

NMU AQIP Action Project

Title: Developing Core Values and a Strategic Plan

Category: 4 Planning and Leading

Planned Project Kickoff: January 31, 2015

Target Completion: July 31, 2015

1. Describe this Action Project's goal in 100 words or fewer.

Phase I of this Action Project will identify new, campus-wide "core values" for NMU. Phase II of the Action Project will begin strategic planning processes built upon the established core value framework. The goal of the project is to successfully organize campus-wide involvement and overall support of a new NMU strategic plan and have the plan in place by July 2015.

2. Describe briefly your institution's reasons for taking on this Action Project now – why the project and its goals are high among your current priorities.

NMU's current strategic plan, Road Map to 2015, was launched in 2007 and was designed to lead NMU forward to the year 2015. While the Road Map served NMU well, it is time for NMU to look forward once again with strategic planning that will serve the current and future needs of our faculty, staff and students. For this reason, the NMU Board of Trustees charged our new president with the task of replacing our current strategic plan with a new plan. The development of a new strategic plan has been identified as a "high – priority" task by the NMU Board of Trustees, our president, senior leadership, and faculty and staff who look forward to having a new set of guiding principles upon which they can continue to build their own initiatives.

3. List the organizational areas – institutional departments, programs, divisions or units – most affected by or involved in this Action Project.

In the initial stages of this project, the intended goal to give every person on campus, as well as alumni and community members multiple opportunities to express their thoughts regarding the development of this project. It is understood that a new set of core values and a strategic plan will ultimately affect all individuals involved with NMU. Considering the extent to which NMU is engaged in the local community and beyond, it is reasonable to expect that strategic changes will affect stakeholders both on campus and off campus.

In the final stages of this project, NMU leadership will be most involved in analysis of all data and incorporating data into a set of core values and a strategic plan.

4. Name and briefly describe the key organizational process (es) that you expect this Action Project to change or improve.

This Action Project is expected to improve the following processes:

- Effectively organizing community-wide discussion and involvement of all stakeholders

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- Streamlining the analysis and development of major campus initiatives
- Process of incorporating multiple data sources (forums, surveys, in-person discussions and electronic responses) in large-scale campus decision-making processes
- Upon completion of the Action Project, NMU will have a new strategic plan designed to guide and improve organizational processes (academic and non-academic) throughout our campus.

5. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion).

The timeline goal is to have a new strategic plan in place by July 1, 2015, which is the beginning of the new fiscal year. As a high-priority project, an aggressive schedule has been proposed to complete Phase I by March 2015. This will allow four months to complete Phase II and deliver a new strategic plan to the campus.

Phase I timeline:

- Listening Sessions and analysis of rebranding data to take place through January 2015
- Bring preliminary list of core values to campus, announce campus choices, present proposal to the Board of Trustees and develop details regarding full implementation by March 2015.

Phase II timeline:

- Hold preliminary strategic planning informational meetings and university forums in February and March 2015
- Present a preliminary plan to campus for feedback in April 2015
- Present a new strategic plan to Board of Trustees and develop details for full rollout in May 2015
- Complete updated divisional strategic plans tied to core values and a new university strategic plan by July 1, 2015.

6. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing.

In Phase I, the president, along with a faculty and staff representative will facilitate “listening sessions.” A minimum of five sessions will take place and all faculty, staff, students and community members will be invited. Facilitators will report their findings to the President’s Council, Leadership Team, Academic Cabinet, Faculty Senate, Labor Council, student groups and the NMU Board of Trustees.

Throughout the process, stakeholders will be given the opportunity to provide feedback during the development of Phases I and II. This information will be gathered by senior leadership and reported back to campus stakeholders multiple times throughout both phases of the project.

7. Describe the overall “outcome” measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals.

Given the high-priority status of this project, completing both phases on time and as described with Board of Trustees approval will serve as one indicator of a successful project.

In addition, broad participation by all stakeholders on campus and throughout the community is considered a critical component of this project. Therefore, an expected outcome is a completed documented process by which

NMU can involve large-scale community opinion, specifically outlining data collection measures for gathering and analyzing stakeholder feedback. This will serve as a model for effective campus communication.