Office of Continuous Improvement

Annual Report

Fiscal Year 2019

This report summarizes the continuous improvement activities at Michigan Technological University for the 2019 fiscal year.

Pictured here: The Copper Country Lean Group observed a daily work group huddle at Pettibone Heavy Equipment Group in Baraga after learning about huddles in a workshop

Mission Statement – Office of Continuous Improvement (OCI)

The mission of Michigan Technological University's OCI is to provide exceptional value to the university by spreading a continuous improvement culture using Lean principles administratively, experientially, and academically to our faculty, staff, students, and the local, state, national, and global Lean community.

> "Being a Lean Facilitator has allowed me to build relationships with people across campus with whom I might otherwise not have connected. Using my Lean Facilitator training, and sharing Lean with my colleagues, helps us all improve our work processes and communication skills. Through continuous improvement, I have learned to work efficiently, empower my employees, and be an effective team member."
>
> -- Lorraine Young, Office of Advancement

OCI Activities for Fiscal Year 2019

OCI conducts activities in three areas of focus:

- Close the gap between current state and the university's strategic goals using Lean thinking, processes, methods, and tools to discover innovative ways to become more effective and efficient,
- Foster the continuous process of people development through experiential Lean training, workshops, academic courses, development activities, student organizations, and coaching support tailored to stakeholders' requirements, and
- Create strategic connections, promote collaborative partnerships, and share Lean expertise in the local, state, national, and global community to support the university's Lean efforts and enhance the reputation and status of the university.

Safety is integrated into each of these three areas as a fundamental Lean objective. The work of OCI directly supports the major goals in Michigan Tech's Strategic Plan by contributing to multiple subgoals. For an extended description of OCI activities, please see the Board of Trustees Updates and prior years' annual reports on the Michigan Tech website.

Michigan Tech's Lean transformation uses an embedded Lean facilitator model that has our frontline supervisors and employees solving problems and making improvements. Thirty-one university employees perform service as Lean facilitators. They all enjoy a challenge and have the expertise and experience to lead strategic initiatives for the university. Lean facilitator certification, training, and development at Michigan Tech is governed by a Lean facilitator development board. Three of our most experienced Lean facilitators advise the OCI on Lean facilitator training, development, certification, strategy, and deployment.

Several student employees work in the OCI. They act as student Process Improvement Coordinators (PICs) and assist with the planning, data collection, and facilitation of improvement events. The student PICs work hands-on, side-by-side with employees and other students using Lean tools and methods. PICs also create and deliver student-to-student information sessions, blog posts, newsletter articles, and social media related to continuous improvement concepts.

Five of our facilitators have passed a global, industry-recognized professional [Lean Bronze Certification](#) knowledge test, which is phase one in the Lean Bronze Certification process. This certification is a credential offered by the Lean Certification Alliance, comprised of the Association for Manufacturing Excellence (AME), Shingo Institute, and the Society of Manufacturing Engineers. Achievement of Lean Bronze certification by our facilitators validates the training, knowledge, and experience of our Lean facilitator certification, training, and development program.

Activities in Each Focus Area

1. Closed the gap between current state and the university's strategic goals using Lean thinking, processes, methods, and tools to discover innovative ways to become more effective and efficient.

   - Thirty-one university employees perform service as certified Lean facilitators, assisting others to understand, innovate, troubleshoot, and improve work processes
   - Facilitated campus Rapid Improvement Events supporting improvements and innovations in:
     o The Office of Continuous Improvement's Conference Online Registration Process*
     o Dining Service's Stores Clerk Position Responsibilities*, Idea Board Implementation, and Vegan and Vegetarian Customer Satisfaction
     o Facilities Management's Water Heater Pump Inventory Management* and Visual Communication Board for the Central Heating Plant*
     o Advancement's Value Stream Mapping of their Research Process*, Proposal Process*, Travel Planning Process Mapping*, and Corporate and Foundation Gift Processing
     o Information Technology's IT Support Ticket Process*, Self-Service Articles Database, Windows 7-to-10 Upgrades, and SDC Membership Cards
     o Marketing and Communications' News/Communications/PR process* and Work Status Visualization Cards
     o The Graduate School's Withdrawal Form Process*
     o The Van Pelt and Opie Library's Archival Collections Processing* and Adding Works to Digital Measures
     o The Mi-STAR Program's Curriculum Design Process Mapping*
     o The College of Science and Art's 5S of their Supply Closet*
     o University Safety and Security's Development of an Effective Office Workflow

- o Financial Services and Operations' New Vendor Set-Up in Banner*, Updated 1098T Reporting, and Planning for Standard Work
  - o Sponsored Program's Process for Updating ASPIRE
  - o Human Resource's I-9 Recertification Process, Staff Hires When Sponsoring a Visa, and Tracking Leave Balances
  - o The Center for Diversity and Inclusion's Husky Connect Visual Management
  - *For more information on these improvements, see Table 1, Curated List of Rapid Improvement Events, below
- Facilitated a strategic plan discussion for the School of Forest Resources and Environmental Science
- Earned professional change management certification
- Provided project management and facilitated discussion support for the transition to the College of Computing
- Provided weekly one-on-one Lean leadership coaching to nine university leaders to enhance effectiveness and efficiency in their units
- Supported monthly report outs for Auxiliary Services
- Integrated safety as a topic into daily huddles

> "An enterprise team was struggling through a lack of experience in both management and full-product design. I took the concepts from the [Lean academic course] and applied them successfully to a meeting with the project's manager, helping him find solutions to the team's problems. I was also able to use a rapidly-filled A3 [problem-solving tool] as the route to finding countermeasures to a large over-arching issue within the team. The techniques discussed in this course have already demonstrated their effectiveness, and I certainly plan on using them again in the future."
>
> -- Student reflection in ENT3983, The Culture of Continuous Improvement

2. Foster the continuous process of people development through experiential Lean training, workshops, academic courses, development activities, student organizations, and coaching support tailored to stakeholders' requirements.

- Opened an online Continuous Improvement store offering Lean training to the local community, with the goal of expanding the use of Lean in the region. This will contribute to the economic health of our area.
- Sponsored a faculty fellow from the Pavlis Honors College
- Supported projects for student teams in quality-related courses that teach statistical methods, within the Pavlis Honors College. This is a critical function due to the limited manufacturing industry in the region
  - o Project to improve utilization of productivity tools within the library (with the Van Pelt and Opie Library)
  - o Project to improve operational efficiency of Bring-Your-Own-Device (BYOD) support (with IT Operations)

- o Project to improve first-destination knowledge rate (with Career Services)
  - o Project to improve student employee onboarding (with Dining Services)
  - o Project to reduce login times on campus computers (with IT Operations)
- Provided advisor, support, and resources for Leaders in Continuous Improvement (LCI) student organization
- Delivered a Lean overview at all Michigan Tech's New Huskies Employee Orientations
- Trained Lean facilitators to deliver five training courses for Michigan Tech employees: Evidence Based Problem-Solving Methods; Collecting and Visualizing Metrics to Support Improvement; Finding the Source of the Problem: Root Cause Analysis and Decision-Making Tools; Countermeasures: Solving Common Problems using Lean Methods and Tools; and Combining Lean and Safety: A Powerful 1-2 Punch
- Trained Lean facilitators to deliver four workshops for Michigan Tech employees: Introduction to Lean, 5S Workplace Organization, Process Mapping, and Visual Management
- Delivered an active learning session on improving leadership through perceptual engineering at a student HuskyLead session
- Supervised student process improvement coordinators as they developed and delivered student-to-student information sessions on Lean tools for gathering and sorting ideas, opinions, or issues, and workplace organization
- Taught ENT3982 Continuous Improvement using Lean Principles academic course in the fall and ENT3983 Culture of Continuous Improvement in the spring
- Began every training and academic session explicitly connecting Lean and safety
- Connected guest speakers and visitors from Lean organizations with student groups
- Included students in campus Rapid Improvement Events
- Guided, supported, and trained student process improvement coordinators to work collaboratively with campus Lean facilitators
- Provided continuing education and training to campus Lean Facilitators

3. Create strategic connections, promote collaborative partnerships, and share Lean expertise in the local, state, national, and global community to support the university's Lean efforts and enhance the reputation and status of the university.

- Planned and executed the First Annual Copper Country Lean Conference, with 63 attendees. This conference's primary focus is on sharing the strategy and tools of Lean and their application for competitive advantage and success.
- Selected as board member for the Michigan Lean Consortium, a statewide Lean organization, with the additional role of board Liaison for Technology and Social Media
- Selected as chair of the Lean Higher Education (HE) Americas Division on the Lean HE Global Steering Group

- Founding member of the Michigan Lean Consortium's Lean in Academia Community of Practice
- Hosted distinguished guests Dr. Jim Morgan, co-author with Dr. Jeff Liker of *Designing the Future: How Ford, Toyota, and other World-Class Organizations Use Lean Product Development to Drive Innovation and Transform Their Business*; Cynthia Ketzenberger, '93, Operational Excellence Lead at Eagle Mine; Jim Manley, COS Global Director, Carlisle Companies Inc.; Teresa Schissler-Boichot, '98, Principal, Boichot Consulting, and Karyn Ross, author of *The Toyota Way to Service Excellence,* all of whom provided presentations and workshops for the campus and community
- As a paid consultant, delivered Lean Facilitator training for a second time to a cohort from St Norbert College in De Pere, Wisconsin, in support of their strategic initiative of a Lean transformation. This round included Train-the-Trainer training
- Invited by the Dickinson County, Michigan, Lean Group to participate in a Lean expert panel discussion and deliver a workshop on eliminating waste and improving flow in processes
- Delivered workshop on daily huddles to combined Dickinson County and Copper Country Lean groups
- Selected as Examiner for the Michigan Performance Excellence program
- Presented on sustaining a culture of excellence at the Michigan Lean Consortium annual conference
- Trained new cohort of 11 campus Lean Facilitators
- Managed a comprehensive Lean facilitator training and development certification program. Recognized by the Network for Change and Continuous Innovation (NCCI) for presentation at their annual conference and also as a Power60 professional development webinar
- Managed Copper Country Lean Group meetings
- Contributed to Lean community via social media, including Instagram and Twitter (@Lean_at_MTU), and a blog

> "The Lean training by Michigan Technological University was outstanding. I was able to apply the learning in the healthcare field after every training session. The networking and learning from others within the local Lean community led by Tech has been amazing. UPHS-Portage has realized a ton of small incremental process improvements that have led to significant impact and a more positive, continuous improvement culture."
>
> -- Mark Randell, DPT, Director of Outpatient Operations/Post-Acute Care, UP Health Systems-Portage

OCI measures the **impact** of improvements and innovations using the framework developed by the University of Strathclyde in the United Kingdom. Their research found that the benefits of initiatives fall into four categories: Financial, Quality, Operational Delivery, and Experience & Engagement. In each category, savings or improvements have been defined as shown here:

Measuring Impact

Financial
  - Staff capacity savings, space savings, resource savings, utilities savings, increased revenue
Quality
  - Increased quality, improved conversion rate, improved communications
Operational Delivery
  - Reduced end-to-end process time, greater productivity, improved health and safety levels
Experience & Engagement
  - Improved stakeholder experience, improved compliance, improved engagement, improved staff satisfaction

Improvements and innovations in any of these areas have the potential to provide impact past the original initiative. For example, staff capacity savings can have a "reach-through" benefit, which occurs when a few hours of an employee's time each week has been released, so that they now have time to take on a *new* priority, which will then result in *more* benefits for the university.

From: Lawrence, H., & Cairns, N. J. (2017). *A Guide to Evidencing the Benefits of Change in Higher Education*. Business Improvement Team, University of Strathclyde.

Office of Continuous Improvement
Table 1. Curated List of Rapid Improvement Events

Event Name	Sponsoring Department	Event Description	Impact (How Impact is Measured)	University Strategic Goals
Conference Online Registration Process	Office of Continuous Improvement	An online storefront was used to gather information from registrants for the annual Lean conference. Once a person registered, there was no process to follow for how to distribute the information, verify promotion codes, or providing refunds. Because there was no process in place to follow, work was sometimes done twice, there was inaccurate information and inconsistencies, and staff time was wasted.	*Financial: staff capacity savings and Experience & Engagement: improved customer experience.* People who registered through the online store were surveyed to find opportunities for improvement. There was a 30% response rate, with 2 negative experiences /improvement suggestions. The need for checklist was discovered and the checklist was created to eliminate overprocessing and inconsistencies, and a standard process for processing refunds was created	Scholarship: Economic and Social Development People: Infrastructure People: Quality of Life
Stores Clerk Position Responsibilities	Dining Services	The Stores-Clerk positions in Dining Services for Wadsworth Hall had a large volume of work to be completed in a short amount of time. This included multiple processes that had to flow and come together. Constant disruptions and poor communication between parties delayed primary job duties, created an environment of high stress and safety issues, increased cost, and had the potential to decrease customer satisfaction. The current volume of work could not be completed during the usual work hours and overtime hours were spent to complete and finalize tasks.	*Financial: staff capacity savings and space savings, Operational Delivery: improved end-to-end process time, greater productivity, and improved safety levels, and Experience & Engagement: improved staff satisfaction.* Communication has improved through use of weekly meetings, visual management, and additional training for staff and student employees. A broom rack was installed, the freezer was organized, times/days when an assistant was needed were identified, and a new production management process was established. The number of overtime hours has been reduced.	People: Infrastructure

Office of Continuous Improvement
Table 1. Curated List of Rapid Improvement Events

Event Name	Sponsoring Department	Event Description	Impact (How Impact is Measured)	University Strategic Goals
Water Heater Pump Inventory Management	Facilities Management	Daniel heights has 52 buildings all utilizing 1 of 13 different water heater pumps for circulating hot water to residents. This has made it very hard to manage and keep records of the inventory for each pump type, brand, horsepower and orientation. Due to the amount of differentiation between the pumps, the process for reordering/replacing each pump lacks standardization and has many errors.	*Financial: staff capacity savings and resource savings, and Operational Delivery: improved end-to-end process time.* A standardization of pumps was implemented and inventory of the pumps was taken. Now the shelves only contain needed pumps and are organized into a set space. A plan to create an inventory audit and reorder cards are in place. The number of different brands of pumps being used for the water heaters in Daniel Heights went from 13 brands to 2. They are also only using 2 different sizes of pumps when they were using 5 before.	People: Infrastructure
Visual Communication Board for Central Heating Plant	Facilities Management	Minimal communication between shifts at the central heating plant had led to difficulty with the transfer of information across shifts and to supervisors. This has caused issues ranging from forgotten tasks to lack of ownership on different projects. The only source of constant communication between shifts was a physical logbook where major and minor pieces of information were kept simultaneously, and they could easily get lost in the past.	*Quality: increased quality and improved communications, and Experience & Engagement: improved compliance.* A "living" whiteboard used by all workers has improved communication between shifts and communication of essential information between workers and supervisors. The time between when parts are requested and when they are ordered has decreased, and projects are being completed in a timely manner.	People: Infrastructure

Office of Continuous Improvement
Table 1. Curated List of Rapid Improvement Events

Event Name	Sponsoring Department	Event Description	Impact (How Impact is Measured)	University Strategic Goals
Value Stream Mapping of Advancement Research Process	Advancement	The Advancement office coordinates with the Gift Planners and Advancement Officers in regards to researching pertinent information regarding vendors/partners. In this coordinating process there was little communication in regards to what each area needed in terms of support from the other areas. This led to inadequate and inaccurate data inputs on partners/vendors. Also there wasn't a common understanding of how or when to update information.	*Quality: increased quality, Experience & Engagement: improved compliance, and Operational Delivery: greater productivity.* Now they have the ability to prioritize requests as they come in. A standardized process was created. People who are part of the system know and understand all of the steps involved and details needed. More requests are being completed on time for their customers.	Scholarship: Scholarly Activity
Value Stream Mapping of Advancement Proposal Process	Advancement	The Advancement office coordinates the ethical management of donor gift's in accordance with the donor's wishes. However, the advancement officers had little understanding/standardization or documentation between each of their individual processes allowing for conversations with donors to feel "secretive" with little record of verbal commitments of gifts resulting in potential loss of gift agreements. The advancement officers were given goals to achieve in regards to the number of asks they made for monetary gifts.	*Experience & Engagement: improved customer experience, and Operational Delivery: greater productivity.* The process was documented by the team so everyone could see the steps and all necessary steps could be completed in a timely fashion. The components of a proposal were defined, and goal language was changed to reflect the number of proposals instead of asks.	Scholarship: Scholarly Activity

Office of Continuous Improvement
Table 1. Curated List of Rapid Improvement Events

Event Name	Sponsoring Department	Event Description	Impact (How Impact is Measured)	University Strategic Goals
IT Support Ticket Process	Information Technology	IT Operations is partnered very closely with the IT Help Desk to complete IT support tickets. It was difficult for each unit to know where their roles began and ended. As a result, tickets were being given to the operations side with little-to-no information, and there was confusion as to why they were receiving the tickets vs another department of IT, or why the help desk could not complete them in the first place.	*Financial: staff capacity savings, Quality: increased quality, and Experience & Engagement: improved staff satisfaction.* Created a ticket expectation refresher workshop so tickets include all of the information that is needed, initiated a pilot of an employee position-based roles-and-levels document so tickets get routed properly the first time. The time per ticket and the number of angry customer calls have been reduced.	People: Infrastructure
News/Communications/PR Process	Marketing & Communications	The Marketing and Communication team had been using over 10 different software platforms to communicate and complete work. This made it difficult to communicate prioritization within the office and caused miscommunication on distributed projects.	*Quality: improved communications, and Operational Delivery: greater productivity.* UMC is now more aware of their current state and is taking steps to reduce and consolidate the steps taken in their process. They also have reduced the number of software platforms being used when communicating with themselves and one another.	People: Community People: Quality of Life
Withdrawal Form Process	Graduate School	The Graduate School's withdrawal form and process for when a student is leaving the university required action from many offices around campus. The student was required to acquire signatures from 5 different offices and gain information from those offices. This created confusion on where to go and who to see for the student. This confusion caused extra work, rework within offices, and wasted time for students.	*Financial: Resource savings and staff capacity savings, Operational Delivery: reduced end-to-end process time, and Experience & Engagement: improved customer experience.* The form was put into the Maxient software, which automates the flow of the form. This reduced the time between withdrawal inquiry and completion, stopped form handling issues, and made the process easy for students to complete.	People: Quality of Life People: Infrastructure

Office of Continuous Improvement
Table 1. Curated List of Rapid Improvement Events

Event Name	Sponsoring Department	Event Description	Impact (How Impact is Measured)	University Strategic Goals
Archival Collections Processing	Van Pelt and Opie Library	The Archives team received gifts from the community and other sponsors in the form of collections so that they could be put on display. Built-up backlog and no consistent processes made it difficult to process collections quickly. This caused difficulty in making them available for researchers, and sometimes they lost track of donations and sponsors.	*Experience & Engagement: improved customer experience and Operational Delivery: improved end-to-end process time.* Archivists are empowered to move forward with processing as soon as a project is conceptualized with a goal of completing in-processing of donations within 48 hours.	Scholarship: Scholarly Activity Scholarship: Educational Programs
Curriculum Design Process Mapping	Provost/Mi-STAR	The Mi-STAR department process for creating lesson plans contained inefficiencies. The team had no consensus of what the standards for the curriculum and process were and the tools being created for lessons were unclear to all team members and teachers who used them. It was also unclear what the customers wanted and what they needed. These inefficiencies resulted in work having to be redone, missed deadlines, and over-processing of work between team members.	*Experience & Engagement: improved customer experience, Quality: improved quality, Financial: staff capacity savings, and Experience & Engagement: improved staff satisfaction.* The process for creating and publishing lesson plans for teachers was simplified involving less steps and people in the process. After piloting the new process, a survey was given to customers about the new lesson plans that resulted from the new process, and the feedback received said the plans were cleaner and more streamlined than in past years.	Education: Transformative Education Education: Student Learning
Travel Planning Process Mapping	Advancement	The Advancement office stored copies of travel documents electronically and in multiple offices which has caused a lot of confusion and back and forth between employees.	*Financial: staff capacity savings.* A new process was created that resulted in a reduction in the number of meetings needed to finalize a trip.	People: Infrastructure

Office of Continuous Improvement
Table 1. Curated List of Rapid Improvement Events

Event Name	Sponsoring Department	Event Description	Impact (How Impact is Measured)	University Strategic Goals
5S of the Visual and Performing Arts Supply Closet	College of Science and Arts	Employees in the office of the Visual and Performing arts were spending a lot of time trying to locate supply items, correcting supply orders, and moving items to get to other items in the office supply closet. The closet in the Visual and Performing arts office was organized in a manner that made it difficult to locate an item within the supply, or know how to order an item if it wasn't present. There wasn't a clear way to tell where items belonged, so items were often placed wherever a spot could be found. Many items were stored very high on shelves that reached the ceiling, with no safe way to reach the items without climbing the shelves. The closet also served as a lost and found, and a mail room for the department, causing excess clutter and potential tripping hazards.	*Financial: space savings, Operational Delivery: improved safety levels, and Experience & Engagement: improved stakeholder experience.* Safety was improved as well as the general aesthetics of the closet space. Unused items and inventory were removed which created a lot more space and enabled the items to be organized more effectively. It is now easy to see the needed items and reorder items when they run out.	People: Infrastructure
New Vendor Set-Up in Banner	Financial Services and Operations	Vendor information is set-up in banner and payments are made regardless if required IRS forms have been received. The form was requested but was not monitored prior to payment being made. There was no method for follow-up.	*Financial: staff capacity savings, Experience & Engagement: improved compliance, and Quality: increased quality.* Employee time for processing the vendor information was reduce by getting it right the first time, and the rate of IRS compliance increased. Vendor names are also getting inputted correctly the first time, so the number of notices from the IRS for mismatched information has been reduced.	Scholarship: Economic and Social Development People: Infrastructure

Office of Continuous Improvement
Table 2. Alignment with University Strategic Goals

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Strategic Goal Alignment: Michigan Tech has a strategic plan which helps align the daily activities of the university. Continuous improvement using Lean principles aids in this effort.

[green box] Indicates a strategic plan subgoal supported by OCI.

University Strategic Goals Website

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University Strategic Goals

Education
Provide a distinctive and rigorous action-based learning experience grounded in science, engineering, technology, business, sustainability, and an understanding of the social and cultural contexts of our contemporary world.

Student Learning: Integrate instruction, research, and innovation to achieve the student learning goals for undergraduate and graduate programs.
- Provide research, service-learning, project-based, entrepreneurial, and international opportunities for students.
- Promote mutual appreciation of, and collaborative opportunities across, academic disciplines.
- Continually assess, review, and improve programs and develop new offerings in emerging disciplinary and interdisciplinary areas.

Transformative Education: Provide a technologically-rich education grounded in a residential and experiential learning environment.
- Encourage and support high quality, innovative, and effective instruction and experiences to enhance student learning.
- Provide student mentoring, career and professional development, and leadership opportunities.
- Enhance student learning and experiences to promote long-term physical and mental health.
- Foster mutual respect in personal and professional interactions.
- Promote social and civic responsibility as well as ethical conduct.

Educational Programs: Expand programs in response to social and economic needs and challenges.
- Develop and enhance pathways to completion of undergraduate and graduate programs.
- Increase both scholarly productivity and number of doctoral and master's degrees awarded.
- Improve access via online and other non-traditional delivery of educational programs.
- Promote lifelong learning by providing opportunities for continuing education.
- Encourage understanding of public policy issues.

Scholarship
Enhance research, scholarship, entrepreneurship, innovation, and creative activities that promote sustainable economic prosperity, health and safety, ethical conduct, and responsible use of resources.

Scholarly Activity: Grow research, scholarship, and creativity.
- Increase external support for research, scholarly, and creative activities, including leadership of interdisciplinary multi-institutional collaborations.
- Promote, recognize, and reward scholarly excellence and accomplishment.
- Encourage and support entrepreneurial and interdisciplinary activities.
- Promote sharing and growth of research facilities, services, and infrastructure.

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Economic and Social Development: Promote innovation and development for economic and social progress.

- Advance interdisciplinary research to address problems of social significance.
- Create a culture of responsible innovation and entrepreneurship.
- Support workforce development and social engagement through collaborative outreach and technology transfer.
- Encourage and support technology commercialization and start-up businesses.
- Expand international and cross-cultural engagement with universities, industries, non-governmental organizations, and governments.
- Foster social development and economic growth of our state and the local community.

People
Foster and support an exceptional and diverse community of students, faculty, and staff.

Community: Cultivate an exceptional academic and professional community.

- Recruit, support, recognize, and graduate bright, motivated, and adventurous students.
- Attract, retain, and support faculty and staff and provide recognition, rewards, and competitive compensation.
- Collaboratively develop opportunities for partner engagement.
- Provide professional development and leadership opportunities for students, tenured, tenure-track and non-tenure-track faculty, and staff.
- Optimize numbers of tenured, tenure-track, and non-tenure-track faculty and staff to foster growth of University programs.

Quality of Life: Ensure a supportive environment for all members of the University community.

- Promote equity, inclusiveness, and collegiality through openness, engagement, mutual respect, and understanding of diverse perspectives.
- Increase diversity, and promote success of all students, faculty, and staff.
- Provide a rich cultural environment and a welcoming campus.
- Support the health and well-being of all members of the University community.
- Engage with external partners to enhance the quality of life in our local community.

Infrastructure: Provide exceptional services and infrastructure.

- Promote a university-wide culture of safety, responsiveness, effectiveness, and efficiency.
- Provide exceptional technology, library, classroom, and laboratory facilities that support education, research, and innovation.
- Create and maintain an aesthetic, sustainable, and effective infrastructure.