

# **GEORGE E. ROSS**

## **Presidential Goals for 2011-2012**

### **Year End Report – September 20, 2012**

This document provides a summary for discussion purposes of significant accomplishments during the 2011-2012 academic and fiscal year. These highlights are in addition to many other action steps that have been achieved and are tied to divisional and departmental goals throughout the university.

#### **GOAL 1: STRATEGIC DIRECTION FOR CENTRAL MICHIGAN UNIVERSITY**

Central Michigan University (CMU) is a distinguished university, with an uncompromising commitment to providing a preeminent student-centered learning experience to its students and to actively participating in the communities we are privileged to serve.

- Engage the Executive Council and the major functional constituency committees/groups in assessing the strategic focus and direction of the university.
- Revise and update the CMU strategic plan, to include the implementation of university planning goals and objectives.
- Develop university-wide metrics/measures to assess progress towards achieving goals and objectives, including a process to incorporate every academic, administrative and support unit in the planning and assessment process.

#### Year-end Highlights 2011-2012

- A broad-based approach to strategic planning is underway under the leadership of the Strategic Planning Team and its co-chairs, Interim Vice Provost Claudia Douglass and Associate Vice President Barrie Wilkes, and with the assistance of an outside consultant. The fourth iteration of the vision statement, priorities and initiatives will be shared in Fall 2012 and the plan will be forwarded to the Board of Trustees for approval during 2012-2013.
- Going forward, metrics developed to assess progress toward achieving goals will be tied to the metrics used by the State of Michigan in its appropriation process and others derived from the strategic planning process.
- Hired Dr. Dale-Elizabeth Pehrsson as permanent dean of the College of Education and Human Services, effective July 1, 2012.

#### **GOAL 2: STUDENT SUCCESS**

The success of our students is dependent upon creating an environment that raises expectations of students, faculty and staff, both inside and outside of the classroom. We must provide superior learning experiences for students, built on strong academic programs and strong co-curricular activities that prepare our students for meaningful careers and professions, lifelong learning and civic responsibility within our global society.

- Recruit, retain and graduate academically-qualified students.
- Promote the persistence to degree completion and professional and career development among undergraduate, graduate and professional school students.
- Provide students with co-curricular experiences that foster leadership, character development and academic success inside and outside the classroom.
- Recruit and retain high-quality faculty and staff who will provide outstanding service to all students.

- Identify and enhance the quality of academic programs, particularly in the areas of focus, strength and in emerging areas of interest.

### Year-end Highlights 2011-2012

- Academic Prioritization is complete.
  - \$3.67 million has been allocated in base budget funds for high priority programs plus an additional \$2.16 million reallocated by the academic deans.
  - More than \$1 million has been allocated for additional tenure track faculty.
  - Searches for 16 additional tenure track lines created from priority one funds will be conducted this year. Searches for nine additional tenure track lines created from priority one funds will be conducted in future years.
  - Departments deleted 14 low priority programs in 2011-2012.
- Service Center Reviews completed. Unit Directors will work with staff to implement changes to increase effectiveness and efficiencies. As a result of service center reviews, these additional positions were funded by the provost's office: Graduate Studies – ST-5; Executive Director of the Office for International Affairs; International Student Advisor; Faculty Led Program Coordinator and Coordinator of Marketing for Study Abroad (combined position); Administrative Secretary for Study Abroad and Office of International Affairs
- All departments have submitted learning outcomes and have approved assessment plans for all their programs.
- Student financial aid has increased more than \$6 million during the past two academic years.
- The initial Vice President of Enrollment and Student Services began at CMU on January 9, 2012, and is hard at work on Enrollment Management planning.
- The College of Education and Human Services received full accreditation for all undergraduate and master's teacher preparation programs, advanced educator preparation programs at the master's level, and all Educational Leadership programs by the Teacher Education Accreditation Council (TEAC).
- The College of Medicine received preliminary LCME accreditation in February 2012 and approval from the Higher Learning Commission (HLC) in May 2012 to offer the first year of coursework and to recruit students. Our change request to offer the M.D. degree at the Mt. Pleasant campus was approved at the HLC board meeting in September. CMU will be able to offer Title IV financial aid immediately to our applicants, rather than waiting until the first class is on campus. The HLC will make a site visit in fall 2013.
- Recruitment of the first class to the College of Medicine (to begin in Summer 2013) has begun with significant interest in the program shown by the more than 1,700 applications received as of the end of August.
- Specialized accreditation was received for the following programs:
  - Art – all programs and HEV Apparel Merchandising and Design – National Association of Schools of Art and Design
  - RPL – Therapeutic Recreation – National Recreation and Parks Association/ American Association for Leisure and Recreation
  - ET – Industrial Technology Management – Association of Technology Management and Applied Engineering
  - PT – Physical Therapy – Commission on Accreditations in Physical Therapy Education of American Physical Therapy Association
- Program reviews were completed for 54 programs housed in 16 departments. Revised program review process that focuses on programs rather than departments was completed and implemented. This concluded the initial seven-year program review. All but one program successfully went through the program review process.

- Survey of recent graduates completed and preliminary analyses distributed to Council of Deans (COD) so that data may be used to inform curriculum decisions.
- Data warehouse development has continued and a robust system is now operational.
- 1,328 new transfer students enrolled in Fall 2011, the highest number in the history of the university. 2,025 underrepresented students enrolled on campus, the highest number ever at CMU. 18,162 applications were processed, also a record number. There is an increased visibility among out-of-state students, particularly in Chicago.
- Twenty two new online courses were offered in 2011-2012. (For the same period, there were 22,295 online course registrations compared to 18,001 last year). From Summer 1 through the Spring semester, there were 1110 online sections compared to 861 for the same period last year.
- One third of on campus students take at least one online course each year.
- Programs moved entirely to online format: Accelerated MSA; MSA concentration in Human Resources; MSA concentration in Leadership; MSA concentration in Research Administration (new program); MBA Logistics concentration; Social media concentration; MA School Principship (new program).
- New programs authorized in 2011-12: BS in Computing Engineering; BS in Engineering Sciences with Biomedical Concentration; Nutrition and Design Online Concentration; Interior Design minor; MSA: concentration in Research Administration; MA in Education: Integrated Sciences (off-campus only); Management minor, BSBA.
- Selected as a Military Friendly School by Military Advanced Education for the fifth straight year.
- Developed a Memorandum of Understanding with Jilin University-Lambton College to offer the MSA program on their campus in China. The first program to be delivered entirely in China. Received HCL approval.
- Implemented the Bachelor of Science in Athletic Training degree, the first offered in the State of Michigan.
- Number of applications to graduate professional programs in The Herbert H. and Grace A. Dow College of Health Professions has increased in the last year: 16% for Speech-Language Pathology, 6% for Physician Assistant, and 38% for Physical Therapy.
- Six departments have completed the process of reviewing and revising departmental standards.
- Eleven departments are in the process of reviewing and revising their bylaws.
- Outstanding peer advisor programs that involve 70 CMU student volunteers for two outreach programs - REACH (Career Awareness) and Mock Interviews. Combined student touch from both of these initiatives is more than 4000 students. Program has served as a model for other universities in the State of Michigan and several out-of-state institutions.
- The College of Communication and Fine Arts supports 47 co- and extra-curricular opportunities ranging from student organizations to radio and television stations. These activities provide opportunities for hands-on learning experiences. For example, the University Theater produced/sponsored 13 productions involving 216 students with a combined attendance of more than 11,000.
- The College of Education and Human Services has more than 1000 agreements with agencies and school districts both in state, out of state and out of the country. These organizations partner with EHS programs to provide internships, field work, student teaching placements, and service learning opportunities to students. All departments require out of classroom experiences. RPL offers the only curriculum in the country to offer two semesters of internship opportunities for its students.
- To increase service for students, the Registrar's office implemented new online functionality, including online semester withdrawals and online wait listing.
- Developed the Memorandum of Understanding and process for a Reverse Transfer agreement with Mid-Michigan Community College, which is being finalized for approval signatures.

- Residence Life partnered with the university Help Desk to provide telephone and remote chat assistance in support of Housing Selection Day for almost 200 students. 1,828 students booked rooms in the first 24 hours.
- Packaged student financial aid for the incoming freshmen and new transfer students of 2012-2013 earlier than any previous incoming class.
- Sexual Assault Peer Advisors (SAPA) implemented 24/7 online advocacy—the only university in the United States to offer this service for students.
- SAPA is traveling throughout the world representing CMU to educate Navy and Marines, presenting "No Zebras" program on USS Boxer in August. Live presentation will be introduced by the Secretary of the Navy and streamed live to deployed ships around the world.
- Provided support and guidance to 300 Registered Student Organizations and co-curricular opportunities.
- Intramurals Sports had 10,700 student participants in various leagues, tournaments, and special events. (On average, a CMU student plays two sports an academic year--5,000 student players.)
- The Mary Ellen Brandell Volunteer Center has been awarded state and national level recognition for impact of programming, student engagement, and campus engagement and has achieved successful grant funding for 53 Michigan Service Scholars members, America Counts pilot program, and full-time AmeriCorps\*VISTA member.

### **GOAL 3: DIVERSITY AND GLOBAL**

Foster equitable access and prepare students for productive lives within today's multi-cultural society and international global community by providing them opportunities to be exposed to and to cultivate an appreciation for perspectives, customs and beliefs different from their own.

- Enhance policies and practices that provide for the recruitment of and financial and academic access to diverse groups of people.
- Enhance interactions, communications and shared cultural experiences among university stakeholders to create a climate that fosters collaboration and trust.
- Enhance student, faculty and staff involvement in initiatives related to global perspectives, experiences and understanding in and outside the classroom.

#### Year-end Highlights 2011-2012

- Developed Revised Plan for Advancing Diversity.
- Created an Executive Director of International Programs and Affairs.
- 2,025 underrepresented students enrolled on campus, the highest number ever at CMU.
- Study Abroad: 19% increase in number of students studying abroad; 26% increase in number of students interning abroad; and 20% increase in number of faculty-led programs delivered.
- Applied for an extension of the McNair grant for minority graduate students. Received notification in August that CMU received \$231,488 for 2012-2013 with expected funding of four more years for a total of \$1,157,240.
- Received funding for GEAR UP, Upward Bound, Mott Summer Adventure as well as other grants. Received a total of \$933,047 in grants during 2011-2012.
- Diverse representation is included in all communication efforts, including publications, website, advertising and marketing.
- Served 619 students with disabilities on campus and through global campus.
- Converted and provided over 1000+ texts in accessible electronic format.

## GOAL 4: SCHOLARSHIP, RESEARCH AND CREATIVE ACTIVITY

Create and disseminate knowledge through theoretical and applied research, creative activities and artistic expression and interdisciplinary collaboration that will contribute to the intellectual, economic, cultural, and social well-being of our state, region and global communities.

- Develop and enhance the financial and human resources to advance research and creative endeavors, particularly in existing and emerging areas of focus and strength.
- Recruit and retain highly-qualified faculty and staff in existing and emerging areas of focus and strength.
- Recruit and retain highly qualified graduate students in existing and emerging areas of focus and strength.

### Year-end Highlights 2011-2012

- Research proposals submitted increased 15% from 237 in 2010-2011 to 273 in 2011-2012.
- The amount of funding requested increased by 46% from \$35.2 million to \$51.6 million (although the number of grants funded declined from 162 to 143). The amount of funds received declined from \$20.8 million to \$14.4 million. However, the amount of grants received in 2010-2011 was inflated by \$2 million as it included funding for Great Lakes Research for both 2010-2011 and 2011-2012. If the grant had been granted in the proper year, the totals would have been \$18.8 million in 2010-2011 and \$16.4 million in 2011-2012.
- The number of faculty members who participated in writing and submitting a grant proposal increased from 162 to 180 in 2011-2012.
- Despite the lower amount of funds granted to CMU, the amount of F&A (indirect) cost recovery increased from \$1.4 million in 2010-2011 to \$1.9 million in 2011-2012.
- Hired Dr. John McGrath as Vice Provost for Research and Sponsored Programs effective August 16, 2012.
- Faculty in the first research cohort (Great Lakes Research) have been hired and are writing grants.
- Hiring of three new faculty members for Rare Isotope Research cohort in the Department of Physics completed.
- Requests for research cohort funding for cohort two and four were solicited this spring and decisions will be announced in early fall.
- Major external grant funding received in support of undergraduate research and training programs.
  - Student Transition Enrichment Program (STEP) – This award provides support services to low-income and/or first generation and Native American college students transferring into CMU from local community colleges by increasing those students knowledge of the transfer process, building relationships with CMU staff and students, and building academic skills and career planning. Anticipated six-year funding: \$720,000.
  - RET Engineering – CMU’s RET program brings together science and education entities to support rural Michigan youth and high school teachers for a future focused on STEM education and employment. This initiative offers a 6-week summer research program and teacher on-site coaching during the academic year. Total three-year funding: \$448,287.
  - Pathways to Academic Student Success. This award will assist low-income and/or first generation college students to increase grade point averages, advance their academic standing, gain acceptance into their majors and minors, and increase graduation rates. Anticipated six-year funding: \$780,000.
  - Michigan Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) – This program supports low-income high school and middle-school students and families to appreciate the importance of a college education, provides guidance toward college enrollment,

provides academic support toward improved academic success and retention, and provides information to make college attendance affordable. Anticipated annual funding: \$138,748.

- National Science Foundation – Research Experience – Undergraduate (NSF-REU) in Math – This program focuses on stimulating talented undergraduate students to pursue graduate work in the sciences and mathematics by providing accessible and challenging research problems in basic mathematics. Three-year funding total: \$283,537.
- Clarke Library Digitization Grant: The Clarke Historical Library received a grant from the highly competitive National Endowment for the Humanities National Newspaper Digitization Program for \$274,208 to digitize 100,000 pages of retrospective Michigan newspapers to allow online accessibility. This grant-funded project will contribute to CHL’s role of leadership and visibility in Michigan history and in the preservation of Michigan newspapers.
- CMU successfully defended a lawsuit over denial of a freedom of information request from Arcadia Wind Study Group for confidential survey responses completed by research study participants. Had the court ruled against CMU and determined that the survey responses were public records subject to disclosure, such disclosure of confidential survey responses could have had a disastrous impact on social sciences research at CMU and at Michigan higher education institutions.
- Developed on-line training for new graduate assistants.
- The Student Research and Creative Endeavors Exhibition (SRCEE) event set records this year with fifty more posters than last year for a total of 392 displays. A record number of 692 students participated, balanced nearly equally between undergraduate and graduate students.
- The Second Annual New Venture Competition (NVC) was very successful. Thirty (30) venture teams of primarily undergraduate students (including a handful of MI Tech teams) participated in the 2nd annual New Venture Competition for the opportunity to compete for \$60,000 in start-up capital.
- OPUS XV was held in Midland Michigan, the first time OPUS was held off-campus.
- Construction has begun on the 32.5 foot research vessel, R/V Chippewa, to be used for Great Lakes Research deep water research; to be housed in the boat house at Beaver Island.
- Completed first full-year implementation of the National Scholarship Program with a total of six students nominated for major awards. The two student Fulbright nominees were both approved by the U.S. Fulbright Council with one of these awards being selected by the host country as well (the first ever undergraduate student Fulbright award recipient for CMU.)
- Deans and provost are using objective indicators of the quality of research and creative efforts such as Institutional Citation Report, University Science Indicator and Google Scholar to assist in decision making regarding reappointments, promotion and tenure.
- Developed digital magazine that highlights research, creative and scholarly activities for distribution to presidents, provosts, and research directors.

## **GOAL 5: PARTNERSHIP AND PUBLIC ENGAGEMENT**

Establish, enhance, strengthen and nurture partnerships that provide direct interaction, leadership and resources for the intellectual and economic development of the communities we are privileged to serve and other external constituencies.

- Provide initiatives for and encouragement of entrepreneurship to support CMU and community needs.
- Encourage, foster and nurture interdisciplinary collaboration to advance scholarship.
- Establish, enhance and foster reciprocal relationships with surrounding communities to address mutual needs.

## Year-end Highlights 2011-2012

- CMU Research Corporation closed its 2011-2012 fiscal year with impressive financial numbers. The total capital raised from CMU Research Corporation was \$4,858,623 while adding a value of 34 jobs created and 128 retained.
- University Communications partnered with the City of Mount Pleasant to redesign the City's website. Key metrics for the period of January 1, 2012 – June 10, 2012:
  - 37,241 unique visitors
  - 57,783 visits
  - 209,662 total page views
  - 3.63 pages/visit
  - 2 min. 20 sec. average visit duration
  - 38.40% bounce rate
  - 59.35% new visits
- The university continues to foster good relationships with the Mount Pleasant Chamber of Commerce and other community organizations and is a sponsor of several high-profile community events, including Le Tour de Mont Pleasant bicycle race, the annual Chamber of Commerce recognition banquet, and the inaugural Art Walk in August 2012.
- As part of our new two-year partnership agreement with the Great Lakes Loons, CMU is the presenting sponsor of two games per year. CMU sponsored the Memorial Day 2012 home game and an August game with a back-to-school theme.
- The Mary Ellen Brandell Volunteer Center expanded partnerships to include the Saginaw Chippewa Indian Tribe in mentoring and tutoring with youth and elders.
- Special Olympics Michigan expanded its reach into 53 Michigan schools (from 6 in 2010) with our Project Unify Program which fosters Youth Leadership and inclusion opportunities in schools. It is making real impact on school climates fostering acceptance of our athletes (and helps eliminate bullying).
- In Special Olympics Michigan, the Healthy Athlete Screenings last year grew by 10% and we continue to offer the biggest program in the country/world on this service. This year (right here at CMU) we were the first program to offer hearing aids to our athletes. The coordinator for the program is a doctor at CMU. We screened more than 1,000 athletes in opening eyes, and gave out more than 700 pair of prescription eye glasses last summer.
- CMU supported Special Olympics Michigan with interns, students at the Summer and Winter Games and raised a record amount of money, \$22,144 this year, with the "Sponsor An Athlete" icon sales challenge.
- The Great Lakes Institute for Sustainable Systems (GLISS) in the College of Humanities and Social and Behavioral Sciences continues to promote sustainability on campus and to build partnerships with Union Township, the City of Mount Pleasant, Isabella County and the Saginaw Chippewa Indian Tribe of Michigan.
- CMU Police Department has relationships with surrounding community, addressing mutual needs and sharing resources with emphasis on positive working relationships with local law enforcement (State, County, City, and Tribal).
  - Co-Operative Units – most departments participate in these units.
  - Youth Services Unit – CMU officers in all area schools.
  - Emergency Service Units – High-Risk Police Response.
  - Co-Operative Grants – community safety, alcohol and traffic safety.
  - RMS Grants – development of shared county-wide police records management system.

## **GOAL 6: RESOURCES, INFRASTRUCTURE AND CULTURE**

Provide the appropriate financial, human and physical resources to achieve the mission of CMU. The university personnel and physical infrastructure should be enhanced to move it towards national prominence. The resources and infrastructure must be built upon a solid foundation of core values that serve as the moral compass for governance and decision-making.

- Define and uphold standards of academic and professional responsibility and model respect and civility.
- Promote shared governance and informed participatory decision-making to enhance organizational effectiveness
- Prioritize and strategically allocate new and existing resources in support of the university's mission and vision.
- Enhance and increase university fund-raising, development and alumni activities.
- Enhance and integrate marketing, communications, advertising and advancement efforts to inform major constituent groups about university programs, success and to enhance the university's image and reputation.
- Enhance the campus infrastructure, technology, safety and appearance to support student learning, faculty scholarship and administrative functions.

### Year-end Highlights 2011-2012

- In the face of reductions in its state appropriation, the university has balanced its budget while also maintaining the lowest combined tuition increase for the past three years among public universities in Michigan.
- Bovee University Center's \$5 million renovation project is complete and within budget, providing more flexible meeting space for students and building patrons, and enhanced office space for several units. This project has been very well received by the campus community and is on track to achieve LEED Certified rating.
- College of Medicine building addition completed on time and within budget. This project is on track to achieve a LEED Silver Rating.
- Completed renovation of 6,000 square feet of the ground floor of the Isabella Bank Institute for Entrepreneurship into student oriented work space creating significant enhancement to the academic environment. The total cost was approximately \$1 million.
- Broadcast and Cinematic Arts equipment was upgraded to high definition.
- Phase I of the two-year \$14 million modernization of Anspach Hall is complete.
- Fundraising for fiscal year to date = \$11.3 million (includes new \$1 million in planned gifts and \$500,000 in new estate gifts).
- For the second year in a row, more than \$1 million raised in the Annual University Campaign with the largest number of donors ever at 1,033.
- College of Education and Human Services successfully completed the private fundraising goal of \$7.5 million for the EHS Building and received an award of \$800,000 from the Kresge Challenge Grant.
- Approximately 60% of the \$25 million goal has been fundraised for the College of Medicine.
- Worked with CMU's Finance and Administrative Services division and six other public universities to convince the State legislature and administration to include language requiring the Department of Management and Budget to provide MPSERS information to CMU and the other MPSERS public universities.
- Government Relations team secured \$500,000 for CMURC in this year's MEDC budget.

- Convinced the State administration and legislature to provide funding for a new biosciences building on CMU's campus. The legislature approved \$30 million for the project in 2010, but the current legislature and Governor Snyder just recently approved a capital outlay bill containing CMU's project.
- Completed programming and schematic development planning for \$90 million state-of-the-art Biosciences Building.
- Completely rebuilt university external and internal web presences were officially launched in April. These sites unite the university's web presences into a common content management system platform, enhancing opportunities for future operational and communication efficiencies and collaboration. Steps are being taken to resolve remaining issues encountered during implementation.
- Refunded 2002A Bonds with net present value savings of \$1.9 million over 20 years.
- The Office of Information Technology reduced the significant problems experiences by users by 37%.
- Information Services (Reference and Global Campus) librarians created 150 online research and course guides to library resources, raising the total number available to 330, which received 310,315 views during the year.
- The CMU Media Channel on the university's website welcomed 82,426 unique visits from July 1, 2011 through June 12, 2012. More than 73% of the visitors were external to CMU. Foreign countries with the greatest traffic to the CMU Media Channel include Canada, India, the U.K., China, Germany and Russia. Within Michigan, traffic from Lansing, Saginaw, Detroit and Grand Rapids led the list.
- Fourteen virtual magazines were created for Academic Affairs, Admissions, Alumni Relations, Libraries, and six academic colleges.
- University Communications writes all of the college magazines and newsletters except for Graduate Studies and produces a newsletter for parents of current students, the Alumni magazine and the Libraries magazine, for a total of 13 magazines and newsletters.
- An updated version of the CMU iPhone and Android app was released April 25, 2012. New features included a redesigned user interface, Twitter module, emergency and campus safety module, and push notifications. To date, there have been 9,397 installs of the iPhone application in 40 countries. More than 700 new installs occurred during May 2012. To date, there have been 2,130 installs of the Android application. More than 400 new installs occurred during May 2012.
- Successfully implemented a new online application process for potential borrowers in the Parent and Graduate PLUS loan programs. The new process is completely paperless and improves efficiency for both borrowers and the Office of Scholarships and Financial Aid.
- CMU has the top Alumni Facebook group in the MAC with 28,484 members and we would be third in the Big Ten.
- Since the Consumers Energy rebate program started in 2009, CMU's ranking among public universities participating in the program shows that CMU is the leader in program participation; is first in the dollar amount of paid incentive/rebates (\$185,000); has the most paid project rebate applications (36); has the greatest tally of expected annual energy savings (2063MWh); and has the greatest reduction in electric demand (489kW).
- Natural gas cost avoidance of more than \$11,200,000 cost avoidance since the 2001 startup of the wood boiler.
- Negotiated electric contract extension for 2013, 2014 and 2015 at a total estimated cost avoidance of \$764,000.
- The Ronan Hall Renovation project has achieved a LEED Certified rating and is one point away from achieving a Silver rating, which we are working to obtain.
- Worked with Facilities Management, the Neumann/Smith Company and The Christman Company on the plans and beginning construction of the new graduate housing project.
- Received the national Grand Prize for Green Cleaning 2011 from the *American Universities and Schools Magazine*.

- Increased recycling 23.3% since 2008 and decreased municipal solid waste 6.7% since 2009.
- Achieved estimated \$595,277 in liability insurance premium savings through participation in Michigan Universities Self-Insurance Corporation (M.U.S.I.C.).
- Received \$4.5 million in total dividends (inception to present) related to favorable casualty and property loss experience through M.U.S.I.C. membership.
- Began paying all university employees electronically, eliminating paper checks and providing electronic W-2s to university employees.
- Enhanced student services with a new on-line withdrawal system allowing individuals to complete a full semester withdrawal on-line, instead of visiting multiple offices.
- The Counseling Center provided individual counseling services to 983 students for a total of 4,092 counseling sessions. Student evaluations of counseling consistently reflect a high degree of satisfaction with the services received.
- Success Coaches were hired to assist students whose needs were shared during their MAP-Works assessment.
- Provided programs including a social norms program funded by a grant, E-Chug online resource, alcohol awareness and substance abuse programs, peer to peer counseling, etc. to provide support to students with alcohol and drug problems, as well as community and roommate concerns.
- Produced first annual report on status of CMU's self-funded health care plans in collaboration with the Health Care Committee. Campus-wide distribution of report to take place in 2012-13.
- Project team developed Disability Training Initiative, major training and communication effort to educate faculty and staff on interacting with students, staff and visitors with disabilities, including online training.
  - Phase 1: Faculty (launched and on-going).
  - Phase 2: Staff (approved for implementation).
- CMU Bookstore rental textbook program, in year two, is strong. We have become more selective on rental titles so we have seen a slight dip in number of titles rented per semester. We offer students the lower priced alternative of renting textbooks.