

***Northern Michigan University***  
***Board of Trustees Retreat***

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***February 22 – 23, 2007***

***O**rientation Session  
for New and Veteran Trustees*

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*10:00AM, Thursday, February 22, 2007*

# ***R**ole and Function of Board of Trustees*

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*10:00AM, Thursday, February 22, 2007*

# *Key Michigan Constitutional Provisions*

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- The legislature shall appropriate moneys and be provided with an annual accounting of all income and expenditures (*Article VIII, § 4*)
- Formal sessions shall be open to the public (*Article VIII, § 4*)
- Pursuant to Article VIII, §6, the Board's duties shall include:
  - Have general supervision of the institution
  - Have control and direction of all expenditures from the institution's funds
  - Elect a president
  - Consist of eight members
    - plus the president of the university is an *ex-officio*, non-voting member

# ***Role and Function of Board of Trustees***

*(Act 48 of 1963, 390.554, § 4)*

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- A majority of its members may enact, amend, and repeal rules and bylaws for the conduct of the board's business and for the government of the institution;
- Fix tuition and other fees and charges;
- Appoint or remove personnel as the interests of the institution and the generally accepted principles of academic tenure permit or require;
- Determine compensation to be paid for services and property;
- Confer degrees and grant diplomas usually conferred or granted by other similar institutions;
- Receive, hold and manage a gift, grant, bequest, or devise of funds or property, real or personal, absolutely or in trust, which will promote the purposes of its institution;
- Enter into agreements not inconsistent with this act as may be desirable in the conduct of the board's affairs; and
- Lease or dispose of property which comes into the board's possession, if the board does not violate a condition or trust to which the property may be subject.

***Role and Function of  
Board of Trustees – Charter Schools  
(Public School Academies)***

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***10:15AM, Thursday, February 22, 2007***

# *Charter Schools Contracts*

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<u><i>School</i></u>	<u><i>Issued</i></u>	<u><i>Length</i></u>	<u><i>Ends</i></u>
Bahweting Sault Ste. Maire	July 1, 2006	One Year	June 30, 2007
Burton Glen Burton	July 1, 2005	Three Years	June 30, 2008
Nah Tah Wahsh Wilson	July 1, 2006	One Year	June 30, 2007
North Star Marquette	July 1, 2004	Five Years	June 30, 2009
Walton Pontiac	July 1, 2005	Three Years	June 30, 2008

# *Charter School Authorizer Legislation*

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- An authorizing body shall oversee, or shall contract with an intermediate school district, community college, or state public university to oversee, each public school academy operating under a contract issued by the authorizing body. The oversight shall be sufficient to ensure that the authorizing body can certify that the public school academy is in compliance with statutes, rules, and the terms of the contract.

*(Act 451 of 1976, § 502(4))*



# ***C**harter School Authorizer Legislation* (continued)

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- An authorizing body shall adopt a resolution establishing the method of selection, length of term, and members of the board of directors of each public school academy subject to its jurisdiction. (§ 503 (4))

# *Revoking a Contract*

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- The decision of an authorizing body to revoke a contract under this section is solely within the discretion of the authorizing body, is final, and is not subject to review by a court or any state agency. An authorizing body that revokes a contract under this section is not liable for that action to the public school academy, public school academy corporation, a pupil of the public school academy, the parent or guardian of a public school academy, or any other person. (§ 507 (2))
- Reasons for revoking contracts (§ 507 (1)):
  - Failure of the public school academy to comply with all applicable law.
  - Failure of the public school academy to meet generally accepted public sector accounting principles.
  - The existence of 1 or more other grounds for revocation as specified in the contract.

# ***Bylaws/Procedures/ Best Practices***

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***10:30AM, Thursday, February 22, 2007***

# *Board of Trustees Bylaws*

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

# ***Board of Trustees Bylaws*** *(continued)*

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

# ***B**oard of Trustees Procedures*

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- Meetings
- Leadership
- Committees
  - Should the committee charges undergo a review for revision?
- Member Practices
- Amendments

# ***Board of Trustees – Best Practices/Expectations***

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

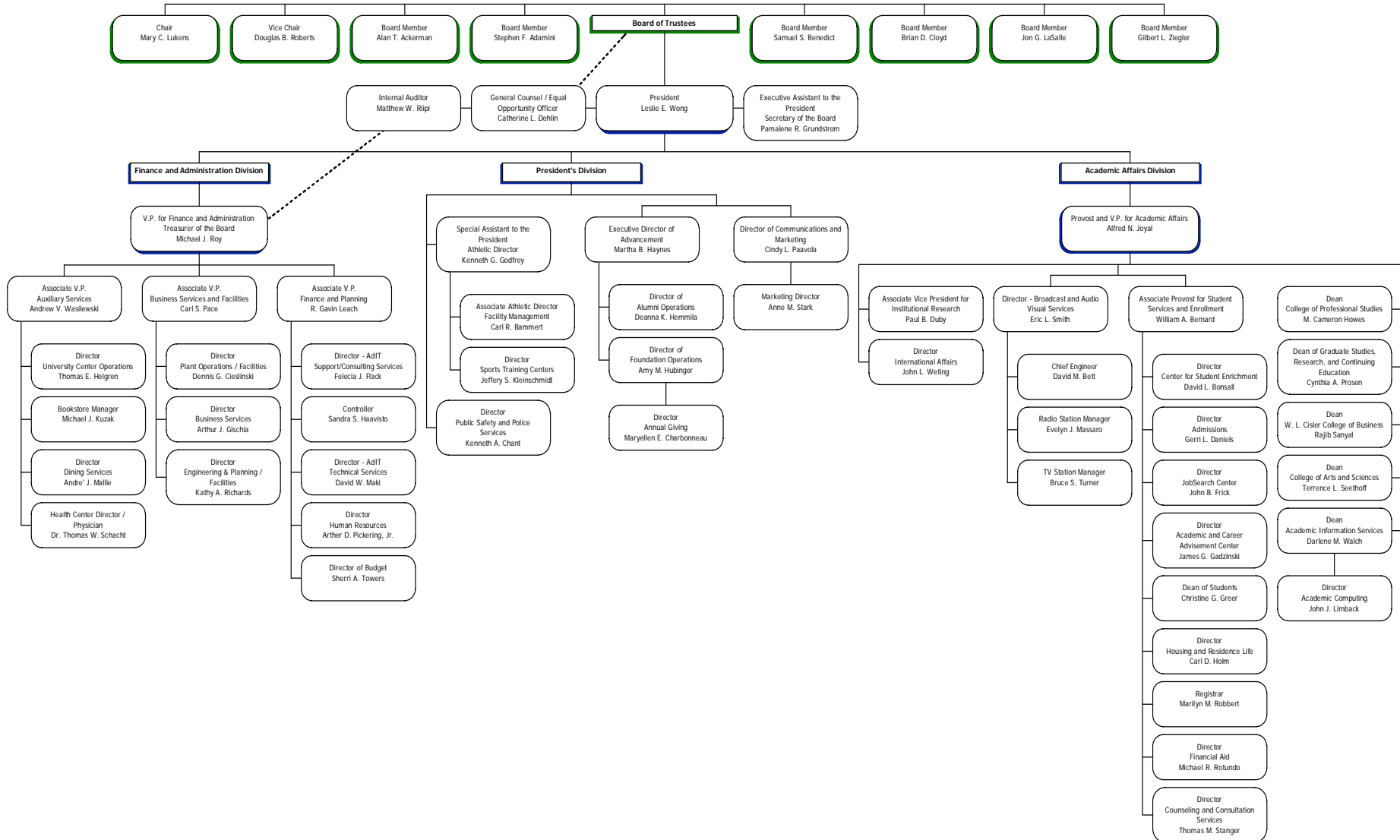
# *University Organization*

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*10:45AM, Thursday, February 22, 2007*



# Administrative Organization Northern Michigan University February 2007



# *Mission/Vision/Accreditation*

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*11:00AM, Thursday, February 22, 2007*

# *Mission vs. Vision*

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## Mission

- What an organization does now.
- Answers, “Why does the organization exist, what do we do, what values guide us?”
- Accomplishment should take the organization toward the vision.
- Is uplifting, but practical, more “here and now”.
- Photograph of the present.

## Vision

- The future the organization aspires to.
- Answers, “What will success look like?”
- Should challenge and inspire organization to achieve its mission.
- A dream, an imaginative anticipation of success that grows realistically from the current mission.
- An artist’s rendering of the future.

# *Mission Statement*

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

# *V*ision

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

# ***O**verall University Accreditation*

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# *Overall University Accreditation*

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- The Academic Quality Improvement Program infuses the principles and benefits of continuous improvement into the culture of colleges and universities by providing an alternative process through which an already-accredited institution can maintain its accreditation from the Higher Learning Commission.
- With AQIP an institution demonstrates it meets accreditation standards and expectations through sequences of events that align with those ongoing activities that characterize organizations striving to improve their performance.

# *Overall University Accreditation* (continued)

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- Initial Improvement Projects
  - Student ID number replaces SS # *(completed)*
  - Outcomes Assessment implemented in all subunits *(on-going – final report next year)*
  - Improving Advising *(on-going – final report this year)*
- New Projects
  - Superior Edge
- Systems Portfolio *completed June 1, 2006*
- Strategy Forum in October



# *Program Accreditation*

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## *College of Arts and Sciences*

Chemistry

American Chemical Society

Music

National Association of Schools of Music

## *College of Business*

College of Business

AACSB International

## *College of Professional Studies*

Communication Disorders  
(graduate program in speech-  
language pathology)

Council on Academic Accreditation of the American Speech-  
Language-Hearing Association

All Education Programs

National Council for the Accreditation of Teacher Education  
(NCATE)

Clinical Asst. Program

National Accrediting Agency for Clinical Laboratory Sciences

Clinical Laboratory Tech. (2-year  
program)

National Accrediting Agency for Clinical Laboratory Sciences

# ***P**rogram Accreditation (continued)*

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<i><b>College of Professional Studies (continued)</b></i>	
Clinical Laboratory Sciences	National Accrediting Agency for Clinical Laboratory Sciences
Counseling Center	International Association of Counseling Services, Inc.
Cytogenetics Program	National Accrediting Agency for Clinical Laboratory Sciences
Nursing (Baccalaureate and Graduate Programs)	National League for Nursing (Accrediting Commission)
Nursing	Commission on Collegiate Nursing Education (CCNE)
Physical Education	American Alliance for Health, Physical Education, Recreation and Dance
Practical Nursing	Michigan Department of Licensing (Board of Nursing)
Social Work	Council on Social Work Education
Speech-Language Pathology	Council on Academic Accreditation of American Speech-Language-Hearing Association
Surgical Technology	Commission on Accreditation of Allied Health Education Professionals (CAAHEP)

# ***P**rogram Accreditation (continued)*

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## ***College of Technology and Applied Sciences***

Aviation Maintenance Technology	Department of Transportation Federal Aviation Administration Certification
Aviation Air Frame	Department of Transportation Federal Aviation Administration Certification
Aviation Power Plant	Department of Transportation Federal Aviation Administration Certification
Cosmetology	Licensed by State of Michigan
Industrial Technology	National Association for Industrial Technology

***L**egal Issues /  
Collective Bargaining and  
Faculty/Staff Profile*

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*11:15AM, Thursday, February 22, 2007*

# *Legal Issues*

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# *Legal Issues*

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

# *Freedom of Information Act (FOIA)*

- NMU is subject to FOIA
  - Full text is provided in your materials
  - NMU's FOIA Officer is the Vice President of Finance & Administration
- Most NMU records are considered "public records" subject to disclosure unless the subject matter falls within certain narrow exemptions, including privileged, personal, Family Educational Rights and Privacy Act (FERPA), bids, appraisals, investigatory, etc.
  - "Public records" include all documents, letters, expense report settlements, and e-mail

# *Open Meetings Act (OMA)*

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



# OMA – Closed Meetings

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

# *O*MA and Public Universities

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- The Michigan constitution provides that "formal sessions" of state universities' Boards are to be conducted in public
- More recent cases provide public universities with more flexibility in complying with the OMA than the NMU Board of Trustees' Bylaws permit
  - Consider whether to update the Bylaws

# ***D**omestic Partner Benefits*

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

# *Proposal 2 Update*

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

# *Proposal 2 Update*

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- Campus Developments
  - Consultation continues with departments and administrators to ensure compliance
  - Michigan Indian Tuition Waiver is a key issue
    - Honoring during the Winter '07 semester
      - Annual cost of program is \$600,000
    - Expect legislative involvement
    - Issues:
      - Statutory vs. constitutional provision
      - Possible federal law/treaty implications

# ***C**ollective Bargaining and Faculty/Staff Profile*

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# *Compensation Philosophy*

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- Remain competitive with our peers

# *Total Full-time Faculty and Staff Profile – December 2006*

	Dining Services, Police, and Maintenance	Clerical and Technical Staff	Faculty	Faculty	Administrative Staff	Non-represented*
Represented By	AFSCME	UAW	AAUP	NMUFA (MEA**)	UAW	N/A
Group Size (974)	148	168	287	24	176	135
First Contract	October 1966	July 1975	July 1975	October 1980	May 1982	N/A
Current Contract Expiration Date	September 2007	June 2008	June 2009	June 2008	September 2009	Not Applicable
Salary/Hourly	Hourly	Hourly	Salaried	Salaried	Salaried	Salaried
Recruitment Market	Local	Local	Nation-wide	Nation-wide	Nation-wide	Nation-wide
Market Data Source	Local Salary Surveys	Local Salary Surveys	CUPA-HR***	CUPA-HR***	CUPA-HR***, MICUPA-HR****, CPB*****	CUPA-HR***, MICUPA-HR****, CPB*****
Starting Salary/Wage	Master Agreement	Master Agreement	Market & Experience	Market & Experience	Market & Experience	Market & Experience
Avg. grievances (past 5 yrs.)	4	1	2	0.4	0.2	N/A
Total arbitrations (past 5 yrs.)	1	0	0	0	0	N/A
Average Age	48	48	52	52	43	49
Average Years at NMU	14	16	14	12	11	14

\* Executives, Deans, Coaches, Academic Department Heads, Senior Administrators, and Senior Management

\*\* MEA: Michigan Education Association

\*\*\* CUPA-HR: College and University Professional Association for Human Resources

\*\*\*\* MICUPA-HR: Michigan Chapter of College and University Professional Association for Human Resources

\*\*\*\*\* CPB: Corporation for Public Broadcasting



# ***T*otal Part-time Faculty and Staff**

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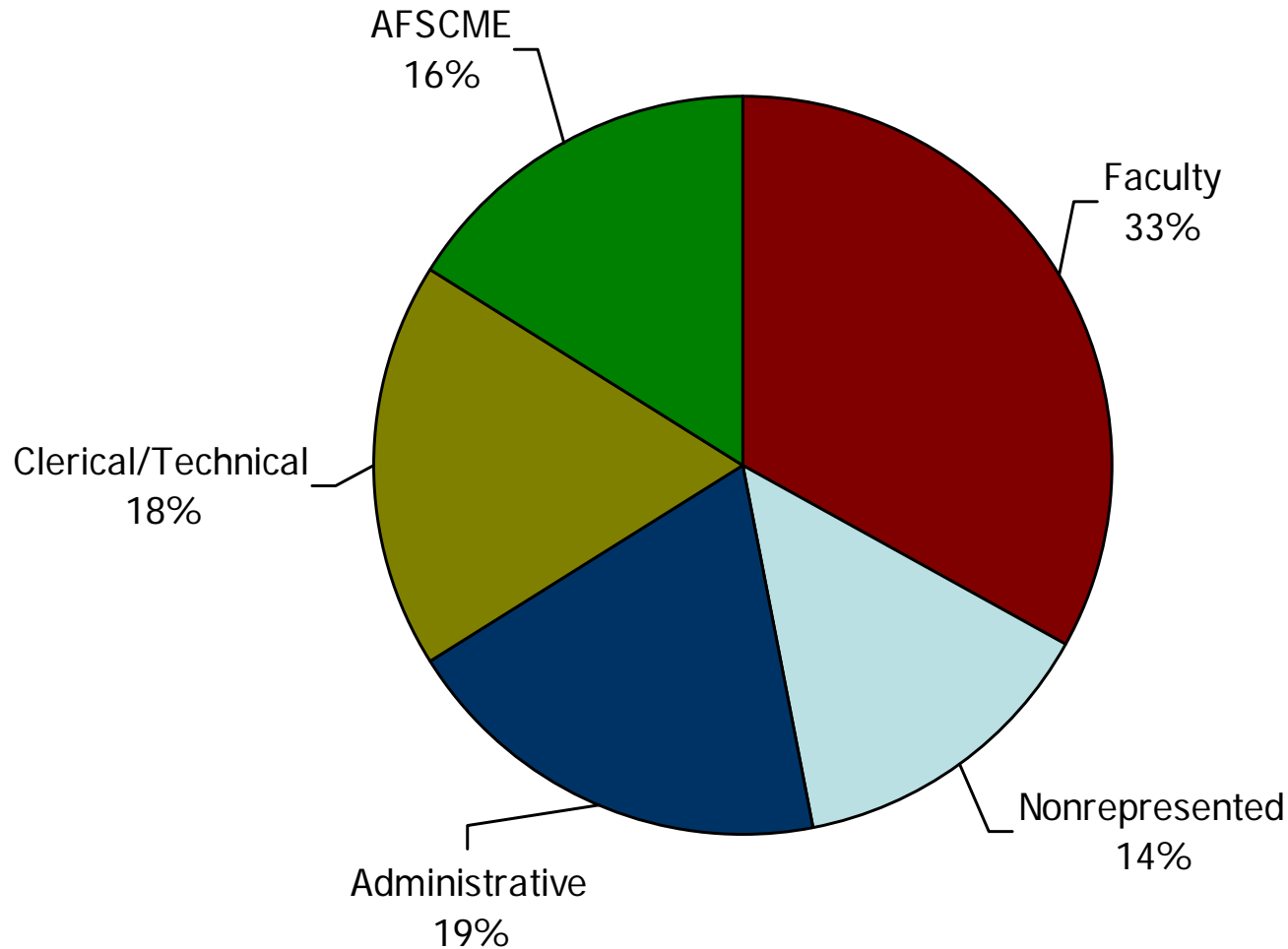
## ***Fiscal Year 2006***

<b><i>Employee Group</i></b>	<b><i>Count</i></b>	<b><i>FTE</i></b>
Faculty-Overload	201	33.11
Faculty-Post-Doctoral Fellows	1	0.67
Faculty-Adjunct	274	71.81
Graduate Assistant	81	27.15
Temporary Labor	1,070	90.07
Student Labor	2,545	284.10
<b><i>Total</i></b>	<b><i>4,172</i></b>	<b><i>506.91</i></b>

# ***T**otal Full-time Faculty and Staff Profile*

*(Total Number of Faculty and Staff = 938 – December 2006)*

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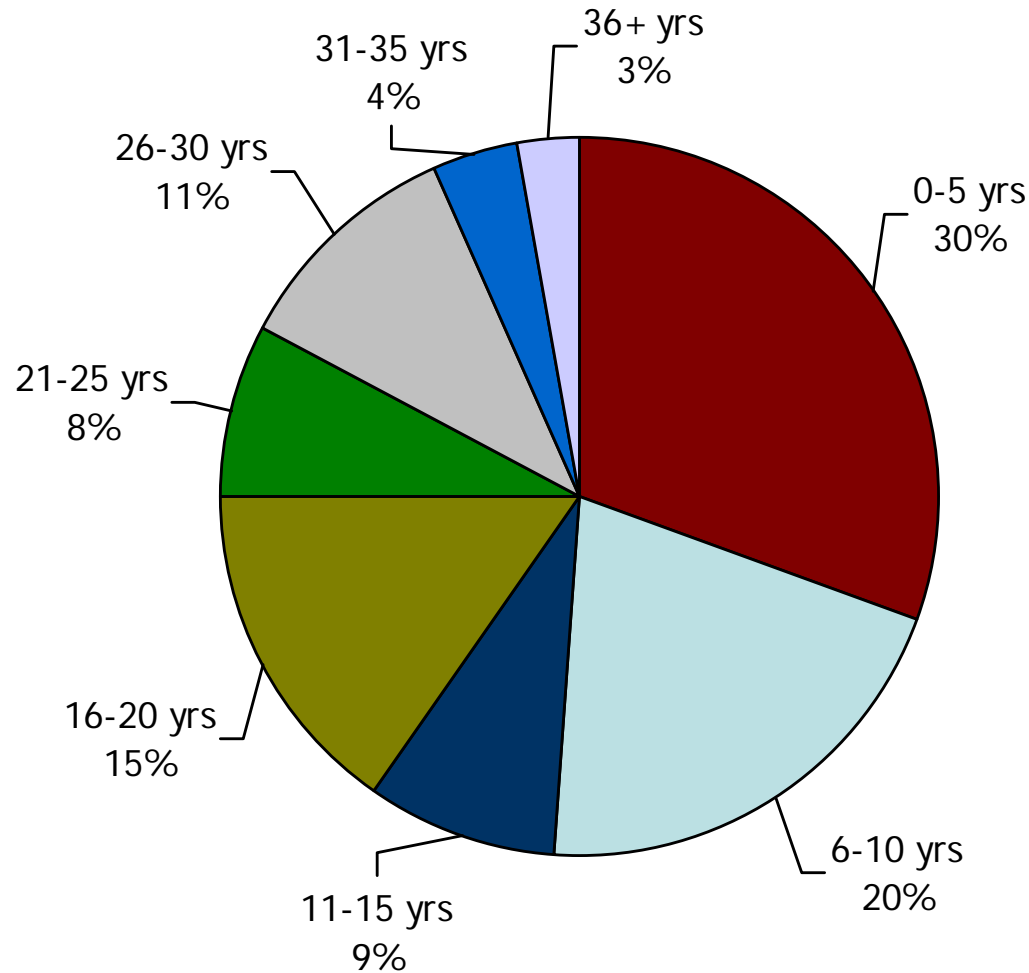


# *Total Faculty and Staff*

## *Years of Service*

*(Total Number of Faculty and Staff = 938 – December 2006)*

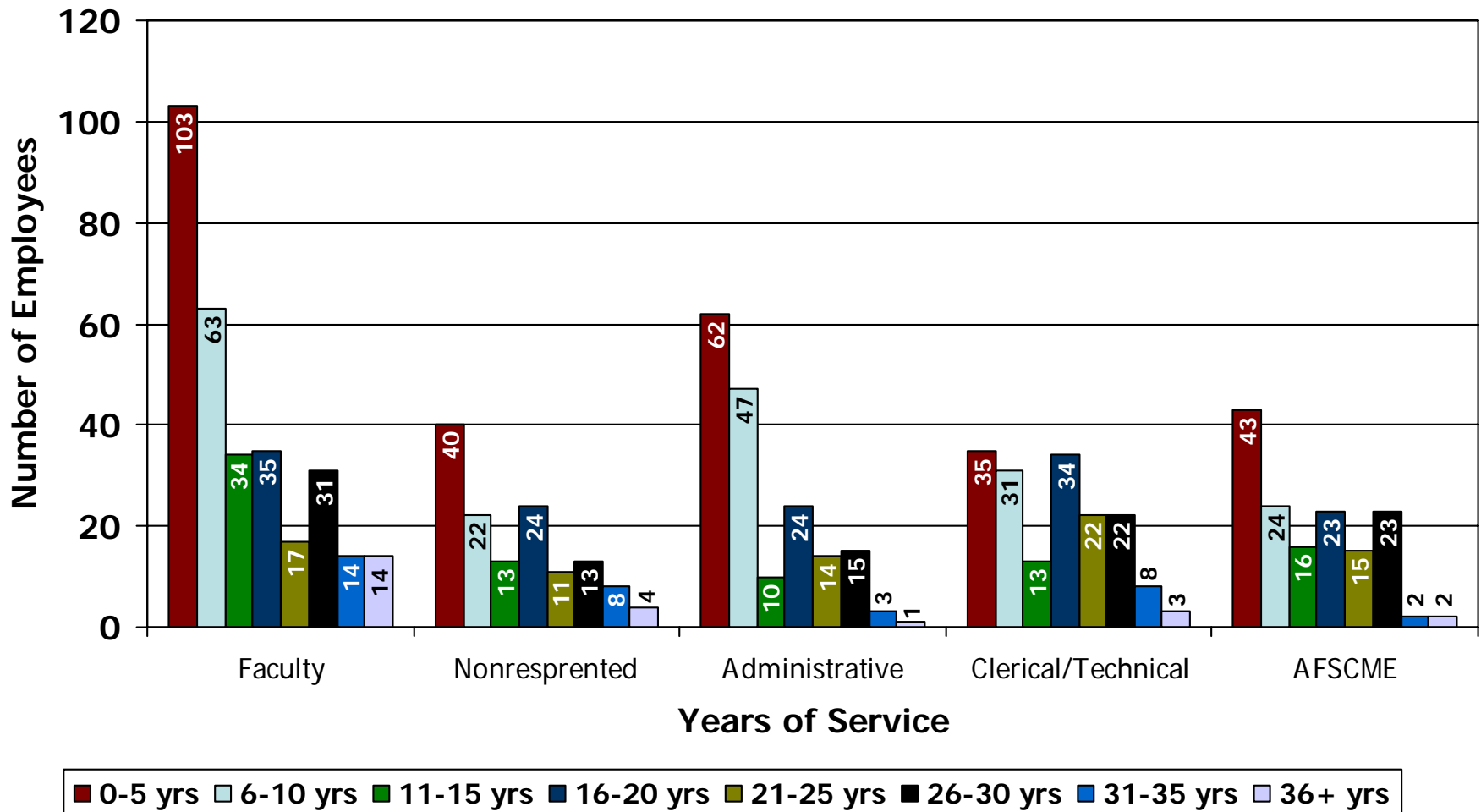
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# Total Full-time Faculty and Staff Profile

## Years of Service

(Total Number of Faculty and Staff = 938 – December 2006)



# *University Function / Program Overview*

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*11:30AM, Thursday, February 22, 2007*

# *Presidential Initiatives*

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

# *Presidential Initiatives* (continued)

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- Economic Development as a focus – challenges:
  - Develop buy-in from players across UP for role of NMU/UP higher education
  - Identify/energize faculty/staff resources
  - Move competing interests to cooperating interests

# ***F**unctions of a Comprehensive University*

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- Instruction
- Research
- Public Service
- Student Services and Enrollment
- Institutional Support – Administration
- Plant Operations
- Intercollegiate Athletics



# ***I**nstruction*

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# ***T**hree Levels of Degree Programs*

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- Pre-baccalaureate
  - Diploma (2)
  - Certificate (13)
  - Associate of Arts/Sciences (25)
- Baccalaureate
  - Bachelor of Arts/Science (39)
- Graduate
  - Master of Arts/Science (18)
  - Education Specialist
  - Master of Fine Arts

# *Degree Administration and Delivery*

- Three colleges
  - Arts and Sciences
  - Professional Studies
  - Business
- Twenty-five academic departments
- Academic Senate with sub-committee structure

# *Academic (Instructional) Support*

- Academic Information Services
  - Library
  - Academic Computing/Help Desk
  - Instructional Media Services
  - Instructional Technology
- Special Programs
  - Student Leader Fellowship Program (SLFP)
  - FYE (First Year Experience)
  - Superior Edge
  - Honors Program
  - International Affairs
  - Native American Studies
  - Multicultural Education Resource Center
  - International Affairs Office

# *Academic Affairs Initiatives*

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

# *Academic Affairs Initiatives*

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

# *Research at NMU*

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- Public Comprehensive University
  - Teaching
  - Research
  - Public Service
- Research – Professional Development
  - Pedagogical research
  - Basic and applied research
  - Creative endeavors
- Scholarship

# *Public Service*

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# *Public Service*

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- Public Television and Radio
  - WNMU-TV
  - WNMU-FM
- Northern Initiatives
- K-12: Seaborg Center and Center for Educational Development
- United States Olympic Education Center (USOEC)

# ***S** Student Services and Enrollment*

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# ***S** Student Services and Enrollment*

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

# ***F**inance and Administration Initiatives*

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- Vice President
  - Transition

# *Finance and Administration Initiatives* (continued)

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

# *Finance and Administration Initiatives* (continued)

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

# *Finance and Administration Initiatives* (continued)

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

# *NMU Foundation Update*

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- **Campaign Timeline**

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

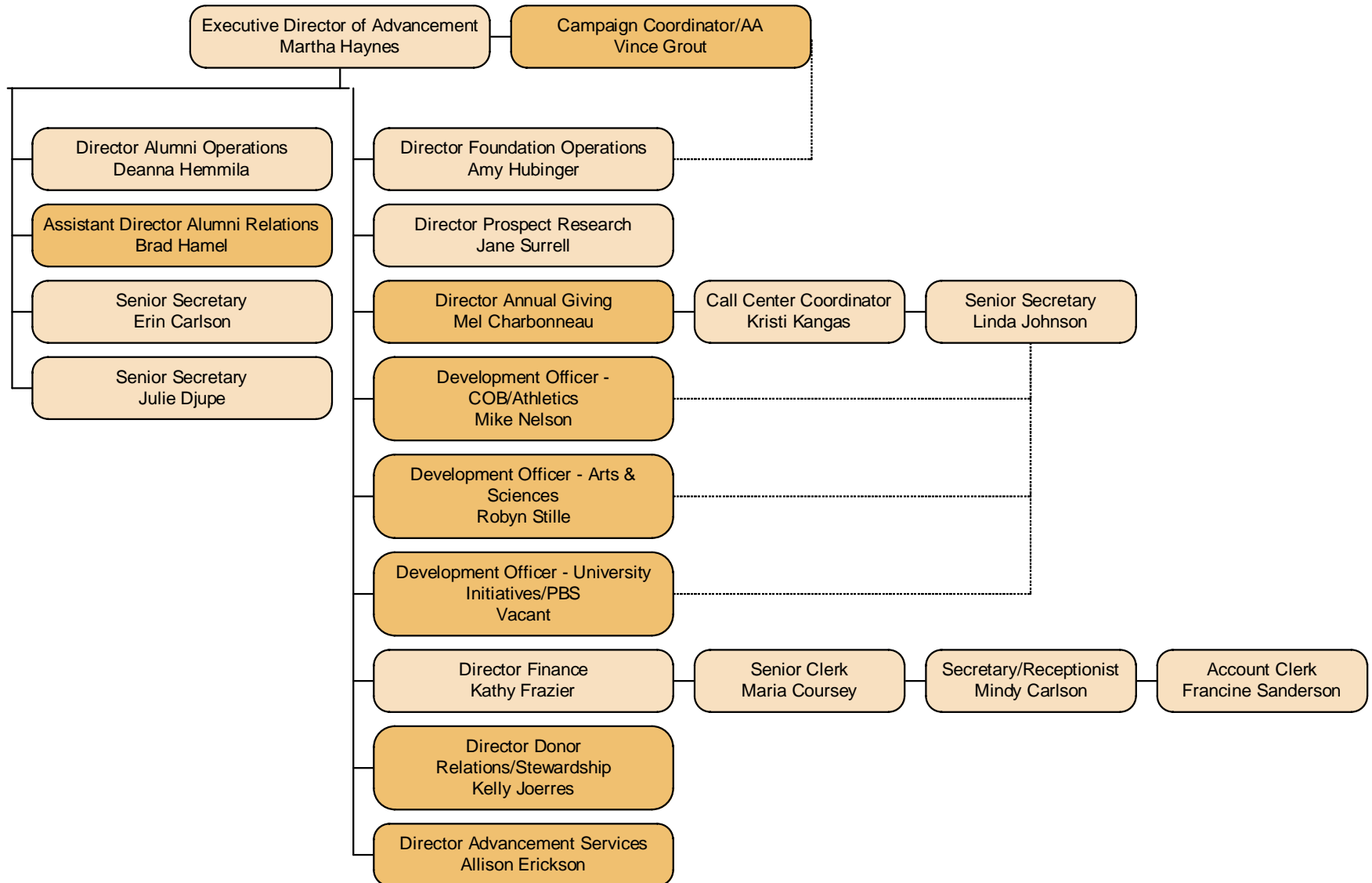


# *NMU Foundation Update*

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- The first recommendation of the Bentz Whaley Flessner Advancement Audit Report, presented in the fall of 2005, was that NMU and the NMU Foundation should add staff to become a fully functioning advancement/fundraising operation, moving as soon as possible into a program of active qualification of potential donors.
- The approval of the funding plan to create these extra positions was finalized in spring 2006. Positions in orange are brand new. However, even in the older positions, six of the individuals in the jobs are new to the Alumni Association and Foundation.
- Of the 21 current staff, seven have been with the Advancement unit for more than two years.

# NMU Foundation and Alumni Association



# ***B**usiness Session*

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***12:00 Noon, Thursday, February 22, 2007***

# *Business Session*

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

# *Lunch at Hotel*

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*12:30 p.m.: Lunch*