

MARTIN UNIVERSITY'S WORKING GOALS AND OBJECTIVES

Update of Key Accomplishments – November 2008



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GOAL: To establish Martin University as a premiere center of educational excellence by providing a student-centered learning environment that is committed to changing the destinies of ordinary and disenfranchised persons so they can become extraordinary citizen leaders in their communities and the world.

OBJECTIVE - ACCREDITATION

1. To establish Martin University as an excellent institution of higher education by passing all 2007 failed items in the focused site visit in Fall 2010 and passing all accreditation standards for the full site visit in 2013-2014.

STRATEGIC PLAN KEY DIRECTION: Maintain accreditation in good standing with the Higher Learning Commission.

ACTION ITEMS

- 1A. Identify weaknesses for the three failed accreditation standards in 2007 by March 30, 2008.
- 1B. Develop planning strategy with appointment of subcommittee(s) to begin work on Focused Accreditation site visit in Fall 2010 and the Full Accreditation site visit in 2013-2014 by March 30, 2008.
- 1C. Develop Assessment Plan Model for developing a “Culture of Evidence” at Martin University for site visits in 2010 and 2013-2014 by April 2008.
 - 1ca. Identify current sources of assessment data by April 2008
 - 1cb. Review other data sources that may be used at Martin University by May 2008.
 - 1cc. Review Assessment Planning Model with University Constituents by May 2008.
 - 1cd. Secure external consultant(s) to provide advice on assessment.

BUDGET CATEGORY LINKS FOR OBJECTIVES

Administration; Salaries and Fringe Benefits; Federal Work Study; Contract Services; Professional Fees; Education; Association Dues; Conferences; Employee Travel; Postage; Computers; Copier; Printing; Marketing

MEASUREABLE OUTCOME(S)

- Development of self study reports for HLC Focus Site visit in 2010 and for Full Accreditation visit in 2013-2014.
- Development of a comprehensive Assessment Plan that will create a “Culture of Evidence” at Martin University.
- Passing Focus site visit in 2010 and passing Full Accreditation visit in 2013-2014 with minimum of an 80% pass rate as compared to the previous pass rate.

KEY ACCOMPLISHMENT(S) YTD 2008

Accreditation - Completion Rate of Action Items 100% Rate

- Developed Comprehensive Assessment Plan to create a “Culture of Evidence”– September 2008
- Submitted required financial audit report to Higher Learning Commission for monitoring of fiscal fragility – October 2008 (Due November 1, 2008)
- Martin University was accepted into the prestigious Assessment Academy for the Higher Learning Commission so staff could learn how to assess teaching and learning and institutional effectiveness – September 2008.
- Staff persons have attended workshops sponsored by the Higher Learning Commission on assessment and accreditation since March 2008 – November 2008
- Submitted two scholarly papers for the Higher Learning Commission 2009 conference in Chicago, Illinois.
- Received \$30,000 donor gift to purchase new computers for computer/laboratory to address HLC finding of insufficient technology to support teaching and learning – October 2008.
- \$161,896 of \$1,150,000 Federal grant for Predominantly Black Institutions will be used to purchase the following technology and laboratory equipment: 20 laptop computers - \$16,000; 5 compound light microscopes - \$6,000; 1 phase contrast microscope - \$4,000; 1 micro-video camera - \$1,500; Comprehensive slide sets - \$3,000; I-WORX physiology equipment - \$10,000; 2 LCD projectors - \$1,600; 3 M9200 IW Plus Rear Projection Smart Board - \$10,000; 1 Scantron OMR Scanner 4000/Faculty License - \$28,500; 3 computer labs (15PC’s and 2 printers/scanners) - \$47,496; Blackboard Basic Edition - \$20,000; 20 Computer work centers - \$5,000; 2 laptop storage and recharging centers - \$800; 4 Personal Response Systems Sets - \$3,000.
- \$53,199 of \$1,150,000 Federal grant for Predominantly Black Institutions will be used to purchase the following supplies/materials: Multimedia materials - \$33,199; (Nova Mind Maps - \$5,000; ALEKS software - \$5,000; 4 new curricula outlines - \$4,000; World Book Encyclopedia electronic software - \$4,000; Global computer subscriptions - \$2,000.
- \$40,000 of \$1,150,000 Federal grant for Predominantly Black Institutions will be used for professional staff development.
- The Comprehensive Academic Management and the Great Plains software systems are being installed to automate the finances and administrative functions of the University - September 2008 – November 2008.
- Increased Higher Learning Commission Fiscal Management score from 1.7 to 1.9 on a 3.0+ scale that classified University as fiscally fragile (June 30, 2008).



OBJECTIVE - BUSINESS AND FINANCE

2. To upgrade and increase operational efficiency and effectiveness in the area of business and finance.

ACTION ITEMS

- 2A. To automate all functions in business and finance so fiscal reports and accountability can be connected in a real-time manner as opposed to current Status of providing accounting reports that are 30-60 days behind.
- 2B. To develop a technology plan and secure necessary technology for automation of all university functions.
- 2C. To upgrade CAMS system so that Financial Aid is more in keeping with

- latest national financial aid standards.
- 2D. To bring university budget within HLC operational fiscal model of 3+ which would eliminate the HLC citation of fiscal fragility.
- 2E. To develop efficient financial policies and procedures to eliminate noted errors in financial management letter(s).

STRATEGIC PLAN KEY DIRECTION: Operate finances within HLC guidelines; continue providing competitive technology services; maintain facilities and equipment.

BUDGET CATEGORY LINKS FOR OBJECTIVES: Salaries and Fringe Benefits; Federal Work Study; Contract Services and fees; Building Maintenance; Bond Costs; Computers; Bookstore; Scholarships; Administration

MEASUREABLE OUTCOMES

- Real-time fiscal accounting reports will be generated as needed
- Fewer flaws in Auditor’s Management Findings
- Better management of budget
- Linking of budgeting process to strategic planning process with inclusion of fiscal priorities as required by HLC

KEY ACCOMPLISHMENT(S) YTD 2008

Business and Finance met 90% of actions

- Increased Higher Learning Commission fiscal fragility score from 1.7 to 1.9 on a 3.0+ scale.
- Installing the Comprehensive Academic Management and the Great Plains software systems to automate all functions in business and finance so fiscal reports and accountability can be connected in a real-time manner as opposed to current status of providing manual accounting reports that are 30-60 days behind. September – November 2008
- Submitted Amended 990, 1099, 1096, 941, 941c, W2’s and W3’s tax forms to IRS to show income received by four persons but not reported for years 2003, 2004, 2005, 2006, and 2007.
- Developed technology plan and securing necessary technology for teaching and learning as well as automation of all University functions. March – November 2008
- Upgrading Comprehensive Academic Management System (CAMS) so that Financial Aid is more in keeping with latest national financial aid standards. March – November 2008
- Ended fiscal year in April 2008 with a balanced budget eliminating the operating deficit of \$653,130.
- For first time in history of University, developed budget and planning Implementation Model for disbursement of funds based upon requests and priority needs for decentralized budget and program management. Budgets are being given to departments, schools, and divisions with installation of automated fiscal management functions.
- Developing financial policies and procedures to eliminate noted errors in financial management letters(s) – Ongoing
- To comply with ADL requirements, two stair lifts totaling \$31,984 were purchased for Andrew J. Brown Building. October – November 2008

- Securing camera system and metal detector(s) to secure buildings and grounds – September – November 2008.
- Roof repair for church to stop leaks. April – May 2008



OBJECTIVES - FUNDRAISING

3. To secure external funding to support efforts of moving Martin University from good to great.

ACTION ITEMS

- 3Aa. Establish a consistent annual giving program with the initial events being held in May 2008.
- 3Ab. Host Health Screening on May 10, 2008 as a means to connect the university to the community.
- 3Ac. Get support of Interdenominational Ministers' Association as well as other community supporters for community Saturday and Giving Sunday by February 2008.
- 3Ad. Host first Alumni Recognition Banquet on evening of May 17, 2008.
- 3Ae. Host Giving Sunday on May 18, 2008 as an annual fund revenue generator.
- 3Af. Secure appropriate advancement staff with comprehensive knowledge and demonstrated fundraising capability.
- 3Ag. Conduct fundraising training workshop by March 2008 for advancement staff, all employees and board members.
- 3Ah. Installation of a fundraising data tracking system by April 2008 as well as provide staff training on system utilization.
- 3Ai. Utilization of strategic marketing for promotion of University

STRATEGIC PLAN KEY DIRECTION: Preserve and advance status as Indiana's only predominantly African American higher education institution.

BUDGET CATEGORY LINK FOR OBJECTIVE: Salaries and fringe benefits; Contract Services; Association Dues; Conferences; Administration; Supplies; Travel; Printing; Marketing

MEASURABLE OUTCOMES

- Number of donors who give annually as compared to prior years.
- Number alumni who give annually as compared to prior years.
- Number of board members and employees who make contributions to annual fund.
- Amount of external funds secured annually
- Number of external donor visits (calls) made
- Target marketing sites and budget linked to strategic plan.

KEY ACCOMPLISHMENT(S) YTD 2008

Fundraising Completed 100% of Action Items

- \$2,106,595.91 received in gifts, grants, and donations. January 2008- October 2008
- Held first Annual fundraising program in May 2008. Raised \$403,263.98.
- Hired Associate Vice President for Advancement. Mrs. Linda Harris – October 2008
- Hired Associate Vice President for Sponsored Programs and Grants –Dr. Wanda Riesz – August 2008
- Developed Comprehensive Fund Development Plan – March 2008
- Sent advancement staff to three training workshops to develop advancement skills
- Secured support of Interdenominational Ministers' Association, as well as other community supporters. April – May 2008
- Established and hosted Community Saturday and Giving Sunday – May 17-18, 2008
- Established and hosted Alumni Hall of Fame Banquet – May 17, 2008
- Installation of two fundraising data tracking systems along with staff training. April 2008 and November 2008
- Implemented strategic marketing initiatives: billboard ads; Ebony magazine; Colts Souvenir Commemorate Booklet; Indiana Economic Club; newspapers, websites, radio, cable TV, and airport.



OBJECTIVE - STUDENT AFFAIRS

4. To meet budgeted student enrollment number of 630 for Fall and Spring semesters and 330 for Summer semester.

STRATEGIC PLAN KEY DIRECTION: Develop and execute a seamless enrollment management program; implement comprehensive marketing plan; develop a systematic flow of student services and activities

ACTIONS ITEMS

- 4A. Develop Recruitment Plan that will meet targeted annual student enrollment goals by May 2008 and subsequent years.
- 4B. Develop integrated admission, recruitment, and student monitoring process that will allow faster enrollment of students
- 4C. Develop a Matriculation Program that will allow increased retention of students
- 4D. Develop Dash Board Data for enrollment tracking by March 2008
- 4E. Develop an integrated student services program.
- 4F. Maintain focus of connecting students to careers.

BUDGET CATEGORY LINK FOR OBJECTIVES: Salaries and Fringe Benefits; Federal Work Study; Administration; Conference; Travel; Supplies; Printing; Marketing; Association Dues

MEASURABLE OUTCOMES

- Consistently achieving enrollment goal each semester
- Use of Dash Board Data chart for enrollment tracking
- Development of a Matriculation Plan

- Development of a Student Services Plan
- Development of a Career Education/Placement Plan

KEY ACCOMPLISHMENT(S) YTD 2008

Student Affairs Completed 90% of Action Items

- Had historic high enrollments for Spring 2008 and Fall 2008. The current enrollment is 1,158 for the calendar year.
- Developed Recruitment Plan to meet targeted annual student enrollment goals May – September 2008
- Developed integrated admission, recruitment, and student monitoring process that provides faster student enrollment – Ongoing
- Developed and submitted a proposal request to a foundation for a Matriculation Program to increase retention rate of 37% of students – July 2008
- Developed Dash Board Data for enrollment tracking – March 2008
- Developing an integrated student services program – Ongoing
- Held four career sessions and workshops to connect students to careers. January – November 2008
- Administered College Student Inventory for new students and student satisfaction and (NSSE). October 2008 and February 2009
- Had 12 students from Phoenix Apartments to enroll at Martin University. June – October 2008



OBJECTIVE – ACADEMIC AFFAIRS

5. To upgrade academic profile of Martin University by enhancing university's core curriculum and by conducting program audits for strengthening academic disciplines

STRATEGIC PLAN KEY DIRECTION: Strengthen academic programs and promote lifelong learning.

ACTION ITEMS

- 5A. Develop university core curriculum that will interface and allow for easier transfer of courses between Martin University and other universities especially in Indiana
- 5B. Enhance HLC cited curricula in business by September 2008
- 5C. Develop assessment protocols and learning outcomes for all academic programs by September 2008
- 5D. Meet HLC requirements by ensuring that all faculty have transcripts on file and have the required 18 hours at the Master's level or above for teaching in the discipline area(s)
- 5E. Conduct program reviews to document academic excellence

BUDGET CATEGORY LINK TO OBJECTIVES: Salaries and Fringe Benefits; Federal Work Study; Administration; Conferences; Travel; Supplies; Printing; Graduation; Marketing; Education; Association Dues

MEASURABLE OUTCOMES

- Adoption and implementation of new university core curriculum by September 2009
- Development of new curriculum for business by September 2008
- Ensure that all faculty have documented credentials on file
- Assessment Protocols are available to document learning outcomes for all academic programs

KEY ACCOMPLISHMENT(S) YTD 2008

Academic Affairs Completed 85% of Actions Items

- Revised General Education Core Curriculum with a focus on Student learning outcomes. March – August 2008
- Developed standardized criteria for awarding credit by Prior Learning Assessment (PLA) for compliance with the Higher Learning Commission's recommendations and expectations of the University. April – June 2008
- Aligned discipline curricula with revised core curriculum for all 17 undergraduate programs. September – October 2008
- External expert consultants reviewed transcripts of all faculty and staff to ensure accuracy of credentials and teaching expertise, Martin University now has 100% of faculty transcripts on file as required by Higher Learning Commission as opposed to 50% of the faculty transcripts during the campus accreditation site visit in Fall 2007.
- Developed Policy of Academic Credentials needed for employment of faculty at Martin University.
- Developed Comprehensive Assessment System Model for assessing teaching and learning as required by Higher Learning Commission for all academic programs. June – October 2008
- Enhancing business program curriculum as required by the Higher Learning Commission – Ongoing
- Conduct program reviews to document academic excellence. Will begin in 2009



OBJECTIVE-ADMINISTRATION

6. To develop administrative framework that will allow for efficient and effective administration of the University.

STRATEGIC PLAN KEY DIRECTION: To strengthen human resources; enter into mutually beneficial partnerships and strengthen programs

ACTION ITEMS

- 6A. Develop Model of Shared Governance as required by HLC by March 2008
- 6B. Conduct transition audit on current status of university operations by March 2008
- 6C. Develop administrative leadership framework and secure appropriate personnel to fill key leadership positions by July 1, 2008
- 6D. Provide leadership planning for accreditation reviews by March 2008

- 6E. Develop assessment protocol for University-Wide “Culture of Evidence”
by March 2008
- 6F. Updating of 5 year Strategic Plan
- 6G. Strengthen community outreach and partnerships

BUDGET CATEGORY LINK FOR OBJECTIVE: Salaries and Fringe Benefits; Conferences; Administration; Supplies; Printing; Marketing; Catering; Association Dues; Travel; Professional Fees; Contract Services

MEASURABLE OUTCOMES

- Implementation of Model of Shared Governance
- Securing of external consultants to evaluate University operations, conduct training workshops, and make recommendations for enhancement of operations
- Development of new organizational chart
- Development of Accreditation Plan
- Development of Assessment Plan and protocol
- Development of key partnerships

KEY ACCOMPLISHMENT(S) YTD 2008

Administration 100% Complete

- Made over 140 visits to meet with local, state, and federal agencies, groups, and persons to strengthen community outreach, partnerships, and resources.
- Developed and implemented Model of Shared Governance as required by Higher Learning Commission – March 2008
- Developed Board Conflict of Interest Statement to ensure that Martin University will comply with all accreditation, federal, state, and local rules, regulations, and laws for operational efficiency and effectiveness of the university – Adopted September 2008
- Held four university-wide training workshops for all employees on fiscal management, assessment, fundraising, and student engagement.
- Developed and implemented leadership frameworks. Reorganized university into divisions, schools, and departments for decentralized administrative processes, as well as effective and efficient administrative operations – March – September 2008
- Prepared comprehensive working plan as companion to 5 year strategic plan to focus university’s work – March 2008
- Developed assessment protocol for university-wide “Culture of Evidence” – March – October 2008
- All units and personnel developed annual plans for AY 2008-2009 – September 2008
- Updated Five-Year Strategic Plan with assessment and evaluation measures as well as identification of who will have lead responsibility
- Recruitment of new members for the Board of Trustees with key leadership areas for enhanced and inclusive board governance – July – September 2008