



CLEVELAND STATE UNIVERSITY

Report of the Ad Hoc Presidential Priorities Committee

In fall of 2017, the Faculty Senate was charged with forming an Ad Hoc Committee for faculty engagement with the new president. Our initial charge was to produce 3-4 faculty priorities to share with the next president. The following document is the product of numerous meetings of the committee, a SWOT analysis (identifying strengths, weaknesses, opportunities, and threats), a review of existing CSU strategies and priorities, as well as a review of the current "mission and vision." As noted in the current vision from Path to 20/20, "CSU will be a model public research university. We will be an anchor institution nationally recognized for distinctive scholarship, creative activity, and engaged curricula that create a better life for our students and all citizens." When the faculty at large were surveyed with regard to these priorities and the existing vision, there was strong consensus among the 150 faculty respondents. The committee was also inspired by the Brookings Institute's recent ranking of CSU as 18th among U.S. public universities in providing both "ladders and labs"—a public acknowledgement of the breadth of our university's achievements.

<https://www.brookings.edu/research/ladders-labs-or-laggards-which-public-universities-contribute-most/>

The following document represents the work of this Ad Hoc Presidential Priorities Committee:

College of Business Administration:

- Vickie Coleman Gallagher (Management) (Committee Chair)
- Kevin Gallagher (Management)

College of Education & Human Services:

- Frederick Hampton (CASAL)
- Debbie Jackson (Teacher Education)

College of Engineering:

- Stephen Duffy (Civil & Environmental Engineering)
- Nolan Holland (Chemical & Biomedical Engineering)

College of Law:

- Jonathan Witmer-Rich

College of Liberal Arts & Social Sciences:

- Gary Dyer (English)
- Anup Kumar (Communication)
- Jose O. Sola (History)

College of Sciences & Health Professions:

- Susan Bazylk (Health Sciences)
- Michael Kalafatis (Chemistry)
- Girish Shukla (BGES)

College of Urban Affairs:

- Tatyana Guzman (Urban Studies)

School of Nursing:

- Mary M. Hasenstaub



Summary Framework

I. Strategic Priority: Strengthen Academic Excellence

Description:	Focus resources on directly supporting faculty and students, with emphasis on student success
Goals:	<ul style="list-style-type: none">• Improve learning outcomes• Increase retention and graduation rates<ul style="list-style-type: none">◦ Focus on under-represented populations (e.g., racial minorities)• Progressively fine-tune admission standards to lead to student success• Support teaching across campus• Offer foundational programs, degrees, and courses, as well as those that are cutting-edge• Prepare students for the 21st century<ul style="list-style-type: none">◦ Prepare graduates to meet market demands in Northeast Ohio◦ Prepare students by teaching not just technical skills, but also interpersonal skills• Leverage our anchor institution's strengths by more systemically connecting faculty, research, and teaching with the community
Potential Mechanisms to advance the Goals:	<ul style="list-style-type: none">• Increase the percentage of university employees who are tenure-track or tenured faculty<ul style="list-style-type: none">◦ Systemically address retirements with regard to specialties and institutional knowledge◦ Prepare for retirements through leadership development and succession planning◦ Replace retirements in a timely manner• Increase diversity of tenure-track faculty• Strengthen readiness and developmental needs (e.g., math) through enhanced collaboration with community colleges• Carefully consider organizational structure and financial resources dedicated to faculty to support teaching (e.g., Center for Faculty Excellence, numerous vice presidents, etc.)<ul style="list-style-type: none">◦ Embrace a learning orientation for faculty innovations and curriculum improvements, while deemphasizing over-use of SEIQ scores (which discourages risk-taking)◦ Increase financial support for teaching enhancements and teaching excellence◦ Provide customized solutions for teaching, such as teaching success coaches• Enhance classroom technology and IT support• Increase support for the Writing Center and Writing Across the Curriculum, bringing the level of support closer to that provided to analogous entities in sciences (e.g., Math Emporium)• Increase the number of student assistants, teaching assistants, and graduate assistants who directly support student success and learning outcomes (versus administrators)• Assess and support the myriad of services that can improve retention and graduation rates<ul style="list-style-type: none">◦ Prioritize resources to embrace students who are part of our strategy and strength in the marketplace (e.g., diversity, first generation, etc.)◦ Discover and support creative solutions and best practices (e.g., College Now)◦ Provide consistency in advising – similar to athletic support: intrusive, cohesive, referrals from a central “personal” contact / coach to refer to other services◦ Provide support services (e.g., 411) in a variety of ways – online, chat, after hours, etc.• Benchmark and assess programs, degrees, and courses, and support accordingly<ul style="list-style-type: none">◦ Strategically consider program prioritization relative to mission, vision, and competition◦ More systematically engage students, alumni, and the community to enhance programs• Focus on opportunities for internships and co-ops<ul style="list-style-type: none">◦ Commit faculty resources in order to connect internships to learning and the curriculum
Targeted Outcomes:	<ul style="list-style-type: none">• Student Placement / Employment• Exit surveys• Alumni surveys (2-5 years out) – assessed both qualitatively and quantitatively• Retention and Graduation Rates



Summary Framework

II. Strategic Priority: Advance Innovation and Excellence in Research, Scholarship, and Creative Activity

Description:	Recognize and appreciate that advancement in knowledge is essential to the mission of a university, and that it is the foundation of our contribution to the classroom and to the community
Goals:	<ul style="list-style-type: none">• Appreciate, recognize, and support the diversity of research, scholarship, and creative activity across campus
Potential Mechanisms to advance the Goals:	<ul style="list-style-type: none">• Provide administrative and structural support to foster funded-research opportunities – obtaining grants from federal, state, and private institutions• Provide long-term management of awarded grants<ul style="list-style-type: none">◦ Provide post-award administrative support to faculty◦ Create a grant support center◦ Align with standard operating practices◦ Provide research support• Support and recognize research, scholarship, and intellectual contributions that are not funded by external grants, but are worthy by the standards of the relevant discipline<ul style="list-style-type: none">◦ Set expectations for teaching and service so as to provide time for the research and scholarship of those faculty whose work is not funded by grants• Advance research centers as mechanisms to collect data, generate knowledge, and connect us to the community<ul style="list-style-type: none">◦ Search for means to provide stable funds versus soft money to sustain centers• Support research centers as ways to gain global recognition and increase CSU's reputation<ul style="list-style-type: none">◦ Utilize centers to enhance research, teaching, innovation, and community engagement• Enhance and increase the number of research and graduate assistantships• Foster collaborations with local, regional, national, and international institutions• Foster collaborations between the natural / applied sciences and social sciences / humanities; across colleges as well as across departments• Create more named / endowed / distinguished professorships and appoint faculty to them on the basis of research, scholarship, or creative work; utilize these professorships to address other related needs, such as CSU's reputation, GAs, combating salary compression, and reducing turnover• Study and emulate aspirational public urban universities (e.g., Pitt, Temple, etc.)• Strengthen library and other resources in order to support research
Targeted Outcomes:	<ul style="list-style-type: none">• Awards and recognition / University reputation• Student research assistantships• Greater faculty productivity• Higher rankings by the National Science Foundation, National Institute of Health, and other organizations that evaluate research and development, and other association rankings for R&D• Maintain Carnegie classification



Summary Framework

III. Strategic Priority: Create a Culture of Shared Leadership

Description:	Take advantage of our talent – our human capital – leveraging the wealth of knowledge and diverse faculty throughout the campus in order to find shared solutions
Goals:	<ul style="list-style-type: none">• Foster a culture of shared learning and shared work between faculty and senior administration• Engage and empower faculty and college-level faculty leadership• Create innovative solutions that are relevant to the individual college's unique market, competition, and stakeholders• Improve communication and transparency of information to enhance decision-making
Potential Mechanisms to advance the Goals:	<ul style="list-style-type: none">• Create non-administrative leadership opportunities to connect centralized resources (VPs and units) with college-level faculty engagement liaisons<ul style="list-style-type: none">◦ E.g. Faculty fellows• Facilitate mechanisms for boundary-spanning and knowledge-sharing between colleges<ul style="list-style-type: none">◦ E.g., communities of practice, affinity groups, etc. - thinking more about inclusion versus "committees" and "governance"◦ Less administrative-type meetings and more brainstorming / town halls• Continue to invest in tenure-track faculty to be available for other meaningful contributions and voice<ul style="list-style-type: none">◦ Recognize that faculty are available not just for research and teaching but to be engaged voices and contributors• Facilitate revenue sharing to increase empowerment and incentivize efficiency, as well as creativity and innovation• Create a flatter, less centralized organizational structure for shared resources and responsibilities<ul style="list-style-type: none">◦ Structure the university so that more of the deliberation and decision-making occurs in the affected segments of the university rather than by a centralized administration• Foster more access and meaningful interactions (relationship-building) between faculty and senior administration
Targeted Outcomes:	<ul style="list-style-type: none">• Improved faculty morale and trust• Reduced faculty turnover• Higher positive ratings on culture surveys• Increased engagement



IV. Strategic Priority: Strategic Planning for Sustainability

Description:	Strategize goals and objectives across diverse units with consistency, cohesiveness, and transparency
Goals:	<ul style="list-style-type: none">• Leverage our competitive advantage as an urban university• Establish mechanisms to achieve strategic priorities• Conduct a systematic analysis of academic units and the university as a whole, in line with overarching strategic goals and objectives• Consider the unique competitive environment for each unit in terms of colleges, programs, etc.• Monitor goals and objectives continuously, and reassess them periodically• Foster an enhanced positive image based on our deliberate strategies• Achieve an appropriate balance between the quality (readiness) and quantity (enrollments) of CSU students
Potential Mechanisms to advance the Goals:	<ul style="list-style-type: none">• Facilitate faculty involvement that utilizes faculty expertise• Create a culture of transparency in university financial planning<ul style="list-style-type: none">◦ Leverage the talent of informed faculty and include / engage faculty to reach these strategic goals• Provide support for priorities – based on an overarching strategy<ul style="list-style-type: none">◦ Share and communicate a data-driven analysis of our current competition and aspirational schools◦ Facilitate an analysis of aspirational Universities vs. aspirational colleges (i.e., different market conditions and different competition for different colleges)• Identify innovative ways to increase income streams• Foster knowledge sharing and best practices for recruiting international students• Create an environment for future-thinking as to how to address the decline in traditional degrees<ul style="list-style-type: none">◦ Facilitate planning for responses to anticipated drops in demand for traditional degrees• Assess and modify the administrative structure and faculty resources so that they align with the strategy
Targeted Outcomes:	<ul style="list-style-type: none">• Provide reporting and tracking of outcomes and results via progress reports university-wide