



Central Michigan University
President's Report for the Year Ended June 30, 2018
September 27, 2018

On September 13, 1892, the first thirty-one students of the Central Michigan Normal School began their studies in a classroom above a downtown Mount Pleasant office building. Today, CMU is a major national university educating students in Michigan, across the nation, and around the world.

During this past year, as the university celebrated its 125th anniversary, Central Michigan University made progress toward achieving the strategic priorities and initiatives reflected in the university's revised strategic plan, "Advancing Excellence – 2022." The combined efforts of CMU trustees, administrators, faculty, staff, students, alumni and community partners produced the plan that is guiding the strategic direction of CMU into our future.

"Advancing Excellence – 2022" focuses on three imperatives: Nurturing Student Success, Fostering Scholarly Activity, and Strengthening Partnerships in Michigan and Beyond. This year-end report presents the final 2017-2018 metrics for the target goals contained in the strategic plan for each of the three imperatives. It also highlights some of the major accomplishments during the year ended June 30, 2018. These highlights are in addition to the many hundreds of other action steps that have successfully been completed throughout the university's colleges, departments and service units.

In December, President Davies will present to the Board of Trustees the university's major initiatives and metric goals for 2018-2019, which will reflect input received and observations made during the first three months of his transition to the university presidency.

This year-end report for 2017-2018 is organized as follows:

- University Strategies (p. 2)
- Performance Targets and Metrics (pp. 3-4)
- Additional Major University Initiatives (pp. 5-6)
- Conclusion and the Years Ahead (pp. 6-7)
- Attachment - Highlights: 2017-2018 (pp. 8-18)

University Strategies and Initiatives: 2017-2018

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

University Strategies for 2017-2018

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

Imperative I: Nurturing Student Success

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

Imperative II: Fostering Scholarly Activity

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

Imperative III: Strengthening Partnerships in Michigan and Beyond

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

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

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

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

PERFORMANCE METRICS FOR 2017-2018

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018	Actual 2017-2018	Progress Indicator
The first-to-second-year undergraduate retention rate will increase from 77% to 80%.	1	80%	77.1%	78%	77.1% (preliminary)	
The four-year graduation rate for first-time-in-any-college students (FTIACs) will increase from 27% to 33%.	1	33%	27.4%	28.5%	27.6%	
The six-year graduation rate for FTIACs will increase from 57% to 60%.	1	60%	57.4%	58%	58.4%	
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%	
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	
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%	
The amount of federal expenditures for scholarship will increase by \$1.2 million. (target should refer to total expenditures)	2	Increase \$1.2 million	\$14.2 million (2015-2016)	\$14.5 million	\$14.65 million total (\$5.56 million in federal)	
In relevant fields (e.g., science, engineering, and medicine), the average citation impact of scholarship will be greater than 1.0.	2	Greater than 1.0	.9	1.0	CMU no longer subscribes to Incites.	
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	

Central Michigan University
 September 27, 2018
 President's Report for the Year Ended June 30, 2018

Performance Target	Imperative	2022 Target from Plan	Actual 2016-2017	Target for 2017-2018	Actual 2017-2018	Progress Indicator
A systematic approach for tracking undergraduate and graduate student publications and presentations will be developed.	2	An operational tracking system	N/A	April 1, 2018	Not yet complete	
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	
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	
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.	
The annual alumni giving rate will increase from 5% to 10%.	3	10% alumni giving rate	4.8% (2015-2016)	6%	6%	
The number of faculty and staff serving on international, national, regional, state, or local organizations related to their fields and/or on the boards of corporations and non-profits will be determined as a baseline for future comparison.	3	Complete inventory	Not yet compiled	Inventory in progress	Inventory in progress	
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	

Key to Progress Indicators:

-  Target for 2017-2018 met or exceeded
-  Progress made but did not reach target
-  No or little progress in 2017-2018

Additional Major University Initiatives for 2017-2018

While the twenty-two strategic plan strategies will provide focus in achieving the university's vision and mission, there are other specific major initiatives in support of the strategic plan. These major initiatives, identified in last year's report, were assigned to members of the president's cabinet. The listed status is as of July 31, 2018.

1. Complete the implementation of the recommendations of the Online Academic Programs Committee (OAPC). *Status: Since spring 2017, Academic Development (reporting to the provost) has taken sole responsibility for coordinating and facilitating university-wide implementation of OAPC 2.0 recommendations. Provost Gealt has a detailed update of the implementation progress. In summary: complete – 7; complete/ongoing – 3; in progress – 7; in progress/ongoing – 1; ongoing – 3; on hold – 1; incomplete – 4.*
2. Continue implementation of programs and projects to enhance student persistence and graduation rates, including implementation of phases from the American Association of State Colleges and Universities' Reimagining the First Year project. *Status: The RFY committee continues its work and has developed goals and objectives, as well as recommended approaches for delivering and meeting these objectives.*
3. Complete the analysis and implementation of selected recommendations of the Equity and Inclusion Task Force; key among these will be the search for a Chief Diversity Officer. *Status: A.T. Miller has been hired as Vice President and Chief Diversity Officer effective May 29, 2018. Analysis and implementation of selected recommendations of the Task Force report as well as institutional diversity organizational structure and services continues.*
4. Complete strategic senior officer hires. *Status: Vice President/Chief Diversity Officer hired in May. Dean of the College of Liberal Arts and Social Sciences began in August. College of Business Administration dean retiring at the end of September. Interim dean and interim associate dean have been named; dean search is underway. Interim dean and associate dean in place in College of Education and Human Services.*
5. Continue implementation of the Leadership Standards Initiative program. *Status: The LSI program is fully in effect for all supervisors as of July 1, 2017.*
6. Finalize adjustments to and subsequent management structure for the RCM budget model. *Status: The former president accepted and approved most of the recommendations of Organizational Review Committee III but requested additional review of some of the recommendations. The committee continues its work.*
7. Launch the public phase of the Comprehensive Capital Campaign. *Status: Kick-off celebration held April 21, 2018.*
8. Complete revision/alignment of the Strategic Enrollment Management Plan with the revised strategic plan, "Advancing Excellence – 2022." *Status: The revised 2018-2022*

Strategic Enrollment Management Plan has been approved for implementation and been discussed and shared with key stakeholders and constituents throughout campus including the Board, cabinet, deans, and Enrollment Management Committee.

9. Implement recommendations by the HIPAA Compliance Review Committee. *Status: Chief Privacy Officer was hired. The committee structure has been established and key policies updated. Update: Another search will commence for a Chief Privacy Officer and a consultant hired to advise and assist the HIPAA Executive Steering Committee.*

10. Complete the launch of the Premier Business Partners Initiative. *Status: The Office of Business Engagement has been created and staffed. The first two premier business partners were named in Fall 2017.*

Conclusion and the Years Ahead

From this report, and from my continual discussions with university leadership, we have much to be proud of and to celebrate. As such, it is appropriate to thank Mary Jane Flanagan and Provost Michael Gealt for compiling this report with input from all members of the President's Cabinet, Academic Planning and Analysis, and others.

In addition to the major university initiatives in 2017-2018 outlined above, please refer to selected highlights and accomplishments contained in the attachment to this report.

As we look ahead, we have a solid foundation to build upon. We have made good progress on a majority of our Key Performance Metrics; our fiscal foundation is solid; we have a sense of excitement and hope on campus. We have also achieved several monumental milestones—significantly earning full accreditation by the Liaison Committee on Medical Education.

At the same time, we recognize major issues that must be addressed. This includes, for example, competition for students has increased significantly and our market position in key areas is not as strong as it once was. We have not made the strides in student retention that we expected. Funding pressures will continue to mount and external forces will converge in varied and multiple ways to which we will need to respond.

As we look to the forthcoming years, we must become more aggressive in positioning Central Michigan University as a leading national research university that emphasizes both high quality and academic rigor at the undergraduate and graduate levels. This rigor must be combined and fortified by our commitment to student success and preparing individuals to be productive leaders, professionals and engaged citizens. This effort will drive our enrollment and admissions goals to not only be realistic, but will stretch us to strengthen and expand our presence by proactively and strategically recruiting students who will enhance our student profile—academically, geographically and diversely. Recent investments and new strategies in our advising areas and other changes will assist us in increasing our retention and graduation rates.

As part of this focus and positioning, we also must continually refine our academic programs to be rich, rigorous and relevant to the needs of the communities we serve. This includes our continued expansion of offerings as well as modalities. Furthermore, we must ensure that we are preparing our students to thrive in a dynamic interconnected global society in which technical expertise and a grounding in the humanities is required. As part of this effort, we will become more engaged and focused in our efforts under Imperative III—*Strengthening Partnerships in Michigan and Beyond*. The appointment of Dr. Concha Allen to facilitate a coordinated university-wide effort is an important step. Many individuals across the university are working hard on these efforts with our goal being to coordinate and collaborate for the greatest impact for our communities.

To conclude, I would like to quote what a faculty member said to me during one of my campus “walkabouts.” She said, “CMU is central to Michigan.” I don’t know if this was intentional or coincidence, but it is profound as CMU is indeed central to the success of Michigan—culturally, economically, intellectually and civically.

We must be bold and brash in that we are one of the leading national universities in the state; we are a significant economic driver; we contribute significantly to the creation and application of new knowledge through our research efforts and agenda; we are a meaningful contributor to the cultural environment through our creative activities, artistic efforts and activities that explore our souls and expand our understanding.

We have many accomplishments to be proud of and to celebrate. And, with these successes, we have the momentum to identify new goals and opportunities. We are “One CMU” and we will continue to achieve as one community, one university.

Be Well,



Robert O. Davies
President

Highlights: 2017-2018

This section provides some highlights of 2017-2018 activity for each of the university's three imperatives contained in the "Advancing Excellence – 2022" strategic plan: Nurturing Student Success, Fostering Scholarly Activity, and Strengthening Partnerships in Michigan and Beyond.

Nurturing Student Success

College of the Arts and Media

- CAM Director of Student Services is central to the CAM "Student Connect" initiative and will lead efforts in recruitment, enhancing the student experience, and developing great interaction with recent alumni.
- CMU's Zenith Saxophone Quartet (Parker Fritz, Diego Kieliszewski, Benjamin MacDonald, and Taylor Huitema) was among 12 chamber ensembles to compete in the quarter-final round of the Fischhoff Chamber Music Competition, the largest chamber music competition in the nation and world. Each year, an average of 125 ensembles, representing 22 nationalities, enter the competition. The quartet competed in the senior (ages 18-35) division on May 5 at the University of Notre Dame's DeBartolo Performing Arts Center. The Zenith Quartet also received second place in the Music Teachers National Chamber Competition.
- MHTV won the Michigan College Television Station of the Year (17th consecutive year)
- National Broadcasting Society
 - Best Video News Package by Dana Whyte for "911 Caller from Deerfield stabbing speaks out."
 - Best Video PSAs for "Food is Fuel" by Dana Whyte

College of Business Administration

- A team of students competed in the International ERPsim Event; the CMU team finished 2nd in the world competition—the only U.S. school to place
- A student chapter of National Association of Black Accountants became active, focusing on opportunities and needs of minority students; numerous activities and meeting with the MSU chapter provide support to minority students
- The BIS Department and the Information Management Institute held the 6th annual ERPsim competition, a signature event for the college; over 200 students along with 70 mentors from 33 companies participated in the competition, and several internship and job offers were made directly related to the performance of students in the competition
- Two finance students (Laine Hettel and William Dunn) competed in the national DECA competition in Washington, DC; they placed first in the Case Study in Financial Analysis
- CMU Professional Sales was recognized for the ninth straight year by the Sales Education Foundation as one of the top university sales programs in the United States
- CMU Professional Sales students competed against 70 other Professional Sales programs at the National Collegiate Sales Competition, the CMU team took 7th in the nation, best finish for CMU to date

- CMU Professional Sales students competed against 68 other schools at the PSE National Competition; in the Sales Competition, out of 300 student competitors CMU placed 6 salespersons in the Top 10, including Ross Allen (#1), Allison Harrison (#2) and Tom Henry (#4). In addition, a CMU PSE student won the National Speakers Competition (Elena Pavlicas). CMU PSE students placed 2nd in the nation for Top Professional Development Program—for the third year in a row, earned the Sustained Excellence Award as a Top Gold Chapter

College of Education and Human Services

- The Center for Clinical Experience trained 399 teacher candidates, cooperating teachers in P-12 schools, and principals in the Co-Teaching Model of Instruction. In Spring 2018, 100% of all EDU 380 teacher candidates were placed in a Co-teaching pair in St. John's, Midland, or Mt. Pleasant School Districts. This premiere teaching model significantly enhances teacher candidate preparation
- Human Development and Family Studies launched the online Early Childhood Development Learning major and has quickly grown to 40+ majors
- In 2016-17, the CEHS admitted 261 students to teacher education and in 2017-18, 409 students were admitted

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

- Re-vamping college freshman orientation - The Student Service Center, faculty, and support services collaborated to create an academic fair that showcases our majors, including those that students typically do not learn about until their Junior year. The purpose of this change was to get students connected to CHP majors sooner, increasing the likelihood of timely academic advising, faculty connection, and timelines to graduation. Attendance: 441 freshman.
- PA faculty member placed part-time in Saginaw at CMED to help facilitate PA clinical placements and better coordinate PA placements with CMED
- Success Coach Campaigns included: ATR 100 C or lower, ATR 200 C or lower, HSC 214 C- or lower, HSC 215 C- or lower, CHP Murky Middle, CHP Probation, HSC 211 Repeat, CHP Risk-factors. These campaigns are developed to target CHP students who are at risk based on academic performance or other factors such as financial need, high school academic performance, parent's education level, or minority status

College of Liberal Arts and Social Sciences

- Launched the online Master of Public Administration program this fall, with impressive enrollments so far of 42 students.
- Nurturing student success is the primary focus of the college's mission: "Our mission is to develop compassionate and engaged scholars who understand the human condition, communicate effectively, and appreciate the diversity of ideas and cultures in the world, in pursuit of meaningful lives and fulfilling careers." Three broad initiatives organize our efforts toward success:
 - Transform programs to increase our reach to students and to prepare them for meaningful lives and fulfilling careers.

- Help undergraduates—particularly in their first year—thrive as they develop college-going identities through foundational experiences in the humanities and social sciences.
- Enhance structures that support engaged teaching and learning

College of Science and Engineering

- Capacity of the Science & Engineering Residential College was increased (once again) to 205 students. The SERC held many events to encourage student engagement and provide professional networking opportunities
- RFY Initiative: CHM 131 and MTH 105 participated by piloting enhanced teaching approaches to reduce D-E-W rates and increase retention. Chemistry was pleased with results and will apply the approach to all sections of CHM 131 starting in fall 2018
- Record numbers of students participating in faculty research projects (especially as facilitated by the Biosciences building) and capstone experience
- Accolades:
 - The Actuarial Science major was ranked among the top 25 in the nation (# 22) and was #2 in Michigan
 - Students enrolled in CMU's Fermentation Science certificate program once again won an award at the U.S. Open College Beer Championship
 - Computer Science students won first place in four competitions at the Midwest Collegiate Computing Conference (database design, system analysis, network design, and Java programming)

Office for Institutional Diversity

- Guinn, Traci – grant from the US Department of Education for a project titled, "Preparation for Success: Central Michigan University's McNair Program" in the amount of \$244,351
- Jimenez, Primavera – grant from the US Department of Education for a project titled, "CMU-Educational Talent Search 2017-18" in the amount of \$246,000
- Jimenez, Primavera – grant from the US Department of Education for a project titled, "Central Michigan University – TRIO Upward Bound Northwest Detroit" in the amount of \$6,759
- Jimenez, Primavera – grant from the US Department of Education for a project titled, "Central Michigan University – TRIO Upward Bound Southwest Detroit" in the amount of \$6,438
- Montague, Evan – contract from the Michigan Department of Talent and Eco Dev/USDE for a project titled, "Michigan GEAR UP 2017-2018" in the amount of \$105,102
- Montague, Evan – contract from the Michigan Department of Talent and Economic Development for a project titled, "4S Pathways to Academic Student Success 2017-2023" in the amount of \$127,419

Office of Research and Graduate Studies

- Rates of CMU undergraduate students participating in study abroad higher than the national percentage*. CMU has 6.4 percent of all undergraduates studying abroad compared to 1.7 percentage of those in US higher education. CMU has 18 percent of

undergraduates who study abroad during a degree program compared to 10.4 percent of those in US higher education. *2015-2016 is the most recent national data available through Open Doors (IIE)

Advancement

- University Advancement kicked off the public phase of the Fire Up for Excellence Campaign in April. Target was to be at 60%; actual was at 83.7% and two years ahead of schedule.
- Fundraising totals for the year were: Cash \$15,541,254. Total including planned gifts, gifts in kind, etc. was \$22,102,761. It was the third consecutive year raising more than \$20 million in a fiscal year.
- 27 giving records have been broken or established since the campaign began, including most donors, more than 20 gifts exceeding \$1 million, more than 100 gifts exceeding \$100,000, most endowment gifts and most naming gifts
- 130+ alumni events nationwide in fiscal year 2018, with more than 12,000 participants
- Annual giving rounds up to 6% of alumni giving. 43% of alumni who attend events make a donation.

University Communications

- Published 221 stories during 2017-2018 about academic experiences at CMU, weaving in students, faculty and alumni while highlighting internships and careers. This content was leveraged via social media, web pages, electronic news digests to alumni, guidance counselors and parents of prospective students, and in admissions materials and marketing efforts. Current and prospective students and families see the educational experiences possible at CMU through these stories and shape their expectations and journeys accordingly.
- Integrated marketing efforts — digital advertising, billboards, search engine optimization, social media, web content, etc. — support strategic enrollment management practices in targeted markets and with audience segments as identified by Enrollment and Student Services. Highlights include:
 - Inquiries for online programs and satellite locations were up by 1,508 (6%) to 25,821 total.
 - Similarly, inquiries for main campus were up 10,269 (37%) to 38,081, primarily in transfer students and largely through outreach to additional lists purchased by ESS of prospective students.
 - New users on go.cmich.edu, our marketing microsite for undergraduate students, reached 268,850 — a 36% increase year-over-year.
 - Pageviews increased 29%, to more than 1.5 million.
 - Clicks to request information increased 42%, to more than 15,000, and clicks to schedule a visit increased 80%, to 8,171.

Fostering Scholarly Activity

College of the Arts and Media

- Weber, Kirsten – grant from Villanova University for a project titled, “Reducing Discrimination Toward People with Intellectual Disabilities” in the amount of \$6,200
- Weber, Kirsten – grant from the Michigan Campus Compact for a project titled, “Unified Sports and Reduced Discrimination Towards Persons with Intellectual Disabilities” in the amount of \$10,000

College of Business Administration

- Love, Kevin – grant from the State of Michigan, Michigan State Police for a project titled, “Consulting, Safety and Security Services: Personnel Resource Allocation Study for Michigan State Police” in the amount of \$75,000
- Love, Kevin – grant from the State of Michigan, Michigan State Police for a project titled, “Consulting, Safety and Security Services: Personnel Resource Allocation Study for Michigan State Police” in the amount of \$74,876
- Pisani, Mike - attained a Fulbright U.S. Scholar Grant to Nicaragua
- Robinson, Spenser – private grant sponsored by CB Richard Ellis for a project titled, “CBRE Real Green Research Challenge” in the amount of \$300,000

College of Education and Human Services

- Desormes, Margaret – contract from EightCap, Inc./DHHS for a project titled, “Early Childhood Collaborative with EightCap, Inc, 2018” in the amount of \$176,021
- Lewsader, Joellen – contract from the W. K. Kellogg Foundation for a project titled, “W. K. Kellogg Early Childhood Report” in the amount of \$122,740
- McMahan, Darcy – contract from the Michigan Association of Intermediate School Admin/MDE for a project titled, “3DSPA Sustainability” in the amount of \$95,785

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

- Haidar, Imad – contract from Michigan Health Information Network for a project titled, “Analytics Support and Data Processing” in the amount of \$50,000
- Haidar, Imad – contract from Harley-Davidson Motor Company, Inc. for a project titled, “Analytics Support” in the amount of \$50,000
- Haidar, Imad – contract from Dow Chemical Company for a project titled, “Dow Chemical Analytic Support” in the amount of \$200,000
- Haidar, Imad – contract from Harley-Davidson Motor Company, Inc. for a project titled, “Analytics Support” in the amount of \$51,790
- Haidar, Imad – contract from Dow Chemical Company for a project titled, “Dow Chemical Analytics Support 2018” in the amount of \$530,000
- Inungu, Joseph – grant from the AIDS Healthcare Foundation for a project titled, “Knowledge, Attitude and Practices on HIV/AIDS and Prevalence of HIV Among Men” in the amount of \$50,000

College of Liberal Arts and Social Sciences

- Hartshorne, Timothy S. and Kennedy, Beth – grant from the US Department of Education for a project titled, “DeafBlind Central: Michigan’s Training and Resource Project Year 5” in the amount of \$256,289
- Nutkins, Christie – contract from the Michigan Department of Health and Human Services for a project titled, “CAT Center BCBA Training 2018” in the amount of \$92,500
- Strachan, J. Cherie – subcontract from the University of Arizona/Charles Koch Foundation for a project titled, “Rude Politics & College Student Engagement” in the amount of \$2,500
- Surface-Evans, Sarah - award from the Little Traverse Bay Band of Odawaa Indians for a project titled, “Ground Penetrating Radar Survey of the Kewadin Indian Mission Cemetery” in the amount of \$2,696

College of Medicine

- Faculty published 68 articles in peer-reviewed journals and provided 128 presentations at local/national/ international conferences, meetings, and/or symposia
- Faculty submitted 34 proposals for external funding (\$5.6 M Direct costs) and 15 awards received funding (\$1,694,448 direct costs, \$234,009 indirect costs).
- Nine faculty/staff were designated co-investigators or Principal Investigators on extramural grants
- Hadden, Lisa – contract from Mid Central AHEC/WSU/HRSA/DHHS for a project titled, “AHEC Infrastructure Development Programs Year 6” in the amount of \$115,221
- Hochgeschwender, Ute – subcontract from Brown University/NSF for a project titled, “NeuroNex Technology Hub: Bioluminescence for Optimal Brain Control and Imaging” in the amount of \$373,996
- Hochgeschwender, Ute – grant from the National Institutes of Health/DHSS for a project titled, “BioLuminescent OptoGenetics (BL-OG): A Novel and Versatile Strategy Year 2” in the amount of \$728,657
- Hochgeschwender, Ute – subcontract from Brown University/W M Keck Foundation for a project titled, “Bioluminescent Optogenetics to Autoregulate Excitable Cells” in the amount of \$118,000
- Pandey, Jyotsna – contract from the Michigan Health Endowment Fund for a project titled, “Experiential Learning Older Adult Home Visit and Health Improvement Program” in the amount of \$422,455
- Petersen, Robert, chair of Foundational Sciences, named a fellow of the American Association for the Advancement of Science
- Reddy, Sethu, chair of the Medical Disciplines, appointed as the next Secretary of the American Association of Clinical Endocrinologists
- Janssen, Furrhut elected as the chair of the American Osteopathic Board of Neurology and Psychiatry

College of Science and Engineering

- Dannenhoffer, Joanne – subcontract from the University of Arizona / National Science Foundation for a project titled, “Gene Regulatory Networks in the Maize Endosperm” in the amount of \$168,746
- Dumitrescu, Olivia – grant from the National Science Foundation for a project titled, “Enumerative Geometry in Hitchin Systems and TQFT” in the amount of \$124,649
- Estrade Vaz, Alfredo – grant from the National Science Foundation for a project titled, “Beta-Decay Experiments Along the r-Process Path” in the amount of \$80,000
- Fahlman, Bradley – subcontract from the Battelle Memorial Institute with the UC Army TARDEC for a project titled, “Doped Nanoparticles as High-Capacity Alkali Metal-Ion Electrodes” in the amount of \$151,495
- Fornari, Marco – subcontract from Duke University/DOD for a project titled, “Spectral Sampling Algorithms for Element Substitution in Critical Technologies” in the amount of \$250,000
- Galarowicz, Tracy – subcontract from the Nature Conservancy/Environment Protection Agency for a project titled, “Integrated Pest Management of Rusty Crayfish” in the amount of \$147,929
- Graziano, Marcello – subcontract from the University of Michigan/GLC/Mott Foundation for a project titled, “Great Lakes Economy and the Environment Program” in the amount of \$30,886
- Jackson, Koblar Alan and Peralta, Juan - grant from the US Department of Energy for a project titled, “FLO-SIC: Efficient Density Functional Theory Calculations” in the amount of \$1,199,999
- Karp, Xantha – grant from the National Science Foundation for a project titled, “CAREER: MicroRNA Pathways Controlling Development After Diapause” in the amount of \$142,000
- Mahon, Andrew – grant from the US Environmental Protection Agency for a project titled, “Early Detection of Oligochaetes and Chironmidaes in the Great Lakes” in the amount of \$400,000
- Monfils, Anna and Linton, Debra – grant from the National Science Foundation for a project titled, “RCE-UBE: Biodiversity Literacy in Undergraduate Education – BLUE Data Network” in the amount of \$499,941
- Monfils, Anna – grant from the National Science Foundation for a project titled, “Engaging Underrepresented Populations in Biodiversity Sciences” in the amount of \$99,976
- Pangle, Kevin – contract from the Great Lakes Fisher Trust for a project titled, “Inferring Production of Adult Lake Michigan Steelhead” in the amount of \$157,068
- Peralta, Juan – grant from the US Department of Energy for a project titled, “Computational Methods Based on Density” in the amount of \$80,484
- Perdikakis, Georgios – grant from the US Department of Energy for a project titled, “Investigation of the Role of the VP-Process in Heavy Element Nucleosynthesis” in the amount of \$92,000
- Petkov, Valeri – grant from the US Department of Energy for a project titled, “Element Specific Atomic Arrangement of Nanosized Catalysts in as Prepared” in the amount of \$219,692

- Redshaw, Matthew – grant from the National Science Foundation for a project titled, “Precision Measurements with CHIP-TRAP” in the amount of \$66,672
- Redshaw, Matthew – grant from the US Department of Energy for a project titled, “High-Precision Penning Trap Measurements” in the amount of \$150,000
- Swarts, Benjamin - grant from the National Science Foundation for a project titled, “CAREER: Chemical Tools for Understanding the Mycomembrane of Corynebacterineae” in the amount of \$327,756
- Swarts, Benjamin – grant from the Dreyfus, Camille & Henry, Foundation Inc for a project titled, “Illuminating the Mycobacterial Cell Wall through Undergraduate Research” in the amount of \$60,000
- Uzarski, Donald – cooperative agreement with the US Geological Survey/USDOJ for a project titled, “Functional Indicators of Coastal Wetland Conditions Phase II” in the amount of \$226,625
- Uzarski, Donald and Gehring, Thomas - cooperative agreement from the US Environmental Protection Agency for a project titled, “Coastal Wetland Monitoring: Continued Implementation by GLCWC” in the amount of \$1,998,463
- Zanatta-Woolnough, Daelyn – contract from the Kalamazoo River Community Rec Foundation/Enbridge for a project titled, “Kalamazoo Native Mussel Recovery, Prioritization and Outreach” in the amount of \$499,996
- Zakharov, Dmitry – subcontract from the University of Illinois/National Science Foundation for a project titled, “Spectra of Linear Differential Operators and Turbulence in Integrable Systems” in the amount of \$64,973
- Zanatta, David – contract from Fisheries and Oceans Canada for a project titled, “Development of Empirically-Driven Genetic Guidelines for SAR Freshwater Mussels” in the amount of \$40,218
- Zanatta, David – contract from Fisheries and Oceans Canada for a project titled, “Development of Empirically-Driven Genetic Guidelines for SAR Freshwater Mussels” in the amount of \$59,866

Interdisciplinary

- Kerr, Stacey – grant from the Michigan Department of Education/USDE for a project titled, “Developing a Sustainable Mentoring Network in Geography and the Social Studies” in the amount of \$350,285
- Rossignol, Julien – contract from the American Heart Association for a project titled, “Novel Dendimer-Based Delivery Platform for Endogenous Brain Repair After Stroke” in the amount of \$77,000
- Perzhinsky, Juliette – contract with the Arnold Gold Foundation for a project titled, “A Pilot Interprofessional Educational Curriculum for Optimizing Mental Health” in the amount of \$22,551

Strengthening Partnerships in Michigan and Beyond

Launching Office of Business Engagement (OBE)

- In July 2017, OBE was created to serve as Central Michigan University's "front door" for business, industry, and community organizations. Through collaboration with various departments and university leadership, OBE increased opportunities between the university and current or potential partners to enhance opportunities with business and industry for student success. These opportunities included student recruitment, continuing education, alumni engagement and a variety of others. OBE successfully assisted several departments across campus with strengthening external partnerships to positively impact student success.
- In 2017-18, OBE made several accomplishments in regards to Imperative III, assisting the development of the University's collaboration with business partners. Key accomplishments include:
 - Developed criteria for determining the impact of business partners relationships with the university and first Premier Business Partners;
 - Collaborated with 27 existing business partners to strengthen their ties to the university, most notably including:
 - Fortune 1-10 Companies: Ford Motor Company, General Motors
 - Fortune 10-100 Companies: Dow Chemical, Target
 - Fortune 100-500 Companies: Auto-Owner's Insurance, Chemical Bank, Consumer's Energy, DTE Energy, Kimberly Clark, Kohl's, Northwestern Mutual
 - Assisted nine new business partners through the OBE front door, most notably including:
 - Fortune 1-10 Companies: Apple
 - Fortune 10-100 Companies: Humana
 - Fortune 100-500 Companies: Ally Financial, Gartner
 - Aligned business partners with 14 internal units and academic departments, resulting in improved collaboration with university partners; and
 - Represented Central Michigan University at a variety of conferences and community events, to build awareness in the State and region.

Continued Civic and Service Centered Outreach

- The award-winning Mary Ellen Brandell Volunteer Center continued to provide students with meaningful volunteer opportunities to enhance their educational experience and develop their student development.
- Key 2017-18 highlights include:
 - The Volunteer Center registered 27,776 students, alumni, faculty, and staff within the OrgSync Database with 54,500 service hours logged in the 2017-18 academic year. This activity is up from 2016-17 with 25,484 registered students and 48,149 service hours logged
 - 259 community partners and non-profits, a 19-partner increase from 240 in 2016-17.

Provost's Office

- Co-sponsored the 2017-2018 Central Talks in conjunction with Marcie Otteman, Concha Allen and the 125th Anniversary Planning Committee

College of the Arts and Media

- Traverse City Film Festival, which supports internships and student film screening
- Assisting Prison population: Service Behind Bars Academic Service-learning for Honors Students, who work with inmates on conflict resolution

College of Business Administration

- Supply Chain Management Association Dominican Republic Service Learning trip to install water filters and provide support to medical clinics in Batey and work at a school in La Romana
- Mount Pleasant Public Schools and Logistics students Bus Route Project
- New Venture Competition

College of Education and Human Services

- Connections that Count, a program that allows CMU students to volunteer with individuals who have disabilities of all ages throughout the community. These opportunities include social interactions, recreational activities, academics, life skills and much more
- Center for Excellence in STEM Education provides quality STEM education experiences for teacher education students, K-12 students and in-service teachers at CMU

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

- Mobile Health Central provided needed clinical care to rural and underserved patients at: MMCC BBQ Health Fair; Harrison Palace Senior Center; Gratiot County Health Fair; Mount Pleasant Community Church Flu Shots; and the 14th Annual Paula Pirnstill Memorial Health and Safety Fair
- Mobile Health Central also provided physical space to use in case of medical emergency at CMU Homecoming Football Game and surrounding events

College of Liberal Arts and Social Sciences

- Center for Children, Families and Communities to improve the wellbeing of children and families, with a special focus on reducing health disparities
- *Nor Any Drop to Drink* (Dr. Cedric Taylor and Dan Bracken) screening at Traverse City Film Festival
- Needs Assessment for the Mount Pleasant Community Foundation (Mary Senter, CARRS)

College of Medicine

- Interdisciplinary Center for Community Health and Wellness engaged broadly across campus and externally through public health summits and topic-specific seminars focused on the region's health priorities. Our faculty and students led the progress on significant public health issues such as opioid addiction, childhood trauma, mental health and suicide with community partners
- The college contributed actively to the multi-sector Great Lakes Bay Region strategic initiative, called THRIVE (Transforming Health Regionally in a Vibrant Economy) aimed to improve health and foster healthcare-related economic growth. Our leadership involvements in THRIVE have provided visibility to CMU among community leaders, private foundations, and corporate executives
- Mid-Central Area Health Education Center committed to serving our community and regional partners including service agencies, health departments, the health profession colleges at the four universities located in the region, municipalities, high schools, community colleges, MichiganWorks! and other groups interested in increasing our workforce in the health professions

College of Science and Engineering

- The Institute for Great Lakes Research takes a multidisciplinary approach to understanding the complex environmental issues affecting the Great Lakes basin. This area includes associated ecosystems such as tributaries, wetlands, and coastal regions, as well as the lakes themselves. The IGLR is committed to promoting and facilitating collaborative research and education on the Great Lakes. We partner with other institutions and agencies to leverage our expertise and training

Interdisciplinary Programs

- The College of Business Administration, College of Medicine and BlueWater Angels Investment Network created the new Michigan Healthcare Innovation Partnership that emphasizes entrepreneurship in medicine by fostering educational collaboration and creating new, small businesses and jobs

University Communications

- Business Development Unit nurtured agreements and advanced marketing efforts with the employees of seven external partners. The federal Office of Personnel Management has been a partner since 2016. Six were added in FY2018: State of Michigan, City of Detroit, United Shore, Macomb County, Quicken Loans and Michigan Municipal League. These partnerships had resulted in nearly 300 Global Campus enrollments by the end of FY18.
- The March 2 domestic violence incident showcased partnerships through units such as the CMU Police Department and University Communications with multiple police forces, local government officials and media.

- Promotes partnerships through stories that are leveraged across the university's communications channels. Quicken Loans, the City of Detroit, United Way, Special Olympics, New Venture Competition and CMU Research Corporation are among those that have been highlighted through written content, videos and photographs.