Priority #1   Enhance the quality and breadth of academic programs, and be a school of first choice.

Initiatives:

**Enhanced Academic Quality**
1. Expand endowed funding available for competitive scholarships.
2. Expand Honors Program to 5% of undergraduate students.
3. Increase faculty-student research partnerships.
4. Publicize faculty and staff achievements, Carnegie classification, faculty-student ratio, quality of academic programs, and overall institutional quality on the campus, in the University Record, UM-Flint Today, Pillars, and in the institutional marketing campaign.
5. Increase the percentage of faculty with terminal degrees.
6. Ensure that First Year Experience courses are challenging, robust, provocative, and a catalyst for critical thinking.

**Targeted Program Growth**
1. Create an Enrollment Council to develop comprehensive enrollment plans with target enrollments at the program level. New program development should consider employment trends, space, cost, and revenue.
2. Establish a fund of $250,000 per year to support competitive funding for new academic programs.
3. Develop new graduate programs and new concentrations within existing graduate programs.
4. Revise pertinent existing programs to be offered in more flexible modes of delivery, including online undergraduate programs.
5. Increase the number of certificate programs offered as life-long learning, and expand continuing education, and other programs for alumni and community.
6. Target program growth in science, technology, engineering, math (STEM) areas on the basis of demonstrated student interest and available funding.
7. Increase educational partnerships with K-12 schools and districts.

**Accomplishments:**
- New graduate degrees: DAP, DPT, EDS, EdD, Ph.D. in PT, joint programs with SHPS/SOM, MS Accounting, MPH, MA Mathematics.
- New Bachelor's: Economics, Energy & Sustainable Systems, Dance, Music, Art History & Criticism, English Specializations (Lit., Linguistics)
- New Certificate programs: Post BBA, PT, Health Navigator, Health Communications, Accounting
- English Language Program
- Osher and Mott Scholarships
- 18% increase in number of honors students, (F10 vs F13)
- 22% increase in Graduate Research Assistantships, (F10 vs F13)
- New branding campaign
Priority #2 Foster a culture in which faculty are supported in pursuing disciplinary and interdisciplin ary teaching, scholarship, and creative activity, and expand faculty professional development.

Initiatives:

Promote Teaching Excellence
1. Institutionalize the Catalyst Course Design/Art of Teaching program for new faculty through the Thompson Center for Learning and Teaching (TCLT).
2. Increase funding for pedagogical innovation grants, summer course design fellowships, and faculty teaching awards.

Support Scholarship and Creativity
1. Expand existing mentoring program to Associate Professors.
2. Increase funding for Research and Creative Activity Committee awards by 25% over the next five years, and require external submission of a research or creative product as a condition of acceptance.

Strengthen Support for Research
1. Increase merit compensation to faculty who are successful in obtaining external funds.
2. Increase incentive funds by 50% to faculty who write grants with indirect costs.
3. Increase the cost-sharing of all grant proposals to at least 25% of total budgets to make them more competitive.

Reassigned Teaching
1. Establish clear eligibility policy to reassign teaching workload so faculty can pursue professional development and external funding opportunities.
2. Establish a policy of reassigned teaching responsibilities or overload compensation for supervising students.

Interdisciplinary Learning, Teaching, Research, and Development
1. The Associate Provost and Dean of Undergraduate Studies, working with the TCLT, the Office of Research, and interdisciplinary planning team(s) will identify and pursue research opportunities and cross-collaborations at all levels of teaching, learning, and scholarship.
2. Determine a manner in which instructional support units in Academic Affairs may work together to enhance engagement service learning, and community partnerships.

Accomplishments:

- TCLT funding increased from $88,008 in FY 09/10 to $179,113 in FY 13/14
- Faculty Mentoring Program expanded
- Course redesign grants
- Marian Wright Endowment
- Online teaching grants
- Research funding incentive distribution model adjusted
- External Grants Portfolio (new & active):
  - Number of Awards: FY 10/11 (35), 11/12 (49), 12/13 (68), 13/14 (65)
  - Dollars Awarded: FY 10/11 $3,856,531, 11/12 $6,779,370, 12/13 $8,039,750, 13/14 $7,729,874.
    Portfolio is up $3,873,343.
- FRACAS Faculty Research & Creative Activity Summit
Priority #3  Expand staff professional development

Initiatives:
1. Coordinate staff development, including orientation, technology training, work-life balance, and career advancement through Staff Council, Human Resources, Information Technology Services, and Extended Learning.
2. Include the Director of Human Resources as ex-officio on Staff Council to facilitate communication between staff and Office of Human Resources.
3. Make membership of Staff Council representative of academic units, student affairs, and business and finance.
4. Build a culture of high performance: implement documented work plan evaluation that specifies an agenda for professional development, provides consistent and timely feedback, and is tied to merit compensation. Create a collaborative environment in which staff are professionally relevant.
5. Offer a leadership development program.

Accomplishments:
- EXCEL, Advance and LEAD Programs
- Foundations of Supervision
- Drupal & Web Focus Training
- ITS Trainer—Lynda.com online learning
- On campus sessions: Office, Excel, Internet, Forms Assembly, IPads, Phones & Tablets.
- Staff tuition subsidies: Overall up 6% compared to FY 11/12. Since winter 2011, 549 tuition awards have been given to staff, totaling $1,097,365.
- All new faculty and staff participate in orientations
- Staff Council is representative of units; HR Director is ex-officio
Priority #4  Expand participation in civic engagement, experiential learning, and service learning.

Initiatives:

Curricular
1. Infuse experiential learning into all academic programs, including First Year Experience courses and applied research.
2. Increase course offerings with general education outcomes 11 and 12, and assign civic commitment course designations.

Co-curricular
1. Working with Student Success Center, develop a tool to bring curricular and co-curricular experiences together in a coherent way for students and advisors.
2. Add leadership component to existing “Commitment to Service Program”. Provide leadership opportunities in programs such as Campus Compact, American Democracy Project, the Social Justice Center, and student life
3. Enhance recognition programs such as formal graduation ceremony and “M-Leadership Scholar” award
4. Brand UM-Flint as the university where students will gain applied experience; emphasize engagement in university communications.
5. Participate in Study in America Program with logistical support and mentoring so that students can find, apply, secure, and complete experiences in existing programs across the country.
6. Expand study abroad and cultural exploration programs.

Partnerships and Community Initiatives
1. Establish priority areas for community engagement: public health, land use, economic development, and education.
2. Increase the number of alumni offering internship programs.
3. Seek opportunities to advance urban redevelopment goals in the City of Flint.
4. Be a catalyst for a great college town by, for example, partnering with the City of Flint to secure HUD grants that subsidize downtown housing for UM-Flint faculty/staff.

Faculty and Staff Professional Development
1. Provide professional development for all departments to aid in understanding and implementing experiential learning into students’ life cycle.
2. Provide financial support for outreach pedagogy grants.
3. Ensure that faculty participation in engagement is included in promotion/tenure criteria (Boyer model).

Accomplishments:

Curricular
• Increased to 80 courses designated by the Civic Engagement Course Indicator (CECI).
• Increased more than 300% (24 to 79) in number of faculty participating in CECI courses during the year.

Co-Curricular
• Advisor Notes developed to assist advisors and faculty
• Student Involvement and Leadership (SIL) Leadership awards
• National Student Exchange Program

Partnerships and Community Initiatives
• Urban Health and Wellness Center, Early Childhood Development Center, Urban Alternative House, Flint Corps, Innovation Incubator, Neff Center
• City of Flint Master Plan development
• K-12 initiatives expanded: Beecher, DEEP, Lapeer, Carman-Ainsworth, Powers, Ovid/Elsie, Grand Blanc Early College Math Field Day, History Night, Super Science Friday, Math Night, Meeting of Minds, Music Camp, Writing Camp, Visiting Professor, College Goal Sunday, CRIM, Back to Bricks, Touch a Truck, Stop the Silence Basketball tournament.

Faculty and Staff Professional Development
• New grants for faculty outreach pedagogy development
Priority #5  Fulfill our student-centered mission as we serve a growing and increasingly diverse student population.

Initiatives:

**Promote Student Success**
1. Create a Student Success Center with comprehensive resources and programs that focus on students' academic and personal achievement and that increase student retention.
2. Become a national model for effective partnerships between Academic Affairs and Student Affairs, particularly in the area of developmental advising.
3. Use Client Relationship Management (CRM) software to communicate and track retention, student development, and student engagement with the institution.
4. Student Affairs in cooperation with Academic Affairs—review services to students to ensure that they are timely and coordinated.
5. Systematically connect student with every aspect of institution to foster academic, social, career, and personal development as well as experiential learning.
6. Build a faculty-student mentorship program.
7. Offer year-round scheduling, and ensure sufficient course offerings so students graduate in a timely manner.

**Grow Student Activities and Club Sports**
1. Grow the number of club sports and the number of students participating, and provide support for participants.
2. Develop a strong club advisor program that facilitates smooth transitions for new club advisors, promotes discipline-specific clubs, and encourages compliance with university expectations for all clubs.
3. Increase the service requirement in all student clubs and organizations.
4. Promote club sports in marketing materials.

**Promote Student Health and Well Being**
1. Create a committee chaired by a newly created Campus Health and Well-Being Coordinator in the Urban Health and Wellness Center to coordinate campus-wide initiatives on issues related to student health and well-being. Include the Urban Health and Wellness Center; Women's Educational Center; Ellen Bommarito Lesbian, Gay, Bisexual, Transgender Center; counseling services; accessibility services; and Recreation Center.
2. Include club sports as part of general health promotion.

**Accomplishments:**

**Promote Student Success**
- Launched Student Success Center and Director in place, Steering Committee formed.
- Tutoring and Supplemental Instruction programs were retooled in 2013.
- First overnight orientation for freshman held summer 2014.
- Invest in Your Success: Student-Faculty Mentorship Program
- 89% of SR's report a good/excellent educational experience

**Grow Student Activities and Club Sports**
- Club sports has new dedicated staff, rose to high last yr of 16
- Leadership Blueprint Conference F13
- Student Involvement and Leadership's (SIL) Leadership awards
- Greek Life continues steady growth, National NIC Circle Back initiative 2013.

**Promote Student Health and Well Being**
- Student Health Committee established May 2013
- M-Healthy activities
- New Health Navigator Certificate program
- Ombuds typically handles 29 to 53 complaints, 60% current Sr's
- Accessibility modifications made to workstations in library
Priority #6  Cultivate a campus climate that embraces diverse social identities and perspectives.

Initiatives:

Promote Diversity/Social Justice Initiatives
1. Create a Center for Social Justice charged with developing and implementing university-wide diversity and social justice initiatives, both curricular and co-curricular, to include a shared mission for the Women's Education Center; the Ellen Bommarito Lesbian, Gay, Bisexual, Transgender Center; the International Center; Education Opportunity Initiatives; Accessibility Services; and Diversity Education Services.
2. Offer civic engagement and research projects that are diversity/social justice related.
3. Work with the General Education Curriculum Committee to develop a diversity/social justice course requirement within general education.

Accomplishments:
- Women’s Educational Center, Counseling, Accessibility, & Psychological Services (CAPS), LGBT & Intercultural Center renovations completed
- Training and workshops are ongoing
- F13 17% faculty minority compared to F10 15%
- F13 20% staff minority
- Social Justice Now Symposium 2010
- Currently determining vision and objectives for a Social Justice Center
Priority #7  Increase enrollment, student retention and degree completion to achieve planned growth.

Initiatives:

Grow new student enrollment.
1. Develop targeted program growth.
2. Grow honors program.
3. Grow online programs.
4. Build strong relations with transfer feeder institutions.
5. Enlist faculty and alumni to help with the recruitment of outstanding students.
7. Increase creative articulation agreements, including those with international institutions.
8. Grow competitive scholarships.
9. Evaluate tuition pricing policies for undergraduate programs.

Raise retention and graduation rates.
1. Use Client Relationship Management (CRM) software.
2. Create Student Success Center.
3. Expand experiential education.
4. Increase research opportunities.
5. Enhance coordination and responsiveness of student services.
6. Create social justice initiative.
7. Grow student life and club sports.
8. Develop Campus Health Committee.

Accomplishments:

Grow new student enrollment
- F14 enrollment = 8,574
- FTIAC enrollment F14 = 662 (2016 goal is 850) (7.72% of all students)
- Graduate enrollment F14 = 1,496 (2016 goal is 1,720) (17.45% of all students)
- International enrollment F14 = 663 (exceeds 2016 goal of 600) (7.73% of all students)
- Veteran enrollment F14 = 279 (2016 goal is 500) (3.25% of all students)
- Dual enrollment F14 = 428 (exceeds 2016 goal of 260) (4.99% of all students)
- 18% increase in number of honors students, (F10 vs F13)
- Number of students taking online-only courses F13 = 14%, nearly double compared to F10
- New articulation agreements w/ University of Prishtina (2010), University of Wuppertal (2013), National Taipei University (2012), currently 18 countries with MOU's

Raise retention and graduation rates.
- F10 Cohort 1st yr. retention = 70%, F12 cohort = 80%, F13 cohort = 72%
- Satellite sites: SCCC, LCC, WCCCD, Ferndale U HS, Alpena, RN-BSN added to SCCC 2010 and Alpena 2011
- HLC Academy on Persistence and Completion Initiative
Priority #8  Diversify revenues in keeping with the university’s mission.

Initiatives:

Support endowed merit scholarships
1. International students
2. Civic engagement
3. Study abroad
4. Honors program
5. Graduate students

Grow managed prospects
1. Develop new set of expectations for all gift officers; implement more extensive travel strategy to broaden MGO reach into national markets. Major Gift Officers (MGO) who are not managing 120 qualified prospects will be attempting to contact and qualify 50 new prospects.
2. Continue to involve the Chancellor in the strategy creation and execution for the top of the prospect pool.
3. Fully integrate the modeling data that has been provided to the campus from Office of University Development (OUD); work with the OUD to execute a research strategy; and implement an aggressive prospect review process with carefully selected, knowledgeable community members. MGOs are to conduct thorough review of their extended prospect community by the end of 2011.
4. Complete the creation of a roster of dedicated opportunities for the Flint campus.
5. Grow the number of managed prospects that have a strong connection to the university.
6. Create a comprehensive strategy for communicating with, cultivating, and ultimately securing support (outright or planned gift) from retired faculty and staff.

Increase corporate and foundation support
1. Focus energy on cultivation and solicitation of the top twenty foundations.
2. Focus energy on cultivation and solicitation of top twenty corporations; work with the Provost to develop a comprehensive effort of engagement with the business community.

Increase annual giving
1. Work closely with the University Annual Giving (UAG) team to utilize a range of resources – direct mail, phone, etc; adhere to a clearly defined calendar of solicitation activities.
2. Create strategy for retaining current and attracting new leadership gifts in the $1,000 - $5,000 range; enlist select group of volunteers; create a specialized direct mail campaign; identify prospects to be called on personally; initiate an elevated level of donor recognition, giving societies, and thank you events.
3. Work with Deans to develop unit-specific strategies, consider conducting more department-targeted annual giving appeals, and work with UAG to further refine the website.
4. Work with faculty and staff committee to redesign the annual giving campaign for their segment, deploy use of direct mail and electronic messaging, and enlist volunteers who can talk about annual giving to the respective departments.
5. Develop a broader slate of giving opportunities.

Accomplishments:

Support endowed merit scholarships
• Average 700 awards from restricted funds each year.
• Freeman Endowment
• State reported Institutional Scholarships & Grants from Restricted fund:
  • Number of Awards: FY 10/11 (701), 11/12 (767),12/13 (695)
  • Dollars Awarded: FY 10/11 $1,908,750, 11/12 $1,908,750, 12/13 $866,015

Grow managed prospects
• Capital Campaign launch New Dart data system for accounts and alumni/donor information
• Increase corporate and foundation support
• Capital Campaign launch
• Increase annual giving
• Ongoing, Spring 14 joint appeal with Ann Arbor UAG
• Fall 13 there were 10 segmented appeals coordinated with units

Cost Savings
• Utilities: Lighting McKinnon /UPAV ramp = $24,000
Priority #9  Create a more integrated and systematic accounting of institutional data; use technology to provide a competitive advantage in recruitment and retention.

Initiatives:
1. Conduct a periodic review of the campus IT resources and compare with national benchmarks.
2. Conduct periodic satisfaction surveys of campus IT service providers.
3. Secure a Client Relationship Management software program and other pertinent strategic enterprise systems as they develop over time.
4. Revive the ITS technology training workshops.
5. Provide training on the generation and use of institutional and programmatic data.
6. Review and clarify roles of all Information Technology Services committees

Accomplishments:
- Tableau Dashboards: F13 & F14 Registration Tracker
- Expanded technology training offerings by:
  - OEL, on Blackboard and Tech Tools
  - AIMS, on Web Focus
  - ITS revived technology workshops
  - TCLT, Lunch Bag Series
  - Numerous online supports and tutorials
  - ITS Work Ticket satisfaction has continues to be high
  - Drupal & Web Focus training
  - ITS Trainer— Lynda.com online learning
  - On campus sessions: Office, Excel, Internet, Forms Assembly, IPads, Phones & Tablets.
Priority #10  Use and develop space that is responsive to a growing university.

Initiatives:
1. Redesign the Space Utilization Advisory Committee to be chaired by the Provost and Vice Chancellor for Academic Affairs.
2. Explore leasing space near campus to meet future needs.
3. Employ a common tool and process for tracking and reporting space use.

Accomplishments:
- Space utilization system tracks campus sq. footage
- Murchie Renovations $23 mil in lab and office improvements, shifting numerous areas on campus
- Expanded development of grounds for Club Sports
- Women's Educational Center, CAPS & LGBT renovations completed
Priority #11  Enhance alumni relations to create a culture of university pride

Initiatives:
1. Use Client Relationship Management software to profile current undergraduate and graduate students and develop engagement strategies that promote their school spirit and life-long loyalty to the university.
2. Offer events and programming that provide networking opportunities, foster relationships with faculty, students and staff, and that offer alumni the chance to stay connected to the university.
3. Increase alumni participation in community service activities.

Accomplishments:
• Increased quality and use of targeted mailings
• Alumni participation in: Midnight Breakfast, Welcome Back Picnic, sports services, Student Government, Student Life, Library Study Project.
• Corporate Business Engagement Initiative