



Central Michigan University
President's Report for the Year Ended June 30, 2017
September 21, 2017

On September 13, 1892, the first thirty-one students of the Central Michigan Normal School began their studies in a classroom above a downtown Mount Pleasant office building. And here we are, 125 years later, a major national university educating students in Michigan, across the nation, and around the world.

During this past year, as we led up to our 125th anniversary, Central Michigan University made significant strides toward achieving the strategic priorities and initiatives, as reflected in the revision of the university's strategic plan. The combined efforts of CMU trustees, administrators, faculty, staff, students, alumni and community partners produced the plan that will guide the strategic direction of CMU into our future, "Advancing Excellence – 2022."

"Advancing Excellence – 2022" focuses on three imperatives: Nurturing Student Success, Fostering Scholarly Activity, and Strengthening Partnerships in Michigan and Beyond. The three university imperatives are interdependent and "also require us to foster shared governance, diversity and inclusion, and fiscal and environmental sustainability."

This annual report is organized in reverse order. In other words, the first sections of this report speak to the university's strategies, initiatives, and metric goals for the coming academic and fiscal year 2017-2018 as we look to the future of CMU -- as we "Advance Excellence."

The second half of the report summarizes the important and significant work performed during the year ended June 30, 2017. These accomplishments represent highlights achieved for each of the university's five strategic priorities in the original Advancing Excellence plan: Student Success; Research and Creative Activity; Quality Faculty and Staff; Community Partnerships; and Infrastructure Stewardship. These highlights are in addition to the many hundreds of other action steps that have successfully been completed throughout the university's colleges, departments and service units.

This annual report is organized as follows:

2017-2018

- University Strategies and Initiatives: 2017- 2018 (pp. 3-4)
- Performance Targets for 2017-2018 (pp. 5-6)

2016-2017

- Executive Summary: 2016-2017 (pp. 7-11)
- Metrics Report: 2016-2017 (p. 12)
- Conclusion: 2016-2017 (p. 13)
- University Goals and Initiatives: 2016-2017 Year-end Reporting (pp. 14-15)
- Report of Divisional 2016-2017 Accomplishments by Strategic Priority (*Attachment I*)

University Strategies and Initiatives: 2017-2018

Major university strategies and initiatives for 2017-2018 are supported by divisional, college and unit plans. All strategies and initiatives at the university level, as well as the college and unit level, will be evaluated based on appropriate success metrics.

University Strategies for 2017-2018

The university's strategic plan "Advancing Excellence – 2022" was approved by the Board of Trustees on June 29, 2017. The plan focuses on three imperatives:

Imperative I: Nurturing Student Success

CMU provides a transformative education to prepare students for successful careers and fulfilling lives. Successful students complete their programs of study in a reasonable amount of time and are well prepared for careers and/or post-graduate study. Alumni perceive their CMU education as a sound investment.

Imperative II: Fostering Scholarly Activity

CMU encourages a scholarly environment that attracts and fosters talented and diverse students, faculty, and staff. Scholarship is essential to the intellectual life of a university and its accreditation. We embrace a broad view of scholarship, recognizing the value of theoretical and applied research, field-specific and interdisciplinary research, creative efforts, artistic performances, and pedagogical inquiry.

Imperative III: Strengthening Partnerships in Michigan and Beyond

CMU values community partnerships. We will emphasize partnerships with alumni, communities, corporations, government agencies, and non-profit organizations that lead to mutual growth and enhancement, starting with those in Michigan and going beyond to our country and the world.

The three imperatives are interdependent and require elements of a thriving university: outstanding faculty, students, and staff; a supportive environment; and an attitude of achievement and persistence. The imperatives reflect the reasons Central Michigan University exists; the strategies enable us to succeed.

Each imperative also requires us to foster shared governance, diversity and inclusion, and fiscal and environmental sustainability.

Each imperative includes strategies for meeting specific targets over the next five years. In fiscal year 2017-2018, each of the twenty-two strategies have been assigned to members of the president's cabinet. They, along with their respective leadership teams, bear responsibility for the successful implementation and completion of the strategic plan strategies.

Additional Major University Initiatives for 2017-2018

While the twenty-two strategic plan strategies will provide focus in achieving the university's vision and mission, there are other specific major initiatives in support of the strategic plan. These major initiatives have also been assigned to members of the president's cabinet. They include:

1. Complete the implementation of the recommendations of the Online Academic Programs Committee (OAPC).
2. Continue implementation of programs and projects to enhance student persistence and graduation rates, including implementation of phases from the American Association of State Colleges and Universities' Reimagining the First Year project and the Education Advisory Board Student Success Collaborative.
3. Complete the analysis and implementation of selected recommendations of the Equity and Inclusion Task Force; key among these will be the search for a Chief Diversity Officer.
4. Complete strategic senior officer hires.
5. Continue implementation of the Leadership Standards Initiative program.
6. Finalize adjustments to and subsequent management structure for the RCM budget model.
7. Launch the public phase of the Comprehensive Capital Campaign.
8. Complete revision/alignment of the Strategic Enrollment Management Plan with the revised strategic plan, "Advancing Excellence – 2022."
9. Implement recommendations by the HIPAA Compliance Review Committee.
10. Complete the launch of the Premier Business Partners Initiative.

PERFORMANCE TARGETS FOR 2017-2018

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018
The first-to-second-year undergraduate retention rate will increase from 77% to 80%.	1	80%	77.1%	78%
The four-year graduation rate for first-time-in-any-college students (FTIACs) will increase from 27% to 33%.	1	33%	27.4%	28.5%
The six-year graduation rate for FTIACs will increase from 57% to 60%.	1	60%	57.4%	58%
The number of first-to-second year students who accrue 30 credits per year, regardless of where the credits are obtained, will increase from 72% to 78%.	1	78%	72%	73%
The mean number of credits at graduation for FTIACs will decline annually with a goal of being below 130.	1	Below 130	138.07	137
The rates of post-graduation employment, graduate education, and professional education will meet or exceed the national average; salaries also will be comparable.	1	Meet or exceed national average	91.3% vs national average of 82%	92%
The amount of federal expenditures for scholarship will increase by \$1.2 million.	2	Increase \$1.2 million	\$14.2 million (2015-2016)	\$14.5 million
In relevant fields (e.g., science, engineering, and medicine), the average citation impact of scholarship will be greater than 1.0.	2	Greater than 1.0	.9	1.0
The number of research-active faculty who have at least one top-level publication, presentation, and/or performance (as defined by department bylaws) will increase annually.	2	Increase annually	Not yet compiled	Complete inventory and increase over 2016-2017
A systematic approach for tracking undergraduate and graduate student publications and presentations will be developed.	2	An operational tracking system	N/A	April 1, 2018
The number of our current partnerships will be determined as a baseline for future annual comparison.	3		Not yet compiled	Complete survey
The number of courses with service-learning (SL) designations will increase from 18 to 30.	3	30 courses	18 courses	25

Central Michigan University
 President's Report for the Year Ended June 30, 2017
 September 21, 2017

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018
Employers who hire CMU graduates will perceive them as “better” or “equally” prepared as graduates from other schools, and most will “probably” or “definitely” hire other CMU graduates.	3		94.8% better or equally prepared / 100% would hire other graduates	95% / 100%
The annual alumni giving rate will increase from 5% to 10%.	3	10% alumni giving rate	4.8% (2015-2016)	6%
The number of faculty and staff serving on international, national, regional, state, or local organizations related to their fields and/or on the boards of corporations and non-profits will be determined as a baseline for future comparison.	3	Complete inventory	Not yet compiled	Inventory in progress
CMU will apply for Community Engagement Carnegie Classification. Achieving this classification would be external validation of the excellence we know exists.	3	Apply by Spring 2019	Apply by Spring 2019	In progress

Executive Summary: 2016-2017

This section provides an executive summary of 2016-2017 activity for each of the university's five strategic priorities contained in the original Advancing Excellence strategic plan: Student Success; Research and Creative Activity; Quality Faculty and Staff; Community Partnerships; and Infrastructure Stewardship.

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

The success of our students is above all else the ultimate imperative that drives the strategic direction of Central Michigan University. The university's strategic plan, "Advancing Excellence – 2022," was approved by the Board of Trustees at its June 2017 meeting. The plan's three imperatives are interdependent and require critical elements of a thriving university: outstanding faculty, students, and staff; a supportive environment; and an attitude of achievement and persistence. The imperatives reflect the reasons Central Michigan University exists; the strategies enable us to succeed. Each imperative also requires us to foster shared governance, diversity and inclusion, and fiscal and environmental sustainability.

Fundamental to student success is maintaining effective, high quality teaching, learning, support services and sound financial management in support of CMU's mission and core values. The accreditation of our academic programs affirms the effectiveness of those efforts. Through an appeal to the governing board of the Council for the Accreditation of Education Preparation, we successfully achieved full accreditation of CMU's education program. In October 2016, the Liaison Committee on Medical Education moved our medical college from preliminary up to provisional accreditation.

CMU has long recognized the significance of the student's first year experience in improving retention, persistence and completion rates. As part of its ongoing commitment to staying on the edge of student success, CMU applied to and was accepted by AASCU as one of 44 institutions nationwide, and the only one in Michigan, to participate in the Reimagining the First Year of College project.

In the fall of 2016, we started IMPACT, a pre-matriculation and mentoring program for multicultural students designed to complement new student orientation and intended to successfully transition students into CMU through their involvement in academic, cultural, and social workshops. The main goals of the IMPACT program are to: increase the GPA of first year multicultural students; build a sense of community and belonging at CMU; and increase

persistence and retention rates of first year multicultural students. We believe this program will increase students' likelihood of success through graduation and beyond.

The admissions profile for fall 2016 included some key enrollment points: freshman applications on-campus increased by 2.8 percent; total on-campus applications decreased by 1.4 percent; and our FTIAC (first-time-in-any-college) profile increased to a record high, with a 3.38 high school grade point average and 23 ACT score.

While strategic, data-driven student outreach with academic advisors, success coaches, and faculty helped advise students experiencing challenges, we had a decrease in the first to second year persistence from 78.2 percent to 77.1 percent.

The six-year graduation rate for first-time, full-time students decreased from 58.9 percent to 57.4 percent, while the four-year graduation rate increased from 21.9 percent to 27.4 percent.

Starting a meaningful career upon graduation is increasingly important, as is beginning to plan for it earlier in the student life cycle. Career Services performed exemplary work meeting students' interests and preparing and connecting them to future employers. The percentage of CMU graduates employed, enrolled in graduate programs, in the military or volunteer positions (e.g., the Peace Corps) six months post-graduation increased from 89 percent in 2014-2015, to 90.7 percent in 2015-2016, to 92 percent in 2016-2017.

Research and Creative Activity - Promote excellence in research and creative activities

Research and creative endeavors at all levels and in all disciplines informs teaching and learning and promotes leadership on a national stage. The sciences and business faculty and students use journal impact factors to indicate achievement, while creative activities juried at the national and international levels validate the excellence of humanities, social and behavioral sciences, communication and fine arts faculty and students. External funding is an endorsement of CMU's advancing prestige and is essential for continued growth in research and creative endeavors.

The major goal this year was to increase research and external grant writing and funding by at least 5 percent over the previous year. Significantly, the number of awards increased 20 percent and dollars awarded increased 8 percent, from \$12.5 million to \$13.6 million.

Additionally, our faculty and staff were published in 475 peer-reviewed journal article. Students were published in 339 exhibits for CMU's annual Student Research and Creative Endeavors Exhibition.

Quality Faculty and Staff – Foster a vibrant, innovative, intellectual community of high quality faculty and staff who value inclusiveness, diversity, shared governance and respect

High-quality faculty and staff are fundamental to university excellence. To build an outstanding workforce, CMU must offer competitive recruitment packages to top candidates, provide professional development for all faculty and staff, and support a welcoming and inclusive culture.

Throughout the year, we provided professional support for the ongoing development of faculty and staff in the areas of teaching, research, leadership, and cultural competencies. This was in the form of professional workshops, seminars, and enhancing the faculty mentoring program through the Center for Excellence in Teaching and Learning. CETL, along with the Center for Instructional Design, also provided linkage between efforts of the AACSB Reimagining the First Year project.

In collaboration with faculty and staff across campus, CMU hosted its third annual leadership conference, bringing in outside professional speakers and lecturers to discuss the future landscape of higher education and share best practices in developing support strategies for student success and persistence. In addition, faculty and staff members are active in professional organizations and participate and learn in professional seminars and conferences throughout the United States and abroad.

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

Building strong community partnerships requires an investment by CMU faculty, staff and students through service-learning, internship and volunteer experiences. CMU's economic impact builds a vibrant community, region and state.

The Central Michigan University Research Corporation is a business incubator and accelerator within the SmartZone that provides guidance and support. The programs and services create a place where intellectual capital can be harnessed and visions can be realized to make academic, business and community connections.

In fiscal year 2016-2017, CMURC demonstrated success by serving 249 unique companies, which directly led to the creation of 41 new companies, 137 new jobs and \$12.9 million of investments. In addition, CMURC provided 924 connections between companies for community

partnerships. CMURC outpaces many of the fifteen Michigan SmartZone incubators by being in the top two in the number of jobs created, companies created, and companies served.

CMU's Alternative Breaks program, housed in the Mary Ellen Brandell Volunteer Center, continues to gain recognition throughout the state and the country. CMU ranked number three in the nation in both trips taken and number of participants. We ranked number one in Michigan in both categories as well. This is the eighth consecutive year CMU has been recognized.

Faculty and students continued to support the Flint community in light of its water crisis, hosting a senior health fair in collaboration with The Ivy House, Brennan Senior Center, Genesee County Health Department and other local partners. The health fair was the latest stop for Mobile Health Central, a vehicle designed as a multidisciplinary mobile clinic that is the first of its kind for a university in Michigan.

Infrastructure Stewardship – Align university resources and infrastructures to support the university's mission and vision

The alignment of university resources with CMU's priorities is the core of effective strategic planning and management. CMU's financial base is dependent on student tuition and room and board, fundraising, and state appropriations. Its operations depend on classroom and research facilities, spaces such as the library and collaboration areas, and residence halls. With state appropriations now at 17 percent of the total operating budget, compared to more than 75 percent in the past, responsible fiscal management and an excellent credit rating are essential.

Fiscal year 2016-2017 was a significant year for fundraising at CMU. We raised \$16 million. Giving for 2016-2017 is the second highest in the history of CMU. We also secured \$5.3 million in planned gifts in 2016-2017, bringing total giving to \$21.3 million. We continued restructuring our advancement division and expanding our donor base.

Enrollment continues to be challenging as we navigate the continued reduction in Michigan high school graduates and increasing competition, including in online programs. In spite of the enrollment challenges, CMU still maintains a strong financial base: an unqualified audit opinion, a strong credit rating with a "stable outlook," and strong financial performance within its general fund and auxiliary services operations.

In the spring of 2017, we implemented a four percent budget alignment, spread over fiscal years 2017 and 2018. The alignment involved 13 staff layoffs and the deletion of some vacant positions. Some budgets also were cut, although the educational experience of our students was protected. Colleges managed their class schedules according to student demand.











Central Michigan University
President's Report for the Year Ended June 30, 2017
September 21, 2017

Energy consumption and conservation measures resulted in the eighth year of a flat utilities budget.

CMU also developed and implemented multi-year campus classroom and auditorium security projects.

Metrics Report: 2016-2017

The performance metrics for each of the five university priorities reflect the measurable metrics previously approved for 2016-2017. In addition, we continued a new, more meaningful metric added in 2015-2016: the percentage of graduates employed or in continuing education, six months post-graduation -- a metric that provides a more congruent measure of student success.

PERFORMANCE METRICS 2016-2017 YEAR-END REPORT					
Performance Indicator	Priority	Actual 2015-2016	Goal for 2016-2017	Actual 2016-2017	Actual to Goal for 2016-2017
Increase the six year graduation rate of first-time, full-time students to 63%.	1	58.9%	59%	57.4%	
Increase the four year graduation rate of first-time, full-time students to 25%.	1	21.9%	25%	27.4%	
Improve freshmen to sophomore retention rate to 80%.	1	78.2%	79%	77.1%	
95% of graduating seniors rate their educational experience as good or excellent on the Graduate Student Exit Survey.	1	91%	93%	90.2%	
Graduates employed or continuing education (6 months post-graduation)	1	90.8%	94%	89.3%	
Increase research and creative endeavors external funding to \$25 million.	2	\$12.5 million	\$13.5 million	\$13.56 million	
Increase percent of faculty engaged in research or creative endeavors to 65%.	2	58.1%	60%	61.1%	
Increase fundraising revenues by 10% annually to \$29 million. (including planned gifts)	5	\$17.7 million (\$24.7 million)	\$18.0 million	\$16 million (\$21.3 million)	
Implement a long-term enrollment and retention strategy to ensure appropriate growth and sustainability.	5	640,164 Student Credit Hours	624,026 Student Credit Hours (projected)	614,808 Student Credit Hours (estimated)	
Maintain the CMU credit rating (currently Aa3/Moody's and A+ S&P), relative to our peer institutions.	5	Aa3/Moody's A+/S&P	Aa3/Moody's A+/S&P	Aa3/Moody's A+/S&P	

Conclusion: 2016-2017

Ultimately, CMU is where students discover their future, their true self, their path forward.

2016-2017 was a productive year -- and a challenging year. The work of our students, faculty and staff laid the groundwork for 2017-2018 and beyond.

While we saw an increase in the four-year graduation rate, there were decreases in the freshmen to sophomore retention and six-year graduation rates. The Strategic Enrollment Management Plan and the related initiatives are being adjusted with the integration into "One CMU." We are redefining the enrollment strategy moving forward. The reduction in the number of Michigan high school graduates will continue over the next 8-10 years. Competitive pressure will continue. Our strategic planning in nexus with our enrollment management plan must help us determine who we will be as an institution, including size, curriculum, pedagogy, physical plant, etc.

CMU has a strong leadership team and strong and dedicated faculty. The campus climate and sense of purpose -- "the success of our students, preparing them to put their stamp on the world" -- are stronger than at any time in recent memory. Yes, we have many challenges as a public university, yet we also have many opportunities.

University Goals and Initiatives: 2016-2017 Year-End Reporting

These specific major university goals and initiatives for 2016-2017, as presented to you on September 14, 2016, were supported by divisional, college and unit plans. All goals and initiatives at the university level, as well as the college and unit level, will be evaluated based on appropriate success metrics.

Major University Goals for 2016-2017

1. Revision of the university's Strategic Plan, including revised metrics which will measure and define success for university priorities, initiatives and goals.
Status: Completed and approved by Trustees in June 2017.
2. Revision/alignment of the university's Strategic Enrollment Management Plan with the revised Strategic Plan.
Status: In progress; 80 percent complete.
3. Revision/alignment of the "10-year view" Facilities Master Plan with the revised Strategic Plan.
Status: Completed.
4. Revision/alignment of the Information Technology Plan with the revised Strategic Plan.
Status: Completed.
5. The university has identified 10 metric goals for 2016-2017 (p. 12). These are one-year metrics. The university's Strategic Planning Team will complete the revision of CMU's Strategic Plan this academic year, including identifying annual measurable priorities/initiatives that are comparable to our peer institutions, state and national four-year universities (see pp. 5-6).

Major University Initiatives for 2016-2017

1. One CMU: complete the integration of main campus and global campus academic and administrative functions.
Status: Completed.
2. Complete and implement the planning and fundraising activities of the Comprehensive Campaign Committee and advancement operations.
Status: Completed.
3. Implement the recommendations by the Online Academic Programs Committee.
Status: In progress, 40 percent of the recommendations have been completed.
4. Graduate the inaugural class of the College of Medicine. Secure provisional accreditation (the next level) of CMED by the Liaison Committee of Medical Education.
Status: Completed, first class graduated on May 7, 2017.
5. Secure accreditation of the College of Education and Human Services by the Council for the Accreditation of Education Preparation.
Status: Completed.
6. Continue implementation of programs and projects to enhance student persistence and graduation rates, including implementation of phases from AASCU Reimagining the First Year and the Education Advisory Board Student Success Collaborative.
Status: In progress.
7. Complete an analysis for campus diversity and inclusion, and start implementation of changes to improve the learning and working environment for students, faculty and staff.
Status: In progress.
8. Complete and integrate a comprehensive integrated branding and marketing plan, integrating global campus into main campus.
Status: Completed.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

Priority 1 – Student Success

- Graduated 6,847 students in 2016-2017 with Baccalaureate (4,114), Masters (2,304), Doctoral or Specialist (220) degrees or graduate certificates (209).
- Developed the Academic Program Analysis Study model to determine enrollment potential and overall cost of development for new academic programs or the delivery of existing programs in alternate delivery formats (Academic Development)
- Facilitated the launch of 11 new academic programs (Academic Development)
- Graduate level Prior Learning credit can now be used towards any graduate programs if approved by the Department Chair or other department approved body (Academic Development)
- Automatic Speech Recognition (ASR) put 80% accurate captioning in place across Panopto content. Fully accurate (100%) captioning is in place for more than one in every four minutes of online course video (Academic Development)
- Colleges offered significant curricular changes to improve student success: revamping courses to meet writing intensive and quantitative reasoning demands, as well as reworking majors, minors, and certificate programs.
- Sixty-two students (100%) from CMED inaugural class matched to residency programs with nearly half (47%) matching to residency in Michigan. The May 7, 2017 graduation of the inaugural class marked a pinnacle milestone in the College's history (CMED)
- During the 2016-17 academic year, first and second year medical students provided more than 2,000 hours of service to support the work of 39 community-based health organizations. Students continue to serve in communities as they complete the Comprehensive Clinical Clerkship (CCC) guided by hundreds of volunteer preceptor physicians in 26 health care institutions in rural and underserved communities across Michigan (CMED)
- Colleges participated in the Reimagine the First Year (RFY) initiative and developed plans to modify two "gateway" courses (ENG 101, CHM 131, and MTH 105), to reduce D-E-W rates. Chemistry is piloting their plan this summer and both courses will implement the plans in the fall (CHSBS, CSE)
- Collected CMU's first data on the effects of study abroad on CMU students. This data gives much greater support to internationalization from the domestic perspective than was possible before. Provides solid "student success" measures to work with. Data supports greater future focus on faculty-led program development (OIA)
- Increase CMU's image and visibility through digital marketing and armchair recruitment:
 - Launched the custom *iXplore* e-brochure and app on .com (worldwide) and .CN (China);
 - Live chat sessions 2-3 times weekly on *CollegeWeekLive*. Three live *international student day* events with three live webinars;
 - Became part of the Education USA Russia social media campaign;
 - Launched *#cmichinternational* to highlight prospective CMU international students via social media and maintain an active social media presence internationally;
 - New OIA – International Recruitment website;
 - Joined Shiksha, online marketing platform for India; and
 - Developed contract to manage Chinese Social Media platform WeChat (OIA)
- The McNair Scholars Program is a federal Trio program funded by the U.S. Department of Education. The McNair program works with low income, first generation college students and underrepresented students

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

in achieving their Ph.D.'s. Scholars engage in original research under the guidance of a faculty research mentor and receive extensive training in preparation for the graduate school application process (OID)

- Cultural programming provides opportunities for the campus community to come together, learn, and appreciate different cultures and perspectives. These programs also contribute to fostering a welcoming environment for those who may have limited exposure to the Central Michigan region and come from more diverse communities. Signature cultural events such as Martin Luther King, Jr. Week and the Annual Pow wow, continue to attract large audiences. In addition, there is continued growth in participation amongst the Native American Heritage Month programs and PRIDE Celebrations (OID)
- Conducted first Women in Technology event at CMU (OIT)
- Our students are engaged in relevant and responsive academic and co-curricular experiences. Student media is a co-curricular experiential learning program that teaches students how to create, manage, distribute content as part of an entrepreneurial process with real-world benefits and effects (Student Media)
- Enrollment efforts:
 - CBA Discovery Day grew to 70 prospective students and family members. 257 students attended CBA Day (a 19% increase in student attendance) (CBA)
 - CSE Discovery Day tours for prospective students were revised and offered more frequently during the academic year; 148 prospective students took part (CSE)
 - Inaugural Discovery Days for CCFA and CHP (CCFA, CHP)
 - Reassessment and reduction of the Physician Assistant program's prerequisite requirements. This positive change has led to an increase of more than 200 additional applications than one year ago (CHP)
 - The Neuroscience Program continues to grow and recruit highly qualified students at the undergraduate (132 new and over 300 total) and 20 MA/PhD students. CMU & You Day, CHSBS College Day, and orientation days drew a significant number of students and their parents who met with Neuroscience faculty to discuss their future enrollment opportunities in the program (CHSBS)
 - The number of applicants to the College of Medicine continues to expand showing great interest in our program. The matriculating class of 2016 were selected from more than 4800 applicants and represent 14% minority students (10% is the national average) (CMED)
 - Signed agreements with five South Korean Private International High Schools (OIA)
 - The expansion of an existing Chinese University agreement beyond CCFA to now include CEHS program in Fashion Merchandising and Design (OIA)
 - Initiated development of the Multicultural Recruitment Committee with VP Johnson to assess, monitor, and develop multicultural recruitment initiatives including the "20 by 20" initiative that seeks to increase minority and disadvantaged enrollment at CMU to 20% by 2020. During the 2016-2017 academic year, this committee met as needed, eventually being restructured by VP Johnson. Dr. Guinn was an active participant of the committee when it met. In addition, both the Upward Bound and GEAR UP/College Day programs were very productive in improving access and college recruitment of underserved populations (OID)
- Honors students demonstrated the following achievements:
 - 134 students graduated from the Honors Program;
 - 192 honors students completed at least one study abroad program;

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Received 50% of President and Provost Awards, 65% of Summer Scholar positions, 63% of National Scholarship nominees; and
- Received one Goldwater Scholar Award and two honorable mentions. Two Fulbright nominees were finalists at the national level with one student being selected by the host country for service (Academic Effectiveness)
- Professional certifications:
 - SAP TERP 10 certification exam provided to 128 students, 83 passed (65%); 137 students received their Six Sigma Green Belt certification; and four (4) students passed the SHRM certification exam (CBA)
- Transformational Experiences:
 - Study Abroad
 - 165 students participated (CBA)
 - 78 students studied abroad in 2016-17, including faculty-led trips, summer programs, and semesters abroad (CSE)
 - 5% increase in participation this year. 32 faculty-led programs met minimums and travelled (OIA)
 - CMED students studied abroad for the first time in 2016-2017 (OIA)
 - Internships
 - 436 student internships for academic credit (CBA)
 - Competition
 - New Venture Competition hosted 29 new venture teams and 65 students. Twenty-four teams were internal to CMU, four teams from Michigan Technical University, and one team of both CMU/MTU students (CBA)
- CMU's Strategic Enrollment Management efforts have evolved over the past year to address the "One CMU" vision and to incorporate the new goals and targets established through the revised university strategic plan. Highlights of these efforts include:
 - Appointment of an Associate Vice President of Enrollment Management to coordinate university-wide discussions and initiatives to harmonize our strategy.
 - Developing a new Strategic Enrollment Management Plan (SEM), with the first draft scheduled for completion by the beginning of the Fall 2017 semester. The new SEM Plan embraces the "One CMU" concept by designing recruitment and student success goals around the students, not by academic program delivery. Specific, targeted recruitment plans and success markers have been developed for each of the five defined student groups:
 - Traditional Undergraduate Freshman
 - Traditional Undergraduate Transfer Students
 - Adult Undergraduate Transfer Students
 - Traditional Graduate Students
 - Professional Graduate Students
 - CMU is well positioned to support these student groups through a range of academic delivery modes, and each of these student types can, and often do, enroll through multiple learning modalities—on-campus, off-campus, and online.
 - The new SEM Plan adopts all of the student success goals of the new university strategic plan. As the goals outlined in the university strategic plan are geared primarily to traditional undergraduate freshman, the new SEM plan also sets recruitment and success goals for the other four student groups.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Continue implementation of programs and projects to enhance student persistence and graduation rates, including implementation of phases from AASCU (American Association of State Colleges and Universities) Reimagining the First Year and the EAB (Education Advisory Board) Student Success Collaborative.

Central Michigan University has long recognized the significance of the first year experience in the retention, persistence and ultimate success of university students. As part of its ongoing commitment to staying on the cutting edge of student success, CMU applied and was selected in 2016 by the American Association of State Colleges and Universities (AASCU) as one of 44 institutions nationwide to participate in the Re-Imagining the First Year of College project.

During 2016-2017, the Re-Imagining the First Year Committee (RFY) initiated a three-pronged approach to address vital topics in first year student success: 1) Gateway courses, 2) Academic Advising initiatives and 3) Assessment.

Five Gateway courses were identified: ENG 101, CHM 131, HST 101, MTH 105, and PSC 105. Each of these courses have high freshman enrollment, and, due to high non-completion rates, offer an opportunity for improvement in freshman retention and progression. Representatives from each of the five associated departments submitted plans to improve outcomes for the Gateway courses. Baseline data was collected during 2016-2017 and implementation plans were developed to put in place during the 2017-2018 academic year.

The Academic Advising subgroup of the RFY conducted a review of undergraduate academic advising practices at peer institutions and developed recommendations on best practices for future undergraduate academic advising at CMU. Increased and more proactive advising during the first year is a significant element of the new academic advising approach.

As with any new initiative, it is necessary to monitor progress and evaluate the effectiveness of our efforts. The Assessment subgroup of the RFY developed an assessment plan to evaluate the effect of both the Gateway Course and Advising initiatives. The internal CMU assessment efforts will be coupled with the quantitative metrics required as a participating institution in the AASCU RFY project.

- **Cross-Campus Leadership Initiative/Learning Outcome Development**
 The Cross-Campus Leadership Initiative (CCLI) was created in Fall 2017 as a comprehensive and coordinated leadership education program. The CCLI was charged to increase both the depth and breadth of leadership programs to provide students with the opportunity to engage in at least one quality leadership experience during their undergraduate career. Collaborative partnerships across the Academic Division and Enrollment and Student Services ensure that students will be exposed to consistent leadership learning outcomes inside and outside of the classroom. Based on results from the Multi-Institutional Study of Leadership and review of program self-studies, efforts to expand cross-cultural dialogue opportunities, mentoring, and improved facilitation skills for current student leaders have been identified as focus areas for 2017-2018.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

CCLI workgroups produced a robust set of learning goals and outcomes that have been approved by the Cross-Campus Leadership Initiative, Academic Senate Leadership Council, and adopted by the Leadership Institute. As a result of participating and engaging in campus leadership programs, students will understand:

- *Leadership Knowledge and Application*: Students will explore various creative problem-solving through risk-taking, understanding and application.
- *Identity Development*: Students will develop a purposeful, holistic understanding of self.
- *Healthy Relationships*: Students will build collaborative relationships and support networks.
- *Social Responsibility*: Students will develop an understanding of inclusive, equitable communities.

These four learning goals are supported by 22 specific and measurable outcomes.

- **IMPACT Program**

IMPACT is a pre-matriculation and mentoring program designed to complement new student orientation for multicultural students intended to successfully transition students into Central Michigan University through their involvement in academic, cultural, and social workshops. The program includes a pre-matriculation and academic year component. The pre-matriculation program is an intensive two-day program, prior to Leadership Safari, at which students meet in small groups and discuss a variety of topics related to successful transition and persistence in college. Each first-year student is assigned a peer mentor who is responsible for maintaining contact with their mentees throughout the academic year through individual/virtual contact and small group activities. The IMPACT program debuted in August 2016 when 251 new students participated in the program.

The main goals of the IMPACT program are:

- To increase the GPAs of first year multicultural students.
- Build a sense of community and belonging at Central Michigan University.
- Increase persistence and retention rates of first year multicultural students.

Post event surveys indicated that 88% of participants felt a sense of belonging to CMU and 88% viewed themselves as a part of the CMU community. Of the 251 students who participated in IMPACT 2016, 94% returned to CMU for the second semester.

- **Auxiliary Services**

- **Campus Dining** - Continued student advocacy through Residence Hall Assembly (RHA), DiningStyles™ Surveys, Voice of Consumer, We Heard You program, and table touching (a technique utilized by a member of the management team to stop by tables and check on the guests to see if everything at the table has been satisfactory).
- **Printing Services** - Absorbed six Media Graphix students - payroll and physically – to provide real work experience.
- **University Events** - Created a new framework for a culture of mentorship and leadership development for all student technicians.

- **Financial Services and Reporting (FSR)**

- Created and implemented pre-billing estimator to aid students in financial planning prior to starting school.

- **Police & Parking Services**

- Continued meeting with student groups including Greeks and other Registered Student Organizations (RSO's) regarding safety and risk management.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Provide real world work experience for CMU students through paid internships.
 - More than two dozen students per semester receive mentoring and on-the-job experience in radio announcing, newswriting, marketing, digital and social media, studio production, video editing, and other radio and television production skills.
 - WCMU students have won many statewide awards in professional categories. Scores of CMU/WCMU alums have gone on to successful careers at large market stations and networks.
 - Feature music students and faculty on “Central Stage” radio program.
 - On-Air messaging for CMU Graduate Studies programs.
- Assist in Recruiting students to CMU.
 - Each year we bring nearly 300 top Michigan high school students to CMU to compete on Quiz Central. In partnership with Admissions, Residence Life and the University Bookstore, we award scholarships totaling more than \$100,000 each year to entice winners to attend CMU.
 - Partner with BCA staff to recruit high school students by taking the WCMU Mobile Production Truck to area Intermediate school districts.
 - Recruit students taking WCMU Remote Truck to Boy Scout camps to assist scouts in earning merit badges.
 - Attend student Career Fairs including those hosted by BCA.
- Protect current levels of state support for CMU.
 - Increased overall operational state support for CMU by 2.1% over 2016/17 support levels.
 - Helped ensure higher education metrics reflected CMU initiatives and efforts.
 - Higher Education budget includes MPSERS language capping university MPSERS contributions.
 - Helped ensure state increased funding for Michigan Competitive scholarships by \$8 million, a 43.6% increase. The increase raises the maximum per-student annual award from \$575 to \$1,000.
 - Helped ensure state increased funding for North American Indian Tuition Waiver Funding of \$700,000 to “address” the difference between state aid and the cost to universities for tuition waivers.
- Enhancing campus-learning facilities.
 - Capital Outlay: Secured construction planning approval from the State and the legislature for the nearly \$20 million for expansion of College of Health Professions facility to be able to expand the size of CHP programs and graduate more health professionals.
 - Worked to secure FEMA support post-campus flooding with MI Governor’s office and Congressman Moolenaar’s office.
- Secure Campus Sexual Assault grant funding.
 - Aided in helping secure \$33,435 for the Peer-to-Peer Sexual Prevention state grant funding for CSA prevention efforts in 2016-17.
- Continued expansion of the Capital City Internship Program.

Opportunity to encourage students to engage in the public policy arena, expand horizons and consider future employment in that arena.

 - Nearly 550 CMU students have had internships in the State Capitol, state government and public policy interest groups. Many of these students have subsequently been hired in Lansing and Washington DC in public policy positions.
- Creating student experiences with State Government.

Collaborations with Michigan State Departments.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Collaborations with each of the seven colleges to link students to internships and future employment opportunities (MI Dept. of Corrections; MI Dept. of Insurance and Financial Services; MI Dept. of Natural Resources; MI Dept. of Environmental Quality, etc.)
- Creating student experiences in the public policy realm.
 - Opportunity to encourage students to engage in the public policy arena, expand horizons and consider future employment in that arena.
 - College of Science & Engineering Honors Program – escorted students to DC to have the opportunity to meet with elected officials and public policy makers.
 - Central Assessment Lending Library (CALL) – CMU students interacting with legislators and senior state administrators.
 - Central Autism Assessment & Treatment (CAAT) – Training CMU Board Certified Behavior Analyst (BCBA) students who then interact with legislators and senior state administrators.
 - CMU's Society of Automotive Engineers – BAJA student team visiting the State Capitol and interacting with elected officials and state officials as well as with campus visitors.
 - CMU graduate student helping organize Capital Area Alums to better engage with CMU undergrads while in Lansing and on-campus.
 - Alternative breaks – escorted students to DC to have the opportunity to meet with elected officials and public policy makers.
 - Art in the House & Senate – Displaying CMU student art work in State Senate and State House buildings.
- Online training. In 2016-17, the Office of Civil Rights and Institutional Equity rolled out a comprehensive online training module to students, faculty and staff. All students received training on sexual misconduct and substance abuse. All faculty and staff received harassment, discrimination and sexual misconduct training. The office identified the vendor, developed the training with the vendor and administered the program. Because the program is mandatory for all first year and transfer students, the office formed partnerships with Student Success and OIT to manage this program.
- Representatives of the President's Office and University Communication played key leadership roles in starting to plan this year for multiple events and activities to recognize CMU's 125th Anniversary in the 2017-2018 academic year. The first major event is a New Student Convocation ceremony to take place in August 2017 (the first in at least 15 years at CMU) that will focus on the student's academic journey at CMU and reinforce student success and timely graduation.
- Collaboration with Academic Divisional Leadership on Multiple Initiatives. This past year General Counsel worked closely with the academic divisional leadership regarding academic policy and handbook development, revisions, and updates, including specific initiatives for the College of Medicine. General Counsel also advised the College of Medicine on various affiliation agreements with hospitals and medical centers and with changes in physician practice plans, as well as personnel matters and operational issues between CMU and CMU Medical Education Partners. Additionally, General Counsel prepared and revised various academic agreements (e.g., visiting scholar agreement) and assisted with the review and edit of the Online Academic Program Review Committee 2.0 Final Report.
- Facilitation of Service Integration Progress and Coordination. In the past year, CMU has completed many of its initiatives toward integration of service units and operational activities between CMU Global Campus and Main Campus. The primary purpose of the

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

integration was to achieve better synergies, student-centered service, and efficiencies among service and operational units that previously functioned separately and with less strategic coordination. As part of this process, General Counsel developed the meeting agendas in collaboration with CMU senior leadership; facilitated discussion and planning during such meetings; and coordinated progressive timelines for implementation of plans developed during such meetings. The service integration initiative is nearing completion as considerable progress has already been achieved in organizational alignment of services (e.g., newly established organizational and divisional charts; multiple office integrations; etc.).

- Continued Collaboration on Multiple Intercollegiate Athletics Matters. CMU's Intercollegiate Athletic programs compete at the National Collegiate Athletic Association ("NCAA") Division I level as part of the Football Bowl Series ("FBS"). General Counsel is responsible for coordination of litigation matters with NCAA and MAC general counsel offices, and managing CMU's responses to the NCAA, MAC, and litigation counsel to ensure CMU compliance with class action decisions. In addition to managing NCAA-related litigation matters, General Counsel also reviews and revises compliance submissions to the NCAA through CMU's Athletics Compliance, and periodically meets with the Athletics Executive Team to discuss emerging and sensitive legal matters. This spring, CMU employed a new Athletic Director, and General Counsel assisted the President and Human Resources with the employment contract and questions associated with the search. General Counsel also continued to assist Athletics with the ongoing implementation and update of CMU's Gender Equity Plan as part of CMU's continued compliance with Title IX of the Education Amendments of 1972.
- Internal Audit enriches students' communication, inquiry, creative and analytical thinking through the employment of two student interns. The duties of one intern include working directly with the public accounting firm engaged to conduct the university's financial audit. The second intern assists in information technology audits and is heavily involved in the development of a data analytics/continuous monitoring program in Internal Audit.
- Recruitment – The Detroit Office assists in recruitment activities through collaboration with local, educational, and community partners. Generates opportunities through economic experiences, speakers, and civic engagement. Increased our collaborations with alumni in metro Detroit.

Priority 2 – Research and Creative Activity

Faculty and Staff:

- 475 peer reviewed journal articles were published last year: 49 articles (CBA); 13 articles (CCFA); 92 articles (CEHS); 44 articles (CHP); 61 (CHSBS); 63 (CMED); and 153 (CSE)
- CMU faculty published 9 books and 38 book chapters: 2 books / 10 chapters (CCFA); 0 / 11 (CEHS); 0 / 4 (CHP); and 7 / 13 (CHSBS)
- Our faculty and staff provided roughly 575 international, national, and regional presentations: 9 international / 13 national / 5 regional (CCFA); 57 / 44 / 22 (CEHS); 17 / 12 / 3 (CHP); 134 (CHSBS); 84 (CMED); and 175 (CSE)
- 57 creative works were performed/exhibited internationally, nationally, and regionally: 46 creative works (CCFA); 2 international, 2 national, and 1 regional (CEHS); 6 refereed artistic performance/exhibits (CHSBS)

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

Students:

- 339 student-first authors participated in SRCEE, with 360 displays (ORGS)
- Three students received the President Award totaling \$1,500 (ORGS)
- Seven students received the Provost Award totaling \$1,750 (ORGS)
- Funded 285 student grants totaling \$154,427 in 2016-2017 with the following breakdown (ORGS):
 - Undergraduate Student Grants
 - 35 Presentation Grants totaling \$8,229
 - 18 Research & Creative Endeavors Grants totaling \$9,136
 - 15 Summer Scholars totaling \$50,862
 - Graduate Student Grants
 - 50 GA Grants totaling \$10,000
 - 104 Presentation Grants \$24,931
 - 46 Research & Creative Endeavors Grants totaling \$32,949
 - 17 Dissertation Grants totaling \$18,320
- Auxiliary Services
 - Printing Services - Won a national GOLD award and also a Judge's Choice Award for exceptional quality printing for the project, "President's Annual Report."
 - University Events - Created proposal for 2016-2017 Speaker Series to include the most relevant and diverse speakers that would impact the student and academic community.
- Financial Services and Reporting (FSR)
 - Currently collaborating with research departments on implementing a cost effective medical and pathological waste disposal contract.
- Police & Parking Services
 - Parking Services continues to research and streamline on-campus parking management and operations to include on-line improvements of the purchase of parking permits, citation appeal or payment, free bicycle permits, and helping students, guests, and faculty/staff; all with an objective to excel at customer service, and develop future options for our campus community
- *Contemporary Black Poetry Series* – partners and support included HSBS, EHS, University Libraries, C. Joanne Grabinski and Roger Grabinski, the Bruehl Fund, Clark Family Fund, Erickson Family Fund, Financial Investment Management Group, Hameister Family Charitable Fund, Meijer, Patricia Herron, Traverse Bay Intermediate Schools, Traverse City Opera House, Harbor Springs Festival of the Book, Michigan Writers, Petoskey Harbor Springs Area Community Foundation.
- *Your Health Matters* (a new local TV production) – partners CMED, CHP, McLaren Central Michigan and Mid-Michigan Health.
- *Affordable Care Act* (live webcast) – CMED and CHP
- *The Children's Bookshelf* – HSBS, and CCFA
- *CMU Points of Pride* – HSBS
- *Storied Streets* multi-venue screening of a CMU alum's film on homelessness with a town-hall type discussion – CMU Social Work faculty
- *Ask The "Expert"* – CMED, CHP, HSBS Faculty & Staff from various departments

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Promote research opportunity support for Institute for Great Lakes Research
Continue to work with faculty and ORSP to identify possible bridges between state and federal needs with campus research.
 - Secured keynote speaker for 2017 CMU Great Lakes Water Symposium (Senator Gary Peters), along with other public policy officials from state government.
 - Hosting Fall 2017 Great Lakes Water Symposium with keynote speaker (Congressman John Moolenaar).
 - Worked with DEQ, DNR, Office of the Great Lakes, and Congressional Great Lakes caucus to promote research taking place on Beaver Island and at the Mount Pleasant campus.
 - Hosted Senator Peters' staff and Congressman Kildee's staff on tour of Beaver Island Facility.

- College of Medicine support
Continue to update legislators about the college. Also, work to increase state and federal support for Graduate Medical Education (GME).
 - Helped launch a statewide SNAF work group to ensure federal SNAF funding continues (\$11m to CMU)
 - State appropriated \$500,000 for a pilot program funding GME for primary care physicians. CMU and Wayne State continue to work together to highlight the need for the innovative program in Michigan for 2017-2018.

- Continue to seek state support for CMU's Central Autism Assessment & Treatment (CAAT) Center and the Department of Health and Human Services (DHHS) funding for the Board Certified Behavior Analyst (BCBA) program.
Continue to work with faculty and Office of Research and Graduate Studies to identify possible bridges between state and federal needs with campus research.
 - State allocated \$500,000 for continued training of board certified behavior analysis for autism treatment for 2017-2018. (This support is in addition to the \$370,000 allocated for the same purposes in the 2015-16 state budget.) CMU will receive grant support from this line item.
 - Facilitated Hope Network Partnership with CAAT to train more CMU students and provide internship and employment opportunities.

- State of Michigan STEM support.
Continue to work with Michigan Department of Education to ensure grant funding for state STEM education efforts continue.

- State of Michigan Energy support.
Continue to work with Michigan Agency for Energy to ensure introduction of state campus energy conservation support of \$4.5 million in 2018-2019 state budget.

- General Counsel Collaborative Review and Support of Sponsored Research Initiatives
General Counsel works closely with the Office of Research and Graduate Studies in the development, review, and management of sponsored research contracts to ensure compliance with CMU policies as well as federal and state laws and regulations. Additionally, consistent with CMU's commitment to research integrity, General Counsel assists the CMU Institutional Review Board and Institutional Animal Care and Use Committee with critical issues, and engages with multiple offices related to the review and investigation of research misconduct concerns. General Counsel also coordinates reporting to federal

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

granting agencies to ensure continued qualification to apply for federal grants to support CMU research initiatives.

- Office of Civil Rights and Institutional Equity applied for, was awarded and managed a grant through First Lady Snyder's state-wide sexual assault awareness campaign. CMU has received a grant both years that the program has existed.

Priority 3 – Quality Faculty and Staff

- Enhanced faculty development activities (e.g. workshops, academies, consultation). The Center for Excellence in Teaching and Learning reached 671 faculty (unduplicated headcount), provided 121 mid-term feedback sessions, enrolled 28 faculty in the Teaching Enhanced Active Learning Academy, and others (Academic Development)
- Significant achievements:
 - MBA program ranked 42nd Best Online MBA Program by *US News & World Report* in 2017 out of 255 programs ranked (CBA)
 - CMU recognized for eighth straight year by the Sales Education Foundation (SEF) as one of the top university sales programs in the US (CBA)
- Committee work:
 - Chaired Liaison Committee on Medical Education (LCME) subcommittee (Academic Administration)
 - Chaired the International Travel Oversight Committee (Academic Administration)
 - LCME accreditation steering team member (Academic Administration)
 - Retirement Investment Advisory Committee
 - Co-chair of the Budget Priorities Committee (Academic Administration)
 - Research misconduct committee (Academic Administration)
 - The following search committees:
 - Assistant Dean for Finance of CMED (Academic Administration)
 - Associate Vice President for facilities (Academic Administration)
- Efforts to support faculty:
 - The college continues to invest in databases/software to support faculty and student research. Annual purchases include the WRDS service (\$37,500) along with Compustat (\$39,750), CRSP (\$40,710), and Bloomberg Services (\$60,000). Several smaller less expensive research databases are also purchased (CBA)
 - CCFA has established a Professional Development Travel Fund for each regular faculty member. Faculty who are presenting or performing may receive \$1500 for associated costs. Fixed Term Faculty may apply for up to \$500 (CCFA)
 - Moore 147 is being remodeled to become a Technical Theater Lab. This will allow faculty and students to work on theater design in an environment that will enhance productivity (CCFA)
 - In support of a new animation faculty member, an animation lab is being remodeled in Wightman Hall. Over \$100,000 worth of computers, projectors, screens and software are being purchased to create a dynamic space for this new program (CCFA)
 - A comprehensive faculty mentoring program continued throughout the College in 2016-17. The program provided mentoring for 10 pre-tenure mentees by 10 tenured faculty members. The goal is to

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

provide assistance so mentees (new faculty) acquire the essential competencies and develop constructive work relationships needed for their continued career vitality. Survey feedback from mentees confirmed the value of the program. More than three-quarters of mentees highly agreed that mentors provided support for teaching, service and reporting and over two-thirds agreed that mentors provided research support (CEHS)

- Continue to offer competitive start-up packages for new faculty (CHP; CSE)
 - Computer support for more than 1000 computers for faculty, staff, and classroom computers, Web Manager, Publications & Communications Social Media, Marketing, Publicity and Media Relations, Student Recruitment, Marketing and Communications (CHSBS)
 - CMED has implemented and delivered various professional and educator development opportunities to the faculty. Themes include: creation of professional learning communities; “just in time learning;” customized offerings; orientation and mentoring. New faculty members participate in six hours of faculty development. Sessions include mission of the school, goals and objectives, role modeling, professionalism, and core skills in effective teaching and assessment (CMED)
 - Research-reassigned time program: The CSE-ORGS reassigned time program uses F&A (indirect) monies to fund course releases for faculty who obtain significant grants. This has proven very effective at helping faculty maintain successful research programs and secure continuing grant funding (CSE)
 - CSE Sabbatical Fellowship program: This competitive program encourages faculty to take a true sabbatical leave away from CMU by providing a one-semester fellowship to accompany the semester-long sabbatical leave. Each year, one fellowship is awarded for a research-focused leave and one for a sabbatical focused on improving teaching (CSE)
 - Faculty development program for active-learning classrooms: The CSE Active Learning Committee, supported by CETL, provides professional development and a peer support group for faculty learning to teach in the new technology-rich active-learning classrooms (CSE)
- **Auxiliary Services**
 - Auxiliary Operations/Card Office - Worked with Information Technology to develop a plan for managing the technology components of the Campus Card Office.
 - Campus Dining - Jen Souva, a CMU alumna currently working for Campus Dining, was recognized with a prestigious Aramark Ring of Stars award.
 - Events & Conference Services - Worked with Athletics coaching staff to transition to Limited Liability Corporations (LLC) in how sport camps are managed on our campus.
 - Printing Services - Partnered with University Communication on a collaborative effort to develop and properly train Media Graphix students and absorb duplication of efforts.
 - **Financial Services and Reporting (FSR)**
 - Under the One CMU concept, cross trained directors from main campus with Global Campus and aligned many processes and policies to create a better and more consistent experience for students.
 - **Human Resources**
 - Developed new training programs and materials to support the LSI Leadership Initiative.
 - Analyzed and recommended strategies for compliance with Fair Labor Standards Act (FLSA) regulations impacting exempt positions.
 - **Police & Parking Services**

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Implemented the MILO range use of force/de-escalation training simulator to provide ongoing high quality training to CMUPD officers and our local partners.
- University Communications supported the Leadership Standards Initiative by helping to develop and execute communications with university community members. UComm's role included providing communications counsel, developing email communications to campus supervisors and managing content on the LSI website.
- General Counsel Advisory Group Demonstrates Continued Success in Coordination and Collaboration. CMU, as a public university, is subject to, and responsible for compliance with, many different federal and state laws and their related regulatory requirements. The federal government is also continually announcing new regulations impacting multiple offices or operations within the CMU community. Additionally, different offices on campus have similar or related responsibilities, and CMU is committed to consistency in the application of its labor and employment related policies, procedures, and decision-making. The General Counsel Advisory Group exists to ensure cross-organizational collaborative efforts related to compliance with the various regulations, as well as consistency in process and decisions in labor and employment matters. The Advisory Group includes senior representatives from General Counsel, Human Resources, Faculty Personnel Services, Global Campus, and the Office of Civil Rights and Institutional Equity. The Advisory Group is making continued progress towards coordinated and timely implementation of regulatory requirements, as well as ensuring consistency in reviewing and addressing major labor relations and employment related issues at CMU.
- Successful and Strategic Collaboration on Collective Bargaining Agreements and Employment Relationships.
 CMU has nine (9) collective bargaining units, and overall eleven (11) employee groups. CMU is committed to maintaining a quality professional work environment for its employees, and has a positive and collaborative relationship with its unions. Recently, CMU and two of its collective bargaining units (Police Officers (POAM)); (Service Maintenance (AFSCME)) ratified collective bargaining agreements. Over the course of the negotiations, General Counsel communicated regularly with Employee Relations on various labor related issues.

General Counsel also continued to assist Human Resources and Faculty Personnel Services with issues related to investigations of employee misconduct, and have assisted many of the administrative departments and colleges with challenging personnel matters this past year. Additionally, General Counsel reviewed and revised an expansive quantity of benefits contracts with third party vendors.

General Counsel also continue to lead a workgroup consisting of Information Technology, Human Resources, Faculty Personnel Services, Global Campus, and University Communications developing a comprehensive workflow process for discontinuation of Outlook access for employees whose employment relationship with CMU is concluding. The purpose of the workgroup and the design of the workflow process is to protect employee, student, and patient privacy; ensure continuity of business operations and communications; and limit or prevent inappropriate access to CMU systems and databases.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Coordination with Facilities Management on Campus Identity Project and Construction Related Matters. At any time, CMU has many different ongoing construction projects critical to advancing CMU's educational and research interests. Last year, construction concluded on the Courtyard by Marriott hotel within the CMU Athletics Complex, which is intended to serve, in part, as an experiential education hub for CMU students in the hospitality program within CMU's College of Business Administration. General Counsel worked closely with CMU Facilities Management and regional utility companies (i.e., DTE Energy and Consumers Energy) and the City of Mt. Pleasant (as to the relocation of Campus Drive, the connector street to Mission St.) to create the requisite contracts (i.e., utility and right of way easements etc.) for the construction to be completed. Additionally, General Counsel continues to work closely with Facilities Management on construction related matters, including resolution of contractual disputes, drafting easements and storm water retention agreements, and preparing resolutions for the CMU Board of Trustees to address various real estate related matters.
- Advancement of CMU's Commitment to Diversity and Equal Employment and Educational Opportunities. CMU has a well-established commitment to promoting diversity and to ensuring equal employment and education opportunities throughout the campus community through its policies, practices, and programming. General Counsel continues to work collaboratively with the Office of Civil Rights and Institutional Equity (particularly related to the implementation of the CMU Sexual Misconduct Policy and the Affirmative Action Protocol), Student Disability Services, Human Resources, the Office of Diversity and Inclusion, and Faculty Personnel Services to review, address, and successfully resolve, employee and student discrimination, harassment, and related concerns.
- Continued Progress On Compliance. CMU students participate in the operation of student clinics in: (1) psychology; (2) speech-language pathology; and (3) physical therapy within the Carls Center as part of the CMU College of Health Professions. Over the past year, CMU has developed in coordination among the Carls Center; the College of Health Professions; the College of Humanities and Social and Behavioral Sciences; Financial Services and Reporting; and General Counsel (with the assistance of outside health law counsel) service agreements for each of CMU's clinical educational components. These service agreements allow CMU to maintain compliance with the Centers for Medicare and Medicaid Services regulations related to its clinical programs.
- Internal Audit recruited and hired CMU's first Senior Information Technology auditor. Additionally, all audit staff have participated in at least 40 hours of continuing professional education annually.

Priority 4 – Community Partnerships

- Committee work:
 - Michigan Association of State Universities (MASU) (Provost)
 - Great Lakes Bay Regional Alliance (Provost)
 - Mid-American Conference's Academic Leadership Development Program (Academic Administration)

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Council of Library Deans (COLD) – coordination/collaboration between libraries of 15 public institutions (Libraries)
- State Chief Information Officers also collaborate through a CIO Forum sponsored by MASU (OIT)
- Continued to grow Service-Learning by adding assessment tools and metrics to enhance the current process, showing the Committee for Academic Service Learning approved 11 courses for the SL designation meaning a 50% increase in total designations (Academic Development)
- Regional Cybersecurity Education Collaboration (RCEC) - RCEC is a collaborative effort with Central Michigan University, Wayne State University, Northern Michigan University, and Merit that is working to meet the shortages in Michigan for cybersecurity professionals. The partner schools will leverage the Michigan Cyber Range and Merit Network infrastructure to deliver cybersecurity training, testing, and exercises to support national standards in the discipline (CBA)
- Music faculty participate regularly in creative endeavors in collaboration with faculty from other institutions, including Michigan public universities. These activities include (a) collaborative composition concerts, (b) recital and chamber music performances, (c) exchange recitals, and (d) regional orchestra performances in which state university professors participate (CCFA)
- MTU/CMU Physical Therapy collaboration - 12 CMU students per year trained simultaneously with PT students on the Mt. Pleasant campus. Students from northern Michigan now have the ability to attend PT school in their geographic area in hopes they remain there to practice in rural settings as is the mission of the program and college (CHP)
- The social work program and multiple health professions programs are collaborating with Ferris State University (pharmacy) and Mid-Michigan Community College (nursing) to continue and improve Inter-Professional Education learning activities for our respective students (CHSBS)
- Collaborating with SVSU in a cooperative effort to help students in Public History gain applied experience in museums, archives, and historic sites (CHSBS)
- Cultural Resource Management Program (CHSBS)
 - Maintained ongoing partnerships with the City of Mt. Pleasant, Saginaw Chippewa Indian Tribe of Michigan, Emmet County, Presque Isle County, 40 mile Point Lighthouse Society, Thunder Bay National Marine Sanctuary, Clare County, and Dow Gardens.
 - Completion of an innovative contract-based program 100% funded by Dow Gardens/Dow Foundation
 - Contracts for Antique Toy and Fire House Museum, Bay City, MI
 - American Chemical Society in Midland Contract
 - 100% employment rate for the seven MA in CRM graduates
- Great Lakes Institute for Sustainable Systems (GLISS) (CHSBS)
 - Sustainability consultant to the Saginaw Chippewa Indian Tribe and the Soaring Eagle Casino and Resort
 - Advisor to the Union Township Sustainability Committee and the statewide Michigan Green Committees Organization
 - Participation in the Great Lakes Bay Region Sustainable Development Committee, Freeland, MI
 - Directed Earth Week and Earth Day activities for CMU
 - New academic program in sustainability and environmental policy (SEP)
 - 12 new SEP minors and 41 ENV minors

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Chapter publication in Public Policy, Governance and Polarization Volume
- EURAM Conference Presentation, Glasgow, Scotland
- Developed and funded recycling grant proposal with Mt. Pleasant School District entitled "Recycling is Elementary". Project funded by Michigan Governor's Recycling Summit
- Early Assurance Program (EAP) in place with SVSU and one in progress with GVSU (CMED)
- The US Department of Energy Facility for Rare Isotope Beams (FRIB) at MSU - 3 CMU faculty in nuclear physics have research appointments at FRIB (CSE)
- CSE owns several nodes in the MSU super computer allowing our faculty to use this machine for running large computations (mostly in physics and meteorology) (CSE)
- Library of Michigan (state government) – facilitates interlibrary loan resource sharing between the 15 public university libraries (Libraries)
- Merit is CMU's internet service provider (ISP) and provides transport to the general internet for all CMU's network traffic, as well as routing to Internet2 for qualified traffic. It is a private company that is wholly-owned by 14 of the state public universities (Saginaw Valley is not an owner) (OIT)
- CMLife routinely send students into the community to interview sources, fulfill advertising and public relations needs and numerous other activities (Student Media)

- Cross Campus Corporate Outreach Team/Office of Business Engagement

In Fall 2016, university departments and staff who regularly work with external businesses and corporations formed the Cross Campus Corporate Outreach (CCLO) Team and began meeting monthly to increase internal communication, synergy and collaboration and better serve both the university and its external partners. The CCLO examined the need for a consistent approach to cultivating the university's relationships and services to our external business partners.

In late Spring 2017, through the efforts of the CCLO the Office of Business Engagement (OBE) was created with the responsibility of providing leadership, management, planning and oversight of the university's efforts to connect and cultivate mutually beneficial relationships with its external partners. The OBE will work collaboratively with school and college-based corporate relations staff and leadership to improve the quality of services and opportunities for CMU students to impact future student success.

- Chippewa Achieve Program/Mid Michigan Community College

In August 2016, CMU partnered with Mid Michigan Community College (MMCC) to launch the Chippewa Achieve Program (CAP), a new initiative designed for transfer student transition onboarding between both institutions.

The agreement provides additional support and services for students who intend to transfer to CMU after completing two successful semesters at MMCC. During their first year at MMCC, students will reside in a CMU residence hall, receive custom advising and academic support, and will become involved in student life activities before transferring to CMU for their Sophomore year. The first cohort of CAP students (42 as of August 1) will begin this fall and reside in Calkins Hall.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- **Auxiliary Services**
 - Campus Dining - Continued supporting Big Brothers/Big Sisters of the Great Lakes Bay Region, Isabella Community Soup Kitchen, United Way of Isabella County, Special Olympics, Community Compassion Network's Mobile Food Pantry, and Nutrition Club.
 - University Events - Served as the primary consultant and production manager for all CMU Marriott events.
- **Financial Services and Reporting (FSR)**
 - Collaborated with City of Mt. Pleasant and Mt. Pleasant Public Schools to extend printing and copier contracts.
- **Police & Parking Services**
 - Assisted in re-establishing SANE (Sexual Assault Nurse Examiners) at McLaren Hospital.
 - Assisted in establishing the Regional Community Mental Health Task Force between CMH, Hospitals, Law Enforcement and CMU.
 - Assisted local, state, and federal law enforcement agencies with the forensic examination of approximately 30 items of digital evidence.
- **Create meaningful partnerships with organizations in our coverage area to enhance community support and University recognition.**
 - *Warm Hearts Warm Homes* – partners Consumers Energy, Isabella Bank and Michigan Community Action agencies.
 - WCMU PBS Kids character visits (Curious George, Princess Presto, Arthur, Buddy the Dinosaur, etc) – partners CMU Alumni Relations, CMU Child Development and Learning Lab, Chippewa River District Libraries, Flint Holiday Walk, Great Lake Loons.
 - *Bird Friendly Broadcast Tower, Microbial Mats in Lake Huron, Great Lakes Shipping Pay Controversy and Great Lakes Restoration Funding Cut* – radio stories shared nationally with NPR
 - *Trump Budget Hurts Dam Removal Project, Great Lakes Hold Secret to Life On Earth* – radio stories shared regionally with Great Lakes Today partnership
 - *Harbor Springs Festival of the Book* - radio live remote, partner Harbor Springs Historical Society
 - *Thunder Bay Film Festival/ PBS Hamilton screening* – radio live remote, partners Alpena County Public Library and Thunder Bay National Marine Sanctuary
 - *Night of Louisiana – celebrating Cajun culture, music and dance* – University Events
 - *Whiting Forest video project including BCA students* – partners BCA, The Whiting Forest, the Dow Gardens and The Herbert H. and Grace A. Dow Foundation
- **Bringing Public Policy Makers to campus to tour CMU facilities and to meet with faculty, staff and administration.**

Continue bringing public policy makers and staff to campus.

 - Hosted more than 60 legislators, administration officials and legislative staff to campus to speak to students, tour facilities and meet with faculty and CMU administrators.
 - Hosted Community (Mt. Pleasant City Council and City leadership; Isabella County Commission and County leadership) leaders for campus tours/meetings with CMU faculty and administration.
 - Secured state and federal officials to participate in the October Great Lakes Water Conference at CMU.
 - Secured state and federal officials to participate in the October Urban Challenge in the Era of Globalization conference sponsored by HSBS in Detroit.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Collaborated with WCMU for elected official interviews while visiting CMU and in Lansing.
- Continue working and nurturing the relationship with the Saginaw Chippewa Indian Tribe.
 - Continuation of mentorship program between CMU students and young tribal members.
 - Establishing research collaboration between the College of Science & Engineering and tribal environmental protection efforts.
 - Continue hosting tribal representatives to speak to students, faculty and staff on campus (e.g., Leadership Safari, etc.)
- Work with Governor's Appointment Office on identifying state board appointments for CMU faculty, staff and alumni and identify possible CMU Board of Trustees candidates.
 - Continued to work with Governor's office to increase the number of appointments of CMU community members to state boards.
- Creation within University Communications of a business development unit this year will contribute significantly to Priority 4, Community Partnerships. This unit will work closely with corporate, governmental and other external partners to support their employees' needs for education. It already has expanded our efforts with the federal Office of Personnel Management. Late in fiscal year 2017, unit members also cemented a relationship with the State of Michigan, forging a partnership that was documented in writing in July. The business development unit works closely with CMU's new Office of Business Engagement.
- Legal Direction for Advancement Initiatives.
 General Counsel worked closely with the Vice President to assist with various initiatives pursued by the advancement division, including a divisional restructuring and the development and implementation of an intra-organizational alignment of fundraising priorities related to donor development. General Counsel also assisted advancement with the creation of the Advancement Board to work in coordination with the National Campaign Steering Committee for the Fire Up for Excellence Campaign, and the update to the CMU Board Bylaws to establish the Investment Committee as a sub-committee of the Board's Finance and Facilities Committee. General Counsel worked closely with the development leadership and officers around campus on various matters, including drafting or reviewing language for scholarships, endowments, gift agreements and related contracts, as well as reviewing estate planning and executor documents when CMU is the recipient of a gift or bequest.
- Progress on Broad Institutional Governance Matters.
 Over the past year, General Counsel worked closely with the President and the CMU Board of Trustees on important updates to the CMU Board Bylaws and Policies, and University Policies, including updates addressing contracting authority matters, advancement activities, and alignment of institutional defense and indemnification policy with the Michigan governmental immunity laws. Moreover, in collaboration with the Board Office, General Counsel participated in the comprehensive orientation for new Board members and provided updates to the Board on significant court and administrative decisions impacting CMU and higher education.
- Legal Oversight for CMU Center for Charter Schools.
 The Governor John Engler Center for Charter Schools ("CSO") at CMU operates the largest number of charter schools in Michigan. General Counsel worked closely with CSO related to contractual and operational issues that may arise in the issuance, implementation, or discontinuation of authorization of public school academies by the CMU Board of Trustees. Additionally, General Counsel continues to assist

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

CSO leadership with periodic personnel, board governance, and litigation matters involving public school academies, as well as legislative matters with the State Superintendent. General Counsel also continues to review CSO resolutions for CMU Board of Trustees' approval.

- Leadership within National and Michigan Higher Education Organizations.
 This past year the Vice President and General Counsel continued to serve as elected Chair of the Legal Officers' Committee as part of the Michigan Association of State Universities (MASU), which consists of the General Counsels from all of Michigan's public universities. As Chair, Dr. Rupe led in the development of meeting programs and facilitated meetings and special sub-committees as well as presided at quarterly meetings. Dr. Rupe also continued to assist MASU's Executive Director on behalf of the Legal Officers with review of pending legislation with the Michigan Legislature, and coordinated CMU's review and response of legislation with CMU's governmental relations office.

This year Dr. Rupe completed his first year of a three-year term on the Board of Directors for the National Association of College and University Attorneys (NACUA) following his election last June by the NACUA membership at the NACUA Annual Conference. Dr. Rupe was nominated by his Michigan legal officer peers and selected to serve on the 18-member Board, which was a tremendous honor and recognition of his substantial service to NACUA over the past 15 years. NACUA is the preeminent organization of higher education attorneys, with approximately 4,500 members.

This past year Dr. Rupe also served by appointment on the Committee on Annual Program for the National Association of College and University Attorneys (NACUA), and was selected to serve by appointment as Co-Chair of the Planning Group for the General Counsel sessions track for the Annual Conference. This Committee is responsible for planning the four-day Annual Conference for NACUA, which is the annual comprehensive professional development program, attended by nearly 1,700 college and university attorneys in June. While serving on the Committee Dr. Rupe also planned and developed a conference session and recruited and selected speakers for the session, along with reviewing and editing the session outlines and related materials. The conference session was titled *Counsel's Role in Intercollegiate Athletics Compliance: Considerations and Best Practices*. Dr. Rupe was appointed again this coming year to serve on the Committee for the Annual Program, and was selected to serve (again) as Co-Chair of the Planning Group for the General Counsel sessions track for the 2018 NACUA Annual Conference.

Dr. Rupe also continues to serve on the Legal Committee for the Michigan Universities Self-Insurance Corporation, which is responsible for risk and insurance management policies and practices for Michigan public university members. The Committee, which meets quarterly to discuss trends in areas of risk mitigation and preventive practices as well as litigation management, develops and hosts a fall workshop on critical legal and risk management trends in higher education.

Priority 5 – Infrastructure Stewardship

- Continued efforts to simplify and align tuition rates between on and off-campus by changing rates and fees so on-campus and off-campus students are paying the same costs for MBA, MSIS, and MS in Nutrition and Dietetics programs. Eliminated unique Doctor of Audiology and Specialist in Education rates and

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

established Master of Entrepreneurial Transactions program at MBA, MSIS rates (Academic Administration)

- Championed revision of the Count Date Policy to improve reporting accuracy given changes in enrollment behavior (Academic Administration)
- Biosciences building: Faculty and staff moved into the building following substantial completion in September 2016. Equipment was installed and research labs were set up during the fall semester. The first classes were taught in January 2017 (CSE)
- Ongoing assessments (DEW rates, ACS exam results, success of students in subsequent courses) show substantial increase in student learning. An additional active learning classroom is now available in the Biosciences building (total is 5 ALCs in CSE)
- Copeland Suite remodel - During the summer of 2016, the south end of the second floor was remodeled. The print reference collection was moved into the general collection and the reference shelving was removed. A collaborative learning space for students was constructed in this location. The area now features moveable marker boards, group study display monitors, and a variety of seating and tables in an inviting setting (Libraries)
- Completed merger of the Reference Department and Global Campus Library Services departments to form the new Library Research and Instruction Services department. This led to a single service unit responsive to users regardless of location and program. This also includes the establishment of a single reference coverage schedule (Libraries)
- Implemented TeamDynamix to support ticketing and project intake across OIT
- Expanded and better aligned support for academic and healthcare technologies
 - Standardized Desktop Support services - everyone on campus now has access to desktop technicians with no chargeback
 - Finalized appointment of Executive Director of Academic and Research Computing (begins July 1, 2017) (OIT)
- Introduced Project Management and Technology Purchasing and Contracting
 - Created and hired staff for Project Management Office (PMO)
 - Consolidated project-related processes and project information into TeamDynamix
 - Shifted from "one-off requests" to "strategic solutions"
 - Inventoried all submitted projects - now prioritizing through divisions
 - Obtained support for new processes to launch on July 1, 2017 (OIT)
- Ensuring safer and more reliable systems (OIT)
 - Created information security portal for dissemination of information security info across campus
 - Launched the pilot of our new secure research computing environment (ICE)
 - Implemented new tool for monitoring systems for security anomalies
 - Implemented second phase of verifications for W2 and other personal data in CMU systems
 - Implemented data loss prevention (DLP) and email encryption capabilities through Office 365
 - Implemented new and regular full campus vulnerability scanning
 - Moved Incident Response ticketing into TeamDynamix for better tracking and response
 - Created secure mobile A/V recording and storage tech setup for community health interviews
 - Constructed ongoing regular cycle of audit and assessment plans
 - Migrated campus from on-prem email screening to hosted Microsoft solution
 - Added Shibboleth as additional Single Sign-On option

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Edited two existing policies, created a new one, and finalized four new standards to be written into policy in fiscal year 2018
- Increased capacity at Southfield disaster recovery site
- Consolidating and modernizing IT applications and infrastructure (OIT)
 - Removed approximately \$500,000 from the CMU budget through application consolidations and license renegotiations
 - Updated Course Search and Registration program
 - Brought Charter Schools into CMU email systems
 - Launched over 200 CRM campaigns, event invitations, reminders and follow-ups
 - On boarded new teams/departments into CRM: MSA Office, International Recruiting, Undergraduate International Admissions, Graduate Student Services
 - Implemented Graduation Planning in SAP for Registrar's Office
 - Consolidated Video Conferencing service offerings into WebEx/Skype for Business
 - Improved broadband connections to Beaver Island
 - Completed infrastructure in Biosciences Building
 - Dual-attached most academic building to campus network (added redundancy)
 - Finalized plan for Digital Phone (VOIP) roll-out
 - Expanded Data Center to accommodate server and storage consolidations planned for fiscal year 2018
- Development and implementation of key policies (ORGS):
 - Updated Animal Handler Health and Safety Policy (awaits final approval.)
 - Policy for oversight of controlled substances in research has been approved and implemented.
 - Revised "Animals on Campus" policy has been drafted and awaits approval. The revisions bring the policy into compliance with PHS policy and Animal Welfare Act regulations and clarify the role of the IACUC with regard to invertebrate animal research.
 - A draft policy that establishes/expands the mandate of the Institutional Biosafety Committee (IBC) to include potentially biohazardous research that does not currently have officially established mechanisms for oversight has been written and approved by all departments involved in providing oversight and by the Office of General Counsel.
- Export Controls - Continued outreach to various academic and administrative units and education. Presentations to Council of Deans and Faculty Senate. Identification of potential risk areas such as foreign vendors and international financial transactions (ORGS)
- Implemented common procedures for conducting for-cause and not-for-cause procedures for auditing research activities for compliance with federal regulations and institutional policies (ORGS)
- Accreditation:
 - Assisted the College of Education and Human Services with their response to the CAEP accreditation concerns. Prepared the Annual report and coordinated data collection with OIR. Continuing accreditation was secured (Academic Effectiveness)
 - Continued to monitor the Physician Assistant program with their responses to the ARC-PA accreditation and the preparation of their annual report. Full accreditation remains in place. New director is on campus (Academic Effectiveness)
 - Reviewed all specialized accreditation documents prior to submission and participated in nearly all site visits (Academic Effectiveness)

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- One of only five (5) business colleges in Michigan and one of only 186 worldwide with both business and accounting accreditation from AACSB International (CBA)
- In October 2016, the College of Medicine was granted provisional accreditation by the LCME with only eight (8) areas of noncompliance or compliance with a need for monitoring determined – a significant improvement. Completion of the full accreditation data collection instrument is in process and on track for the December 2017 submission deadline. Preparations for the February 2018 full accreditation site visit are underway (CMED)
- ACGME: The Accreditation Council of Graduate Medical Education (ACGME) is the body responsible for reviewing and accrediting residency programs (GME). The CMU College of Medicine is the academic sponsor of five residency programs based at CMU Partners in Saginaw. All residency programs including family medicine, internal medicine, emergency medicine, emergency medical services, and psychiatry, are accredited. Accreditation for a podiatry residency is in process (CMED)
- The computer engineering degree was evaluated for ABET accreditation; we anticipate accreditation will be granted by ABET at their July 2017 annual meeting (CSE)
- Preparations are underway for ABET accreditation of the computer science major, the mechanical engineering technology and industrial engineering technology programs (CSE)
- Planning has begun for accreditation of the biochemistry major by the American Society for Biochemistry and Molecular Biology (CSE)
- Accreditation of the Human Research Protection Program by AAHRPP. Full accreditation for three years (ORGS)
- MSA program explored potential accreditation (ORGS)
- Auxiliary Services
 - Campus Dining - Conducted MarketMATCH master planning system for CMU dining - Planning session to develop a 3-5-year plan for dining.
- Facilities Management
 - Initiated 75 projects totaling approximately \$8 million to conduct clean-up and restoration of 63 facilities and infrastructure systems due to the June 23-24, 2017 storm water event.
 - Completed:
 - \$95 million Biosciences project
 - SAC Pool and interior finishes renovation
 - Police Department simulator project
 - Power House Boiler #4 Gas Burner Upgrade
 - Theunissen Baseball Performance Center
 - Executing Powers Hall domestic water and restroom renovation and Grawn Hall renovation Phase II.
 - Initiated design of the Center for Integrated Health Studies project.
 - Led campus planning efforts in close partnership with the Provost Office, Residence Life, Athletics, colleges and staff agencies. Plans completed include:
 - Student Life Master Plan
 - Campus Space Programming Plan
 - Vivarium Program Study
 - Athletics Title IX Projects Program Plan
 - 2017 Capital Plan

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Diverted 34.1% (940.05 tons) of solid waste in fiscal year 2017, over 100 ton increase from 2016; exceeded the Governor's 30% goal for the State of Michigan.
- Won the 2016 EPA Region 5 Food Recovery Challenge in the college and university category, third year in a row.
- Supported research and state-of-the-art learning with the construction and/or renovation of 24 projects.
- Completed our eighth year operating within a 2009 baseline Central Energy Fund budget.
- Completed rebates with DTE and Consumer's Power totaling \$83,145.
- Financial Planning and Budgets (FPB)
 - Assisted with budgetary matters related to Global Campus integration.
 - Assisted the university by modeling the effect of enrollment changes and lower state funding than anticipated during fiscal year 2016-2017 budget development.
 - Financial Planning and Budget Development – Created numerous iterations of financial plans to inform decision-making on tuition rate recommendations and create a balanced budget.
- Financial Services and Reporting (FSR)
 - Merged Global Campus administrative offices with the on-campus financial administration.
 - Saved \$221,000 by streamlining management of financial services, merged staff doing like functions into single departments, reporting to a single director. This included staff moving to Student Account Services and University Billing (SASUB), Payroll and Travel Services and Accounting Services.
 - Global Campus (GC) financial staff developed profit and loss reports for all GC sites. This assisted senior management analyses and decision making on profitability of sites.
 - Successfully marketed the university's property insurance program with a 25% savings in premium and a lower per claim deductible from \$500,000 to \$250,000.
- Human Resources
 - Under the philosophy of One CMU, worked with many departments to reorganize as well as merge Global Campus operations into main campus operations.
- Police & Parking Services
 - Implementation of increased physical security across campus including Residence Hall access control, classroom security upgrades, and additional camera/alarm installations.
- Internal Audit enhances university financial and technological infrastructure through its examination of control procedures in each operational and performance audit.
- Continued refinement and implementation of CMU's *Stamp on the World* integrated marketing and branding plan, interweaving efforts in the online and adult marketplace with our undergraduate, on-campus initiatives.
 - For the first time, the university's twice-annual media plans and resulting buys were strategically developed and implemented jointly, as One CMU.
 - Media buys were coordinated through a single media buyer for the first time.
 - Digital marketing placements were handled for the first time by a single firm.
 - Online/adult marketing efforts became fully branded in look, feel and messaging.
 - Content developed for CMU's websites, news releases, social media, etc. reflected expanded inclusion of online and adult students and programs.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- The Stamp on the World integrated marketing and branding plan, about six months old when Fiscal Year 2017 began, will be fully reviewed and refreshed during Fiscal Year 2018.
- Staff integration efforts were completed, including the following actions:
 - All on- and off-campus designers became one team, under one director, upholding shared brand standards and values, and collaborating daily.
 - All on- and off-campus marketing team members, including writers and strategists, became one team, under one director, with a unified approach and messaging, weaving campaigns together, upholding shared standards and values, and collaborating daily.
 - All team members have shared goals and expectations and have a greater understanding and allegiance to One CMU.
- Oversight of, and Legal Guidance for, Federal Communications Commission Spectrum Auction Impacting CMU Public Broadcasting Television Stations. Central Michigan University has five public broadcast television station licenses to host full-power broadcast stations in the UHF frequency. In accordance with directives from the U.S. Congress, the Federal Communications Commission established a spectrum auction to pursue the purchase of UHF spectrum from broadcast television stations to make such spectrum available for sale to telecommunications companies for wireless and broadband services. Through the spectrum auction, the FCC invited broadcast television stations in the UHF spectrum (including CMU's five stations) to participate in such auction. Under the auction, broadcast television stations bid to relinquish (or change) their UHF licenses through a reverse auction, and then telecommunication companies bid through a forward auction to purchase available or cleared spectrum. CMU submitted a nonbinding application to participate for its five broadcast television stations in January of 2016, and, subsequently participated in the multiple stages and rounds of the spectrum auction through 2016 and into early 2017.

As part of General Counsel's responsibility for comprehensive oversight of this process, the office was responsible for: (1) educating the CMU Board of Trustees, President, and the Cabinet regarding the options available to CMU under the spectrum auction; (2) ensuring knowledge and compliance with the "anti-collusion" rule and the FCC's prohibited communications requirements; (3) reviewing thousands of pages of materials from the FCC (including scores of public notices, guides, and PowerPoints) and participating in multiple tutorials and workshops to ensure informed participation in the spectrum auction; and (4) implementing the Board's decisions in participating in the spectrum auction. Additionally, for each stage and round General Counsel was responsible for the verification of CMU's bid status and maintaining CMU's participation eligibility. Following the conclusion of the spectrum auction, General Counsel was responsible for ensuring that CMU followed the FCC's registration system requirements to receive payment of the spectrum auction proceeds.

At the conclusion of the spectrum auction, CMU successfully bid to relinquish one of its five broadcast television licenses as the station served an area of Michigan that was already served by at least one other public broadcast station; thus, the public did not lose public broadcast television access due to CMU's participation in the spectrum auction. CMU is scheduled to receive \$14,163,505 from the FCC in the near term for the broadcast television license it relinquished through the spectrum auction.

Central Michigan University
President's Report for the Year Ended June 30, 2017
Report of 2016-2017 Divisional Highlights by Strategic Plan Priority

- Continued Service on CMU Committees and Work Groups. General Counsel continued to serve on the CMU Enterprise Risk Management Committee, which is tasked with developing a comprehensive analysis of institutional risks across broad categories, such as financial, reputational, compliance, operational, and strategic risks, and developing responses to, and potential remediation of, such risks. General Counsel also worked closely with Information Technology to assess and review institutional risks associated with database or IT breaches and other unlawful information disclosures (internal or external to the organization). General Counsel also continued to serve on the University Community Advisory Panel, which consists of representatives from all the CMU employee groups and which discusses critical employment related issues impacting CMU employees. UCAP meetings include a beneficial opportunity to provide explanations to CMU employee groups of legal matters of general application to the campus community in an informal, discussion-based setting. Finally, General Counsel continues to serve on the Study Abroad Health and Safety Committee, which reviews and responds to risks associated with international education programs. General Counsel also worked with our International Education office to review and assess the potential impact of the President's Executive Orders related to international travel, and to educate the campus community regarding its potential impact. Additionally, General Counsel continues to provide faculty orientation addressing the critical legal risks and challenges associated with international travel (including export controls, etc.) and programs.