

CAMPUS FORUM

February 18, 2016

Vision

Michigan Tech will lead as a global technological university that

- inspires students,
- advances knowledge, and
- innovates

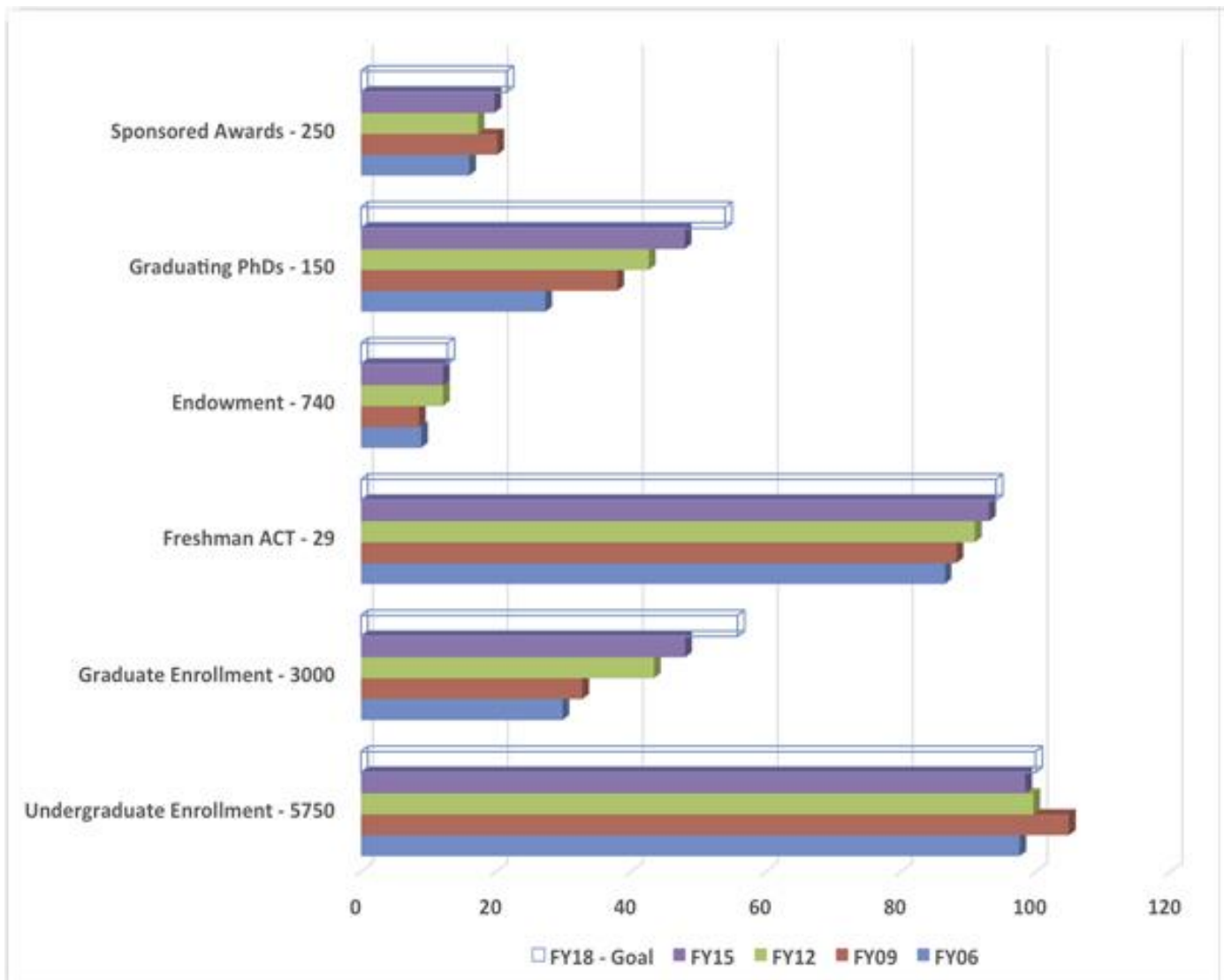
to create a sustainable, just, and prosperous world.

Mission

We deliver action-based undergraduate and graduate education and discover new knowledge through research and innovation. We create solutions for society's challenges through interdisciplinary education, research, and engagement to advance sustainable economic prosperity, health and safety, ethical conduct, and responsible use of resources. We attract exceptional students, faculty, and staff who understand, develop, apply, manage, and communicate science, engineering, technology, and business to attain the goal of a sustainable, just, and prosperous world. Our success is measured by accomplishments and reputation of our graduates, national and international impact of our research and scholarly activities, and investment in our University.

Strategic Plan

- Approved by Board of Control on May 1, 2015
 - ✓ Major Goals
 - People
 - Distinctive Education and Rigorous-based Learning Experience
 - Research/Scholarship/Creativity/Entrepreneurship/
Innovation/Creative Work
- <http://www.mtu.edu/stratplan/>



BUDGET and FINANCE

Balance Sheet
Condensed Statement of Net Position
as of December 31, 2015
(in thousands)

	<u>University</u>	<u>Tech Fund</u>	<u>Total</u>
ASSETS			
Current Assets	\$ 92,038	\$ 11,514	\$ 103,552
Noncurrent Assets:			
Capital Assets, net	235,114	-	235,114
Other Noncurrent Assets	72,102	122,588	194,690
TOTAL ASSETS	<u>\$ 399,254</u>	<u>\$ 134,102</u>	<u>\$ 533,356</u>
 DEFERRED OUTFLOWS OF RESOURCES			
Deferred Pension Amounts	\$ 3,794	\$ -	\$ 3,794
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>\$ 3,794</u>	<u>\$ -</u>	<u>\$ 3,794</u>
 LIABILITIES			
Current Liabilities	\$ 92,505	\$ 532	\$ 93,037
Noncurrent Liabilities	148,499	4,898	153,397
TOTAL LIABILITIES	<u>\$ 241,004</u>	<u>\$ 5,430</u>	<u>\$ 246,434</u>
 DEFERRED INFLOWS OF RESOURCES			
Deferred Pension Amounts	\$ 3,480	\$ -	\$ 3,480
TOTAL DEFERRED OUTFLOWS OF RESOURCES	<u>\$ 3,480</u>	<u>\$ -</u>	<u>\$ 3,480</u>
 NET POSITION			
Investments in capital assets, net of related debt	\$ 156,981	\$ -	\$ 156,981
Other net position, restricted and unrestricted	1,583	128,672	130,255
TOTAL NET POSITION	<u>\$ 158,564</u>	<u>\$ 128,672</u>	<u>\$ 287,236</u>

FY2016 Current Funds
Projected Revenues, Expenses & Change in Net Assets
(in thousands)

	<u>Original Projection</u>	<u>2nd Quarter Projection</u>
REVENUES	\$ 280,519	\$ 276,878
EXPENSES	\$ (280,105)	\$ (276,369)
CHANGE IN NET ASSETS	<u>\$ 414</u>	<u>\$ 509</u>

**Note: Current Fund includes General, Designated, Auxiliary,
Retirement and Insurance, and Expendable Restricted Funds.**

Cash Balance by Month for Fiscal Years 2014-2016

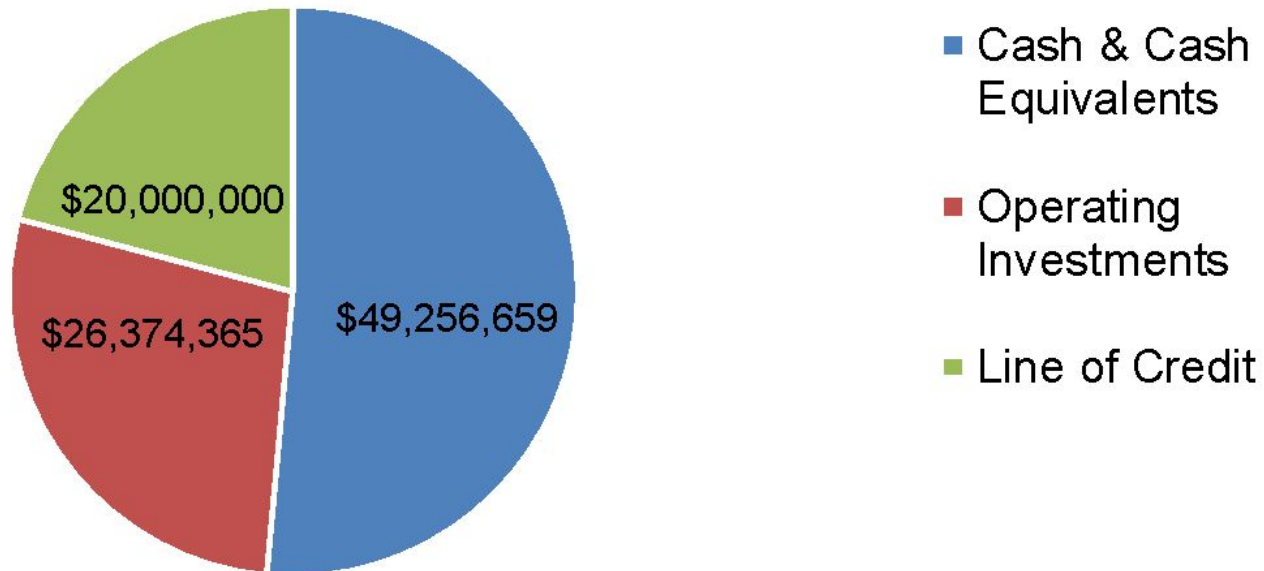
Legend: 2014 (Black), 2015 (Yellow), 2016 (Green)

Y-axis: \$0 to \$60,000,000

X-axis: J J J J J J J A A A A A S S S S S S O O O O O O N N N N N N D D D D D D J J J J J J F F F F F F M M M M M M M A A A A A M M M M M M M J J J J J J

Annotation: \$40.6MM (pointing to the end of the 2015 line)

Sources of Available Cash & Operating Investments December 31, 2015



GASB 68 and Its Impact

- In FY15, Government Accounting Standards Board Pronouncement 68 requires unfunded retirement liability to be reflected on the organization's balance sheet.
- For Michigan Tech, this required a \$36.2 million liability to be reflected in the R&I Fund in FY15.
- In FY16, the State of Michigan Office of Retirement Services determined Michigan Tech had overpaid its unfunded pension liability since 1996 and refunded \$11.8 million of overpayment [plus accumulated interest].
- In FY16, this is reflected as an \$11.8 million increase in cash [investments] and an adjustment in the pension liability to \$48 million.

Investments and MPSERS Refund

- As noted earlier, in FY16 Michigan Tech was refunded \$11.8 million of past MPSERS payments [plus accumulated interest].
- The refunded payment is considered part of the university's assets that offset long-term liabilities.
- The refunded payment is combined with the university's other invested assets that offset long-term liabilities, resulting in a total of approximately \$25.5 million in investments.
- After development of university investment, liquidity, and debt guidelines in FY15 and FY16, the university's investment funds are allocated 33% in fixed income investments [approximately \$8.5 million] which are held in the General Fund and 67% in equities [approximately \$17 million] held in the R&I fund.
- In FY17, for the first time, expected income from the fixed income investments held in the General Fund will be considered to be available revenue for budget purposes.

Michigan Technological University
Current Fund Balance & Investment Revision
(Rounded in thousands)

<u>Description</u>	<u>General</u> <u>Fund</u>	<u>Designated</u> <u>Fund</u>	<u>Auxiliary</u> <u>Fund</u>	<u>R&I Fund</u>	<u>Expendable</u> <u>Restricted</u> <u>Fund</u>	<u>TOTAL</u> <u>CURRENT</u> <u>FUNDS</u>
Balance as of June 30, 2015	\$ (10,668)	\$ 17,617	\$ 8,482	\$ (35,996)	\$ 4,086	\$ (16,479)
Reallocate Fixed Income Investments	\$ 8,500			\$ (8,500)		\$ -
Revised Balance	<u>\$ (2,168)</u>	<u>\$ 17,617</u>	<u>\$ 8,482</u>	<u>\$ (44,496)</u>	<u>\$ 4,086</u>	<u>\$ (16,479)</u>

CURRENT FUND BALANCE
Fiscal Year 2013-2016
(in thousands)

	<u>06/30/12</u>	<u>06/30/13</u>	<u>06/30/14</u>	<u>06/30/15</u>	2nd Qtr Projection <u>6/30/2016</u>
CURRENT FUND					
General Fund	\$ (12,602)	\$ (12,432)	\$ (11,554)	\$ (10,668)	\$ (710)
Designated Fund	15,816	16,032	17,208	17,617	17,760
Auxiliary Fund	9,235	9,599	7,889	8,482	8,149
Retirement & Insurance Fund	(3,552)	(2,591)	(274)	(35,995)	(44,716)
Expendable Restricted	3,591	2,587	3,852	4,086	3,549
TOTAL CURRENT BALANCE	<u>\$ 12,488</u>	<u>\$ 13,195</u>	<u>\$ 17,121</u>	<u>\$ (16,478)</u>	<u>\$ (15,968)</u>

Budget Initiatives/Parameters FY17

- Increase in State Funding
 - Investment Income
- Gift Income/Advancement Budget
- Enrollment Growth 120 Students
- Maintenance Budget Increment
- Increase in Health Insurance and Rx Costs
 - Annual Compensation Increase
- Academic/Administrative Strategic Initiatives

Governor's Proposed 2017 Budget

Michigan Tech:

4.3% increase = \$2.1M

Limit Tuition Increases to 4.8% or less

MPERS Funding Legislation

Fall 2016 Graduate Applications

	2015	2016	Change
• Total applications		3,842	3,841 -1
• Admits	536	591	55/10%

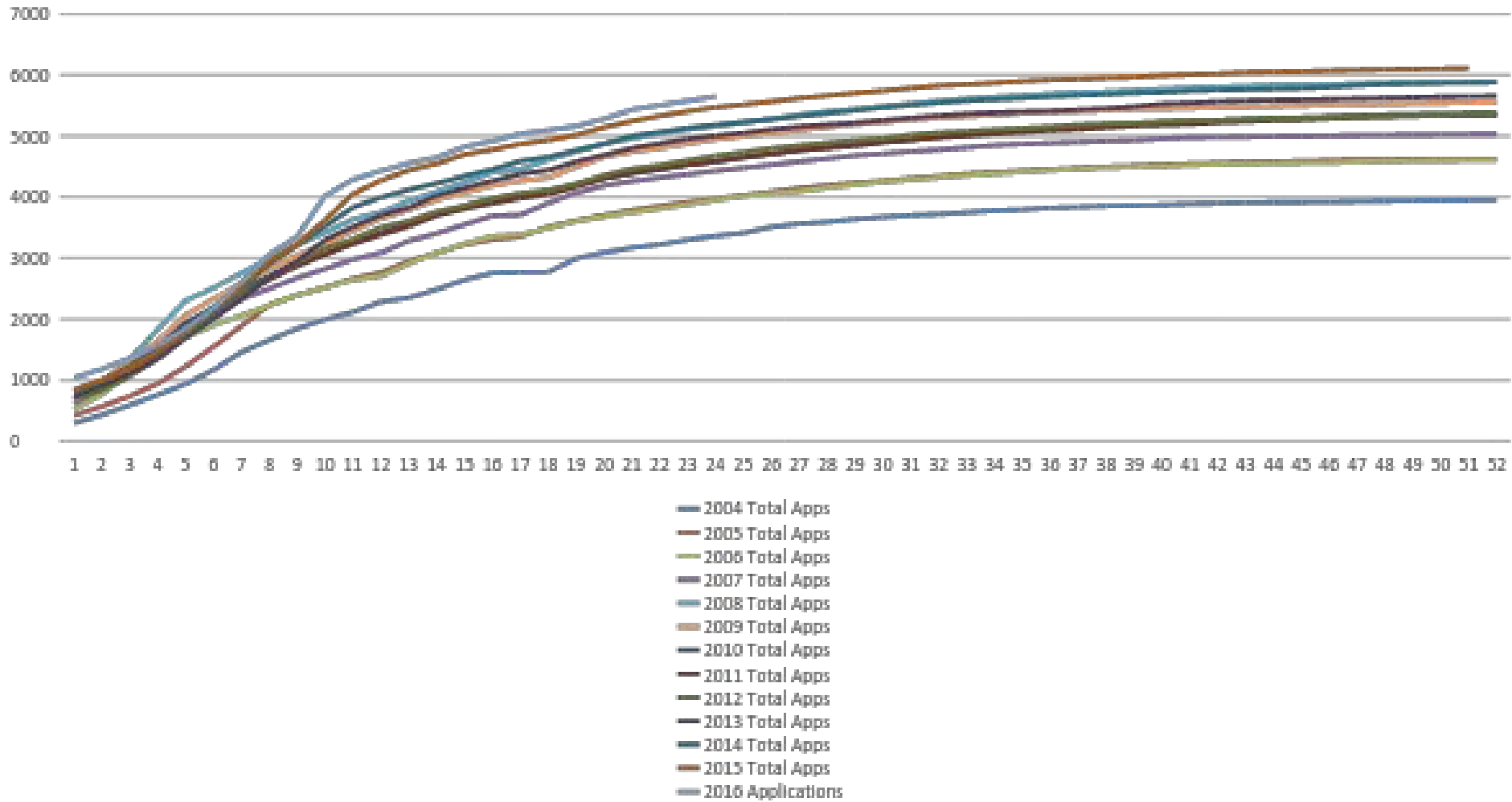
Feb. 6, 2016

Fall 2016 Undergraduate Applications

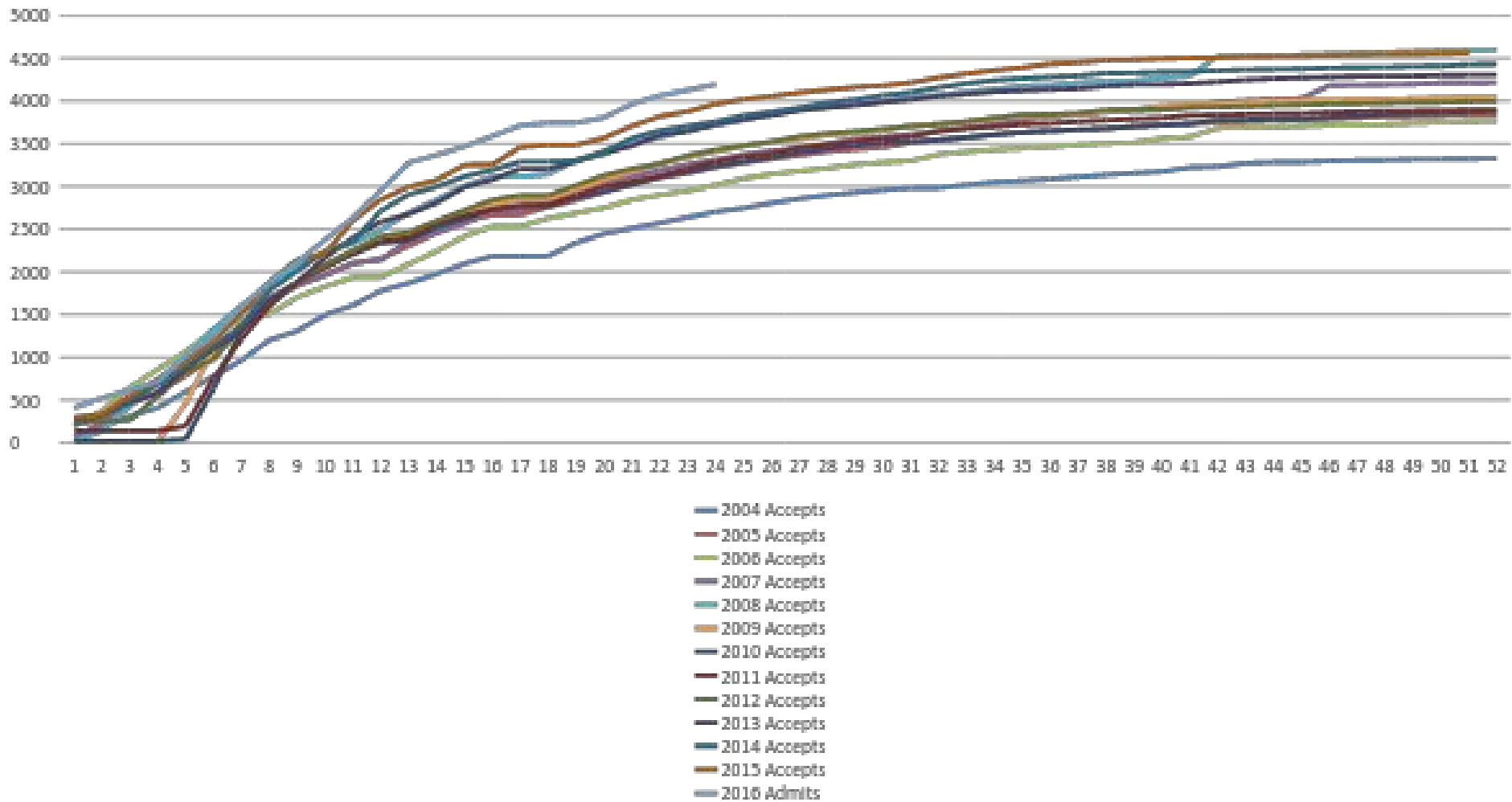
	2015	2016	Change
• Total applications	5,467	5,647	+180/3%
• Accepts	3,966	4,193	+227/6%
• Deposits	889	972	+83/9%

Feb. 6, 2016

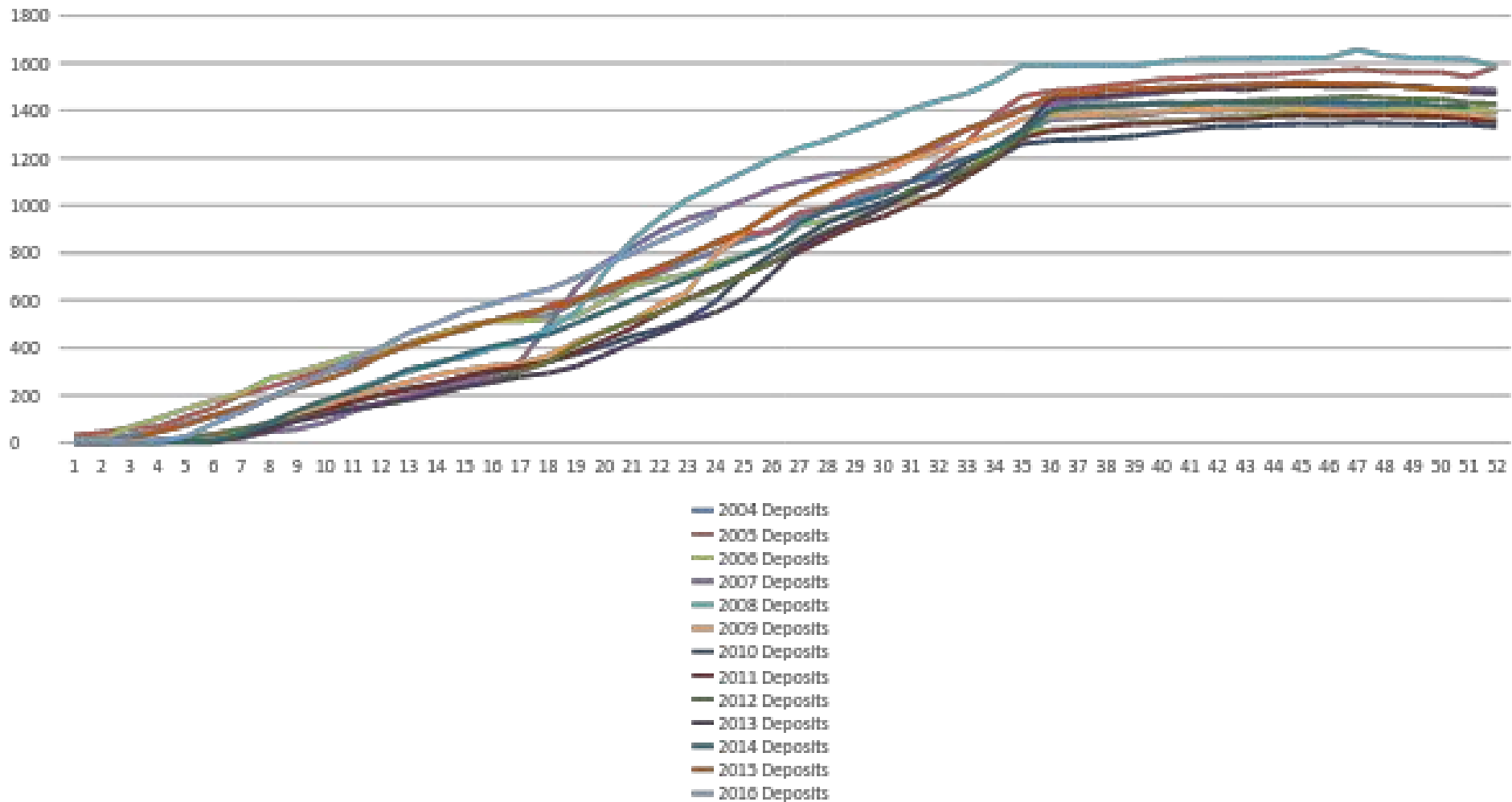
2004-2016 Total Applications



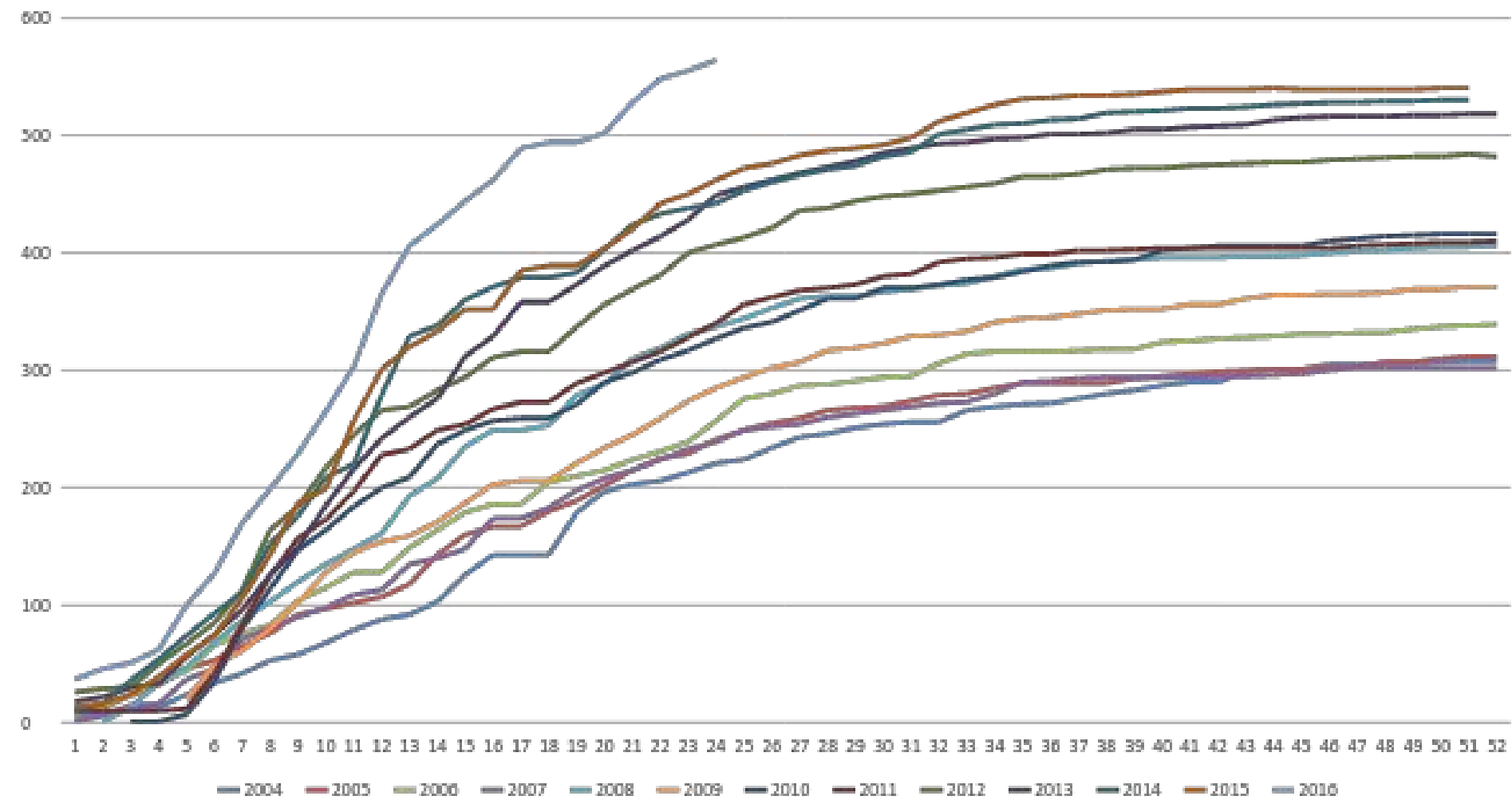
2004-2016 Total Admits



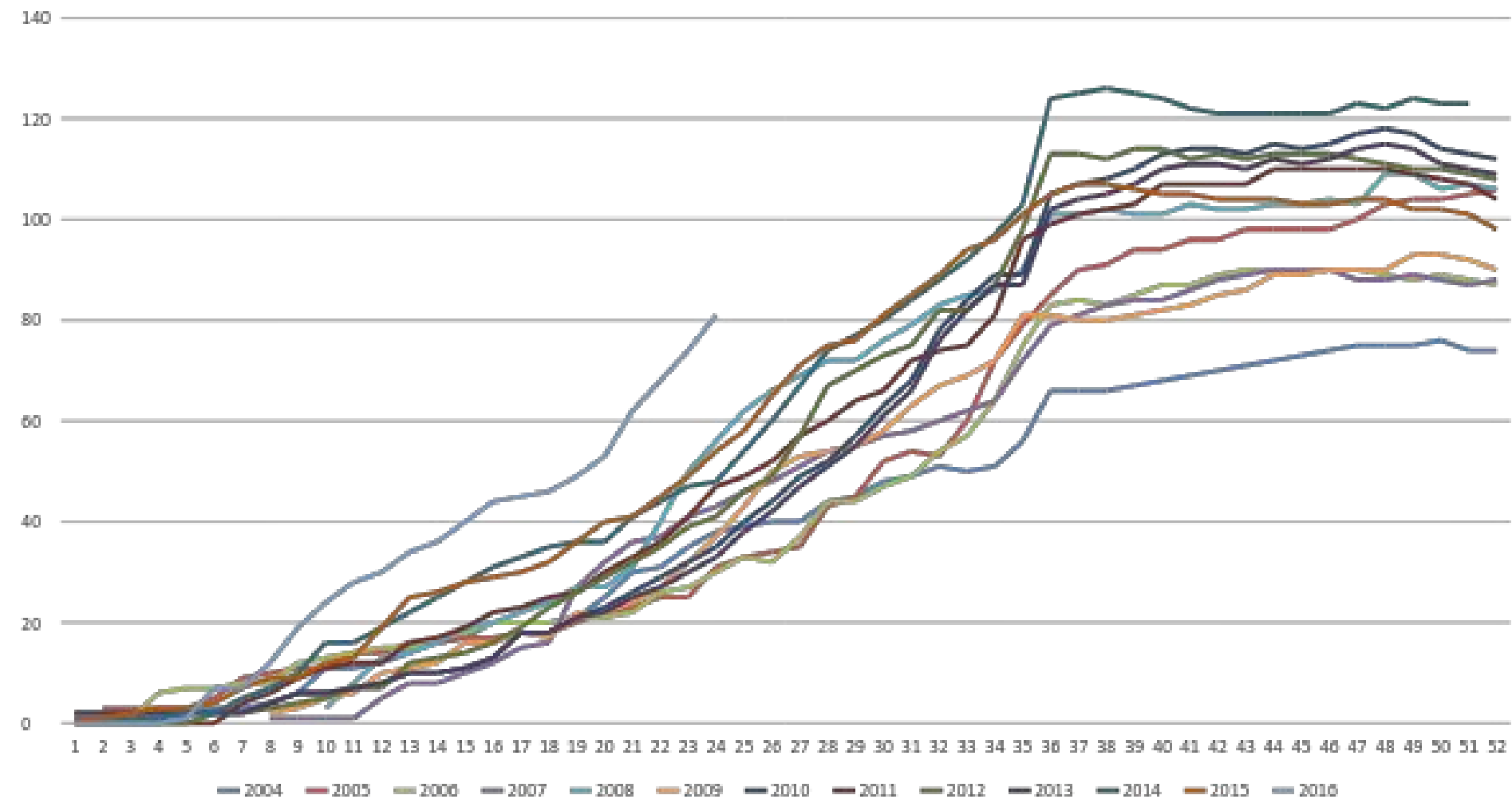
2004-2016 Paid Deposits



2004-2016 Domestic Minority Admits



2004-2016 Minority Paid Deposits



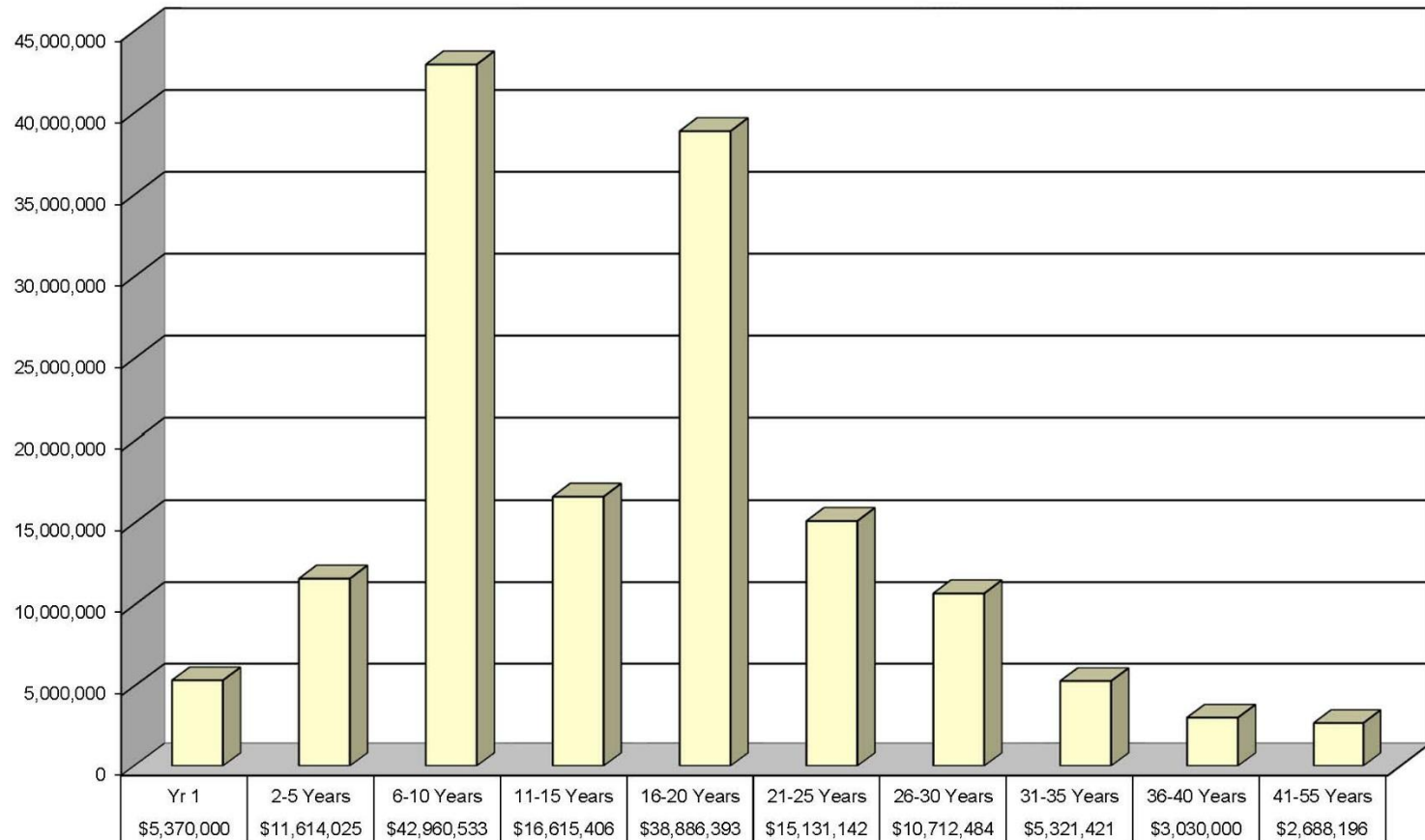
Advancement

- ❖ 2015 Goal - \$32.5M; Raised \$33.7M
- ❖ 2016 Goal - \$32.5M

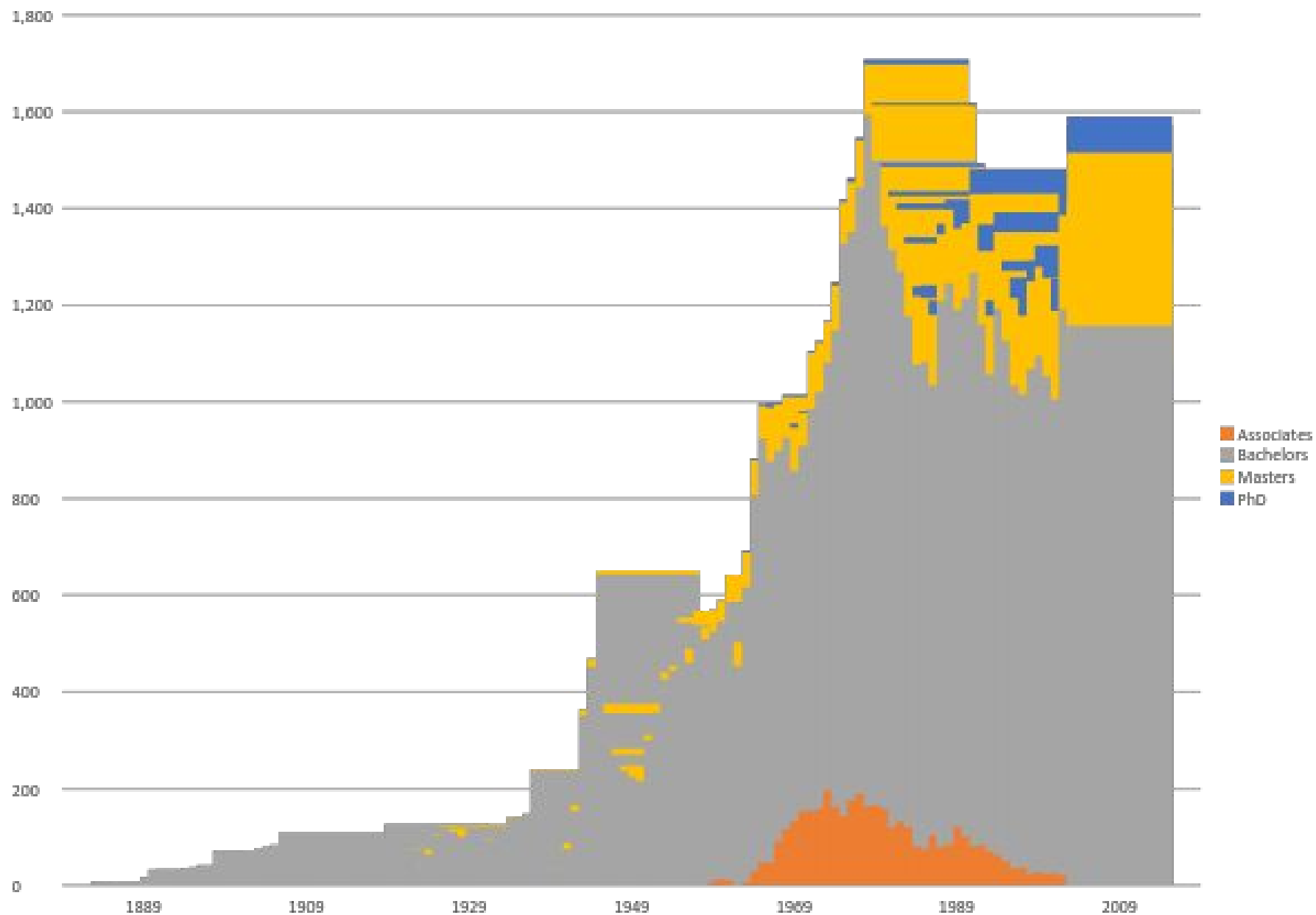
Michigan Technological University
Michigan Tech Fund
Goals Summary Chart
 July 1, 2015 through January 31, 2016
 (in millions)

	<u>FY16 Goal</u>	<u>Actual</u>	<u>% Realized</u>
Major Gifts	\$5.50	\$7.33	133%
Planned Gifts	10.00	10.79	108%
Annual Giving	2.50	2.00	80%
Corp Sponsored Research	9.00	5.64	63%
Corporations	2.00	0.99	49%
Foundations & Other	3.00	2.20	73%
Gifts-in-kind	0.50	0.69	138%
Total	<u>\$32.50</u>	<u>\$29.65</u>	<u>91%</u>

Michigan Tech Fund
Planned Giving Registry (\$152,329,600.83) - Actuarial Expectancy by Years
January 31, 2016



Michigan Tech degree production 1889-2015



Strategic Plan

- Approved by Board of Control on May 1, 2015

✓ Goal 1

➤ People


Athletic Success

- **Hockey:** Currently in 2nd in WCHA standings; 16-7-5 overall record; Undefeated since start of 2016 (5-0-3);
- **Desert Hockey Classic:** Hockey Huskies beat UConn and won a shootout over Yale to win the title in Glendale, Ariz.
- **Fall Sports:** Combined 38-29-2 record with two postseason berths (Soccer and Volleyball)
- **Nordic Skiing:** Hosted 2016 U.S. Nationals; Men's team skier Didrik Elset finished on the podium (Tech's first ever)
- **Women's Basketball:** 16-7 record; Leading GLIAC North; Has secured the program's 28th straight winning season

Academic Success

- Student-Athletes: 3.22 GPA; General Student Body: 3.05 GPA
- Student-Athlete Graduation Rate: 86%
- 122 Fall and Winter Sports Student-Athletes Named to GLIAC All-Academic Teams
- 11 WCHA All-Academic Team members
- Brett Gervais, Football: McFarland Award (Top college football scholar-athlete in Michigan); Academic All-America
- Ryan VanGoethem, Football: Academic All-America
- Kyle Stankowski, Men's Basketball: Academic All-District

2016 SPRING ENROLLMENT

Headcount 2.2% (146 students)

Undergraduate 15% (80 students)

Graduate 4.8% (66 students)

Spring 2016 Career Fair

227 Recruiting Organizations

700+ Recruiters

University Diversity Council

- Jill Hodges, Council Chair
 - Institutional Equity and Inclusion
- John Lehman
 - Enrollment, Marketing and Communication
- Elizabeth Reed
 - Mathematical Sciences
- Kellie Raffaelli
 - Center for Diversity and Inclusion
- Terry Sharik
 - School of Forest Resources and Environmental Science
- Brent Burns
 - Corporate Partnerships
- Lorelle Meadows
 - Pavlis Honors College
- Adrienne Minerick
 - College of Engineering
- Brigitte Morn
 - Biological Sciences
- Faith Morrison
 - Chemical Engineering
- Susan Sullivan
 - Institutional Equity and Inclusion
- Logan McMillan
 - student
- Ida Fonkoue
 - graduate student

Charge for Diversity Council

- In collaboration with responsible units,
 - develop hiring and enrollment goals for campus wide diversity which incorporate faculty, staff and students
 - develop a plan for monitoring and reporting on the progress of various diversity-related initiatives that are intended to meet Strategic Plan goals
 - develop a plan to collect information on diversity related initiatives and publish an annual report
 - Provide information on a regular basis to President and Provost
 - Publish information on a regular basis to campus community
- Make recommendations for increasing impact (e.g., training, best practices, resource allocation, criteria and priorities for funding)
- In collaboration with responsible units, develop a plan to identify best practices

Climate Study

Jill Hodges, Co-Chair

Beth Lunde, Co-Chair

Adrienne Minerick

John Lehman

Kellie Raffaelli

Nancy Barr

Pushpalatha Murthy

Radheshyam Tewari

Theresa Coleman-Kaiser

Yu Cai

Lori Weir

Brenda Anttila

Alexa Thompson

Ameya Narkar

University Wide Climate Survey

- Climate Survey assists us in improving the environment for learning and working on campus for all members of our community.
- Previous studies in 2005 and 2010
- Currently in the process of designing survey

Federal Mediation and Conciliation Service (FMCS) Labor-Management Mentoring Program

- FMCS awarded Michigan Tech a \$22,750 grant, October 2015
- To develop a formal staff mentoring program between labor and management

Labor and Management Mentoring Programming Committee Members

- Ann Kitalong-Will (Principal Investigator/Business Operations)
- Catherine Burns (Human Resources)
- Amanda Cadwell (UAW President | Civil & Environmental Engineering)
- Reid Devoge (POA | Public Safety & Police Services)
- Travis Pihlaja (AFSCME | Facilities Management)
- Madeline Mercado Voelker (Human Resources)

**Labor-Management Mentoring
Programming Committee
is currently seeking applicants to be
trained as staff mentors**

**Application deadline is February 29
See February 18 Tech Today article**

Michigan Tech Safety Liaisons Program Re-launched

- 121 individuals attended the luncheon
- 88 Safety Liaisons representing 100% of departments

Michigan Tech Safety Liaisons

Program Re-launched (Continued)

Objectives of Safety Liaison Program include:

- Continuously improving campus safety culture
- Enhancing safety communications
- Expanding safety resources to all departments
- Managed by Business Operations–Health and Safety

Human Resources

Huskies New Employee Orientation

The new program began on August 3, 2015 and has welcomed 102 new faculty and staff to Michigan Tech. The program provides information about. . .

- the benefits of working at Michigan Tech,
- University traditions,
- University's mission, goals, and strategic plan from President Mroz,
- continuous improvement and safety on campus.

Human Resources Huskies New Employee Orientation

(Continued)

It also provides the opportunity to. . .

- complete employment forms along with university-wide training, including Title IX, safety, and IT Security
- participate in a campus tour.

Benefits of the Program

- Welcomes new faculty and staff to Michigan Tech and helps create lasting friendships throughout campus.
- Faculty and staff are seamlessly integrated into the Michigan Tech community.
- New faculty and staff are introduced to the importance of safety, the strategic plan and continuous improvement at Michigan Tech.



What New Employees Are Saying About The Program

- "The orientation was well planned and very efficient. The presenters are well informed and very helpful. Very LEAN process. One of the best orientations I've attended."
- "Casual and engaging atmosphere, effectively communicated to a diverse group."
- "Lots of information was covered that I had no idea was offered at Michigan Tech."

MichiganTech 2016 Professional Development Day

- January 7, 2016
- 211 staff and faculty members participated
- 24 sessions – topics included: utilizing social media, customer service on campus, working with student employees, personality types in the work place, Google drive basics, and many others.
- More than 30 employees from across campus participated as presenters
- Allie Irwin, Michigan Tech alumna, Class of 1989 – keynote speaker “The Power of Body Language”



Government Affairs Task Force

- Separate the duties of Board Secretary from Government Affairs
- A position with focus on federal relations
- Washington DC presence
- An on-campus person to manage relations with consultants
- Emphasis at the federal level at connecting faculty and staff to agencies
- Accountability and review

Recent State of Affairs

Federal

- Mostly research
- Many of the same interests as our corporate partners for R&D

State

- Mostly state budget, enrollment, accessibility, cost of attendance, financial aid

Government Affairs Organization

Federal

- Brent Burns, Director, Industry Relations
- Federal Science Partners
- Report to: Jim Baker/Dave Reed

State

- John Lehman, Associate VP for Enrollment, Marketing & Communications
- Knight Consulting
- Report to: President for SRO duties/Les Cook for other duties

Strategic Plan

- Approved by Board of Control on May 1, 2015

- ✓ Goal 2

- Distinctive and Rigorous-based Learning Experience

Congratulations to School of Business & Economics

✓ AACSB Accreditation for 5 Years

Higher Learning Commission (HLC)

Accreditation Continued -
Review with Visit in 2021-22

Completed Mid-Cycle Review –
February 2016

HLC Mid-Cycle Review – 5 Criteria for Accreditation

Criteria 1, 2, & 5

- **Mission** – is clear and articulated publicly, guides operations.
✓ Met
- **Integrity: Ethical and Responsible Conduct** – institution acts with integrity; conduct is ethical and responsible.
✓ Met
- **Resources, Planning, and Institutional Effectiveness** – resources, structures, and processes are sufficient to fulfill its mission; the institution plans for the future.
✓ Met

Criteria 3 & 4

- **Teaching and Learning: Quality, Resources, and Support** – high quality education, however delivered.
➤ Met with Concerns
- **Teaching and Learning: Evaluation and Improvement** – responsible for quality; evaluates effectiveness through processes to promote continuous improvement.
➤ Met with Concerns

by July 31, 2018...

Student learning outcomes assessment *at all levels*

- Clearly differentiated intended learning outcomes for all programs
 - *How are our expectations for a bachelor's different than a PhD?*
- Implement student learning outcomes assessment for graduate programs

Comprehensive periodic program review for *all programs at all levels*

- Ensure all programs are reviewed on a regular schedule
 - Process should involve external reviewers
- Graduate programs must set persistence and completion goals and regularly collect and analyze the data (for attrition as well)

Demonstrate data-based continuous improvements

Strategic Plan

- Approved by Board of Control on May 1, 2015
- ✓ Goal 3
 - Research/Scholarship/Entrepreneurship/
Innovation/Creative Work

Research

Sponsored Awards, 1st Quarter FY16

Sponsor	Proposals Submitted		Awards Received		Awards Received (\$)		Variance	Variance
	FY '16 as of 9/30	FY '15 as of 9/30	FY '16 as of 9/30	FY '15 as of 9/30	FY '16 as of 9/30	FY '15 as of 9/30		
NASA	2	7	4	12	339,117	1,116,559	(777,442)	-69.6%
National Science Foundation	43	49	31	36	4,121,183	7,117,138	(2,995,955)	-42.1%
US Department of Agriculture	25	31	10	34	989,427	1,151,674	(162,247)	-14.1%
US Department of Defense	17	11	17	17	2,657,682	4,632,997	(1,975,315)	-42.6%
US Department of Education	1	-	1	-	92,155	-	92,155	-
US Department of Energy	11	5	9	5	540,689	458,214	82,475	18.0%
US Department of HHS	3	1	4	7	1,015,049	997,712	17,337	1.7%
US Department of Transportation	5	7	4	3	273,535	178,225	95,310	53.5%
Other Federal Agencies*	20	8	8	8	552,301	484,997	67,304	13.9%
Federal Agency Total	127	119	88	122	10,581,138	16,137,516	(5,556,378)	-34.4%
State of Michigan	11	13	3	12	459,673	1,475,485	(1,015,812)	-68.8%
Industrial	68	61	50	29	1,454,598	2,846,677	(1,392,079)	-48.9%
Foreign	7	4	5	3	184,516	161,719	22,797	14.1%
All Other Sponsors	15	20	7	11	189,152	230,575	(41,423)	-18.0%
Subtotal	228	217	153	177	12,869,077	20,851,972	(7,982,895)	-38.3%
Gifts**	-	-	77	67	637,343	414,161	223,182	53.9%
Crowd Funding	-	-	7	9	6,378	3,625	2,753	75.9%
Grand Total	228	217	237	253	13,512,798	21,269,758	(7,756,960)	-36.5%

* US Dept.. of the Interior, US Dept.. of Commerce, National Endowments for the Arts & Humanities, US Environmental Protection Agency, US Dept.. of Labor

**Gifts represent non-contractual funding from corporations, foundations, associations and societies in support of academic programs, scholarships/fellowships, student design & enterprise, research, youth programs and special programs.

Michigan Tech

Sponsored Awards, 2nd Quarter FY16

Sponsor	Proposals Submitted		Awards Received		Awards Received (\$)		Variance	Variance
	FY '16 as of 12/31	FY '15 as of 12/31	FY '16 as of 12/31	FY '15 as of 12/31	FY '16 as of 12/31	FY '15 as of 12/31	\$	%
NASA	40	45	8	17	597,282	1,419,298	-822,016	-57.9%
National Science Foundation	115	125	37	47	4,939,588	7,622,181	-2,682,593	-35.2%
US Department of Agriculture	29	34	12	38	1,047,827	1,431,748	-383,921	-26.8%
US Department of Defense	38	32	26	25	3,853,204	6,417,041	-2,563,837	-40.0%
US Department of Education	2	-	1	-	92,155	-	92,155	-
US Department of Energy	16	18	12	7	1,290,949	529,431	761,518	143.8%
US Department of HHS	11	17	5	8	1,108,831	1,456,632	-347,801	-23.9%
US Department of Transportation	8	17	9	16	778,220	2,347,315	-1,569,095	-66.8%
Other Federal Agencies*	29	19	15	13	752,393	712,375	40,018	5.6%
Federal Agency Total	288	307	125	171	14,460,449	21,936,021	-7,475,572	-34.1%
State of Michigan	24	28	13	22	1,892,620	2,448,968	-556,348	-22.7%
Industrial	100	116	106	99	4,557,476	5,841,925	-1,284,449	-22.0%
Foreign	11	17	8	5	517,087	227,719	289,368	127.1%
All Other Sponsors	31	33	17	18	1,425,758	468,109	957,649	204.6%
Subtotal	454	501	269	315	22,853,390	30,922,742	-8,069,352	-26.1%
Gifts**	-	-	180	180	6,033,755	5,281,271	752,484	14.2%
Crowd Funding	-	-	8	12	6,478	11,550	-5,072	-42.0%
Grand Total	454	501	457	507	\$28,893,623	\$36,215,563	-\$7,321,940	-20.2%

* US Dept.. of the Interior, US Dept. of Commerce, National Endowments for the Arts & Humanities, US Environmental Protection Agency, US Dept. of Labor

**Gifts represent non-contractual funding from corporations, foundations, associations and societies in support of academic programs, scholarships/fellowships, student design & enterprise, research, youth programs and special programs.

Michigan Tech

Research Expenditures, 2nd Quarter FY16

College/School/Division	FY2016	FY2015	Variance	%
Administration*	2,198,980	1,923,860	275,120	14.3%
College of Engineering	12,758,079	12,418,386	339,693	2.7%
College of Science & Arts	7,621,723	6,987,218	634,505	9.1%
Pavlis Honors College	113,267	144,933	(31,666)	-21.8%
Keweenaw Research Center (KRC)	3,100,967	2,725,446	375,521	13.8%
Michigan Tech Research Institute (MTRI)	4,394,103	4,807,238	(413,135)	-8.6%
School of Business & Economics	787,057	786,357	700	0.1%
School of Forest Resources & Environmental Science	2,347,146	2,638,009	(290,863)	-11.0%
School of Technology	280,835	224,155	56,680	25.3%
Total	33,602,157	32,655,602	946,555	2.9%
*Includes the Vice Presidents, Provost, CIO, Exec Director Financial Services & Operations and others who report to a VP, Provost or the President. Except for the research institutes that report to the VPR.				

Michigan Tech

Corporate Combined Research Expenditures Plus Gifts, 2nd Qtr FY16

– FCA US LLC	\$ 660 k
– Bendix Corp	\$ 513 k
– Ford Motor Co	\$ 409 k
– Deere & Co	\$ 345 k
– Lonza Wood Protection	\$ 293 k
– Nostrum Energy LLC	\$ 252 k
– Ariens Co	\$ 243 k
– Michelin Americas R&D Corp	\$ 208 k
– -----	\$ 200 k
– General Motors Corp	\$ 182 k

Michigan Tech

Intellectual Property, 2nd Quarter FY16

	FY16	FY15	+/-
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Disclosures Received	10	15	- 33 %
Nondisclosure Agreements	55	55	0 %
Patents Filed or Issued	7	6	+ 17 %
License Agreements	6	6	0 %
Gross Royalties	\$ 131,629	\$ 116,354	+ 13 %

Michigan Tech

Mont Ripley Tubing Park

- Opened December 31, 2015
- 800' long with a 110' vertical drop
- 4 lanes with 2-foot tall banked lane buffers
- Deceleration mats and safety netting at the end of the lanes
- Uphill transportation is a multi-lift handle tow
- Top speeds on a tube approach 50 mph
- Inventory of 75 tubes
- It is a very exciting ride!





Brand Affirmation Launch and Rollout

The timeline for this project will run from February 2016-August 2017 (18 months)

There will be 5 Phases:

1. **Pre-planning and Announcement (Now-February 26)**
 - February 26 unveiling (In the library)
2. **UMC Prep (February 2016-August 2016)**
 - Pilot with early-adopters
3. **Soft Launch (August 2016-January 2017)**
 - Launch early adopters
4. **Hard Launch (January 2017)**
 - All administrative departments
5. **Final Rollout (January 2017-August 2017)**
 - Academic departments
 - Facilities

Thanks For All You Do!

QUESTIONS