

Implementing the Strategic Plan: Investing in Innovation

Northern Michigan University
DRAFT XV
December 6, 2016

Northern Michigan University, is committed to the success of our students through world-class teaching, boundless opportunities for undergraduate scholarship, innovative academic and career-based programs all in an active and vibrant living-learning community. We are linked and committed to our natural environment as we seek to be an environmentally friendly, economically feasible, and socially acceptable university community built on a strong set of core values and centered on the success of our students. Our new strategic plan, *Investing in Innovation*, has put our university community on a path towards building a new future, a distinct future.

Demographic changes, student demands, parental expectations and financial realities all suggest that we will be a different institution in five years. If we embrace the ideals of *Transformational Innovation*, we have the opportunity to shape our future, and the potential to lead in some areas of the 21st century reinvention of higher education.

NMU Scorecard and Dashboard

The Office of Institutional Research is currently building a new structure for the NMU scorecard and dashboard. Central to this effort is the use of the Tablature program to provide high level data access that allows members of the university community to drill down into detailed data based on user need. While the development is still in process, there are several key performance indicators (KPI) to be imbedded in Tablature. These indicators are identified below and linked to both strategic focus areas and strategic outcomes. It is important to note that a limit of KPIs per area is employed.

Key Performance Indicators: Strategic Focus Areas

Academic Excellence

- Total enrollment
- Individual academic program enrollment
- Scholarly activity by program area
- External funding submissions - total grant dollars awarded
- HLC accreditation standards met
- Ratio between NMU average salary and CUPA average salary

Student Success

- Six-year graduation rate
- IPEDS fall to fall retention rates
- Combined number of degree awards for undergraduate and graduate students
- Employment and graduate school rates
- Number of students involved in student organizations including SLFP and Superior Edge

Domestic and Global Outreach and Engagement

- Off-campus enrollment
- Northern Promise enrollment
- Diverse student enrollment
- International student enrollment
- Educational Access Network enrollment

Investment and Innovation

- Program Investment Fund annual expenditures
- Growth in enrollment or retention or improved service as a direct result of PIF implementation
- Philanthropic giving to the NMU Foundation
- Expenditures for facilities improvement or expansion
- Housing occupancy rates

Key Performance Indicators: Strategic Outcomes

Enhancing Prestige and Distinction

- Total enrollment
- Individual academic program enrollment
- National rankings
- Number of awards and other forms of public recognitions
- Number of publications and creative activities
- Annual total gift commitments

Establishing New and Responsive Approaches

- Administrative instructional cost ratios
- Number of academic programs (programs eliminated and programs created)
- Number of programs completing program viability review
- Total enrollment
- Individual academic program enrollment
- Improved procedural and/or process times for academic program and course development and changes, as well as business operation efficiencies

Expanded partnerships

- Number of K-12 partnerships with concurrent, dual and middle-college
- Number of Educational Access Network school partners
- Number of EAN business partners
- Non-traditional enrollment to NMU (diverse, international, online enrollment)
- Departmental partnerships for internships, research, economic development, student recruitment, college preparation and/or academic service learning

Growing enrollment

- Total enrollment
- Individual academic program enrollment
- Off-campus enrollment
- Diverse student enrollment
- International student enrollment
- Educational Access Network enrollment

Five-Year Enrollment Goals

5 Year Goals (baseline + growth areas)						
	Baseline	Goals				
Target Student Populations	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Conventional Student Enrollment*	8,303	7,901	7,759	7,442	7,327	7,200
<i>Expanded Diverse Student Enrollment</i>	1,299	-	30	60	90	120
<i>Expanded Jacobetti Complex Enrollment</i>	449	-	30	60	90	120
<i>Expanded Graduate Student Enrollment</i>	796	-	25	75	150	200
<i>Expanded International Student Enrollment</i>	163	-	30	60	100	200
<i>Out of State Enrollment</i>	1,498	-	60	90	125	175
<i>UP Market Share Growth</i>	545	-	13	25	36	47
<i>LP Market Share Growth</i>	583	-	16	31	46	59
<i>Growth Areas Subtotals</i>			204	401	637	921
On Campus Subtotals	8,303	7,901	7,963	7,843	7,964	8,121
<i>Northern Promise (pre-matriculation)</i>	68	100	190	270	340	400
<i>Educational Access Initiatives</i>						
<i>Global Campus degree</i>			50	100	150	200
<i>EAI non-degree</i>			200	500	850	1,200
Off Campus Subtotal	68	100	440	870	1,340	1,800
Total**	8,303	7,901	8,403	8,713	9,304	9,921
% Growth year over year		-4.8%	6.4%	3.7%	6.8%	6.6%
% Growth since 15-16		-4.8%	1.2%	4.9%	12.1%	19.5%

*Row updates based on scenario selection from the 5 Year Projections

**All figures are headcount, not FTE

***Italicized sub areas do not sum up to subtotals due to target segments not accounting for all categories of students; baseline figures are for reference only

Strategic Implementation: Transformational Innovation

ACTION STEPS

Mission and Vision

- Update the mission and vision statements adopted by BOT by May 2016

Academic Excellence: Action Steps

Academic Program Development

Creating a relevant and appealing menu of academic options

- Full implementation of the Program Investment Fund
- Continue academic program review, including developing a method to make program review a regular part of the university's routine operational review process.
- Complete academic affairs structural realignment
- Identify and launch new graduate program opportunities (MSW, MFA, Ph.D.)
- Work with Academic Senate to streamline program approval and change process. This process should include experimentation and innovation.
- Expand and improve support for Superior Edge, SLFP and other service learning programs and efforts, as well as develop a co-curricular transcript method to document service and experiential learning and outcomes.

Graduate Studies

Growing and expanding a graduate program and student base.

The following are graduate program growth areas over the next five years.

- Master of Social Work – 55
This includes expected demand, number of undergrads in our BSW program and clinical sites.
- Masters in Athletic Training – 25
This is determined by the number of undergraduates in the program currently (the program would be a 3+2) and the number of clinical sites.
- Speech Pathology – 25
This is based on current undergraduate enrollment. The current program attempts to place all graduating students with a B average or greater in a Master's program. If we retained the students we currently send to other Master's programs we would be near the estimated number of students in our Master's program.
- Masters of Fine Arts (Art & Design) – 25
This is based on the current MFA numbers in English. The MFA was farther from getting off the ground than the other programs so would need time to grow
- Computer Science/Math – 10
A new program that will need some time to build a foundation. Given time, this program will be attractive to international students.
- The new M.S. Integrated Biosciences program has replaced the Biology/Biochemistry program and should result in a net gain of 10 graduate students.
- MS Integrated Biosciences – proposal approved by Senate estimated enrollment at 8. With a little marketing and working with faculty in Chemistry and EEGS reaching 10 net students (MSIBS replaced Biology/Biochemistry which resulted in the loss of a small number of students).

The programs above account for 150 new students (a conservative number once all programs are in place). With some face-to-face recruiting, targeted marketing and other recruitment measures it does not seem to be too large of a stretch to increase enrollment in our current programs in the next 5

years. That would grow our total graduate head count above 1000 students that would be an increase of over 200 graduate students in the next 5 years. The implementation of graduate programs in Social Work, Athletic Training and Speech Pathology that the presence of a graduate program will be a useful tool for undergraduate recruitment and it should increase undergraduate enrollments.

Retention Initiatives

While retention indicators remain strong, it is important to continue and expand retention efforts. The risk factors with the highest potential for impact on retention within our students include academically at-risk, financial, minority status, and first generation status. Retention committee found four patterns in the grade distribution data. Students struggled in entry level mathematics classes, large lecture classes, first courses in technical program areas, and most courses taken by academically underprepared new freshmen.

Retention enhancements include:

- Hiring of (2) part-time student support coordinators for English and math, hiring undergraduate tutors (~40 per semester), and hiring undergraduate teaching assistants (focused on large lecture classes, mathematics, and occupational studies)
- Initiate *Degrees or Reading Power (DRP)* and/or ACCUPLACER WritePlacer placement testing for all Freshman Probation and College Transition Program students
- Offer tutoring sessions (1 hr per week) in composition classes for select Freshman Probation and College Transition Program students
- Offer sections a tutor assisted reading support class (EN 103) to Freshman Probation and College Transition students
- Assign teaching assistants in entry-level mathematics classes
- Develop smaller class sizes in some math classes
- Assign teaching assistants to large lecture classes and incorporated active learning elements within the class
- Offer a technical mathematics course to vocational students with a focus on content that was specific to their curriculum.

Strategic Focus Areas

- Academic Excellence
- Student Success

Strategic Outcomes

- Enhancing prestige and distinction
- Establishing new and responsive approaches
- Growing enrollment

Success Indicators

- Academic affairs will report each year on the number of new academic programs, redesigned academic programs, and eliminated academic programs.
- As each academic program has different indicators of success and excellence, each academic program will submit a list of success indicators ranging from publication records, student employment or graduate school placements, accreditations achieved to enrollment goals.
- All programs eligible for programmatic accreditation will continue to receive accreditation.
- Enrollment targets for each academic program will be established and met.
- Implementation of an expanded co-curricular transcript will be established to better reflect the out of classroom learning experiences of students.

Research and Scholarship: Action Steps

Expanding the university's research infrastructure to provide greater research support.

- Review existing grant development office and recommend improvements
- Develop a clear definition of success in research and scholarship, along with an operational path. Present both to Board of Trustees by February 2017.

- Increase support for faculty and student research travel.
- Require each academic department to submit a comprehensive review of scholarly activities by May of each year to Academic Affairs.
- Develop a process to share this report on a wide public and annual basis.
- Have academic departments include research and scholarship goals as part of their programmatic strategic plans.
- Encourage and support the pursuit of scholarly partners that bring distinction to Northern.
- Office of Grants and Research will promote and develop partnerships with other institutions to support grant submissions, especially those that bring distinction to Northern.

Strategic Focus Areas

- Academic Excellence
- Investment and Innovation
- Student Success

Strategic Outcomes

- Enhancing prestige and distinction
- Establishing new and responsive approaches

Success Indicators

- Increase the number of external funding submissions by 10%.
- Increase the amount of external funding by 10% for each individual department.
- Expand the number of undergraduate scholarly opportunities through investments by the Program Investment Fund (PIF).
- Meet scholarly standards for the HLC and for individual program accreditations.
- Increase the number of campus and community based scholarly and creative based

Teaching and Learning: Action Steps

- Working through the Center for Teaching and Learning particular attention will be given to expanding educational opportunities for faculty to engage in active learning instructional models.
- Research on effective teaching practices will be encouraged and supported.
- Significantly expand online learning opportunities for both traditional and non-traditional students.
- Expand concurrent and dual-enrollment beyond the Upper Peninsula.
- Empower the Center for Teaching and Learning to expand professional development opportunities for faculty and staff with particular emphasis on multi-dimensional instructional processes.
- Develop and launch a national effort to bring educational opportunities to rural communities.
- Complete a comprehensive review of the laptop program to determine the future viability of the program.
- Using the Program Investment Fund and other mechanisms, promote the development of new programs, interdisciplinary programs and program redesign that takes advantage of differing instructional models.

Strategic Focus Areas

- Academic Excellence
- Student Success
- Investment and Innovation

Strategic Outcomes

- Establishing new and responsive approaches
- Expanded partnerships
- Growing enrollment

Success Indicators

- Key assessment tools will be considered. Particular attention will be paid to both individual program accreditation and HLC indicators.
- Enrollment through NMU's Educational Access Network will be reported annually with a five-year target of 1200 students.
- Expanded FCC license areas in Michigan and beyond.
- Launched a national effort to provide rural educational access.
- Each program will identify individual success indicators and be reported annually.
- Service learning success indicators.

New Student Recruitment Initiatives: Action Steps

Expanding the student base both on and off campus

Extended Learning:

Building enrollment from markets other than traditional on-campus students

- *NMU's Educational Access Network:* Portal providing tailored services for online degree seekers in two undergraduate and five graduate programs. Full launch, with assistance of marketing services by external provider October 2016.
- *Online Degrees and Certificates:* Expand online degree program offerings via academic accelerator.
- *Northern Promise:* Engage additional high schools and NMU departments to provide concurrent enrollment opportunities. 5-7 high schools participating in 2017-18 with 150 high school students enrolled in courses. NMU's expanded LTE network across the U.P. will also be leveraged for concurrently enrolled students and other populations, tied to course enrollment.
- *International Recruitment:* Grow international student enrollment to 250 through partnerships/exchanges, English Language Institute as pipeline, student recruitment via faculty relationships and activity abroad
- Central to accomplishing a goal of 250 international students is building a stronger English Language Institute.
- Expand the number of international students, international faculty and staff exchanges and joint programs with international institutions.

Diversity and Inclusion:

Creating a more diverse student population

- Under the leadership of the Chief Diversity and Inclusion Officer, develop a directed recruitment plan and implement it to broaden the university's outreach to communities that have not been fully served by NMU.
- Grow student enrollment from diverse domestic populations.
- Expand the enrollment of Native American students from Michigan and launch a national recruitment campaign.
- Support site visits from diverse communities and schools.
- Greater partnerships with NMU authorized charter schools.

Marketing:

Support all enrollment, community engagement and legislative goals

- Institutional image/awareness marketing, including:
- Academic cluster marketing
- Marketing to enhance direct outreach activities (such as Pandora ads, Geo-targeting, Google ads, Facebook ads to target prospective students in vicinity of college fairs)
- Market "ShareNorthern"

Financial Aid Restructuring:

Ensuring our need-based and merit financial aid support student enrollment and student success

- Deploy the restructured first-year and transfer student scholarships for better marketing, competitiveness, ease of understanding by target audiences.
- Leverage change in Federal financial aid cycle in recruitment messaging and assistance.
- Design specific message flow for the new financial aid timeline with the goal of being the university who is clear about the process and provides timely assistance.

Direct Outreach:

Undergraduate Recruitment Activity

- Continue to conduct off-campus in-person recruitment in MI, WI, Northern IL, Minneapolis-St. Paul, seeking alternative ways to engage students and their influencers.
- Add parent-to-parent components to programming.
- Increase utilization of peer-to-peer recruitment through scaled up Student Ambassador Program (including technology initiative) and special initiatives (e.g. working with diversity officer and students organizations for outreach). Use ambassadors to increase connections at campus events where target audiences are participating (music festivals, robotics competitions, etc.).
- Engage faculty through the ad hoc enrollment committees for targeted outreach
- Based on summer assessment, enact appropriate augmentation to on-campus programming related to campus visits, group visits, scholarship competition, counselor visits to campus.
- Continue partnership with University Marketing and Communication and IT staff to improve array of print and digital publications/communications, including increasing catalog of video, photo images and message content related to academic programs and student experiences. Increase automation through technology tools (e.g. deploy Journey Builder in connection with Salesforce CRM) but balance with personal outreach.
- Leverage SAT options now that all MI juniors are taking the SAT (name purchases, data mining).
- Improve strategic utilization of predictive modeling (scoring and ranking indicate prospects' likelihood to apply and applicants' likelihood to enroll) and assess its value to NMU.

Strategic Focus Areas

- Student Success
- Investment and Innovation
- Academic Excellence
- Domestic and Global Outreach and Engagement

Strategic Outcomes

- Growing enrollment
- Expanded partnerships

Success Indicators

- See table above for enrollment goals to 2020-2021
- Continued growth of the middle college and established partnerships (public and private to increase Career and Technical Education (CTE) enrollment by 200.
- The Educational Access Network will be fully launched with expanded efforts for continuing education and professional development to 1600 new students.
- Twenty-five high school concurrent enrollment partners (K-12) will operational yielding 400 concurrent enrollment students.
- Diverse student enrollment will expand by a minimum of 250 students.
- Establish multiple international partnerships to grow base international student enrollment and Intensive English Institute enrollment by 200.

Facilities: Action Steps

Using facilities as a recruitment and retention initiative.

- Complete the process and launch for the replacement of Quad I
- Raise Summit Center apartments
- Renovate the University Center
- Launch the sustainability initiative
- Continue to work on plans for future facilities development and renovation, including an undergraduate research facility, a business innovation center, a renovated Jacobetti Complex and Hardent Learning Resource Center and revisions to Vandament Arena to accommodate men's and women's basketball

Strategic Focus Areas

- Investment and Innovation
- Student Success

Strategic Outcomes

- Growing enrollment
- Enhancing prestige and distinction

Success Indicators

- Renovations of key buildings will be at or near completion.
- Occupancy rates for housing exceeding 93%.
- Enrollment surveys will be developed to determine the impact of facilities on student selection process
- Completion of the Lee Hall renovation for the Institute for Research.
- Construction begins for the Business Innovation Center.
- Completion of the University Center renovation and expansion.
- Funding model for the renovation of the Jacobetti Complex completed.
- Completion of Harden Learning Resource Center reinvention.

Outreach and Partnerships: Action Steps

There are several key constituencies aligned with expanding outreach opportunities.

Alumni and Community Relations:

- Redefine the role of the alumni office and operations to create greater linkages with community engagement, student internships, career placement, and student recruitment.

Philanthropy and Advancement:

- Redesign the advancement office and operation based on a CEO model with expanded fundraising targets. This includes the preparation for launching a targeted capital campaign.

Other Partnerships:

- Expand the number of high school partnerships and the number of academic programs engaged in those partnerships.
- Expand other types of potential partnerships, including new and potentially unique partnerships with the business community, non-profit community, environmental community, medical community and others for academic and research programs, business operations and technology applications.
- Expand partnerships with international universities, colleges and communities.

Strategic Focus Areas

- Domestic and Global Outreach and Engagement
- Student Success
- Investment and Innovation

Strategic Outcomes

- Expanded partnerships
- Growing enrollment

Success Indicators

- Reorganization of the Advancement division will be complete.
- New CEO in place and annual fundraising goals will be established by division and college that will see a 50% increase in annual fundraising.
- NMU Success Surveys for students, community leaders, employers, and alumni will be redesigned and fully integrated. Target goals will be established after base-line data is obtained.

Athletics: Action Steps

- Develop a comprehensive report (*The Value of Athletics*) that will consider a wide range of factors including enrollment impacts, community engagement, student lives, academic success, diversity and inclusion, value of team, revenue produced and more. To be completed by March 2017.
- Consider new athletic programs that can bring value to the university and athletic department as well as aid in recruiting new student populations.
- Improve athletic facilities through private giving.
- Expand alumni engagement in athletics, in particular expand the number and amount of giving by former student-athletes.
- Develop a plan to address athletic event attendance with targeted goals for each individual sport.
- Continue the process of comprehensive evaluations of our coaching and athletic staffs. This includes not only win-lose records but also the academic performance of the student athletes.

Strategic Focus Areas

- Student Success
- Investment and Innovation

Strategic Outcomes

- Enhancing prestige and distinction
- Growing enrollment

Success Indicators

- Report to the campus community and Board of Trustees on the costs and benefits of supporting and expanding athletic programs Fall 2016.
- NCAA Compliance
- Title IX Compliance
- Team grade point averages.
- Team graduation rates.
- Team enrollment.
- Attendance at team events.
- Student-athlete alumni engagement and giving along with other forms of external support.
- Team performance records.
- Overall athletic rankings.

