

## Service Unit Improvement Plans for Fiscal Year 2013

(extract of content from from approved plan items)

ACAC	Objectives	Roadmap	AQIP Category*
--	ACAC staff will use the COMPASS Test as a means of placing Freshman Probation and College Transitions Students in appropriate courses for the 2012 Fall Semester.	Meaningful Lives	1
--	ACAC will develop measures of effectiveness for the All-Campus Tutoring program.	Meaningful Lives	1
--	The Academic and Career Advisement Center will review and update the existing staff manual.	Meaningful Lives	6
Admissions	Objectives	Roadmap	AQIP Category*
--	Review the Admissions Office "Records Retention and Disposition Schedules" specifically in regards to application records (applications for admission, high school transcripts and related documents) and update it to ensure we are meeting accepted practices for paper and electronic records and meeting the needs of the Registrar.	Meaningful Lives	6, 9
--	Create a "smart" online undergraduate application for admission. This is a 2-year project designed to improve a unit process and gain efficiency. At the end of this project, the majority of the data will automatically load into Banner (with an error-checking, quality assurance processes in place) and automatically imaged into the university's imaging system. We will also use technology to present application questions based on initial applicant responses—tailoring it to the applicant's educational history and goals—and therefore have the ability to make more fields "required", resulting in more accurate application information.	Innovation	6
--	The Admissions Office utilizes a territory management model for new student recruitment, so it is important that our regional configurations (targeted schools/fairs, geographic boundaries, staffing) are effective. We have a process in place to monitor and analyze the effectiveness of our regional model annually and change regional boundaries, personnel assignments or related processes as indicated by the analysis.	Community Engage	6
--	Review the Admissions Office "Records Retention and Disposition Schedules" specifically in regards to application records (applications for admission, high school transcripts and related documents) and update it to ensure we are meeting accepted practices for paper and electronic records and meeting the needs of the Registrar.	Meaningful Lives	6, 9
AIS Archives	Objectives	Roadmap	AQIP Category*
--	Consistently provide quality collection holdings, research assistance, finding aids and comfortable research environment to in-person researchers.	Community Engage	1, 2
--	Consistently provide quality collection holdings, research assistance, finding aids and comfortable research environment to in-person researchers.	Community Engage	1, 2
--	Evaluate the level of patron satisfaction with the Archives' Encoded Archival Description (EAD) finding aids. EAD is a document type definition format that utilizes SGML and XML language to standardize archival finding aids. These finding aids are used by external researchers and this objective is not applicable to objective 1.	Community Engage	2
--	Increase the awareness and use of records management services. The objective will target an audience of office professionals across campus primarily responsible for the maintenance of their office's records. The goal is to Achieve a 20 percent increase in record transfers to the University Records Center and a 20 percent increase in record destruction services	Community Engage	5, 8
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AIS Help Desk	Objectives	Roadmap	AQIP Category*
--	Provide professional training to HelpDesk full time staff to enhance expertise leading to more effective and higher quality customer support.	Meaningful Lives	4
--	Provide software assistance, including assistance in using the campus network, in a timely and consistent manner to the university community.	Meaningful Lives	7
--	Improve proactive customer assistance, including assistance in using software and the campus network, through improvements in the Help section of the current Information Technology website, it.nmu.edu.	Meaningful Lives	7

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AIS Instruct Design Tech	Objectives	Roadmap	AQIP Category*
--	Enhance resources available to support students' use of instructional technology in online, blended, and face-to-face courses	Meaningful Lives	1
--	Identify and document standard configurations for audio-visual equipment and furniture in NMU classrooms.	Campus Attributes	1
--	Provide and support key educational technology tools in the classroom and online. Key tools include the university's course management system, multimedia delivery systems, and classroom audio-visual systems. Support will be provided in a timely and effective manner.	Meaningful Lives	1
AIS Library	Objectives	Roadmap	AQIP Category*
--	Establish a comprehensive scholarly works repository by implementing Digital Commons in order to record, preserve, and publicize the intellectual output of faculty, staff, and students of Northern Michigan University. This will replace the "Scholarly Works" website currently in use since the website is not user friendly, can only be searched by individuals at NMU, and is outdated. The Scholarly Works website is administered by Information Technology (AdIT) and they do not have the resources to improve and maintain it. Moving this function to the academic arm of the university and working with a third party vendor will help insure its growth and maintenance.	Innovation	1, 3, 4
--	Provide quality information resources in support of the curriculum in a cost effective manner.	Meaningful Lives	1
--	Complete review and analysis of the Holocaust/Human Rights Collection to identify areas for development (e.g. materials in specific subject areas, authors, publishers, or formats that will enhance and strengthen the collection).	Community Engage, Meaningful Lives	1
--	Establish a comprehensive scholarly works repository by implementing Digital Commons in order to record, preserve, and publicize the intellectual output of faculty, staff, and students of Northern Michigan University. This will replace the "Scholarly Works" website currently in use since the website is not user friendly, can only be searched by individuals at NMU, and is outdated. The Scholarly Works website is administered by Information Technology (AdIT) and they do not have the resources to improve and maintain it. Moving this function to the academic arm of the university and working with a third party vendor will help insure its growth and maintenance.	Innovation	1, 3, 4
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Alumni Relations	Objectives	Roadmap	AQIP Category*
--	Create a Social Media plan to provide various social media tools for alumni, students, and prospective donors to interact with Northern Michigan University. A Social Media plan will help ensure we are utilizing social media in concert with the overall university branding plan.	Innovation	3
--	Develop a process to convert former NMU Alumni Association dues paying members (3,000+) to NMU Alumni Association donors. Target Goal for FY13: \$24,000 in gift support	Community Engage	3
--	Identify the programs and services available for alumni engagement and establish baseline participation data for each.	Community Engage	3
Auxiliary Services	Objectives	Roadmap	AQIP Category*
--	2. The NMU Golf Course has been in operation since April 2009. Continued investment in irrigation and turf management has resulted in improved golf conditions. In addition, on-going customer service training has been provided to the golf course staff. Our objective in season 5 will be to create a baseline satisfaction survey that will provide annual feedback on course conditions and customer service.	Campus Attributes, Community Engage	2
--	3. Yearly, the Wildcat Express Center produces 3,500-4,000 ID cards for orientation students, and new faculty and staff. The objective this year is to measure customer satisfaction in their experience with the 2013 issuance of their initial Wildcat Express ID Card given planned improvements in the process.	Campus Attributes	3
Beaumier Center	Objectives	Roadmap	AQIP Category*

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Beaumier Center	Objectives	Roadmap	AQIP Category*
--	Increase currency and improve content of communications about the Beaumier Center and Northern Nights. The goal is to have more updated information on the Center's websites and social media sites, more timely press releases and more effective distribution of print materials. This would include a quarterly published newsletter on Beaumier Center events, both in print and on-line.	Campus Attributes, Community Engage	2
--	Establish a model production schedule, or set of schedules, used to effectively and efficiently promote and deliver an event.	Campus Attributes, Community Engage	2
--	Increase attendance at all Beaumier Center events including the Northern Nights series, Upper Peninsula Folklife Festival and exhibitions. The goal is to have at least a 20% increase in attendance from the off-campus community as well as from the University community (faculty, staff and students)	Campus Attributes, Community Engage	2
Center for Student Enrichment	Objectives	Roadmap	AQIP Category*
--	Annually assess the impact/value of student development initiatives that include Academic Service Learning, Superior Edge, the Student Leader Fellowship Program, and Health Promotion classroom presentations.	Campus Attributes	1
--	More closely align some Skill Builder! offerings with the articulated skills, abilities, and knowledge deemed to be important for graduates in specific academic departments and beneficial for the success of student organizations.	Community Engage, Meaningful Lives	1, 3
--	Make a more consistent, concerted effort to share relevant Center for Student Enrichment data, achievements, and programs with the campus and external audiences.	Community Engage	2, 3
--	More closely align some Skill Builder! offerings with the articulated skills, abilities, and knowledge deemed to be important for graduates in specific academic departments and beneficial for the success of student organizations.	Community Engage, Meaningful Lives	1, 3
--	Make a more consistent, concerted effort to share relevant Center for Student Enrichment data, achievements, and programs with the campus and external audiences.	Community Engage	2, 3
Comm & Marketing	Objectives	Roadmap	AQIP Category*
--	Create a database that allows a piece of information to be recorded along with a multi-level set of relationship points (how did we get the information, what department/group does it belong to, etc.) and processes (use for press release, social media, president speeches/presentations, etc.) so that reports can be generated on how information is being used.	Campus Attributes, Innovation	5
--	Using a data cube to explore geographical media dollars spent compared to geographical student enrollment to measure the impact of media purchase changes on student recruitment/enrollment.	Innovation	7
Continuing Ed	Objectives	Roadmap	AQIP Category*
--	Establish a bi-annual review process for both Continuing Education and Workforce Development that assesses currency and new opportunities for course offerings. This is a program effectiveness measure.	Campus Attributes, Community Engage, Innovation	2
--	Review industry training topics for relevancy, knowledge gained and satisfaction. This is a course effectiveness measure.	Campus Attributes, Community Engage, Innovation, Meaningful Lives	2
--	Increase revenue by increasing the number of individuals trained and companies participating in training.	Campus Attributes, Community Engage	2
Counseling & Consult Services	Objectives	Roadmap	AQIP Category*
--	The Counseling and Consultation Services (CCS) clients will report perceived confidence that their Counselor, the Secretary, and the Student Assistants protect their confidentiality.	Meaningful Lives	3
--	The average (mean) time students spend on the wait list will be reduced. The waitlist is an indication of students' access to counseling services, which in turn affect student life and student success. The waitlist is an indication of whether resources are adequately allocated to meet the student demand for services given the number of CCS counselors available in the department.	Campus Attributes	3

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Counseling & Consult Services	Objectives	Roadmap	AQIP Category*
--	Lower the missed appointment rate. Missed appointments include: No Show, cancelled, and rescheduled. With adequate notice, rescheduled or cancelled appointments may be filled by another student. Mental health Counseling supports the learning process by assisting the student to adapt, grow, adjust, and focus on coursework and campus life. Behavioral health promotes safety, security, and optional student life and functioning. Efficient use of counselor time maximizes counseling's impact on students.	Campus Attributes	6
Dean of Students	Objectives	Roadmap	AQIP Category*
--	The Dean of Students Office will review and make appropriate revisions to Part III of the Student Handbook. This objective will take 2 years to complete.	Meaningful Lives	1, 3
--	The Dean of Students Office will review and make appropriate revisions to Part III of the Student Handbook. This objective will take 2 years to complete.	Meaningful Lives	1, 3
--	Establish a procedure to log and analyze all student appeals regarding refunds for non-attendance in order to identify patterns and actions that may be taken to expedite the process. Patterns and issues will be brought to the attention of the Associate Provost for Student Services and Enrollment for dissemination to the University.	Campus Attributes	3
--	Within 21 calendar days of a conduct incident each student charged with a Student Code violation will be notified of the charges against him/her, be given a date, time and location of an administrative hearing, and be given the opportunity to affirm or deny responsibility for the charges.	Meaningful Lives	3
Dining Services	Objectives	Roadmap	AQIP Category*
--	Monitor the quality of satisfaction for students that dine in NMU dining operations by conducting the National Association of College and Universities Customer Service Benchmarking survey. A specific goal is to see an improvement in Menu rating with an increase to industry averages.	Campus Attributes	3
--	NMU Dining will proceed with further review and development of a 5 year strategic plan for the newly combined Dining and Simply Superior Catering services that considers operational goals and plans and the office space configuration for improved effectiveness and efficiency.	Campus Attributes	6, 8
--	NMU Dining will proceed with further review and development of a 5 year strategic plan for the newly combined Dining and Simply Superior Catering services that considers operational goals and plans and the office space configuration for improved effectiveness and efficiency.	Campus Attributes	6, 8
Equal Opportunity	Objectives	Roadmap	AQIP Category*
--	Improve the Staffing Best Practices materials in order to support the initiatives for accomplishing the goals in NMU's Affirmative Action Plan, as stated at <a href="http://www.nmu.edu/equalopportunity/sites/DrupalEqualOpportunity/files/UserFiles/Files/Pre-Drupal/AffirmativeActionPlan/2012/Initiatives.pdf">http://www.nmu.edu/equalopportunity/sites/DrupalEqualOpportunity/files/UserFiles/Files/Pre-Drupal/AffirmativeActionPlan/2012/Initiatives.pdf</a> .	Meaningful Lives	4, 8
--	Ensure compliance with federal and state EEO regulations.	Campus Attributes	4
--	Align Equal Opportunity Policy and Practices in light of updates to Title IX compliance.	Campus Attributes, Community Engage	4
--	Improve the Staffing Best Practices materials in order to support the initiatives for accomplishing the goals in NMU's Affirmative Action Plan, as stated at <a href="http://www.nmu.edu/equalopportunity/sites/DrupalEqualOpportunity/files/UserFiles/Files/Pre-Drupal/AffirmativeActionPlan/2012/Initiatives.pdf">http://www.nmu.edu/equalopportunity/sites/DrupalEqualOpportunity/files/UserFiles/Files/Pre-Drupal/AffirmativeActionPlan/2012/Initiatives.pdf</a> .	Meaningful Lives	4, 8
Facilities	Objectives	Roadmap	AQIP Category*
--	Improve learning environment on campus through the consolidation of academic departments to the core of campus, creation of flexible, high-tech classrooms, reassignment of underutilized instructional space, and enhancement of informal learning spaces.	Campus Attributes, Innovation	1
Financial Aid	Objectives	Roadmap	AQIP Category*
--	1. Ensure that students are satisfied with their overall perception of services rendered by the Financial Aid Office staff.	Meaningful Lives	3

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Financial Aid	Objectives	Roadmap	AQIP Category*
--	Review and update NMU's current hard copy Award Letter process for all new students incorporating the Shopping Sheet to comply with the principles in Executive Order 13607, Establishing Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members.	Meaningful Lives	6, 9
--	Review and update NMU's current hard copy Award Letter process for all new students incorporating the Shopping Sheet to comply with the principles in Executive Order 13607, Establishing Principles of Excellence for Educational Institutions Serving Service Members, Veterans, Spouses, and Other Family Members.	Meaningful Lives	6, 9
General Counsel	Objectives	Roadmap	AQIP Category*
--	Improve communications to campus constituents about the in-house legal function and higher education law.	Campus Attributes, Meaningful Lives	5, 8
--	Develop internal secure database to coordinate with General Counsel filing system to better track legal matters, files, and official legal records.	Meaningful Lives	6
--	Improve communications to campus constituents about the in-house legal function and higher education law.	Campus Attributes, Meaningful Lives	5, 8
Grants and Research	Objectives	Roadmap	AQIP Category*
--	The McNair Scholars Program seeks to increase research activity by undergraduate students and prepare program participants for graduate program acceptance, persistence, and degree attainment.	Innovation	1
--	The long-term goal is to continue growing the office and effectively prioritizing efforts to maximize external funding coming into the university, while best utilizing the resources available in the office.	Innovation	8
--	A key immediate goal for this office is to increase the number of proposals, both internal and external, submitted overall with effort heavily weighted toward external funding. While increasing total proposals submitted is a goal, a key factor of measured growth for the upcoming year, FY12-13, will be to set an upward trend in the number of applied/basic research proposals to external funding sources.	Campus Attributes, Community Engage	8
Health Center	Objectives	Roadmap	AQIP Category*
--	To comply with CMS (Centers for Medicare and Medicaid Services) mandate for all clinics to implement an electronic health records system by 2014.	Innovation	6, 8
--	To comply with CMS (Centers for Medicare and Medicaid Services) mandate for all clinics to implement an electronic health records system by 2014.	Innovation	6, 8
--	Determine what our population of Medicare and Medicaid volume is at the health center to see if we would qualify for "Meaningful Use".	Campus Attributes, Community Engage	8
Housing and Residence Life	Objectives	Roadmap	AQIP Category*
--	To provide an environment residence hall students find satisfying, engaging, growth producing, and supportive of their persistence.	Meaningful Lives	3
--	To improve departmental efficiency and effectiveness by developing a comprehensive departmental policy, procedure, and practice electronic file and reference manual.	Campus Attributes	6
--	To finalize a Long Range Campus Housing Plan for the University.	Campus Attributes	8
Information Technology	Objectives	Roadmap	AQIP Category*
--	Provide optimal WiMAX network service to faculty, staff and students. (continued from 2011-12) Statistics monitored: Sectors with zero number of users; Network throughput equal to zero; Help Desk trouble tickets	Campus Attributes, Innovation	1, 7
--	Increase access to campus services and information by continuing development of mobile applications. (continued from 2011-12)	Innovation	3, 7
--	Facilitate access to university software and hardware by providing an optimal notebook computer software image.	Campus Attributes	7
--	Increase access to campus services and information by continuing development of mobile applications. (continued from 2011-12)	Innovation	3, 7

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Information Technology	Objectives	Roadmap	AQIP Category*
--	Provide optimal WiMAX network service to faculty, staff and students. (continued from 2011-12) Statistics monitored: Sectors with zero number of users; Network throughput equal to zero; Help Desk trouble tickets	Campus Attributes, Innovation	1, 7
Intercollegiate Athletics/Rec	Objectives	Roadmap	AQIP Category*
--	Offer a quality educational experience and enhanced elite training environment for Olympic hopefuls.	Campus Attributes, Innovation	2, 9
--	Improve game day services and enhance the game day experience for fans through private sector funding.	Community Engage, Innovation, Meaningful Lives	2, 3
--	Improve game day services and enhance the game day experience for fans through private sector funding.	Community Engage, Innovation, Meaningful Lives	2, 3
--	Provide staff members with a clear understanding of the departments goals and how their individual responsibilities help the department meet its objectives.		5, 8
--	Provide staff members with a clear understanding of the departments goals and how their individual responsibilities help the department meet its objectives.		5, 8
--	Offer a quality educational experience and enhanced elite training environment for Olympic hopefuls.	Campus Attributes, Innovation	2, 9
Printing, Mail, Cen Rec	Objectives	Roadmap	AQIP Category*
--	Finish Researching departmental document needs (print, copy, scan and fax) and investigate multiple print management solutions. Now that we are purchasing Copier/Printer Machines are combination machines the policy needs to be revised. The goal would be to allow Printing Services make the decisions based on department assessment which type/model machine needs to be purchased and installed.	Campus Attributes	6
--	Replaced our obsolete Arrival System and improve accuracy in tracking incoming and outgoing packages. Previous system was old and outdated. In addition to this we were no longer able to receive service support. This opportunity was taken to modernize our shipping and receiving system.	Campus Attributes, Innovation	6
Public Safety and Police Services	Objectives	Roadmap	AQIP Category*
--	The NMU Public Safety Institute offers in-service training programs throughout the Upper Peninsula for Law Enforcement officers. The objective will be to determine if these programs meet the needs of the law enforcement agencies throughout the Upper Peninsula.	Community Engage	2
--	The University must identify and train all individuals that are classified as a Campus Security Authority in compliance with the Higher Education Opportunity Act (Fire Safety Annual Compliance Report and the Clery Act). This is conducted annually, due to changes in personnel. The objective is to ensure 100% compliance with the identification and training of these individuals.	Campus Attributes, Meaningful Lives	9
Purchasing	Objectives	Roadmap	AQIP Category*
--	Determine most cost effective surplus disposal method for the university and document the chosen process for replication in future years	Campus Attributes	6, 8
--	To get a preferred pricing and lower costs in future years, we would like to establish a benchmark for NMU's percentage of negotiated spending compared to overall spending. "Negotiated spend" are dollars spent in a contracted or bid situation, e.g. Office Depot.	Campus Attributes	8
--	Determine most cost effective surplus disposal method for the university and document the chosen process for replication in future years	Campus Attributes	6, 8
Registrar's Office	Objectives	Roadmap	AQIP Category*
--	Revise on-line degree evaluation program to make it more compatible with program upgrades and more user-friendly for faculty, staff, and students.	Innovation, Meaningful Lives	1
--	More readily provide information to parents by increasing the ease of allowing students to grant access to parents and/or others to their protected information (grades, class schedules, etc.).	Meaningful Lives	3

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<b>Registrar's Office</b>	<b>Objectives</b>	<b>Roadmap</b>	<b>AQIP Category*</b>
--	Create and implement an electronic transcript ordering and delivery service for current and former students.	Campus Attributes, Innovation	3

  

<b>Risk Mgmt and Insurance</b>	<b>Objectives</b>	<b>Roadmap</b>	<b>AQIP Category*</b>
--	The objective is to design an ACA compliant plan and bid this out for the academic year beginning in the fall of 2013 and ultimately to have a plan that provides adequate benefits at the best available cost for our students.	Campus Attributes	3
--	Ensure that the university carries the most cost effective property and liability insurance programs by creating and analyzing a summary of costs for current year and each of the previous 4 years.	Campus Attributes	8

### AQIP Functions within the University:

Some unit objectives address specific operational issues directly related to AQIP reporting. Listed below are AQIP categories. Use these category numbers to describe the context of each objective, i.e. which category does that objective address?

(A full description of the Portfolio's categories and its detailed topics are available at [www.nmu.edu/aqip](http://www.nmu.edu/aqip) under the Current Document

<b>AQIP Categories</b>	
Category 1	Helping Students Learn documents the curricular and co-curricular processes and student learning support.
Category 2	Accomplishing Other Distinctive Objectives documents the key non-curricular functions by which NMU serves the region, e.g. community engagement initiatives of students and employees, and department outreach.
Category 3	Understanding Students' and Other Stakeholders' Needs documents how NMU builds relationships with students, alumni and employers and identifies, targets and meets their needs.
Category 4	Valuing People documents NMU personnel recruitment, training, satisfaction, services and programs.
Category 5	Leading and Communicating documents processes that guide NMU in setting directions, making decisions, seeking future opportunities, and communicating decisions and actions.
Category 6	Supporting Institutional Operations documents student and administrative support services, safety, and facilities.
Category 7	Measuring Effectiveness documents IT systems and institutional research NMU employs to collect, analyze, and distribute, and how departments use them to manage improvement, e.g. use of charts, "cubes," dashboards.
Category 8	Planning Continuous Improvement documents NMU's strategic and administrative planning processes.
Category 9	Building Collaborative Relationships documents how NMU works with external organizations from which we receive students (school systems) or goods and services (vendors and utilities), send our graduates (schools and employers), and support or regulate our programs (agencies).

(A full description of the Portfolio's categories and its detailed topics are available at [www.nmu.edu/aqip](http://www.nmu.edu/aqip) under the Current Document

### Road Map Codes to Tie to Unit Objectives

Some unit objectives are strategic initiatives that align with goals in the University strategic plan - Road Map to 2015. Listed below are Road Map categories and goals, preceded with a code. Use these codes when describing Objectives #2 and #3. (Note: Even if your objective is not an exactly itemized as a Road Map priority, still use the code if it applies to that goal.) The full Road Map is at [www.nmu.edu/roadmap2015](http://www.nmu.edu/roadmap2015).

<b>Road Map to 2015 Goals</b>	
<b>Code</b>	<b>Innovation Goals</b>
I-1	Balance successful programs with new offerings
I-2	Professional development program that rewards innovation and collaboration
I-3	A growing portfolio of corporate collaborations that exploit NMU's technical expertise, enhance academic programs and facilitate global engagement for students and faculty both on campus and abroad
I-4	Develop the financial resources to support innovation and student success
<b>Meaningful Lives Goals</b>	
ML-1	A Liberal Studies Program that provides students with the abilities and knowledge necessary for lifelong learning and effective citizenship in a challenging and rapidly changing world
ML-2	Develop a new academic advising system that integrates the advising assets of academic departments and student services to contribute to a new, effective retention management network—similar to our enrollment management network
ML-3	Integrate the highest possible level of information technology skills and competencies throughout the university
<b>Campus Attributes Goals</b>	
CA-1	Utilize the Campus Master Plan and related initiatives to continue to build and develop a greener and more learner-centered campus
CA-2	Enhance processes throughout campus operations to guide the use of resources and inform resource allocation
CA-3	Enhance the portfolio of academic programs, research and other activities that leverage the university's location
CA-4	Be a model community for sustainable education and practices
<b>Community Engagement Goals</b>	
CE-1	Include all units of the campus in the process of community engagement for the mutually beneficial exchange of knowledge and resources in a context of partnership and reciprocity.
CE-2	Increase faculty, staff and student involvement in the Superior Edge program, academic service learning and other community engagement and leadership development initiatives.
CE-3	Put into action a commitment to be an inclusive community where differences are recognized as assets of the institution, respected attributes of the person and a valuable part of the university experience
CE-4	Increase collaboration with local communities, schools, governments, development groups and other partners to enhance community and economic development in the Upper Peninsula.