

Service Unit Assessment Outcomes for FY 12

(extract of content from approved report items)

ACAC

- **Objective** **AQIP Category*:** 1 **Roadmap** Campus Attributes, Meaning Lives
Develop a “my advisees” site to collate all advisee information in one area, similar to the adviser tab on MyNMU. (Currently, ACAC adviser must go from one place to another – Banner to the “N” drive to FOCUS site, etc. – while working with an individual advisee. This “one-stop” site would allow access without having to stop and start different programs.)

Outcomes/Use of Data:

The new site has been developed and named the Expanded Student Profile (ESP). As the ESP was developed, it became apparent that other uses could be offered/included. Over the summer months IT staff will work to include a way to also view the Degree Evaluation and a link to the new “Signals” program under development. If these two enhancements are completed prior to the fall, ACAC staff will be rolling out ESP to faculty advisers in the 2012 Fall Semester. If there is a delay, it will be presented to faculty advisers in the winter 2013 semester. The ESP should help advisers become better at what they do, hopefully impacting retention.

Admissions

- **Objective** **AQIP Category*:** 6, 9 **Roadmap** Community Engage
The Admissions Office must document “validity of high school diploma” for our admitted students prior to enrollment. This is a Federal compliance issue. We have had a “proof of high school graduation” process in place for decades, but we should improve and document the process against “best practice” guidelines provided by professional associations (National Association for College Admission Counseling, American Association of Collegiate Registrars and Admissions Officers, National Association of Student Financial Aid Administrators).

Outcomes/Use of Data:

The process was effective. We have used these results to improve the following services and processes:
1. Changed our process for adding the “HSTF” final transcript indicator on the application checklist on Banner. This results in two improvements: a) Applicants reviewing the online application status check tool are alerted earlier in the process that a final high school transcript will be needed and can verify when it is received; b) Our reports that filter on HSTF indicator are more accurate, resulting in more accurate communication to admitted students.
2. Streamlined the target group for action by the Financial Aid Office. Historically, a large group of active admits (students admitted who have not notified us to cancel their admission) never respond to our calls to action to register for orientation or notify us they do not plan to enroll at NMU. Using resources to place holds on those students did not make sense, so we concentrated on the sub-group of active admits who had attended or were registered to attend orientation. This resulted in a more manageable process for Financial Aid staff, while still resulting in compliance.

- **Objective** **AQIP Category*:** 6, 8 **Roadmap** Innovation
Continue with phase 2 of our 2010-11 project to create and implement a process to accurately reflect student status in the Prospect System and Banner as students change from being prospective freshmen to prospective transfer students. Our goal is to reduce the number of incomplete freshman applications and increase the number of transfer prospects and applicants by more accurately capturing student intent.

Outcomes/Use of Data:

Adjustments needed:
-The ‘09’ students do not show up on the standard incomplete applicant reports, which makes sense for some tracking reasons, but is cumbersome in that another report must be run. The ‘09’ report needs to be run and distributed to transfer counselors more consistently, similar to our ‘45’ report (45= requesting current transcript). Thinking of these two groups ‘together’ will enable better follow-up practices.
-Although a training document was distributed and discussed with the counseling staff during the Fall in-service, and subsequent reminders emailed about the process, it is recommended that further training take place. This process can be cumbersome within the context of all required data tracking and follow-up for staff. Breaking it into two parts may make it clearer for those involved.
-Processing staff have caught on well as is evidenced the number or correctly coded P-NMU prospects and 09 F to T admits. However, quality of data is dependent on input from counseling staff.
-We have good beginning data to work with and follow-up will continue this summer to make use of this year’s initial data. Data for future terms is already accumulating. Having been through the cycle once will greatly enhance our ability to run routine reports and take action.

Tracking issues we need to finalize:

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Admissions

If a student intends to pursue more than one year at the prior college how do we account for that? Will we be able to track those effectively? Do we have adequate tracking for students who do become enrolled after being '09'? Will we be able to identify success?

- **Objective** **AQIP Category*:** 6 **Roadmap** Campus Attributes

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.

Outcomes/Use of Data:

This procedure is working well. Our region configuration changes in WI and IL (with impact on region "Other" and new market regions) seem to be working. The changes we made previously are working in that we have been able to be more targeted in some markets (WIW, WIS, CHI) and expand our reach to test new markets—without adding staff. Preliminary analysis supports continuation of that region configuration for the next recruitment cycle. Staff members in those regions are working on plans for targeted outreach within those markets to further impact the enrollment results. We have identified several of our new markets (tested in 2011-12) for which data and staff analyses indicate there is potential for new enrollments with continued activity during 2012-13. Those are being presented to the chair of the Enrollment Management Network (EMN). Discussion occurs within subcommittees of EMN (FTFT Freshmen Subcommittee; Transfer and Non-Traditional Subcommittee) regarding results, needs, potential new strategies) and then shared with the full EMN.

AIS Archives

- **Objective** **AQIP Category*:** 1, 2 **Roadmap**
Evaluate the effectiveness of the Archives' reference services.

Outcomes/Use of Data:

In response to the Fall Semester 2011 survey, we conducted staff training to reduce noise levels. Staff members are no longer allowed to "chat" in the Reading Room while patrons are present. We have used information from the patron assessment of the Archives' finding aids to improve the Encoded Archival Description (EAD) web site (<http://www.nmu.edu/archives/node/208>) . In particular, we have included a FAQ page and a keyword search engine (<http://www.nmu.edu/archives/node/209>) .

In response to the poor assessment of the quality of the Reading Room environment in the Winter 2012 Survey, the Archivist will develop a more detailed question or questions for the next survey in an attempt to get at the root of the problem.

AIS Help Desk

- **Objective** **AQIP Category*:** 4, 7 **Roadmap** Meaningful Lives
Provide professional training to HelpDesk full time staff to enhance expertise leading to more effective and higher quality customer support.

Outcomes/Use of Data:

Attending the A+ Certification training has improved the confidence of the full time staff. It has also given them a broader and deeper knowledge of the technological problems they are resolving at the HelpDesk. Completing the class is only part of the recommended steps for completing the A+ Certification. Hands on experience and a more indepth review of the course material offered in the class is also recommended. This would be a good objective to be completed in the next year. Further review of the A+ Certification process, benefits and costs should be done to consider offering full time staff the option to acquire the A+ Certification.

Other training opportunities as well as possibly attending conferences for HelpDesk professionals should also be reviewed and considered for HelpDesk full time staff over the coming year.

- **Objective** **AQIP Category*:** 7 **Roadmap** Meaningful Lives
Improve proactive customer assistance, including assistance in using software and the campus network, through improvements in the Help section of the current Academic Computing Services website, www.acs.nmu.edu

Outcomes/Use of Data:

It is difficult to say if the objective has been effective based on the criteria identified. The rating system currently in place is used very little and the results can't be associated with changes over the last year. For these reasons we don't plan to use the ratings to evaluate pages in the future.

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AIS Help Desk

- The increased average page views and the fewer number of total requests at the HelpDesk referenced in the previous objective may indicate a positive trend toward providing improved self-help support but this statistic alone doesn't necessarily indicate meeting the objective.
- For these reasons we are looking to modify the objective for next year to identify the top 5 visited pages, determine which 2 of the top 5 could be improved, and improving them.
- This data and analysis will be shared with AIS and IT administrators and the ETRPC and TLC committees as a way to get feedback that will help the HelpDesk meet this objective.

- **Objective** **AQIP Category*:** 7 **Roadmap** Meaningful Lives

Provide software assistance, including assistance in using the campus network, in a timely and consistent manner to the university community.

Outcomes/Use of Data:

The objective of completing 90% of HelpDesk requests in 45 minutes was not met. The objective is still an important and attainable measure. We should continue to use to this objective to identify areas to improve HelpDesk services but the objective also appears to be elusive.

None of the 3 negative impacts identified were something the HelpDesk could do much to improve. Since the tendency is for software applications to become larger with more complicated features there may be little that can be done to improve resolution times. For the requests taking longer to complete it might take upgrades in hard drives used in re-imaging, upgrades in servers and network connections at the HelpDesk used for software installs, and finding better tools to troubleshoot and resolve software problems that will have the greatest impact on the longer resolution times.

For these reasons the requests that take longer to complete could be removed and analyzed separately from the requests used in evaluating the objective.

The decrease in the total number of requests is a positive note to the overall statistics but it may take a year or 2 to see if this is a growing trend or if this year's results are primarily based on no faculty/staff computer replacements and fewer systemic problems with network services and software images. Decreasing the total number of HelpDesk requests should be considered as an objective. But any negative effects it may have as an objective should also be considered since it would encourage staff to not record requests and potentially create inefficiencies that would be harder to identify.

This data and analysis will be shared with AIS and IT administrators and the ETRPC and TLC committees as a way to get feedback that will help the HelpDesk meet this objective

AIS Instruct Design Tech

- **Objective** **AQIP Category*:** 1 **Roadmap**

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.

Outcomes/Use of Data:

This ongoing administrative objective encompasses several of IDT's regularly provided core support services and gauges whether we are meeting our support standards. The results indicate that we are. a. We will continue to monitor course requests and our ability to meet fulfillment time targets. While our request system provides only aggregate data, we can attempt to separate late requests by taking the request number on a specified date and then getting the total number of requests at a specified later date. This will help us determine how many "late" requests are received and the extent to which we may need intervention strategies to reduce the number of late requests. b. Enhancements to the online tools were developed in response to faculty requests. We continue to monitor such requests for feasibility and broad applicability. An EduCat support team reviews the requests. Information Technology provides programming support for EduCat and is involved in the review process. Enhancement requests are prioritized within their online project management software. c. Projector maintenance and replacement is coordinated in collaboration with Learning Resources Division/Audio-Visual and Academic Affairs (funding). Room use and lamp hours are taken into account in addition to equipment age (based on inventory). Data about GU and GU/DP classrooms is becoming more consistently collected and as equipment is updated, it is easier to collect this data in a broader range of learning spaces. d. The number of sessions offered met our objective for this year. Session topics paralleled the most frequently used online tools and questions asked in the CITE. While this did meet our goal, it would be helpful to learn more about whether we are on target with these sessions. Although not part of the objective for this year, gathering attendance data and feedback from participants would help us determine if the number of sessions and topics are on target for our users. Therefore, attendance data

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and feedback from participants needs to be collected and reviewed in order to determine workshop topics, frequency and method of delivery.

- **Objective** **AQIP Category*:** 1 **Roadmap** Campus Attributes, Innovation
Implement NMU's first high tech active learning classroom. This 63 seat, student-centered studio will have 7 round student tables, each with technological tools to help facilitate active learning.
Note: This objective is part of a larger, cross departmental "Active Learning Catalysts" project, funded partially by an NSF TUES grant

Outcomes/Use of Data:

The project stayed reasonably within the budget parameters. Only minor changes to equipment and renovation plans were needed (for example, an originally planned cable route could not be used due to previously unknown infrastructure; this in turn required buying a signal booster so that a longer cable route could be used). On a general level, this project provided IDT with experience in managing complex classroom technology and furniture projects that can also be applied to our smaller scale classroom upgrades (e.g., managing—and timing to as great a degree possible—multiple purchase orders). We confirmed that best laid plans do go awry -- as shown by needing to use an alternate cable route due to infrastructure not indicated on building as-built drawings and a surprise to everyone that was discovered once renovation was underway – but that adjustments don't impact the timeline too badly. At a specific level, this project provided IDT and our collaborators in LRD and Facilities with valuable experience in implementing an active learning classroom. This experience is likely to be put to use when planning and implementing classrooms in the new academic building. As this classroom is used, we continue to gather information to help us meet the NSF grant obligations and to assist with local classroom design, especially in the new academic building. Note: Due to other priorities, we are electing not to have an objective focused solely on this classroom in our 2012-2013 plan. However, aspects from this objective will carry over into new classrooms configurations objective.

- **Objective** **AQIP Category*:** 6 **Roadmap**
Refine process for evaluating and selecting educational technology equipment using portable document cameras (multimedia visualizers) as a pilot. Note: This objective began in May 2011, but the majority of it will be completed during the assessment period.

Outcomes/Use of Data:

As noted in the summary, the results validated the selection process itself, but also identified needs at implementation. We will follow a similar process when evaluating new tools in the future (we already did with touch screen monitors late in FY2012). need to work with specific faculty more closely when rolling out a new tool. In this particular case, producing "quick start" documents and making sure that all faculty using the cameras had a copy would have helped (we did offer training sessions, but not all affected faculty attended). The evaluation process document established through this objective is attached as Appendix C. Procedures for selecting specific equipment and vendors are discussed with Purchasing as needed on a case-by-case basis. In general equipment models are selected at the unit level and bid to various vendors through Purchasing.

AIS Library

- **Objective** **AQIP Category*:** 1 **Roadmap** Meaningful Lives
Provide quality information resources in support of the curriculum in a cost effective manner.

Outcomes/Use of Data:

a. Developing cost and inflation histories offers a broad trend picture of the library's expenditure patterns over time for electronic databases and journal packages. Along with usage data in the process of being developed, this information also allows closer assessment of the value of specific databases and packages, which in turn helps the library make better-informed decisions about where to devote funds for new and ongoing materials. Additionally, closely tracking cost histories improves our continual monitoring of expenditures, as it is now possible to identify not only what has been paid for during the fiscal year, but what has yet to be paid for. This information permits more accurate evaluation and reassessment during the year of where the year's remaining funds are best used.

b. Data on weeding help keep librarians and staff constantly apprised of progress, allowing us to adjust our pace and our expectations as needed.

c. In combination with data on our initial list of unused materials, the withdrawal data tell us that while we will finish our review of unused materials by the end of FY15, we probably will not meet the goal of withdrawing 50% of the circulating collection by then. That information helps inform the process of updating our strategic-directions document. With the progress data in hand, we can start planning goals and strategies for the next round of collection review and develop strategies for continuous ongoing review in the future.

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- d. The library exceeded its target for 75% of expenditures to be directed toward electronic resources. As cost inflation in electronic resources is lower than in print materials-- especially in periodicals and academic journals--increasing the proportion of funds devoted to electronics means lower overall cost increases, making more efficient use of acquisitions funds. The library's incremental targets toward our 80% goal in FY15 are reasonable and achievable, and progress is on track to reach this goal.
- e. The program in planning at our FY11 report (access to electronic books for which we pay only as they're used) was successfully implemented. Close collaboration between Systems and Technical Services staff, in consultation with the Collection Development librarian and the subject liaison librarians, resulted in a highly automated and streamlined system by which we can load new book records into our online catalog and make them instantly available both on and off campus, without devoting capital funds to purchase them outright just in case someone will need them. We are invoiced only for a portion of the purchase price when a title is used for more than five minutes, and for its purchase when it has been used for five minutes more than four times. The result was that at the end of FY12, we had 17,400 new ebooks available for instant use, and we had paid to purchase only nine. We paid fractions of the purchase price for fewer than five uses of an additional 128 ebooks, at a total cost for uses and purchases equivalent to buying only 36 ebooks out of the 17,400 available. This data tells us that the program is tremendously efficient and worth expanding. As the number of ebooks available increases weekly, and as users discover that they're available, we expect further growth in the program; as we continue to monitor usage and expenditures, we will be able to continue projecting and allocating our funds with increasing efficiency.
- f. Usage data of the library's physical resources tell us that the print collection is still in demand, and that despite being technologically comfortable and increasingly connected online, today's undergraduates are still the heaviest users of the library and its print collections. The data tell us also that library space is in very heavy demand--study rooms, for instance, were used 6,900 times in FY11. This data further revealed that while we can track usage, we do not yet track the volume of requests for study rooms that we can't fulfill because they're all in use at a given time. We will need to develop that data in order to determine how much more study space is needed and begin planning how to provide it.

We need also to continue the process of developing usage data for our electronic databases, journals, and ebooks, in order to build a more complete picture of how all the library's information resources are used. Electronic usage data will augment our usage data on print and other materials, and will help better describe both the role of the library on campus and its value.

- **Objective** **AQIP Category*:** 1, 2 **Roadmap** Community Engage, Meaningful Lives
Complete the initial 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).

Outcomes/Use of Data:

- The consultant's report was received on time in August, 2011, and far exceeded our expectations. It provided both broad insight on and close analysis of the collection's strengths and weaknesses, and recommendations for continued development.
- a. While we expected to take some time to shape our strategies in response, we did not expect so much information to absorb. The result was a slower response to the report than planned.
- b. The subject mapping gave us hard local data on the collection itself to support the consultant's assessment report, and on which to build our plan for mapping the collection to the curriculum.
- c. We considered several methods of mapping to the curriculum, including starting with surveying departments, working with an honors student to develop an independent research project, or creating department surveys/discussions via our subject liaison librarians. The consultant's report and our subject map, showing that the collection's strengths lay in a few areas, suggested that focusing initially on the related departments would be the most fruitful approach. We then felt that identifying course instructors could be done efficiently by using course data from the university's online bulletin system. From that information, syllabi could be collected and those instructors contacted for further discussion about the collection and its potential instruction uses. This approach would naturally lead into more actively promoting the collection's use, and would give the library a toehold in broadening outreach to more departments. The plan relies, however, on course data from Academic Affairs, which we understand has been difficult to generate. It is still in process, and we're confident that it will come.

- **Objective** **AQIP Category*:** 1 **Roadmap** Campus Attributes
Assess the effectiveness of the three library instruction delivery modes: face-to-face only, hybrid (combination of face-to-face and embedded in the course management system) and embedded in the course management system only.

Outcomes/Use of Data:

We have met the standard for success this year. We will examine the possible reasons for the lack of student participation in the final assessment to see if we can improve the percentage of participation. The use of the rubric for the final project proved to be more efficient and useful for assessment, since all sections require some version of this assignment, which serves as a

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AIS Library

culmination of material taught in the course. At the individual course level, we will work with instructors to improve F2F and F2F + Embedded library instruction methods, especially techniques on synthesizing relevant ideas from sources.”

Beaumier Center

- **Objective** **AQIP Category*:** 2 **Roadmap** Campus Attributes, Meaningful Lives

To expand the Beaumier Center’s programming throughout the academic year, including the Upper Peninsula Folklife Festival, International Performing Arts Series and collaborations with other organizations on campus.

Outcomes/Use of Data:

A. The Beaumier Center averaged just under 4 events per month between September 2011 and May 2012. This was a very active calendar and difficult to promote. In the next year the Center will revisit the wisdom in having this many events each month. Instead it will have one month with a more intense schedule (5-6 events) and others with 2-3 events.

B. The Center was very successful in collaborations with other on and off campus organizations. These include the NMU International Dancers, First Aid Productions, Center for Native American Studies, Departments of History, Anthropology, Communications and Performance Studies and Music. It also worked with organizations off-campus including the Peter White Public Library, U.S. Ski and Snowboard Hall of Fame and the Dance Zone. The Center will continue to work with these and other groups due to the great success of the collaborations in quality of programming and attendance at events.

C. Where the Center was pleased with the growth of attendance at Beaumier Center related events and in museum attendance, the 26% drop in attendance at the IPAS performances was alarming. There was a great deal of discussion amongst the IPAS committee regarding this loss, which was the second drop in two years (in 2010-11, there was a drop of 18% from the previous season). Obviously, the goal is for there to be growth in attendance at the concert series performances, so to be losing so much participation was disheartening. In the end, this led to the re-branding of the series as Northern Nights in 2012-13. The Beaumier Center has an advisory committee which determines the goals of the center and its scope of activities. Where it was great to see better attendance, the number of events was sharply higher and the programming committee has discussed reducing the number of events slightly in order to be able to keep up with promotion and organization.

D. As a whole, the mission of the Beaumier Center and the International Performing Arts Series are very connected to the Road Map’s goals of community outreach and extending education beyond the classroom. We were pleased that there has been a growth in the use of the Center by faculty and their classes but it is a continuing struggle to get student attendance at either the Beaumier or IPAS events. Still they both serve as an important added value for the educational experience for students and faculty alike.

- **Objective** **AQIP Category*:** 3 **Roadmap** Campus Attributes, Community Engage

To increase attendance at Beaumier Center events and the International Performing Arts Series by NMU students by at least 25% which would be approximately

Outcomes/Use of Data:

A. Other than museum visitation, this was the first year that the Center collected student attendance data at Beaumier events. This expanded our knowledge of general student support of Beaumier activities and will assist with planning and promotion. The IPAS has collected student attendance data for several years and has used this information to guide its programming and promotion.

Findings from this focus group are being used to enhance promotion to students in the coming year and also for the IPAS re-branding as Northern Nights. More specifically, In May 2012, the International Performing Arts Series changed its name to Northern Nights, which will serve as the performing arts series for NMU. This name reflects feedback from a student focus group, community focus group, IPAS committee discussions and surveys at concerts. It reflects a shift away from international performers to more accessible entertainment options, though retaining the education focus of the series. Communications and Marketing is assisting with a new graphic face for the series and other promotion.

A. For Beaumier events, the Center is encouraged by the increase in student attendance at though there is still much room for improvement. As for the IPAS, the drop in student attendance (and that of all groups) has been frustrating and part of the reason for the re-branding of the series as Northern Nights. In truth, discussions in the focus groups and with the IPAS did not help develop a definite plan for increasing student involvement. The best ideas were to get more students involved with promoting the events and working at the events. One idea was to create a student group to be a “friends group” for the series. However, there is some feeling that no matter what the Beaumier Center or Northern Nights does, attracting students will still be a great challenge due to competition for their time and the great disparate interests of the student body. At the end of 2012-13,

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Beaumier Center

there should be good evidence as to whether the name change and increase publicity has paid off with greater attendance.

Center for Student Enrichment

- **Objective** **AQIP Category*:** 1, 3 **Roadmap** Campus Attributes
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.

Outcomes/Use of Data:

Across the board it is evident by the results that the impact of student development programs emanating from the Center for Student Enrichment is very high. The significant impact that these initiatives are having points to challenges, albeit positive ones as we move forward. They include:

- Extending academic service learning opportunities to a greater number of students (1,926 students were enrolled in courses with ASL experiences in 2011-2012). This will have to be accomplished in partnership with faculty and academic departments.
- We have been encouraged by the AQIP and Outcomes Assessment Coordinator to implement a needs assessment with faculty every three years to determine which skills are most important for graduating students in their discipline to have developed. This data can be used to shape Skill Builder! workshop offerings as well as suggesting possible academic service learning experiences.
- Continuing the upward trend of students who are logging Superior Edge hours and completing “edges” (42% of oriented students logged hours in 2011-2012). The positive effect of Superior Edge on student recruitment is being increasingly noted. Rachel Harris, the Associate Director/Superior Edge Coordinator in the Center for Student Enrichment, is currently exploring ways in which the Superior Edge experiences affect student retention, academic achievement, and graduate rates.
- The positive effect that participation in the Student Leader Fellowship Program continues to be impressive – on campus, statewide, and nationally. A positive challenge in a related area will be to more closely align Skill Builder! workshop offerings with academic programs and student organization needs.
- Health Promotion Office classroom presentations continue to show positive results with students. The challenge for the Health Promotion Office is to extend their educational efforts beyond their current areas of emphasis – responsible use of alcohol, substance abuse, safe sex, and sexual assault – to additional focus areas that include proper diet, exercise, and balance in life.

Some of these new directional areas for the CSE student development initiatives, particularly in the Academic Service Learning and Health Promotion areas, will be limited in scope due to available resources.

- **Objective** **AQIP Category*:** 1, 2 **Roadmap** Community Engage, Meaningful Lives
Expand “Coffee with the Community” from several selected community organizations to any non-profit organization wishing to visit with NMU faculty about potential academic service learning projects

Outcomes/Use of Data:

Coffee with the Community worked well for the faculty and community organizations that were able to connect on a project that met the educational objectives of a particular course. Several future project ideas of mutual interest were discussed in the evaluations. If and when they come to fruition remains to be seen. There is no substitute for face-to-face discussions. Most participants said they would participate in Coffee with the Community if it is offered again. Still, there may be more efficient and effective ways of connecting interested faculty with relevant community partners. This will be discussed during the summer.

- **Objective** **AQIP Category*:** 1, 3 **Roadmap** Community Engage, Meaningful Lives
Develop and “operationalize a rural/urban “Service Exchange” between Northern Michigan University and the University of Michigan – Dearborn.

Outcomes/Use of Data:

The Rural/Urban Service Exchange provided student participants with a very rich educational experience. There is reason to consider making this an annual event. The reservation and potentially limiting factor is the relative expense per participant. The results of this objective certainly motivate us to continue exploring ways and means of sponsoring domestic service trips as well as the international service trips that we coordinate.

Comm & Marketing

- **Objective** **AQIP Category*:** 3 **Roadmap** Meaningful Lives
Construction and implementation of a new online platform for annual Foundation scholarship applications in collaboration with the NMU Foundation, NMU Financial Aid Office and Information Technology Services. Moving this process online will be less confusing for students and require less work during the student application process. Additionally it will significantly decrease the

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amount of manual checking being currently done by Financial Aid Office staff and also drastically increase the efficiency of the selection committee process. Lastly, it enhances NMU's sustainability efforts as it will remove the bulk of paper use involved in the current procedure.

Outcomes/Use of Data:

NMU Communications and Marketing played a role in the initial stages of this project, helping to set up the information flow component aspects of the procedure needed to build the database that would allow online processing of scholarship applications. However, after the initial discussions it was decided to move nearly all of the development to the Information Technology Services unit rather than to split up the project. In fall 2012, C&M will take the completed online scholarship program and merge it with the already existing online scholarship search (built by C&M years ago). By merging these two programs, personnel in the NMU Foundation will only have to update one database related to scholarship information rather than the current two. The upcoming merge will still allow each unit to meet its specific goals, which for the Foundation and Financial Aid is significantly improved processing of the scholarship application and awarding process, and for C&M is being able to provide quick, easy and customized online scholarship information as a recruitment tool to prospective students and parents.

- **Objective** **AQIP Category*:** 3, 5 **Roadmap** Innovation

Enhancing the NMU social media plan in order to increase outreach to university stakeholders via an informal type of formal communication regarding event promotions, non-scientific opinion and perspective data collection and for increased effectiveness of emergency messaging.

Outcomes/Use of Data:

Used the social media data to determine what content compels social media users to come to NMU sites and return on a regular basis. In particular, likes increased as did general traffic (you can view a page without liking it) on days when we posted at least one photograph. So, we developed a plan to have photographs posted most Mondays, Wednesdays and Fridays on the main NMU site; Tuesdays and Thursdays on Norman's site; Wednesdays on Willy's site; Thursdays on the Alumni Association site; and have encouraged the Athletics Department to post photos at least twice a week, depending on sports schedule for the week.

We also used the data to analyze where there is the most potential for user growth, which as of June 1 we felt was Athletics. We then met with the Sports Information manager to demonstrate what would grow their social media user base. Since this summer and their increased posting of non-release materials, the site has grown by 1,600 likes. We were also given access to take over the official Wildcat Willy site, revamp it and will attempt to grow its user base through more regular postings, special features and more photos of Willy with NMU students.

We believe our significant growth in site visits on these official NMU social media sites have been achieved because we have been intently strategic in our messaging, working together to get out targeted messages to target audiences (ie. Messages on alumni site that are of most interest to alumni) and not running into each other by repeating and competing messages.

Continuing Ed

- **Objective** **AQIP Category*:** 2 **Roadmap** Campus Attributes

Review effectiveness and increase usability (user-friendly and accessibility) of organization's website.

Outcomes/Use of Data:

We increased the number of webinar offerings this year by almost 10% from 53 to 57 and at least anecdotally (based on staff reports) the changes to the shopping cart were positive. Obtaining Regonline however has proved to be more difficult. Because of university policy, we were not able to obtain our own subaccount for Regonline and have had to use Conference and Catering staff to set up events (and pay on a per head basis for their services). This method has proved to be a little problematic as several times their staff was unavailable at times when we felt the need to send course information out short notice. We are jointly working on ways to fix this issue. We did not convene small focus groups to rate the website for ease of use and accessibility as while it has been improved, not all of the suggested changes have been made to the site layout and content. Web analytics improved as of April 2012 and after we obtain sufficient data, the information will be used as a baseline for improvement. Lastly, we were able to compare analytics on our email messaging/advertising in six months increments of the fiscal year and have some good baseline information to help track improvements going forward.

- **Objective** **AQIP Category*:** 2 **Roadmap** Campus Attributes, Community Engage, Innovation, Meaningful

Formulate a three year plan to establish realistic, obtainable and measurable short and long term goals tied to customer satisfaction and the larger university goals/objectives are important measures for this objective.

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(extract of content from approved report items)

Continuing Ed

Outcomes/Use of Data:

Contracted training offerings increased by almost double over the previous year from 21 classes to 48. Additionally, looking at longer term industry needs NMU became certified this year to conduct Mine Safety and Health Administration (MSHA) training for surface mining. This gives the university a new capacity to conduct a variety of training for future mining and excavation operations in the Upper Peninsula.

- **Objective** **AQIP Category*:** 2 **Roadmap** Campus Attributes, Community Engage
Increase revenue from an increase in the number of trainees and participating companies.

Outcomes/Use of Data:

The increase in course offerings was a direct result of both listening to the needs of our customers and an increased marketing effort when classes were offered. Course evaluations were reviewed following every class and companies were consulted on the results. We started a baseline for evaluations for three courses this year which will give us a measure for customer satisfaction when we compare next year's results against them. Additionally, we sat down with our largest client and laid out a quarterly training plan based on their knowledge of their training gaps, our information from skill testing as well as a review of the last year's training topics and added courses and topics as necessary. We saw a general increase in soft skills training requests and we were able to accommodate those requests also adding to the course offerings.

Counseling & Consult Services

- **Objective** **AQIP Category*:** 3 **Roadmap**
Replicate the 2010 – 2011 baseline for the proportion of clients who complete the outcome/evaluation form, to assure identified process maximizes the data obtainable from students receiving services.

Outcomes/Use of Data:

The reason CCS wished to replicate the baseline data was the need for assurance that the clients surveyed (providing outcome data) represent the population of clients as a whole. As such, the larger the proportion of clients completing outcome data the better for reliability and validity of the information obtained and used for improvement planning and reporting of results. e.g. data for objective #1.

These 2011 – 2012 results indicate that no further refinements to the process are needed at this time. This objective will not be carried forward into 2012 – 2013.

Each year these data will be calculated and compared to the baseline. Should results fall significantly below expectations, corrective actions would be instituted.

- **Objective** **AQIP Category*:** 3 **Roadmap** Meaningful Lives
The Counseling and Consultation Services (CCS) clients will report perceived confidence that their Counselor, other Counselors in the office, the Secretary, and the Student Assistants protect their confidentiality

Outcomes/Use of Data:

Confidentiality is the operational, legal, and ethical underpinning of Counseling and Consultation Services. The client's perception of this confidentiality is essential to CCS practice, and essential to the student coming for services. CCS outcome data show that completing counseling directly impacts student well being, retention, and success at student life.

-The Student Assistants received additional training on office practices conducive to client perception that files and information are kept confidential at all times. This training will be maintained and enhanced. Student assistants answer the phone and schedule appointments. As a result they do have limited access to confidential information e.g. names. The 90% benchmark level of confidence in Student Assistants is an exceptional standard to achieve. This standard was met when the data were rounded up, as was done in previous years.

-The Secretary rating met the 90% benchmark. Consistent with the previous four years, student's confidence in the confidentiality of their own counselor was high and met the standard.

-For the first time in five years the rating for Other Counselors did not meet the standard. The meaning of this is unclear. Over the course of their years at NMU students may work with more than one counselor. Also, Mandated Assessments are always conducted by a counselor who is not already working with the student receiving services. Even so, many students may know nothing at all about the other counselors in the office.

There appears to be no consistent trends across counselors or across semesters for these data on Other Counselors. There have been no changes in professional practices to account for this finding. There appear to be no clear interventions or improvements to make to impact this item. Given this situation, this item has ceased to be useful or relevant for CCS clinical operations. This

Service Unit Assessment Outcomes for FY 12

(extract of content from approved report items)

Counseling & Consult Services

part will be dropped from the feedback form for next year.

CCS considers this objective critical to effective clinical operations. This objective will be carried forward in the 2012 – 2013 plan, without the “other counselors” component.

- Objective **AQIP Category*:** 3 **Roadmap**

CCS faculty as a whole assess campus mental health needs, then create and present one scholarly workshop training program campus – wide to students/ faculty /staff each semester, on a topic judged to relate to a current campus mental health problem. One topic per academic year will be a new program offering in accordance with identified NMU mental health issue.

Outcomes/Use of Data:

The availability of faculty to create and present workshops is a function of the amount of student demand for clinical counseling services. During Fall 2011 semester alone, there were 121 students who needed to be placed on the waiting list for counseling. Although CCS places a very high value on outreach and educational workshops, counseling services need to take precedence. As a result, CCS will continue to do the best possible to create and provide workshops within available time. However, the ratio of clinical workload to the number of counselors precludes this being a useful AQIP objective for the CCS department. It will not be carried forward into 2012 – 2013.

Dean of Students

- Objective **AQIP Category*:** 3 **Roadmap** **Meaningful Lives**

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 given the opportunity to affirm or deny responsibility for the Student Code charges against him/her.

Outcomes/Use of Data:

- a. The data will be used in resident director (RD) training to help RDs understand the importance of timely student conduct. RDs work for another department and Dean of Students Office only provides functional guidance regarding feedback. Feedback will be collected during RD training on ways to improve turnaround time to reach the goal of 80% of conduct incidents being processed within 21 days.
- b. A report will be run at the end of fall 2012 and information shared with RDs and their supervisors so we can look at issues or trends and provide challenge/support to RDs who need to improve their individual processing time.
- c. The Dean of Students Office will continue to input data in the Access database since this report was accurate and will use this report in the future.

- Objective **AQIP Category*:** 3 **Roadmap** **Meaningful Lives**

The Dean of Students Office will review and make appropriate revisions to Part II of the Student Handbook.

Outcomes/Use of Data:

- a. It had been over a decade since Part 2 of the Student Handbook had been thoroughly reviewed and revised. Best practices and The Model Student Code were used to ensure the legality and appropriateness of NMU’s Student Code.
- b. Changes in Title IX were reviewed to ensure NMU’s Student Code follows federal mandates in regard to sexual harassment and assault.
- c. Changes made to NMU’s Student Code will be used to acquire a “green light” from FIRE (Foundation for Individual Rights in Education). FIRE is an organization that monitors and rates universities based on their commitment to protect student rights. NMU currently has a “yellow light.” A “green light” would mean that policies and procedures in the Student Handbook are in compliance with students’ constitutional rights.

- Objective **AQIP Category*:** 1, 3 **Roadmap** **Meaningful Lives**

The Disability Services office will develop and implement a two-part Student Success Seminar for enrolled students with disabilities. The Disability Coordinator currently meets with students individually to discuss accommodation procedures and resources available that contribute to student success. Disseminating this information to groups of students will be more efficient as well as allow students to share insight with each other.

Outcomes/Use of Data:

It is not recommended to continue this seminar series based on individual needs of students and efficiency. The Coordinator had met previously with every student who attended the sessions on an individual basis to make arrangements for the semester. Therefore, based on the time it took to plan and hold the sessions and such a low participation rate (6 out of 160 students using disability services in 2011-12), it would have been a more efficient use of time spent in the office meeting with individual

Service Unit Assessment Outcomes for FY 12

(extract of content from approved report items)

Dean of Students

students and arranging accommodations.

Students with disabilities have very different and very specific needs. These needs should be discussed in a confidential manner. It was difficult to advise and help these students without other students overhearing information regarding approved accommodations, or possibly getting a sense of another student's diagnosed disability.

Dining Services

- **Objective** **AQIP Category*:** 3 **Roadmap** Meaningful Lives
Launch the new Net Nutrition Web site with information to students, faculty and staff for the residential dining operations. Net Nutrition is a web based software mgmt. tool from Cbord (Menu Management System) Net Nutrition will allow students to view the menu items they may want to eat and give them the nutritional analysis of the food per serving size.

Outcomes/Use of Data:

We hope to have the full site available for students to view and get additional nutritional data from our published menu in early September 2012.

Continued results from objective:

- We will Continue to clean up data completeness and accuracy
 - Continued ongoing management staff training on use of Cbord
 - Improve Inventory Management using FSS to improve purchasing function in all units
 - Installed Motorola Symbol MC70 devices
 - Implement hand held scanners for inventory to improve speed of routine inventory process
 - Set Par and reorder points in the data base for inventory for inventory items
 - Establish a routine inventory process in preparation of semi-automated purchasing
 - Improved FSS item maintenance – purge old data, complete data fields where necessary
 - Install UPC barcodes in our FSS database
 - Continue to produce Quality NMU Standard Recipes
 - Outlined proposal for menu and recipe development process
 - Developed ongoing recipe research and review process
 - Wrote the FSS recipe review standards for six dimensions of quality for FSS requirements and NMU quality standards.
- Net Nutrition link: <http://netnutrition.nmu.edu/NetNutrition/Home.aspx> Chef.

- **Objective** **AQIP Category*:** 6 **Roadmap** Campus Attributes
NMU Dining will determine and establish strategic initiatives for the newly combined Dining and Simply Superior Catering services with a review of operational goals and plans by assessing past plans and practices.

Outcomes/Use of Data:

From the action plan established – we will move forward on the design of the new front office space. The staff will be reconfigured to provide maximum performance as a customer enters the office.

- An expectation of 10% reduction in student office personnel from the accounting area, [Could clarify if this 10% is reflected in the two 10 hour/week reductions below, or in addition to it]
- New use of student employee hiring process to be established (thru these discussion we have started the process of online applications) We hope to implement online applications before fall 2013.
- Reduction in student personnel for catering office space by 10 hours per week.
- Reduction in student personnel for student employment by 10 hours per week.

- **Objective** **AQIP Category*:** 3 **Roadmap** Campus Attributes
Improve 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.

Outcomes/Use of Data:

Since we did not receive the results of the survey in time for implementation for the Winter semester we are planning a review session of the results and plan to work with newly elected ASNMU officials and the Council of Housing Presidents to review key results of the survey and provide recommendations for improvement, (summary attached) We will also conduct meeting with staff of dining operations to review results and create action plan for improvement. (August 2012).

Finally we will take our action plan and organize objectives for 2012-13 AQIP and match up with Strategic plan (August 2012).

Equal Opportunity

Service Unit Assessment Outcomes for FY 12

(extract of content from approved report items)

- Objective **AQIP Category*:** 4 **Roadmap**

To continuously improve the NMU Affirmative Action (AA) Plan to assist the University's decision makers, (department head/directors, deans, provost, vice-presidents, and president) with compliance and goal attainment.

Outcomes/Use of Data:

An analysis of the AAP trend report led to revised Initiatives for Accomplishing the Goals in the Affirmative Action Plan (see attachment B).

- Objective **AQIP Category*:** 4 **Roadmap** Campus Attributes, Community Engage

Complete a review of the Sexual Harassment Awareness on-line training site. The training will be reviewed for periodic maintenance and possible updates.

Outcomes/Use of Data:

Based on the feedback, additional examples are being identified and developed. Training program content will be regularly reviewed and revised for currency and regulatory updates. Title IX, for example, has dramatically expanded to include sexual assault and sexual harassment, and this material will be integrated into the training program once NMU policies and practices are finalized. NMU has an obligation to monitor and adjust its practices and the information provided to faculty, staff, and students in order to abide by guidance from the Office of Civil Rights (Department of Education), and stay compliant with evolving regulations and interpretations of state and federal law.

- Objective **AQIP Category*:** 4 **Roadmap** Campus Attributes

Assess the effectiveness of the Staffing Best Practices Guide that was developed in 2010-2011 to determine satisfaction and usefulness by users.

Outcomes/Use of Data:

- The identified issues were collated and compiled in summer, 2012. They will be presented to the Provost's Cabinet in Fall 2012. It is mandatory that key decision makers participate in identifying resolutions to the identified issues.
- Process Guide materials are being standardized and shared for consistency through the 2012-2013 selection cycle on the basis of feedback during last year's cycle. In particular, position descriptions, interview items, advertising protocols, and screening techniques have been elaborated upon.
- In alignment with the Affirmative Plan initiatives, the President has approved a fall kick-off meeting for all search chairs, department heads, and Deans to discuss affirmative action plan goals and other best practices with regard to the faculty search process.

Facilities

- Objective **AQIP Category*:** 8 **Roadmap** Campus Attributes

Energy consumption has significant cost implications on the university's budget and is a reflection of the efficient operation and maintenance of building systems and effective space utilization. The Facilities Department strives to annually reduce the universities' energy consumption on a gross square footage basis.

Objective: Develop a more representative energy consumption baseline. Reduce energy consumption for this year by 5% overall on a gross square footage basis as compared to the previous fiscal year.

Outcomes/Use of Data:

Means of achieving more representative energy consumption baseline:

- a. Metered data from the new steam meters is being collected and will be compared to allocated steam usage to determine discrepancies and develop a new energy consumption baseline for each of the twelve buildings.
- b. Facilities staff will utilize the facilities management system to measure and verify predicted utility reductions are achieved from facility improvement measures implemented in twelve buildings as part of performance contract phase II. Reports will also be generated by energy service company and reviewed by Facilities staff to verify reductions.

Means of achieving 5% energy consumption reduction:

- a. Facilities staff will continually monitor and adjust buildings equipment operating schedules and/or equipment operation utilizing the facilities management system to optimize reductions in energy consumption.
- b. The annual utility reports are shared with the Vice President of Finance and Administration and key members of his staff along with the Senior Associate Vice President of Administration, Director of Housing & Residence Life, Associate Director of Facilities-Intercollegiate Athletics/Recreation Sports, Director of Auxiliary Services, and Facilities personnel who are involved in HVAC and heating plant operations.
- c. The monthly utility consumption on campus is provided on NMU's Sustainability webpage at

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(extract of content from approved report items)

<http://www.nmu.edu/sustainability/node/39>. The annual utility consumption is displayed on NMU's webpage at <http://www.nmu.edu/sustainability/node/28>.

d. Facilities staff will thoroughly analyze the annual utility consumption comparison to determine which buildings have additional energy reduction opportunities by December of each year to plan for projects the following summer.

e. Each December the Facilities Department participates in a Facilities Performance Index survey conducted by the Association of Physical Plant Administrators (APPA) in which this energy consumption data will be entered and compared to other universities and community colleges across the country.

- **Objective** **AQIP Category*:** 1, 6 **Roadmap** Campus Attributes, Innovation

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.

Outcomes/Use of Data:

1. Academic Department Needs

Based on the input from the programming meetings, preliminary department suite layouts were developed and included with the November 4, 2011 submission to the State of Michigan.

2. Review past Classroom Utilization

NMU adopted 28.5 WRHs as the new utilization standard. This will facilitate a reduction of seven (7) campus classrooms. Quantity and size of new classrooms will match demand current demand and improve efficiency.

3. Develop Conceptual Floor Plans/Construction Estimate

New offices and department suites were designed in accordance with NMU's space standards and incorporated space efficiencies such as eliminating excess building storage space; creating graduate assistant (GA) suites with a four-person occupancy in lieu of the current standard of two; and purposing interior suite corridors for administrative use. These coupled with the reduction of seven classrooms provided a reduction of 36,000 square feet; 16,000 square feet more than originally planned. Based on the programming and preliminary plans a construction estimate of \$25.2 million was established for the new building.

4. Develop and Submit project program statement; The program statement for the new academic building was submitted to the State of Michigan on November 4, 2011 and was approved for final design and construction on June 25, 2012.

To help disseminate progress on the building project, a number of presentations/workshops have been conducted in addition to regular work sessions of the Jamrich Hall Advisory Committee.

1.02/15/2012 – Dean and Department Heads meeting

2.12/07/2011 – Dean and Department Heads meeting

3.10/11/2011 – Campus Master Plan Committee

4.09/20/2011 – Academic Senate

5.09/12/2011 – Educational Policy Committee

6.7/20/2011 – Active Learning Workshop; open to faculty, department heads and deans.

Finance and Financial Planning

- **Objective** **AQIP Category*:** 6, 8 **Roadmap** Campus Attributes

a. Annually evaluate requirements, document timelines and procedures and complete all compliance reports for the State of Michigan, Integrated Postsecondary Education Data System (IPEDS), Higher Learning Commission, and other agencies by the reporting due dates.

b. Prepare, input and monitor all university budgets for compliance with Board of Trustee approval allowing management and university departments to make strategic decisions regarding operations and resource management.

Outcomes/Use of Data:

a.b.c. The Compliance Report Timeline has been a very useful tool this year in tracking our reporting timelines especially with many new reporting requirements for the State of Michigan, as listed in the appropriation bill. This timeline has allowed us to track all deadlines in order to review all reporting changes and stay compliant with State and Federal reporting.

d.e. Loading Board of Trustee approved budgets into the Banner system as soon as possible after approval allows us to provide university departments with accurate data allowing them to make informed financial decisions. This is also true for all budget revisions received by our office throughout the year. We also implemented a new software component within the Banner system, spreadsheet budgeting, which allows us to more efficiently balance, review and programmatically upload these new year budgets into Banner. This system also provides us with the ability to run reports on these budgets prior to the final load.

f. Periodically running monitoring reports allows our department to better identify if any specific financial or budget action needs

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(extract of content from approved report items)

to take place. These reports also allow us to monitor the university's financial position in order to make informed management decisions.

Financial Aid

- **Objective** **AQIP Category*:** 3, 9 **Roadmap**
Year 1 - Complete a review of federally required consumer information disclosures that a school must provide to students; the US Department of Education and others to be sure that NMU has met all compliance requirements.

Year 2 - Upon completion of review, create a centralized website for all federally required consumer information for stakeholder use.

Outcomes/Use of Data:

Year one goals have been met. The compliance review will be used to assess the consumer information reporting. All information collected will be available in one website for ease of use.

Year two will be a single point webpage used by all stakeholders. The template for the webpage is attached to the bottom of this report.

- **Objective** **AQIP Category*:** 3, 6 **Roadmap** Meaningful Lives
Construct and implement a new online platform for annual Foundation scholarship applications in collaboration with the Foundation Office, AdIT, Communications and Marketing. This objective is meant for improved access through a secure online application process where students will submit Foundation scholarship applications through an electronic application. The new process will help identify a student's preliminary eligibility for the scholarships, therefore providing upfront quality control. This will improve staff time as we are currently recording and individually processing each scholarship application [many students submit 20+ individual scholarship applications].

Outcomes/Use of Data:

-The efforts of producing this online process have already been externally acknowledged as this process has been awarded the University Business - Models of Efficiency award. This award is for colleges and universities that are making every effort to save resources on administrative functions, which help keep costs down for students, while at the same time providing better service. <http://www.universitybusiness.com/moe>

-Excerpts from the Models of Efficiency award application appropriately address the Use of Results:

The original Foundation Scholarship application and selection process was inefficient and labor intensive. Students reviewed scholarship eligibility requirements posted on the web, and then submitted paper applications and supporting documentation for each scholarship for which they wanted to apply. Financial Aid staff collected, tracked and sorted all applications that were then distributed to department selection committees for review and selection. Nominee's names were returned to Financial Aid for verification of credentials against scholarship criteria. The entire process took nearly five months from application to final award notification.

-The new online application system is accessed through the campus web portal. After logging in, students are presented three levels of scholarship matches: those that exactly match the student's attributes, those that are a close match and those that do not match.

-The new scholarship process greatly improves service to students by reducing data entry, reducing the amount of paper used in this process, increasing data accuracy, providing more information to selection committees, and reducing the timeframe of the whole process. Additionally, students can track the status of their application (submitted, under review, awarded, etc.) Labor costs within the Foundation, Financial Aid Office, and other departments are realized because the automated process replaces the manual data verification required by the old process.

-We will continue to work with AdIT and the Foundation Office to fine tune the process going forward.

Housing and Residence Life

- **Objective** **AQIP Category*:** 6 **Roadmap** Campus Attributes
To develop a campus housing plan that will improve facility operations and longevity, improve the satisfaction and comfort of students living in University housing, contribute to student recruitment and retention, and engender support from the Board of Trustees for related budget recommendations.

Outcomes/Use of Data:

We are midstream on this major effort. The Market and Demand Study provided by the Scion Group was not adequate; it did not present us with options to consider, but instead presented a single recommendation with questionable feasibility. We are

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(extract of content from approved report items)

working with Scion Group representatives to obtain a report that better meets our needs and that can lead to a more usable final report.

- **Objective** **AQIP Category*:** 6 **Roadmap** Campus Attributes

To improve departmental staff communication, coordination, and performance by developing a comprehensive administrative calendar.

Outcomes/Use of Data:

Staff do not appear to be using the calendar as intended. During the coming year we will incorporate the administrative calendar into various levels of staff meetings and planning sessions to ensure that staff: 1) are looking far enough into the future, 2) understand what others are planning/doing, and 3) are constantly thinking of ways to improve our procedures and practices.

- **Objective** **AQIP Category*:** 3 **Roadmap** Meaningful Lives

To provide an environment residence hall students find satisfying, engaging, growth producing, and supportive of their persistence.

Outcomes/Use of Data:

1.The following goal has been set for 2012-13:

To improve the Overall Program Effectiveness of the Housing and Residence Life Office as measured by the EBI resident and apartment assessments.*

Department staff will increase planning and efforts in the areas identified through the survey results factor analysis:

-Learning: Manage time, study, solving problems; Learning: Personal interactions; Satisfaction: Room/floor environment; Learning: Sense of community

The extensive results from the ACUHO-I/EBI survey conducted in April 2012 have been shared and discussed with resident directors during their fall training and planning workshop. They will also be discussed with resident advisers during their training and planning workshop. Resident directors and resident advisers will prepare objectives intended to help us work toward this goal in their respective areas.

Progress on staff objectives will be reviewed periodically at meetings at various levels.

2.Relevant EBI assessment results will be shared and discussed with student leaders at all levels with the intent of involving them in planning and implementing objectives that will result in positive change in the key areas identified.

3.The factor with the lowest score for NMU was Dining Services. Those results have been shared with that department's leadership (vice president and associate vice president).

4.The ACUHO-I/EBI will be conducted again in 2013.

Human Resources

- **Objective** **AQIP Category*:** 4, 5 **Roadmap**

Update Leadership Position Descriptions updated across all campus leaders/supervisors in order to...

Outcomes/Use of Data:

Accomplishment of the President's Council position updates has increased the campus awareness of the NMU Leadership Model, and reinforced the AQIP project of Leading & Communicating.

As a result of the Leading & Communicating project committee, a lot of discussion has resulted in a recommendation to undertake a job analysis project regarding the role and scope of the academic department head positions. A baseline has clearly been established, and has highlighted the role conflict inherent in the position as is currently designed. This is a campus-wide initiative which will affect more than Human Resources. Until a determination is made regarding that recommendation, any assessment of this result must be held in abeyance, as we await a Request for Proposal in order to ascertain how HR will assist, and any associated unit service improvement going forward. Should a decision NOT to pursue the recommendation be made, Human Resources will again actively pursue systematic updates to leadership positions.

- **Objective** **AQIP Category*:** 4 **Roadmap**

Establish a Baseline measure of Payroll Accuracy and Identify Process Contributors to Payroll Processing Delays for the purpose of identifying future process improvement efforts and objectives.

Outcomes/Use of Data:

As a result of the new reporting mechanisms, payroll personnel are keeping error logs in order to identify recurring issues in either internal processing or external department data entry. As a result of the error logs, outreach has been made to certain campus individuals with a recurring history of erroneous or late data entry. In addition, training materials and job aids have been provided through the Ultratime upgrade and EPAF implementation sessions.

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(extract of content from from approved report items)

Human Resources

- **Objective** **AQIP Category*:** 4 **Roadmap** Campus Attributes, Meaningful Lives
To identify additional self-service options for employees within Banner, particularly with regard to benefits-related information in order to provide expanded employee access and reduce duplicate data entry.

Outcomes/Use of Data:

Employee total compensation statements are now available for employee self-service regarding total NMU contributions to salary, taxes, healthcare, and other benefits. These statements are available through the Employee section of MyNMU, and help achieve the goal of providing expanded employee access to benefits-related information. Feedback regarding the statements' look and graphic design was invaluable in developing a more intuitive, user-friendly look. Personnel files are currently available for TOP employees to review from their desk-top, and discussions are in-progress regarding self-service access for other employee groups. Feedback from those employees who reviewed their files has been very positive. Before signing in to view one's file, an employee must attest that they will identify any mis-filed information to Human Resources, and maintain the confidentiality of any mis-filed information. In this way, any filing errors can be eliminated through correction, while maintaining immediate service to employees regarding their own information.

Information Technology

- **Objective** **AQIP Category*:** 1 **Roadmap** Campus Attributes, Innovation, Meaningful Lives
Implement Intel funded Wireless Testing Lab to provide labor professional development and job and educational opportunities to NMU Students, Faculty, and Staff, while providing Intel with a unique testing and validation environment.

Outcomes/Use of Data:

The lab was established with funding on schedule. A consequence of the lab was first, more and longer term Intel internship opportunities (for students) with the Intel Mobile Wireless Group and second, 2 Intel sponsored SDK programming competitions which resulted in even more internship opportunities for NMU students with other groups within Intel.

- **Objective** **AQIP Category*:** 1, 3 **Roadmap** Innovation
Increase student's access to information by creating at least three mobile applications that students can download and use on Smartphones.

Outcomes/Use of Data:

(All 9000+ staff and students were surveyed regarding their use of mobile devices and which applications they would like to use. 596 students, 72 faculty and 171 staff answered the survey. Survey responses provided the data necessary to determine the priority of which apps would be worked on first.) This information was moved to Summary of Data Collected

We analyzed other school's mobile apps including: Messiah, Delta College, MetroState, Vanderbilt, Kettering and Stanford. We decided that Stanford was the best and that is the one we choose to most closely emulate. Once development work started, it was realized that the layout and design work would require a lot of time. To solve this problem, a student position was created, students were interviewed and two Art and Design majors were hired to work on the mobile app design. It is anticipated that NMU Mobile, version 1, will be rolled out early this fall (2012). This objective will be continued in the 2013 Plan.

- **Objective** **AQIP Category*:** 7 **Roadmap** Campus Attributes
Continue to increase use among the number of off campus faculty, staff, students that have access to the WiMAX network from the 2010-2011 nightly average of 10375 (1037 was the figure given in the Report) though education on the WiMAX network and expansion of the network where necessary. (continuation of 09-10 & 10-11 objective).

Outcomes/Use of Data:

WiMAX usage on average increased to an average of 1632 nightly users. Modifications to the WiMAX network we made to enhance the service provided, base stations were added and new frequencies were deployed to improve the service.

Printing, Mail, Cen Rec, Trans

- **Objective** **AQIP Category*:** 6 **Roadmap** Campus Attributes
To conduct an analysis of the university's motor pool to determine opportunities to increase profitability.

Outcomes/Use of Data:

The Admissions Counselors State Cars were transferred directly to their department. All other State Cars and Vans were returned. Other Car & Van requests are handled via a university contract with Enterprise.

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(extract of content from approved report items)

Specific benefits will be realized, such as reduced labor cost and fleet maintenance costs for NMU, reduced insurance costs and liability risks, and assurance that there are always enough operating vehicles at any given time to meet demands.

Public Safety and Police Services

- **Objective** **AQIP Category*:** 8, 9 **Roadmap** Campus Attributes, Meaningful Lives
1. The university will continue identifying campus security authorities in an effort to ensure proper reporting and maintaining continuous compliance with the Higher Education Opportunity Act (Fire Safety Annual Compliance Report and the Clery Act). By remaining in compliance, the university will continue to receive federal funding.

Outcomes/Use of Data:

There are two components to this objective: one is for the training compliance and the other for reporting compliance. In reference to the former, a review of all the positions on campus was conducted to ensure the list of Campus Security Authorities is complete and accurate. This is an ongoing task, due to the changes in staff that occur throughout the year.

- **Objective** **AQIP Category*:** 9 **Roadmap** Campus Attributes, Meaningful Lives
In order to comply with state and federal regulations, train applicable university community members on the proper use of fire extinguishers to meet Michigan Occupational Safety and Health Administration (MIOSHA) standards on Hot Work and other identified applicable programs.

Outcomes/Use of Data:

Northern Michigan University must comply with both Federal and State regulations with regards to Occupational Health and Safety. NMU follows NFPA (National Fire Protection Association) MIOSHA (Michigan Occupational Health and Safety Administration) standards of which there are requirements for training of fire extinguishers in order to perform certain tasks involving welding, cutting, soldering, etc... in order to meet the standard a training program for fire extinguisher was developed.

It should be noted; this simulator is environmentally friendly and has no negative impact on the environment. It is also a portable unit, which allows us to bring the training to the departments. This simulator has allowed the university to continue to do the work while being in compliance with applicable standards.

Purchasing

- **Objective** **AQIP Category*:** 6 **Roadmap** Campus Attributes
Determine most cost effective surplus disposal method for the university and document the chosen final process for replication in future years.

Outcomes/Use of Data:

The Purchasing Department is currently testing the Public Surplus website as an option to handle all NMU surplus sales. We have been using the site for 3 months with positive results. It has been determined to be a better option than using EBay. Using the Public Surplus site requires less time to administer than EBay. Also, there is no cost to the university as the Buyer pays a fee to the site when purchasing an item. The Buyer arranges shipping and is responsible for all shipping charges

Registrar's Office

- **Objective** **AQIP Category*:** 3 **Roadmap** Campus Attributes
Requests from current and former students for degree and enrollment verifications and transcript orders will be processed by our office in a timely fashion in order to ensure good customer service.

Outcomes/Use of Data:

By tracking this information, we were able to clearly recognize when the process slowed down and develop strategies to deal with that. As a result, we made the following changes:

- Provided information on the Clearinghouse site and our "welcome" page regarding when the University is closed for holidays and when hours of operation change (e.g., not open on Fridays in the summer).
- Update the "welcome" and ordering pages regularly to ensure accurate and timely information is being displayed.
- Provided access and training to one additional staff to address enrollment and degree verification requests to accommodate times when those who hold that responsibility are not available or are out of the office.
- Provided access and training to two additional staff to address transcript requests to accommodate times when those who hold that responsibility are not available or are out of the office.
- Adapted our procedures for handling on-line transcripts to make them more efficient and help us get through the requests in a

Service Unit Assessment Outcomes for FY 12

(extract of content from from approved report items)

timely and efficient manner. The primary changes were to set up a time deadline for rush deliveries, download the addresses to be used for labels, and standardize how we deal with transcript requests with a financial hold.

- **Objective** **AQIP Category*:** 3 **Roadmap** Meaningful Lives

Determine the feasibility and necessary steps involved in implementing a parent portal which would allow students to grant access to their parents to view information such as grades, class schedules, and financial aid.

Outcomes/Use of Data:

We explored the feasibility of creating such a function and began the process of doing so. However, with the announcement coming from SunGard that they would implement the same functionality, it was determined that the best course of action was to hold off on our implementation and explore what SunGard was going to be offering.

- **Objective** **AQIP Category*:** 1, 6 **Roadmap** Meaningful Lives

Improve our ability to locate and access important student records by increasing the use of our imaging system to include select degree evaluation documents. This has been done in other functional areas of our office, but this would be the first step in implementing document imaging within the degree evaluation area of the office. It would involve different staff as well as different document types and is part of our effort toward continuous improvement of our document management.

Outcomes/Use of Data:

All graduation files from May, August, and December, 2011 have been scanned and are now available on the imaging system (Xtender), as are all the prior candidates from the past five years who did not graduate. We will continue to add graduation records after every commencement. This will allow us to quickly (within 2-3 minutes) locate any graduation file, whether the student ultimately graduated or not, to answer questions from students and/or auditors. It also allows us to have a more complete student record all in one place on Xtender. In the past, files would have to be located in and pulled from the basement, which is not an efficient process.

Risk Mgmt and Insurance

- **Objective** **AQIP Category*:** 8 **Roadmap** Campus Attributes

The purpose of this objective is to create a Cost of Risk Report which summarizes the total cost of all of the property and liability insurance programs which fall within the responsibility of this department. This will summarize the current year's cost as well as those for the previous 4 years. It will be shared with University financial management and assist the Risk Manager and reader in identifying trends in costs, potential problem areas and forecast costs for coming years.

Outcomes/Use of Data:

The only trend identified as a concern is the trend related to athletic accident claims. The claims for that period have been analyzed in detail and the results have been shared with the athletic training department. I will continue to work with this department to identify ways to reduce these costs.

To date, data collected compares the University's cost of risk year over year with internal data only. Going forward, data will be collected from external sources comparing the University with industry averages and trends.

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 under the Current Document

AQIP Categories	
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 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.

Road Map to 2015 Goals	
Code	Innovation Goals
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
Meaningful Lives Goals	
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
Campus Attributes Goals	
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
Community Engagement Goals	
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.