1 - Mission

The institution’s mission is clear and articulated publicly; it guides the institution’s operations.

1.A - Core Component 1.A

The institution’s mission is broadly understood within the institution and guides its operations.

1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.
2. The institution’s academic programs, student support services, and enrollment profile are consistent with its stated mission.
3. The institution’s planning and budgeting priorities align with and support the mission. (This sub-component may be addressed by reference to the response to Criterion 5.C.1.)

Argument

1.A.1: The University of Michigan–Flint (UM-Flint) was established in 1956 as Flint College of the University of Michigan, a senior college (and complement to Mott Community College), and earned North Central Association of Colleges and Schools accreditation in 1970. It officially became the University of Michigan-Flint in 1971, evolving in accordance with the needs of the greater Flint community it was established to serve. Over time, the university continued to grow in size and academic program offerings, including establishment of select graduate programs. Originally a commuter school, UM-Flint offered its first residential options in 2008. Today, the campus offers the full range of resources of a comprehensive university in a small, supportive campus community with approximately 7,500 students, representing as many as 41 countries. UM-Flint’s mission continues to address the needs of the regional community it serves in the context of a global society.

Mission statement: The University of Michigan-Flint is a comprehensive urban university of diverse learners and scholars committed to advancing our local and global communities. In the University of Michigan tradition, we value excellence in teaching, learning, and scholarship; student centeredness; and engaged citizenship. Through personal attention and dedicated faculty and staff, our students become leaders and best in their fields, professions, and communities.

Vision statement: The mission is reinforced by UM-Flint's vision statement: Engaging Minds, Preparing Leaders through Academic Excellence, Student Centeredness, and Engaged Citizenship.

UM-Flint's mission statement is a product of continued campus-wide strategic planning. The most recent version—the 2011-2016 Strategic Plan—was endorsed by the Governing Faculty and accepted by the chancellor in 2011. It was created by teams totaling 84 individuals, adding the following concepts to the previous version (see the 2005-2010 Strategic Plan):

- Description of UM-Flint as “comprehensive,” acknowledging graduate program expansion
- Inclusion of “urban” to reaffirm our core Flint identity
- Addition of “local and global communities” to acknowledge the interconnectedness of
individuals' professional and civic lives as global actors

- Inclusion of “In the University of Michigan tradition,” to acknowledge the important connection with the Ann Arbor campus’ mission

Significantly, the university retained the values within UM-Flint's vision that have driven the campus for more than a decade:

- Excellence in teaching, learning and scholarship
- Student centeredness
- Engaged citizenship

During the HLC assurance argument development, it was verified that the regents maintain a policy of not explicitly approving mission statements. However, practice has been to include these statements in documents presented to them. UM-Flint's vice chancellor for business and finance has agreed to present the mission and vision statements to the regents in the annual budget meeting.

1.A.2: UM-Flint is committed to ensuring its academic programs, student support services, and enrollment profile are consistent with its mission. It offers a range of academic programs designed to serve the needs of its student profile. Student support services are oriented toward increasing success, especially for populations who may take longer to complete their degrees and who may not have had the same level of academic preparations and financial resources as students at state flagship institutions.

UM-Flint has five major academic units: College of Arts and Sciences, College of Health Sciences, School of Education and Human Services, School of Management, and School of Nursing. In 2019-20, UM-Flint is offering 104 undergraduate degree programs, including five pre-professional, along with numerous honors programs, minors and certificates. At the graduate level, the 38 degree programs include four professional practice doctoral degrees, two PhD degrees, an education specialist degree, six dual degree programs, and eight certificate programs. Nine undergraduate degree or degree completion programs are available fully online, and 20 graduate degree programs are available either fully online or in hybrid format.

Academic programs play a vital role in UM-Flint's planning processes. The first priority in the 2011-2016 Strategic Plan was to enhance the quality and breadth of academic programs, and be a school of first choice. Over the past 10 years, the university has enjoyed robust growth in the number of academic programs and in 2018 advanced into the doctoral/professional Carnegie Classification. Many new programs reflect the growth in healthcare careers regionally and nationally, including nursing, substance use treatment and intervention, occupational therapy, and physician assistant (winter 2021). Addressing its urban responsibilities, UM-Flint sponsors six early colleges, and the Dual Enrollment Educational Partnership program (DEEP), which includes partnerships with nine regional school districts and consortia (see 3.A.3).

Future program development is vital to at least two of the five High-Level Strategic Priorities developed in 2017-18 as the foundation for the 2018-2023 Strategic Plan:

- “Excellence in education and scholarship across the institution” calls on the university to ensure that the general education program is meeting students’ needs.
- “Recruitment through high-quality programs and campus life” speaks to creating programs that are timely and lead to student goal fulfillment.
Student Support Services: Given the prominence of student centeredness in UM-Flint's mission, a key focus is providing dynamic student services (see 1.C.2). The 2011-2016 Strategic Plan called for the formation of a university-wide Student Success Center (SSC), whose mission is to empower students as agents of their personal, academic, and career goals. The SSC coordinates orientations, tutoring and supplemental instruction, placement exams, and campus engagement resources. It collaborates with the schools and colleges to ensure seamless advising through the University Academic Advising Committee, established in fall 2018.

As a result of lessons learned during the HLC Quality Initiative, 2014-2018, and development of the 2015-2020 Strategic Enrollment Management Plan, academic units have invested heavily to increase advising. The College of Arts and Sciences (CAS) launched an initiative in 2016 to incrementally embed professional advisors within its academic departments; CAS anticipates having embedded advisors, in partnership with the faculty advisors, to serve 100 percent of their students by fall 2020. The School of Education and Human Services Education Department divided advising responsibilities between a staff advisor specifically for undergraduate/graduate programs and faculty advisors in each academic program. It has a certification officer and post-baccalaureate advisor to serve teacher candidates seeking Michigan licensure. The College of Health Sciences added a full-time professional to supplement advising provided by faculty. The School of Nursing added an advisor, and now has a full-time professional for each program levels (undergraduate, graduate, and RN to BSN), available online or by appointment. The School of Management added two graduate student staff assistants as advisers through 2018, but has since returned to original staffing—two academic advisors and one career advisor.

Enrollment Profile: Enrollment peaked in 2014 with 8,574 students, 82.5% of whom were undergraduates. In fall 2018, total enrollment was 7,532 students, with 81% undergraduates. The loss of more than 1,000 undergraduate enrollment over the previous five years has been due primarily to a declining number of high school graduates in the region. It reflects declining undergraduate enrollments statewide, which have fallen 5% since 2011. UM-Flint graduate enrollments peaked in fall 2015 with 1,601 students, and declined to 1,435 by fall 2018, also following the state trend. Enrollment decline may also be partly attributed to effects of the City of Flint water crisis, which started in 2014 but became a public issue in 2015.

UM-Flint's student profile is vital to shaping its identity, which has been a common theme throughout all of the university’s strategic planning phases. The 2017 High-Level Strategic Priorities discuss the goal to develop a distinctive identity that builds campus pride and “celebrates diversity and supports everyone in achieving their full potential.” More than 62% of the fall 2018 UM-Flint student body was female, and average age was 26. According to the Fall 2018 Student Body Profile (undergraduates and graduate students combined), the student body was 69.2% white, 12.4% black, 4.6% Hispanic, and 2.4% Asian, reflecting the catchment area of the university. Genesee County, which surrounds UM-Flint, accounts for 53% of students. According to 2017 U.S. Census Bureau estimates, Genesee County is 75% white, 20% black, 3% Hispanic, and 1% Asian. The broader region of surrounding counties includes Lapeer, Livingston, and Shiawassee counties, which are 96-97% white, and Oakland County, which is 75% white. These population figures do not include mixed or other races with smaller percentages. About 44% of students attend part-time, and 19% are taking online courses only. About 3% are out-of-state students and 4% are international students.

Consistent with the region’s economic challenges, the UM-Flint student base has financial issues, such that 96% of its full-time, first-time-in-any-college (FTIAC) students received some form of financial aid for the fall 2017 semester. Forty-nine percent of FTIACs and 41.7% of undergraduate
students overall received a Pell grant.

The UM-Flint strategic plans support the university mission, and both budget and planning priorities are inextricably linked with the mission’s values of excellence in teaching, learning, and scholarship; student centeredness; and engaged citizenship.

1.A.3: Each January, the Office of Financial Services and Budget launches the budget planning process with a letter to the vice chancellors, deans, and directors seeking updates on initiatives from the previous year and plans for new initiatives, along with enrollment projections and business plans. The letter is a reminder that the goals of the budget process are to support the strategic plan. In 2015, the university reviewed progress of the numerous 2011-2016 Strategic Plan objectives, and reprioritized the items. Subsequent budgetary priorities mirrored those strategic priorities:

1. Expand the Freshmen Merit Scholarship (FMS) program. In fiscal year 2016, the student aid budget increased by $667,000, much of it for the FMS; in 2018, it increased by $1 million specifically for the FMS.
2. Increase funding for academic programming above the budget model distributions. In recent years, the university increased annual base funding by $1.96 million, including $1.3 million to the College of Arts and Sciences (CAS) with $443,500 specifically for equipment, $94,000 to the School of Education and Human Services for a director of the new Center for Educator Preparation, and $126,500 for a position in the new College of Health Sciences.
3. Expand the Murchie Science Building (MSB) to allow for improvements and growth in STEM programs. In October 2018, the State of Michigan awarded $29.25 million for a new 65,000-square-foot wing, estimated to cost $39 million; UM-Flint's share includes $7.5 million from the Charles Stewart Mott Foundation. Construction is expected to be completed in fall 2020.
4. Increase funding for recruiting and retention initiatives. Over a five-year period, the university added $1.14 million in base funding to various departments, including $310,000 for enrollment management and $271,000 for academic advising in the College of Arts and Sciences.
5. Increase funding for community engagement. The university added annual base funding of $600,000 for the Office of University Advancement to further engage the community, generate gifts, and lessen the reliance on tuition and fees.

The university is quite consistent in pursuing its goals, as evidenced in its annual capital appropriations requests to the State of Michigan. In 2010, UM-Flint began a nearly 10-year campaign to obtain funds for renovation and expansion of the MSB in two phases. In both 2010 and 2011, the university requested state funding for upgrades to labs and classrooms, winning $16.6 million of the $22.5 million for the project, which was completed in 2015. In 2016 and 2017, UM-Flint requested state funding for a new wing, awarded in 2018 (above).

Capital improvement requests to the State of Michigan for the past 10 years are publicly available on UM-Flint's Business and Finance website and provide the context of the requests within the mission and strategic priorities of the university. The five-year capital outlay plan is updated annually.

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1.B - Core Component 1.B

The mission is articulated publicly.

1. The institution clearly articulates its mission through one or more public documents, such as statements of purpose, vision, values, goals, plans, or institutional priorities.

2. The mission document or documents are current and explain the extent of the institution’s emphasis on the various aspects of its mission, such as instruction, scholarship, research, application of research, creative works, clinical service, public service, economic development, and religious or cultural purpose.

3. The mission document or documents identify the nature, scope, and intended constituents of the higher education programs and services the institution provides.

Argument

1.B.1: The UM-Flint mission statement is articulated in numerous public documents and webpages, such as the university catalog, Faculty Code, the chancellor's website, and every university strategic plan. (See the 2018-2023 Strategic Plan Summary.) The mission statement is also posted in various office and classroom spaces.

The 2014-19 chancellor's state of the university speeches, open to the public and media, emphasized the importance of alignment with mission. In her charge to the 2017 Strategic Planning Steering Committee, Chancellor Susan Borrego noted “the high-level priorities articulated by the Steering Committee should be anchored in and reflective of the university’s mission.”

The university maintains an extensive web presence detailing the process by which the current strategic plan was adopted and underscoring the congruency of the goals, mission, and vision. The chancellor, provost, and 2017 Strategic Planning Steering Committee provided numerous updates to the campus and community. The committee charge, timeline, rosters, agendas and minutes, and other related documents, including the hand-written notes from open forums, have been published on the web.

1.B.2: The UM-Flint mission was reaffirmed through the most recent strategic planning process in 2017, which resulted in the foundational High-Level Strategic Priorities for the strategic plan. Posted on the strategic planning website, each priority includes a rationale, with emphasis on the mission’s commitment to student-centeredness, especially retention and student success. The campus has committed to reviewing admissions policies and procedures, financial aid, and student support, as well as making data-informed decisions in developing program-specific retention plans, and improving students' time to graduation. There are several initiatives to recruit and support students from underrepresented groups (1.C.2).

Another high-level strategic priority emphasizes excellence in teaching, learning, and scholarship. To support teaching excellence, there is an ongoing, campus-wide study of the General Education Program, encouragement for innovations in pedagogy, and regular review of curricula. An example of support for learning excellence is the vision of transforming the library from its traditional 1980s model to a technology-enriched learning commons model, as described in the 2020 Capital Outlay Report. UM-Flint's commitment to providing learning resources has resulted in the Thompson
Library’s acquisition budget 65% increases, 2009-2019, from $484,462 to $799,462 (see UM-Flint October 2018 financial results). These regular increases have enabled the library to provide UM-Flint faculty and students with virtual parity with U-M’s Ann Arbor library users in digital subscriptions to core research journals in 19 disciplines and areas.

UM-Flint also focuses on faculty recruitment and retention, as well as expanding support to advance research and creative works. The PhD in Physical Therapy is a model of combining these objectives. It is a research-based program that prepares graduates for careers in higher education. Students study quantitative, qualitative, and epidemiologic research methods, and engage in all phases of research; they defend their dissertation in a final, oral examination open to the public.

The college, schools, and most academic departments develop their own mission statements in alignment with the UM-Flint mission statement, and map their individual strategic plans to the institution-wide strategic plan (see 5.C.1).

- The College of Arts and Sciences (CAS) mission emphasizes literacy, critical thinking, and humanistic and scientific inquiry. The CAS 2018-2023 Strategic Plan is based on these principles.
- The College of Health Sciences mission is to apply best practices in teaching, scholarship, service, and community engagement to produce highly qualified professionals who will advance the health of communities.
- The School of Education and Human Services mission is to prepare and collaborate with teachers, administrators, social workers, and other professionals to address Mid-Michigan's diverse needs.
- The School of Management mission is to deliver innovative programs and intellectual contributions that impact the theory and practice of business, engage communities, and demonstrate integrity and ethics.
- The School of Nursing mission is to educate a diverse population of students in pursuit of excellence in nursing practice, leadership and scholarship. It focuses on evidence-based and culturally competent care.

Most support units such as the Thompson Library, Student Success Center, Center for Gender and Sexuality, Department of Public Safety, International Center, and Financial Services and Budget have mission statements consistent with the university’s mission.

1.B.3: As described in 1.A.1, the UM-Flint mission and planning documents—especially the High-Level Strategic Priorities—clearly define the university’s constituents and the nature and scope of programs and services to be provided. The document provides rationales for each priority—a total of 26 clearly identified constituents. For example, the priority of “recruitment through high-quality programs and campus life” targets “increasingly diverse student populations,” including adult learners, veterans, underrepresented minorities, first-generation students, and students beyond the immediate UM-Flint region.

Other priorities describe programmatic goals, such as becoming a leader in online and hybrid education, and delivering customized learning through innovative technology and pedagogy. They speak to recognition of faculty and staff professionalism, research, and the value of being a vital partner engaged in active, reciprocal relationships with the city of Flint and the region.

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1.C - Core Component 1.C

The institution understands the relationship between its mission and the diversity of society.

1. The institution addresses its role in a multicultural society.
2. The institution’s processes and activities reflect attention to human diversity as appropriate within its mission and for the constituencies it serves.

Argument

1.C.1: Diversity is a key theme at UM-Flint. The mission statement clearly establishes the campus as a community of “diverse learners and scholars,” and the strategic planning processes have consistently articulated the central role that diversity plays on campus. One of the High-Level Strategic Priorities calls for developing and promoting UM-Flint’s identity by “energizing a proud UM-Flint campus community that celebrates diversity and supports everyone in achieving their full potential.”

Also in 2014, UM-Flint created the Women’s Commission to ensure the campus continually reaffirms its mission of building a welcoming and inclusive community. In early 2015, the Women's Commission recommended to the chancellor that UM-Flint complete a campus-wide climate assessment. In May 2016, UM-Flint formed an independent Climate Study Working Group composed of faculty, staff, students, and administrators, and contracted with Rankin and Associates to conduct the survey in fall 2016. The goals were to (1) identify successful initiatives; (2) uncover challenges facing members of the UM-Flint community; and (3) develop strategic initiatives to build on the successes and address the challenges. The group selected questions from Rankin's tested repository and added UM-Flint-specific questions that emerged in focus groups. See the climate study questions.

With 1,578 responses (a 17% return), 71% said they felt comfortable with the UM-Flint campus climate, which Rankin and Associates said is in line with that of other universities nationwide. Levels of comfort did not vary significantly by race: among people of color and multiracial, 71% felt some level of comfort, as did 72% of white respondents. Further, people of color and multiracial were less uncomfortable (more of them were neutral about the climate).

The study identified five areas for improvement:

1. Members of several constituent groups indicated they had experienced exclusionary, intimidating, offensive, and/or hostile conduct.
2. Several constituent groups indicated they were less than comfortable with the overall campus climate, workplace climate, and classroom climate.
3. Some faculty and staff respondents cited challenges with work-life issues.
4. Some faculty respondents cited challenges with workloads and expectations, often seen as not equally spread across faculty.
5. A small, but meaningful, percentage of respondents said they had experienced unwanted sexual conduct.

The results from the climate study informed the development of one of the six key initiatives noted in
the **2018-2023 Strategic Plan Summary**: “Recruit, retain, and support well-qualified diverse students, faculty and staff by creating an inclusive and safe campus culture.” Each unit was asked to incorporate the climate study information into their strategic plans, resulting in the review and revisions of student and employee policies regarding sexual misconduct; providing $1.6 million in increased research support; creating a director position for the Intercultural Center and the reorganization of the **Center for Gender and Sexuality**; and increasing training around unconscious bias, microaggressions, and creating supportive work environments. Such training is a hallmark of U-M; in May 2019, U-M President Mark Schlissel announced a mandatory online training module, *Cultivating a Culture of Respect: Sexual Harassment and Misconduct Awareness*, for all faculty, staff and employees. Also in 2019, UM-Flint was accepted by the National Association of Student Personnel Administrators into its **Culture of Respect Collective**, a two-year program dedicated to ending campus sexual violence.

Rankin and Associates published the final climate study report in May 2017 and presented its findings to a campus audience and online. UM-Flint's Thompson Library has a hard copy; the **climate study summary** and **campus responses and recommendations** are provided for this argument.

**1.C.2:** In recent years, UM-Flint has deepened its commitment to diversity. In 2014, UM-Flint established the Intercultural Center (IC), whose mission focuses on the needs and experiences of people of color and other marginalized people, especially students, through education, advocacy, and inclusivity. It supports educational programming related to cultural competency and has created welcoming spaces for critical dialogues. In 2018, following a recommendation of the climate study, UM-Flint created a director position for the IC. A strategic action plan for the IC will be completed by the end of 2019 and will include development of the **Diversity, Equity, and Inclusivity Strategic Council**, expected to be a working council with measurable deliverables.

Many other units on campus support UM-Flint's diverse student body (see **3.D.1**).

- The Thompson Center for Learning and Teaching (TCLT) co-sponsors a [workshop and faculty learning community on inclusive pedagogies](#) through the Quad-POD, a consortium of Flint’s four colleges and universities. The TCLT has plans to include such training in the Curriculum Mapping Institute, set to open in 2020.
- The School of Nursing seeks to educate students to be culturally competent in nursing and has included a transcultural nursing course requirement in the undergraduate and graduate curricula. The school also administers the [Jeffreys TSET and Nurses Professional Values Scale](#) at entrance and exit for all nursing students and analyzes the results.
- The [Office of Educational Opportunity Initiatives](#) hosts a number of programs to recruit and support local students from underrepresented groups.
- The [Center for Gender and Sexuality](#) provides opportunities for all members of the UM-Flint community to explore, organize, and promote learning around issues of gender and sexuality. It also facilitates a greater responsiveness to the needs of women and LGBTQIA+ communities through outreach, education, and advocacy.
- The [Intercultural Center](#) (See **1.C.1**, above.)
- The [International Center](#) helps international students navigate the immigration, admissions, and cultural transition process.
- [Disability and Accessibility Support Services](#) offers practical services and accommodations to facilitate an inclusive community.
- The [Student Veterans Resource Center](#) assists veterans with GI Bill benefits and supports academic and career success. UM-Flint has been recognized by the Michigan Veterans Affairs
Agency as a gold-level “veteran-friendly school.”

- Many student groups, such as the Black Student Union, PRIDE Student Organization, and Muslim Student Organization also provide support for the diverse UM-Flint population, as discussed in 3.E.1.

University curricula require a global studies course as an element of the General Education Program, with about 85 courses from which to choose, varying by semester. (Some students fulfill this requirement by participating in a faculty-led, short-term study abroad course.)

For 40 years, the university has sponsored the popular and public Francis Willson Thompson Critical Issues Forum, which brings a diverse group of guest speakers to campus. Recent guests were civil rights lawyer Robert Kaplan, political writer George Will, Girls Who Code founder Reshma Saujani, Pakistan-born activist and NOW Ventures CEO Shiza Shahid, ABC News correspondent and What Would You Do? host John Quiñones, and British primatologist and anthropologist Dr. Jane Goodall.

The Diversity Events document provides a sampling of other diversity initiatives:

- In March 2019, the English Department and Office of University Outreach sponsored Dr. Adam Haviland in a session about the heritage language of the Anishinaabek (Ojibwe, Odawa and Potawatomi) of Michigan. It was funded by the Flint Truth and Action Partnership Project through a W.K. Kellogg Foundation grant.
- In February 2019, UM-Flint’s Intercultural Center hosted civil rights activist and co-founder of the Black Panther Party Bobby Seale for a Black History Month speech on social justice and the importance of coalition politics.
- In December 2018, the Office of Outreach and Department of Sociology, Anthropology and Criminal Justice co-sponsored lectures by distinguished scholars:
  - Dr. Yolanda Moses' (University of California, Riverside) presentation, "Creating Culturally Competent Institutions for a Socially Just World," was sponsored through the American Anthropological Association’s RACE Project in which UM-Flint faculty served on panels at local events throughout the year.
  - Dr. Jason De León (University of Michigan-Ann Arbor) presented "Soldiers and Kings: Violence, Masculinity, and Photoethnographic Practice in the Context of Human Smuggling Across Mexico."
- In 2015-16, UM-Flint's Winegarden Visiting Professor was social justice activist and educator Angela Davis, Distinguished Professor Emerita of the University of California Santa Cruz.
- In 2016, the College of Arts and Sciences was the first UM-Flint unit to integrate STRIDE (Strategies and Tactics to Increase Diversity and Excellence) in their executive and faculty search committees. STRIDE is a U-M program that provides information and advice for identifying diverse, well-qualified candidates for faculty positions.

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1.D - Core Component 1.D

The institution’s mission demonstrates commitment to the public good.

1. Actions and decisions reflect an understanding that in its educational role the institution serves the public, not solely the institution, and thus entails a public obligation.

2. The institution’s educational responsibilities take primacy over other purposes, such as generating financial returns for investors, contributing to a related or parent organization, or supporting external interests.

3. The institution engages with its identified external constituencies and communities of interest and responds to their needs as its mission and capacity allow.

Argument

1.D.1: Engaged citizenship is one of three core values of the UM-Flint mission and is especially significant, given the challenges experienced in the region for decades. UM-Flint has been deeply committed to partnering with the community and to offering assistance as appropriate. It has had a significant economic impact on Flint and the surrounding region, earning the Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. In 2018, UM-Flint won the Governor’s Service Award.

The following examples demonstrate the varied partnerships, which include health care, environmental protection, cultural promotion, and P-12 education.

- UM-Flint has provided free tax services to the community since 1984 through its Volunteer Income Tax Assistance program, created by a former Accounting Club student who is now a faculty member. In 2016, the Internal Revenue Service recognized the program for its service. By 2019, the program was garnering as much as $460,000 annually in refunds affecting 580 families.
- As discussed in 3.E.2, the university took a leading role in addressing the infamous 2014-17 Flint water crisis through the mapping of lead pipe locations and the creation of a free community course on important water topics. It partnered with Flint Community Schools to open two, free early childhood education program sites for children affected by lead. One of the sites later transitioned to Flint Community Schools (August 2018) and the other to Genesee Intermediate School District (January 2019).
- In 2016, UM–Flint hosted CNN on campus as they broadcast news coverage of the Democrats’ presidential debate between candidates Bernie Sanders and Hillary Clinton, held at Flint’s Whiting Auditorium. In addition to space and technology, the campus provided overflow accommodations billed as a “debate watch party” and open to the public.
- UM-Flint provides its own holistic Promise Scholar Program for up to 50 area students who display a desire and the potential to succeed in higher education, but who do not meet UM-Flint’s standard admission requirements. The university also is a full partner in the Flint and Detroit Promise programs managed by the Flint and Genesee Chamber of Commerce and the Detroit Regional Chamber of Commerce respectively, ensuring tuition-free opportunities for students within those zones.
- As detailed in 3.E.2, the Office of Outreach sponsors numerous programs contributing to
economic development, community service, and entrepreneurship.

The 2019 Carnegie Community Engagement Classification renewal application highlights many more examples of engagement and partnerships.

1.D.2: UM-Flint is a public, not-for-profit university, one of three campuses of the University of Michigan, deriving its authority from the Michigan constitution. U-M, and accordingly, UM-Flint, have a constitutional obligation to serve the public good through educational and research activities. In FY 2017-18, 48 percent of UM-Flint's total expenses were used for instruction. Ten percent of total expenditures were used for academic support functions, including academic administration, course and curriculum development, library, research, and public service. Another eight percent supported student services. According to the National Center for Education Statistics, instruction, including faculty salaries and benefits, is the largest single expense category at postsecondary institutions. The data below were reported by UM-Flint's Office of Institutional Analysis to the Integrated Postsecondary Education Data System (IPEDS) and demonstrate that UM-Flint's financial commitment to instruction exceeds the average.

**Percentage of total expenditures by functional areas:**

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<tr>
<td>Instruction</td>
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<td>10.43</td>
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<td>10.60</td>
<td>10.34</td>
<td>10.56</td>
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<td>Student Services</td>
<td>8.53</td>
<td>8.82</td>
<td>7.94</td>
<td>8.23</td>
<td>8.24</td>
<td>8.33</td>
<td>9.24</td>
<td>9.19</td>
<td>8.37</td>
<td>7.90</td>
<td>4.79</td>
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</table>

There are internal structures to help ensure that academic interests remain the primary focus of the university. These include Governing Faculty, the Faculty Council, and 19 faculty advisory committees for the various administrative units (see C.2.4). UM-Flint does not transfer funds to the Ann Arbor campus except to compensate for actual services and benefits received. (See C.5.)

1.D.3: The Office of University Outreach supports a wealth of programs that directly engage external constituents. The Outreach programs also provide learning and teaching opportunities, such as the Alternative Spring Break and the Innovation Incubator in downtown Flint. The Criterion 3.D.4 discussion of infrastructure and resources provides more detail about these programs.

The university serves local K-12 schools through such programs as Dual Enrollment Educational Partnerships, which offers college-credit courses in high schools (see 3.A), and six early colleges. Other programs include the annual Super Science Friday for as many as 600 seventh- and eighth-graders, the Summer Entrepreneurship Institute for high school juniors and seniors, and GEMS: Engineering, Math, and Science summer camp program for students in grades 7-9 to promote engineering, math, and science.

The Department of Public Safety maintains significant ties with the local community, including the
Connection Officer Program for community-oriented policing and the University Avenue Corridor Coalition, working to create a safe, walkable corridor connecting Kettering University, Mott Community College, and UM-Flint.

The university’s long-running, public Critical Issues Forum, and the accompanying Sullenger Dialogues, enable community members to hear nationally known guest speakers on a variety of topics.

Most notably, UM-Flint has engaged with its external constituencies in addressing the recent Flint water crisis, playing a leading role in navigating the immediate effects on the city’s population. The arguments for criteria 3 and 5 detail the numerous contributions of the university to this issue.

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1.S - Criterion 1 - Summary

The institution’s mission is clear and articulated publicly; it guides the institution’s operations.

Summary

UM-Flint’s mission is clear and is articulated publicly and frequently; it guides the university’s operations. UM-Flint's vision, which has driven the campus for over a decade, fuels the mission with emphasis on excellence in teaching, learning and scholarship; student centeredness; and engaged citizenship. These values are exemplified in the 2017 High-Level Strategic Priorities, the 2015-2020 Strategic Enrollment Management plan, the 2011-2016 Strategic Plan and correlating 2015 Prioritization Update, the annual updates to the Five-Year Capital Outlay Plan for the State of Michigan, and the annual budget process.

Sources

There are no sources.
2 - Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

2.A - Core Component 2.A

The institution operates with integrity in its financial, academic, personnel, and auxiliary functions; it establishes and follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff.

Argument

The University of Michigan Board of Regents governs UM-Flint, including financial, academic, personnel, and auxiliary functions and policies, in accordance with state and federal laws. Eight regents are publicly elected to at-large positions—two members elected every two years for eight-year terms; the U-M president is an ex officio member.

The board has established clear policies in its bylaws, defining their financial and academic policies and practices, and ensuring they operate fairly and ethically. The board adopts bylaws directly in the exercise of its legislative powers, although bylaws may and often do originate as recommendations from a school or college, the University Senate, or other sub-legislative forum. The board has approved an extensive set of policies known as standard practice guides (SPGs) related to the conduct and management of the three campuses, and responsible and ethical behavior.

UM-Flint is an equal employment opportunity employer. It abides by U-M's Statement on Stewardship, which defines responsibility in the management of human, financial, physical, and information, as well as policies on affirmative action, non-discrimination, and institutional equity.

Finance: The UM-Flint Department of Financial Services and Budget manages the university’s financial operations under the auspices of U-M Ann Arbor Financial Operations, ensuring that all three campuses are using the same methods for a fair and consistent presentation of the financial statements in accordance with generally accepted accounting principles. External certified public accountants audit the consolidated financial reports annually, as seen in the 2018 audit statement from PricewaterhouseCoopers LLP, Detroit.

The Ann Arbor Office of Internal Controls provides guidance, support tools, and documents to help units across all three campuses manage finance-related processes in three categories, as described in the U-M Fiscal Responsibilities standard practice guide: effectiveness and efficiency of operations, compliance with laws and regulations, and reliability of financial reporting. UM-Flint’s Financial Services and Budget (FSB) leads this process for the Flint campus. FSB provides numerous reports throughout the year to UM-Flint’s executive officers and administrative personnel. These include budget modeling, financial projections, year-to-date reporting, and project-based analyses. The budget and financial reports are high-level campus summaries, which are included in U-M system reports.
Academic Integrity—Research and Creative Activities: The Bylaws of the Board of Regents (5.01) specify that academic matters are the purview of faculty throughout the U-M system, and the U-M Faculty Handbook addresses the rights and responsibilities that apply to faculty at all three campuses. Standard practice guide 303.01 governs the acceptance of research grants, contracts, and agreements. Guide 303.03 defines the policy on integrity of scholarship: "Integrity in scholarship and research is a fundamental value upon which the University is founded. Without integrity, we cannot justify the privilege of academic freedom intrinsic to scholarship and research, nor can we provide to society the advancements of knowledge that derive from free and open inquiry." The guide describes general principles, outlines federal requirements, and provides procedures for investigating allegations of misconduct. U-M provides a research ethics and compliance website; guide 303.05 provides principles for conducting research with human participants.

The UM-Flint Faculty Code ensures that issues unique to the campus are addressed consistently and fairly, while the Lecturer’s Employee Organization Agreement covers issues for non-tenure track lecturers and non-member adjunct faculty. UM-Flint’s Conflict of Interest/Conflict of Commitment Policy is provided to every faculty member upon hire, with accompanying tutorials. All faculty must acknowledge receipt when they receive the policy, and are reminded annually to submit any new or potential conflicts of interest. (See 2.E for policies pertaining to students.)

Personnel: UM-Flint’s University Human Resources coordinates operations with U-M Human Resources, applying policies and procedures specific to Flint, as well as policies described in the Staff Handbook, Faculty Handbook, standard practice guides, and union contracts.

Administrative Services: Each UM-Flint administrative office complies with professional standards of the specific profession, such as those established by the American Association of Collegiate Registrars and Admissions Officers, and National Association of Student Financial Aid Administrators. Standard practice guides also provide detailed expectations, such as the information technology standard practice guides covering responsible use, privacy, security, procurement and licensing.

Audits: Adding to the numerous UM-Flint controls, the U-M Office of University Audits (UA) conducts internal audits on units or processes selected on such factors as risk analysis, management request, and time elapsed since the last audit, but all major units are eventually audited. Most recently, UA completed audits of Information Technology Services (ITS) telecommunications closets and the Human Resources Department, both in 2018, and scheduled an audit of Facilities and Operations, to be completed in 2019.

The review of ITS telecommunications closets included physical access, security, policies and procedures. The audit resulted in improved capturing, monitoring, documentation and analysis of incidents to more proactively address problems and reduce downtime. It also identified temperature issues that were resolved in order to prevent IT equipment damage.

The review of the Human Resources (HR) Department found full compliance with federal and state laws and University of Michigan standard practice policies. However, in the 2016 campus climate study, faculty and staff had expressed concerns about hiring and termination policies. The audit addressed these issues and noted that, while HR provides guidance to ensure compliance with university policies and procedures, units have the autonomy to make final personnel decisions to ensure fit with mission and budget. The audit identified communications and training as issues that may have contributed to faculty concerns, and the report highlighted the need for better campus-wide understanding of hiring processes and HR’s consultative role. In response, HR developed a set of
guidelines for search committees and updated numerous policies. At the same time, the university licensed the Interfolio faculty management software for faculty searches and promotion and tenure dossiers to facilitate consistency across the university, with full implementation in 2019-20.

In 2017, University Audits (UA) reviewed UM-Flint’s student grade process and student course drops and adds. They found the faculty-driven policies to be sound; however, there was an unacceptable number of exceptions, incomplete paperwork, award of inappropriate grades, and disregard of deadlines. In response, the Office of the Registrar, in collaboration with the academic units and Administrative Information Management Services, created an online workflow within the existing Student Information System. Grade change requests must now go first to the registrar, then to the unit dean for approval, and back to the registrar. They tightened policies to require grade change requests to be submitted within one year of course completion, and configured the online system to show only those courses falling within that timeline, preventing ineligible course selections and overrides after deadlines. Prior to the grade change audit, the school and college academic standards committees were responsible for acting on late submissions of student petitions to drop a class or withdraw from the semester; however, the auditors saw approved petitions as grade changes. They recommended creation of the University Appeals Committee, which occurred in 2018, along with establishment of deadlines and clear criteria. One result of all of these efforts was a 43% drop (from 98 to 56) in petitions to drop or withdraw late, July 1, 2018 to June 30, 2019 over the previous year.

Also in 2017, UA reviewed (1) the College of Arts and Sciences regarding financial controls, compliance with employment practices, and governance; and (2) university labs and processes related to safety and oversight, regulatory compliance, record keeping and reporting. In 2016, UA audited distance education processes including role-based access to technology systems, backup systems, accessibility, copyright, and virtual proctoring. Other audits have included the Department of Public Safety (2015), Banner student information system (2013), UM-Flint Housing (2012), and UM-Flint business continuity (2011).

See the compilation of Internal University Audits, 2010-18.

As part of the process, University Audits conducts follow-up sessions to ensure that all deficiencies have been addressed within the predetermined amount of time. It then issues final reports to UM-Flint and unit leadership, and U-M’s president, executive officers, and regents.

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2.B - Core Component 2.B

The institution presents itself clearly and completely to its students and to the public with regard to its programs, requirements, faculty and staff, costs to students, control, and accreditation relationships.

Argument

UM-Flint is transparent and accurate in the ways it presents itself through the university's public website and catalog; print publications and brochures; and communications to faculty, students, and staff.

Programs: UM-Flint provides detailed program information via the website and the university catalog, both of which include academic, accreditation, and course information for each major and degree. Accreditations are summarized on the UM-Flint and individual program websites, with links to each accrediting agency for easy verification.

Admissions: General requirements for admission to undergraduate programs and to graduate programs are provided in the university catalog; additionally, each graduate program provides program-specific admission requirements in both the catalog and on the Graduate Programs webpages.

Advising: For lower-level undergraduate students, the university publishes regular announcements via website postings, emails, letters, social media, etc. and strongly encourages students to contact their advisor regularly. For upper-level undergraduates and those with declared majors, academic unit professional and faculty advisors provide degree information and course plans in writing, communicate with students face-to-face, via mail and email, and videoconferencing. They also travel to the external locations in Lansing and Port Huron, Michigan, to advise students. Staff and faculty document such communications through software tools Advisor Notes and DegreeWorks. Students may use DegreeWorks (MyDegreePlan) to monitor their progress toward degree completion and determine remaining course requirements. One hundred percent of new FTIAC and transfer students in the College of Arts and Sciences fall 2017, 2018, and 2019 cohorts have an active degree plan; overall, 66% of fall 2019 undergraduate degree-seeking students have an active plan. Also see 3.D.3.

Financial Aid and Consumer Information: The Cashiers/Student Accounts website lists up-to-date tuition and fees, the university catalog provides detailed refund information, and the Housing and Residential Life website describes housing options and costs. The Office of Financial Aid website provides a net price calculator and information on FAFSA applications, scholarships, billing and payments. The Office of Extended Learning provides information on the UM-Flint state authorization website and in the university catalog regarding state permissions, licensing agency requirements, refund policies, and filing complaints for students taking UM-Flint courses and doing internships in other states. Academic units also provide this information in phone advising, student acceptance letters, and email correspondence. The Office of Financial Aid provides a summary of this and other consumer information on its website; a consumer information link is at the bottom of every university webpage.

Control: The University of Michigan Annual Report notes the board of regents' oversight of all three
UM-Flint clearly distinguishes between the campuses in such places as the public website and university catalog, and through numerous communications channels. Organizational charts for the UM-Flint Office of the Chancellor and executive officers are on the U-M Standard Practice Guide website. UM-Flint administrators and faculty are listed on their respective websites.

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2.C - Core Component 2.C

The governing board of the institution is sufficiently autonomous to make decisions in the best interest of the institution and to assure its integrity.

1. The governing board’s deliberations reflect priorities to preserve and enhance the institution.
2. The governing board reviews and considers the reasonable and relevant interests of the institution’s internal and external constituencies during its decision-making deliberations.
3. The governing board preserves its independence from undue influence on the part of donors, elected officials, ownership interests or other external parties when such influence would not be in the best interest of the institution.
4. The governing board delegates day-to-day management of the institution to the administration and expects the faculty to oversee academic matters.

Argument

2.C.1: The Michigan constitution charges the University of Michigan Board of Regents with general supervision of the university and the control and direction of all expenditures from the institution's funds. Authority for the board and university president to act for the University of Michigan began as early as 1821 with appointment by the state's governor, and was reaffirmed in the Michigan constitutions of 1850, 1908 and 1963. The regents meet publicly 8-10 times per year; schedules and agendas are published online. Five voting members are required for a quorum.

The preface of the Bylaws of the Board of Regents describes three levels of rule making: (1) the bylaws, (2) rules initiated by subordinate university authorities that become effective only upon approval by the board of regents, and (3) rules adopted by subordinate university authorities under delegated legislative powers. The board delegates executive powers and administrative authority to senior officers through its bylaws and regent actions. The UM-Flint chancellor reports directly to the president of the University of Michigan.

Regent deliberations demonstrate their observance of the constitutional and university priorities, as documented in their meeting minutes, available to the public online.

2.C.2: Regents receive public comments on agenda-related topics, and receive reports on investment, finance, property, infrastructure, the U-M Health System, human resources, litigation, research, student life, programs and activities on the three campuses, faculty governance, student government, and other matters for each meeting. The regents also hear reports on personnel actions, retirements, memorials, degrees, and public comments on non-agenda related items. The minutes of the September 2018 board meeting demonstrate the range of topics for consideration emerging from internal and external stakeholders. Issues included reaching out to student victims of Hurricane Florence, acceptance of a $10 million gift to U-M, sexual misconduct policies, and approval of a new physician assistant program at UM-Flint. The board heard a report from UM-Flint’s chancellor on enrollments, K-12 partnerships, a cybersecurity summit, and memorandums of understanding with the University of Barcelona and the University International Catalonia.

2.C.3: Independence from undue influence is addressed in the bylaws, which include the detailed procedures for handling potential conflicts of interest involving a regent and potential conflicts of
Chapter I, Section 1.14, states:

“Regents and executive officers of the University of Michigan, and the senior officers of the University at Dearborn and at Flint, will at all times act in a manner consistent with their fiduciary responsibilities to the university and will exercise particular care that no detriment to the university results from conflicts between their interests and those of the university. If a regent or an executive/senior officer believes that he or she may have a conflict of interest, the regent or executive/senior officer will promptly and fully disclose the conflict to the secretary of the Board of Regents and should refrain from participating in any way in the matter to which the conflict relates until the conflict question has been resolved. The minutes of a regents' meeting where a disclosure of conflict or possible conflict of interest is made will reflect the disclosure and that the regent or executive/senior officer having such abstained from participation in the matter.”

As stated above, the minutes of each board meeting must detail decisions that involve a disclosed conflict. For example, the September 20, 2018 minutes list numerous such decisions, each having a “pecuniary interest” and description of the possible conflict. The March 29, 2018 minutes describe the board’s review of U-M investment procedures from the perspective of possible conflicts of interest and approved changes in procedures to ensure transparency and propriety.

Chapter II prohibits board members from accepting gifts of value, Chapter III prescribes how gifts to the university must be received, and other chapters guide asset transactions, agreements for sponsored projects, execution of contracts, expenditures from gift or trust funds, ownership of patents and copyrights, licensing, etc. for members of the board. Regent biographies and contact information are published on the U-M website. They include information on educational and professional backgrounds, voluntary and professional service and activities, and political affiliations.

2.C.4: Chapter II of the bylaws defines the university leadership.

- **Section 2.01** states, “The president, the chancellors of the university at Dearborn and at Flint, and the vice presidents constitute the executive officers of the university. All executive officers of the university perform their duties under the general direction of the president.”

- **Section 2.03** states, “The chancellor of the University of Michigan–Flint will be appointed on recommendation of the president and, subject to the general direction of the president, will serve as the chief executive officer of the University of Michigan–Flint in all educational, service, and supporting activities of the campus, including general oversight of the teaching and research programs; the libraries and other supporting services; the general welfare of the faculty and supporting staff; the business and financial welfare of the campus; and the maintenance of health, diligence, and order among the students. The chancellor will meet with the board.”

- **Section 4.01** states “Jurisdiction over academic policies shall reside in the faculties of the various schools and colleges, but insofar as actions by the several faculties affect University policy as a whole, or schools and colleges other than the one in which they originate, they shall be brought before the University Senate.” **Section 5.04** states the faculty will adopt rules for its own government and procedures.

The public can access the explanations of faculty governance online in the Faculty Code, which describes the powers and duties of the Governing Faculty. Article 1 states, “The faculty of each instructional unit shall from time to time recommend to the Board of Regents for approval such regulations as are not included within these Bylaws and which are pertinent to its structure and major
operating procedures, such as departmental organization, requirements for admission and graduation, and other educational matters, the determination of which is within the peculiar competence of the faculties of the several instructional units.”

Subject to the ultimate authority of the board, the faculty of each instructional unit is vested with plenary powers to make rules and regulations concerning admissions, degree requirements, curriculum, general education, grading, class attendance, operating procedures, and internal department matters. The Faculty Code reiterates regents' bylaws Section 5.03, stating that each department faculty must provide suitable instruction for the students enrolled in its instructional unit, and recommend to the board their students who qualify for degrees. The bylaws also instruct the faculty, as a whole, to adopt rules and procedures for its own governance.

Article 3 describes the 12-member Faculty Council, which acts on behalf of the UM-Flint faculty in all matters of fundamental importance to the university to be voted on by the UM-Flint faculty, such as major changes in academic policy or academic governance structures. It also describes the 19 standing faculty committees, all of which include a faculty member from each college and school, as well as other faculty, to advise the university in its operations and governance. Those of special interest include:

- **Chancellor's Advisory Committee for Budget and Strategic Planning**—Advises the chancellor on matters of general university policy, particularly budget and resource allocation, including space. The committee reviews budgets of proposed new programs and reports to the Academic Affairs Advisory Committee and, when appropriate, the Graduate Board. The committee looks for congruence between budgetary decisions and the strategic plan.
- **Academic Affairs Advisory Committee**—Advises the provost on programs having campus-wide implications affecting academic affairs. This includes coordination and allocation of resources among instructional units; clarification of the jurisdiction of instructional units over curricular areas; academic support matters; preparation of the calendar; and development of the official UM-Flint catalog.
- **Graduate Board**—Advises the provost or designee on development and operation of graduate programs, with special regard to program quality through timely review. The board acts as a liaison with U-M’s Rackham Graduate School.

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2.D - Core Component 2.D

The institution is committed to freedom of expression and the pursuit of truth in teaching and learning.

Argument

Freedom of expression and the pursuit of truth in teaching and learning are bedrock principles of the University of Michigan (U-M) system. UM-Flint policies demonstrate commitment to protecting the rights for free expression and ensuring an environment in which teaching and learning may thrive. U-M Standard Practice Guide 601.01 states, “Expression of diverse points of view is of the highest importance, not only for those who espouse a cause or position and then defend it, but also for those who hear and pass judgment on that defense. The belief that an opinion is pernicious, false, or in any other way detestable cannot be grounds for its suppression.”

The Code of Student Conduct explains protection of freedom of expression, protection against improper disclosure of student views, beliefs, and political associations, and protection against improper academic evaluation as a result of prejudice or capricious evaluation. Policies are in place whereby faculty, staff, and students may appeal negative decisions, grievances, and complaints. U-M’s Standard Practice Guide 601.07, Responsible Use of Information Resources states, “The university's commitment to the principles of open expression extends to and includes the Internet and information technology environments. In general, the University cannot and does not wish to be the arbiter of the contents of electronic communications. Neither can the University always protect users from receiving electronic messages they might find offensive. It is the policy of the university to maintain access to local, national, and global sources of information and to facilitate an open culture that encourages vigorous exchange of ideas, including ideas that may be controversial or contain content that may be perceived by some as offensive. In general, no conditions or restrictions should be imposed upon access to and use of information technologies more stringent than limits that have been deemed acceptable for the use of traditional channels of communication.” The guide lists responsibilities for users of university-provided information technology resources and services whether located at the university or elsewhere. Users must comply with applicable laws, regulations, and university policies; they must respect the intended usage of the resources, and the rights and privacy of other users.

Standard Practice Guide 601.16, Electronic Access to Potentially Offensive Materials reiterates the university’s commitment to freedom of speech: “Censorship is incompatible with the goals of an institution of higher education. Research and instruction take many forms. Therefore, information accessible on the network may not be restricted through censorship.”

The UM-Flint Thompson Library is fully committed to the free exchange of ideas. The Thompson Library Statement of Intellectual Freedom states, “…individuals should be free to research and develop ideas without interference.” This principle is applied to the library collection development policies: basing acquisitions decisions on the academic merits of material, diffusing responsibility for collection development by the library faculty and the departmental faculty, and noninterference in the acquisitions choices of the academic departmental faculty. The Thompson Library is a member of the American Library Association (ALA), which affirms that all libraries are forums for information and
ideas. The ALA Library Bill of Rights holds that libraries should provide materials for all people, resist censorship, and cooperate with those concerned with resisting abridgment of free expression.

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2.E - Core Component 2.E

The institution’s policies and procedures call for responsible acquisition, discovery and application of knowledge by its faculty, students and staff.

1. The institution provides effective oversight and support services to ensure the integrity of research and scholarly practice conducted by its faculty, staff, and students.
2. Students are offered guidance in the ethical use of information resources.
3. The institution has and enforces policies on academic honesty and integrity.

Argument

2.E.1: The Office of Research and Sponsored Programs (ORSP) supports and safeguards research and sponsored activity. It applies regulatory, statutory and organizational knowledge to meet the university’s research and educational mission, sponsors' objectives, and the intellectual aims of researchers. ORSP services include financial review and reporting on all sponsored research, responsible conduct of research training, and human subjects, animal care and other federally mandated regulatory approvals, reviews and reporting. All research is guided by Standard Practice Guides 303.01, 303.03, and 303.05, as well as Chapter 7 of the University of Michigan Faculty Handbook, and operates under a single, federal assurance agreement for human subjects protections by the Department of Health and Human Services. Before conducting any human subjects research, every faculty member and student researcher must complete training through the Program for Education and Evaluation in Responsible Research and Scholarship (PEERRS).

All human subjects research must be approved by the Institutional Review Board (IRB) or have proof of exemption. IRB Flint falls under the purview of the U-M vice president for research. For many years, UM-Flint has had only a small portfolio of projects under its jurisdiction, and there has been concern that this has not provided the broad regulatory experience and knowledge building that IRBs with larger portfolios have. In early 2019, UM-Flint’s associate provost began discussions with IRB Flint and faculty, and hosted U-M leadership to explore IRB Flint becoming a third panel of the Ann Arbor campus’ IRB-Health Sciences and Behavioral Sciences (IRB-HSBS). In June, the interim provost announced IRB Flint will continue to serve as the review board for projects conducted by UM-Flint researchers but will be administratively housed in and supported by Ann Arbor's IRB-HSBS. The move, effective July 1, 2019, expands access to leadership, expertise, and back-up support for the IRB Flint operations.

2.E.2: The General Education Program incorporates the ethical use of information resources, such as in learning outcome #2 in the General Education Rubric—becoming competent researchers able to analyze data and primary source materials, and in learning outcome #3—being able to interpret, and extrapolate information as a critical thinker.

The UM-Flint Thompson Library and the U-M Library comply with copyright law and advise faculty and researchers on issues regarding research and course materials. Staff from the Thompson Library and the Marian E. Wright Writing Center conduct classroom sessions (including online) on available services and the use of information sources. They offer workshops to coach students in the search, analysis, and use of information from various sources; and copyright, citations, academic integrity, and avoiding plagiarism. The library has devoted webpages to fake news and how to sort fact from
fiction; understanding peer-reviewed, scholarly, and popular journals; and properly citing sources using Chicago, APA and MLA styles. Library staff also help students understand concepts of the American Library Association’s Framework for Information Literacy for Higher Education, which the library encourages faculty to apply in their classes. The Framework sees students as having both a role and responsibility in creating new knowledge, understanding the changing dynamics of information, and in using information, data, and scholarship ethically.

2.E.3: The university’s academic integrity policy is published in the catalog and is publicly available online. It defines plagiarism, cheating, fabrication, aiding and abetting dishonesty, misrepresentation, and identity theft. The catalog states, “Intellectual integrity is the most fundamental value of an academic community. Students and faculty alike are expected to uphold the highest standards of honesty and integrity in their scholarship. No departure from the highest standards of intellectual integrity, whether by cheating, plagiarism, fabrication, falsification, or aiding and abetting dishonesty by another person, can be tolerated in a community of scholars. Such transgressions may result in action ranging from reduced grade or failure of a course, to expulsion from the University or revocation of degree.” Information about these policies and the appeals process is available from the appropriate administrative office of the instructional units, as explained below.

The College of Arts and Sciences publishes its own Academic Integrity and Misconduct Guidelines on its website and in PDF form, to which the English Department has added specific guidelines for the First-Year Writing Program. The School of Management has an honor code, which it publishes on its website and in the university catalog; other units' websites refer to the catalog, as well.

All university instructors are encouraged to include a statement about academic integrity in their syllabi. Faculty may require students to submit assignments to the anti-plagiarism software SafeAssign and/or use the lock-down browser for online exams, both features of the Blackboard learning management system. The library provides 4-8 plagiarism workshops and webinars each year —35 since 2015, including eight online—and has collaborated with the Marian E. Wright Writing Center and faculty on the content of the sessions. Information about avoiding plagiarism and proper citation is contained on many of the library’s research guides. In 2019, library staff created an online, self-enroll, noncredit module on plagiarism, which students may access through Blackboard.

Units with professional programs have high expectations of professional integrity and align their policies with those of the profession. For example, the Doctor of Nurse Anesthesia Practice program advises student candidates prior to acceptance into the program that they will be expected to adhere to the Code of Ethics for the Certified Registered Nurse Anesthetist. Nursing graduate and undergraduate programs must follow standards of ethics established by the American Nurses Association, and integrity standards established by the school. Doctor of Physical Therapy students must model values and behaviors as described in the American Physical Therapy Association (APTA) Code of Ethics, Standards of Practice, and Professional Core Values, 2010.

Sources

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2.S - Criterion 2 - Summary

The institution acts with integrity; its conduct is ethical and responsible.

Summary

UM-Flint acts with integrity; its conduct is ethical and responsible in its financial and academic activities, and in its relationships with faculty, staff, and students. Numerous components within the shared governance at UM-Flint ensure a system of checks and balances, and policies and practices shared with the University of Michigan ensure processes are in place to maintain institutional integrity.

In March 2019, the University of Michigan president published a system-wide message reiterating the university’s commitment to maintaining the highest ethical, scholarly and professional standards. “It’s up to us to ensure that we continue to excel as a top public research university by enhancing our strong foundation of ethics, integrity and compliance. . . Following all laws, applicable regulatory requirements and university policy is the responsibility of each employee. It’s about doing the right thing, always, and maintaining the highest standards as we advance the University of Michigan’s public mission.” The message included the announcement of a new website with compliance policies, procedures and resources; UM-Flint published a correlating webpage in support of the president’s message.

Sources

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3 - Teaching and Learning: Quality, Resources, and Support

The institution provides high quality education, wherever and however its offerings are delivered.

3.A - Core Component 3.A

The institution’s degree programs are appropriate to higher education.

1. Courses and programs are current and require levels of performance by students appropriate to the degree or certificate awarded.
2. The institution articulates and differentiates learning goals for undergraduate, graduate, post-baccalaureate, post-graduate, and certificate programs.
3. The institution’s program quality and learning goals are consistent across all modes of delivery and all locations (on the main campus, at additional locations, by distance delivery, as dual credit, through contractual or consortial arrangements, or any other modality).

Argument

3.A.1: According to the Faculty Code, UM-Flint governing faculties are charged with establishing degrees and programs within their respective units. They maintain program currency by mapping competencies to curricula, mapping curricula to specialized program accreditation standards, providing support for research and professional development, and for many programs, seeking input from external advisory committees.

Accreditations: UM-Flint maintains (or is seeking) programmatic certifications and accreditations in 16 academic fields, all of which help keep programs current.

New Program Approval: UM-Flint has a disciplined approach to adding new programs, which are evaluated for consistency with mission, need, appropriateness of curriculum, resource needs, and revenue generation. At the graduate and undergraduate levels, and regardless of mode of delivery, new program proposals for all categories (major, minor, concentration and track) are initiated by governing faculty within the academic unit. They must include a needs assessment, competencies the program will address, learning objectives, course descriptions, and assessment plan. The unit curriculum committee and the Academic Assessment Committee review the proposed curriculum, while the unit executive committee reviews the required business plan listing necessary resources and revenue projections. Graduate program proposals are also submitted to the Graduate Board; see the Graduate Program Approval Process.

Proposals are then reviewed and approved by:

- Academic Affairs Advisory Committee and Provost
- Chancellor’s Advisory Committee for Budget and Strategic Planning and Chancellor
- Michigan Association of State Universities (the coordinating advocacy and policy board for Michigan’s 15 public universities)
- University of Michigan Board of Regents (proposed specializations, tracks and existing degree
Prior to 2018-19, program approval was a paper-based process that involved physical distribution and often bypassed student support offices, resulting in missteps and missing information. In May 2018, the university rolled out Curriculog catalog software, which provides a digitized process and document repository. Curriculog prompts the Office of the Registrar to review proposals and flag student service units about new programs and changes, ensuring units provide appropriate and accurate support. It also enables timely implementation of changes through the Office of Financial Aid, as may be required by regulation(s) and/or the Eligibility and Certification Approval Report, and through the International Center in its communication with the government's Student and Exchange Visitor Information System.

**Academic Assessment**: Goals and levels of performance expected for each degree program are detailed in the program web sites, catalog descriptions, and some printed material. Perhaps the clearest evidence of differentiation is in the academic assessment implementation reports (C.4), which describe the learning outcomes and assessment measures. The reports are integral to continuous quality improvement and require units to address changes that occurred as a result of the reporting process.

**Program Review**: Academic programs are reviewed on a regular schedule to ensure currency, quality and relevancy. See 4.A.1 for detailed discussion.

**Advisory Committees**: Where appropriate, academic units look to community and professional advisory boards for their particular field to ensure currency of programs and courses.

**3.A.2**: Each college and school has a curriculum committee that identifies competencies for the level of degree; each program determines its own learning outcomes. Several university-wide Governing Faculty standing committees also contribute to learning outcomes development: Academic Assessment Committee, General Education Curriculum Committee, and Curriculum Coordination Committee.

At the course level, unit faculty determine the distinctions at each level of student status: 100-numbered courses are typically for first-year students, 200 for second year, and so on. Courses at the 500 level and above are for graduate students. The university has a policy for determining when a graduate course may be taken by an undergraduate student. Also see 4.A.4.

UM-Flint also takes a disciplined approach to curriculum mapping, ensuring that programs address each of the competencies appropriate for the degree level and identify the course(s) in which development occurs. The attached document provides examples of such mapping, as completed for the Bachelor of Social Work, Bachelor of Science in Health Care Administration, Master of Science in Accounting, Master of Science in Leadership and Organizational Dynamics, and all three Bachelor of Science in Nursing programs.

The School of Management details the differentiation between undergraduate and graduate learning goals in its program documentation. For example, both the undergraduate and graduate expect effective communication skills; however, communication skills in the MBA program are expected to be more purposeful, linked with documentation, and promote attitudinal changes within the audience.

**3.A.3**: **Program Quality**: UM-Flint's program quality and learning goals are consistent across all
modes of delivery and all locations, primarily because all online and off-campus courses (including dual enrollment courses) are taught by the same faculty as those who teach on the main campus. All courses and programs follow the same established review and approval processes, regardless of location or delivery mode. The syllabi for a specific course title contain the same general structure of content, learning objectives, and outcomes.

**Online Learning:** In 2019-20, UM-Flint offers six online undergraduate degree completion programs, one nearly complete online degree program (complete except for two courses), and two fully online degree programs. At the graduate level, there are 12 online degree programs, seven hybrid programs, and numerous graduate-level certificates. The Office of Extended Learning (OEL), which manages the Blackboard learning management system, provides user support and an extensive program of faculty professional development. The program includes an 8-10-week online course in which faculty participate as online students while they develop the structure of a course and two weeks of content. OEL provides a fully appointed video production studio, workshops, and instructional designers to work one-on-one with faculty. Because it is a non-academic unit, OEL provides a development stipend of $1,000 per credit with the condition that instructional designers conduct a one-time quality review before the course is offered.

In 2017, the senior vice provost initiated a longitudinal efficacy study to compare outcomes from face-to-face and online sections. The study examined data beginning with the 2013-14 academic year to evaluate attrition, grade point average and student satisfaction. At the graduate level, there was no statistically significant difference for any of the three metrics. At the undergraduate level, the study found GPA and student satisfaction were lower for online students, and attrition higher, especially for lower-level students. The study is continuous, and results are shared with the colleges and schools to be incorporated into actions that can help ameliorate the differences in their respective units.

**The School of Management (SOM) has similarly tracked learning outcomes.** In a review of 274 students, there was no significant difference in the outcomes of online undergraduate students compared to those of in-seat students. In a study of the NetPlus hybrid MBA (online with two campus weekend residencies per semester) student outcomes compared with those in the traditional, on-campus program, the SOM Assessment Results show the NetPlus students’ average score significantly higher in the standardized Educational Testing Service exit exam—the Major Field Test for Master of Business Administration—averaging six points higher.

All courses, regardless of delivery mode, incorporate an online course evaluation at the end of the semester in which students self-report on their learning, satisfaction, and course delivery; see 3.C.3.

**Off Campus:** UM-Flint supports staffed, off-campus Michigan sites at Lansing Community College in Lansing and St. Clair County Community College in Port Huron. Programs are a blend of mixed-mode and online courses. They are taught by the same academic unit faculty who teach on the main UM-Flint campus, and students have online access to digital library resources and student services.

**Transfers from Other Institutions:** UM-Flint has a detailed process for ensuring accepted credits meet program standards; see 4.A.3.

**Dual Enrollment:** The quality of the Dual Enrollment Educational Partnerships (DEEP) program is evidenced in the seamless transfer of the credits to the students’ selected colleges. This success can be attributed to three factors:

1. The high school students must be admitted to the UM-Flint as non-degree students, requiring
them to meet the GPA threshold.

2. The program employs only regular UM-Flint faculty, approved by the board of regents, to teach dual enrollment courses. See Dual Enrollment Faculty 18-19.

3. The courses follow the same general syllabus content and outcomes of courses taught on campus.

DEEP courses at the area high schools are scheduled a year in advance and must be approved by the dean of each college. Also see outcomes discussion in 4.A.4.

Early College: UM-Flint provides six early colleges; five are on the campuses of Byron, Clarkson, Carman-Ainsworth STEM, Grand Blanc, and Fenton (Fenton/Lake Fenton/Linden, aka Southern Lakes) school districts, with the UM-Flint courses being taught by UM-Flint faculty. College courses during the 11th- and 12th-grade years focus on general education requirements, building a strong foundation and skill set (writing, problem solving, logic and communication) to prepare students for their university experience. In the 13th grade, students attend classes on the UM-Flint campus and participate in courses specific to their desired degree. A sixth early college—Genesee Early College—is offered on the UM-Flint campus in conjunction with the Genesee Intermediate School District, and is open to students from 21 local districts in Genesee County. As with the other locations, college-level courses are taught by UM-Flint faculty.

Sources

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The institution demonstrates that the exercise of intellectual inquiry and the acquisition, application, and integration of broad learning and skills are integral to its educational programs.

1. The general education program is appropriate to the mission, educational offerings, and degree levels of the institution.
2. The institution articulates the purposes, content, and intended learning outcomes of its undergraduate general education requirements. The program of general education is grounded in a philosophy or framework developed by the institution or adopted from an established framework. It imparts broad knowledge and intellectual concepts to students and develops skills and attitudes that the institution believes every college-educated person should possess.
3. Every degree program offered by the institution engages students in collecting, analyzing, and communicating information; in mastering modes of inquiry or creative work; and in developing skills adaptable to changing environments.
4. The education offered by the institution recognizes the human and cultural diversity of the world in which students live and work.
5. The faculty and students contribute to scholarship, creative work, and the discovery of knowledge to the extent appropriate to their programs and the institution’s mission.

Argument

3.B.1. The General Education (GE) Program at UM-Flint is “designed to provide training in reasoning and critical thinking, and to introduce the fundamental disciplines through which people seek to understand themselves, their surroundings, and cultures different from their own. In accordance with the university’s mission, the program aims to educate all students in an environment that emphasizes literacy, critical thinking and humanistic and scientific inquiry.” Thus, the GE program supports UM-Flint's mission of advancing our local and global communities, and engaged citizenship, as a community of diverse learners. See 3.A.2 and University Mission.

General education (GE) goals focus on four areas, exemplifying qualities that prepare a liberally educated person for a successful and satisfying life:

- Integration into the learning community of UM-Flint
- Enhanced communication skills (written, verbal and non-verbal)
- Enhanced breadth and interconnectedness of knowledge
- Engaged citizenship (local to global)

Prior to the 2019-20 academic year, there were 12 general education learning objectives (GELOs) accompanied by detailed rubrics for 10 of the objectives; the two objectives without rubrics were eliminated after a thorough review (see 4.B.3). Learning objectives focus on developing reflective learners, competent researchers, and critical and creative thinkers. Embedded in the objectives are opportunities to produce competent written work, participate in respectful dialogue, and use visual or nonverbal tools to enhance and decode messages. Students are expected to be able to use multiple perspectives and methodologies to analyze problems, investigate the nature of citizenship, and apply knowledge to complex issues.
All courses within the distribution areas must address at least three general education learning outcomes. Each academic year, two outcomes are selected for data collection; results are documented in the third-party TK20 assessment management software program, which facilitates data analysis. First-Year Experience (FYE) courses must specifically address outcomes 1, 2, 5, 10, and 12. Capstone courses must also address five outcomes, as described in the general education capstone requirement. The GE Program also participates in the university-wide effort to assess its academic programs. Information on assessment plans, including goals, methods and outcomes is presented throughout Criterion 4.

3.B.2. UM-Flint is a member of the Association of American Colleges and Universities and its Liberal Education and America’s Promise Initiative, which support UM-Flint's mission to provide a strong foundation in the liberal arts. General education requirements apply to all students pursuing baccalaureate degrees at UM-Flint, as noted in the General Education Program in the university catalog.

UM-Flint's General Education Program has four components, each with a distinct set of objectives. While the program offers students considerable flexibility in course selection, it has a set of common educational objectives for all students.

1. The First-Year Experience (FYE) exposes students to multiple perspectives of a particular theme and explores connections between local, national and global issues. Students are introduced to research and information literacy skills that will benefit them throughout their academic careers.
2. English Composition helps students develop competency in writing.
3. Distribution Areas ensure students have a well-rounded foundation through courses in each of the following: humanities, social science, global studies, fine arts, health and well-being, finance and quantitative literacy, natural science, and technology.
4. The Capstone Experience provides an opportunity for applied integration and synthesis of knowledge gained through general education, combined with the major.

The General Education Curriculum Committee (GECC) is charged, as a Governing Faculty standing committee, with conducting periodic reviews of the entire program to make sure that the program goals are met. See 4.B.3 for discussion related to assessment of the GE program.

3.B.3. Engagement of students in information gathering and analysis begins with the core General Education (GE) Program requirements that apply across all academic units and additional general education requirements required for specific programs. Research techniques are included in both the GE program and specific majors, and students participate in numerous research projects. (Also see sections 3.D.5 and 3.E.2.) The culmination of the GE program is the capstone course, in which students apply the knowledge and facility with research methods they have acquired throughout their academic program. The capstone course is also integral to a program of study and serves as a means of assessing students’ skills in a summative fashion.

UM-Flint offers students real-world experience for their professional careers and lives as engaged citizens through civic engagement courses, which include a service learning or community involvement component. The engagement activity may also take the form of reflection upon the larger socio-political implications of the topic under study.

Faculty are encouraged to incorporate an evidence-based civic engagement (CE) project and attach the CE indicator to some of their non-general education courses, in addition to general education
courses; there were 65 civic engagement courses in the fall 2018 semester, 42 in winter 2019, and 30 in spring 2019. Criteria for the CE designation are described in 3.E.2.

At the graduate level, most programs have a thesis requirement or similar option, or a research project—some form of activity demonstrating the collection, analysis, and application of information. Both the Office of Graduate Programs and Thompson Library maintain a physical repository of thesis papers. As of fall 2016, all graduate students are required to submit their theses for inclusion in ProQuest, DeepBlue (a UM institutional repository), and Google Scholar; at UM-Flint, a Graduate Programs web page lists the top 50 most downloaded titles.

Many graduate programs require a team project, either at the program level or embedded within an individual course. For example:

- One of the learning goals in the Master of Business Administration (MBA) program is that students will develop the ability to work with a team. Consequently, all MBA courses have group projects, often where students are not able to choose their teammates. Projects take a case-study approach to business situations for students to study best practices, innovation, implementation, risk management, and decision-making. An example is INB 585–Global Dimensions of Management, in which student teams of four create a new, genuine market opportunity, adapting the product or service to the characteristics of an emerging country. Students address typical risks involved in international business activities and decide entry strategies. In MGT 531–Marketing Management, required of all MBA students, one case study involves in-depth research on an existing brand, after which students must create a brand extension and full rationale. In FIN 561–Financial Management, students work on a group project and two group case analyses and presentations based on three successive years of financial statements, which they acquire from a company of their choosing for analysis and recommendations.
- The Master of Applied Communication fall 2018 cohort is working on a 17-month, team-based project to raise awareness of human papillomavirus (HPV), its effects, and prevention, on behalf of the School of Nursing, Genesee County Health Department, and Centers for Disease Control and Prevention. The project includes information gathering, creation of a proposal and client presentation, development of communications materials, execution of the campaign, post-campaign analysis, and plan for campaign continuance.
- The Master of Public Health program stresses the importance of an interdisciplinary approach to the profession. In a 2018 session of HED 547–Biostatistics for Health Professionals, students from both the Flint and Ann Arbor campuses—representing kinesiology, nursing, physical therapy, public health education, health administration, and pharmacy programs—participated in an interprofessional teamwork model. After completing a personality quiz, students were teamed first with individuals with similar traits and later with students who had opposite traits to work through an activity. They then engaged in self-reflection to analyze the effects of interdisciplinary exploration.

3.B.4. UM-Flint's High-Level Priorities emphasize recruiting a diverse student population and creating opportunities for learning and research that has value for communities locally and around the world. Educational programs expose students to human and cultural diversity issues beginning with required courses in each of the following General Education Program areas:

- **Global Studies**, in which students develop awareness of global issues, and the diversity of cultures and languages, perspectives, histories, lived experiences, and values. These courses help students understand diverse political and societal realities by addressing social, cultural,
political, economic, or historical factors.

- **Humanities**, in which students explore multiple understandings of the human condition. These courses use ideas, stories, and words to help us make sense of our lives by addressing dilemmas and acknowledging ambiguity and paradox.
- **Social Science**, in which students focus on people and the institutions within which they interact as individuals, and in groups, societies, nations, and states. These courses analyze social structures and processes or cultural meanings associated with collective human interactions.

UM-Flint offers majors with global reach and perspective, such as Africana studies, foreign language, history, interdisciplinary studies, political science, social work, and sociology. Minors include international and global studies, international relations; and Middle East, religious, and women and gender studies. Many other programs incorporate learning objectives that directly address cultural growth, such as the Bachelor of Business Administration, which requires demonstrated appreciation of the various dimensions of diversity, and nursing programs, which require demonstrated cultural competence.

Academic departments may enhance their programs with robust travel abroad opportunities (3.E.1) and such events as Human Rights Day and Africa Week. Non-academic departments such as the Center for Gender and Sexuality, Student Veterans Resource Center, International Center, and Intercultural Center sponsor numerous events, workshops and scholarships (1.C.1).

UM-Flint recognizes that a diverse curriculum is best led by a diverse faculty. The Higher Education Research Institute (HERI) Faculty Survey (N=177) conducted in 2016-17 compared UM-Flint against national results on such factors as commitment to diversity and campus climate. Among UM-Flint faculty, 73.6% identified as white/Caucasian. Across all UM-Flint faculty, 73.4% agreed that the institution has effective hiring practices and policies that increase faculty diversity, compared to the national rate of 70%. Since 2016, many UM-Flint faculty and staff have trained in U-M's STRIDE program (Strategies and Tactics for Recruiting to Improve Diversity and Excellence) to learn how to identify diverse, well-qualified candidates for faculty positions.

The HERI survey also found that 53.7% of UM-Flint faculty did not feel prepared to deal with conflict over diversity issues in the classroom, slightly higher than the 53.1% national rate. Accordingly, the Thompson Center for Learning and Teaching in 2018 co-sponsored a workshop and participated in a Quad-POD faculty learning community focused on critical inclusive pedagogies (also see 3.C.4). In addition, the Ann Arbor campus’ Center for Research on Learning and Teaching shares faculty strategies and suggestions for assessing intercultural and global competence and internationalizing the curriculum. Criterion 1.C. details activities that address diversity at UM-Flint.

3.B.5. One of the High-Level Strategic Priorities states UM-Flint will embody U-M academic excellence by increasing support for original research, scholarship, and creative endeavors that advance knowledge and improve the quality of life for all. UM-Flint boasts at least 10 faculty and two students who have participated in the prestigious and highly competitive Fulbright Scholar Program, teaching and learning in foreign countries, sharing their knowledge and skills, and returning with expanded cultural perspective. In 2019, the Department of Social Work chair received a Carnegie African Diaspora Fellowship from the Institute of International Education for her project “Internationalizing the Social Work Curriculum: Breathing Life into New Possibilities” in collaboration with the University of Fort Hare in South Africa.

Faculty research has generated nearly $40 million for 384 proposals since 2009, with a record
$6,695,041 in external grants and contracts in 2018 alone, and another $227,969 for internal faculty projects. The list of grants demonstrates the volume and variety of research, training, and creative projects, such as:

- "Committed to Excellence and Opportunity" pre-college program for first-generation college and minority students, 2018
- "Effects of Inspiratory Muscle Training in Persons with Advanced Multiple Sclerosis," 2017
- "FIRST Robotics at Genesee Early College," 2014
- "Land Conservancies of Southeast Michigan," 2011

In 2016, 140 faculty from all three U-M campuses met on the Flint campus to brainstorm research projects to address the Flint water crisis related to lead contamination in drinking water. U-M's president made available $131,500 in seed money provided by donor gifts for research projects to examine the long-term effects on vulnerable populations such as infants, young children, and the aging, as well as population dynamics.

Many faculty-driven projects have focused on connecting with community organizations.

- In 2018, UM-Flint linked with Flint Community Schools Southwestern Classical Academy to create a place-based education teacher professional development program.
- From 2016-2018, several faculty joined the Flint Resiliency in Communities After Stress & Trauma (ReCAST) Program, a $5 million, five-year award funded by the Substance Abuse and Mental Health Services Administration to promote resilience and trauma recovery strategies in Flint.
- In 2017, the School of Nursing won $1,230,509 in federal Health and Human Services funds for rural academic-medical practice partnerships.
- In 2015, health sciences faculty teamed with U-M and the Genesee County (Michigan) Health Department to study the cognitive decision-making process of vaccine-hesitant parents.

Faculty have generated hundreds of publications, such as the examples listed by the College of Arts and Sciences, College of Health Sciences, and School of Management. They have also worked jointly with their students to contribute to the body of knowledge and creative work:

- In 2018, a nurse anesthesia student won first place in UM-Flint’s Hagerman Center for Entrepreneurship and Innovation Business Pitch Competition, an event run by the center and the School of Management (SOM). The winning pitch was for a minimally invasive, expandable endotracheal tube (MieT Tube) that could be tailored to a patient’s individual needs and size. Coached by SOM faculty, the student has applied for a provisional patent and sought out potential investors to market the product.
- Also in 2018, a UM-Flint computer science and mathematics student led a team of coders to first-place victory at the annual, student-run SpartaHack coding competition hosted by Michigan State University. The team developed a software application that allows a user to play video games by producing notes on a musical instrument.
- In 2016, a UM-Flint and a U-M faculty member headed a team of students from the Michigan Data Science Team and UM-Flint to develop a Google-funded mobile app and website to help the community and agencies manage the ongoing water crisis. The app includes a map showing pipe replacements and step-by-step instructions for water testing.
- In 2016, a Doctor of Physical Therapy student received the Student Research Award from the Oncology Section of the American Physical Therapy Association for co-authoring two peer-
reviewed publications and 13 conference presentations with her faculty mentor on the topic of balance disturbances in people with cancer.

- Also in 2016, during Flint’s “Back to the Bricks” celebration of the automobile, a team of engineering students showcased an off-road racer they created for a Baja SAE competition, from the steel and aluminum auto parts to the electrical system.
- In 2016, a theatre student participating in the Kennedy Center American College Region III Theatre Festival in Milwaukee was a finalist for the Region 3 John Cauble Short Play Award and the National Playwriting Program One Act Play Festival.
- In 2014, a Flint resident discovered an artifact near the UM-Flint campus. He took his find to the university’s archaeology and biological anthropology lab, where a professor determined the object was likely a bracelet dating to the 18th century. The professor and 15 students conducted excavations to help determine whether the artifact was original to the site. They reported their findings to a local museum, Saginaw Chippewa Tribe, Genesee County Land Bank, and State Archaeologist.

Also see the College of Arts and Sciences list of performances and exhibitions, and the discussion in 3.D.5 on supporting student research.

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3.C - Core Component 3.C

The institution has the faculty and staff needed for effective, high-quality programs and student services.

1. The institution has sufficient numbers and continuity of faculty members to carry out both the classroom and the non-classroom roles of faculty, including oversight of the curriculum and expectations for student performance; establishment of academic credentials for instructional staff; involvement in assessment of student learning.
2. All instructors are appropriately qualified, including those in dual credit, contractual, and consortial programs.
3. Instructors are evaluated regularly in accordance with established institutional policies and procedures.
4. The institution has processes and resources for assuring that instructors are current in their disciplines and adept in their teaching roles; it supports their professional development.
5. Instructors are accessible for student inquiry.
6. Staff members providing student support services, such as tutoring, financial aid advising, academic advising, and co-curricular activities, are appropriately qualified, trained, and supported in their professional development.

Argument

3.C.1. The UM-Flint Faculty Code defines "faculty" as teaching, research, and library staff; directors of such units; and executive officers. "Governing faculty," when used in connection with a school or college, include professors, associate professors, assistant professors, and clinical professional staff. Governing faculty also include instructors and lecturers who hold appointments of one-half time or more, provided they have held appointments for one or more years and are authorized to vote by a majority of the professorial staff of the appropriate school or college. Governing authorization varies by unit, as evidenced in their faculty codes:

- College of Arts and Sciences
- College of Health Sciences
- School of Education and Human Services
- School of Management
- School of Nursing

In fall 2018, UM-Flint had 568 instructional faculty (299 full-time and 269 part-time), with a faculty-to-student ratio of 1:14; 86% of undergraduate classes—616 of 717—had fewer than 30 students, affording an environment for effective interaction between student and faculty. UM-Flint's small classes and faculty-to-student ratio align with the university mission, which emphasizes the personal attention made possible through small classes.

University Human Resources maintains a roster listing the degrees of all faculty and staff. Faculty are involved deeply in governance and curriculum oversight through participation in institutional and unit-level committees. The Faculty Code defines duties and expectations of 19 university-wide standing faculty committees, including the Academic Affairs Advisory Committee, Academic Assessment Committee, Curriculum Coordination Committee and Graduate Board; the rosters show...
broad participation across all academic units.

UM-Flint faculty are involved in numerous activities outside the classroom, such as advising, supervising student research, working with student clubs, curriculum development, and program assessment.

- UM-Flint faculty are responsible for developing curricula. New programs and program changes originate with the faculty of an academic unit; see new program change and request forms. A vote of the academic unit’s faculty is the first step in gaining program approval. Additionally, some departments designate specific faculty to oversee curricula. For example, the English department has a director for the Marian E. Wright Writing Center to oversee composition courses required for all UM-Flint students.
- Each major program in each department has a faculty-written assessment plan; see the academic assessment website. Every program is expected to submit annual reports on assessment activities, including data gathered over time. Faculty who teach general education courses submit general education outcome evaluations using the TK20 software program.
- Governing faculties within each academic unit establish required qualifications for faculty positions in general, and work with the chair/division head to determine specific requirements for open positions. They participate on search committees in conformance with university hiring policies and processes for all faculty, including tenure track faculty and instructors in the Lecturers Employee Organization.
  - Faculty qualification policies:
    - [College of Arts and Sciences](#)
    - [College of Health Sciences](#)
    - [School of Education and Human Services](#)
    - [School of Management](#)
    - [School of Nursing](#)

Given the wide range of responsibilities and expectations, the Committee on the Economic Status of the Faculty in February 2019 conducted a survey of 244 faculty to determine faculty attitudes about their compensation, teaching, scholarly activity, service loads, and the level of departmental and institutional support for teaching and work-life balance. Fifty-five percent (134) responded, resulting in seven recommendations by the committee to be considered in 2019-20. They include conducting a faculty salary equity study, providing more course release time, providing more funding for research and scholarly activity, developing a system for more equitable service distribution, and offering incentives to experienced faculty for mentoring.

3.C.2. UM-Flint recognizes that it is essential for faculty members to have appropriate credentials and expertise, and has adopted the HLC guidelines on faculty qualifications in Assumed Practices B.2. In June 2016, the senior vice provost initiated a series of meetings to ensure UM-Flint met those expectations regarding faculty qualifications, effective September 1, 2017. This group worked with each academic unit and department to develop criteria for their respective faculty qualifications. For a very few faculty who may be lacking certain credentials, the academic units have developed specific plans to ensure faculty are working toward meeting those criteria. (As of October 6, 2019, two faculty are completing individual plans.) All academic unit policies are forwarded to the Office of the Provost and the Office of the HLC-ALO.

As reported in the 2018 Common Data Set, of 568 instructional faculty, 55% hold a doctorate or other terminal degree and 41% a master's as the highest degree (not terminal master’s). Four percent of faculty hold the bachelor's as their highest degree, but are deemed to have appropriate faculty
qualifications through tested experience. As noted in the fall 2018 Quick Facts, 43.1% of full-time faculty are tenured, and an additional 24.1% of full-time faculty are tenure track, indicating they have satisfied the credential standards for pre-tenure and tenure review.

Following university policy, only UM-Flint faculty teach college-level, dual-enrollment and early college courses in area high schools. See 3.A.3.

3.C.3. All faculty—full-time or part-time— are evaluated annually by department chairs or directors. Each tenured, tenure track, and clinical track faculty member undergoes a thorough annual review, which in turn is used as a part of the faculty merit-based pay increases. Lecturers Employee Organization (LEO) instructional faculty are reviewed annually by the terms specified in the LEO-UM bargained agreement.

Usually, new tenure track faculty begin as assistant professors, at which time they are notified of the requirements for tenure. These metrics are relevant to the goals and needs of the university, college or school, and department.

Tenure track faculty in all colleges and schools engage in at least one major pre-tenure review. The College of Arts and Sciences, School of Education and Human Services, and School of Management engage in second-year and fourth-year reviews. The School of Nursing has a significant mid-cycle review in the third year in addition to annual reviews for tenure track faculty; it reviews clinical track faculty annually with no mid-cycle review. The College of Health Sciences (CHS) may engage in an optional fourth-year review; it requires clinical track faculty to undergo a preliminary review prior to going up for promotion.

Across the university, tenure track and clinical faculty are informed in writing of their progress toward tenure and/or promotion with notice of any specific areas of improvement needed. Evaluations become part of any application for tenure and/or promotion. The Promotion and Tenure Guidelines for Tenure-track Faculty and the guidelines of each college or school explain the tenure and promotion process.

Course Evaluations: Because student feedback is vital to improving the quality of education, UM-Flint administers end-of-semester student course evaluations for every course taught, every semester, using a web-based program that provides an anonymous, secure, role-based environment. Student feedback informs course modifications and program reviews, and is useful in annual reviews, tenure and promotion reviews, and LEO reviews. Individual course results can be compared against both department and school/college results; see Sample Course Evaluation Report. To ensure a fair evaluation system, UM-Flint needs to improve the student response rate: fall semester responses have fluctuated between 39.2% and 46.8% since implementing electronic evaluations in 2012. Faculty have tested possible solutions, such as offering incentives, extending/limiting the response window, and promoting participation to students by emphasizing the importance of this evaluation process. In particular, some faculty have highlighted how they incorporated student feedback from previous semesters into the current semester’s course. The Office of Extended Learning, which maintains the course evaluation system, also reprogrammed the surveys to be presented to students in random order instead of numerical course number to help ameliorate the effects of survey fatigue. Governing Faculty has indicated its intent to address response rates again in 2019-20.

3.C.4. UM-Flint demonstrates its commitment to the faculty’s currency of scholarship, classroom excellence, and professional development from the point of initial hire throughout their careers through the following:
• Requiring up-to-date scholarship as a criterion for hiring
• Reviewing teaching methods and content once hired, and through promotion and tenure
• Providing resources and support to faculty in their research and pedagogical endeavors
• Providing funding for conference participation
• Providing sabbaticals for tenured faculty.

At hiring, faculty candidates must meet university-mandated credentials, as well as scholarship requirements determined by the academic department faculty, who screen and interview the candidates. These requirements usually include a record of presentations and manuscripts. For example, see the May 2018 posting for a physical therapy tenure track assistant/associate professor. For such positions, interviewed candidates typically make a presentation to an audience of faculty, staff and students, and meet with the school’s dean and the university’s director of research. Search committee submit their lists of finalists and recommendations to the appropriate dean. See 3.C.3. for continued review, evaluation, and support for faculty.

Scholarship: The two colleges and three UM-Flint schools independently establish promotion and tenure requirements, which define scholarly activities and expectations for professional development. All require exemplary teaching, scholarly activity, and service.

• College of Arts and Sciences promotion and tenure criteria specify that scholarly and creative activities are evaluated on their significance and quality, not quantity, and may include creative works, applied research, or traditional scholarship in the arts, sciences, humanities and social sciences. CAS obtains a minimum of five confidential evaluations from outside reviewers regarding promotion to associate professor and professor.
• The College of Health Sciences describes its expectation for scholarship in the CHS Criteria for Tenure and Promotion policy, based on Boyer’s five categories of scholarship—discovery, integration, application, teaching, and engagement. Candidates for promotion are evaluated on the combined quantity, quality, and impact of their scholarship.
• The School of Education and Human Services (SEHS) promotion and tenure criteria state that scholarly activity must be in the pursuit of new knowledge that has an impact beyond SEHS, and that teaching may be considered scholarship if it meets criteria outlined in the Carnegie Foundation statement on the scholarship of teaching.
• School of Management promotion and tenure criteria list specific teaching and advising activities that demonstrate teaching commitment and proficiency, such as innovative practices; the use of research in instruction; experimentation with media and materials, including the use of computer applications; and community engagement activities.
• The School of Nursing (SON) values both practice-focused and research-focused scholarship. SON Criteria and Procedures for Tenure and-or Promotion Review require faculty to pursue scholarship to ensure they are current in the theory, knowledge, skills, and pedagogy of nursing as an academic discipline and as a healthcare profession.

Professional Development: Faculty stay current in their fields through research (see 3.B.5), conferences, and professional development. The university provides paid sabbatical leaves of absence for research and/or study to enable faculty to enhance their effectiveness as teachers and scholars. Tenured instructional faculty with six professorial years of service may be granted a full annual appointment period for sabbatical at one-half regular salary or a half-annual appointment period at regular salary. See Standard Practice Guide 201.30-2.

The university supports faculty conference presentations and professional development by providing conference and travel funds through the academic unit budgets; however, financial support varies by
The 2018-2021 Lecturers’ Employee Organization Agreement provides a $12,000 professional development fund for individual awards up to $1,000 to enable lecturers to attend professional development conferences and an additional $6,000 fund for faculty professional development in inclusive teaching.

The Thompson Center for Learning and Teaching (TCLT) provides $10,000 annually to facilitate the exploration and development of pedagogical interests among faculty, limited to $7,500 to individual faculty members every five years. Grant funding may be used to purchase new materials and equipment for courses and to support attendance at workshops, seminars or conferences relevant to teaching and learning. The TCLT is dedicated to the professional development and support of all faculty, and maintains an online faculty resource guide. It provides new faculty orientations, workshops, and teaching circles. The Office of Extended Learning provides faculty training and support for those teaching online. Both provide:

- Grants and stipends for course development
- Assistance in instructional design
- Recognition and cash awards for exemplary lessons
- Workshops related to instructional design, pedagogy, technology and best practices
- Faculty Peer Observation and Coaching Program for faculty teaching either face-to-face or online

In addition, the associate provost/dean of undergraduate studies provides faculty mentoring.

The university is part of the local Quad-POD Consortium with Kettering University, Mott Community College, and Baker College. Quad-Pod sponsors professional development workshops and speakers on topics of teaching pedagogy, and offers a faculty learning communities program, which may be the only such program in the country offered across multiple institutions. It encourages faculty to become more reflective about their teaching practices, versed in best practices, and knowledgeable about new methods and technologies.

See the Office of Extended Learning Faculty Resources and Thompson Center for Learning and Teaching (TCLT) website for additional faculty professional development opportunities.

3.C.5. Faculty include office hours on their syllabi, and whether teaching in the classroom, mixed mode, or entirely online, are available to students through campus email and Blackboard communication tools. All courses, regardless of delivery mode, have a Blackboard course shell, providing such features as discussion boards, automatic announcements, email and a synchronous meeting tool to communicate one-to-one or one-to-many. Some faculty use group texting to keep students abreast of class information.

Individual academic units have their own policies regarding office hours. Some post faculty office hours online, such as noted on the Economics Department Faculty Office Hours webpage. The Office of Extended Learning training encourages online faculty to have regular virtual office hours and publish their policy for responding to student inquiries (ideally within 24 hours and no more than 48 hours). End-of-semester student course evaluations include a question related to accessibility of instructors; for example, all College of Arts and Sciences and School of Management evaluations include the statement, “The instructor was willing to help students outside of class.” See Sample Course Evaluation Report. The Office of Graduate Programs conducts a biennial student survey with the question “Faculty are usually available after class and during office hours,” which in 2018 scored 4.19 on a five-point scale.
3.C.6. University Human Resources (HR) employs rigorous processes and guidelines to ensure staff who are hired for student support services are qualified. HR requires that necessary credentials, training, and experience are detailed for every job category and position. HR verifies credentials and arranges for background checks prior to hire. Tutoring, supplemental instruction, and new and transfer student orientations operate under the auspices of the Student Success Center (SSC) in collaboration with the five colleges and schools. SSC professional staff have a master’s degree or higher, and the Support Staff Credentials document details when each of the tutoring and supplemental instructors were trained.

Academic advising is shared by the Student Success Center (primarily for new students and those who have not declared a major), and professional advisors and faculty in the schools and college of the students’ major. In 2018, UM-Flint created the University Academic Advising Committee as an inclusive forum for the review of undergraduate and graduate advising practices.

Office of Financial Aid (FA) staff must possess a minimum of a bachelor’s degree in almost every capacity, with supervisory positions preferring a master’s degree. Given the nature of the work and the federal and state regulations to which financial aid employees must adhere, regular training is necessary. Staff rotate to various conferences and participate in multiple webinars per year; some engage in state, regional or national credentialed training. At any given time, one-third to half of the financial aid staff are engaged at some level with the state, regional or national associations. See the FA training and engagement schedule.

All university staff members undergo an annual review designed to recognize accomplishments, identify competencies or skills in need of improvement, determine resources needed for improvement, and plan for future years. See the Staff Performance Evaluation Form.

University Human Resources in Ann Arbor offers numerous professional development workshops for professional and personal development of staff, covering topics such as grant writing, communication effectiveness, time management, supervision skills, interpersonal relations, personal health, well-being, and financial management. Occasionally, these workshops are presented on the Flint campus. Staff are also encouraged to attend academic classes within UM-Flint or at other institutions, and obtain degrees or other credentials. See UM-Flint's Tuition Support Program.

Academically related co-curricular activities have faculty advisors—typically doctorally qualified individuals and specialists in their fields. Directors of co-curricular programs are usually hired through national searches, especially for such programs as those offered by the Center for Gender and Sexuality, Intercultural Center, University Outreach, and Center for Student Involvement and Leadership.

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3.D - Core Component 3.D

The institution provides support for student learning and effective teaching.

1. The institution provides student support services suited to the needs of its student populations.
2. The institution provides for learning support and preparatory instruction to address the academic needs of its students. It has a process for directing entering students to courses and programs for which the students are adequately prepared.
3. The institution provides academic advising suited to its programs and the needs of its students.
4. The institution provides to students and instructors the infrastructure and resources necessary to support effective teaching and learning (technological infrastructure, scientific laboratories, libraries, performance spaces, clinical practice sites, museum collections, as appropriate to the institution’s offerings).
5. The institution provides to students guidance in the effective use of research and information resources.

Argument

3.D.1: In 2013, with support from Governing Faculty, UM-Flint petitioned the Higher Learning Commission to participate in its Academy for Persistence and Completion beginning in 2014, focusing on retention and student support as UM-Flint’s quality initiative.

The tactics focused on:

1. Restructuring the advising system to ensure a greater number of advising contacts and higher quality advising.
2. Improving supplemental instruction.
3. Involving more students in high-impact practices, beginning with the revision of the first-year experience (FYE) courses.

In 2014, a UM-Flint environmental scan found that 40-50% of all freshmen leave the university within two years. To address the issues related to student success and retention, the university began development of its 2015-2020 Strategic Enrollment Management Plan, with all members of the Quality Initiative Committee participating. The enrollment management plan included such strategies as creating a structured advising and student support program, and strengthening supplemental instruction, both of which the university has accomplished. Participation in the academy concluded in fall 2018. Results indicated improvement in advising and supplemental instruction, and included recommended improvements for the first-year experience course.

In May 2017, Governing Faculty extended the commitment to student success by approving the Strategic Planning Steering Committee’s five recommended High-Level Strategic Priorities, which include a student-centered focus on retention and success:

"The University of Michigan–Flint will foster a student-centered culture that is committed, first and foremost, to the success and achievement of students—understanding students’ individual needs and goals, preparing them to succeed academically, and collaborating across departments to empower, support, and retain them throughout their college experience and through
The university has undergone slight restructuring resulting in two major units providing student support—the Division of Student Affairs and the Division of Enrollment Management. Student Affairs provides support through counseling and psychological services, and programs for specific populations, such as LGBTQIA+ students, veterans, previously fostered students, and various cultural groups. UM-Flint's students are predominantly commuters, with about half from (our) Genesee County. In fall 2018, 62.1% of all students were female, and 23.4% of all students were ethnic minority or two or more races. Forty percent (39.7) of undergraduates and 62.8% of graduate students attended part-time.

Programs dedicated to the support of students include the following:

- **Counseling and Psychological Services** provides enrolled students with counseling, therapy, limited psychological testing, and workshops.
- **Disability and Accessibility Support Services** helps students gain equal access to their education with support for any student with a learning, visual or hearing disability, autism, Asperger’s Syndrome, mental health concerns, and more.
- The **Center for Gender and Sexuality** works to ensure a safe, supportive, and inclusive campus community through outreach to lesbian, gay, bisexual, transgender, and queer/questioning students.
- The **Intercultural Center** provides programming and student support to increase the sense of belonging among people of color and other marginalized students, faculty, and staff.
- **Mpowering My Success** provides financial support and mentorship for students who are in, or aging out of, foster care. It focuses on college access, college success, and life coaching.
- The Office of Educational Opportunity Initiatives hosts programs to support underrepresented students:
  - The **Committed to Excellence and Opportunity pre-college program**, providing middle and high school students with college preparation tools
  - The UM-Flint **Promise Scholar program**, which each year recruits and mentors up to 50 students who would not otherwise meet UM-Flint's minimum enrollment requirements
  - Until 2018, participation in the **U.S. Department of Education’s GEAR UP program** to help prepare low-income students for success in higher education
- The **Office of the Ombuds** assists student in resolving conflicts or complaints
- The **Student Veterans Resource Center** provides support services, including enrollment, activating GI Bill® benefits, advising, and referral to services outside the university.
- The **Department of Student Involvement and Leadership** helps students become engaged and responsible leaders, think critically and creatively, and demonstrate inclusiveness. See 3.E.1.

The Division of Enrollment Management is responsible for recruiting and admissions of all students, financial aid, and for supporting new undergraduate students through the one-stop Student Success Center with orientation sessions, placement exams, academic advising, and tutoring and supplemental instruction.

**3.D.2:** UM-Flint has taken deliberate, holistic measures to improve and highlight both prescriptive and developmental advising through the Student Success Center (SSC), professional academic unit advisors, and by the faculty. Additionally, the university prepares incoming students for their college studies in a variety of ways.

The Student Success Center administers the **College Student Inventory** (CSI) to incoming first-time-
in-any-college (FTIAC) students as a part of the orientation process, with both academic and social questions; students then discuss their CSI report with a professional advisor within the SSC or academic unit. The SSC and/or unit administers placement exams to ensure students are advised to take courses that are appropriate for them in the fields of computer science, foreign language, math, physics, reading, and writing. Math exam results direct students to one of eight paths available to them, including the possibility of taking an introductory course at a community college. Similarly, each subject area has multiple paths for progression, depending on the student’s score.

UM-Flint requires orientation for all incoming first-year undergraduate students; most transfer students also attend. The Student Success Center, in conjunction with professional advisors in the academic units, ensures there are targeted sessions for transfer, online, international, veteran and dual-enrolled students, with special sessions for parents and family members. It also provides information specific to readmitted, guest and non-candidate-for-degree students. For online undergraduate students, the Office of Extended Learning created an online learning orientation, along with a short quiz instructors may employ in their courses as proof of student readiness for online learning.

Orientations for graduate students vary. The Office of Graduate Programs runs an overall orientation for 11 academic programs that do not have their own, such as English, liberal studies, and mathematics in the College of Arts and Sciences. The remaining programs have their own orientations, such as the School of Nursing, which requires all students to attend an on-campus session, including students in the online Master of Science in Nursing and Doctor of Nursing Practice programs. The Office of Extended Learning has collaborated with these and other advanced degree programs, such as the Transitional Doctor of Physical Therapy, to provide program-specific online orientations helpful to older, returning professionals.

The first-year experience (FYE) course is required for all FTIAC students, as well as transfer students with fewer than 25 college credits. This course is intended to address the transition from high school to college and help develop community engagement, reading, writing, and critical thinking skills. It is also expected to orient students to the work and services of the university while engaging them in disciplinary or multidisciplinary views that would direct students toward possible careers and majors. See 4.B.3 for more FYE discussion.

The Student Success Center provides targeted retention programs:

- The Academic Advantage Plan systematically monitors student progress and intervenes when GPA falls below 2.0.
- The College Student Inventory surveys academic and social factors to serve as the introduction step to advising.
- The Pre-Nursing Low GPA Program assists those who are not progressing towards admission to the program.
- The Supplemental Instruction (SI) offers group study sessions in high-fail-rate courses, such as chemistry, computer science, math, and physics. Sessions are led by a trained SI leader, and are available for online students, as well.
- One-on-one tutoring is available for many 100- and 200-level courses, and selected upper-level classes.
- Group tutoring is available for math, nursing, physics and physical therapy.

Academic units also offer retention support:
• Since 2015, the English Department has provided the Bridge Program, which offers credit-bearing English as a Second Language courses for international undergraduate students. Until May 2019, a full-time, noncredit English language program was also available for international students prior to their enrolling in academic courses.
• The School of Management graduate student instructors provide assistance in a number of management courses.
• An automated early-alert system notifies the respective advisor when certain indicators occur, such as if a student's GPA declines or a student drops a course.
• The English Department sponsors the Marian E. Wright Writing Center with more than 20 tutors to serve all writers, including online students via video chats.
• The Mathematics Department provides its own Math Lab tutoring center offering assistance through calculus II.

**Engagement Resources:** Because engagement in the campus community is linked to student retention, many resources are available for students, who are encouraged to engage in the campus culture by connecting with groups and activities that mesh with their interests. Such activities could include getting involved in the performing arts, volunteering or service experience, work-study or internships, student organizations, and participation in the Recreation Center and intramural sports. Also see the Engage Portal.

Some academic programs have specialized tutoring or mentoring programs, such as the School of Nursing’s Chance to Succeed (ACTS) Mentoring Program in which pre-nursing and nursing students are matched with professional registered nurses to provide support, guidance, and encouragement to achieve personal and professional goals.

**3.D.3:** All undergraduate students have a primary advisor and a non-primary advisor based on their declared major. The primary advisor is typically a professional advisor in the student’s academic department or in the Student Success Center. The non-primary advisor is typically a faculty member in the department of their major. Graduate students are advised by their respective academic departments or programs.

Advising is high in importance to students. Every three years, the Division of Student Affairs administers the Ruffalo Noel Levitz Student Satisfaction Inventory (SSI) to students. Results from the fall 2017 SSI included rankings on 12 factors affecting retention; respondents ranked academic advising as the third most important factor after safety and security and instructional effectiveness. In the 2016 campus climate survey, 88% of all students said academic advising positively influenced the university climate.

Results from these and other studies indicate that shared undergraduate advising is contributing to the desired results at UM-Flint. As participants in the 2014-18 HLC Quality Initiative, the College of Arts and Sciences (CAS) in fall 2017 began a pilot in select departments in which students were advised at least twice per year by professional advisors embedded within academic departments. CAS saw an approximate 3% increase in first-to-second-year year retention rates. The Student Success Center then committed to this model and, in conjunction with the Office of the Registrar, created a policy for major declaration effective winter 2019 semester. It states that students who have not declared a major will work with a dedicated advisor on a major exploration plan each semester from the time they enter the university until they declare their major. Major declaration holds will be placed on undeclared students’ accounts prior to every fall and winter registration period, and will only be removed after the students discuss their exploration plan with their advisor. This is intended to keep students on track to graduate in 4-5 years with a goal in sight and will help them reduce their
costs and student loan debt.

The policy was vetted by a number of groups, including the University Academic Advising Committee, the Academic Affairs Advisory Committee, the Enrollment Management director’s group, Council of Deans, cabinet, and student focus groups. Both institutional and national data support the need for this policy, which has demonstrated positive effects on student success, retention and completion. UM-Flint’s fall 2017 continuing full-time FTIAC retention was 76.39% vs. 68.85% for undeclared; the fall 2017 new transfer student retention rate was 68.54% vs. 55.56% for undeclared students. This institutional data follows national trends that undeclared majors are retained at a lower rate than declared majors.

3.D.4: UM-Flint provides the infrastructure and resources to support effective teaching and learning through the following.

Library: The Thompson Library’s mission is to foster learning and academic achievement by providing access to authoritative sources of knowledge and information and by teaching critical information literacy skills and concepts.

- Between 2008 and 2018, the Thompson Library has continuously improved its collections, facilities, and services. It now holds 300,000 print volumes, 490,000 e-books, and 60,000 full-text e-journals, and adds thousands of new titles annually, selected by both librarians and departmental faculty. The circulating collections of the Ann Arbor campus are available to UM-Flint students, faculty, and staff via the Get This delivery service.
- UM-Flint affiliates have access to more than 1,000 databases from leading scholarly publishers and indexing services, including Elsevier, Taylor & Francis, Wiley-Blackwell, Springer-Verlag, JSTOR, ProQuest, EBSCO, and Web of Science. UM-Flint subscribes to services offering more than 150,000 unique online journals and nearly a million unique e-books, available through the library’s Summon discovery tool.
- Skilled librarians provide step-by-step guidance for starting a research project, maintain research guides for 60 academic subject areas, create how-to videos, and offer individualized assistance. There are nine full-time librarians—all with the rank of faculty—who specialize in subject areas and work in partnership with academic classes to ensure students are able to effectively use research and information resources.

IT Infrastructure: UM-Flint's Information Technology Services (ITS) provides a fully wireless campus, as well as hard-wired resources, 24-hour computer labs, a fully web-accessible student information system housing all student records and course information, and help desk support six days a week. ITS supports 637 computers in 13 computer labs and five laptop carts on the campus for both general and instructional use by registered students, faculty and staff. Of these, ITS maintains four open computer labs, two of which are staffed, and one that is unstaffed and open during building hours. The fourth lab is open 24 hours a day, seven days a week, closing only during maintenance windows that will affect lab service. ITS also maintains open computer stations housed on all three floors of the Thompson Library, and four instructional computer labs, as well as LabAnywhere, which provides off-campus and mobile access to campus computer lab resources and software. Additionally, 18 academic departments have their own computer labs, which they individually support.

In general classrooms, the Mediated Classroom Services unit within ITS supports computing and presentation systems such as the Crestron Media Manager System, mediated carts, and laptop carts.
Scientific Laboratories: In March 2017, the College of Arts and Sciences (CAS) opened a 6,000-square-foot machine shop and design studio for the growing engineering programs, featuring several major pieces of equipment such as a Haas five-axis CNC mill, and modern 3D printers. In 2014, CAS began a $23 million renovation of the Murchie Science Building, including new equipment, emergency power generator, improved accessibility, and modern learning and study spaces for students at all levels.

- $2.5 million was used to update the biology and chemistry lab equipment and provide additional areas where students can study. More than 100 fume hoods were replaced to facilitate a safer environment for students and improved energy efficiency.
- A new cold room was created to provide proper storage in the gross anatomy lab. The cadaver anatomy lab space was nearly doubled, enabling more dissection tables and dry-lab activities conducive to collaborative student learning.
- The engineering program built three new labs—electronics, dynamics, and project design—and added a special study room designed for their course work.
- Two new computer science labs were customized for work on artificial intelligence and Wi-Fi research.
- A lounge adjacent to the math tutoring lab was turned into a commons for math students to collaborate and help each other.

In fall 2018, UM-Flint broke ground on a $39 million project to add 65,000 square feet in a new, third wing of the Murchie Science Building to support STEM activities, including faculty and student research. The addition will create engineering-specific instructional and research laboratories, four general use interactive classrooms, collaboration spaces, and faculty offices. It includes six new instructional engineering laboratories (dynamics/vibration, thermo-design, fluids, solid mechanics/materials, robotics/mechatronics), plus an assembly/workshop area for engineering senior design. One lab will have a large bay door to allow vehicles to enter, providing hands-on learning possibilities, and the robotics lab will enable study of modern systems. There will also be multiple spaces to facilitate student-faculty interaction, as well as a dedicated lab for Genesee Early College students. (Also see 1.A.3.)

Performance Space: The Theater and Dance Department boasts a 410-seat performance theater, complemented by dressing rooms and make-up area, continually updated lighting and sound, and a backstage shop area. Theater classrooms include an up-to-date, 14-machine costume sewing room and make-up classroom with Mac computers for set design. The Music Department provides practice rooms, two computer music labs, 140-seat and 144-seat ensemble rooms, and a tiered classroom/recital hall. The university recently updated its 175-seat Kiva, which has a small stage and 30-foot projection screen. The Art and Art History Department has studios for painting, printmaking, drawing, sculpture, and interaction design, and provides art display space in the University Center Fine Arts Gallery. UM-Flint's location near the Flint Cultural Center enables student groups to perform and display at Flint Institute of Music and Flint Institute of Arts events.

Clinical Practice Sites: UM-Flint arranges clinical experiences within hospital systems, private clinics, and community agencies across Michigan, as well as in other states to accommodate online learners. The Physical Therapy Department has 752 active clinical affiliation sites and the School of Nursing (SON) has 950, with first priority status for securing BSN clinical placements at Hurley Medical Center, a 443-bed Level I Trauma Center and Level II Pediatric Trauma Center. SON has a federal grant that provides financial assistance to graduate nurse practitioner students when they complete a clinical placement in underserved and rural areas in Michigan. UM-Flint's Procurement
and Contracts Department develops legal contracts with every practicum site and maintains them in a
shared database.

The Thompson Center for Learning and Teaching (also see 3.C.4) works with faculty in their efforts
to deepen knowledge of their current teaching practice, explore new methods for promoting active
learning, and incorporate new technologies into their teaching. The center provides the following:

- New faculty orientations, faculty resource guide, and faculty mentoring
- Learning activities and services that promote teaching and best practices in course design,
  including the Catalyst Course Design Program, peer observation and coaching certification,
  teaching circles, workshops, and events
- Consultation for individuals and departments regarding pedagogical issues
- Grants, fellowships, and awards in support of teaching

The Office of Extended Learning (OEL), in collaboration with Information Technology Services,
provides the Blackboard learning management system, with robust load-balancing capability in two
mirrored data centers, daily system backups and off-site data storage for emergent situations. The
Blackboard system is critical to both online and face-to-face instruction; the university has allocated
resources allowing for a 99 percent uptime record over the past five years, except for scheduled
maintenance and upgrades. OEL provides a dedicated help desk for all users of Blackboard and the
various digital technologies employed by faculty teaching online. OEL offers professional
development for faculty in online course instructional design, instructional technology, and video
production, and course development stipends to faculty if they have completed the eight-week online
instructor course. Additional workshops and one-on-one software training enable faculty to master
specific skills as needed.

The Office of University Outreach connects campus and community to support learning,
collaboration, and partnerships. It offers $1,000 Civic Engagement Course Implementation Grants,
supporting courses with the civic engagement course indicator and enabling students to deepen their
learning to become educated citizens. Outreach supports the Innovation Incubator (IN) workshop, as
well as physical space in the downtown Ferris Wheel building, which provides workspace
memberships to small businesses and entrepreneurs. (See 3.E.2.) Other programs include
community-based, hands-on projects.

The Alumni and Career Center offers UM-Flint students and alumni a full range of career and
professional development services including interactive online career advising programs, career and
internship fairs, and experiential education opportunities. A special program is the Corporate Case
Competition, started in 2013, which brings together undergraduate and graduate students in
interdisciplinary teams to develop a solution to an issue currently affecting corporations on a global
level. In 2017-18, the Alumni and Career Center reported 2,585 students and alumni using the
Career Connection program, sponsored two career fairs involving 141 employers and 485 student
and alumni attendees, and tracked 378 participants in internships and co-op placements.

3.D.5: Students are introduced to research principles from the start of their matriculation at UM-Flint
through both the General Education Program and their major programs. Two of the General
Education Program objectives are to demonstrate facility with research methods and to use multiple
perspectives and methodologies to analyze real or hypothetical problems. An example is English 112,
a first-year required general education course that offers direct instruction in research and
information literacy. Another is the capstone course, also a general education requirement, that
requires students to demonstrate proficiency with research and information resources.
As noted in 2.E.1, the Office of Research and Sponsored Programs (ORSP) supports faculty and student research, including connecting undergraduate students with hands-on research experiences. Services include training in proposal development, guidance for human subjects research, workshops, training in Qualtrics survey software, statistics support for faculty and students working directly on faculty projects, tips for student investigators, and research poster printing. ORSP arranges U-M training and certification for students and faculty who will be conducting research on human subjects, as well as training for the use and care of animals used in research. ORSP provides assistance to faculty submitting applications for external funding, both in the administrative review of application documents and preparation of proposed budgets, and in the post-award management of grant and contract funding. It conducts an internal seed funding program for faculty research, with competitions in the fall and winter terms, and has funding to support faculty travel to international conferences.

The ORSP offers these programs for students:

- The Undergraduate Research Opportunity Program encourages hands-on research collaborations between UM-Flint undergraduate students and faculty researchers. See Student Research Opportunities at UM-Flint.
- The annual Meeting of Minds Undergraduate Conference is a collaborative effort between UM-Flint, UM-Dearborn, and Oakland University to showcase research and creative activities across all academic disciplines, and to publish their ideas in the Meeting of the Minds Journal.
- The annual Flint-based Student Research Conference provides a forum for which students polish oral and poster presentations, and submit their writing for publication in UM-Flint's Journal of Student Research.
- The annual CELL-ebration! Science Symposium, now in its sixth year, showcases the research efforts of more than 120 UM-Flint biology students and dual-enrolled students with poster presentations and manipulative models.

There are numerous student research opportunities outside the Office of Research and Sponsored Programs.

- The Graduate Student Research Assistantship program, funded through the Office of Graduate Programs, provides financial support for academically related research activities of active UM-Flint graduate students.
- The Honors Program provides a combination of multidisciplinary courses and hands-on research. The program broadens students’ perspectives while promoting independent study and scholarship. It prepares students to present at regional/national conferences and runs its own Interdisciplinary Colloquia.
- The Summer Research Opportunity Program, sponsored by the Rackham School of Graduate Studies at UM Ann Arbor, reserves a spot for a high-performing undergraduate UM-Flint student. The program targets underserved students who are interested in pursuing a doctoral degree, and provides the opportunity to conduct intensive research on the Ann Arbor campus in an eight-week summer program. It provides a $4,000 stipend, mileage, room and board, a GRE preparatory course, access to campus facilities, and other benefits.
- Students have the opportunity to attend research conferences with their professors, including such meetings as the Michigan Academy of Arts and Letters Research Conference, Clement Stacey Undergraduate Conference at Purdue University Northwest, the Sustainability Conference in East Lansing, Michigan, American Physical Therapy Association conferences, and the American Chemical Society annual conferences. As an example, in 2017, the
Psychology Department chair and student presented their research at the annual meeting of the Midwestern Psychological Association in Chicago.

- The SMART Lab provided by the Sports Medicine Assessment & Rehabilitation Team in the Department of Physical Therapy regularly provides extensive research training for both graduate and undergraduate students in experimental and clinical research.
- Co-op courses have provided workplace co-op experiences that include research and presentation skill development; such courses have included Biology 490, and Computer Information Systems 395.
- Master of Science in Accounting students obtain research competency, a standard CPA skill, in ACC 535 Financial and Special Reporting and ACC 550 Taxation.
- The School of Nursing requires research courses at all levels, including NUR 308 at the undergraduate level, and completion of the full sequences for the graduate program, such as NUR 910, 911, and 912 for the DNP program.
- The Center for Cognition and Neuroethics, a joint affiliation between the Department of Philosophy and the Insight Institute of Neurosurgery and Neuroscience in Flint, exposes philosophy students to multidisciplinary complexities under exploration by neuroscience. The Center supports a variety of scholarly activities, including compos mentis: Undergraduate Journal of Cognition and Neuroethics, the Journal of Cognition and Neuroethics, and research projects.

See 2011-18 Student Research for more project descriptions.

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3.E - Core Component 3.E

The institution fulfills the claims it makes for an enriched educational environment.

1. Co-curricular programs are suited to the institution’s mission and contribute to the educational experience of its students.
2. The institution demonstrates any claims it makes about contributions to its students’ educational experience by virtue of aspects of its mission, such as research, community engagement, service learning, religious or spiritual purpose, and economic development.

Argument

3.E.1. UM-Flint provides events, programs and classes that extend learning beyond the classroom, enhancing student interest and engagement while affording them a sense of educational empowerment and satisfaction. Co-curricular activities and programming support the three pillars of the UM-Flint mission—excellence in teaching, learning, and scholarship; student centeredness; and engaged citizenship.

The International and Global Studies (IGS) Program provides students with a global perspective at three levels: chronological, spatial, and thematic. Students can also earn credit through IGS’ Education Abroad, a growing set of faculty-led programs that provide first-hand experiences in different cultures and opportunities for personal growth. In 2018-19, 88 UM-Flint students traveled on 20 different trips to 16 countries in Asia, Central and South America, Africa, and Europe, studying such topics as Chinese culture and business, and international nursing. Over a three-year period, 109 students received offers of paid internships or employment in a program co-sponsored by the Career Center. The Education Abroad Office also works with individual students who wish to participate in other universities’ study abroad programs, including the opportunity to study and earn UM-Flint credits at the Japan Center for Michigan Universities in Hikone, Japan.

As discussed in 1.D.1 and 3.E.2, community engagement is emphasized at UM-Flint, which is an anchor institution in downtown Flint, Michigan, and provides students an excellent incubator in which to become engaged citizens. UM-Flint is known regionally for its culture of civic engagement and has earned the Carnegie Classification for Community Engagement. It provides educational opportunities through which students can build relationships with the surrounding community and address individual needs through innovative, university-supported programming.

New students, staff and faculty are introduced to UM-Flint's civic engagement mission and resources at orientation and information sessions, and are subsequently engaged by cross-campus collaborative projects in both on-campus and off-campus learning experiences. There are many university-supported, co-curricular programs such as alternative breaks, My Flint downtown recreational activities, Martin Luther King Jr. Day, Super Science Friday, and Math Field Day. Students earn special recognition in the Commitment to Service Program, which provides opportunities to apply course content, experience diversity, and gain career and networking experience.

Student Centeredness: Through the Department of Student Involvement and Leadership, UM-Flint sponsors a hundred student groups spanning academic, cultural, social, political, and physical interests. Groups such as Student Government, Social Work Club, and Michigan Times student
newspaper engage students in leadership skill development to

- Become engaged and responsible leaders.
- Develop life skills and an understanding of one’s values, interests, and goals.
- Think critically and creatively, solve problems and develop new ideas.
- Be inclusive of people with various identities and perspectives, embracing a diverse campus community.

Many student clubs are related to specific disciplines, such as the Anthropology Club, Chemistry Club, Marketing Club, and Molecular Biology Club; others unite students with common career aspirations, such as Pre-Physical Therapy Club and Pre-Physician Assistant Club. Some connect students with specific cultural interests, such as the Asian Student Organization, Saudi Student Club, Indian Student Association, Latinos United for Advancement, and the Black Students Union. Several clubs support students of faith, such as the InterVarsity Christian Fellowship and Muslim Students’ Association. Other activities combine interests with skill building, such as stage productions for theatrical and musical performances, dance, vocal, and instrumental performances by students. See the list of clubs and organizations within the student Engage Portal, especially the organization descriptions. The program includes an e-portfolio through which students can showcase non-academic accomplishments.

3.E.2. Because a truly complete education occurs both inside and outside the classroom, UM-Flint combines the rigors of a University of Michigan education with unique experiential learning opportunities available in the region through civic engagement and research. In the 2013 National Survey of Student Engagement, 61% of first-year students and 65% of seniors said at least some of their courses included a community-based, service learning project, such as those described below.

- Alternative summer/spring breaks/weekend breaks enable students to learn about complex issues such as homelessness, poverty, hunger, violence, environmental concerns, and social justice. Students have helped with hurricane Katrina cleanup, studied urban renewal with the Genesee County Land Bank, served meals at homeless shelters, and performed small construction projects. On a trip to Philadelphia, students focused on the disease of addiction, assembling care packages of food, personal care items, and clean needles. In 2017, 826 participated in such service breaks, donating 6,831 hours.
- The Commitment to Service program helps students apply course content, develop an understanding of diversity, gain career experience, make professional connections and meet community leaders. Three tracks are available, requiring 200, 400 or 650 hours of community service.
- Community Development—Response to the Flint Water Crisis: Since 2015, faculty, staff and students have responded to the Flint water crisis. UM-Flint created a comprehensive resource site available to both the university community and the community at large. Campus and community engagement surrounding the water crisis was broad and included everything from water and filter delivery to mapping lead pipes to offering interventions to children in Flint who had been exposed to lead in their drinking water. Some 200 individuals trained in community mapping and created 100 data sets in cooperation with 30 local organizations. Students in UM-Flint’s Geographic Information Systems Center helped map and document the locations of lead pipes based on handwritten records, paper maps, and scanned images. UM-Flint joined in a new partnership with the Healthy Flint Research Coordinating Center, which brings together a central coordinating group of colleagues from community-based organizations, UM-Flint, UM Ann Arbor, and Michigan State University. This alliance
identifies the most pressing needs, coordinates activities, and shares information to improve community health outcomes.

**Civic Engagement Courses:** At the course level, UM-Flint encourages faculty to integrate civic engagement into their curricula to merit the CE designation. Civic engagement courses must have at least one of the following components in the course syllabus.

1. An assignment requiring all students to work on a project for a real-world client or community partner (i.e. service learning).
2. At least two types of experiential learning activities, involving the entire class, connected to specific learning outcomes.
3. A clinical, practicum, or for-credit internship that reciprocally benefits students in the class and the community.

Since 2012, more than 100 UM-Flint faculty have offered 1,000 civic engagement sections to 6,000 unique students while supporting hundreds of important community partnerships. See the list of civic engagement courses from 2018-19.

An example of a CE course is ART 379–Design Studio for the Community, in which students apply graphic design skills to a project sponsored by a local non-profit organization. In one such project, students drew up plans to redesign the Christ Enrichment Center Library in Flint’s economically challenged “north end,” spending more than 80 hours on site gathering information. The Physical Therapy Department's PTP 794–Professional Service Learning syllabus demonstrates how an entire course becomes a service learning project.

Through the many projects of community exploration, direct service, group discussions and reflection activities, UM-Flint students learn about the selected issue and the community in which they serve. The university continues its commitment to co-curricular service through the office of University Outreach.

**Research:** As discussed in 3.B.3 and 3.B.5, research is valued and encouraged at UM-Flint. See those sections, as well as the document Research Opportunities for UM-Flint Students.

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3.S - Criterion 3 - Summary

The institution provides high quality education, wherever and however its offerings are delivered.

Summary

UM-Flint provides the faculty, resources, and support fundamental to high-quality education. It embodies strong faculty governance over curriculum and standards for student performance, and has developed processes and policies for ensuring program currency, relevancy, and quality. It has disciplined processes for program and course review, regardless of mode of delivery. As a student-centered university, UM-Flint ensures the availability of support services, expanded academic advising, life-enriching experiences, and active campus life. UM-Flint values civic engagement at the course, program, and institutional level, and provides meaningful opportunities for students to explore their fields through experiential learning and research.

Sources

There are no sources.
4 - Teaching and Learning: Evaluation and Improvement

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

4.A - Core Component 4.A

The institution demonstrates responsibility for the quality of its educational programs.

1. The institution maintains a practice of regular program reviews.
2. The institution evaluates all the credit that it transcripts, including what it awards for experiential learning or other forms of prior learning, or relies on the evaluation of responsible third parties.
3. The institution has policies that assure the quality of the credit it accepts in transfer.
4. The institution maintains and exercises authority over the prerequisites for courses, rigor of courses, expectations for student learning, access to learning resources, and faculty qualifications for all its programs, including dual credit programs. It assures that its dual credit courses or programs for high school students are equivalent in learning outcomes and levels of achievement to its higher education curriculum.
5. The institution maintains specialized accreditation for its programs as appropriate to its educational purposes.
6. The institution evaluates the success of its graduates. The institution assures that the degree or certificate programs it represents as preparation for advanced study or employment accomplish these purposes. For all programs, the institution looks to indicators it deems appropriate to its mission, such as employment rates, admission rates to advanced degree programs, and participation rates in fellowships, internships, and special programs (e.g., Peace Corps and Americorps).

Argument

4.A.1: UM-Flint's mission includes striving for excellence in teaching, learning and scholarship as one of its three guiding values. Accordingly, the university undertakes regular program review to ensure academic excellence and continuous quality improvement. The process examines quality, value, viability, effectiveness and effective use of resources. It identifies strengths and weaknesses, and the outcomes are used in developing plans to address program challenges and identify resources needed for future program improvements. The review process is the same for all modes of program delivery: online, face-to-face, and mixed-mode.

In May 2017, the university revised its undergraduate program review guidelines, moving away from a central review process and placing responsibility for program reviews on academic units in the belief that more programs would submit reviews on a timely basis. It was also reasoned that the academic units have a better opportunity to connect program review to outside accreditation review requirements. Reviews are required of all undergraduate programs on a five-year schedule; reports are housed in the deans' offices. For new undergraduate degree programs, the university completes a
preliminary review at the end of the second year and a full self-study between the third and fifth year of the program. The examples below demonstrate how the reviews inform quality improvement.

- The 2018 English Department self-study of its degree programs and specializations reviewed recommendations implemented after its 2011-12 self-study in the context of the university’s focus on student persistence. The 2011-12 self-study recommended an increase in undergraduate research projects, which resulted in faculty reporting greater connection between students, their majors, and their intended professions. The department committed to giving greater attention to student scheduling preferences over faculty preferences. It collected student preferences from course evaluations, surveys, and portfolio comments to learn that, while English majors prefer face-to-face classes, students overall preferred that some general education courses be offered online. Consequently, the department added two general education courses online.

- The English Department strengthened the Linguistics Program with development of an entry-level linguistics/general education course and a Teaching English to Speakers of Other Languages (TESOL) certificate program. It strengthened the literature program through a re-examination and phasing out of the General Program in English in favor of a program in literature. The self-study identified several goals for the next five years, especially improving career planning via a responsive curriculum, helping students understand the importance of English skills in the employment marketplace, increasing internship opportunities, and tracking alumni careers. The department committed to redoubling its advising efforts and persisting in documenting the process.

- In 2015, the Chemistry and Biochemistry Department completed a self-study of its objectives to continue updating and growing programs; increase the number and promotions of faculty; and improve instrumentation, equipment and space. The study noted that the department had successfully maintained American Chemical Society accreditation in spite of numerous obstacles to achieving the majority of its goals from the 2008-09 review. As early as 2009, the department leadership annually requested funding for more tenure track faculty, instrumentation, and space, citing the nearly doubling of enrollments. They noted the condition of the laboratories impeded the goal of training future scientists and science educators and created a bottleneck for students in the sciences and health fields. In 2012, UM-Flint received $16.6 million in state funding toward $22 million in renovations to the Murchie Science Building; a major focus was improvements to the chemistry facilities (see 3.D.4). Between 2006 and 2016, UM-Flint experienced a 58% increase in undergraduate and a 350% increase in graduate STEM majors. UM-Flint again submitted capital funding requests and, in 2018, was awarded $29.25 million toward a $39 million expansion of the Murchie building (see 1.A.3).

- The College of Arts and Sciences dean’s 2016 response to the self-study cited the curricular improvements achieved between the self-studies, including combining CHM 130 and CHM 131 into CHM 135 in time for the fall 2017 catalog as Chemistry and Society with the Natural Science/Lab (N/NL) general education attribute. As the course is offered solely for general education, combining into a single course was seen as an appropriate pedagogical practice. The department also increased the courses in the general chemistry and organic chemistry sequences from three to four credits to provide additional time for students to master the content. The dean’s response commended the department for incorporating lab safety across the curriculum and recommended exploring ways to incorporate scientific writing across the curriculum.

Academic units may also conduct other types of programmatic reviews. The Department of Social
Work uses three measures to systematically gather data as evidence of student learning and competence: upper level content area assignments; field education assessments, which look at students' application of classroom learning in real time; and the Social Work Educational Assessment Project (SWEAP). Over a three-year span of administering SWEAP to seniors, the Bachelor of Social Work (BSW) program had scores below the national average in the policy and research content area. Consequently, the program added a policy course and implemented collaborative design of assignments to scaffold student competences. The program strengthened the coherence of the two courses in the research content area by linking assignments. Overall, the BSW curriculum was improved by ensuring that each course has a specific assignment that directly assesses the nine competencies within each content area.

In addition, each year in May, the Department of Social Work department holds a faculty retreat to review the assessment data, which informs the curriculum changes in the coming academic year.

New UM-Flint graduate programs receive an initial review after two years of operation. Subsequently, all graduate programs are reviewed on a six-year schedule. See the Graduate Programs Review Guidelines, the Graduate Program Review Schedule, and Graduate Program Review Checklist and Timeline for Program Directors.

Graduate program reviews are conducted under the authority of the associate provost/dean of graduate programs in collaboration with the Graduate Board. Feedback is provided to graduate program directors and their respective deans relative to the various criteria. Programs perceived as facing significant challenges may be required to conduct interim reviews within two to three years of a major (six-year) program review. Programs are expected to address issues identified by the dean and Graduate Board, implementing substantive changes in semesters following each review. For example:

- A fall 2014 program review of the Master of Arts in Liberal Studies resulted in three recommendations: (1) implementation of a “low-residency” mode or online delivery of the program, (2) addressing the long-term viability of the program, and (3) outlining strategies to address enrollment decline. The department’s March 2018 progress report to the Graduate Board cited a “seamless” implementation in 2015 of the online format resulting in a more diverse student body with numerous out-of-state students. The program fell short of its enrollment targets but realized a 31% increase in credit hours in 2016-17 over the previous year. The board accepted the report as satisfactory with no need for additional follow-up.

- In 2017, the School of Management (SOM) completed a Master of Business Administration program self-study. Because the program is accredited by the Association to Advance Collegiate Schools of Business (AACSB), the self-study included a recent AACSB peer review report. AACSB indicated all standards were met and recommending continued accreditation for another five years, with a continuous improvement review in 2021-22. However, the SOM Graduate Program Committee Report on MBA Assurance of Learning Results for 2017 found that 19% of students were deficient in the learning objective understanding of ethical issues and ability to use ethics-based reasoning. The committee acknowledged that the shortcoming might be a reflection of higher expectations set the previous year, but recommended adding assignments in some courses on ethical dilemmas. Ethics assignments were added to two courses; by the end of 2018-19, the deficiency was resolved. The Graduate Board completed its review with positive remarks and a recommendation to continue exploring efficiencies to reduce a recent operating loss.

In addition to the university’s six-year graduate program schedule, the School of Nursing conducts a
simultaneous self-study of all nursing programs, coinciding with the schedule of accreditation review by the Commission on Collegiate Nursing Education (CCNE). It submits a thorough self-study prior to the 10-year visit, as well as a mid-term quality improvement report. In 2015, the Department of Nursing set as one of its primary goals its elevation from department to school status; it became the School of Nursing in 2016.

The 2015 School of Nursing (SON) self-study addressed each of the four CCNE standards.

1. It found well-established congruency of missions and goals between the university and SON, strong faculty governance, high responsiveness to the needs of the nursing workforce, and multiple opportunities for student leadership development. It recommended strengthening interactions with part-time faculty and developing a systematic approach to assessing community partners’ satisfaction with the School.

2. The study affirmed SON has adequate financial resources, experienced leadership, and qualified faculty and staff. SON is working to increase the number of tenure track nursing faculty, and require graduate degrees to teach all didactic and clinical nursing courses. It is pursuing funds for research-related activities and financial resources for students.

3. The study noted that SON faculty are actively involved in curriculum improvements, having incorporated the Essentials of the American Association of Colleges of Nursing, and mapped and scaffolded key concepts within the curricula. An improvement goal is to provide consistency across multiple sections of a course while preserving academic creativity by increasing the number of full-time faculty teaching foundational theory courses and helping adjunct faculty find that balance.

4. SON has a comprehensive master evaluation plan with outcomes incorporated into ongoing quality improvement. It is working to improve educational benchmarking and survey response rates to improve the quality of outcome metrics. It is also developing a strategic initiative to decrease attrition, particularly in the RN to BSN and BSN to DNP programs.

As a result of the self-study, the Commission on Collegiate Nursing Education accredited the BSN, MSN, DNP and post-graduate APRN certificate program effective October 7, 2015 with no compliance concerns.

Program Discontinuance: Just as program reviews drive continuous improvement, they may also result in the termination of programs for such reasons as declining student interest or staffing constraints as described in standard practice guides 601.02 and 601.01-01. As a result of program reviews, the governing faculties within the College of Arts and Sciences (CAS) eliminated these programs from the fall 2019 catalog: Bachelor of Arts in French, French teacher certification, French and international studies, French and linguistics, psychology (BA), and public administration; Bachelor of Science in environmental science and sustainability, urban and regional planning, and geography, planning and environment—honors. In addition, CAS eliminated seven minors. As of fall 2019, no new students are admitted to these programs, and all currently enrolled students have plans that allow them to complete degree requirements over the next 1-3 years. In 2017, the College of Health Sciences (CHS) closed the Doctor of Nurse Anesthesia Practice (DNAP) professional completion program and provided students with teach-out plans through 2023. In 2019, CHS ended the BS in Clinical Laboratory Science Medical Technology, providing teach-out plans through 2022.

The program change form identifies the levels of approval required to discontinue a program.

4.A.2: The curriculum committees of each school and college, as well as the Academic Affairs Advisory Committee, a faculty advisory committee to the provost, oversee policies for evaluating
credits that are transcripted for UM-Flint students. Faculty establish policies in the program design and review process for each program; policies are detailed under Academic Policy and Regulations in the university catalog.

Although the university has a memorandum of understanding with the Department of Defense to accept American Council on Education (ACE) recommendations, the university accepts them only selectively. For example, the School of Nursing has awarded some credit for military training in health care and uses ACE evaluation services to ensure the appropriateness of the credit accepted. ACE provides colleges and universities with rigorous reviews of military courses and military occupations.

UM-Flint colleges and schools may award credit by examination: as noted in the 2018-19 university catalog, the College of Arts and Sciences, School of Management, and School of Nursing have procedures for awarding credit by examination. The College of Arts and Sciences has done so to encourage independent study. In these cases, the course for which a student may receive credit by examination must be a UM-Flint course, and a departmental examination committee oversees the examination process.

4.A.3. UM-Flint demonstrates consistency in its acceptance of transfer credit, as described under Admission Information/Transfer Student Information in the university catalog. This includes a policy on transfer credits allowed from other institutions and from other UM campuses. Unit-level academic standards committees uphold these policies. The Office of Undergraduate Admissions has a full-time transfer coordinator processor who manages the evaluations of students' domestic transfer records based on the policies; two recruitment coordinators assist as needed. Undergraduate Admissions manages an online, publicly available, searchable database of equivalent courses from other colleges. (See Sample Transfer Equivalency.) When courses are not on the equivalency list, the processor determines transfer equivalencies based on the policies and seeks input from academic departments when necessary. Students can find information regarding UM-Flint course transfer on the UM-Flint Admissions webpage and the university catalog. UM-Flint participates in the Michigan Transfer Agreement, a collaboration of all Michigan public state universities and community colleges, and many private colleges, to enable students to transfer 30 general education credits. The International Center evaluates international undergraduate transcripts, while the Office of Graduate Programs evaluates both international and graduate students' transcripts, based on policies established through their respective offices.

The university has transparent policies regarding advanced placement (AP), international admissions, and CLEP credit acceptance. Academic departments determine acceptance of AP and CLEP credit, and this information is shared with the Admissions Department and incoming students.

The use of MyDegreePlan allows both students and advisors to track degree progress; it also reveals course substitutions and waivers in the degree audit. The program reinforces efforts to keep students informed in a timely and accurate manner.

4.A.4: UM-Flint departments determine prerequisites for all courses. Academic departments submit a proposal to their school or college curriculum committee for review and approval by the Governing Faculty. All prerequisites must be listed in the course proposal form and, once approved, are clearly stated in the university catalog.

The rigor of courses and expectations for student learning is signified by the course level numbering system, which follows the traditional model:
• 100 level signifies freshman level, no prior experience necessary.
• 200 level denotes sophomore level and may have prerequisites.
• 300 level is junior status and nearly always require prerequisites.
• 400 level are senior status and have prerequisite requirements.
• Graduate level courses are all numbered 500 or above, depending on the program.

Student learning is expected to follow a similar continuum from novice to mastery from 100-400 level coursework, acknowledging that new material is presented at each level but builds from previous learning.

The College of Arts and Sciences has a more detailed model for course level designation, as described in the CAS Standing Rules. "Undergraduate courses are numbered 000 to 499. Courses numbered 000 to 099 receive "additive credit" which does not count towards a degree." At the other end of the scale, "A 400 number may be assigned to those courses whose prerequisites clearly indicate that the course is a senior-level offering, i.e. the last level before that of a regular graduate course. (This criterion does not necessarily limit the course to seniors, but it means that the course is designed to serve either as a senior level capstone course or as a course whose level is just below that of a graduate school course.)"

Course credit: The university catalog states course credit is based on an hour of instruction per week per credit in a fall or winter (14-week) semester, and two hours during a spring or summer term (7-weeks). UM-Flint guidance advises students to expect to spend 2-3 hours of study time outside of class per week per credit.

Learning outcomes: Outcomes are measured at both the program and course level. Program learning outcomes are those competencies students will be able to demonstrate upon completion of their degree. For example, the School of Management (SOM) details the competencies for each of four degree programs; in each case, SOM measures content knowledge within the degree with a standardized Educational Testing Service exam. In addition, SOM has developed clear statements of mastery, assessments, and rubrics for subjective learning goals.

Course learning outcomes are more specific elements that build on student learning and often offer more experiential learning opportunities in upper level courses (internships, research, service learning, etc.). In the General Education (GE) Program, courses in general distribution areas must address at least three of the 12 GE learning outcomes (see 3.B.1).

Course proposals: To propose a new course, faculty submit the proposal form via the electronic Curriculog program (as of February 2018) in the Student Information System. The proposal goes through a rigorous review by the academic unit’s curriculum committee and approval by the unit’s governing faculty. Course proposals for general education must include examples of assessments as they relate to the selected learning outcomes. Faculty with general education courses also complete the General Education Learning Objectives (GELO) rubric for their course learning outcomes as requested by the associate provost and dean of undergraduate studies on behalf of the General Education Curriculum Committee; results for different GELOs are collected each semester.

Faculty qualifications and learning resources are addressed in Section 3.C.2 and 3.D.4, respectively.

Dual credit learning outcomes: DEEP courses, outcomes and levels of achievement are equivalent to the on-campus curriculum. UM-Flint offers Dual Enrollment Educational Programs (DEEP) and early college opportunities at nine sites within eight area school districts, except for the Biology 113
lab, which is taught on campus. **DEEP courses are taught by UM-Flint faculty:** in many instances, the same faculty member teaches both the DEEP and the on-campus sections of the course, ensuring equivalency in achievement expectations. To be admitted, students must have a 3.0 GPA, and be high-achieving and highly motivated. The UM-Flint K-12 Partnerships Office and school district jointly select students for admission. (Also see 3.A.3.)

4.A.5: UM-Flint has maintained all specialized accreditations from the time of award to the present by ensuring their programs and course outcomes align to the standards and requirements of their accrediting bodies. In addition, several departments are aligning new programs at the outset to the standards of their respective accrediting agencies:

- The 2019 entry-level Doctor of Occupational Therapy program has been granted **candidacy status** by the Accreditation Council for Occupational Therapy Education, which allows students to be admitted to the program. Accreditation is necessary for graduates to be able to sit for the National Board for Certification in Occupational Therapy exam; it is expected that full accreditation status will be earned before the first student is ready to graduate.
- The 2021 Master of Science–Physician Assistant (PA) Program is being developed to comply with the Standards of the Accreditation Review Commission on Education for the Physician Assistant. It has **applied for provisional accreditation**, which is required to enroll students and for graduates to take the national certification exam.
- The Bachelor of Science in Respiratory Therapy degree completion program started in fall 2017 with a curriculum mapped to the accreditation requirements of the Commission on Accreditation for Respiratory Care; **provisional accreditation** was awarded in March 2019.

See the [full accreditation list](https://www.umflint.edu/).  

4.A.6: Many individual units track students beyond graduation.

- The Alumni and Career Center tracks UM-Flint alumni to determine the percentage employed, engaged in volunteer or military service, or continuing their education.
- The Division of Student Affairs tracks relevant indicators and provides public reports of graduation outcome rates, as required by the State of Michigan under Public Act 201, Section 245 (2H). It has conducted several **Student Satisfaction Inventory** surveys, which provide information on students’ perceptions of their exposure to diversity, understandings across difference, and the extent to which a UM-Flint education helps in the achievement of professional goals. The surveys highlight general areas of satisfaction and dissatisfaction with the educational experience.
- In early fall 2015, the Career Center transitioned to Alumni Relations, a unit of University Advancement, in recognition of the strategic importance of network building and the role key stakeholders can play in preparing students for the world of work. It soon implemented the National Association of Colleges and Employers (NACE) **First-Destination Survey**, which captures information regarding how new college graduates fare in their careers within six months of graduation. The annual survey provides data on the outcomes associated with a college education on a national scale and identifies trends to inform the discussion about the value of higher education. The class of 2015 (degrees received July 1, 2014-June 30, 2015), included 1,671 graduates and a knowledge rate of 28% (the percentage of graduates for whom the university has post-graduation career information). The class of 2016 (degrees received July 2, 2015-June 30, 2016) totaled 1,863 graduates and a 52.4% knowledge rate. With the class of 2017, the Career Center achieved a knowledge rate of 65%, the NACE recommended minimum target.
Individual departments, schools and colleges track their alumni, collecting and analyzing metrics of relevance for their respective disciplines. For example, the Master of Science in Anesthesia program (replaced with the Doctor of Nurse Anesthesia Practice entry-level program in 2018) tracks certification exam pass rates and employment within six months of graduation. The School of Nursing tracks first-time pass rates for the NCLEX (National Council Licensure Examination), which in 2018 averaged 93% between two undergraduate programs, and nurse practitioner certification exams. In 2017, SON launched its own alumni association to better track its students. The Physical Therapy Department separately tracks its Doctor of Physical Therapy students’ success beyond graduation by following graduates’ performance on the National Physical Therapy Examination—Physical Therapist (NPTE-PT). The pass rate has ranged from 94.4% to 100%. The department also sends out a survey one year after graduation; the response rate has been low, but 100% of those who have responded and passed the NPTE-PT and sought employment as a physical therapist are employed as a therapist.

The School of Management receives reports of certified public accountant exam results conducted by the National Association of State Boards of Accountancy (tests lag behind the graduation date by several years). In addition, it has created a position of alumni liaison to engage graduates through its website, LinkedIn, and other social media.

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**4.B - Core Component 4.B**

The institution demonstrates a commitment to educational achievement and improvement through ongoing assessment of student learning.

1. The institution has clearly stated goals for student learning and effective processes for assessment of student learning and achievement of learning goals.
2. The institution assesses achievement of the learning outcomes that it claims for its curricular and co-curricular programs.
3. The institution uses the information gained from assessment to improve student learning.
4. The institution’s processes and methodologies to assess student learning reflect good practice, including the substantial participation of faculty and other instructional staff members.

**Argument**

**4.B.1:** UM-Flint is committed to excellence in education as reflected in its mission and strategic goals. Through the establishment of learning outcomes and assessment processes, the university engages in continuous improvement of student learning. UM-Flint has stated goals for learning outcomes at multiple levels (institutional, program, course). Faculty have key roles and responsibility in determining desired student learning outcomes; creating curricula, learning environments, and experiences to meet the intended learning outcomes; designing measures to evaluate the extent to which learning outcomes are met; reporting findings; and determining, implementing, and evaluating strategies for ongoing improvement. Faculty are involved with assessment of student learning individually and collectively, and receive support from administration and staff in ongoing assessment processes of student learning.

Each academic unit has its own curriculum committee (program, department, and school/college) and processes by which courses are developed, approved, and reviewed, both for undergraduate and graduate programs. The development process includes establishing student learning outcomes and evaluation measures. Program goals for student learning are listed on the program websites and in the university catalog. Course-level learning objectives are articulated in course syllabi, along with the methods to be used to evaluate learning and the meeting of the objectives. Some units, such as the School of Nursing, provide a syllabus template. A variety of direct and indirect assessment measures are used to assess student learning outcomes, including course-embedded assignments, portfolios, exams, surveys, and longitudinal analysis.

The Academic Assessment Committee (AAC), with representation from each academic unit, has primary responsibility for overseeing the assessment of student learning, which includes approving assessment proposals and annually evaluating program assessment activities. AAC requests each undergraduate and graduate degree program to submit an annual implementation report demonstrating assessment data was used to improve student learning. Reports address the outcomes of students who graduated the previous year. They typically conform to the implementation report template, which includes a reflection on progress from the previous year’s assessment goals, description of assessment activities, summary of learning goals, number of students assessed, methodology, data, and analysis of whether goals were met. AAC also requests that the reports include an updated assessment plan (as relevant), and a web-ready summary to post on the UM-Flint
assessment website. These documents include program/degree-level articulation of student learning outcomes, assessment measures, results, and quality improvement activities. As assurance that effective assessment processes are taking place within programs, AAC solicits and provides feedback, and store copies of annual student outcome implementation reports. The workflow document illustrates the process.

Undergraduate student learning outcomes include the institution-wide General Education (GE) Program learning outcomes (detailed in sections 3.B.1, 3.B.2, and 3.B.3), as well as program- and course-specific outcomes. Each course seeking GE designation is approved by the General Education Curriculum Committee (GECC) and its academic unit curriculum committee. Authors must justify the categorization of a course as a GE course within the distribution areas, and describe how the course will foster student learning within at least three of the GE Program learning outcomes. Units must also present a plan for assessing these learning outcomes. GECC examines this material in determining whether a course will be included in the GE program.

4.B.2. In recent years, the Academic Assessment Committee (AAC) has realized improvements were warranted in the system for recording and storing annual student outcome implementation reports. Accordingly, AAC created a central repository in the Blackboard community for resources, templates, and reports, and master tracking file for reports submitted by programs since 2013-2014. It solicited deans and program chairs/directors to assist in updating and ensuring accuracy of the master tracking file, which shows increasing participation and documentation of assessment activities. While the majority of programs engage in yearly reporting, a challenge has been in getting universal compliance. AAC also maintains a website, which includes summaries of program assessment activities submitted by program directors and chairs.

Assessing learning outcomes at the course level is the responsibility of the faculty teaching the course with oversight of the unit’s curriculum committee. As an example, the School of Nursing offers standardized templates for proposals for new courses/course revisions, course syllabi, and periodic course reviews. These templates reflect the requirement that all courses must include specific objectives/student learning outcomes and multiple methods of assessment.

In addition to assessing student learning course-by-course, UM-Flint also assesses learning in various programs over time using cross-sectional and longitudinal methodologies. For example:

- The Communication Studies Department examines oral and written communication skills of students completing a bachelor’s degree in communication studies for improvement between a course early in their curriculum and their capstone course. The program developed a rubric, inspired by the Association of American Colleges and Universities and the general education writing rubric, to assess written skills in both Communication 305 and the student’s senior seminar course. It also administers a graduate exit survey at the end of the student’s senior seminar course.
- The Physics Program uses nationally recognized pre- and post-tests such as the Force Concept Inventory (FCI) normalized gain and the Conceptual Survey of Electricity and Magnetism (CSEM) to compare UM-Flint scores with those from high-schools, colleges, and universities across the country. The department found that the final score on the CSEM is a better measure of student learning than normalized gain, mostly because in the mechanics courses where the FCI is administered, students frequently have misconceptions regarding forces when they enter the course. In contrast, students entering the electricity and magnetism courses where the CSEM is administered have almost no familiarity, and thus no misconceptions. The department uses three-year data for assessing upper-division courses.
The Education Department’s Elementary Education Program uses numerous methods over time to assess learning outcomes for its cohorts of teacher candidates, including the Dispositions Assessment, given at program entry and in three courses throughout the program. The department tracks yearly pass rates on the Michigan Test for Teacher Certification—elementary education, the Impact on Student Learning Assessment (given in capstone EDE 499–Elementary Student Teaching Seminar), and the Charlotte Danielson Framework Student Teaching Evaluation (given in capstone fieldwork EDE 469–Student Teaching in the Elementary School).

See other examples of using assessment information to improve student learning.

4.B.3: The Academic Assessment Committee (AAC) has developed three templates to document evidence of how assessment information is used to improve student learning. Relevant areas of these documents include (in italics):

1. **Assessment Plan Worksheet**
   - Objectives: What should your students know and be able to do?
   - Performance criteria: How will you know the objective has been met? What level of performance meets each objective?
   - Implementation strategy: *If the objective was not met in the last cycle, what will be done differently towards continuous improvement?*
   - Assessment methods: What methods will be used to collect data? How will you interpret and evaluate the data?
   - Feedback: *Who needs to know the results? How can you improve your program/course and your assessment process?*

2. **Annual Implementation Report Template**
   - Part 1.A—Establish the context for your assessment activities by describing changes to your program or to your plan that occurred as a result of feedback from the previous year’s assessment
   - Part 3—Provide a narrative that explains and analyzes the data provided. Be certain to comment on why you believe your goals were met and what curricular changes may have been responsible for this positive outcome. Alternatively, if you did not meet your goals, what curricular changes have you contemplated to redress these results?
   - Part 4.B—Given your narrative evaluation, list the action items for program or curricular change that your department intends to pursue.

3. **Rubric for Review of Implementation Reports** for review of “Action Plan” section
   - Action plan is specific and aligned with the findings
   - Action plans focused on improvement of student learning
   - Evidence of use for student improvement
   - Implementation of previous action plan linked to current assessment report evidencing continuous improvement

The General Education (GE) Program participates in these university-wide efforts to assess academic programs. The GE Curriculum Committee (GECC) is advisory to the faculties of the colleges and schools. It periodically reviews the GE program to ensure goals are met and individual courses are
aligned with the appropriate GE learning outcomes. Each year, GECC requests that faculty report on two specific learning outcomes, following the rotation created in 2013 by the General Education Program coordinator, and to log the results in the TK20 database. GECC suggests improvements where needed, documented in GECC minutes and available to faculty through a Blackboard organization.

Since 2011, the university has collected general education assessment data 15 out of 16 semesters. The 2014 Review of the General Education Curriculum was a prelude to further GE review initiated in 2016. Plans are to resume annual reports at the conclusion of the current reform process.

In 2014, the First-Year Experience (FYE) faculty approved a set of FYE guiding principles. The Office of the Provost and GECC determined through a review of past reports that FYE courses should be strengthened to (1) provide faculty with useful data informing curricular and pedagogical practices, and (2) more tightly couple individual course outcomes to the goals of the FYEs and GE Program.

At the same time, GECC and the Office of the Provost conducted a review of GE assessment reports, processes, and learning outcomes from 2011-14, as well as student and faculty surveys. They presented their findings to a faculty forum in March 2015. In fall 2016, GECC set a temporary moratorium on approving new general education courses in order to provide time for process improvement. The goals were (1) to determine how assessment results could most effectively be used to improve quality, (2) increase faculty reporting, and (3) examine a perceived proliferation of GE courses. GECC appointed two ad hoc committees, one to review the overall general education program, and the other to review the First-Year Experience Program. In 2017, the Office of Institutional Analysis provided the GE Ad Hoc Review Committee with an analysis of general education offerings, including enrollment frequencies, course prerequisites, cross-listed courses, and faculty engagement in assessments from 2011 to 2017 in 9,761 course sections.

GECC incorporated the ad hoc reports, along with results from faculty forums and an online faculty survey, in a set of 15 stand-alone motions considered by Governing Faculty in May 2018 and sent to individual academic curriculum committees for approval. Four of the 15 motions were approved across all five colleges and schools:

- Appoint a faculty member to be the director of the GE Program.
- Agree that each unit curriculum committee review and consider the revised GE designation definitions before the Governing Faculty vote on acceptance.
- Eliminate GE learning outcomes 8 and 9, for which rubrics have not been developed.
- Reduce the number of required GE learning outcomes in First-Year Experience courses from five to three.

The moratorium on new GE courses was lifted in March 2018.

4.B.4: As described in 4.B.2, the university has a culture of assessment and quality improvement in which student learning outcomes are continuously identified, and meaningful data is collected, analyzed, and used to develop strategies to improve student learning. UM-Flint's assessment processes and methodologies reflect effective practice, and serve to increase faculty expertise, participation, and reporting of assessment activities.

Faculty are supported by the university’s standing faculty committees, deans, Office of the Provost, the Thompson Center for Learning and Teaching, and the Office of Institutional Analysis. The
Academic Assessment Committee’s website and the Academic Assessment Blackboard organization hold resources to assist programs in developing effective practices in assessing student learning outcomes, including a collection of best practices in assessment.

UM-Flint academic units use numerous practices to encourage the assessment of student learning, such as prioritizing student learning in their mission statements, establishing measurable goals, using multiple direct and indirect methodologies and measures, and asking faculty to report on their involvement in assessment activities in their annual reviews and their promotion and tenure materials. Units examine assessment results over time, trends, documentation of assessment activities, and evidence of the use of the results to improve processes and learning.

While there is room for improvement in reporting, as evidenced by the number of submissions noted on the AAC track sheet, program leaders believe there is a higher level of student outcome assessment than is formally documented. Summaries of assessment activities and results are available through the academic assessment Blackboard organization, the academic assessment website, and program websites. Efforts to improve student learning through effective assessment processes are ongoing.

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4.C - Core Component 4.C

The institution demonstrates a commitment to educational improvement through ongoing attention to retention, persistence, and completion rates in its degree and certificate programs.

1. The institution has defined goals for student retention, persistence, and completion that are ambitious but attainable and appropriate to its mission, student populations, and educational offerings.
2. The institution collects and analyzes information on student retention, persistence, and completion of its programs.
3. The institution uses information on student retention, persistence, and completion of programs to make improvements as warranted by the data.
4. The institution’s processes and methodologies for collecting and analyzing information on student retention, persistence, and completion of programs reflect good practice. (Institutions are not required to use IPEDS definitions in their determination of persistence or completion rates. Institutions are encouraged to choose measures that are suitable to their student populations, but institutions are accountable for the validity of their measures.)

Argument

4.C.1: UM-Flint employs the definitions of retention used by the National Center for Educational Statistics and the Integrated Post-secondary Education Data System (IPEDS). Persistence rates are determined by combining retention and graduation rates (students retained + students completing degree) / cohort).

One of the High-Level Strategic Priorities of the 2018-23 strategic plan is maintaining a student-centered culture focused on retention and success. Retention was a priority in the 2011-2016 Strategic Plan and reiterated in the Strategic Plan Prioritization Update of March 2015: “...Responsible enrollment also means effective retention and degree completion: ensuring that students have an educational experience that makes them want to stay and giving them the support they need to complete their degrees in a timely manner.” Priority #7 of the update included raising retention and graduation rates through initiatives that increase student research opportunities and enhance the coordination and responsiveness of student services.

UM-Flint is located in an urban area and serves a student population with unique challenges; the student body includes a large percentage of nontraditional and transfer students. Accordingly, the 2015-2020 Strategic Enrollment Management (SEM) Plan has three specific goals for retaining these students through graduation and detailed strategies for each:

1. Increase the first-year retention rate for full-time and part-time domestic first-time-in-any-college (FTIAC) students moving into their second year from 71.2% to 79% by fall 2020.
2. Increase the second-year retention rate for full-time and part-time domestic FTIAC students (moving into their third year) from 56.2% to 65% by fall 2020.
3. Increase the first-year retention rate for full-time and part-time domestic transfer students from 67.2% to 80% by fall 2020.

These goals support UM-Flint's mission, which focuses on meeting the needs of a diverse set of
learners. The goals address the full-time FTIAC student population, but also direct efforts toward part-time and transfer students, who are a significant part of the university’s student population.

The retention goals will likely not be achieved, but the university is making progress by following the retention strategies discussed in 4.C.3. Retention data from fall 2007 to fall 2015 cohorts indicates fluctuating retention rates ranging from 68.8%–79.9% with a dip in fall 2015. Retention increased nine points in the first-year rate for full-time, FTIAC students from 68.8% in 2015 to 77.7% in 2016, partly due to advising strategies and supplemental education strategies strengthened in the HLC Quality Initiative. However, a significant factor may have been a reassessment and release of financial holds. See Quick Facts 2013-18.

The next strategic enrollment management plan, now in development, is expected to give more attention to the needs of minority students, as their retention rates have been uneven and lag behind those of the majority cohort. The following results are for part-time and full-time students combined:

- First-year retention rates for LatinX students peaked at 76.1% for the 2017 cohort but fell to 70.2% for the 2018 cohort.
- First year retention rates for black or African American students improved from 59.5% for the 2015 cohort to 64.7% for the 2018 cohort.
- Multiracial student retention has been mixed, at 72.4% for the 2015 cohort and 71.4% for the 2018 cohort, but dropping to 60.1% in the 2017 cohort.

4.C.2: The Office of Institutional Analysis tracks retention, persistence and graduation rates using IPEDS methodology, and publishes the data and trends. This ongoing tracking includes analysis of FTIAC student retention from their first fall semester to the second fall semester, fall to winter semesters, and fall to spring and summer semesters. The office also tracks and analyzes FTIAC graduation rates by number of years to graduation, and retention of FTIAC subpopulations including Promise Scholars, commutable vs. non-commutable, ethnicity, family contribution, and first-semester GPA. The data are also analyzed for transfer students, with comparisons made to peer institutions.

Six-year persistence outcomes are analyzed within one of seven discrete persistence conditions: graduated from UM-Flint, graduated from another four-year or two-year institution, or retained at UM-Flint, another four-year or two-year institution, or lost. UM-Flint's State of Michigan Public Act 201 Section 245 report shows the six-year graduation rate was 37% for 2010, 44% for the 2011 cohort, and 46% for the 2012 cohort.

UM-Flint participates in the Common Data Set, a collaborative effort among the higher education community. Student persistence is reported as the number of degrees awarded by the institution. The Office of Institutional Analysis collects and analyzes persistence data by start major, commutable distance, academic standing, student type, gender, ethnicity, first term GPA, and high school GPA. The Division of Enrollment Management collects data for specific programs, such as the 2019 report "Who gets to Graduate from Engineering?"

4.C.3: UM-Flint has continuously analyzed data to determine how the university might improve student retention and completion. In fall 2014, UM-Flint launched a study of retention data from 2008-2013 for freshman and transfer cohorts. Retention data included first-fall to second-fall and second-fall to third-fall semester retention by distance from campus, ethnicity, student finances (expected family contribution) and academic performance. The study examined withdrawal information and subsequent enrollments at other institutions. An SÉM data team also conducted an environmental scan of Michigan and national student population and enrollment trends.
The resulting 2015-2020 Strategic Enrollment Management Plan seeks to maintain a steady freshman class by increasing the number of students coming from beyond the Flint region; increasing the number of international students; leveraging financial aid to enable UM-Flint to compete and serve the greatest number of students; strengthening transfer pathways from community colleges; and growing graduate and online student populations. All of these strategies were incorporated into the subsequent plans (including the following, which were accomplished):

- Creation of the Merit Scholarship for Freshmen and central coordination of other scholarships
- Strengthening of transfer pathways
- Development of online degree completion programs in accounting, marketing, respiratory therapy, and substance use treatment and intervention, as well as a fully online undergraduate degree in psychology
- Development of new master’s-level programs in accounting, physician assistant, applied communication, and math education for elementary teachers, and doctoral programs in anesthesia practice, occupational therapy, and physical therapy

A new Strategic Enrollment Management Steering Committee began meeting in fall 2019 to reevaluate and revise goals, and begin work on a new three-year plan.

In 2018, UM-Flint's colleges and schools developed their own strategic plans tied to the university's high-level priorities. The College of Arts and Sciences (CAS) published its CAS 2018-2023 Strategic Plan, with retention and persistence as one of its key initiatives. The plan incorporates some of the strategies learned through the university’s 2014-18 participation in the HLC Academy for Persistence and Completion, and CAS expects to have embedded advisor coverage for 100% of its students by the end of 2020. In 2018, CAS began using a new advising outreach dashboard that helps advisors and faculty reach out in real time to advise non-registered students—a move considered essential to allowing improvement in first-to-second-year retention rates. CAS also runs Fridays for Success faculty workshops to train instructors in advising using new guidance software, as well as to update them on best advising practices.

The Communication Studies Department offers a good example of supporting the high-level priorities by regularly analyzing data from its students to develop recruitment and retention strategies. It conducted a self-study, “Toward a Communication Retention Plan: Early Data Analysis,” which tracked student progress toward their degrees and indicated possible reasons for retention challenges. The results led to a pilot in which a professional advisor was embedded in the department, leading to the College of Arts and Sciences advising model described above.

As discussed in 3.A.3, the Office of Extended Learning annually updates a longitudinal study to compare outcomes from face-to-face and online sections as indicated by evaluate attrition, grade point average and student satisfaction.

4.C.4: UM-Flint has greatly expanded the availability of UM-Flint student data in the last five years. The Office of Institutional Analysis tracks retention and outcomes using IPEDS definitions, following eight fall cohorts and four fiscal year cohorts for a 10-year period. University data are available through several technologies, such as Tableau data analytics software that creates dashboards and reports. The university uses the reports to study retention and completions by semester using 22 student demographic filters. Data from fall cohorts are combined with National Student Clearinghouse data to track students who are no longer attending UM-Flint. Each major semester, UM-Flint uses registration trackers daily to monitor the registration of the full-time cohorts.
Sources

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4.S - Criterion 4 - Summary

The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Summary

UM-Flint demonstrates responsibility for the quality of its educational programs through its regular and methodical program reviews and attainment of program accreditations, where available. Each college and school has a faculty-driven process for course review and transferability, and for developing the learning environments and support services essential to ensuring student success. They collect outcomes data for the purpose of continuous quality improvement and are invested in the improvement of assessment reporting and sharing of data. The current focus on improving the structure of the General Education Program also bodes well for the future of UM-Flint education.

Sources

There are no sources.
5 - Resources, Planning, and Institutional Effectiveness

The institution’s resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

5.A - Core Component 5.A

The institution’s resource base supports its current educational programs and its plans for maintaining and strengthening their quality in the future.

1. The institution has the fiscal and human resources and physical and technological infrastructure sufficient to support its operations wherever and however programs are delivered.
2. The institution’s resource allocation process ensures that its educational purposes are not adversely affected by elective resource allocations to other areas or disbursement of revenue to a superordinate entity.
3. The goals incorporated into mission statements or elaborations of mission statements are realistic in light of the institution’s organization, resources, and opportunities.
4. The institution’s staff in all areas are appropriately qualified and trained.
5. The institution has a well-developed process in place for budgeting and for monitoring expense.

Argument

5.A.1: UM-Flint has had solid, consistent, and healthy financial resources with adequate fund balances, as evidenced in these reports:

- FY 2014-2018 Balance Sheet
- UM-Flint Income Statements FY 2014-2018
- U-M Grey Book Detail, which provides budget detail for all three campuses
- 2016-18 Financial Statements with Auditors Statement

The 2018 balance sheet shows assets of nearly $270 million and total liabilities of $6.2 million. The All Funds Income Statement shows fiscal year 2018 tuition and fees of $88.1 million, state appropriations of $23 million, $18.2 million in grants (including $6.7 million in research grants), $10.8 million in investment distributions and valuation, and $8.1 million in general income. From 2014 through 2018, UM-Flint had a net income gain over expenses of more than $48.4 million.

The 2019 general fund (operating) budget increased $3,153,800 — approximately 2.12%—over the 2018 budget. Because state appropriations have decreased from approximately 60% of operating revenue in the late 1980s to about 20.4% currently, UM-Flint has scaled its tuition and fees revenue to make up for the shift, reaching 78.9% of the operating budget in 2018-19. In addition to the general fund in 2018-19, UM-Flint's expendable restricted fund was nearly $21.8 million, including $13 million in federal government-sponsored programs (financial aid), $2.1 million in non-
government programs, and more than $4.1 million in investment income.

Financial Services and Budget (FSB), with 21 employees and reporting directly to the vice chancellor for business and finance, is responsible for maintaining the financial integrity of the university to support its current and future educational programs. In 2006, FSB implemented a budget model with financial incentives for the academic units to encourage new program development and revenue growth. It is described in the Budget Principles, Process, and Model presentation, which includes key decision points to be addressed by leadership. The model rewards academic departments for performance, but it also is centralized at the college/school level. Deans can prioritize spending to best serve their unit as a whole, which in some cases has led to smaller or lower-performing departments being challenged to obtain resources necessary for growth.

In addition, the campus has sought diversification in its revenue sources. In December 2018, the campus concluded its multi-year Victors for Michigan Capital Campaign, which raised more than $57 million for student support, engaged learning, and "big, bold ideas." The Endowment Fund, managed by the U-M Investment Office in Ann Arbor, grew from nearly $36 million in 2014 to $113.7 million by March 31, 2019 and is expected to generate another $4.5 million in 2019-20. With the conclusion of the campaign, UM-Flint shifted its focus to alumni engagement to build a new pipeline of donors.

The university aggressively pursues research and other grants, increasing indirect cost recovery nearly 62% from 2014 to 2018. Training grants to the School of Nursing surpassed $8 million over the last 10 years. UM-Flint also generates real estate income when it is able to lease unneeded space to non-university entities, and continuing education revenue.

Human Resources: In fall 2018, UM-Flint had 568 faculty—299 full-time and 269 part-time (excluding clinical faculty), according to the Quick Facts published by UM-Flint's Office of Institutional Analysis. Sixty-seven percent (67.2%) of full-time faculty were tenured or tenure track; 32.8% were not on the tenure system. There were 526 staff members: 499 full-time and 27 part-time. Minorities comprised 22.4% of full-time faculty and 19.5% of full-time staff.

The employee-to-student ratios are evidence the university has a sufficient number of employees to adequately serve students. As reported in the State of Michigan Public Act 201 Section 245 Report, the faculty-to-student (undergraduate) was 1:13 in fall 2017, and 1:14 in fall 2018. The employee-to-student ratio was 1:6 in 2017 and 1:7 in 2018. However, there are areas of challenge: during 2014-18, reorganization and high turnover at the cabinet level resulted in some units being unable to fill positions due to budget constraints or management issues, such as in the Student Success Center and the Division of Student Affairs. These vacancies are being addressed through hiring of new managerial positions, lending greater stability to these units.

Shared Resources: As a unit of the University of Michigan system, UM-Flint has access to critical resources provided by the main campus in Ann Arbor, from instructional and non-instructional support services to administrative know-how and human capital. Especially important is Wolverine Access, the three-campus, shared portal for human resource management, financial management, procurement, data reports, and more. Wolverine Access incorporates a variety of software programs, eliminating the need for the Flint campus to separately source, license and manage such programs. UM-Flint’s Information Technology Services coordinates technology decisions and policies with the Ann Arbor campus for conformity, such as moving to the same two-factor authentication program. UM-Flint’s Office of Extended Learning coordinates instructional design technology with Ann Arbor, and realized significant savings by switching from providing its own video streaming to using
a program already licensed by the Ann Arbor campus, with no additional cost to UM-Flint.

**Physical Resources:** UM-Flint uses the internationally recognized Facility Condition Needs Index (FCNI) to estimate the condition of facilities on the UM-Flint campus. In this model, FCNI=(capital renewal+deferred maintenance+plant adaptation)+current replacement value. As described in the [FY2020 Capital Outlay Plan](#) submitted to the State of Michigan, UM-Flint’s 2018 facility condition score is 0.195, which falls in the “good” category, the second-highest.

The university is located in downtown Flint and presents an attractive environment with well-maintained grounds, newer campus buildings, and the Flint River running through its center. The [Master Plan Update 2011](#), led by an external leading architectural planning company, has guided much of the campus development to match strategic goals. The campus has been successful in securing State of Michigan funding for specific capital projects, as well as major contributions from individuals and organizations during capital campaign efforts. The C.S. Mott Foundation has been a significant benefactor and partner over the years, providing support for land acquisition and funding for capital projects. With the strong support of the Mott Foundation and City of Flint, the university has been able to expand the campus and its facilities, as described in the [FY2020 Capital Outlay Plan](#).

In March 2016, the UM-Flint campus added 2.2 acres by acquiring the Riverfront Center, converting it to a multi-use residential, classroom and conference building. In 2015, the university acquired 160,000 square feet with the purchase of the former First Merit Bank north building to be used for future classrooms and offices. The campus now consists of 75.13 acres: 44.78 acres south of the Flint River and 29.16 acres north of the river. In addition, the university owns a 1.19-acre, off-campus property where the chancellor resides. The residence was donated to the university in 1973 and is referred to as the Ross House.

The adequacy of classroom capacity is evident in the utilization statistics as reported in the [FY2020 Capital Outlay Plan](#). The highest utilization at any time is 59% of classroom space in use weekdays from 3-5 p.m., with seat fill at 68%, in part due to the robust growth in online and hybrid classes. Only general classrooms scheduled by the registrar are included in the utilization computation; departmental classrooms are not included.

Although the university has sufficient space for the near and mid-term future, there are localized areas of need. The School of Nursing and College of Health Sciences, which share the William S. White (WSW) Building with several other departments, are in need of additional space for growing and new programs in nursing, anesthesia practice, occupational therapy, and physician assistant. The acquisition of the [First Merit Bank Building](#) (renamed University Tower) will facilitate re-purposing of existing spaces to accommodate growth. Renovation and occupancy of the University Tower is the top FY 2021 priority request, with $19.8 million requested from the State of Michigan in the [FY2020 Capital Outlay Plan](#). This renovation will allow the university to move a number of departments into better locations on campus and free up space in WSW to facilitate growth in the health professions.

**Technological Infrastructure:** The Information Technology Services (ITS) department is the primary provider of information technology. ITS hosts most computer hardware/software systems on campus, including the campus-wide wireless internet infrastructure and the student information system. ITS manages connections to the Ann Arbor campus, which hosts financial, payroll, human resource, and research systems, and in 2019, the email communications system. ITS maintains four instructional computer labs and four open computer labs, five mobile laptop carts, and virtual lab access to all required course software. ITS provides support for classrooms, all of which are technology-enabled;
data management, network engineering, project management, security; system administration and web services; desktop computer services and helpdesk services. The 2017-18 ITS Annual Report shows a high degree of satisfaction for its services from various user groups.

In addition to the 13 ITS computer labs mentioned above, there are 18 self-managed academic department computer labs in three classroom buildings and the library.

The Office of Extended Learning (OEL) manages the learning management system, a mirrored system with servers on two sides of campus, each capable of handling all Blackboard learning management system traffic. OEL also provides full backup and disaster recovery planning. OEL and Information Technology Services work more closely every year with the Ann Arbor campus, capitalizing on licensing discounts, technology information sharing, security measures, and storage.

5.A.2: The resource allocation process supports the strategic plan and emphasizes the needs of academic programs, with input from the Chancellor's Advisory Committee on Budget and Strategic Planning (see 5.C.2). The Budget Principles, Process and Model is partly based on a “responsibility centered” philosophy and directs funds to the units to ensure their needs are met. UM-Flint has used this model since fiscal year 2006; the model is responsive to enrollment fluctuations and also allows units to predict these fluctuations and adjust their budgets accordingly. It also provides special revenue program agreements to encourage the development of new academic programs and fund start-up costs associated with new programs; new programs receive a larger percentage of the revenue for the first four years to help them become self-sustaining.

Each year, Financial Services and Budget (FSB) researches UM-Flint's needs as to what is critical, what may be deferred, and what may qualify for additional state allocations. It updates the comprehensive five-year capital outlay plan, adjusting estimated project costs and program priorities, and analyzing the status of facilities to categorize budget requests. FSB summarizes these in a yearly report to the State of Michigan, listing UM-Flint's top priority request for the year, a list of future priorities, and items of deferred maintenance, also prioritized. The FY2020 Capital Outlay Plan explains, “A summary of the University's Capital Renewal/Deferred Maintenance Plan... indicates that $33,237,716 must be invested today to properly maintain campus buildings, property, and roads, including $2,698,494, which has been identified as 'critical' repairs and maintenance." The capital outlay plans describe how FSB addresses deferred, noncritical maintenance each year in order to maintain UM-Flint's Facility Condition Needs Index "good condition" rating of 0.195 without affecting instructional funds.

There have been occasions of budget shortfall due to lower-than-anticipated enrollments, at which time FSB has asked all units to identify possible reductions in expenditures; however, the FSB director has stated there are no known instances in the history of UM-Flint of redirecting instructional funds for elective projects. UM-Flint also does not channel funds to U-M without receiving benefits in return, in which case recharges by U-M in Ann Arbor may occur for such services as legal representation, which UM-Flint would otherwise have to purchase externally at full cost.

5.A.3: The goals underpinning the UM-Flint mission have remained steadfast over the last 10 years, due, in part, to carefully planned and allocated fiscal, human, physical, and technological resources.

- With UM-Flint's disciplined financial stewardship as described in 1.A.1 and inclusive, campus-wide planning, UM-Flint has improved the physical campus and increased its assets 15%, 2014 through 2018.
• Support from the greater Flint and alumni community is strong and in a multi-year campaign topped $57 million in 2018 for student support.
• The continuous philanthropy of the Charles Stewart Mott Foundation has awarded $60.3 million for projects on the Flint campus, many of which have benefited both the university and the City of Flint.

Thus, UM-Flint has been able to achieve or progress toward its goals.

• **Excellence in teaching, learning, and scholarship:** In 2018, UM-Flint climbed into the doctoral/professional Carnegie Classification (see 1.A.2). UM-Flint is an annual “Best in the Midwest,” as ranked by *U.S. News and World Report*, and *The Princeton Review*. From fall 2013 through 2018, the six-year graduation rate improved 23% (fall 2008-2012 cohorts), the number of graduate degrees awarded increased 21.6%, and the number of tenured and tenure track faculty increased nine percent. The number of programs and accreditations (3.A.1) has also grown.

• **Student centeredness:** UM-Flint has expanded scholarships and financial assistance for students, adding $1 million in 2018 alone and $750,000 in 2019. Since 2016, it has compensated for tuition hikes with additional need-based aid opportunities; the 2020 budget includes a five percent increase in aid against a five percent increase in tuition and fees. UM-Flint has refined services through the Student Success Center; renovated physical spaces such as the University, International, Cultural, and Veteran’s centers; created on-campus housing; and in 2015 became a gold-level Michigan Veteran-Friendly School.

• **Engaged citizenship:** In 2010, UM-Flint received the Carnegie Classification for Civic Engagement (1.D.1) and in 2012 was the first recipient of the “Engaged Campus of the Year Award” presented by the Michigan Campus Compact. Faculty creativity has propelled engagement as much as financial resources, as highlighted in the 2019 Carnegie renewal application; even so, between 2009-10 and 2017-18, internal financial support increased by 50% and external support by 150%.

**5.A.4:** Staff must meet minimum qualifications as stated in the job descriptions as part of the hiring process. Qualifications are determined at the highest level through the U-M Jobs Family system, which has categorized all positions across the U-M system and includes minimum requirements necessary. The UM-Flint hiring unit then may customize the qualifications to the needs of the unit, and set specific selection criteria, as documented in the Staff Posting-to-Hire Process. University Human Resources reviews candidate qualifications prior to approving an offer. Once hired, employees are encouraged to maintain and/or improve their qualifications through additional education, job-specific training, professional memberships, and conferences.

Employees of some UM-Flint units meet specific standards. For example:

• The Office of Financial Aid requires staff to possess a minimum of a bachelor’s degree in almost every capacity, and prefers supervisory staff to have a master’s degree. Given the nature of the work performed and the complexity of federal and state regulations, Financial Aid requires employees to participate in regular training. Staff attend conferences on a rotating basis and participate in multiple webinars per year; some engage in state, regional or national credentialed training. At any time, one-third to half of the financial aid staff are engaged at some level with the state, regional or national associations, or participating in volunteer activities relevant to their employment.

• All Thompson Library librarians have a master’s degree in library science or information
science, and hold faculty appointments.

- All UM-Flint police officers are trained in services unique to an academic institution and the rules specific to the University of Michigan. Officers are licensed by the Michigan Commission on Law Enforcement Standards, and deputized by Genesee County. In 2018, UM-Flint’s Department of Public Safety became the first university unit in the state accredited by the Michigan Law Enforcement Accreditation Commission.

Information Technology Services and University Human Resources have traditionally offered numerous staff training opportunities on technology and soft-skill topics, as well as topics specific to the university, such as onboarding, using the M-Pathways financial system, and helping veterans maximize their VA education benefits. (See the 2017-18 UM-Flint professional development catalog.) A staffing vacancy in the Human Resources Department since 2018 has stalled the development of some offerings; in the meantime, all Flint employees are encouraged to participate in U-M programs in Ann Arbor and online.

U-M has created a set of eight organizational competencies—clusters of skills, knowledge, abilities, and behaviors that support effective stewardship of the University of Michigan’s mission, vision, values, and resources. They are behaviors employees are expected to exhibit in order to be successful in the organization. U-M Learning and Professional Development workshops and programs are tied to these competencies, and are available to UM-Flint staff at a reasonable cost typically covered by the staff member’s department.

In addition, Michigan Online gives students, staff, and faculty access to U-M courses and specializations hosted on the Coursera and edX platforms, and provides the opportunity to earn certificates at no cost. Course topics range from leadership to data science to web design, all created by U-M faculty and instructors. U-M also provides hundreds of online training videos through LinkedIn Learning (previously Lynda.com) at no cost to employees, with topics ranging from productivity software to soft skills development.

5.A.5: As noted in 5.A.2, the UM-Flint has a well-defined budget model to channel revenues back to the units generating them. There are mechanisms in place to ensure well-developed, externally audited and verified processes for budgeting and fiscal monitoring.

- FSB generates and analyzes monthly financial snapshots, such as this October 2018 report, and year-end budget reports.
- FSB provides an annual budget calendar highlighting deadlines from July 1—the start of the university fiscal year—through the presentation of the budget to the Michigan Senate/Michigan House Higher Education Appropriation Committees.
- Control mechanisms are evidenced in the U-M Budget and Performance Transparency Reports under the stewardship of the U-M Board of Regents.
- U-M’s Grey Book—All Campus Detail provides financial information for all three campuses, is published on the Web, and is open to the public.
- The year-end financial statements include the reports of independent auditors. See Financial Statements for the Years Ended June 30, 2018 and 2017, with auditors’ report.

Sources

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5.B - Core Component 5.B

The institution’s governance and administrative structures promote effective leadership and support collaborative processes that enable the institution to fulfill its mission.

1. The governing board is knowledgeable about the institution; it provides oversight of the institution’s financial and academic policies and practices and meets its legal and fiduciary responsibilities.

2. The institution has and employs policies and procedures to engage its internal constituencies—including its governing board, administration, faculty, staff, and students—in the institution’s governance.

3. Administration, faculty, staff, and students are involved in setting academic requirements, policy, and processes through effective structures for contribution and collaborative effort.

Argument

5.B.1: The U-M Board of Regents has established clear policies in their bylaws, which define their financial and academic oversight responsibilities and practices. The board holds public meetings monthly, and at least once each year on the Flint campus. Meeting dates, agendas, and minutes are published on the board's website. Regents are provided with informational packets well in advance of the board meetings, during which UM-Flint’s chancellor may report on the status of the campus, recent highlights, and notable issues. Flint’s report includes information gathered through the organizational structure of the Flint campus, which enables information to flow from all units, faculty, and staff up to the chancellor to ensure that the regents receive a thorough report. Typically, at least one board member is intimately knowledgeable about the Flint campus. One of the current regents is from the Flint area, and a former Flint-area member served on the board for 16 years. Usually, at least one board member attends UM-Flint commencements.

5.B.2, B.3: Faculty are engaged through shared governance policies at all levels. The Faculty Code delineates the role, power, and responsibilities of the faculty in all issues that affect the functioning of UM-Flint. (In addition, each college and school has its own faculty codes, further delineating faculty rights and responsibilities. See C.3.1.) The Code identifies the Faculty Council, with representation from each instructional unit and the library, as well as the advisory committees for the provost and chancellor that meet regularly to consider issues of fundamental importance to the university. It outlines the standing faculty committees, which advise university administrators.

Other committees, composed primarily of faculty but often with non-faculty members, serve as advisory boards for such non-academic entities as the Thompson Center for Learning and Teaching. Ad hoc committees are organized for specific purposes, such as the Strategic Planning Committee.

The system of shared governance also operates at the college and school level. The governing faculty within each academic unit are charged with managing the units' affairs, except as delegated to the units' executive committees. Governing faculty have primary responsibility for setting academic standards, establishing the curriculum, and related matters. The dean of each unit serves as the executive officer, assisted by an executive committee or leadership/management team, which formulates educational and instructional policies for consideration by the faculty, address budgets, and finalizes appointments. There is some variability, however, such as in the College of Health...
Sciences, in which the dean and promotion review committees address promotions.

The university-wide Governing Faculty elects three representatives to the U-M Faculty Senate, which consists of all members of the professorial staff, executive officers, deans, and certain members of research and library staffs.

Faculty Council has had continued conversations about how to improve communication and consultation with administration. In addition, there have been recent efforts to clarify issues related to authority of Flint faculty governance and a reevaluation of our system in order to achieve proportional representation. Such efforts are ongoing.

**Staff engagement:** Staff have a voice in shaping processes and policies through various committee appointments and elected bodies as defined by the Staff Assembly Charter. The Staff Assembly consists of all staff with a regular appointment of 50% or more, comprised of both union and non-union staff members. Staff Council is the representative group elected by the Staff Assembly and acts on its behalf in presentations to UM-Flint’s administration concerning any policies affecting the UM-Flint staff, or upon requests from the UM-Flint staff after appropriate research has been completed. Staff Council assists in the coordination of staff development, new staff orientation, technology training, work-life balance, and career advancement. It also facilitates communication between Staff Assembly and University Human Resources.

Two UM-Flint staff representatives participate in the 100-member Ann Arbor-based Voices of the Staff employee engagement program, on the core Voices team and one of six network-specific teams. Voices provides a staff sounding board for the executive officers of the university toward such goals as having meaningful work, making a difference, and being heard, respected and appreciated. It also provides employee grants up to $1,000 for career development and educational enrichment.

**Student engagement:** Students are engaged in governance through appointment to faculty standing committees as described in the Faculty Code. A member of the Student Government is appointed to one of the faculty standing committees, which allows a constant flow of information from the students to the faculty and vice versa. Student Government is made up of an executive board headed by a student body president and a senate headed by an appointed vice-chair. Student committees are the Funding Board, Student Relations Committee, Foreign Outreach Committee, Government and Legal Affairs Committee, and the Student Organization and Partnership Board.

Throughout this assurance statement, UM-Flint has demonstrated the involvement of all constituencies in the operations and guidance of the university. In recent years, there has been an increase in efforts to ensure transparency, most notably in the posting of meeting minutes of various groups. A major challenge has been to get various campus groups to agree on the mechanisms that would be most appropriate for each group, and to use them consistently. Groups have weighed the appropriateness of such tools as UM-Flint’s public website, Blackboard membership organizations, and permission-based M-Box and Google Drive, against user roles, confidentiality requirements, and ease of access. Some groups use two or more repositories, depending on the type of document. Since 2014, Faculty Governance has encouraged the use of Libguides software as a repository for faculty meeting minutes and documents for Faculty Council, Governing Faculty, and standing faculty committees. In March 2019, the Council of Deans committed to posting meeting minutes and to creating a separate Libguides site for the greater university community for such groups as Staff Council, Student Government, and strategic planning.
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The institution engages in systematic and integrated planning.

1. The institution allocates its resources in alignment with its mission and priorities.
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution’s sources of revenue, such as enrollment, the economy, and state support.
5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

Argument

5.C.1, C.2: The Budget Principles, Process and Model Presentation explains how UM-Flint's inclusive budget process ensures resources are allocated to mission-driven priorities that address excellence in teaching, learning and scholarship, student centeredness, and engaged citizenship. The principles include providing incentives for program development, and enrollment and revenue growth; supporting the strategic plan; and supporting decentralized decision making at the academic unit levels while maintaining central budgets for fixed costs.

Development of the five-year strategic plan is an inclusive, campus-wide activity that most recently resulted in creation of five High-Level Strategic Priorities as the foundation of the 2018-2023 Strategic Plan. (See 5.C.3.) Current implementation planning requires units to create their own strategic plans addressing the high-level priorities. In light of enrollment challenges exacerbated by the Flint water crisis, the chancellor's cabinet also asked that the plans prioritize three critical areas: stabilizing the budget; increasing enrollment; and increasing faculty, staff, and student support. These individual unit plans often describe additional activities to generate revenue and manage resource needs. Financial Services and Budget considers these in annual budget modeling, along with projected state appropriations, revenue from tuition and fees, operational costs, and capital asset planning.

The academic unit plans are bookmarked below.

- College of Arts and Sciences
- College of Health Sciences
- School of Education and Human Services
- School of Management
- School of Nursing

The Division of Enrollment Management has begun work on a new strategic plan in follow-up to its 2015-20 Strategic Enrollment Plan (see 5.C.3). University Advancement completed a five-year plan in 2015. Business and Financial Services annually creates a capital outlay plan as its strategic plan, which it submits to the State of Michigan. The Division of Student Affairs has been challenged
in this regard, due to high staff turnover and new vice chancellor in 2018.

The Chancellor’s Advisory Committee for Budget and Strategic Planning (CACBSP) is the link between budgets and academics, reviewing proposed budgets and looking for congruence between financial decisions and the strategic plans. The final budget draft is then presented to the campus community in public forums. In late spring, the chancellor meets in closed session with the U-M Board of Regents to discuss the budget package, which requires board approval.

CACBSP is a standing committee authorized in the Faculty Code and consists of seven elected faculty members, including at least one from each instructional unit, and a librarian. One committee member is designated as its representative on the Faculty Council, creating a continuous information and feedback system. The chancellor, provost, and vice chancellor for business and finance serve as ex officio members. The CACBSP minutes of September 27 and November 8, 2017, show the integration of academic and operational considerations.

In addition to annual budgets, capital outlay plans describe the financial requirements of long-term strategic priorities and the crossover between academics and physical facilities. For example, the 2017 Capital Outlay Project Request outlines expansion of the Murchie Science Building to address the need for safe physical space. The expansion will help UM-Flint grow and create new STEM programs, and compete with other colleges in recruiting and retaining STEM students. The fiscal year 2020 Capital Outlay Plan describes the next capital priority, which is to obtain $19.8 million in state funding for renovation of the recently acquired University Tower Building. The building will house a mix of academic programs, administrative offices, and the Department of Public Safety. The project will contribute toward a safer, more vibrant downtown Flint, as well as increased engagement in the immediate area.

5.C.3: UM-Flint embraces strategic planning in the spirit of openness and collaboration that is key to UM-Flint's culture, involving a hundred faculty, staff, students, administrators and community representatives in various committees and working groups in both the 2011-2016 Strategic Plan and phase I of the 2018-2023 Strategic Plan. In addition, those committees were informed by input from a cross-section of constituents through town halls, surveys, and an online public suggestion form. Similarly, in early 2015, UM-Flint leadership reviewed the university’s progress toward the 2011-2016 plan's goals and analyzed the remaining, unmet objectives. Gathering additional data from two town hall meetings and an online survey, they identified four feasible priorities from within the plan for review, realignment of resources, and actions, as described in the Strategic Plan Prioritization Update of March 2015.

In 2017-18, the Strategic Planning Committee conducted 92 meetings across campus, with faculty, staff, students, and alumni; the process took much of the academic year, accounting for the gap in strategic plans. The five High-Level Strategic Priorities emerged, equal in importance, interrelated, and derived from the mission, and were endorsed by Governing Faculty. Subsequently, a smaller, core committee gathered more than 500 data points from a previous SWOT analysis, various surveys, unit input sessions, and open stakeholder forums. The committee condensed this information and presented the chancellor’s cabinet with six key initiatives, each of which addresses multiple priorities. Funding has not been available to support the crosscutting initiatives, so they are currently tabled while the university prioritizes stabilizing the budget, increasing enrollment, and increasing faculty, staff, and student support.

In 2014, in support of the 2011-2016 Strategic Plan and in lockstep with the university’s HLC Academy Quality Initiative (2014-18), a group of 30 faculty and staff leaders, with input from
students, began a comprehensive environmental scan of factors affecting recruitment and retention. Their efforts were shared in three forums of more than a hundred individuals each and placed in motion concrete actions to achieve the highest priorities of the 2011-2016 Strategic Plan. The result is the 2015-2020 Strategic Enrollment Management (SEM) Plan—a living document that will be refreshed beginning fall 2019. It has provided a clear vision of how to address recruitment and retention challenges articulated in the environmental scan and scaled to the resources of the university. It also paralleled the path for implementation of the quality initiative.

Instead of the singular 2011-2016 enrollment goal of 10,000 students, the revised objectives are:

1. Maintain an average of 650 incoming first-time-in-any-college (FTIAC) students in each fall semester, 2015-2020, and increase new graduate enrollment 7% by fall 2020. See progress report.
2. By fall 2020, increase domestic FTIAC first-year retention to 79%, second-year retention to 65% (not met), and first-year domestic transfer students to 80%. See persistence summary.

The plan also called for a focus on academic programming, especially in STEM and health sciences, and business; new graduate programs; and recruiting military veterans and international students.

5.C.4: UM-Flint has a clear understanding of its physical capacity and needs, as documented in the Campus Master Plan and the annual capital outlay plans; it also keenly understands its financial needs and constraints. On June 20, 2019, the U-M Board of Regents approved UM-Flint's 2019-20 general fund budget of $117.6 million, focused on the top priorities of supporting academics and ensuring access through student support. The budget included an estimated $23.9 million in state appropriations, 1.4% over 2018-19; however, the actual State of Michigan budget, approved September 30, allocated a 1.3% increase. UM-Flint increased 2019-20 tuition and fees 5.0%, but also increased need-based student aid by 5%; 89% of all aid-eligible students receive financial aid at UM-Flint. Financial Services and Budget (FSB) continuously monitors actual revenues and expenses to the budget targets, and may determine mid-year adjustments are necessary.

Fluctuations in revenue over the years have been caused by such issues as declining enrollment related to declining high school student populations and the Flint water crisis, elimination of employer-subsidized training and tuition programs, plant closings, and changes in state and federal student aid. The Grey Book Budget Details demonstrate how the university plans for such fluctuations. For example, in fiscal years 2010 and 2011, Business and Finance (FSB) set aside $1.3 million for a new contingency reserve in response to expected future reductions in state funding. In fiscal year 2012, they moved $2.2 million from the contingency reserve into the budgets of functional units.

In fiscal 2018, FSB reduced the general administrative services budget due to having lowered the campus reserve by $1 million. The university occasionally uses non-general fund resources to lessen the burden on the general fund, as it did in 2018 when it used gift funds to cover $578,000 in debt service for the School of Management move to the Riverfront Building. It has used income from the University Investment Pool to create funds functioning as endowment to address long-term funding needs; recent examples include security system infrastructure, deferred maintenance, and costs related to the Flint Water Crisis (increased testing, bottled water, and equipment). As of September 2019, the central controlled reserve was $1.6 million.

5.C.5: UM-Flint tracks emerging trends and challenges through numerous channels. Through its active membership in the Michigan Association of State Universities and its 19 subcommittees, UM-
Flint has access to such resources as state enrollment reports and demographic forecasts, legislative actions and issue campaigns, student success initiatives, and targeted advocacy. In addition, directors and staff participate in their own professional organizations, such as the American Association of Collegiate Registrars and Admissions Officers and Educause. Because strategic planning is such an inclusive process at UM-Flint, the university is able to leverage this information, in addition to campus surveys, and input from university units and open-forum stakeholder sessions. UM-Flint strives to anticipate emerging factors, such as:

- **The growth of online programs and correlating technology trends.** As an early adopter, UM-Flint has made distance education a strategic priority, garnering more than 21,000 enrollments in individual online and hybrid courses in 2018-19.
- **Emerging fields of study.** UM-Flint has created new programs in response to shifting public needs and trends, with a Certificate in Adult-Gerontology Acute Care (2017), BS in Substance Use Treatment and Intervention (2017), Doctor of Nurse Anesthesia Practice (2018), the first entry-level Doctor of Occupational Therapy in the state of Michigan (2019), and MS–Physician Assistant (2021).
- **On the technology front.** UM-Flint regularly collaborates with the U-M information technology groups to stay on the leading edge of cloud computing and storage, data security, user authentication, and policy development. It has a regular replacement schedule for computer lab equipment to ensure up-to-date technology. It has also implemented leading-edge technology for academic units, such as multi-dimensional simulation suites for the radiation therapy and nursing programs.
- **In the March 2017 SWOT analysis,** participants identified other opportunities, such as local expansion in business incubators and entrepreneurial ventures; joint faculty appointments with U-M's Michigan Medicine and other businesses; opportunities for students to engage with alumni around capstone projects; and urban research.

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5.D - Core Component 5.D

The institution works systematically to improve its performance.

1. The institution develops and documents evidence of performance in its operations.
2. The institution learns from its operational experience and applies that learning to improve its institutional effectiveness, capabilities, and sustainability, overall and in its component parts.

Argument

5.D.1: Criteria 3 and 4 discuss various evaluations for improvement in curricula, teaching, and learning, but there are other documented continuous quality improvement measures at UM-Flint. For example:

- The Student Success Center systematically collects and tracks data related to its primary operations: new-student orientation, academic advising, placement testing, and academic support (tutoring and supplemental instruction). Those metrics are mapped against key performance indicators related to academic success and student retention, with pattern analysis routinely conducted to identify opportunities for process improvement.
- The Division of Student Affairs has used the Ruffalo Noel Levitz Student Satisfaction Inventory (SSI) to garner feedback from students to improve campus climate, academics, campus safety, financial aid, support services, campus life, and instructor effectiveness. It has also used the Hear My Voice online platform for student input.
- UM-Flint has used the National Survey on Student Engagement (NSSE) to assess student perceptions of the effectiveness and satisfaction with curricular and co-curricular programs. The Office of Institutional Analysis oversees the implementation of the surveys and publishes the reports on its website.
- University Advancement (UA) annually employs the National Association of Colleges and Employers First-Destination Survey, which supports students through self- and career-discovery. The results are used to create and adjust UA’s strategic and annual planning.
- The Office of Graduate Programs has conducted a biennial graduate student satisfaction survey for the last 15 years, the results of which have contributed to more thorough program reviews, adjustments to class start times, and increased utilization of online and hybrid delivery. Survey results spurred the implementation of texting in the admissions process and improvements in the Graduate Programs website.
- The Department of Public Safety (DPS) routinely collects operational data for improvement purposes. As a result, the university in 2015 increased the number of cameras and emergency phones on campus. In 2016, DPS launched the free Safe Ride program, complete with a mobile reservation application, for students going to locations in the downtown Flint area surrounding campus. It continues to track ridership and adjust the Safe Ride service schedule of operation based on feedback.
- Information Technology Services gathers feedback from user satisfaction work ticket surveys, which recently justified hiring a full-time helpdesk technician and yielded an immediate return on investment for better support. ITS also used results from an earlier survey to rationalize hiring a trainer for staff professional development.
- In May 2012, the vice chancellor for business and finance conducted an employee satisfaction
survey as the fourth in a series beginning in 1998. The assessment included customer surveys, external benchmarking, and reports of employee satisfaction within the business and finance unit.

In 2014, the Report on the Strategic Indicator Workgroup updated the university’s progress on 11 priorities and 98 initiatives in the 2011-2016 Strategic Plan. Across the 11 priorities, there were challenges quantifying outcomes; civic engagement and alumni networking in particular were difficult to measure.

The annually updated capital outlay plans identify facility upgrades completed and those still needed across the UM-Flint campus. It factors in various explicit expectations from the strategic plan, the campus master plan and accreditation expectations. As previously mentioned, the campus facilities are being upgraded according to the Facilities Condition Needs Index (FCNI). Deferred maintenance and priorities have been defined for the next 10 years in Table 2 of the FY 2020 Capital Outlay Plan. Every year, UM-Flint submits a request for major facility funding to the Michigan Legislature; for fiscal year 2020, $19.8 million is requested for the $30 million project to renovate the University Tower.

5.D.2: The annual capital outlay plans describe various measures the university has taken to save energy and implement other money-saving measures. They also demonstrate how the university analyzes maintenance issues, judiciously determining what can be deferred, and what will benefit the university most through proactive measures. In all cases, the university tracks the outcomes and uses that information in future decision making—the traditional continuous improvement model.

Items being monitored to identify effectiveness of the decisions and sustainability of the benefits include:

- **Negotiation of energy cost with Consumers Energy**: The university works closely with Consumers Energy on systems analysis, planning future projects, and making educated investment decisions on futures-purchasing of natural gas. Staff monitor gas prices to assess whether the purchase was financially successful and should be repeated.
- **During fiscal year 2011**, to improve energy efficiency campus-wide, UM-Flint began implementation of a Smart Buildings Program sponsored in partnership with Consumers Energy (CE). By 2016, the campus had reduced electrical consumption by 5%, won a CE Energy Efficiency Certificate of Recognition, and earned $200,000 in rebates. In 2017, the university implement their Smart Building program at the Riverfront Center. Energy costs are being tracked to determine the benefit of installing Smart Building controls in other buildings.
- **The university has centralized information technology purchases to leverage the three-campus software licensing process** initiated on the Ann Arbor campus, reducing the overall cost of software used on the Flint campus.
- **When the Ann Arbor campus negotiates licensing for academic content (databases and electronic books) for the libraries**, it is often successful in including both the Flint and Dearborn campuses. Consequently, digital content for the Thompson Library costs significantly less than licensing the same content as a stand-alone institution.

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5.S - Criterion 5 - Summary

The institution’s resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

Summary

UM-Flint’s resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

UM–Flint has substantial assets and sufficient annual budget to achieve its high-level priorities. It has continuously and successfully scaled its tuition and fees revenue to accommodate budget challenges attributed to declines in enrollment and state funding. As a unit of the University of Michigan, UM-Flint has access to critical resources provided by the main campus in Ann Arbor, from instructional and non-instructional support services to administrative knowledge and human capital. Yet, UM-Flint enjoys autonomy and self-efficiency through its careful management, data analysis, and focus on continuous improvement.

Sources

There are no sources.