



**Central Michigan University
President's Report for the Year Ended June 30, 2016
September 14, 2016**

Central Michigan University (CMU) ended its 123rd academic year, having achieved significant goals in support of CMU's strategic priorities and initiatives, as reflected in the university's "Strategic Plan – Advancing Excellence." The accomplishments of this past year were achieved amid the ever changing landscape of higher education in Michigan and throughout the United States.

Consider the powerful conflicting forces that buffet academe in these turbulent times: expanding public expectation, i.e., access, affordability, service improvement and quality academic programs; the various and numerous influential stakeholders, often with conflicting values and interests; accountability demands that are frequent and often intrusive; stronger competition, including the expanding for-profit and in-house corporate sectors; institutional financial constraints; and internal fear, denial and resistance to change.

In spite of challenges and head-winds, CMU continues to move forward in a positive manner.

This report presents a summary of the significant accomplishments during academic and fiscal year 2015-2016. The highlights are in addition to the hundreds of other action steps that have successfully been completed throughout the university's colleges, departments and service units.

This annual report is organized as follows:

- An executive summary for each of the university's five strategic priorities: Student Success; Research and Creative Activity; Quality Faculty and Staff; Community Partnerships; and Infrastructure Stewardship, (pp. 2-5)
- Metrics report: 2015-2016, (pp. 6-9)
- Conclusion for academic and fiscal 2015-2016, (p.10)
- University goals and initiatives for academic and fiscal 2016-2017, (pp. 11-12)
- Metrics goals: 2016-2017, (p. 13)
- Report of major 2015-2016 goals by priority. *Attachment 1*

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Student Success

Successful students complete their degrees and are prepared for employment or postgraduate studies. Retention, timely graduation, and well-rounded hands-on leadership experience inside the classroom and beyond, are key to success.

Fundamental to student success is maintaining effective, high quality teaching, learning, support services and sound financial operations in support of the university's mission and core values. These were confirmed with the successful reaffirmation of university-wide accreditation by the Higher Learning Commission (HLC). CMU received 10-year reaffirmation of accreditation by the HLC through 2025, including full compliance on our Federal Compliance document required for the continuation of Title IV funding for student financial aid.

In addition, we were removed from probation by the Accreditation Review Commission on Education for Physician Assistant, Inc. (ARC-PA), and they affirmed full accreditation of our physician assistant program through 2024.

We increased students' likelihood of success through graduation and beyond. The admissions profile for fall 2015 included some key enrollment points: freshman applications on-campus increased by 1.6%; total on-campus applications increased by 1.2%; multicultural applications increased by 7.3%; and our FTIAC (First time in any college) profile increased to a record high of 3.37 high school grade point average and 22.9 ACT score.

Strategic, data-driven student outreach with academic advisors, success coaches, and faculty to help advise students experiencing challenges, resulted in an increase in the first to second year persistence from 76.4% to 78.2%.

The six year graduation rate for first time, full time students increased from 56% to 57.4%, while the four year graduation rate increased from 21% to 21.9%.

Starting a meaningful career upon graduation is increasingly important earlier in the student life cycle. Career Services performed exemplary work meeting their interest, and preparing and connecting students to future employers. The percentage of CMU graduates employed six months post-graduation increased from 77.8% in 2014-2015, to 81.4% in 2015-2016. When you count six months post-graduation for employed graduates, as well as those who enrolled in graduate programs, the percentage for 2015-2016 was 91.3%

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Research and Creative Activity

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

During 2015-2016, CMU's Carnegie classification changed from a Doctoral Research University (DRU), which is the equivalent of a Research 3; CMU is now a Research 2: Doctoral Universities – Higher Research Activity. This change in classification is reflective of the enhanced research and creative endeavor activities of our faculty that has taken place over the last several years. CMU's R2 classification places it among the top 5% of all colleges and universities in America. It proves the university's ability to combine teaching and learning with research and creative endeavors, and recognizes the opportunities graduate and undergraduate students have to engage in research and creative activities alongside faculty members.

The major goal this year was to increase research and external grant writing and funding by at least 5% over the previous year. The number of proposals submitted increased by 19%, from 229 to 279. The number of dollars requested in those proposals increased by 41%, from \$41.8 million to \$59 million. External dollars awarded increased by 20%, from \$10.4 million to \$12.5 million.

In addition to the significant increases in external grant writing and funding, we are redesigning and increasing research opportunities for faculty members within the College of Medicine (CMED). We designed and implemented a MakerBot Innovation lab facility. We expanded clinical space for the Autism Center. We enhanced animal research facilities, particularly for mammalian species.

Quality Faculty and Staff

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

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Throughout the year, we provided professional support for the ongoing development of faculty and staff in the areas of teaching, research, leadership and cultural competences. This was in the form of professional workshops, seminars, and enhancing the faculty mentoring program through CETL (Center for Excellence in Teaching and Learning). CETL along with the Center for Instructional Design (CID), provide linkage between efforts of the Reimagining the First Year (America Association of State Colleges and Universities) project.

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

Community Partnerships

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

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

In fiscal year 2015-2016, CMURC demonstrated success by serving 236 unique companies, which directly led to the creation of 25 new companies, 129 new jobs and \$8,248,238 of investments. In addition, CMURC provided 527 connections between companies for community partnerships. CMURC outpaces many of the fifteen Michigan SmartZone incubators by being in the top two in the number of jobs created, companies created, and companies served.

CMU's Alternative Breaks program, housed in the Mary Ellen Brandell Volunteer Center, continues to gain recognition throughout the state and the country. CMU ranked number 3 in the nation in both trips taken and number of participants. We ranked number 1 in Michigan in both categories as well. This is the seventh consecutive year CMU has been recognized.

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

Infrastructure Stewardship

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

Fiscal year 2015-2016 was a record-breaking year for fundraising at CMU. We raised \$17.7 million, an increase of \$4 million, or 29%. Giving for 2015-2016 is the highest in the history of CMU; we began restructuring our advancement division and began expanding our donor base. We also secured \$7 million in planned gifts in 2015-2016, bringing giving to \$24.7 million, the highest in the history of CMU.

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

Energy consumption and conversion measures resulted in a flat utilities budget year over year; in fact, the seventh year of a flat utilities budget.

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

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Metrics Report: 2015-2016

The performance metrics report for the 2015-2016 year is included on page 9.

The metrics for each of the five university priorities have been adjusted to reflect measurable, approved metrics for 2015-2016. There were certain metric goals for 2015-2016 that were not measurable on an annual basis and they have not been included in these reports. In addition, we added a new more meaningful metric for 2015-2016, the percentage of graduates employed or in continuing education, six months post-graduation -- a metric we felt provided a more congruent measure of student success.

The metrics goals for 2016-2017, (p. 13) are reflective of the changes made in 2015-2016. These are one-year metrics. The university metrics going forward will be identified and brought forward for approval by the newly charged Strategic Planning Team. They will complete the revision of CMU's strategic plan this academic year, including identifying annual measurable priorities/initiatives that are comparable to our peer institutions, state institutions and national universities.

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Strategic Priorities, Initiatives and Metrics Goals

Year-end Metrics Report for 2015-2016

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

Priority 1 Initiatives:

- 1.1 Educate students in a broad base of liberal studies and mastery of an academic discipline.
- 1.2 Enrich students' communication, inquiry, creative, and critical-thinking skills.
- 1.3 Engage students in relevant and responsive academic and co-curricular experiences with a focus on the value of diverse perspectives and personal responsibility.

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

Priority 2 Initiatives:

- 2.1 Enhance and improve incentives, infrastructure, and support services for research and creative activities.
- 2.2 Support field-defining areas of research and creative activities across the university.
- 2.3 Enhance efforts to promote the active involvement of students in research and creative activities.
- 2.4 Support emerging areas of interdisciplinary, international, and cross-cultural research and creative activities that build on the university's strengths.

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

Priority 3 Initiatives:

- 3.1 Invest in the recruitment, development, and retention of an outstanding, diverse faculty and staff.
- 3.2 Provide professional support for the ongoing development of faculty and staff in the areas of teaching, leadership, research, and cultural competence.
- 3.3 Support the exchange of diverse viewpoints in order to develop timely and informed university policies, procedures, and practices that promote inclusiveness and facilitate shared governance.

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Priority 4: Community Partnerships - Develop and strengthen learning experiences through collaboration with local, national and global partners to enhance cultural awareness, the natural environment, health and wellness and local economies.

Priority 4 Initiatives:

- 4.1 Generate opportunities for community involvement through academic experiences, performances, speakers, athletics, civic engagement, and volunteering.
- 4.2 Involve students, faculty, and staff with community members to support and sustain healthy environments.
- 4.3 Foster and enhance relationships with tribal, governmental, business, and non-profit entities.











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

Priority 5 Initiatives:

- 5.1 Enhance university financial, technological, and physical infrastructure.
- 5.2 Define and implement a long-term enrollment and retention strategy.
- 5.3 Increase ongoing investments in strategic environmental and sustainable energy optimization efforts and seek opportunities to share this knowledge and experience.

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PERFORMANCE METRICS 2015-2016 YEAR-END REPORT

Performance Indicator	Priority	Actual 2014-2015	Goal for 2015-2016	Actual 2015-2016	Actual to Goal for 2015-2016
Increase the six year graduation rate of first-time, full-time students to 63%.	1	56%	59%	57.4%	
Increase the four year graduation rate of first-time, full-time students to 25%.	1	21%	21%	21.9%	
Improve freshmen to sophomore retention rate to 80%.	1	78%	79%	77.1%	
95% of graduating seniors rate their educational experience as good or excellent on the Graduate Student Exit Survey.	1	85%	86%	91%	
Graduates employed or continuing education (6 months post-graduation)	1	90.7%	New indicator	91.3%	
Increase research and creative endeavors external funding to \$25 million.	2	\$10,448,370	\$11 million	\$12,524,424	
Increase percent of faculty engaged in research or creative endeavors to 65%.	2	53.8%		58.1%	
Increase fundraising revenues by 10% annually to \$29 million.	5	\$13.7 million	\$14.9 million	\$17.7 million	
Implement a long-term enrollment and retention strategy to ensure appropriate growth and sustainability.	5	656,299 Student Credit Hours	656,000 Student Credit Hours	640,164 Student Credit Hours	
Maintain the CMU credit rating (currently Aa3/Moody's and A+ S&P), relative to our peer institutions.	5	Aa3/Moody's A+/S&P	Aa3/Moody's A+/S&P	Aa3/Moody's A+/S&P	

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Conclusion: 2015-2016

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

2015-2016 was a productive year, it was a challenging year, and the work of our students, faculty and staff laid the groundwork for 2016-2017 and beyond.

We saw increases in student persistence and graduation rates; however, the Strategic Enrollment Management (SEM) Plan and the related initiatives must be adjusted as we complete the integration into "One CMU" and redefine our enrollment strategy moving forward. The reduction in the number of Michigan high school graduates will continue over the next 8-10 years. Our strategic planning in nexus with our SEM must help us determine who we will be as an institution, including size, program offerings, curriculum, pedagogy, physical plant, etc.

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