

Cleveland State University

Faculty Senate Update

April 3, 2024

The following principles have guided CSU's Organizational Resilience and Financial Stability work, which this strategic assessment builds upon

Guiding principles of the Organizational Resilience and Financial Stability initiative

- 1 Stay true to CSU's core mission as the only public urban research university in Northeast Ohio**
- 2 Prioritize the needs of CSU's students and their educational experience**
- 3 Develop and invest in priority strategies that manage costs and result in savings and revenue growth**
- 4 Implement strategies informed by data and monitored for effectiveness**
- 5 Leverage the creative thinking and recommendations of CSU stakeholders across campus**
- 6 Prioritize a decision-making approach that is inclusive, equitable, and transparent to the campus community**

The Steering Committee has based recommendations on a fact base that includes internal and external interviews and analysis of enrollment, outcomes, financial, and market data

Interviews (n=105)

Steering Committee (n=10)

- ▶ Laura Bloomberg, President
- ▶ Patty Franklin, Chief of Staff
- ▶ Roy Gifford, Vice President and CMO
- ▶ David Jewell, Senior Vice President, CFO
- ▶ Nigamant Sridhar, Provost and Senior Vice President for Academic Affairs
- ▶ Jonathan Wehner, Vice President and Dean of Enrollment Management & Student Success
- ▶ Larry Johnston, Director of Internal Audit
- ▶ Nikki Byrd, CSU Board of Trustees
- ▶ Lisa Kunkle, CSU Board of Trustees
- ▶ Alan Starkoff, CSU Board of Trustees

Internal stakeholders (n=72)

Academic

- Academic affairs leadership (n=4) and staff (n=4)
- Arts & Sciences leadership (n=5) and staff (n=2)
- College of Business leadership (n=2), faculty (n=4), and staff (n=1)
- College of Engineering leadership (n=1), faculty (n=1), and staff (n=1)
- College of Health leadership (n=2) and staff (n=3)
- College of Law leadership (n=2), faculty (n=1), and staff (n=1)
- Graduate Studies leadership (n=1) and staff (n=1)
- Honors College leadership (n=1) and staff (n=1)
- Levin College (n=2), faculty (n=6), and staff (n=1)

Administrative

- Board of Trustees (n=1)
- Advancement leadership (n=1) and staff (n=1)
- Athletics leadership (n=1) and staff (n=1)
- Cleveland Innovation District leadership (n=1)
- Finance staff (n=10)
- General Counsel staff (n=2)
- Marketing staff (n=1)
- Pathways to Practice staff (n=1)
- President's Office staff (n=1)
- Student Belonging & Success leadership (n=2) and staff (n=1)
- Enrollment Management staff (n=1)

External stakeholders (n=23)

Philanthropic Community

- Mandel Foundation (n=1)
- Gund Foundation (n=2)
- Say Yes (n=1)
- Cleveland Foundation (n=1)
- Global Cleveland (n=1)

Local Employers

- Sherwin Williams (n=1)
- University Hospitals (n=2)
- Key Bank (n=1)
- Parker Hannifin (n=1)
- MetroHealth (n=1)
- Cleveland Clinic (n=1)
- R.E. Warner & Associates (n=1)

Regional Leadership

- Mayor's Office (n=1)
- Team NEO (n=2)
- Greater Cleveland Partnership (n=1)
- Cleveland Metropolitan School District (n=2)
- Cuyahoga County (n=1)

Regional Higher Education Institutions

- Baldwin Wallace (n=1)
- NEOMED (n=1)

Cleveland State University will embark on a period of university transformation guided by our commitment to our students and our region

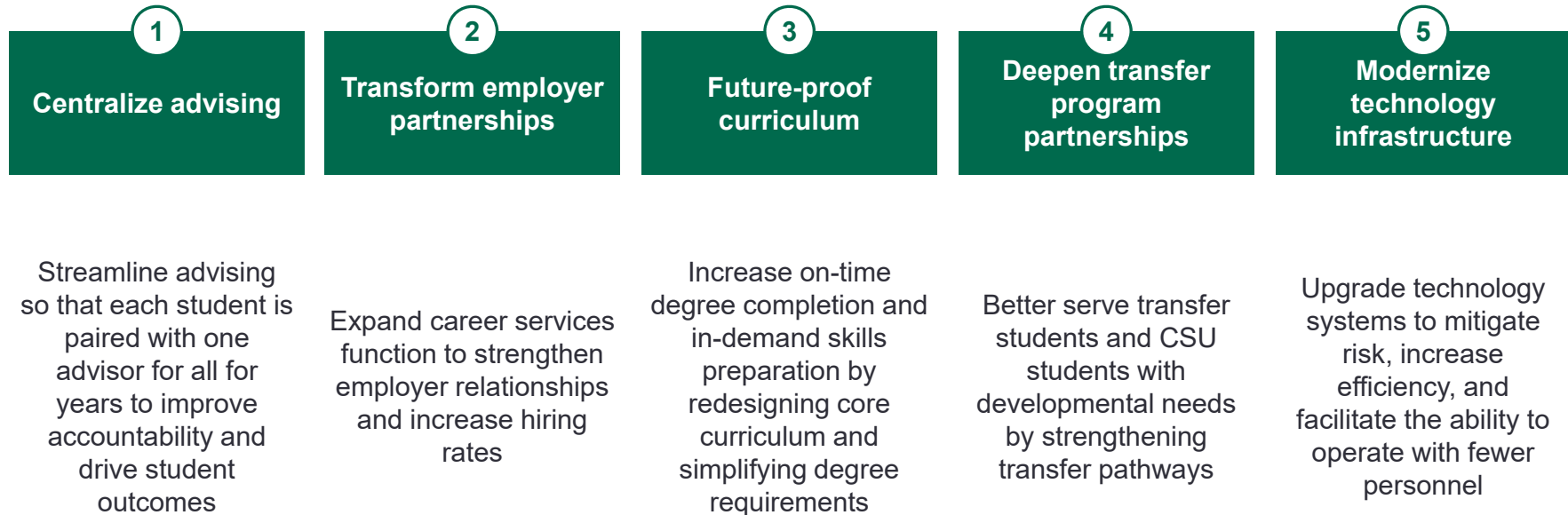
As we near the end of the CSU 2.0 strategy timeline, we are taking a hard look at our vision for the university. Much has changed in the higher education landscape, and we must be prepared to do things differently. While there will be some more time to set the ultimate strategic priorities and goals for CSU, we must act now to establish a strong foundation for the future. We will ground this important work in a clear recognition that our primary role is to serve our students and our region

Our Commitment to our Core Constituents

Above all, Cleveland State University **serves the educational and research needs of the greater Cleveland area**. Our key constituents are our students, our regional employer partners, and our faculty and staff:

- ▶ We **meet students where they are and prepare them for a vibrant life and career** as members of the economic and civic ecosystem of Northeast Ohio.
- ▶ We **engage deeply with employers to understand their needs for talent and innovation** and align our programmatic and research efforts against these areas.
- ▶ We **foster a university community that draws on the diversity of ideas and experiences** of each member of our faculty and staff and work collaboratively in service of the advancement of our region.

The Steering Committee has identified five areas of investment to strengthen the quality of the CSU experience



Core curricular redesign, degree simplification, and granting credit for prior learning will lay the foundation to develop new academic models

Summary of curriculum initiatives

	Core curriculum redesign	Degree simplification	Credit for experiential & prior learning
Description	<ul style="list-style-type: none"> • Update the foundational education curriculum around core competencies and durable skills to better prepare students for navigating diverse post-graduation pathways 	<ul style="list-style-type: none"> • Streamline degree requirements to ease sequencing demands and enable on-time completion. Digitize degree-mapping process with technology tool (to be selected) 	<ul style="list-style-type: none"> • Grant credit for internships and work experience, including for students coming into CSU with prior professional experience that can be counted toward degree progress
Student impact	<ul style="list-style-type: none"> • Students follow inquiry pathways, take a 3-credit FYE course, and participate in Signature Assignments built around nine Core Competencies over 36 credit hours • Develop durable skills in communication, critical reasoning, and digital literacy 	<ul style="list-style-type: none"> • Student degree maps can be individualized to incoming credits/placement and updated with adjustments to academic plan (e.g., leave term) • Allows advisors to pivot their focus from the mechanics of degree mapping towards coaching students based on the implications 	<ul style="list-style-type: none"> • Increase CSU student work experience, especially if roles are both paid and credit-bearing • Enable CSU to much more effectively serve adult learners by accelerating time to degree

The Steering Committee has identified six primary savings levers to adjust the expense base to the future state

Key cost savings levers

Overhead reduction

Pare back overhead costs by bringing leadership and management layers back in line with historical efficiency

Centralization of functions

Realize efficiency gains and headcount reductions from centralizing IT and fiscal officer functions

Strategic prioritization

Refocus around areas of strength and make strategic decisions around athletics, research, hospitality, facilities and program offerings

Optimize student-to-faculty ratios

Adjust faculty headcount to historical teaching efficiency by offering a separation incentive, potentially altering workload requirements, and right-sizing capacity across departments

Optimize student-to-staff ratios

Adjust staff headcount to historical student-to-staff efficiency for individual contributors and administrative support across business units

Non-headcount expense reduction

Reduce variable non-headcount expenses across business units, and optimize vendor expenditures (e.g., technology spend)

Next steps

- ▶ Board of Trustees to consider separation incentive package
- ▶ Steering Committee to refine the five areas of investment and six savings levers based on today's discussion
- ▶ Develop implementation plan and establish near-term milestones

The following number of faculty and staff would be eligible for the separation incentive package

Full-time faculty breakdown

Years of service	Age					Total
	Under 55	55 to 59	60 to 64	65 to 69	70+	
10 to 14	Total: 65	Total: 13	Total: 10	Total: 6	Total: 2	Total: 96
15 to 19	Total: 41	Total: 14	Total: 6	Total: 9	Total: 3	Total: 73
20+	Total: 34	Total: 30	Total: 44	Total: 39	Total: 16	Total: 163
Total - 10+ years	Total: 140	Total: 57	Total: 60	Total: 54	Total: 21	Total: 332
Total - Overall						Total: 527

Full-time staff breakdown

Years of service	Age					Total
	Under 55	55 to 59	60 to 64	65 to 69	70+	
10 to 14	Total: 65	Total: 18	Total: 13	Total: 9	Total: 3	Total: 108
15 to 19	Total: 67	Total: 15	Total: 14	Total: 6	Total: 0	Total: 102
20+	Total: 82	Total: 36	Total: 38	Total: 21	Total: 4	Total: 181
Total - 10+ years	Total: 214	Total: 69	Total: 65	Total: 36	Total: 7	Total: 391
Total - Overall						Total: 891