

Administrative Leadership Meeting

Tuesday, January 23, 2018

Some Recent Hires

- *Beth Hardcastle, Asst. Controller – SBS
- *Deborah Heyl-Clegg, Chemistry Department Head
- Kaitlyn Kenney, Housing Complex Director
- Mark Smith, Housing Complex Director
- *Travis Temeyer, Director of Purchasing
- Roderick Wallace, Director of Upward Bound
- *David Winters, Special Education Department Head
- MaryAnne Wilk, Housing Area Director

** internal transfer/restructure*

Agenda

1. Welcome & Updates

Jim Smith, President

2. Dining Services Survey Results

Brian Kulpa, Asst. VP Business Operations/Student Services

**3. Academic Partnerships
Overview & Update**

Michael Tew, Associate Provost
Kevin Kucera, VP for Enrollment

**4. Commission on
Diversity & Inclusion**

Ronald Woods, Chair
Devika Choudhuri, Vice Chair

5. 2018 United Way Campaign

Jessica Alexander, Co-Chair
Leigh Greden, Co-Chair

6. Budget Discussion and Q&A

Dining Services Survey Results

Comparing Results From 2016 Survey vs. 2017 Survey

Brian Kulpa, Assistant Vice President
Business Operations/Student Services

Background

- **Students surveyed about Dining in March 2016**
 - Goal: Assess student satisfaction & preferences as University explored the future of Dining Services
- **Students surveyed again in October 2017**
 - Asked virtually identical questions to 2016 survey
 - Goal: “apples-to-apples” comparison of student satisfaction & preferences with Dining before and after hiring Chartwells

Background

- **Surveys sent via email to all students**
- **Surveys developed and administered online by:**
 - EMU Office of Institutional Research and Information Management (IRIM)
 - EMU Facilities & Operations (which oversees Dining Services)

Summary of Results

Between 2016 – 2017:

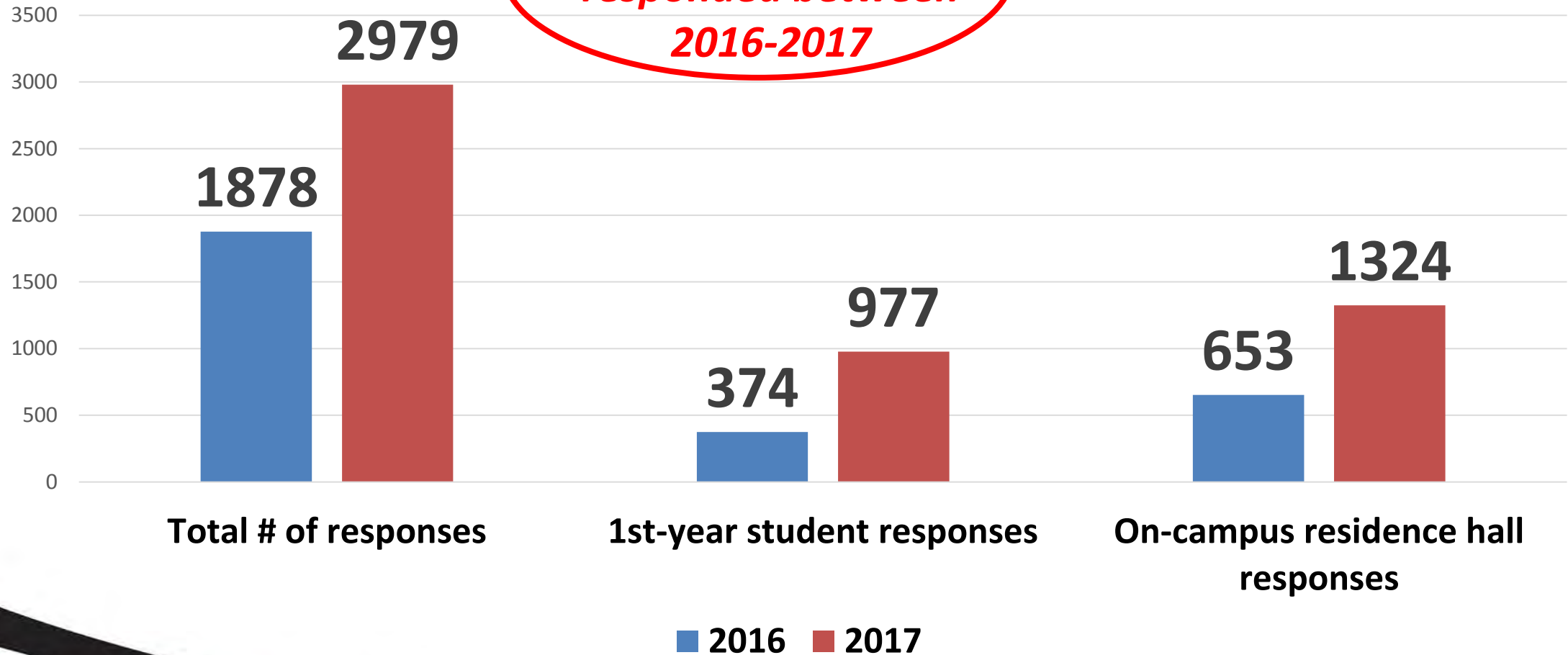
- Student response rate increased**
- Student satisfaction increased**
 - Positive ratings consistent with external audit results
- Students' Dining priorities virtually unchanged**
- Students eating more in the Student Center and less in Eagle Cafes**

Why Does This Matter?

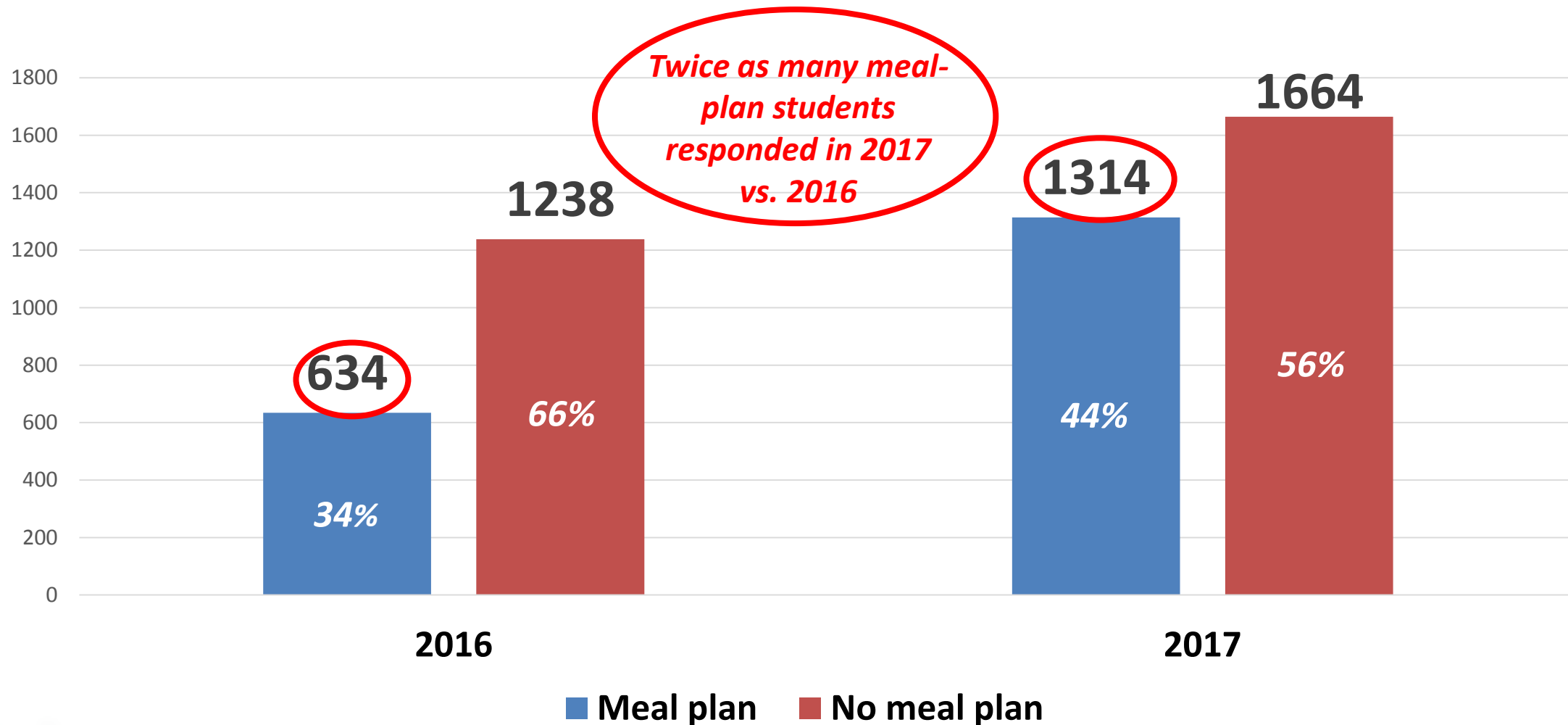
- ✓ A positive Dining experience is vital to the overall student experience
- ✓ Dining is integrated with Housing; both areas provide net-positive financial results
- ✓ EMU is committed to surveying users of services/programs, and then sharing, learning from, and making changes based on those results

More Students Responded in 2017

58.6% more students responded between 2016-2017



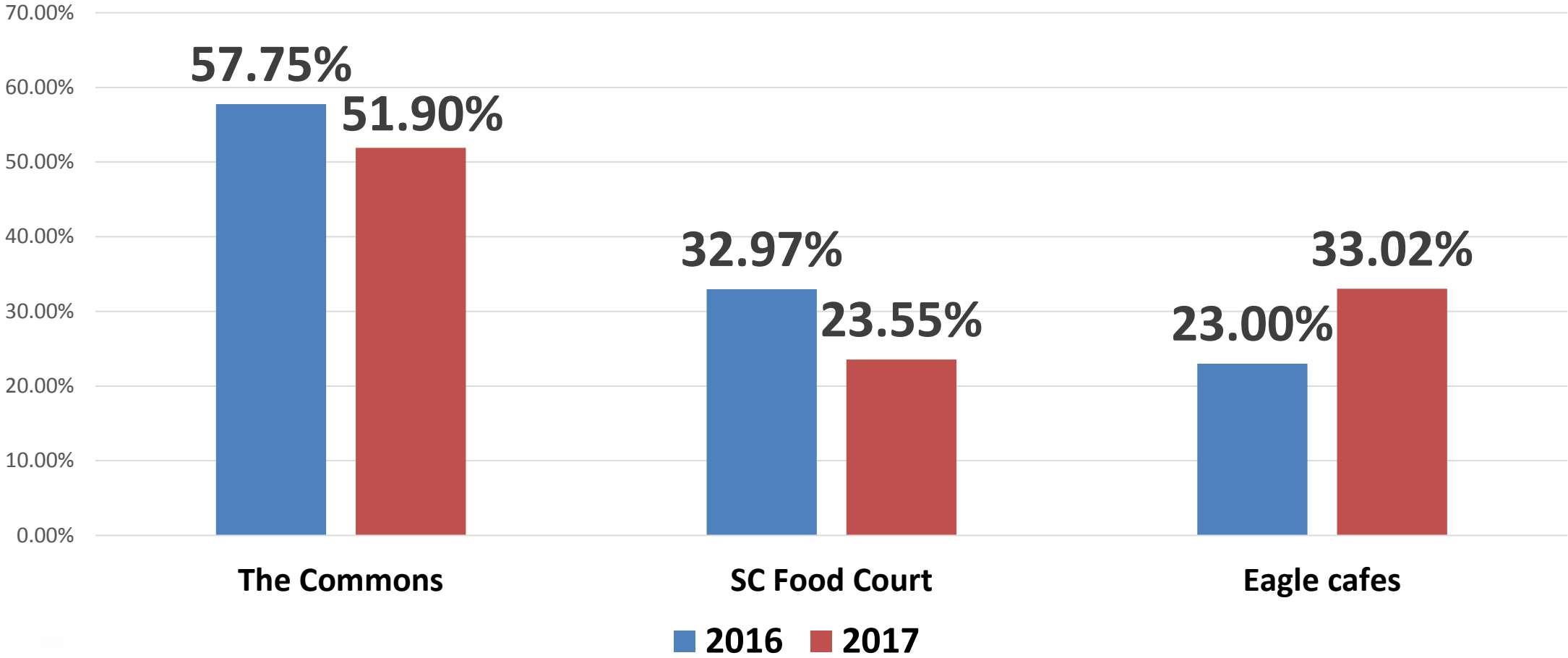
More Meal-Plan Students Responded in 2017



2016 Q: "Did you participate in a meal plan during the 2015/2016 academic year?"

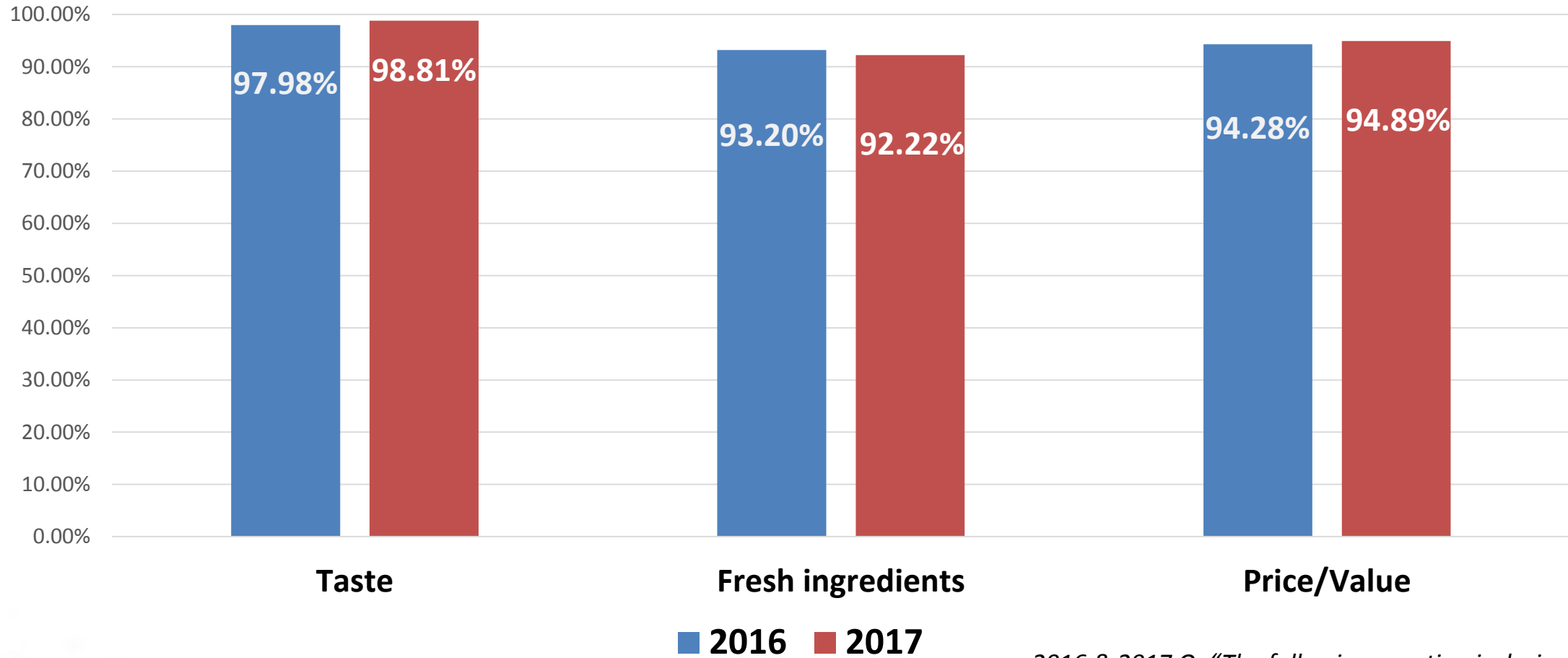
2017 Q: "Did you purchase a meal plan during the fall of 2017?"

Change in Frequency of Students “Never” Eating at Certain Locations



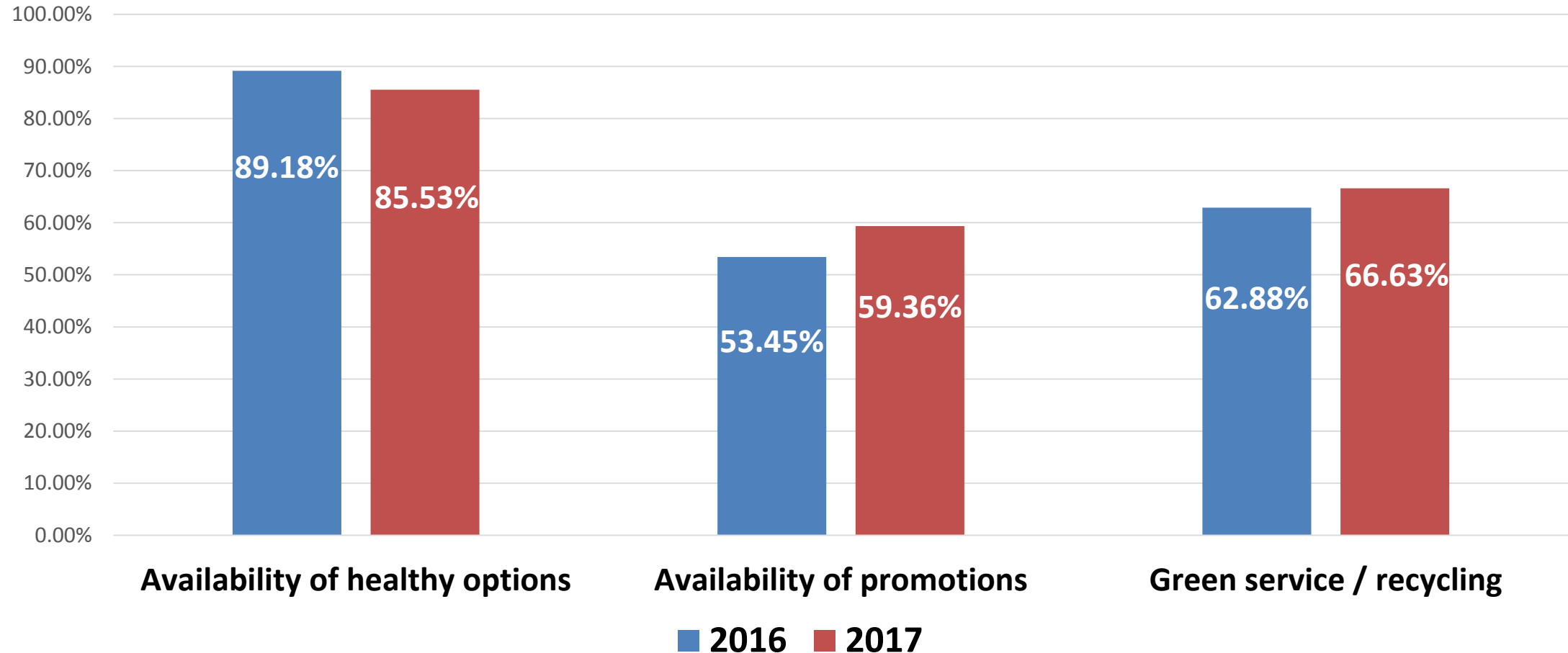
2016 & 2017 Q: “Please indicate the frequency of your use of on-campus dining service locations this academic semester.”

Student Priorities Were Virtually Unchanged...



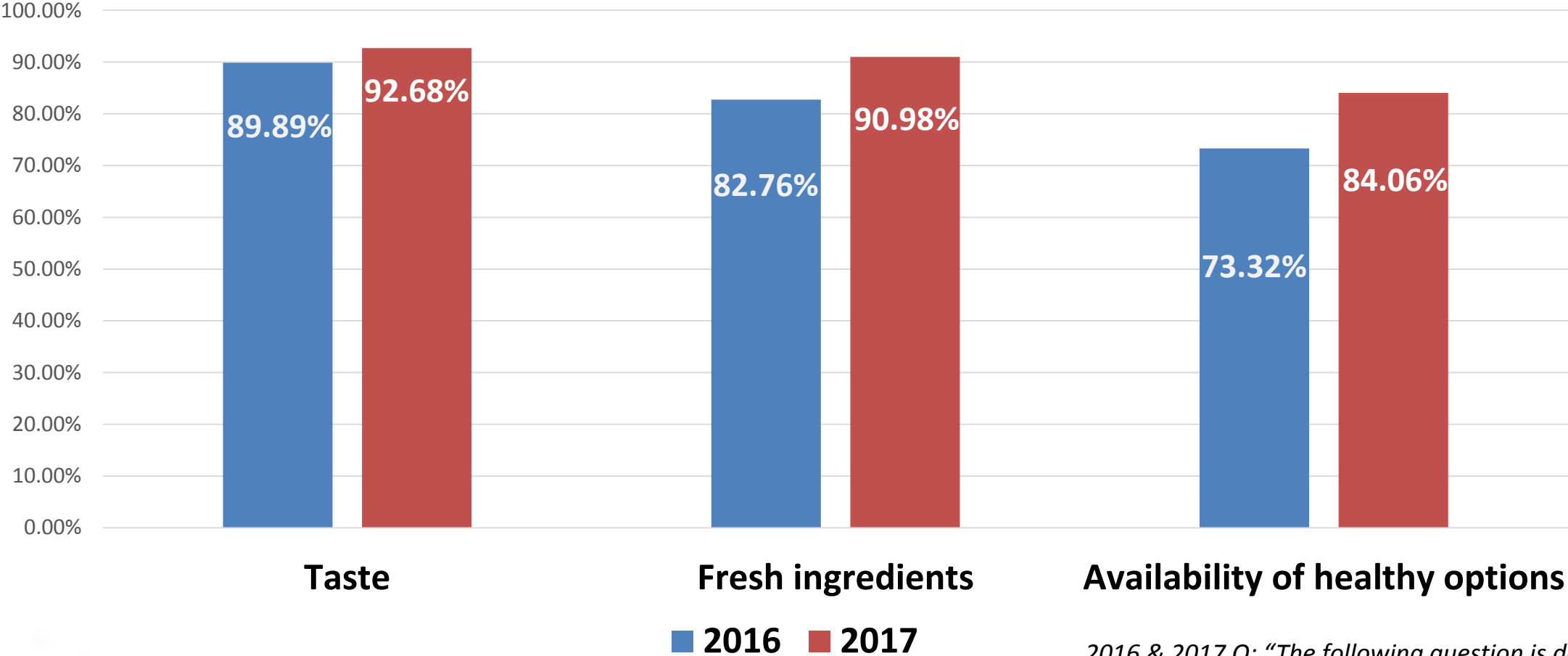
2016 & 2017 Q: "The following question is designed to determine what is most IMPORTANT to you regarding the dining service program. Please rate the importance of each of the following dining service categories."

... Except For a Few Areas



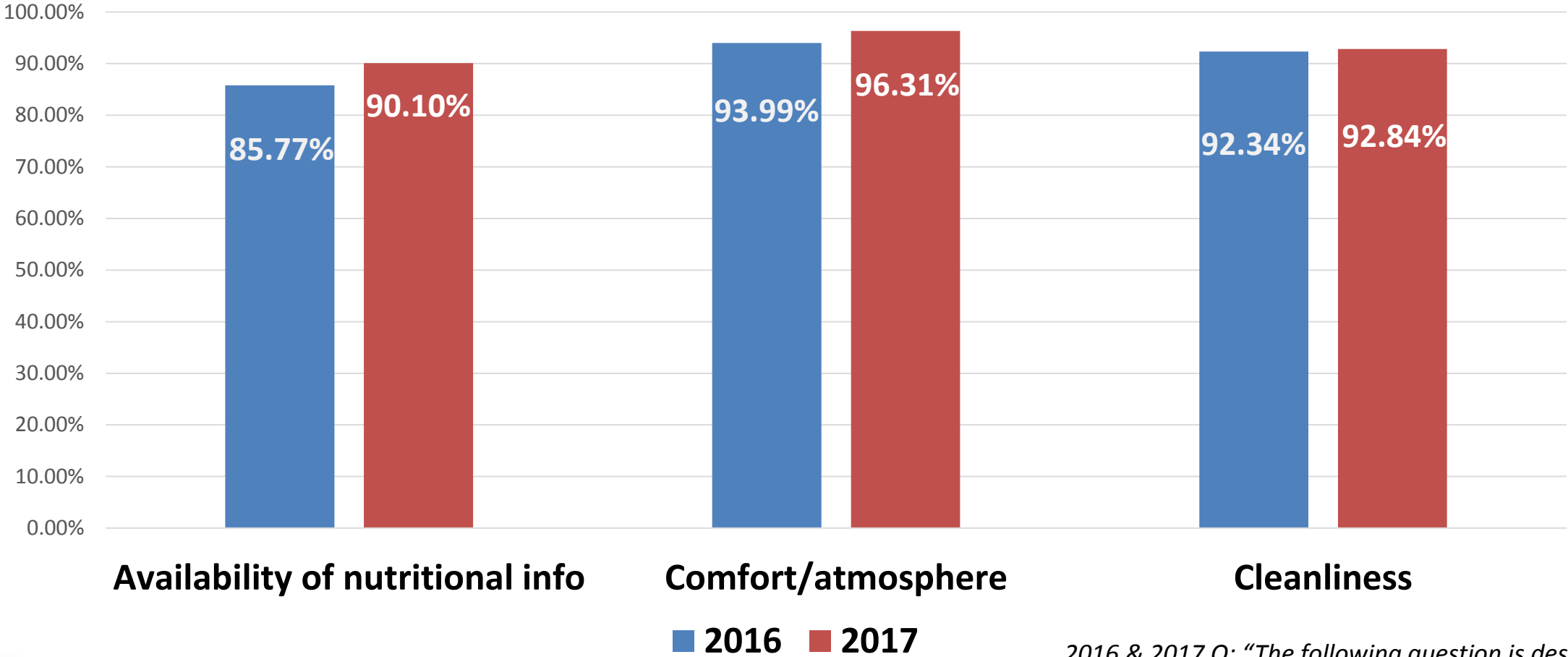
2016 & 2017 Q: "The following question is designed to determine what is most IMPORTANT to you regarding the dining service program. Please rate the importance of each of the following dining service categories."

Satisfaction in Most Categories Improved



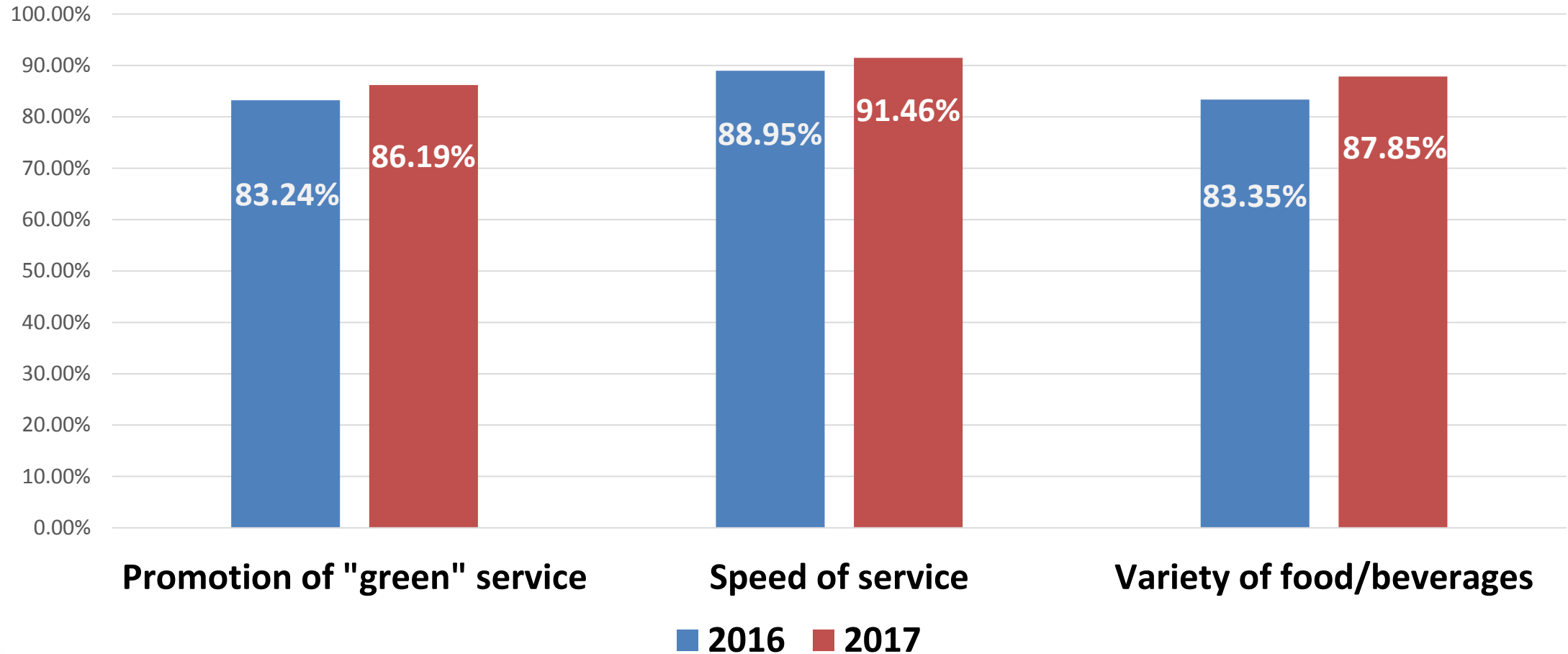
2016 & 2017 Q: "The following question is designed to determine how SATISFIED you are regarding the current dining service program. Please indicate how SATISFIED you are with the current dining service categories that are provided at your location."

Satisfaction in Most Categories Improved (cont'd)



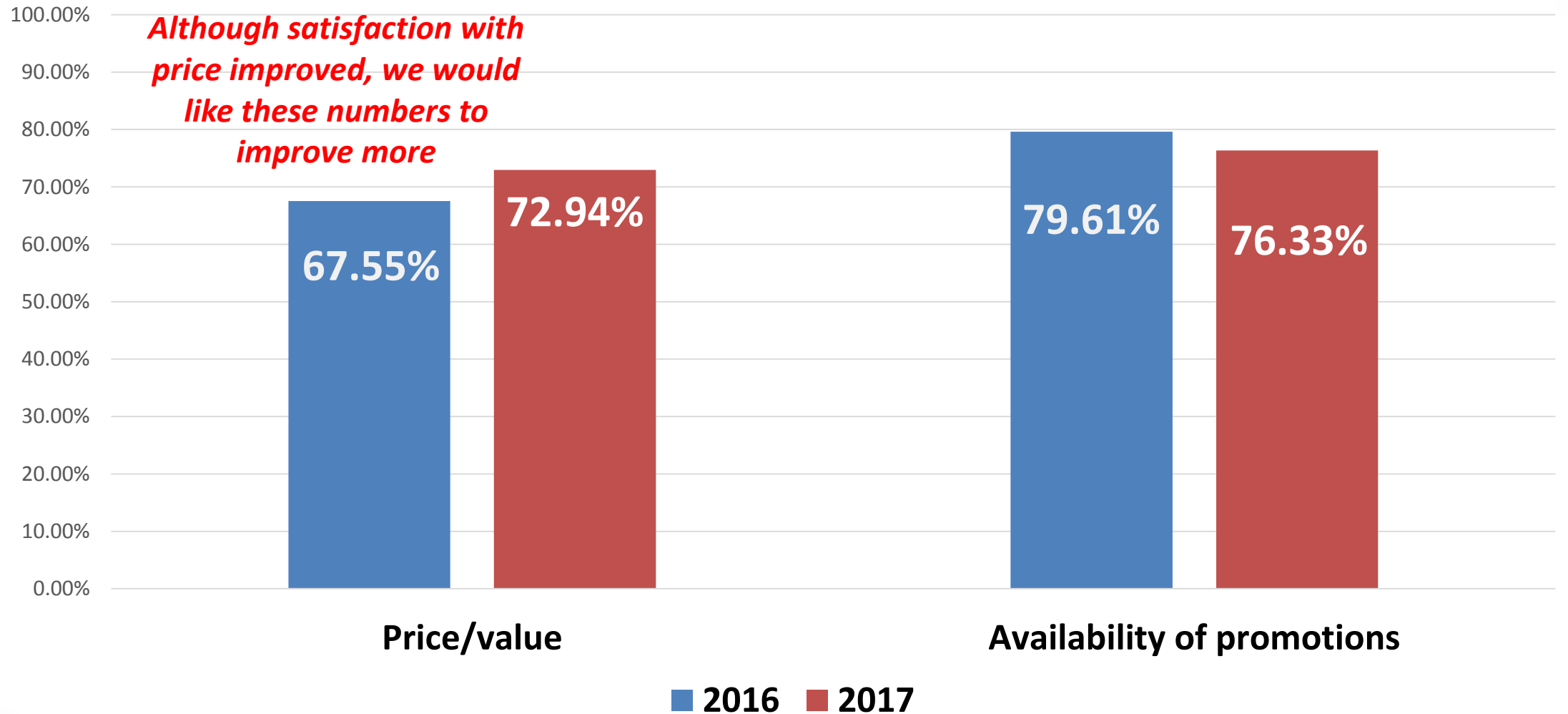
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Satisfaction in Most Categories Improved (cont'd)



2016 & 2017 Q: "The following question is designed to determine how SATISFIED you are regarding the current dining service program. Please indicate how SATISFIED you are with the current dining service categories that are provided at your location."

Areas Needing Attention



2016 & 2017 Q: "The following question is designed to determine how SATISFIED you are regarding the current dining service program. Please indicate how SATISFIED you are with the current dining service categories that are provided at your location."

Preliminary Conclusions

- **Student Center is high-demand, reflecting investment in facilities & offerings**
- **Satisfaction improved in most categories, with significant improvements in:**
 - fresh ingredients
 - healthy options
 - variety
- **Need to develop & market more promotions**
- **Need to offer “value” deals**

Academic Partnerships Overview & Update

Kevin Kucera, Vice President for Enrollment Management

Michael Tew, Associate Provost and Associate Vice President for
Academic Programming and Services

Macro Trends in U.S. Higher Education

- **On-campus enrollments are declining**
- **Graduate students are returning to college online**
 - Enabled by technology, millions of college graduates have reentered universities for higher-level credentials
 - Since 2010, online enrollment is up by 56%, while on-campus enrollment is down 8%
 - 58% of MBA students and 60% of RN-BSN students are studying fully online
 - **More than 2.5 million mature learners – 19% of the U.S. student body – are enrolled in fully online degree programs.**



Academic Partnerships

- Academic Partnerships (AP) is a Texas-based company that markets and provides technical support for online academic programs. AP uses specialized tools to identify students from across the nation who have expressed interest in specific online degree programs, thus saving the educational institution the time and money that is required to effectively develop and execute a comprehensive nationwide marketing campaign.
- EMU signed an agreement with AP in November 2016

Academic Partnerships

▪ Key Points

- EMU has engaged AP in a marketing contract to promote a limited number of online degree programs to enhance enrollment growth.
- AP will spend approximately \$1.5 million of their marketing funds per degree program.
- AP assumes the full risk for this marketing investment.

Academic Partnerships

▪ EMU Retains Control

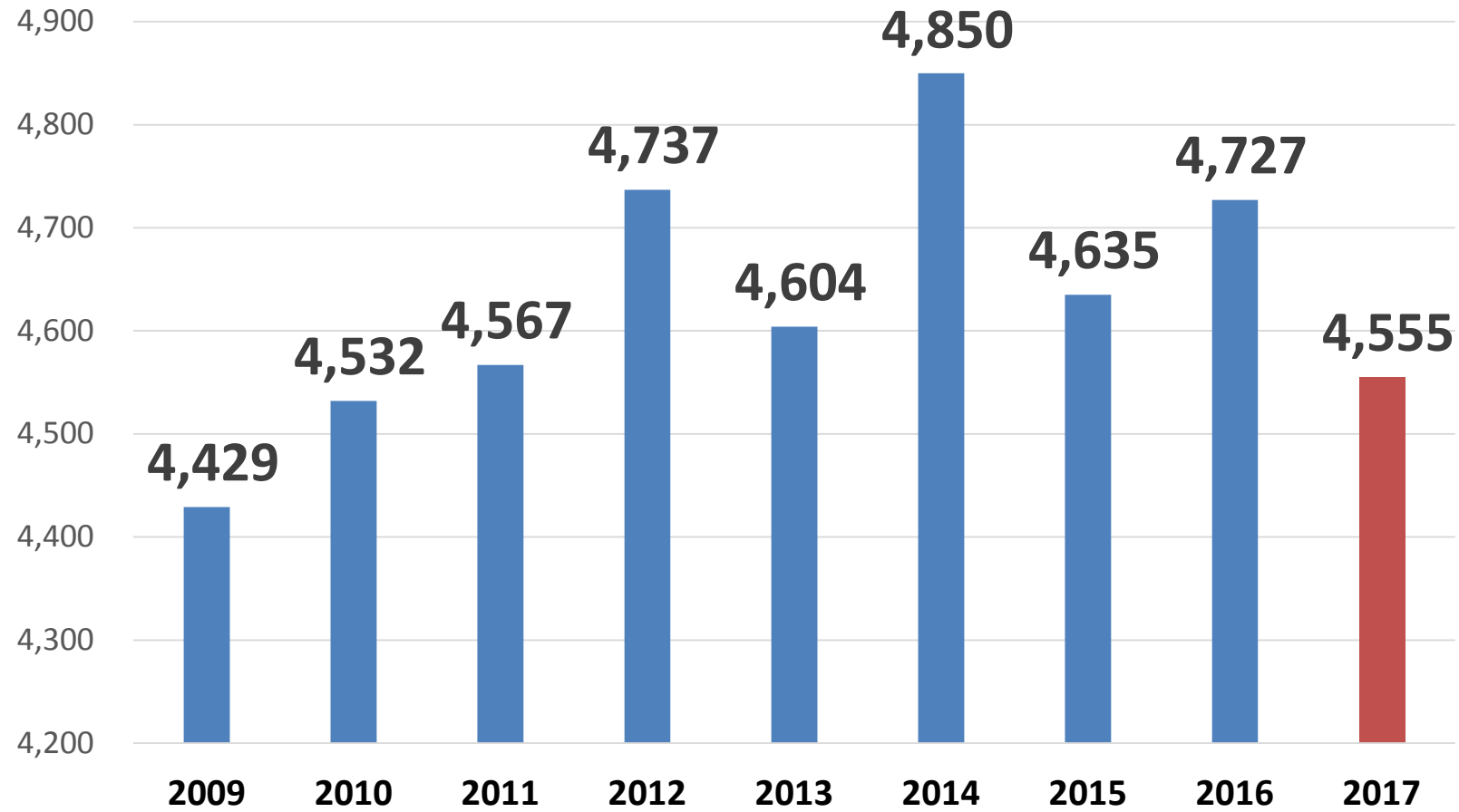
- EMU will retain control of all curriculum.
- EMU will retain control of all teaching appointments and staffing.
- EMU faculty will retain ownership of all intellectual property they create for online courses.

Academic Partnerships

■ Additional Benefits

- Marketing funds spent by AP will have a “halo effect” by putting the EMU name on billboards, advertising, and print materials.
- Full online degree-seeking students have grown 56% over the last five years.
- This agreement provides a strategic entry into this highly competitive marketplace.

EMU Degrees Awarded by Year



What Students Look For in an Online Program

In order of importance

1. Price

2. Program duration

3. Entrance requirements

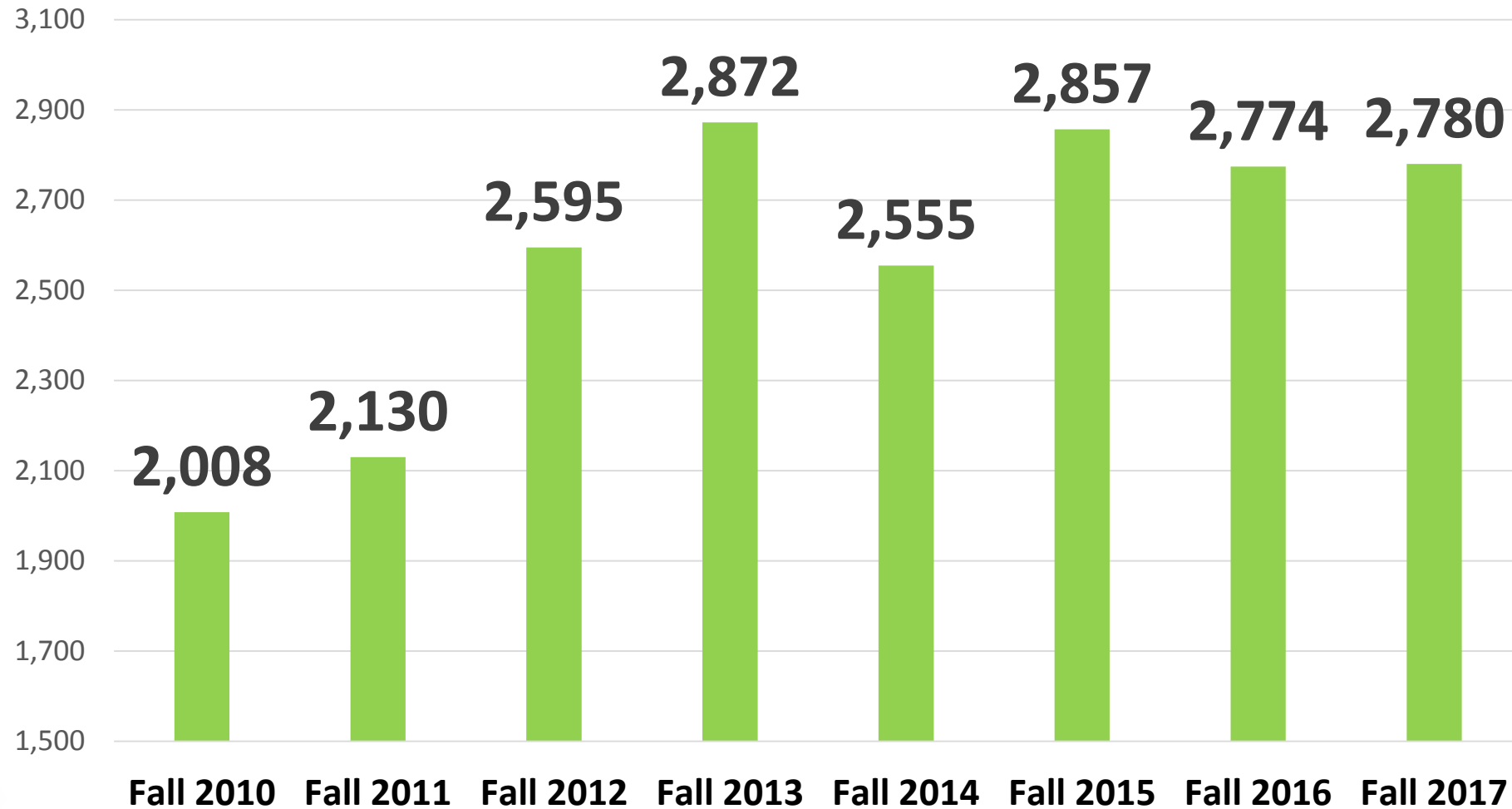
4. Start dates

5. Brand/ranking

Online Launch Investment

- A successful launch of an online initiative requires an upfront investment of at least \$1 million.
- Expenses include
 - Marketing
 - Online advertising, including SEO, Google AdWords, and digital media
 - Publications
 - Signage
 - Staffing
 - Recruitment
 - Advising
 - Faculty
 - Online course development
 - Administrative support
 - Technological infrastructure

New FTIAC Enrollment Trends (2010-2017)



FTIAC Statistics

	<u>Fall 2011</u>	<u>Fall 2017</u>
ACT	21.06	22.4
GPA	3.12	3.3
Students of color	706	848
Honors College FTIAC	191	381
Honors College Total	858	1,551
FTIACs IN EMU Housing	1,538	1,751

Online Degree Programs

Undergraduate

- [Nursing Completion \(RN-BSN\)](#)
- Technology Management (B.S.)
- Dietetics (M.S. and B.S.)
- [Individualized Study Program \(BGS\)](#)

Graduate

- Dietetics (M.S.)
- [Educational Leadership \(M.A.\)](#)
- Educational Psychology (M.A.)
- Engineering Management (M.S.)
- Human Nutrition (M.S.)
- Integrated Marketing Communications (M.S.)
- Learning Technology and Design (M.A.)
- Quality Management (M.S.)
- Social Foundations of Education (M.A.)

RN2BSN Growth

RN2BSN New Enrollment		
Start Date	2016	2017
September Start	36	98
October Start	39	96

Increase of
more than
150%

New geographic draws from:

- Arizona
- California
- Florida
- New York
- Ohio
- Texas
- Virginia

Ed Leadership Growth

EdLd New Enrollment		
Start Date	2016	2017
September Start	17	15
October Start	12	19
January Start	10	21
February Start	20	40

**Increase
of 61%**

Program Status

- All programs marketed by AP remain unchanged from their current form prior to EMU's relationship with AP.
- New courses and new programs, *if developed*, will go through normal faculty input process for new courses, new programs, and course/program revisions.
- No programs are open to FTIAC Students.
- Undergraduate programs require the completion of EMU General Education curriculum (or its equivalent)

Questions Resulting from Contract Signing

- Why was there no faculty input regarding the contract?
- Who teaches the EMU online programs marketed by AP?
- Will faculty lose control of curriculum development with the online courses and programs?
- Is EMU outsourcing any jobs due to this agreement?
- Does AP divert students from ground-based classrooms to online programs?
- Does EMU retain control of admissions criterion and decisions?

“Arbitrator Sides With University on Academic Outsourcing”

Ruling backs Eastern Michigan in dispute with union over whether online program management deal curtails faculty control of curriculum.

By Doug Lederman // January 15, 2018

Retrieved from insidehighered.com

“Arbitrator Sides With University on Academic Outsourcing”

“[The arbitrator, Mark J. Glazer] concludes that as the contract is written, the university has drawn the appropriate lines, limiting the role of Academic Partnerships to areas such as marketing, enrollment and technical support that are "not covered" by the collective bargaining between the union and Eastern Michigan.”


From the Arbitrator, Mark J. Glazer

“There is insufficient evidence to conclude that the AP Service Agreement improperly violated the Shared Governance Provisions of the collective bargaining agreement.”

Commission on Diversity & Inclusion Draft Recommendations

Ronald Woods, Professor of Africology & African American Studies and CDI Chair

Devika Choudhuri, Assoc. Professor of Educational Leadership and CDI Vice Chair



How Does the Discussion of
Diversity, Equity and
Inclusion Matter for
Eastern Michigan University
in 2018?

Context

Fifty year
history of
institution-
wide efforts
to address
DEI
challenges



Diversity
challenges
not unique
to campus
nor is EMU
uniquely
targeted



High turnover in
campus
Administrative
leadership
creates
institutional
knowledge gaps

TWO FUTURES ONE COMMUNITY

Washtenaw County #1
county in Michigan for
health factors



Washtenaw County
ranked 80/83 for income
inequality

Ann Arbor - #1 Most
educated city in
America



Racial gap of more than
30-40 points in student
test scores

#6 Cities that are
secretly great for tech
grads



Ann Arbor 8th most
economically
segregated city

#3 hottest market
housing market in the
country



Washtenaw County #1
most expensive rental
market in Michigan

#5 green cities for
families & #1 city for
millennials

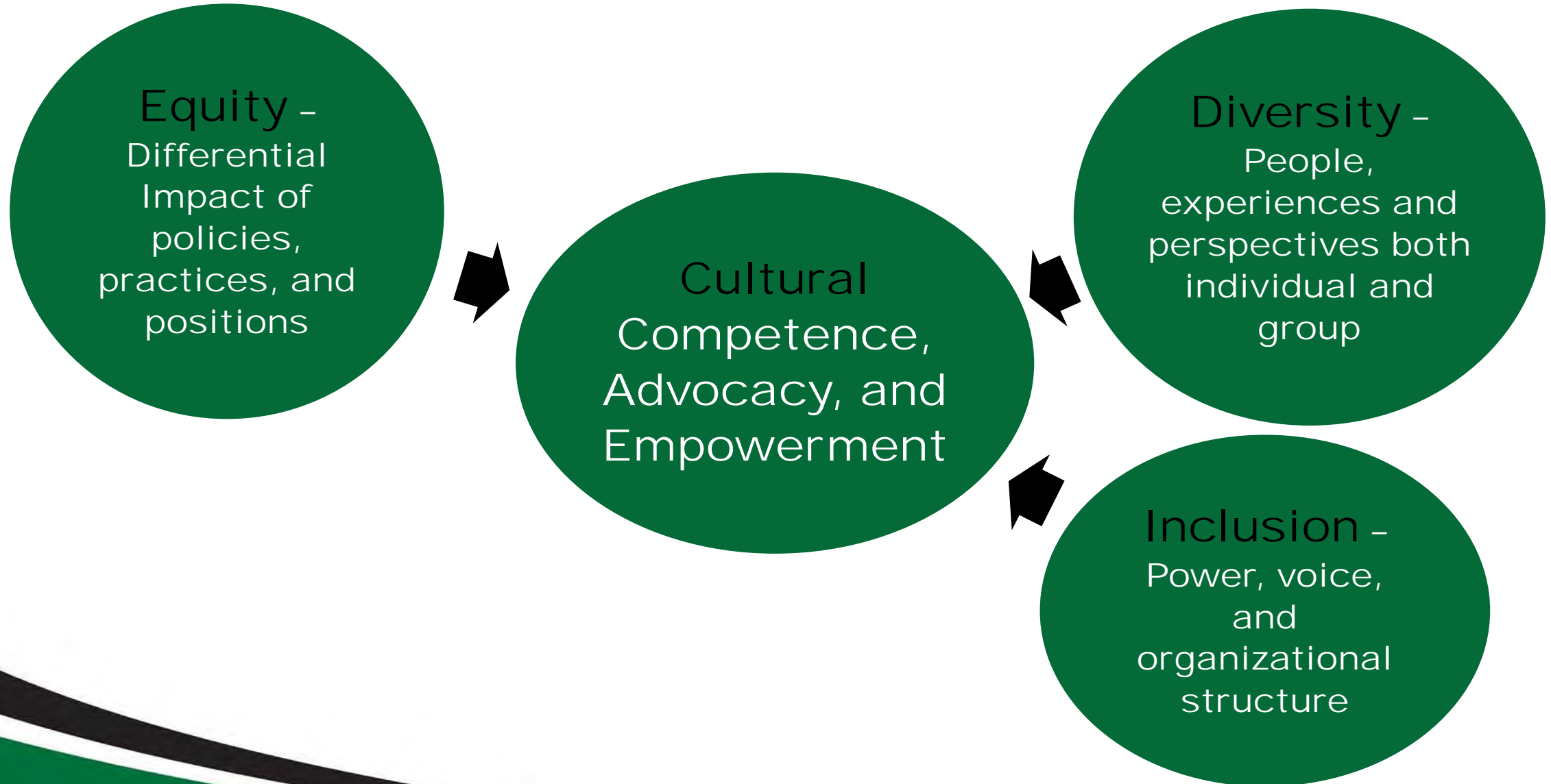


Bottom 8% for upward
income mobility

Local focus on
inequity as well as
the national
conversation on
diversity, equity and
inclusion

Black Student 10
Point Plan

Conceptual Framework



**What are the ways in which
Diversity, Equity, and Inclusion is
a concern...?
a challenge...?
a process...?**

**How might addressing DEI issues be
structurally embedded in the work of your
Office or Unit?**

8 Preliminary Recommendations

1. *Biennial Campus Climate Assessment*

- ✧ Developed by an external agency according to specified criteria and implemented through appropriate university offices

2. *Periodic Institutional Diversity Audit*

- ✧ To gather data on the DEI profile of all University operations

Preliminary Recommendations (cont'd)

3. Office of Diversity, Equity, and Inclusion

- ✧ Administered by a Chief Diversity Officer reporting directly to the President
- ✧ Responsible for coordinating DEI at EMU including the development and implementation of the *Comprehensive University Strategic Action Plan for DEI*.

Preliminary Recommendations (cont'd)

4. Comprehensive University Strategic Action Plan for Diversity, Equity and Inclusion

- ✧ Informed by the data secured from the *Campus Climate Assessment* and the *Diversity Audit*
- ✧ Developed through a coordinated process
- ✧ Includes success metrics

Preliminary Recommendations (cont'd)

5. Diversity Impact Analysis:

- demonstrate how unit or division recommendations regarding programming, re-organization, personnel, and budget will affect the pursuit of DEI
- address the operation of implicit bias and systemic inequities; purposeful pro-active awareness of the impact on DEI of routine University decision-making

Preliminary Recommendations (cont'd)

6. *Accountability Driven Performance Evaluation System:*

- ❖ Includes DEI metrics for all hiring and authorities
- ❖ Synchronized with unit or divisional metrics identified in the *Comprehensive University Strategic Action Plan for DEI*
- ❖ Linked to DEI focused themes of the *University Strategic Plan*;
- ❖ Includes DEI training for hiring or supervisory authorities

Preliminary Recommendations (cont'd)

7. Curricular Improvement and Development

- ❖ Masters degree in Africology and African American Studies;
- ❖ General Education assessment of student learning outcomes for DEI with a focus on tools for recognizing and addressing pervasive inequities, metrics for measuring outcomes
- ❖ Student representation in General Education Assessment
- ❖ Required team-taught, interdisciplinary, interdepartmental undergraduate course offered by each college following faculty development and approval on systemic and structural inequity,--what is it, how does it operate, and what are the solutions to addressing it.

Preliminary Recommendations (con't)

8. *Community Engagement and Transformation Study Group*

- ❖ Linkage between EMU, its DEI vision and pervasive inequities in Washtenaw county and southeastern Michigan;
- ❖ EMU as a community engaged comprehensive university rooted in a tradition of teacher training; and
- ❖ Synergistic and transformative impact of EMU, working in conjunction with stakeholders across the broader community.

Next Steps

- Request feedback from students, faculty, staff and administrators and community members
- Paper and online survey:
<https://www.surveymonkey.com/r/Z5GKPPC>
- Final First Year Report and Recommendations issued in end February 2018

Thank You!



2018 United Way Campaign

Jessica “Decky” Alexander & Leigh Greden
Campaign Co-Chairs

2018 EMU United Way Campaign

What

- January 22 – March 1
- Theme: **The “U” in United Way**
- Goal: 50% employee participation



2018 EMU United Way Campaign

Why

Our students & employees use and benefit from United Way organizations

- Child Care Network
- Ozone House
- Ypsilanti Meals on Wheels



2018 EMU United Way Campaign

How

- www.emich.edu/unitedway
 - Payroll deduction (March 2018 – February 2019)
 - Check or credit card
- Paper pledge forms
- Captains covering each unit/departments
 - Still have a few areas without Captains
- Incentives: Donuts & Dialogue with the President

FY 2018 Budget

- Forecast Student Credit Hour shortfall of 8,000
 - 478,000 budget vs. 470,000 projection
- Projected deficit of \$4.5-5.5M absent action
- Need to take action now to minimize FY18 deficit
- Reductions include SS&M, filled positions, and vacant positions
- Personnel: Communication/Implementation through division leaders (for NBF) and consistent with collective bargaining agreements (for bargained-for employees)
- SS&M: Permanent reduction; scheduled implementation by end of week

QUESTIONS

Website:

emich.edu/president/communications/meetings.php

Upcoming Meetings:

Monday, March 12

Wednesday, May 2

Student Center Ballroom @8:30 a.m.