Central Michigan University
Fiscal Year 2028 Capital Project Request
Recommended Five-Year Master Plan Components

I. Mission Statement

Central Michigan University is defined by the success of our students and alumni, and by our collective impact with the communities we serve.

– Adopted by the CMU Board of Trustees, September 28, 2023

University Vision Statement

Central Michigan University will be nationally known for preparing innovators, learners, and leaders who positively impact their local and global communities.

– Adopted by the CMU Board of Trustees, September 28, 2023

Core Values

To achieve our mission, we adhere to the core values of integrity, respect, compassion, inclusiveness, equity, social responsibility, excellence, and innovation.

– Adopted by the CMU Board of Trustees, September 28, 2023

II. Instructional Programming

A. Existing Academic Programs and Projected Changes:

Central Michigan University (CMU) has grown from a teachers' college founded in 1892 to an R2 – Doctoral Universities: High Research Activity institution. CMU offers almost 300 academic programs at the undergraduate, masters, specialist, and doctoral levels. Its nationally acclaimed degrees include programs ranging from health professions and biosciences to business and communications.

As it strives to fulfill its mission, CMU has developed and implemented multi-year strategic and campus operational plans to guide its investments — the proposed enhancements to Brooks Hall align with each of these plans and their goals.

In our current 2023-2030 Strategic Plan, the Brooks Hall renovation aligns with our first priority, inspiring student and scholarly success, by providing a learning and research environment conducive to rigorous academic endeavors. Twenty percent of admitted CMU students express an interest in a science-related field, and this project would benefit all students in the College of Science and Engineering. Brooks Hall also serves students in every major across the university as they fulfill their general education program requirements. In fact, nearly every CMU undergraduate student will participate in a learning activity in Brooks Hall during their academic journey.

Specific programs that would benefit from the renovation include:

- Astronomy
- Biology
- Environmental Engineering
- Environmental Sciences
- Geology
- Meteorology

The project also upholds CMU's Campus Master Plan goal of stewarding our finite resources carefully by renovating and modernizing existing facilities. And, finally, the project reaffirms our commitment to serving communities throughout the State of Michigan by preparing graduates for careers in high-demand STEM fields, including the health sciences, engineering and more.

CMU's current degree listing:

- Bachelor of Arts
- Bachelor of Applied Arts
- Bachelor of Science in Electrical Engineering
- Bachelor of Science in Engineering Technology
- Bachelor of Science in Environmental Engineering
- Bachelor of Fine Arts
- Bachelor of Individualized Studies
- Bachelor of Science in Mechanical Engineering
- Bachelor of Music
- Bachelor of Music Education
- Bachelor of Science
- Bachelor of Science in Athletic Training
- Bachelor of Science in Business Administration
- Bachelor of Science in Computer Engineering
- Bachelor of Science in Education
- Bachelor of Science in Nursing
- Bachelor of Social Work
- Master of Arts
- Master of Business Administration
- Master of Entrepreneurial Ventures
- Master of Health Administration
- Master of Music
- Master of Public Administration
- Master of Public Health
- Master of Science
- Master of Science in Administration
- Master of Science in Athletic Training
- Specialist in Education
- Specialist in Psychological Services
- Doctor of Audiology
- Doctor of Education
- Doctor of Educational Technology
- Doctor of Health Administration
- Doctor of Medicine
- Doctor of Philosophy
- Doctor of Physical Therapy

The university's academic planning process involves an analysis of the needs of students and the demands of public- and private-sector employment markets. Thus, the potential for new and/or revised academic programs reflects a continuous feedback cycle in the university's planning system.

B. Institutional Characteristics:

CMU was founded in 1892 to address Michigan's shortage of teachers and business leaders. In the 134 years since, we have continued to meet Michigan's workforce needs with outstanding academic programs that emphasize hands-on learning, professional skill development and career readiness. Over the past several years, we have invested in programs that directly address Michigan's current needs, especially those in high-demand fields. This includes health professions programs, such as physician assistant and nursing; teacher education, including special education and school counseling; computer science and business information systems; entrepreneurship; environmental, mechanical, and electrical engineering; accounting; and more.

CMU offers almost 300 academic programs on-campus, online and in seven satellite locations in Michigan, and serves over 13,500 students (fall headcount). CMU enrolls students from every county in Michigan, and nearly 90 percent of on-campus undergraduate students hail from Michigan. Our students reflect the population of our state and the global community.

Our academic programs focus on hands-on learning, knowledge and skill-building that address some of the world's most pressing challenges and Michigan's greatest needs. For example, the CMU College of Medicine was established to address a shortage of physicians in rural and medically underserved communities. In 2025, US News and World Report ranked CMU College of Medicine among its top 20 medical schools for placing graduates in rural and health professional shortage areas – including those in Michigan. Seventy-four of Michigan's 83 counties have at least a partial health professional shortage designation. Residency programs offered by CMU's medical school include primary care and pediatric specialties – among the highest demand in Michigan - and more than half of CMU College of Medicine graduates remain in Michigan. CMU graduated its 900th physician in May 2024.

Students who graduate from CMU are prepared to lead in their chosen profession and within their communities. CMU's most recent Career Outcomes Rate shows that nearly 90 percent of recent CMU graduates are employed, engaged in a volunteer or military service program, or pursuing additional education within six months of receiving their degree. Employers say they actively recruit CMU graduates for open positions because CMU Chippewas are knowledgeable, skilled and Fired Up to make a difference. These employers post more than 130,000 jobs and internships a year through the CMU Career Development Center.

Career readiness is a core component of CMU's strategic plan, and national organizations recognize the value of our approach to hands-on learning:

- CMU is one of only four public universities in Michigan to be classified as a "Higher Access, Higher Earnings" Opportunity University by the Carnegie Classifications of Higher Education.
- CMU is one of only four institutions in the nation named an Academic Center of Excellence by Celonis, the largest process mining and process intelligence company in the world.
- CMU has been recognized as a National Center of Academic Excellence in Cybersecurity by the National Security Agency.
- For the eighth consecutive year, CMU received the Gold Pinnacle award for Best Event Management program from the International Festival and Events Association.
- CMU is home to the longest-standing audiology program in the country and Michigan's first entrepreneurship and leadership minors.
- CMU's College of Business Administration is accredited in both business and accounting through the Association to Advance Collegiate Schools of Business (AACSB).

CMU graduates are not only leaders in the workplace, but they are also engaged citizens active in their communities – a behavior that begins here. CMU offers students opportunities to engage in more than 300 registered student organizations including student chapters of professional organizations, club sports, Greek Life and more. Many of these organizations promote civic engagement, including participating in social and political causes, and volunteer service.

Students at CMU are passionate about making a positive difference in the communities they call home, and for people around the world. CMU has one of the nation's highest student voter engagement and has been recognized annually as a Gold Campus by the All-In Campus Democracy Challenge. CMU's Alternative Breaks program is routinely ranked as the best in the nation and has a goal to exceed 20,000 volunteer hours in the academic year. Last year, CMU Alternative Breaks facilitated volunteer sites in eight states from Arizona to Maine. Closer to home, CMU student volunteers contribute thousands of hours in service to local nonprofit and service organizations.

CMU is proud to serve military service members and veterans. More than 150 U.S. flag officers hold CMU degrees, and the university has been named a Gold-Level Veteran Friendly School with the Michigan Veterans Affairs Agency for over ten consecutive years. In its 2024 Best for Vets survey of 304 schools, the independent magazine Military Times ranked CMU third best in Michigan based on costs, programs, policies, and services that impact military-connected students. CMU also ranked third in Michigan and in the top 65 in the nation for Best Online Bachelor's Programs for Veterans by US News and World Report Online Rankings in 2024. CMU offers reduced military tuition rates and in-person learning opportunities on campus and worldwide via CMU Online.

CMU's exceptional students are supported by faculty who are leaders in their field and who regularly contribute to the creation and dissemination of new knowledge. CMU's class sizes remain small with a faculty-to-undergraduate student ratio of 1 to 16, giving students the ability to interact directly with their professors. Ninety-three percent of main campus CMU classes are taught by professional faculty rather than teaching assistants or graduate students.

In the classroom – both real and virtual – CMU continues to gain recognition for the quality and value of our programs. CMU's audiology program was ranked 34th best in the nation by US News and World Report, and the top program in Michigan. Many graduate programs made the magazine's 2026 Best Graduate Schools rankings, including healthcare management, public health, physical therapy, and speech-language pathology. In addition, CMU's undergraduate engineering program was ranked in the top 100 of US News and World Report's recent 2026 rankings.

CMU is a Professions-focused Undergraduate/Graduate-Doctorate Medium as an R2: High Research Spending and Doctorate Production institution. In 2026, the Higher Learning Commission reaffirmed CMU's accreditation through 2036, giving the university the highest marks possible in every evaluation area. In the past two years, CMU's research and scholarly output has risen significantly, and the university has seen substantial increases in research grants and funding, surpassing $25 million per year for three consecutive years.

CMU's College of Science and Engineering is preparing students to lead in today's high-demand STEM fields and equipping them for a lifetime of career growth in new and emerging industries. For example, CMU's recently accredited environmental engineering bachelor's degree program is already producing graduates with in-demand skills, especially in water quality, waste management, and sustainability. On a national level, the employment of environmental engineers is projected to grow six percent from 2025 to 2035.

In addition, CMU's College of Science and Engineering has added new majors in biotechnology, cybersecurity, and data science. Demand for these programs is predicted to increase at least 30 percent during the next decade. And, among CMU chemistry, biochemistry, physics and astronomy graduates, 100 percent are engaged in research projects. Also, 100 percent of engineering and engineering technology graduates completed senior design projects — important experiential learning that equips them for the next phases of their educational and career journeys. The quality of undergraduate engineering education at CMU has been recognized by U.S. News and World Report.

Within the College of Science and Engineering is the new and innovative Integration of Science, Technology and Engineering (InSciTE) certificate program. InSciTE's mission is to create a student-driven environment for undergraduate students to foster interdisciplinary communication, collaboration, and real-world problem solving. The cohort-based program prepares students to be leaders in STEM fields and beyond.

InSciTE was recognized with the 2024 “Inspiring Programs in STEM Award” by Insight into Academia magazine.

CMU leads the way in research to sustain and manage the world’s largest supply of fresh water, partnering with scientists, government agencies and communities across the Great Lakes. Building on decades of nationally recognized Great Lakes research, CMU recently received an additional $12 million in U.S. Environmental Protection Agency funding for 2025–2031 to monitor and assess Great Lakes coastal wetlands and provide critical information to guide their protection, management and restoration. The CMU Biological Station on Beaver Island in northern Lake Michigan further serves as a living laboratory where CMU faculty and students engage in hands-on research and learning focused on freshwater ecosystems and the health of the Great Lakes. Together, these efforts showcase the important work of CMU faculty and students to protect Michigan’s most valuable natural resource and ensure the Great Lakes remain healthy for generations to come.

The College of Science and Engineering faculty has secured nearly $10.5 million in external funding for FY26 to support research activities. Notable new external grants awarded in the last year include $6 million from the U.S. Department of Defense funding five new research projects in FY25 and beyond; $1 million from the U.S. Department of Energy to build local rain models to help communities prepare for climate change-driven flooding events; and $1 million from the National Science Foundation to fund fieldwork to study hailstorms in collaboration with seven other universities.

Students majoring in CMU’s College of Science and Engineering are conducting research that is making an impact now and into the future. While updating an inventory of freshwater mussels in the Tittabawassee River, graduate student Aaron Vlasak discovered a threatened species of mussel in places never before considered to be prime habitat. Brevon St. Onge is working to develop a new protein to remove insulin from the bloodstream – research funded by the Diabetes Research Connection. Eleanor McFarlane’s research into PFAS contamination prompted the Michigan Department of Natural Resources to halt the use of a fish-stocking pond. Joy Youngblood, a participant of the Summer Program in Applied Research (SPAR), conducted lithium research that is helping identify new sources of power for innovation. Other student research includes a wide variety of topics such as antibiotic resistance, thunderstorm development, invasive species, and mutations linked to autism.

CMU students regularly compete for – and achieve – prestigious national awards, including two College of Science and Engineering students. Last year, Jacob Dengate, a meteorology major, secured a Goldwater scholarship and is researching cloud physics and convective storm simulations. In recent years, dozens of other CMU students have won Goldwater, Fulbright, Boren, Udall, Humanity in Action and Congress-Bundestag Exchange awards.

C. Other Initiatives and Their Impact on Facilities Usage:

CMU has a history of investing in facilities with the goal of enhancing the student experience, maintaining building infrastructure, and elevating the human condition. These projects increased safety, prolonged the useful life of infrastructure, better utilized university resources, and/or enhanced instructional, research and student collaboration space across campus.

Over the past 10 years, CMU has completed two major capital building construction projects, including the Center for Integrated Health and Safety and the Biosciences facility. CMU's Biosciences Building added essential wet lab research and classroom space in the biosciences area. The four-story, 169,000 square foot building includes active-learning classrooms, a vivarium to replicate aquatic conditions for research, a molecular biology core, an isotope laboratory, an imaging center for scanning and transmission electron microscopes, an herbarium and a staging and processing storage area for ecological fieldwork. The project was completed in September 2016 and classes started in January 2017. CMU's $26 million, 50,000-square-foot Center for Integrated Health Studies empowers students from multiple high-demand fields of study to learn and practice together, a best practice in health care education. The building opened for classes and research activities in January 2020.

To enhance safety and security, CMU has invested in interior and exterior access control initiatives. All classroom doors have a locking mechanism to secure the room from the inside. The university is in the process of adding access control systems to all academic and administrative building exterior doors to ensure the buildings can be placed in "secure mode" when necessary. The university replaced the fire alarm systems in Park Library and the Music Building. CMU also constructed a parking lot to allow students to park closer to their living and learning buildings and has enhanced exterior lighting to ensure a safe and walkable campus.

Central Michigan is focused on enhancing sustainability and ensuring that university resources are being allocated appropriately. CMU demolished Kewadin Village Apartments and Northwest Apartments to reduce the footprint and deferred maintenance burden to the university. The university commits deferred maintenance resources annually to ensure facility safety, security, and effective operations. In the past five years, projects that were funded and completed include:

- Roof replacement at Anspach Hall and Wightman Hall (major academic and classroom buildings), Kelly/Shorts Stadium, Park Library, and Woldt Residence Hall.
- Renovation of study space in Park Library and clinical space in Foust Hall.
- Masonry repairs at Finch, Moore, and Music facilities.
- HVAC repairs at Park Library, Rowe Hall, Indoor Athletic Complex, and the Bovee University Center.
- Powerhouse investments, such as burner control upgrades.
- Campus electrical distribution system preventative maintenance.

- Cooling system repairs at Foust and Health Professions.
- Lighting control replacement at Park Library.
- Exterior door replacements at numerous academic and residential facilities.
- Campus-wide elevator control modernization.
- Primary electrical transformer replacement at Engineering and Technology Building.
- Sanitary main replacement at east residential complex.

In addition, CMU has continued to invest in repairs and upgrades to the central utility plant to provide the necessary continuous delivery for sustainable utilities to campus. This included heating systems, electrical systems, and direct digital controls (DDC) upgrades to support a more sustainable HVAC control system in numerous facilities.

Lastly, CMU has also invested in facilities to enhance academic programs and students' academic experience. Moore Hall's Bush Theatre received complete theater lighting and sound system replacements and upgrades. The Culinary Nutrition Center enhanced the learning environment for the Nutrition and Dietetics program. The center transformed the outdated food laboratory into a state-of-the-art nutrition science technology classroom. This enhances the education experience for students, faculty, and community partners via both student-led and faculty outreach programs. CMU created support facilities for the new Nursing program. Additionally, CMU renovated several classrooms and lab spaces. These included four data laboratories and two classrooms, an innovation lab in Engineering and Technology, an augmented and virtual reality lab in the Education and Human Services Building, an International Student Welcome Space, the Adobe Digital Lounge in Park Library, and several collaboration spaces in various academic buildings.

D. Economic Development Impact: CMU and its programs directly impact economic development in Michigan.

CMU's College of Science and Engineering and its academic programs positively impact the state economy through faculty research, the work of its Institute for Great Lakes Research, and the career outcomes of its graduates. Faculty-led, student-involved research and service projects have included partnering with local service providers to expand solar energy, working to identify new sources of lithium for electric car battery production, and preserving natural resources in the Great Lakes region that promote tourism, hospitality, and other related industries.

The university's business programs (e.g. entrepreneurship) provide examples of those that have a direct impact on economic development. While at CMU, students can take part in a New Venture Challenge where they develop an entrepreneurial mindset, learn business start-up techniques, and develop business ideas. Workshops and mentors assist students along the way as they prepare proposals to be judged on innovation and viability. The New Venture Challenge typically awards between $75,000 and $100,000 to outstanding students so they can move their ideas forward and has awarded more than $1 million since its inception. Over 50 student-led ventures have launched into new businesses over the past ten years.

CMU is a leader in assisting entrepreneurs in bringing their ideas to fruition. The Michigan Economic Development Corporation (MEDC) has designated a Michigan SmartZone near our campus, where the City of Mount Pleasant and CMU have developed a 300-acre technology park that includes an incubator and business accelerator called the CMU Research Corporation (CMURC). It houses 17,000 square feet of wet laboratories and 13,000 square feet of offices, and it leverages CMU's diverse capabilities to assist start-up businesses.

Among the state's MEDC-funded business incubators, CMURC ranks first in terms of jobs created and companies formed. In the past five years, CMURC opened centers in Bay City, Midland, and Saginaw, to assist with business start-ups throughout the Great Lakes Bay region. The Saginaw location also houses CMU's Innovation and Online learning hub. Recently named as one of the MEDC's Small Business Support Hubs, CMURC has brought together four regional Chambers of Commerce, the four Economic Development Organizations along with the Small Business Development Center and the Great Lakes Bay Regional Alliance to form the Great Lakes Bay Business Hub (GLBBH) to extend its impact by providing business support and workspace solutions to empower local businesses throughout the region.

CMURC offers hands-on expertise and CoWork opportunities. Its services include a competitive, three-phased scholarship program for early-stage entrepreneurs; industry, market, and feasibility analyses; product, manufacturing, and supply chain development; business strategy and implementation; marketing services; and investor relations and partnerships. Nearly 265 companies are active between feasibility and launch in addition to over 690 CoWork members.

In 2025, CMURC began administering a new Translational Accelerator, which aims to forge partnerships with industries to spawn innovations through research while creating a strong economic engine for the region. By partnering with business leaders, CMU provides experiential learning opportunities while creating a new revenue stream through service contracts. These partnerships go beyond traditional internships or senior projects, offering students working in faculty labs the problem-solving experience that prepares them for success. By aligning academic capabilities with industry needs, the Translational Accelerator is not only driving strategic research but also delivering real economic value to our region and preparing students for high-impact careers.

CMURC also works to protect and commercialize inventions created by CMU researchers. Its scope of activities includes guiding faculty through the invention process, processing invention disclosures, assessing technologies for protection and commercialization, filing patent, copyright, and trademark protection on select technologies, marketing and licensing CMU discoveries, executing of Material Transfer and Confidentiality Agreements, and fostering CMU entrepreneurs. CMURC helps by offering supportive programs, helping with product development, conducting a market assessment, and business consulting for commercialization.

III. Staffing and Enrollment

A. Full- and Part-Time Student Enrollment (Fall 2024):

Classification of Instructional Program (CIP)	Mount Pleasant Campus		Off Campus (MI)	
	Full time	Part time	Full time	Part time
Agriculture, Agriculture Operations & Related Sciences	0	0	0	1
Area, Ethnic & Cultural & Gender Studies	24	4	0	1
Biological & Biomedical Sciences	294	70	1	2
Business Management, Marketing & Related Support Services	1188	90	297	633
Communication, Journalism & Related Programs	254	26	1	5
Computer & Information Sciences & Support Services	525	167	10	58
Education	877	54	185	917
Engineering	217	17	0	1
Engineering Technologies/Technicians	79	20	3	5
English Language & Literature/Letters	74	14	0	0
Family & Consumer Sciences/Human Sciences	45	3	15	110
Foreign Languages, Literatures & Linguistics	44	0	0	0
History	54	20	0	1
Legal Professions & Studies	29	2	2	1
Liberal Arts & Sciences, General Studies & Humanities	1	0	0	0
Mathematics & Statistics	38	25	0	0
Multi/Interdisciplinary Studies	137	3	0	1
Natural Resources & Conservation	56	16	0	1
Health Professions & Related Programs	1097	45	186	304
Parks, Recreation, Leisure & Fitness Studies	364	44	2	2
Philosophy & Religious Studies	8	1	0	1
Physical Sciences	99	32	0	0
Psychology	244	34	143	163
Public Administration & Social Service Professions	142	16	70	220
Science Technologies/Technicians	16	4	0	0
Security and Protective Services	108	5	3	4
Social Sciences	120	13	34	36
Visual & Performing Arts	504	41	22	37
Undecided / Unsigned	2,952	148	57	133
Total	**9,590**	**912**	**1,031**	**2,636**

B. Future Enrollment:

Despite projected decreases in the total number of Michigan high school graduates, CMU's overall enrollment is expected to grow gradually over the next five years, including increased enrollment in the sciences at both the graduate and undergraduate levels:

Year	Fall Enrollment
2026	13,524
2027	13,922
2028	14,370
2029	14,741
2030	15,222

CMU has completed a thorough strategic enrollment management plan and is implementing several strategies to recruit and retain students. Despite increased competition from other Michigan universities, including those that lowered academic requirements for entering students, CMU has increased in domestic enrollment of new students at the undergraduate and graduate level and outside of international enrollment (due to visa challenges), is experiencing relatively stable overall enrollment.

CMU is committed to enrolling students who have demonstrated an ability to be successful in college. CMU's mean SAT is 1,108 which is the 63rd percentile of SAT scores. CMU's mean high school GPA is 3.50.

Further, CMU has implemented several measures during the past five years to support students and increase CMU's four-year graduation rate. These efforts include an Office of Student Success, additional academic advisors, additional counselors, and an online advising tool that allows faculty and students to see how well they are progressing toward graduation.

CMU's commitment to the success of every student is evident in a significant, year-over-year increase in retention rates. Retention of first-to-second year students remained at our long-term retention rate of 76.2 percent.

CMU's latest six-year graduation rate, for the fall 2019cohort, was 59.1 percent. Based on the current R2 Carnegie classification of public doctoral universities, CMU outperformed the national peer average of 54.1 percent.

C. Enrollment History: (Michigan Students Only)

CMU's total enrollment has slowly declined over the past decade, following state and national trends and generational change in family size. As the data below show for Michigan-based enrollment, the range between CMU's highest and lowest enrollments is 9,051 students - 38 percent. CMU is seeing positive momentum with our domestic incoming fall 2025 class. Almost 90 percent of CMU's on campus undergraduate students today are from the state of Michigan.

Fiscal Year	FYES	Fall Headcount		
		Mount Pleasant	Off Campus-MI	Unduplicated Total
2015-16	20,804	19,549	6,798	23,565
2016-17	20,203	19,068	6,839	22,843
2017-18	19,546	18,155	7,398	21,912
2018-19	18,706	16,769	7,470	20,456
2019-20	17,104	14,990	7,887	19,192
2020-21	15,583	13,294	7,420	17,224
2021-22	13,953	11,801	7,274	15,399
2022-23	13,318	11,303	7,773	14,568
2023-24	13,157	11,101	8,112	14,423
2024-25	12,881	11,053	8,486	14,514
2025-26	12,842	10,502	8,174	14,169

D. Staff/Student Ratios (Fall 2025):

Classification of Instructional Program (CIP)	Student/Instr. Staff Ratio	Student/Admin. Staff Ratio
Area, Ethic & Cultural & Gender Studies	10.5	N/A
Biological & Biomedical Sciences	9.7	23.7
Business Management, Marketing & Related Support Services	22.0	165.3
Communication, Journalism & Related Programs	13.4	90.0
Computer & Information Sciences & Support Services	10.3	97.5
Education	23.97	241.7
Engineering	6.5	17.4
Engineering Technologies & Engineering-Related Fields	12.4	33.3
English Language & Literature/Letters	14.7	99.2
Family & Consumer Sciences/Human Sciences	21.1	44.3
Foreign Languages, Literatures, & Linguistics	13.8	N/A
Health Professions & Related Programs	10.9	43.5
History	12.4	96.8
Legal Professions & Studies	18.7	N/A
Liberal Arts & Sciences, General Studies & Humanities	11.2	N/A
Mathematics & Statistics	12.7	177.3
Medicine (MD)	10.6	73.3
Multi/Interdisciplinary Studies	19.9	25.6
Natural Resources & Conservation	8.2	N/A
Parks, Recreation, Leisure & Fitness Studies	10.2	110.2

Philosophy & Religious Studies	21.6	114.1
Physical Sciences	10.0	47.8
Psychology	17.1	119.1
Public Administration & Social Service Professions	22.3	N/A
Public Health	52.8	N/A
Reserve Officer Training Corps	N/A	10.5
Social Sciences	15.9	121.8
Visual & Performing Arts	8.7	44.8
Total	**14.2**	**83.5**

E. Future Staffing Needs:

Year	Fall Enrollment Change	Additional Staffing
2026	*-82*	*0*
2027	*312*	*1*
2028	*350*	*2*
2029	*436*	*2*
2030	*527*	*2*

This chart reflects staffing needs with current academic programs and projected enrollments based on Michigan high school graduating class sizes only. As noted earlier, the entire CMU campus is engaged in recruitment and retention efforts that are showing success. That said, the millennial generation was large and brought a high volume of students into higher education. As each generation transitions into higher education, they have unique needs that differ from the previous generation. CMU makes significant investments in support services through our counseling center, student food pantry, writing center, math center, career services, advising, and student success centers.

Average Class Size:

At CMU, class sizes remain small, giving students optimal opportunity to interact directly with their professors. Ninety-five percent of CMU classes are taught by professional faculty rather than teaching assistants or graduate students. Students at CMU are more than a number; they are known by name.

According to the 2025 National Survey of Student Engagement (NSSE), 59 percent of CMU seniors say they have worked with faculty members on activities other than coursework. This would include research, creative endeavors, career-related experiences, and volunteer efforts. CMU's survey results exceed 58 percent of seniors at universities within our Carnegie class and 58 percent of all NSSE 2024 and 2025 respondents.

In many cases, even undergraduate students can do research with their instructors. At larger universities, this hands-on experience often is reserved for graduate-level students only.

Course Level	2025-2026 Average Class Size		
	On Campus Avg. # of Students	Off Campus-MI Avg. # of Students	Overall Avg. # of Students
100-299	23	27	24
300-499	19	24	20
500-599	15	14	15
600 +	18	15	16

IV. Facility Assessment

In December 2021, the CMU Board of Trustees approved a comprehensive Campus Master Plan, which addresses facilities condition, space utilization, utility infrastructure, land use, and capital planning. The comprehensive plan for the physical campus reflects and upholds the vision, imperatives and strategies established for CMU in its strategic plan. Included in the Master Plan was a Capital Plan which outlined 24 projects; by 2021, CMU had successfully completed 14 of the projects. A new 2021 Capital Plan was finalized, which includes Brooks Hall as a priority academic facility improvement project.

A. Building and/or Classroom Utilization Rates:

Brooks Hall contains 18 instructional labs and four classroom spaces. Brooks Hall is heavily utilized in courses required for science majors. Among the four buildings with lab spaces used by the College of Science and Engineering, Brooks Hall accounts for the largest proportion of semester credit hours (39 percent) and course enrollments (37 percent) in lab courses. The building is utilized by nearly all students at some point during their educational journey at CMU. Note that lab spaces often require down time between courses, as cleanup and resetting of instruments may be necessary. Labs in Brooks are used regularly and are frequently at or near capacity.

Brooks Hall Room Utilization

	Monday		Tuesday		Wednesday		Thurday		Friday	
	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use
8:00 AM	0	0.0%	2	9.5%	0	0.0%	1	4.8%	1	4.8%
9:00 AM	5	23.8%	9	42.9%	10	47.6%	9	42.9%	3	14.3%
10:00 AM	7	33.3%	13	61.9%	13	61.9%	12	57.1%	4	19.0%
11:00 AM	6	28.6%	12	57.1%	13	61.9%	11	52.4%	5	23.8%
12:00 PM	6	28.6%	13	61.9%	12	57.1%	10	47.6%	1	4.8%
1:00 PM	8	38.1%	14	66.7%	15	71.4%	11	52.4%	2	9.5%
2:00 PM	7	33.3%	14	66.7%	14	66.7%	11	52.4%	1	4.8%
3:00 PM	6	28.6%	13	61.9%	12	57.1%	11	52.4%	0	0.0%
4:00 PM	4	19.0%	7	33.3%	8	38.1%	5	23.8%	0	0.0%
5:00 PM	3	14.3%	5	23.8%	7	33.3%	3	14.3%	0	0.0%
6:00 PM	1	4.8%	4	19.0%	4	19.0%	2	9.5%	0	0.0%
7:00 PM	0	0.0%	4	19.0%	4	19.0%	1	4.8%	0	0.0%
8:00 PM	1	4.8%	4	19.0%	3	14.3%	1	4.8%	0	0.0%
9:00 PM	1	4.8%	1	4.8%	1	4.8%	1	4.8%	0	0.0%
Average Daily Use		28.0%		51.8%		53.4%		45.5%		16.0%
Average Use 9 to 5		30.2%		58.8%		59.5%		49.6%		16.7%

Classroom Utilization

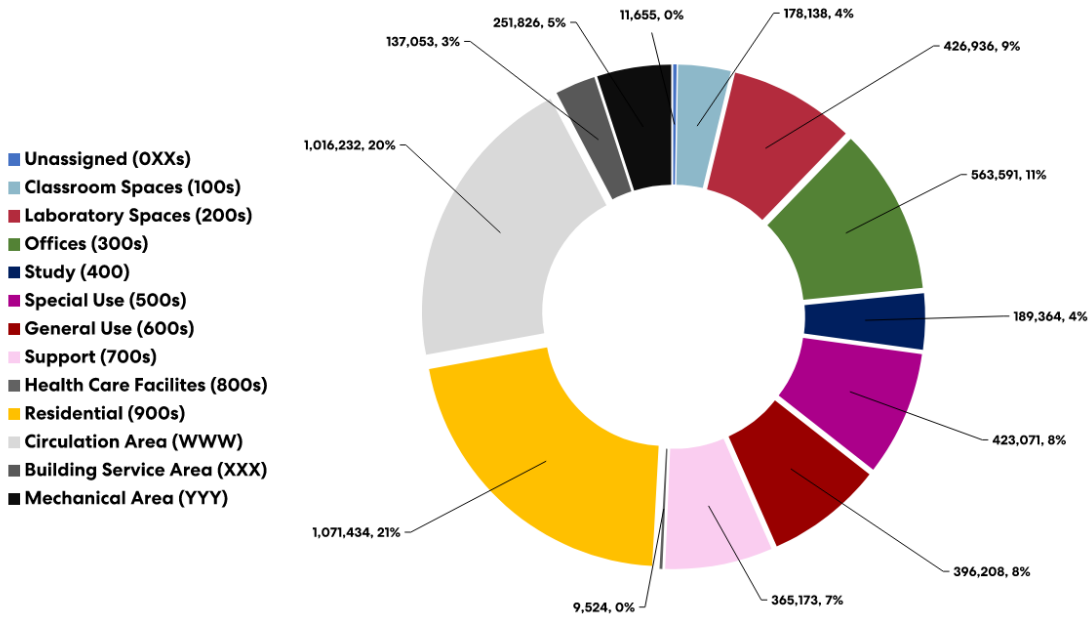
	Monday		Tuesday		Wednesday		Thursday		Friday		Average M-Th	
Time of Day	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use	Rooms in Use	% in Use
8:00 AM	17	10.9%	43	27.6%	14	9.0%	39	25.0%	7	4.5%	28	18.1%
9:00 AM	81	51.9%	129	82.7%	79	50.6%	124	79.5%	47	30.1%	103	66.2%
10:00 AM	96	61.5%	126	80.8%	95	60.9%	125	80.1%	60	38.5%	111	70.8%
11:00 AM	102	65.4%	132	84.6%	98	62.8%	126	80.8%	71	45.5%	115	73.4%
12:00 PM	90	57.7%	139	89.1%	87	55.8%	136	87.2%	57	36.5%	113	72.4%
1:00 PM	67	42.9%	127	81.4%	69	44.2%	126	80.8%	44	28.2%	97	62.3%
2:00 PM	125	80.1%	127	81.4%	127	81.4%	124	79.5%	10	6.4%	126	80.6%
3:00 PM	127	81.4%	133	85.3%	125	80.1%	129	82.7%	2	1.3%	129	82.4%
4:00 PM	116	74.4%	109	69.9%	109	69.9%	98	62.8%	3	1.9%	108	69.2%
5:00 PM	74	47.4%	70	44.9%	75	48.1%	58	37.2%	1	0.6%	69	44.4%
6:00 PM	75	48.1%	75	48.1%	75	48.1%	56	35.9%	6	3.8%	70	45.0%
7:00 PM	43	27.6%	44	28.2%	46	29.5%	16	10.3%	6	3.8%	37	23.9%
8:00 PM	36	23.1%	34	21.8%	38	24.4%	9	5.8%	6	3.8%	29	18.8%
9:00 PM	9	5.8%	8	5.1%	8	5.1%	3	1.9%	4	2.6%	7	4.5%

Based on 156 on campus classrooms with at least one course scheduled - Data from Fall 2018 Utilization Analysis

B. Mandated Facility Standards: CMU meets general and minimum space requirements as noted in federal accreditation standards. This includes successfully meeting higher levels of space and equipment standards for specialized programs such as biology and chemistry laboratories, performance spaces, library collections, and art exhibit spaces. Programs also meet the stringent, mandated facility standards of the National Association of Industrial Technology.

C. Functionality and Space Allocation:

Found in the Campus Master Plan, the following chart depicts the percentage of space on campus by category:



Average age of buildings:	General Fund	48 years
	Auxiliary	51 years
	All buildings	49.5 years

D. Replacement Value of Existing Facilities:

General Fund	$1,636,113,075
Auxiliary	677,538,820
Total	$2,313,651,895

E. Utility System Condition:

The campus master plan includes a facilities infrastructure assessment of the HVAC, electrical, and domestic hot water systems in all of the buildings on CMU's main campus.

Many CMU buildings have served the campus for more than 40 years. The buildings have been well maintained, are structurally sound and functioning well. In some cases, mechanical and electrical systems are functioning successfully beyond their projected useful lives. The Facilities Condition Index for the campus is 0.148.

The deferred maintenance needs identified as part of the Facilities Condition Assessment for general fund buildings total $186.8 million and for auxiliary buildings, $156.3 million, in repair, upgrade and replacement costs for building assets valued at $2.3 billion.

CMU has campus utility distribution system assets totaling approximately $134 million.

1. City Water: CMU works closely with the city of Mount Pleasant to coordinate the expansion of water system requirements on campus and to maintain documentation of the existing system.

2. Sanitary Sewage System: The 12.7 miles of sanitary sewer collection system, which is integrated with the city of Mount Pleasant system, is sufficient for the existing and future needs of CMU in Mount Pleasant.

3. Storm Sewer System: The 22.6 miles of storm sewer on CMU's campus are in generally good condition. CMU works closely with the city of Mount Pleasant and Isabella County to coordinate the expansion of storm sewer systems on campus and to ensure proper inspection and maintenance of the infrastructure.

4. Electrical Distribution System: Scheduled assessments during planned electrical outages allow our skilled trades to identify immediate and long-term repair requirements; this also allows for planned system repairs with minimal impact on campus operations. The campus electric distribution system is in good condition. The main campus has redundant primary feeds from Consumers Energy.

5. Steam and Condensate System: The campus has 7.8 miles of steam and condensate lines located both within our 3.5 miles of utility tunnels and directly buried. These lines are in good condition.

6. Chilled Water System: The 10.4 miles of chilled water lines, supply, and return are in good condition.

7. Central and Satellite Energy Facilities: These facilities house one gas/wood boiler, three gas boilers, one steam turbine, one gas turbine, six electric chillers and one steam absorption chiller and are in good condition. The Central Energy Facility has a Facilities Condition Index of 0.03 and the Satellite Energy Facility, which was built in 2006, has a Facilities Condition Index of 0.01.

F. Facility Infrastructure Condition:

1. Roads: Roads are generally adequate. Repairs are made on a planned basis, with annual inspections by CMU personnel. Several campus roads, particularly West Campus Drive, serve significant city and county/state traffic.

2. Parking lots: Central Michigan University has 99 acres of parking lots with 12,084 spaces. Parking lots were inspected, and condition rated in 2023; all parking lots are on a specific schedule for crack filling, repair, and reconstruction.

3. Parking structures: None

4. Sidewalks: Central Michigan University has 33.2 miles of sidewalks, and work occurs every year to replace and repair designated portions.

5. Bridges: None

6. IT Infrastructure: There are two infrastructure components:

    a. CMU has a stand-alone, secured data center with backup generators and uninterruptable power systems.

    b. The university network continues to be enhanced to support current technological demands. The university voice telephone system has been converted to Voice and Video over Internet Protocol (VOIP). Voice, video, cable TV, and data are systems that use the university network to operate. The university network has the capacity for worldwide interconnections.

G. Adequacy of existing utilities and infrastructure systems to current and 5-year projected programmatic needs:

As part of our campus master plan, the overall facilities condition assessment, utility infrastructure assessment, land use and capital planning work products have identified the following utility and infrastructure upgrades that are required to support current and 5-year project programmatic needs.

1. Central Energy Facility Improvements: CMU has completed three major system improvements at the central plant totaling $4 million. These projects included upgraded controls for four boilers and the gas turbine, the installation of a new absorption chiller, plus heavy maintenance of the gas turbine.

2. Storm System Upgrades: The Federal Emergency Management Agency, through the Michigan State Police, Homeland Security Division, awarded CMU a nationally competitive Pre-Disaster Mitigation grant for a project valued at $497K. A storm water pump station was installed at the Student Activities Center, and additional storm water storage projects were completed as part of the Center for Integrated Health Studies.

3. Although the campus network is reliable, IT strategic planning has determined an ongoing need for a deferred maintenance investment across the CMU network. A network replacement project was completed in December 2025. This resolved many campus network deferred maintenance issues.

H. Enterprise-wide energy plan:

Central Michigan University has been executing a formal energy reduction effort since 2009, to include an ongoing DDC upgrade program. The overall effort has resulted in numerous energy reduction projects focused on individual buildings, optimizing similar systems that were operational in multiple buildings, and improving its central utilities infrastructure.

I. Land Owned by the University:

Improved (landscaped)		579.58 acres
Unimproved		1,171.68 acres
	Total	1,751.26 acres

There is sufficient land to support the university's needs in the near future. CMU's long-term land use plan allows CMU to make short-term building decisions with the confidence that we are doing what is right for the future of CMU.

J. State Building Authority: CMU has five buildings obligated to the State Building Authority. The buildings include Park Library, the Health Professions Building, Education and Human Services Building, the Biosciences Building, and the Center for Integrated Health Studies. The expiration dates of the State Building Authority leases are shown in the table below:

Building	**Proposed Lease Expiration Date**
Park Library	04/01/2037
Health Professions	11/01/2040
Education & Human Services	12/01/2044
Biosciences	08/31/2052
Center for Integrated Health Studies	11/07/2054

V. Implementation Plan

A. Prioritized Major Capital Projects Requested:

As part of the campus master plan, a 10-year capital plan project list was approved by the CMU Board of Trustees in July 2013; an updated list was approved in June 2017, and the current list was approved in December 2021. These lists were developed by a cross-campus team of faculty and staff based on input from thousands of on-campus and community stakeholders. The Brooks Hall renovation continues to be CMU's top priority academic facility project and will remain so until it is completed. Student demand for programs housed in Brooks Hall is high, and renovated facilities will better serve students going into the sciences and all those taking general education science classes. We look forward to partnering with the state soon on this project.

Brooks Hall opened in 1964 and serves students with courses and programs in biology, biomedical science, earth and atmospheric sciences, astronomy, chemistry, biochemistry, and geology.

B. Impact of Addressing Deferred Maintenance and Structural Repairs:

The 2021 Facilities Condition Assessment of buildings on CMU's main campus identified $368 million in projected repair, upgrade and replacement costs for building assets valued at $2.2 billion. In addition, deferred maintenance funds will be required to maintain the utility distribution systems valued at $134 million and site infrastructure valued at $46 million.

C. Status of Ongoing SBA Projects:

CMU does not have any ongoing SBA projects. The Brooks Hall renovation has received planning authorization.

D. Rate of Return on Planned Capital Expenditures:

Brooks Hall has significant deferred maintenance needs. If the Brooks Hall construction authorization is approved, the deferred maintenance funds otherwise slated for the building will be moved to other projects. Also, a modernized Brooks Hall with innovative technology will assist the university in recruiting and retaining students, many of whom will go on to serve Michigan communities and businesses in high-demand STEM career fields. While it is hard to quantify a specific rate of return, approval of this project would greatly assist the university in addressing deferred maintenance issues and provide additional classroom and laboratory space to alleviate scheduling challenges on campus, as previously illustrated in the room utilization schedule. The additional, modern laboratory space would allow for more research to be performed with enhanced safety. Funded research provides a direct return on capital expenditures.

E. Alternatives to New Infrastructure:

Science courses are some of the most difficult to deliver in a virtual environment, as the active learning and lab components are challenging to recreate online. Traditional face-to-face instruction is the preferred method for subjects taught in Brooks Hall. During the last decade, a few science courses became available in an online format, these offerings are limited by the course content and need for hands-on, face-to-face experiences.

F. Maintenance Schedule for Major Items:

As defined in the 2021 facilities condition assessment, priority areas for major maintenance are:

- Building envelopes
- Mechanical, electrical, plumbing systems, including HVAC
- Utility infrastructure

CMU annually funds a minimum of $5.7 million in deferred maintenance projects. Allocations among the several types of maintenance will depend on priority rankings and most urgent needs.

G. Non-Routine Maintenance:

CMU has consistently focused on deferred maintenance of buildings and grounds. Funding levels for deferred maintenance totaled $5.7 million annually since 2010. In fiscal year 2014, an additional $1.3 million in one-time funds was spent on roof replacement. Funding for deferred maintenance comes from the capital budget, which is funded by Auxiliary Services, Parking Services, and an annual general fund allocation. Since 2008, CMU has also invested about $10 million in the renovation and upgrading of individual classrooms and auditoriums.