

CENTRAL MICHIGAN UNIVERSITY
THE PRESIDENT'S ANNUAL UNIVERSITY REPORT TO THE BOARD OF TRUSTEES
SEPTEMBER 2019

September marks my one-year anniversary as Central Michigan University's 15th president. It is an honor and a privilege to serve our students, faculty, staff, alumni, donors and friends as CMU's leader, and I am proud of all we have achieved together.

I spent my first several months on a listening and learning tour around the university, meeting with deans, department chairs and administrative leaders, as well as with faculty, staff and students from every college and service area. I learned about our core strengths and also many challenges. This was incredibly enlightening and paved a path for the initiatives and progress that followed.

This report includes highlights from the university showcasing our commitment to the three imperatives of CMU's strategic plan, Advancing Excellence: student success, fostering scholarly activity, and strengthening partnerships in Michigan and beyond. Here are just a few highlights:

- Students are winning national and international awards for academic excellence. This year, two CMU students received Fulbright awards to study and teach abroad. An Honors Program student received the National Science Foundation Graduate Research Fellowship, and one of our graduate students was chosen as CMU's first-ever recipient of the Boren Award to study and teach in a country of significant interest to U.S. national security.
- With a continued focus on leadership across the university, offerings of the Sarah R. Opperman Leadership Institute were expanded. Through the new LeadCMU framework, CMU can now ensure that every CMU student has the opportunity to participate in high-quality leadership development programming.
- Our 450 student-athletes achieved excellence in competition and in the classroom, winning Mid-American Conference championships and earning one of the highest cumulative GPAs in the MAC.
- The College of Medicine signed an historic 25-year partnership with Covenant HealthCare, increasing opportunities for collaboration on education, training, professional development, clinical research and public health. In addition, the college launched a new partnership with Spectrum Health Lakeland, expanding CMU's reach into southwest Michigan.
- The stage has been set for new collaborative partnerships in teaching and research focused on community engagement, interdisciplinary innovation, and finding solutions for the most critical and pressing issues of our time. Once again, we rank in the top five

universities in the nation for student volunteerism through the Alternative Breaks program. CMU was selected by software giant SAP to serve as a NextGen Lab, providing national leadership in areas such as industrial innovation, infrastructure and business information systems education to address the United Nations Sustainability Goals.

- Meeting the needs of employers and partners continues to be a priority. CMU is adding new programs and expanding existing ones to meet employer demand in areas such as cybersecurity, environmental engineering and data analytics. In response to a growing nursing shortage, CMU launched a new online RN-to-BSN program this summer.

And, most importantly, we are preparing our students for success in both their personal and professional lives. CMU helps students build character and find their own path to become innovators and change-makers, improving their own communities and the world. We offer students and families an exceptional educational experience that is well worth the investment.

We saw this reflected in our recent fundraising efforts. With support from our alumni, donors and friends, we completed and exceeded CMU's historic \$100M fundraising campaign, Fire Up for Excellence, three years ahead of schedule. Our philanthropic supporters know we are a leading national research university, and it shows.

While we have much to celebrate, this report also will offer a candid look at many of the challenges we face. As I met with members of this board during the hiring process, I talked about the need to be transparent about problems if we are to find effective solutions. I remain committed to an honest discussion of the issues facing CMU today and in the future.

This is a challenging time for institutions of higher education. The number of students graduating from high school is on the decline. As funding from the state continues to dwindle, the cost of operations continues to climb, increasing the cost of attendance for students and families. Although CMU has had the lowest cumulative tuition increase among Michigan's public universities over the past decade, it is more important than ever to showcase the incredible value we offer students and families.

Faculty members are experts and leaders in their fields. Our staff surrounds students with an unprecedented level of support. Only at CMU can students personalize their educational journey with this much guidance and encouragement; only at CMU can they discover and pursue their passions in so many ways with deeply personal mentoring from faculty and staff.

We are unique in the world of higher education, and we must proclaim our greatness loudly and proudly. It's time to set aside our "Midwest nice" and spread the word about our accomplishments and achievements. We must position our university as a national leader in teaching, research and transformational student experiences.

Envisioning the future: Central Michigan University in 2030

As we reach the halfway point of our current strategic plan, [Advancing Excellence](#), this is an opportune time to revisit our goals, assess our progress and to build upon our three strategic imperatives. As we continue the important work of furthering these three imperatives, we also must make bigger, bolder and longer-term plans through the strategic envisioning of Central's future.

In my conversations and discussions with representatives of all our stakeholder groups — including students and their family members, faculty, staff, alumni, community members, business and civic leaders, legislators, and donors — there is a clear passion for CMU and a deep desire to ensure our university remains sustainable and viable for another 125 years and remains truly “an inclusive community of scholars and a national leader in higher education inspiring excellence and innovation.”

As we scan the current higher education landscape today and over the next decade, there is no question that we are operating in a competitive environment that is ripe with disruptive traits. The prevailing issues directly affecting higher education include, but are clearly not limited to:

- The discussion of costs/price (including student debt) and value of returns.
- Demographic shifts.
- Significantly declining public funding.
- New competitive entrants outside the traditional market sector.
- Political and social trends.

Additionally, macro issues of the increasingly rapid advancement in technology, communication, sciences — in particular biomedicine, globalization and issues of sustainability (climate, economic and cultural) — also are impacting higher education in intense and important ways.

As result of these converging issues, higher education is in a watershed moment. Thus, the traditional strategic planning process of assessing our current status with generic and narrowly defined metrics, determining marginal and transactional changes, and developing tactics to chart a path to slightly increased levels of performance will not prepare us to meet the challenges of our near future. Most importantly, it will not position us as a national leader inspiring innovation and excellence.

To that end, we will be initiating a strategic envisioning process with a working title of “Realizing Rigor, Relevance and Excellence” that is future-focused and creates strategic pathways that will guide us for the next decade. Ten years is a longer planning time horizon to allow for bold and innovative thought to take place. It enables us to think in transformational terms, not in annual and short-term transactional tactical forms. We will reshape Central Michigan University and position ourselves to better serve our students; foster innovation and

economic development; ensure civic and social advancement; and spur new creations that will impact our region, our state and beyond.

From my constant conversations with stakeholders and constituents over the last year, the following preliminary set of overarching strategic pathways emerged. They provide a framework for planning to ensure that CMU will realize its vision to be a leading national university meeting the needs and demands of rapidly changing and diverse communities.

- Enhance the overall academic quality and environment of CMU by ensuring and committing to rigor, relevance and excellence in our curricular and co-curricular programs.
- Distinguish CMU as the equitable and inclusive marketplace of ideas, thoughts and actions.
- Build and foster a reciprocal ecosystem of innovation, economic development and cultural enrichment between and among the many communities throughout the state of Michigan, with a primary connection to the rural and underserved communities that CMU has honorably and successfully served.
- Understand and proactively address the dynamic nature of the college student —both current and future.
- Redefine and expand our business model to include opportunities in areas beyond “diplomas and degrees.”

These strategic pathways provide focus and direction for our action over the next decade. Moreover, they provide the foundation for further planning. These pathways are intentionally far-reaching and wide in scope, acknowledging that the current environment, climate and issues will change significantly over the course of 10 years. Therefore, by being focused in purpose, they will guide CMU leaders in their efforts to proactively respond to actual and anticipated changes.

Furthermore, the strategic pathways, while externally focused to meet the changing landscape and needs of our communities, build upon our internal strengths. These include:

- Strong sense of a community of scholars and a supportive environment.
- Developing leaders and enhancing leadership skills.
- Commitment and sense of urgency to change to meet the new challenges.
- Strong history and tradition of having excellent professors and educators.
- Building a respectable scholarly, research and creative activity agenda.
- Reputation for the ability to overcome obstacles.

Following these strategic pathways, we will build upon these strengths and address our shortcomings. We will be a stronger university when we approach 2030, with a renewed sense of purpose and direction, serving students and impacting our communities — regionally, nationally and globally — through an overt commitment to rigor, relevance and excellence in all that we do.

Additional strategic initiatives for 2019-2020:

In the year ahead, we will address the following key priorities. These also form the basis for a three-year tactical plan to begin our 2030 strategic envisioning process.

Enrollment

As is the case in many colleges and universities nationwide, enrollment continues to be a chief concern for Central Michigan University. CMU has seen a decadelong, steady decline in our total enrollment figures, and this year was no different. While we met our goals this year for new incoming first year and transfer students, overall enrollment is still projected to be down about 11% this fall. This decline is due to the ongoing effects of smaller incoming classes over the last several years, as well as a decline in our first to second year retention rates.

To turn the trend around, we must position CMU for success by growing our reach into important recruitment markets and highlighting the programs, experiences and characteristics that set us apart from our competitors. This immense undertaking will require the participation of every single Central Michigan University stakeholder: current students, faculty, staff, alumni, donors, volunteer leaders and friends.

In February, I sent a lengthy email to our faculty and staff asking for their help in turning the trend around — and they have responded with enthusiasm. Dozens of faculty members participated in calls to prospective students. We can attribute roughly 100 new CMU Chippewas to these efforts.

In August, I announced changes to the division of Enrollment and Student Services. Moving forward, the position of vice president of enrollment and student services will become two new roles: a vice president of student recruitment and retention and a vice president of student affairs.

This will allow us to take a new look at the ways we approach strategic recruitment and enrollment. The face of our consumer is changing. What we once considered a traditional college student — a first-time-in-any-college, 18-year-old student — is now one of the most rapidly shrinking consumers of higher education. The markets of highest opportunity lie with nontraditional students, transfer students and working adults.

I have been visiting with community college leaders around the state to discuss how we can best partner to ensure a smooth transition to CMU for transfer students. At the same time, we

are internally reviewing CMU policies and procedures to streamline our admission, transfer and orientation processes.

We also have an exciting opportunity to grow our international student population, and recently hired a new director to lead our international recruitment efforts. This year, we also will begin efforts to revitalize our downtown Detroit office to expand our reach into that key market. This includes the addition of an executive director of Detroit outreach and relocating staff in critical areas such as admissions and alumni relations to the area.

Beginning this year and over the course of the next three years, we will invest substantially in our admissions efforts. These investments will include placement of additional staff in key regions; increased emphasis on technology, promotion and marketing; and development of specific strategies to increase our inquiry pool. In addition, we must:

- Address key policies and procedures to become more transfer-friendly.
- Engage academic departments to create opportunities for mid-career educational needs.
- Expand and develop programs that can be delivered by various modalities, including on-line and on-site.

All of these efforts are aimed at:

- Increasing market share in Michigan.
- Increasing geographic reach.
- Increasing transfer students.
- Developing international pipelines for students.
- Expanding our ability to offer programs at a distance.

We are operating in a very competitive market, and we must act aggressively and with precision. Enrollment trends will not reverse in a short time. Recruitment of new students is a two-to-three-year process, and the size of the incoming class has a four-to-five-year shadow effect on overall enrollment. We must be fully committed, and we must act with haste.

Student Success and Retention

As we address the issues of recruitment and enrollment, we also must consider our efforts at student retention. This year, we saw our retention rates slip from roughly 78% to around 73%. Since we know the academic quality of our applicants has not changed, we need to look elsewhere to find reasons for the decline.

We know, for example, that the needs of our students are changing. We have seen a significant increase in the number of students requesting help from our Counseling Center and in the number of Care Reports filed on behalf of struggling students. We hear that some students

experience paralyzing anxiety when they first arrive on campus or after classes become difficult, and many give up and go home when they face adversity.

We are investing heavily in programs such as advising, counseling, student success coaches and student health services. We are doing more to promote support services around campus and to ensure students know where to go when they need help. We must empower students to play an active role in their academic journey while also strengthening the support we offer along the way – a true partnership for student success.

Our academic advising will become mandatory for all students. This proactive, strengthened approach to academic advising will require all new first-year students to have at least two meetings with their assigned academic advisor each year and will include digital check-ins more frequently. We know that academic advising is one of the university's most powerful tools to ensure degree completion, and will use it wisely.

Revitalization of the Region

We are witnessing the emergence of a regional approach to economic and civic development, led by the work of the Great Lakes Bay Regional Alliance and others. This is an important effort, and CMU can, and must, play a leadership role moving forward. By leveraging our resources, such as faculty expertise, CMU can provide the foundation for transformational change. At a minimum, we must leverage the work of the CMU Research Corporation, our research endeavors and the positive advancements of our medical school to be a catalyst for future growth. The goal, through a coordinated effort with community leaders throughout the region — from Mt. Pleasant, Midland, Bay City and Saginaw in particular — is to develop an integrated planning process. This effort also specifically ties in with our 2030 strategic pathways efforts.

By the end of this fiscal year, we will develop and propose a specific and tactical timeline to the Board of Trustees for discussion and action.

Culture of Innovation

In parallel to our envisioning process, we are working to embrace a culture of innovation. At the annual professional and administrative staff leadership conference, I presented a keynote address on innovation and outlined 10 attributes of a culture of innovation. I also shared it, in an abbreviated form, in my addresses to each of the Colleges during their fall opening meetings. While this discussion spurred imagination and initiated new efforts, the implementation of the President and Provost Fund for Innovation is a critical next step.

The parameters and processes for the fund have been drafted by a small committee of deans and discussed and shared appropriately. As we initiate the call for proposals, we anticipate a wide range of submissions. The guidelines were written to provide sufficient direction to the applicants, but they also are not bogged down with unnecessary rules or regulations that could stifle creativity. The key focus areas of the grant are:

- Potential impact on issues facing our communities.
- Advancing quality and excellence.
- Utilizing an interdisciplinary approach.
- Overall viability of longer-term success.

Our goal is to award the entire \$3 million this fiscal year. We hope to eventually increase this amount, setting the stage for earlier submissions each year as we increase the size and scope of the fund.

College of Medicine

Our work to advance the College of Medicine continues. We are developing additional revenue streams as well as investigating the possibility of increasing the class size from 104 to 132 students.

In addition, as we explore CMU's role in the revitalization of our region, we will continue to explore various options and possibilities regarding the organization of the College of Medicine.

Branding and Marketing

We are in the midst of a rebranding effort. CMU contracted SimpsonScarborough, a higher education marketing, branding and research agency, to conduct important market research. The firm began its discovery phase in May, recently finalized the qualitative phase of research and will conclude the project with a quantitative phase this fall semester. We will use the findings to update our brand platform, build and test messages in key markets, and launch a refreshed CMU brand within the next year.

We are also in the process of hiring a vice president of university communication and chief marketing officer, who we hope to hire by December. Our goal is to hire an aggressive and proactive marketing professional and strategic communicator. We have challenged the search firm and committee to seek candidates with experience outside the traditional higher education background.

Digital Web Presence and Redesign

We need to make it easy for people to learn more about CMU. Our web presence needs a complete overhaul: The platform and technology driving it are outdated; the hierarchies behind it are not user friendly; it is extremely hard to navigate; and it is not user-friendly or mobile-friendly. Its web applications, including admissions applications, are not easy to use.

We have contracted mStoner, a digital communications agency with substantial higher education experience, to help us design a web presence that provides the best possible experience for digital visitors, including future students and parents.

This is a massive undertaking. It requires not only the replacement of technology, but also a shift in our understanding of what a university website can be and what it should do. We are moving from a repository of information and internal documents to a powerful and integral tool used to market the university, as well as proactively communicate and engage external audiences, primarily potential students. Work began this summer and we hope to launch a new web presence in 2020.

Advancement

We must continue to build on the momentum of the successful completion of the Fire Up for Excellence campaign and prepare for our next great fundraising endeavor. We must ensure that the next campaign sets ambitious goals and also clearly communicates and conveys the mission and vision of CMU, creating support that extends beyond the amount raised.

Our new vice president for advancement, Heidi Tracy, officially begins on October 1, 2019. We look forward to changes that will engage the deans and other stakeholders much more in our development efforts, including goal-setting and identification of objectives. This collaboration will ultimately raise philanthropic levels and focus efforts strategically to leverage and advance key priorities for our university.

Preserving CMU's Culture

CMU's core values are integral to our character and operation. In nearly every discussion I have with student organizations, and in my conversations with faculty and staff, I reflect on our values of integrity, respect, compassion, inclusiveness, social responsibility, excellence and innovation. We have made universitywide efforts to reinforce these values and to engage every member of our community in activities that promote and protect CMU's culture.

Vice President and Chief Diversity Officer A.T. Miller launched the new Conversations that Matter series to engage our campus and community in meaningful, civil dialogue around challenging political and social issues.

A newly-formed Diversity, Equity and Inclusion Council is engaging representatives from colleges, units, and staff and student groups. The council recently released more than 60 institutional initiatives to ensure we operate efficiently, effectively and ethically with every individual with whom we engage. These efforts are certain to make us a stronger university.

Year-end Report

The CMU Board of Trustees plays an important, integral role in the success of the university, and I appreciate the opportunity to partner with you each year. Thank you for your leadership.

Attached to this annual report are three appendices:

- Appendix A – Strategic Metric Targets and Actual for 2018-2019
- Appendix B – Selected Metric Targets for 2019-2020
- Appendix C – Strategic Imperatives Highlights by Division for 2018-2019

PERFORMANCE METRICS FOR 2018-2019

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018	Actual 2017-2018	Target for 2018-2019	Actual 2018-2019	Progress Indicator for 2018-2019
The first-to-second-year undergraduate retention rate will increase from 77% to 80%.	1	80.0%	77.1%	78.0%	77.0%	78.5%	74.0%	
The four-year graduation rate for first-time-in-any-college students (FTIACs) will increase from 27% to 33%.	1	33.0%	27.4%	28.5%	27.6%	29.5%	32.5%	
The six-year graduation rate for FTIACs will increase from 57% to 60%.	1	60.0%	57.4%	58.0%	58.4%	58.5%	60.9%	
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%	73.8%	74.5%	68.9%	
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	135.9	134	136.1	
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%	92.4% vs national average of 83.7%	92%	2018-19 survey in progress (survey sent 6 months post graduation)	
The amount of federal expenditures for scholarship will increase by \$1.2 million.	2	Increase \$1.2 million	\$14.2 million	\$14.5 million	\$14.65 million total (\$5.56 million in federal)	\$15 million	\$15.62 million total (\$7.13 million in federal)	
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	0.9	1	CMU no longer subscribes to Incites.		CMU no longer subscribes to Incites.	N/A
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	Inventory in progress	Complete inventory and increase over 2017-2018	Inventory in progress	
A systematic approach for tracking undergraduate and graduate student publications and presentations will be developed.	2	An operational tracking system	N/A	1-Apr-18	Not yet complete	1-Apr-18	Publications, Presentations, and Creative works: UG - 104 GR - 207	
The number of our current partnerships will be determined as a baseline for future annual comparison.	3		Not yet compiled	Complete survey	In process of compiling from college information	Complete survey	Survey Complete and Currently being entered into Online Faculty Information Systems (OFIS)	
The number of courses with service-learning (SL) designations will increase from 18 to 30.	3	30 courses	18 courses with 32 sections	25	20 courses with 34 sections	25	19 Courses with 40 sections	

PERFORMANCE METRICS FOR 2018-2019

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018	Actual 2017-2018	Target for 2018-2019	Actual 2018-2019	Progress Indicator for 2018-2019
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%	New Employer Survey currently underway.	95% / 100%	91% better or equally prepared / 99% would hire other graduates	
The annual alumni giving rate will increase from 5% to 10%.	3	10% alumni giving rate	4.8%	6.0%	6.0%	6.0%	6.6%	
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	Inventory in progress	Inventory in progress	Currently being entered into Online Faculty Information Systems	
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	In progress/ Interim director of Community Engagement appointed	In progress	Postponed until 2025	

Key to Progress Indicators:

-  Target for 2018-2019 met or exceeded
-  Progress made but did not reach target
-  No or little progress in 2018-2019

CENTRAL MICHIGAN UNIVERSITY
THE PRESIDENT'S ANNUAL UNIVERSITY REPORT TO THE BOARD OF TRUSTEES
GOALS AND TARGETS FOR 2019-2020

The following are selected goals and performance targets for CMU and the President based on the strategic plan, discussed initiatives, and well-being of the university.

Based on the dashboard from *Advancing Excellence*, the following are the 2019/2020 goals and targets:

- First-to-second-year undergraduate retention rate will return to our proper levels to meet the overall goal of 80 percent. The target for this year is to reach a retention rate surpassing 78 percent.
- The four-year graduation rate will exceed 33 percent, meeting the original goal for the plan.
- The six-year graduation rate will continue to exceed the original goal of 60 percent. Based on current numbers, we should exceed 61 percent.
- First-year students accruing 30 credits or more will reach 75 percent. It should be noted that this year's decline, to 68.9 percent is an interesting result as the average credits earned is 29.31, which is exactly the same as last year. The difference is that fewer students took a summer course (at CMU or another institution). With a change in our scholarship eligibility, we feel that this number will provide a stimulus to return to the higher level.
- The mean number of credits at graduation will decline, with a goal this year of 135 credit hours or below.
- Research expenditures will continue to increase and surpass \$16 million.
- The number of courses with service-learning (SL) designations will exceed 40.
- 95 percent of employers who hire CMU graduates will perceive them as better or as equally prepared as graduates from other schools.
- Alumni giving rate will surpass seven percent.

Please note that the following dashboard metrics are more qualitative in nature. Some have been substantially achieved; a few are difficult to measure because of the lack of data available, in which case we will work to identify another measure of success until strategic envisioning has occurred and resulting three-year plans have been developed with approval of the Board of Trustees. At that point, new meaningful annual goals will be established for some of these performance targets.

- In relevant fields (e.g., science, engineering, and medicine), the average citation impact of scholarship will be greater than 1.0. As CMU no longer subscribes to this service, since 2017, we propose to either eliminate this as a metric or to determine another source or measure to determine the relevance of research.
- 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. The methodology of measurement is substantially subjective based on

individual departments. I suggest that, as part of the new planning efforts, alternative metrics be proposed for future years.

- A systematic approach for tracking undergraduate and graduate student publications and presentations will be developed. This goal has been achieved. I suggest that, as part of the new planning efforts, specific targets and metrics be proposed for future years.
- The number of our current partnerships will be determined as a baseline for future annual comparison. A survey was completed and data is being collated. I suggest that, as part of the new planning efforts, specific targets and metrics be proposed for future years.
- 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 nonprofits will be determined as a baseline for future comparison. Data was gathered and is being collated. I suggest that, as part of the new planning efforts, specific targets and metrics be proposed for future years.
- CMU will apply for Community Engagement Carnegie Classification. Achieving this classification would be external validation of the excellence we know exists. An interim director of community engagement has been appointed and work is in progress toward this goal. The original target to apply in spring 2019 has been postponed until 2025. In the meantime, I suggest that, as part of the new planning efforts, a new metric be proposed for the interim years.

ADDITIONAL AND IMPORTANT GOALS AND TARGETS:

- Develop the *2030 Rigor, Relevance and Excellence Strategic Envisioning Document*.
 - Have this document approved at the June 2020 Board of Trustees meeting.
 - Be positioned to implement a process for three-year rolling annual plans, by division and colleges, of specific strategies, tactics, objectives and outcomes that are aligned with and in support of the 2030 plan as approved by the Board of Trustees.
- Enrollment and new student recruitment.
 - Stretch goal of 2,850 (14 percent increase) in new first-time college students for the next academic year (class of 2020).
 - Stretch goal of 800 (23 percent increase) transfer students to our main campus, and a total of 1,100 (20 percent increase).
 - Increase market share in Michigan, Metro Detroit and Kent County (specifics to be set as soon as this year's market share is available).
 - Hire a Vice President of Student Recruitment and Retention.
 - Develop and track dashboard for key success measures such as inquiry, applications, and yield.
 - Implement proactive advising efforts to address retention and progression rates.
 - Reestablish CMU as a leading provider of on-line and "at-a-distance" education.

Appendix B

- Implement the first phase of the President's and Provost's Fund for Innovation.
 - Ensure a competitive process for programs that truly advance the academic quality and prestige of the university.
 - Focus on student success through academic rigor and relevance that leads to excellence.
- Develop five-year plan for regional engagement to include but not be limited to:
 - Potential medical school expansion.
 - Research expansion.
 - Economic development.
- Increase philanthropic activity with specific goal to be set with new Vice President for Advancement.
- Hire new Vice President for Communications and Chief Marketing Officer.
 - Finalize and begin implementation of new branding efforts.
 - Align marketing and branding efforts with student recruitment efforts.

TARGET PERFORMANCE METRICS FOR 2019-2020

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018	Actual 2017-2018	Target for 2018-2019	Actual 2018-2019	Target for 2019-2020
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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%	73.8%	74.5%	68.9%	75.0%
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	135.9	134	136.1	135 or below
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%	92.4% vs national average of 83.7%	92%	2018-19 survey in progress (survey sent 6 months post graduation)	Meet or exceed national average
The amount of federal expenditures for scholarship will increase by \$1.2 million.	2	Increase \$1.2 million	\$14.2 million	\$14.5 million	\$14.65 million total (\$5.56 million in federal)	\$15 million	\$15.62 million total (\$7.13 million in federal)	\$16 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	0.9	1	CMU no longer subscribes to Incites.		CMU no longer subscribes to Incites.	N/A
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	Inventory in progress	Complete inventory and increase over 2017-2018	Inventory in progress	Increase annually
A systematic approach for tracking undergraduate and graduate student publications and presentations will be developed.	2	An operational tracking system	N/A	1-Apr-18	Not yet complete	1-Apr-18	Publications, Presentations, and Creative works: UG - 104 GR - 207	Target achieved
The number of our current partnerships will be determined as a baseline for future annual comparison.	3		Not yet compiled	Complete survey	In process of compiling from college information	Complete survey	Survey Complete and Currently being entered into Online Faculty Information Systems (OFIS)	Target achieved
The number of courses with service-learning (SL) designations will increase from 18 to 30.	3	30 courses	18 courses with 32 sections	25	20 courses with 34 sections	25	19 courses with 40 sections	Exceed 40

TARGET PERFORMANCE METRICS FOR 2019-2020

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018	Actual 2017-2018	Target for 2018-2019	Actual 2018-2019	Target for 2019-2020
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%	New Employer Survey currently underway.	95% / 100%	91% better or equally prepared / 99% would hire other graduates	95%
The annual alumni giving rate will increase from 5% to 10%.	3	10% alumni giving rate	4.8%	6.0%	6.0%	6.0%	6.6%	7.0%
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	Inventory in progress	Inventory in progress	Currently being entered into Online Faculty Information Systems	Target achieved
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	In progress/ Interim director of Community Engagement appointed	In progress	Postponed until 2025	N/A

CENTRAL MICHIGAN UNIVERSITY
THE PRESIDENT'S ANNUAL UNIVERSITY REPORT TO THE BOARD OF TRUSTEES
HIGHLIGHTS FOR 2018-2019

These highlights of accomplishments during 2018-2019 are organized first by division and then by Strategic Plan Imperative.

Academic Division / Provost

Imperative 1: Nurturing Student Success

Academic Administration

- Completed approval to offer the Master of Arts in Education, Community College concentration and the Master of Science in Administration, Integrated Homeland Security at Macomb Community College University Center. (New Programs)
- Completed twenty-eight (28) face-to-face, hybrid, and distance learning state authorization submissions (including initial authorizations, annual/biannual renewals, annual reporting, business license renewals, department of treasury renewals, agent renewals, audits, institutional and agent bonds, and so forth) (GA, HI, LA, NC, VA, Ontario/Canada, NC-SARA, and MI-SARA).
 - Maintained the [State Authorization Resource](#) to inform the Central Michigan University (CMU) community of state authorization-related information.
 - Prepared and submitted 58 new program applications, program change, or program modifications (Georgia- 54 programs; North Carolina-2 programs; and Maryland-2 programs); Prepared and submitted 114 tuition change comments by program, 35 F2F/Online Agent Permits, and Personnel Data Inventory forms to the Georgia Nonpublic Postsecondary Education Commission. (New Programs)
- Prepared and submitted new program proposals for the Master of Science in Administration, Integrated Homeland Security to Camp Pendleton, CA; to Fort Leavenworth, KS, to Fort Riley, KS; to Wright Patterson AFB, OH; and to Schofield, HI, and submitted request for information response to the U.S. Coast Guard concerning Enlisted Education Professional Development Initiative. (New Programs)
- Successfully completed the Higher Learning Commission Multi-Location visits at Humber College, Toronto, Ontario; Warren, MI; Detroit, MI; Fort Hamilton, NY; Joint Base McGuire-Dix-Lakehurst, NJ; Atlanta, GA; Joint Base Myer-Henderson Hall, VA; Seymour Johnson, NC; and, Camp Pendleton, CA locations and successfully prepared/submitted complex documentation and recommended solutions that resulted in approval by the California State Approving Agency for Veterans Education (CSAAVE) of CMU to serve veterans (authorized to certify for educational benefits) at Camp Pendleton, California. (Accreditation)
- Successfully achieved Higher Learning Commission approval for the RN to BSN program. (New Programs)

Academic Affairs

- Office of Global Engagement increased participation by reported minority students by 26% and participation by first generation college students increased by 11%. Minority students comprise 17% of the total, and first gen comprise 16% of the total. (Students)

- The Honors Program graduated the largest class in its 50+ year history – for the sixth year in a row: Honors graduated 176 students including a record number recruited through the Track II admission process. The mean GPA of this cohort was 3.80 with every student completing an Honors approved capstone project. Additionally, 79% of this group participated in at least one credit bearing CMU sponsored study abroad experience to build their capacity for global citizenship. This academic success translated to post-bachelors achievement with over 70% of Honors graduates reporting plans for graduate or professional study. The majority of other graduates have already secured competitive employment with others spending a year or two in Peace Corps, Americorps, or Fulbright service. (Students)

College of the Arts and Media (CAM)

- New Bachelor of Fine Arts (BFA) in Art: Animation Concentration. Fully approved in the Spring of 2019, the first cohort of ten students is set to graduate in Spring 2020. (New Programs)
- New Corporate Video Certificate. This was fully approved in the Spring of 2019. This program was developed in collaboration with the College of Business Administration. (New Programs)
- Near completion of Bachelor of Applied Arts (BAA) in Dance Studies. The program has been approved by APC and has an approved Assessment Plan. All the courses for the program have been approved by the Undergraduate Curriculum Committee (UCC). The approval of program is on the agenda of the first meeting of the UCC in the fall of 2019. (New Programs)
- BFA in Cinematic Arts is under development. Market Analysis has begun. The Market Analysis is complete. Creating the Assessment Plan in next in the process. (New Programs)
- BAA in Broadcast Journalism is under development. The Market Analysis is complete. Creating the Assessment Plan in next in the process. (New Programs)
- In its first year, the CAM Student Connect Initiative has already begun seeing success in engaging prospective and current students as well as recent graduates early and often. The College of the Arts and Media's Director of Student Services has begun coordinating with the faculty departments on recruitment activities via strategic budgeting, facilitating interdepartmental outreach efforts, supporting new outreach initiatives and leading improved and ongoing communication with current students and many young alumni. (Students)

College of Business Administration (CBA)

- Created online Bachelor of Science in Business Administration (BSBA) degree (roll out Fall 2019). (New Programs)
- Created Accelerated Master of Entrepreneurial Ventures (MEV) degree (graduate in four years plus one summer semester with Masters). (New Programs)
- Created Entrepreneurship Area of Emphasis for Master of Business Administration (MBA). (New Programs)
- Created a new introductory class for Logistics, MKT 255. (New Programs)
- Created an honors investments class and an honors data analytics class. (New Programs)
- In the beginning stages of revising the BSBA Degree. (New Programs)

College of Education and Human Services (CEHS)

- Central Michigan University is the first in the state to receive National Association for the Education of Young Children (NAEYC) accreditation for its undergraduate programs in early childhood development and learning. NAEYC accreditation affirms the quality, rigor and high standards of our early childhood programs.

- In partnership with the Center for Community Health and Wellness and the Michigan ACE Initiative, faculty and staff from CEHS implemented the Adverse Childhood Experiences (ACES) & Trauma Informed Strategies trainings for over 80 teacher education candidates and faculty/staff. This 3-part ACES training increased awareness of the role adverse childhood experiences play in physical, mental and behavioral problems later in life and an understanding of ways to foster resilience in children. (New Programs / Community)

The Herbert H. and Grace A. Dow College of Health Professions (CHP)

- Launched the Fall 2019 RN to Bachelor of Science in Nursing (BSN) completion Program: Developed an online 30-credit program for Registered Nurses to attain a Bachelor of Science degree in 1 year. Healthcare systems are requiring 80% of their nursing staff to be BSN trained and are requiring them to attain the degree within 3-5 years of employment. First cohort begins Fall 2019. (New Programs)
- Specialized accreditation Site Visits for Public Health and Environmental Health & Safety: Public Health Education major and Masters of Public Health programs are undergoing specialized accreditation through the Council on Education for Public Health. We have submitted a Self-Study and had a Site Visit for our initial accreditation review. (Accreditation)
- Our interdisciplinary Environmental Health & Safety major is undergoing its second accreditation cycle through the National Environmental Health Science & Protection Accreditation Council and received conditional accreditation. (Accreditation)
- Master of Science Athletic Training (3+2 program): Starting in 2022, the entry level degree will be the master's degree. Many programs will be closing. In 2020, we will be transitioning to a 3+2 master's degree program where the student will graduate with both a Major and Master's degree in Athletic Training. (New Programs)

Office of Information Technology (OIT)

- Successful collaboration with Academic and Enrollment and Student Services (ESS) divisions resulted in purchase of Campus Management's Engage as Advising CRM.
- Campus-wide deployment of Qualtrics quantitative research platform has been very well-received by CMU faculty and staff.
- Implemented next-generation firewalls at the borders of both the CMU Data Center and the campus itself.
- Established a dedicated Information Security Team under the direction of the Interim Chief Information Security Officer.
- Released two-factor authentication and anti-phishing tools for voluntary use campus-wide.

Libraries

- Revised the LIB 197 master course syllabus to incorporate [ACRL's Framework for Information Literacy for Higher Education](#) and to prepare for an online version of the course. (New Programs)
- Enhanced study and learning spaces by repurposing several spaces: Converted Park 351 from a periodicals workroom into a Quality of Life Room that can be checked out for up to one hour for meditation, prayer, nursing, quiet reflection, sensory regulation, or stress management; Consolidated government documents and removed empty cabinets to provide more study space for students; Withdrew bound periodicals for which we have online access and developed plans to remove half of the periodicals shelving on the east side of the third floor to construct a collaborative study space during summer 2019; Developed plans to

install an after-hours door during summer 2019 connecting Java City to the library's first floor quiet study area to expand the amount of study space available after the main library closes. (Students)

College of Medicine (CMED)

- The college graduated its third class and 98 percent of the graduating class matched to residency programs. Seventy-one percent chose primary care, and forty-four percent elected to stay in Michigan. (Students)
- The college established a long-term agreement with Covenant HealthCare as a principle partner for medical student education and research. In addition, the College's affiliate network expanded to include Spectrum Health Lakeland and University Pediatricians. (Community)
- In collaboration with the College of Business Administration, the College of Medicine established a dual Doctor of Medicine (MD) and Master of Business Administration (MBA) degree program and is working to expand dual degree offerings with other graduate programs. (New Programs)

Office of Research and Graduate Studies (ORGS)

- Office of Sponsored Programs provided over \$70,000 in support of undergraduate research activities and over \$96,000 to support graduate student research, including research grants, presentation grants, and conference grants. (Research Creative Scholarly Activity)
- Office of Sponsored Programs increased activity in the form of grants submitted and grants funded annually. For example, awarded grants for July 2019 were \$18 million as opposed to \$16 million a year ago. (Research Creative Scholarly Activity)
- Office of Laboratory and Field Safety implemented a new Lab Coat Management Program. CMU is currently one of the only universities in Michigan to provide chemical protective/fire protective lab coats. There are currently 168 lab workers using this program. (Research Creative Scholarly Activity)
- Office of Laboratory and Field Safety implemented a new Lab Safety Inspection Process. (Research Creative Scholarly Activity)

College of Science and Engineering (CSE)

- Efforts to increase the rigor, relevance, and recognition of undergraduate programs included:
 - Receiving, maintaining, or preparing for external accreditation of programs in biochemistry, engineering, technology, and computer science. (Accreditation)
 - Expanding our environmental program options by establishing environmental engineering, which joins the recent environmental science, recently revamped environmental studies, and accredited environmental health and safety (collaborative with the College of Health Professions) programs. (New Programs)
 - Establishing the new department of Statistics, Actuarial and Data Sciences to complete the Division of Engineering and Informatics. They are working to develop a "big data" program. (New Programs)
 - Developing a PR campaign highlighting alumni who are successful in a variety of Science, Technology, Engineering, and Mathematics (STEM) careers. (Community)

- In the last year CSE made concerted efforts to build effective partnerships with industries in Michigan in order to increase opportunities for students. One example is DTE Energy which sponsored senior design capstone projects for engineering and technology majors, hosted tours of three sites (including DTE corporate headquarters and their 420-acre solar energy farm) for groups of engineering and computer science students, and pairs faculty with DTE engineers in a partnership that will keep faculty up to date with industry trends as well as providing opportunities for collaborative research. (Community)

Imperative 2: Fostering Scholarly Activity

Academic Administration

- Assimilated the affiliation agreements function and position/employee into the Licensure department (from Academic Effectiveness) and reviewed and/or drafted/prepared and facilitated the execution of 724 affiliation agreements. (Community)

Academic Affairs

- Curriculum and Instructional Support worked with OIT to create a new Data Warehouse report of all CMU academic programs searchable by multiple filters. (New Programs)
- Awarded Blackboard's International Catalyst Award and American Association of University Administrators Exemplary Model Award for our *Cohort Online Course Design Model*.
- Curriculum and Instructional Support's new Video Makerspace accommodated 187 bookings by 58 faculty who created 85+ hours of media, over 600+ learning objects, for use in physical and virtual classroom environments. (Students)
- Curriculum and Instructional Support completed a comprehensive review and rewrite of new faculty online pre-orientation, to go live in Fall 2019, for all new faculty hires. Now includes enhanced self-paced components. (Students)
- Honors Program assessed Honors students' exceptional academic achievement in research, scholarship, and creative production: Although the structure of Honors Faculty does not permit the use of OFIS to track student productivity annually, the Honors Senior Exit Survey indicates *that 42% of all graduates reported co-authorship on a professional presentation or publication (includes submitted but not yet published)*. Similarly, although Honors students are less than 5% of the CMU student body, they received 60% of all President and Provost Awards, 50% of summer scholars positions, and 83% of National Scholarship nominees. (Students)
- Office of Global Engagement created a position focused on Outreach and Communications in order to raise visibility of and engagement with internationalization among all campus and community stakeholders. (Students)

College of the Arts and Media (CAM)

- Creation of Social Media Research and Analytics Lab supported by cluster hire of two new Tenure Track positions focusing on Social Media in Journalism and Broadcast and Cinematic Art. (New Programs)
- A new course, JRN 375-Digital and Social Media Analytics, has been created. This is the first step in creating a new major in Social Media Analytics and reinstating the Social Media Minor. (New Programs)

College of Education and Human Services (CEHS)

- The Doctor of Education (Ed.D.) in the Educational Leadership Department (EDL) has launched the 5th online cohort of graduate students with a robust enrollment of 20 students. Cohorts spend one week on campus for the first two summers while they complete coursework and become acquainted with CMU, the EDL faculty, and their peer cohort members in a face-to-face setting. This orientation to the program builds camaraderie and has had a profound influence on program completion rates. (Students)

The Herbert H. and Grace A. Dow College of Health Professions (CHP)

- Cochrane Pregnancy and Childbirth US Satellite Systematic Review Center:
 - Our Masters of Public Health Program (MPH) is one of 10 other Cochrane Systematic Review sites in the US Cochrane methodology produces systematic reviews of primary research in human health with the goal to improve global health by making available to the public and practitioners easily understood summaries of current research topics to help them make evidence-based decisions on care and treatment. This is a significant boost to our research capabilities.
 - <https://www.cmich.edu/news/article/Pages/MPH-program-chosen-as-a-Cochrane-affiliate.aspx>

College of Liberal Arts and Social Sciences (CLASS)

- The Department of Philosophy and Religion has continued to emphasize high quality undergraduate instruction matched to high level of academic productivity. Several faculty, including Zwissler, Murphy, and Steckler have published prominent books. The department prides itself on their tradition of public intellectuals, as evidenced by the work of Moslener, May, and Newland. Major numbers in philosophy hold not only steady but are increasing through advising and internal recruiting. Religion has updated its very popular REL 334 (Death and Dying), and faculty are looking at innovative approaches to online, WI, capstone, and graduate courses. (Research Creative Scholarly Activity)

Libraries

- Launched a [scholarly communication services web page](#) to promote library research services aimed at faculty and graduate students. (Research Creative Scholarly Activity)

College of Medicine (CMED)

- The college continued expansion of our research portfolio with additional funding through an NIH R21 grant to investigate dendrimer nanoparticle drug/gene delivery. (Research Creative Scholarly Activity)

Office of Research and Graduate Studies (ORGS)

- Office of Sponsored Programs, through the Faculty Research and Creative Endeavors program, provided funding of \$310,000 for 32 research grant awards, 119 premier display awards, and 9 publication and exhibition cost awards. (Research Creative Scholarly Activity)

College of Science and Engineering (CSE)

- The status of CMU's Physics faculty as world-class researchers was recognized and enhanced by establishing the Ph.D. program in Physics. This new degree allows our nuclear physics faculty, who are important partners in the Facility for Rare Isotope Beams (FRIB, a unique Department of

Education, DOE, research center used by scientists around the world), to attract outstanding doctoral students to amplify their federally funded research. The Physics faculty (n=14) published 38 scientific articles in 2018 and secured \$2 million in research grants from National Science Foundation (NSF), DOE, and Department of Defense in FY 2019. (New Programs)

- CMU's Institute for Great Lakes Research (IGLR) continues to foster important scientific research that engages faculty and students and influences environmental policy in the region. Significant accomplishments in the past year included:
 - IGLR faculty published 74 journal articles and secured \$2.7 million in research grants.
 - NSF awarded a 3-year grant for a Research Experiences for Undergraduates (REU) program focused on Great Lakes science and housed at the CMU Biological Station on Beaver Island.
 - IGLR hosted the 5th Annual Great Lakes Science in Action symposium with keynote speaker US Representative Dan Kildee and discussion of the interaction of science with public policy.
 - Influence of IGLR work demonstrated by extensive publicity in media and government reports. (Research Creative Scholarly Activity)

Imperative 3: Community Partnerships

Academic Administration

- Successfully completed a five-year renewal for the Mount Pleasant Commerce Center (Art Studio/CAM) and a five-year renewal for the Grand Rapids Center (including negotiations, review process, lease execution, and execution), and closures for the Defense Supply Center-Philadelphia and the Columbus, OH center, i.e., negotiations, preparation of documentation, Pennsylvania/Ohio notice, State Approving Agency (SAA), Higher Learning Commission (HLC), Department of Education, CMU stakeholders, and so forth. Realized cost savings for Columbus of approximately \$20,000 to the benefit of CMU due to the successful negotiation of an early termination. (Students / Community)
- Successfully prepared ten (10) Memoranda of Agreement in support of University partnerships [Fiat Chrysler (UCOMM), Oakland County (UCOMM), Supply Equipment Foodservice Alliance LLC (UCOMM); Alma College (EHS); Madan Mohan Malaviya University of Technology (CSE); Michigan Technological University (CHP); Universidade Estadual Paulista (CAM), and Crosstown Agreements with Alma College, Northwood University and Saginaw Valley State University (Military Sciences/CLASS)]. (Students / Community)

Academic Affairs

- Office of Global Engagement engaged international students with the community through the launch of the Global Ambassador Program. (Students)
- Honors Program demonstrated their commitment to justice and service is reflected in both course offerings and program sponsored activities with partners from the local to global levels: Across the 2018-2019 academic year, Honors (HON) courses engaged with at least 9 separate off-campus partners to promote active citizenship and enrich student learning. Another two HON courses engaged students with service activities within the CMU community. Additional H-designated departmental courses featured service-learning activities with Honors support. To better collaborate with CMU's civic engagement activities, Honors also appointed a staff member to serve on the Committee for Academic Service Learning at the request of the membership. (Community)

- The University Honors Office provides leadership and support for the operation of the National Scholarship Program which continues to raise the academic prestige and profile of the institution with student success. This past year, the National Scholarship Program processed the most applications to date and received the largest number of Fulbright U.S. Student semi-finalists (7) in CMU history. Of these semi-finalists, two were selected by host countries to receive Fulbright grants. In another competition, CMU received its first ever Boren Fellowship for full year graduate study of a critical language abroad. (Students)

College of Business Administration (CBA)

- ERP SIM-7th annual competition held, 170 students and 35 companies involved. (Students / Community)
- New Venture Competition – 8th annual competition led by the Isabella Bank Institute for Entrepreneurship. This year had 32 teams, 70 judges, and \$94,000 in cash prizes. (Students / Community)
- Student Engagement in the Data Analytics Conference – 225 students participated; DECA – 16 students participated. Two top-ten students in competition in Orlando; and BPA – 26 students participated. Ten top-three students in competition Anaheim. (Students)
- Finance Scholars – Finished second at ACG Cup, finished first and second at CFA Challenge. Students met with alumni in Minneapolis, Dallas, and New York. Several students received internships/jobs due to these trips. (Students)
- Personal Financial Planning – finished second at National Financial Plan Competition. (Students)
- Cybersecurity Day – Seven industry expert panelists and 100 students from across campus participated. (Students)

College of Education and Human Services (CEHS)

- The STEM Education Scholar program continues to thrive with 46 teacher education scholars who receive enhanced instruction and field-based experiences in STEM disciplines. Integral to the program is the CEHS Center for Excellence in STEM Education which hosted 3,200 elementary and middle school students in the ‘maker space’ this year. Programming is centered on design thinking and is led by center staff and STEM education scholars. (Students)

College of Liberal Arts and Social Sciences (CLASS)

- The 2018-2019 Critical Engagements theme was *The End of the World*, and activities saw increased prominence across the university. CLASS brought in multiple visitors including NYT best-selling author Jamie Ford, Holocaust Survivor Martin Lowenberg, Lakota Elder Ladonna
- BraveBull Allard, Historian Kyle Harper and others who engage with students and the public in multiple fora, formats, and topics unified by our theme. Critical Engagements included other innovative events such as an escape room in Anspach Hall designed after the popular young adult novel *Station Eleven*, which also was the topic of a play performed by a visiting troop of Shakespearean actors. Over seventeen featured events occurred during the academic year reaching thousands of students and community partners. (Students)
- Dr. Sarah Surface-Evans and her field school students continued investigations at the Mt. Pleasant Indian Industrial Boarding School Site. Dr. Evans also led excavations at the Fort Gratiot Lighthouse. Dr. Brittany Fremion has received \$55,00 National Institutes of Health (NIH) grant to conduct oral history research relative to the impact of Polybrominated biphenyls (PBB) contamination in Michigan in collaboration with Emory University and the University of

Michigan. The CMU Museum of Cultural and Natural History received the largest grant in their history: an NSF Rapid Grant of \$128,904 to upgrade fluid storage collection. While visitation numbers are only preliminary, visitation for the Kozmic Clash exhibit are on track to set new records as well. (Community)

Libraries

- Implemented two new external modes of communications including a donor newsletter, [*Friends of the Libraries Update*](#), and a new blog, [*News & Views from CMU Libraries*](#). The newsletter replaces a previous newsletter created by University Communications and gives the libraries more flexibility and control. The blog gives us a place where we can tell stories about the libraries when and how we want to tell them. (Community)
- Won a 2019 PR XChange award from the American Library Association in the Special Events and Exhibits category for the exhibit catalog, *Aristocracy on the Saginaw Trail: Alexis de Tocqueville in Michigan*, produced to accompany the fall exhibit.

College of Medicine (CMED)

- College leadership, staff and faculty have been actively engaged with various community partnership and initiatives. THRIVE (Transforming Health Regionally in a Vibrant Economy) is a collaboration the Michigan Health Improvement Alliance, Inc. (MiHIA) and the Great Lakes Bay Regional Alliance. THRIVE brings community leaders representing health systems, universities, foundations and the business sector together to improve health and sustained economic growth. Great Lakes Bay Mental Health Partnership provides the opportunity for the College to collaborate on mental health care solutions with community partners. (Community)
- CMU's Interdisciplinary Center for Community Health & Wellness (ICCHW) is actively engaging with communities regionally and statewide in partnership with the Michigan ACEs Initiative. Center leaders provide technical assistance, professional development and public awareness education to address the significant health impacts of Adverse Childhood Experiences (ACEs). (Community)
- In partnership with the Area Health Education Center (AHEC), the ICCHW, and the Saginaw Chippewa Indian Tribe the College hosted an Opioid Forum and participated in the Statewide Tribal Opioid Summit. Both venues provided an opportunity for participants to discuss issues, challenges and treatment options for addressing these difficult problems facing society and health care providers. (Community)

College of Science and Engineering (CSE)

- Working with industry to enhance STEM education in Michigan schools: H₂O-Q, a project that provides environmental science activity kits to middle school students in the Great Lakes Bay region, is co-led by CMU chemistry professor, Dale LeCaptain, and Dow Chemical scientist, Jamie Curtis-Fisk, in collaboration with the American Chemical Society and funded by the Dow Corning Corporate Foundation. The kits are aligned with the Next Generation Science Standards and allow students and their teachers to conduct real and significant scientific work. (Community)

Enrollment and Student Services

Imperative I: Nurturing Student Success

- Expansion of the Leader Advancement Scholarship (LAS) cohort. In spring 2019, the cohort was expanded from 40 awards to 80 (84 scholarships were offered, 76 recipients plan to enroll in fall 2019).
- First Destination Survey Results for Class of 2018 indicated a 91% successful career outcome versus the Class of 2017 at 89%, and compared to NACE national report of 81.2%.
- The Counseling Center introduced a new service delivery model that increased access to services for more students, helped connect students with resources across campus, and fostered stronger relationships with campus partners. As a result, the Counseling Center did not have a waiting list for individual counseling services for the first time in 7-8 years.
- Successfully implemented a new and improved Financial Aid Status Page. The revised Status Page provides students with many new and/or improved self-service options.
- In its inaugural year, the Student Food Pantry distributed approximately 7,426 pounds of food to 222 students in need. In addition, 132 CMU students volunteered 346 hours in the food pantry to help meet their peers' basic needs.

Imperative II: Fostering Scholarly Activity

- Residence Life was selected as a showcase institution at ACPA College Student Educator International's Institute on the Curricular Approach for the second year for the quality of the residential curriculum.
- Residence Life was awarded an ACUHOI research grant in partnership with the EDL faculty to study: Using Inclusion Assistants within a Residential Curriculum to Improve the Experiences and Success of Historically Marginalized Populations.
- TRIO Summer Academy – Sixty-four CMU TRIO students completed a three-week, on-campus portion of their six-week summer academy. The academy included coursework in STEM areas and SAT preparation, along with community experiences to encourage future enrollment. The TRIO Upward Bound team applied for and received \$80,000 to enhance summer programming for these experiences.
- Under the leadership of Dr. Bill Saltarelli, CMU Professor, the *Exercise as Medicine initiative* through the American College of Sports Medicine reached Gold status. This national program has been adopted by CMU through the School of Health Sciences. University Recreation has engaged Health Science in developing an experiential learning aspect to this initiative at CMU.

Imperative III: Strengthening Partnerships in Michigan and Beyond

- **Chippewa Achieve Program** - The second cohort of the Chippewa Achieve Program (CAP) was coordinated with Mid-Michigan College. The 2018-19 cohort included 54 students, and completed the year with 42 students. Of these students, 25 applied and 22 were admitted to CMU for Fall 2019 (22/42 or 52% yield).
- CMU students working and serving in the America Counts and Reads program within the Mary Ellen Brandell Volunteer Center tutored approximately 900 children on literacy and numeracy within 62 classrooms across Isabella and Clare Counties.

Finance and Administrative Services

Imperative 1: Nurturing Student Success

Facilities Management (FM)

- The FM Recycling and Sustainability program enabled students to experience and lead critical sustainability programs including food waste recycling, general waste recycling, and promoting sustainable education to students at CMU and local primary schools. CMU subsequently won the Environmental Protection Agency, Region V, Food Waste Sustainability Award for the fourth consecutive year and the national Association of Physical Plant Administrators Sustainability Award. Further, CMU was the only university to sponsor a student to attend the APPA National Conference and receive a reward on behalf of the university along with the FM staff.

Financial Planning and Budgets (FPB)

- Modeled and implemented a tiered tuition structure that better aligns the cost of education with the level of the student. This also allows easier comparisons with other public institutions in Michigan as students and parents decide where to attend.

Financial Services and Reporting (FSR)

- Financial Wellness Collaborative completed and presented financial education information to over 4,000 students during the course of the year. We were able to help students prepare a budget, understand where to go for assistance and we partnered with the academic finance department to develop a QR course available beginning Fall 2019.

Imperative II: Fostering Scholarly Activity

Facilities Management (FM)

- Completed 246 Feasibility Requests to support project concept development and cost estimating to improve the CMU campus and outlying properties and opened 195 new projects. Plant Engineering and Planning closed 102 projects, completing warranty inspections and contract closeout and managed \$114,525,822 in total facilities projects to include planning, design, construction, and warranty period oversight.

Imperative 3: Strengthening Partnerships in Michigan and Beyond

Auxiliary Services

- Campus Dining added a CMU Student Food Pantry to our Community Service programs, including United Way of Isabella County, Foster Family support, Isabella County Restoration House, Mobile Food Pantry, Big Brothers, Big Sisters of the Great Lakes Bay region, Isabella Community Soup Kitchen, Special Olympics and Aramark Building Community Day to benefit the Isabella Community Soup Kitchen.

Financial Services and Reporting (FSR)

- Contracting and Purchasing Services partners with the City of Mt. Pleasant, Mt. Pleasant Public Schools, Soaring Eagle Casino and other local agencies on our Surplus Sale, Cost per Copy program, and mailroom services.

Human Resources (HR)

- Advancing Culture of Health/Work Accommodations:
 - Actively managed and supported Virgin Pulse Wellness Rewards Program:
 - 76% employees enrolled with 69% engaged (earning points) – 26% and 18% respective above VP book of business and 50% spouses enrolled/54% engaged – above Virgin Pulse Book of Business.
 - Introduced wellness coaching - resulted in supporting 17 employees with well-being goal(s).
 - Supported employee work accommodation requests (11 requests) and sponsored faculty/staff Nia classes (258 participants).
 - Provided 7 well-being presentations to campus community including VirginPulse 101, Joy of Eating and Mindful Eating.
 - Hosted two events – Poker Walk in February (94 participants) and Benefits & Wellness Picnic (700+ participants) in May.

Advancement**Imperative 1: Nurturing Student Success****Advancement**

- The Fire Up for Excellence Campaign concluded on June 30, 2019 with \$115,294,195 raised from 68,861 donors.
- Total raised for FY \$16,528,046 from 29,172 donors.
- CMU documented \$10,407,855 bequest from a Charitable Reminder Unitrust this is the largest gift from a single donor in University history. When received, the funds will establish student scholarships. (Net present value is \$2,276,301, this is what is counted in the \$16,528,046 total).
- Board of Trustees approved 30 endowments and 22 naming opportunities.
- Raised over \$160,000 for the student emergency fund impacting 112 students.
- Raised over \$77,000 in our first year fundraising for the Student food pantry.

Alumni

- CMU license plates on the road: 9,232
- Gold member information
 - Gold Members – 4,513
 - Lifetime Members -943
 - Gold Members that also donated current fiscal year – 506
 - Gold Members that donated in the last 3 fiscal years – 3,470
 - Gold Members over 35 – 4330
 - Gold Members under 35 – 183
- Event information
 - Over 120 Alumni Events
 - Over 14,000 Attendees
 - 40% of captured guests were first time attendees
 - 255 attendees donated for the first time after attending an event
 - 22 Sold Out Events
- Annual Giving highlights;
 - Overall Donors increased 15%, from 15,925 to 18,286.

- Annual university Campaign for faculty and staff raised over \$1.3 Million - the third-highest total in the history of the campaign
- 2 giving days-#cmich127 on Sept. 13 and Giving Tuesday
 - #cmich127 raised \$142,000 from 1,339 donors.
 - Giving Tuesday raised over \$52,000 for the Student Emergency Fund and \$26,000 for the Food Pantry. Phonathon set a one day record for gifts with 597 pledges.
- Placed over 130,000 calls to potential CMU students, set up on-campus visits, took over 200 deposits for undergraduate Admissions calling

Government Relations

Imperative 1: Nurturing Student Success

—Protect current levels of support for CMU and its students

- We have achieved an increase in state funding for CMU in both House and Senate Higher Education budgets.
 - Proposed increase in the House budget for CMU’s appropriation: \$1,661,800
 - Proposed increase in the Senate budget for CMU’s appropriation: \$2,305,800
 - The House and Senate have each approved approximately \$800,000 in ITW funding increases, which is accounted for in the totals above.

Imperative 2: Fostering Scholarly Activity

- We secured state funding support (\$5M) for Michigan Doctors. This builds upon our work with DHHS officials, Senators, Representatives, and the State Budget Office on legislation funding additional residency slots for MIDOCs consortium members (CMU, WMU, MSU, and Wayne).
- The WCMU logo was redesigned to include the Flying C to better express/exemplify One CMU. WCMU has also doubled the number of times WCMU includes “Service of Central Michigan University” in their announcements.

Imperative 3: Strengthening Partnerships in Michigan and Beyond

- We’ve hosted over 50 legislators and staff on campus this past year. While on campus, they toured numerous facilities and met with students, faculty, deans, administrators, and the President. The visits to campus were a great opportunity for us to highlight our student successes, research, Brooks Hall renovation request, and new buildings, as well as to meet with faculty and administrators on issues before the legislature.

President’s Division

University Communications (UComm)

Imperative 1: Nurturing Student Success

- CMU’s official social media channels grew in significant ways this past year, ultimately reaching many more key audiences, future and current students, faculty, staff, alumni, parents, donors and friends and our regional community

- Snapchat was introduced within awareness efforts, proving that prospective students engage more positively with Snapchat vs. Facebook, yielding click-through rates 446% higher than Facebook.
- Optimized Facebook advertising by honing in on targeting and reaching more relevant users with strong calls to action at strategic points in the student journey — increased conversions by 308.7%.
- Following months of strategy, design and beta-testing, UComm launched Instagram Stories in January 2019.
 - These five new fixed stories include a campus calendar that is updated weekly, CMU News showcase, commencement coverage and more.
 - This content earns roughly 3,500-4,000 views per post, approximately twice the reach of an average Snapchat post.
- Kicked off a 17-month market research project to refresh the university brand with an expected launch date of August 2020.
- Launched redesign of CMU’s web presence, with a focus on student recruitment.

Imperative 2: Fostering Scholarly Activity

- Between July 1, 2018 and June 30, 2019, 390 stories were posted to CMU News. Of the 390 stories, 275 focused on academics and research at CMU, many of which also included videos.
- Coverage of a meteorite identified by Mona Sirbescu, a geology faculty member in earth and atmospheric sciences, garnered coverage across the globe. This includes:
 - CMU’s social media posts reached more than 40,000 people and generated more than 11,200 page views — most of them within the first week of the story’s release.
 - External outlets covering the story yielded a reach of roughly 1.6 billion and earned publicity value of \$1.8 million.
- In FY19, the communications team wrote and shared 41 stories about research and another 150 about “academics in action.” These stories were read by more than 135,000 people on CMU News.
- A unique project about advanced technology at CMU launched in February 2019 and featured six highly styled standalone videos that were shared through a variety of channels to reach future students and their families.
 - The videos showcased the powerful visuals of CMU’s digital fabrication facilities, biohazard lab, quantum physics lab, microscopy facilities, Center for Merchandising and Design Technology, and medical simulation facilities, emphasizing how they enable important research and equip students for career success.

Imperative 3: Strengthening Partnerships in Michigan and Beyond

- The Business Development Unit campaigns concluded in June and cumulatively drove 11 million impressions and 24,000 new sessions to the landing pages. Of the total site sessions driven by this campaign, 90% were new users, which made up 3% of all new users to the site between April and June.
- The UComm team wrote nearly 120 articles related to community outreach and engagement, reaching more than 97,500 readers on CMU News.
- UComm’s Business Development Unit launched six new partnerships this year, driving more than 40 applications and nearly 20 enrollments:
 - Michigan Municipal League.
 - Fiat Chrysler.

- United Shore.
- Oakland County.
- Supply and Equipment Foodservice Alliance.
- Nematik.

Office of Institutional Diversity, Equity, and Inclusion

Imperative 1: Nurturing Student Success

- New required course in general education on social disparity to add to required existing course on race/ethnicity that will equip students to excel with equity and inclusion skills for the increasingly diverse modern classroom and workplace launching with all new students in fall 2019.
- New policy on recognizing chosen/preferred/alternate names
- Sent students on CMU teams to a variety of national diversity conferences
- Launched Fostering Success Central in support of students who experienced the foster care system prior to coming to CMU
- Worked with a number of students and student groups to develop both immediate and longer term institutional responses to incidents

Imperative 2: Fostering Scholarly Activity

- Launched the Faculty Diversity Research Group for faculty members who do research in DEI areas
- Applied and received National Science Foundation ADVANCE Catalyst grant to support faculty women careers in STEM fields
- New opportunity hire program to diversify faculty for wider scholarly excellence in the colleges
- Launched and selected two Faculty Diversity and Inclusion Fellowship recipients
- Completed equity overviews for both faculty and staff on gender and race/ethnicity

Imperative 3: Strengthening Partnerships in Michigan and Beyond

- Partnering with Chief Diversity Officer at Dow on employee resource groups and diversity research
- Becoming active in the Hispanic Association of Colleges and Universities and raising profile in other national diversity organizations
- Supported community-based work in the units and colleges through the Inclusion Implementation Fund and Council on Diversity, Equity, and Inclusion
- Providing diversity and inclusion training and support to Mt. Pleasant Public Schools and other higher ed institutions
- Greater variety of projects with Saginaw Chippewa Indian Tribe beyond athletics

Athletics

Imperative 1: Nurturing Student Success

- 41 consecutive semesters with a 3.00 semester GPA or higher with the current cumulative grade point average at a 3.24
- Student-athletes performed well over 4,000 hours of community service
- Women's Basketball won back-to-back-to back MAC Titles and earned a spot in the 2019 NCAA tournament
- Gymnastics were the 2018 MAC Regular Season Champions and have qualified for the NCAA Regional Championship 11-straight seasons
- Baseball were the Regular and Post Season MAC Champions and won a game in the NCAA Tournament for the first time since 1988
- Women's Track won the MAC Indoor Championship for the first time since 2004
- 3 MAC Coach of the Years (Jordan Bischel – Baseball, Jenny Swieton – Track, Sue Guevara – Women's Basketball)
- CMU Athletics established an all-time fundraising record breaking the record and excited the 3m mark in fundraising in back to back years, only the second time in history it has exceeded this threshold.