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Goal 1 - Academic Excellence

Strategy A - IMPROVE UNDERGRADUATE EDUCATION		
	Tactic 1	Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education.
Outcome	Engineering	**Developed two GenEd courses: ESC 102 under the category of Writing/Composition and ESC 282 under the category of Social Sciences.**
	Tactic 2	Engage full-time faculty and students in undergraduate education, particularly GE.
	Tactic 3	Recognize and reward teaching excellence in undergraduate courses.
	Tactic 4	Embed undergraduate research and engaged learning in the curriculum.
Outcome	Education	**There has been an increase in student research at all levels. Undergraduate students participate in the summer research program. More doctoral students are co-writing and presenting with faculty. (G1,B,4)**
	Tactic 5	Investigate the development of an experiential learning requirement for all undergraduate students.
	Tactic 6	Create a sense of cohort and learning communities among all students.
Outcome	Science	**External funding for research, equipment, scholarships, and educational programming has grown dramatically. (G1,A4,6,G1,B2,5)**
	Tactic 7	Provide support and encouragement to enable academic programs… highest possible level of accreditation.
Outcome	Education	**Student achievement continues at a high level on national examinations and other measures.**
Outcome	Business	**Continuously improve the curriculum based in part on feedback from each department's advisory council**
	Tactic 8	Create and support opportunities for seamless transition from undergraduate to graduate studies.
	Tactic 9	Adopt and develop emerging technologies that enhance student-learning experience.
Outcome	Continuing Education	**A Web Conferencing software pilot is underway to provide real-time, interactive communication for elearning courses.**
	Tactic 10	Expand and support a comprehensive Honors Program, including development of the University Scholars Initiative
Outcome	VP Business Affairs & Finance	**Opened permanent home for Honors Program**

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Strategy B - ENHANCE GRADUATE EDUCATION AND RESEARCH		
Tactic 1		Increase support for existing & new doctoral programs that build on existing graduate strength…new market.
Outcome Graduate Studies		**The College of Graduate Studies, in partnership with the Office of Sponsored Research, will double the number of doctoral dissertation awards**
Outcome	Engineering	**The College's new MEMS program that attracts many graduate students has been in place for about two years. This program involves two departments: Electrical and Mechanical Engineering Programs**
Tactic 2		Develop new professional master's programs that respond to community and market needs.
Outcome	Education	**New graduate programs have been created in autism, chemical dependency, early childhood mental health, organizational leadership, etc.**
Outcome	Engineering	**Upon approval from OBOR, the new Master Program of Biomedical Engineering has started in Fall 2009. It has attracted more than 20 graduate students into the program.**
Tactic 3		Provide adequate support for graduate programs, particularly those that are growing.
Tactic 4		Develop research centers that combine teaching, research, and public service, to support graduate programs and to respond to external funding opportunities in a timely fashion.
Outcome	Engineering	**The College of Engineering together with The College of Graduate Studies co-support the graduate tuition for the Master program of Biomedical Engineering for three years starting Fall 2009.**
Outcome	Education	**New community partnership programs have been created such as the Cleveland Book Fund, Confucius Institute, and Center for Educational Leadership (G1,E,4 / G2,E,4 / G2,E,4 / G5,B,4)**
Tactic 5		Reward faculty for external fund raising.
Outcome	Engineering	**The College of Engineering rewards the faculty for external fund raising by giving research release time or tuition support.**
Tactic 6		Maintain and enhance research support functions such as libraries.
Outcome	Education	**Faculty research has increased by virtue of the National Faculty Research Mentoring Program, new online research journal, support for grant writing, etc.**
Tactic 7		Fund students, particularly for scholarly participation in national conferences and similar activities.
Outcome	Engineering	**The University Transportation Center and the Applied Biomedical Engineering Program have supported students to attend academic conferences.**
Tactic 8		Continue to participate in the Economic Growth Challenge/Innovation Incentive Program.

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Strategy C - DEVELOP STATE-OF-THE-ART TEACHING AND RESEARCH FACILITIES		
	Tactic 1	Conduct a study to determine long-range campus-wide academic department needs and classroom needs.
	Tactic 2	Enhance academic departmental cultures… meet standards; provide classroom space adjacent to faculty offices.
	Tactic 3	Develop a faculty/administrative collaborative process to develop a long-term physical plan for academic buildings, space…
	Tactic 4	Involve faculty from the onset in renovation and construction of all projects… classrooms, laboratory, academics.
	Tactic 5	Build long-term and future-oriented technological capability into all renovations and new constructions.
	Tactic 6	Invest in technology to enhance delivery of courses and programs.
Outcome	**Engineering**	**The College has used the House Bills funding to invest in technology to enhance delivery of courses and programs. The added equipment such as Smart Boards and ceiling-mounted remote-controlled LCD projectors has been installed in some classrooms.**
	Tactic 7	Develop a long-range plan to maintain and update laboratories, classrooms and media labs.
Outcome	**Engineering**	**All engineering departments have received significant amount of House Bills Funds to update and maintain their laboratories.**
Outcome	**VP Business Affairs & Finance**	**Plan to upgrade technology in classrooms being implemented after study of all learning spaces**
Strategy D - FACILITATE SIGNATURE PROGRAMS		
	Tactic 1	Identify, fund, develop and aggressively promote highly visible Signature Programs that speak to core missions.
	Tactic 2	Leverage initial programs to stimulate development of additional Signature Programs in the colleges.
	Tactic 3	Develop and nurture "incubator programs" designed to bridge academia and the community in creative ways.
Outcome	**LAW**	**Two of our clinics provide a bridge between the academy and the community: the Urban Development Law Clinic and our newly created Community Health Advocacy Law Clinic.**
	Tactic 4	Submit all Signature Program initiatives to the University governance process so as to promote and mobilize them widely.
Outcome	**LAW**	**Submitted the faculty approved Center for Health Law & Policy to the Provost's Office.**
Outcome	**Engineering**	**The College has aggressively promoted highly visible signature programs, such as our Biomedical Engineering Program and Transportation Program.**
	Tactic 5	Expand the definition and authority of a school, in line with other universities, to provide a more flexible administrative structure for highlighting programs, especially signature and those targeted for growth.

Strategy E - EXPLORE NEW INITIATIVES		
	Tactic 1	Study to feasibility of establishing new Colleges.
	Tactic 2	Create a team to study the feasibility of establishing a Center, School, or College of Fine and Performing Arts with faculty representatives from all departments and programs likely to be included in this structure to investigate the best means for linking the arts academic programs to the city's creative offerings.
Outcome	**VP Business Affairs & Finance**	**Significant progress in creating new performing arts entity to include theater, dance, art and maybe music**
	Tactic 3	Develop a Futures Think Tank to focus on future trends, new ideas, innovation, and risk taking
Outcome	**Science**	**New programs have been established to meet regional needs, including two Centers of Excellence/ (G1,,A,8 G1,B,2,4 G1,D,1.2,3,4)**
	Tactic 4	Develop a university-wide Center on Leadership, including a clearinghouse on leadership research and teaching.
	Tactic 5	Expand the Executive Forum series and establish a CEO's Forum to bring corporate CEOs to campus to speak
Strategy F - DEVELOP AN ENGAGED CSU eLEARNING COMMUNITY… ENHANCES ACADEMIC OFFERINGS OF THE UNIVERSITY		
	Tactic 1	Adopt eLearning technology when and where it best serves to enhance the quality of academic programs.
	Tactic 2	Identify the student demand for on-line, distance learning, and/or other eLearning courses
	Tactic 3	Support the faculty of CSU with an experienced service staff of eLearning technology professionals… maintenance.
Outcome	**Continuing Education**	**The Center for eLearning surveyed students and faculty members in online courses to assess the quality of their online experience and the support they received.**
	Tactic 4	Provide a consistent internet eLearning experience to our students.
Outcome	**Continuing Education**	**An online course evaluation system was added, allowing for electronic delivery and management of surveys and data**
Outcome	**Continuing Education**	**The eLearning course management system upgraded to Blackboard CE 8 and a multi-server environment installed to handle increase system usage. Concurrent users during peak periods now exceed 500.**
Outcome	**Continuing Education**	**Student "elearning Consultants" were added to the staff and trained to extend technical and media development support and to respond the rising volume of help calls received by the Center for eLearning. (G2, A-11)**
	Tactic 5	Develop methods for using e-learning as the sole method for remedial course delivery.
	Tactic 6	Develop mechanisms to ensure that student outcomes from e-Learning match learning outcomes for traditional delivery methods.
	Tactic 7	Involve faculty in all curricular e-Learning activity.
Outcome	**Continuing Education**	**The Center for eLearning launched a comprehensive faculty development and training curriculum, including online workshops. A faculty development "Boot Camp" in January had 39 faculty participants in the two-day session.**
Outcome	**Continuing Education**	**Eight CSU faculty and staff became certified "Quality Matters" elearning course reviewers. Quality Matters is a national set of standards and a review process for elearning course design which CSU is using. (G2, B-5)**
	Tactic 8	Expand the use of the ePortfolio model university-wide.

Goal 2 - Solid Financial Foundation for Advancement

Strategy A - INCREASE ENROLLMENTS		
	Tactic 1	Develop a Council for Enrollment Services that would provide support and advice to the Office of Enrollment Services
Outcome	Education	**The College Enrollment Challenge team has coordinated an enrollment increase by the creation of new programs, improved marketing, student involvement activities, etc.**
Outcome	Engineering	**The College has created Fenn Academy which helps recruiting high school students from Northeast Ohio region. The academy now has articulation agreements with 34 high schools.**
	Tactic 2	Focus recruitment targets by emphasizing outstanding quality and standards.
Outcome	Business	**Emphasize the quality of our faculty and our courses in descriptions of our program**
Outcome	Science	**Student enrollment has increased by 30% in the past five years (tactic 3,7,10,11)**
Outcome	Engineering	**The admission standard for the College of Engineering is the highest in the university. As a result, the College's undergraduate and graduate enrollments have increased year after year in the past few years.**
	Tactic 3	Develop enrollment targets by analyzing program capacity, program demand and accreditation guidelines
	Tactic 4	Revise marketing strategy to focus on expanding/changing markets we plan to serve.
Outcome	VP Administration	**The "Engaged Learning" marketing campaign is in full swing with the entire campus on board**
Outcome	VP Administration	**Spring 2009 new student enrollment is up 9% and Fall 2009 new student enrollment is up 16% over prior years**
Outcome	Graduate Studies	**The College of Graduate Studies will increase the pool of potential Ohio graduate applicants by establishing a link for the CSU Graduate Catalog in OhioLink**
	Tactic 5	Segment market into target groups and then develop specialized strategies for marketing to each group.
Outcome	Education	**Undergraduate programs have been marketed directly to agencies such as the Early Childhood Program to Head Start teachers**
Outcome	Graduate Studies	**The Office of International Admissions in the College of Graduate Studies will develop an annual international recruitment plan in partnership with the Deans of the academic colleges.**
Outcome	Graduate Studies	**The College of Graduate Studies is conducting focus groups with graduate students to marketize the Graduate Catalog and to make it a viable online recruitment tool**
	Tactic 6	Conduct on-going evaluations of the effectiveness of the marketing, public relations, and campaign strategies and revise
	Tactic 7	Establish student dual admissions programs linking our undergraduate programs with our graduate programs
Outcome	Science	**Collaboration with community organizations and agencies has increased. (G2,A,10 G5,A,3,4,5,7,9)**
Outcome	Engineering	**Four of our five engineering departments have started their Accelerated 5-yr BS/MS programs.**

	Tactic 8	Decrease surcharges on out-of-state and international students
	Tactic 9	Develop credit for lifelong learning/professional experience
	Tactic 10	Develop systematic strategies to increase interest in Cleveland State on the part of enterprising high school students
Outcome	**VP Administration**	**During FY09, Enrollment Services, Marketing and IS&T, in conjunction with college representatives from across campus, supported efforts to increase enrollment through the Presidential Commission on Enrollment Growth, established to identify, define, sponsor, justify and implement enrollment strategies.**
	Tactic 11	Adopt eLearning programs that increase new student enrollment and enhance CSU's competitive market position
Outcome	**Education**	**More programs and courses are delivered online, at satellite sites, over intensive weekends, etc**
Outcome	**Continuing Education**	**Several online programs launched during AY 2008-09; several new elearning programs are under development for AY 2009-10. (G1, F-7/ G2, B-5)**
Outcome	**Continuing Education**	**eLearning enrollments (SCH) increased almost 44% over AY 2007-08**
	Tactic 12	Continue to improve website and electronic marketing
Outcome	**Education**	**The addition of "engagecsu" micro-web sites has had significant positive impact to new student recruiting.**
	Tactic 13	Investigate reasons, other than academics, for high number of non-returning students

Strategy B - FOCUS ON RETENTION AND STUDENT SUCCESS		
	Tactic 1	Investigate feasibility of a Center for student Retention Studies that focuses on student academic achievement and success, provides opportunities for faculty and student research and fosters best practices.
	Tactic 2	Increase retention and graduation rates through strengthening programs and expanding student services.
Outcome	**Business**	**Develop strategic indicators of success (e.g., students' enrollment, retention rates, and faculty intellectual contributions)**
Outcome	**Engineering**	**The College's retention and graduation rates are the highest among colleges.**
	Tactic 3	Foster a closer relationship between students & faculty; faculty approve students for admission into a degree program, advise throughout their academic careers, set reasonable standards for progress toward degree completion
Outcome	**Science**	**Student success strategies including development of College Advising Office and coordination of Developmental Mathematics and the Department of Mathematics have been implemented. (G2,B,2, G4,B,3,5 G4,C,2,4)**
	Tactic 4	Establish the CSU "Accord" which would make assurances to students concerning their general education experience…
	Tactic 5	Develop programs and services for working adults and workers needing retraining.
Outcome	**Engineering**	**To accommodate for working adults and workers, the College has started to offer online courses, such as Master Program in Software Engineering and the newly designed evening programs in Mechanical Engineering. The College has also looked into the possibility to offer IVDL courses to our West and East Campuses.**
Outcome	**Continuing Education**	**The Center for eLearning supported development of nearly 40 new elearning courses through a faculty incentive program and course design process. (G1, F-7/ G2, A-11)**
	Tactic 6	Investigate scheduling options to increase enrollments
Strategy C - INCREASE FUNDRAISING TO SUPPORT NEW INITIATIVES		
	Tactic 1	Increase monetary and in-kind individual and corporate gifts to support academic programs
Outcome	**LAW**	**We engaged in a focused effort to raise money for student scholarships. We continue to pursue funding to enhance the number, terms and benefits of our endowed faculty positions. We created a Fund for Excellence to use to support and promote student scholarships, faculty endeavors and other programs that enhance the excellence of the law school. We are also raising money to improve our facilities by constructing a high-tech mock trial courtroom and renovating our student services center**
Outcome	**University Advancement**	**Employ and assign a major gift officer to each school/college and to athletics** **A Director of Development and Alumni Relations has been hired and assigned to each College and Athletics, resulting in a significant increase in donor activity at the College/athletics level as represented by the following statistics:** **FY09 FY08** **Visits 856 345** **Proposals 210 33** **Commitments $5,701,000 $4,491,000**
Outcome	**University Advancement**	**Staffing for increased focus on corporate & foundation giving** **Outcome:** **A Grant Writer has been hired to manage the identification, cultivation and solicitation of corporate and foundation giving. The increased focus on these constituent groups has resulted in an increase of 269% in commitments from the Corporate and Foundation community (FY07 – $1.3M/FY09 – $4.8M).**

Tactic 2	Develop a strategic plan for philanthropy and alumni development that includes a plan to initiate a $50M capital campaign.
Outcome — Engineering	With the help from the University's Development Office, the College has a full-time staff to do fundraising. This person has been closely working with the Dean.
Outcome — University Advancement	In support of this initiative, the Cleveland State University Alumni Association has recently elected to discontinue collecting dues for membership in the association. (Instead of dues to the association, alumni will be encouraged to increase their donations to the university.) The Board of Directors of the CSU Alumni Association will be asked to take a leadership role in reaching out to graduates of CSU and others in support of a capital campaign. The CSUAA has created a Development Committee as part of the Alumni Association board structure to provide leadership regarding annual campaigns as well as a future capital campaign. This committee is a key resource for conveying information concerning campaigns to the CSU alumni. The new committee has also been instrumental in encouraging the board to lead by example and has helped secure 100% participation in giving by the full alumni board of directors.
Outcome — University Advancement	Develop a fundraising culture focused on increasing its base of support through the following: Systematic and aggressive planning and goal setting for the following components of the annual giving program: phone center, direct mail programs, College centered giving, Changing Futures Fund, Faculty/Staff campaign and the Founders Society. University Advancement has developed a systematic process of annual goal setting in all areas of development. As a result of this planning process and successful program implementation, Advancement has seen overall gifts and pledges increase by 78% since FY2006 ($5.1M in FY06 to $9.1M in FY09) along with increases in the annual campaigns for the phone center, direct mail, the Faculty/Staff Campaign and the number of members in our Founders Society.
Outcome — University Advancement	Establish programs that instill a "spirit of giving" and philanthropic support for CSU from current students, recent graduates and faculty/staff. There has been an increase in the "spirit of giving" within our current students, recent graduates and faculty/staff through the addition of new programs and new staff (Coordinator of Young Alumni Programs and Director of Special Projects and Events). Current students are now engaged in philanthropy through SHS (Students Helping Students) as well as STAT (Students Today and Alumni Tomorrow). Both organizations were created in FY08. We launched a young alumni giving society to encourage giving at a higher level. Faculty/Staff campaign had a record year in FY09 (raising over $250,000). We have also developed a "spirit of giving" through increased opportunities to attend University engagement events (alumni and friend participation doubled between FY08 and FY09, represented by 26 events/3,097 participants in FY08 and 57 events/6,486 participants in FY09).

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Tactic 3		Investigate ways to involve faculty more directly in fundraising activities
Tactic 4		Double dollar amount of sponsored grants and contracts within 5 years
Outcome	Engineering	The College's external funding has significantly increased in the past three years. Our record shows that approximately one of two proposals was funded.
Outcome	Continuing Education	One-time PUCO grants funded hazardous materials training for Beavercreek and for combined programs for Cuyahoga County and the City of Cleveland. (G2, C-4)
Outcome	Urban Affairs	Secured funding to establish a Center for Energy Policy and Urban Change, obtained renewed funding for the Center for Economic Development, and for the Environmental Finance Center, and raised over $20,000 dollars in student scholarships.

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Strategy D - MAINTAIN A STABLE BUDGET MODEL TO PROVIDE SUFFICIENT FUNDING FOR PROGRAMS AND NEW INITIATIVES		
	Tactic 1	Use turnover in faculty and staff to shape future and build strength in specific targeted areas
Outcome	**Engineering**	**The College has hired several young assistant professors and one established associate professors in the past five years to build strength in specific targeted areas, such as sensors and transportation.**
	Tactic 2	Reengineer enrollment and student services to enhance efficiency
	Tactic 3	Investigate economic viability and academic quality of all off-main campus programming and all eLearning
	Tactic 4	Build funding new initiatives into budget model
	Tactic 5	Increase percentage of operating budget allotted to academic expenses
Outcome	**VP Business Affairs & Finance**	**Continued increase in percent of budget spent on academics**
	Tactic 6	Continue to implement and refine responsibility-centered management
	Tactic 7	Maximize the use of technology for enrollment management and student retention at the university
Strategy E - DEVELOP AND LAUNCH NEW INTERNATIONALLY FOCUSED INITIATIVES		
	Tactic 1	Set up CSU offices in selected countries that could engage in recruiting activities and speed up the process of getting applications approved and visas granted.
Outcome	**Engineering**	**We have also sent three professors to China, India and Turkey to recruit students.**
Outcome	**Continuing Education**	**The Intensive English Language Program began working with several educational consultants to help recruit IELP students. (G4, C-2)**
	Tactic 2	Establish a program whereby professors at selected international universities are given adjunct appointments in selected departments at CSU
Outcome	**Engineering**	**The College has recently signed several articulation agreements with universities in Singapore, India and Turkey.**
	Tactic 3	Mount a direct mail marketing program to faculty and administrators in selected international colleges and universities that have channeled significant numbers of students to CSU in the past.
	Tactic 4	Develop faculty/administrative structures within each college to be responsible for identifying opportunities in the international arena and to provide advice to the dean about strategies for expanding international programming and attracting more international students to the college

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Goal 3 - Collaborative Organizational Culture

Strategy A - CREATE AND MAINTAIN BEST PRACTICES TO ACCOMPLISH CSU'S MISSION		
	Tactic 1	Integrate a collaborative and continuous decision-making process on important strategic issues with annual planning and periodic review of goals and new initiatives.
Outcome	**VP Diversity**	**Develop and implement CSU Diversity and Inclusion Action Plan. Plan has been outlined, including a University-wide council, focus groups related to college/department/unit responsibilities for diversity, campus climate assessment, environmental scanning and monitoring, diversity education, multicultural programming, supplier diversity, and community outreach/collaboration.**
Outcome	**CLASS**	**CLASS completed its own Strategic Plan in 2009, and it is now posted on its home page.**
	Tactic 2	Monitor and annually report on environmental scanning trends
	Tactic 3	Increase salary competitiveness in recruiting and retaining high quality faculty and staff
	Tactic 4	Strategically replace large number of retirements by developing a recruitment plan that provides for sufficient resources to achieve the University's mission
	Tactic 5	Create leadership and career development opportunities for faculty and staff
Outcome	**VP Diversity**	**DID Engaging Diversity Grants of Excellence (EDGE) for faculty provide supplemental support of projects to advance institutional diversity at Cleveland State University.**
Outcome	**VP Diversity**	**The Leadership Forum on Diversity series provides cultural competency training and development for faculty, staff, students and community. The Leadership Forum on Diversity series now awards a Certificate of Completion for those participating in all three sessions, a total of 12 contact hours.**
	Tactic 6	Enhance incentives and recognition for high quality work of faculty and staff
Outcome	**Engineering**	**The College gives Faculty Research, Teaching and Service Awards every year to recognize their achievements.**
Outcome	**VP Business Affairs & Finance**	**Implementation of merit plan for staff to complement faculty merit plan**
	Tactic 7	Create crisis management procedures for faculty and staff
	Tactic 8	Develop general procedures and standards for privatization and/or outsourcing of buildings and facilities
	Tactic 9	Hold an annual Strategic Planning University Review (SPUR) session involving university leadership to provide feedback for the ongoing strategic planning process
Outcome	**Engineering**	**The College developed a college-wide strategic plan in October 2008.**
	Tactic 10	Reduce overhead by automating manual administrative processes
Outcome	**VP Admin**	**IS&T has been working closely with the Department of Human Resources on automating the processes involved for job descriptions, job postings, performance reviews and employment applications (i.e. resumes, cover letters, etc.). This initiative will begin implementation during FY10.**

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Tactic 11		Enhance the network data and voice infrastructure to support the total university environment
Outcome	VP Admin	**The University's network infrastructure was upgraded during FY09. The CSU network presently has over 12,000 active devices connected supporting over 18,000 students, faculty and staff in one way or another. The types of devices that use the network have grown dramatically as the university expands its services. Devices from computers to fire alarms, cash registers, door locks, security cameras, vending machines, laundry machines and more now all have a need for network**
Outcome	VP Admin	**An upgrade to the university's telecommunications infrastructure has been approved and will take place during FY10. The current phone switches, installed in 1998 and upgraded last in 2002, are in need of a technology refresh in order to meet the demands of the university. (G6,B,7)**
Tactic 12		Use program reviews to determine areas for growth investment and resource allocation
Outcome Graduate Studies		**Create & Maintain Best Practices: Working with the University Curriculum Committee, the Graduate Council will use program reviews to improve cross-listed courses**

Strategy B - IMPROVE COMMUNICATION AMONG STUDENTS, FACULTY, AND STAFF

Tactic 1		Encourage and support greater student-faculty interaction both in and out of the classroom
Outcome	Engineering	**The College created a new program called "Adopt a freshman" last year, which was designed to help each of our freshmen a smooth transition from high school to college.**
Tactic 2		Create opportunities and spaces for informal faculty, staff, and administrative interaction
Outcome	VP Business Affairs & Finance	**Opening of faculty lunch club**
Tactic 3		Improve the quality of life on campus for faculty and staff by immediately providing a private faculty/staff lunchroom that will function until a faculty/staff club with dining facilities is provided
Tactic 4		Collaboratively develop and formalize guidelines for improving downward and upward communication practices regarding decisions, policies, procedures, and plans
Outcome Graduate Studies		**Improve Communication Among Students, Faculty, and Staff: Working with the University Architect=s office, the College of Graduate Studies has invested in upgrading recycled furniture to create a welcoming space in Parker-Hannifin Hall=s mezzanine to support student, faculty, and staff interaction**
Outcome	Engineering	**One of engineering departments recently remodeled and doubled the space of their student lounge. A student chapter office was also moved to a bigger room.**
Outcome	CLASS	**Created two newsletters, CLASS Directions and The Innerlink, to improve communication with internal and external constituencies. The latter is now edited by our new Coordinator of Communication.**
Tactic 5		Establish ongoing communication procedures between standing university committees
Tactic 6		Form standing groups and cross functional teams to encourage lateral and horizontal communication
Tactic 7		Promote and expand interdisciplinary research collaborations
Outcome	Engineering	**The College has established active research collaboration with several research organizations, such as Cleveland Clinic and NASA Glenn Research Center. The College also has a working relationship with CWRU through a NSF funded project. Our University Transportation Center also has interdisciplinary research collaborations with other universities and regional high schools.**
Tactic 8		Form interdisciplinary teaching alliances

Outcome	Engineering	The College has offered interdisciplinary courses between Chemical and Biomedical Engineering and Electrical and Computer Engineering, and courses between the Electrical and Computer Engineering and Mechanical Engineering.

Goal 4 - Commitment to Student Success

Strategy A - PROMOTE A CULTURALLY AND INTELLECTUALLY RICH CAMPUS

	Tactic 1	Recruit and reward a diverse faculty engaged in teaching and enhancing student experience at all degree levels
Outcome	VP Diversity	Track number of diverse faculty. The new full-time tenure track faculty hires for Fall 2009 were 54% minority and 54% women, the highest percentages of diverse new faculty hires ever achieved.
Outcome	Urban Affairs	Nine faculty and staff received nationally and internally awards and recognition.
	Tactic 2	Decrease the number of part-time faculty teaching general education course by increasing the number of tenure-track and/or term faculty
	Tactic 3	Promote faculty-student engagement in co-curricular activities outside of the classroom as well as within
Outcome	Engineering	The College has provided financial support for their various student chapters to participate in regional and national engineering competitions.
	Tactic 4	Maintain and improve access to libraries and other sources of print and electronic information
	Tactic 5	Equip faculty with technologies that improve faculty/student engagement
	Tactic 6	Fund a Visiting Professorship Program for one semester each year to encourage interdisciplinary research and teaching as well as collaborations with regional institutions
	Tactic 7	Establish an "Internal Visiting Professorship" program within the University to encourage and support interdisciplinary exchanges of faculty between programs and departments
Outcome	Engineering	In the past few years, many visiting scholars had been invited to work with some faculty. For example, the College has six visiting scholars in 2008.
	Tactic 8	Promote multicultural understanding through education, training and special programs and engagement
Outcome	VP Diversity	Continued collaboration with three academic departments in CLASS, COS and COEHS related to cultural competency development as an integrated part of the curriculum. Assessment results demonstrated an improvement in cultural competency for Nursing and Physical Therapy students. Work with the Masters of Arts in Global Interaction has begun.

Strategy B - IMPROVE STUDENT LIFE ON CAMPUS

	Tactic 1	Develop a comprehensive plan to provide and promote campus activities for day, evening, residential, commuters, non-traditional and graduate students.
	Tactic 2	Promote student engagement by becoming more of a 24/7 campus
	Tactic 3	Support more active student participation in student organizations to enhance the academic environment
Outcome	Engineering	The College and all departments have actively supported student organizations in terms of arranging student chapter meetings and trips to Baja Cars completion and Bridge Design Completion.
	Tactic 4	Create exciting athletic programs that not only develop a culture of winning but also are tied to academic opportunity and excellence
	Tactic 5	Explore methods to increase student involvement in university governance and decision-making

Strategy C - IMPROVE THE QUALITY OF STUDENT SERVICES

Tactic 1		Create an advising task force that will comprehensively examine the many problems with student advising at Cleveland State, with the aim of developing concrete strategies for improvement
Outcome	**Engineering**	**The College and all departments have actively supported student organizations in terms of arranging student chapter meetings and trips to Baja Cars completion and Bridge Design Completion.**
Tactic 2		Improve the access of all types of students to all university services
Outcome	**Continuing Education**	**Enrollments in the Intensive English Language Program climbed above 40 in 2008-2009. (G2, E-1)**
Tactic 3		Improve student services utilizing quality research on the needs of all types of students
Tactic 4		Identify the unique needs of graduate students and develop services to accommodate them

Goal 5 - Valued Community Resource

Strategy A - MAINTAIN AND EXPAND COLLABORATION AND PARTNERSHIP ACTIVITIES		
Tactic 1		Establish an Office of Community Partnerships to facilitate the creation of partnerships with major corporations and other organizations
Tactic 2		Develop guidelines to take advantage of opportunities to partner with community businesses and organizations
Outcome	**Urban Affairs**	**Collaborated with the Center for Community Solutions to form a public health agenda for the region.**
Outcome	**Urban Affairs**	**Began to develop a concentrated program in Public Management Development to meet the needs addressed in Mayor Jackson's "Operations Efficiency Task Force."**
Tactic 3		Cultivate relationships with alumni by creating alumni teams focusing on recruitment, guest lectures, mentoring, and career advice
Tactic 4		Link students and faculty to pursue neighborhood and regional economic development
Tactic 5		Encourage faculty and staff volunteer efforts in community and maintain a database to track connections
Tactic 6		Form a campus-community task force to develop a "campus village" a pedestrian-friendly neighborhood for entertainment, dining, shopping and intellectual pursuits
Tactic 7		Expand the number of feeder high schools and community colleges with which we have positive working relationships
Outcome	**VP Administration**	**Community college dual admission enrollment more than doubled to 218 students.**
Tactic 8		Form a task force to bring education, business, foundation, and civic forces to increase high school graduation rates
Tactic 9		Become a significant player in joint ventures with regional colleges, universities, scientific and biomedical institutions
Tactic 10		Cultivate community relationships that will help develop a positive CSU image and collaborations in diverse communities
Strategy B - MEET COMMUNITY'S EDUCATIONAL AND ECONOMIC DEVELOPMENT NEEDS		
Tactic 1		Develop new masters and specialist degree programs to meet community needs

Outcome	CLASS	The new M.A. in Global Interactions was approved, which will help train a new generation of leaders with expertise in international affairs.
Outcome	Urban Affairs	Collaborated with the Nance College of Business and the Department of Communications in CLASS to develop a new BA in Organizational Leadership.
	Tactic 2	Enhance identity of the Division of Continuing Education as top state and regional choice for training and professional development
Outcome	Continuing Education	A grant proposal was submitted to EPA by Continuing Education for a "Brownfields Training Program" (not funded, however). (G2, C-4)
Outcome	Continuing Education	Contract training was provided for both public and private sector clients, including Amresco, Cuyahoga Support Enforcement Agency, Greater Cleveland RTA, Cleveland Metropolitan School District, Wenzao University, ideastream, Olympic Steel, Cardinal Logistics, and HumanArc. (G2, C-4)
Outcome	Continuing Education	Thanks to ongoing grant funding through Public Utilities Commission of Ohio and Ohio Board of Regents for hazardous materials training, the Center for Emergency Preparedness conducted 247 grant-funded classes throughout Ohio, reaching fire fighters and other emergency responders from over 413 different departments. Classes were held in 36 Ohio counties, and a total of almost 35,928 total training hours were provided to 3,362 emergency responders.
Outcome	Continuing Education	The 10 modules making up the online Patient Advocacy Certificate Program were completed.
Outcome	Continuing Education	The Division of Continuing Education began working with University Marketing this year to create its print pieces.
	Tactic 3	Integrate fine and performing arts into the world class Cleveland arts scene
Outcome	Continuing Education	Over 40 new professional development courses were added in 2008-2009, and two new certificate programs were launched.
Outcome	CLASS	The Summer Stages repertory theater has allowed dramatic arts students to work directly with local and national professionals in theater, and it has given CSU a prominent place in the Cleveland summer arts scene.
	Tactic 4	Provide strong, well-funded community outreach programs
Outcome	Continuing Education	The Division co-sponsored programs with academic and support units, such as a Health Science seminar, a "Design a Life" conference (College of Science), the College of Health and Human Services' Partnership Conference, and the "Imagination" Writing Workshop (English).
Outcome	CLASS	The new major in Criminology and the establishment of a Criminology Research Center is adding valuable new information and talent addressing the community's needs.
	Tactic 5	Develop and promote lifelong learning opportunities for various community populations

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Tactic 6	Expand services and educational opportunities for various community populations	
Outcome Graduate Studies	**Meet Community=s Educational and Economic Development Needs: Working with the Nance College of Business, the College of Graduate Studies will work with the Cleveland Mayor=s Office of Equal Opportunity and Turner Construction Company to train minority and women business owners**	
Outcome VP Diversity	**Recognized by the Commission on Economic Inclusion as a Contender in Best in Class for Supplier Diversity, Workforce Diversity, Board Diversity and Senior Management.**	
Outcome VP Diversity	**Collaborated with the Purchasing Dept. to enhance CSU's supplier diversity program by updating the website, monitoring reports and initiating plans to host an annual 'How to Do Business with CSU' networking event/workshops and to connect with minority supplier development organizations.**	
Tactic 7	Establish a "Friends of the University Program" to encourage retiring and current professionals to share their skills with the campus community	
Tactic 8	Create Executive Learning Spaces	
Tactic 9	Develop a process by which faculty and students are involved in research, planning and execution of regionalism projects	

Goal 6 - Distinctive Image with a Vibrant Environment

Strategy A - IMPROVE THE PHYSICAL ENVIRONMENT OF THE CAMPUS		
	Tactic 1	Develop a collaborative process to revise the Master Plan and to initiate and prioritize new campus construction
	Tactic 2	Develop "green", energy efficient, and sustainability standards for renovations and new construction
Outcome	**Education**	**The new College building will open January 2010. It was designed with involvement of faculty, staff and students and meets high standards including environmental, student meeting space, technology, etc.**
	Tactic 3	Create student spaces in all new buildings and renovations to meet the needs of all different types of students
Outcome	**LAW**	**The law school building renovation project, completed in May 2008, created new spaces for students to congregate, as well as create new space for student organizations. The renovation created an inviting entrance and meeting place at the corner of E. 18th Street and Euclid Avenue**
	Tactic 4	Continue to increase the "sense of campus" through beautification
	Tactic 5	Improve environment around campus by developing student-oriented businesses
	Tactic 6	Develop procedures for ongoing assessment of parking services for cost effectiveness, convenience, and safety
	Tactic 7	Increase the availability of affordable student housing
Strategy B - BUILD STRONG AND UNIQUE IMAGE OF CSU TO DISTINGUISH IT FROM OTHER UNIVERSITIES		
	Tactic 1	Determine academic niches or distinctive brands that should be cultivated
Outcome	**Continuing Education**	**An elearning brochure and marketing website developed. (G1, F-4/ G2, A-11)**
	Tactic 2	Promote CSU as a strong regional research institution that serves students beyond graduation with professional and career development opportunities
Outcome	**Continuing Education**	**Continuing Education worked with Alumni Affairs to offer a successful evening of in-depth Alumni Seminars.**
	Tactic 3	Focus campaign messages on CSU's value ("We are the best value around")
Outcome	**VP Administration**	**CSU held Fall 2009 tuition to last year's rates and subsidized OCOG qualifying freshman students with a President's Opportunity Grant to off-set Ohio cuts in OCOG grants to these needed students.**
	Tactic 4	Develop more name recognition in the business community
Outcome	**LAW**	**Our graduates' success on the Ohio Bar Exam over the last two years coupled with greater outreach to the law and business communities has greatly increased recognition of the excellence of our program and our graduates.**
Outcome	**Continuing Education**	**The Division of Continuing Education began working with University Marketing this year to create its print pieces.**
	Tactic 5	Evaluate name changes of university and programs
	Tactic 6	Establish a virtual presence in national advertising for signature and targeted programs
	Tactic 7	Enhance robust data and voice network infrastructure
	Tactic 8	Enhance CSU's image as a mobility institution providing career opportunities and increased earning potential for its students