



**PRESIDENT DAVID S. HAYNES
YEAR ONE REPORT
2012 - 2013**

A year of rethinking, renewing and reconnecting.

YEAR ONE REPORT: 2012-2013



At the outset of the academic session of my first year, I asked the campus community to help me do three things:

RETHINK how we do things in order to increase recruitment, retention and revenue and deliver the best possible student experience and the highest levels of academic excellence.

RENEW their commitments to each other, our students and their families and the community to position our graduates to be exemplary global citizens and outstanding leaders.

RECONNECT with our alumni, friends and benefactors to help them understand the important role they play in advancing NMU's mission for the benefit of all.

The U.P. Road Tour initiative is indicative of these efforts. The purpose of the initiative is to actively engage in the creation and promotion of partnerships with businesses, communities and other educational institutions to provide support, service and economic enhancement to the Upper Peninsula. In addition, the initiative provides opportunities to support enrollment by spreading the word about the value and affordability of a Northern education. I, along with a contingent of senior faculty and staff, became "road scholars," visiting Upper Peninsula communities such as Iron Mountain and Escanaba to spend time with area health-care agencies, economic development and business leaders and tour manufacturing facilities.

In addition, **the campus community was encouraged to find creative ways for the university to forge strong bonds with the region.** For instance, the Alumni Association and NMU Athletics partnered with the Marquette Downtown Development Authority to provide NMU Game Day activities for the families and businesses of the region and I am proud of the strong presence NMU has displayed at community events such as the Fourth of July parades in Marquette and Ishpeming.

I was also privileged to make significant **addresses to the business community, veterans and alumni throughout the year,** and provide ongoing open forums on university issues and opportunities.

I have also been fortunate to be able to **expand, through the President's Office, NMU's role with our partner organizations.** For example, I was invited to join the Board of Directors and assist in the development of the Western Athletic Hockey Conference. I was honored to be elected as Chair of the Great Lakes Intercollegiate Athletic League (GLIAC) Board of Directors. I also served on the Board of Directors for the Lake Superior Community Partnership, the area's economic development organization.

Year one also marked a **substantial rethinking of NMU's marketing and branding** leading to the engagement of a worldwide branding company. We began implementing a strategy to build consensus around new approaches to establishing NMU's identity in the higher education marketplace and re-branding of the university's printed and electronic communications, assets and materials.

THE FOUR “E”s: ENROLLMENT, EXCELLENCE, EXPERIENCE AND ENDOWMENT

The four “E”s are a broad representation of the areas where I felt enhancement and improvement through rethinking, renewing and reconnecting would have the greatest effect on advancing the university and its students.

ENROLLMENT

Announced a recruiting and enrollment goal for the first time in eight years.

A goal of 2 percent increases in fall 2013 and each year for the next three years was announced.

Hired international enrollment management consultants to assist in evaluating and reorganizing enrollment procedures and processes to meet established goals.

Created a new position: Vice President for Enrollment and Student Services.

This division will comprise all enrollment management, financial aid and student service units. Assembled a search committee for the new position.

Identified “target” countries for enrollment and recruitment efforts through a sophisticated game-theory process donated, executed and facilitated by internationally-renowned situational gaming expert and NMU alumnus Ronald St. Martin. Teams worked to select the top six countries that the university should target and articulated effective international recruitment and marketing strategies. The 29 participants included faculty/staff with international experience, international students, the Marquette city manager, a city commissioner and alumni from across the country.

Directed new efforts to recruit veterans and active military personnel.

Partnered with the U.S. Veterans administration, Michigan Department of Military affairs and the office of the Governor to focus on efforts ensuring that Michigan veterans understand and take advantage of the education and health benefits to which they are entitled.

Visited and conferred with university and government leaders in South Korea, United Arab Emirates and Canada.

Re-evaluated, re-focused and re-organized international recruiting efforts, including on-campus international student recruiting and development of recruitment and NMU degree-delivering programs in target countries of Canada, China, India, Korea, Vietnam and the United Arab Emirates and Egypt.

Established working relationships with Bay College and Gogebic Community College to create a more advantageous credit transfer environment for students.

Through a directive lauded by Michigan tribal leaders, brought NMU into the mainstream with other Michigan universities in utilizing academic progress for the recruiting and retaining of Native American students.

Established an on-campus cyber security summer camp for high school and middle school students.

EXCELLENCE

Directed each university division to collaborate on a strategic plan that will provide guidance for the next three to five years addressing several questions, including:

- Who and what will NMU be in 2020?
- What initiatives could lead us to new heights and focused purpose?
- What challenges might hinder success?

Additionally, requested a Board of Trustee work group to assist university administration on answering these critical questions and developing the three-to-five-year strategic plan.

Hiring:

- Vice President of Academic Affairs and Provost, Dr. Paul Lang
- Athletic Director, Forest Karr
- Director of External and Corporate Relations, Deanna Hemmila
- Director of International Programs, Kevin Timlin
- Assistant Provost of Graduate Education and Research, Dr. Brian Cherry
- Assistant Provost for Undergraduate Programming and Faculty Affairs, Dr. Dale Kapla
- Associate Dean for General Education and Retention, Dr. Rob Winn
- Northern's English Language Institute (NELI) Coordinator, Dr. Jo Doran

Reorganization Efforts:

- School of Education to: School of Education, Leadership and Public Service; added Master of Public Administration
- Moved Enrollment Management, Financial Aid and Student Services from Academic Division to new Enrollment Management and Student Services Division

- Elevated two departments to the School of Clinical Sciences and the School of Health, Physical Education and Recreation
- Developed a separate Social Work Department in the College of Professional Studies
- Moved Sociology and Anthropology to the College of Arts and Sciences
- Divided the Communications and Marketing Office into two units: an Office of Communications reporting to the President and a Department of Marketing and Branding reporting to the Vice President for Advancement

Increased efficiency, cost-effectiveness and level of expertise in NMU's legal counseling by retaining outside counsel to execute the duties of the former Office of General Counsel; will outsource other counsel specialties, as needed. This is a return to the historical model of counsel for NMU.

Established Northern's English Language Institute (NELI) to completely redesign English as a Second Language at NMU. The redesign will increase the desirability and usefulness of the ESL courses to international students and generally provide a more comprehensive program, better aligned with best practices and in a position to pursue accreditation.

Directed efforts to establish an Information Assurance/Cyber Defense major/minor and obtain Center of Excellence approval from the U.S. Department of Homeland Security.

Formed special committee to coordinate HLC/AQIP 2015 visit for university re-accreditation review.

Obtained AACSB maintenance of accreditation for the College of Business.

Extended NMU's Military Friendly Campus status for a fourth consecutive year.

EXPERIENCE

Successfully obtained State Legislative and Executive Branch approvals and secured funding for a new \$33.5 million academic classroom facility to replace the 45-year-old John X. Jamrich Building. The new facility will host 40 percent of our fall 2014 classes.

Oversaw the completion of the construction and start of operations of NMU's new renewable energy plant.

Initiated the President's Critical Issues Conversations Series to provide insight and encourage discussion on important issues affecting policy and progress in the State of Michigan. Speakers included Steve Mitchell and Craig Ruff in fall 2012 and Charlie Rose and Jeff Guilfoyle in winter 2013.

Secured December 2012 commencement speaker, Mr. Daniel Musser III, CEO of the Grand Hotel on Mackinac Island, and May 2013 commencement speaker, Ms. Felicia Fields, Vice President for Human Resources, Ford Motor Company. Both also received honorary degrees, along with Dr. Michael Roy in May 2012. Roy was NMU's 12th president and a long-time university administrator.

Reconstituted and reorganized the President's Commission on Diversity; appointed a new chairperson and added community and campus members.

Worked with the Black Student Union to reinvigorate and raise the profile of Black History Month across campus.

Led a drive to increase visibility of school spirit with increased use of green and gold school colors and displays of NMU pride throughout campus facilities.

Facilitated the final stages of development of the NMU Mobile app.

ENDOWMENT

Facilitated the receipt and deployment of transformative gifts and services, including:

- Bequest for construction of the \$250,000 Waino Wahtera Pavilion—the university's first covered outdoor venue, completed in Sept. 2013.
- Staff and proprietary "game theory" services from alumnus Ron St. Martin and his employing firm, Science Applications International Corporation.
- Funding for Risk Management and Actuary Science major/minor.

A handwritten signature in black ink, appearing to read 'D. S. Haynes', with a stylized flourish at the end.

David S. Haynes
President



Northern
Michigan
University

Office of the President
1401 Presque Isle Avenue
Marquette, MI 49855
906-227-2242
www.nmu.edu/president