



# FOCUS AREA I: ACTION PLAN

## NEW MARKETS, NEW SUPPORTS

**Grow and support our student body by identifying new markets, developing new academic offerings, and supporting our students' mental and physical health.**

*NMU recognizes the necessity for highly effective recruitment and retention programming. Demographic and other external factors will create strains on enrollment and resources in the coming decade. In order to plan for these challenges, significant investments in enrollment and student success strategies are needed to lead us into the future in a strong position to serve our students effectively.*

### DOCUMENT LEGEND

**Font color = BLACK:** No dependencies to starting work outlined in the tactic have been identified.

**Font color = GRAY:** Dependencies to starting the work outlined in the tactic exist and are described in the "Dependencies" column.

**Common acronyms used:**

CEP: Comprehensive Enrollment Plan

ELO: Experiential learning opportunities

HIP: High impact practices

NSSE: National Survey of Student Engagement

HMS: Healthy Minds Survey

ICP: Individually Created Programs

CCA: Complete College America

ESP: Educational Success Platform

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## STRATEGY I:

Create a Comprehensive Enrollment Plan (CEP) [to include, but not limited to, diverse, underrepresented and international students; undergraduate, graduate and distance education students; colleges/departments; and marketing and communications] in order to clearly define our approach to enrollment.	KEY PERFORMANCE INDICATORS:							
	<ul style="list-style-type: none"> <li>Submit final draft to Executive Council November 15, 2022</li> <li>Determine baseline numbers for all goals by May 1, 2023</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 1.1. Clarify and articulate recruitment activities and metrics across various groups.	Enrollment Committee	Gerri Daniels	Heather Pickett, Brad Hamel	Summer 2022	Fall 2022			• Completion of tactic
Tactic 1.2. Clarify and articulate student success and retention activities and metrics across various groups.	Enrollment Committee	Neil Baumgartner	Janelle Taylor, Steve VandenAvond	Summer 2022	Fall 2022			• Completion of tactic
Tactic 1.3. Clarify and articulate new and revitalized academic programing (e.g., programs and delivery methods) that will lead to greater enrollment and improved retention.	Enrollment Committee	Dale Kapla		Summer 2022	Fall 2022			• Completion of tactic
Tactic 1.4. Clarify and articulate areas that need further development in 2023 and beyond. To include, but not limited to, the following: a. Increase capacity for enrollment management duties b. Develop financial aid/ scholarship strategy c. Align with housing strategy d. Develop a system for monitoring enrollment strategy progress e. Create communication plan f. Utilize enrollment to inform program offerings	Enrollment Committee	Dale Kapla		Summer 2022	Fall 2022			• Completion of tactic
Tactic 1.5. Develop a plan to address recruitment and retention of international students.	Enrollment Committee	Dale Kapla	Jill Compton	Summer 2022	Fall 2022			• Completion of tactic

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 2:

Employ new, flexible and adaptive methods of content delivery to better meet the needs of current and future students.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
	<ul style="list-style-type: none"> <li>Count of new/flexible/adaptive methods identified</li> <li>Count of new/flexible/adaptive methods employed</li> <li>Count of interdisciplinary program offerings</li> <li>Enrollment in interdisciplinary programs</li> <li>Count of ICP majors</li> <li>Count of continuing education students receiving micro-credentials</li> <li>TBD: Sophomore study on retention</li> </ul>							
Tactic 2.1. Expand interdisciplinary program options, including Individually Created Programs (ICP).	Academic Affairs	Dale Kapla	Bill Digneit, Lisa Eckert	Fall 2022	Fall 2023	Need to determine the unit responsible for building and maintaining the process.		<ul style="list-style-type: none"> <li>Documentation of interdisciplinary program options developed or expanded</li> </ul>
Tactic 2.2. Develop stackable micro-credentials for continuing education with an alternative credentialing system.	Academic Affairs	Steve VandenAvond	Brad Hamel	Winter 2022	Summer 2023			<ul style="list-style-type: none"> <li>Count of stackable credentials developed</li> </ul>
Tactic 2.3. Explore the use of HyFlex, a course delivery model combining face-to-face and online learning.	Center for Teaching and Learning, SISU	Christi Edge	Matt Smock	Winter 2022	Fall 2023			<ul style="list-style-type: none"> <li>Documentation of recommendations for use of Hyflex (SISU)</li> </ul>
Tactic 2.4. Enhance learning activities by incorporating new virtual reality technology and developing higher quality construction management labs for a new fully online degree.	Technology and Occupational Sciences: Construction Management, SISU	Evan Lucas	Steve VandenAvond	Winter 2022	Winter 2023			<ul style="list-style-type: none"> <li>Progress on implementation within Construction Management program (SISU)</li> </ul>

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 3:

Develop future-focused academic programs that best meet the needs of current and prospective students.	KEY PERFORMANCE INDICATORS:							
	<ul style="list-style-type: none"> <li>Description of future-focused academic programs developed</li> <li>Count of enrollment in future-focused academic programs</li> <li>Alumni Survey: Alignment of Current Position with Skills</li> <li>Alumni Survey: Alignment of Current Position with Major</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 3.1. Implement SISU's revised Innovation Funding process.	SISU	Bill Digneit	Dale Kapla	Winter 2022	Winter 2023			<ul style="list-style-type: none"> <li>Implementation complete</li> </ul>
Tactic 3.2. Identify and develop 21st Century Skills learning modules designed to complement academic programming.	Academic Affairs	Rob Winn	Daric Christian	Winter 2022	Winter 2024			<ul style="list-style-type: none"> <li>Modules identified and developed</li> <li>Student characteristics</li> </ul>
Tactic 3.3. Create Automotive Cybersecurity Certificate program.	Upper Peninsula Cybersecurity Institute, SISU	Doug Miller	Bill Digneit	Winter 2022	Winter 2024			<ul style="list-style-type: none"> <li>Progress on program implementation (SISU)</li> </ul>
Tactic 3.4. Create a Commercial Crop Lab in the former Aviation hangar located at NMU's Jacobetti Complex.	Technology and Occupational Sciences: Controlled Environment Agriculture, SISU	Evan Lucas	Bill Digneit	Winter 2022	Winter 2024			<ul style="list-style-type: none"> <li>Progress on program implementation (SISU)</li> </ul>
Tactic 3.5. Collaborate with regional community colleges to expand access to nursing education opportunities (RN to BSN).	School of Nursing	Kristi Adair		Fall 2022	Winter 2024			<ul style="list-style-type: none"> <li>Count of access opportunities/ programs developed</li> </ul>
Tactic 3.6. Capitalize on NMU's focus on sustainability to develop complementary certificate/degree programs.	SHINE	Ryan Stock	Jes Thompson			An academic department to "house" the certificate		<ul style="list-style-type: none"> <li>Count of sustainability-focused programs developed</li> </ul>

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 4:

Establish and expand co-curricular support programs that connect students to future employment goals.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
	<ul style="list-style-type: none"> <li>Alumni Survey: Post-graduation opportunity stemmed from experience or connection at NMU</li> <li>Cap &amp; Gown Survey: Percent of recent graduates that completed internship/apprenticeship</li> <li>TBD: Count of students participating in ELO from industry/economic partners</li> <li>Cap &amp; Gown Survey: Count/Type of experiential learning opportunity that led to post-graduation position</li> <li>NSSE: Participation in 2+ HIPs</li> <li>Alumni Survey: Satisfaction with Current Position</li> <li>Alumni Survey: Alignment of Current Position with Career Ambitions</li> </ul>							
Tactic 4.1. Implement Alumni Mentor Program to increase students' access to alumni mentors and opportunities to develop productive relationships between students and alumni.	Career Services	Grant Langdon	Katie Korpi	Winter 2022	Winter 2024			<ul style="list-style-type: none"> <li>Count of student participants</li> <li>Count of alumni participants</li> <li>Documentation of experiential learning opportunities identified and undertaken</li> </ul>
Tactic 4.2. Develop a sustainable model for experiential learning that addresses opportunities and needs of all students and industry/economic development partners.	Academic Affairs	Dave Nyberg, Katie Korpi	Dale Kapla	Summer 2022	Winter 2024			<ul style="list-style-type: none"> <li>Progress of model development</li> </ul>
Tactic 4.3. Expand the scope and utilization of the Wildcats Connect program.	Alumni Relations	Robyn Stille	Katie Korpi	Fall 2021	Winter 2023			<ul style="list-style-type: none"> <li>Count of participants</li> <li>Quality of program services</li> </ul>

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 5:

Create new or enhance existing programming that increases students' sense of belonging and engagement.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
	<ul style="list-style-type: none"> <li>Count of programming created or enhanced</li> <li>NSSE: Students' reporting feeling comfortable being themselves at NMU</li> <li>NSSE: Students' reporting feeling valued by NMU</li> <li>NSSE: Students' reporting feeling like part of the community at NMU</li> <li>Participation in NMU student organizations</li> <li>Attendance at NMU student programs</li> <li>NSSE: Learning Community participation</li> <li>NSSE: Supportive Environment</li> </ul>							
Tactic 5.1. Increase participation in NMU student organizations and programs by implementing student organization and events platform (i.e., The Hub) and launching student involvement campaign (i.e., Pick One).	Center for Student Enrichment	Rachel Harris		Fall 2021	Winter 2022			<ul style="list-style-type: none"> <li>Count user activities and events</li> <li>Count of Pick One points</li> </ul>
Tactic 5.2. Evaluate resource options for establishing peer and faculty mentoring of students and generate recommendations.	Student Success & Wellness	Neil Baumgartner	Lisa Eckert	Fall 2023	Winter 2024			<ul style="list-style-type: none"> <li>Recommendations generated</li> </ul>
Tactic 5.3. Increase participation in the Global Campus virtual student union in Educat.	Global Campus	Brad Hamel		Fall 2022	Summer 2023			<ul style="list-style-type: none"> <li>Count of participants</li> <li>Count of new events implemented</li> </ul>
Tactic 5.4. Generate recommendations for engagement opportunities between students and faculty, staff, and community members by taking advantage of NMU facilities (e.g., PEIF and Dining Services).	Academic Affairs	Chris Greer	Lisa Eckert	Fall 2022	Fall 2023			<ul style="list-style-type: none"> <li>Recommendations generated</li> </ul>
Tactic 5.5. Explore and develop freshman learning communities.	Academic and Career Advisement Center	Cat Hardenbergh	Jim Gadzinski	Summer 2022	Fall 2023			<ul style="list-style-type: none"> <li>Pilot is launched</li> </ul>
Tactic 5.6. Centralize existing efforts to develop and implement a comprehensive financial literacy program, ensuring all students have access to appropriate economic and financial tools for navigating college and post-college living.	Financial Literacy Task Force	Hugo Eyzaguirre, Mike Rotundo	Dale Kapla	Fall 2022	Fall 2023			<ul style="list-style-type: none"> <li>Program completed ready for implementation.</li> </ul>

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 6:

Align all advising and ongoing student success efforts to improve efficiency and effectiveness.	KEY PERFORMANCE INDICATORS:							
	<ul style="list-style-type: none"> <li>Completion of Complete College America (CCA) contract</li> <li>Count of CCA recommendations implemented</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 6.1. Partner with Complete College America to assess the landscape of student success on NMU's campus.	Student Success & Wellness	Neil Baumgartner	Jim Gadzinski	Fall 2022	Summer 2023			<ul style="list-style-type: none"> <li>Progress of assessment plan completion</li> <li>CCA baseline survey results</li> </ul>
Tactic 6.2. Develop a student success framework 1.0 university-wide.	Student Success & Wellness	Neil Baumgartner	Jim Gadzinski	Summer 2023	Fall 2023	Assessment to be completed Tactic 6.1.		<ul style="list-style-type: none"> <li>Progress of framework development</li> <li>Count of communication efforts</li> </ul>
Tactic 6.3. Continue adoption and refinement efforts of the Educational Success Platform (ESP), including user interface (UI) and data integration, to better support student success efforts.	ESP Working Group	Chris Danik	Neil Baumgartner, Jim Gadzinski	Winter 2022	Winter 2024			<ul style="list-style-type: none"> <li>Count of user training and support efforts</li> <li>Count of systems and projects included in data integration</li> </ul>
Tactic 6.4. Continue to integrate student-centered analytics and predictive modeling into ESP to address systemic and individual barriers to success and improve retention and completion.	Institutional Effectiveness	Jason Nicholas	Lu Zhang	Winter 2021	Winter 2023			<ul style="list-style-type: none"> <li>Description of new key data integrations</li> </ul>



# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 7:

Invest in facilities projects that enhance the student experience.	KEY PERFORMANCE INDICATORS:							
	<ul style="list-style-type: none"> <li>Cap &amp; Gown Survey: Recent graduates' perception of facilities' impact on student experience</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 7.1. Complete Jacobetti Renovation to transform the Jacobetti Complex into a modern, high-tech facility for application engineers and technical career professionals.	Facilities	Gavin Leach	Jim Thams	Fall 2021	Fall 2023			• Project updates
Tactic 7.2. Complete Northern Center renovation to create space for the Hospitality Management and Cosmetology programs.	Facilities	Gavin Leach	Jim Thams	Fall 2021	Fall 2022		Complete	• Project updates
Tactic 7.3. Build The Wellbeing Center to combine physical and mental health services into one physical space and to bring services closer to on-campus housing.	Facilities	Gavin Leach	Jim Thams	Fall 2022	Summer 2023			• Project updates
Tactic 7.4. Identify and promote micro-hubs (informal gathering spaces) to promote student-to-student interactions.	Center for Student Enrichment	Rachel Harris		Fall 2022	Winter 2023	Student group input		• Project updates
Tactic 7.5. Build or identify existing space for a Childcare Center and Facility to address service shortages in the area, enhancing work-life balance and supporting the needs of faculty, staff, and students.	Academic Affairs	Dale Kapla				Planning; pursuing concept of childcare facility		• Project updates
Tactic 7.6. Build the Northern Enterprise Center to provide a new, clearly identifiable home for the College of Business and other academic programs that are currently located outside of the Academic Mall.	Facilities	Gavin Leach	Jim Thams	Construction: Spring 2023	Fall 2024			• Project updates
Tactic 7.7. Complete the Harden Hall modernization to significantly improve the functionality and comfort of the study spaces within the library.	Facilities	Gavin Leach	Jim Thams	Construction: Summer 2023	Fall 2024			• Project updates
Tactic 7.8. Build additional teaching labs and offices in the Science Complex for high demand science programs.	Facilities	Gavin Leach	Jim Thams	Design: Fall 2022	Summer 2024/5			• Project updates
Tactic 7.9. Build a new facility for the BEAR Center to better serve patients and community members, improve instructional delivery and training for students, and provide space for program expansion.	Facilities	Gavin Leach	Jim Thams	Fall 2021	Winter 2023			• Project updates
Tactic 7.10. Complete upgrades to McClintock Classrooms, including the renovation of seven of the existing general-purpose classrooms into vibrant, modern high-tech teaching spaces.	Facilities	Gavin Leach	Jim Thams	Design: Fall 2023	Summer 2024			• Project updates
Tactic 7.11. Determine the feasibility to develop an Indigenous food teaching restaurant as an expansion of the Decolonizing Diet Project.	Center for Native American Studies	Marty Reinhardt	Joe Lubig	Winter 2023	Winter 2024	CNAS Director hired		• Progress on feasibility study



# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 8:

De-stigmatize help-seeking, provide tools for responding to signs of distress, and promote campus resources and services.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 8.1. Incorporate wellbeing sessions at Summer 2022 Orientation.	Academic Affairs	Chris Greer, Student Orientation	Abigail Wyche	Summer 2022	Fall 2022		Complete	<ul style="list-style-type: none"> <li>Count of sessions impacted</li> <li>Documentation of progress toward completion</li> </ul>
Tactic 8.2. Redesign "www.nmu.edu/wellbeing" webpage.	Academic Affairs	Nick Jones, UMC	Abigail Wyche	Summer 2022	Fall 2022		Complete	<ul style="list-style-type: none"> <li>Documentation of progress toward completion</li> </ul>
Tactic 8.3. Distribute new magnets and flyers across campus.	Academic Affairs	Abigail Wyche		Summer 2022	Fall 2022			<ul style="list-style-type: none"> <li>Count of new magnets and flyers distributed, locations</li> <li>Documentation of progress toward completion</li> </ul>
Tactic 8.4. Develop "Wellbeing" tab in NMU App.	Academic Affairs	Chris Lewis	Abigail Wyche	Summer 2022	Fall 2022		Complete	<ul style="list-style-type: none"> <li>Documentation of progress toward completion</li> </ul>
Tactic 8.5. Conduct "Responding to Distress" workshops for new and current faculty and staff.	Academic Affairs	Abigail Wyche		Summer 2022	Fall 2023			<ul style="list-style-type: none"> <li>Count of workshops conducted</li> <li>Count of participants</li> </ul>
Tactic 8.6. Incorporate Wellness Rooms throughout campus facilities, and include in all new building plans and renovations.	Academic Affairs	Abigail Wyche	Brandon Sager	Summer 2022	Fall 2023			<ul style="list-style-type: none"> <li>Count of wellness rooms incorporated</li> </ul>
Tactic 8.7. Make <b>Mental Health First Aid</b> training available to any campus employee.	Academic Affairs	Abigail Wyche		Fall 2022	Summer 2024			<ul style="list-style-type: none"> <li>Documentation of progress toward completion</li> <li>Count of training participants</li> </ul>
Tactic 8.8. Re-establish a Health Promotions Office that will rely on a trained and supervised team of peer educators.	Academic Affairs	Dale Kapla	Abigail Wyche	Fall 2022	Summer 2024			<ul style="list-style-type: none"> <li>Documentation of progress toward completion</li> </ul>
Tactic 8.9. Design and implement suicide prevention and wellbeing education campaigns.	Academic Affairs, Health Promotions Office	Abigail Wyche		Fall 2022	Summer 2024	NMNS Tactic 8.8.		<ul style="list-style-type: none"> <li>Documentation of progress toward completion</li> <li>Campaign evaluation</li> </ul>
Tactic 8.10. Revive activity of the NMU Wellness Committee.	Human Resources	Rhea Dever	Abigail Wyche	Fall 2022	Summer 2024			<ul style="list-style-type: none"> <li>Documentation of progress toward completion</li> <li>Documentation of efforts implemented</li> </ul>

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 9:

Integrate wellbeing services and increase capacity to meet wellbeing needs of campus community.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
	<ul style="list-style-type: none"> <li>Count of newly created wellbeing positions filled</li> <li>Ratio of professional counselors to enrolled students</li> <li>HMS: General mental health status</li> <li>HMS: Perceived need of mental health services</li> <li>NSSE: Social emotional wellness</li> <li>TBD: Indicator (primary/internal) re: wellbeing needs</li> </ul>							
Tactic 9.1. Create and fill Special Advisor for Mental Health and Wellness position.	Academic Affairs	Dale Kapla		Summer 2022	Fall 2022		Complete	• Documentation of progress toward completion
Tactic 9.2. Establish permanent leadership for Mental Health and Wellness.	Academic Affairs	Dale Kapla	Abigail Wyche	Fall 2022	Summer 2024			• Documentation of progress toward completion
Tactic 9.3. Establish dedicated Psychiatric PA position.	NMU Health Center	Chris Kirkpatrick	Abigail Wyche	Summer 2022	Fall 2022		Complete	• Documentation of progress toward completion
Tactic 9.4. Sign on to the <a href="#">Okanagan Charter</a> as a public commitment to being a health promoting University.	Office of the President					NMNS Tactic 8.8.		• Documentation of sign on
Tactic 9.5. Hire Clinical Counseling Director for Counseling and Consultation Services.	Counseling and Consultation Services	Dale Kapla	Abigail Wyche	Fall 2022	Winter 2023			• Documentation of progress toward completion
Tactic 9.6. Maintain staffing levels consistent with the <a href="#">International Accreditation of Counseling Services' (IACS)</a> standard of 1 professional counselor to every 1000-1500 enrolled students.	Counseling and Consultation Services	Dale Kapla	Abigail Wyche	Fall 2022	Summer 2024			• Count of efforts implemented to support staffing maintenance
Tactic 9.7. Add a team of professionals and trainees to provide comprehensive case management services for students.	Academic Affairs	Dale Kapla	Abigail Wyche	Fall 2022	Summer 2024			• Documentation of progress toward development of team
Tactic 9.8. Investigate the fit and feasibility of employing the <a href="#">AIMS Collaborative Care Model</a> to better integrate our physical and mental health services.	Academic Affairs, Finance and Administration	Dale Kapla	Gavin Leach	Fall 2022	Summer 2024	NMNS Tactic 9.7.		• Report of options investigated
Tactic 9.9. Grow and sustain the Wildpups program by increasing the number of therapy animals prepared to provide animal-assisted interventions, the number of events the Wildpups host or attend, and sustained funding for program operations and research.	School of Nursing	Michelle Andriacchi	Casey Hopper	Summer 2022	Winter 2024			<ul style="list-style-type: none"> <li>Count of teams available for outreach</li> <li>Count of new teams trained</li> <li>Count of events hosted and attended</li> <li>Status of sustainable funding</li> </ul>
Tactic 9.10. Make HOPE Animal-Assisted Crisis Response training available to at least 4 Wildpups teams to (in partnership with mental health professionals and counselors) provide additional support in times of crisis.	School of Nursing	Michelle Andriacchi	Casey Hopper	Summer 2022	Winter 2024			• Count of teams participating in HOPE Animal-Assisted Crisis Response training

# NEW MARKETS, NEW SUPPORTS ACTION PLAN

## STRATEGY 10:

Provide trauma-informed responses to crises involving our campus.	KEY PERFORMANCE INDICATORS: • TBD							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 10.1. Implement Table-top Exercise with added focus of psychological impact during crises.	Academic Affairs	Abigail Wyche		Summer 2022	Fall 2022		Complete 9/7/22	<ul style="list-style-type: none"> <li>Count of participants</li> </ul>
Tactic 10.2. Use trauma-informed emergency protocols and crisis communication strategies on an ongoing basis.	Academic Affairs	Mike Bath	Cindy Paavola	Fall 2022	Winter 2024			<ul style="list-style-type: none"> <li>Documentation of emergency protocols and crisis communication strategies developed, trained for, utilized</li> <li>Documentation of progress toward completion</li> </ul>
Tactic 10.3. Formalize crisis response partnerships with community mental health providers.	Academic Affairs	Abigail Wyche		Fall 2022	Winter 2024			<ul style="list-style-type: none"> <li>Count of partnerships formalized</li> <li>Documentation of progress toward completion</li> </ul>