

CMU 2010: The Vision Plan

A PERIODIC NEWSLETTER FOR THE UNIVERSITY COMMUNITY

Closing in on 2010

Funding. To date, \$4.3 of the \$5 million has been committed in 28 Vision 2010 projects.

Requests for Proposal. Due date for the final round of 2010 project proposals was Friday, October 17, 2008. Decisions on accepted projects will be made in spring 2009. Funds will be available beginning in July 2009.

Information. For more about the 2010 Vision Fund, visit the Web site planning.cmich.edu.

CMU 2010's five priorities

I. Teaching and learning

Marcy Taylor, committee chair
taylo1mm@cmich.edu, (989) 774-3171

II. Diversity and global perspectives

Orlando Perez, committee chair
perez1oj@cmich.edu, (989) 774-3430

III. Research and creative activity

Janine Janosky, committee cochair
janos1je@cmich.edu, (989) 774-3094

John Wright, committee cochair
wrigh1jp@cmich.edu, (989) 774-2652

IV. Public service

Linda Dielman, committee chair
dielm1lk@cmich.edu, (989) 774-3562

V. Integrity

Roger Rehm, committee chair
roger.rehm@cmich.edu, (989) 774-1474

Questions? Call Kara Beery at (989) 774-3631 or e-mail CMU2010@cmich.edu
www.planning.cmich.edu

University engaged in developing next strategic vision

The measure of a vision launched early in the decade is decidedly closer. As the CMU community contemplates what will follow CMU 2010: The Vision Plan, the institution also is evaluating the key performance indicators (KPIs) of success and associated challenges before embarking on the next phase.

The time line is aggressive. Led by units within the Provost's and Finance and Administrative Services divisions and the Institutional Strategic Planning Committee (ISPC) – the key body charged in 2004 with managing CMU 2010 – CMU will have the makings of a new strategic plan in place by the end of 2008, with a scheduled launch in spring 2009.

"Of the many, many wonderful things that we could do, we have to decide what is most important for us to do given our limited resources," says Catherine Riordan, vice provost for academic affairs.

Riordan, along with Julia Wallace, executive vice president/provost, and David Burdette,



Julia E. Wallace

vice president of Finance and Administrative Services, have been discussing matrix approaches. They envision strategic vision components applied to the university's key missions: teaching, research, and service. Discussion has centered on

which key vision components need to be applied in all mission-related priorities. Among those vision components from CMU 2010 are diversity and integrity. Others under consideration include: sustainability, living/learning environment, cultural competency, and lifelong learning.

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By the numbers

100-plus

Number of pages on www.planning.cmich.edu – a dynamic Web site for communicating CMU 2010 successes, challenges, priority updates, spotlights, ongoing initiatives and more

28

Number of CMU projects receiving \$4.3 million in awards to advance CMU 2010

\$707,000

Funds remaining for the final round of awards for Fiscal Year 2009-2010

4,000

Number of students who took an academic survey on integrity last year – second highest nationwide on such surveys – one of the positive results of a 2010 grant to strengthen the university's culture of academic integrity

1

Prestigious award received from the University College Designers Association for a series of diversity-related posters that enlivened discussion and commitment to diversity campuswide

13

Number of CMU research projects provided seed money through the CMU 2010 initiative "Leveraging Institutional Resources: A Matching fund for Competitive External Funding"

450

Number of CMU students studying abroad last year, reflecting gains on the CMU 2010 goal to reach 500 by 2010

78

Percent of CMU seniors who, if given the opportunity, would choose CMU again – up 6 percent in one year and moving toward the CMU 2010 goal of 80 percent

7

Number of CMU 2010 newsletters distributed to 3,500 faculty, staff, students, and others – including this one

Reaffirming the founding mission ... and adding to it

Education Building backing 2010 priorities

The new Education Building set to open in spring 2009 will reaffirm CMU's founding mission – teacher education – while advancing at least one newer one: sustainability.

The new building will be the first Leadership in Energy and Environmental Design-certified (LEED) building on campus. The energy-efficient design will include a roof of groundcover, ample natural lighting, even in central spaces, halls and stairways, and a heat-absorbing dark slate exterior that hints at a time before slates were replaced with electronic whiteboards.

While strengthening at least two CMU Vision 2010 priorities – teaching and learning as well as integrity – the 135,000-square-foot facility

also will enhance CMU's active public service in the field of teacher education with a new Reading Clinic, a new Child Development Center replacing the one currently located in a double-wide beside Wightman Hall, and new centers for science and math, counseling, and technology.

The facility also will provide a new storefront for CMU's nationally recognized Center for Charter Schools, and it will provide much-needed space and technology to offer professional development programs for in-service and distance learning teachers.

The \$50 million project has motivated a number of alumni to support teacher education at CMU. More than \$860,000 raised last fiscal year helped lift total fundraising for the new building



The new Education Building, on target for completion in spring 2009

to nearly 75 percent of its \$7.5 million goal. Among the donors was a couple that appreciates CMU's vision – Bob and Cathie Janson. Their pledge will name one of the Reading Clinic classrooms.

“Our undergraduate degrees prepared us well for our careers in public education,” Bob Janson said. “Our gift is given to thank CMU and also to help support CMU in its mission to prepare future public school educators.”

With naming opportunities rolling in, Project Manager Chad Stirrett says construction crews were installing the windows and various layers of the inside and outside walls in September and October.

“We want to have things pretty well buttoned up before November,” Stirrett says. “Thanksgiving is the key date for having everything on the building exterior water-proofed.” •

Retaining students

Shawn Wilson, CMU's new director of student retention, says retention and academic performance are naturally linked together. When students do well as scholars, there's a better chance they'll stay at the university.

Wilson is identifying campus resources that help students succeed academically – and, ultimately, stay at CMU until graduation. He says one of the most important factors of retention is student connection with CMU through organizations, mentor relationships or volunteering experiences.

“Having connections with advisers, mentors, professors and friends are what makes CMU home for students,” Wilson says.

Wilson holds a bachelor's degree from CMU and currently is working on his doctoral degree in educational leadership at CMU. •



Shawn Wilson, CMU's new director of student retention

Group considers how to raise academic performance

An ad hoc university committee continues to examine how to raise academic performance this fall after its summer hiatus.

Pamela Gates, associate dean of the College of Humanities and Social and Behavioral Sciences, chairs the committee, which supports CMU 2010 Priority I, Strategy 1: Raise academic standards by implementing efforts that increase expectations and learning across the curriculum.

During the last academic year the committee began studying other universities identified by the Association of American Colleges and Universities as model institutions for a culture of high expectations.

“We've studied how other institutions have encouraged students to see themselves as lifelong learners,” Gates says.

“We need engaged students who want to perform at high levels.”

Gates says some methods for improving student performance and connection to CMU could include offering First Year Experience courses tied to academic disciplines, more residential college options, and increasing advising efforts.

“We discovered that we really do a lot of positive support efforts at CMU already, but our efforts aren't always coordinated,” Gates says. “That said, any new formats for First Year Experience courses in disciplines become a curricular matter, and that is no small task. It would take significant support and buy-in from both faculty and administration to offer something as unique as a freshman seminar at a university of our size.” •

2010 influences

International Education numbers

Continued from page 1 ■

Largest enrollment jump in more than five years

The university and the Office of International Education (OIE), working together as part of CMU's 2010 plan, have helped increase international student enrollment 15 percent from 2007 to 2008 and 35 percent over the past five years.

"The whole idea is that we absolutely have to prepare our students for life in the 21st century, and we are certainly in a global economy," says Carole Richardson, CMU 2010 communications chair. "The more they can be exposed to international issues, international perspectives, and cultures, the better we prepare students for that world."

Two key performance indicators under 2010's Priority II – diversity and global perspectives – have measured increases in both international students on campus and the number of CMU students studying abroad.

New Interim Office of International Education Director Mark Poindexter says the university's strategic plan places an important emphasis on both areas. Poindexter and his staff are working hard at creating an atmosphere on campus that offers greater opportunities for



Mark Poindexter, CMU's interim director of the Office of International Education, greets students at an August reception.

interaction and networking among local students and international students.

"The international dimension of life at CMU should be pervasive and continuous," he says.

New leadership in OIE

Poindexter, a broadcast and cinematic arts professor, was assigned to lead CMU's Office of International Education for one year beginning July 1. Poindexter takes naturally to the position. He has traveled extensively to more than 15

countries, speaks French fluently and also has studied three other languages. He traveled to France first when he was 21 years old.

"Traveling to another country really stuck with me," he says. "From that point on, I've looked for opportunities internationally and to work with people from outside the U.S."

Poindexter earned a bachelor's degree from Lindenwood University in St. Charles, Mo., in 1973, a master's degree from CMU in 1980 and a doctoral degree from the University of Minnesota in 1987. •

Wallace says the time line, although starting in plenty of time, is incorporating input through special sessions with administrators, faculty, staff and students.

"We want the new strategic plan to apply to everyone at this university. We all represent CMU," Wallace says. "The ISPC doesn't have a name for the strategic plan yet. We will name it in early spring. We want to look at the plan before we name it. All I can tell you is that it won't be 20/20."

The progress and challenges identified in CMU 2010 KPIs will provide direction for developing ongoing priorities for the next strategic vision.

Advances, according to a report given earlier this year to the Board of Trustees, have been documented in areas including: raising academic expectations and student satisfaction among students, reducing the student-faculty ratio, employing more faculty from underrepresented groups, improving graduate retention rates among underrepresented students, improving fiscal integrity, and increasing student research and the number of students studying abroad.

Challenges remain in areas such as: hiring of underrepresented staff, increasing research and grant funding, ensuring that students have public service experiences, and enrollment at both undergraduate and graduate levels – on and off campus.

"The next vision will be intrinsically linked to the current one, incorporating what have become widely recognized priorities from CMU 2010 with our collective perspective that we are one university of choice with a national reputation of engaged learning," says Wallace. •

CMU 2010 apparel research team secures external funding

Building on the strength and momentum of its CMU 2010-funded research project, a team of CMU researchers has landed an additional \$50,000 in funding to benefit Michigan-based businesses.

The research team behind "Exploration of Functional Design Issues that Interface with the Human Body," led by human environmental studies professor Tanya Domina, a member of the apparel merchandising and design faculty, recently received a grant from the Michigan Initiative for Innovation and Entrepreneurship to start the Michigan Functional Design Incubator.

"We hope to help textile and apparel companies in Michigan be more profitable," says Domina. "Our partner companies will have free access to a unique set of tools that they normally would have to pay a lot of money to use."

Domina and her research partners are investigating whether body size and composition, along with other factors, are tied to the body's thermal production.

Using CMU's laser body scanner, which creates a 3-D image based on 350,000 points of data, along with the university's environmental chamber and a pair of infrared thermal cameras, the faculty researchers are building a database of 3-D body maps, thermal profiles, and demographic and psychographic profiles.

Thus far, the database contains more than 650 subjects ranging in age from 8 to 87. Additional subjects are needed for the database, particularly older adult males and females, as well as males of all ages. To schedule an appointment for body scanning, call Dana Harder at 989-774-1724 or send an e-mail to harder1dl@cmich.edu. •

2010 partnership advances educational opportunities

CMU's Center for Excellence in Education (CEIE) and CMU's GEAR UP program have formed a partnership to increase student enrollment, focusing on the Flint area. A \$308,275 2010 grant awarded in 2006, written by CEIE, set the goal to triple CMU's annual enrollment of Flint graduates by 2009.

"Our two groups combined forces and our expertise," says GEAR UP Director Mary Henley. "We want to show Flint high school students what CMU has to offer. We are well on our way to that 2009 goal."

CMU freshman Judea Archie-Walker says the 2010 CMU/Flint Partnership initiative is working. And she would know – she was a part of the partnership. She joined the partnership's two-year cohort after a high school friend urged her to go to the start-up meeting as a high school junior.

The partnership's program includes weekly tutoring sessions and a CMU staff-led five-day institute for Flint students during the summer between 11th and 12th grades. Flint high school students live in CMU residence halls and participate in academic, public service, social, and college preparation activities.

Archie-Walker says she only considered an out-of-state college when she attended the start-up meeting. But the activities and mentoring she received during her time in the



2010 CMU/Flint Partnership changed her mind.

"After staying on campus during the summer between my junior and senior year, I thought, 'this could be it for me,'" says Archie-Walker, a Flint Central High School graduate. "It felt comfortable, like home."



Judea Archie-Walker

Henley says that the CMU/Flint Partnership strives to connect students to CMU.

"Our job is to prepare them and to get them into the networking system," Henley says. "That leads to success for the students and success for us."

Archie-Walker is glad the 2010 program was offered at her school. She says it prepared her for college. She now has a job in CMU's GEAR UP office. She is a Multicultural Advancement Scholarship award recipient, and she has completed 10 credit hours, earning a 3.9 GPA.

"If it weren't for 2010, I wouldn't be here," she says. "Now that I am, I can't imagine being anywhere else." •

McNair prepares students for graduate programs

Various CMU 2010-supported programs provide specific help for students. One with real impact is the McNair Scholars program.

The program prepares low-income and first generation college students and those considered from underrepresented groups to earn doctoral degrees. The program received \$30,000 in matching funds from CMU 2010.

"The entire package, and the summer research institution, helped me become a better scholar," says 2007 McNair Scholar Maureen Harke.

Harke says she feels much more confident now that she will be accepted into a psychology doctoral program.

Focusing on students CMU 2010 plan promotes involvement

To further involve students in achieving its vision, CMU has implemented the student involvement plan for CMU 2010. A new Web site – planning.cmich.edu/students – helps students understand what CMU 2010 is and how it affects them.

"What we wanted to do is let students know what the plan is, what the priorities are, and how they affect them so they can understand how CMU wants to make progress for the future and how we're improving the institution," says Amy McGinnis, a member of the CMU 2010 Institutional Strategic Planning Committee.

"Hopefully by involving students in the process, they will see that we have their best interests at heart."

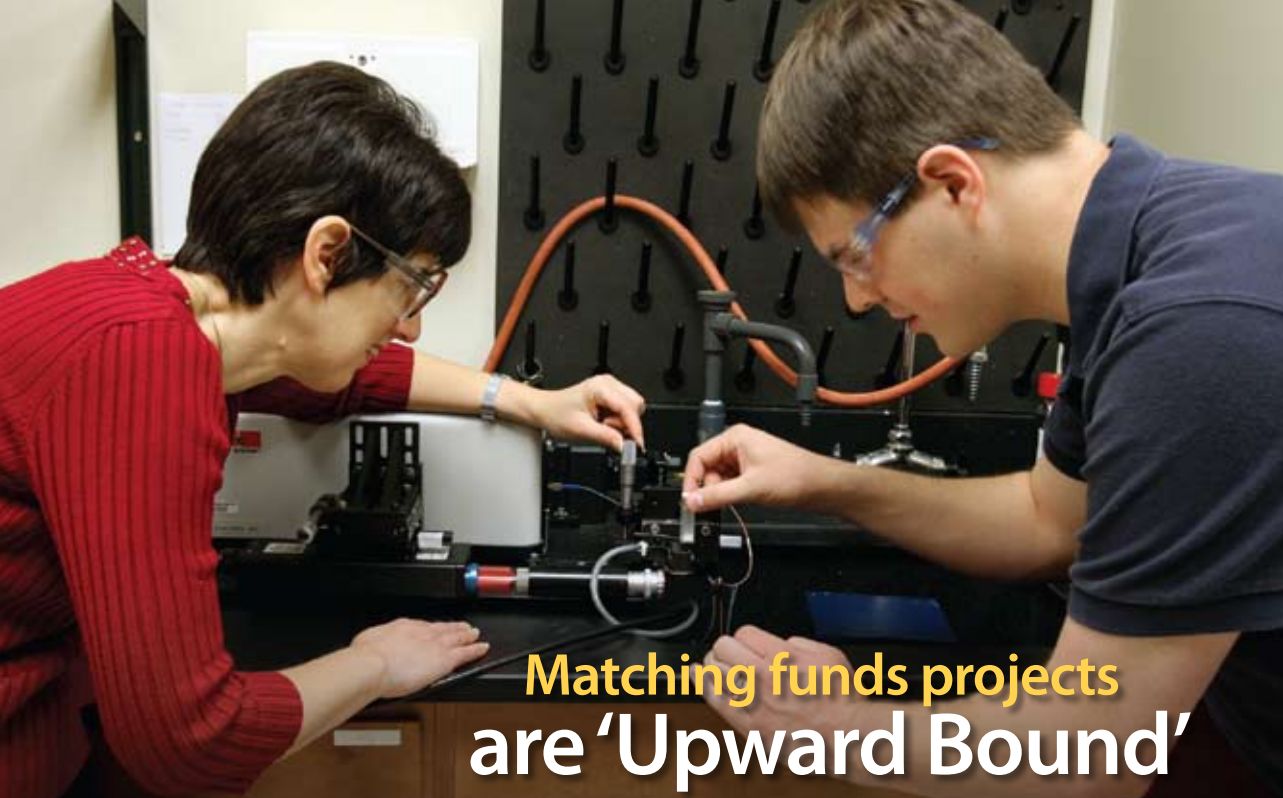
CMU senior Ryan Battishill, member of the ISPC communications subcommittee, says CMU 2010 emphasizes how the university is being proactive about helping students achieve their goals.

"Every initiative in CMU 2010 is tailored toward helping students, whether it be in the classroom or providing resources," Battishill says. "Everything set forth in those categories is driven by that plan. The 28 different projects are all targeted toward benefiting students in some way."

The Web site introduction provides a student's perspective:

"The university's strategic plan might seem like a cliché institutional document that doesn't impact students at all. Wrong! ... CMU has always been there to help you succeed in your educational goals; CMU 2010 just enhances your college career. The lingo may be a little different, but follow the picture links for more details!

The link categories taking students inside the site focus on the priorities in more millennial language: culture, involvement, research, growth. •



Matching funds projects are 'Upward Bound'

Mary Tecklenburg, chemistry faculty member, works with Ryan Paul, senior chemistry major using Raman spectroscopy

Thirteen projects supported to date with CMU 2010 matching funds are empowering high school students and breaking new ground in scientific research. Here is a look at several initiatives.

Valerie Petkov, Physics Mixed Glass Former Cation and Anion Effects on Glass Structures, Properties, and Dynamic: An International Collaborative Materials World Network

Proposal:

- \$284,744 National Science Foundation grant
- \$7,000 2010 match

This project is putting CMU on the world's map of advanced materials research. Together with teams from Iowa State, Cornell University and universities throughout Europe, project participants hope to find new knowledge and materials for energy storage, such as a replacement for batteries.

"We are starting the second year of this three-year project," said Valeri Petkov, a CMU physics professor. "Research is intensifying, and we are bringing all the pieces of information obtained by the different groups together."

Mike Libbee, Geography The Geography and History Project: Developing a National Resource Base

- \$201,360 Michigan Department of Education grant
- \$200,000 National Geographic Education Foundation grant
- \$22,000 CMU 2010 match

The Michigan Geographic Alliance, headquartered in the CMU Department of Geography, is developing workshops, seminars, materials and a national resource of K-12 classroom activities to benefit school teachers throughout Michigan and the U.S. They will feature their resources this month when they host 500 teachers and geographers at the National Conference on Geography Education in Dearborn.

"The Michigan Geographic Alliance is an important part of CMU's service contribution to the state of Michigan," says Michael Libbee, CMU geography professor leading the project.

Mary Tecklenburg, Chemistry Spectroscopy of Protein Mediation of Bone Mineralization

- \$226,409 National Institutes of Health grant
- \$7,000 CMU 2010 match

Through the study of initial stages of bone development and the effect of proteins that control bone mineralization, this project aims to improve therapies for osteoporosis and genetic diseases of bone tissue.

"Studies that further the basic understanding of bone growth will benefit overall human health," says Mary Tecklenburg, chemistry faculty member.

Ryan Paul, a senior chemistry major, and Mike Lubitz, a graduate student studying chemistry, worked with Tecklenburg during the summer using Raman spectroscopy – a laser light scattering technique to detect mineral growth and overall change. In the next few months, the team will continue studying the mechanisms of bone crystallization using x-ray and other scanning methods.

"Working on this project with Dr. Tecklenburg is a great opportunity for me as an undergraduate to learn how to work within the trial and error structure of scientific research," Paul says.

Montisa Watkins, Institutional Diversity Central Michigan University/ Northern High School Upward Bound Program

- Five-year \$1.25 million U.S. Department of Education grant
- Five-year \$50,000 CMU 2010 match

Upward Bound – a program that prepares high school students to graduate and enter college – is in its ninth year of working with students and parents within the Detroit Public School district, which has one of the lowest graduation rates in the nation. This past year, the program had a 100 percent college placement rate including students now enrolled at Central Michigan University.

Upward Bound high school students visited CMU's campus over the summer to learn more about programs and services.

"We have students whose parents did not attend college, and they are not always aware of the various processes needed to prepare their student for college," says Upward Bound director Montisa Watkins. "CMU, through the Upward Bound program, is providing a much-needed service. We are training, informing and empowering students and parents to be college ready." •

'I guess the word is awesome'

Cochlear implant gives back hearing to WWII vet

Donald Holton lost more than half of his hearing while serving in WWII. Over the years, the 82-year-old suffered recurring ear infections, which ultimately damaged what little hearing he had left.

His doctor suggested a cochlear implant and sent him to Central Michigan University's audiology clinic for an initial cochlear implant candidacy evaluation. He qualified.

Four weeks after the surgery, he returned to CMU's clinic for the initial activation of his device and discovered sound again.

The Bay City father and grandfather says his biggest joy comes from the simple conversations he can now have with his grandson, who is 16.

"I guess the word is awesome," Holton says. "I had no idea my hearing was going to come back as strong as it once was."

Carls Center realizing potential

Holton is one of many success stories for the umbrella of clinics under the Carls Center for Clinical Care and Education, which offers services in the fields of audiology, physical therapy, psychology and speech-language pathology.

Also part of the center are the CMU Fall and Balance Center, the Bridges Center for Healthy Life Transitions, and the Physical Therapy Hands for Health Clinic. Both the Carls Center and Bridges received 2010 funding to help shape the programs and services offered today.



Donald Holton regained his hearing thanks to a cochlear implant

The creation of the CMU Fall and Balance Center last year created an opportunity for faculty to provide expertise in the area of fall prevention, balance disorders and vestibular rehabilitation while offering students very specialized clinical experience, says Carls Director Jessica Gardon Rose.

"Generous seed money received from the Carls Foundation and the university's 2010 grants really propelled our mission – to offer the community, students and clinicians access to the finest facilities, state-of-the art equipment, and educational resources," Gardon Rose says.

In particular, the Cochlear Implant Program is unique to this region of the state and serves a broad population of central and northern Michigan residents.

"Before the audiology program was established at CMU, children and adults in need of cochlear implant services had to travel to centers located in southern Michigan," Gardon Rose says. "That's true for all of our clinics." •

Bridging resources

The Bridges Center for Healthy Life Transitions brings together expertise and resources among the university and surrounding communities in the name of research, education and services.

"We're off to a great start, says Bridges director Liana Bachand. "This university and this region are extremely fortunate to have the caliber of expertise that we're able to offer... Now we need to keep expanding."

Bridges Center collaborative partnerships formed through the Bridges Advisory Board – made up of CMU and community health and human service professionals and community leaders – have included:

- Pairing community health student interns with the CMU Emergency Preparedness committee, Central Michigan District Health Department and area emergency preparedness professionals to create recommendations for students in pandemic situations
- Coordinating efforts with Isabella County Commission on Aging, MidMichigan Home Care and Central Michigan District Health Department for a "Caregiver Summit" in conjunction with a PBS series on "Depression and Caring for Your Parents"
- Developing partnerships with CMU's chapter of Eta Sigma Gamma, CMU's Bridges Center, the Central Michigan District Health Department, the Saginaw Chippewa Indian Tribe, and the Great Lakes Chapter of the Society for Public Health Education for a town hall meeting on the disparities in rural women's health care •

CMU, an AA/EQ institution, strongly and actively strives to increase diversity within its community (see www.cmich.edu/aaeo).

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INFORMATION AND UPDATES FOR THE UNIVERSITY COMMUNITY



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