

**CENTRAL MICHIGAN UNIVERSITY**  
**The President's Annual Report**  
**to the**  
**Board of Trustees**  
**September 2020**

The past year has been unparalleled in many critical ways. During the final two quarters of the year, external forces of change altered the course of higher education in lasting and profound ways.

It is imperative to acknowledge the ongoing hard work and dedication of our faculty, staff, students, alumni and community as we navigate the ambiguity, fluidity and immense pressures brought on by COVID-19. Through it all, our community has shown a powerful commitment to our mission, vision and values. Our faculty and staff continually demonstrate their desire to ensure students have the opportunity to pursue their academic goals, and their support for the university keeps us moving forward on many fronts.

Selected highlights from this past year include:

- Our first to second year retention rate was 79.8%, exceeding last year's rate of 74%. (Note: Because of COVID-19, academic policies regarding grade forgiveness impacted this number. If grade forgiveness was not implemented, the retention rate would be nearly 77% before appeals.)
- Our Multicultural Advancement and Lloyd M. Cofer (MAC) Scholars had a first-to-second year retention of 99%.
- Once August graduates are finalized, our six-year graduation rate will approach 65%, exceeding last year's rate of 60.9%.
- We have extended our research and scholarly activities, as evidenced by a 9.5% increase in research expenditures to \$17.1 million.
- Two students and three faculty members received Fulbright Awards for 2020, and one student received a Goldwater Scholarship.
- We were the first university to have AACSB accreditation for both the School of Accounting and the College of Business Administration reaffirmed through a virtual visit.
- The university entered into a significant affiliation agreement with University Pediatrics to expand clinical and translational research and improve pediatric care across Michigan.
- We established clear pathways and programming for transfer students, including expanding admissions and accepting an associate degree as completion for general education requirements.
- CMU funded the first cohort of projects with The President's and Provost's Fund for Innovation.
- We brought Adobe Creative Campus to CMU, including free access to Adobe Creative Cloud for students, faculty and staff.

- Nine CMU graduates were accepted and are among the 103 students admitted this year to CMU’s College of Medicine. Only Michigan and Michigan State have more graduates in this class than CMU. This the highest number of CMU graduates accepted into the program in its history.
- The U.S. Environmental Protection Agency (EPA) presented CMU its 2019 College/University Partner of the Year award — the highest individual award a college or university can receive from the agency.
- The CMU football team went from “worst to first” in terms of its record and played in a nationally televised bowl game. More importantly, CMU student-athletes extended their streak of 43 semesters in a row with a cumulative GPA of 3.0 or above. Thanks to their hard work, we continue to have the highest GPA in the Mid-American Athletic Conference.
- CMU continued to recruit and hire outstanding leaders for our executive team. We completed successful searches and hires for the following positions:
  - Provost/Executive Vice President
  - Vice President/Advancement
  - Vice President/University Communications and Chief Marketing Officer
  - Vice President/Student Recruitment and Retention
  - Vice President/Finance and Administrative Services
  - General Counsel
  - Solidified the leadership roles of the Associate Vice President/Student Affairs and Associate Vice President/Government and External Relations.

Please see Appendix A of this report for the full list of performance metrics for 2019-2020 and Appendix C for additional 2019-2020 highlights and accomplishments.

### **The “Great Pivot”**

These accomplishments occurred against the backdrop of the “great pivot,” which began in March and continues today. On March 11, 2020, we made the critical decision to switch from in-person instruction to entirely remote instruction. During this time, it is important to note that the university **never closed**; we continued to offer critical services for our students, faculty and staff.

In a matter of four days, our faculty converted all of their classes to an online format. Our students transitioned from classroom learning to attending classes from their bedrooms or dining room tables. Many students, for multiple reasons, remained on campus in residence hall rooms and received support from our Residence Life team. Others scrambled to find internet connections in their remote communities and rural homes. Through it all, faculty supported them and adapted to the changing environment alongside them. We all shifted from an environment of being physically connected to socially distanced; yet we remained connected as a community.

As we developed our Fired Up for Fall plan, we put safety practices in place to enable us to once again offer “in-person” learning modalities. Some students prefer the face-to-face experience,

while others remain uncertain about being on campus. To meet the needs of as many stakeholders as possible, we are now offering a variety of options for course offerings. For example, students may choose Hybrid classes, which have a blend of required in-person sessions and online sessions; Hyflex classes, which allow students to attend synchronous sessions of class online or in person; online synchronous or asynchronous sessions, which give students greater flexibility for scheduling participation in class sessions; and 100% face-to-face classes. The following list provides a breakdown of course modalities this semester:

**On Campus Courses:**

100% face to face courses = 2% (48 courses)  
HyFlex = 46% (1448 courses)  
Hybrid = 15% (488 courses)  
Online Asynchronous = 1% (28 courses)  
Online Synchronous = 15% (479 courses)  
Field Experience = 5% (147 courses)  
Independent Study = 10% (347 courses)  
Private Lessons = 6% (191 courses)

**Global Campus Courses:**

HyFlex = 10% (68 courses)  
Online Asynchronous = 88% (619 courses)  
Online Synchronous = 2% (13 courses)  
Field Experience = .28% (2 courses)  
Independent Study = .28% (2 courses)

**Totals for Combined Campus Offerings:**

100% face to face courses = 1% (48 courses)  
HyFlex = 39% (1516 courses)  
Hybrid = 13% (488 courses)  
Online Asynchronous = 17% (647 courses)  
Online Synchronous = 13% (492 courses)  
Field Experience = 4% (149 courses)  
Independent Study = 9% (349 course)  
Private Lessons = 5% (191 courses)

In addition to implementing additional options for learning modalities, we modified numerous policies and procedures to better support students. This included suspending and amending policies regarding withdrawal dates and approving changes to pass/fail options. Other policy changes included making allowances for scholarship requirements and adapting internships to virtual formats. I would like to recognize the Academic Senate for its outstanding leadership and commitment to CMU's student-centered culture during this time.

While we spent a great deal of time and effort managing the effects of COVID-19, we continued to focus on key strategic efforts initiated before the pandemic. This included, for example, helping students plan their path to degree attainment through implementation of multi-semester registration, as well as revamping our academic advising structure to make the

process more proactive and engaging throughout a student's years at CMU, among many other initiatives.

Some of our efforts bridged both the COVID-19 environment and our ongoing strategic improvement efforts; our advancement efforts are an excellent example. We raised more than \$208,000 in pledges and gifts from alumni to support the emerging needs of students based on COVID-19. At the same time, our alumni relations team developed a series of new virtual events to engage alumni; these are now being replicated by many of our peer institutions.

Additionally, our University Communications team proactively messaged CMU's ongoing commitment to students and families deeply impacted by the COVID-19 crisis, increasing our positive perception through the state. The powerful "Can Do" campaign outlined proactive support measures including a tuition freeze, increase in scholarships, guaranteed on-campus employment and extended payment deadlines. In conjunction with those efforts, our media relations professionals highlighted CMU's role as a leader in managing the COVID-19 response while remaining firmly focused on supporting our students.

### **Re-Envisioning CMU for 2030**

Last year at this time, we launched an ambitious strategic design thinking effort to reimagine CMU by the year 2030. We began by asking:

- What markets will the university be serving?
- What needs will those markets have?
- What new modalities will be in use?
- What types of programs will be needed?

We are beginning to think beyond the traditional "degree-attainment" model to position CMU to better serve communities, organizations and the citizens of our state in a more progressive manner.

While COVID-19 took precedence over some of this work, the five pathways continue to guide our efforts. Our response to COVID-19 has, in many ways, expedited this work. The adaptation of the HyFlex model, for instance, is a modality that presents significant options in the current environment and also will be applicable to meet many future needs and efforts. Strategic design thinking provides a nimble and flexible manner to adapt to changing environments in a more deliberate and thoughtful way, and the lessons we are learning now will impact our operations for years to come.

We recently examined our five pathways and determined they are still the proper focal points for our efforts, yet they may require minor modifications. Similarly, given the immense changes that have occurred over the past six months and continue now, I believe it is time to reexamine our mission and vision statements and make any necessary changes to guide future efforts.

### **Enrollment Challenges**

As is the case at many colleges and universities nationwide, enrollment continues to be a chief concern for Central Michigan University. CMU has seen a decades-long, steady decline in our total enrollment figures; this year was no different. Although COVID-19 impacted enrollment figures and forced alterations to our enrollment strategies, we continue to pursue ambitious and aggressive recruitment goals.

To that end, we established a new division focused solely on student recruitment and retention—creating the fundamentals of a robust and focused enrollment effort. And, significantly, we adopted policies and procedures to make CMU among the most transfer-friendly universities in the state.

Last year, even during budget reductions, we strategically invested in our recruitment and retention efforts, and we will continue to do so over the next several years. Our investments included placing additional staff in key regions, as well as in technology, marketing efforts and specific efforts to increase our inquiry pool. We are streamlining recruitment, application, and enrollment policies and procedures to become more effective and efficient. In addition, we will engage academic departments to create opportunities for mid-career educational needs, and we will develop and expand programs to be delivered through a variety of teaching and learning modalities.

These efforts are aimed at increasing CMU's market share in Michigan; increasing geographic reach by focusing on the Great Lakes Region; increasing recruitment and enrollment of transfer students; developing pipelines for international students; and leveraging technology to expand our ability to offer programs at-a-distance.

COVID-19 has made the competitive higher education market even more competitive. The enrollment team is focused and, under the leadership of Jennifer DeHaemers, is making necessary changes that will lead to positive results.

### **Advancement and Fundraising**

Annual giving across all programs ended 2019-2020 at a four-year low in total contributions and total number of gifts. The decline is a direct result of the economic impact of the pandemic; a month-to-month comparison shows that the program was on pace to match fiscal year 2019 results through February. However, the major gifts program was successful, due in large part to an unexpected large estate gift. Going forward, we will focus on building a pipeline of major gifts.

Following the leadership transition to Heidi Tracy, Advancement spent significant time this year reviewing our gift administration policies, procedures, process and personnel. As a result, we expect to realize significant increases in philanthropic activity over the next few years. We will be aided in these efforts by a revitalized Advancement Board that will be a strategic and active partner in fundraising for CMU.

Deans and other university leaders will be empowered and supported in their fundraising efforts for their colleges and units, as well as other parts of the university, in larger extent than they have in the past. Our philanthropic goals over the next few years focus on gifts to support student scholarships and educational needs, faculty research and scholarly activities, athletics and other student activities, and selected capital projects.

### **Branding and Marketing**

Over the past year, we conducted extensive research about the perceptions of CMU among potential and current students, parents of potential and current students, alumni, faculty and staff, as well as community members. We also tested various branding and marketing platforms with these groups. As a result, we have created a new strategic branding effort that both aligns with the needs of our stakeholder audiences and builds on our strengths. While no marketing effort is ever universally loved or accepted by all, we have seen very positive reception among our target audiences in early soft roll outs.

As part of our rebranding effort, we are redesigning our website. The platform and technology driving our current site is outdated, and the internal architecture behind it is not user friendly. It is extremely hard for users to navigate, it is not mobile friendly, and web applications (i.e., admissions applications) are not compatible for many devices. Therefore, we are changing not only the branding, look and feel of the website, we are overhauling its entire infrastructure, as well.

We have engaged mStoner, an agency nationally recognized as the leader in university website design and strategy. This is a massive undertaking: Not only are we replacing technology, we also are shifting the fundamental philosophy of our digital presence. We are shifting from the notion that a website is a repository of information and internal documents to the concept that our site can become a powerful and integral tool to proactively communicate with and engage external audiences. The primary purpose of this new website will be to target and market to the key audience of potential students.

We project the new website will go live no later than March 15, 2021.

### **2020-2021 Initiatives**

Admissions and enrollment, including recruitment of freshman and transfer students, retention rates and persistence to graduation rates; revenue generation, including fundraising, grants, state appropriations, etc.; our Strategic Re-envisioning process; and academic program innovation towards excellence will continue to be of key importance in the upcoming year. Please see Appendix B for the list of 2020-2021 Performance Metrics Targets.

In addition, we are adding the following new key initiatives for the upcoming fiscal year:

*Diversity and Equity Emphasis:* Earlier this year, through the Board Resolution Reaffirming CMU's Commitment to Social Justice and Equity, our university took an important and critical

step forward to serve all students and stakeholders. This positive position will impact our admissions, enrollment, academic excellence and ability to serve our communities.

As we carry out this mandate, we must further our efforts to recruit and serve all students, including taking strategic and targeted steps to recruit students of color as well as LGBTQ+, first generation and other underserved student populations. At the same time, simply recruiting them to CMU is not enough to ensure they have access to the resources foundational for their success. We see this now in the differences in retention and persistence rates across different student populations, which in some cases vary by over eight percentage points. More pointedly, as our overall average graduation rate approaches 65%, we realize some student populations have a graduation rate of less than 50% — in some cases, a full 20 points lower than the population of white students.

We need to examine why these achievement gaps exist. We know they are not only based on race, but also on socio-economic issues, changes that occur in the lives of our students, and other circumstances. We must identify and remove obstacles to success. Outcomes of these efforts will be measured by decreasing, with the goal of eliminating, differences in key success ratios (e.g., graduation, retention and persistence rates) and increased recruiting efforts (for students, faculty and staff) of underserved and other populations (e.g., first generation and low socio-economic status.)

We also know the demographics of our faculty and staff must more closely resemble our student body. Mentorship and representation are vital elements in student success, and we can and will do more to diversify our university community. This will be measured by changes within faculty, staff, senior leadership positions, and student populations.

Finally, we need to ensure we provide an environment that encourages rigorous debate and the exploration of ideas. CMU should be a place where individuals are not minimized or inhibited by aspects other than their own creativity, intellectual acumen and hard work. Our vision statement calls upon us to be “an inclusive community of scholars,” and we are engaged in the meaningful, challenging and ongoing work to achieve this aspirational goal.

*Affordability:* The value — the return on investment — of higher education continues to be the subject of much scrutiny. We will continue to be creative in finding ways to reduce, or at least maintain, costs to students and their families while increasing the return on their investment. This includes an assessment of our need-based and merit-based financial aid and scholarships, time to degree, pathways to assist students near graduation but facing financial barriers, and work-study opportunities.

*Academic and Program Focus:* With continued resource reductions, it is imperative we determine our focus and prioritize programs, both academic and service, that enable us to serve the most students possible while ensuring they succeed academically at CMU and professionally post-graduation. This effort will be guided by the Provost and the Vice President of Finance and Administrative Services, and will include a review of current policies, procedures

and practices of budgeting; focusing our investments; and being responsive to the needs of our key state-wide stakeholders.

We intend for this process to be inclusive. In the academic areas, it will involve faculty, department chairs and deans. On the service center side, vice presidents will engage their directors and staff in the process. The Budget and Priorities Committee will serve as a resource to vet ideas and discuss ramifications of decisions.

We initially planned for a significant state appropriation reduction (nearing 30 percent) for the current year; we recently learned the reduction will likely be much more modest or flat. This means we will not attempt to have this review completed by October, as initially planned; however, we will continue to move forward with this process and to develop a multi-year budgeting model for the next fiscal year.

*Innovation:* Student demographics continue to shift, including an ongoing decline in the number of traditionally aged first-year degree-seeking students. Therefore, we must develop alternatives to degree programs including, for example, badges, certifications and other lifelong learning opportunities. We will encourage and fund programs that expand our ability to serve lifelong learners and individuals who may not be seeking a degree. We also will continue to foster a culture of innovation by funding those programs that address complex issues facing our communities, advance quality and excellence, utilize an interdisciplinary approach, and meet new and emerging needs of the communities we serve.

A very generous alumnus has empowered CMU to address these priorities through an estate gift of slightly more than \$9 million, once fully realized. The gift is to be used by the president of CMU to meet university goals and objectives. With that in mind, it is my intention to create several smaller quasi-endowments from which the interest earnings (and perhaps a small amount of principal) will be used to support the following initiatives (amounts are approximate):

- \$2M for undergraduate scholarships to “close the graduation gap.” These funds will be administered in conjunction with the MAC scholarship process to assist students in persisting to graduation.
- \$1M for staffing and program initiatives aimed directly at serving underserved populations, to be administered by the MASS Office.
- \$1M to create the “Finish Up Chips!” program. This fund will provide scholarships to students within 25 credits of graduation at risk of dropping out (or has stopped out previously) due to financial concerns.
- \$1M in scholarships for adult learners engaged through our Global Campus system.
- \$2M to be used to address emerging student service needs as determined by the president.
- \$2M to be used as seed funding for new “lifelong learning” programs, including badges, certificates and more.

## **Conclusion**

This year, our university community faced challenges none of us could have imagined just months ago. Together, we continue to conquer these challenges, yet we acknowledge our work is not done. We must continue to reimagine and strengthen Central Michigan University for the benefit of our current and future students, our community, and our state.

At the beginning of this report, I acknowledged the work of many within our university community. I also want to acknowledge and thank each of you, the Trustees of our great university, for your support and guidance, both to the university and to me as its president.

## 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	Actual 2019-2020	Progress Indicator for 2019-2020
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%	78.0%	79.8%	
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%	33.0%	As of the May graduation period, 32.8% of the 2016 cohort have graduated. After August grads are finalized, the rate should be close to 35%.	
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%	61.0%	As of the May graduation period, 62.7% of the 2014 cohort have graduated. After August grads are finalized, the rate should be close to 65%	
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%	65.9% Note: As more students enter with credits, the motivation to take 30 credits in the first year declines. A better metric might be the number on track (30+ credits) by the end of their first year.	
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	134.9	
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%	92%	Meet or exceed National Average	Survey's are conducted 6 months post graduation. The rate for August graduates was 91.2% while the rate for December graduates was 76.1%.	
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	\$17.1 Million Total (\$8.1 Million 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 subscription to InCites was cancelled several years ago. The Citation Impact is a proprietary metric of 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		N/A
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 (1.1.18-12.31.18)	Increase Annually	Publications, Presentations, and Creative works: UG - 97, GR - 219 (1.1.19-12.31.19)	
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)		Director of Community Engagement position is vacant - data not available	N/A
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	19 Courses with 34 sections - As enrollment declines, the need and number of courses offered declines.	
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 (2018 Employer Survey)	95% / 100%	90% better or equally prepared / 98% would hire other graduates (2019 Employer Survey)	

**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	Actual 2019-2020	Progress Indicator for 2019-2020
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%	6.2%	
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	Set Baseline	425 faculty reported an organizational role. No system for tracking staff.	
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	Director of Community Engagement position is vacant	N/A

Key to Progress Indicators:

-  Target for 2019-2020 met or exceeded
-  Progress made but did not reach target
-  No or little progress in 2019-2020

**TARGET PERFORMANCE METRICS FOR 2020-2021**

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	Actual 2019-2020	Target for 2020-2021
The first-to-second-year undergraduate retention rate	1	80.0%	77.1%	78.0%	77.0%	78.5%	74.0%	78.0%	79.8%	80.0%
The four-year graduation rate for first-time-in-any-college students (FTIACs)	1	33.0%	27.4%	28.5%	27.6%	29.5%	32.5%	33.0%	As of the May graduation period, 32.8% of the 2016 cohort have graduated. After August grads are finalized, the rate should be close to 35%.	35.0%
The six-year graduation rate for FTIACs	1	60.0%	57.4%	58.0%	58.4%	58.5%	60.9%	61.0%	As of the May graduation period, 62.7% of the 2014 cohort have graduated. After August grads are finalized, the rate should be close to 65%	67.0%
The percent of first-to-second year students who are on track (30+ credits) by the end of their first year	1	78%	72%	73%	73.8%	74.5%	68.9%	75.0%	65.9%	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	134.9	134
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%	92%	Meet or exceed National Average	Surveys are conducted six months post graduation. The rate for August graduates was 91.2% while the rate for December graduates was 76.1%.	Meet or exceed National Average
Close the graduation gap around race, first generation and Pell-eligible status.	1									Specific target to be determined in consultation with CDO
Increase external grantsmanship by 5% per year per Higher Education R&D (HERD) expenditures; increase ranking 5 positions per year nationally.	2	Increase annually						\$15,616,000 (For 2018-2019, the most recent year available)		\$16,396,800
Increase scholarly and creative works by 8% year over year while publishing in higher impact journals.	2	Increase annually						580		626
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	95%/100%	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 (2018 Employer Survey)	95% / 100%	90% better or equally prepared / 98% would hire other graduates (2019 Employer Survey)	95%/100%
Total cash gifts and commitments	3								\$18.3 million cash and \$22.7 million in commitments	\$19 million cash and \$23 million in commitments
Number of donors	3								\$27,504	28,500

**CENTRAL MICHIGAN UNIVERSITY**  
**THE PRESIDENT'S ANNUAL UNIVERSITY REPORT TO THE BOARD OF TRUSTEES**  
**HIGHLIGHTS FOR 2019-2020**

These highlights of accomplishments during 2019-2020 are organized first by division and then by Strategic Plan Imperative. They are only some of many significant accomplishments throughout the university during the past year.

**Academic Division / Provost**

**Imperative 1: Nurturing Student Success**

- Office of Curriculum and Instructional Support facilitated CMU's successful pivot to Emergency Remote Instruction for Spring 2020 in response to the required change in instructional mode due to the COVID-19 Pandemic, CIS provided faculty with a comprehensive and robust collection of instructional resources to quickly and effectively move their face-to-face courses to internet-based remote instruction
  - Resources on the page were viewed by 1601 unique visitors from March 5th to the end of the Spring semester
  - Offered 22 webinar sessions on Learning Continuity between March 23 and April 9th attended by 189 participants
  - CIS consultants assisted 114 faculty, one-on-one, with Emergency Remote Instruction related matters
  - Created a comprehensive [Succeeding with HyFlex Instruction](#) resource site
- The Office of Global Engagement responded to the COVID-19 crisis with a student-centered approach. After recalling spring semester study abroad students, ensured their safe return to the US, facilitated continuation of their studies, and negotiated reimbursements. Launched virtual international internships and virtual exchange as alternatives to in-person cross-cultural experiences and continued student advising via virtual platforms and social media
- Office of Information Technology led the HyFlex Mediation Project
- *The Institute for Transformative Dialogue* expands intergroup dialogue across the university to provide a safe way for students to explore new perspectives, increase understanding of others and develop skills to thrive in a multicultural society
  - Partnership between CLASS and Enrollment and Student Services
  - Grows out of a decade of training student facilitators in intergroup dialogue
  - Model partnership of academics and student growth inside and outside the classroom
- Two new majors were approved in CAM, a BFA in Cinema Studies (an interdisciplinary program between Broadcast and Cinematic Arts and Art and Design) and a BAA in Dance Studies. These two majors will provide more creative opportunities for our students and meet students demand in the areas of cinema and dance
- CMU's Master of Arts in Learning, Design, and Technology online degree offered through the Teacher Education and Professional Education Department is the first program in higher education to meet 100% of the International Society for Technology in Education Standards for Educators. This designation is considered the 'gold standard.' Graduates of the program can apply for ISTE certification — the only competency-based certification focused on digital-age teaching practices
- CMU's electrical and mechanical engineering programs were listed in the top 25 engineering programs in the nation

- CMU medical students continue to perform well compared to national averages (CMU/Nat'l). Final USMLE pass rate for Step 1: 94%/98%; interim scores for Step 2 Clinical Knowledge (CK): 94%/98%; and Step 2 Clinical Skills (CS): 93%/95%
- The College of Medicine graduated its fourth class and 98% of the graduating students matched to residency programs. 75% chose primary care, and 40% elected to stay in Michigan. Students matched into very competitive sub-specialty areas such as urology, neurology and neurological surgery, and anesthesiology
- Licensure, Regulatory Services & Human Capital successfully accomplished all responsibilities associated with the Higher Learning Accreditation Liaison function
  - Completed the HLC fourth year review
  - Completed and submitted the MA in Education-Community College concentration Renewal of Ministerial Consent application to the Ontario Ministry; Received favorable recommendation from PEQAB after virtual site visit
  - Accomplished renewal as a State Authorization Reciprocity Act (SARA) participating member from the State of Michigan
  - Accomplished successful application to Michigan Veterans Affairs Agency "Michigan Veteran-Friendly School" to continue recognition by that agency as a gold level (highest designation afforded) participant
  - Aligned Global Campus (52 FTE) to their area
- Academic Advising and Assistance adopted a fully integrated, college-based professional academic advising model, adding seven new academic advisors, two permanent directors of advising, and two senior advisors
- Multi-semester class registration and the My Academic Plan (MAP) tools were introduced, offering increased graduation planning, course sequencing and efficiency
- Office of Curriculum and Instructional Support partnered with the Office of the Registrar to create new Pathways for Transfer Students to meet CMU General Education requirements. These enhanced pathways were the first of their type in Michigan
- Global Campus successfully completed the Army Credentialing Opportunities On-Line or COOL MOU for HR, PM and Cybersecurity, and accomplished transfer agreement between CMU and Department of the Army Pacific Signal University in Hawaii for Cybersecurity Certificate credit for completion of specific certification exams (West)
- Global Campus worked directly with ESOs to bring 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 Barracks, HI (West)

**Imperative 2: Fostering Scholarly Activity**

- The results generated by a college collaborative grant have been truly exceptional. One such example is the podcast series "Responding to ACEs: Resources for Resilience", which is a collaborative effort between the School of Broadcast and Cinematic Arts, College of Medicine, and the Interdisciplinary Center for Community Health and Wellness. This program reached a wide audience and is serving as an important resource for teachers, social workers, public health coordinators, and counselors
- The CBA successfully received reaffirmation of accreditation from AACSB for business and accounting, the gold standard in accreditation among business schools
- Office of Sponsored Programs, through the Faculty Research and Creative Endeavors program, provided funding of \$253,887 for 27 research grant awards, 89 premier display awards, and 14 publication and exhibition cost awards

**Imperative 3: Community Partnerships**

- The CBA continued the tradition of signature events connecting students with businesses and strengthening partnerships: the BIS Department and the Information Management Institute (IMI) held the 8th annual ERPsim competition, with 172 students, along with 91 mentors from 33 companies participating. This year's New Venture Competition (NVC) was cancelled because of COVID-19, but a scaled down New Venture Online Competition (NVOC) involved 47 students in 25 teams along with 25 judges (donors and alumni). The Data Analytics Conference involved over 200 students and 10 specialists from industry. CMU hosted several events for students, involving specialists in their respective areas: *Cybersecurity Day*, involving 50 students and 7 corporate and military experts (included a virtual capture the flag competition); *CMU Sales Challenge*, involving 60 students and 11 industry partners (included an afternoon service project), and several career development activities with multiple majors (such as industry networking, resume reviews, and job search tactics)
- The Center for Merchandise and Design Technology (CMDT) collaborated with a variety of corporate clients this past year testing an assortment of products from custom athleticwear, to winter workwear, to winter coats for toddlers
- CMU's affiliation with Lakeland Spectrum Health, University Pediatricians (UP), and the partnership with four Michigan-based medical schools and the State of Michigan to form the MIDOCs initiative have expanded opportunities for medical education
- University Libraries created and aired 12 segments on WCMU's public radio and television featuring gems from the Clarke Historical Library's collection
- The Clarke Historical Library's traveling exhibit, *Native Treaties – Shared Rights*, visited six sites between July and December 2019

**Student Recruitment and Retention****Imperative I: Nurturing Student Success**

- Career Development Center provided 483 students with professional attire through the First Impressions program and conducted 857 mock interviews
- 2,566 employers posted internships and 10,604 internships were posted and available to CMU students
- Scholarships & Financial Aid processed \$259 million in aid from all sources (federal, state, institutional and outside sources) and received 35,758 FAFSAs
- Success Coaches had more than 7,400 interactions with students (by phone, email, or in-person or virtual appointments)
- Students with at least one priority risk factor who met with a success coach were retained at 76.19% from fall to fall compared to those who did not meet with a success coach, who retained at 64.78%
- Successful implementation of the Common Application
- Business process revision for international and graduate admissions, leading to uniformity in admission and a decrease in complexity
- Implemented new communication campaigns for prospective students, in collaboration with University Communications
- Launch of Global Campus Knowledge Base, a mobile friendly database so staff may quickly answer the most common questions from prospective students
- Collaborated with Academic Affairs and OIT to implement multi-semester scheduling

- Successful implementation of the improved Financial Aid Portal which provides the student's cost of attendance, aid awarded, as well as amount disbursed and the ability to upload required documents
- Successfully implemented a virtual new student orientation program with every student meeting virtually with an academic advisor

### **Imperative 3: Strengthening Partnerships in Michigan and Beyond**

- Implemented Career Insight software to assist students in identifying career paths and employers more readily
- Identified method to more effectively match alumni with current students for mentoring and possible externships
- Registrar actively represented CMU in the MiPathways Initiative to offer more cohesive transfer opportunities for students at Michigan's community colleges to the public universities, including the design and implementation of the MiTransfer website
- Chippewa Achieve Program (CAP) is a partnership with Mid-Michigan College to help students prepare for transfer to CMU. The 2019-20 cohort was 42 students and half enrolled at CMU for Fall 2020

## **Student Affairs**

### **Imperative 1: Nurturing Student Success**

- Provided counseling services to 1391 students without a waiting list for services
- Quickly developed and implemented a tele-mental health procedure for delivering services to students remotely without a disruption to service offerings
- Collaborated with OCRIE and Institutional Diversity on the development and implementation of the **Think about It** online education program for all new students
- Increased the size of the Leader Advancement Scholarship cohort from 40 to 80 students, who were selected from a pool of 1,791 applicants. This larger group retained the high profile of previous cohorts, with an average GPA of 3.37 and SAT of 1160; 95% of these students remain enrolled at CMU
- The MAC Scholars program retained 99% of freshmen
- Food Pantry had 2,139 visits, helping to serve 664 individual students and their families. During these visits, around 22,241 pounds of food were distributed with the help of 227 volunteers
- Hosted the first ever virtual Pow wow in North America, with over 123 participants from all over the states and Canada, who competed on Friday through a Facebook event. An estimated 33,700 people viewed the event online
- Collaborated with CLASS on the creation of the Institute for Intergroup Dialogue
- Creation of an Esports program including the construction of a dedicated facility for the program
- Carey Hall renovation- redesigned to offer two full-size beds. Carey Hall was 100% reserved by returning students within the first day of housing registration

### **Imperative 2: Fostering Scholarly Activity**

- CM LIFE received several national awards that help show we are national leaders in student media

- Residence Life was selected as a showcase institution at ACPA College Student Educator International's Institute on the Residence Life Curricular Approach for the second year for the quality of our residential curriculum

### **Imperative 3: Strengthening Partnerships in Michigan and Beyond**

- Fraternity & Sorority Life recognized in the community for service through: Greeks Cleaning the Streets program; *Trick or Treat on Main Street* event; Raising \$81,000 from Greek Week in support of Parents United to Stop Hazing & the Isabella County Restoration House for homeless community members
- Worked with the Michigan Intramural Recreational Sports Association to implement Unified Sports programs across the state of Michigan. CMU/University Recreation has the largest unified sports program for intramural sports in the nation
- 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. 100% of teachers reported seeing improvements in the children tutored and 95% of teachers reported that the CMU student tutor was well-trained to work with young children
- 778 students participating in 61 Alternative Breaks visiting 53 partner community organizations and providing over 37,000 hours of education, service, and reflection

### **Finance and Administrative Services**

#### **Imperative 1: Nurturing Student Success**

- Financial Services and Reporting provided continuous COVID-19 Emergency Management oversight in conjunction with additional CMU divisional leaders providing planning and support for pivoting CMU academic offerings to on-line services as well as preparing for the return to campus with building preparation, the purchasing of signage, sanitizing stations and additional safety measures including obtaining critical funding
- The Financial Wellness Collaborative was completed, and space secured in the University Center dedicated to servicing students who need assistance and financial advice. This process included presentations to over 4,000 students throughout the course of the year, including peer to peer budget coaching as well as one on one assistance services
- CMU Police implemented Diversity, Inclusion and Multi-Cultural Training and reinforced hiring practices supporting the university's diversity and inclusion goals
- CMU was awarded the US Environmental Protection Agency 2019 College/University – Partner of the Year award; this is the highest individual award a college/university can receive from the Environmental Protection Agency (EPA)
- Energy and Utilities produced 47% of the main campus electrical demand and utilized the heat by-product to support steam and chilled water demand via co-generation at the Central Energy Facility
- Human Resources compliance efforts included successfully completing the IRS audit of CMU's three retirement plans for 2016 with no operational errors found and restated CMU's three retirement plan documents; and implemented minimum wage increase for compliance with state law, a requirement that impacted most student employment positions
- Human Resources assisted with leading and managing COVID-19 impact on CMU including facilitating the interpretation and application of regulations for the Family First Act as well as the CARES Act impact to student employment

- Financial Services and Reporting configured, implemented, trained campus employees and successfully rolled out the new time and attendance system in collaboration with additional FAS divisions

**Imperative 2: Fostering Scholarly Activity**

- FM Operations is sharing principle investigator status on a grant application with the College of Science and Engineering for an Environmental Protection Agency (EPA) program promoting the use of anaerobic digestion in communities to divert food waste from landfills

**Imperative 3: Strengthening Partnerships in Michigan and Beyond**

- The CMU Bookstore concluded the year with a positive net income providing continuous support to the campus community keeping current with web-based orders in light of the retail location closure. The Inclusive Access program is experiencing continued growth resulting in students saving of an estimated \$4.7 million dollars in course material costs since the inception of the IA program. The Bookstore substantially increased the number of selections for these most affordable course materials, increasing unit sales by 7,700 over FY18/19
- University Events continued local partnerships with local community agencies providing event support to the Community Cancer Services of Isabella Veteran’s concert, Community Cancer Into the Light walk, Toys for Tots and Christmas Outreach servicing 7,000+ community attendees
- CMU Officer assigned to the regional SANE (Sexual Assault Nurse Examiners) program at McLaren Hospital

**Advancement**

**Imperative 1: Nurturing Student Success**

- Alumni Relations executed 96 events that yielded 8,759 attendees from 13 states. Of those attendees, 1,868 or 21 percent attended more than one event and 832 participated in their first alumni gathering. Event attendance had a direct impact on giving with 29 percent of attendees making a gift to the university resulting in \$3.3 million received on or after attendance at an event

**Government and External Relations**

**Imperative 1: Nurturing Student Success**

- We continue to advocate for CMU’s Indian Tuition Waiver reimbursement to remain at the increased level seen in FY20 and for it to be included in our base funding so as not to be subject to future cuts
- CMU students participated in the Art in the House and Senate program and hosted two CMU students who were honored for their work. Their art is hanging in the House and Senate office buildings

**Imperative 2: Fostering Scholarly Activity**

- Last September’s Water Symposium on campus was a huge success. Our goal was to raise awareness of CMU’s Institute for Great Lakes Research (IGLR) and reinforce our message with state and federal officials and agency personnel that IGLR is the preeminent Great Lakes research facility in the United States. We had over 200 participants in attendance this past year, and Congressman Huizenga was our keynote speaker. Department of Natural Resources

Director Dan Eichinger also hosted a session, and CMU researchers hosted a panel discussion regarding the impact of research on legislative policy

### **Imperative 3: Strengthening Partnerships in Michigan and Beyond**

- MiDocs has avoided state cuts to current appropriations needed for expenditure during FY20 and we continue to advocate for a consistent funding amount in FY21.
- Acquisition of a new FM station in Traverse City increased listener reach and fundraising capacity of WCMU Public Media.
- Completed recording of a new season of Quiz Central in December of 2019. Prior to 2019, the season finished recording in March. If the schedule had not been changed, we could not have finished the season due to the shutdown from COVID-19. 400 high school students came to campus to participate in this effort.
- Televised episodes of Ask the Specialists with Dr. Kikano and other CMU specialists around the subject of COVID-19.

## **President's Division**

### ***University Communications (UComm)***

#### **Imperative 1: Nurturing Student Success**

- Provided detailed and ongoing information on resources, policies and FAQs this spring as the university quickly shifted from on-campus learning to all online learning due to the COVID-19 pandemic.
- Executed communication strategies and campaigns, an Admissions Blog and livestream events to maintain momentum in recruiting the incoming class of 2020.
  - Created and executed the “Can Do” campaign to demonstrate the university’s commitment to our students, specifically related to communicating affordability and the numerous financial strategies we employed to support students and their families related to COVID-19 and declining enrollment.
- This year saw significant progress in growth, reach and use of CMU’s official social media channels, all focused on advancing student engagement and success. This includes:
  - Launching Facebook groups for incoming students and parents, a collaboration with representatives from a variety of areas across campus, including Admissions, Residence Life, Parent/Family Services, Academic Advising and financial services.
  - Creating more live experiences for current students and prospective students to interact, including Facebook Live sessions and regular Instagram Q&A Sessions.
  - Developing a variety of communications to celebrate May commencement in a virtual way.

#### **Imperative 2: Fostering Scholarly Activity**

- In FY2020, 212 out of 277 articles posted to CMU News — more than 76% — highlighted CMU research and researchers. Vital topics covered include water quality, childhood trauma, tuberculosis, athletic training, sepsis, astrophysics and quantum physics, climate and extreme weather, Alzheimer’s and Parkinson’s diseases, and multiple aspects of the COVID-19 pandemic
- A multimedia project detailed numerous areas around the Great Lakes where CMU faculty and students led research efforts. The project remained one of the the top 10 CMU News posts through the end of the year, with more than 1,200 pageviews and 22,000 views on Facebook, Twitter and LinkedIn. It later won an international CASE Circle of Excellence Award

- External media coverage also raised the profile of scholarly activity at CMU. Our expert faculty were quoted or featured many times in prominent national publications with global audiences, including the Today Show, Forbes, U.S. News and World Report, CNBC, Scientific American, The Washington Post, Parents Magazine, and the New York Times

**Imperative 3: Strengthening Partnerships in Michigan and Beyond**

- In fall 2019, UComm focused attention on CMU’s strategic engagement in the city of Detroit and the surrounding metro region. A CMU News story detailed CMU’s five-pillar strategic plan focused on student recruitment, alumni engagement, business engagement, business development and community engagement in Michigan’s largest city and metropolitan area. This resulted in multiple media interviews in the Detroit market focused on CMU’s renewed focus on the Detroit area

***Athletics***

**Imperative 1: Nurturing Student Success**

- CMU student-athletes extended their streak of 43 semesters in a row with a cumulative GPA of 3.0 or better
- The current graduate success rate is 85%, with a nearly 80% rate among minor student-athletes.
- CMU recorded its best single-season all-sport academic progress rate (APR) of 989 in 2018-2019. Nine programs had a perfect single-year APR of 1.000, ranking each of them at the top of the conference
- Women’s basketball won its fourth consecutive MAC regular season championship and its fifth straight West Division
- The CMU football team went from “worst to first” in terms of its record and played in a nationally televised bowl game
- Volleyball won its second MAC West Division championship, its first since 2003, and earned a postseason bid to the National Invitational Volleyball Championship
- Four CMU head coaches earned MAC Coach of the Year honors – football, women’s basketball, volleyball and wrestling