

(1) Northwood's culture and distinctive features:

Northwood University is a private, tax-exempt, independent, co-educational institution offering business and management-related education with an enrollment of approximately 6,300 students. Founded in 1959, Northwood emphasizes the impor-

tance of free enterprise and a market-based economy, as well as the strong connection between business, aesthetics, creativity, and innovation in its bachelor's and master's degree programs.

Figure 0-1 presents guiding statements on which Northwood's culture is based.

Mission:

To develop the future leaders of a global, free-enterprise society.

BHAG:

To be globally recognized as one of the foremost institutions in the development of leaders, managers and entrepreneurs.

Core Values:

We believe in ... the advantages of an entrepreneurial, free-enterprise society ... individual freedom and individual responsibility ... functioning from a foundation of ethics and integrity ... promoting and leveraging the global, diverse, and multi-cultural nature of enterprise.

Core Purpose:

To develop leaders, managers, and entrepreneurs with the skills and character to drive personal, organizational, and societal success.

Code of Ethics:

The community of students, faculty, and staff of Northwood University affirms this Code of Ethics as the behaviors that advance shared values:

- **Integrity:** In all our actions we shall be guided by a code of behavior which reflects our values, unimpeded by circumstance, personal gain, public pressure, or private temptation.
- **Respect:** We will treat all others with consideration for their circumstances and with thoughtful regard for their value as human beings.
- **Honesty:** We will embrace truthfulness, fairness, probity, and demand the absence of fraud or deceit in ourselves and others with whom we act.
- **Responsibility:** We will be accountable for the care and welfare of others and responsible for the intended and unintended consequences of our actions.
- **Freedom:** We will exercise personal freedom while insuring others be immune from arbitrary interference on account of condition or circumstance, insuring that freedom will be constrained only by our responsibility for its consequences.
- **Empathy:** We will endeavor to understand the feelings, thoughts, and notions of others in order that compassion and fairness of our actions may result.
- **Spirituality:** We will seek the spiritual development necessary for our happiness and growth and encourage an environment that supports this growth for all.
- **Achievement:** We will exercise our skills to create high achievement and applaud the high achievement of others.

Outcomes:

A university education is more than the courses offered and the experiences made available. It is the architecture of those elements designed to create defined results. As a learning community, we focus our efforts to the accomplishment of 12 outcomes which become characteristics our graduates share. Our graduates:

1. Understand the tradition of freedom.
2. Have a broad practical understanding of their chosen field.
3. Are familiar with the ideas driving enterprise leaders.
4. Communicate effectively in speech and writing.
5. Understand complex global issues.
6. Have a constant attraction to new ideas.
7. Can explain their personal values.
8. Understand the aesthetic, creative, and spiritual elements of life.
9. Are effective self-evaluators.
10. Are action oriented.
11. Are skilled at detecting and solving problems.
12. Seek lifelong education.

Figure 0-1: Northwood's Guiding Statements

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Overview

Northwood translates its philosophy—The Northwood Idea—into practical, useful curricular and co-curricular offerings that prepare students for leadership in a global, free-enterprise society. The Northwood Idea guides the University's actions and argues that individuals can and will transform and enhance themselves, their businesses, and their communities through interaction and education when allowed. The business world is intentionally brought into the classroom through faculty who are themselves successful career professionals. In addition, many of Northwood's career curricula are developed in response to the needs of business and industry. Curricula is reviewed (and revised when necessary) every two years by faculty and advisory boards consisting of industry professionals to ensure that the most up-to-date programs and information are offered for the best possible preparation.

In addition to a singular focus on management and entrepreneurial education, Northwood's distinctiveness also features an array of complementary operations (**Figure 0-2**). Northwood refers to these as Operating Units and is in the process of fusing International Programs into Operating Unit status. Organizational Charts can be found at the conclusion of this Institutional Overview. Regarding the overall operational nature, Northwood has recently moved fully to a matrix-based, collaborative environment whereby many operations are shared at both the Central Administration and Operating Unit levels. The Board of Trustees (BOT) governs the University; each campus has an advisory-level Board of Governors (BOGs) and many academic programs have Advisory Boards.

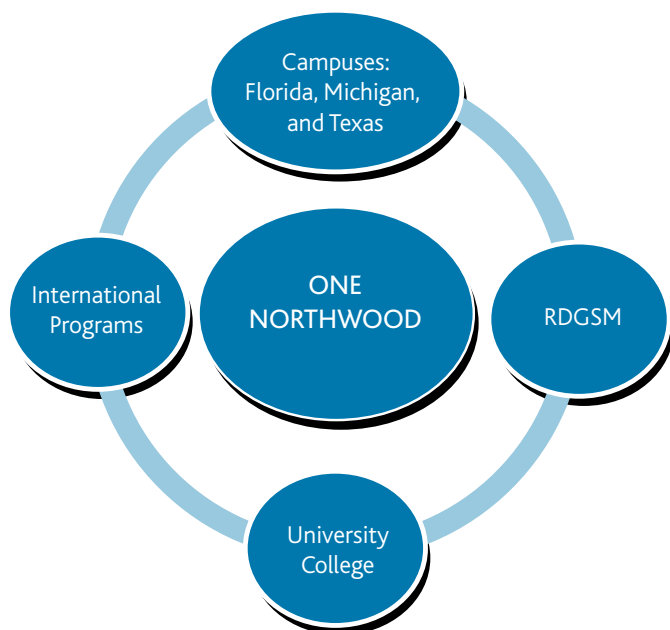


Figure 0-2: Northwood's Operations

- West Palm Beach, Florida; Midland, Michigan; and Cedar Hill, Texas operations serve undergraduates.
- The Richard DeVos Graduate School of Management (RDGSM) offers full-time, evening, and custom-designed in-house MBA programs. Offerings are based in Michigan and Montreux, Switzerland.
- Adult learners attend evening and weekend programs within University College (UC). UC programming is offered on all three campuses and at program centers located in 9 states with 38 sites total. Northwood also offers an online degree through UC to meet the varying time and location needs of students.
- Northwood started its international program over 30 years ago and today has International Program Centers (IPCs) in China, Malaysia, Sri Lanka, and Switzerland. This fall, Northwood began its first MBA program in Switzerland. In 2008, a new program in Bahrain will begin and Northwood is submitting an application to have a new program in Sarnia, Ontario. Study Abroad programs are also offered.

Northwood University operates the Margaret Chase Smith Library (MCSL) in Skowhegan, Maine. Additionally, the University operates the acclaimed Alden B. Dow Creativity Center (ABDCC) that promotes the creative legacy of architect, entrepreneur, and Northwood partner, Alden B. Dow, through meaningful, educational activities and effective community relations.

Along with the aforementioned 12 Outcomes, Northwood educates students through the EXCEL student development program designed to create out-of-class learning and application of academic training. Through EXCEL, students participate in valuable, documented activities resulting in a Student Development Transcript that is issued along with Academic Transcripts.

Northwood also supports a University-wide reading program, Omniquest, designed to parallel the current reading list of business leaders. Omniquest books have ranged from the current term selection of Iacocca's *Where Have All the Leaders Gone?* to Gladwell's *The Tipping Point*, Friedman's *The World is Flat*, Collins' *Good to Great*, and Yergin's and Stanislaw's *The Commanding Heights* in recent years to Covey's *Principle-Centered Leadership* and Bennis' and Nanus' *Leaders: the Strategies for Taking Charge* in the program's formative years. Omniquest program selections can be found at www.northwood.edu/mi/academics/omniquest/. Northwood's *Wall Street Journal* academic partnership provides subscriptions to all traditional and MBA students as well.

Northwood students are encouraged to participate in University-wide, student-produced signature events throughout the year. These campus events create intensive hands-on learning experiences simulating the realities of enterprise management

experience. For example, Michigan campus students produce the largest outdoor new car auto industry show in North America every fall, involving more than 900 students in various organizational and hospitality roles, and attracting upwards of 50,000 people to the campus.

(2) Scope of educational offerings:

Northwood currently offers Associate of Arts (AA), Bachelor of Business Administration (BBA), and Master of Business Administration (MBA) degrees.

Students pursuing a BBA may choose from single major programs in Accounting and Management; dual major programs with Management in Advertising/Marketing; Aftermarket Management; Automotive Industry Management; Automotive Marketing; Banking & Finance; Economics; Entertainment, Sport & Promotion Management; Entrepreneurship; Fashion Marketing & Management; Hotel, Restaurant & Resort Management; International Business; Management Information Systems; and Marketing, or triple majors with Management in Automotive Marketing/Banking & Finance or Economics/Banking & Finance. The University is “teaching out” students currently as Associate of Arts (AA) degrees are phased out.

The availability of majors varies from location to location. Courses on the three campuses are offered during three 10-week terms from September through mid-May. Additional courses are offered during one-week mini-sessions at the end of each term and three three-week sessions during the summer. Most of the courses are offered during the day, with some evening options.

As mentioned, International Programs cover BBA offerings in China, Malaysia, Sri Lanka, and Switzerland. Several Study Abroad options are available to students over periods from one week to a full academic year. Options include Europe, Asia, Australia, and Latin America. Students can also complete a fall term residency at the MCSL in Maine.

UC offerings emphasize the BBA in Management. Courses are offered evenings, weekends, and online over 6-, 8-, and 12-week periods. Classes are held at Northwood-leased or campus sites, corporate sites, and on military bases.

The RDGSM offers a full-time MBA option in Midland, Michigan (15-month program in 15-week semester format) and in Montreux, Switzerland (9-month program). An evening MBA option (27-month program in 15-week semester format) is available in Lansing, Midland, and Troy, Michigan. Northwood also offers specialized delivery of the evening MBA option with selected corporations. All MBA offerings employ discussion-based (case method) learning methods.

(3) Student base, needs, and requirements:

Northwood serves over 6,300 students from 49 states and 80 countries (**Figure 0-3**).

In terms of student needs and requirements, these vary by location and program. The University’s adoption of a new planning process is allowing us to identify segment-specific requirements. Broad student key requirements, as identified through satisfaction surveys and other feedback venues, include faculty:student ratio (**Figure 3-3**), small class sizes (**Figure 3-4**), career assistance, and alumni interaction.

	Undergraduate				Graduate	Int'l Programs
	Florida	Michigan	Texas	UC	DeVos	
Enrollment	675	1,983	527	2,227	378	491
New						
Freshmen	142	456	126		n/a	
Transfer	121	221	53	329	n/a	491
Ethnicity %						
Asian	1%	1%	4%	1%	3%	
Black	11%	12%	15%	22%	5%	
Caucasian	44%	76%	43%	43%	61%	
Hispanic	10%	2%	30%	6%	3%	
Other or N/A	2%	0%	2%	29%	6%	
International Students %	32%	8%	6%	0%	22%	
Gender %						
Male	62%	65%	52%	42%	62%	46%
Female	38%	35%	48%	58%	38%	54%
% Merit Scholarships	38%	60%	60%	0%	19%	
% Financial Aid	76%	88%	93%	46%	45%	
% Residents	39%	37%	33%	0%	n/a	
Avg Freshman ACT	19	21	20	n/a	n/a	
Avg Freshman HS GPA	2.92	3.06	3.20	n/a	n/a	

Figure 0-3: Fall 2007 Student Profile

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Overview

(4) Collaborative and partnering relationships:

Northwood University partners with educational institutions, businesses, and community as customers, suppliers and/or benefactors. (These collaborative relationships are explored more fully in Category 9.) There are three main areas of these relationships (Educational Institutions, Industry Partners, and Business/Vendor Partners) and they include local, regional, national, and worldwide entities. These relationships have been integral to the University's growth.

More than 150 articulation agreements with community colleges and other institutions of higher learning, both domestic and international, provide transfer students prepared to complete their degrees at Northwood. Numerous partnerships in industry, such as The Dow Chemical Company and Ford Motor Company, look to Northwood for degree programs. In addition, Northwood employees are actively involved with many national and international collegiate and professional organizations that provide support and information in areas such as academics, admissions, athletics, student services, and operations. Some of these industry partners provide educational support such as The Reynolds and Reynolds Company and *The Wall Street Journal*. Finally, there are business/vendor relationships that provide the University with services, such as Sodexo Food Services, College Bookstores of America (CBA), and MBS Direct.

Annually, more than 1,000 corporations – large and small from across the U.S. and around the world – and the international association of assembly managers provide employment to graduates for careers in their given field of study. Many corporations supply materials that are needed for programs and support services such as software, office, and housing supplies. Many professional and trade associations, such as the Automotive Aftermarket Industry Association (AAIA), the National Automobile Dealers Association (NADA) and the International Association of Assembly Managers (IAAM) complete this circle of support.

Northwood employees serve as volunteers in local Chambers of Commerce, government offices and services, and charitable organizations. These reinforce engagement and service and serve as opportunities to build even stronger relationships.

(5) Faculty and staff profile:

Northwood enjoys a stable faculty and staff profile, as the average length of service is nine years (**Figure 4-12**). The Northwood Idea is key to the philosophical nature of faculty and staff service, as is real-world experience. As such, by design at least one-third of Northwood's faculty are former professionals in the

Operating Unit	Full-time	Adjunct	Master's Degree	Terminal Degrees
Florida	18	34	43	9
Michigan	42	39	59	16
Texas	23	9	22	8
UC	1	324	316	8
RDGSM	6	9	4	11
Total	90	415	444	52

Figure 0-4: Faculty Summary and Degrees

Operating Unit	Faculty	Admin. and Staff	Support Staff	Part-time	Grounds, Custodial, Maintenance
Florida Campus	18	41	12	5	0
Michigan Campus	48	75	30	7	34
Texas Campus	23	32	14	3	5
University College	1	52	18	2	0
RDGSM	7	9	2	0	0
M.C. Smith Library	-	4	2	2	0
Central Administration	-	74	10	11	0
Total	97	287	88	30	39

Figure 0-5: Staff Summary

Operating Unit	Doctoral	Master's	Bachelor's
Florida Campus	2	12	26
Michigan Campus	3	27	40
Texas Campus	2	15	25
University College	0	20	30
RDGSM	2	6	2
M. C. Smith Library	2	0	2
Central Administration	8	27	30
Total	19	107	155

Figure 0-6: Staff Degrees

fields for which they are educating their students. They represent not only academic proficiency but, in many cases, the added value of skills learned from real-world experience in leadership roles and positions. **Figures 0-4, 0-5, and 0-6** provide details on Northwood's faculty and staff profile. The University is 94% non-union and does not have a tenure system.

(6) Facilities, technology, and regulatory environment:

In all, the net investment in buildings and equipment, as well as land values, is \$60,503,650 as of a 2006 audit. Northwood's Texas campus includes 360 acres and 14 buildings, Florida has 96 acres and seven buildings, and Michigan has 434 acres and 16 buildings; each has varying outdoor athletic facilities as well. Additionally, 15 UC facilities are leased/rented; have UC rental/lease agreements with community college partners in Alpena, MI and Cerritos, CA; Lansing, MI; rent out space for the UC Administration building; and do not have any rent obligations at the military or in-house programs (Toyota and Ford) although Northwood is on-site at these facilities. Finally, the MCSL in Maine is operated by Northwood.

Regarding Information Technology, this centralized function serves all business units. There are 31 full-time staff and over 70 student workers across four distinct areas: Systems and Programming (which includes Web Services), Technical Services, Information Security, and Instructional Technology.

Systems and Programming supports critical databases and software that includes Datatel's® Colleague® Release 18, Blackboard®, Raisers Edge®, CBORD (student ID card system), ACT!® (contact management software), and Microsoft FRx (financial reporting). Web Services creates and maintains web applications to address University strategic web needs. Technical Services manages the Dell server and Cisco network infrastructure, as well as all aspects of personal computing. PCs are replaced on a three-year cycle. Servers are on a four-year cycle and network equipment is replaced every six years. Technology hardware inventory is valued at approximately \$5 million. The Information Security group provides both strategic direction and technical solutions relating to IT security and is responsible for the integrity of all University systems, the confidentiality of electronic communications, and the security of Northwood's technical infrastructure. Instructional Technology is made up of three distinct areas: Academic Computing (23 computer labs, classroom technology, Blackboard training and support), Media Services (audio and visual technologies), and Interactive Television (4 rooms) which includes use for classes as well as system-wide meetings.

The Higher Learning Commission (HLC) accredits Northwood and the University joined the Academic Quality Improvement Program (AQIP) in 2003. In addition to the HLC, Northwood complies with the nine state accreditations where it offers degree programs, as well as multiple federal agencies. Northwood participates in Federal Title IV Financial Aid and state programs to provide assistance for qualified students. These programs require annual reviews by external auditors to ensure

compliance with the Federal Department of Education and state regulations. The University's financial statements are reviewed annually by external auditors to ensure compliance with generally accepted accounting principles. The University's operating budget is funded by the following sources: tuition and fees, 77%; auxiliary enterprises, 15%; contributions, 3%; fees from special seminars and programs, 2%; investment income, 3% (figures from 2006 audit).

As a private, nonprofit educational institution, Northwood is governed by the University's BOT. The 30-member Board includes Executive, Academic, Finance and Audit, Advancement, Compensation, Nominations, 50th Anniversary, and Governance and Management Leadership Committees. BOT membership includes representatives from the campus BOGs. BOGs are advisory in nature and provide leadership by assisting the campus Provosts in planning, implementation, and assessment of strategic planning, University-sponsored programming, and overall Advancement activities.

(7) Competitive environment:

Northwood's campuses, UC sites, and RDGSM, all have varying competition and the intensity and type varies from location to location. However, students (undergraduate and graduate) and parents evaluate program offerings based on a combination of program quality, cost, and placement. The combination of delivery and cost is germane to all Operating Units and plays a strategic role in defining the competition within each of the Operating Units. A newly adopted planning process (**Figure 8-6**) is accounting for delineation of specific Operating Unit differentiators as well as competitive forces within and across markets.

Each traditional campus faces cost competition from large public institutions such as Michigan State University and Central Michigan University in Michigan for both the graduate and undergraduate programs, University of Texas-Arlington in Texas, and Florida Atlantic in Florida. Northwood's large metro area services areas such as the southeast Michigan region and includes Walsh College, Oakland University, Wayne State University, and the University of Michigan-Dearborn, with each capturing 18-25% preference for business programs. In addition, local community colleges in the respective locations are often viewed as an inexpensive alternative for a business education, though Northwood is enhancing partnerships with these colleges. All Operating Units also face competition in relation to delivery from private institutions and industry that utilizes technology to enhance employee education.

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Overview

(8) Key opportunities and vulnerabilities:

Key opportunities include:

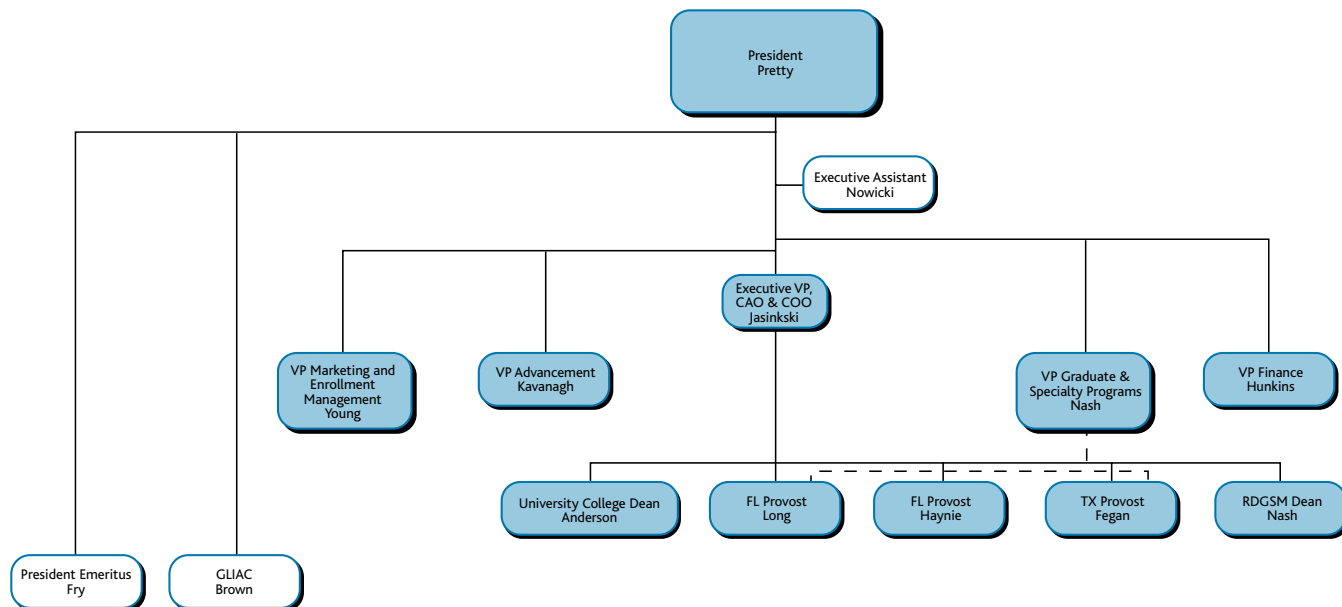
- fully implementing a newly adopted strategic planning process using the model taught in RDGSM (the out growth of an Action Project focused upon the development of Guiding Statements, **Figure 0-1**); this would include development of integrated IT, HR, and Facilities Plans
- capitalizing on AQIP Action Project work (Employee Development, Institutional Strategy, and Retention Data and Information; internal projects include Term to Semester Conversion Study and Automotive Education Study) as well as ongoing Operating Unit AQIP-based self-assessments (2004 originally; revised in 2006 and 2007)
- promoting understanding and discussion relative to Mission, BHAG, Core Values, Core Purpose, Code of Ethics, and 12 Outcomes (**Figure 0-1**)
- completing overall internal analysis and implementing strategy regarding international programming and internationalizing the curriculum
- enhancing ABDCC connections across all programs and sites
- providing focus on specialty programs and enhanced external relations through refining of partnership program process
- addressing instructional improvement opportunities across sites and programs in systematic fashion as well as enhancing student assessment system
- developing a comprehensive online learning strategy across all programs (system/offerings, including blended courses)
- refining key HR processes
- using performance measurement system (scorecards across units and functions) in systematic fashion and undertake complete analysis of institutional research functions and overall voicing (student, employee, alumni, community, etc.) system

- reinforcing student engagement and experiential learning opportunities; enhancing curricular and co-curricular/extracurricular connections
- benchmarking living/learning environments and creating systematic process for seeking and sharing best practices and driving innovations within and across functions
- enabling/promoting collaboration/integration/performance excellence and improvement across sites and functions via newly implemented matrix model of leadership and management (this includes a new President and several new positions and personnel at the Officer level as well as a re-shifting of positions and responsibilities across the institution within the last several months)
- aligning individual scorecards with institutional scorecards

Key vulnerabilities include:

- key process refinement
- consistency of curriculum across sites
- lack of performance results, lack of comparative results, lack of results that are used
- program review and faculty/staff evaluation processes
- lack of focus and strategies in Marketing
- practices and results in Advancement
- uneven performance of some Operating Units
- not addressing key opportunities
- not leveraging capabilities across Operating Units

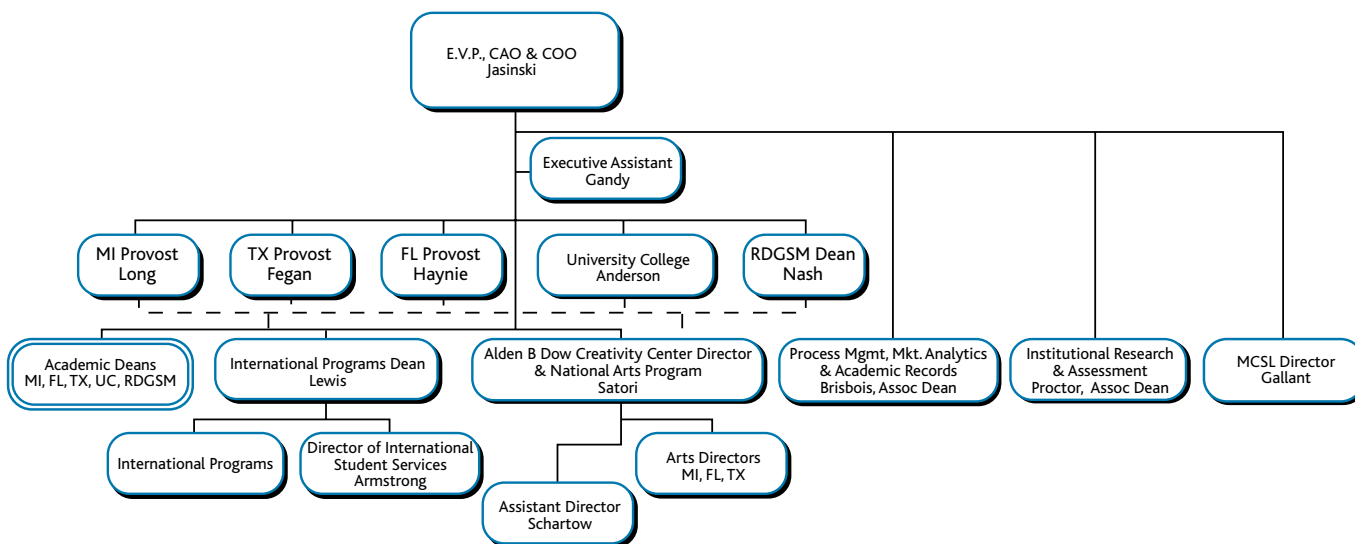
NORTHWOOD UNIVERSITY



Solid box indicates Officer

Northwood University, October 17, 2007

Executive Vice President, CAO & COO



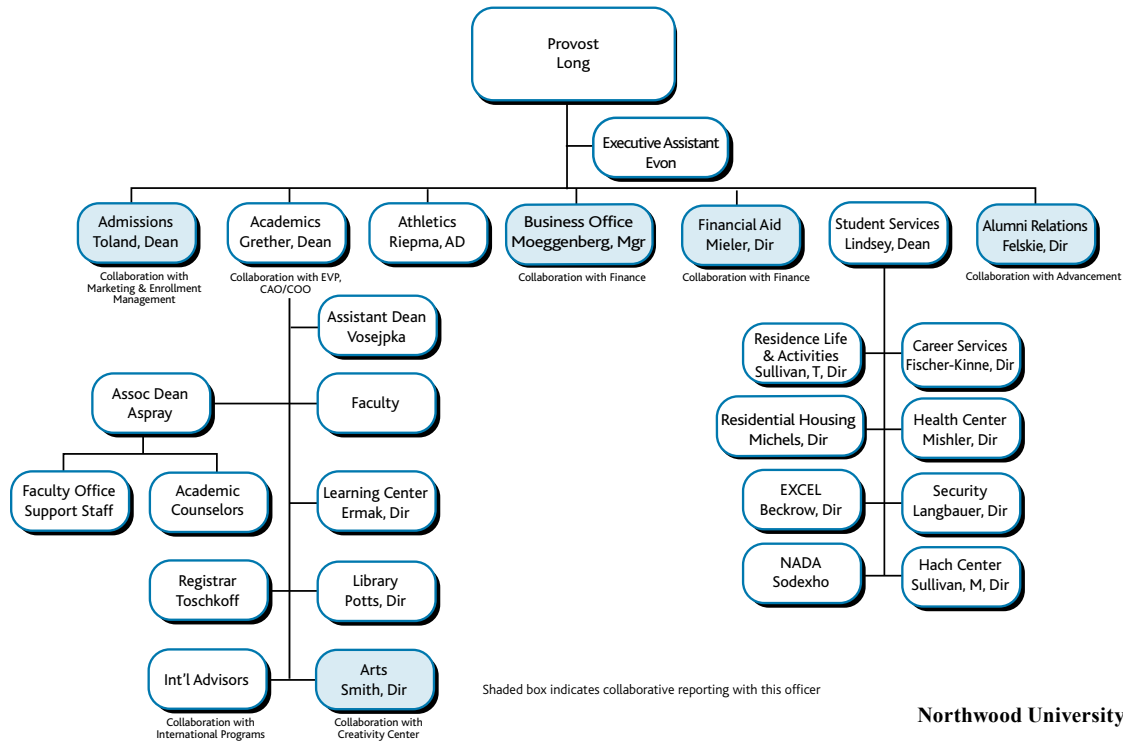
Double lined box indicates collaborative reporting with this officer

Northwood University, October 17, 2007

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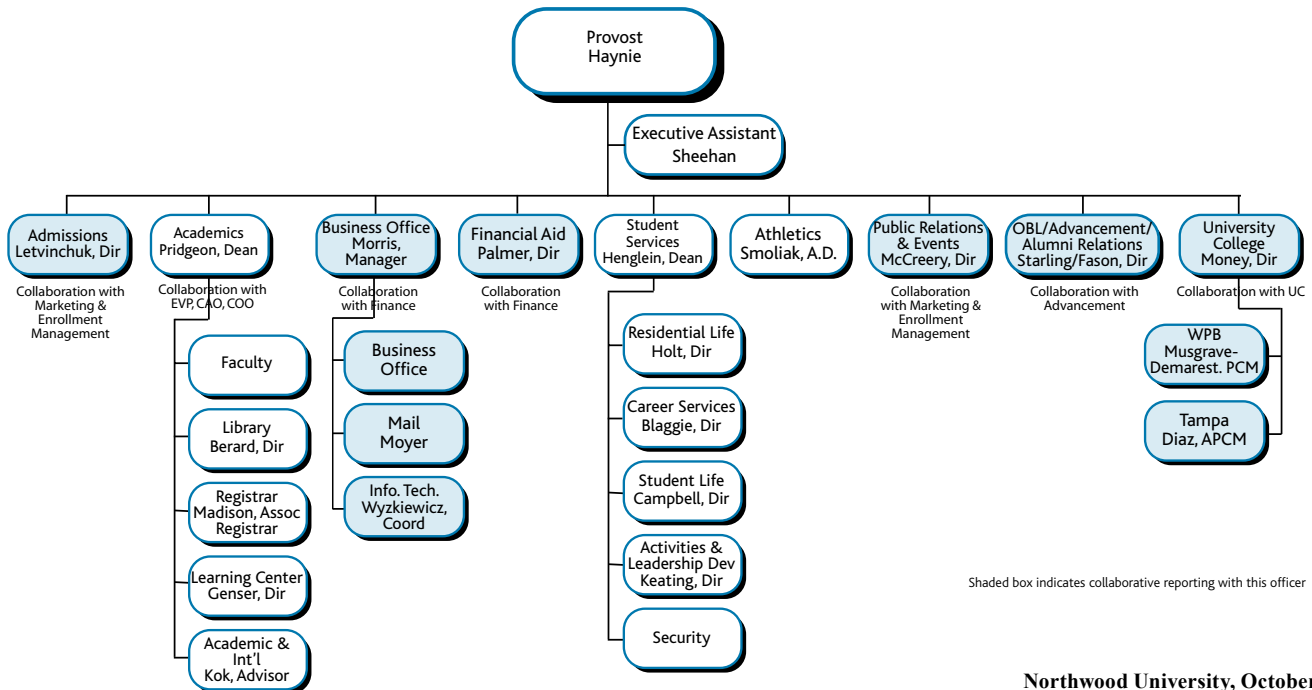
Overview

Michigan Campus



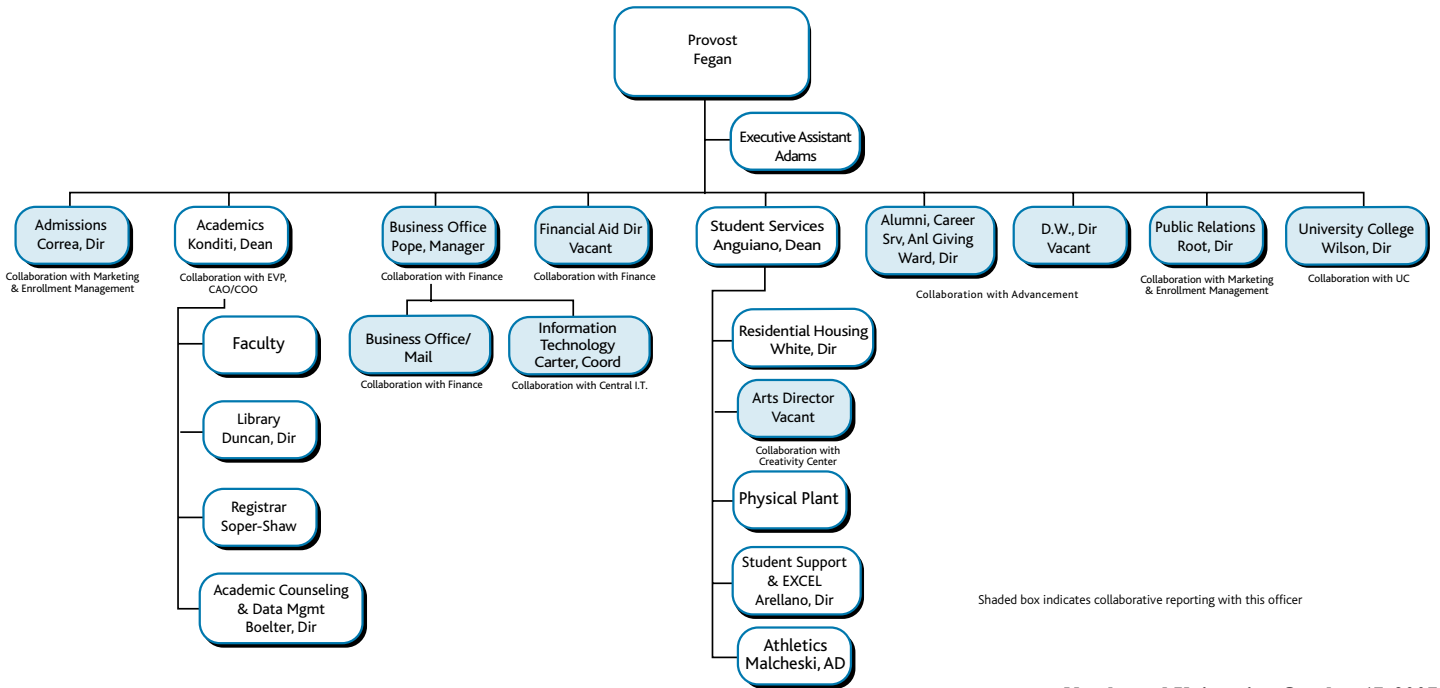
Northwood University, October 17, 2007

Florida Campus



Northwood University, October 17, 2007

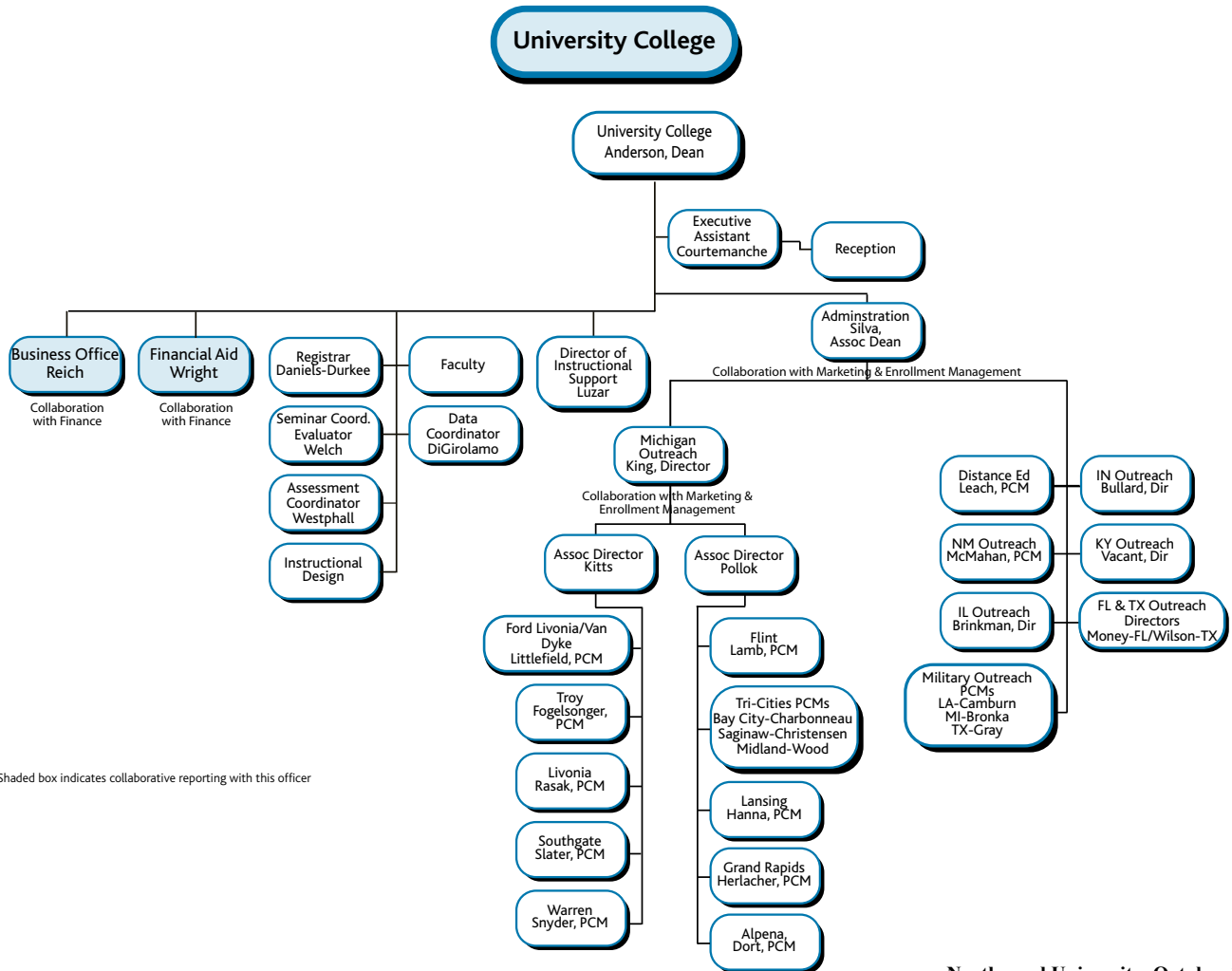
Texas Campus



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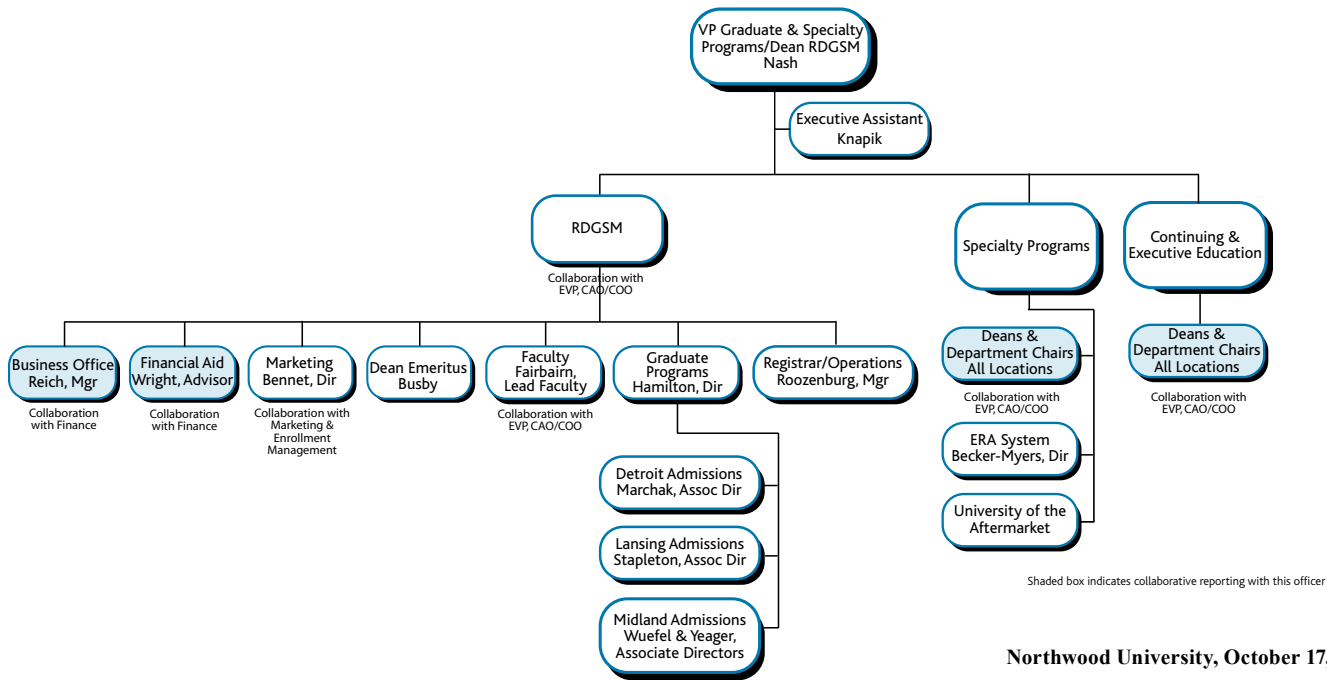
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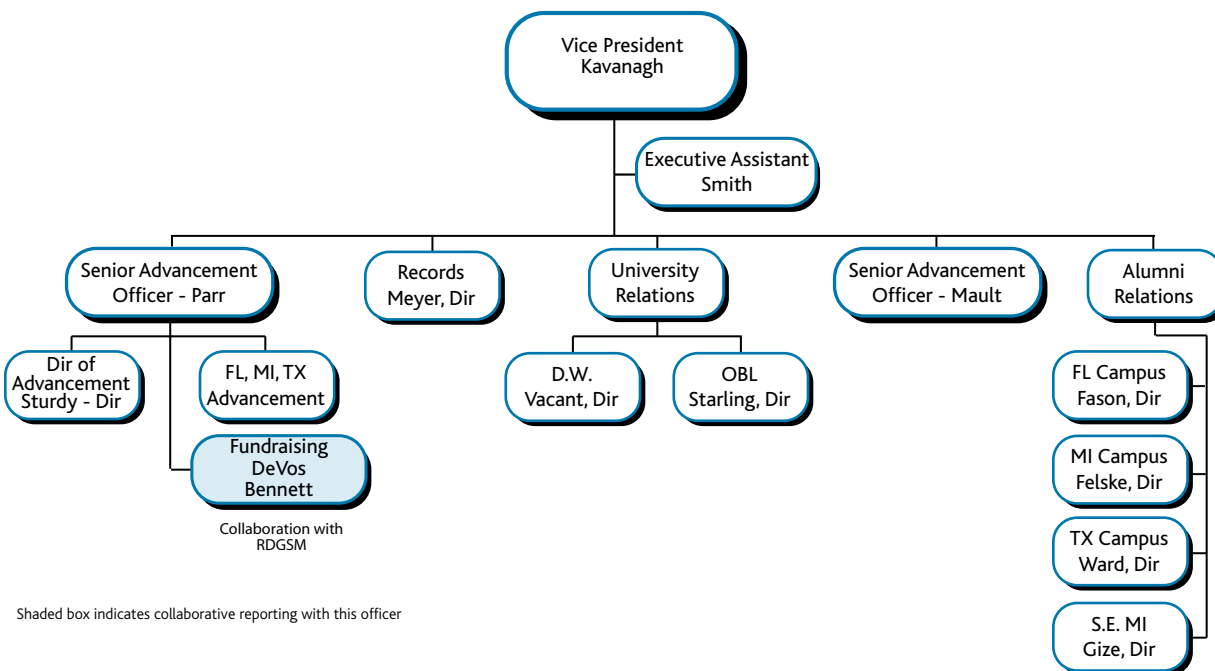
Northwood University, October 17, 2007

Richard DeVos Graduate School of Management



Northwood University, October 17, 2007

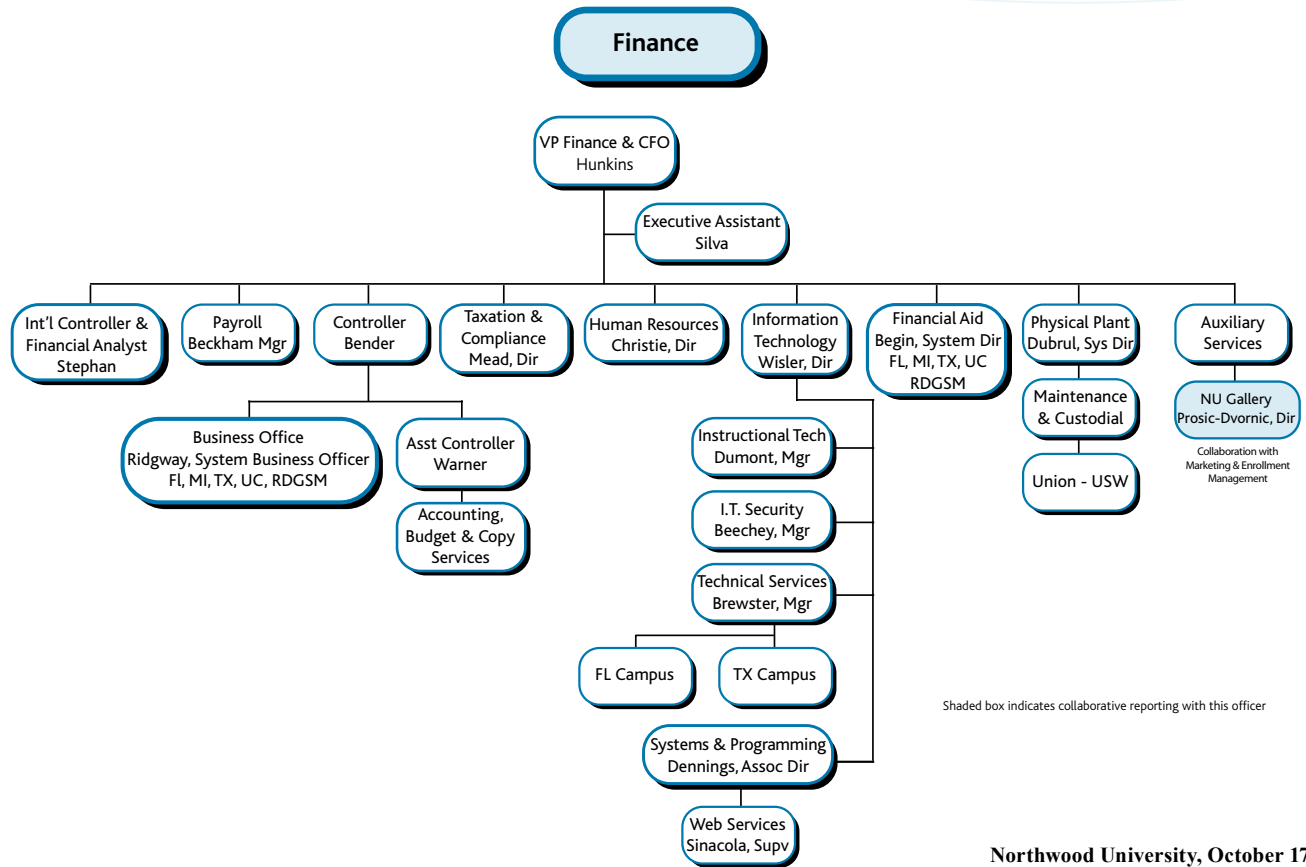
University Advancement



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Overview



University Marketing & Enrollment Management

