

# GOAL UPDATES

STRATEGIC GOALS	COMPLETED	PARTIALLY COMPLETED	NOT COMPLETED
Strategic Goal 1: Improve recruitment, retention and graduation of a culturally and economically diverse student body while increasing the number of well-prepared and academically able students entering a nurturing environment that facilitates development of the whole person to become an accomplished, balanced, civil, competent, caring, creative global citizen.			
1. Develop an effective enrollment management program that links to the academic departments' needs and continue to review it yearly to determine its continuing effectiveness.		<ul style="list-style-type: none"> <li>- Established Enrollment, Management and Marketing Team.</li> <li>- Employed a Noel-Levitz Consultant.</li> </ul>	
2. Develop effective strategies and materials (brochures, pamphlets, etc.) to recruit more able students.	New brochures are needed.		
3. Improve positive visibility of CSU throughout the nation.		More work needs to be done.	

4. Complete the establishment of clear articulation agreements for Chicago area community colleges.	Ongoing, updates are needed.		
5. Identify academic programs with low enrollment and/or few majors and market them more aggressively.			✓
6. Computerize the basic skills testing process and do not allow students to register for upper level courses until they have passed these skills tests.		Computerized testing has been implemented . Most departments have passing the placement exams or appropriate basic skills courses as prerequisites. However, students still become seniors and graduation-ready without meeting this requirement.	
7. Implement the recommendations of the Retention Task Force		✓	
8. Charge the Office of Institutional Research to survey all students who transfer out of CSU and those who are admitted but choose not to attend to determine the reasons why.		✓	

9. Continue to develop resources to reward outstanding student achievement through scholarships, awards and other types of stipends.		Partially completed by the Gala and Kriebiel Scholars	
10. Enhance the use of the Banner student, finance and human resources modules to improve efficiency of the offices of Admissions, Financial Aid, the Registrar and Business Affairs		All modules have not been activated (e.g. Student module, Human Resources)	
11. Implement web admissions, registration and financial transactions when practical and secure.		All have been implemented except financial aid transactions which are in progress.	
12. Develop a system for monitoring student complaints in the Financial Aid Office.	✓	<ul style="list-style-type: none"> <li>- Ombudsperson monitors student complaints for the entire campus.</li> <li>- Customer Service representative for the business office handles complaints.</li> </ul>	
13. Implement a system of communication between the Financial Aid Office and the Business Office so that financial awards are posted directly to a student account and debits are also made directly to the same account.	✓		

<p>14. Implement a system of direct electronic communication between the Financial Aid office and the Bookstore so that book vouchers can be processed and textbooks acquired at the beginning of the semester.</p>			✓
<p>15. Improve the services provided by the bookstore by making an adequate number of textbooks for all courses available at the beginning of each semester and improve its appearance.</p>			✓
<p>16. Implement a customer service orientation program for all CSU staff and administrators.</p>		Partially completed for some staff and administrators, but not university wide.	
<p>17. Provide an integrated system of communication that includes the entire campus community and that conveys a complete and varied listing of all campus activities and services.</p>		Speakers Bureau, Email, Campus Calendar, Voice Mail and publications are currently used.	

18. Develop and conduct an innovative and effective student activities program that includes rituals and community ethos building activities as well as a student leadership program.		Student leadership sessions have been held. Student Ambassadors' program needs to become more formalized.	
19. Encourage students to avail themselves of those support services that will enrich all aspects of their lives.		A comprehensive approach is needed (i.e. center).	
20. Charge the Office of Public Affairs to become an information center with an office in the Student Union from which community members can obtain information about all aspects of CSU			✓
21. Review hours of operation of all support services to determine if all students are able to obtain convenient service		Evening student coordinator was appointed, but the review was not done.	
22. Strengthen linkage between academic departments and student support units through regularly scheduled meetings to collaborate.		Student Affairs was merged with Academic Affairs; an Assistant Provost for Student Affairs was appointed.	

23. Implement a strong intramural program to provide students with opportunities to participate in sports programs.		✓	
24. Clarify the role of the Student Government Association as it relates to student activities and student affairs.		The new organization is allowing for more active involvement of SGA with other student activities.	
Strategic Goal 2: Enhance the ability and accountability of all divisions and levels of the university to provide excellent service, sufficient resources, efficient operations, and a humane atmosphere for all students, faculty, administrators and staff.			
Subgoal 2: 1: Eliminate the backlog of deferred maintenance.			
Conduct an annual survey of all buildings to determine compliance with safety codes, ADA, deferred maintenance and basic cleanliness.		Partially done as part of the Master Plan and deferred maintenance reports to IBHE.	
2. Correct all safety and hygiene deficiencies immediately.		Budget crisis in Illinois decreased efforts. New janitorial staff hired.	

3. Seek additional funding from the General Assembly to correct all conditions resulting from deferred maintenance.		Five new buildings , renovation of RUC and JDC, new sidewalks and funds for new roofs, etc. have been funded.	
4. Correct all ADA violations and deferred maintenance as soon as possible.		Funding received for some ADA corrections; additional funding is needed.	
5. Correct building conditions that negatively impact the work and productivity of CSU students, faculty, staff and administrators.		Sidewalks, air conditioning and heating in SUB, swimming pool, electrical feeder, have been corrected. An ongoing problem.	
6. Devise an emergency procedures policy. Maintenance/repair personnel must be accountable.		Chief of Police's emergency manual was published on the web and distributed to the campus.	
Subgoal 2:2: Increase the functional usefulness of campus structures, the personal safety of CSU community members and the beauty of the campus.			
1. In collaboration with		Additional flowers/gardens on	

campus artists and botanists, develop a plan for enhancing the appearance and beauty of the CSU campus through landscaping.		campus. More needs to be done.	
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2. Generate strategies for increasing safety through controlled access to the campus and enhanced lighting.			Code Blue Lights, student escorts, increased police patrols
Subgoal 2.3: Build a state-of-the-art library and a convocation center.			
1. Work with Heard & Associates, chief architect, CDB and construction companies to build a state-of-the-art, world class library.		✓	
2. Seek funds and plan to renovate the current library building for additional classrooms, offices, conference and storage space with input from all areas.		Request submitted to IBHE	
3. Solicit recommendations from all colleges and departments for essential journals, books, and other library resources in their disciplines.		Established subject area specialist librarians.	
4. Encourage all faculty, staff, administrators and community members to support the Friends of the Library Fund.		The Friends of the Library Fund exists.	

5. Seek external funding to support library and learning resources improvements.		Funding of ½ million expected in January from the McCormick Tribune Foundation.	
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6. Direct the Dean of the Library to bring the library into conformance with the standards of the American Library Association, IBHE, and the North Central Association of Colleges and Schools		✓	
7. Seek additional funds to provide 21 <sup>st</sup> century information technology throughout the library and access to remote sources of information storage.		Will be available in the new library.	
8. Appoint a committee to study the most efficient and cost-effective ways to reproduce documents and the optimal replacement cycle of copiers, fax machines, computers and printers.	A committee was appointed.		
9. Setup an office that is responsible for performing routine maintenance and simple repairs on computers, printers and fax machines.		An office was established.	
10. Seek external funding to equip electronic multimedia classrooms and laboratories.	New labs in OT, Teacher Ed, Business, Foreign		

	languages and 39 new smart classrooms		
Subgoal 2.4: Increase service orientation, office efficiency, professional, consistency, predictability and humane atmosphere throughout the university.			

1. Engage a nationally recognized expert to conduct training for staff and administrators to generate a service orientation perspective.		Some customer service workshops were help.	
2. Provide training in all aspects of effective office management and computer-based office skills.		✓	
3. Provide training in conflict resolution, non-defensive interpersonal communication skills and values clarification.		Workshops conducted by Human Resources.	
4. As part of the planning and assessment process, all academic support units will regularly conduct service satisfaction surveys, and based on this feedback, will modify their services to conform to		✓	

user expectations.			
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5. At least once each year a university wide survey will be conducted on all aspects of the campus atmosphere and service orientation of non-academic units.	Completed, done once.		
6. Budget for replacement of instructional equipment of an eight to ten year cycle.		Done until 2001 budget cuts.	
7. Budget to cover maintenance contracts for critical equipment	✓		
Subgoal 2.5: Enhance accountability, performance, professionalism and advancement of administrators and staff and improve official communication systems throughout the campus.			
1. Charge Institutional Research to survey all personnel who report to each administrator to evaluate his/her	✓		

job performance annually.			
2. Require all administrators to submit an annual performance contract to their supervisor to ensure accountability throughout CSU.		Only administrators who report directly to the president complete performance contracts	

3. Provide seminars and workshops on good academic management practices for chairs, directors, deans and vice presidents to ensure accountability throughout CSU.			✓
4. Maintain and implement consistent, clear, fair, personal policies and procedures that ensure high levels of performance in all units throughout CSU.		A policy manual is in place.	
5. Require all administrative units to engage in long range planning process.  a. Develop standards for unit strategic plans and effective assessments. b. Measure customer satisfaction in academic support and administrative units. c. Charge the director or chief executive of each unit to use the assessments to		Needs to be done regularly.	

improve effectiveness of services.			
6. Conduct an audit of personnel needs to determine the level of staffing required to accomplish current work load.	✓		
7. Publish an academic newsletter in the Provosts office for all faculty.	✓		

8. Establish an information center where information on all campus activities and resources will be available to the entire campus community.		No center exists, but <u>Up to the Minute</u> , voice mail, Email and an activities calendar are in place.	
9. Provide means through which all university, faculty and administrative committees can disseminate information to the CSU community.		An E-Calendar mechanism is in place.	
10. Establish a university hot line to provide information as to the appropriate office or unit to call for service or problem solving.			✓
Strategic Goal 3: Strengthen the commitment of the entire CSU community to outstanding undergraduate, graduate, distance			✓

and continuing educational programs characterized by disciplinary depth and rigorous breadth with a high level of direct interaction between faculty and students.			
1. Review all educational programs on a five-year cycle that corresponds with external review and accreditation cycles where appropriate.	✓		
2. Measure value added student learning outcomes using pre and post testing in educational programs and customer satisfaction in support units.	✓		
3. Include evaluations by employers of CSU graduates and alumni into program review in all academic departments.		✓	
4. Enhance the Office of Institutional Research to support all evaluation, assessment, and planning efforts.			✓
5. Require all departments and majors to review course and degree requirements as part of the review process.	✓		
6. Require and support all departments and programs to pursue external		Accreditation for art, computer sciences and business	

accreditation, if available in the discipline.		departments needs to be completed.	
Subgoal 3.1: Emphasize the development of fluency in oral and written communication, quantitative reasoning and critical thinking skills, skill with technology related to the field of study, creativity, professional and personal ethics and diligence in all educational programs.			

1. Encourage all majors to include opportunities for research and/or internships in applied settings in which students can apply knowledge and gain practical experience.		Most majors have internships or opportunities to apply knowledge in external settings. The research component is missing.	
2. Encourage all grant proposal developers to include both undergraduate and graduate student funded research and applied opportunities in their proposals.		✓	
3. Implement assessment of General Education curriculum to determine the existence of course content and learning experiences related to that content.	✓		
4. Evaluate basic skills requirements and developmental programs to		This evaluation is an ongoing process and occurs frequently	

determine if they are meeting the current needs of CSU students.		in the academic departments offering these courses.	
Subgoal 3.2: Incorporate and enhance research experiences, applied internships in business, industry and/or the community in which students apply knowledge gained in the classroom into all educational programs.			

1. Encourage all majors to include opportunities for research and/or internships in applied settings in which students can apply knowledge and gain practical experience.		Most majors have internships or opportunities to apply knowledge in external settings. The research component is missing.	
2. Seek corporate and other types of sponsorship of internships.		✓	
3. Encourage all grant proposal developers to include both undergraduate and graduate student funded research and applied opportunities in their proposals.	✓		
Subgoal 3.3: Promote curricular reform and innovation in all areas of the academic program.			
1. Seek external funding to implement a		Grant was submitted three	

Center for Teaching Excellence with a full program of curricula and instructional development materials and faculty development activities.		times, but not funded.	
2. Implement Provost/President's Teaching Innovation Award to recognize teaching innovations such as learning experiences related to the Internet.			✓

Subgoal 3.4: Offer a variety of quality, well supported graduate degree programs including doctoral programs that are consistent with the university's educational mission, increase the enrollment of outstanding students and develop sources of increased funding for all graduate programs.			
1. Establish more graduate assistantships and fellowships funded by research and training grants.		✓	
2. Seek areas of opportunity where departments can collaborate in offering interdisciplinary graduate		Several certificate programs were offered.	

degrees.			
3. Develop and seek IBHE approval of doctoral programs leading to Doctor of Physical Therapy, Doctor of Educational Leadership, and other similar programs and investigate the feasibility of developing other doctoral programs such as the DA in teaching mathematics.		Ed. D. approval obtained from the IBHE, Pharm. D is in the process of seeking IBHE program approval.	

4. Provide more opportunities for graduate students to interact across school boundaries.			✓
5. Encourage all research grant proposals to include graduate student support in requests for funding.		✓	
6. Identify areas of need where CSU has market advantages relative to other institutions and focus development and expansion of graduate studies programs in these areas.		MFA and MS in Computer Sciences are examples.	
7. Seek external funding to establish research and teaching institutes in	✓		

areas consistent with the university's mission (For example: an Institute for the Study of Urban Public Policy, a Center for Research on Minority Health Issues and an Urban Education Center).			
8. Recruit resident faculty experts who will conduct research and offer full and part-time advanced degree programs in these centers.		Improved research activities in natural and behavioral sciences.	

9. Establish and maintain an outcome assessment process for all graduate programs.	✓		
Subgoal 3.5: Expand CSU's continuing and distance education programs to populations CSU has not serviced in the past.			
1. Survey CSU communities to determine CSU's major competitors in all areas of continuing, graduate and distance education.			✓
2. Identify areas in which CSU has a comparative advantage relative to other schools in the market and develop new			✓

and/or expanded continuing, graduate and distance education programs.			
3. Encourage academic programs to develop continuing, life long learning experiences for their graduates and other non-traditional students.		Weekend College, Certificate Programs and revision of the BOG major are examples.	
4. Enhance CSU's web-based courses and other non-traditional learning opportunities.		Need to add majors on-line.	

5. Integrate the administration of the programs in Continuing and Non-Traditional Education with the academic program of the university and ensure that the same high standards are maintained.		BOG is currently under revision.	
6. Expand the professional development career advancement and leisure learning activities offered through Continuing and Non-Traditional Education.		Weekend College and certificate programs exist.	
7. Enhance the distant		Major programs are needed.	

education offerings to include courses in all departments of the university.			
8. Initiate an outcome assessment program to evaluate student learning for Continuing, Non-Traditional and Distance Education programs.		✓	

Strategic Goal 4: Diversify Strategic Goals revenue resources to increase the contribution of the private sector and the federal government and employ excellent management practices of human, financial aid and physical resources to increase effectiveness and efficiency in all areas.			
1. Aggressively seek to attract an increasing share of research dollars from foundations and federal programs and identify and secure other funds required to support strategic plans.		Ongoing- external funding increased from 17 million in 1998 to over 23 million (2003)	
2. Increase gifts from corporations and individuals through the CSU Foundation.		✓	
3. Increase grants from government agencies and foundations.			

<p>a. Conduct workshops on writing grants each semester.  b. Increase funds for travel to professional conferences.  c. Reward successful grantsmanship through investment of five percent of indirect funds in departments that receive grant funding.  d. Conduct a grant writing mentor program in the Office of Sponsored Programs.  e. Prioritize institutional needs to seek funding from foundations.</p>		<p>Grant writing needs to be reinstated; Dr. Petty established.</p>	<p>Budget constraints  Budget constraints</p>
<p>4. Investigate other revenue such as forming a CSU consulting group for a small business, professional services for potential sources of alumni, economic development of campus land, single parent housing and debit card system.</p>		<p>Partially completed through the Business Assistance Program</p>	

<p>5. Promote a fundamental shift in focus on spending within the university that accentuates program outcomes as opposed to resource inputs.</p>		<p>Needs to be fully implemented through long range planning.</p>	
<p>6. Conduct in-depth cost assessments of university spending by program.</p>			
<p>7. Develop outcome measures by programs that allow for resource efficiency and effectiveness utilization measurements.</p>			

8. Institute resource reallocation recommendations of the University Budget Committee that support articulated university program priorities.		Long range planning and budgeting is the mechanism that was not fully implemented because of budget constraints.	
9. Integrate planning, assessment of program outcomes and budgeting.	This process is in place.		
10. Develop strategies for enhancing institutional relationships with industry and business.		Partially completed through the goals, but more need to be involved.	

11. Establish relationships with federal government including the executive branch, Congress and federal research and training agencies to influence policy and legislation development that will benefit students and contribute to the achievement of CSU's strategic goals.		The president is a member of the NAFEO board. The university employs a congressional lobbyist and has a relationship with Illinois congressional delegate.	
12. Continue to build effective relationships with the state government and the Illinois Board of Higher Education.	Established effective relationship with IBHE staff and administration.		

<p>13. All administrative units and offices will develop and publish a policy and procedures manual that defines in specific terms the performance and behavioral expectations for all employees and guides customers in obtaining service.</p>			
<p>14. All units must institute continuous customer satisfaction surveys.  a. Charge the Office of Institutional Research to develop and process customer surveys.  b. Use results of these surveys to improve service.</p>		<p>Partially completed through assessment instituted as part of the long range planning assessment and budgeting process.</p>	

<p>15. Conduct a study or auxiliary service to determine if outstanding would be more appropriate or if other companies would provide better service and study all costs to determine where savings are possible and desirable.</p>			
<p>Strategic Goal 5: Continue to recruit and retain a dedicated, caring and culturally diverse faculty whose teaching is informed by research and embodies</p>			

engaging learning experiences that enable students to flourish academically and personally.			
1. Interview prospective faculty to determine degree of institutional match.	Search Committee process		
2. Expand opportunities for faculty to teach in rigorous, research-oriented doctoral programs.		Ed D approved from IBHE; seeking doctoral approval from NCA	
3. Work with the union to develop powerful incentives for excellence in teaching.		✓	
4. Reinforce collegial programs among faculty to enhance teaching effectiveness.		✓	
5. Determine areas of greatest impact on faculty satisfaction and retention at CSU.		NCA Climate survey results; the survey needs to be institutionalized.	

Subgoal 5.1 Support and enhance the professional stature of faculty.			
Departmental faculty includes quantitative and standards for each of the levels of evaluation on DAC's.			✓

1. Maintain faculty salaries at competitive levels through increased appropriated funds.	Budget constraints have prevented stabilization		
2. Strengthen annual evaluation procedures to provide opportunities for development, improvement and accountability throughout the career path.		✓	
3. Institutionalize the Code of Excellence and the expectation that all CSU community members conform to it.		Not fully implemented	
4. Enhance the travel grant program to provide support for travel to present papers at research conferences.		Stopped because of the budget constraints	

Subgoal 5.2 Support faculty members to secure the time, financial support and collaborations to maximize their success in research, scholarship, grantsmanship			
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and other creative activities.			
1. Conduct workshops on writing grants	Ongoing workshops		
2. Increase funds for travel to professional conferences through faculty development programs.			Budget constraints
3. Reward grants acquisition through investing five percent of indirect costs in more support personnel and more technology resources for faculty.			Budget constraints
4. Increase distribution of information regarding grant opportunities.	Information is disseminated through e-mail and publications.		
5. Provide start-up monies for new faculty in the first two years of their appointments as an investment in their productivity.		The Research Development Office, Dean Lindsey's project in Arts and Sciences provides some start-up monies	
6. Award seed monies for conduct of pilot studies through an established Committee in Research.		✓	
7. Optimize administrative functioning to encourage			

faculty in maintaining grantsmanship efforts. Study paper flow and budget handling processes.		✓	
Strategic Goal 6: Reorganize and strengthen the Division of Information Technology, Media Production and Media Services so that they will support both the academic and administrative functions of the university and the deployment of new and innovative teaching and research technologies as they become available.			
1. Require the CIO to develop and implement an adequate plan of operation that includes good human resources management, wiring of classrooms, web-based registration, adequate security measures, Internet and e-mail access for all, maintaining student computing labs and help desk operations, as well as hardware acquisition, adequate service procedures and staff training. The plan should be disseminated to all university departments.		Web registration, the internet and e-mail access, smart classrooms, student computer labs. Help desk operations need revising and the plan was not disseminated.	
2. Establish a Technology Task Force to envision and plan CSU's future use of instructional and administrative technology. This task force should include all directors of units related to technology and a wide representation from the faculty and staff.	✓		

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3. Charge Media Service and Faculty Development to implement collaborative programs to train and support faculty in instructional technologies into classroom presentations and web-based course development techniques.		Being developed	
4. Seek external funding to construct electronic, multi-media classrooms in all academic buildings connected to a broad bandwidth optical fiber multi-media distribution system.	✓		
5. Increase the availability of computers on campus through increasing the number and hours of operation of student computer laboratories.	✓		
6. As part of technology planning, develop a cycle for replacing computing equipment.		Budget constraints	
7. Support the help desk and repair office that provides simple computer repairs such as replacing floppy diskette drives, hard drives and installing memory chips, modems and boards in efficient manner.		The Help Desk exists.	

8. Provide adequate and current training with new technologies and software for administrators and staff.			✓
9. Seek external funds to establish a computer based graphic and production studio for faculty and staff to develop and produce innovative instructional support materials and web-based courses.			✓
10. Provide training opportunities in all areas of computer-based graphics and production for faculty and staff.		✓	
11. Seek ways to adequately fund the acquisition and use of advanced instructional equipment that supports the needs of CSU faculty and students.	Thirty-nine smart classrooms were purchased.		
12. Support the interest and creative efforts of faculty by facilitating collaborative and innovative interaction in order to produce improved methods and concepts of education.		Sessions are held for new faculty	

<p>Strategic Goal 7: Foster a collaborative and intellectually stimulating community that promotes academic freedom, mutual respect, integrity, high expectations of academic and professional achievement and work productivity for its graduate and undergraduate students, faculty, administrators and staff. Provide community practices and programs in order to engender loyalty, commitment and a sense of community.</p>			
<p>1. Institutionalize the newly revised CSU Code of Excellence as the CSU core values.</p>			
<p>2. Conduct workshops for all departments for discussion of the Code of Excellence and ways in which it will be made operational or applied by that particular department.</p>			
<p>3. Place the Code of Excellence in all classrooms, offices, lobbies, and all official publications.</p>	✓		
<p>4. Foster respect and tolerance among</p>		✓	

all cultural and ethnic groups represented on campus through sharing of ritual occasions and other celebrations of customs.			
5. Provide opportunities through student activities for students to discover and claim their ethnic heritage of others.		Latin activities Black History Month Black Writer's Conference	

6. Continue to organize and expand the members of honor societies and programs.		✓	
7. Honor and recognize high GPA graduates	✓		
8. Provide recognition and support for grant within publishing, or other creative activities.		A grant writing faculty recognition luncheon is held	
9. Reinforce productivity with merit raises and recognition from the CSU president.		Faculty Merit Awards	
10. Develop and conduct university-wide recognition programs for outstanding staff, administration and faculty.		Faculty and staff recognition awards exist.	
11. Institutionalize a mandatory New Orientation for all CSU students and employees which		New Student Orientation and New Faculty Orientation exist.	

inculcate CSU values, traditions, and academic expectations.			
12. Commission a CSU Alma Mater and institutionalize it through singing it in all appropriate official functions and events to foster school spirit and pride.	✓		

13. Implement a strategic plan through collaboration between Student Affairs and Academic Affairs divisions to strengthen student leadership development initiatives including Friends of CSU Scholars, Presidential Scholars, Minority Internships, and Student Ambassadors.	Needs to expand		
14. Establish linkage between Code of Excellence and Code of Ethics.			
Strategic Goal 8: Contribute to society, in general, and the local community, in particular, through economic development activities, mutually beneficial partnerships with elementary and secondary schools, community colleges, other universities, business,			

industry, government and community organizations and significantly increase CSU's role as an international institution of higher education.			
1. Through a partnership with a private or not-for-profit developer, construct and manage housing for CSU graduates, married students and students with children.		In process, conferring with campus suites	

2. Develop appropriate commercial space property that will serve both the university community and its surrounding neighbors.			
3. Develop space on campus for business and professional activities, including office space for dentists, physicians, lawyer, real estate, etc.			
4. Develop a facility on campus that will house multiple restaurants.	Completed but not maintained because it was not cost effective; for example, Subway and Krispy Kreme		
5. Seek ways in which CSU can provide needed services, expertise,	✓		

and resources to the local communities that surround it including environmental concerns of the Heritage Corridor and the entire south side of Chicago.			
6. Enter into collaborative partnerships with schools, businesses, corporations, government agencies, community organizations, community development organizations, religious institutions and civic organizations to provide to development and implement community building efforts.			

7. Support departments and colleges that enter into collaborative partnerships with other institutions, groups and organizations.	✓		
8. Support the Office of International Programs to aggressively involve CSU in international programs.	✓		
9. Increase efforts to recruit outstanding international students as undergraduate	International students are recruited but more needs to be done.		

and graduate students at CSU.			
10. Increase opportunities for the CSU community to travel, serve and study abroad.	Faculty has traveled to the University of Madrid as well as to Gambia Ghana, South Africa. However, much more need to be done		
11. Provide a facility for use by the local communities for a wide range of activities including concerts, sporting events, trade shows, plays, social events, religious meetings, political events, conventions and educational opportunities.		In process, new Convention Center will not be completed until 2005	

Subgoal 8.1 The university will join elementary and secondary education to improve teaching and learning at all levels.			
1. Provide high schools students access to college preparatory and enrollment opportunities.		The College Bridge Program in the College of Arts and Sciences provides these opportunities.	
2. Collaboratively raise standards for initial		DAC's have been revised to increase standards for	

preparation and continuing professional development of classroom teachers.		promotional and tenure.	
3. Increase pupil and teacher access and use of learning resources through Internet and other technologies.	New Computer laboratories in Business, Education, and residence hall - Access to numerous databases through the library		