

University Alignment Plan January 11, 2016

Our strategic plan, recently approved by the Board of Trustees, reflects the wisdom and insights of stakeholders from all segments of the NMU community. This plan is a result of dozens of meetings with hundreds of stakeholders. Now that the plan is complete we are ready to begin implementation.

Among the first and most important steps in implementing the strategic plan is to ensure that critical aspects of the university are aligned with the outcomes of the strategic plan. To do this, we should ask ourselves: "Are the structures we have today the right structures needed to move the university forward? If not, what structures should we put in place? What forces might block the path ahead, and can we agree on how to remove barriers to progress?"

There are multiple areas that need consideration. These include administrative, enrollment, and academic organizations and structures. The following is a set of operational considerations for each university division. The goal is twofold. First, we must ensure that we have the best possible structures to help us collectively meet the four strategic plan outcomes. Second, we must do this in a fiscally responsible fashion.

It is important to note that this is the beginning of a conversation for many of these issues, not the end.

Advancement

It is essential to increase private giving in order to achieve the outcomes of the strategic plan. Currently, the advancement office is undertaking a comprehensive review intended to enhance private gifts. This review will help identify a reachable 5-year goal and be used to determine the optimal structure for advancement operations. The NMU Foundation has hired a consulting firm to assist in this comprehensive review. This process will be used to determine the best and most cost-effective configuration for the various components of advancement consistent with the goal of increased giving.

To move assertively, we will empower the NMU Foundation to be responsible for the hiring of a Chief Executive Officer. As such, two immediate changes will be put in motion. First, we will eliminate the position of Vice President for Advancement. The NMU Foundation will complete a process to hire a CEO and chief fundraiser for the foundation. The CEO will be fully funded by the foundation, not the university. Second, we will redefine the role of an existing position within advancement to increase the number of direct fundraisers/development officers.

Outcomes:

- Eliminate the administrative position of Vice President for Advancement.

- Support the NMU Foundation as they hire, fund and direct a CEO for the foundation.
- Redefine an existing advancement position to create an additional a development officer to directly increase funding opportunities.
- Restructure existing advancement staffing to increase the level of fundraising to ensure all major areas have a designated development officer.

Enrollment Management and Student Services

Central to the long-term success and sustainability of the university is the manner in which we first stabilize, and then grow, the university's enrollment. It is critical that we have a high degree of focus by the entire university community with regard to enrollment. This includes attending to four major areas.

1. Academic program initiatives
2. Foundational initiatives (CRM, data analytics, ShareNorthern, etc.)
3. Marketing and communication
4. Off-campus partnerships and community engagement

One of our challenges is to optimally combine the diverse activities of student services, financial aid, veterans' support, student life, student organizations and housing with select aspects of enrollment. The effective coordination of foundational activities with academic program enrollment initiatives also is challenging. Additionally, we include marketing and communication as part of enrollment but it is also responsible for alumni news, news releases and other forms of communication that are not always directly related to either student services or enrollment.

As a result of careful consideration and with an eye toward maximizing resources while saving administrative costs, we will seek to empower each of the operations currently within the division and eliminate Enrollment Management and Student Services as a single entity. In its place we will realign existing operations. Of particular note, the enrollment management team will see some restructuring and report directly to the president.

The following outlines a number of these changes.

Outcomes:

- Eliminate Enrollment Management and Student Services as a division.
- Eliminate the administrative position of Vice President for Enrollment Management and Student Services.
- Assistant Vice President and Dean of Students will report to the Provost.
- Academic enrollment initiatives will be directed through the Provost's Office.
- Director of Financial Aid will report to the Vice President for Finance and Administration.
- Director of Admission will report to the Provost.

- Assistant Vice President for Marketing and Communications will report to the President.
- Assistant Provost to become Associate Provost for Academic Affairs and will be responsible for the academic enrollment initiatives.
- International recruiting and the English Language Institute will report to the Vice President for Extended Learning and Community Engagement.
- Division office staff to move to the Vice President for Extended Learning and Community Engagement.
- Enrollment data operations will report to Assistant Vice President for Business Intelligence and Information Services
- Multicultural Education and Resource Center will report to the Chief Diversity Officer.
- Position replacement savings in career services.
- Reduce enrollment management support, printing and supplies as a result of administrative reorganization.

Academic Affairs

Distinction and academic excellence are central to the success of our students and our university. There are several key areas that are essential to this success and require further investments. These include enhancements to some of our existing academic programs in order to ensure excellence and sustainability. Especially important is to build on our tradition of undergraduate research and mentorship. Excellence in undergraduate research via faculty sponsorship is one of the defining characteristics of Northern Michigan University.

It is time to make a significant investment directly targeted at enhancing existing academic programs and developing new academic programs. As such we have identified a Program Investment Fund of \$1 million directly available to academic departments, colleges and collaborations to support innovation and investment in academics. A team headed by the Provost will manage this fund in a responsive and timely fashion. Now is the time to make investments in academic innovation. This fund will mark the beginning of a series of investments and should additional funds be needed, every effort will be made to extend these investments.

One of the significant challenges for academic affairs is the balance of faculty complement to student enrollment. Preliminary analysis provided to departments suggests that between 17 and 25 FTETF could be eliminated. It is important that each department and program review a broad set of data and help determine the appropriate faculty complement. While there are departments that need additional FTETF, there are also departments that need to reduce FTETF. This can happen through rebalancing term positions, buy-outs, retirements, reduced adjuncts or overloads or a host of other alternatives. Rather than following a top down process, it is important that academic departments identify the most appropriate mechanisms for aligning FTETF with enrollment.

Of course, staffing is only part of the puzzle. Empowering departments to manage their own budgets and operations are equally important to aligning FTETF with enrollment. Developing budgetary empowerment models allows departments to not only manage their own budgets but to chart their own futures.

The following outcomes are designed to align, empower and enhance our academic programs.

Outcomes:

- Complete an administrative and programmatic review of academic affairs to determine optimal number of administrative organizations, academic departments and programs. Part of this review will include an analysis of the programs in the Jacobetti Complex and a dialog with NMUFA on the future directions, partnerships and program offerings for the full range of career and technical programs. This process will commence immediately with recommendations due no later than February 11, 2016.
- Launch the Program Investment Fund for academic programs of \$1M.
- Complete a comprehensive analysis to balance faculty (FTETF) for the next fiscal year based on enrollments and staffing. This is to both identify programs for investment, as well as to identify areas for position reductions (full-time, term, contingent, and adjunct faculty.) (Program Investment Process)
- Reorganize the Help Desk and combine the operation with Micro Repair in the Finance and Administration Division to provide stronger alignment of staffing and comprehensive support.
- Reduce library professional services budget including academic software budget, classroom furnishings, and library acquisitions.
- Reduce AIS administrative/clerical FTE.
- Select term positions will not be issued new contracts based on enrollment alignment.

Note: Majority of the academic affairs base budget reductions identified cannot be implemented within the current fiscal year. As a result, the university will identify and remove base funding and replace with one-time funding.

Recommended Considerations:

- Engage in discussions with AAUP and NMUFA to develop a model to convert department heads (administrative positions) to department chairs (faculty positions.) The goal is to reduce administrative costs wherever possible with each department having a voice in determining an appropriate model for their department.

Finance and Administration

Investing in the future of our students and our university demands reductions in some areas while simultaneously directing additional resources to other areas. A

long-term investment plan is needed. NMU should seek to invest up to \$175 million into modernization and asset preservation over the next 5 years through capital reserves, state capital outlay, bonding, private giving, and public/private partnerships (PPP). It is critical for Finance and Administration to continue to look for ways to provide and monitor high quality service at the lowest possible costs. The following outcomes outline these strategies.

Outcomes:

Reductions, Realignments and Investments

- Enhance support for business and financial analysis through creation of senior-level finance position and restructuring of an existing position to serve as a financial analyst.
- Reduce buildings and grounds maintenance attendant FTE (*implemented*)
- Reduce facilities maintenance attendant FTE (*implemented*)
- Consolidate grounds position through sharing of positions (*implemented*)
- Reduce facilities supplies budget (*implemented*)
- Reduce financial services clerk FTE (*implemented*)
- Reduce finance and administration travel and supplies budget (*implemented*)
- Reorganize and eliminate business services administrative position
- Reduce Health Center-Athletic Training & Counseling Services support
- Reorganize information technologies positions and utilize savings from positions as reductions
- Reduction in information technologies student labor
- Capture salary savings from prior and projected changes in staffing

Facilities

- Modernized housing and dining facilities (\$100M)
- Learning Resource Center Transformation Project (\$40M)
- Student and University Conference Center Renovation and Addition (\$15M)
- Academic Teaching and Business Innovation Center (\$10.5M)
- Military and Veterans Education Center (\$9.5M)
- Update Jacobetti Complex (TBD)

Extended Learning and Community Engagement

Growing off-campus student enrollment through K-12, community college and business and industry partnerships is a high priority. There are multiple approaches to maximizing this growth. They include expanding efforts in international student recruitment and international partnerships, conference services, online and off-site programming.

Extended Learning and Community Engagement should partner with academic colleges, departments and other units on campus. For example, Extended Learning and Community Engagement should partner with the College of Business in promoting community based economic development with such areas as

Invent@NMU, Innovate Marquette (Smartzone) and other community based economic development agencies. Extended Learning and Community Engagement should also serve as a catalyst for growing and developing new career and technical programs.

By utilizing a variety of distance education technologies, global campuses (often synonymous with world, online, distance, and extended campuses) are designed to expand educational opportunities for students who cannot attend classes on our main campus. They are often called “campuses” because they include a comprehensive array of programs and student support systems (including personnel) that are tailored to nontraditional and place-bound students. In some cases, this includes a physical campus that is remote from the main campus. Because of their emphasis on extending the reach of their universities throughout the world, global campuses often include international initiatives. The creation of a global campus initiative is important to our future.

Another primary opportunity for growth lies in the career and technical programs typically housed within the Jacobetti Complex. This growth opportunity exists on campus, off campus and online. To maximize this opportunity, it is critical that we engage in a review of these programs and develop a structure to develop new career and technical programs in partnership with the businesses and industries they serve. For this reason, it is important that we move expeditiously to establish a structure for the career and technical programs.

Outcomes:

- Develop a revenue sharing budget model for online and off-campus programs.
- Work with Academic Affairs to help review and develop an appropriate model for the expansion of career and technical programs and partnerships.
- International partnerships and recruitment will report to the Vice President for Extended Learning and Community Engagement (*implemented*).
- Create a global campus initiative.

President Division

Athletics

Supporting enrollment through athletics has been successful. However, it is only sustainable if we have the goal of having premier NCAA Division II athletic programs and a premier NCCAA Division I hockey program. Achieving this level of excellence will require a significant campaign of private giving with specific targets for each athletic sport. It will also require a coordinated effort to increase attendance and community engagement with our athletic programs.

Chief Diversity Officer

Expanding opportunities for recruiting and retaining students from diverse communities is a high priority. The newly hired Chief Diversity Officer will be

charged with expanding recruitment of minorities, identifying barriers to broader engagement of diverse populations and developing a comprehensive strategy for addressing these barriers. The Chief Diversity Officer will develop meaningful partnerships with a wide range of academic and operational departments to promote a welcoming campus for all.

State Relations Officer

Obtaining increased state funding is vital to the implementation of the strategic plan. We continue to be successful in helping the state legislature and the governor's office understand the opportunities and needs both at NMU and our surrounding communities. We will continue these important efforts and seek access to new state revenue streams.

Recommended Operational Outcomes:

- Shift one administrative support position from the President's Office to support the Chief Diversity Officer.
- Reduce general fund transfer to foundation (equivalent reduction of -1.0 FTE Executive position and -1.0 FTE Administrative positive).
- Focus an athletic events coordinator with specific responsibility to increase attendance and community engagement at athletic events.
- Identify an athletics development officer from within an existing advancement position.
- Reduce operations support by \$150,000

Final Thoughts

This alignment plan is necessary to address four fundamental challenges before us: 1) the need to refine our administrative structures; 2) the need to balance staffing with current enrollment; 3) the need to upgrade facilities and to invest in growth; and 4) the need to increase enrollments and enhance innovative academic programs. Like many institutions of higher learning, we are at a crossroads. We simply cannot remain at anchor while the currents of a changing world move past us. We have the will and creative energy to meet any challenge. The goal is to thrive through innovation. This alignment plan builds upon our strengths and embraces new directions for us to grow.