

Consolidated Report

Goal 1 - Academic Excellence

UNIT **STRATEGY A: IMPROVE UNDERGRADUATE EDUCATION**

Identified
Proceeding
Achieved
Inactive

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| | Tactic 1 - Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education. | | | | |
| EGR | College will adopt and develop emerging technologies that enhance student-learning experience | | ✓ | | |
| LIBRL | The college plays a pivotal role in the General Education curriculum, and we plan to support implementation of the new General Education requirements fully | | | ✓ | |
| SCI | Move developmental math to the academic sector and integrate more effectively with 100 level mathematics courses. Develop a comprehensive continuum of services, beginning with improved assessment focused on skills required for success in college-level coursework, intensive summer workshops for students in need of minimal additional intervention, and a range of developmental courses from very intensive to college-level with added support. Developmental math will be better integrated with college mathematics through identification of instructors who can teach at both levels, thus ensuring their understanding of requisite skills for students. We are progressing on these activities, but anticipate this being an on-going effort to continuously improve. | | ✓ | | |
| URB | The Levin College already offers several distinctive classes including UST 200, UST 202, the Columbus Seminar, and the Washington, DC Seminar | ✓ | | | |
| | Tactic 2 - Engage full-time faculty and students in undergraduate education, particularly GE. | | | | |
| EDU | The College works to engage full time faculty in undergraduate education, and has proposed a new General Education course | | | ✓ | |
| EDU | Funds will be made available to students for scholarly participation in national conference and similar activities. | | | ✓ | |
| EDU | Increase number of theses and projects across all graduate specializations | | | ✓ | |
| EDU | Continue to apply for summer grants to engage undergraduate students in their research activities (e.g.,Islam, Art, Autism). | | | ✓ | |
| EGR | The Department works to engage full time faculty in undergraduate education, and has proposed a new General Education course | | | ✓ | |
| LIBRL | To improve the quality of teaching in the General Education sequence and to the extent we are able, we plan to direct more full-time faculty into General Education classes | | | ✓ | |
| SCI | Establish a "Math Poster Day:" an annual event at which students from any mathematics class, including general education math classes, may present a math-oriented poster. Departments are making progress toward having full-time tenured faculty teach undergraduate classes, including 100 and 200 level courses as appropriate. This will be an on-going goal. | | ✓ | | |
| URB | Several of our full-time faculty (including two exclusively) regularly serve as instructors for our undergraduate programs | ✓ | | | |
| | Tactic 3 - Recognize and reward teaching excellence in undergraduate courses. | | | | |
| EGR | The college will continue to identify and recognize with an engraved plaque, the best teacher of the year. | ✓ | | | |
| LIBRL | CLASS will create a new college Award for Teaching Excellence | | ✓ | | |
| SCI | In addition to an annual College of Science faculty teaching award, several departments give awards to outstanding teaching assistants. | | ✓ | | |

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| | Tactic 4 - Embed undergraduate research and engaged learning in the curriculum. | | | | |
| EDU | Publish second edition of an online journal of teacher research: Journal of Teacher Research | | <input checked="" type="checkbox"/> | | |
| EDU | Faculty regularly post what they are doing so students and others are aware of what “research” is being conducted | | <input checked="" type="checkbox"/> | | |
| EDU | Continue to encourage faculty to attend national conferences and co-present with students. | | <input checked="" type="checkbox"/> | | |
| EGR | An undergraduate research requirement will be integrated into the undergraduate curriculum for Chemical and Biomedical Engineering for Honors students | | | <input checked="" type="checkbox"/> | |
| LIBRL | CLASS faculty and students have been funded by the Provost's initiative for summer U/G research | | <input checked="" type="checkbox"/> | | |
| SCI | Through the REEL Chemistry program and Honors Chemistry courses, an increased level of hands-on involvement in research activities is being fostered. Every Department in the College has hands-on experiences for our students. We continue to innovate in this area (for example, the Choose Ohio First Scholarship in Science Entrepreneurship, Service Learning in Health Sciences) but view this as a goal for continuous improvement. | | <input checked="" type="checkbox"/> | | |
| | Tactic 5 - Investigate the development of an experiential learning requirement for all undergraduate students. | | | | |
| EDU | Establish a Dept. research day in Spring Semester to showcase student research projects completed during the academic year | | <input checked="" type="checkbox"/> | | |
| EDU | Invite community professionals to speak to students and provide information about internship opportunities | | | <input checked="" type="checkbox"/> | |
| EDU | Have students present on their internship/practicum experiences | | <input checked="" type="checkbox"/> | | |
| EDU | Actualize Freshman Entry Learning Community | | | <input checked="" type="checkbox"/> | |
| SCI | Expand internships, coops, and research experiences for undergraduates. COS faculty will continue to participate in the Provost’s program to provide undergraduate research experiences. The College will attempt to identify resources to support this and other UG experiential learning opportunities. Every student in COS has at least one hands- on experience; most have several. | | | <input checked="" type="checkbox"/> | |
| URB | The Levin College requires internship experiences for undergraduate and MPA students | <input checked="" type="checkbox"/> | | | |
| URB | We plan to participate in the development of learning communities so that offer to undergraduate students expanded opportunities to enhance their ability to succeed at CSU | <input checked="" type="checkbox"/> | | | |
| VPAdmin | Reinvent the Cooperative Education Program that partners with academic units in order to provide academic credit for Co-op | | <input checked="" type="checkbox"/> | | |
| VPDiv | STARS undergraduate research program development with academic departments | | <input checked="" type="checkbox"/> | | |
| VPDiv | Recruitment of STARS students for faculty mentored undergraduate research | | | <input checked="" type="checkbox"/> | |
| VPDiv | Service learning and volunteer programs as part of the AHANA Program | | | <input checked="" type="checkbox"/> | |
| | Tactic 6 - Create a sense of cohort and learning communities among all students. | | | | |
| CE | Offer services to the learning community faculty members to encourage the use of e-learning technology as a means of strengthening the communities | | <input checked="" type="checkbox"/> | | |
| EDU | Create learning communities by area of specialization | | <input checked="" type="checkbox"/> | | |
| EDU | Introduce all faculty to the PED 200 class so that students can identify them earlier in the program | | <input checked="" type="checkbox"/> | | |
| LIBRL | CLASS Will support the Course Clusters initiative | | <input checked="" type="checkbox"/> | | |

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| | pursue a bachelor's degree immediately and seamlessly followed by admission to a master's degree program; Currently 9 4+1 programs available. | | | | <input checked="" type="checkbox"/> |
| GST | The College of Graduate Studies is working on a 4+1 brochure to inform students and Program Directors of procedures. | | | | <input checked="" type="checkbox"/> |
| LAW | In 2006, the College of Law approved an early admissions program for students in the CSU Honors Program | | | | <input checked="" type="checkbox"/> |
| LIBRL | CLASS is particularly interested in creating new programs that offer a seamless transition from undergraduate to graduate studies. One such program currently underway is a proposed dual-admissions program between CLASS and Cleveland Marshall Law School | | | | <input checked="" type="checkbox"/> |
| LIBRL | Other such programs are a proposed new BA/MA program in Economics, and a new Bachelor of Music/Masters of Music in Music Education | <input checked="" type="checkbox"/> | | | |
| SCI | Collaborative programs like those with NEOUCOP and the Ohio College of Podiatric Medicine can be appealing to students. We plan to pursue additional collaborations of this nature. | | | | <input checked="" type="checkbox"/> |
| SCI | We plan to continue to monitor workforce needs, and to design appealing graduate programs for students to retain them at CSU | | | | <input checked="" type="checkbox"/> |
| SCI | Initiate BS/MS programs, several of which already have been approved. 4+1 programs have now been approved in Physics, Chemistry, and Mathematics. A Health Sciences 4+1 is in development, and under consideration in Psychology and Biology. | | | | <input checked="" type="checkbox"/> |
| SCI | Many of our programs have the potential to allow seamless transition to the master's from undergraduate study (e.g., BSHS to several of our masters programs and the BS to the MS Professional Program in Physics). 2+3 programs could be developed (e.g., BSHS to MSHS). Another option is the provisional acceptance for freshmen who are guaranteed a place in a masters program if they maintain eligibility. The MOT program currently does this. While not appropriate for every program, we will explore opportunities to propose such programs and to encourage our students to take advantage of them | | | | <input checked="" type="checkbox"/> |
| URB | The Levin College is planning to offer combined BA/Masters 5-year degrees in Public Administration and Environmental Studies | <input checked="" type="checkbox"/> | | | |
| VPDiv | Preparation for graduate school (GRE prep, etc.) for students in STARS and AHANA in collaboration with McNair Program | | | | <input checked="" type="checkbox"/> |
| | Tactic 9 - Adopt and develop emerging technologies that enhance student-learning experience. | | | | |
| CE | Explore emerging technologies, adopt new ones as appropriate, and support faculty in their use | | | | <input checked="" type="checkbox"/> |
| EDU | Develop a Virtual Research Day Spring 2008 | | | | <input checked="" type="checkbox"/> |
| EDU | Design and implement one e-learning course for undergrads/post-baccalaureates enrolled in Middle Childhood Education (TRUE) Program of Study | | | | <input checked="" type="checkbox"/> |
| EDU | TE has encouraged part-time and full-time faculty with technological expertise to develop web-based, online courses (For example; EDL 300, EDL 301 and ECE 403). | | | | <input checked="" type="checkbox"/> |
| LIBRL | CLASS is developing new on-line courses and programs for undergraduates and graduste students, and our efforts to expand eLearning will be monitored by a new CLASS standing committee for distance learning. | | | | <input checked="" type="checkbox"/> |
| LIBRL | CLASS has funded and the Library has purchased ArtStor, a comprehensive digital image collection, for the teaching of Art History | | | | <input checked="" type="checkbox"/> |
| SCI | Several departments use clicker technology for instant feedback in large introductory courses. Many courses use Blackboard features to supplement in-class instruction with quizzes and other activities, often in addition to on-line resources (such as OWL) provided by textbook publishers. The Gerontology Certificate and the BSHS will be fully on-line by fall, 09 | | | | <input checked="" type="checkbox"/> |
| URB | The Levin College is producing more than 1000 credit hours through web-based instruction (a leading College for this at Cleveland State University) | <input checked="" type="checkbox"/> | | | |
| URB | We have established distance-learning activities with Youngstown State University and will deliver classes through distance-learning technology with our partnership university in Seoul, Korea | <input checked="" type="checkbox"/> | | | |
| URB | The College also maintains its own computing services staff and these individuals assist students to insure that they have the technological skills to advance their educations and meet their project deadlines. | <input checked="" type="checkbox"/> | | | |
| VPAdmin | | | | | |

Identify key staff and programs that will enable a link between students' career-line data and the student data in PeopleSoft

Tactic 10 - Expand and support a comprehensive Honors Program, incl development of the University Scholars Initiative

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| EGR | The college will continue to work with the Honors program to offer research experiences and to encourage the honors students to continue their studies by enrolling in the master's program. | | | | |
| SCI | The College intends to continue its active participation in the Honors Program, and to increase attractive options for University Scholars as that program comes on-line. | | | | |
| URB | We are participating in the CSU Honors program | | | | |
| VPFin | Provide permanent funding for Honors scholarships | | | | |
| VPFin | Provide new space for Honor program | | | | |

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UNIT STRATEGY B: ENHANCE GRADUATE EDUCATION AND RESEARCH

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| | Tactic 1 - Increase support for existing & new doctoral programs that build on existing graduate strength...new market. | | | | |
| BUS | Coordinate DBA classes with other departments in the college, particularly CIS | | | ✓ | |
| EGR | Continue to support the College's doctoral program (DRE) especially in the areas of Biomedical Engineering, Power Distribution, Rotating Machinery Dynamics and Control and Transportation. | ✓ | | | |
| EGR | D. Eng. program in new areas of MEMs and sensors are also created due to the hiring of two faculty members in these areas. | | | ✓ | |
| EGR | A research group consisting of MEMs, sensors, and signal processing is conceived and will be formed. This group will concentrate on biomedical signal processing and will collaborate with other departments in CSU (like physics, biology, chemical engineering, and chemistry). | | | ✓ | |
| EGR | We will continue to support and foster the growth of a strong interdisciplinary program by involving colleagues from other CSU colleges as well as other institutions | | | ✓ | |
| GST | The Graduate council will consider a proposed track in Urban Communication within the Doctor of Philosophy in Urban Studies and Public Affairs, and also Psychology PhD with Akron | | | ✓ | |
| GST | Final approval has been received for a joint doctorate in Adult Development and Aging granted by the University of Akron and CSU. Our Department of Psychology is now reviewing the first students to enter this program | | | ✓ | |
| GST | The College of Graduate Studies will provide support funding for the Doctoral Dissertation Research Expense Awards each year to support the advancement of doctoral candidates research projects in all academic disciplines at CSU; 8 awards were made in 2009. | | | ✓ | |
| LIBRL | While we have a strong tradition of vibrant programs on the Master's level, CLASS has had, to date, no Ph.D. programs. To meet a viable new market, we propose to take the first step toward doctoral studies in the college by creating, in partnership with our colleagues in the College of Urban Studies, a new Ph.D. track in Communication within the Urban Studies Ph.D. program. At present, this proposed new program will rely on current resources in the School, and it will offer an important new dimension to post-graduate education in CLASS | | | ✓ | |
| SCI | The College will focus its hiring efforts to build on existing areas of excellence to increase prominence, reputation, and, most important, quality of education, for its students. The Ph.D. in Adult Development and Aging has admitted its first cohort of students. Feasibility of Ph.D.s in Biostats/bioinformatics, and in Rehabilitation Science is currently underway. | | ✓ | | |
| URB | The College is seeking additional financial support for students to encourage enrollment in our Ph.D. program; more external support is needed for the growth of our doctoral program | ✓ | | | |
| URB | The College is considering the development of new dual degree programs with Punjab University (India), and the New Delhi School of Planning and Architecture (India) | ✓ | | | |
| | Tactic 2 - Develop new professional master's programs that respond to community and market needs. | | | | |
| EDU | Increase participation in current Science and Math graduate programs in Middle Childhood Education to best align with our plans to develop a Graduate Program in Middle Childhood Studies | | ✓ | | |
| EGR | We will build on the success in Biomedical Engineering by starting a Masters program in Applied Biomedical Engineering. | | ✓ | | |
| EGR | Continue development of a new Master's program in Transportation Engineering that was recently started. | ✓ | | | |
| EGR | Continue implementation of the new degree of MS of software engineering (MSSE). | | | ✓ | |
| EGR | Investigate the feasibility of offering a MSCE program and market the potential for it. | | ✓ | | |
| GST | The Graduate Council will consider a proposed Masters of Arts in Psychology in School Psychology as well as Global Interactions | | | ✓ | |

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| GST | A new Master of Arts in Global Interactions degree has been recently approved as the only program in Northeast Ohio to meet the growing demand for commercial, political, and economic global experts. | | | <input checked="" type="checkbox"/> | |
| GST | A new Master of Science in Biomedical Engineering degree has been recently approved. | | | <input checked="" type="checkbox"/> | |
| GST | The unique, regionalized Consortium of Eastern Ohio-Master of Public Health program achieved a successful re-accreditation. | | | <input checked="" type="checkbox"/> | |
| LAW | We are in the initial stages of creating a Master of Legal Studies degree for professionals who will benefit from legal training but do not require a J.D. | | <input checked="" type="checkbox"/> | | |
| LIBRL | Graduate education is a vital component of our college's mission. We intend to make it more so, by not only increasing the quality of our current programs but also by judiciously adding new M.A. programs that respond to community and market needs. While we have a strong tradition of vibrant programs on the Master's level, CLASS has had, to date, no Ph.D. programs. The new M.A. in Global Interactions (Political Science) has been approved. | | | <input checked="" type="checkbox"/> | |
| LIBRL | In cooperation with the College of Education we would also like to explore the creation of new teaching degrees, the M.A.T., not only in Drama (which would be an intensive summer program) but also in English | <input checked="" type="checkbox"/> | | | |
| LIBRL | We worked with our colleagues in the College of Science to create a new M.A. in Museum Studies, which occurs as a specialized track in History and Biology, Geology, and Earth Sciences | | | <input checked="" type="checkbox"/> | |
| LIBRL | Other new M.A. programs, such as the M.A. in Liberal Arts, the M.A. in Anthropology, an M.F.A. in Studio Art, an M.A. in Criminology, and an M.A. in Choral/Chamber Music Directing are beginning to be discussed | | <input checked="" type="checkbox"/> | | |
| LIBRL | Note by Mastboom 22/6/09: M.A. in History, Museum Studies Track and a Certificate in Museum studies have been approved and are in the Catalog. | | | <input checked="" type="checkbox"/> | |
| LIBRL | Make coursework for the M.A. in Philosophy with a Concentration in Bioethics available entirely on-line. | | <input checked="" type="checkbox"/> | | |
| SCI | Many of our programs have the potential to allow seamless transition to the master's from undergraduate study (e.g., BSHS to several of our masters programs and the BS to the MS Professional Program in Physics). 2+3 programs could be developed (e.g., BSHS to MSHS). Another option is the provisional acceptance for freshmen who are guaranteed a place in a masters program if they maintain eligibility. The MOT program currently does this. While not appropriate for every program, we will explore opportunities to propose such programs and to encourage our students to take advantage of them | | <input checked="" type="checkbox"/> | | |
| URB | The Levin College is seeking approval of Master of Non-Profit Management degree from OBOR | <input checked="" type="checkbox"/> | | | |
| | Tactic 3 - Provide adequate support for graduate programs, particularly those that are growing. | | | | |
| EDU | Formalize the GEAR/DRIVE programs to stimulate doctoral students' research and scholarship | <input checked="" type="checkbox"/> | | | |
| EDU | Advertise Thesis Defenses to the academic community | <input checked="" type="checkbox"/> | | | |
| EDU | Promote the first state accredited PK-6 Mathematics Specialist Endorsement program in the community. | | <input checked="" type="checkbox"/> | | |
| EDU | Provide support for proposed certificate program courses for children and youth with autism. | | <input checked="" type="checkbox"/> | | |
| EGR | The college will continue to provide support for graduate students within the University Transportation Center (UTC), Center for Rotating Machinery Dynamics and Control and the Applied Biomedical Engineering Programs. | <input checked="" type="checkbox"/> | | | |
| EGR | We will use our limited TG, TA, and RA funds more efficiently to support our graduate students, and particularly we will invest in our growing areas such as the ones mentioned above as well as in computer engineering, software engineering, MEMs, and sensors | | | <input checked="" type="checkbox"/> | |
| GST | The College of Graduate Studies is increasing the support funding of Cost Share accounts for the support of hiring stellar graduate assistants to assist our faculty on research grants and development. | | | <input checked="" type="checkbox"/> | |
| LAW | Improve students' first-time bar passage rate on the Ohio bar examination; making the size of the incoming class smaller | | | <input checked="" type="checkbox"/> | |
| LIBRL | While in the recent past undergraduate enrollments in the college have been decreasing, graduate enrollments have continued to grow. In addition, using graduate programs we have reached out cooperatively to other higher education institutions in the area. Our Masters of | | | <input checked="" type="checkbox"/> | |

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| | Social Work program, a joint endeavor with the University of Akron, is bursting at the seams with new enrollments. Our joint M.F.A. program in Creative Writing (with Akron, Kent State, and Youngstown State) has also been very successful. In addition, graduate enrollments in English, Sociology, History, and Communication have all been impressively strong. | | | | |
| SCI | GAANN fellowships have been secured in both Biology and Chemistry. Efforts to find support are on-going. | | | | ✓ |
| | 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. | | | | |
| EDU | Research Center Committee investigating Nursing Research Center viability | | | | ✓ |
| EDU | Promote the Early Childhood Intervention Research Lab focus on improving social communication interactions in preschool settings. | ✓ | | | |
| EDU | Promote and expand the (CLC) Community Learning Center research, teaching, and service in the areas of literacy and special education. | ✓ | | | |
| EGR | The department of Electrical and Computer Engineering has established the Center for Advanced Control Technologies. | | | | ✓ |
| EGR | The Center for Rotating Machinery Dynamics and Control will also continuing education and technical support for engineers and operational personnel from a wide variety of industries. | | | | ✓ |
| EGR | The college will continue to encourage faculty to play major roles both as leaders and as researchers in the college-wide Center for Research in Electronics and Aerospace Technology (CREATE) and in the state-funded multi-university and multi-business Wright Center for Sensors System Engineering (WCSSE). | ✓ | | | |
| GST | The Center for Health Equity, which is operating with a three-year \$1.3 million grant from the National Center for Minority Health and Health Disparities at NIH as well as other grants, is fostering a community of interdisciplinary researchers to understand determinants of health disparities and their resolution. | | | | ✓ |
| LAW | In 2009 the law faculty approved the creation of a Center for Health Law & Policy which will combine teaching, research and public service. | | | | ✓ |
| LIBRL | We will also continue to support faculty creative activity. One way to do this is to open new research centers, centers with the possibility of expanding our links to the community, increasing our share of research grant funding, and multiplying our abilities to publish new research. One such center, created in the fall of 2006, is the Center for Public History and Digital Humanities, which plans to become self-supporting within three years | | | | ✓ |
| LIBRL | We have created a Center for Criminology Research | | | | ✓ |
| SCI | The Center for Gene Regulation in Health and Disease was inaugurated in Fall, 08. We are exploring a Center focused on drug development and delivery. | | | | ✓ |
| URB | At the current time, three members of the faculty direct research centers that provide research and educational opportunities for graduate students. The College has several research centers in our College led by College Fellows who also teach and hire and supervise graduate students as graduate assistants. | ✓ | | | |
| URB | The College has used its resources to help launch new centers, and will continue to do so in response to faculty and staff initiatives and the needs of the community. The newest centers are the Center for Election Integrity, a partnership with the Cleveland-Marshall College of Law and the Center for the Advancement of Women in the Public Service | ✓ | | | |
| | Tactic 5 - Reward faculty for external fund raising. | | | | |
| EDU | Continue to reward faculty for external funding through the 5% Club. | | | | ✓ |
| GST | Five percent of the recovered indirect cost generated by sponsored programs grants is returned to the faculty member who is the principal investigator on grants. This incentive was approved by the university in 2001 and continues to serve as a clear reward for obtaining competitively sponsored programs and grants. We are in the process of surveying college strategies for supporting faculty efforts--activity moved to the Office of Sponsored Research | | | | ✓ |
| LIBRL | CLASS faculty is notably productive in research and creative activity, and several impressive grants and fellowships have been awarded to college faculty in the recent past. The college will continue to support both faculty research efforts and their efforts to seek external funding | | | | ✓ |

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| | for their research | | | | |
| URB | The College pioneered the use of incentive programs (at CSU) to reward faculty for success in sponsored research and will continue to support the remuneration for extra levels of success | ✓ | | | |
| URB | The College also provides seed money to advance research engagements and opportunities | ✓ | | | |
| | Tactic 6 - Maintain and enhance research support functions such as libraries. | | | | |
| EDU | Conduct exploratory research on the Cleveland Book Fund | | ✓ | | |
| | Tactic 7 - Fund students, particularly for scholarly participation in national conferences and similar activities. | | | | |
| BUS | Subsidize the expenses of DBA students for attendance at professional meetings. Subsidize undergraduate students for expenses associated with joining appropriate professional organizations. | | | ✓ | |
| EDU | Encourage student attendance at professional conferences (i.e.,no penalty for class absence; extra credit; funding) | | | ✓ | |
| EGR | Both the UTC and ABE programs have sent students to academic conferences | | | ✓ | |
| LAW | We fund student participation in an annual labor law conference through the Peggy Browning Scholarship and we fund Public interest Fellowships for students to work in public interest law-related organizations during the summer. | | ✓ | | |
| LIBRL | CLASS has partially funded student conference trips. | | | ✓ | |
| SCI | Vigorous graduate programs require strong funding for students as well as for research. The College will continue to increase its efforts in development as discussed below. Faculty will also continue to seek external funding, an area in which they have enjoyed growing success in a very competitive funding environment | | ✓ | | |
| SCI | Both doctoral programs have a tradition of supporting graduate student travel to conferences, and both departments have special gift accounts that are used to supplement travel support provided by limited operating budgets. | | | ✓ | |
| URB | The Levin College provides financial support to graduate students enabling them to participate in academic and professional conferences | ✓ | | | |
| URB | The College needs to expand the available financial support for students enrolling in our undergraduate programs. This is a priority for our development activities | ✓ | | | |
| VPAdv | Between 2007 and 2009, the Alumni Affairs Office will recommend that the Cleveland State University Alumni Association participate in this initiative by increasing financial support of current scholarships and establishing new scholarships | | | ✓ | |
| | Tactic 8 - Continue to participate in the Economic Growth Challenge/Innovation Incentive Program. | | | | |
| EGR | The College will actively participate and promote the OBOR vision of the Economic Growth Challenge/Innovation Incentive Program by strengthening our Applied Biomedical Engineering Doctorate offering. We will expand this program by increasing research in the areas of biomaterials and biomedical sensors and devices. | | | ✓ | |
| GST | Last year, following discussions with the Provost and the President, we refocused the program on CSU's Biomedical Doctorate | | | ✓ | |
| SCI | The College of Science will position and augment its doctoral programs in Clinical-Bioanalytical Chemistry and Regulatory Biology in order to meet needed performance standards stipulated by the State's Economic Growth Challenge/Innovation Incentive Plan. The College will work with the University to assure that these doctoral programs qualify | | ✓ | | |
| URB | The MSUS is adjusting its focus to include economic development. The new foci on economic development are being done in association with the Nance College of Business | ✓ | | | |

UNIT STRATEGY C: DEVELOP STATE-OF-THE-ART TEACHING AND RESEARCH FACILITIES

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| | Tactic 1 - Conduct a study to determine long-range campus-wide academic department needs and classroom needs. | | | | |
| LIBRL | With a \$25,000 planning grant from Peter B. Lewis, the university has taken a first step in the direction of a new Fine and Performing Arts Building, but we have just begun the long process toward its realization. At present, we are actively working with the Office of the President, the Office of the Vice-President for Business Affairs and Finance, and the architectural firm of Westlake, Reed, and Leskosky to propose a building that is both adequate for programmatic needs and attractive (both in size and design) to potential donors, university stake-holders, and potential community partners | | ☑ | | |
| SCI | Seek external sources for enhancement/upkeep; Continue to work with Central administration to identify space; Continue to work with Central administration to enhance space. Space continues to be an issue; however, the administration has provided expansion space in Stillwell Hall, and is studying the possibility of temporary expansion space in Main Classroom. An office suite for the McNair Scholars program and other grant-supported efforts has also been identified. | | ☑ | | |
| VPAdmin | Promote Cooperative Education as a highly visible signature program | | ☑ | | |
| VPFin | Study Classroom needs- state of the art teaching | | | ☑ | |
| | Tactic 2 - Enhance academic departmental cultures... meet standards; provide classroom space adjacent to faculty offices. | | | | |
| LIBRL | A goal for the more distant future will be to construct a coherent unified space on campus which can house both faculty offices and classrooms for faculty in the social sciences and the humanities | ☑ | | | |
| LIBRL | We have created a new office for all inter-disciplinary majors in Rhodes Tower 1644. The office is staffed by a new half-time secretary, who provides support for the directors of the various inter-disciplinary programs. There will also be a student lounge, where such majors will find their on-campus home and a place to relax and exchange information about their chosen area of study. | | | ☑ | |
| SCI | Through a successful external grant application, the freshman chemistry lab complex is being renovated, and faculty offices will be reassigned to provide an appealing "freshman corridor." | | ☑ | | |
| VPAdmin | Develop grant proposals to leverage funding for a cooperative Education Signature Program | | ☑ | | |
| VPAdv | 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 | | | ☑ | |
| VPAdv | The Board of Directors of the Cleveland State University 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 | | | ☑ | |
| VPFin | Class space adjacent to offices- teaching clusters, better learning | | ☑ | | |
| | Tactic 3 - Develop a faculty/administrative collaborative process to develop a long-term physical plan for academic buildings, space... | | | | |
| SCI | The College is working to identify potential donors who might want to help build a new College of Science Building. We are also looking to partner with such entities as the County Prosecutor's Office to find State and local sources of funding. We are also working with the Cleveland Clinic to identify shared space on their campus | | ☑ | | |
| VPFin | Physical plan for academic space- better learning environment | | ☑ | | |
| | Tactic 4 - Involve faculty from the onset in renovation and construction of all projects... classrooms, laboratory, academics. | | | | |
| EDU | Faculty, staff and students participated in the design of the new College Building | | | ☑ | |
| LAW | We have a Building Committee composed of faculty, administrators, and students who are actively involved in building renovation and construction projects. This Committee played a key role in the recent renovation of the law school. | | | ☑ | |

UNIT STRATEGY D: FACILITATE SIGNATURE PROGRAMS

Identified
Proceeding
Achieved
Inactive

| | | Identified | Proceeding | Achieved | Inactive |
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| | Tactic 1 - Identify, fund, develop and aggressively promote highly visible Signature Programs that speak to core missions. | | | | |
| EDU | Establish online Master's and endorsement programs as statewide model | | | <input checked="" type="checkbox"/> | |
| EDU | Better publicity for programs that we already have | | | <input checked="" type="checkbox"/> | |
| EDU | Research Center Committee investigating Nursing Research Center viability | | <input checked="" type="checkbox"/> | | |
| EDU | Increase recognition of the School of Nursing at CSU and programs it offers through: Billboards- Post ads at major hospitals, work with First Ring Academy, work with student teachers within high schools, highlight alumni, PR specific to School of Nursing, CCF Summer program follow-up, Research Day | | <input checked="" type="checkbox"/> | | |
| EDU | Increase support for the only PK-6 Mathematics Specialist Endorsement program in Northeast Ohio. | | <input checked="" type="checkbox"/> | | |
| EDU | Increase support for the autism courses that focus on effective educational interventions for children and youth with autism. | | <input checked="" type="checkbox"/> | | |
| EGR | There exist several potential signature programs, with high visibility and benefits for the entire College and the University. The faculty will make the final determination as to which of these programs should emerge as signature programs | | | <input checked="" type="checkbox"/> | |
| LAW | We have created a Center for Health Law & Policy that we will promote as a signature program. | | <input checked="" type="checkbox"/> | | |
| LIBRL | We will support new degree initiatives, such as a new Communication track in the Urban Ph.D. program and the new Bachelor of Arts in Organizational Leadership, which is built upon a strong core of courses from Communication | | | <input checked="" type="checkbox"/> | |
| LIBRL | The college has more need for curatorial space. One proposal has been to create a new Museum of Anthropology, which would house the collection of significant artifacts collected by the members of the Anthropology faculty | <input checked="" type="checkbox"/> | | | |
| SCI | Engage in aggressive public awareness activities; Enhance awareness of signature programs in region and nationally | | <input checked="" type="checkbox"/> | | |
| SCI | The Center for Gene Regulation in Health and Disease is a central focus of the College, as is the newly created Center for 21st Century Health Professions. We are exploring other opportunities, but must fund current activities adequately. | | <input checked="" type="checkbox"/> | | |
| URB | The Levin College is currently home to the #2 nationally ranked city management and urban policy signature program. We have other signature programs in public management, urban planning, and economic development | <input checked="" type="checkbox"/> | | | |
| URB | The Levin College is developing leading programs in environmental studies, public safety management, and nonprofit management | <input checked="" type="checkbox"/> | | | |
| VPAdmin | Promote Cooperative Education as a highly visible signature program | | <input checked="" type="checkbox"/> | | |
| | Tactic 2 - Leverage initial programs to stimulate development of additional Signature Programs in the colleges. | | | | |
| LIBRL | A dynamic program in Visual Communication Design (Art Dept.) and a proposed new track in Professional/Technical Writing (Department of English) would add strength and even more diversity to this signature program | <input checked="" type="checkbox"/> | | | |
| LIBRL | In Spring 2007, four new areas of excellence were added to Communication for CLASS. These are Music, Bioethics, Middle Eastern Studies, and Regional History | | | <input checked="" type="checkbox"/> | |
| SCI | Allocate additional resources to these programs. In addition to on-going efforts such as a recent NIH P30 submission, we are exploring other strengths of the College, and continue to seek resources through grants, partnerships, and donations. | | <input checked="" type="checkbox"/> | | |
| VPAdmin | Develop grant proposals to leverage funding for a cooperative Education Signature Program | | <input checked="" type="checkbox"/> | | |
| | Tactic 3 - Develop and nurture "incubator programs" designed to bridge academia and the community in creative ways. | | | | |

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| 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. | | | <input checked="" type="checkbox"/> | |
| SCI | Position signature programs to meet workforce needs of the region. Identify new programming responsive to area needs and societal trends. A recent example of this is the emerging emphasis on creative occupations identified through review of professional literature and expressions of interest by both lay and professional audiences in the community. | | <input checked="" type="checkbox"/> | | |
| URB | The Levin College received a Presidential grant to advance the establishment of economic development as a signature program for CSU. Work continues towards this objective with important partnerships across the campus (Nance College of Business) and in the community with numerous public, private, and nonprofit sector organizations Tactic 4 - Submit all Signature Program initiatives to the University governance process so as to promote and mobilize them widely. | <input checked="" type="checkbox"/> | | | |
| LAW | We have submitted the faculty approved Center for Health law & Policy to the Provost's Office. | | <input checked="" type="checkbox"/> | | |
| SCI | GRHD was approved through the official process. The Center for 21st Century Health Professions resulted from campus-wide consultation about strategic directions. | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Work with college partners to have academic changes in Cooperative Education submitted to appropriate college/university committees for approval. We may also be involved in partnership program development through the new Director, Partnership Office in D5 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. | <input checked="" type="checkbox"/> | | | |

UNIT **STRATEGY E: EXPLORE NEW INITIATIVES**

Identified
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| | Tactic 1 - Study to feasibility of establishing new Colleges. | | | | |
| LIBRL | The college will work to build a greater unity and strength in the Fine Arts. At present, there is little support among the faculty for a new college of Fine Arts. | | ☑ | | |
| | 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. | | | | |
| EDU | Collaborate with COS and Engineering to create Center in Math and Science Education | | ☑ | | |
| LIBRL | CLASS will explore new ways to create a sense of common purpose among the arts, such as the publication of a unified annual calendar of events for all the Fine Arts programs | | | ☑ | |
| LIBRL | We will continue to explore new ways to raise the public profile of our arts offerings | | ☑ | | |
| LIBRL | The Center for Arts and Innovation will also work with the President to create a vibrant center for community arts organizations on the CSU campus | | | ☑ | |
| LIBRL | A proposal to create a new Department of Theatre and Dance is now being vetted. | | ☑ | | |
| SCI | Efforts are now underway to: create a certificate program; explore the possibility of creating a center for creative lifestyles; and present public and professional programming in collaboration with such partners as the Cleveland Clinic as well as University partners in Art, Music, Philosophy, and elsewhere on campus. | | ☑ | | |
| SCI | Support current emerging programming; Among current initiatives are a proposed Ph.D. in Adult Development and Aging (Psychology) in collaboration with the University of Akron, a Doctor of Physical Therapy (DPT), a Physician Assistant program in collaboration with Cuyahoga Community College, a concentration in Biostatistics (Mathematics), a Pharmaceutical Sciences program (CHM) and a forensics program (CHM). Each of these programs meets a vital regional need, and addresses expressed student interests | | | ☑ | |
| VPFIn | Establish School of Fine & Performing Arts- physical plan developed | | ☑ | | |
| | Tactic 3 - Develop a Futures Think Tank to focus on future trends, new ideas, innovation, and risk taking | | | | |
| EDU | Explore the development of an inter-disciplinary center to research how children/adolescents develop language skills from an ethnographic, sociological, and linguistic perspective. | ☑ | | | |
| | Tactic 4 - Develop a university-wide Center on Leadership, including a clearinghouse on leadership research and teaching. | | | | |
| EDU | Established Center for Educational Leadership | | | ☑ | |
| | Tactic 5 - Expand the Executive Forum series and establish a CEO's Forum to bring corporate CEOs to campus to speak | | | | |

UNIT STRATEGY F: DEVELOP AN ENGAGED CSU ELEARNING COMMUNITY... ENHANCES ACADEMIC OFFERINGS OF THE UNIVERSITY

Identified
Proceeding
Achieved
Inactive

Tactic 1 - Adopt eLearning technology when and where it best serves to enhance the quality of academic programs.

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| BUS | Deliver few basic courses on line to reach a broader student population | | | | |
| BUS | Offer an on line version of OMS 503 | | | | ☑ |
| CE | Work with academic departments to target selected programs and courses for online program development and delivery, using likely student demand and ability to develop a quality experience as key criteria for selection. | | ☑ | | |
| CE | Adopt a quality assurance rubric for online courses and an online course development process and templates to encourage academic quality | | ☑ | | |
| CE | Support faculty members in using elearning technologies and appropriate instructional design for fully online, Web hybrid, or Web enhanced courses. This support will take the form of group training sessions, one-on-one consultation, online courses and tutorials, and events. | | ☑ | | |
| EDU | Establish a WebCT site for part time faculty as a repository for course syllabi to insure continuity across course sections. | | ☑ | | |
| EDU | Establish course guides, post them on the literacy WEbCT site. | | ☑ | | |
| LAW | As part of our strategic goal #5- to strengthen our curriculum and expand our teaching strategies to maximize the educational experience for our students in order to prepare them to practice law in the 21st Century- we encourage faculty to use new technologies, including course webpages to enhance our curricular offerings. | | | | ☑ |
| LIBRL | A major initiative in this area is to put all the courses on line for the M.A. program in Philosophy with a Concentration in Bioethics | | ☑ | | |
| SCI | Build on existing programming to expand offerings- The Master of Science in Health Sciences can currently be taken entirely on-line. As appropriate, the College will seek to expand both number and quality of on-line courses to make best use of this technological tool (e.g., we expect to expand the BSHS program with additional 2+2 programs and with interdisciplinary programs that meet the skill-sets needed by employers). | | ☑ | | |
| SCI | Explore the possibility of on-line certificates- The College is exploring the possibility of offering substantial portions (or all) of the interdisciplinary certificates (undergraduate and graduate) in gerontology online. As it develops, other on-line certificate options will be explored. The Gerontology Certificates will be fully online by fall. | | ☑ | | |
| URB | The UST 200 course has been redesigned and reconfigured, and now is available on-line; Offer an on line version of additional Accounting courses | ☑ | | | |
| VPAdmin | Research feasibility of expanding web-based career development courses | ☑ | | | |

Tactic 2 - Identify the student demand for on-line, distance learning, and/or other eLearning courses

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| LAW | As part of our strategic goal #5- to strengthen our curriculum and expand our teaching strategies to maximize the educational experience for our students in order to prepare them to practice law in the 21st Century- we are responding to student interest in using new technologies, including online materials, discussions and the like, to enhance our curricular offerings | | | | ☑ |
| LIBRL | A college-level Task Force, consisting of nine CLASS faculty members, has just been established. The goal of the Task Force is to explore the current resources of the college, to craft a new strategic plan for growth in the number of college web-based courses that would serve potential new student markets, and to encourage fellow faculty members to take advantage of university resources now available for the development of such courses. | | | | ☑ |
| SCI | Develop on-line general education series- As learning communities emerge (see above) and as students enter the College with increased technological sophistication, it may be possible to offer general education clusters on-line. | | ☑ | | |

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| SCI | Efforts are underway to explore virtual laboratories, since historically the need for laboratory experiences has been a rate-limiting factor in adoption of the technology Tactic 3 - Support the faculty of CSU with an experienced service staff of eLearning technology professionals... maintenance. | <input checked="" type="checkbox"/> | | |
| CE | Create a steering committee to help guide Center's efforts | | <input checked="" type="checkbox"/> | |
| CE | Conduct an ongoing needs assessment of all stakeholders to inform the creation of faculty development programs and services. | <input checked="" type="checkbox"/> | | |
| CE | Conduct ongoing evaluation of faculty development programs and services | <input checked="" type="checkbox"/> | | |
| SCI | Increase electronic support for classroom courses/various hybrid possibilities- In this area, COS has been a leader, and plans to continue to be so. There are online communication components of courses, practice problems in chemistry and mathematics courses, demonstration slides in pathology, a virtual lab in Physiology, a "meeting room" for students completing internships in various regions of the country, and so on. We also will be pursuing non-traditional scheduling that might include some on-campus work supplemented/complemented by e-learning. Meeting this goal will require additional support for faculty development in this area | <input checked="" type="checkbox"/> | | |
| URB | Faculty makes extensive use of WebCt and the College is slowly adding to the inventory of distance learning courses. The College has dedicated resources to encourage faculty and part-time faculty to use WebCt and participate in distance-learning courses Tactic 4 - Provide a consistent internet eLearning experience to our students. | <input checked="" type="checkbox"/> | | |
| CE | Provide faculty with a course management system (currently Blackboard) and other supported eLearning tools to encourage a consistent student experience | | <input checked="" type="checkbox"/> | |
| CE | Expand information and support for students about online courses and technology. | <input checked="" type="checkbox"/> | | |
| CE | Work with student support units (including academic advising, tutoring, Writing Center, Library, Call Center) to ensure access to services from a distance for online students | <input checked="" type="checkbox"/> | | |
| LIBRL | Many CLASS instructors use Blackboard to enhance their c courses. Tactic 5 - Develop methods for using e-learning as the sole method for remedial course delivery. | <input checked="" type="checkbox"/> | | |
| SCI | Developmental mathematics will continue its efforts to implement both full courses on-line and units, tutorials, and other supports on-line. This will parallel the current math department's offerings in business mathematics. 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. Tactic 8 - Expand the use of the ePortfolio model university-wide. | <input checked="" type="checkbox"/> | | |
| VPAdmin | Expand CSC 224 course to incorporate student ePortfolio | <input checked="" type="checkbox"/> | | |

Goal 2 - Solid Financial Foundation for Advancement

UNIT **STRATEGY A: INCREASE ENROLLMENTS**

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| | Tactic 1 - Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education. | | | | |
| EDU | Created 2008 College Enrollment Team to gain 2,000 sch and 75 students over Summer and Fall 2008 | | | ✓ | |
| EDU | Created 2009 College Enrollment Team to sustain enrollment gains | | ✓ | | |
| LIBRL | The CLASS Advising Office now works with the Associate Dean for Curriculum on college recruitment efforts. | | | ✓ | |
| VPAdmin | Council developed with charter and purpose, evidence of a university-wide coordinated enrollment effort underway | ✓ | | | |
| | Tactic 2 - Engage full-time faculty and students in undergraduate education, particularly GE. | | | | |
| BUS | Emphasize the quality of our faculty and our courses in descriptions of our program | | ✓ | | |
| EGR | Emphasizing outstanding quality and standards of the education that our students receive is the best way to attract prospective students. As an important part of this tactic, the College is currently revising the design and content of our web site to emphasize the faculty credentials and achievements | | ✓ | | |
| EGR | The college will continue to work with the Honors program to offer research experiences and to encourage the honors students to continue their studies by enrolling in the master's program. | | | ✓ | |
| LAW | We are focusing our recruiting efforts and developing enrollment targets that both improve our selectivity ratio and our yield. | | | ✓ | |
| LIBRL | Working with departments and programs, the CLASS Communication Coordinator will increase the number and quality of CLASS promotional materials. | | ✓ | | |
| SCI | Increase Public programming - The College will build on its highly successful Research Day, Physical Therapy Prestige Speaker series, Occupational Therapy Distinguished Speaker series, and other current public programming to increase lectures, displays, tours, workshops, and other strategies for encouraging people to increase community contact and visibility of the College and the University | | ✓ | | |
| SCI | The College is planning a major event to celebrate its 5 year anniversary | | ✓ | | |
| VPAdmin | Development of high quality recruitment materials (hard and on-line) highlighting the Cooperative Education Program. | ✓ | | | |
| VPAdmin | Consider shifting more scholarship funds towards more merit based scholarships. | | ✓ | | |
| | Tactic 3 - Recognize and reward teaching excellence in undergraduate courses. | | | | |
| EDU | Conduct interest survey for new courses in educational leadership; Expand course offerings beyond K-12 teachers; Identify schools with teacher preparation programs | | ✓ | | |
| EDU | Increase enrollment in EDB 511: Classroom Inquiry Seminar | | | | ✓ |
| LAW | We are focusing our recruiting efforts and developing enrollment targets that both improve our selectivity ratio and our yield. | | | ✓ | |
| | Tactic 4 - Embed undergraduate research and engaged learning in the curriculum. | | | | |
| EDU | Support the further development of the accelerated weekend ALD programs through marketing, which includes advertising, open-house, mailings, web-pages, etc. | | | ✓ | |

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| EGR | We have begun targeting core competency areas within the individual departments, e.g. the transportation engineering area and are developing specialized marketing strategies | <input checked="" type="checkbox"/> | | |
| GST | CSU is under-utilizing the medium most popular with many potential graduate students, particularly those who live abroad. This year, we have begun development of videos that highlight the scholarship- the research and creative activities- that draw students to the graduate programs; these videos would be streamed on our website and linked to several spots likely to be frequented by potential graduate students. Videotaping has been underway throughout this semester and editing will continue into the summer.. We also understand that graduate programs will move up in priority as part of CSU's advertising campaign this year, and we have developed several recruiting tools. | <input checked="" type="checkbox"/> | | |
| LAW | We are revising our marketing strategies to best attract a diverse student body- including race, ethnicity, age and geography. | <input checked="" type="checkbox"/> | | |
| LIBRL | We will also work energetically to enhance degree completion programs at CSU. Once such program is the proposed B.A. in Organizational Leadership, which is being developed jointly among CLASS, the College of Business, and the College of Urban Affairs | | <input checked="" type="checkbox"/> | |
| LIBRL | A revitalization of Liberal Studies is well poised to help students who have completed some university education but whose progress toward a degree has either stopped or stalled. The program has just recently undergone a review, and the director has established a faculty advisory committee and set up shop in the new Office of Inter-disciplinary Studies. As a part of this process, he will be exploring the idea of developing a new strategy for granting college credit for "life experience." | <input checked="" type="checkbox"/> | | |
| LIBRL | The School of Social Work is in the process of developing 2 + 2 degree completion programs with Cuyahoga Community College and Lakeland Community College | <input checked="" type="checkbox"/> | | |
| LIBRL | In 2009-10 CLASS will continue its work to set up new 2 + 2 degree programs in the fine arts with Cuyahoga Community College. | <input checked="" type="checkbox"/> | | |
| URB | The Levin College is actively recruiting international students and is leading several initiatives involving several colleges. Our strategic plan in this area calls for the expansion of programs with Chung-Ang University (Seoul), three institutions in India, the University of Jordan, third sector and government organizations supporting the doctoral studies of public officials from Palestine, and new initiatives in Dubai | <input checked="" type="checkbox"/> | | |
| VPAdmin | Hire an experienced Marketing professional to manage the university marketing efforts | | <input checked="" type="checkbox"/> | |
| VPAdmin | Rebid the outside marketing firm to identify new opportunities | | <input checked="" type="checkbox"/> | |
| VPAdmin | Identify the brand and tag line we want CSU to be identified to | | <input checked="" type="checkbox"/> | |
| VPAdmin | Expand our media coverage to a national attention | <input checked="" type="checkbox"/> | | |
| VPAdmin | Tighten to daily operating relationships of marketing and admissions | | <input checked="" type="checkbox"/> | |
| VPAdmin | Maintain ongoing CSU awareness to opinion leaders, political representatives and other stakeholders in the community | <input checked="" type="checkbox"/> | | |
| VPAdmin | Provide traditional marketing functions: media relations, event support, commencement, logos, etc. | <input checked="" type="checkbox"/> | | |
| | Tactic 5 - Investigate the development of an experiential learning requirement for all undergraduate students. | | | |
| CE | Use the Intensive English Language Program partially as a feeder into undergraduate and graduate credit programs and promote the overall ESL program as a resource for students whose English skills need strengthening | <input checked="" type="checkbox"/> | | |
| EDU | Increase enrollment in graduate Educational Technology Master's degree and endorsement program via marketing materials, online program, face-to-face meeting with school administrators | <input checked="" type="checkbox"/> | | |
| EDU | Increase enrollment in graduate programs by developing a coordinated, comprehensive marketing plan including letters to feeder schools (advisors, program coordinators, etc.), brochures that are appealing, and accurate web information with a targeted effective, consistent method of delivery (Resources Needed) | <input checked="" type="checkbox"/> | | |
| EDU | Continue to offer ALD classes in a variety of formats: traditional in-person classes at CSU and the East Campus, Weekend format classes, distance learning classes to LCCC, on-line classes hosted by Blackboard/WebCT | | <input checked="" type="checkbox"/> | |
| EDU | Market appropriate courses as electives for non-majors; Market appropriate courses for CEUs for community practitioners (nurses, | <input checked="" type="checkbox"/> | | |

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| | dieticians, exercise professionals, health educators, coaches, PE teachers, sport managers, etc) Resources needed. | | | | |
| EDU | Pow-wow with other program directors at area colleges (JCU, BW, ND, etc.) to determine if they can send students here to take courses on transient basis, particularly if we revise our programs [cf: change word pow-wow] | | | <input checked="" type="checkbox"/> | |
| EDU | Continue to work with the College of Business to develop marketing strategies targeted to specific audiences. | <input checked="" type="checkbox"/> | | | |
| LAW | We are especially looking at increasing our out-of-state applications and enrollments, and determining the most effective ways to increase our part-time day and evening enrollments, and expand interest in the joint degree programs. | | | <input checked="" type="checkbox"/> | |
| LIBRL | New and improved degree completion programs approved attracting new groups of potential students | | | | <input checked="" type="checkbox"/> |
| LIBRL | Successful summer programs inaugurated for interested high school students | | | <input checked="" type="checkbox"/> | |
| SCI | Increase freshman student enrollment- Freshmen enrollment will be increased by targeted recruiting efforts at selected schools, such as Horizon Science Academy and schools in the Fenn Academy | | | <input checked="" type="checkbox"/> | |
| SCI | The College has implemented a high school program for pre-health professional students. A successful program was held summer, 09, funded by the Jennings Foundation. This will be followed by academic year activities, and funding is being sought to help support this. | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Develop marketing programs that focus on specific markets and groups we would want to recruit | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Develop scholarship strategies that serve enrollment goals | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Create a uniform marketing approach that buys synergies across the university | | | | <input checked="" type="checkbox"/> |
| | Tactic 6 - Create a sense of cohort and learning communities among all students. | | | | |
| EDU | Involve TE faculty in evaluating the effectiveness of the marketing strategies developed in conjunction with faculty in the College of Business at CSU. | <input checked="" type="checkbox"/> | | | |
| GST | We have encouraged faculty and Graduate Programs to develop Signature Graduate Assistantships that would attract more students to our programs. | | | | <input checked="" type="checkbox"/> |
| LAW | We are actively re-evaluating our admissions strategies, including the most effective use of scholarships for first year and continuing students. | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Review the Marketing program annually and establish metrics the measure marketing program effectiveness | | | <input checked="" type="checkbox"/> | |
| | Tactic 7 - Provide support and encouragement to enable academic programs... highest possible level of accreditation. | | | | |
| EGR | The College is in the process of establishing a combined 5-year BS/MS programs this year. Marketing of these programs will begin in 2007 | | | | <input checked="" type="checkbox"/> |
| GST | The Graduate Council has approved several accelerated degree programs that facilitate CSU admission of students with the intent to pursue a bachelor's degree immediately and seamlessly followed by admission to a master's degree program; currently 9 4+1 programs available. | | | | <input checked="" type="checkbox"/> |
| GST | The College of Graduate Studies is working on a 4+1 brochure for students and Program Directors to inform them of procedures. | | | <input checked="" type="checkbox"/> | |
| LAW | We have established a joint admissions program with the Honors Program. | | | | <input checked="" type="checkbox"/> |
| LIBRL | CLASS is particularly interested in creating new programs that offer a seamless transition from undergraduate to graduate studies. One such program currently underway is a proposed dual-admissions program between CLASS and Cleveland Marshall Law School | <input checked="" type="checkbox"/> | | | |
| LIBRL | Other such programs are a proposed new BA/MA program in Economics, and a new Bachelor of Music/Masters of Music in Music Education | <input checked="" type="checkbox"/> | | | |
| SCI | Work with appropriate University offices to ensure smooth dual admission for Tri-C and other community college students into the BSHS. In particular, financial aid issues must be resolved. | | | <input checked="" type="checkbox"/> | |
| SCI | We expect to have a seamless dual admission process for all Tri-C health professions students no later than spring, 2010. Last details are | | | <input checked="" type="checkbox"/> | |

being worked out at present.

Tactic 8 - Create and support opportunities for seamless transition from undergraduate to graduate studies.

VPAdmin Develop a scholarship program that serves to recruit top qualified out-of-state and international students

Tactic 9 - Adopt and develop emerging technologies that enhance student-learning experience.

LIBRL The Director of the Liberal Studies Program is exploring a strategy for granting college credit through the portfolio method of documenting life experience.

URB The Levin College offers course credit for professional experience

Tactic 10 - Expand and support a comprehensive Honors Program, incl development of the University Scholars Initiative

EDU Identify schools with teacher preparation programs.

EDU Pair students with CSU faculty to serve as mentors

EDU More contact between COEHS and high school guidance departments

EDU More open house activity;

EDU More contact between COEHS and post-secondary option students

EDU Communicate with students prior to enrollment by email and phone

EDU Host senior's day/night for local high school students interested in sport/wellness/physical education

EDU Identify Teacher Education faculty interested in making presentations to high school students in the community.

EDU Continue and maintain involvement of math ed. faculty in the math/science exploratory workshops at local high schools.

LAW We have developed admissions programs specifically for high school students. We participate in and/or host two summer pipeline programs for high school students: The Summer Legal Academy and the Law and Leadership Institute.

LIBRL CLASS departments have proposed or undertaken a series of new initiatives to bring more local high school students to campus for recruiting purposes. The Department of Music, for example, has just created a new Prep Division, through which CSU Music faculty give lessons to local high school students and raise the profile of the department's offerings among such students.

LIBRL In the summer of 2007, the Department of English will inaugurate Imagination High, which complements their impressive summer Imagination Workshop and which will bring local secondary students to campus to work on their creative writing skills

LIBRL Finally, the Department of Anthropology proposes to establish new summer camps in archaeology for adventurous young secondary students

SCI Improve student service - In cooperation with other University offices, most notably admissions and the graduate college, we must work to meet prospective students, interest them in CSU, and capture them as they apply. This requires excellent student services.

SCI COS faculty participate in speaker programs at area high schools, including a summer institute held at Horizon Science Academy during summer, 09. We assigned a graduate assistant to work with area high school students on science fair projects this past year, and hope to have the funding to do the same in the coming year.

VPAdmin Develop an annual marketing plan that identifies the overall marketing approach to branding, recruiting and engagement

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UNIT STRATEGY B: FOCUS ON RETENTION AND STUDENT SUCCESS

Identified
Proceeding
Achieved
Inactive

| UNIT | STRATEGY B: FOCUS ON RETENTION AND STUDENT SUCCESS | Identified | Proceeding | Achieved | Inactive |
|---------|--|------------|------------|----------|----------|
| | Tactic 1 - Increase support for existing & new doctoral programs that build on existing graduate strength...new market. | | | | |
| LIBRL | With the support of the Provost's Office, the Dean's Office in CLASS has been working to create a new Student Advising Center in the college. This center will become operative in the summer of 2007. | | | ✓ | |
| SCI | The Math Learning Center will be enhanced. This center provides tutoring for any student on campus who need assistance in math. We are eager to expand it, and to add enrichment as well as tutoring to its functions. | | ✓ | | |
| SCI | A statistics consultation center is also a long-term goal of the College. We will explore the need and potential for implementing tutoring in other disciplines in the College | ✓ | | | |
| | Tactic 2 - Develop new professional master's programs that respond to community and market needs. | | | | |
| BUS | Develop strategic indicators of success (e.g., students' enrollment, retention rates, and faculty intellectual contributions) | | ✓ | | |
| BUS | Continuously improve the curriculum based in part on feedback from each department's advisory council | | ✓ | | |
| EDU | Working session with Writing Center for faculty on providing feedback, designing assignments, etc. | | | ✓ | |
| EGR | Re-evaluation and synchronization of existing curricula will be performed by the departments in order to eliminate any overlaps and/or fill possible gaps | ✓ | | | |
| EGR | Attention will be focused on programs that combine teaching, research, and public service, including continuing education, to support graduate and undergraduate programs and to respond to external funding opportunities in a timely fashion | | | ✓ | |
| EGR | The College will develop new professional master's programs that respond to community and market needs | | | ✓ | |
| LAW | We have a full-time administrator who runs our Academic Excellence Program that provides academic support to law students. We have a new Manager of Student Affairs who counsels and advises students and administers our Externship program among other responsibilities. | | | ✓ | |
| LIBRL | In the effort to increase retention and student success in the inter-disciplinary programs—such as Liberal Studies, Classical and Medieval Studies, Linguistics, and Middle Eastern Studies—we have created a new office for all inter-disciplinary majors. | | | ✓ | |
| LIBRL | In order to retain more of CSU's entering students who are not fully prepared in basic writing skills, the Department of English has been in discussions with the Dean's and the Provost's Offices for the move of Developmental English courses into the department. These courses (and the related staff/faculty positions) will come under the control and guidance of a new professional staff administrator with specialized training in Rhetoric and Composition. | | | ✓ | |
| SCI | Enhanced student activities will be provided - Students interested in a "real" college experience value activities that create a sense of community. For example, in 2006-07, we are holding our first-ever "COS Night at the Basketball Game" for students, faculty, and friends. We will also host our second annual Dean's List recognition event, and are looking for ways to recognize and interact informally with Honors students and University Scholars. Departments have been encouraged to begin to offer both social and educational opportunities like pizza parties and lectures, and each department is working on a plan to do so. | | ✓ | | |
| SCI | We will encourage students to form student organizations within their majors to promote a stronger identity and connection with CSU. Both Biology and Chemistry have active undergraduate student organizations, and the AMSA cross-disciplinary organization is particularly strong. | | ✓ | | |
| URB | The College is supporting special writing services to improve the skills of students. The College also supports extra training and tutors to advance students' skills in statistics. | ✓ | | | |
| VPAdmin | Strengthening the Career Services Center courses and increase outreach to students | ✓ | | | |
| VPDiv | STARS students and AHANA Peer Mentor leadership development through Leadership Certification | | | ✓ | |

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| | Tactic 3 - Provide adequate support for graduate programs, particularly those that are growing. | | | |
| EDU | Continue and maintain the part-time advising system designed to create a close relationship between advisors and students in the area of special education. ctb | <input checked="" type="checkbox"/> | | |
| EDU | Continue and maintain the involvement of Graduate Assistants in the advising of graduate and undergraduate students in the TE department. | <input checked="" type="checkbox"/> | | |
| EGR | Our graduate program committees are responsible for admitting graduate students and this practice will continue | | <input checked="" type="checkbox"/> | |
| GST | The Office of Graduate Admissions is scheduling Program Director 'training sessions' to facilitate the relationship between Graduate Admissions and departments for the processing of applications and student files. | <input checked="" type="checkbox"/> | | |
| LAW | In 2006, we instituted an advising program through which six faculty/administrators meet individually with each second year student early in the fall to assess their academic standing and provide guidance about course selection in the next two years of law school | | <input checked="" type="checkbox"/> | |
| LAW | In addition, we instituted an advising program for first year students, meeting with them in small groups prior to registration for their second year courses. We anticipate these endeavors will help us assist students who are at academic risk at an earlier point and help us provide direction top students who are thriving | | <input checked="" type="checkbox"/> | |
| LIBRL | We will undertake measures to build stronger academic and professional relationships between CLASS faculty and their students | <input checked="" type="checkbox"/> | | |
| SCI | Outreach to students will be increased - The College has begun a policy of calling or e-mailing every COS student in good standing with 60 credits but no declared major. Until degree audit enables us to more effectively identify probable majors, and to use electronic advising functions to communicate with students, we will continue this practice. We are also piloting a practice of calling deregistered students to determine whether there are strategies that might help them re-register. | <input checked="" type="checkbox"/> | | |
| SCI | Quality College advising has been implemented- Assuring excellence in advising at the college and department level is a priority of the College. The restructured advising is designed to enhance faculty advising of the student at an earlier stage and increase the number of student receiving faculty advising. This focus is supported by a college advising staff. We are now participating in a university-wide effort to implement "intrusive" advising for freshmen to increase retention. Advisors are energetic in seeking new strategies to improve outreach and efficiency. | <input checked="" type="checkbox"/> | | |
| SCI | In addition to course selection, advising will be expanded to include career counseling, student performance enhancement, long-term academic planning, and facilitation of greater student involvement in the department and college. | <input checked="" type="checkbox"/> | | |
| URB | The College supports its own set of student services complete with academic advisors. | <input checked="" type="checkbox"/> | | |
| | 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. | | | |
| | Tactic 5 - Reward faculty for external fund raising. | | | |
| CE | Work with academic departments to target selected programs and courses for online program development and delivery, using likely student demand and ability to develop a quality experience as key criteria for selection. | <input checked="" type="checkbox"/> | | |
| CE | Provide faculty incentive funds for course development. Assist departments as needed during peer review process for online courses | <input checked="" type="checkbox"/> | | |
| EGR | Input from the college's Visiting Committee helps identify common concerns with the current graduates working in industry, and the emerging industrial needs. These will be reviewed annually during faculty meetings and retreats and the curriculum will be adjusted accordingly. | <input checked="" type="checkbox"/> | | |
| EGR | Offering certificate programs is yet another way to educate working adults who might not be interested in a degree program. We are considering offering certificate programs in areas such as computer engineering and other areas that are in demand. | | <input checked="" type="checkbox"/> | |
| EGR | Another solution for educating working adults is distance learning. We have offered courses through distance learning at NASA GRC, OAI, West Campus, and East Campus. We will continue to offer these courses whenever there is a need. | | <input checked="" type="checkbox"/> | |
| EGR | Scheduling classes in the evenings is another measure to help working adult students. | <input checked="" type="checkbox"/> | | |
| LIBRL | The CLASS School of Communication has worked with the College of Business and the Urban College to create the Bachelor of | | | |

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| | Organizational Leadership Program. | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Investigate scheduling options to increase enrollments (e.g., block system, course credit hours, elimination of the common hour) | | | | |
| | Tactic 6 - Maintain and enhance research support functions such as libraries. | | | | |
| BUS | Develop a flexible/convenient schedule for majors in the College to accommodate working students. | | | <input checked="" type="checkbox"/> | |
| EDU | More flexibility in field services, including summer student teaching options | | <input checked="" type="checkbox"/> | | |
| EGR | Graduate courses are mostly offered in the evenings to facilitate participation by working engineers. This practice will be continued. | | | <input checked="" type="checkbox"/> | |
| EGR | Weekend offering of some courses and potential part-time off campus programs will be explored by the college | <input checked="" type="checkbox"/> | | | |
| | Tactic 7 - Fund students, particularly for scholarly participation in national conferences and similar activities. | | | | |
| | Tactic 8 - Continue to participate in the Economic Growth Challenge/Innovation Incentive Program. | | | | |

UNIT **STRATEGY C: INCREASE FUNDRAISING TO SUPPORT NEW INITIATIVES**

Identified
Proceeding
Achieved
Inactive

| UNIT | DESCRIPTION | Identified | Proceeding | Achieved | Inactive |
|-------|--|------------|------------|----------|----------|
| | Tactic 1 - Conduct a study to determine long-range campus-wide academic department needs and classroom needs. | | | | |
| BUS | Provide financial incentives to faculty members who provide an extraordinary amount of service to the Department and College (presently attempting to locate funding sources) | | | ✓ | |
| BUS | Subsidize certain expenses for professional licenses, dues, and attendance at professional meetings for Term Professors | | | ✓ | |
| EGR | The College will participate in fundraising activities to support new initiatives and promote existing programs. | | | ✓ | |
| EGR | The companies who hire our graduates on a regular basis will be approached for their help in different areas such as finding, co-op opportunities for our undergraduate students, providing funds for scholarships for deserving students and improving our laboratory facilities. These efforts will be coordinated with the Development Foundation | | | ✓ | |
| 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 | ✓ | | | |
| LIBRL | The dean will cultivate a strong working relationship with the new CSU Development Officer for CLASS and create new initiatives to cultivate potential donors for the college, particularly for the creation of new endowed professorships (such as the proposed Butler Jones Professorship in Race and Ethnic Relations For the Department of Sociology) and for new student scholarship funds | ✓ | | | |
| LIBRL | The CLASS Dean will work with the CSU Development office in fund-raising efforts for the Allen Theater project. | ✓ | | | |
| VPAdv | Improve alumni/donor research which aids the development officers and other executive staff in securing major gifts | ✓ | | | |
| VPAdv | Develop the necessary staffing infrastructure within the development department to support a significant comprehensive campaign through the following: | | | ✓ | |
| VPAdv | Employ and assign a major gift officer to each school/college and to athletics | | | ✓ | |
| VPAdv | Hire a principal gifts officer to coordinate all gifts of \$1 million or more and the fund-raising activities of the President and Vice President | | | ✓ | |
| VPAdv | Staffing for increased focus on corporate & foundation giving | | | ✓ | |
| | Tactic 2 - Enhance academic departmental cultures... meet standards; provide classroom space adjacent to faculty offices. | | | | |
| LAW | We are engaged in a comprehensive effort to enlist class "captains" to solicit their classmates in order to increase alumni participation rates | ✓ | | | |
| VPAdv | 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 | | | ✓ | |
| VPAdv | Improve donor relations and stewardship to establish a positive image of CSU with our current donors and insure future donations | ✓ | | | |
| VPAdv | 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 | | | ✓ | |
| VPAdv | Establish programs that instill a "spirit of giving" and philanthropic support for CSU from current students, recent graduates and faculty/staff | ✓ | | | |
| VPAdv | | | | | |

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| | Between 2007 and 2009, the Alumni Affairs Office will recommend that the Cleveland State University Alumni Association participate in this initiative by increasing financial support of current scholarships and establishing new scholarships | | | <input checked="" type="checkbox"/> |
| VPAdv | Improve communication to our internal clients for enhanced fund raising capabilities | | | <input checked="" type="checkbox"/> |
| | Tactic 3 - Develop a faculty/administrative collaborative process to develop a long-term physical plan for academic buildings, space... | | | |
| LIBRL | CLASS seeks to continue working with the Office of Sponsored Projects to continue working on increasing grant-writing skills among its faculty. | | | <input checked="" type="checkbox"/> |
| LIBRL | In addition, the college has created the Center for Public History and Digital Humanities, which has staff support to help historians and other CLASS faculty more easily write effective grant proposals | | | <input checked="" type="checkbox"/> |
| VPAdv | 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 | | | <input checked="" type="checkbox"/> |
| VPAdv | The Board of Directors of the Cleveland State University 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 | | | <input checked="" type="checkbox"/> |
| | Tactic 4 - Involve faculty from the onset in renovation and construction of all projects... classrooms, laboratory, academics. | | | |
| CE | Expand the number of training clients and revenue from training contracts | | | <input checked="" type="checkbox"/> |
| CE | Seek additional grant opportunities | | | <input checked="" type="checkbox"/> |
| EGR | The College has increased its sponsored grants, contracts, gifts and endowments | | | <input checked="" type="checkbox"/> |
| LIBRL | CLASS has also been successful in working across disciplines and even across colleges in having large inter-disciplinary grants funded. We plan to continue these efforts and to play a significant role in helping the university significantly increase its grants and contracts | | | <input checked="" type="checkbox"/> |
| SCI | Work closely with the Department of Development to identify and cultivate prospective donors- Beginning with alumni, we will work toward identifying potential donors, helping them build affiliation with the College, and encouraging their gifts in support of the activities they most value. | | | <input checked="" type="checkbox"/> |
| SCI | Seek external sources for enhancement/upkeep; Continue to work with Central administration to identify space; Continue to work with Central administration to enhance space | | | <input checked="" type="checkbox"/> |
| SCI | Numerous initiatives have been put in place, including a broader and more active visiting committee. We have also been successful in adding an endowed scholarship each year, and have increased the level of giving through aggressive outreach, quarterly newsletters, and other strategies pursued by our development officer. | | | <input checked="" type="checkbox"/> |
| VPAdmin | Seek additional private monies to improve upon the Cooperative Education Program | <input checked="" type="checkbox"/> | | |
| | 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. | | | |
| | Tactic 7 - Develop a long-range plan to maintain and update laboratories, classrooms and media labs. | | | |

UNIT **STRATEGY D: MAINTAIN A STABLE BUDGET MODEL TO PROVIDE SUFFICIENT FUNDING FOR PROGRAMS AND NEW INITIATIVES**

Identified
Proceeding
Achieved
Inactive

| UNIT | | Identified | Proceeding | Achieved | Inactive |
|------|---|------------|------------|----------|----------|
| | Tactic 1 - Identify, fund, develop and aggressively promote highly visible Signature Programs that speak to core missions. | | | | |
| EGR | The College will use future resources such as faculty turnover to build strength in its areas of core competencies | ☑ | | | |
| LAW | In our Self-Study we noted that in the next seven years as many as ten faculty members could retire in the Law College. We are incorporating this reality into our thinking about new faculty hires as they may correspond to identified signature programs. We are also using retirements and other staff personnel changes as opportunities to reshape staff responsibilities in light of changes in technologies to which we need to adapt | | ☑ | | |
| SCI | With the assistance of the College chairs and faculty, identify highest priority faculty hiring and direct resources to those positions. | | ☑ | | |
| | 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. | | | | |
| | Tactic 4 - Submit all Signature Program initiatives to the University governance process so as to promote and mobilize them widely. | | | | |
| SCI | Clearly, College of Science programs are seriously under-funded. We also recognize, however, our responsibility to support units that cannot bring in the enrollment or external funding that COS can. Thus, we plan to work closely with the Provost to move toward a more equitable budget model while keeping the needs of the whole University in mind | ☑ | | | |
| USPC | USPC will meet with the Provost and VP of Finance to explore ways to provide seed money for implementation of tactics | ☑ | | | |
| VFin | Funding new initiatives in budget model- encourage new initiatives | | ☑ | | |
| | 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. | | | | |
| SCI | We will distribute College discretionary money based on potential for growth and/or to enhance quality. We perceive this as our greatest potential contribution to the funding and success of the University as a whole | | ☑ | | |
| VFin | Increase budget percent allotted to academic- Upgrade academic program | | | ☑ | |

UNIT STRATEGY E: DEVELOP AND LAUNCH NEW INTERNATIONALLY FOCUSED INITIATIVES

Identified
Proceeding
Achieved
Inactive

| UNIT | DESCRIPTION | Identified | Proceeding | Achieved | Inactive |
|-------|---|------------|------------|----------|----------|
| | Tactic 1 - Study to feasibility of establishing new Colleges. | | | | |
| CE | Work with selected educational agents in targeted countries in order to increase the number of students in the Intensive English Language Program. | ☑ | | | |
| EGR | In this regard, feeder universities have been identified. The college is planning to establish a presence in India to attract more Indian students to attend Cleveland State University. Contacts are being established with appropriate individuals (faculty and staff). A visit to these universities is planned in the coming year. | | | ☑ | |
| SCI | Work on both creation of collaborative programs and recruiting and supporting students recruited to the U.S. | ☑ | | | |
| | 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. | | | | |
| LIBRL | Many of our faculty have been successful in winning important Fulbright appointments. We need to continue to subsidize faculty efforts in securing these kinds of appointments overseas and to invite Fulbright scholars from other countries to spend a year on our campus | | | ☑ | |
| LIBRL | CLASS worked with the Honors Program to write a successful application to bring an expert in Middle Eastern Studies to campus in 2007-08. | | | ☑ | |
| LIBRL | Every two years, the college brings to campus a Visiting India Scholar, supported in part by external funding., and we hope to expand on this model with Polish Studies and others. | | | ☑ | |
| LIBRL | CLASS is working to bring a Fulbright Scholar from Slovenia to CSU in fall 2010 | ☑ | | | |
| LIBRL | CLASS will bring a visiting Theatre Artist from Turkey to campus in the spring of 2010, funded by a grant from the Cleveland Foundation. | ☑ | | | |
| SCI | Work with Deans from the other colleges and the International Student Office to identify the most likely international partners and begin cultivating those partners. | ☑ | | | |
| SCI | We are working closely with a Turkish university to build collaboration, and are participating in a project in Zambia that will bring their faculty to CSU for graduate study. | ☑ | | | |
| | Tactic 3 - Develop a Futures Think Tank to focus on future trends, new ideas, innovation, and risk taking | | | | |
| BUS | Work collaboratively with faculty and academic units to identify, implement, and monitor programmatic needs | ☑ | | | |
| BUS | Recruit DBA students through direct mailing to international universities. | | | ☑ | |
| EGR | We will explore ways to recruit more Chinese students at both graduate level and undergraduate level | | | ☑ | |
| SCI | Establish and implement a long-term plan to build international enrollment | ☑ | | | |
| | Tactic 4 - Develop a university-wide Center on Leadership, including a clearinghouse on leadership research and teaching. | | | | |
| EDU | Created Confucius Institute to promote Chinese Language learning, international school, and economic business development | | | ☑ | |
| EGR | our Transportation program already attracts many students from overseas. This is a particular opportunity at the graduate level. | | | ☑ | |
| LAW | We are exploring the possibility of establishing new LLM's for Law School graduates from other countries as well as joint degrees with the Urban and Business Colleges for students from other countries | ☑ | | | |
| LAW | | | | | |

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| | We are building a core faculty whose primary focus is international law; this has already allowed us to expand our international course offerings and we anticipate will, in the future, provide a solid basis for developing programs in other countries such as India, Central Europe and South Africa. | <input checked="" type="checkbox"/> | | |
| LAW | We entered into a Memorandum of Understanding and Cooperation with the University of Novi Sad in Serbia. | | <input checked="" type="checkbox"/> | |
| LIBRL | CLASS already has a Memorandum of Understanding with Loyola College of Social Sciences, Kerala University, but we may wish to explore other possible partnerships in India to help recruit new Indian students to our college | <input checked="" type="checkbox"/> | | |
| LIBRL | The college will create a Task Force to begin planning a new, coherent strategy for cultivating and increasing our international connections in an orderly and efficient manner... we will continue to seek affordable, new study abroad options for CSU students, but we will also explore new ways to attract international students to our college | | <input checked="" type="checkbox"/> | |
| LIBRL | We are currently working with several other colleges, for example, in constructing a significant, university-wide partnership with Chung Ang University in Seoul, Korea. We hope to complete work this spring on new dual-degree M.A. programs with the departments of English and communication at Chung Ang, and we also hope to attract undergraduates from Chung Ang to come and spend a semester or two on our campus. | | <input checked="" type="checkbox"/> | |
| LIBRL | We will look to creating a partnership with a university in the Middle East or North Africa | <input checked="" type="checkbox"/> | | |
| LIBRL | CLASS has partnered with Engineering to conclude an MOU with Bahcesehir University in Turkey, and we are ready to sign an MOU with the University of Rouen in France. | | <input checked="" type="checkbox"/> | |
| SCI | Encourage faculty to apply for Fulbright awards. With assistance from the International Office, we will assist faculty in completing applications for traditional semester and year-long Fulbrights, but also to participate in short-term Fulbright experiences | <input checked="" type="checkbox"/> | | |
| URB | The Levin College has developed a detailed strategy and business plan for our international student initiatives centered in a set of partnerships with universities in Korea and India (and elsewhere). These working relationships are attracting increasing numbers of students to our program. Fundraising is an important part of these activities. | <input checked="" type="checkbox"/> | | |
| VPAdmin | Promote Co-op "Exchange Program" to international students | <input checked="" type="checkbox"/> | | |
| | Tactic 5 - Expand the Executive Forum series and establish a CEO's Forum to bring corporate CEOs to campus to speak | | | |

Goal 3 - Collaborative Organizational Culture

| UNIT | STRATEGY A: CREATE AND MAINTAIN BEST PRACTICES TO ACCOMPLISH CSU'S MISSION | Identified | Proceeding | Achieved | Inactive |
|-------|---|------------|------------|----------|----------|
| | Tactic 1 - Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education. | | | | |
| GST | The College of Graduate Studies has developed a five-year Strategic Plan to prepare students for the next generation economy. | | | ✓ | |
| LAW | Our strategic planning process is a collaborative process among faculty, staff, and administrators. We will continue this model as we implement and assess our achievements. | | | ✓ | |
| LIBRL | The college and its departments will continue to participate in the university-level strategic planning process and its implementation | | ✓ | | |
| LIBRL | CLASS completed a college Strategic Plan in 2009 | | | ✓ | |
| VPDiv | <ul style="list-style-type: none"> 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. | | ✓ | | |
| | Tactic 2 - Engage full-time faculty and students in undergraduate education, particularly GE. | | | | |
| SCI | Attend conferences to learn what others are doing Benchmarking based on other institutions can be very valuable in ensuring that best practices are enacted. | ✓ | | | |
| SCI | Complete regular environmental assessments- Departments in the College have strong community ties. They make use of these ties to assist them in determining workforce trends that might inform their curricula. We intend to continue to strengthen these ties and to undertake regular evaluations of societal trends. In addition, we will use the Visiting Committee to provide guidance as we move forward. | ✓ | | | |
| VPDiv | Annual monitoring of institutional data related the diversity faculty, staff and students. | | ✓ | | |
| | Tactic 3 - Recognize and reward teaching excellence in undergraduate courses. | | | | |
| EDU | Recruit and maintain graduate faculty; continue requesting monies for the same | | ✓ | | |
| LIBRL | CLASS will also continue to increase salary competitiveness in recruiting high quality faculty and staff | | ✓ | | |
| VPFin | Competitive salary- Top quality staff | | ✓ | | |
| | Tactic 4 - Embed undergraduate research and engaged learning in the curriculum. | | | | |
| LAW | In our Self-Study we noted that in the next seven years as many as ten faculty members could retire in the Law College. We are incorporating this reality into our thinking about new faculty hires as they may correspond to identified signature programs. | | ✓ | | |
| VPFin | Better recruiting plan- Top quality staff | | ✓ | | |
| | Tactic 5 - Investigate the development of an experiential learning requirement for all undergraduate students. | | | | |
| LAW | We will have yearly workshops for faculty, one on teaching and one on scholarship. | | | ✓ | |
| LIBRL | The CLASS Dean's Office regularly sends new department chairpersons to chairing workshops given by the Council of Colleges of Arts and Sciences. | | | ✓ | |
| SCI | Encourage faculty development- Through active research agendas, regular interaction with colleagues through publication, presentation of findings, and other faculty development strategies, best practices can be discerned and considered for adoption at CSU. The College | ✓ | | | |

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| | designates discretionary funds to support these activities to the maximum extent possible, and will continue to do so | | | | |
| VPDiv | DID Engaging Diversity Grants of Excellence (EDGE) for faculty provide supplemental support of projects to advance institutional diversity at Cleveland State University. | | | <input checked="" type="checkbox"/> | |
| VPDiv | 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. | | | <input checked="" type="checkbox"/> | |
| VPFin | Better career development- Better faculty & staff | | <input checked="" type="checkbox"/> | | |
| | Tactic 6 - Create a sense of cohort and learning communities among all students. | | | | |
| EDU | Encourage faculty to attend professional meetings, publish in refereed journals, do joint research, and perform other research related activities | | | <input checked="" type="checkbox"/> | |
| EGR | Kaizen events recognize staff members for their contributions in identifying the best methods of operation | | | <input checked="" type="checkbox"/> | |
| LAW | We seek to improve our productivity and reputation through a variety of means, including by creating new professorships, considering developing a summer workshop series on scholarly writing, expanding our faculty scholar exchange program with other universities, and publicizing more widely and strategically our faculty publications | | <input checked="" type="checkbox"/> | | |
| LIBRL | CLASS will inaugurate a new Excellence in Service Award for its staff members. | | <input checked="" type="checkbox"/> | | |
| VPDiv | Annual DID awards for faculty and staff for their outstanding contributions to diversity initiatives and/or to particular multicultural communities | | | <input checked="" type="checkbox"/> | |
| VPFin | Recognition for high quality work- Better faculty & staff | | | <input checked="" type="checkbox"/> | |
| | Tactic 7 - Provide support and encouragement to enable academic programs... highest possible level of accreditation. | | | | |
| CE | Create an operations continuity plan in the event of an emergency | | | | <input checked="" type="checkbox"/> |
| CE | Continue to improve course back-up system | | | <input checked="" type="checkbox"/> | |
| CE | Explore ways that e-learning can allow for academic continuity in the event of a University-wide crisis | | <input checked="" type="checkbox"/> | | |
| VPFin | Crisis management plan- Continue mission | | | <input checked="" type="checkbox"/> | |
| | Tactic 8 - Create and support opportunities for seamless transition from undergraduate to graduate studies. | | | | |
| VPFin | Review outsourcing possibilities- Least costly overhead | | | <input checked="" type="checkbox"/> | |
| | Tactic 9 - Adopt and develop emerging technologies that enhance student-learning experience. | | | | |
| LIBRL | The college and its departments will continue to participate in the university-level strategic planning process and its implementation, and we will continue to draw on the expertise of our Visiting Committee as we move the college forward | | <input checked="" type="checkbox"/> | | |
| | Tactic 10 - Expand and support a comprehensive Honors Program, incl development of the University Scholars Initiative | | | | |
| BUS | Encourage faculty to put class materials on-line | | | <input checked="" type="checkbox"/> | |
| CE | Improve online registration system, working closely with IS&T | <input checked="" type="checkbox"/> | | | |
| GST | The Office of Graduate Admissions has adopted a scanning process to facilitate and increase turn-around time to the admission process. | | | <input checked="" type="checkbox"/> | |
| GST | The Office of Graduate Admissions is developing a comprehensive manual to document and standardize procedures. | | <input checked="" type="checkbox"/> | | |
| GST | | | | | |

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|----------------|---|-------------------------------------|-------------------------------------|-------------------------------------|--|
| | The Graduate Assistantship and Tuition Grant Services Agreements are available to complete online. | | | <input checked="" type="checkbox"/> | |
| USPC | Measure speed with which grants are processed; USPC will meet with the new VP for Research to investigate the grant workflow process | <input checked="" type="checkbox"/> | | | |
| USPC | Investigate the feasibility of requiring electronic submission of FAARS by faculty | <input checked="" type="checkbox"/> | | | |
| VPAdmin | Identify target manual processes and automate, percent complete | | <input checked="" type="checkbox"/> | | |
| VPAdmin | Working in conjunction with Human Resources to capture documents electronically and automate 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. | | <input checked="" type="checkbox"/> | | |
| VPFin | Automate processes- Least costly overhead | | <input checked="" type="checkbox"/> | | |

UNIT **STRATEGY B: IMPROVE COMMUNICATION AMONG STUDENTS, FACULTY, AND STAFF**

Identified
Proceeding
Achieved
Inactive

| | | | | |
|-------|---|---|--|---|
| | Tactic 1 - Increase support for existing & new doctoral programs that build on existing graduate strength...new market. | | | |
| EDU | Develop group activities outside the classroom | | | ✓ |
| EDU | Develop a system of online advising with monthly contact | ✓ | | |
| EDU | Develop on-line journal to disseminate leadership program research | | | ✓ |
| EDU | Increase the number of theses and projects across all graduate specializations | | | ✓ |
| EDU | Continue the publication of a bi-annual student newsletter in the Teacher Education department that highlights faculty and student research, special activities, and advising announcements | ✓ | | |
| EDU | Continue to hold a college-wide spring Student Reception that focuses on student awards and faculty-student social interactions. | ✓ | | |
| LAW | Our expanded advising program for first and second year students seeks to encourage greater student/faculty/staff interaction | | | ✓ |
| SCI | Revamped advising structure; •Outreach projects with students- We place phone calls to students with 60 credits who have not declared a major, to deregistered students, and to newly admitted students as a way to convey information about the College and to offer assistance. | ✓ | | |
| | Tactic 2 - Develop new professional master's programs that respond to community and market needs. | | | |
| EGR | An informal monthly "coffee-session" will be established where all Fenn College stakeholders can get together and talk about various college related issues. | ✓ | | |
| EGR | A student lounge has been assigned to undergraduate students where they can sit, talk and do homework together. | | | ✓ |
| EGR | A regular monthly meeting will be established between the students and the Chairs to discuss student concerns. | | | ✓ |
| EGR | Student chapters of our college are active and organize many activities such as fund raising, attending regional and national conferences, and inviting local practicing engineers to speak to the students. | | | ✓ |
| LAW | Our renovated building has more space for informal gatherings. | | | ✓ |
| SCI | A new electronic COS newsletter is being published quarterly and disseminated to students, faculty, staff, alumni, and friends of the College; An improved website ; The Dean sends out frequent notes to faculty; The Dean augments these activities as suggestions come forward- We carefully maintain the faculty portion of the COS website | | | ✓ |
| SCI | For faculty, we have implemented a series of social events (welcome back reception, holiday party, etc.) as well as professional recognition (Research Day, Teaching luncheon, etc.) | ✓ | | |
| | Tactic 3 - Provide adequate support for graduate programs, particularly those that are growing. | | | |
| VPFin | Provide a faculty club- Improved faculty morale | | | ✓ |
| | 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. | | | |
| LIBRL | Two new college newsletters were created during the 2006-07 academic year. The first, CLASS Directions, is a short newsletter written by the dean and disseminated monthly to all CLASS faculty and staff as well as to key administrative leaders in the university. The second, The Innerlink, will appear twice a year, and will be aimed at an external audience of CLASS alumni. Our Communication Officer will continue to publish and improve the Innerlink. | | | ✓ |

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| LIBRL | The CLASS Communication Officer will review and revise all college and departmental web pages. | | | <input checked="" type="checkbox"/> | |
| USPC | Enhance communication to campus on construction activity (timing of departmental moves, rooms taken off-line, etc.) | <input checked="" type="checkbox"/> | | | |
| USPC | Investigate the need for an internal communications audit | <input checked="" type="checkbox"/> | | | |
| USPC | Hold an annual meeting of the USPC and key administrators | <input checked="" type="checkbox"/> | | | |
| | Tactic 5 - Reward faculty for external fund raising. | | | | |
| LIBRL | The dean will meet weekly with his Executive Committee (the Associate Deans, the Fiscal Officer, and the Dean's Office Coordinator). | | | | <input checked="" type="checkbox"/> |
| LIBRL | In addition, the college's Associate Deans will meet on a regular basis with most of the college's standing faculty committees | | | | <input checked="" type="checkbox"/> |
| USPC | Hold annual meeting of USPC and PBAC | <input checked="" type="checkbox"/> | | | |
| | Tactic 6 - Maintain and enhance research support functions such as libraries. | | | | |
| CE | Form a standing or ad hoc operational team, including IS&T and Registrar's Office representatives; Improve financial processes, working closely with Treasury Services; Improve online registration system, working closely with IS&T | | | <input checked="" type="checkbox"/> | |
| LIBRL | CLASS college faculty meets twice a semester, and the College Cabinet meets once every month during the fall and spring semesters. We will continue to hold these meetings and make them productive and enjoyable. | | | | <input checked="" type="checkbox"/> |
| | Tactic 7 - Fund students, particularly for scholarly participation in national conferences and similar activities. | | | | |
| BUS | Encourage faculty to attend professional meetings, publish in refereed journals, do joint research, and perform other research related activities | | | <input checked="" type="checkbox"/> | |
| EGR | The college will seek out new partners and expand our existing collaborative research efforts with the Clinic, CWRU, and NASA. Moreover, some departments and units have started closer relationships and collaborations with other CSU colleges and units, e.g. Civil and Environmental Engineering, Fenn Academy | | | | <input checked="" type="checkbox"/> |
| EGR | The college has established active research collaboration with several research organizations, such as: the Biomedical Engineering Department of the Cleveland Clinic and NASA Glenn Research Center. The college also has an active collaboration with faculty from Case Western Reserve University (CWRU) in terms of joint funding and graduate student supervision. | | | | <input checked="" type="checkbox"/> |
| EGR | The newly founded Wright Center for Sensor System Engineering is a 32-partner interdisciplinary research center in which many of our faculty members are involved | | | | <input checked="" type="checkbox"/> |
| EGR | Interdisciplinary collaboration with departments of Chemical and Biomedical Engineering, Electrical and Computer Engineering, Biology, Physics, and Cleveland Clinic Foundation is planned in the areas of sensor, MEMs, and signal processing. | | | | <input checked="" type="checkbox"/> |
| EGR | Other areas of interdisciplinary collaboration will be explored. | | | | <input checked="" type="checkbox"/> |
| SCI | Work with College Departments and other colleges to develop effective interdisciplinary programs. The emerging Science Entrepreneurship Certificate and newly reconfigured Certificates in Gerontology are examples. | | | <input checked="" type="checkbox"/> | |
| | Tactic 8 - Continue to participate in the Economic Growth Challenge/Innovation Incentive Program. | | | | |
| LIBRL | CLASS faculty regularly participate in the university-sponsored Course Cluster program. | | | | <input checked="" type="checkbox"/> |

Goal 4 - Commitment to Student Success

UNIT **STRATEGY A: PROMOTE A CULTURALLY AND INTELLECTUALLY RICH CAMPUS**

Identified
Proceeding
Achieved
Inactive

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|-------|--|---|--|---|---|
| | Tactic 1 - Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education. | | | | |
| BUS | Encourage faculty to attend professional meetings, publish in refereed journals, do joint research, and perform other research related activities | | | | ✓ |
| LAW | We seek to recruit new faculty members who complement and add to the diversity of our current faculty and who share a commitment to highly effective teaching of our students | | | | ✓ |
| URB | The College's faculty is committed to recruiting members of different racial and ethnic groups | ✓ | | | |
| VPDiv | President's Commission on the Conduct of Searches (PCCS) [PCCS monitor and report to BOT] | | | | ✓ |
| VPDiv | PCCS Focus Groups conducted with faculty and staff regarding the search process | | | | ✓ |
| VPDiv | 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. | | | ✓ | |
| | Tactic 2 - Engage full-time faculty and students in undergraduate education, particularly GE. | | | | |
| BUS | Decrease the reliance on the part-time faculty by employing more term and tenure track faculty. (This initiative is "on hold" because of limited financial resources from the university) | | | | ✓ |
| BUS | Decrease the number of part-time faculty by employing more term and tenure track faculty | | | | ✓ |
| LIBRL | To improve the quality of teaching in the General Education sequence, we have a double strategy. One, to the extent we are able, we plan to direct more tenured or tenure-track faculty to teach on that level. Two, we hope to hire more term faculty to teach on that level. | | | | ✓ |
| | Tactic 3 - Recognize and reward teaching excellence in undergraduate courses. | | | | |
| EDU | Develop speaker program in ADM section | | | | ✓ |
| EDU | Develop a book club in ADM section | | | | ✓ |
| EDU | Schedule a Research Day at CSU | | | ✓ | |
| EDU | Mandatory meeting for Graduate Practicum Students to display final portfolios | ✓ | | | |
| EDU | Continue and expand the CEC (Center for Exceptional Children) and Middle Childhood Education student organizations. | | | ✓ | |
| EGR | The college will continue to promote student involvement in regional and national engineering competitions | | | | ✓ |
| LAW | Some faculty members work with students in a number of co-curricular activities such as Moot Court, the Law Review, and the Journal of Law and Health | | | | ✓ |
| LIBRL | Our Art Gallery will continue to improve its spectacular displays of the visual arts, and our Music Department will continue its large and diverse menu of musical performances, all of which are open to the entire university community | | | | ✓ |
| LIBRL | Our Drama Program will continue to offer attractive and engaging theater productions, again which are open to the entire community but it will seek to expand its offerings into the summer | | | | ✓ |
| LIBRL | Finally, the Film Program within the School of Communication will continue to collaborate with the Cleveland Film Festival and offer | | | | ✓ |

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| | screenings of the finest of cutting-edge film productions to the community | | | | |
| LIBRL | Our challenge is to boost attendance at all these wonderful events, and will do so by a publishing a joint Fine Arts calendar of events for our constituencies both on and off campus. | | | | <input checked="" type="checkbox"/> |
| LIBRL | In addition, our various departments offer a full range of guest lectures and conferences in the humanities and social sciences. | | | | <input checked="" type="checkbox"/> |
| LIBRL | The Department of Sociology, for example, will continue to offer its annual Butler Jones Lecture | | | | <input checked="" type="checkbox"/> |
| LIBRL | Cultural Crossings, a lecture series run by the college's Humanities Consortium, will continue its annual series of lectures on the arts and humanities by various high profile speakers such as Richard Rodriguez and Edward Said. in 2009-10 we hope to add a parallel lecture series in the social sciences. | | | <input checked="" type="checkbox"/> | |
| LIBRL | The Bioethics Center will also continue its Distinguished Speakers Series of public lectures. | | | | <input checked="" type="checkbox"/> |
| LIBRL | The School of Social Work will continue to provide free public services through its students and faculty. | | | | <input checked="" type="checkbox"/> |
| SCI | Increase extra-curricular offerings (e.g., lecture series) | | | | <input checked="" type="checkbox"/> |
| SCI | Actively recruit a diverse and international student body, and develop programming to encourage interaction and resource sharing among students. | | | | <input checked="" type="checkbox"/> |
| URB | We also sponsor a set of activities celebrating Black History Month and Women's Month | <input checked="" type="checkbox"/> | | | |
| | Tactic 4 - Embed undergraduate research and engaged learning in the curriculum. | | | | |
| LAW | The law school library is an integral part of the law school, supporting student and faculty research in print and electronic forms as well as through skilled librarians. The library is also a resource for others in the university as well as lawyers in the community and the general public | | | | <input checked="" type="checkbox"/> |
| SCI | Increase community programs. the Design a Life Conference was offered for the second year in spring 09, and is being planned for spring, 10. COS hosted two conferences this year, one by a student organization. | | | | <input checked="" type="checkbox"/> |
| | Tactic 5 - Investigate the development of an experiential learning requirement for all undergraduate students. | | | | |
| BUS | Make sure that all full-time faculty members have laptops, computer software programs and associated information technology for classroom teaching | | | | <input checked="" type="checkbox"/> |
| BUS | Provide financial incentives to a faculty member who is in charge of bringing SAP into the OMS curriculum | | | | <input checked="" type="checkbox"/> |
| LAW | Some faculty embrace new technologies such as list serves and web pages for their classes as new ways to engage students. | | | | <input checked="" type="checkbox"/> |
| LAW | The Law Library has developed extensive resources to assis faculty with using new technologies in and outside of the classroom. | | | | <input checked="" type="checkbox"/> |
| | Tactic 6 - Create a sense of cohort and learning communities among all students. | | | | |
| LIBRL | CLASS already funds a Visiting India scholar, who spends a semester at CSU every other year, depending on funding. CLASS is now looking to establish a similar kind of funded visiting scholar from Poland. | | | | <input checked="" type="checkbox"/> |
| SCI | Build on the success of Research Day to bring in nationally/internationally known speakers. | | | | <input checked="" type="checkbox"/> |
| | Tactic 7 - Provide support and encouragement to enable academic programs... highest possible level of accreditation. | | | | |
| | Tactic 8 - Create and support opportunities for seamless transition from undergraduate to graduate studies. | | | | |
| EDU | Maintain the Teacher Education faculty study group to examine strategies to improve multicultural understanding in the college. | | | | <input checked="" type="checkbox"/> |
| VPDiv | Increase diversity education sessions for students, faculty, staff & community | | | | <input checked="" type="checkbox"/> |

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|-------|--|--|--|--|-------------------------------------|
| VPDiv | Embedded diversity education sessions in selected courses and programs to expand multicultural programming | | | | <input checked="" type="checkbox"/> |
| VPDiv | Facilitated establishment of Latino Faculty and Staff Association | | | | <input checked="" type="checkbox"/> |
| VPDiv | Established celebration of Latino graduates in collaboration with Latino faculty and staff association | | | | <input checked="" type="checkbox"/> |
| VPDiv | 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. Assessment of the effectiveness of the curriculum models is ongoing. | | | | <input checked="" type="checkbox"/> |
| VPDiv | Continued expansion of the scope and depth of multicultural programming including the panel discussion, Let's Talk about Race, in conjunction with the Museum of Natural History's Race Exhibit; the collaboration with the Cleveland International Film Festival and expansion of Hispanic Awareness Week to Hispanic Awareness Month. | | | | <input checked="" type="checkbox"/> |
| | Tactic 9 - Adopt and develop emerging technologies that enhance student-learning experience. | | | | |
| | Tactic 10 - Expand and support a comprehensive Honors Program, incl development of the University Scholars Initiative | | | | |

UNIT STRATEGY B: IMPROVE STUDENT LIFE ON CAMPUS

Identified
Proceeding
Achieved
Inactive

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|---------|--|---|---|---|--|
| | Tactic 1 - Increase support for existing & new doctoral programs that build on existing graduate strength...new market. | | | | |
| EDU | Offer an increased number of workshops to support student interest (i.e., Praxis II workshops) | | | ☑ | |
| EDU | Increase social support for incoming students: Attachment, social integration, opportunity for nurturance, reassurance of worth, sense of reliable alliance and obtaining guidance | ☑ | | | |
| EDU | Create special activities the first few weeks of school and invite students to attend: *include in new student orientation materials that the University distributes *Activities planned by majors to connect with new students *Faculty explore career options *Distribute program brochures | ☑ | | | |
| EDU | Develop program brochures for web and hard copy that include innovative activities and include comments from grads about their educational experience, preparedness for job market, etc | ☑ | | | |
| EDU | Encourage faculty to continue to develop TE program area specific brochures to distribute on and off-campus. | ☑ | | | |
| GST | The College of Graduate Studies has established a Graduate Student Life Organization to advocate for and improve the on-campus quality of life for graduate students. | | | ☑ | |
| | Tactic 2 - Develop new professional master's programs that respond to community and market needs. | | | | |
| VPAdmin | Adopt web-based services and evening office hours around student needs | ☑ | | | |
| | Tactic 3 - Provide adequate support for graduate programs, particularly those that are growing. | | | | |
| BUS | Subsidize the expenses of DBA students for attendance at professional meetings | | | ☑ | |
| BUS | Subsidize undergraduate students for expenses associated with joining such organizations AMA (American Marketing Association), APICS (Association for Operations Management), AIB (the Academy of International Business) | ☑ | | | |
| EDU | Enhance the effectiveness of Physical Education Student Organization | ☑ | | | |
| EGR | The college will continue to heavily promote and support its student organizations | | | ☑ | |
| LAW | Our Moot Court, Law Review, Journal of Law and Health and Trial Competition Team permit students to engage in activities that enhance the academic environment. The Moot Court program has expanded to include more students and new competitions. Students also participate in numerous pro bono projects--such as The IRS-Certified Volunteer Tax Preparer Project--that enhance the academic environment. | | | ☑ | |
| SCI | Provide incentives to faculty to work with students on a 1:1 basis. COS faculty actively participate in the summer undergraduate research program. | ☑ | | | |
| URB | The College supports an active American Planning Association student chapter, a chapter of Pi Alpha Alpha, a students' honor association, and regularly provides resources so students can participate with faculty in several professional and academic conferences. Our faculty established the 5th student chapter for the American Society of Public Administration in the United States and the College continues to provide financial support to sustain these organizations on the CSU campus | ☑ | | | |
| | 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. | | | | |
| | Tactic 5 - Reward faculty for external fund raising. | | | | |
| SCI | Increase student activities | | ☑ | | |

URB

The College provides financial and logistical support to students to facilitate their engagement in projects that benefit the Greater Cleveland community.

Tactic 6 - Maintain and enhance research support functions such as libraries.

Tactic 7 - Fund students, particularly for scholarly participation in national conferences and similar activities.

Tactic 8 - Continue to participate in the Economic Growth Challenge/Innovation Incentive Program.



UNIT STRATEGY C: IMPROVE THE QUALITY OF STUDENT SERVICES

Identified
 Proceeding
 Achieved
 Inactive

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|---------|---|---|---|---|--|
| | Tactic 1 - Conduct a study to determine long-range campus-wide academic department needs and classroom needs. | | | | |
| SCI | Provide continual feedback to University services both as effective services are developed and as problems are noted; Implement effective COS advising | | ☑ | | |
| | Tactic 2 - Enhance academic departmental cultures... meet standards; provide classroom space adjacent to faculty offices. | | | | |
| CE | Continue to strengthen the ESL program | | ☑ | | |
| GST | The College of Graduate Studies has graduate student forms and information online to provide electronic services to our graduate student clientele. | | | ☑ | |
| SCI | The Adapted Computer Lab will be enhanced- Students with disabilities experience numerous challenges to meeting their educational goals at CSU. We will expand the space, equipment and programs in the Adapted Computer Lab, co-sponsored by the Occupational Therapy Program, the University Library, and the University Office of Disability Services, in order to recruit and support students with disabilities. | | ☑ | | |
| SCI | Make use of electronic communication to improve communication with students; Continue enhancements to the College website | | ☑ | | |
| SCI | Examine workload policies to reward faculty for quality service to students | ☑ | | | |
| | 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. | | | | |
| GST | With a new Assistant Director of Graduate Admissions, we are reviewing our admission procedures and processes for responding to students. We also have consolidated our currently separate offices in the newly renovated Parker Hannifin Hall, which we believe will improve our delivery of services to current and potential graduate students. | | | ☑ | |
| GST | Graduate Admissions and International Admissions have been co-located in Parker Hannifin Hall to provide one-stop service to graduate applicants. | | | ☑ | |
| LAW | The law school locates student services in one area, which is important to our students. By having admissions, financial aid, records, academic affairs, academic assistance, student affairs and career planning all in one area, students may efficiently and effectively seek answers to questions, problems or concerns that are unique to law students | | | ☑ | |
| VPAdmin | Identify the career needs of graduate students and develop programs and services to accommodate them | | ☑ | | |
| | 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. | | | | |
| | Tactic 7 - Develop a long-range plan to maintain and update laboratories, classrooms and media labs. | | | | |

Goal 5 - Valued Community Resource

UNIT STRATEGY A: MAINTAIN AND EXPAND COLLABORATION AND PARTNERSHIP ACTIVITIES

| | | Identified | Proceeding | Achieved | Inactive |
|---------|--|------------|------------|----------|----------|
| | Tactic 1 - Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education. | | | | |
| VPAdmin | Leverage Co-op and LINK Programs in creating partnerships with corporations | | ☑ | | |
| VPFin | Established position of Special Assistant for Cultural Partnerships | | | ☑ | |
| | Tactic 2 - Engage full-time faculty and students in undergraduate education, particularly GE. | | | | |
| SCI | Build on collaborations with local businesses, CCF, NASA, and add (Summa, St. Vincent, Metro, etc.) | | ☑ | | |
| SCI | We have been actively collaborating with CWRU, the Cleveland Clinic Innovation Center, BioEnterprise, and JumpStart. | | ☑ | | |
| | Tactic 3 - Recognize and reward teaching excellence in undergraduate courses. | | | | |
| EDU | Distribute bi-annual student newsletter to recent graduates of the Teacher Education programs | ☑ | | | |
| EGR | We plan to establish a data base and communicate with our alumni through various media in an effective manner | | ☑ | | |
| EGR | The college also intends to improve its relationship with the college's Alumni Association. | | ☑ | | |
| LAW | We have a strong Alumni Association that actively supports the law college through many ongoing projects, including a mentoring program, scholarships for students, and career days in which alumni speak to students about different career paths | | | ☑ | |
| LAW | This year, we will expand the Alumni Association involvement with the school by using alumni to call admitted students | | | ☑ | |
| LIBRL | The college will vigorously reach out to its alumni through its newsletter, The Innerlink, and also by increased participation in outreach events sponsored by the Alumni Office. | | | ☑ | |
| URB | The College has a strong commitment to involving our alumni who are enjoying successful careers in the public sector in our teaching, internship, and mentorship programs. | ☑ | | | |
| VPAdmin | Cultivate relationships with alumni to act as career resources for Cooperative Education students | | ☑ | | |
| VPAdmin | Exploring alumni opportunities to assist in recruitment of new students to CSU | | ☑ | | |
| VPAdv | In support of this initiative, the Alumni Affairs Office, in collaboration with other appropriate offices on campus, will engage alumni for specific purposes as outlined above. The Alumni Affairs Office will use the current list of active alumni, those who have participated in various programs, events, and fundraising to establish a HOT LIST from which alumni can be identified who are willing to serve in the capacities listed above. Other alumni will be added as they are identified. However, to make this initiative an efficient and effective way to engage alumni on behalf of Cleveland State University, it is imperative to allocate appropriate funds for volunteer training, supplies and recognition. | | | ☑ | |
| | Tactic 4 - Embed undergraduate research and engaged learning in the curriculum. | | | | |
| LAW | Our Urban Development Law Clinic is engaged in critical economic development work in Cleveland | | | ☑ | |
| URB | The Levin College promotes and supports service learning and as one full-time staff member dedicated to developing internships. | ☑ | | | |

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| | Tactic 5 - Investigate the development of an experiential learning requirement for all undergraduate students. | | | | |
| EGR | The college plans to raise its visibility by establishing relationships with the local corporations. | | | <input checked="" type="checkbox"/> | |
| EGR | The college also intends to improve its relationship with the college's Alumni Association. | <input checked="" type="checkbox"/> | | | |
| LIBRL | The School of Social Work will continue to contribute hundreds of student and faculty volunteer hours to the community. | | | <input checked="" type="checkbox"/> | |
| URB | Levin College faculty and staff are very involved in volunteer community activities and the provision of a full-set of public service activities to governments and organizations throughout Northeast Ohio. | <input checked="" type="checkbox"/> | | | |
| VPDiv | Expand community involvement in the Urban Community Forum and the Hispanic Community Education Forum | | | <input checked="" type="checkbox"/> | |
| VPDiv | Collaborate with diverse communities and community agencies: e.g. Co-sponsorships with Christian Business League Minority Business Development Symposium, City of Cleveland for the 40th Anniversary Commemoration of the Assassination of Martin Luther King Jr., 2008 Diversity Center Walk, Rock & Run; liaison with Hispanic Chamber of Commerce, Hispanic Business Association, Hispanic Roundtable and National Society for Hispanic MBAs | | | <input checked="" type="checkbox"/> | |
| | Tactic 6 - Create a sense of cohort and learning communities among all students. | | | | |
| VPDiv | Expand and enrich co-curricular value of campus programs (e.g. Leadership, Service, STARS, AHANA) | | | <input checked="" type="checkbox"/> | |
| VPFin | Create campus village- Better Collegiate environment | <input checked="" type="checkbox"/> | | | |
| | Tactic 7 - Provide support and encouragement to enable academic programs... highest possible level of accreditation. | | | | |
| EGR | Fenn Academy has signed partnership agreements with over twenty high schools. The college will expand the number of programs offered through the Fenn Academy | | | <input checked="" type="checkbox"/> | |
| SCI | Expand outreach to and articulation agreements with community colleges- A number of articulation agreements with community colleges have been implemented (or are in the approval process), including: 2+2 agreements between the Department of Health Sciences at CSU and Cuyahoga Community College (CCC) and Lakeland Community College, for the BSHS degree; an agreement between the Department of Psychology at CSU and Lorain Community College (LCC) for delivery of a four-year degree at LCC; and a Physicians Assistant program between the Department of Health Sciences at CSU and CCC. New articulation agreements and recruiting efforts with community colleges are to be done involving the aforementioned departments, as well as other College of Science departments | <input checked="" type="checkbox"/> | | | |
| VPAdmin | Establish an office of partnership programs within Enrollment Services | | | <input checked="" type="checkbox"/> | |
| VPAdmin | Expand partnership programs with community colleges | <input checked="" type="checkbox"/> | | | |
| VPAdmin | Develop web, on-site, recruiting and transfer friendly processes for students | <input checked="" type="checkbox"/> | | | |
| VPAdmin | Establish a dual enrollment program with community colleges | | | <input checked="" type="checkbox"/> | |
| | 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. | | | | |
| VPFin | Joint ventures- Embed CSU into community | <input checked="" type="checkbox"/> | | | |
| | Tactic 10 - Expand and support a comprehensive Honors Program, incl development of the University Scholars Initiative | | | | |
| EDU | Continue and maintain academic service learning projects in the community | <input checked="" type="checkbox"/> | | | |
| GST | The College of Graduate Studies worked with key city and business stakeholders to develop a five-year Strategic Plan. | | | <input checked="" type="checkbox"/> | |

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|--------------|---|-------------------------------------|
| GST | The College of Graduate Studies co-sponsored a city event with the Cool Cleveland community to partner students and Executives in Residence. | <input checked="" type="checkbox"/> |
| LAW | Through our pipeline programs, such as the Summer Legal Academy and the Law and Leadership Program, we work with junior high and high school students from Cleveland and surrounding suburbs which have created solid community relationships and a very positive image of CSU. | <input checked="" type="checkbox"/> |
| VPDiv | Continue collaboration with organizations such as the Cleveland International Film Festival, the Christian Business League, Esperanza, Hispano Convencion, YWCA, B.R.I.D.G.E.S., Universal Sisters and the Commission on Economic Inclusion | <input checked="" type="checkbox"/> |
| VPDiv | Continue outreach into the community through the Urban Community Forum and the Hispanic Education Community Forum | <input checked="" type="checkbox"/> |

UNIT STRATEGY B: MEET COMMUNITY’S EDUCATIONAL AND ECONOMIC DEVELOPMENT NEEDS

Identified
Proceeding
Achieved
Inactive

| UNIT | DESCRIPTION | Identified | Proceeding | Achieved | Inactive |
|-------|---|-------------------------------------|-------------------------------------|-------------------------------------|----------|
| | Tactic 1 - Increase support for existing & new doctoral programs that build on existing graduate strength...new market. | | | | |
| EGR | The Transportation MSCE program option was developed as a response to the community. New specialist certificate programs could be developed, but would require additional faculty | <input checked="" type="checkbox"/> | | | |
| GST | In conjunction with other units on campus, we solicited representation from CSU to participate in a collaborative effort to consider development of graduate studies in design. This is part of the initiative by Dr. Ned Hill and others around a design district in the Playhouse Square- Cleveland State neighborhood | | <input checked="" type="checkbox"/> | | |
| LAW | We are in the initial stages of creating a Master of Legal Studies degree for professionals who will benefit from legal training but do not require a J.D.. We are planning to create a Certificate in Health Law as part of our Center for Health Law & Policy. | | <input checked="" type="checkbox"/> | | |
| LIBRL | New M.A. programs in Museum Studies (Anthropology, Art, and History), for example, will address the regional need for a new generation of museum curators | | | <input checked="" type="checkbox"/> | |
| LIBRL | A new M.A. in Global Interactions will help train a new generation of local leaders with special expertise in international politics and trade | | | <input checked="" type="checkbox"/> | |
| LIBRL | A new B.A. in Organizational Leadership (Communication, Urban Studies, and Business) will target a large population of students with some college education in the public and private sectors but who lack the terminal degree in organizational leadership. | | | <input checked="" type="checkbox"/> | |
| LIBRL | A revitalized B.A. in Liberal Studies, will target a large population of students with some post-secondary education but who wish to complete a degree with a broad, non-specialized scope in the arts and sciences, or who wish a particularly specialized kind of education in an area in which we currently do not have such a degree-focus. | | <input checked="" type="checkbox"/> | | |
| LIBRL | Create a Center for Slovenian Studies, funded by the government of Slovenia, to serve the educational needs of the largest Slovenian-heritage population outside of Slovenia. | | | <input checked="" type="checkbox"/> | |
| SCI | The visiting committee has been providing this input. | | <input checked="" type="checkbox"/> | | |
| URB | The Levin College is finalizing development of a new graduate degree, the Master’s in Non-Profit Management in a partnership with the School of Social Work and the Nance College of Business. | <input checked="" type="checkbox"/> | | | |
| URB | The College is also developing a new set of specializations in economic development; we have three dual degree programs with the Cleveland-Marshall College of Law (MPA, MUPDD, and MAES) and several with Chung-Ang University in the Republic of Korea. | <input checked="" type="checkbox"/> | | | |
| URB | We are considering the development of new dual degree programs with Punjab University (India), and the New Delhi School of Planning and Architecture (India). | <input checked="" type="checkbox"/> | | | |
| | Tactic 2 - Develop new professional master’s programs that respond to community and market needs. | | | | |
| CE | Expand the number of training clients and revenue from training contracts | | <input checked="" type="checkbox"/> | | |
| CE | Seek additional grant opportunities | | <input checked="" type="checkbox"/> | | |
| CE | Create new seminars, certificate programs, and other professional development opportunities, including some online offerings | | <input checked="" type="checkbox"/> | | |
| CE | Update computer offerings as technology changes | | <input checked="" type="checkbox"/> | | |
| EGR | The UTC is cooperating with the Division of Continuing Education to offer innovative transportation programs. | <input checked="" type="checkbox"/> | | | |
| EGR | The Center for Rotating Machinery Dynamics and Control will also provide educational opportunities for engineers in industry. | | <input checked="" type="checkbox"/> | | |
| | Tactic 3 - Provide adequate support for graduate programs, particularly those that are growing. | | | | |
| LIBRL | | | | | |

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| | Our dramatists and playwrights will continue to collaborate with Cleveland Public Theater, for example; musicians from the Cleveland Orchestra will continue to hold faculty positions in the Department of Music; and the college will continue to improve our creative partnerships with the Cleveland Playhouse and Playhouse Square. | | | <input checked="" type="checkbox"/> |
| LIBRL | With the addition of a new degree in Design, the Dept. of Art will be well positioned to contribute to the proposed new Design District in downtown Cleveland | <input checked="" type="checkbox"/> | | |
| LIBRL | We will explore the possibility of our Dramatic Arts program partnering with the Cleveland Playhouse, and moving into the Allen Theater. | | <input checked="" type="checkbox"/> | |
| VPFIn | Cultural and arts collaborations- CSU factor in arts | | <input checked="" type="checkbox"/> | |
| | 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. | | | |
| BUS | Continue to emphasize the importance of partnerships with the business community such as Beachwood Business Development Center | | | <input checked="" type="checkbox"/> |
| CE | Partner with academic units to jointly sponsor continuing education programs and to serve as a resource for students completing practicums, such as in TESOL and Adult Learning and Development | | <input checked="" type="checkbox"/> | |
| EDU | Target community organizations to support student needs | | <input checked="" type="checkbox"/> | |
| EDU | Establish Cleveland Book Fund program | | | <input checked="" type="checkbox"/> |
| EGR | Each semester, graduate students present their ongoing research activities and ask for feedback from faculty and their peers. Also, outside experts in different fields of engineering are invited to present their research. The seminar announcements are widely circulated and are open to public | | | <input checked="" type="checkbox"/> |
| EGR | Recently, the College and the Department of Civil and Environmental Engineering co-sponsored an international Forensic Engineering Congress (October 2006) | | | <input checked="" type="checkbox"/> |
| LAW | The Law College has several notable speaker series, including the Cleveland-Marshall Visiting Scholar, Criminal Justice Forum, and Employment and Labor Series, which bring nationally known experts to the college for public lectures. These events are attended by persons from the university and community. | | | <input checked="" type="checkbox"/> |
| LIBRL | Our Department of Sociology will continue to offer programs of study that are crucial to the urban context | | | <input checked="" type="checkbox"/> |
| LIBRL | The new major in Criminology and the new Criminology Research Center give every indication of becoming not only one of our most popular majors but also a superbly productive research center in the college because they serve the community needs so well | | <input checked="" type="checkbox"/> | |
| LIBRL | Moreover, through its programming, the African American Cultural Center will continue to grow as a partner of the local African American community. Specifically, the center proposes to create a new think tank, concentrating on issues related to the African American community, as a resource for local political leaders | <input checked="" type="checkbox"/> | | |
| LIBRL | The on-line availability of the M.A. in Philosophy with a Concentration in Bioethics will continue to serve the educational needs of a large number of health care professionals in the area. | | <input checked="" type="checkbox"/> | |
| URB | Faculty participate in the College Forum and a set of Leadership Programs that offer education and training courses to community leaders and leaders in various public agencies and governments throughout Ohio | <input checked="" type="checkbox"/> | | |
| | Tactic 5 - Reward faculty for external fund raising. | | | |
| LIBRL | We will continue to welcome senior students in the Project 60 program, who wish to return to the university, continue their life-long learning and study in any one of our educational programs | | <input checked="" type="checkbox"/> | |
| LIBRL | The Women's Comprehensive Center will continue its tradition of special outreach to returning students, particularly women. | | <input checked="" type="checkbox"/> | |
| | Tactic 6 - Maintain and enhance research support functions such as libraries. | | | |
| LIBRL | Our School of Social Work will continue to be an important player in regional social services. The School has multiple partnerships with various human services agencies, and all Social Work students are engaged in some kind of experiential learning with these agencies. | | | <input checked="" type="checkbox"/> |

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| | Indeed, Social Work students donate more than 5000 hours of community service with over 200 regional social service organizations annually. Moreover, Social Work faculty serve on the boards of several community agencies, conduct community workshops, and give professional community presentations | | | | |
| SCI | The chemistry forensics program has established a partnership with the coroner's office to train cohorts of Pakistani scientists each fall. | | <input checked="" type="checkbox"/> | | |
| VPAdmin | Expand Career Services for alumni | <input checked="" type="checkbox"/> | | | |
| VPDiv | Promote multicultural understanding through education, training and special programs and engagement, e.g. community dialogue, Hispanic Community Education Forum, Urban Community Forum, B.R.I.D.G.E.S. Community Summit | | | <input checked="" type="checkbox"/> | |
| VPDiv | Expand outreach to the Asian community. | | <input checked="" type="checkbox"/> | | |
| VPDiv | Recognized by the Commission on Economic Inclusion as a Contender in Best in Class for Supplier Diversity, Workforce Diversity, Board Diversity and Senior Management. | | | <input checked="" type="checkbox"/> | |
| VPDiv | 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. | | <input checked="" type="checkbox"/> | | |
| | Tactic 7 - Fund students, particularly for scholarly participation in national conferences and similar activities. | | | | |
| | Tactic 8 - Continue to participate in the Economic Growth Challenge/Innovation Incentive Program. | | | | |

Goal 6 - Distinctive Image with a Vibrant Environment

UNIT STRATEGY A: IMPROVE THE PHYSICAL ENVIRONMENT OF THE CAMPUS

| UNIT | | Identified | Proceeding | Achieved | Inactive |
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| | Tactic 1 - Offer an exciting and distinctive GE Curriculum that is integral to critical thinking and a liberal arts education. | | | | |
| LIBRL | We will continue to champion the effort to build a new Fine and Performing Arts Center on campus. | | ✓ | | |
| USPC | Create and define process for Master Plan updates and link to strategic planning process | ✓ | | | |
| VPFin | Collaborative plan to update Mater Plan- Better physical environment | | | ✓ | |
| | Tactic 2 - Engage full-time faculty and students in undergraduate education, particularly GE. | | | | |
| EDU | New College Building (January 2010)will attain a high level of these traits. | | | ✓ | |
| EGR | The Department of Civil and Environmental Engineering provides important services to the campus to promote sustainability and green building, through senior design projects and cooperation with the Environmental Institute | | ✓ | | |
| SCI | Project to install new hoods/HVAC has been completed in SI and SR. | | | ✓ | |
| VPFin | Green energy standards- Better energy efficiency | | | ✓ | |
| | Tactic 3 - Recognize and reward teaching excellence in undergraduate courses. | | | | |
| EDU | College building opening January 2010 will feature such spaces. | | | ✓ | |
| GST | The College of Graduate Studies and Office of Sponsored Programs and Research will move to the second and third floors of the newly-renovated Parker Hannifin Hall. Current plans call for hospitable spaces, welcoming graduate students and the community. | | | ✓ | |
| 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 | | | ✓ | |
| LIBRL | We will champion the creation of a unified and coherent office space for the Humanities and Social Sciences. | | ✓ | | |
| SCI | The redesign of the freshman chemistry lab complex incorporates a "freshman corridor" with attractive features. | | ✓ | | |
| VPFin | Better student spaces- Improved learning environment | | | ✓ | |
| | Tactic 4 - Embed undergraduate research and engaged learning in the curriculum. | | | | |
| 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 | | | ✓ | |
| VPFin | Increase sense of campus- Better learning environment | | | ✓ | |
| | Tactic 5 - Investigate the development of an experiential learning requirement for all undergraduate students. | | | | |
| VPFin | Better student oriented businesses- better environment | | ✓ | | |

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| VPFin | Tactic 6 - Create a sense of cohort and learning communities among all students. | | | | |
| | Assess parking needs and costs- Friendlier environment | | <input checked="" type="checkbox"/> | | |
| | Tactic 7 - Provide support and encouragement to enable academic programs... highest possible level of accreditation. | | | | |
| VPFin | Increased affordable student housing- Better student learning | | <input checked="" type="checkbox"/> | | |
| | 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. | | | | |
| | Tactic 10 - Expand and support a comprehensive Honors Program, incl development of the University Scholars Initiative | | | | |

UNIT STRATEGY B: BUILD STRONG AND UNIQUE IMAGE OF CSU TO DISTINGUISH IT FROM OTHER UNIVERSITIES

| | | Identified | Proceeding | Achieved | Inactive |
|-------|---|------------|------------|----------|----------|
| | Tactic 1 - Increase support for existing & new doctoral programs that build on existing graduate strength...new market. | | | | |
| BUS | Work collaboratively with faculty and academic units to identify, implement, and monitor programmatic needs | | ☑ | | |
| BUS | Emphasize the importance both graduate and undergraduate certificate programs in such areas as global business, supply chain management, e-commerce, and project management | | | ☑ | |
| BUS | Based on the information gathered from the College branding committee, develop niche brands based on branding research and positioning work: | | | ☑ | |
| BUS | Emphasize supply chain management and project management as strong points in the OMS program | | | ☑ | |
| BUS | Continuously improve the Accounting curriculum based in part on feedback from the Accounting Advisory Board | | ☑ | | |
| CE | Develop a niche in safety, security, and privacy by capitalizing on the combined strengths of the Center for Emergency Preparedness, the Nursing and Health Professionals, and the Computer and Information Technology program areas | | | | ☑ |
| CE | In collaboration with academic departments and University Marketing and Public Affairs, market online programs | | ☑ | | |
| EDU | Encourage unique leadership specializations | | ☑ | | |
| EDU | Create a class to train crisis responders using a national model: offer class through continuing ed that will meet needs of nursing program and attract school and agency counselors back for additional training | | ☑ | | |
| EDU | Establish the Master in Organizational Leadership Program | | | ☑ | |
| EDU | Establish and fund supervision training for supervisors in school and agency counseling: reward site supervisors and increase enrollment numbers, improve training program | | | ☑ | |
| EDU | Explore the establishment of a literacy coaching program with an emphasis on the urban setting | | ☑ | | |
| EDU | Develop and implement new graduate programs found in Goal 6 | ☑ | | | |
| EDU | Develop "concentration areas" for the ALD Masters Program through listing elective courses in concentration lists. This will help students in their future careers as they can have a "specialty" area in adult education | | ☑ | | |
| EDU | Encourage program faculty to conduct a SWOT analysis (strengths, weaknesses, opportunities, threats) in order to identify the market for their programs | | ☑ | | |
| LAW | Our newly established Center for Health Law & Policy will assist in distinguishing CSU. | | ☑ | | |
| LIBRL | CLASS's accredited School of Social Work needs to become a distinguishing aspect of our urban university to help connect CSU directly to the city's most pressing social problems. | | ☑ | | |
| LIBRL | CLASS will continue to build and strengthen the popular and productive School of Communication by obtaining journalism accreditation and developing a track in the Urban Studies Ph.D. | | ☑ | | |
| LIBRL | CLASS supports the addition of a new Fine and Performing Arts Center and will develop the Fine Arts as a center of excellence by supporting the arts departments and their programs. | | ☑ | | |
| LIBRL | CLASS will continue to integrate CSU's arts programs into the world class Cleveland arts scene with connections to Cleveland Public Theatre, Cleveland Orchestra, the Cleveland Museum of Art, WCLV, Cleveland Playhouse, and Playhouse Square. | | ☑ | | |
| LIBRL | CLASS will continue to promote its strong and unique program in Bioethics as well as the Bioethics Center. | | ☑ | | |

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| SCI | Work with University Public Relations to publicize signature programs: Actively enrich website, other electronic communication mechanisms to build College reputation in the community, nationally, and internationally. | ☑ | | | |
| | Tactic 7 - Fund students, particularly for scholarly participation in national conferences and similar activities. | | | | |
| VPAdmin | Monitor usage and performance and size to an established standard | ☑ | | | |
| VPAdmin | Redesign and replace all of the university's network core switches, firewalls, content switches and associated software during FY'09 in order to meet the continually evolving needs of the institutions networking demands. | | | ☑ | |
| VPAdmin | An upgrade to the university telecommunications infrastructure and the supported applications has been approved. This upgrade will maintain current services as well as introduce new ones and will be implemented during FY'10. | | ☑ | | |
| | Tactic 8 - Continue to participate in the Economic Growth Challenge/Innovation Incentive Program. | | | | |
| SCI | Automatic dual admission for health professions students from Tri-C nearing implementation. Expected to be implemented no later than Spring '10 | | ☑ | | |
| VPAdmin | Promote services, alumni services, csucareerline.com, and co-op tools for mobility | | ☑ | | |