

A

AACRAO: American Association of Collegiate Registrars and Admissions Officers

- University admissions and registrar professionals are members of this organization that provides professional development, guidelines, and voluntary standards regarding the best practices in records management, admissions, enrollment management, administrative information technology, and student services.

AAF: American Advertising Federation

- AAF is the oldest national advertising trade association representing 50,000 professionals in the advertising industry. The AAF has a national network of 200 ad clubs located in ad communities across the country. Through its 215 college chapters, the AAF provides 6,500 advertising students with real-world case studies and recruitment connections to corporate America.

AAIA: Automotive Aftermarket Industry Association

- The AAIA is comprised of more than 23,000 members and affiliates who manufacture, distribute, and sell motor vehicle parts, accessories, services, tools, equipment, materials, and supplies. Through its membership, AAIA represents more than 100,000 repair shops, parts stores, and distribution outlets. AAIA hosts a variety of networking opportunities, events at AAPEX, educational seminars, and receptions that many Northwood students participate in.

AAPEX: Automotive Aftermarket Products Expo

- Held during Automotive Aftermarket Industry Week (AAIW) in Las Vegas, Nevada and is reserved for automotive industry professionals. Represents qualified buyers and distributors from all segments of the aftermarket. Many aftermarket students attend this event each year.

ABDCC: Alden B. Dow Creativity Center

- Located at 2203 Eastman Avenue in Midland, Michigan, this extension of Northwood University encourages creativity in individuals. Northwood believes creativity and the creative spirit are crucial to the development of future leaders of a global, free-enterprise society.

Academic Design Process - The process used by Northwood University to develop undergraduate courses and programs of study.

Academic Management Council - Consists of Operating Unit Officers, Academic and Associate Deans, EVP/CAO and COO direct reports; transitioning to monthly meetings and focused on academic and operational issues. Academic Task Force - Comprised of students, faculty, and staff from the Florida campus who hold focus group discussions on curriculum delivery, instructor practices, and professional development.

ACT!® - A computerized program used by University College to organize contact information, manage daily responsibilities, and communicate more effectively to improve productivity.

ACT® - American College Test - Assesses high school students' general educational development and their ability to complete college-level work.

Advisory Boards - Actively involved leaders in the industries and associations in which the University's management programs are focused; serve as advisors to each curriculum area. Their counsel assures Northwood's ability to stay "leading-edge" and involved with the constant dynamics of business and societal change. They also assist Northwood in identifying trends and opportunities to which it can respond for student benefit.

All-Campus Group - This is the larger group of employees who meet for in-service training days, announcements, special presentations, etc.; anticipated frequency of meeting is quarterly under the leadership of the Provost.

AMA: American Marketing Association - One of the largest professional associations for marketers with over 38,000 members worldwide in every area of marketing. The student chapter of the AMA exists on Northwood campuses and students take advantage of the educational and professional offerings available through the professional AMA programs.

AQIP: Academic Quality Improvement Program - Infuses the principles and benefits of continuous improvement into the culture of colleges and universities by providing an alternative process through which an already-accredited institution can maintain its accreditation from the Higher Learning Commission.

AQIP-related teams - Led by faculty/staff and addressing local continuous improvement projects.

B

BHAG: Big, Hairy, Audacious Goal - Proposed by James Collins and Jerry Porras in their 1996 article entitled *Building Your Company's Vision*, this BHAG serves as a form of a vision statement – a 10-30 year goal to progress towards an envisioned future.

Blackbaud® - Providers of Northwood's fundraising database software (The Raiser's Edge® and Researcher's Edge™).

Blackboard® - An e-education enterprise software, including course management software, that allows information to be communicated in an electronic environment. Houses and delivers vital primary and supplementary course content and serves as a portal in connecting students, faculty, and staff.

BOG: Board of Governors - Each campus has an advisory-level Board of Governors. The Board of Governors has three subcommittees including Outreach, Admissions, and Fundraising; each is chaired by a member of the Board of Governors. The BOG advises and provides leadership by assisting the campus Provost in planning, implementation, and assessment of strategic planning, University-sponsored programming, and overall Advancement activities. The BOG typically meets three times annually.

BOT: Board of Trustees - This 30-member oversight Board includes Executive, Academic, Finance and Audit, Advancement, Compensation, Nominations, 50th Anniversary, and Governance and Management Leadership Committees. Responsibilities of the BOT include: directing the President who, in turn, manages the University; providing vital policy leadership and oversight in critical areas; evaluating the extent to which the Central Administration effectively supports the faculty and students in their pursuits; serving as overseers of the University's financial performance; actively participating in academic planning; both donating and overseeing the advancement function which seeks funds to support the University; long-range planning; and helping define the philosophy of the University.

Business/Vendor Partners - Organizations that provide the University with services such as Sodexo Food Services, College Bookstores of America, and the online bookstore services of MBS Direct for University College.

Systems Portfolio 2007

Glossary of Terms and Abbreviations

C

CAEL: The Council for Adult and Experiential Learning - Creates and manages effective learning strategies for working adults through partnerships with employers, higher education, government, and labor. Utilized by University College Program Centers.

CBA: College Bookstores of America - Recently merged into Validis™ Resources and serves Northwood as a bookstore management company.

CBORD - Provider of campus and cashless card systems.

clearTXT - An informational alert delivery service to all faculty, staff and students. The service brings alert messages to cell phones, email, and/or desktops and provides the most up-to-date information, including emergencies, severe weather notifications, school closings, and more.

Colleague® - Integrated software that links data between several departments so they can share unique pieces of data (i.e., general ledger information, course information, student information, admissions information, etc.).

CPA: Certified Public Accountant - Designation given to accountants who have passed a qualifying examination and met certain educational and public accounting experience requirements established by a state licensing authority.

Crisis Management Teams - Led by the Provost and comprised of the Provost, Academic Dean, Dean of Students, Public Relations Director, Director of Admissions, Business/Facilities Manager, UC Director, Director of Maintenance, and/or additional Provost's Council members as necessary; plans for and manages crises at the local level.

CUPA-HR: College and University Professional Association for Human Resources - University HR professionals are members of this group that offers resources for learning and professional development, opportunities to make connections within the Higher-Ed HR community and conducts necessary research. Northwood uses CUPA data to help determine faculty and staff salary structures and target the third quartile for employee compensation.

Curriculum Committees - Chaired and comprised of faculty leaders; there is one Curriculum Committee for each campus.

Curriculum Council - Reviews work from Curriculum Committees and makes recommendation to Deans' Council and Academic Management Council.

D-H

Datatel® - A provider of information management solutions such as WebAdvisor and Colleague®.

Deans' Council - Consisting of Academic Deans, Associate Deans, EVP/CAO and COO direct reports and meeting at least four times a year; addresses proposals from Curriculum Council and Professional Standards Committees, as appropriate.

Enrollment Management (Retention)

Team - Comprised of the Provost, Academic Dean, Dean of Students, Business Manager, Admissions Director, Financial Aid Director, and other Provost's Council members as needed; focuses on retention data, withdrawal information, customer satisfaction issues, satisfaction surveys, and anecdotal feedback from students with the goal of positively affecting retention and an ever-improving quality environment.

EVP/CAO and COO: Executive Vice President/Chief Academic and Operating Officer

EXCEL - A student development program unique to Northwood University. Through EXCEL, students participate in valuable, documented extracurricular activities resulting in a Student Development Transcript that is used along with academic transcripts.

Faculty Summit - Biennial faculty meetings hosted by the three campuses in rotation.

FERPA: The Family Educational Rights and Privacy Act - Protects the privacy of student education records.

Florida Campus - Founded in 1983, the Florida campus is one of five Operating Units and is located in West Palm Beach, Florida.

Florida Sun Conference - The Florida campus is a member of this NAIA conference.

Fundraising - A community-engagement strategy used to assist in fundraising initiatives.

GLBA: Gramm-Leach-Bliley Act - This act includes provisions to protect consumers' personal financial information held by financial institutions. Recently GLBA has been extended to apply to educational institutions as well.

GLIAC: Great Lakes Intercollegiate Athletic Conference - The Michigan Campus is a member of this NCAA Division II conference.

GPA: Grade Point Average

HLC: The Higher Learning Commission - Accredits, and thereby grants membership in the Commission and in the North Central Association, to degree-granting educational institutions in the North Central region.

I-L

Industry Partners - Organizations such as The Dow Chemical Company and Ford Motor Company that look to Northwood for degree programs.

Information Securities 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 infrastructure.

Instructional Improvement Team - Focused initially in pilot year of 2007-08 on pedagogical improvement practices for Michigan full-time faculty and University College adjunct faculty; addresses development, implementation, and monitors teaching improvement plans and assessments.

Instructional Technology - Made up of three distinct areas: Academic Computing, Media Services, and Interactive Television.

IPC: International Program Centers - Sites where Northwood offers degree programs abroad. Current locations include Canada, China, Switzerland, Sri Lanka, Malaysia, and Bahrain.

IPEDS: Integrated Postsecondary Educational Data System - The IPEDS of the National Center for Education Statistics (NCES) is an e-system that enables Northwood to provide the NCES with the required statistical data.

IR: Institutional Research - The Institutional Research office conducts a zero-based evaluation of all research instruments and tools, and also investigates the use of imbedded assessment rubrics, exit exams, and portfolios.

IT: Information Technology - This centralized function serves all business units within the University. Thirty-one full-time staff and 70 student workers serve across four distinct areas: Systems and Programming (including Web Services), Technical Services, Information Security, and Instructional Technology.

ITV: Interactive Television - An interactive television system installed in several classrooms in Florida, Texas, and Michigan that facilitates the live and simultaneous transmission of audio and visual information to any and all systems set-up to receive it.

Lean - Part of Northwood's AQIP adoption, Lean is a proven Six Sigma approach to reduce waste and streamline operations. Lean embraces a philosophy of continually increasing the proportion of value added activity of their business through ongoing waste elimination.

M-N

MACRAO: Michigan Association of Collegiate Registrars & Admissions Officers - Northwood Admissions and Registrar professionals are members of this organization, specific to the Michigan market, that provides professional development, guidelines, and voluntary standards regarding the best practices in records management, admissions, enrollment management, administrative information technology, and student services.

Matrix-based Environment - Allows departments to focus on their specific business competencies and allows projects to be staffed with specialists from throughout the organization. This supports the efficient allocation of all resources, especially scarce specialty skills that cannot be fully utilized by only one project. Examples include the use of cross-functional and cross-Operating Unit teams (e.g., Instructional Improvement Team and the System-wide Security Group already in place) and some in the planning mode (Compensation and Benefits Committee, Performance Evaluation Committee, etc.).

MBS Direct - An online bookstore servicing University College.

MCSL: Margaret Chase Smith Library - Northwood University operates the MCSL, located in Skowhegan, Maine. The library, dedicated to Northwood in 1982, houses the political papers, documents, honors, photographs, and memorabilia stemming from the thirty-two year congressional career of former United States Senator Margaret Chase Smith. It provides opportunities for historical research, educational tours, school programs, and public policy discussions.

Michigan Campus - Founded in 1959 in Alma, Michigan and moved to the Midland, Michigan location in 1962; the Michigan campus is one of Northwood's five Operating Units. It is also home to the Richard DeVos Graduate School of Management and the University College headquarters.

MIVER: Military Installation Voluntary Education Review - A military education review squad charged with assessing the quality of our University College education programs at various military sites. The MIVER staff consists of a MIVER Administrator/Director and a Coordinator.

My.northwood.edu - The University's online learning community and portal. This web-based tool is used by all student, faculty, and staff to access online resources including course materials, calendars, and announcements. The portal also acts as the single-sign-on device to access email, Webadvisor, Study.net, *The Wall Street Journal* and other library resources.

NADA: National Automobile Dealers Association - Represents more than 19,700 new car and truck dealers, both domestic and international, with more than 43,000 separate franchises. Northwood is the only University supported and endorsed by the NADA.

NAIA: National Association of Intercollegiate Athletics - The Florida campus (Florida Sun Conference) and Texas campus (Red River Conference) are members of the NAIA.

National Arts Program - This program was developed based on the recognition that there is a strong, tangible, and mutually beneficial interrelationship between the arts and business. Each Campus Arts Director develops programming that includes ongoing arts residencies as well as gallery exhibitions and other live and visual arts opportunities.

NCAA: National Collegiate Athletic Association - The Michigan campus is a member of the NCAA, Division II.

NCES: National Center for Education Statistics - The primary federal entity for collecting and analyzing data related to education. Northwood data is collected regularly and sent to the NCES for analysis and comparative information.

Noel-Levitz Adult Student Priorities Survey - Specific to the adult learner, the purpose of this survey is twofold; first, to obtain a current measurable assessment of students' expectations and degree of satisfaction with an Operating Unit; and second, to provide a basis for reliable comparison – and assessment of change – with the results of previous studies.

NSPP: Northwood Strategic Planning Process - The NSPP is comprised of both the Operating Unit Strategy and Northwood University Institutional Strategy Models. The key outcome for the Operating Unit Strategy is to achieve and maintain sustainable strategic differentiation. The key outcome for the Northwood University Institutional Strategy is to create and maintain value by developing and leveraging capabilities and core competencies across multiple Operating Units.

NSSE: National Survey of Student Engagement - Given to first-year and senior students, this 100-item survey (85 subject matter-specific, plus 15 demographic scales) is conducted and returned to the NSSE office where the data is recorded, analyzed, and joined with other schools' data from throughout the United States. Focuses on a student's level of "engagement" with the University.

NUQIP: Northwood University Quality Improvement Program - The ongoing implementation, management, and review of principles and benefits of continuous improvement into Northwood University based on AQIP standards.

O-Q

OBL: Outstanding Business Leaders - Awards program recognizing business leaders on the basis of personal achievements which typify the unique philosophy of Northwood University. Criteria used in the selection of awardees include contribution to the philosophy of private enterprise, support of the integration of business and the arts, contribution to education, economic innovation, creative

Systems Portfolio 2007

Glossary of Terms and Abbreviations

marketing ideas, community involvement, religious leadership, philanthropic contributions, as well as business success.

Officer Team - A 10-member senior leadership team led by the President that meets approximately every month formally (in-person and via ITV) and informally more frequently; responsible for setting strategic direction and overseeing day-to-day operations of the entire University.

Omniquest - This University-wide reading program is designed to parallel the current reading list of business leaders. A new book is selected for each term and classroom and campus colloquiums are held to further explore and discuss content.

Online Strategy Task Force - Designed to be a mini-AQIP Action Project, this task force is investigating our approach to online learning and strategic directions.

Operating Unit - One of five degree granting divisions of Northwood University: Richard DeVos Graduate School of Management, University College, Florida campus, Texas campus, and Michigan campus.

PEP: Performance Evaluation Process - University-wide performance evaluation process to provide a reliable vehicle for employees and supervisors to communicate consistently about goals, work performance, and outcomes. This system helps supervisors make sound and equitable decisions regarding performance improvement, job and career development, recognition, compensation, and corrective action.

Program Review Process - This internal review process begins with a thorough overview of the University's Management curriculum, and continues through all majors then cycles back for periodic, planned reviews of all curricula thereafter. Implementation began in the fall 2007.

Provost's Council - Leadership teams at the three campuses led by the campus Provosts and consisting of all department heads. The Councils meet monthly and collaborate or share information/data on the following for each department/area: key metrics, news, upcoming events, planning initiatives, enrollment management/customer service issues, staffing changes/needs, special needs requiring collaborative resources, immediate challenges/issues, sub-committee reports as

necessary, provost and system-wide topics (note: University College has corollary Directors' meetings and the Richard DeVos Graduate School of Management holds corollary meetings with its entire staff).

PSC: Professional Standards Committees - Led by faculty and addressing professional work environment issues.

R-T

Raiser's Edge® - Database software provided by Blackbaud® for fundraising management.

Red River Athletic Conference - The Texas campus is a member of this NAIA conference.

Researcher's Edge™ - Software provided by Blackbaud® that houses all results from prospect screening to improve data for fundraisers.

RDGSM: Richard DeVos Graduate School of Management - Founded in 1993, the Richard DeVos Graduate School of Management is one of five Operating Units.

SAAC: Student-Athlete Advisory Committee

SAT®: Scholastic Aptitude Test - A test given to high school students with a desire to attend college after receiving their high school diploma.

Six Sigma - A business-driven, multi-faceted approach to process improvement, reduced costs, and increased profits. With a fundamental principle to improve customer satisfaction by reducing defects, its ultimate performance target is virtually defect-free processes and products. The Six Sigma methodology, consisting of the steps "Define - Measure - Analyze - Improve - Control," is the roadmap to achieving this goal.

SWOT: Strengths, Weaknesses, Opportunities, and Threats - A strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture.

Systems Programming Group - 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).

System-wide Security Group - Led by the President and meeting every other month, this cross-functional team represents all locations and addresses the latest in security issues and improvements.

Technical Services Group - Manages the Dell server and Cisco network infrastructure, as well as all aspects of personal computing.

Texas Campus - Founded in 1966, this Cedar Hill, Texas campus is one of Northwood's five Operating Units.

TIAA-CREF - TIAA-CREF provides the financial expertise to help qualified University employees plan for and live in retirement.

TLC: Timberwolf Learning Center - Michigan campus tutoring center.

U-Z

UC: University College - One of five Operating Units offering programs for adult learners, with over 40 locations in nine states.

VP: Vice President

WebAdvisor - WebAdvisor is the compilation of content and software provided to Northwood University for its use as a web-based resource for the benefit of prospective students, current students, faculty, administrators, alumni, and other interested individuals. This compilation of content and software was developed by Datatel, Inc.

Web Services - Creates and maintains web applications to address the University's strategic web needs.

Writing Across the Curriculum Initiative - Designed to increase the level of written proficiency of our students. The Curriculum Council is charged with reviewing the extent of this focus.

WSJ: Wall Street Journal - *The Wall Street Journal* is available to students, faculty, and staff free of charge. Students have access to *The Wall Street Journal*, in both print and online. Faculty integrate *The Wall Street Journal* into their classrooms for a school-wide learning experience.