



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*

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%

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

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.

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.

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.

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.

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.

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	

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.

University Goals and Initiatives: 2016-2017

The major university goals and initiatives for 2016-2017 are supported by divisional, college and unit plans. All goals and initiatives at the university level, as well as the college and unit level, will be evaluated based on appropriate success metrics.

Major University Goals for 2016-2017

1. Revision of the university's Strategic Plan, including revised metrics which will measure and define success for university priorities, initiatives and goals.
2. Revision/alignment of the university's Strategic Enrollment Management Plan with the revised Strategic Plan.
3. Revision/alignment of the "10-year view" Facilities Master Plan with the revised Strategic Plan.
4. Revision/alignment of the Information Technology Plan with the revised Strategic Plan.
5. The university has identified 10 metric goals for 2016-2017. These are one-year metrics. The university's Strategic Planning Team will complete the revision of CMU's Strategic Plan this academic year, including identifying annual measurable priorities/initiatives that are comparable to our peer institutions, state and national four year universities, (see p. 13).

Major University Initiatives for 2016-2017

1. One CMU: complete the integration of main campus and global campus academic and administrative functions.
2. Complete and implement the planning and fundraising activities of the Comprehensive Campaign Committee and advancement operations.
3. Implement the recommendations by the Online Academic Programs Committee.
4. Graduate the inaugural class of the College of Medicine (CMED). Secure provisional accreditation (the next level) of CMED by the Liaison Committee of Medical Education (LCME).

5. Secure accreditation of the College of Education and Human Services by the Council for the Accreditation of Education Preparation (CAEP).
6. Continue implementation of programs and projects to enhance student persistence and graduation rates, including implementation of phases from AASCU (American Association of State Colleges and Universities) Reimagining the First Year and the EAB (Education Advisory Board) Student Success Collaborative.
7. Complete an analysis for campus diversity and inclusion, and start implementation of changes to improve the learning and working environment for students, faculty and staff.
8. Complete and integrate a comprehensive integrated branding and marketing plan, integrating global campus into main campus.

PERFORMANCE METRICS 2016-2017 GOALS

Performance Indicator	Priority	Actual 2014-2015	Actual 2015-2016	Goal for 2016-2017
Increase the six year graduation rate of first-time, full-time students to 63%.	1	56%	57.4%	59%
Increase the four year graduation rate of first-time, full-time students to 25%.	1	21%	21.9%	25%
Improve freshmen to sophomore retention rate to 80%.	1	78%	77.1%	79%
95% of graduating seniors rate their educational experience as good or excellent on the Graduate Student Exit Survey.	1	85%	91%	93%
Graduates employed or continuing education (6 months post-graduation)	1	90.7%	91.3%	94%
Increase research and creative endeavors external funding to \$25 million.	2	\$10,448,370	\$12,524,424	\$13.5 million
Increase percent of faculty engaged in research or creative endeavors to 65%.	2	53.8%	58.1%	60%
Increase fundraising revenues by 10% annually to \$29 million.	5	\$13.7 million	\$17.7 million	\$18.0 million
Implement a long-term enrollment and retention strategy to ensure appropriate growth and sustainability.	5	656,299 Student Credit Hours	640,164 Student Credit Hours	624,026 Student Credit Hours (projected)
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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Report of Major 2015-2016 Goals by Priority

Priority 1 – Student Success

- Major university accreditations will be successfully completed: the Higher Learning Commission (HLC) ten year reaffirmation of the university-wide accreditation; accreditation by the Council for the Accreditation of Education Preparation (CAEP); and accreditation by the Liaison Committee for Medical Education (LCME).
 - *Higher Learning Commission (HLC) 10-year reaffirmation of the university-wide accreditation was successfully completed. After a visit in April 2016, we received the final report in July. CMU's accreditation was reaffirmed for 10 years with no findings. The next reaffirmation of accreditation will occur in 2025-2026.*
 - *Accreditation by the Council for the Accreditation of Education Preparation (CAEP). Our visit was in February 2016.*
 - *Accreditation by the Liaison Committee for Medical Education (LCME). Because of issues during the 2015 visit, an additional visit was added in 2016. That visit was in May and we are waiting for results.*
 - *We were removed from probation by ARC-PA (Accreditation Review Commission on Education for Physician Assistant, Inc.) and are now accredited until 2024.*
- Receive report of Online Programs Study Committee at December Board of Trustees meeting and decide on next steps, depending on the findings and recommendations within that report.
 - *The report was received by the Board of Trustees at their December meeting. As a result of this report, four committees were established to follow up and lead to action items for implementation. These four committees are:*
 - *Education and Preparation (OAPC Ed Prep Group) to work in concert with CMU experts to develop an innovative, ongoing and sustainable education and preparation plan that prepares faculty to employ best practices for e-learning.*
 - *Student Needs (IAPC Student Group) to examine the different needs of traditional, non-traditional, professional and off-campus student populations and the support services the various populations require.*
 - *Market Analysis (OAPC Market Group) to look at market trends related to online education, identify potential program enhancements at CMU and communicate these opportunities to the university community.*
 - *Structural Issues (OAPC Structure Group) to examine the administrative processes related to online course/program development and delivery, and identify areas where improvements can be made, e.g., curriculum approval, course development, staffing, etc.*
- Proceed with implementation of the “One CMU” concept, starting with the functional integration of administrative functions from across all appropriate units of the university.

- *Service Integration Planning, Progress, and Meetings. During the past academic year, CMU pursued the initial initiatives towards integration of service units and operational activities between CMU Global Campus and Main Campus. The primary purpose of the integration was to achieve better synergies, student-centered service, and efficiencies among service and operational units that previously functioned separately and with less strategic coordination. As part of this process, the workgroup pursuing this initiative has been meeting quarterly to develop and discuss progressive timelines for implementation of plans developed during such meetings. The service integration initiatives remain ongoing, although considerable progress has already been achieved in organizational alignment of services (e.g., newly established organizational and divisional charts; multiple office integrations; etc.). During the coming academic year, CMU divisional leadership will be closely examining financial and enrollment data (trends, projections, etc.) for all satellite or non-main campus locations.*
- *Unification of program development for Global Campus under the Vice Provost for Academic Development (a new group within Academic Division that is responsible for new program development [working with faculty through turnover to Academic Effectiveness for processing], enhancement of course and program delivery [current and new], instructional design, and training of faculty in areas related to program development and presentation).*
- *Unification of student services operations for Global Campus under ESS.*
- *A unification of OIT functions has taken place throughout the university. This was accompanied by the hiring of a Deputy CIO / Executive Director of Enterprise Applications and a CISO.*
- *The Global Campus and University Communications marketing teams significantly expanded their efforts to collaborate and improve communications and marketing efforts. This partnership is a critical part of the service integration process and is resulting in a unified CMU brand and aligned messaging that supports One CMU. The partnership with Global Campus is accelerating at an unprecedented pace, with significant advancements already achieved and/or underway. Those include:*
 - *Identification and usage of key data sets and analytics to drive and support strategic decisions.*
 - *Prioritization of markets, academic programs and cohorts, as supported by data, to generate greatest-possible results from the investment of marketing resources.*
 - *Proactive identification of market opportunities and critical collaboration on these with the academic development and student services divisions.*
 - *Earlier integration in the new academic program development process, with messaging and creative work beginning once programs pass Academic Senate. This will allow marketing efforts to begin shortly after Board of Trustees and Michigan Association of State Universities approval is final, removing as much as two months of delay.*
 - *Media buys coordinated with University Communications through a single media buyer, fueling greater leveraging of investment and the enhancement of a One CMU brand.*
 - *Digital campaign placements formerly managed onsite now done by Fathom, the expert national firm used by University Communications the past two years.*
 - *Improved identification and the resulting communication of powerful CMU stories from the online and satellite location perspective.*
 - *Starting this fall, the integrated team will pursue the development and shooting of a new TV spot for CMU's online/satellite location markets. Through FY2017, the team will review existing online/satellite location marketing campaigns, revising them strategically to reflect the One CMU brand and in alignment with market research and CMU analytics.*
- *Academic Affairs and Enrollment and Student Services will re-engineer first-year experience programming beyond a single course; develop a program that incorporates a useful cross-section of information and knowledge to facilitate academic success and student retention.*

- *Implementation continues of programs and projects to enhance student persistence and graduation rates, including implementation of phases from the AASCU Reimagining the First Year and the EAB Student Success Collaborative.*
- University Communications in partnership with the Office of Information Technology (OIT) will complete the following projects:
 - A new widescreen design for go.cmich.edu
 - New designs for the College of Humanities and Social and Behavioral Sciences, College of Medicine and Office of Graduate Studies
 - A new Global Campus website, fully within CMU’s SharePoint environment for the first time
 - *Projects completed.*
- In collaboration with the Academic Senate Oversight Committee, Academic Affairs will refresh the MSA Program, identifying challenges facing the program and proposing and implementing solutions.
 - *David Ash, Interim Vice President for Research and Dean of Graduate Studies, has now been charged with getting this done.*

Priority 2 – Research and Creative Activity

- Increase research and creative endeavors external grant writing and funding by 5%.
 - *Proposals submitted: 273 vs. 229 (increase of 19%).*
 - *Dollars requested: \$59,069,187 vs. \$41,786,320 (increase of 41%).*
 - *Grants and Contracts: 135 vs. 119 (increase of 13%).*
 - *Dollars awarded: \$12,524,424 vs. 10,448,370 (increase of 20%).*
- Increase number of grants and contracts submitted in the College of Education and Human Services by 10%.

<i>Academic Year</i>	<i>Number of Proposals Submitted</i>	<i>Number of Proposals Awarded</i>
<i>2014-15</i>	<i>30</i>	<i>\$832,056</i>
<i>2015-16</i>	<i>47</i>	<i>\$2,616,568</i>

- Design and implement a MakerBot Innovation Lab facility, incorporating research and design projects between the College of Education and Human Services and College of Communication and Fine Arts.
 - *Accomplished and in place. See [CMU News Oct. 19, 2015: Building creativity and collaboration: CMU opens MakerBot Innovation Center with 3D printers.](#)*
- Expand clinical space for the Autism Center.
 - *In September 2015, we repurposed and built-out 4,200 square feet of clinical space for the CAAT Center, an amount adequate to meet current demand.*

- Redesign and implement strategies to increase clinical research opportunities for faculty members within the College of Medicine.
 - *This is in the process of implementation.*
 - *Appointed Dr. Neli Ragina as Director of Research – Saginaw campus in March of 2015.*
 - *Developed a memorandum of understanding in which CMU-Partners would submit all research grants and contracts through the CMU Office of Research and Graduate Studies, which would handle all post-awards.*
 - *Developed a memorandum of understanding between the IRBs of CMU and Covenant hospital in which any work by CMU-Partners faculty that uses Covenant data or resources would be submitted through Dr. Ragina to the Covenant IRB, which would be responsible for review and monitoring.*
 - *Developed a process for CMU-Partners faculty using St. Mary's of Michigan hospital data or resources to submit their IRB through Dr. Ragina to the St. Mary's IRB. We hope to extend this to a memorandum of understanding in the next year as St. Mary's updates its processes to use IRB.Net.*
 - *Developed a Medical Student Summer Scholar Program in which students select a College of Medicine mentor and propose a research project that is to be carried out during the summer break between years one and two of the curriculum.*
 - *Organized, in June of 2016, a Saginaw based research mentoring committee, which is chaired by the Sr. Associate Dean of Research together with the Executive Director of CMU-Partners and includes Dr. Ragina, as the Research Director in Saginaw, and Dr. Stephen Zyzanski, (see below) as an outside expert consultant.*
 - *Hired Dr. Stephen Zyzanski as a part-time consultant to provide faculty development, one on one consultations with faculty on research questions as needed, and serve as a member of the Saginaw Clinical Research Mentoring Committee.*
 - *Through the College of Medicine's Office of Faculty Affairs, we have organized a faculty development initiative providing the AAMC Medical Educators Research Certificate (MERC) program.*
 - *Proposed the development of a health services research group that would center on studying disparities in medical care in rural and underserved areas. We propose to hire one senior investigator to direct the group and two more junior faculty as members of the group. This group would be stationed on the Saginaw campus and would significantly increase health services research opportunities.*
 - *As part of our health services research initiative, Drs. Clements, Ragina, and Rosca have obtained an NIH R15 award to study outcome disparities in Type II diabetics.*
 - *Purchased Qualtrics software for aiding survey research endeavors. The software offers fast and blinded distributions of surveys via e-mail and text messaging with statistical output of data.*
- Enhance animal research facilities, particularly for mammalian species, primarily mice and rats.
 - *During this last fiscal year, the vivarium spent out the \$200,000 that was provided in the previous fiscal year; specifically, \$11,000 was used to purchase surgical equipment to enhance research capabilities. For the current fiscal year, the Office of Research and Graduate Studies (ORGS) contributed approximately \$60,000 to vivarium operating funds.*

Priority 3 – Quality Faculty and Staff

- Provide professional support for the ongoing development of faculty and staff in the areas of research, teaching, leadership, and cultural competence. Strengthen leadership capability and capacity throughout the university to encourage high levels of performance, sustain excellence, and preserve leadership consistent with CMU's Core and Service Values.
 - *Cultural competence training is offered through the Office for Institutional Diversity.*

- *A team of individuals from across the university has been developing a common set of leadership standards. Their work is based on my expectations for senior leaders, CMU's seven core values, our service excellence values and recognized principles of effective leadership. The integration of these values into a cohesive framework known as the Leadership Standards Initiative is complete. Implementation efforts are being planned for the next 12 months and beyond. The standards are intended to permeate all levels of the university, preserving and strengthening our CMU culture of collaboration, excellence and leadership.*
- Enhance faculty quality through an increase in CBA faculty AQ/PQ = > 95%.
 - *This was performed prior to the AACSB accreditation visit. All programs met the required level of AQ/PQ. In the ongoing effort to maintain this standard, the Dean of the CBA and the Provost review this level on a routine basis (approximately monthly) and discuss, with each new potential personnel change, how the AQ/PQ would be impacted.*
- Enhance the faculty mentoring program through the Center for Excellence in Teaching and Learning.
 - *Several new programs have been implemented and others are being considered.*
 - *There is a linkage between some efforts of the Reimagining the First Year (AACSB) project and CETL.*
 - *CETL has been involved in reorganization with the Center for Instructional Design (CID, Global Campus) and our academic production facilities to enhance seamless implementation of new protocols and training for faculty for their use.*

Priority 4 – Community Partnerships

- Grow our Community Engagement performance as a preliminary step to resubmission of our application for certification by Carnegie Foundation (who maintain the Carnegie Classification of Higher Education™) as a university with specialization in this area.
 - *A Center for Civic Engagement has been created in CHSBS with Cherie Strahan as its director.*
 - *Roger Coles has been working for the Provost performing outreach, e.g., helping to get Mobile Health Central to Flint, Michigan, to work with underserved residents.*

Priority 5 – Infrastructure Stewardship

- Develop and implement next iteration of the Strategic Enrollment Management Plan for 2016-2018. The plan will enhance existing enrollment management initiatives and in addition will:
 - Continue to transform the enrollment conversation from recruitment of a *number* to design of a *profile*
 - Meet or achieve new FTIAC on-campus enrollment goal of 3,500 (+/- 5%) and 1,100 new transfer students
 - Increase out-of-state enrollment by 3%
 - Create a Minority Student Recruitment Plan
 - *Completed.*
- Reorganize the Office of Information Technology (OIT) to increase operational efficiency, system unification across the academic colleges and support and service units, and refine and increase system security.

- *This has been completed.*
 - *Angelica Gomez is now Deputy CIO and the Executive Director of Enterprise Applications.*
 - *Mark Herron has been hired as CISO.*
- *Coordination between OIT staff has been enhanced to improve HIPAA compliance. This has required coordination across several clinical operations as well as the medical school implementation of EPIC.*
- Reorganize and implement new initiatives within the university's fundraising/advancement functions, including the recruitment and hiring of a Vice President for University Advancement.
 - *Vice President Bob Martin was hired and began at CMU in February 2016. An Associate Vice President position was created and Stephen Kull hired in June 2016. Reorganization of the reporting structure within Advancement is ongoing.*
- Successfully complete the \$5 million Grawn Hall Renovation fundraising goal.
 - *Almost completed. Bob Martin has now increased the number of fundraising staff working with Dean Crespy.*
- Appoint an Enterprise Risk Management Committee to identify and manage enterprise-wide risk and periodically report to the president and Board of Trustees.
 - *Appointed with Provost and the VP for FAS as co-chairs. Several meetings have occurred, and the first report for the Board has been prepared.*
- Review and revise processes and procedures of the Responsibility Center Management budget model, as appropriate, to incentivize innovation, strategic positioning, and brand/community outreach, and enable the university to respond more quickly to student success, faculty development, facility infrastructure and research needs.
 - *Financial Planning and Budgets (FPB) assisted in modeling changes to the Responsibility Center Management (RCM) budget model. Many options were shared with the Budget Priorities Committee as well. Ultimately, operating assessment rates were adjusted to assist in offsetting the cost of service center initiatives.*
 - *Expanded the development of the university's financial plan to include financial plans for each college and department. The new plan allows for the varying tax rates for each college, providing a more accurate forecast for the university and projecting the tax assessments for the service centers. The financial plans allow each college to use this tool as a planning template for budget development.*
- Provide ongoing management of the CMU 2013 Campus Master Plan and the 2014 Campus Identity Plan:
 - Maintain dashboard metrics and ensure campus leadership is informed
 - Maintain the Facilities Condition Assessment (FCA) database and all appropriate files
 - Update the 10 Year Capital Plan
 - *Thirteen out of 20 projects in the 2013 Ten Year Capital Plan are complete or underway:*
Completed/Underway:
 1. *Biosciences Building*
 2. *Brooks Hall Renovation*
 3. *Campus Identity*
 4. *College of Health Professions Building Expansion*
 5. *Grawn Hall Renovation*

6. *East Campus Phase I*
7. *East Utility Loop*
8. *Lacrosse Athletics Renovation*
9. *New Undergrad Housing*
10. *Park Library Comprehensive Learning Commons*
11. *Rose-Ryan Pool*
12. *South Quad Improvements*
13. *Student Services Center*

○ *Cancelled/Not Started*:*

14. *East Campus Phase II*
15. *North End Complex*
16. *North Quad Improvements*
17. *Pearce Hall Renovation**
18. *Preston Bovee/Park Plaza**
19. *Robinson Basement*
20. *Robinson Dining Renovation*

- Study, prepare and implement a plan proposing the future footprint and need for Residence Life and campus housing operations going forward.
 - *Worked closely with Enrollment and Student Services (ESS), Facilities Management, Campus Dining, as well as Contracting and Purchasing Services to complete a Student Life Master Plan to evaluate housing and dining operation needs on CMU's campus. A very aggressive time line was established and followed to allow our consultants from Brailsford and Dunlavey to present their recommendations to the Cabinet before fiscal year end.*

- Provide Title IX updates and revisions to ensure compliance and enforcement of policies and procedures relating to sexual misconduct and gender equity related to intercollegiate athletics.
 - *Continued Implementation of CMU Gender Equity Plan. Since implementation of the 2012 Gender Equity Plan (adopted in December 2012 by the CMU Board of Trustees as a means to resolve a "proactive compliance review" conducted by the U.S. Department of Education's Office of Civil Rights (OCR)), the Gender Equity Committee (GEC) has worked in close collaboration with OCR to improve compliance with Title IX's requirements for athletics. The main focus of CMU's compliance efforts, as mandated by OCR in its "proactive compliance review," is to achieve substantial proportionality in participation opportunities for CMU's female and male student athletes. To achieve substantial proportionality, CMU must have the same ratio of female to male student athletes as CMU has in its general undergraduate on-campus student population. At CMU, the undergraduate student ratio is 55% female : 45% male, and is projected to remain stable at this figure for the next five to ten years.*

In order to attain substantial proportionality, CMU has, as outlined in the 2012 Plan, added women's golf and lacrosse. Through the addition of these sports, and in combination with roster management of its men's sports, CMU has improved from an athletics ratio of 40% female : 60% male to an athletics ratio of 52% female : 48% male. The current ratio represents a 3% variance from the ratio in athletics (52/48) to the ratio in the general student population (55/45). A 1%

variance from the athletic ratio to the general undergraduate population ratio is required to achieve full proportionality. With the addition of 22 participation opportunities for CMU female student athletes, CMU will achieve full proportionality. CMU's existing female sport rosters are at maximum, so CMU will have to add one or two sports to meet this number. The GEC has evaluated rugby, sand volleyball, bowling, and tennis and presented these options to the CMU Board of Trustees for consideration. A decision on which of these sports to add is pending, but must be made in a timely manner (within the next few months) to maintain the schedule of milestones contained in the 2012 GEC Plan.

- Appoint a Retirement Investment Committee to review the investments offered by Fidelity and TIAA and to revise the options available to employees to those with the best returns, lowest fees, and those deemed most appropriate in terms of type of investment.
 - *Committee appointed.*