Fuel the Flame
Progress Reports Update
Fall Leadership Meeting
September 21, 2016
Progress Reports Updates

• Academic Affairs update includes:
  • Academic Innovation
  • Enrollment Management and Student Success
  • Undergraduate Academic Affairs
  • Graduate, Research and Outreach
  • Steely Library
  • International Education
Student Success
Student Success

• Review, revise and align academic policies and procedures to support student success
• Create a Center for Excellence in Experiential Learning (CEEL) to define, track and grow experiential learning opportunities
• Create an Undergraduate Research Institute (URI) to promote and support faculty and students engaged in undergraduate research and creative activity
• Expand opportunities for international undergraduate research collaborations
• Develop learning communities within and beyond the first year, with particular emphasis on experiential learning and transdisciplinary delivery. In addition, expand living-learning communities
• Continue to develop and promote Steely Library as a learning hub
• Expand opportunities for competency-based assessment through prior learning programs
• Increase multicultural and international programming to promote inclusive excellence and global awareness
• Develop a community that supports and welcomes international students including the creation a faculty committee to support and advise on international student topics and international student recruitment
Student Success

• Develop financial aid literacy program and better communicate NKU sticker price
• Conduct review of need-based aid; review scholarship distribution process
• Improve consistency in academic advising, with particular emphasis in advising students on academic warning; include mandatory programming for students on academic warning
• Establish a mandatory first-year seminar that is a hybrid model of extended orientation/study skills and academic content
• Decrease time to degree and number of credit hours earned in completion of degrees; improve course offerings and availability through the entire year
• Develop a comprehensive degree audit and automated waitlist
• Increase peer mentoring opportunities for juniors and seniors. Connect first and second year students to peer mentors throughout their tenure at NKU
• Increase the success rate of students enrolled in the American English Language Program
• Increase the number of students engaged in Education Abroad and Study Away experiences
• Build community for current grad students, including the founding of a Graduate Student Advisory Group

Student Success

• Review current university graduation requirements and revise, as needed. Ensure that clear pathways exist for graduation with critical content areas addressed. (e.g., Should all students be required to take an experiential learning course? Should some university graduation requirements be university-wide, while others determined by college/program?)

• Identify a comprehensive, stable repository for student materials/artifacts for faculty, staff, and students (e.g., ePortfolio) to track and monitor four-year plans and student participation in high-impact practices

• Require all first-year students to engage in an annual audit with an advisor to review progression toward degree, revise their four-year plan, preparations/expectations for sophomore year, establish goals, and serve as a triage for academic, financial, and personal concerns

• Use sophomore annual audit to identify and plan for engagement in two high-impact practices for upcoming academic semesters

• Address academic needs of ROTC

• Develop 'Stop Out' campaign for graduate students

• Assess opportunities for 'executive' tuition in selected graduate programs

• Assess graduate student recruitment incentives (graduate assistantships, fellowships, tuition discounting)
Student Success

• Assign task-force to perform a cost-benefit analysis on the expansion of supplemental instruction for students on academic warning. – Not necessary, we are already expanding SI and would require significant additional resources to target students in academic warning.

• Require all juniors to engage in an annual audit with an advisor to review progression toward degree, certification for graduation, revisit their four-year plan, preparations/expectations for senior year, establish goals, and serve as a triage for academic, financial, and personal concerns. – EAB SSC and module planning will do this better.

• Require all sophomores to engage in an annual audit with an advisor to review progression toward degree, revisit their four-year plan, preparations/expectations for junior and senior year, establish goals, and serve as a triage for academic, financial, and personal concerns. – EAB SSC and module planning will do this better.

• Implement Mapworks – EAB SSC takes the place of Mapworks

• Offer $250 merit-based book scholarships
Talent Development
Talent Development

- Develop work/life policies for faculty
- Continue to support faculty research through institutional seed grants, signature research program, and overall strengthening the Office of Research, Grants and Contracts
- Acquire best practice system for tracking & proactively responding to the graduate enrollment funnel
- Build campus awareness of graduate programs and recruit more NKU undergraduates into graduate programs
- Establish External Graduate Programs Advisory Board
- Expand social media marketing to expand awareness of graduate and undergraduate offerings
- Leverage the Health Innovation Center in expanding academic programs designed to address workforce needs and to improve regional population health
- Expand faculty pipeline into administrative roles (e.g. Provost Fellow, Assistant Provost for Special Programs)
- Strengthen orientation programs for academic affairs administrators and new faculty
- Improve accessibility of all academic programs and course materials
Talent Development

• Create a Center for Teaching and Learning
• Engage in a faculty cluster hiring program
• Implement an institutional differential workload policy for research-active faculty
• Align international opportunities & requirements with target programs
• Develop NKU graduate alumni awareness campaign
• Review enrollment management process improvement
• Create pipelines and programs for future faculty from underrepresented groups
Academic Innovation
Academic Innovation

- Review and revise Summer schedule with implementation date of Summer 2017
- Identify external partner to scale up online programs dramatically
- Strengthen professional development for faculty in online teaching, accessibility and assessment
- Identify new program opportunities through expansion of HIC-related offerings
- Engage & align internal stakeholders around grad program management & development (Provost, Deans, Chairs, Program Directors)
- Increase NKU's faculty presence internationally through faculty exchanges and research in strategic geographic areas.
- Increase and diversify Education Abroad and Study Away opportunities
- Integrate international experiential learning within the curriculum
- Create an Honors College
- Create the NKU experience and identify steeples of excellence
- Institute a periodic review process for university centers and institutes
- Conduct a review of graduate programs for quality, relevance and sustainability
- Create systems that support transdisciplinarity: RPT guidelines, budget model, workload policies, etc.
- Create an Academic Scorecard to complement the Academic Snapshot
Academic Innovation

- Identify NKU's unique value proposition for all graduate programs (e.g. professional growth curriculum)
- Explore innovative academic calendar
- Create an Institute for Transdisciplinary Innovation
- Identify and implement a sustainable funding source for Steely Library
Community Engagement
Community Engagement

- Cultivate Young Professional Groups via sponsorships, events, new media
- Increase NKU’s international public presence through significantly increased online marketing
- Create a “speaker’s bureau” representing NKU faculty expertise
- Support community engagement as a key component of faculty workload through RPT guidelines, mission statements, research support, etc.
- Develop advisory boards for colleges, programs, etc.
- Strengthen academic affairs links to alumni and community partners
- Support education and research activities that meet regional workforce needs
- Increase coop and internship opportunities for students
Community Engagement

• Align our community engagement with national standards when appropriate.
• Assure that our definitions (what do we mean by academic community engagement, experiential education and other key terms?) are clear to all parties, external and internal
• Identify community engagements that lend themselves to a transdisciplinary approach
Community Engagement

- Provide a pool of funds modeled after the University-Community Partnership Grants and Mini-Grants to support innovative service learning, applied research with community partners and other academic community engagement.
- Provide a pool of faculty development funds for faculty who provide their expertise to community partners in identified focus areas
- Publish a periodic report on NKU’s community engagement
Institutional Excellence
Institutional Excellence

• Review and revise all academic policies and procedures for relevance and best practice
• Strengthen institutional assessment practices and faculty expertise
• Provide monthly professional development for graduate Program Directors (student issues, recruitment practices, etc.)
• Increase grant activity and external funding efforts by enhancing institutional support/structure to facilitate greater grant activity (e.g., ensure sufficient staff support available)
• Strengthen marketing of academic programs
• Create an institutional strategy to expand and focus efforts and funding for international education and partnerships
• Increase NKU's international recruitment presence to help NKU grow international student enrollment
• Foster relationships with universities globally and increase the number of articulation agreements and exchange programs with foreign universities to increase international transfers
• Recruit and retain excellent faculty and staff
Institutional Excellence

• Increase NKU's international recruitment presence hiring dedicated in-country employees
Summary

• In addition to the progress made on many of the Academic Innovation goals, our attention will now shift to being highly focused on assessing our graduate programs and implementing the newly updated Enrollment Management and Student Success Plan.

• Upcoming EMSSP forums:
  • October 7, 10:30-12:00 noon, Budig Theater
  • October 25, 3:00-4:30 pm, Budig Theater
Fuel the Flame
Fall Leadership Meeting
GREEN — YELLOW — RED

September 21, 2016
University Advancement
Progress Reports Updates

- Changes in University Advancement
  - GCFE
  - DAR
  - WNKU

- Ongoing Focus
  - Engagement
  - Fundraising
  - Branding and Storytelling
  - OBFF
Community Engagement
Community Engagement

• Create open dialogue with elected officials and members of the Northern Kentucky community regarding university priorities, activities, and decisions
• Provide services and information to external audiences that help them serve their constituents
• Meet regularly with elected officials and neighbors and attend events on behalf of the university
• Through collaboration with the Office of the Provost, involve university faculty/staff in determining their engagement, volunteerism skillsets, interests and priorities
Community Engagement

• Create and strengthen community engagement programming that aligns the interests and engagement priorities of the university with those of neighboring communities and entities

• Pursue funding opportunities to support and build upon community engagement programming
Institutional Excellence
Institutional Excellence

• Develop university-wide fundraising priorities in alignment with NKU strategic and implementation plans

• Assess fundraising capacity through benchmarking and other analysis. Make investments as necessary to reach goals

• Work closely with Advancement Services, Alumni Programs and other university leadership to increase prospect pool and create efficiencies in reporting and prospect management tools

• Plan and implement a fundraising campaign focused on capacity building and meeting priorities established in division and unit strategic plans
Institutional Excellence

• Develop and execute an integrated brand campaign that supports overall awareness, interest, trial, and perception of NKU
• Monitor and evaluate success and effectiveness of marketing plans and advertising campaigns against goals
• Improve licensing partnership and opportunities
• Engage, educate, and inspire each constituent group, using the right message, for the right person, at the right time, to create ambassadors for NKU
Institutional Excellence

• Develop and implement a University Promise that is our intentional focus on how we want everyone – our students, alumni, donors, and each other – to feel, understanding that the experience people have with us is ultimately our brand

• Increase on campus exposure, measured by an increase in attendance at scheduled events

• Create an effective participatory model for development that includes training for all university faculty and staff

• Work closely with University Marketing and Communications to align giving messaging across University
Institutional Excellence

• Develop, present and implement a new department structure to support the rapidly changing needs of the University while being good stewards of our resources

• Create alignment in messaging, visual identity and more

• Clearly define and articulate the role of Marketing & Communications

• Develop University policies for Marketing & Communications

• Better steward our donors through opportunities that demonstrate the impact their private investment has made at NKU
Institutional Excellence

• Create personalized engagement opportunities for alumni to support student success
• Increase and promote NKU pride for all stakeholders in order to develop loyalty, engagement and stewardship opportunities
• Identify data maintained in other university information systems that relate to alumni, donor, and prospective donor engagement with the university (i.e., donors, alumni, employers, recruiters, ticket holders, vendors, parents)
Institutional Excellence

• Represent the university during legislative sessions and advance university priorities and projects to legislative bodies

• Collaborate with Kentucky’s other universities and community college government relations liaisons to advocate for effective higher education legislation and policy, and advance our collective postsecondary education priorities where they intersect

• Promote public funding opportunities to university colleges, departments and programs, and advance funding proposals to government and community funding sources
Institutional Excellence

- Increase Faculty and Staff participation in the annual campus campaign
- Increase student giving
- Develop a plan to prioritize, transfer and test the transfer of appropriate data from other university information systems to Raiser’s Edge on a regular basis
Summary

✓ University Re-Brand
✓ Invest in Success
☐ Invest in Success 2.0
☐ 50th Anniversary
☐ Comprehensive Campaign
Student Affairs
Progress Reports Updates

The Division of Student Affairs provides quality co-curricular programs and services that prepare students to learn, serve, and serve.

• Engage students to enhance learning
• Promote a diverse and inclusive environment
• Ensure quality programs, services, facilities, and campus climate.
Progress Reports Updates

• Collaborate with campus and community partners.
• Encourage support staff in their professional development.
Student Success
Student Success

Expand social programming on the weekends and through the entire academic year. Develop more traditions – and brand and market these traditions.

Future Plans (On-Going)

Continue to study the campus vibrancy report and leverage recommendations to enhance student-centered programming opportunities.
Student Success

Establish signature University events and traditions for all students.

**Future Plans (On-Going)**

Dean of Students working with student leaders to research, investigate, and provide recommendations on creating signature events.
Student Success

Measure and monitor involvement in co-curricular programs via Norse Sync.

*Future Plans (On-Going)*
Implemented – continue to monitor.
Student Success

Examine housing requirements, capacity, facilities, programming, and policies to align with emerging demands and strategic directions.

*Future Plans (On-Going)*

Ready to move forward with American Campus Communities and primary stakeholders.
Student Success

Restructure first year student residency requirements to ensure that students who live outside of the specified radius are mandated to live on campus unless qualifying for an exemption or extenuating circumstances.

Future Plans (On-Going)

Ready to move forward with discussions with Vice President for Enrollment Management and Degree Management and Provost/Executive Vice President for Academic Affairs.
Student Success

Enhance and increase living/learning communities (academic and fraternity/sorority) to attract additional new students and increase housing retention rates for upper-class students.

Future Plans (On-Going)
Continue to work with Vice President for Enrollment Management and Degree Management, Provost/Executive Vice President for Academic Affairs, Deans, and Fraternity and Sorority Life Director.
Student Success

Increase housing recruitment efforts for local and nonlocal incoming first year students by attending area and regional NKU recruitment fairs, admission events, and high school visits.

**Future Plans (On-Going)**
Continue to work with Vice President for Enrollment Management and Degree Management and other primary stakeholders.
Student Success

Outreach and market to nontraditional student populations that historically have not lived on campus: transfer, graduate, law, post-traditional, veterans, and the like.

Future Plans (On-Going)
Continue to work with Vice President for Enrollment Management and Degree Management and other primary stakeholders.
Student Success

Explore credit hour housing requirements to retain students who have not progressed beyond freshman classification status.

*Future Plans (On-Going)*
Continue to work with Vice President for Enrollment Management and Degree Management and other primary stakeholders.
Student Success

Strengthen peer mentoring opportunities with successful impacts including Leadership, NKU ROCKS, and LAMP.

*Future Plans (On-Going)*
Continue to work with primary stakeholders.
Student Success

Support civic and community engagement activities.

Future Plans (On-Going)
Will continue to work with primary stakeholders.
Student Success

Strengthen student programming and wellness activities.

*Future Plans (On-Going)*
Continue to work with primary stakeholders.
Student Success

Cultivate a campus culture of inclusiveness excellence.

Future Plans (On-Going)
Enhance the Center of Student Inclusiveness and confer with primary stakeholders.
Student Success

Develop a first-week social and academic sophomore experience, including, but not limited to: community engagement, service learning; leadership development and opportunities; exploration of study abroad; availability of on-campus employment; internships, and co-cops; career/major exploration for undeclared students.

Future Plans (Under Review)
VPSA and Provost/Executive VP for Academic Affairs will re-evaluate strategy in 2016.
Student Success

Embed service learning principles into co-curricular engagement.

*Future Plans (Under Review)*
Will re-evaluate in 2016.
Student Success

Align co-curricular engagement with enterprise-wide focus areas when possible.

Future Plans (Under Review)
Will re-evaluate in 2016.
Summary

As new institutional priorities emerge, especially in the area of academic programs, there will be a need for Division of Student Affairs staff to revise and refine strategic priorities.
Athletics
Athletics
Student Success
Student Success

• Continue to improve the Department of Athletics graduation success rate
  1. Recruit student-athletes that meet NCAA initial eligibility standards and university admission standards
  2. Support student-athletes academic success to ensure they maintain their eligibility throughout their career
     • Grade Point Average – Fall and Spring Semester overall GPA was 3.24, the highest ever

• Department of Athletics will continue to focus on improving our overall retention rate
  1. Track eligibility and retention of student-athletes on athletics scholarship
  2. Meet or exceed the minimum APR rate in all sports
     • Eligibility Rate for scholarship student-athletes = 97.4%
     • Retention Rate for scholarship student-athletes = 98.6%
     • Retention Rate for all student-athletes = 92.5%

• Promote Inclusive Excellence and Global Awareness
  1. Our student-athletes demographics support the University’s diversity initiatives with 13.7% of our student-athletes being non-white and 9.1% are international students
  2. Completed our If You Can Play, You Can Play Video
Athletics
Talent Development
Talent Development

• Life skills programming for student-athletes
  • Provide student-athletes with opportunities to grow on a personal and social level
    • Green Dot Initiative
    • Title IX/Sexual Assault Awareness Training
    • Male Masculinity Program
  • Provided more than 100 students with part-time jobs and internships in game management, marketing and promotions and ticketing
  • Provided student-athletes with assistance in career development
    • Participated in University career fairs
    • Provided resume support/interview preparation with corporate sponsor
Athletics
Community Engagement
Community Engagement

- Promote student-athlete participation in community initiatives
  - Set a goal for number of community service hours for each sport program, with an overall goal of 2,500 hours
  - 2,700 community service hours during the 2015-16 academic year
- Schedule speaking engagements for coaches, staff and student-athletes
- Increased attendance at home events
  - Largest crowd to attend a men’s soccer game
  - Men’s basketball attendance was down 2%, but without WVU we were up 14%
  - Women’s basketball attendance was up 48% with UK; without UK, up 21%
- Develop friend raising/fundraising events
  - Planning for new Go Norse Fund Gala
  - Alumni events saw significant increases in attendance
- Create partnerships with local companies that generate additional revenue and/or reduce expenses (i.e. partnership with St. Elizabeth Hospital)
Athletics
Institutional Excellence
Institutional Excellence

- Public Awareness
  - Achieve athletic success (Horizon League Championships, NCAA championship appearances) in order to increase local, regional and national publicity for the university
  - Four men’s basketball games were broadcast on Time Warner Sports
  - 64 events were broadcast on ESPN 3, with more than 182,031 unique viewers

- New Resources
  - Capitalize on athletic success to increase philanthropic giving to athletics and the university
    - Overall fundraising totals down due to major gift payments from Go Gold Campaign
    - Annual fundraising saw an increase
  - Create partnerships with local companies that generate additional revenue and/or reduce expenses
    - Agreement with St. Elizabeth’s reduced expenses for our athletic trainer
  - Ticket Sales increased by 19% over 2014-15

- Outstanding Faculty/Staff
  - We were able to support opportunities for our staff to attend the major NACDA and NCAA professional seminars

- Facilities and Environment
  - Developed plans to maintain and enhance current athletic facilities
Legal Counsel
Institutional Excellence
Institutional Excellence

• Strategies that we are moving forward at full speed
  • Policy Administration
    • Continue to assist in identifying policies which need to be created, revised or retired by developing a policy review schedule
    • Continue to assist in ensuring that policies are in the proper format, follow the policy workflow and are located on the policy site
    • Continue to review new policies to ensure legal compliance
Institutional Excellence

• Strategies that we are moving forward at full speed
  • Enterprise Risk Management
    • Continue identifying and analyzing legal and compliance risks through the lens of evolving legal requirements and trends
    • Continue providing input regarding training programs necessary to ensure legal compliance and collaborate with stakeholders to streamline training
Inclusive Excellence
Student Success
Student Success

• Promoting inclusive excellence and global awareness through programming and educational workshops focused on intercultural competence, cultural responsive pedagogy, and infusing global and multicultural perspectives into co-curricular programs

• Increasing diversity among faculty/administrators through integration of best practices into search processes
  • Language in position announcement
  • Networking

• Embedding IE-related topics into student engagement programs

• Developing Student Inclusive Excellence Group to ensure student voices in the advancement of IE
Academic Innovation
Academic Innovation

• Developing intercultural competence of faculty/staff programs to enhance our capacity to meet the diverse needs of our student body.

• Contributing to research projects for undergraduate/undergraduate students

• Modeling the spirit and practices of transdisciplinarity through initiatives such as Economic Inequality Summit, inclusive excellence plan, Symposium on Inclusive Excellence, and programs on religious pluralism.
Community Engagement
Community Engagement

- Catalyze regional growth through community and university partnerships that include intentional engagement with diversity, equity, and inclusion:
  - Contribute to developing regional cultural competence curriculum through Cincinnati Chamber of Commerce
  - Serve as advisor to N. Kentucky Chamber’s “Inclusion Initiative”
  - Serve on Leadership Advisory Council for Minority Business Accelerator
  - Participating in discussions around development of social justice and social innovation center in Covington Skyward (Community inclusion initiatives)
  - Developed and updating inclusive excellence website with resources for internal and external community members http://inclusive.nku.edu
Institutional Excellence
Institutional Excellence
Fostering a Culture of Diversity and Inclusive Excellence

1. Inclusive Excellence Council comprised of 22 faculty, staff, and students. Council’s outreach to NKU community for members to serve on IE Plan sub-committees resulted in 70 faculty and staff and 80 students. Sub-committees will be developing:
   • Strategies for IE Plan
   • Measures for assessment and accountability
   • A public accountability diversity scorecard that will articulate metrics to measure progress for IE Plan 2022
   • A diversity marketing campaign

2. Establishing Bias Assessment Response Team (BART)

3. Developing a comprehensive Diversity & Inclusion learning and education plan (in partnership)
Institutional Excellence

Expanding Professional & Leadership Development Opportunities for Faculty and Staff

• Offer opportunities for learning that will enhance cultural competence for staff, faculty and leadership; learning from Inclusive Excellence practices leads they way in creating new organizational culture, structures, policies and practices that positively impact performance and enhance institutional excellence.

• Examples include:
  • Economic Inequality Summit
  • Ongoing intercultural competence workshops and programs that promote religious pluralism, inclusive leadership development, and programs that connect IE and global awareness
  • Inclusive Excellence Symposium
Summary

Priorities

Recruitment, Retention, Development, & Advancement of Diverse Faculty
Ensure that Inclusive Excellence practices are integrated into recruitment, talent development, advancement, and retention.
Engage in proactive, collaborative, and innovative hiring practices in order to strengthen the university’s ability to recruit faculty from underrepresented groups. Such practices include the following: cohort hiring (determined by date of hire or scholarship intersections), diversity fellowships (pre- and post-doc), and visiting professorships.

Educate students, leaders, faculty, and staff so they have a high level of inclusive excellence competence (diversity & inclusion competence).
Administration and Finance
Administration and Finance
Student Success
1.4.c. Increase residential housing options & capacity in keeping with demand
1.5.a Advocate for sufficient state support to moderate the need for tuition rate increases
Institutional Excellence
5.1.d. Expand professional and leadership development opportunities for faculty & staff
5.1.e. Sustain a campus culture that values health and wellness

DO MORE OF WHAT MAKES YOU HAPPY
5.3.a. Develop an all-funds approach to budgeting and ensure budget processes align resources with strategic goals.
5.3.b. Steward resources wisely and efficiently to achieve goals
5.3.c. Assess and modify administrative and support services for quality, relevance, and sustainability
5.4.a. Update & streamline university policies

- Personal Policy: set of standards you use to guide your own decisions & actions
- Private Organizational Policy: guides how organizations & businesses operate
- Public Policy: guides how federal, provincial & municipal governments operate & address specific issues

Influencing Policy:
- Know your issues
- Know the policy process & the policy makers
- Engage stakeholders & develop networks
- Make connections

Policy occurs at various levels & points of interaction
5.4.c. Use data analytics to enable actionable insight
5.4.d. Improve organizational effectiveness
5.4.e. Increase environmental sustainability efforts across the campus
5.4.f. Improve cross divisional collaboration
5.4.f. Continue to elevate service standards
5.6.b. Advance technological solutions that support integrated student services
Data Governance

Data Governance at Northern Kentucky University

Data Governance is the discipline of formally managing data as an institutional asset. This discipline embodies elements of data quality, data management, data policies, business processes, risk management, and personnel... all crucial in achieving institutional success and excellence.

Data Governance Committee Charge:

Given the university's desire to be a data-informed institution, NKU must take a more strategic view of its institutional data. The purpose of the Data Governance Committee is to recommend and oversee the implementation and management of a formal data governance program that functions across the enterprise. This will entail an agreed upon common set of policies, standards, methodologies and processes enacted to safeguard that institutional data is managed in such a way that the interests of the university and individuals are addressed in a fair, legal and appropriate manner. It will also necessitate plans to communicate and execute these procedures. Education of campus constituents will play an important role in success of these efforts.

Institutional Excellence

Strategic Plan Goal 5

Strengthen the capacity of the University to fulfill its mission and achieve its vision by providing technology that supports effectiveness and innovation across campus to "improve administrative systems and data governance".
5.7.a. Enhance the physical infrastructure to maximize the continued usefulness of facilities
5.7.c. Develop strategic partnerships that improve and expand facilities
5.6.c. Improve administrative systems
5.7 Expand and maintain facilities to meet the growing needs of the campus
5.7a. Enhance the physical infrastructure to maximize continued usefulness of facilities

Can’t find parking spot near entrance to Rec Center
5.7.b. Expand campus beautification and place making projects that enhance the learning & work environment
Administration & Finance
WE DO IT ALL FOR YOU...

...AND THEM!
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Fall Leadership Meeting
GREEN – YELLOW – RED

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