



Cleveland State University

MEMORANDUM

TO: Michael Schwartz, President

FROM: University Steering Planning Committee

DATE: April 21, 2003

SUBJECT: Final Report

On August 16, 2002, you presented us with the charge of designing an effective planning process for CSU. The University Planning Steering Committee has met regularly over the last eight months to develop recommendations on a planning process for your consideration. This process meets the spirit of the principles you wished reflected in how CSU plans. These principles included: (1) there will be broad involvement of CSU organizations and people in creating the new vision and mission for CSU; (2) the new vision will work in tandem with the needs of Greater Cleveland and Northeast Ohio and leverage our strengths given the external conditions that can be anticipated; (3) the planning process will link actionable goals to our allocation of budget and personnel evaluation processes; (4) specific outcomes will be identified for each CSU goal so that progress can be assessed regularly and corrective action taken as needed; (5) individual colleges, departments, and other organizational units will align their own plans with the larger CSU goals; and (6) regular communication will keep the CSU community involved and well informed about the planning process, issues, and results.

The University Planning Steering Committee was composed of thirteen individuals, organized into teams, as shown on the attached list of members.

It is our hope that you will find our recommendations in initiating an inclusive, strategic, and meaningful planning process to guide Cleveland State University into its next phase of growth and development. We would be happy to assist that effort in any way you believe necessary to assure its success.

Enclosures: 2

List of Members of the University Planning Steering Committee

Mission, Vision, Values and Goals Team

Chair: Brian Johnston, Director, Marketing and Public Affairs
Elizabeth Alexy, President, Student Government Association
Walter Leedy, Professor, Department of Art

Planning Process Team

Chair: Susan Kogler Hill, Associate Professor and Chair, Department of
Communication
Jack Boyle, Vice President for Finance
Tim Long, University Budget Director

Evaluation and Improvement Team

Chair: David W. Ball, Professor, Department of Chemistry
Roberta Steinbacher, Professor, College of Urban Affairs
Maria Krasniansky, Director of Compensation, Human Resources

Environmental Scanning Team

Chair: Mark Rosentraub, Dean, College of Urban Affairs
Paul Putman, Coordinator, Student Leadership Program
Surendra Tewari, Professor, Department of Chemical Engineering

Chair:

Marie E. Zeglen, Vice Provost for Planning, Assessment and Information Resource
Management

Staff:

Joe Jurczyk, Research Analyst
Debra Sudy, Administrative Coordinator

Final Report of the University Planning Steering Committee

Executive Summary

Cleveland State University last conducted a review of its mission and strategic goals in 1994-95 as part of a broader Ohio Board of Regents planning initiative. This effort fell short of creating a complete strategic plan because it did not explicitly identify strategies for goal achievement or link priorities and goals to budget and resource allocation. The goals associated with this effort were also very broad, never fully resolving the inherent mission tensions in an institution that was attempting to evolve its research and service programs while maintaining quality academic programs. As a consequence, many subsequent, but piecemeal, planning efforts followed to solve problems or react to challenges arising from external events such as state budget cuts or audit reports. In many ways, the institution was operationally focused, having experienced a difficult PeopleSoft implementation and concomitant customer service problems in the late 1990s.

With the advent of Michael Schwartz' presidency, CSU is once again considering its future strategically in the light of state financial issues, opportunities for redevelopment of the campus footprint in downtown Cleveland, competitive pressures, and the desire to promote excellence in its academic programs and services. To do so, a well designed and inclusive planning process will be needed. The recommendations in this report outline a process by which CSU can involve its many constituencies and stakeholders in the development and implementation of a new vision for CSU. The planning process described assures a clear link between CSU's strategic goals and directions and how resources are allocated. Evaluation of performance, program review, and environmental scanning all add information to the process that will enable further refinement, tweaking of strategies, and continuous improvement of programs and services. The responsibility for recommendations on planning is centered on a proposed Strategic Planning Committee that coordinates the work of three subcommittees: the Program Review and Planning Advisory Committee (PRPAC), the Planning and Budget Advisory Committee (PBAC), and the Capital Planning Advisory Committee (CPAC). This new planning structure will work closely with the President and other key stakeholders such as the Senior Management Team ("Senior Staff"), the Faculty Senate, Deans, and the Student Government Association to develop its planning recommendations.

Finally, this report respects and incorporates existing governance and administrative processes to assure continued and active participation of faculty, staff, student, and administrative leaders in the planning process.

Introduction

Cleveland State University (CSU) is entering a new and promising era under the leadership of President Michael Schwartz. To fully realize CSU's potential for excellence, the engagement, buy-in, and contributions of all individuals on campus must be committed to the emerging vision for CSU. A well-designed strategic planning process will be critical in involving members of the campus as CSU moves forward. Such a process will first, enable the different voices of the campus to help co-create the "new" CSU; second, be sustained through more effective resource allocation; and third, be informed through the use of reliable data and evaluation techniques.

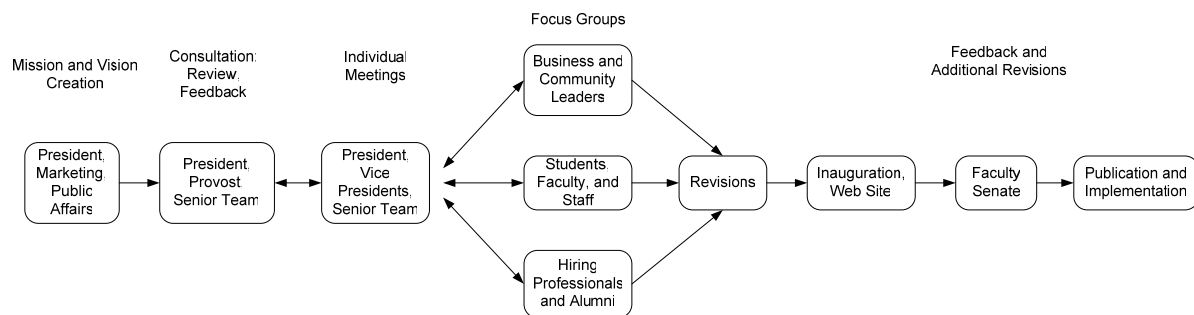
It is important to note that the recommendations for strategic planning in this report are completely consistent and integrated with existing governance processes. Strategic planning will work in concert with, and not pre-empt in any way, the Faculty Senate and its committees, the Senior Management Team, or other existing management or governance structures.

This report is divided into sections on Mission, Vision, Values, and Goals; Planning Process; Evaluation and Improvement; and Environmental Scanning. Each section reports the work of the UPSC team assigned to the topic. Within each section, specific recommendations are included both for the initial implementation of the planning work and for subsequent, more cyclical, deployment of the planning process. CSU has some effort underway in the area of developing new Mission, Vision, Values, and Goals statements and the UPSC suggests building on the progress already made. Similarly, while new committee structures are proposed, some of the foundational committees are already in place or planned. The UPSC coordinated its findings on program review with the existing committee established by the Faculty Senate to make improvements in the program review process.

Mission, Vision, Values, and Goals

An effective planning process for the future of Cleveland State University must be a collaborative process that uses Mission, Vision, Values and Goals to shape the programs, budgets, and capital plans of the University. In August 2002, two groups with a shared focus and purpose began working together to ensure that the outcomes of both would result in the design of such a process. The Strategic Marketing Communications (SMC) group had begun work on a communications plan in May that, by design, included development of Mission and Vision statements as key elements. In August, its efforts were coordinated with those of the University Planning Steering Committee (UPSC) to ensure consonance with the University's more encompassing strategic planning process.

Figure 1.
Mission-Vision Development Process



Background

The tasks of the Strategic Marketing Communications group of the University's Marketing and Public Affairs Department, working at the direction of the President to develop a comprehensive marketing strategy for the University, were underway at the time the UPSC (University Planning Steering Committee) was formed. As part of their assigned role of developing the first comprehensive and strategic marketing communication plan for the University, it was necessary to define the critical building blocks of mission and vision. They are the foundation of the entire process. The communication plan is deliverable during first quarter 2003; work on it began in May 2002.

CSU had in place a 1994-95 mission statement that represented a combined mission-vision statement. (See definitions in Figure 2.) It did not have a vision statement or a values statement, and goals associated with the plan were (and are) vague and outdated. It soon became apparent that the efforts of that group needed to mesh with the bigger-picture UPSC.

CSU's Mission, Vision, Values and Goals will be addressed in the proposed strategic planning process in three phases: 1) establishment of Mission and Vision statements to get the process in motion; 2) development of Values and Goals as part of the overall process, year 1 (2004), and 3) review for the purpose of updating every three years. Every year, during the performance review phase of the overall strategic planning process, each goal will be evaluated for performance accomplishment of that year.

Mission and Vision

The University's existing mission statement (Figure 2) was reviewed by the Strategic Marketing Communications group at the direction of the President. The vision-like portion was removed and the balance of the mission statement edited to more accurately reflect the Cleveland State of today. A new Vision statement was developed based on the president's observations on where the University should be in the next 5+ years, articulated at his inauguration in September 2002 and the result of his first 18 months of listening to students, faculty, staff, alumni, community and business leaders, and the general public.

Consultation and Feedback: The Mission and Vision statements were tested and refined based on the comments received from the Provost, vice presidents, deans and senior administrative officials in one-on-one meetings with the marketing staff; 40 recognized top-level Northeast Ohio business and community leaders; focus groups composed of CSU faculty and staff, CSU students, CSU alumni, and hiring professionals (mid to upper level Human Resource administrators who hire graduates from CSU and elsewhere) posting of the statements on the University's web site for six weeks. The revised statements were presented to the Faculty Senate for review and comment in February.

Three key themes or messages were derived from the new mission and vision statements. These will be used in communicating information about the University for the next 3-5 years or longer.

Values and Goals

Initial buy-in of the Mission and Vision process by the CSU community has been critical to the completion of the SMC process this spring, expected June 1.

After the President forms the Strategic Planning Committee (or SPC), described in the next section of the report, as well as the three advisory committees (the Program Review & Planning Advisory Committee [or PRPAC], the Planning and Budget Advisory Committee [or PBAC], and the Capital Planning Advisory Committee [or CPAC]), Values and Goals statements will be drafted by the President, Senior Team, and the SPC with two-way consultation and feedback from the Faculty Senate, Deans, and others. The work completed by the Strategic Marketing Communications group will serve as a starting point for the drafting process.

The SPC will move final versions into the President's budget guideline development process, then on to the colleges, units and divisions for development of strategies and sub-level budgets for their areas of responsibility. After the PBAC recommendations and the Board of Trustee's approval of the budgets, the strategies will be implemented according to their assigned timeline and priority.

Figure 2.
Current Cleveland State University Mission and Vision

DEFINITIONS AND STATEMENTS

Mission Statement

A mission statement outlines the institution's purpose.

Our mission is to encourage the development of human and humane knowledge in the arts, sciences, humanities and professions through scholarship, creative activity and research while providing an accessible and contemporary education to all individuals. We are here to serve and engage the public and prepare our students to lead productive, responsible and satisfying lives in the region and global society.

Vision Statement

A vision statement should answer the questions, "Where are we going? What do we ideally want to be?" Vision statements should be challenging and inspiring. Vision statements should be attainable, not esoteric.

Words such as "aspire, premier, extraordinary, outstanding" should be used in the statement – words that articulate how we will distinguish Cleveland State University from other higher learning institutions.

We will be recognized as a student-focused center of scholarly excellence that provides an accessible and exceptional education to all. We will be a place of opportunity for those who seek truth, strive toward excellence and seek a better life for themselves and for their fellow citizens. As a leader in innovative collaboration – both internally and externally – with business, industry, government, educational institutions and the community, the University will be a critical force in the region's economic development. We will be at the forefront of moral, ethical, social, artistic and economic leadership for the future and embrace the vitality that comes with risk. We will be the strongest public University in the region and be known for our scholarship in service to students and to our community.

Among other duties, the SPC will establish its operating procedures that include the process to regularly review the University's Mission, Vision, Values, and Goals; the process to receive and review reports from PRPAC, CPAC, and PBAC, and other sources; and the process by which programs and resources are integrated into the University mission and goals.

Each year, PBAC, CPAC and PRPAC will report, comment, and make recommendations on the implementation of Mission, Vision, Values and Goals for review by the SPC which will analyze these reports in terms of the University's mission and goals and to ensure that academic programs, non-academic/administrative functions, and resources (capital and operating) support the Mission, Vision, Values, and Goals of the University.

Additional Activities: In addition to annually reviewing committee recommendations and analyzing performance data, the SPC will supervise the process by which the University mission and goals are maintained and reviewed. The SPC's review of the Mission, Vision, Values, and Goals process will be designed to coincide to the NCA accreditation review cycle.

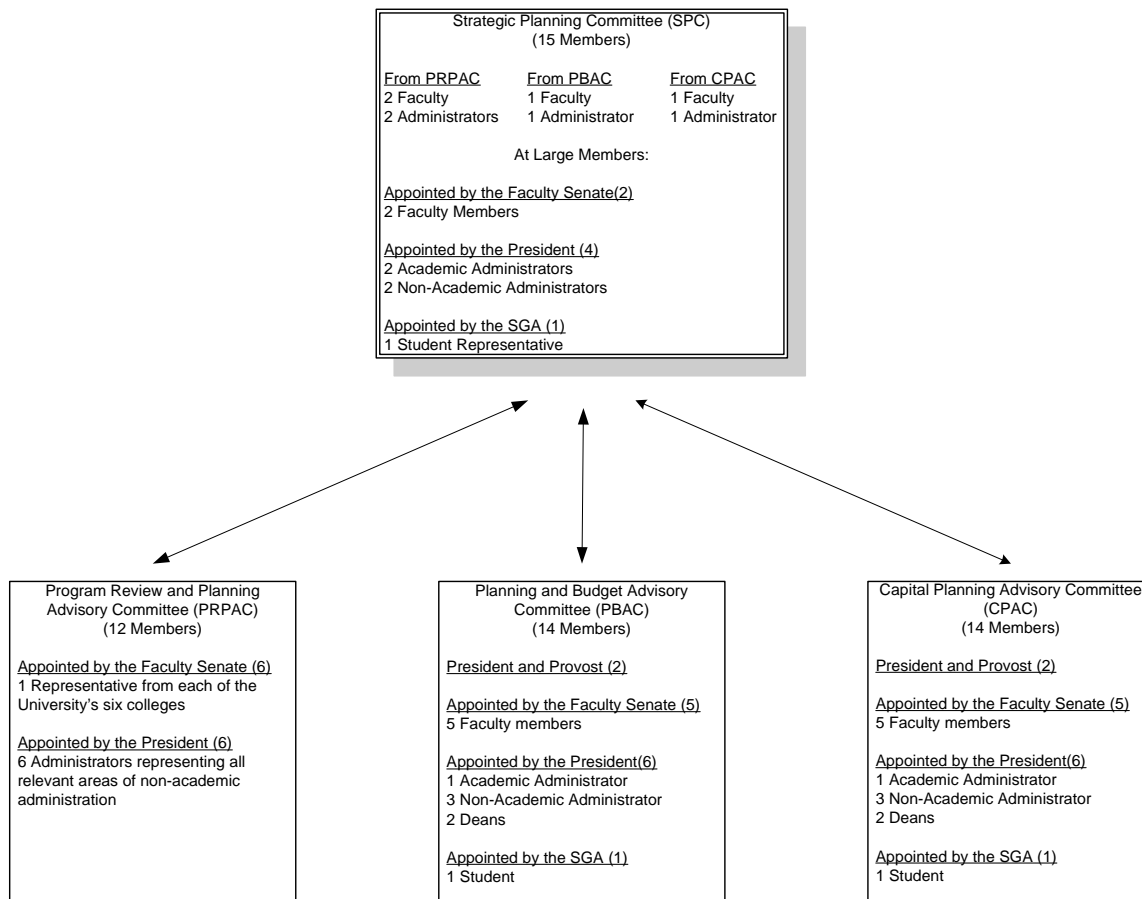
SPC Review Process	Year of Review
Initial NCA Review	Year 0
SPC Review	Year 3
SPC Review	Year 6
SPC Review	Year 9
NCA Review	Year 10

The first review of the Mission, Vision, Values and Goals should occur three years after the previous NCA review (NCA+3), with subsequent reviews six and nine years later. This will have the University ready for NCA review in year 10. Before committee reports are compiled, two-way consultation and feedback with the Provost, deans, and Faculty Senate will be included in the review and recommendations.

Planning Process

The proposed strategic planning process for Cleveland State University is a collaborative process by which the University's Mission, Vision, Values and Goals are used to shape the programs, budgets, and capital plans of the University. This process aims to be inclusive and involve many campus constituents. To this end, we propose a set of four inter-locking University-wide committees to oversee and implement this process. The SPC will be the primary University planning committee with representation and input from three major advisory committees: the PRPAC, PBAC, and CPAC. (See Figure 3.)

**Figure 3
Proposed Committee Structures**



In the first year of the strategic planning process, various implementation steps will be undertaken to create these committees and the process by which they operate. (See Figure 4 for a display of the activities involved in the implementation year). After the first year, these committees will work through the strategic planning process on an annual basis. (See Figure 5 for the activities included in the recurring years).

The committees and how they relate to this strategic planning process are described below.

Strategic Planning Committee (SPC)

Committee Membership

This committee is a 15 member University-wide strategic planning committee. Eight of these members will be representatives from the three University advisory committees (Program Review and Planning, Capital Planning, and Planning and Budget) and seven of these members will be appointed at-large. Three-year terms of membership on this committee will be staggered.

The Convener of the SPC will be appointed by the President. It is recommended that the Convener role rotate between faculty and administrative leaders.

Faculty Members: Faculty Senate will appoint two faculty members from the PRPAC, one faculty member from the CPAC, and one faculty member from PBAC to serve as their committee representatives to the SPC. In addition, two faculty members at-large will also be appointed by Faculty Senate to serve on this committee.

Student Member: The President of the Student Government Association will select one student member to serve on this committee.

Administrative Members: The President will appoint two administrative members from the PRPAC, one administrative member from the CPAC, and one administrative member from the PBAC to serve as their committee representatives to the SPC. The President will also appoint two additional academic administrators and two additional non-academic administrators to serve on the SPC.

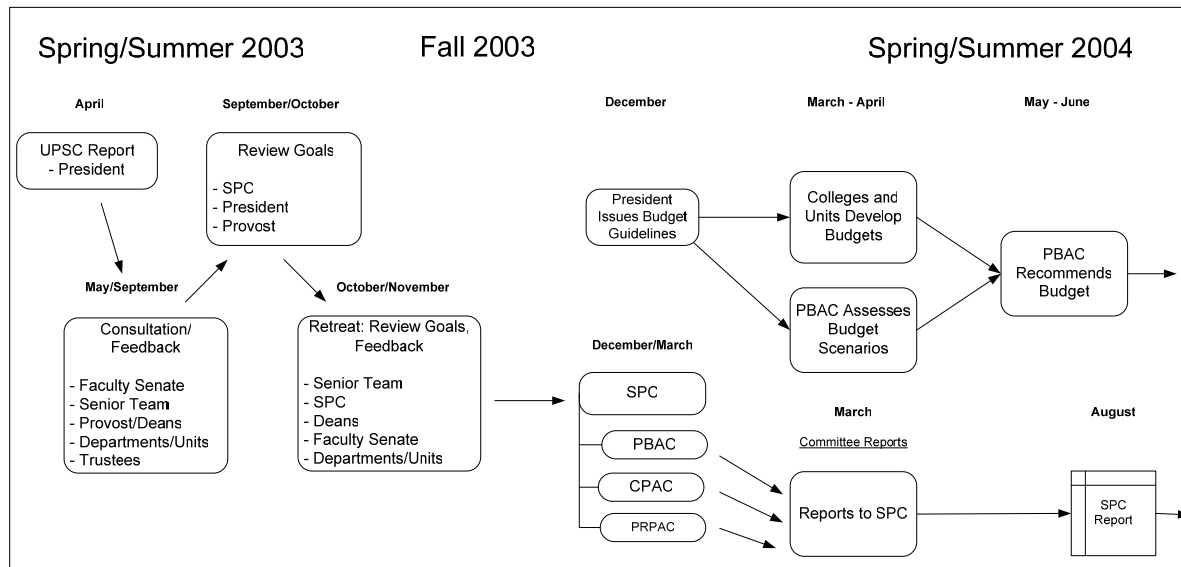
Primary Responsibilities

The SPC is an ongoing permanent collaborative committee of the University that helps ensure that academic programs, non-academic/administrative functions, and resources (capital and operating) support the Mission, Vision, Values, and Goals of the University.

Implementation Year

The steps involved in the strategic planning process during its initial year are illustrated in Figure 4.

Figure 4.
Strategic Planning Process – Implementation Year



April 2003: The University Planning Steering Committee will submit its report on a proposed strategic planning process to the President, as requested.

May/September 2003: If the President approves the planning process explained within this report, it will be submitted to the Faculty Senate, the Senior Team, the Provost and Deans, Departments/Units, and the Board of Trustees for review, comment and revision.

September/October 2003: Members will be appointed to the SPC as well as the three advisory committees (the PRPAC, PBAC, and CPAC). The President and the Provost will meet with the SPC to review and revise University goals.

October/November 2003: The SPC will solicit feedback on the revised university goals from all campus departments/units. Subsequently, a retreat will be held to review the draft of the University’s Mission, Vision, Values, and Goals. The SPC, the Senior Team, the Academic Deans, and Faculty Senators will attend this retreat. This process is to ensure buy-in to the University’s goals.

December 2003: The President will submit short- and long-term budget guidelines to the colleges and units.

December 2003 -March 2004: During this period the SPC will provide oversight for the newly formed advisory committees. In addition, the SPC will establish its operating processes, including but not limited to:

- 1) The process to regularly review the University mission and goals,
- 2) The process to receive and review reports from PRPAC, CPAC, and PBAC, and other sources

- 3) The process by which programs and resources are integrated into the University mission and goals.

March 1, 2004: Reports from the PRPAC, PBAC, and CPAC will be submitted to the SPC for strategic analysis. Other administrative units will also submit data to the SPC as needed.

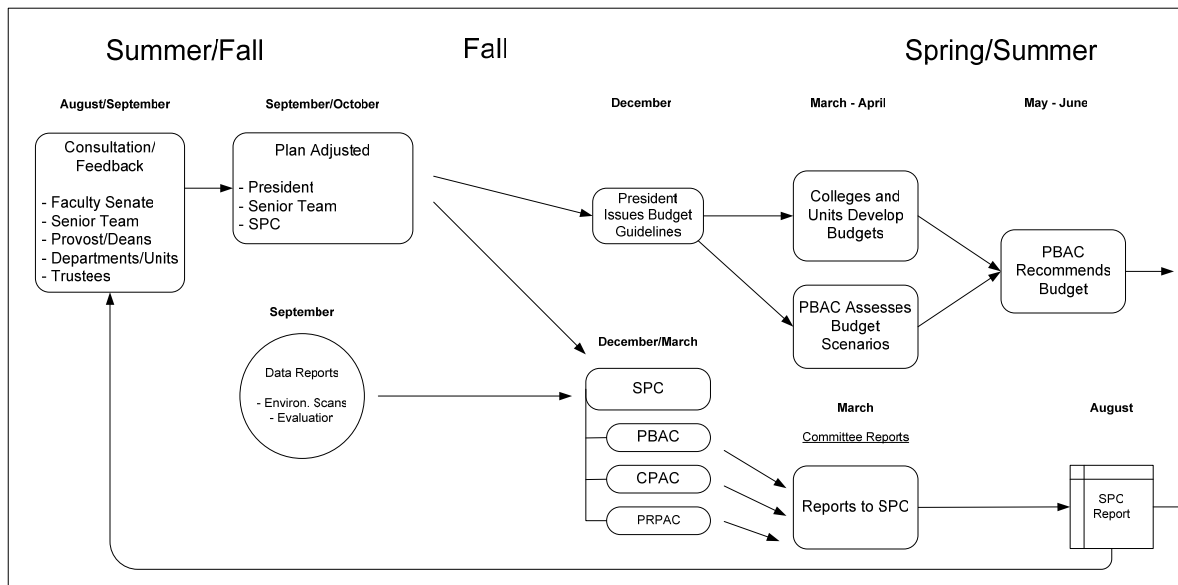
March-July 2004: The procedures and timetables of all advisory committees will be reviewed. Reports from all three committees will be integrated and analyzed in terms of mission and goals.

August 1, 2004: SPC will submit a strategic planning report for review by the Faculty Senate, Provost/Deans, and the Senior Team.

Timetable of Continuing Activities

The steps involved in the strategic planning process after the implementation year are illustrated in Figure 5.

Figure 5.
Strategic Planning Process – Recurring Years



Annual Activities:

March: The SPC should receive reports by March 1 from the three advisory committees (PRPAC, PBAC, and CPAC).

March/July: The SPC will analyze these reports relative to the University mission and goals. (Faculty members on this committee may need to be compensated for summer workload.)

August/September: The SPC will submit a strategic planning document to various campus groups for consultation and feedback (Faculty Senate, Senior Team, Provost/Deans, Departments/Units, and Trustees).

September: Other data (e.g., environmental scanning data, evaluation data) will also be submitted to the SPC by September 15 by the relevant administrative units. Feedback on the SPC strategic planning document will be submitted by the various campus groups to the SPC by September 15.

September/October: From September 15 until October 31 the SPC will work with the President to revise the strategic plan. The President will use this revised plan to work on budget guidelines, and the SPC will communicate this revised plan to the PBAC, CPAC, and PRPAC.

December/March: The three advisory committees will develop their reports on the University's programs, budget, and plans.

Additional Activities: In addition to annually reviewing committee recommendations and analyzing performance data, the SPC needs to supervise the process by which the University Mission, Vision, Values and Goals are maintained and reviewed. The SPC's review of the mission/goals process is to be tied to the NCA accreditation review cycle as outlined in the Values and Goals section earlier in this document.

Program Review and Planning Advisory Committee (PRPAC)

Committee Membership

This 12-member committee is a University-wide academic and administrative program planning and review committee. Three-year terms of membership on this committee will be staggered.

Faculty members: Each of the six academic colleges will send faculty nominations to the Faculty Senate. The Faculty Senate will then appoint one faculty representative from each college to sit on this committee. Faculty members who sit on a college level planning and review committee are not eligible for membership on the PRPAC. The Faculty Senate will select two faculty members from among these six to also serve on the SPC.

The PRPAC will be convened by a faculty member recommended by the Faculty Senate to the President for appointment. An assistant convener will also be appointed by the President from the administrative membership.

Administrative Members: The President of the University will appoint six administrators representing all relevant areas of non-academic administration to serve on the PRPAC. The President will select two administrators from among these six to also serve on the SPC.

Primary Responsibilities

This committee is responsible for oversight of academic and non-academic program planning as well as the program review of existing programs. Every five to seven years all administrative and academic programs at CSU will be reviewed by the PRPAC.

Implementation Year

The PRPAC will be formed with academic and administrative membership during the implementation year and will elect its chair during that period. The committee will establish its procedures and timetables for a five-seven year rotating cycle for program review. For academic program review, the PRPAC will assist colleges in the creation of college-level program review committees. Every effort needs to be made to conduct academic program reviews in a timely manner for specific program accreditation reviews. For administrative program review, the PRPAC will assist the relevant vice presidents in the creation of administrative program review committees. In addition, procedures for new program initiatives (both academic and non-academic) will be established. By March 1 of the implementation year the PRPAC will send a report of these activities to the SPC.

Timetable of Continuing Activities

Annual Activities: Based on a five-seven year cycle, each year the PRPAC will supervise the review of the appropriate proportion of all administrative units on campus. Academic reviews will follow a slightly different timetable than administrative units. (These timetables are explained below.) The PRPAC will submit a report by March 1 of every year indicating the results of their program reviews. To accomplish this goal, the following annual schedule will be used.

Academic Review Timetable:

September-October: The college-level program review committees assist academic departments in the process of self-study and submit reports on these reviews to their respective deans by November 1.

November: The Deans will submit their recommendations on the program reviews to the Provost by December 1.

December: The Provost will review and submit his/her recommendations to the PRPAC by January 1.

January-February: The PRPAC will review, interpret, consult, analyze, and make recommendations regarding the program reviews to the SPC by March 1.

Administrative Review Timetable:

September-November: The administrative program review committees will assist administrative units in the process of self-study and submit reports to their respective vice-presidents by December 1.

December: The Vice Presidents will review and submit their recommendations to the PRPAC by January 1.

January-February: The PRPAC will review, interpret, consult, analyze, and make recommendations regarding the program reviews to the SPC by March 1.

Additional Activities: Every two years, the timetable for program reviews should be reviewed so that necessary modifications can be made. Every five-seven years, the task of the PRPAC is to review all programs (administrative and academic) - at which time a new timetable needs to be created for the next round of reviews.

Planning and Budget Advisory Committee (PBAC)

Committee Membership

The PBAC is an existing 14-member University-wide budget planning and review committee. Three-year terms of membership on this committee are staggered. PBAC is convened by the Vice President for Business Affairs and Finance.

Faculty Members: The Faculty Senate appoints five faculty members to serve on the PBAC. The Faculty Senate will appoint one faculty member from among these five to also serve on the USPC

Student Member: The President of the Student Government Association will appoint one student to serve on the PBAC.

Administrative Members: The President and Provost are permanent members of the PBAC. The President will appoint 2 academic deans, 1 academic administrator, and 3 non-academic administrators to serve on PBAC. The President will appoint one administrative member of PBAC to also serve on the SPC.

Primary Responsibilities

The PBAC analyzes financial information and trends concerning enrollment, tuition and fees, expenses, and the fiscal environment as they relate to the budget plans of individual units' as well as the University's total operating budget. Upon the analysis of this information, PBAC makes recommendations to the SPC on budgetary matters and advises the President in shaping the annual Budget Planning Guidelines for the upcoming fiscal year's operating budget.

Implementation Year

The PBAC is a committee that has been operating since 1995. Representatives for this committee will be appointed to the SPC in the beginning of the 2003 Fall Semester. In addition to continuing its regular duties, PBAC is charged with establishing an inclusive process to assure that each of the academic and non-academic units on campus allocate resources in accord with the university strategic plan.

Timetable of Continuing Activities

The PBAC has a defined annual timetable and plays an integral role in the development of the University's annual operating budget. Although the State of Ohio operates under a biennial (2-year) operating budget, the University must develop a budget for each fiscal year (July 1-June 30) that is approved by the University's Board of Trustees.

The PBAC begins meeting in September of each year. During the initial period between September and November the PBAC makes budget guideline recommendations to the President prior to his issuing of the Budget Planning Guidelines in December. These recommendations are to be integrated and coordinated with the University's goals and its strategic plan. In the January-March period, PBAC assesses various budget scenarios prepared by the Office of Budget and Financial Analysis that support the University's priorities for the upcoming fiscal year. These budget scenarios are provided to the SPC for consideration no later than March 1. The University's Operating Budget is then presented to the Board of Trustees Finance Committee in May, with full board approval in June.

Capital Planning Advisory Committee (CPAC)

Committee Membership

The CPAC is a new 14-member University-wide capital planning and review committee. Three-year terms of membership on this committee will be staggered. CPAC will be convened by the person assuming the position of Director of Capital Planning, once the search is completed. Until then, the Vice President for Business Affairs and Finance will convene the CPAC.

Faculty Members: The Faculty Senate will appoint five faculty members to serve on CPAC. The Faculty Senate will appoint one faculty member from among these five to also serve on the SPC.

Student Member: The President of the Student Government Association will appoint one student to serve on PBAC.

Administrative Members: The President and Provost are permanent members of CPAC. The President will appoint 2 academic deans, 1 academic administrator, and 3 non-academic administrators to serve on CPAC. The President will appoint one administrative member of CPAC to also serve on the SPC.

Primary Responsibilities

The capital needs of public universities are considered every two years by the Ohio General Assembly's passage of a biennial capital appropriations bill. The CPAC reviews and assists in prioritizing specific capital projects and basic capital renovation requirements in order to ensure such projects are consistent with the University's mission. The CPAC is responsible for reviewing and assessing capital projects. Recommendations are made to the SPC and the President concerning which projects are submitted in the University's biennial capital submission to the Ohio Board of Regents (OBOR).

Implementation Year

During its first year of operation, the CPAC will be formed with academic and administrative appointments and will elect its chair. It will also establish timetables and procedures for submission and review of capital and basic renovation projects. Since the University's capital budget must be submitted to OBOR during the CPAC's implementation year (FY 2004) for the FY 2005-06 biennium, the committee will spend its first year of operation organizing its activities, reviewing the ongoing capital projects, and reviewing the master plan of the University. The CPAC will submit its report to the SPC by March 1.

Timetable of Continuing Activities

In its second year of operation the CPAC will develop the FY 2007-08 capital budget consistent with University mission and goals. The CPAC will normally spend the first year of a capital budget planning cycle on local University capital planning, while the second year will be spent developing the University's capital budget submission to the Ohio Board of Regents. Each year CPAC will submit its report to the SPC by March 1.

Each of the committees will be empowered to draw upon existing expertise in the CSU community in doing its work. For example, a committee might form an ad hoc work team to investigate a special issue or produce a report. If additional information is needed to support a recommendation, a committee might request data or analyses from organizations on campus such as Institutional Research or Student Affairs. A committee could utilize a web site to seek and obtain feedback from the broader CSU community in developing its recommendations.

The Provost's Office will be charged with coordination of support of the above committees. Support will be organizational (clerking and staffing), informational (coordinating production of analyses and reports), and logistical (arranging meetings and events). Other CSU offices such as the Controller or Student Affairs may be called upon to provide support as well, but overall coordination will be the responsibility of the Provost's Office.

Evaluation and Improvement

The Evaluation and Improvement Committee of the University Planning Steering Committee considered the general process for evaluating the planning process for Cleveland State University. As with any other part of an overall planning process, evaluation and improvement should remain open to modification as the need arises.

As detailed in the previous section, the formation of a new committee structure is proposed to oversee the entire strategic planning process. One of the ongoing committees, the Program Review and Planning Advisory Committee, will oversee the evaluation process, with the authority to appoint, on an ad hoc basis, additional persons to assist with its efforts. The academic and administrative programs will be reviewed separately. Academic programs will be reviewed by college level program review committees while the administrative programs will be reviewed by program review committees created by the relevant vice presidents. During its implementation year, the PRPAC will work with Institutional Research and other units as appropriate to establish ongoing procedures and relationships.

A dashboard approach is suggested to identify and track specific metrics that relate to impact of the University's programs. Just as the dashboard of a car contains a limited number of very important indicators of the car's operation and performance, a higher education dashboard contains the most important metrics needed to quickly assess the status of an institution in relation to its main strategic goals. These metrics include, but are not limited to, credit hour generation, changes in funding, faculty and staffing levels, and the number of graduates. Such data should already be available; IR members assisting the Committees can help to determine what data are already available. Evaluation should use proven measurements of success which may be obtainable from other institutions with the understanding that such measurements, or their interpretations, may have to be adapted to fit the unique CSU environment. (See Appendix 1 for an example of benchmarking techniques employed by another academic institution.) We strongly urge that evaluations be based on existing data when possible; there should be minimal generation of additional data, as this would add to the overall workload. We recommend that data be annualized and based on the academic year, and that comparisons from year to year be easy to discern.

Foremost in the evaluation metrics is the need to ensure that NCA accreditation requirements are satisfied as described in the "Values and Goals" section. In addition, as part of individual program review, the impact of a program's accreditation must be explicitly articulated. The PRPAC should determine which programs have accreditation requirements and take those requirements into account in program review.

There also may be some need to rank program evaluations by the level of program importance to the University's mission: e.g. "critical", "important", "necessary". Metrics for each ranking should be collected separately, in order to analyze whether programs critical to the mission and goals of the University are getting the proper support and generating a response commensurate with a critical program.

Finally, there is the issue of accountability. The PRPAC, with the concurrence of the Provost and the SPC, should create a basis for making individual programs accountable, in part or in full, for future support, emphasis, or importance to the University mission and

goals. The assessment of the program's performance on selected metrics and through formal program review will be important factors taken into account in University decision-making.

Environmental Scanning

Environmental scanning is a systematic assessment of the external and internal factors that can impact an institution of higher education. Typical factors that are examined in this process include area demographics, economy, politics, social conditions, technologies, and the cultures of the area being served by the institution. A change in any one of these factors can have a major impact on an institution's plans for the future. Thus identifying and anticipating changes can help the institution be more effective in achieving its goals. For example, with a decline projected in the population of high school graduates, an institution may need to alter its recruiting and marketing strategies to avoid enrollment loss. Changes in strategy take time to implement, so earlier knowledge of a coming demographic change may help the institution maintain its enrollment goals. Because of the potential effect of such changes, environmental scanning needs to be carried out in a systematic and periodic way.

CSU's strategic planning will be informed by a set of environmental scans. Some of these scans will be produced annually; while others can and should be performed every two years or at longer intervals. Figure 6 identifies the different environmental scans that should be part of CSU's on-going goal setting and modification program. The Frequency column indicates how often the information should be collected, analyzed, and distributed. Suggestions are also made regarding groups that will likely be responsible for the collection and distribution of the information. It is recommended that the Provost's Office, specifically the Vice Provost for Planning, Assessment and Information Resource Management, be assigned the responsibility for assembling and publishing the information collected from the groups shown in Figure 6.

Both quantitative and qualitative data are important to include in CSU's environmental scan. In addition to the data identified in Figure 6, CSU will also utilize intelligence gained from the many interactions of its faculty, staff, students, and administrators with members of the Greater Cleveland area community. To ensure that all levels of the University are represented annual focus groups or other mechanisms will be used to gather and share this type of information.

In the implementation year for strategic planning, the Provost's Office will identify the individuals and groups on campus who routinely collect the needed scan information, as well as develop strategies for obtaining information not currently being collected or analyzed. Based on what is learned, the list of scans can be revised as appropriate.

Initial deployment of the environmental scan will be in the form of a paper report submitted by September 15 of each year to the SPC which will then distribute the information to its component committees for use in their decision-making processes. Eventually, the environmental scan can be made easily accessible across the campus via a web site maintained by Institutional Research.

**Figure 6
Environmental Scanning Data Elements**

Main Category	Specific Scan	Frequency	Responsibility
Employment Trends			
	Growing Regions	5 Years	Levin College
	Declining Regions	5 Years	Levin College
	Employers' Needs (by subsector of economy)	5 Years	Levin College
	Ohio Initiatives	2 Years	Government Affairs
Student Decision-Making			
	Why CSU Selected	2 Years	Student Affairs
	Admitted; Attend Elsewhere	2 Years	Student Affairs
	Good Students Go Where	2 Years	Student Affairs
	Career Interests	2 Years	Student Affairs
	Enrollment Projections, Trends	2 Years	Institutional Research
Higher Education			
	Community College Patterns	Annual	Institutional Research
	Private Colleges	Annual	Institutional Research
	Strategic Initiatives	Annual	Institutional Research
	State Finances	Annual	Institutional Research
	Tuition and Pricing	Annual	Institutional Research
Local Expectations			
	Cities and Counties	2 Years	Institutional Research
	Private Sector	2 Years	Institutional Research
	Nonprofit Sector	2 Years	Institutional Research
	Community Organizations	2 Years	Institutional Research
	Board of Trustees	2 Years	Institutional Research
	Alumni	2 Years	Institutional Research
Other Expectations			
	The Legislature	2 Years	Institutional Research
	Ohio Board of Regents	2 Years	Institutional Research
	Governor	2 Years	Institutional Research
	State Executive Agencies	2 Years	Institutional Research
Students Characteristics			
	Demographics	2 Years	Institutional Research
	Traditional vs. Non-traditional	2 Years	Institutional Research
	Needs of Working Students	2 Years	Institutional Research
	Students Returning to Region	2 Years	Institutional Research
	Alumni Migration / Post-Graduate Location	2 Years	Institutional Research
CSU's Competitors			
	Competencies of Competing Universities	3 Years	Institutional Research
	Programs that Complement CSU	3 Years	Institutional Research
	Who Attracts Our Pool	3 Years	Institutional Research
Technology			
	Instruction	2 Years	Curriculum and Instruction, IS&T
	Support Services	2 Years	Student Affairs, IS&T

Conclusions

Throughout this report, recommendations have been included for how to begin implementation of the planning process we have outlined. There are several principles that we believe will be essential to a successful planning process at CSU:

1. Feedback on the recommendations in this report for a “Plan for Planning” should be obtained from the different campus stakeholder groups to assure support of the process will be forthcoming after implementation. Now, and in the future, process improvements should be implemented based on feedback and suggestions of the CSU community.
2. Means should be in place for obtaining regular feedback from CSU faculty, staff, and administrators concerning elements of the plan.
3. Strategic priorities should be explicitly reflected in the resource decision making process at all levels of CSU.
4. The new SPC should “over communicate” to assure that information is readily available throughout the CSU community.
5. Planning should incorporate new learning – from external scans or performance measurement – to encourage continual improvement of processes, strategies, and goal achievement.
6. Finally, members of the CSU community from all areas should be invited to apply their creative talents in developing strategies for success in meeting goals.

Appendix

A. Measuring Performance in Higher Education excerpt