University Vision, Mission, Priority Statements, Initiatives and Metrics
Year-end Metrics Report for 2014-2015

Vision Statement: Central Michigan University, an inclusive community of scholars, is a national leader in higher education inspiring excellence and innovation. [Amended by CMU Board of Trustees 12/06/12]

Mission Statement: At Central Michigan University, we are a community committed to the pursuit of knowledge, wisdom, discovery and creativity. We provide student-centered education and foster personal and intellectual growth to prepare students for productive careers, meaningful lives and responsible citizenship in a global society. [Amended by CMU Board of Trustees 12/02/10]

Core Values: To achieve our mission, we adhere to the core values of integrity, respect, compassion, inclusiveness, social responsibility, excellence, and innovation. [Amended by CMU Board of Trustees 12/02/10]

Strategic Priorities: [Amended by CMU Board of Trustees 12/06/12]

- Priority 1: Student Success
- Priority 2: Research and Creative Activity
- Priority 3: Quality Faculty and Staff
- Priority 4: Community Partnerships
- Priority 5: Infrastructure Stewardship

Process for Development of Mission and Core Values:

In early fall 2010, President Ross charged the Executive Vice President/Provost with appointing an ad hoc committee to review and revise the university’s mission statement and its core values. The committee was presented with the current mission statement and core values and was also given a suggested revised mission statement and revised core values prepared by the President’s Cabinet. The committee developed a draft of the mission and core values that was then reviewed by the campus community and feedback was given to the committee. This occurred twice and the committee then prepared its final draft.

The proposed mission statement and core values were shared with the Academic Senate, which endorsed them at their November 30 meeting, and were approved by the Board of Trustees at its formal session on December 2, 2010.
Process for Development of Vision Statement and Strategic Priorities:

In April of 2011, the Strategic Planning Team (SPT) was charged with helping Central Michigan University write a university vision statement, determine broad strategic initiatives and priorities, develop suggested action plans to achieve the priorities, and develop metrics that will measure outcomes and progress. Developing a draft vision statement and identifying the major strategic priorities was the first step of the Strategic Plan, which helps to define and shape CMU’s desired future.

Initially, the Strategic Planning Team spent the spring and summer of 2011 reviewing data from a variety of documents including the Presidential Transition Team reports, Academic Prioritization plans, academic curricular assessment plans, CMU Vision 2010, CMU Beyond 2010, University Operating and Capital Budgets, the University Master Plan, and others. Also during this time, the SPT reviewed and modified the first draft of the vision statement and strategic priorities that had initially been presented to them.

After reviewing these documents, the SPT provided a second draft of the vision statement and strategic priorities for community review in the fall of 2011. It was presented at various engagement meetings with faculty, staff, students, senior leadership, alumni, Board of Trustees members, Academic Senate, Academic Senate Executive Board, Council of Chairs, community members and business leaders. Email communications and focus groups were also used. Input from these groups informed draft three in April 2012.

Subsequently, the SPT returned to the groups that had been engaged before to again seek input. In addition, a survey was sent to faculty, staff, alumni, and students both on CMU’s main campus and Global campus. More than 900 surveys were returned (over a 20% response rate) and 100 pages of open-ended suggestions and ideas were included. The team read all responses and based on the input received, draft four was completed.

During fall 2012, the latest draft was shared with the Council of Chairs, several college Deans Advisory Councils, the Professional & Administrative Council, senior leadership, staff union leadership and the Academic Senate, which voted to accept the proposed vision statement and strategic priorities. The final step before moving forward with action plans was to request Board of Trustees approval in December 2012.

Priorities, Initiatives and Metrics:

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 initiatives clarify areas of emphasis and commitment. Progress toward achieving each priority is measured using multiple quantitative and qualitative institution-wide measures. The status of the annual goals will be reported following the end of the fiscal year and tracked using the dashboard.

Each of the five divisions of the university and the various colleges, departments and administrative units has annual goals, 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.

This year-end metrics report includes the specific priority initiatives and metrics that were approved by the Board of Trustees for the year ended June 30, 2015, and the longer term five-year goals, along with the actual year-end results for 2013-2014 and 2014-2015. A year-end highlights report reflecting significant accomplishments throughout the divisions, organized by the university’s five strategic priorities, is included as Appendix A to this report.
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: Successful students, both graduate and undergraduate, are those who complete their degree and are prepared for employment or additional postgraduate studies. Early retention, timely graduation and a positive undergraduate experience are key to success. Students must be competent in critical thinking, analytic reasoning, problem solving, and written communication skills to be successful.

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<tr>
<td>95% of graduates are employed in their field of choice or engaged in postgraduate studies.</td>
<td>Employed = 80% PostGrad = 32%</td>
<td>Employed = 65% PostGrad = 52%</td>
<td>92%</td>
<td>56%</td>
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<tr>
<td>Increase the six year graduation rate of first-time, full-time students to 63%.</td>
<td>58%</td>
<td>60%</td>
<td>60%</td>
<td>56%</td>
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<td>Increase the four year graduation rate of first-time, full-time students to 25%.</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
<td>21%</td>
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<tr>
<td>Improve freshmen to sophomore retention rate to 80%.</td>
<td>76%</td>
<td>76%</td>
<td>77%</td>
<td>78%</td>
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<tr>
<td>95% of graduating seniors rate their educational experience as good or excellent on the Graduate Student Exit Survey.</td>
<td>86%</td>
<td>86%</td>
<td>88%</td>
<td>85%</td>
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<tr>
<td>CMU students demonstrate competence in critical thinking, analytic reasoning, problem solving, and written communication, as indicated by the Collegiate Learning Assessment, that exceed peer institutions (as indicated by mean scores).</td>
<td>2009 CMU = 1124 Peers = 1222</td>
<td>2012 CMU = 1073 Peers = 1055</td>
<td>Exceed mean score of peers</td>
<td>Given in Fall 2015 and Spring 2016</td>
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1 – Previous data were from the Alumni Survey. Alumni Survey replaced with First Destination Survey in Dec 2013, with similar and comparable questions. All data are collected 6 months post graduation and are reported in the fiscal year of graduation.
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: Research and creative endeavors at all levels and in all disciplines is critical to promoting excellence at CMU. The result of the university investment in research is demonstrated in the quality of the research and creative activities of the faculty and students. The sciences and business use journal impact factors as indicators of excellence, while creative activities juried at the national and international levels validate excellence. External funding is an endorsement of excellence and is essential for growth in research and creative endeavors. As research gains increasing importance at CMU, more faculty will become research active and more students will be participants in research and creative activities.

|-------------------------------------------------------------|-------------------|------------------|--------------------|------------------|-----------------------------|
| Impact factors in the sciences, social sciences, and business rank in the top 50% of our peer institutions. | Calendar Year 2010  
CMU = 3.78  
Peers = 4.55 | CMU = 3.46  
Peers = 4.64 | Top 50%  
CMU = 3.61  
Peers = 5.08 | | |
| Increase faculty participation in invited, peer-reviewed/juried performances and exhibitions in national or international venues by 5% annually. | Faculty = 30 Performances & Exhibitions = 70 | Faculty = 20 Performances & Exhibitions = 72 | 5% Annually  
Faculty = 23 Performances & Exhibitions = 62 | | |
| Increase research and creative endeavors external funding to $25 million. | $14,089,970 | $13,754,281 | $15 million | $10,448,370 | |
| Increase percent of faculty engaged in research or creative endeavors to 65%. | 47% | 57% | 59% | 43% | |
| Increase number of students engaged in regional, national, and international research and creative activities (publications, presentations, and exhibits) by 5% annually. | Pub = 161  
Pres = 88  
Exhib = 1 | Pub = 202  
Pres = 111  
Exhib = 1 | 5% Annually  
Pub = 178  
Pres = 66  
Exhib = 0 | | |

1 Peer group changed in 2015 to include medical schools. Peer mean increased.
2 Data reflective of only CCFA and is taken from that annual report. Previous data were from OFIS, but the 2015 numbers for performances and exhibitions in OFIS were zero.
3 Faculty may not be entering data into OFIS.
4 NSSE (National Survey of Student Engagement) asks seniors who have worked with a faculty member on a research project (no creative activity): 2012 = 21%; 2015 = 24%.
**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:** High quality faculty and staff are the essence of an institution of excellence. In order to build an outstanding workforce, CMU must offer competitive recruitment packages to our top candidates, provide ongoing professional development to all faculty and staff, and support a welcoming and inclusive culture. Evidence of the positive environment will be faculty and staff survey responses.

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<td>Hire first-choice faculty finalists 85% of the time and first-choice staff finalists 92% of the time.</td>
<td>Fac = 77% Staff = 89%</td>
<td>Fac = 87% Staff = 91%</td>
<td>Fac = 87% Staff = 91%</td>
<td>Fac = 81% Staff = 93%</td>
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<td>At least 86% of staff agree or strongly agree that CMU is a good place to work.</td>
<td>84%</td>
<td>88%</td>
<td>88%</td>
<td>Next survey conducted Fall 2015</td>
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<td>Foster and maintain a welcoming and inclusive campus environment for all CMU community members, based on the National Survey of Student Engagement (NSSE). Five-year goal: faculty=80%; staff=85%; students=75%</td>
<td>Fac = 79% Staff = 47% Students = 86%</td>
<td>Next NSSE survey given every 3 years</td>
<td>Fac = 60% Staff = 70% Students = 55%</td>
<td>Fac = 82% StuServ=61% AdmStaff=63% Students = 88%</td>
<td></td>
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<tr>
<td>At least 86% of fixed-term faculty and graduate assistants agree or strongly agree that CMU is a good place to work, based on results of the New Faculty Survey.</td>
<td>No historical data</td>
<td>No survey this year</td>
<td>84%</td>
<td>No survey this year</td>
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<td>Provide bi-annual faculty and staff professional development opportunities to all faculty and staff.</td>
<td>Administration is stressing to supervisors and campus leaders that employees have opportunities for training both on- and off-campus. The Strategic Planning Team will revisit this priority when the Strategic Plan Initiatives and Priorities are re-evaluated.</td>
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*NSSE question changed slightly. In 2012 question asked senior students about the quality of their relationships with other students, faculty members, and administrative personnel and offices. In 2015 question asked senior students about the quality of their interactions with other students, faculty, student services personnel, and other administrative staff.*
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: Building strong community partnerships requires an investment by CMU faculty, staff, and students through service-learning, internship, and volunteer opportunities. Health and wellness is a CMU strength that should be shared with the broader community as well as the faculty and staff. CMU’s economic impact helps maintain a vibrant local and state economy.

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<td>At least 20% of students have enrolled in a service-learning course.</td>
<td>8-10%</td>
<td>10-12%</td>
<td>15%</td>
<td>11%</td>
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<tr>
<td>At least 55% of graduating seniors have completed an academic internship, student teaching, or clinical experience.</td>
<td>51% (2012 NSSE)</td>
<td>Next NSSE survey in 2015</td>
<td>53%</td>
<td>56%</td>
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<tr>
<td>At least 80% of graduating seniors have been involved with volunteering/community service, as reported on NSSE.</td>
<td>68%</td>
<td>Next NSSE survey in 2015</td>
<td>70%</td>
<td>53% of seniors volunteer weekly</td>
<td>Data not comparable</td>
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<td>80% of the staff perceive health and wellness as an integral part of CMU’s culture, as reported on the bi-annual Staff Satisfaction Survey.</td>
<td>69%</td>
<td>74%</td>
<td>74%</td>
<td>Next survey conducted Fall 2015</td>
<td></td>
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<td>Increase CMU’s economic impact on the local and State economies by 2% annually.</td>
<td>$837M</td>
<td>$940M</td>
<td>$1.02B</td>
<td>This survey has not been repeated</td>
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1 Previous data were estimates. With new SL designation, number reported is percent of all CMU students who were enrolled in a SL course in 2014-2015 academic year.

2 NSSE question changed and collects different, non-comparable, data. In 2012 question asked senior students if they have done, plan to do, do not plan to do, or have not decided to engage in community service or volunteer work. We recorded students who had done community service. In 2015 question asked senior students about how many hours they spent in a typical week doing community service or volunteer work. 53% of CMU seniors spent time (>1 hr.) in community service or volunteer work on a weekly basis.

3 The Economic Impact of Michigan's Fifteen Public Universities published in 2013 (http://www.pcsum.org/Portals/0/docs/The%20Economic%20Footprint%20of%20Michigan's%20Public%20Universities.pdf)
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: The alignment of university resources with CMU’s priorities is the core of effective strategic planning. CMU’s financial base is dependent on external fundraising and a solid enrollment management plan. If the research priority is to be reached, facilities need to meet the needs of the faculty. Responsible fiscal management will result in a reduction of expenses, including a reduction in energy consumption. An excellent credit rating is essential to the financial health of the university.

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<td>Increase fundraising revenues by 10% annually to $29M.</td>
<td>$12.7M</td>
<td>$13.0M</td>
<td>$15.8M</td>
<td>$13.7M</td>
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<td>Implement a long-term enrollment and retention strategy to ensure appropriate growth and sustainability.</td>
<td>691,275 Student Credit Hours</td>
<td>642,505 Student Credit Hours</td>
<td>642,505 Student Credit Hours</td>
<td>656,299 Student Credit Hours</td>
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<td>Increase total available research space to meet or exceed peer average, as identified in the campus facilities master plan. Five-year goal=210,595 Sq. Ft.</td>
<td>136,641 Sq. Ft.</td>
<td>142,307 Sq. Ft.</td>
<td>142,307 Sq. Ft.</td>
<td>142,307 Sq. Ft.</td>
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<tr>
<td>Reduce energy consumption per square foot by 5% by 2020.</td>
<td>148,358 BTU/Sq. Ft.</td>
<td>165,013 BTU/Sq. Ft.</td>
<td>Reduce by 1.5%</td>
<td>164,092 BTU/Sq. Ft.</td>
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<td>Maintain the CMU credit rating (currently Aa3/Moody’s and A+/S&amp;P), relative to our peer institutions.</td>
<td>Aa3/Moody’s A+/S&amp;P</td>
<td>Aa3/Moody’s A+/S&amp;P</td>
<td>Aa3/Moody’s A+/S&amp;P</td>
<td>Aa3/Moody’s A+/S&amp;P</td>
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*Several factors had a significant impact on the 11.2% BTU/SF increase for Fiscal Year 2014: The addition of air conditioning to the Events Center with its high ceilings is equal to the volume in a building three times larger with normal ceiling heights; addition of air conditioning in the Student Activity Center fitness expansion; higher air conditioning demands in the Anspach Hall renovation due to ventilation codes requiring higher air volumes than when originally built in 1965; CMED addition with two cadaver labs requires very high ventilation rates and no air recirculation; Graduate Student Apartments have tenant controlled air conditioning; and research labs with different ventilation requirements. Most of the new space added this year is not "normal" space. In addition, heating degree days (HDD) and cooling degree days (CDD) vary from year to year. For FY 2014, the HDD was 9.8% higher and CDD was 1.8% lower compared to past six-year average.*
This document provides a summary for discussion purposes of significant accomplishments during the 2014-2015 academic and fiscal year. These highlights are organized around the university’s five strategic priorities and are in addition to many other action steps that have been achieved and are tied to divisional and departmental goals throughout the university.

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

- Quality Initiative report was submitted to and accepted by the Higher Learning Commission
- Total international student enrollments increased by 46%, and the total number of students who studied abroad increased by 13% with the greatest increase in faculty-led programs
- International student (undergraduate and graduate) recruitment, admissions, and Study Abroad have now been reorganized into a single Office of International Affairs. The Executive Director was hired and began at CMU at the beginning of academic year 2015-2016
- Ranked third, nationally, in number of sites and student participation in Alternative Breaks program
- Increased use of Advising Workbench (including 47,000 visits in April from students checking progress toward graduation)
- Significant Faculty Achievements
  - AACSB International accreditation has been maintained for both the College of Business and the School of Accounting
  - In 2015, the MBA program was ranked the 25th Best Online Graduate Business Program by US News & World Report. CMU is the only Michigan institution in the top 50 online graduate MBA programs in the nation
- Initiatives to improve student success (academic division)
  - 90.2% pass rate for the SAP TERP 10 certification exam
  - 56 students received the Six Sigma Green Belt certification
  - Center for Excellence in STEM Education launched a collaboration between College of Education and Human Services (CEHS) and the College of Science and Technology (CST) and further extending CMU’s STEM expertise throughout the Great Lakes Bay Regional Alliance
  - Several curricular changes were implemented to enhance student success, including: revision of the BS in Elementary Education program; SPE reduced degree requirements; TEPD received approval to begin a Doctorate in Educational Technology
program; and Educational Leadership department has a new undergraduate minor in Leadership in Student Affairs
  o Significant CMED curriculum changes including creation of SYNAPSE, a four-week course developed to assist preparation for the National Board of Medical Examiners Step 1 exam; second year students took a series of three Comprehensive Basic Science Exams; as well as tutoring, small group review sessions, workshops, webinars, and resources on learning and study strategies.
  • Transformational student experiences
    o 96 College of Business Administration students studied abroad
    o 28 teams (nearly 70 students) participated in the New Venture Competition with a total of $75,000 in start-up capital awarded
    o Improved recruiting of a more diverse student class in CMED
  • Ford Motor Co. designated CMU engineering students for premiere recruiting, placing CMU among only 20 institutions receiving this designation
  • CMU is recognized as one of the nation’s best fashion schools: in fashion merchandising, the program was ranked 34th nationally and ninth in the Midwest; in fashion design, the program was ranked 40th nationally and 12th in the Midwest
  • CMU students make history with third consecutive national sales competition victory
  • Creation of new programs include PhD in Earth & Ecosystem Science, MS in Engineering has been approved to start fall 2015, MS in Applied Statistics and Analytics has been approved to start fall 2016, and an undergraduate certificate in Fermentation Science will start in fall 2015
  • Purchase of ‘Blue Jeans’ technology for hybrid courses as an alternative academic program/format in Global Campus
  • Implemented end of course survey system, which piloted with 28 courses and a 77% response rate
  • Facilitated the launch of five new or revised programs in Global Campus: EdD (online), Doctorate in Educational Technology, MA in Education (two concentrations), Graduate and Undergraduate Certificate in Cybersecurity, ZA to ZS Endorsement in Early Childhood Development
  • Articulation agreements with Macomb Community College, Columbus State Community College, and Wayne Community College; MOUs with Battle Creek Air National Guard, USPS, Bay Arenac Intermediate School District, Cherokee County and Douglass County, GA School Districts, Joint Base Pearl Harbor Addendum, Cybersecurity added to MOUs at Ft. Leavenworth and Ft. Meade; and submitted initial state authorization applications and/or supplemental responses and/or renewals and/or annual reports to deliver specific online and/or face-to-face programs to 26 states and Ontario, CA
  • CHSBS expanded curricular offerings through Cultural and Global Studies program, which serves 122 students with a major, minor or one of seven available certificates
  • Medical Librarian worked with CMED faculty to incorporate information literacy into the curriculum; adding a Medical Library Associate to assist the Medical Librarian in supporting the College’s students and faculty
  • Med Search, a federated search engine for medical resources was implemented in fall 2014
  • Institutional Diversity units continue to strengthen their relationships across campus. AVP for Diversity has initiated partnerships with CHSBS, CEHS and CST to collaborate on programs to increase STEM diversity within those respective colleges. Executive director for the Center for Inclusion and Diversity and MASS assistant director have worked closely with CHBS in
Global and Cultural Studies certificate program as curriculum and academic advisors. AVP for Diversity has also initiated a research study of diversity courses offered by academic departments and colleges to assess effectiveness and content.

- Development of the Multicultural Recruitment Committee to assess, monitor, and develop multicultural recruitment initiatives that seek to increase minority and disadvantaged enrollment.
- Student diversity highlights include Honors partnership with McNair Scholar Program; 3rd annual retreat for First Generation Honors Students and continued development of Honors First Generation College Student Ambassadors.
- Approval of the Curriculum Authority Document and revision of the Assessment of Student Learning Outcomes Policy to include time to review and revise curricula.
- Curriculum and Teaching Effectiveness:
  - Several workshops were provided with a focus on active learning classrooms.
  - Used assessment of student learning outcomes to make data-based curriculum improvements in 16 programs in HSBS; 6 programs in CHP; 10 programs in CBA; the BSED program; 2 programs in EHS made significant improvements; 18 programs in CST made improvements.
  - The number of documented students enrolled in service learning courses increased from 1710 in 2013-2014 to 2096 in 2014-2015.
  - Offered sufficient courses to meet the on-campus and Global Campus needs of the University Program, Qualitative Reasoning, and Writing Intensive requirements. This was important to note because of changes that went into effect at the beginning of academic year 2014-2015.
- Because of probation status, the Academic Effectiveness office helped coordinate a reorganization of Physician Assistant (PA) program faculty and staff; recruitment of faculty; and posting of director position.
- Residences and Auxiliary Services utilized the ACUHO-I/EBI resident satisfaction survey, student staff survey and MAP-Works to assist students in acclimating to CMU as well as being successful while here. CMU ranked higher in all but three categories in the resident satisfaction survey, when compared with six peer institutions, other programs with a similar Carnegie classification, and all programs that participated in the survey.
- University Bookstore determined in the fall of 2014 that store-managed textbook rental was better for operations as well as for the students: able to offer more titles as rental, which saves the students money and it strengthens the bottom line as the books still belong to University Bookstore.
- CMU Athletics still remains one of 14 colleges/universities in the nation that has not been the subject of a major NCAA violation, which shows a strong culture of compliance amongst our coaches and administrators. In 2014-2015, we voluntarily submitted seven secondary violations and nine waivers.
- Cumulative GPA for Central Michigan student-athletes was 3.160, marking the eighteenth straight year the cumulative GPA of student-athletes was above 3.0.
- The Athletics Department directly collaborated with more than 400 students from Sports Medicine, Sport Administration, School of Business, Broadcast & Cinematic Arts, Communication, and the School of Music to provide educational experiences, internships, and practicums.
CMU earned the Reese Trophy as the conference's top men's athletic program for the 2014-2015 academic year, and it captured the Institutional Sportsmanship Award for the first time.

Four MAC Championships (Men’s Basketball, Baseball, Gymnastics and Field Hockey)

Two All-Americans (Gymnastics, Track and Field): Kylie Fagan became the first gymnastics All-American in CMU history, accomplishing the feat on the uneven parallel bars, and Devene Brown earned Second Team All-America honors in the women’s discus.

One MAC Player of the Year – softball player Katelyn Rentschler.

Crystal Bradford of the women’s basketball team was drafted by the WNBA Los Angeles Sparks with the seventh pick, becoming the highest-selected player ever from a MAC school.

Strategically working to increase the number of female students in programs where they are significantly under-represented (computer science, information technology, engineering), including partnering with Ford Motor Company’s IT group and with alumnae at Dow Chemical Company to develop a career mentoring network, as well as submitting grant proposals to NSF programs and various foundations. Also, funding received from AT&T Foundation to run a pilot project involving a summer bridge program and a series of career mentoring events.

Regular marketing and outreach activities aimed at recruiting students from underrepresented populations; strategic connections built in Detroit with the Arab American Chamber of Commerce, presented to the Oakland International Academy; and purchased advertisements in targeted publications such as BLAC magazine.

**Priority 2: Research and Creative Activity - Promote excellence in research and creative activities**

- Significant improvements to services in the Office of Research and Sponsored Programs (ORSP):
  - Reorganized College of Graduate Studies, Office of Research and Sponsored Programs and Office of Laboratory and Field Safety into a single operational unit: the Office of Research and Graduate Studies.
  - Collaborated with CMURC to develop a new and more streamlined process for the evaluation and commercialization of CMU intellectual property.
  - Took action on 15 faculty inventions.
  - Worked with FRCE committee to modify review of research proposals to ensure resources are managed more effectively; FRCE will also manage the internal Creative and Scholarly Support (CSS) competition.

- Metrics were developed to monitor performance of the Institutional Review Board (IRB): changes in management of the IRB office and processes resulted in significant increases in efficiency; audits of certain IRB operations were conducted and revealed areas that need improvement.

- CBA continues to track faculty research productivity as measured by independent measures of quality. The number of articles with ISI Web of Science Impact Factors published by CBA faculty has increased from eight in 2007 to a high of 42 in 2014. Accordingly, the cumulative total of the Impact Factors has also increased from 5.553 in 2007 to 61.979 in 2014.

- CCFA launched the Center for Innovation, Collaboration, and Engagement to promote innovative, collaborative research and/or teaching projects that include technology.
Monetary incentives are provided to faculty for submitting and receiving external grants over $10,000; start-up packages are offered to new faculty hires, as a way to remain competitive; and new faculty luncheons are held to every semester to introduce first- and second-year tenure track faculty to representatives from ORSP.

EHS departments continue to secure external grant funds and contracts, and in 2014-2015 new grants/contracts include 24 awards totaling $875,000.

Nearly 100% increase in CHSBS faculty and research publications over previous year with 181 publications and 151 presentations.

CHSBS increased significant research potential in the areas of: 1) Neuroscience where renovations have occurred to redesign lab space to accommodate the hiring of three new neuroscience faculty and build the collaborative research opportunities between CHSBS and CMED; 2) DEER Center, which is now working with international partners to increase grant potential and research; and 3) field research opportunities with the establishment of the Cultural Resource Management Program.

Outreach done by most programs through the School of Public Service and Global Citizenship has provided many additional opportunities for research.

The Clarke Historical Library was awarded a competitive $25,000 grant from the Michigan Humanities Council to plan and implement an exhibit in spring 2016 on Native American Treaty Rights and to prepare a traveling version of it for public display at museums and cultural centers at selected locations around Michigan.

Added to the library collections dozens of items on diversity topics such as race issues, multiculturalism, gender identity, history, learning disabilities, and diversity in education.

Hosted another successful Capitol Scholars at the Capitol event. Over 30 students, including the award winning BAJA team who displayed their vehicle on the capitol grounds, presented posters highlighting undergraduate research at CMU. Over 75 legislators and staff participated in the event.

Members of the Institute for Great Lakes Research and the Dean of Science & Technology testified before the Michigan House Water Resources Committee.

Priority 3: Quality Faculty and Staff - Foster a vibrant, intellectual community of high quality faculty and staff who value inclusiveness, diversity, shared governance, and respect

Human Resources continued to work on Retirement Plan Fiduciary Management Best Practices:
   - Developed and received approval for advisory committee structure and charter
   - Finalized investment and education policy statements
   - Conducted committee training and meetings

Recruited new CCFA dean (Janet Hethorn) University of Delaware
Recruited new CMED dean (George Kikano M.D.)
Hired a new General Manager into Public Broadcasting. Ken Kolbe, with 20 years at GVSU Public Broadcasting, joined CMU at the end of July 2015
CMU Public Radio’s “Duke of Juke”, Robert Barclay was honored as the Michigan Association of Broadcasters of Public Broadcasters’ Volunteer of the Year. For the past 30
years Robert has produced and hosted WCMU’s Sunday night blues and soul music show, “The Juke Joint”

- Three MAC Coaches of the Year (Men’s Basketball, Baseball, and Field Hockey)
- Efforts to increase awareness of diversity among faculty and staff include organizing workshops that provide awareness on topics such as stereotypes, preparing a public website to showcase diversity within the college, working with the Diversity and Inclusion Committee, and providing resources related to diversity
- Expanded resources targeting applicants from underrepresented groups; leveraged LinkedIn and Job Fairs that focus on minorities, veterans and individuals with disabilities; and attended MI HR Day special presentation on Veteran Recruitment and developed contacts with the Michigan Department of Veterans Affairs
- Reached a five-year successor contract with the CMU Union of Teaching Faculty, which was tentatively reached at the end of 2014-2015 (and subsequently ratified in 2015-2016)

**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**

- Facilities Management was honored by Governor Snyder for Education and Outreach in Recycling as one of 18 organizations and two universities to receive special recognition during the governor’s recycling summit
- Ranked third, nationally, in number of sites and student participation in Alternative Breaks program
- During the 2014-2015 academic year, student-athletes served more than 5,000 hours on-campus and in the community, and raised over $14,000, which benefitted local and national charitable and philanthropic organizations
- The Athletics Department successfully supports over 340 events per year, which includes 123 varsity athletic competitions and 222 outside group events
- School of Music produced the 10th annual Morey Day of Caring complete with a reception for 250 residents of Isabella County assisted living centers and hosted more than 28 on-campus events that brought in over 9,866 K-12 students, teachers, and parents
- 600 elementary and junior high students were hosted for two performances of *The 100 Dresses* in Bush Theatre
- CMU is a continuing sponsor of Max & Emily’s Concert Series and Art Walk Central
- CCFA partnered with City of Mount Pleasant, Isabella Bank, and Max & Emily’s to host Movies by Moonlight, which screened movies to over 400 viewers
- CAAT has provided Autism assessment and treatment for children
- Niijkewehn Mentoring program links students in youth studies and Native American Studies to Saginaw Chippewa Indian Tribal Youth
- School of Music maintains a partnership with the Sphinx organization and reaches out to develop relationships with Saginaw, Detroit and Flint schools
- Journalism offers workshops that recruit student participants from key areas in the State of Michigan, including the Saginaw Chippewa Indian Tribe
- Secured state and federal officials to participate, as well as secured Senator Stabenow as keynote speaker of the April 2nd Water Symposium at CMU. Organized panels represented by senior administrative officials along with state legislators
- Secured legislative and public policy makers for the Early Childhood Summit on June 5, 2015
- Hosted successful CMU event in Washington D.C. before the congressional baseball game in June (Congressman Kildee was on the front page of USA Today proudly wearing his Chippewa baseball uniform)

Priority 5: Infrastructure Stewardship – Align university resources and infrastructures to support the university’s mission and vision

- Significant enrollment-improvement efforts
  - Enrolled 3,773 new FTIAC students for Fall 2014, which surpassed new FTIAC enrollment goal of 3,600 by 4.8% and rebounded considerably from Fall 2013 by 27.3%
  - Increased total international student enrollment by 46%
  - Underrepresented student enrollment grew from less than 1% in 2013 to 15% in 2015
  - Growth in Neuroscience and ELI programs; new programs in cultural and global studies and MA in Cultural Resource Management; and the potential for the Autism program to draw significant interest
  - CMED matriculating class of 2014 is 62% larger (64-104) than the matriculating class of 2013. This is the sustaining class size. In addition, the college continues to pursue successful recruitment of potential medical school applicants
  - Improved recruiting of a more diverse student class in CMED
- Raised $13.7 million dollars, which is the third most in the history of CMU and a 5% increase over last year
- Planned Giving generated $4,059,578, which was a 31% increase over last year
- Annual University Campaign set an all-time record for number of donors with 1,115 Over $1,063,000 was pledged to the campaign, which was the second highest total
- 2014-2015 was another record-breaking year for the Chippewa Athletic Fund (CAF). Annual fundraising total of $1,471,264 is the highest mark in the history of CMU Athletics
- Launched $5-10 million private fundraising campaign for new Biosciences building. Current progress $239,000
- Public Broadcasting giving in 2014-2015 totaled $4,141,336, compared to $2,084,073 in 2013-2014
- Increased overall operational state support for CMU by 2.3% over 2013-2014 support levels
- State allocated $500,000 to CMU’s Central Assessment Lending Library for continued training of board certified assistant behavior analysts
- State appropriated $500,000 for a pilot program funding GME for primary care physicians. CMU and Wayne State led efforts to highlight the need for the innovative program in Michigan
- Brought over 55 legislators, administration officials and legislative staff to campus to tour facilities and meet with faculty and CMU administrators
- Secured 676 online gifts, which is the highest number of online gifts in the history of CMU (an area to work to increase/enhance because more and more donors prefer this approach)
- Increased number of alumni events offered from 134 in 2013-2014 to 140 in 2014-2015 and increased attendance at events by 3%
- Facilities Management completed sixth year with a frozen utility budget
- Supported $66.7M bond issuance with required pre-issuance reports and post-issuance entries
- Increased use of Advising Workbench (including 47,000 visits in April from students checking progress toward graduation)
- Addition of two active-learning classrooms in Dow. Two additional rooms being prepared in Pearce to open fall 2015
- Mathematics research space created in Pearce for collaboration and support of computer-based research in math and statistics and student collaboration space created in Dow for Physics and Chemistry students
- College of Medicine Education Building adjacent to Covenant Medical Building in Saginaw was completed and opened on time and well under budget
- Bloomberg Professional Financial Trading Laboratory opened in Grawn Hall
- University Communications’ (UComm) partnership with Admissions improved the quality of messages sent to prospects and expanded CMU’s reach through email and presentation talking points
- Talisma was implemented throughout 2014-2015 as the primary tool used to communicate to prospective students. UComm collaborated with Admissions to provide a personal touch at each stage of the recruitment cycle. UComm also worked with admissions to emphasize CMU characteristics identified through market research that resonate with parents, students, teachers and counselors
- CMU’s new “Put Your Stamp on the World” marketing campaign launched in March 2015, following more than six months of research coordinated by UComm and a team of faculty and administrators. Research outcomes resoundingly endorsed positioning/branding/value proposition concepts that depict CMU as a major university with a strong sense of community, where students, supported by faculty and staff, pursue individual paths to learning and careers, gain real-world experience and become leaders. Highlights of the first semester of the campaign, which ran March 1 – May 31, include:
  - CMU’s marketing microsite – go.cmich.edu – saw the number of unique visitors grow to nearly 87,000, a 40 percent increase compared to spring 2014
  - Updates to the undergraduate academic program pages – a campuswide effort — resulted in a 345 percent increase in pageviews. The bounce rate for the pages declined from 64 percent to 38 percent
  - Two new TV commercials highlighting the university’s engaging, robust learning experiences and capturing CMU’s unmistakable spirit generated more than 22 million impressions
  - Bold maroon and gold wraps with the “Put Your Stamp on the World” theme covered buses in metro Detroit, Grand Rapids and Flint, generating more than 19 million impressions
  - Billboards in Detroit, Flint, Grand Rapids and Lansing generated more than 4 million impressions
- University Communications and the Office of Information Technology collaborated to oversee, upgrade, monitor and maintain CMU’s three websites:
  - cmich.edu, which delivers access and information to all visitors;
  - CentralLink, including information available only to faculty, staff and students; and
  - go.cmich.edu, a marketing microsite designed to compel prospective students to apply, schedule a campus visit and/or link to cmich.edu for further information
**Note:** The following analytics reflect data post-Web Evolution, which launched Aug. 12, 2013. To provide year-over-year comparisons, data covers Aug. 12 – June 30 for FY 2014 and FY 2015.

**Cmich.edu and CentralLink by the numbers***:

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<thead>
<tr>
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<tbody>
<tr>
<td><strong>Total sessions</strong></td>
<td>12,925,910</td>
<td>13,389,091</td>
<td>+3.58%</td>
</tr>
<tr>
<td><strong>Michigan</strong></td>
<td>10,975,159</td>
<td>11,266,048</td>
<td>+2.65%</td>
</tr>
<tr>
<td><strong>Illinois</strong></td>
<td>178,864</td>
<td>206,768</td>
<td>+15.60%</td>
</tr>
<tr>
<td><strong>Ohio</strong></td>
<td>130,567</td>
<td>164,758</td>
<td>+26.19%</td>
</tr>
<tr>
<td><strong>Total pageviews</strong></td>
<td>42,494,254</td>
<td>44,056,021</td>
<td>+3.68%</td>
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<tr>
<td><strong>Total users</strong></td>
<td>3,031,054</td>
<td>2,745,186</td>
<td>-9.43%</td>
</tr>
<tr>
<td><strong>Mobile sessions</strong></td>
<td>1,811,206</td>
<td>3,007,538</td>
<td>+66.05%</td>
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<tr>
<td><strong>Average session duration</strong></td>
<td>3 minutes 44 seconds</td>
<td>3 minutes 36 seconds</td>
<td>-3.57%</td>
</tr>
<tr>
<td><strong>Bounce rate</strong></td>
<td>37.21%</td>
<td>34.79%</td>
<td>-6.50%</td>
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</table>

*2014-15 data is incomplete because a web update at the library caused a loss of library analytics from the overall site for six months. The data can be pulled separately — for example, the library had nearly 386,000 total users — which likely accounts for much or all of the 9% decline shown above. However, there is no way to discern how many of those users were counted above by also visiting other pages on CMU’s site. Note: The library had 2.5 million pageviews and 784,000 sessions.

**Go.cmich.edu by the numbers**:

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<tbody>
<tr>
<td><strong>Total sessions</strong></td>
<td>244,100</td>
<td>362,482</td>
<td>+48.50%</td>
</tr>
<tr>
<td><strong>Michigan</strong></td>
<td>157,249</td>
<td>237,219</td>
<td>+50.86%</td>
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<tr>
<td><strong>Illinois</strong></td>
<td>39,258</td>
<td>47,366</td>
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<tr>
<td><strong>Ohio</strong></td>
<td>3,420</td>
<td>7,127</td>
<td>+108.39%</td>
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<tr>
<td><strong>Total pageviews</strong></td>
<td>534,232</td>
<td>914,292</td>
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</tr>
<tr>
<td><strong>Total users</strong></td>
<td>144,236</td>
<td>208,298</td>
<td>+44.41%</td>
</tr>
<tr>
<td><strong>Mobile sessions</strong></td>
<td>98,049</td>
<td>156,103</td>
<td>+59.21%</td>
</tr>
<tr>
<td><strong>Average session duration</strong></td>
<td>1 minute 27 seconds</td>
<td>1 minute 40 seconds</td>
<td>+14.94%</td>
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<tr>
<td><strong>Bounce rate</strong></td>
<td>64.51%</td>
<td>59.26%</td>
<td>-8.14%</td>
</tr>
</tbody>
</table>

- **Key web initiatives this year included:**
  - Cmich.edu, CentralLink and go.cmich.edu designs were updated to reflect the STAMP campaign. Design changes to the header and footer captured the CMU spirit and its bold maroon and gold
  - UComm, MEDIAgraphix and OIT collaborated to launch a new university calendar
  - Web Cleanup Week in May engaged content editors in refreshing content, updating site permissions and reviewing pages for accessibility. A web accessibility expert visited campus to review accessibility standards and share best practices
- **Strategic use of social media builds brand and enthusiasm for CMU by conveying what it means to be part of the Chippewa family. This data demonstrates the impact of CMU’s social media:**
  - Facebook: 55,370 likes (followers), an increase of nearly 25 percent year-over-year
Twitter: CMU’s official Twitter account saw a 49 percent increase in followers, to 20,060; CMU had 8,963 “@” mentions and 5,315 retweets

Instagram: Increased 172 percent to 7,128 followers; the October #LifeAtCentral Instagram challenge, a photo-a-day contest, had more than 1,100 photo entries with a reach of nearly 312,000 – more than five times the reach of the inaugural effort in 2013

- Major media outlets that have covered CMU in the last year include: The New York Times; The Washington Times; USA Today; The Associated Press; ABC News; Fox News; Huffington Post; ESPN
- UComm emphasized academic/student excellence through stories about research, student volunteers, academic programs and top students. These stories have been impactful on CMU’s social media, engaging students, their friends, family and classmates and giving future students a view of the opportunities at CMU