



# Vice President for Innovation and Online Leadership Profile



# The Opportunity

Central Michigan University (CMU) invites applications and nominations for the position of Vice President for Innovation and Online. Reporting directly to the provost and executive vice president and as a member of the Provost's Advisory Council and the President's Senior Leadership Team, the vice president is responsible for the strategic leadership of all aspects of off-campus and online program delivery, including the continued growth and expansion of the enterprise.

CMU is a nationally ranked research university that fosters the transformative power of advanced learning while embracing a sense of community among its students, faculty, staff, and more than 250,000 alumni around the world. From its roots as a teachers' college, CMU has grown to offer nationally acclaimed programs in areas ranging from the health professions and engineering to business and communications, visual and performing arts, and science and technology.

CMU's student and faculty researchers preserve the earth's resources, discover new ways to treat diseases, advance innovative ways to improve teaching and learning methods, and much more. Its alumni are physical therapists, physician assistants, and doctors. They are CEOs, lawyers, and policymakers. They are top broadcasters and journalists, fashion designers, and teachers.

Established in 1892, CMU has more than 14,000 students enrolled, including over 10,000 undergraduate students and over 4,000 graduate and doctoral students at locations across the state of Michigan and through a robust online community. More than 40 percent of CMU's main campus students supplement their on-campus classes with online courses. The average high school GPA of entering students is 3.51. Among just seven percent of U.S. universities in the highest two Carnegie research classifications, CMU offers nearly 300 academic programs at the undergraduate, master's, specialist, and doctoral levels; as well as professional development courses and certificates. In addition, CMU has established the nation's 137th College of Medicine to address a growing shortage of primary care physicians in Michigan. The inaugural class of students graduated in May 2017, and the program achieved full LCME accreditation in 2018.



# The Role of the Vice President

The Vice President for Innovation and Online provides oversight for the Innovation and Online enterprise of CMU and is responsible for the strategic leadership and collaboration of all aspects of off-campus and online program delivery, including the continued growth and expansion of the enterprise.

The Vice President reports to the Provost and Executive Vice President and is a member of the Provost's Advisory Council and the President's Senior Leadership Team. The Vice President works closely with the academic deans, the Vice President for Research and Innovation, and the Senior Vice Provosts for Academic Administration and Resources and Academic and Curricular Affairs, as well as other academic and administrative leaders. The Vice President is responsible for establishing, communicating, and implementing the vision and long-range goals, strategies, objectives, and plans for the enterprise, in alignment with university-wide priorities. Within the Innovation and Online unit, the Vice President oversees several administrative areas, including Online Student Services, Business and Community Outreach, Academic and Professional Programs, and Noncredit and Alternative Enrollment. Visit CMU's Innovation & Online Division [here](#).

## Duties and Responsibilities

- › Supports the [Leadership Standards](#) of Central Michigan University and fosters a culture that inspires excellence.
- › Represents CMU in online and distance learning in a variety of venues at the campus, local, state, national, and international levels.
- › Plans, develops, organizes, communicates, implements, directs, and evaluates CMU Innovation and Online effectiveness, efficiency, competitive advantage, and overall performance.
- › Generates and builds momentum for new and innovative ideas to support online and distance learners.
- › Contributes to building an innovative culture and mindset across the university community.
- › Provides day-to-day leadership and management reflecting the mission and core values critical to CMU and Innovation and Online.

- › Responsible for ongoing assessment and annual reporting of all functions of operation of CMU Innovation and Online to ensure quality and continuous improvement.
- › Establishes collaborative collegial partnerships with stakeholders across CMU to foster and maintain excellence in online and blended learning and to ensure academic rigor and student success.
- › Responsible for the development, communication, and implementation of effective growth strategies and processes.
- › Collaborates with the executive team to develop and implement plans for the operational infrastructure of systems, processes, and personnel designed to support growth objectives.
- › Motivates and leads a high-performance team; attracts, recruits, and retains required members of the executive team; provides mentoring, training, and professional development opportunities.
- › Fosters a success-oriented, accountable environment within CMU Innovation and Online.
- › Develops and/or strengthens external partnerships with alumni, industry leaders, government, and community organizations, and with other internal and external constituents that lead to enriched program content and expanded opportunities for students.
- › Contributes to the development and subsequent enforcement of unit and university academic and administrative policies, related compliance, and reporting responsibilities.

## **Education, Skills, Abilities, and Experience**

### **Required Qualifications**

- › Terminal degree from a regionally accredited institution.
- › Administrative and academic experience in positions with progressive leadership responsibilities.
- › Experience serving adult learners and delivering academic programs through diverse modalities.
- › Experience in online instruction and online and distance learning program design and delivery.

- › Experience developing non-credit and alternative credit pathways, including micro-credentials, stackable degrees, and certificates.
- › A strong record of budgeting and financial planning experience.
- › Demonstrated success with developing and implementing enrollment management plans, encompassing market development, program and course capacity planning, and strategies and campaigns for recruitment and retention.
- › Understanding of competency-based education and prior learning.
- › Strong collaborator with a proven track record of working effectively with individuals at all levels of an organization.
- › Demonstrated commitment to ensuring that all members of the university community can thrive.  
and to providing access to distributed and diverse student populations.
- › Decisive individual who brings expertise and knowledge to the position while still actively seeking input from others and respecting diverse opinions.
- › Demonstrated knowledge of budgeting and higher education finances, curricular processes, and online learning best practices and pedagogies.
- › Demonstrated experience working with faculty, department chairs, and deans in curriculum development and program delivery.
- › Proven record of entrepreneurial and strategic thinking with an expert understanding of trends and opportunities in the higher education learning marketplace, including trends in technology, pedagogy, and policy.
- › Effective communication competencies and presentation skills.

## **Preferred Qualifications**

- › Experience in career development and lifelong learning.
- › Experience in a collective bargaining environment.
- › Experience gathering and using data to develop, implement, and evaluate initiatives.
- › Strong ability to analyze and interpret data and communicate these analyses to a broad set of audiences.
- › Experience with strategic planning and implementation.
- › A working knowledge and demonstrated success in grant writing.

# About Central Michigan University



Central Michigan University is a [nationally ranked institution](#) that fosters the transformative power of advanced learning while embracing a sense of community among students, faculty, staff, and the nearly 250,000 alumni around the world. CMU started as a normal school in 1892 for 31 students aspiring to be teachers and fill a void in Michigan's schoolhouses. Fast forward to May 2017, CMU graduated the first class of physicians from a medical school that was created because of a significant unmet need for doctors in rural and medically underserved urban communities. From its roots as a teachers' college, CMU has grown to offer nationally acclaimed programs in areas ranging from the health professions and engineering to business, communications, science, and technology.

CMU was a leader in distance education back in 1972, and that leadership continues today with inclusion on the *U.S. News and World Report* "Best Online Programs" lists.

Each year, about 90 percent of CMU's first-year students on campus hail from the Great Lakes state. About 80 percent choose to stay in Michigan upon graduation, contributing to the well-being of its businesses, communities, residents, environment, and unique and diverse culture. The other 20 percent are sought by employers across the Midwest and the

nation and are valued for their leadership, willingness to roll up their sleeves and work hard, and ability to focus on innovative solutions and work in teams.

At CMU, faculty and staff foster the transformative power of advanced learning while creating a sense of community. Students, parents, and alumni alike speak of the "feeling" they had the first time they stepped on campus — a sense that they mattered and that they would be supported in finding their unique path forward. CMU is among only seven percent of U.S. universities in the highest two Carnegie research classifications. CMU's research philosophy means that even undergraduates, often starting their first year, work beside faculty, immersed in learning and discovery experiences that employers value.

At the same time, CMU upholds the belief that a foundation in the liberal arts allows students to achieve more success in their careers, contribute more to their employers, and lead more fulfilling lives in their communities. Through the combined efforts of CMU's faculty, staff, alumni, and partners, the university achieves its vision of being an inclusive community of scholars and a national leader in higher education, inspiring excellence and innovation. So, too, does it uphold its mission as a community committed to the pursuit of

knowledge, wisdom, discovery, and creativity. CMU provides student-centered education and fosters personal and intellectual growth to prepare students for productive careers, meaningful lives, and responsible citizenship in a global society.

CMU offers more leadership programming than any other university in the state and arguably in the nation. The Sarah R. Opperman Leadership Institute celebrated its 27th anniversary in 2024. Its Leadership Safari program immerses two-thirds of each freshman class in a five-day experience that teaches students how to be successful in college and life. Leadership experiences across campus are designed to reach all students throughout their time at CMU, helping them to identify personal values, explore diverse viewpoints, and consider the impact of their actions.

Nearly 200 U.S. Military flag officers hold CMU degrees, and the university has received a gold-level ranking as a Veteran-Friendly School by the Michigan Veterans Affairs Agency and has been recognized by Military Times as a “best bet for vets.”

CMU is a diverse community of learners and educators. The Vice President for Inclusive Excellence and Belonging was appointed in 2021 to develop strategies to

make the campus a more welcoming, inclusive, and supportive place through the efforts of the Office of Institutional Diversity, Equity, and Inclusion. In the Division of Student Affairs, programs such as Multicultural Academic Student Services, Native American Programs and LGBTQ Services, and Gender Equity Programs provide the campus with educational programming and engaging events.

Almost 1,600 international students representing 68 countries call CMU their academic home. Supported by International Student and Scholars Services, these students contribute to CMU’s diverse community of learners in many ways. The CMU Global Ambassadors program invites international students to share their unique experiences, cultures, and customs through speaking engagements, presentations, and multi-cultural events.

CMU is proud to have a strong, historic, and cooperative relationship with the neighboring Saginaw Chippewa Indian Tribe. The Saginaw Chippewa Indian Tribe of Mount Pleasant has more than 3,000 members enrolled. The partnership supports educational initiatives, cultural events, and speakers, and Native American educational resources for the campus and community.



CMU's nickname, "Chippewas," is used with support from the Saginaw Chippewa Tribal Council as a sign of pride, honor, and respect for the tribe's rich heritage.

The Central Michigan University Research Corp. is a business incubator with offices in Mount Pleasant, Bay City, and Saginaw. Among such entities funded by the Michigan Economic Development Corp., CMURC is No. 1 in jobs created and companies formed.

CMU participates in federal and state student support grant programs including TRIO Detroit–Upward Bound and Talent Search, TRIO Ronald McNair Scholars, King–Chavez–Parks Pathway Scholars, GEAR–UP, and College Day.

CMU offers students more than 150 opportunities on six continents to study abroad, ranging from faculty-led experiences to year-long exchange programs with partner universities. Students see the world, experience new cultures, hone language skills, explore career opportunities, and develop new levels of independence and self-awareness.

CMU, with support from the Michigan Health Endowment Fund and Region VII Area Agency on Aging, is building the [Healthy Aging Initiative](#). CMU, in

partnership with local County Commissions on Aging and other stakeholders in the community, will develop programs to improve older adult wellness, reduce the risk of falls, and provide home-based, low-cost solutions for healthy aging. The initiative leverages CMU's academic strengths to bring "wellness" and fall prevention programs to the older adults in the community.

CMU students make a difference in the lives of others. The Mary Ellen Brandell Volunteer Center provides students with hundreds of volunteer opportunities on campus, in the local community, and across the country. They coordinate a variety of programs that bring service experiences to students through coordinated projects, weekly mentoring opportunities, educational sessions, and nationally recognized Alternative Breaks.

High-achieving students can pursue academic excellence in the CMU Honors Program, an immersive academic program emphasizing critical thought, scholarly inquiry, and creative expression; respect and appreciation for diverse peoples and ideas in a global society; high standards for integrity and personal aspirations; and active citizenship and service for the greater good. The Centralis Scholarship program awards 85 scholarships annually and provides opportunities for students to

participate in academic, leadership, volunteer, and civic engagement experiences through the CMU Honors Program.

Now in its 13th year, the CMU National Scholarship Program office assists students in applying for national and international scholarships and fellowships such as the Boren, Fulbright, Goldwater, Human in Action, Marshall, Truman, and Udall awards.

WCMU Public Media has provided television and radio programming for more than 55 years across central and northern Michigan. Geographically, WCMU is the largest university-owned public broadcasting network in the nation, reaching over 2 million people across 42 counties in Michigan and portions of Ontario.

The CMU College of Medicine created the [Rural Health Equity Institute](#) (RHEI) in 2023 to focus on the health priorities of Michigan's rural communities. RHEI seeks to

improve access to services, expand telehealth capacity, and deliver the education and training necessary to respond to local needs. The RHEI also provides an innovation and collaboration hub where health care providers and community leaders can come together and forge solutions that improve health and wellness in rural communities.

The Mid Central Regional Area Health Education Center and other regional partners play an integral role in teaching and training the next generation of health professionals, along with the CMU College of Medicine. This regional center is a non-profit organization committed to serving the community and regional partners, including service agencies, health departments, and the health professions colleges at universities at the four universities located in the region, municipalities, high schools, community college, and other groups interested in increasing the workforce in the health profession.

## **CMU Leadership**

The President's Cabinet has approved six [leadership standards](#) to maintain and strengthen our hallmark culture and guide the actions of leaders across the university. These standards show that we are team builders, thoughtful and open communicators, and service-oriented.

They set the expectation that we are proactive, responsible, and accountable, courageous and effective, as well as focused on students and passionate about CMU. Nearly all supervisors have participated in training on the standards.

[Dr. Neil MacKinnon](#) was unanimously appointed as the 16th president of Central Michigan University on September 26, 2024, by the CMU Board of Trustees and officially began in the role on November 1, 2024. Dr. MacKinnon brings more than 25 years of higher education experience to his role as president, including experience as a faculty member, department chair, center director, dean, and provost.



[Dr. Paula Lancaster](#) was appointed provost and executive vice president of Central Michigan University on February 1, 2025, having served as interim provost and executive vice president since September 10, 2024. Before her roles in the Office of the Provost, Lancaster served as dean and professor in the CMU College of Education and Human Services, a role she began in July 2020. As dean, the faculty and programs within the college were recognized for excellence nationally and internationally.



A copy of CMU's organizational chart is available [here](#).

## 2023 – 2028 CMU Strategic Plan

In September of 2023, the CMU Board of Trustees approved a [2023–2028 strategic plan](#) to guide the university toward realizing its mission and vision. The strategic plan was developed with the involvement of multiple stakeholders, committees, and groups through a university-wide strategic planning process. Each of the plan's four priorities is supported by stated objectives and measurable goals.

### Priority One

- › Inspire Student and Scholarly Success — Prepare bold leaders and learners who innovate and adapt in a rapidly changing world.

### Priority Two

- › Engage Communities — Cultivate and enrich reciprocal partnerships with university stakeholders to ensure a lasting impact in the communities we serve.

### **Priority Three**

- › Enhance Organizational Culture — Raise our national profile as a vibrant and nurturing university community where all members feel valued, are empowered to thrive, and experience a strong sense of belonging.

### **Priority Four**

- › Ensure Institutional Sustainability — Embrace sustainable campus operations that ensure wise stewardship of our resources.

## **CMU's Academic Division**

The Academic Division includes the College of Business Administration, the College of Education and Human Services, The Herbert H. and Grace A. Dow College of Health Professions, the College of Liberal Arts and Social Sciences, the College of Medicine, the College of Science and Engineering, the College of the Arts and Media, Innovation and Online, the Office of Research and Graduate Studies, and University Libraries.

### **College of Business Administration**

The College of Business Administration at CMU prepares students for professional success through rigorous academic coursework, hands-on learning, and transformative experiences such as study abroad, academic competitions, and internships. Many students earn a professional certification while completing their coursework, making CMU graduates especially attractive to employers at the state and national level. The college is home to seven academic departments and schools: Department of Business Information Systems; Department of Economics; Department of Entrepreneurship; Department of Finance and Law; Department of Management; Department of Marketing, Hospitality, and Logistics; and the Philip L. Kintzele School of Accounting. CMU is a preferred recruiting site for hundreds of companies. Almost 90 percent of students are placed in a career position or other positive outcome within six months of graduation, and many receive full-time employment offers before commencement.

### **College of Education and Human Services**

Central Michigan University has been preparing educators and leaders since its inception in 1892. In the College of Education and Human Services, graduates are prepared for a wide range of career opportunities with more than 29 undergraduate and 15 graduate programs. Many choose to improve the lives of individuals and families in the fields such as teaching,



special education, family studies, child development, early childhood, and recreation studies. Careers in event management, interior design, and fashion merchandising and design allow graduates to use a range of technical and creative design skills in industry-related settings. An interdisciplinary leadership minor equips students with top-rated skills sought by employers, while an interdepartmental minor in disability studies and community inclusion fosters empathetic approaches to engagement with people with disabilities from diverse backgrounds and diagnoses. Additionally, master's and doctoral programs in counseling, special education, reading and literacy, educational leadership (Ed.D. and Ph.D.), educational technology (DET), and administration are available online and on campus. The college is composed of six academic departments: Department of Counseling, Educational Leadership and Higher Education; Department of Fashion, Interior Design and Merchandising; Department of Human Development and Family Studies; Department of Recreation, Parks and Leisure Services Administration; Department of Teacher and Special Education; and the Master of Science in Administration, and is home to multiple centers that allow students to work alongside faculty to engage in applied learning experiences and to serve community members.

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

The Herbert H. and Grace A. Dow College of Health Professions has been a leader in providing the critical skills and experiences that students need as they pursue careers in healthcare. Programs in the college incorporate interactive classroom learning with research opportunities, clinical experiences, and internships. The college provides 10 undergraduate programs, eight graduate programs, and three doctoral programs, spanning five academic units: the Department of Communication Sciences and Disorders; Department of Physical Education and Sport; Department of Physical Therapy; the School of Health Sciences; the School of Rehabilitation and Medical Sciences; and Interdisciplinary Programs. Service Centers for the College include the Carls Center for Clinical Care and Education, Mobile Health Central, the Institute for Health and Business Insight, Injury Care Center, Interprofessional Education and Practice Center, and the Motion Analysis Center.

### **College of Liberal Arts and Social Sciences**

Students enrolled in classes through CMU's College of Liberal Arts and Social Sciences learn to think critically, communicate clearly, and solve complex problems – skills highly prized by employers. The College of Liberal Arts and Social Sciences is home to more than 50 undergraduate and graduate degree and certificate programs housed in academic

departments and schools: Department of English Language and Literature; Department of History, World Languages and Cultures; Department of Military Science and Leadership; Museum Studies Program; Department of Philosophy, Anthropology and Religion; Department of Psychology; the School of Politics, Society, Justice and Public Service; and the Women and Gender Studies Program. The college provides students with opportunities to develop both broad knowledge and highly specific skills, with a focus on engaged learning in labs, museums, classrooms, archives, fieldwork sites, internships, and study-abroad experiences. Endowed programming centers focus on contemporary Native American issues, the Holocaust, genocide and democracy, and bipartisan political endeavors. Additionally, Critical Engagements, one of the college's signature initiatives, brings together the campus and community partners around a year's "wicked problem" and supports investigations and discussions that amplify CMU's mission to "prepare students for productive careers, meaningful lives and responsible citizenship in a global society."

### **College of Medicine**

CMU's College of Medicine graduated its eighth class of physicians in May 2024. The college was created to prepare diverse, culturally competent physicians focused on improving access to high-quality healthcare, with an emphasis on rural and medically underserved regions. Graduates aspire to excellence in providing patient-centered and evidence-based care to their patients and communities. The College of Medicine engages physicians in leading healthcare transformation, lifelong learning, and team-based education. Many large and historic medical schools focus on preparing researchers and the most highly paid specialists. CMU's Board of Trustees, in contrast, approved the College of Medicine specifically to address the significant need for doctors in rural and medically underserved urban communities in Michigan. 72 of Michigan's 83 counties are considered health professional shortage areas. As of 2023, these areas are already experiencing the impact of what is expected to be a shortage of close to 1,000 primary care doctors.

Nationally, the U.S. is projected to have a shortage of 120,000 doctors by 2030\*. Important to the program's success are partnerships between CMU and healthcare providers, including two Saginaw hospitals (Covenant HealthCare and MyMichigan Health) as well as University Pediatricians. The College of Medicine also manages eight residency programs approved by the Accreditation Council for Graduate Medical Education. [\\*Michigan Physician Shortage Facts](#)

## **College of Science and Engineering**

Central Michigan University is committed to addressing the increasing global demand for individuals prepared for careers in science, technology, engineering, and math. In the College of Science and Engineering, students pursue undergraduate and graduate degrees housed in nine academic departments and schools: Department of Computer Science; Department of Biology; Department of Chemistry and Biochemistry; Department of Earth and Atmospheric Sciences; Department of Geography and Environmental Studies; Department of Mathematics; Department of Physics; Department of Statistics, Actuarial, and Data Sciences; and the School of Engineering and Technology. CMU students work closely with faculty who are top researchers and experts in their fields. Whether in a lab studying stem cells or wading into the waters of the Great Lakes at the CMU Biological Station on Beaver Island, students have opportunities to engage in research as early as their freshman year.

## **College of the Arts and Media**

CMU's College of the Arts and Media houses 4 academic departments and schools: the Department of Art and Design; Department of Theater and Dance; the School of Communication, Journalism, and Media; and the School of Music. In addition, the college offers interdisciplinary programs in integrative public relations, multimedia design, and music theatre. The College of the Arts and Media offers a dynamic learning environment supported by performance centers and advanced technologies. The faculty, students, and staff are recognized as movers, shakers, performers, and makers on campus. They inspire a love of learning and life through a creative lens utilizing cutting-edge technologies and industry best practices. Classes are taught by faculty recognized as leaders in their fields, from animation and multimedia to musical theater. Students engage in hands-on learning and share their work in various campus and community venues, including productions, concerts, performances, exhibitions, and festivals. The college is home to the University Theatre and the University Art Gallery.

## **Innovation and Online**

Central Michigan University Innovation and Online (IO) is a premier provider of online learning solutions dedicated to developing, delivering, and supporting strategic educational offerings that drive transformation. The programs offered through IO are designed to equip online learners with valuable skills that enhance their personal and professional growth, enabling them to achieve more in their careers and lives. The work of IO is supported by four main functional areas: Administrative Operations, Online Student Services, Business and

Community Outreach, and Academic and Professional Programs.

Through partnerships with businesses and organizations, IO focuses on cultivating leadership from within, fostering a culture of continuous learning and development. IO's mission is to empower individuals and organizations with the knowledge, skills, and competencies needed to shape the future. IO accomplishes this mission through personalized learning experiences that are tailored to meet the unique needs of learners and partners, ensuring a transformative impact on their world.

### **Office of Research and Graduate Studies**

CMU's Office of Graduate Studies offers more than 100 graduate certificates, master's, specialist, and doctoral degrees and serves more than 1,600 students earning a graduate credential on CMU's Mount Pleasant campus and over 2,800 in online programs. All colleges offer at least one graduate degree, several of which are offered online. CMU's flexible Master of Science in Administration degree is offered on campus, online, and in a hybrid format. The degree emphasizes leadership, business administration, computer science, research methods, and statistics, and can be customized with concentrations in 14 areas. In response to industry demand, CMU offers graduate-level degree programs for fields such as engineering, information systems, and entrepreneurship. Many programs, such as exercise physiology, physical therapy, and speech-language pathology, have near 100 percent job placement or doctoral program acceptance rates. Each spring, CMU's Student Creative and Research Endeavors Exhibition showcases the innovative work of hundreds of undergraduate and graduate students. Multiple internal opportunities exist for graduate students to apply for funding to conduct research or pursue scholarly or creative activities. Working with state, federal, and private agencies, CMU students and faculty extend their work beyond campus with support from over \$38 million in external awards.

### **University Libraries**

University Libraries are at the heart of academic life on campus, serving as a vital resource for students, faculty, and the broader university community. University Libraries provide access to an extensive collection of academic resources, including books, journals, databases, and multimedia materials, all designed to support research, teaching, and learning across disciplines.

In addition to rich collections, University Libraries offer a wide range of services, including



research assistance and information literacy instruction, ensuring that users can effectively navigate and utilize these vast resources. University Libraries are committed to fostering an environment that encourages exploration, innovation, and collaboration, providing spaces for study, research, and group work that cater to the diverse needs of CMU's academic community.



# About Innovation and Online



## **Pioneering Distance Education**

- › Established in 1971 as the Institute for Professional and Career Development (IPCD).
- › CMU established strong ties with military bases, supporting active-duty personnel and families and career progression for officers.
- › Quickly expanded to military and civilian locations across Michigan.
- › Pioneered an accessible education model to support distance students, including library services.
- › By the 1990s, opened satellite campuses across the U.S., Canada, Mexico, and Puerto Rico.
- › Positioned as a pioneer in distance education for post-traditional adult learners.
- › Strong growth led to an evolution into CMU's College of Extended Learning and eventually to CMU's Global Campus.
- › First online courses offered in 1994; first fully online degree program in 1996.
- › Continued expansion into online education through the 2000s and early 2010s.
- › In 2016, all Global Campus operations were integrated into main campus operations within respective vertical units.
- › In 2022, Innovation and Online was formally established.

## **Revisioning Distance Education**

- › Innovation and Online serves as CMU's dedicated unit to supporting post-traditional adult students and learners of all types pursuing education at a distance from Mount Pleasant.
- › Students apply and are admitted to either campus or online, allowing for segmented support for distance students.
- › Students admitted to online courses take the same courses, from the same faculty, with the same credentials, to earn the same degrees as those students admitted to campus, the only difference being that courses are delivered online.
- › Expansion of noncredit programming, dual enrollment, and community college articulations to grow enrollment and revenue.

<b>Mission Statement:</b>	<ul style="list-style-type: none"> <li>• CMU Innovation and Online expands educational access through innovative learning solutions and transformational pathways to foster the personal and professional growth of a diverse and inclusive community of learners.</li> </ul>
<b>Vision Statement:</b>	<ul style="list-style-type: none"> <li>• CMU Innovation and Online will lead the way in developing and delivering strategic and adaptive learning solutions for equitable and inclusive education in a rapidly evolving global society.</li> </ul>
<b>Innovation Statement:</b>	<ul style="list-style-type: none"> <li>• CMU Innovation and Online collaboratively explores and introduces new ideas, methods, and products to anticipate and meet the demands and needs of a current, and evolving, generation of learners.</li> </ul>
<b>Diversity Statement:</b>	<ul style="list-style-type: none"> <li>• CMU Innovation and Online embraces, supports, and advocates for an inclusive and diverse community by broadening access to learning solutions oriented toward the relentless pursuit of creating equity.</li> </ul>

## Organizational Structure

- › **Administrative Operations (Leadership)**
  - Responsible for administrative oversight, leadership, and support for IO.
- › **Online Student Services (Student and Faculty Support)**
  - Responsible for providing student support to all learners admitted and enrolled in online degree and certificate programs.
- › **Business and Community Outreach (Recruitment)**
  - Responsible for student recruitment, organizational partnerships, and external activities across
- › **Academic and Professional Programs (Academics)**
  - Responsible for the design, development, and delivery of for-credit and noncredit programming delivered through IO.

## Fully Online Programming

- |                                  |                              |
|----------------------------------|------------------------------|
| › Undergraduate majors = 22      | › Graduate certificates = 24 |
| › Undergraduate certificates = 3 | › Education specialists = 1  |
| › Master's degrees = 15          | › Doctoral degrees = 3       |

## Current Initiatives

- › **Quick Start Grant:** \$74,800 to detect friction points in the online student experience and to identify high-demand professions across Michigan and the needed skills gaps to elevate those industries.



- › **Innovation Investment Award:** \$822,497 to reduce time to completion for adult learners, increase completion rates for credit and noncredit learners, improve community college partnerships, and create innovative pathways for degree completion.
- › **Competency-Based Education:** Adding CBE as a delivery option allows for learning personalization so students can demonstrate mastery of specific skills and knowledge at their own pace.
- › **Stackable Credentials:** Short, focused learning achievements that can be accumulated over time to advance career opportunities.
- › **Central Bound:** An institutional-level consortium and dual admission initiative with community colleges across the state of Michigan to offer joint admission for adult students and students in early/middle college programs to create seamless pathways into CMU degree programs on campus or online.
- › **Fire Up! Forward:** A dual and concurrent enrollment initiative designed for high school students to earn both high school and college credits simultaneously, aligned with the per-pupil funding allowance through MDE to foster relationships with students in HS.
- › **Online Professional Education:** A variety of noncredit online career training programs, delivered asynchronously, tailored to enhance professional skill development or to support career transition.

## Strategic Priorities

- › Flexible and Personalized Education
- › Seamless Academic Journey
- › Comprehensive Educational Pathways for Lifelong Learning
- › Center of Excellence for Business and Workforce Development
- › Military and Veteran Education Leadership
- › Innovate with Virtual and Augmented Reality in Education
- › Establish Research Hub for Innovation and Online Education

# A Portrait of Mount Pleasant

Centrally located in Michigan's Lower Peninsula, [Mount Pleasant](#) is a city of over 21,000 permanent residents and is the county seat of Isabella County (population 70,000). This region has a population of 400,000+ and includes nearby Bay, Midland, and Saginaw Counties. The area is easily accessible via US Highway 20 and Interstate 127 and is served by five major airports within a two-hour radius.

CMU is proud to have a strong, historic, and cooperative relationship with the Saginaw Chippewa Indian Tribe. The Saginaw Chippewa Indian Tribe of Mount Pleasant has more than 3,000 enrolled members.

Historic downtown Mount Pleasant has more than 100 locally owned businesses. Enjoy specialty shops, art galleries, lively bars, fine dining, and events such as holiday parades, art installations, and movie and concert series.

More than 15 local parks provide opportunities for hiking, picnicking, kayaking, fishing, swimming, sledding, cross-country skiing, and creative outdoor play for children. Golfers have access to almost a dozen courses within a few miles of the city center. Isabella County is home to nearly 1,000 local farms. Purchase homegrown produce at the farmers market or visit one of several U-pick farms.

Enjoy performances from national touring comedians and musicians, try your hand at the gaming tables, or splash in the family-friendly waterpark at the Soaring Eagle Casino and Resort. Visit the [Mount Pleasant Area Convention and Visitors Bureau](#) for information.



## How to Apply

Greenwood Asher & Associates is assisting Central Michigan University in this search. Applications and nominations are now being accepted. For a full application package, please submit a cover letter and CV. Submission of materials as PDF attachments is strongly encouraged. The search will be conducted with a commitment to confidentiality for candidates until finalists are selected. Initial screening of applications will begin immediately and will continue until an appointment is made.

Inquiries, nominations, and applications should be directed to Jim Johnsen and Ann Bailey with Greenwood Asher & Associates:

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