



# Cleveland State University

Office of Academic Planning  
Vice Provost for Academic Planning

## MEMORANDUM

**TO:** Ronald M. Berkman, President

**CC:** George Walker, Interim Provost and Senior Vice President for Academic Affairs

**FROM:** Ad Hoc Task Force on Strategic Priorities

**DATE:** June 9, 2012

**SUBJECT:** Synthesis of CSU Strategic Priorities

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Attached for your review is an *Executive Summary of Strategic Priorities* (draft). This document represents a compilation of strategies, priorities, and initiatives identified and/or disseminated over the last few years, integrated into the University's Strategic Plan, *Vision Unlimited*.

The Strategic Plan articulates the university's aspirations and vision – what we seek to achieve as we fulfill our mission. As new initiatives have been launched over the last few years, however, they've been disseminated in a variety of ways -- through open forums and meetings, written statements, scripted speeches, announcements, and other means. As detailed in former Provost Mearns' memo to President Berkman (April 25, 2012), this has led to a disconnect between what we are currently doing, and what is outlined in the Strategic Plan. We have a multitude of documents identifying priorities and initiatives, but no single document that gives a comprehensive overview of all of them. This has led to a fragmented and incomplete understanding of priorities among different campus constituencies.

To rectify this, the Provost's Office convened an Ad Hoc Task Force to review campus planning documents.<sup>1</sup> The Task Force had two principal objectives: (1) to sift through the text of these documents and statements, identify strategies, tactics, and priorities, and reconcile them with *Vision Unlimited*; and (2) to condense the resulting master document into a cohesive, focused synthesis of current campus priorities.

The members of the Task Force agreed that the six goals articulated in *Vision Unlimited* continue to form the framework for campus priorities. These six goals, stated in varying ways in different documents, are as follows:

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<sup>1</sup> Documents reviewed in addition to *Vision Unlimited*: the *2010 Self-Study* (North-Central Association of the Higher Learning Commission (NCA-HLC), Chapter 5, "Criterion 2: Preparing for the Future," which provides an overview of the Strategic Plan); the *University Strategic Research and Creative Activity Priorities* (Vice President for Research and Scholarship); Presidential speeches; the *Centers of Excellence* planning documents; minutes from Meetings of the Board of Trustees; Strategic Initiatives (Office of the President); the Campus Master Plan; the Diversity Action Plan.

- *Academic Excellence*
- *Solid Financial Foundation for Advancement*
- *Collaborative Organizational Culture*
- *Commitment to Student Success*
- *Valued Community Resource*
- *Distinctive Image With a Vibrant Environment*

The Task Force's initial task was to review all of the documents, note all strategies, tactics and priorities, and incorporate them into the Strategic Plan – either as strategies to further one of the six goals, or as tactics in support of a specific strategy. The compiled document was then reviewed and edited for coherence and consistency. In some cases, a strategy intended to achieve one goal was deemed to be, in practice, advancing another one. Similarly, some initiatives identified as tactics to further one strategy were deemed to be more appropriately included as separate strategies. In these and other instances, edits were made to achieve greater consistency between goals, strategies, and tactics. Finally, to more clearly establish the linkages between goals and strategies and to underscore the dynamic nature of the planning process, each goal was framed as an action statement (*Figure 1*, attached).

The six goals, and current strategies to meet them, are summarized in *Figure 2*. Specific tactics to achieve each strategy are outlined in the attached *Summary*.

While these strategies and specific tactics are a compilation from the multiple sources reviewed, they do not represent an exhaustive list. Instead, they include: (a) initiatives or strategies the University is currently pursuing; (b) those that have been identified as campus-wide priorities (e.g. Student Success); and/or (c) those that have an impact on the university community as a whole. The Task Force concluded that strategies and tactics that apply to a specific college, department or unit, or that did not have a widespread impact, should more appropriately be incorporated into a unit Strategic Plan. Similarly, some initiatives that were identified in *Vision Unlimited*, but that aren't currently viewed as priorities have been omitted.

The Task Force does not view this document as a revision or replacement of the Strategic Plan; rather it represents a synthesis of (current) strategic priorities. We anticipate that, following review and approval by senior staff, this document can be disseminated widely to all constituencies, so that everyone on campus has a clear understanding of current priorities.

#### **Ad Hoc Task Force on Strategic Priorities:**

Teresa LaGrange, Vice Provost for Academic Planning (chair)  
 Stephen Duffy, Professor, Civil and Environmental Engineering  
 Michael Gates, Associate Dean, College of Sciences and Health Professions  
 Vida Lock, Dean, School of Nursing  
 Timothy Long, Associate Vice President, Finance and Technology  
 Joyce Mastboom, Associate Dean, College of Liberal Arts and Social Sciences  
 Byron P. White, Vice President for University Engagement  
 Brian Yusko, Associate Dean, College of Education and Human Services  
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