Stronger United

2025 ACCOMPLISHMENTS REPORT

CSU
Cleveland State University

Laura Bloomberg, PhD
President

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Progress at a Glance

Status of 2024-25 Board-Approved Success Measures
(as of April 2025)

Goal 1: Articulate Cleveland State University's strategic direction and priorities for 2025-2030.

Progress to Goal

Finalized strategic framework (including revised vision, mission, values and core priorities) is submitted to Board of Trustees for approval and ratification early in 2025.	🟢 **Achieved.** Strategic plan was approved by Board of Trustees in November 2024 and officially launched in January 2025.
Each CSU College/Division subsequently identifies aligned strategic goals and priorities by end of academic year 2024-25.	🟡 **In Progress.** Colleges and divisions have established or are establishing their Academic Year 2025-26 goals based on **Cleveland State United.**

Goal 2: Ensure CSU's Organizational Resilience and Financial Stability.

All FY25 employee rightsizing and budgetary reduction targets are met.	🟢 **Achieved.** VSIP departures conclude this academic year.
FY26 budget is submitted to Board of Trustees for approval by May 2025; budget achieves alignment between operating expenses and operating revenues.	🟡 **In Progress.** Board of Trustees will review a balanced FY26 budget at May 2025 meeting.
Athletics program review recommendations are finalized by March 2025; athletics department financial targets are achieved.	🟢 **Achieved.** Board of Trustees approved budget reduction recommendations at their January 2025 meeting.
Year-over-year philanthropic giving increases by 10%.	⚪ **Not Achieved,** due to partial staffing in Advancement, market fluctuations, competing leadership priorities and other factors.

Goal 3: Stabilize and increase undergraduate and graduate student enrollment.

All undergraduate and graduate degree programs (in person and online) set evidence-based enrollment targets for AY25-26.	🟢 **Achieved.** Degree program enrollment targets informed the FY26 budget.
Year-over-year domestic undergraduate enrollment increases by 5%.	⚪ **Not Achieved.** Overall domestic undergraduate enrollment increased by 4% Fall 2023 to Fall 2024.

Goal 3 (cont.)	Progress to Goal
All CID/JobsOhio mid-course targets are met or on track to be met within two years.	**In Progress.** CSU is meeting two of the three outcome measures and addressing the third.
Year-over-year new transfer student enrollment increases by 5%.	**Not Achieved.** Despite increased focused on community college partnerships, transfer student enrollment declined approx. 14% Fall 2023 to Fall 2024, primarily due to substantially decreased overall community college enrollment

Goal 4: Maximize student academic success, persistence and timely graduation.

Number of undergraduate students supported through academic coaching, living-learning communities, or structured mentorship programs (e.g., through Honors, Athletics, Say Yes mentorship, Choose Ohio First, TRIO, etc.) reaches 90%.	**In Progress.** Once the Unified Academic Coaching Model is in place (Fall 2025), all undergraduate students will have an academic coach.
First-year students' fall-to-spring retention rate increases by 5% across all demographic groups over 2023-24 rates.	**Not Achieved.** First-year fall-to-spring retention increased approx. 1.3% from 2023-24 to 2024-25.
Students' first-year-to-second-year retention rate (from Fall 2023 to Fall 2024) increases by 5% over prior year.	**In Progress.** Registration remains open, so 2024-25 retention rates are not yet determined. First-to-second-year retention was 72% for 2023-24 — an increase of 2.5% over 2022-23). Target is "80 by 30" (80% retention by 2030).
Four-year graduation rate reaches XX%.	Current four-year graduation rate is 34%. Specific goal will be set based on coming year progress on first-to-second-year retention.
Six-year graduation rate reaches XX%.	Current six-year graduation rate is 51%. Specific goal will be set based on coming year progress on first-to-second-year retention.

Introduction

When reflecting on this past year, my third as president of Cleveland State University, I focus primarily on the development and launch of the strategic plan, designed with an eye toward ensuring a thriving future for CSU and successful outcomes for all our students by 2030. The creation of this plan began with our Board of Trustees' visioning and prioritizing retreat in Spring 2024, followed by a summer design kick-off retreat with the Senior Leadership Team. Those initial discussions and ideas formed the kernels of what would become our 2025-2030 strategic plan: **Cleveland State United.**

I am immensely proud of the mission, vision, values and priorities that make up this plan and, frankly, impressed with the efficient timeframe in which we brought it all together. The Strategic Planning Task Force, charged with building specificity around the early design ideas of the Board and Senior Leadership Team, did a terrific job of consolidating and aligning dozens of ideas into a nimble framework that is easily understood and adaptable by our divisions and colleges.

While the process of building a coherent whole out of multiple initial ideas was itself a substantial undertaking, the Task Force also incorporated extensive community input and feedback into the entire strategic planning process. Section 1.1 summarizes the extent of the data that resulted from this community inclusion, but the numbers don't fully illustrate the positive impact that engaging so many in our community had on the plan itself. Through webinars and in-person gatherings, we collected invaluable comments and ideas that filled in the gaps, added clarity and improved the tone of our statements. Given the hundreds of people involved in developing this, as we neared the end of the fall semester and the Task Force considered what to name this new strategic plan, the title of **Cleveland State United** seemed perfect to all of us.

As a reminder, the primary elements of **Cleveland State United** are as follows:

Mission Statement

Cleveland's University. Infinite Opportunity.
We are in and of the city of Cleveland. We leverage our unique location and strategic partnerships to equip learners with knowledge and future-ready skills. Through innovative research, dedicated service, and exceptional talent, we address the evolving needs of our community.

Vision 2030

"Where Everyone Thrives"
CSU aspires to be a national leader in social and economic mobility. We will be a great place to learn and work.

Values — "CSU"

Collaborating with Community
Serving Students
Unleashing Creativity

Priorities

Advance Academic Offerings, Delivery, and Scholarship to Foster Success
- Expand experiential and work-based learning
- Integrate undergraduate, graduate, exploratory and continuing education for lifelong learning
- Improve the student experience and enhance our culture of student success

Reimagine Community Partnerships to Increase Opportunities
- Enhance relationships with community partners to expand opportunities for prospective and current students/learners
- Build a corporate/community partnership structure that leverages and coordinates all that CSU offers
- Serve as a convenor and thought-partner to help address Cleveland's most pressing social and economic challenges

Restructure Operational and Financial Model to Enable our Mission-focused Work
- Initiate a comprehensive multi-year stakeholder informed technology digital transformation
- Develop and implement a sustainable financial model and process
- Cultivate a campus-wide culture of transformation and continuous improvement

These and other details of **Cleveland State United** are available on a comprehensive strategic planning webpage, designed by Phil Eaves, director of communications in the President's Office. Included on that webpage is a dashboard, which serves as a progress report on our success in meeting these goals and their specific objectives. We will regularly update the dashboard so that our Trustees, members of the CSU community and the public can monitor how we are advancing our mission as Cleveland's university.

As explained in detail in Section 2.2, the Senior Leadership Team underwent a substantial restructuring over the summer. The benefits of that restructure can be seen throughout this report. The accomplishments included here are a reflection of the focused work undertaken daily across all divisions and colleges of this University. I give full credit to my colleagues on the Senior Leadership Team who daily create the conditions and set the expectations that enable our employees across campus to thrive and advance our mission. I am fortunate to serve

Cleveland State University alongside such talented professionals. To each of them, I offer my sincere thanks.

Goal #1: Articulate Cleveland State University's strategic direction and priorities for 2025-2030.

1.1. Lead community-engaged process to develop CSU's next strategic plan (stakeholder engagement to include Trustees, senior leadership team, faculty, staff, students, alumni, employers, CSU Foundation, community partners).

We chose to name our new strategic plan **Cleveland State United** for two purposes. The name was a succinct reflection of our vision for CSU in the years to come. As a team with a shared vision, the students, alumni, faculty and staff members can achieve extraordinary progress.

Cleveland State United is also an apt name for this plan due to the high level of collaboration we received throughout the process. To drive the process, I appointed members to a Strategic Planning Task Force who could speak on behalf of their colleagues and peers and share knowledge that Task Force members from other areas of the University would not have access to. The Task Force, in addition to myself and our partners at the Association of Governing Bodies (AGB), included seven senior leaders, one college dean, three faculty members and two staff members.

From August to November 2024, the Strategic Planning Task Force met 12 times to discuss and refine elements of the emerging plan. Early in the process, the Task Force laid out their timeline and identified the constituencies they would like to engage. This emphasis on community involvement became a core element of **Cleveland State United.**

Throughout the fall, the Task Force hosted over a dozen forums, information sessions and meetings with their identified constituencies, which included:
- CSU students
- CSU faculty and staff members
- CSU Alumni Association
- CSU Board of Trustees
- CSU Campus Leadership Council
- CSU Faculty Senate
- CSU Foundation Board of Directors
- Playhouse Square Board of Trustees
- Greater Cleveland Partnership (GCP)

The Task Force collected input from these groups continuously while the plan was in process. The strategic planning webpage allowed for anonymous, open feedback and suggestions at any time. Members of the Task Force reviewed and considered every comment that came in. In addition, the Task Force conducted at least four distinct surveys.

As a result of a thorough and efficient process, the Task Force had access to input from over 600 individuals and used portions of their weekly meetings to review feedback, identify trends and assess the level of support for key elements of the plan. Elements of **Cleveland State United** changed either directly or indirectly as a result of this feedback. By the end of the process, the vision, mission and value statements of the plan had achieved stakeholder approval as measured by stakeholder ratings ranging from 62% to 69% and the three priorities' objectives from 81% to 93%. This high level of buy-in will be invaluable as we work together to achieve our goals by 2030.

Goal #2: Ensure CSU's Organizational Resilience and Financial Stability.

2.1. Establish structures to ensure budget discipline and rigorous monitoring to achieve and sustain rightsizing targets.

Under the leadership of our new CFO, Nicole Addington, we have established new protocols to ensure stricter financial monitoring. Our finance team has established a practice of meeting regularly with division leaders to ensure proper budgeting and oversight, monitor fidelity to budgeting guidelines (what we have come to refer to as "budget discipline") and prioritize strategic investments. We also developed operating reserve procedures to focus on our strategic investment allocation and fiscal responsibility. In addition, the Fall 2024 budget book included a new format for clearer communication on fiscal matters. This new budget book design has been met with very positive reviews by staff leaders and our Faculty Senate, who see it as more transparent and understandable.

In FY25, we have also seen the departure of faculty and staff members through our Voluntary Separation Incentive Plan (VSIP). By the end of this academic year, we will have completed those departures.

As a result of this budget discipline, we are prepared to present a balanced FY26 budget in preliminary form to the Board of Trustees at the May 2025 meeting, realizing that our final FY26 budget cannot be approved until the Ohio General Assembly approves the state's budget this summer and we have a clear sense of our state funding allocation.

2.2. Reorganize president's leadership team to align with organizational resilience and financial stability strategies.

Currently, the Senior Leadership Team at CSU is made up of 13 members.

Senior Leadership Team	
Nicole Addington *Chief Financial Officer*	Roy Gifford, Ph.D. *Vice President* *Chief Marketing and Communications Officer*
Tachelle Banks, Ph.D. *Vice President, Student Belonging and Success*	Kelsie Gory Harkey, M.S.A. *Director of Athletics*
Stephanie Brooks, Ph.D. *Dean, College of Health*	Wesam Helou, DBA *Chief Information Officer*

Caryn Candisky *Executive Director, Government Affairs* *Special Assistant to the President*	Julie Rehm, Ph.D. *Vice President, Advancement* *and Executive Director, The CSU Foundation*
Randall Deike, Ph.D. *Vice President, Enrollment Management*	Nigamanth Sridhar, Ph.D. *Senior Vice President and Provost*
Douglas Dykes, EMBA *Chief Human Resources Officer*	Sonali B. Wilson, J.D. *Vice President of Legal Affairs and* *Compliance,* *General Counsel and Board Secretary*
Patricia L. Franklin, J.D. *Chief Administrative Officer* *Chief of Staff*	

In the summer of 2024, I made strategic changes to the structure of the Senior Leadership Team (the President's Cabinet) to strengthen alignment and communication between and among university divisions. Two key elements of this restructure were dissolving the business affairs unit and creating cross-disciplinary Senior Leadership Groups. Dissolving the business affairs unit and eliminating a senior VP position enabled a broader base of unit leaders to participate in senior administrative discussion, deliberation and decision making. This included the following:

- Nicole Addington, formerly our Controller, accepted the role of Chief Financial Officer, succeeding P. Kelly Tompkins, who had served as Interim Vice President of Business Affairs and Chief Financial Officer in the summer. Mr. Tompkins remained a part of the Cabinet as a special advisor until early spring. I am deeply grateful for the support and thought partnership he provided over this past year.

- Patty Franklin added Chief Administrative Officer to her continuing responsibilities as Chief of Staff. This expansion includes oversight of the University's facilities, police department and hospitality services. She represents all these areas as a member of the Cabinet.

- Dr. Wesam Helou, who has been with CSU for more than 12 years, joined the Cabinet as the University's Chief Information Officer. Prior to this decision, the Cabinet did not have a member who could speak directly to the University's information system needs, which is imperative as we launch our technology transformation.

Beyond the restructuring of business affairs units, I also added rotating collegiate representation to the Cabinet. College of Health Dean Stephanie Brooks joined the team for the 2024-25 fiscal year as our inaugural Deans' Representative. Next year, the role will fall to another of our college deans for a one-year term.

Finally, Dr. Randy Deike joined CSU in July as our Vice President of Enrollment Management, bringing four decades of experience to our admissions operations and to the President's Cabinet.

I also established five new Senior Leadership Groups (SLGs), each convened by a member of the President's Cabinet: Academics and Student Success, External Relations, Finance and Human Resources, Technology Transformation and Capital Planning and Strategy. Each SLG includes senior administrators whose responsibilities align across key areas.

2.3. Complete comprehensive review of CSU's technology systems (HR, finance, student management) to establish priorities and sequence for 3-6 year technology investments.

When developing **Cleveland State United**, we knew that upgrading our technology systems was an essential undertaking and a critical path to achieving just about everything else we seek to accomplish. Simply put, we must do the work to modernize our finance, HR and student support systems at CSU, as articulated in Objective C1 within the strategic plan, "Initiate a comprehensive multi-year stakeholder informed technology digital transformation."

Over the past year, Chief Information Officer Wesam Helou and his team have completed a detailed review of our core technology systems, which support Human Resources, Finance, Student Belonging and Success, and our auxiliary operations. Based on this, IS&T developed a Technology Transformation Roadmap to outline the next three to six years of work in this area. Initial planning is underway for implementation aligned with the roadmap's priorities. We are on our way to achieving this ambitious goal by 2030.

2.4. Complete review of CSU intercollegiate athletics program.

In October 2024, I appointed an ad hoc athletics review working group to make recommendations for achieving significant reductions to the department's recurring budget. My expectation was that these reductions would be achievable during Fiscal Year 2026. I encouraged the group to review and consider all aspects of the CSU Athletics budget, including but not limited to administrative structure of the division, departmental operations and sport sponsorship. In fact, after spending three months reviewing data and considering all options, the working group recommended budgetary reductions in all three of these areas. All the group's recommendations were adopted for implementation in FY26 with one exception: For the Division I sport programs that were identified for discontinuation, we will honor athletics scholarships until graduation for the affected student athletes who stay at CSU (thus, this savings may not be realized immediately). All student athletes and coaches impacted by sport discontinuation are receiving support and counseling as they navigate this transition.

With these decisions finalized and with a long-term contract for Kelsie Gory Harkey as our Athletics Director in place, I look forward to the future of our athletics program at CSU and the continued success of our student-athletes.

2.5. Implement prioritized strategies to significantly increase philanthropic giving to CSU.

2.5.a. Invest in professional advancement/development staffing across colleges (2-3 new hires in FY25).

The hiring of new development officers is underway, and by the end of this fiscal year, our Advancement Office will have three additional development officers on staff.

2.5.b. Deepen engagement with base of recent alums (graduating in past 5-10 years).

Our Young Alumni Council is now fully functional and effective. This group includes alumni 35 years of age or younger who have graduated from CSU in the last 10 years. These alumni have shown a demonstrated interest in serving their alma mater through volunteerism and philanthropy, and they will be organizing informative events for both recent alumni and current students. The group was very instrumental in organizing and participating in our 2025 Giving Day activities.

2.5.c. Reprioritize my time to increase focus on external relations and prospect cultivation; Cultivate 3-4 top prospects for transformational gifts.

This year, I have worked to refocus a larger portion of my time to cultivate relationships with some of our community partners and largest benefactors. My goal has been to deepen connections to businesses and organizations in alignment with our academic priorities and then expand those partnerships to include specific collegiate deans and program chairs when and as appropriate.

One example of this is the connections we've made with business owners and managers in the construction industry as we launch the new Construction Management program in the Washkewicz College of Engineering. New connections with a particular interest in seeing our Construction Management program grow include Bedrock, RPM and the Cleveland Metroparks — all relationships that have yielded a high level of involvement and support not only for Construction Management but also for our developing Project Delivery Institute. I'm fortunate to serve on the boards of the Greater Cleveland Partnership, Destination Cleveland, Downtown Cleveland Inc, Playhouse Square and the Campus District. These affiliations afford me significant opportunities to meet and engage with key leaders in the community.

In addition to business partnerships that enhance our academic priorities in service to students, Vice President of Advancement Julie Rehm, her team and I have worked together to cultivate donor relationships and pursue gifts that we very much hope will yield significant enhancements to our campus and academic spaces. Most specifically, this past year, we have focused on philanthropic funding to support development of our Biomedical Discovery Complex, re-development of the ground floor of our Theater and Arts building (which is currently a parking garage) as CSU's art/performance gallery, and significant upgrades to the student center plaza, which will be renamed McCombs Plaza in honor of the donor.

We also have been able to secure major gifts in FY25 for Student Belonging and Success initiatives, including over $8 million for our living-learning communities.

While we were able to secure four individual or family gifts of over $1 million and several organizational gifts larger than that, most of them will not be finalized in this fiscal year, and I do not anticipate we will meet our philanthropic giving target for FY25. Expanding and deepening my role in cultivating donor relationships will remain a goal for me in FY26.

Goal #3: Stabilize and increase undergraduate and graduate student enrollment.

3.1. Establish comprehensive campuswide Strategic Enrollment Management Plan that includes enrollment benchmarks and targets.

Once Vice President of Enrollment Management Randy Deike arrived on campus in September, he immediately began the development of a comprehensive enrollment management plan that would be well informed by marketing relationships, business processes, predictive analytics and a student-centered understanding of the recruitment and admissions process. VP Deike and his team continue to assess many of these areas of the plan and set priorities for the coming year accordingly.

Case in point: Enrollment Management has leveraged our data warehouse to create a predictive model based on CSU's own institutional data (as opposed to relying exclusively on national trends and averages) to project our returning student headcount from spring to fall semesters. The team is now working to expand our predictive modeling capabilities to provide projections on headcount for both new and returning students for all semesters, enrollment of admitted students and applications. This will not only help us in supporting our current students academically and ensuring they persist to graduation, but it will also aid us in more strategically recruiting and enrolling prospective students.

Our enrollment management plan also takes into consideration current spending on outside vendors and where Enrollment Management can reduce those costs by completing more work in house instead. This is made far more feasible as we build and strengthen our interdisciplinary leaderships teams across enrollment and marketing. Already, the team has eliminated $100,000 in marketing costs in FY25.

The plan also outlines efforts to simplify the student enrollment process and eliminate unnecessary or duplicative hurdles. This includes a review of current business processes, a family's campus tour experience and enrollment events that occur on campus and/or online. Our goal here is to ensure that all prospective students have a smooth and enjoyable pathway into CSU and that they and their family fully understand CSU's value proposition.

3.2. Fully implement brand marketing and communications plan aligned with strategic plan.

In the fall, we took a significant step toward aligning marketing with our strategic priorities when Vice President/Chief Marketing and Communications Officer Roy Gifford and his team completed a major upgrade to the University's website, csuohio.edu. The result is a more modern design and a front page with a clear primary focus: to guide prospective students and families to the information they're looking for. Our website often serves as the first impression

for people interested in learning more about CSU. Now, these individuals find a website that is informative and easier to navigate.

New web content has also been developed to promote new programs, including our integrated degrees. To coincide with the launch of these new undergraduate programs, we launched a specialized webpage (csuohio.edu/integrated-degrees). Here, interested students can learn not only about the degree program and the curriculum, but also about market trends, job outlook and salary ranges that correlate with this intersection of academic programs. By providing this workforce information up front (thereby beginning with the end in mind), we are helping students understand these new integrated degrees as a significant asset to their future career goals.

University Marketing continues to partner with Enrollment Management to embed a marketing and communications approach directly into our strategic enrollment plan that is guided by the analytics modeling outlined above in Section 3.1. Together, the teams are assessing our current marketing, including a review of website analytics, to understand where we need to focus our efforts to achieve desired targets.

3.3. Strengthen and simplify transfer pathways with regional Community Colleges.

This year, members of the Senior Leadership Team have met with leadership at Tri-C to finalize a new articulation agreement by the end of Spring 2025. In addition, CSU and Tri-C are in discussions regarding the possibility of a Title IV Financial Aid Consortium Agreement, which would allow dual-enrolled students to secure financial aid from both Tri-C and CSU. Those discussions are ongoing.

As we prepare to launch our Unified Academic Coaching Model (discussed further in Section 4.1.), Tri-C has expressed interest in partnering with CSU on professional development sessions for academic coaching and coming together to share best practices to bolster support services at both institutions.

We are also working to expand upon our 13 existing transfer pathways with Lorain County Community College (LCCC). Additionally, we are working with our LCCC partners to create pathways for LCCC students in associate's degree programs to transfer directly into our new integrated degree programs. We will align our CSU and LCCC marketing and communications strategies to build awareness of this option.

3.4. Conduct thorough mid-course review of Cleveland Innovation District actions and outcomes.

CSU has been a part of the Cleveland Innovation District since its launch in 2021. In collaboration with Cleveland Clinic, University Hospitals, MetroHealth and Case Western Reserve University, the goal of the Innovation District is to expand opportunities for STEM fields in the region. As a founding member, CSU received a 10-year grant from JobsOhio to increase recruitment, retention and graduation of students in STEM fields.

In 2024, JobsOhio notified us that CSU did not meet two of the three outcome measures needed for the release of the next round of Cleveland Innovation District funding and the funds would be withheld until the targets are met. This is a finding and a consequence that we do not dispute. Since that time, we have conducted a systematic review of our entire program, our reporting and tracking processes. One of the two targets that we had not meet has now been achieved. We continue working to improve the retention rates of students and increase the number of companies that recruit and hire our students. This student success work is directly related to Goal #4 presented below.

Goal #4: Maximize student academic success, persistence and timely graduation.

4.1. Launch unified advising model.

Two years ago, we launched the new Division of Student Belonging and Success, and shortly thereafter, we determined that, to achieve our aspirational goals for student success, we must transform our outdated student advising model to better align with research-based best practices for universities with profiles similar to ours. Since that time, we have been laying the groundwork necessary to launch CSU's Unified Academic Coaching Model. This new model will substantially expand how we approach academic advising. Advisors (who will become Academic Coaches) will still provide information to students on their academic progress, and now they will also be trained and empowered to guide students through issues relating to their finances, housing or other barriers that must be addressed to enable student success. In this way, advisors can help to bridge the gap for students with other offices across campus. They can serve as advocate as well as academic advisor. As recent research suggests, this leads to a caring, relational and transformational experience rather than a transactional one. This relational approach is much more likely than the transactional approach to yield positive academic outcomes for students.

Our Unified Academic Coaching model is currently in the design and early implementation phase. During the fall semester, Provost Nigamanth Sridhar and Vice President for Student Belonging and Success Tachelle Banks engaged in a listening tour with advisors to gather feedback on the new model. This spring, staff in Academic Affairs and Student Belonging and Success are providing consistent professional development for all academic coaches. These divisions are also working with the National Institute for Student Success (NISS) on completing the implementation of the new model, which will launch in Fall 2025. NISS is based out of Georgia State University, where they have experienced tremendous student success with a similar model.

To support our academic coaches in their work, IS&T is in the final stages of contract negotiations to secure advising software and has already begun the initial planning for implementing this software.

We expect CSU's Unified Academic Coaching initiative to be fully operational by Fall 2025.

4.2. Pilot and assess impact of "no record" grading policy for first-year and transfer students.

Receiving a failing grade in a class in the early stages of one's college career can have a devastating effect on a student's belief in their ability to persist and ultimately graduate with a degree. After studying the research around this innovative practice, CSU launched a "No

Record" policy for all incoming first-year students and transfer students who have earned fewer than 30 credits. With this policy, students who meet the criteria can receive a NR grade for a course in which they unlikely to receive a passing grade. The NR grade does not impact their GPA. If the course is required for their degree, they would, of course, need to retake it, but the initial failing grade would not appear on their transcript.

In Fall 2024, during the pilot phase of this initiative, 954 grades were changed to NR. This impacted a total of 451 students. Early analysis suggests that we are seeing a significantly higher level of persistence than we would see without the NR policy in place. While we will continue to monitor this, we believe the NR policy advances our efforts to ensure student persistence and success without diminishing academic expectations for all students.

4.3. Implement the redesign and restructure of undergraduate curriculum and integrated degree programs.

Since Fall 2022, Provost Nigamanth Sridhar has been leading the work to revise our core curriculum. This included reducing the number of courses classified as Core courses to allow students more freedom in their course selections. The new Inquiry Core Curriculum aims to develop inquiring minds, spark curiosity and build professional presence.

The Inquiry Core is ready for launch in Fall 2025, including five pathways populated with courses, and we are now promoting our new core to students on our website. A transition plan is in place for students who started at CSU under the old GenEd08 requirements.

In Fall 2024, the Ohio Department of Higher Education approved 12 integrated degree programs. These programs provide an interdisciplinary education at the intersection of two academic fields. Rather than earn a double major or a major and a minor, students can complete a degree that is specifically designed to bring two distinct fields together. These initial 12 integrated degrees were developed in consultation with community and industry partners who shared their knowledge of college graduate success in the field and the preparation gaps they see in the individuals they hire to fill high-demand jobs.

CSU students can now enroll into these integrated programs:

Bachelor of Arts Integrated Degrees	Bachelor of Sciences Integrated Degrees
Design + Psychology	Computer Science + Design
English + Computer Science	Computer Science + Music
Journalism + Criminology	Electrical Engineering + Computer Science
Journalism + Sociology	Mathematics/Statistics + Computer Science
Mathematics/Statistics + Economics	Mechanical Engineering + Electrical Engineering
	Physics + Computer Science
	Psychology + Criminology

We have submitted an additional four integrated degrees for approval and will begin a thorough review of the impact and student success in each of these integrated degrees.

4.4. Review, revise and optimize use of all technological tools deployed to monitor student persistence and academic progress.

Just a few months ago, we hired a new Director of Institutional Research, Katie Corcoran, who is transforming how we gather, analyze and use predictive and planning data in support of student success. Our institutional research dashboards have been entirely redesigned to be maximally usable and accessible by academic leaders across campus. This is significant because these dashboards enable timely and accurate monitoring of student persistence, enrollment and academic progress. The technology platform underlying these dashboards has been migrated from Tableau (which required additional licenses at substantial cost to the institution) to Microsoft PowerBI, which is available to all CSU faculty and staff as part of the Office365 subscription. I am very proud of the fact that not only are we creating more effective dashboards, we are democratizing access to this information so that faculty and staff have understandable and digestible data needed to support student success and quickly identify students at risk of not persisting.

We have identified Stellic as the platform for student advising and degree mapping. IS&T is working with the vendor on implementation, with a launch planned for February 2026.