University Priorities and Initiatives For the Year Ended June 30, 2015 and For the Five Years Ended June 30, 2019
September 18, 2014

The Central Michigan University goals for 2014-2015 and beyond are reflected in the university Strategic Plan, specifically the five priorities and corresponding initiatives. The success of these initiatives will be measured by the metrics presented below, stated as one-year and five-year goals. The status of the 2014-2015 goals will be reported on following the end of the fiscal year.

Each of the five divisions of the university and the various colleges, departments and administrative units has goals for 2014-2015, which will be measured against divisional metrics. It is expected that these various plans will support the university-wide priorities, in addition to completing specific goals and action steps that will further enhance the goals of their divisions.

Priority 1:
Student Success - Challenge our students to develop the knowledge, skills and values to be successful and contributing global citizens.

Priority 1 Initiatives:
1.1 Educate students in a broad base of liberal studies and mastery of an academic discipline.
1.2 Enrich students’ communication, inquiry, creative and critical-thinking skills.
1.3 Engage students in relevant and responsive academic and co-curricular experiences with a focus on the value of diverse perspectives and personal responsibility.

Priority 1 Metrics:
• By 2019, the four-year graduation rate of fall cohort first-time, full-time entering students will increase to 25% and the six-year graduation rate will increase to 63%.
• By 2019, 95% of graduates are employed in their field of choice or are engaged in postgraduate studies.
• CMU students will demonstrate competence on the Collegiate Learning Assessment that exceeds peer institutions.
• By 2019, 95% of graduating seniors rate their entire educational experience as good or excellent on the Graduating Student Exit Survey.
• By 2019, improve the freshmen to sophomore retention rate to 80%.
Priority 2:
Research and Creative Activity - Promote excellence in research and creative activities.

Priority 2 Initiatives:
2.1 Enhance and improve incentives, infrastructure and support services for research and creative activities.
2.2 Support field-defining areas of research and creative activities across the university.
2.3 Enhance efforts to promote the active involvement of students in research and creative activities.
2.4 Support emerging areas of interdisciplinary, international and cross-cultural research and creative activities that build on the university’s strengths.

Priority 2 Metrics:
• By 2019, Using impact factors in the sciences, social sciences and business, CMU will improve its rank among peer institutions to be in the top 50% of peer institutions.
• Faculty participation in invited, peer-reviewed/juried performances and exhibitions in national or international venues will increase annually by 5%.
• By 2019, the percent of faculty engaged in research or creative endeavors will increase to 65%.
• By 2019, external funding for research and creative endeavors received by CMU will improve to rank in the top 50% among peer institutions.
• The number of students engaged in regional, national, and international research and creative activities will increase annually by 5%.

<table>
<thead>
<tr>
<th>PRIORITY 2 RESEARCH AND CREATIVE ACTIVITY</th>
<th>HISTORICAL DATA FY11</th>
<th>1-YEAR GOAL</th>
<th>5-YEAR GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sciences, Social Sciences and Business Impact Factors</td>
<td>Calendar Year 2010 CMU 3.778 Peers 4.546</td>
<td>Rank &gt;50% among peers</td>
<td>Rank &gt;50% among peers</td>
</tr>
<tr>
<td>Faculty Participation in Invited, Peer-reviewed/juried Performances and Exhibitions in National or International venues</td>
<td>Faculty =30 Performances &amp; Exhibitions =70</td>
<td>Increase by 5% annually</td>
<td></td>
</tr>
<tr>
<td>Percent of Faculty Engaged in Research or Creative Endeavors</td>
<td>47%</td>
<td>59%</td>
<td>65%</td>
</tr>
<tr>
<td>Research &amp; Creative Endeavors External Funding</td>
<td>$14,089,970</td>
<td>$15M</td>
<td>$25M</td>
</tr>
<tr>
<td>Number of Students Engaged in Regional, National, and International Research and Creative Activities</td>
<td>Pub =161 Pres=88 Exhib=1</td>
<td>Increase by 5% annually</td>
<td></td>
</tr>
</tbody>
</table>
Priority 3:
Quality Faculty and Staff – Foster a vibrant, innovative, intellectual community of high quality faculty and staff who value inclusiveness, diversity, shared governance and respect.

Priority 3 Initiatives:
3.1 Invest in the recruitment, development and retention of an outstanding, diverse faculty and staff.
3.2 Provide professional support for the ongoing development of faculty and staff in the areas of teaching, leadership, research and cultural competence.
3.3 Support the exchange of diverse viewpoints in order to develop timely and informed university policies, procedures and practices that promote inclusiveness and facilitate shared governance.

Priority 3 Metrics:
- 90% of the time, we will be successful in hiring the first-choice finalist.
- Staff agree or strongly agree that CMU is a good place to work.
- Fixed-term faculty and graduate assistants agree or strongly agree that CMU is a good place to work (source: new faculty survey).
- CMU will provide professional development opportunities to faculty and staff at least bi-annually.
- Foster and maintain a welcoming and inclusive campus environment for ALL CMU community members.

<table>
<thead>
<tr>
<th>PRIORITY 3 QUALITY FACULTY AND STAFF</th>
<th>HISTORICAL DATA FY11</th>
<th>1-YEAR GOAL</th>
<th>5-YEAR GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hire First-choice Finalists</td>
<td>Fac= 77% Staff= 89.4%</td>
<td>Fac=87%</td>
<td>Fac=85%</td>
</tr>
<tr>
<td>Staff Agree or Strongly Agree that CMU is a Good Place to Work</td>
<td>84% 2010 President’s Transition Team Survey</td>
<td>Staff=91%</td>
<td>Staff=92%</td>
</tr>
<tr>
<td>Fixed-term Faculty and Graduate Assistants Agree or Strongly Agree that CMU is a Good Place to Work (source: New Faculty Survey).</td>
<td>FT= 84% GA= 84%</td>
<td>88%</td>
<td>86%</td>
</tr>
<tr>
<td>Bi-annual Faculty and Staff Professional Development Opportunities</td>
<td>No Data</td>
<td>90%</td>
<td>100%</td>
</tr>
<tr>
<td>Foster and Maintain a Welcoming and Inclusive Campus Environment</td>
<td>Fac= 55% Staff= 66% Students=50%</td>
<td>Fac= 60% Staff= 70% Students=55%</td>
<td>Fac= 80% Staff= 85% Students=75%</td>
</tr>
</tbody>
</table>
Priority 4:
Community Partnerships - Develop and strengthen learning experiences through collaboration with local, national and global partners to enhance cultural awareness, the natural environment, health and wellness and local economies.

Priority 4 Initiatives:
4.1 Generate opportunities for community involvement through academic experiences, performances, speakers, athletics, civic engagement and volunteering.
4.2 Involve students, faculty and staff with community members to support and sustain healthy environments.
4.3 Foster and enhance relationships with tribal, governmental, business and non-profit entities.

Priority 4 Metrics:
• The proportion of students who have enrolled in service-learning courses will be 20% within five years.
• The proportion of graduating seniors who have completed an academic community-oriented co-curricular activity or internship will exceed 50%.
• The proportion of graduating seniors who are involved with volunteering/community service work as reported on the National Survey of Student Engagement (NSSE) will be 80% within five years.
• Health and wellness is perceived as an integral part of CMU’s culture as reported on the bi-annual Staff Satisfaction Survey.
• Increase CMU’s economic impact on the local and State economies as measured by an economic impact study conducted every five years.

<table>
<thead>
<tr>
<th>PRIORITY 4 COMMUNITY PARTNERSHIPS</th>
<th>HISTORICAL DATA FY11</th>
<th>1-YEAR GOAL FY 15</th>
<th>5-YEAR GOAL FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent Students Enrolled in Service-learning Courses</td>
<td>8-10%</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Percent of Graduating Seniors Who Have Completed an Academic Internship*</td>
<td>51%</td>
<td>53%</td>
<td>&gt;55%</td>
</tr>
<tr>
<td>Percent of Graduating Seniors Who Are Involved with Volunteering/Community Service</td>
<td>NSSE 2012 68%</td>
<td>70%</td>
<td>&gt;80%</td>
</tr>
<tr>
<td>Health and Wellness is perceived as an Integral Part of CMU’s Culture</td>
<td>FY 13 69%</td>
<td>74%</td>
<td>80%</td>
</tr>
<tr>
<td>Increase CMU’s economic impact on the local and State economies**</td>
<td>FY 05 $837M</td>
<td>$1.02B</td>
<td>$1.10B</td>
</tr>
</tbody>
</table>

*Includes Internships, Student Teaching and Clinical Experiences for students who registered for credit.
** Impact study has not been conducted since 2004.
Priority 5:
Infrastructure Stewardship – Align university resources and infrastructures to support the university’s mission and vision.

Priority 5 Initiatives:
5.1 Enhance university financial, technological and physical infrastructure.
5.2 Define and implement a long-term enrollment and retention strategy.
5.3 Increase ongoing investments in strategic environmental and sustainable energy optimization efforts and seek opportunities to share this knowledge and experience.

Priority 5 Metrics:
- Increase fundraising by 10% annually.
- Maintain the CMU credit rating (currently Aa3/Moody’s and A+ S&P), relative to our peer institutions.
- Increase total available research space to meet or exceed peer average as identified in the campus facilities master plan.
- Reduce energy consumption per square foot by 5% within five years.
- Implement an enrollment management plan that determines optimum enrollment profile and size to ensure appropriate growth and sustainability.

### Priority 5 Infrastructure Stewardship

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<thead>
<tr>
<th>1-Year Goal FY 15</th>
<th>5-Year Goal FY 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Fundraising Revenues $12.3M</td>
<td>$15.8M</td>
</tr>
<tr>
<td>Maintain CMU Credit Rating Aa3/Moody’s A+/S&amp;P</td>
<td>Aa3/Moody’s A+/S&amp;P</td>
</tr>
<tr>
<td>Increase Total Available Research Space as Reported on Campus Facilities Master Plan 2012 Existing 136,641 sq. ft.</td>
<td>142,307 sq. ft.</td>
</tr>
<tr>
<td>Reduce Energy Consumption per Square Foot 148,358 BTU/sq. ft.</td>
<td>Reduce by 1.5% per sq. ft.</td>
</tr>
<tr>
<td>Develop a Long-term Enrollment &amp; Retention Strategy 691,275* Student Credit Hours</td>
<td>642,505 Student Credit Hours</td>
</tr>
<tr>
<td>210,595 sq. ft.</td>
<td>637,500 Student Credit Hours</td>
</tr>
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</table>

*Historical data and goals restated to include SCH for total university.

email: spt@cmich.edu
web site: https://centrallink.cmich.edu/about/Strategic_Planning