

SYNTHESIS OF CSU STRATEGIC PRIORITIES

I. SUSTAIN AND ENHANCE ACADEMIC EXCELLENCE AND STUDENT SUCCESS

Strategy A: Improve Quality of Instruction

- i. Hire well-qualified instructors
- ii. Provide professional development for all instructors
- iii. Promote use of innovative teaching strategies

Strategy B: Enhance Undergraduate Education

- iv. Increase student success by improving retention and graduation rates

Strategy C: Enrich Graduate Education and Research

- v. Improve quality of graduate student support
- vi. Encourage more faculty to pursue external funding
- vii. Enhance private/public research partnerships
- viii. Develop new graduate program offerings
- ix. Improve performance outcomes for professional school graduates
- x. Enhance research productivity/scholarship (STEMM and Engineering)

Strategy D: Pursue Initiatives in Signature Programs

- xi. Support and expand programs that focus on Urban Health and prepare Health Professionals
- xii. Pursue partnerships with NEOMED, Parker Hannefin, and Cleveland Clinic
- xiii. Expand the focus on Urban Education and Sustainable Communities
- xiv. Continue to support initiatives in Arts and Culture

II. MAINTAIN ECONOMIC STABILITY

Strategy A: Increase Tuition Revenue by Increasing Enrollments

- i. Create and launch new marketing campaigns
- ii. Develop and implement a long-term recruitment plan
- iii. Improve academic profile of incoming students
- iv. Enhance partnerships with Community Colleges
- v. Pursue new international opportunities
- vi. Employ eLearning as a resource-enhancement initiative (EMBA/AMBA model)

Strategy B: Develop Operational Procedures to Enhance Efficiency

- vii. Implement simplified purchasing system
- viii. Develop more efficient and streamlined hiring procedures
- ix. Review organizational and administrative processes for efficiency on a regular basis

Strategy C: Increase Fundraising to Support New Initiatives

- x. Instill a culture of giving among all constituencies, including students, faculty and staff
- xi. Improve interactions with alumni
- xii. Build stronger ties to the corporate community

Strategy D: Maintain a Stable Budget Model

- xiii. Develop and use a transparent and data driven resource allocation methodology
- xiv. Implement a financial incentive model
- xv. Propose and utilize a method for program prioritization

III. FOSTER A COLLABORATIVE UNIVERSITY CULTURE

Strategy A: Nurture a Transparent and Interactive Decision-Making Process

- i. Use web-based surveys and feedback mechanisms to improve communication
- ii. Update organizational charts & key documents on a regular basis

Strategy B: Improve Communication among Students, Faculty and Staff

- iii. Improve functionality of website
- iv. Encourage use of interactive technology
- v. Foster deliberative dialog across campus and among constituencies (e.g. Faculty Senate, Board of Trustees, Foundation Board, President's Council on Diversity, SGA)

Strategy C: Cultivate and Leverage Assets of a Multicultural Urban Campus

- vi. Assess and enrich the campus climate for diversity and inclusion
- vii. Ensure diversity of faculty and executive, professional, administrative and classified staff
- viii. Elevate the awareness, understanding and value of diversity at CSU
- ix. Strengthen diversity education

Strategy D: Create Leadership Development Opportunities for All Members of the CSU Community

- x. Encourage participation in existing internal and external leadership training opportunities
- xi. Assess current campus leadership needs and develop programs to address them

IV. CREATE A SUPPORTIVE LEARNING COMMUNITY

Strategy A: Promote a Culturally and Intellectually Rich Campus

- i. Enhance visibility of and access to creative and scholarly achievements of CSU faculty and students
- ii. Support and maintain a vibrant and active athletics program
- iii. Advance understanding of diversity and inclusion through curriculum

Strategy B: Offer Meaningful Learning Experiences for All Student Constituencies

- iv. Assess and support needs of all traditional and non-traditional populations (full-time/part-time; resident/commuter; on campus/online)

Strategy C: Remove Barriers to Student Success

- v. Evaluate and adjust credit hour requirements
- vi. Set up student-centered course scheduling system
- vii. Improve feedback on degree progression
- viii. Develop mechanisms to personalize advising for all students
- ix. Enforce early remediation of basic skills

Strategy D: Promote Engaged Learning to Connect Students to Real-World Experiences

- x. Increase opportunities for internships and other learning opportunities outside the classroom
- xi. Enhance resources to increase student participation in research initiatives
- xii. Encourage faculty to incorporate active learning opportunities in coursework
- xiii. Foster broader participation in extracurricular activities

V. RESPOND TO COMMUNITY NEEDS

Strategy A: Maintain and Expand Collaborative and Partnership Activities

- i. Form strong academic and community partnerships
- ii. Establish and support Campus International School
- iii. Host and support Campus MC²STEMM school

Strategy B: Enrich the Urban Community through Outreach, Service and Partnerships

- iv. Produce graduates who will remain active, employed citizens in the local region
- v. Utilize local community resources and suppliers for mutual benefit

Strategy C: Support, Enhance and Sustain the University's Engagement Strategy

- vi. Create and implement a campus-wide infrastructure for community engagement

VI. CONSTRUCT A DISTINCTIVE IMAGE OF ENDURING QUALITY

Strategy A: Improve the Physical Environment of the Campus

- i. Create spaces that foster engagement, collaboration, and faculty and student connection to the university
- ii. Review and update facilities master plan on a regular basis
- iii. Improve operational and technological infrastructure to support state-of-the-art teaching and research facilities

Strategy B: Develop and Promote Signature Programs to Distinguish CSU from Other Universities

- iv. Provide a prominent place on CSU's website which identifies signature programs and partnerships, and makes it easy to find further information
- v. Encourage collaboration among all programs within each focus area
- vi. Market all CSU programs that prepare health and biomedical professionals in a coordinated way, highlighting successes and impact on the community
- vii. Expand focus on STEMM programs, Urban Education, Culture, and Sustainability
- viii. Nurture the integration and appreciation of art and culture as they relate to our diverse community

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Ad Hoc Task Force on Strategic Priorities