Education – University celebrations and special functions • Talented Students (Honors, FF, ASL, McNair, etc) • International Affairs (except ESL) • Internships <p>Grants and Research</p> <ul style="list-style-type: none"> • Research <p>Community Service</p> <ul style="list-style-type: none"> • Continuing Ed: Non-credit bearing courses (Real Estate, Bus and Motorcycle Driver Training, etc) • ESL • COPS - Workforce Development • Continuing Education – Service (Elderhostel, NCLL) • Summer School Web Site • Advertising - layout and design for special programming Summer School for Kids • Community College Relations • Centers incl Archives? • Charter Schools

Primary Job Functions in the Academic Affairs Division

The table below presents a summary of primary job functions within the Academic Affairs Division. The table served as a working document to aggregate job functions into top-level responsibilities.

Area of Responsibility	Job Function
For example, Associate Provost for Student Services and Enrollment Management	1. Student & Academic Facilities Administration <ul style="list-style-type: none"> a. Course Substitution Appeals b. Student Conduct Appeals c. Academic Facilities d. Athletic Review Committee e. Campus Master Plan f. Academic Liaison with Public Safety g. North Wind
	2. Academic and Career Advisement <ul style="list-style-type: none"> a. Academic Probation b. Freshman Probation c. Undeclared Advising d. New Student Orientation e. All Campus Tutoring f. Career Services g. College Transitions Program h. Jacobetti Support Services i. Student Support Services j. Welcome Weekend
	3. Admissions <ul style="list-style-type: none"> a. New Student Recruitment b. Transfer Student Recruitment c. Campus Visits d. Recruiting Publications e. Presidential Scholars f. Wildcat Weekend
	4. Student Enrichment <ul style="list-style-type: none"> a. Superior Edge b. SLFP c. Student Clubs and Organizations d. Special Events e. Volunteer Center f. Health Promotions g. ASL h. Student Activities
	5. Counseling and Consultation
	6. Dean of Students <ul style="list-style-type: none"> a. Conduct System b. Student Ombudsman c. FYE Program d. Disability Services e. MERC f. PACE g. College Day h. Upward Bound i. ASNMU j. Student Finance Committee
	7. Financial Aid <ul style="list-style-type: none"> a. Federal b. State

	<ul style="list-style-type: none"> c. Compliance (DOE, HEA, Auditors, NCAA) d. Veteran Student Services e. Student Loans f. Work –Study g. Scholarships h. Financial Counseling
	<p>8. Housing and Resident Life</p> <ul style="list-style-type: none"> a. Residence Halls b. Apartments c. Community Programs d. Facility Planning
	<p>9. Registrar</p> <ul style="list-style-type: none"> a. Registration and Scheduling b. Transfer Credit Evaluation c. Compliance (Degree Audit, NCAA) d. Graduation e. AAPC f. Bulletins g. Grading
	<p>10. Academic Technology – Hardware & Software</p> <ul style="list-style-type: none"> a. Laptop Distribution b. Laptop Inventory Management c. Help Desk d. Software Management <ul style="list-style-type: none"> i. Inventory ii. Budgeting e. Classroom <ul style="list-style-type: none"> i. Projectors ii. Technology Inventory
	<p>11. Academic Technology – Instruction</p> <ul style="list-style-type: none"> a. EduCat b. Course Design c. Distance Education Support d. Training
	12. Academic Technology - Policies
	13. Academic Technology – R&D
	14. Library – the repository for information including the Archives
	15. Library – learning/socializing spaces
	<p>16. Continuing Education – The Curriculum</p> <ul style="list-style-type: none"> a. Credit bearing courses b. Non-credit bearing courses <ul style="list-style-type: none"> i. Real Estate ii. Bus and Motorcycle Driver Training
	17. COPS - Workforce Development
	<p>18. Continuing Education – Service</p> <ul style="list-style-type: none"> a. Elderhostel b. NCLL
	<p>19. Continuing Education – Summer School</p> <ul style="list-style-type: none"> a. Course Schedule b. Financial Accounting for the Colleges/Departments c. Summer School Web Site d. Advertising - layout and design for special programming <ul style="list-style-type: none"> i. Field Institute

	<ul style="list-style-type: none"> ii. Summer School for Kids
	<p>20. Continuing Education – University celebrations and other special functions</p> <ul style="list-style-type: none"> a. Create program materials <ul style="list-style-type: none"> i. Posters ii. Design and print the program iii. Manage submission web site b. Coordinate the schedules of the principles who are involved c. Coordinate with Catering, Conferences and Facilities
	<p>21. Talented Students</p> <ul style="list-style-type: none"> a. Continuing Education – Honors Program b. Freshman Fellows c. McNair Scholars
	<p>22. Graduate Studies</p> <ul style="list-style-type: none"> a. Recruiting b. Web site c. Administration <ul style="list-style-type: none"> i. Student Records ii. Thesis Management iii. Policies d. Graduate Student Ombudsman <ul style="list-style-type: none"> i. Maintain benefits equity ii. Handbook and similar support e. Curriculum
	<p>23. Research</p> <ul style="list-style-type: none"> a. Administration – external grants <ul style="list-style-type: none"> i. Submission ii. Final Reports iii. Finances b. Administration – internal grants <ul style="list-style-type: none"> i. Grant Writing Instruction ii. Support for Faculty Grants c. Support for IACUC d. Support for IRB
	<p>24. Safety</p> <ul style="list-style-type: none"> a. Animals – IACUC b. People – IRB c. Chemical Hygiene Plan
	<p>25. Collective Bargaining</p> <ul style="list-style-type: none"> a. Contract Interpretation b. Personnel c. Coordinate issues for future bargaining d. Bargaining Team
	<p>26. AQIP</p> <ul style="list-style-type: none"> a. Accreditation b. HLC Point of Contact c. Action Projects <ul style="list-style-type: none"> i. Propose ii. Administer d. Systems Portfolio e. Systems Appraisal

	<ul style="list-style-type: none"> i. Disseminate and discuss with constituencies on campus ii. Prepare for Strategy Forum
	<p>27. International Affairs</p> <ul style="list-style-type: none"> a. Recruiting b. English as a Second Language ESL c. Immigration Counseling and Visa Processing d. Sponsored Students and Exchange Programs e. Acculturation f. Study Abroad g. Internships, Volunteering, and Student Teaching abroad h. Faculty Led Study Abroad i. Policies
	28. Internships
	29. Community College Relations
	<p>30. Academic Planning</p> <ul style="list-style-type: none"> a. Institutional Research b. Curriculum Management c. EPC d. Academic Senate
	<p>31. Colleges</p> <ul style="list-style-type: none"> a. Academic Information Services b. Arts and Sciences c. Business d. Graduate Studies e. Professional Studies
	<p>32. Learning Resources Division</p> <ul style="list-style-type: none"> a. Radio and TV Broadcast Services b. Administrative / Contractual A-V Support c. Academic Interactive TV & Web Support d. CAPS Curriculum and Student Production Support e. Campus Electronic Repair, Maintenance & Installation f. Wireless Spectrum & Tower Management
	33. Student Complaints other than Grades
	<p>34. Centers</p> <ul style="list-style-type: none"> a. Center for Rural Community and Economic Development b. Beaumier Heritage Center c. Center for Economics Education and Entrepreneurship
	35. Charter Schools

February 1, 2011

TASK FORCE MEMBERSHIP

Michael J. Andary	Associate Professor, Technology and Occupational Sciences
William A. Bernard	Associate Provost for Student Services and Enrollment Management
Michael J. Cinelli	Associate Dean and Director of the School of Art and Design
Tawni H. Ferrarini	Professor, Sam M. Cohodas Professor and Co-Director – Center for Rural and Economic Development
Felecia J. Flack	Director of Information Services, Information Technology
Cameron B. Hadley	Program Coordinator, Continuing Education
Linda J. Hares	Administrative Assistant, Academic Affairs
Randall L. Jensen	Professor, Health Physical Education and Recreation
Jill B. Leonard	Professor, Biology
Kerri Schuiling	Associate Dean and Director of the School of Nursing
Terrance L. Seethoff	Chair and Associate Provost for Graduate Studies and Research
Eric L. Smith	Director of Broadcasting and AV Services, Learning Resources Division
Ronald C. Sundell	Professor of Geography and AAUP President
Darlene M. Walch	Dean, Academic Information Services