

Strategic Resource Allocation Task Force Charter

This document presents the charter for the Planning for Distinction: Strategic Resource Allocation Academic/Support Task Forces. The broad charge to each task force is to conduct an assessment of all of Northern Michigan University's (NMU) academic programs and support functions. This process will assist NMU with the reallocation of resources away from programs not performing as well as others and toward programs with the greatest opportunity for enhanced services and benefits to NMU's stakeholders.

Each Task Force (TF) will work with its counterpart task force focused on (academic programs or support functions) to define what constitutes a program and ensure that all activities are assigned for review by one of the two task forces. Each TF also will determine the criteria and weighting for the assessment of its assigned programs or functions, design a template aligned with the selected criteria, and develop a series of questions to support the criteria.

Although the charge of each TF is to establish the criteria for the program assessment, its members are expected to adhere to two principles in carrying out this responsibility. First, the criteria must be holistic. That is, they must take into consideration the full gamut of assessment considerations including both qualitative and quantitative, financial and nonfinancial, and any other relevant measures of performance.

The second principle is that the criteria must result in a fair assessment of all programs or functions. Although the differences among programs or functions will result in some programs or functions faring better on some criteria than others, the selection and weighting of criteria must ensure that no individual programs or functions are treated unfairly in the process.

The task force is charged with assessing all identified academic programs and support functions in comparison with all similar programs. The purpose of the assessment is to support the classification of each program into one of five categories (to be labeled by the TFs). The categories will correspond to varying levels of future resource commitment. The highest-ranking activities will be eligible for increased investments expected to enhance their overall contributions to NMU's stakeholders. Conversely, the lowest-ranking activities will be candidates for phase out or merger. Other activities will be assigned to categories covering transformation, continuation without significant change in resources, continuation with reduced resources, etc.

The Academic Task Force will receive administrative and logistical support from Linda Hares (lhares@nmu.edu) in Academic Affairs and the Support Task Force will receive administrative support from the Deb Demattia (ddmatti@nmu.edu) in the

Finance Office. Support is also provided by a facilitation group staffed with representatives from the departments responsible for accounting, budget, communication, facilities, human resources, information technology, registrar and institutional research. Additionally, the task force will have access to advice from Larry Goldstein, president of Campus Strategies, LLC, who will serve as a consultant to assist with this process.

Working with Kerri Schuiling and Gavin Leach, the champions responsible for this effort, and representatives of Communication and Marketing, the task forces will develop and execute a communication plan to ensure that the broader NMU community remains fully informed of this effort. As part of this effort, the Coordinating Committee will do its best to address rumors that surface during the process.

The task forces must ensure that the process is undertaken in an appropriately transparent manner. This means that the task forces' early work to develop criteria, design a template, etc. will be shared with the NMU community for review and feedback. At the same time, the task forces are expected to maintain confidentiality in accordance with ground rules and guidelines they will establish. Recognizing the bias in favor of process transparency, three specific items must remain confidential: scores of individual programs and functions, votes taken with respect to individual programs and functions, and commentary attributed to any task force member.

The work of both task forces begins on February 21st, 2017 and will continue through December 2017. It will culminate with the submission of a written report to members of the Coordinating Committee. In addition to describing the process and acknowledging the task force and support group membership, the report should contain an alphabetical listing of the academic programs and support functions assigned to each category. If appropriate, the report may include an addendum addressing supplemental information deemed relevant by the TF (e.g., recommended policy changes).

Finally, in carrying out the work of the TF, members are advised that they be expected to maintain a focus on what is best for Northern Michigan University rather than what might be advantageous for themselves or their particular unit.

My signature below indicates acceptance of the responsibilities described within this document and my commitment to adhere to the confidentiality principles detailed above.

Signature: _____ Date: _____

Task Force Member's name: _____