

CENTRAL MICHIGAN UNIVERSITY
The President's Annual Report
to the Board of Trustees
September 2021

In spite of the many challenges our community faced over the past year, we remained Fired Up and focused on our mission and strategic plan. Every day, we are delivering outstanding educational opportunities and nurturing student success; fostering and promoting excellence in research and creative activity; and strengthening partnerships in Michigan and beyond. In this report, I will share a few highlights and successes from the past year — more are available in the report appendix — and outline the key initiatives our university community will pursue in the year ahead.

Looking Back on 2020-21

Nurturing Student Success

Part of the CMU promise is a focus on real-world results. We know that the No.1 reason students pursue higher education is to improve their career outlook, and securing a great job is a real-world result worth celebrating.

This year, in spite of pandemic challenges, our Career Development Center increased the number of career advising appointments with students by 10% and saw substantial increases in the number of job and internship postings. In addition, CMU held a series of informal “Coffee with a Career Coach” and “Coffee and Careers” sessions on Facebook Live — those sessions have had more than 13,000 views to date.

Engagement is a critical component of student success. This refers not only to getting out to participate in campus activities, but also the ability to form and maintain strong, supportive relationships with others. To facilitate the development of those relationships for incoming students, CMU launched a new program called Mentor Collective this summer — and we have been impressed by its early success.

Over 600 current students registered to become mentors, sharing their knowledge and experience to make more than 1,300 new CMU Chippewas feel welcome and supported. To date, the mentor-mentee pairs have completed *thousands* of mentoring interactions. This is what lifting each other up looks like at CMU: outreach and support from our current students to be inclusive and welcoming of our new students.

As a side note, I want to congratulate the CMU Multicultural Academic Student Services staff who are leading the CMU Mentor Collective program, James Span Jr. and Jewel Cotton. Our launch has been so successful that they have been asked to co-host a webinar for hundreds of other colleges and universities hoping to follow in our footsteps. It is not only our students who are setting the leadership standard at CMU; it is also our employees.

Earlier this year, CMU was named as Michigan's No. 1 “Best for Vets” university. Military Times also named CMU as No. 2 in the Midwest and 8th nationwide based on our service to and support of veterans and military-connected students. We always have been proud to serve those who have served our nation, and this ranking demonstrates our ongoing commitment to these students and their families.

CMU scholars set the leadership standard for academic excellence and professional success in many kinds of competitions.

Over the past year, CMU students have been awarded prestigious national and international awards including a Fulbright Award, Boren Scholarship, Goldwater Award and CMU's first Humanities in Action Fellowship, as well as three Critical Language Scholarships. Teams of students have taken top awards in debate, professional sales, broadcasting, accounting, journalism, human resources and business management. And on top of earning external recognition, they also are taking advantage of opportunities on campus to engage in hands-on research and creative activity, innovation and entrepreneurship, and social justice.

For the 44th and 45th consecutive semesters, CMU student-athletes achieved a collective GPA of 3.0 or higher, and more than 50 achieved a perfect 4.0 in spring 2021. Over 100 CMU student-athletes earned academic honors from the Mid-American Conference, and others were named to the national honor societies for their sports. Our teams achieved victories in competition, with outstanding successes by CMU men's baseball, women's basketball, gymnastics, wrestling, lacrosse, volleyball and soccer, and great performances by all teams. In addition, 33 student-athletes earned All-MAC honors, and 35 were named by the conference as their sports' Athlete of the Week. On top of it all, our student-athletes also participated in professional development, career readiness programs and community service, proving they are truly leaders *and* doers.

CMU students are exemplary. Through their scholarly and service activities, they set the leadership standard for their peers in institutions nationwide, but it is their Fired-Up attitude and commitment to make a difference that truly sets them apart.

Fostering Scholarly Activity

Last year was a record-breaking year for scholarly activity at CMU — up 20% from the prior year. This means our faculty were publishing more research in high-caliber journals, contributing chapters to and serving as editors for more books, participating in more conferences, and engaging in more creative endeavors.

They also received more than \$16 million in grants from agencies including the National Institutes of Health, the U.S. Environmental Protection Agency, National Science Foundation and U.S. Department of Education, as well as many nonprofit foundations and corporate partners.

Their work is making a significant impact. CMU faculty members are not simply generating research for the sake of production — they are creating new knowledge that is being read, cited and *used* to improve lives and communities worldwide. Consider the outstanding work of faculty to address pressing issues such as chronic disease, mental illness and suicide prevention, equity and justice, vaccine hesitancy, substance abuse and addiction, sustainability and the environment, and more.

Finally, in higher education, it is often the case that a university can excel in either research or teaching. At CMU, our faculty are experts in both. In addition to their outstanding research and creative activity, our faculty are committed to — and receive recognition for — lifting up and supporting their students. For example, this year Kumar Yelamarthi, director of the School of Engineering and Technology, was named College Science Teacher of the Year by the Michigan Science Teacher Association, and fashion

merchandising and design faculty member Michael Mamp received the Mid-American Conference Outstanding Faculty Award for Student Success.

At CMU, our faculty set a high bar for rigor, relevance and excellence in the classroom, in the lab and in the community.

Strengthening Partnerships

As a regional public university committed to our community and our state, CMU has invested heavily in partnerships with organizations and individuals across Michigan.

The most visible example of this has been our COVID-19 vaccination efforts. CMU partnered with our local health department to administer over 13,500 vaccines to campus and community members through more than 30 vaccination clinics. This required thousands of hours of work from CMU staff and volunteers, who all demonstrated a tireless Fired-Up attitude over many weeks.

In addition to our on-campus clinics, our Mobile Health Central vehicle, staffed by students from The Herbert H. and Grace A. Dow College of Health Professions, took hundreds of vaccine doses on the road to reach vulnerable individuals in rural communities. CMU College of Medicine students participated in vaccination and testing clinics around the region. An unprecedented global pandemic required an unprecedented public health response, and our students gained valuable hands-on experience while passionately serving patients and communities around the region.

We are continuing our commitment to increase access to quality health care in the Great Lakes Bay Region. Through our relationship with Covenant HealthCare, CMU Medical Education Partners established a pediatric residency program aimed to reduce our region's pediatrician shortage. In addition, a new partnership with MidMichigan College will allow students to complete their nursing degree and get to work quickly to address the ongoing nursing shortage. Building a health care professionals pipeline for our region will benefit thousands of Michigan residents and their families.

We are building upon existing relationships in the Detroit area. Over the past year, programs and events in the Detroit Office have brought together current students, faculty, alumni, employers and community partners for activities ranging from panel discussions on race to cultural celebrations. We have tremendous opportunities to grow our educational, professional development and community-building offerings in Detroit, and we will continue to invest in our presence there.

Update on Strategic Envisioning Process

The first phase of the Strategic Envisioning Process is complete, with all pathway groups having submitted near-term goals and recommendations for action. Some of their initiatives already have been implemented, such as the launch of Mentor Collective, the completion of the academic program prioritization, the first Diversity Advocates training for search committees and more.

One outcome of the academic program prioritization process, as proposed by Strategic Pathway One (*"Enhance the overall academic quality and environment of CMU with a renewed commitment to rigor, relevance and excellence in our curricular, cocurricular and extracurricular programs"*), was the identification of a set of key themes CMU will emphasize as part of our marquee programs marketing strategy. These themes represent the intersection of faculty expertise, student interest, employer demand and career outlook, and include more than 50 CMU academic programs. The themes are:

- Community and leaders.
- Design and technology.
- Entrepreneurship and innovation.
- Environment and climate.
- Health and well-being.

These themes allow us to showcase all of CMU's strengths, from our strong foundation in the liberal arts to our cutting-edge STEM programs. The marquee programs include both undergraduate and graduate degree tracks, as well as those which are fully on campus, hybrid and fully online. As we move forward with our aggressive outreach to increase enrollment, these themes and marquee programs will be the anchors of our marketing efforts. They will be the attractors that invite new students to learn more about all we offer at CMU.

And, as we set new goals and priorities university-wide, the Strategic Envisioning Process will guide our decision-making. We will continue to implement, test and assess the initiatives and action steps suggested by the pathway groups, and to work toward rigor, relevance and excellence in all we do.

2021-22 Priorities and Initiatives

Enrollment: Growing enrollment, both on our main campus and through our Global Campus programs, remains a top priority going into the new year. While significant challenges remain — changing demographics, increased competition from public and private players, and a shift in public perception on the value of higher education — we believe we are on the right path to reverse our decade-long trend of decline.

This has been the focus of Strategic Pathway Four (*“Redefine and expand our business model to include opportunities in lifelong learning, partnerships with organizations and mid-career educational needs”*). Based on the group's early recommendations, CMU has initiated many changes to our current efforts, and additional significant changes are forthcoming.

For example, CMU is investing heavily in new technology, including new software and our new website, that will support this initiative. We have retained the services of educational consulting firm EAB to assist with data-driven student recruitment efforts and digital marketing efforts, and we have invested in a new student engagement platform called Slate, which allows us to create a more personalized experience for prospective students.

Communications staff across campus have been working diligently to create updated content for the new CMU website, which will launch late this year, and to implement best practices for every CMU-affiliated social media account.

Recruitment, enrollment and retention are **everyone's** responsibility — there is no single office or individual able to achieve the changes we need to see at CMU. Each member of our university community can help:

- Share great stories about CMU on your social media channels. Talk about how our students set the leadership standard for academic excellence, community service, civic engagement and more.

- Tell a prospective student about your positive CMU experiences — explain what we mean when we say this is a community that lifts each other up.
- Bring a future student to a campus event or activity. Let them see what it means to get Fired Up at CMU.
- Help someone schedule a tour, or invite a future student to visit you on campus. Connect them with people who can help them apply and enroll.

CMU offers outstanding educational experiences at a remarkable value. We need everyone's help to reach future students with that message.

Reimagining CMU's Global Campus: We are undertaking a concerted effort to recapture CMU's prominence in the distance and online learning marketplace.

As we analyze the decline in enrollment at CMU, the impact of the Global Campus cannot be overlooked. Over the past 10 years, Global Campus enrollment decreased by 42% (unduplicated numbers). But within that figure is an important revelation: The online student market increased by over 72%, while participation in face-to-face operations declined by over 90% (from a high of 4,575 students to 478 at present).

The group focused on Strategic Pathway Five (*"Redefine and expand our business model to include opportunities in lifelong learning, partnerships with organizations and mid-career educational needs"*) has established several short-term action steps and strategies to advance and reimagine CMU's Global Campus efforts. These efforts are being tailored to the needs of the online student audience within the larger context of the competitive higher education marketplace, and this focus remains consistent with CMU's commitment to rigor, relevance and excellence.

As mentioned previously, we continue to see interest and growth in CMU's online and remote-learning options, and there is potential to achieve much more in this area of our educational enterprise. CMU is known nationally for providing exceptional programs at a distance. For example, an analysis of Google data demonstrates that CMU has a 16% brand awareness among those looking for online programs, placing us fourth among national brands. However, we drop to less than 9% recognition among those who have the propensity to enroll, placing us well in the back of the pack of competing universities.

Although CMU was an early leader in distance education 50 years ago, we have lost market share to the tremendous number of new public and private players now offering competing educational opportunities. However, we have the resources and the experience to regain our competitive edge — and we intend to use them effectively.

We have undertaken a review of all our Global Campus efforts to ensure we are offering the **right programs, targeted to the right audiences, using the right teaching and learning modalities**. This means investing in and heavily marketing programs that meet the needs of our students and employers, as identified in our academic program prioritization process. This includes promoting programs such as accounting and finance, computer science, engineering, information systems, business administration and more.

We are rethinking where and how CMU maintains a physical presence — it may mean shifting staff away from offering support services in one market in order to focus on recruitment in another. We will reconfigure our current academic offerings to include both credit and not-for-credit options, which may

include microcredentials or certificates. We have outstanding programs and faculty already in place; we must simply consider how we deliver and recognize completion of those courses. And it means making changes in our recruitment, admissions and enrollment practices. As an example, we will shift away from requiring working adults to apply and be admitted as students before engaging in professional development opportunities.

It is clear that we have an enormous opportunity to build on brand equity and regain our leadership position in the competitive landscape of remote education. However, **time is of the essence**. We have impaneled a team, led by Dr. Betty Kirby and Mr. Ernie Bedford, to focus on this effort and develop clear strategies, action steps and timelines to quickly move in this area. This effort will include implementing efforts to grow existing programs to their fullest potential as well as developing new growth opportunities by offering certificates, noncredit-bearing courses, boot camps, and more.

In addition, as the landscape has changed enormously, we need to examine strategies other universities have embraced and contemplate strategic alliances, the outsourcing of key administrative functions, and program delivery options. **We must consider all options**. For example, in recent years, several other universities have acquired organizations that led them to significant technological and service advantages necessary to compete in this competitive arena. It is important that our team not be limited by conventional thinking. We have charged them to be bold in pursuing strategies that build upon our tradition of academic rigor, relevance and excellence and that will move us forward quickly while setting the foundation for sustainable growth.

Marketing and Branding

Although driving enrollment requires involvement from every area of the university, we are focusing heavily in our marketing, recruitment, outreach, admissions and enrollment processes, driven by our University Communications and Student Recruitment and Retention teams.

Instead of focusing our efforts on the idea of earning a degree, we are beginning with the question: What is the experience, from start to finish, prospective students want to have with CMU? We know that the decision to attend college comes well before someone clicks on an “apply now” button. It involves a series of earlier questions about goals, priorities, expectations, resources, sense of community and more. The choice is also heavily influenced by their circumstances — where they are in their life journey, whether they are a graduating high school senior with extenuating financial circumstances, a working parent hoping to find a new career, a career professional who needs to upgrade their skill set, or a lifelong learner looking for opportunities to plug into the community.

We need to be sure that we are addressing **all** of the social, emotional, financial and other concerns students and their families encounter before they even get to the admissions page.

In addition, we must align and streamline our processes to provide a simple and seamless application, admission and enrollment experience. It must become easier for students to choose CMU. With our investments in new technology, as well as our improved transfer processes and increased scholarships, we can create truly user-friendly paths to CMU.

And, finally, we must keep the students we enroll. From the moment they receive an acceptance letter to the day their diploma arrives, we must ensure that we are providing the highest-quality student experiences every day. This includes examining the supports and services we offer, as well as their

delivery modality. We have said it many times: Our students' needs are changing, and we must be certain we adapt to serve them well.

Strengthening Relationships

We will continue to prioritize building and maintaining relationships between and among our stakeholders, internal and external. This is the focus of Strategic Pathway Three (*"Build and foster a reciprocal ecosystem of innovation, economic development and cultural enrichment between and among the many communities throughout the state of Michigan, with a primary connection to the rural and underserved communities that CMU has honorably and successfully served"*), which we are expanding to include our internal stakeholders.

Nationally and here at CMU, the pandemic has highlighted opportunities to improve our processes for Shared Governance — the balance of oversight and responsibility among key university stakeholders, including administrators, faculty, staff, trustees and students. In August, I met with leaders of CMU's Academic Senate and Faculty Association to discuss CMU's framework for shared governance — which has not been updated in almost 20 years. As a result of our conversation, we have agreed to establish a task force to carefully review the existing framework, identify what is working and what could be improved, and present recommendations to move forward. The task force will include representatives from the Academic Senate, the Faculty Association, the Union of Teaching Faculty, key administrative units and groups, the Shared Governance and Communication Committee, and the Student Government Association. I look forward to hearing the group's suggestions and working together to grow our success in the future.

As we focus on helping our students achieve their educational and professional goals, we will partner even more heavily with employers and employment partners throughout the region, state and beyond. Their input and support will be critical to our graduates' success and instructive as we develop and grow our programs.

We will continue to partner with important nonprofit, governmental and community support agencies to identify and address the most pressing issues facing our region. As we have always done, we will leverage the resources of CMU — including the time, talent, knowledge, skill and passion of our people — to serve others. This includes our relationship with the Saginaw Chippewa Indian Tribe, the Children's Foundation, local and state education systems, regional development groups, and more.

We also will continue to work with our state legislators and leaders to advocate for more equitable public support for Central Michigan University and our students.

Diversity, Equity and Inclusion

Many of you have now had the chance to meet with our new Vice President and Chief Diversity Officer, Dr. Shawna Patterson-Stephens. Dr. Patterson-Stephens has invested her first few months at CMU in listening, learning and reviewing our current policies and practices. She now has begun the vital work of constructing a five-year DEI plan for CMU. She currently is meeting with faculty, staff, students, CMU diversity committees and councils, alumni, and other stakeholders to identify key goals and priorities. We expect to have something to share in time for the December Board of Trustees meeting.

Strategic Pathway Two (*"Distinguish CMU as the equitable and inclusive marketplace of ideas, thoughts and actions"*) is setting the foundation for our university community — our students, faculty and staff — to reflect the richness of diversity we see in our state and across the nation. This includes diversity of

gender identity and expression, race and ethnicity, as well as diversity of thought, socio-economic status, rural and urban backgrounds, and more. Our diversity strategic plan will include initiatives aimed to ensure that Central Michigan University is inclusive, welcoming and supportive of all individuals.

We also must focus our efforts on ensuring everyone has the appropriate tools and support to empower them to be successful in their roles within our community, whether as students, faculty or staff members.

Over the past year, we worked with educational consulting firm EAB to complete a student equity audit. We were pleased to find we already are well on the path to success — for example, CMU already had implemented a holistic “student well-being” approach to Student Affairs that includes our Student Food Pantry, CARE teams, Financial Wellness Collaborative and more. In the year ahead, we will continue to take action on all we learned. This will include ongoing examination of our student recruitment and admissions processes, modes of student outreach and communication, and the types of services we offer to students throughout their CMU journey.

As we develop our strategic plan, we also are celebrating several achievements this year. This year, CMU celebrated our first Juneteenth event in partnership with the City of Mount Pleasant; we held our sixth annual Diversity Symposium, with both online and in-person activities; and we launched our Diversity Advocates Faculty Training Program, which seeks to improve equity in our faculty search and hiring processes. We will continue to make strides in our efforts and share our successes with our campus community.

Priority: CMU’s Next Provost

Finding the right individual to serve as our university’s next provost will be vital to our success in the coming years. We have begun outreach to deans and division leaders to seek nominations for the provost search committee, and we have retained search firm Greenwood/Asher & Associates to assist their work. Our plan is to engage the campus community in the development of the position profile and to begin our search in earnest by early spring 2022.

Conclusion

In the three years I have served Central Michigan University, I have been inspired by the passion and grit I see demonstrated daily by our students, faculty and staff. This is a community that refuses to give up when challenged. It is a community that rises in the face of adversity to meet obstacles head-on. And importantly, it is a community that does so with compassion and caring.

We have had to make many changes, some of them difficult, to arrive here today. More change will be required of us in the year ahead. It will not be easy, but it will be worthwhile. We will discuss and debate our strategies. Sometimes we will disagree, yet we will come together to map a path forward for CMU. And while we may reimagine our operations and adapt our strategies, some things will not change: our core values and our Fired-Up determination to see our students succeed.

CENTRAL MICHIGAN UNIVERSITY
THE PRESIDENT’S ANNUAL UNIVERSITY REPORT TO THE BOARD OF TRUSTEES
HIGHLIGHTS FOR 2020-2021

These highlights of accomplishments during 2020-2021 are organized first by division and then primarily by Strategic Plan Imperative or Strategic Envisioning Pathway. They are only some of many significant accomplishments throughout the university during the past year.

Academic Division / Provost

Imperative 1: Nurturing Student Success

Academic Administration

- Fulfilled HLC responsibilities pertaining to new locations (Centennial College, Ontario and Lansing Community College University Center, Michigan), teach-outs (Fort Hamilton, NY and Fort Lee, VA), Annual Institutional Update.
- Worked successfully with Diversity Equity and Inclusion (DEI) team to build a DEI dashboard for regular faculty and continued to convert large pdf reports to interactive dashboards.
- Successfully prepared and submitted application for the Best for Vets: Colleges Survey. Received rankings of 8th overall; 8th for General Education; 8th for Public Institution, and 2nd for Midwest Region.

Academic Affairs

- CIS launched a concerted Open Educational Resources textbook initiative, an Innovation Grant initiative, to forge zero course materials cost pathways through the University’s General Education and competency courses. As of June 2021, fourteen (14) different courses representing various University Program groups.
- Academic Affairs collaborated with OIT, Advising, and the Math department on a new math placement examination. *Stemify* was selected and implemented as part of the 2021 new student orientation.

College of the Arts and Media

- The Central Michigan University Debate team attended twelve different tournaments in the 2020–2021 academic year, all virtual due to the pandemic. The highlight of the year was the crowning of two CMU students, co-national champions, at the Pi Kappa Delta National Comprehensive Tournament. In addition, photojournalism students and alumni won 30 out of 73 state awards from the Michigan Press Photographers Association, including College Photographer of the Year (Isaac Ritchey).
- Throughout the pandemic, WMHW’s Call A Psychiatrist radio show, produced by Ahsha Davis and hosted by Kasey Davis (Broadcasting and Cinematic Arts graduate students), and featuring Dr. James Hillard (CMU’s resident Psychiatrist) continued to be broadcasted live using virtual tools. The program won a Michigan Association of Broadcasters College Student Competition award for its program on the Pandemic and the Mental Health Impact on the Community, both on and off campus. University President Robert Davies joined host Kasey Davis and Dr. Hilliard to discuss the challenges of leading the university during the pandemic.

College of Business Administration

- Significant activities advanced Diversity, Equity, and Inclusion (DEI) efforts in the college, with a standing CBA committee formed, which coordinated significant DEI activities through the past year, including the following: built a university-wide dashboard with DEI metrics (led by Assistant Dean Misty Bennett); provided college-wide faculty and staff training from Dr. Cherie

Strachan and Jonathan Glenn on implicit biases and micro-aggressions; cosponsored as a college, an event for students in February 2021 titled: “The State of our Culture” featuring rap-mogul and entrepreneur, Rakim; held a virtual DEI alumni panel for students titled: “Meet Your Future (Employed) Self.”

- Growth in online programs continues to be solid: online BSBA, with the General Business Administration major and an Applied Business Communication concentration (69 students—after two years of offering); online MBA (800 students—25% growth in the past year); online MSIS (106 students); online MEV (16 students—program ranked #1 in the [Study.com Best Master's Degrees in Entrepreneurship](#) and ranked #9 in the [Best Colleges Best Online Master's in Entrepreneurship in 2020](#)); new online programs begun being offered Spring 2021—an online BSBA with an IS major and an online BAA in Entrepreneurship.

College of Education and Human Services

- Despite the pandemic, students enrolled in CEHS programs were able to engage in co-curricular professional development experiences.
- The Department of Recreation, Parks and Leisure Services and their student RSOs partnered with the Program Board to provide wellness opportunities such as snowshoeing, zip-lining, and rock climbing on CMU Wellness Days through the RPL Adventure Center.
- Three awards were received by CEHS faculty in recognition of work with students, developing strong community partnerships, and contributing to one’s profession. President’s Award for Outstanding Research and Creative Activity – Tanya Domina (DIFM), MAC Outstanding Faculty Award for Student Success - Michael Mamp (DIFM), mParks Commitment to Excellence Award - Lori Irwin (RPL).

College of Liberal Arts and Social Sciences

- CLASS undergraduate students received many notable awards, including Lauren Hull (Humanity in Action Fellowship), Michael Buzzy (Critical Language Scholarship), Katherine Pulaski (Fulbright Teaching Grant), and Max Ranger (Boren Scholarship).

College of Medicine

- College of Medicine matriculated 103 students from over 6,500 applicants in academic year 2020-2021. 71% of the students are from Michigan.
- CMU medical students continue to perform well compared to national averages (CMU/Nat’l). Interim pass rate for USMLE Step 1: 98%/97%; and final scores for Step 2 Clinical Knowledge (CK): 94%/98%.
- The College graduated its fifth class with 98% of the graduating students matched to residency programs.
- As the pandemic continued into 2020-2021, the College continued to successfully adjust educational offerings in both didactics and small group activities for M1 and M2 students. Clinical rotations were uninterrupted for M3 and M4 students.

College of Science and Engineering

- CSE received, maintained, or prepared for external accreditation of programs in chemistry, engineering, and computer science.
- The interdisciplinary data science major, led by the new department of Statistics, Actuarial and Data Science has been approved and departments are developing the affiliated minors.

University Libraries

- To support CMU’s Adobe Creative Cloud initiative, the Libraries launched CMU’s [Adobe Creative Cloud](#) website and are creating an Adobe Digital Lounge located in Park 212.

Office of Information Technology

- Implemented Multi-Factor Authentication for all faculty, staff, and students.

- Implemented tagging of external emails to enhance email phishing detection.
- Migrated Blackboard, the core Learning Management System to the latest cloud-hosted Blackboard Learn Software-as-a-Service (SaaS) version.
- Completed campus WiFi Upgrades – Phase 1.

Office of Research and Graduate Studies

- The Office of Laboratory and Field Safety developed a litany of well-conceived policies that enabled research to continue safely throughout the Covid-19 pandemic.
- Developed a new application portal to receive graduate applications and streamlined several policies that position CMU more favorably for future success in graduate education.
- Hosted the annual Student Creative & Research Endeavors Exhibition (SCREE) virtually, drawing strong attendance (over 1,500 attendees).

Student Success and Academic Advising and Assistance

- Summer/Fall 2020 – Implementation of a college-centric approach to case management based on a student’s area of interest or major to build affinity and engagement early within their college/discipline.
- Implemented Succeed, an integrated student success system.
- January 2021 - Implemented automated advising and student success communication plans, including outreach calls by student staff to students with academic performance concerns.
- May 2021 - Resumed and improved academic standing procedures with psychologically attuned, supportive language and updated business processes.
- Spring/Summer 2021 - Advisor/office outreach to unregistered students.

Imperative 2: Fostering Scholarly Activity

Academic Affairs

- Facilitated the development of 48 new and revision of 38 online courses. Four online courses won Blackboard Exemplary Course Awards (all CMU courses submitted won awards), the courses were: BIO 105 (Sarah Learman), FMD 155 (Sue Wroblewski), NUR 300WI (Bethany Brown), and NUR 401 (Kechi Iheduru-Anderson).
- The CMU National Scholarship Program supported 13 academically talented applicants for prestigious national awards, with recognitions in every category: Boren (Max Ranger, scholarship recipient), Goldwater (Chloe Pestrue, scholarship recipient), Humanity in Action (Lauren Hull, scholarship recipient), Fulbright (Katie Pulaski, scholarship recipient; plus one alternate and two semi-finalists), and Udall (Eric Urbaniak, honorable mention).
- Dr. Harke, Director of the National Scholarship Program, was awarded a 2021 Fulbright International Education Administrator grant.
- Academic Affairs leadership served as the PI on the ADVANCE and Aspire grants, both of which are collaborations between administration and faculty to enhance campus climate and culture.

College of Business Administration

- Faculty successfully pivoted from face-to-face to Hyflex, online, and hybrid modalities, incorporating new technologies and innovative pedagogical approaches and resources to engage students and increase interactions with each other, with business partners, and with content; despite constraints of COVID-19, faculty continued to engage in research and scholarly activities, with over 50 conferences, workshops, or training events attended; 20 presentations given; 63 peer-reviewed journal articles, 7 book chapters, and 1 book published.

College of Education and Human Services

- CEHS faculty made many scholarly contributions to their respective disciplines and professions including countless virtual presentations for national/international conferences and scholarly publications. The following faculty had books published this year.
 - **Troy Hicks, Co-author**, *Ask, Explore, Write!: An Inquiry-Driven Approach to Science and Literacy Learning*
 - **Troy Hicks, Co-author**, *Creating Confident Writers: For High School, College, & Life*
 - Dan Kaczynski, Co-author, Emeritus, *Qualitative and Mixed Methods Data Analysis Using Dedoose®: A Practical Approach for Research Across the Social Sciences*
 - Krystyna Nowak-Fabrykowski, Editor, *Helping Immigrant Children Succeed: A Look Through Research, Experiences, and Practical Solutions*
 - David Opalewski, Author, Emeritus, *Grief Processing and Recovery*
 - Monica Miller-Smith, Author, *Families & Children Living in Poverty*
 - Elizabeth Kirby, Co-author, *Leading for Tomorrow: A Primer for Succeeding in Higher Education Leadership*

College of Health Professions

- Bernie Kerr was the Student Choice Award.
- Marybeth Smith, Communication Sciences & Disorders, and Caroline Gwaltney, Physical Therapy, were awarded Excellence in Teaching Awards.
- Natalie Douglas, Communication Sciences & Disorders, was awarded the Tavistock Trust for Aspasia's Distinguished Scholars in the USA Award.
- Janet Sturm, Communication Sciences & Disorders, was honored as a Fellow of the American Speech-Language-Hearing Association, ASHA's second highest honor, and the first CMU faculty member in our program's history to be honored in this manner.

College of Liberal Arts and Social Sciences

- CLASS engaged students, community, and faculty in discussions about the nature of humans and humanity. We hosted a series of events covering such topics as Neurodiversity, Chaos at the Capitol, and Slavery in France. The keynote for the year was a virtual visit from Pulitzer prize winner Art Spiegelman, author of *Maus*, who gave a presentation and met in a smaller group with CMU students.

College of Medicine

- The College Student Research Forum and Research Symposium events were held virtually in February and April 2021, 94 abstracts were submitted between the two events fostering student, resident, and faculty research.
- The National Institute of Neurological Disorders and Stroke of the National Institutes of Health have awarded RO1 three-year grant for \$3.2 million to Dr. Ute Hochgeschwender.
- The National Institutes of Health awarded \$1.5 million for COVID-19 research for children to Dr. Usha Sethuraman.
- The Michigan Department of Health and Human Services approved funding of more than \$1.7 million for the wastewater research of Michael J. Conway, Ph.D.
- The Josiah Macy Jr. Foundation awarded \$130,000 to the CMU College of Medicine. The College of Medicine collaborated with the CMU College of Education and Human Services, the Special Olympics of Michigan, and the Disability Network of Mid-Michigan for the grant. The principal investigator on the grant is Neli Ragina, Ph.D., and her team consists of: Ariel Cascio, Ph.D. (co-PI); Shay Dawson, Ph.D. (co-PI) and Dr. Sarah Yonder (co-investigator).

College of Science and Engineering

- Prestigious grants awarded this year included \$4.8 million (\$1.5 million CMU share) from the U.S. Department of Energy to physics professors A. Jackson and J. Peralta for their FLOSIC program; \$10 million from the U.S. EPA to biology professors D. Uzarski and T. Gehring for their coastal wetlands research; and \$1.7 million from the Michigan DHHS to faculty from biology (E. Alm and R. Uzarski), engineering (M. Williams), and CMED (M. Conway, lead PI) to study CoVID-19 in wastewater.
- Per data from the SciVal tool available through ORGS, the Field-Weighted Citation Impact of CSE scholarly products increased to 1.32 in 2020 (an increase of 19% over the previous year).
- 74 students—both undergraduate and graduate—were co-authors on research papers published in 2020, including students from every department in the college.

Office of Information Technology

- Re-established CMU's High-Performance Computing Agreement with MSU, thus meeting the high-performance computing needs of CMU researchers.
- Completed the implementation and rollout of the Adobe Creative Cloud application suite in support of CMU becoming a member of the Adobe Creative Campus program.

Office of Research and Graduate Studies

- The Office of Sponsored Programs:
 - Transitioned to a paperless workflow model with all reviews, routing, and signatures accomplished electronically for greater efficiency and savings on office supplies.
 - Purchased new grant processing software (CAYUSE SP) which will increase efficiency.
 - Produced a dozen training videos for grant identification, preparation, and routing.
- Brought CMU's first biosafety level 3 (BSL3) facility online in support of research needs.
- A second institutional biosafety committee (IBC) being developed to service the needs of the CMU Clinical Research Institute.

Student Success and Academic Advising and Assistance

- Department-wide Academic Coaching training utilizing NACADA coaching principles with Dr. Kathleen Shea-Smith.
- A team from advising participated in the annual virtual conference.
- Michigan Academic Advising Association, Connecting with On-Line Adult Learners: Transitioning to a Proactive Advising Approach, conference presentation by Dr. Storey, Laura Corrunker, and Zach Evans.

University Libraries

- Documents on Demand was selected by the Online Computer Library Center (OCLC) to join their new Express Digital Delivery Program, which is an exclusive group of 1,100 libraries which consistently deliver articles and other digital resources within 18 hours or less and provide exceptional quality work. Being a part of this service will reduce the time our users wait for requested materials.

Imperative 3: Strengthening Partnerships***Academic Administration***

- Developed standards for workplace accommodations facilitating remote work requests and processed over 100 requests for reasonable accommodations.
- Achieved an agreement with the UTF that included "same as" language relating to pay raises.
- Coordinated information from twenty-six (26) law enforcement agencies for Clery Reporting.

- Piloted toward CS&E chairs and diversity advocates, FPS developed robust new web resources for the faculty search committees and hiring managers to enhance education and training for faculty search committee members.

Academic Affairs

- Global Engagement and Honors Program Partnership with Overseas Organizations – Global Engagement co-developed pilot virtual study abroad course on global citizenship in partnership with Honors program and overseas organizations in Spain and Morocco.
- While this section refers to external partnerships, it is important to note that the Honors Program worked closely with the VP of Student Recruitment and Retention, Admissions, and Scholarships and Financial Aid to revise Centralis policies, contracts, offer letters for fiscal responsibility, and more.

College of the Arts and Media

- Exhibitions in the University Art Gallery continued throughout the pandemic. Two shows of note addressed critical issues that defined 2020: the global COVID-19 pandemic and racism. *Pandemic*, was a curated show that featured art made in direct response to the effects of the COVID-19 pandemic, and included CMU students and others from across the state. *Highlighted in Black: Hidden Hues*, was a senior capstone project for Graphic Design BFA majors. The exhibition explored how racism and inequity has impacted our society and is deeply rooted in our history, systems, and lives. This exhibition was featured in a live broadcast of 9 & 10 News on April 13. These two exhibitions drew more than 600 visitors to the CMU campus.
- Musical performances by students and faculty in our School of Music flourished and reached a wide audience in the 2020-2021 academic year. While we were unable to perform to live audiences this past year, we found creative ways to perform for the public through live streaming events. A total of 31 performances live-streamed, and the performances reached a national audience of over 141,000 viewers, many more than would be able to attend in person. The annual holiday collage concert, *Juletide*, had an audience of 17,400 alone.
- The Department of Theatre and Dance also took advantage of live streaming to expand the reach of their performances. The Department of Theatre and Dance presented five mainstage productions for an audience of more than 1,700, and students and faculty live-streamed an additional six events including student directed, written, designed, and performed productions. As COVID restrictions eased, the department was able to perform two Summer Theatre productions for a live audience in Bush Theatre and take the shows on the road for live performances on Beaver Island and in White Lake, Michigan.

College of Business Administration

- Working within the restrictions of COVID-19, the college continued the tradition of transformational signature events, connecting students with businesses and strengthening partnerships, including the *9th annual ERPsim competition* (with 96 students, along with 60 mentors from 22 companies participating virtually); the *2nd New Venture Online Competition (NVOC)* that involved 63 students, 31 teams, 23 mentors/advisors, 24 judges (donors and alumni), and 6 major donors; the *3rd Annual CMU Sales Challenge* hosted by CMU—all virtual with 60 students and 12 corporate partners (included professional development, give-back opportunities, breakouts, and an alumni panel); the 2021 *Pi Sigma Epsilon (PSE) National Sell-A-Thon Competition* with professional sales students taking an impressive first place win along with third and fourth place wins; *Cybersecurity Day*, involving 50 students and 7 corporate and military experts (included a virtual capture the flag competition); the *Celani Investment Portfolio* managed by *Michigan Finance Scholar* students, which showed continued growth (has seen a 177% increase since its inception in 2006, now valued at over \$2.5 million); the *Michigan CFA*

Challenge, with Finance Scholar students taking first place a second time in three years, competing against more than 6,100 university students; and a new event, *The Importance of Ethics in Business Education* composed of a panel of three distinguished CBA alumni with over 50 students participating.

College of Education and Human Services

- Jillian Davidson, Center for Clinical Experiences, Jennifer Klemm, Educator Preparation Programs, and CMU student teachers, along with Mount Pleasant Public Schools partnered with Michigan Department of Education (MDE) to produce a video designed to grow interest in teaching. The video is part of a statewide initiative to recruit and retain teachers <https://www.youtube.com/watch?v=eHYRi0QqRgM&list=PLQNvMrTjyhKjTulcg2USNwJoLzRoNQUW&index=1>.
- Jillian Davidson and Amy Ford (ENG) then partnered with the Saginaw Chippewa Indian Tribe on a funded grant proposal to the MDE to develop programming for middle and high school students who are interested in teaching as a career.
- A 7-year approval was received from the Ministry of Colleges and Universities in Ontario, Canada to continue offering the MA in Education: Community College Programs in Ontario and to offer online programming to northern College partners.

College of Health Professions

- Focused on a student-outcomes assessment tool for co-curricular activities.
- HPRC students served as volunteers for 20+ community agencies including local blood drives, the Ronald McDonald House, and the Commission on Aging. The vast majority agreed that these activities were mutually beneficial to the agencies and to students, with a top-reported benefit being student personal development and service providing new insights about themselves.
- Created a mini-grants program in lieu of 2020-21 Community Partner Awards to support students' community-engagement activities during COVID.
- Funded: Athletic Training partnering with ROTC; Public Health partnering with Wear One campaign agencies; HPRC partnering with Camp Linden; PA, Nursing and Public Health programs partnering with COVID vaccination sites.

College of Liberal Arts and Social Sciences

- The CMU Museum of Cultural and Natural History has undergone a transformation, with the main gallery being converted from static exhibits, to an active learning, technologically mediated learning space for students and the community. We are now physically ready to prepare students for both traditional exhibit work but also the interactive online learning programs that are increasingly in demand. The Museum Studies Program achieved a record number (60) minors during the 50th anniversary year of the museum laboratory.

College of Medicine

- During academic year 2020-2021, the strategic partnership with University Pediatricians (UP) expanded to include clinical and translational research with the creation of the UP-CMU Clinical Research Institute (UP-CMU CRI). The UP-CMU CRI is generously supported by grants and endowments from The Children's Foundation and involves the Detroit Medical Center Children's Hospital of Michigan. A director for the UP-CMU CRI, Dr. Karin Przyklenk, was hired in June 2021.
- The partnership with UP has enabled the College of Medicine to name three endowed chairs: the Schotanus Family Chair of Pediatrics, the Frank Bicknell, MD Chair for Pediatric Urology Research and the Elizabeth Schotanus Professorship for Pediatric Nursing Excellence.
- The CMU Interdisciplinary Center for Community Health and Wellness (ICCHW), partnered with MDHHS on two grants to from the U.S. Centers for Disease Control and Prevention. The grants,

totaling \$4.25 million, aim to reduce men's suicides and adverse childhood experiences. This work will be accomplished through a collaboration within the university and with community partners such as the Michigan Health Improvement Alliance (MiHIA), Transforming Health Regionally in a Vibrant Economy (THRIVE) and the Suicide Response Network and facilitated by Alison Arnold, Executive Director of the ICCHW.

College of Science and Engineering

- Biology faculty D. Woolnough and H. Carrick received a major grant from the Bureau of Indian Affairs to collaborate with the Saginaw Chippewa Indian Tribe on a study of the Chippewa River.
- The CMU Biological Station has been accepted (starting Sep 2021) into the UNESCO Biosphere Reserve program, partnering with UM, numerous Tribes, and several government agencies.

Student Success and Academic Advising and Assistance

- Spring 2021- Developed partnership with [Mid-Michigan College](#) for dismissed CMU students to provide a pathway to return to CMU while staying in the community.

University Libraries

- The Clarke partnered with WCMU to host the [Hemingway in Michigan](#) virtual event which aired prior to Ken Burns' and Lynn Novick's new documentary, *Hemingway*. Burns and Novick utilized photographs and manuscripts from the Clarke's collections in creating the documentary.

COVID-19 Adaptations

- Maintained on-campus learning and research activities.
- Exceeded the goal of protecting the health of campus community members.
- Fall 2020/Spring 2021 - Completed outreach to students who would benefit from extended CR/NC and withdrawal grade options.
- Addressed the needs within all Academic spaces to ensure students, faculty, and staff were able to learn, teach, and work effectively, while maintaining social distancing. All classrooms and instructional laboratories were adapted to meet social distancing requirements and contained readily available sanitization materials as well as ensuring all classrooms were capable of supporting HyFlex instruction.
- Successfully implemented Watermark Workflow product for RPT.
- Reviewed all requests for exception to CMU's COVID travel restrictions for field work and paper/conference presentations, as well as provided guidance regarding social distancing requirements for research lab space requirements.
- The Office of Curriculum and Instructional Support facilitated CMU's Successful Implementation of the HyFlex Mode of Instruction. In a continued response to required changes in instructional modalities due to the pandemic, CIS created a comprehensive and robust collection of HyFlex instructional resources to assist faculty to effectively move face-to-face course content to multi-modal instructional formats. Resources included: a series of on-demand videos, establishing and engaging classroom community, and content delivery; addressed 3,351 documented requests for assistance, across four ticketing queues (Blackboard, CoursePro, DesignPro, and Media Production) a 36% increase over 2019-2020; and the Audio Maker Space saw an 89% increase in the number of recordings created, a 144% increase in the number of hours recorded, and a 73% increase in viewership of created content.
- CHP students, faculty and staff played a significant role in the university's COVID action plan including several vaccination clinics, testing, and contact tracing.
- The Summer Specialty Clinic for patients needing speech and hearing treatments was converted from face to face interactive medical experiences to telemedicine/telesupervision. It was a great success for 40 patients.

- Despite the pandemic, the Interprofessional Education and Practice center held 667 sessions for 341 student contact hours.
- During the pandemic, the Libraries supported students and faculty seamlessly by providing access to physical study spaces, computers, and existing virtual services and collections. The after-hours study room, 1 North, has been available 24/7 for students beginning in March 2020 except for holidays. Librarians created more online tutorials and purchased more streaming videos and e-books to support student learning at a distance. Access Services developed a contactless book pickup service to minimize contact between individuals and provide a convenient way for users to access physical library materials.
- Installed A/V technology in approximately 400 campus locations to enable the Hyflex teaching modality.
- Created and deployed the CMU COVID Health Screening App used to self-report current COVID health status daily.
- Created a scheduling and testing appointment system in support of CMU's COVID-19 surveillance testing program.
- Implementations underway to install dual podium monitors (107 of 147 rooms completed) and whiteboard capture technology (68 of 149 rooms completed) in support of Hyflex teaching modality enhancement.

Diversity, Equity, Inclusion and Access

Academic Administration

- Successfully developed and implemented two-part faculty search training workshops with Institutional Diversity and OCRIE.
- Created the role of Diversity Advocate to assist in more equitable searches.

Academic Affairs

- Coordinated visit from Dr. Joe-Joe McManus to lead the Council of Deans in a pre-planning exercise related to anti-racism (Kendi's book *How to Be An Anti-Racist*)
- Supported the ADVANCE grant; Coordinated campus-wide visit for the ADVANCE team from Dr. Joyce Yen on bias and leadership

College of the Arts and Media

- Successfully launched a Diversity and Inclusion Committee comprised of student and faculty representatives from each department, which implemented several initiatives, including: Walk with Me Event Series – panel for Black History Month and conducted interviews for podcasts that were aired during Women's History Month. Broadcasting and Cinematic Arts students implemented implicit bias radio spots.
- Faculty in the Department of Communication prepared and delivered a presentation at the 2020-2021 college-wide welcome back meeting around Facilitating Challenging Classroom Conversations.

College of Business Administration

- Implemented a Diversity and Inclusion Committee, which helped with significant DEI events including: a university-wide dashboard with DEI metrics (led by Assistant Dean Misty Bennett), college-wide faculty and staff training from Dr. Cherie Strachan and Jonathan Glenn on implicit biases and micro-aggressions, a virtual DEI alumni panel for students titled "Meet your Future (Employed) Self," featuring young CBA alumni from diverse identities and backgrounds to discuss experiences of interviewing, hiring, and starting out in the workplace, updated the CBA Comfort Room with a keycard swipe system (can be used for breastfeeding and religious/meditative activities), conducted a needs assessment to begin an undergraduate

student mentoring program next year for minority students, and worked to build corporate partnerships with companies willing to fund DEI efforts and mentoring.

College of Education and Human Services

- The Diversity, Equity and Inclusion Committee was formed in 2019 and represents all sectors the college.
- During the Spring 2021 the DEI Committee was sensitive to the Christian Holy Days that are traditionally recognized but potentially non-inclusive of the diversity of the CEHS campus. Information was gathered related to the spring Holy Days of Easter, Passover, Ramadan, and the Spring Equinox. Dates, significance of these Holy Days and links for more information were provided in the college newsletter; a first step toward acknowledging the importance of these days for many in the CMU community. As we move into the Fall 2021 semester the committee anticipates continuing to educate and recognize important Holy Days that fall at other times of the year.
- During Black History Month, faculty were asked to identify individuals of color in their disciplines who have made significant contributions and these individuals were recognized on the CEHS social media sites.
- CEHS established, Media Moments that Matter, a quarterly listing of media resources related to Diversity, Equity and Inclusion. This electronic resource was distributed to members of the CEHS and posted to social media sites for alumni and friends of CEHS.
- Fifteen faculty and staff participated in the Becoming Antiracist webinar series hosted by Paul Gorski, while other CEHS faculty and staff read the book, Everyday anti-racism: Getting real about race in schools as part of the CEHS INFUSE study group.

College of Health Professions

- Commenced CHP Diversity, Equity & Inclusion Lecture Series, Understanding Our People series and a book club. Both events occur monthly.
- ATR internship and clinical field experiences continue to provide students with opportunities to work in diverse environments with diverse patients.
- Physical Education & Sport (PES) revised several courses (PES 564WI, PES 602SL, and PES 640) to include additional material, class activities, and project requirements that directly connect DEI initiatives to the course topics.
- Communication Sciences & Disorders (CSD) continues to see improvements in diversity profiles in enrollment of students and staff profile.
- American Sign Language (ASL) minor reports that 13.3% of ASL minors self-identify as other than white (up from 6.2% in 2015-16) and 10.7% identify as male (up from 4.7% in 2015-16).
- Our Doctor of Healthcare Administration (DHA), MHA, and MPH programs continue to have very diverse student populations.
- At the undergraduate level, our Sport Management program is significantly more diverse than our more clinically orientated programs.
- The DHA, MPH and MHA programs continue to recruit at several national and international conferences, i.e., NAHSE conference and APHA, which have large minority attendee populations.
- The Nutrition and Dietetic program continues to offer several courses that provide students with DEI experiences.

College of Liberal Arts and Social Sciences

- Postdoctoral teaching fellow, Jared Halter, increased the number of faculty able to facilitate intergroup dialogues and grew and solidified our partnership with Residential Life, the MAC Scholars program, and Leadership Safari.

- CLASS is a partner in the Institute for Transformative Dialogue with the Division of Student Affairs. The Institute for Transformative Dialogue is a cross-campus partnership to foster excellence in the ways our community engages across differences.
- Due to the pandemic, and as a workload reduction strategy, we collapsed the CLASS Diversity and Inclusion Committee into the DAC. In 21-22 we will resurrect a separate standing committee that will be focused on these issues.

College of Medicine

- CMED developed a strategy to address DEI issues through a multipronged approach across four pillars:
 - Framing the Issue: Designed to create an understanding of the issues and challenges sessions were promoted to faculty, staff, and students. Activities included:
 - Medicine-focused webinars and discussions made available through national organizations.
 - CMED/CMU and CMU-DEI lead activities (unconscious bias training for faculty, staff, and students; A harassment, discrimination and sexual misconduct lunch/learn for faculty and staff; Offered faculty and staff the ability to participate in the facilitated 21-day Racial Equity Challenge; Grand Rounds: Why Black Lives Matter and Why Physicians (and all of us) should care and DSM-5 Outline for Cultural Formulation and Cultural Formulation Interview: Tools for Culturally Competent Care; and CMU-DEI Conversations that Matter and Annual Diversity Symposium.
 - Advancing Curricular Change-Using knowledge gained through ‘Framing the Issue’ sessions began implementing mechanisms to address/impact curricular change at CMED. These included:
 - A curriculum committee retreat that included a discussion session on addressing systemic racism and social injustice in medical education.
 - Revised all course/clerkship reports to require course directors to include a description of their efforts to meaningfully address coverage of: racism, gender bias, discrimination (age, sexual orientation, gender identity, SES, and related healthcare disparities) and an action plan to do so in the future.
 - Created a Racism Task Force to develop educational program objectives (EPOs) to serve as the guiding focus for curriculum development.
 - Recognize bias, social inequity, and systemic racism and their effects on health.
 - Develop approaches to promote racial equity at the individual, institutional, and societal levels.
 - Lunch and Learn: Let’s talk about race: Race & ethnicity in case-based medical education.
 - Expansion of standardized patient pool to include greater diversity across the spectrum.
 - Deliberate purchasing of anatomic models and procedural trainers for clinical skills sessions with different skin tones to better reflect our students and the patients they will serve.
 - Added new sessions to M1 orientation: Your Diversity and Inclusion Journey in Healthcare; Microaggressions: and Courageous Conversations lead by CMED students of color.
 - Continues to include DEI educational activities during each BRIDGE week (5 sessions/year).

- Learn Environment
 - Completed first comprehensive survey of the learning environment designed identify potential barriers to student learning (mistreatment, hostile environment, micro-aggressions, bias, racism, sexism, etc.).
 - Learning committee reviewing data and developing strategies to address identified issues across all campuses.
- Communication
 - Increased communication across college including quarterly meetings between deans and student body.
 - Monthly Q/A sessions with dean for faculty and staff.
 - Monthly FAQs for students including ongoing DEI efforts and upcoming events.
 - Deans within Office of Academic Affairs each hold weekly virtual office hours providing an opportunity for students to meet 1:1 with deans, bring forward concerns and to have their questions addressed.
 - Support of student led virtual discussions/conversations on international, national, and local race related issues that impact their lives.

College of Science and Engineering

- The NSF ADVANCE team made significant progress collecting data about barriers to the success of female faculty. Information was gathered from interviews, focus group discussions, institutional records of personnel actions, and study of department bylaws. They are currently analyzing those data and will be reporting results in the fall. The group will hold discussions with multiple groups on campus in order to develop a plan for the next proposal to NSF for follow-up work.
- Implicit bias training: Verónica Barone (as part of her year-long DEI Fellowship) led the project to improve faculty understanding of implicit bias and how it can influence hiring decisions. Two workshops were presented in spring 2021 with participants from all CSE departments. In addition, The ADVANCE team arranged discussions of the book “Blindspot” for members of the DAC.
- IChange Network of the Aspire Alliance (APLU): David Patton was a key member of CMU’s team, working on projects to: a) create a DEI Dashboard in collaboration with APA, FPS, and HR; b) develop a mentoring program to support career goals and improve retention of faculty from under-represented groups. Dr. Patton also represented CSE on CMU’s DEI Council.
- The standing DEI Committee completed several meaningful tasks including writing a new charge to include students and staff on the committee, compiling resources for students and faculty that will be available via a new website, promoting and participating in implicit bias training, and identifying initiatives for the upcoming year.

Office of Research and Graduate Studies

- Integrated the new guidance document for accommodating students in labs into the review process for Student Disability Services (SDS) accommodations.
- Worked to increase representation and access to arts/creative endeavors at the Student Research and Creative Endeavors Exhibition (SCREE), with excellent attendance and a 61% increase in presentations from the College of the Arts and Media.

University Libraries

- Worked with CARRS in spring 2020 to conduct and analyze student focus group sessions of underrepresented student groups to understand their experiences with the Libraries. During fall 2020, reviewed the focus group findings and developed several recommendations: appointing a person or group from the Libraries to liaise with student services programs for

underrepresented groups; improving library signage; and finding ways to learn about students who do not use the library.

- During summer 2020, added e-book copies of social justice related titles in response to race-related violence and protests.
 - During spring 2021, identified thirty-six diversity literary awards and developed a process for adding annual award-winning titles to our collections to increase diversity and inclusion.
 - The Clarke added new materials about the history of Native Americans and race relations in Michigan.
- This year's Children's Books from Around the World event was hosted virtually. Celebrating language diversity, the Clarke recorded nearly 40 students and faculty volunteers reading international children's books in the books' original languages.
- Revised the library faculty bylaws to include DEI-related language within the RTP and hiring sections.
- During spring 2021, piloted a process for reviewing and revising library policies from a DEI perspective which involves feedback from all library employees. The Dean's Advisory Council approves revisions. This review process will continue during the 2021-22 academic year.

Student Recruitment and Retention (including Student Affairs)

Pathway 1: Enhance the overall academic quality and environment of CMU with a commitment to rigor, relevance, and excellence in our curricular, co-curricular and extra-curricular programs.

- Admissions, in collaboration with Academic Planning and Analysis and Academic Affairs, successfully transitioned to temporary test optional admission policy for Fall 2021.
- Ratified and implemented an expanded set of criteria for English proficiency for international students.
- Registrar, OIT, Academic Advising and Assistance were selected for an award from the MI Association for Collegiate Registrars and Admissions Officers (MACRAO) as the Outstanding Professional Team and made a presentation to the virtual MACRAO conference on our Multi-semester course registration design and implementation.
- Career Development Center (CDC) created 12 career readiness activities that can be added to a variety of courses. Each activity includes learning goals that are linked to with learning objectives identified for all career readiness activities affiliated with the CMU Gold Path.
- The CDC piloted a version of the Fit for Hire program with CAM students who participated in a series of 4 synchronous virtual sessions during the spring semester. These sessions focused on the job search process, application materials, networking, and interviewing.
- Residential Life revised the residential curriculum for flexible delivery including online-hybrid, and in-person experiences that promote community development and provide opportunities for learning about identity, relationships and communities, equity and justice and social responsibility.
- The Leadership Institute engaged 69 students in the Adobe Creative Campus Project, providing them with an understanding of social issues such as climate change, racial inequality, and access to education.

Pathway 2: Distinguish CMU as fostering a dynamic exchange of ideas and thoughts, leading to actions, while fundamentally committing to equity and inclusion.

- The Registrar's Office was an integral part of our Covid response in the past year which required a dynamic environment in which to plan, implement and communicate changes and requirements in a short period of time. CMU handled the pandemic well and the Registrar's office was part of this with:
 - Ensuring services were available virtually.
 - Collaboration with Academic Affairs on interruption or suspension of policies, room scheduling and enhancing technology needs in classrooms.

Pathway 3: Build and foster a reciprocal ecosystem to promote innovation, economic development, and cultural enrichment by engaging with Michigan's communities for partnerships.

- Admissions completed seven new transfer guides with Michigan community colleges for elementary education, athletic training, sport management and psychology with Lansing, Macomb, Mid-Michigan, Oakland, North Central Michigan, and Jackson colleges.
- Collaborative effort between CHP, Admissions, OSFA and Registrar to develop and implement the CMU-Mid-Michigan Joint Nursing Program Pathway.
- Student Success partners with Mid-Michigan College to offer the Chippewa Achieve Program, whereby students who may not be as well prepared for CMU are offered enrollment at Mid-Michigan College to strengthen their academic foundation prior to coming to CMU. There were 12 students in the 2020-21 cohort though only 7 completed the year. Two of the students transferred to CMU after one year.
- Also partnered with Mid-Michigan College to allow students who were academically ineligible to re-enroll at CMU to enroll at MMC to offer a pathway back to CMU while staying in the Mt. Pleasant community.
- Student Success manages several federal and state grants to support first generation students to pursue college. These include GEAR-UP, King Chavez Parks Pathways Scholars, Upward Bound, and Talent Search. We were successful in renewing our Talent Search grant of \$1.38 million through 2026.
- Global Campus partners with Lansing Community College to receive transfer students interested in cohort programs for the BSED program.
- Global Campus also partners with the Michigan National Guard on a tuition assistance program for service members to earn either a graduate or undergraduate degree.
- Michigan Global Campus Centers facilitated a Teacher Appreciation Event, providing 250 care packages to local K-12 educators during Teacher Appreciation Week.
- Manager of Global Campus East Operations serves on several Military Education boards and committees in furtherance of our efforts to recruit and serve the military and enlisted men and women.

Pathway 4: Understand and proactively address the dynamic nature of the college student – both current and future.

- Office of Scholarships and Financial Aid (OSFA) were able to implement major financial aid packaging parameters with success and were able to send aid award letters in early February.
- OSFA successfully enhanced the financial aid portal for compliance with federal requirements and also to provide better service to students.
- Registrar added the ability for student's preferred name to be displayed in Degree Progress.
- Registrar reviewed over 2,200 US colleges and universities in our student information system to update and address prior input discrepancies on transfer equivalencies.

- Career Development Center (CDC) collaborated with Alumni Relations to launch Central Connections, a student-alumni mentoring platform. Piloted in the Spring 21 semester, the program with fully launch in Fall 21.
- CDC launched virtual programs, including Coffee with a Career Coach and Coffee & Careers with Colleges. These were great ways to have alumni, staff as well as faculty and others give advice and speak about careers to current CMU students.
- Student Success/Academic Advising implemented a case management approach to academic advising, a model that anticipates student needs by supporting on-going appointments, communication, messaging, and assistance in support of student success.
- Student Success/Orientation implemented a CMU Take 2 program to offer an in-person component to orientation programs that have been offered virtually for two years. These were well attended and the feedback from families was positive.

Pathway 5: Redefine and expand our business model to increase partnerships with organizations and help individuals advance lifelong learning and achieve career development goals.

- Michigan Global Campus collaborated with Holt Public Schools and Lansing Community College to develop a pathway from high school to CMU BS in Teacher Education by creating stackable credential transfer guide.

Finance and Administrative Services

Imperative I: Nurturing Student Success

- The Finance and Administrative Services Division at Central Michigan University is committed to supporting an environment conducive to higher education. In support of strategic initiatives, the FAS departments have been preparing students for success in their lives and future careers in the following ways:
 - Directly supporting student success and scholarly activity, Financial Services and Reporting successfully provided \$29.7 million in funding through debt refinancing and new funding sources. Refinancing efforts resulted in a net present value savings of \$3.2 million dollars.
 - The Financial Services and Reporting division efficiently and responsibly managed the facilitation of over \$14 million in CARES\HEERF student funds providing financial assistance to students. Through easy manageable processes for obtaining timely deposits of federal relief funds, FSR facilitated processes that relieved concerns and allowed CMU students to continue or complete their education.
 - The CMU Bookstore continued efforts in course material affordability increasing offerings in Inclusive Access Course Materials units 56.3% over the previous year.
 - Statistically, Inclusive Access (IA) Materials account for 42% of all Course Materials sold saving CMU students an estimated \$4.7 million dollars over the life of the IA Program. Studies show that students are more successful in their courses when they have access to the material on Day 1 of class and the IA program increases that access by 80%.
- Additional major accomplishments by Finance and Administrative Services include the following actions in support of the identified strategies for achieving Imperative I:
 - Strategy #2: Appropriate, adequate, and proactive student services in areas such as mentoring and advising students.

- Strategy #8: Make a more robust effort to prepare students for careers and career advancement.
 - Facilities Management consistently employed between 40-70 registered CMU students throughout the calendar. The University Engineering and Planning Department provided students with real-world project management skills through hands-on experience in monitoring construction projects, surveying campus utilities, as well as identifying and documenting project requirements under close tutelage of experienced Project Managers.
 - CMU Human Resources operationalized and fulfilled the promise of the student jobs guarantee initiative and mentored six dietetics students. Utilizing the student designed educational resources in Wellness Week materials, HR provided these students real-world experiences as well as valuable employment portfolio materials.
- Strategy #3: Enhance infrastructure – Technology to improve efficiency, accuracy, effectiveness of work processes.
 - Focused on the future of CMU, the Facilities Management/University Engineering and Planning department managed \$20.5M in total facilities projects to include planning, design, construction, and warranty period oversight and closed 119 projects, completing warranty inspections and contract closeout including construction of two FEMA Hazard Mitigation Grant funded projects in cooperation with the Michigan State Police, Isabella County and City of Mt. Pleasant. These projects support the infrastructure by improving stormwater management.
 - Further Facilities Management / Energy and Utilities department completed and received approval for the five-year Renewable Operating Permit with the Michigan Department of Environment, Great Lakes and Energy for its Central Energy Facility further supporting the infrastructure of CMU.
 - FM completed 112 Feasibility Requests supporting project concept development and cost estimating and opened 191 new projects to improve the CMU campus and outlying properties.

Imperative II: Fostering Scholarly Activity

- CMU encourages a scholarly environment that attracts and fosters talented and diverse students, faculty, and staff. Scholarship is essential to the intellectual life of a university and its accreditation. We embrace a broad view of scholarship, recognizing the value of theoretical and applied research, field-specific and interdisciplinary research, creative efforts, artistic performances, and pedagogical inquiry.
- Finance and Administrative Services continues its focus on the key strategic efforts that support the following strategies of Imperative II:
 - Strategy #3. Provide effective infrastructure to support scholarly activity.
 - Representatives from nearly every Finance and Administrative division served on Emergency Management teams, lead subcommittees and assisted in the development of comprehensive website content, supervisor and employee communication and training and information sessions supporting the university community. The COVID-19 pandemic has had a significant impact on higher education in the United States, and around the world. CMU is proud to have been able to offer a robust, albeit different, educational experience for our

students. Further, CMU takes pride in having been able to provide a safe and productive workplace for our faculty, staff, and student workers. The efforts of the FAS Division guided and supported the COVID efforts enabling Central Michigan University to remain open and operational throughout the FY21 year.

Imperative III: Strengthening Partnerships in Michigan and Beyond

- CMU values community partnerships. We will emphasize partnerships with alumni, communities, corporations, government agencies and nonprofit organizations that lead to mutual growth and enhancement, starting with those in Michigan and going beyond to our country and the world.
 - Partnering with the Saginaw Chippewa Indian Tribe & the City of Mount Pleasant as well as local schools, athletic teams and resale operations, University Stores has increased awareness and enhanced relationships with surplus sale customers to aid in campus recycling initiatives continually reducing the university's carbon footprint.
 - Financial Services and Reporting managed and coordinated record keeping for COVID-19 cases and contacts with Central Michigan District Health Department. Additionally, FSR successfully established and provided oversight for on-campus COVID-19 surveillance and symptomatic testing clinics, as well as COVID-19 vaccination clinics. Over 13,000 vaccinations were administered at the CMU mass vaccination clinics, efforts celebrated by a visit from the Lieutenant Governor.
 - Further community engagement was enhanced by FAS efforts in continued collaborations with multiple local fire departments, first responders, Isabella County Emergency Management & Office of Laboratory & Field Safety for the implementation and training of the Bio-safety Level 3 facility.
- Further major accomplishments of Finance and Administrative Services support the following strategies of Imperative III:
 - Strategy 1: Increase the number, scope quality of our community partnerships.
 - Strategy 4: Promote community partnerships as a priority.
 - Human Resources partnered with THRIVE, a partnership between The Michigan Health Improvement Alliance, Inc., and The Great Lakes Bay Regional Alliance, to launch the clinical study of DayTwo, a micro-biome solution targeting diabetes.
 - Auxiliary Services Executive Director Cal Seelye was appointed to the Board on the Mount Pleasant Convention and Visitors Bureau. Auxiliary Services Business Manager, Kim Rademacher was elected to serve as the President for the National Association of College Auxiliary Services (NACAS) Central Region Board and Executive Director. Auxiliary Services departments continue to maintain long standing regional partnerships supporting Michigan initiatives with community partners such as the Mt. Pleasant Chamber of Commerce, Special Olympics Michigan, United Way of Gratiot and Isabella Counties, and the City of Mount Pleasant.
 - CMU Police Department's Chief Larry Klaus has been appointed to the MILO Range Advisory Board. Further, the CMU Police Department continues their longstanding collaboration with the Governor's Office through bi-weekly consultations addressing critical social and public health topics. Additional CMUPD partners include the regional drug task force team (MINT), a department of the Michigan State Police, Special Olympics Michigan, the

regional SANE (Sexual Assault Nurse Examiners) program at McLaren Hospital, Shop with a Cop and Shop with a Hero programs locally, and the International Town & Gown Association. CMUPD Detectives conducted more than 40 investigations in the last academic year and assisted our regional law enforcement partners on several cases that required forensic analysis. CMUPD continues to work with the US Department of Education in the final stages of the investigation of a financial aid fraud exceeding \$1.2 million, a case the US Attorney's Office will prosecute.

- Facilities Management Operations met a 33% solid waste diversion rate for the main campus during COVID-19 impacted operations.
- Additionally, FM personnel held the Secretary position of the Michigan Association of Physical Plant Administrators (APPA).

Advancement

Imperative 1: Nurturing Student Success

- In fiscal year 2021, University Advancement raised a total in new commitments of \$20.06 million from 27,521 donors and hosted 88 alumni events that attracted 6,557 participants (more than 1200 of whom were first time event participants).
- Equally important, University Advancement built capacity by creating stronger connections to deans and faculty in the colleges, sponsored programs (ORGS), and athletics.
- Launched a DEI Committee for the Division. DEI Committee members represented various departments within the division, allowing for a diverse perspective of Advancement. Through the committee's efforts, five virtual trainings were hosted in partnership with CMU's Multicultural Academic Student Services (MASS) Office, the Office of Diversity Education (ODE), the Office of LGBTQ Services, and EAB. The committee hosted four "Lunch and Learn" sessions to provide a space for dialogue.

Government and External Relations

Imperative 1: Nurturing Student Success

- Protect and increase current levels of state funding support for CMU and its students.
 - CMU received a base appropriation of \$89,564,500. Consistent with the previous year's original operating budget allocations prior to CARES Act funding, this was a success during a budget shortfall. Large cuts were made to budgets outside of Higher Education.
 - CMU gained nearly \$30,000 for the Indian Tuition Waiver over the previous year's allocation.
 - The MiDocs Consortium (CMU, WMU, MSU, WSU) received a \$5.1 million appropriation. Budget language was updated, allowing MiDocs psychiatry residents to take a Child and Adolescent Psychiatry Fellowship during residency, per a CMU request. We are advocating for \$6.4 million for FY22.
 - The Michigan Learning Channel was funded, including \$83,333 for WCMU. Developed during the pandemic through a partnership with state public broadcasting channels, WCMU and other public broadcasting stations received funding to uplift a 4th station dedicated to virtual learning.
- We have engaged elected officials and staff regarding the inequitable state funding model, with particular attention to new metric options that can more wholly reflect the service to students and community that CMU provides through its mission.

- Internships: We expanded our outreach for student participation in the Capital City Internship Program. Despite limited internship availability this past year, we built a list of 140 students interested in Lansing internships. Five students interned with CCIP in Spring 2021 and another five over the summer.
 - Hosted a virtual panel each semester with CMU CCIP alumni (Honors Program, Griffin Chair's class).
 - Coordinated with Office of Diversity Education Director to ensure we include students of diverse backgrounds and interests in outreach regarding the CCIP program and recorded a brief CCIP presentation for 2021 virtual Campus Diversity Symposium.

President's Division

University Communications (UComm)

Imperative 1: Nurturing Student Success

- Provided detailed and ongoing information on resources, policies and FAQs throughout the year as the university continued to respond and adapt to the needs presented by the ongoing pandemic.
- Executed communication strategies and campaigns, an Admissions Blog and livestream events to assist Admissions with recruiting the incoming class of 2021. Provided videos for national virtual conferences.
- Made significant use of CMU's official social media channels, particularly as a communication tool for COVID-19 related information. These efforts — as well as all other social media strategy throughout the year — all continued our focus on advancing student engagement and success. This includes:
 - Increased focus on Facebook groups for incoming students and parents/supporters, a collaboration with representatives from a variety of areas across campus, including Admissions, Residence Life, Parent and Family Services, Academic Advising, and finance. These groups were particularly useful in the continued communications necessary as we navigated throughout the pandemic.
 - With learnings from the spring of 2020, we created more live experiences where current students and prospective students could interact, including Facebook Live sessions and regular Instagram Q&A sessions.
- UComm also produced campaigns to support vaccination clinics throughout the spring semester, the vaccine incentive program and the vaccine survey in the spring/summer of 2021.

Imperative 2: Fostering Scholarly Activity

- Launched the We Do brand, focused on active learning to bring a much stronger emphasis to research and scholarly activities within all university communications and marketing efforts.
 - Billboards featured students actively learning; on-campus graphics promote the same. A unique publication built for undergrad recruitment was all about the student perspective on active learning.
- Rewrote all undergraduate and most Global Campus recruitment communications with a heavier emphasis on scholarly activities.
- Launched the "Experts on Point" series to provide more opportunities to highlight faculty expertise.
- Despite a year disrupted by the pandemic, we continued to highlight CMU research and researchers in news stories and visual content. While much of this focused on how our experts

pivoted their academic pursuits to assist in COVID-19 research efforts, other vital topics covered include water quality, audiology, palliative care, sepsis, LGBTQ health care, climate and extreme weather, tuberculosis, childhood trauma, teens' social media use, high-tech flight simulators and more.

- Highlighted student scholarly activity through stories on prestigious Fulbright award, Goldwater Scholarship and Boren Scholarship recipients.

Imperative 3: Strengthening Partnerships in Michigan and Beyond

- Community engagement and CMU partnerships were a significant focus for UComm in 2020-2021. Our largest community outreach project was our partnership with the Central Michigan District Health Department on the community's and university's ongoing response to the COVID-19 pandemic. In addition, partnerships with the Mount Pleasant community were significant in response to the pandemic and played a key role in pandemic communications.
- Partnerships highlighted during the year include College of Medicine-University Pediatricians, Lansing Community College and the Children's Foundation.
- Maintained the Great Lakes Loons sponsorship to increase our visibility in the region.
- Provided support for the Fashion Merchandising and Design program's engagement with the Detroit Month of Fashion.
- Partnered with the President's Office to coordinate and execute President Davies' second State of the University address — all virtual.

Office of Institutional Diversity Equity and Inclusion

Completed the pilot for the Diversity Advocates Faculty Training Program

- The workshop was planned to be delivered in partnership with Faculty Personnel Services, Office of Civil Rights and Institutional Equity, and Institutional Diversity, Equity, and Inclusion.
- Diversity Faculty Fellow Dr. Veronica Barone coordinated this pilot as a part of her fellowship.
- The goal set was to enlist all chairpersons, and a number of faculty per department that was proportional to the total number of regular faculty. Dr. Barone obtained participation confirmation from 20 faculty members from the College of Science and Engineering.
- The final program of the workshop is shown below. It was completed by 18 faculty members; 16 from CSE and two from other colleges: Dr. Andy Blom who helped with discussions on Day 1 and Dr. Andrea Jasper who was awarded the 2021 DEI fellowship.

Finalized application for Central Sustainability to obtain Gold Status

- With support from CMU, and the great work of the student leaders of Central Sustainability, Eric Urbaniak and Teresa Homsj, CMU completed the AASHE STARS report, which earned CMU its first ever Gold Sustainability Rating.

Began review, audit and implementation of policy updates

- Began review of hiring policies and procedures with Human Resources and Faculty Personnel Services
- Began review of CMU's Bias Incident Response policies and protocols.

Completed the President's Cabinet Anti-Racism training

- All cabinet members completed the reading of Ibram X Kendi book, "How to be an Antiracist"
- Coordinated four sessions of training for the entire cabinet.
- Session presenters included: Dr. Andy Blom, Ms. Shannon Joliff, Dr. Amy Andrews, Dr. Nikita Murray, and Ms. Angell Howard.

Conducted a student diversity communication audit

- Hassan Marong, CMU Junior, Communications major and Inclusion Assistant, conducted a diversity student audit for the OIDEI. The purpose of this audit was to review content of how the various DEI information was communicated to students. This work included a review of various diversity communications including websites, social media, and print communications. There were also student focus group interviews conducted.

Finalized the migration of the student Diversity Training program to the new Ever-fi platform

- Completed this migration in collaboration with OCRIE, and OIT. Piloted the new system for the Spring semester.

Hosted the Sixth Annual Campus Diversity Symposium in a virtual format

- The annual symposium was offered to the university community in an entirely virtual format. Highlights for this years' symposium included keynote speaker, Abdul El-Sayed, and featured a panel discussion of distinguished CMU alumni from the sports and news industry.

Completed the Rural Student Assessment

- DEI Faculty Fellow Dr. Anne Hornak completed a project focused on understanding rural students at CMU better. The students focused during 2020 included surveying high school juniors and seniors about their post-high school and college intentions. The surveys were conducted at rural high schools in mid-Michigan, before COVID-19. The second focus of this work was conducting focus groups with CMU students that identify as rural. The focus groups offered an in-depth investigation into how their rural identity impacts their CMU experiences.

Hosted the first ever Juneteenth Celebration

- The first ever Juneteenth Celebration was held on the CMU campus in Warriner Mall. This was a partnership between CMU and the City of Mount Pleasant.

Athletics**Imperative 1: Nurturing Student Success**

- Over 100 student-athletes across all sports earned Academic All-MAC honors.
- Graduation rate of school's student-athletes is 86 percent.
- The Chippewa field hockey team earned the NFCA National Team Academic Award while 14 student-athletes were named to the Division I National Academic Squad, with three receiving Scholar of Distinction designation.
- Seven women's lacrosse student-athletes will be named to the IWLCA Academic Honor Roll.
- Four Central Michigan wrestling student-athletes earned National Wrestling Coaches Association Scholar All-American honors.
- Football student-athlete Oakley Lavallii became the 33rd Chippewa to be named to the National Football Foundation Hampshire Society, an honor earned by maintaining a 3.2 GPA or higher throughout an academic career.
- Football student-athlete Robi Stuart was named the Michael R. Sadler Division I Scholar Athlete of the Year, an honor bestowed to the outstanding NCAA DI scholar-athlete in the state of Michigan.
- The Central Michigan men's and women's cross-country teams were named All-Academic for the 2020 season by the United States Track & Field Cross Country Coaches Association. It marks the 10th consecutive season and the 16th time since 2004 that the CMU women have been honored. Their 3.766 GPA ranks 16th among the 255 teams from across the nation. The Chippewa men have earned the honor for nine-consecutive years.

- Baseball student-athlete Jordan Patty, Natalie Karlen of the women's lacrosse team and wrestler Drew Hildebrandt (twice) received Mid-American Conference Scholar-Athlete of the Week recognition.
- CMU baseball won its second-consecutive Mid-American Conference regular-season championship, finishing 31-9 in league play and wrapping up the title by sweeping its final two league series. The Chippewas earned their second-straight NCAA Tournament bid, advancing to the finals in the South Bend Regional. Freshman pitcher Andrew Taylor was named the National Freshman Pitcher of the Year by the National Collegiate Baseball Writers Association and the co-National Freshman of the Year by Collegiate Baseball Newspaper. He earned a spot on every All-America team, including Baseball America, the American Baseball Coaches Association, and D1 Baseball and was also the MAC Pitcher of the Year and MAC Freshman Pitcher of the Year.
- CMU women's basketball program won the league tournament and earned an NCAA Tournament bid for the third time since 2018. Senior Micaela Kelly and sophomore Molly Davis earned First Team All-MAC honors and Kelly became the second Chippewa to be drafted by a WNBA team when she was taken in the second round, 21st overall, by the Connecticut Sun.
- CMU Wrestling finished runner-up in the team standings at the MAC Championships with Drew Hildebrandt, Matt Stencil and Dresden Simon all winning individual championships. Hildebrandt earned All-America honors for the second-consecutive years when he placed fourth at the NCAA Championships. It was the best national finish by a Chippewa since 2013.
- Football student-athlete Troy Hairston II was named the MAC co-Defensive Player of the Year after leading the league in both sacks and tackles-for-loss. Running back Lew Nichols III earned the MAC Freshman of the Year after rushing for 508 yards and four touchdowns and catching 10 passes for 109 yards and one score. Hairston, who earned All-America honorable mention honors from Phil Steele, became the first Chippewa since 2005 to earn the MAC Defensive Player of the Year Award; Nichols was CMU's first MAC Freshman of the Year since 2007.
- In the first season that the MAC has sponsored women's lacrosse, the Chippewas finished in second place (7-2). Senior Natalie Karlen wrapped up a brilliant career, earning the MAC Offensive Player of the Year Award after leading the conference in both goals (64) and goals per game (4.27).
- The CMU gymnastics team qualified for the NCAA Regional for the 12th consecutive year and for the 17th time since 1999. The Chippewas' 196.275 national qualifying score ranked as the 25th best in the nation. CMU's Hannah DeMers (uneven parallel bars) and Morgan Tong (balance beam) qualified for the NCAA Championships and also won individual MAC championships in those events.
- CMU junior Quiara Wheeler earned double All-America honors. Wheeler placed 22nd in the hammer throw to earn All-America honorable mention at the NCAA Outdoor Track & Field Championships in June; in March, she placed 10th at the NCAA Indoor Championships to earn Second Team All-American accolades in the weight throw. Wheeler won the MAC Outdoor title in the hammer throw and then placed eighth in the NCAA East Preliminary with a program-record throw of 64.90 meters (212 feet, 11 inches). She set the program indoor weight throw mark, 21.51 meters, in February and then captured the MAC title in that event at the league indoor championships.
- CMU women's soccer student-athlete Jaelyn Dobrowolski was named the MAC Freshman of the Year, becoming the third Chippewa in program history to have earned the prestigious honor and the first since 2009.
- 33 CMU student-athletes earned All-MAC honors and 35 individuals were honored by the conference as their sports' "Athlete of the Week."

- University completed search process for new Director of Athletics with the hiring of Amy Folan
- Virtual Student-Athlete Ferrantino Family Academic Awards - honored students from all programs; Celebrated Student-Athlete Day; Implemented DEI Resource Lab
- Chippewa Athletic Awards honor all students, coaches, and staff's performance for the 2020-21 academic year; Launched DEI Website
- Initiated search process for new head men's basketball coach; announced Tony Barbee as new Head Coach
- Completed search process for new Director of Compliance (Start date January 11, 2021)

Imperative 2: Fostering Scholarly Activity

- Development and Implementation of Diversity, Equity, and Inclusion Plan
- Athletics Diversity, Equity, Inclusion (DEI) Council
 - The Central Michigan University Athletics Diversity, Equity, and Inclusion (DEI) Council is comprised of representatives from our student-athlete body, coaches, staff, and administrators. The Athletics DEI Council focuses its efforts on assessing the needs of the department and provide additional support and resources that contribute to student-athlete, coach, and staff experience.
 - **Vision Statement:** The Athletics DEI Council seeks to provide and contribute to a cultivating environment that is diverse, inclusive, safe, and transformative which will aid in the development and enrichment of the Chippewa experience.
 - **Mission Statement:** The Athletics DEI Council's purpose is to implement and support interdepartmental and campus policies and initiatives to enhance the inclusive culture for our student-athletes, coaches and staff. Execution is conducted through the continued commitment to education and exposure of diverse thought and inclusive settings.

Imperative 3: Strengthening Partnerships in Michigan and Beyond

- Opening of the CMU Chippewa Champion Center - a transformational facility that will have a profound impact on our entire campus community and athletic department.
 - Student-athlete experience – Impact on all 435 student-athletes in the areas of nutrition, sports medicine and strength & conditioning.
 - Exceptional Fan Experience – Premier hospitality experience on gameday with the Bolle Loge Patio and Isabella Bank VIP Club. Also provide year-around entertainment and hosting spaces for the entire campus.
 - Performance leaders – Help recruit and develop coaches and staff and is the leading facility in the Mid-American Conference.
- Exceptional Fan Experience - Community & Alumni Engagement
 - Collaborate with Local Leaders and Businesses
 - Serve CMU Graduates
 - 16 Virtual Donor/letter winner events
 - Statue Unveil, VIP attendance at Ohio Football game
 - Qualification of 541 new prospects in coordination with Advancement
 - \$1.9 Million in secured commitments through Chippewa Athletic Fund