

NCA Concerns Linked to Strategic Planning

Concerns	Strategic Goals	Sub-goals	Strategies
<p>1. Inadequate financial resources.</p>	<p><u>Strategic Goal #4</u>: Diversify revenue resources to increase the contribution of the private sector and the federal government and employ management practices of human, financial and physical resources to increase effectiveness and efficiency in all areas.</p>	<p>Not Applicable</p>	<ul style="list-style-type: none"> • 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 plan. • Increase gifts from corporations and individuals through the CSU Foundation. • Increase grants from government agencies and foundations. • Conduct workshops on writing grants each semester. • Increase funds for travel to professional conferences. • Reward successful grantsmanship through the investment of five percent of indirect funds in departments that

NCA Concerns (continued)

<p>2. Laboratory space for faculty and students to do research in the natural sciences is an ongoing problem.</p> <p>a) Insufficient office, classroom, program, and workspace is a problem for most programs.</p> <p>b) Frequently space is unavailable for non-tenure track faculty to meet with their students outside the classroom.</p>	<p><u>Strategic Goal #2</u>: 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.</p>	<p><u>Sub-goal 2.4</u>: Build a state-of-the-art science center.*</p>	<p>receive grant funding.</p> <ul style="list-style-type: none"> • Conduct a grant writing mentor programs in the Office of Sponsored Programs. • Prioritize institutional needs to seek funding from foundations. • Develop strategies for improving the availability of space for offices, classrooms, programs and student work areas.* • Evaluate current and anticipated needs incorporating the recent master plan development process.* • Develop strategies for acquiring public and private funding to support additional space needs.*
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NCA Concerns (continued)

<p style="text-align: center;">3. Low enrollment in some majors.</p>	<p><u>Strategic Goal #1</u>: 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.</p>	<p style="text-align: center;">Not Applicable</p>	<ul style="list-style-type: none"> • Build a state-of-the-art science and technology center. • Seek funds and plan to renovate the current library building for additional classrooms, offices, and conference and storage space with input from all areas to provide more space. • Develop an effective enrollment management program that links to the academic departments' needs and continue to review it yearly to determine its continuing effectiveness. • Complete the establishment of clear articulation agreements for Chicago area community colleges.
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NCA Concerns (continued)

<p>4. Lack of recruitment material (brochures) in academic departments.</p>	<p>(See Strategic Goal #1 above.)</p>	<p>Not Applicable</p>	<ul style="list-style-type: none">• Computerize the basic skills testing process and do not allow students to register for courses until they have passed these skills tests. (Department Chairs and/or Assessment Coordinators)• Implement recommendations of the Retention Task Force. (Note: please see the Strategic Plan document for the other sixteen strategies listed.)• Re-establish and support pre-college initiatives that help develop the pipeline of students entering the university.*• Provide funds for recruitment materials for academic departments.*
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NCA Concerns (continued)

<p>5. Inconsistent and low pass-rates on licensure examinations in some departments.</p>	<p><u>Strategic Goal #1</u>: Improve recruitment, retention, and graduation of a culturally and economically diverse</p> <p><u>Strategic Goal #3</u>: 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.</p>	<p>Not Applicable</p>	<ul style="list-style-type: none"> • Identify academic programs with low enrollment and/or few majors and market them more aggressively. • Measure value-added student learning outcomes using pre- and post-testing in educational programs and customer satisfaction in academic support units. • Require all departments and majors to review course and degree requirements as part of the review process. • Strengthen linkage between academic departments and student support units through regularly scheduled meetings to collaborate.
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NCA Concerns (continued)

<p>6. Faculty need additional grant writing workshops and other support.</p>	<p><u>Strategic Goal #4:</u> Diversify revenue resources to increase the contribution of the private sector and the federal government and employ excellent management practices of human, financial and physical resources to increase effectiveness and efficiency in all areas.</p>	<p>Not Applicable</p>	<ul style="list-style-type: none"> • Provide additional workshops on writing grants each semester. • Conduct a grant writing mentor program in the Office of Sponsored Programs.
<p>7. Need for updated computers and printers and computer laboratories.</p>	<p><u>Strategic Goal #2:</u> 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.</p>	<p><u>Sub-goal #2.4:</u> Determine and implement optimal lifecycle maintenance and replacement of all office and instructional equipment including copiers, computers, fax machines, so that maintenance costs and down time are minimized.</p>	<ul style="list-style-type: none"> • 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. • Set up an office that is responsible for performing routine maintenance and simple repairs on computers, printers and fax machines.

NCA Concerns (continued)

<p>8. Web pages for academic departments are needed.</p>	<p><u>Strategic Goal #6:</u> 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.</p>	<p>Not Applicable</p>	<ul style="list-style-type: none"> • Budget for replacement of instructional equipment on an eight to ten year cycle. • Budget to cover maintenance contracts for critical equipment. • Develop and maintain the CSU web site on an on-going and consistent basis. • Set up an advisory committee to assist in the development of policy and procedures for development and maintenance of the CSU web site.
<p>9. More tenure track faculty in most departments are needed.</p>	<p><u>Strategic Goal #5:</u> Continue to recruit and retain a dedicated caring and culturally diverse faculty whose teaching is informed by research and embodies engaging learning</p>	<p>Not Applicable</p>	<ul style="list-style-type: none"> • Conduct an audit of personnel needs to determine staffing of academic departments.

NCA Concerns (continued)

<p>10. No formal evaluation procedure for part-time faculty.</p>	<p>experiences that enable students to flourish academically and personally.</p> <p><u>Strategic Goal #2</u>: 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.</p> <p><u>(See Strategic Goal #2)</u></p>	<p><u>Sub-goal #2.5</u>: Enhance accountability, performance, professionalism and advancement of administrators and staff and improve official communication systems throughout the campus.</p> <p><u>Sub-goal #2.6</u>: Enhance the accountability and performance of all part-time faculty and staff.*</p>	<ul style="list-style-type: none"> • Maintain and implement consistent, clear, fair personnel policies and procedures that ensure high levels of performance in all units throughout CSU. • Discuss with department chairs the need to evaluate part-time faculty and ask chairs to clearly outline appropriate procedure to be included in the Departmental Application Criteria.*
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NCA Concerns (continued)

<p>11. Timely transaction procedures in financial affairs (e.g., Accounts Payable)</p>	<p><u>(See Strategic Goal #2)</u></p>	<p><u>Sub-goal #2.5:</u> Enhance accountability, performance, professionalism and advancement of administrators and staff and improve official communication systems throughout campus.</p>	<ul style="list-style-type: none"> • Hold campus-wide training session on travel and reimbursement policies and procedures. • Reference date travel/reimbursement submitted invoice description field to facilitate calculation of turnaround time.
<p>12. Inadequate staff in most departments.</p>	<p><u>(See Strategic Goal #2 above)</u></p>	<p><u>(See Sub-goal #2.5 above)</u></p>	<ul style="list-style-type: none"> • Conduct an audit of personnel needs to determine the level of staffing required to accomplish current work load.
<p>13. Some faculty need technology training.</p>	<p><u>Strategic Goal #5:</u> Continue to recruit and retain a dedicated, caring and culturally diverse faculty whose teaching is informed by research and embodies engaging in learning experiences that enable students to flourish academically and personally.</p>	<p><u>Sub-goal #5.2:</u> Support faculty members to secure the time, financial support and collaborations to maximize their success in research, scholarship, grantsmanship and other creative activities.</p>	<ul style="list-style-type: none"> • Develop and offer additional faculty development workshops on technology.

NCA Concerns (continued)

<p>14. Technical support from Information Technology is inadequate.</p>	<p><u>Strategic Goal #6</u>: 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 technologies as they become available.</p>	<p>Not Applicable</p>	<ul style="list-style-type: none"> • 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. • Establish a Technology Task Force to envision and plan CSU's future use of instructional and administrative technology. This task
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NCA Concerns (continued)

<p>15. Provide recognition of faculty, particularly non-tenure track.</p>	<p><u>Strategic Goal #5</u>: Continue to recruit and retain dedicated, caring and culturally diverse faculty whose teaching is informed by research and embodies engaging learning experiences that enable students to flourish academically and personally.</p> <p><u>Strategic Goal #3</u>: 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.</p>	<p>Not Applicable</p> <p><u>Sub-goal #3.3</u>: Promote curricular reform and innovation in all areas of the academic program.</p>	<p>force should include all directors of units related to technology and a wide representation from the faculty and staff.</p> <ul style="list-style-type: none"> • Provide recognition ceremonies for faculty and staff. (Note: this is referred in Strategic Plan 2000 – Goal #4-Item #12.) • Implement Provost / President’s Teaching Innovation Award to recognize teaching innovations such as learning experiences related to the Internet. • Work with the union to develop powerful incentives for excellence in teaching.
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NCA Concerns (continued)

<p>16. Faculty and staff perceive that the university does not respect them.</p>	<p><u>(See Strategic Goal #5 above)</u></p> <p><u>Strategic Goal #7:</u> 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>Not Applicable</p>	<ul style="list-style-type: none"> • Reinforce collegial programs among faculty to enhance teaching / service effectiveness. • Determine areas of greatest impact on faculty/staff satisfaction and retention at CSU. • Maintain faculty salaries at competitive levels through increased appropriated funds. • Strengthen annual evaluation procedures to provide opportunities for development, improvement and accountability throughout the career path. • Provide recognition and support for grant writing, publishing, or other creative activities.
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NCA Concerns (continued)

<p>17. Professional training and development for faculty and staff.</p>	<p><u>Strategic Goal #2</u>: 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.</p>	<p><u>Sub-goal #2.5</u>: Enhance accountability, performance, professionalism and advancement of administrators and staff and improve official communication systems throughout campus.</p>	<ul style="list-style-type: none"> • Reinforce productivity with merit raises and recognition from the CSU president. • Provide additional funds to the faculty development program for faculty enrichment grants and other activities that stress the improvement of teaching and learning.* • Provide seminars and workshops on good academic management practices for chairs, directors, deans and vice-presidents to ensure accountability throughout CSU.
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NCA Concerns (continued)

<p>18. Deferred maintenance continues to be a concern despite recent appropriations from the state legislature.</p>	<p><u>Strategic Goal #2</u> (As outlined above)</p>	<p><u>Sub-goal #2.1</u>: Eliminate the backlog of deferred maintenance.</p>	<ul style="list-style-type: none">• Provide funds for an ongoing professional development program for staff.*• Maintain and implement consistent, clear, fair personnel procedures that ensure high levels of performance in all units throughout CSU.• Conduct an annual survey of all buildings to determine compliance with safety codes, ADA, deferred maintenance and basic cleanliness.• Correct all safety and hygiene deficiencies immediately.
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NCA Concerns (continued)

			<ul style="list-style-type: none">• Seek additional funding from the General Assembly to correct all conditions resulting from deferred maintenance.• Correct all ADA violations and deferred maintenance as soon as possible.• Correct building conditions that negatively impact the work productivity of CSU students, faculty, staff, and administrators.• Devise emergency procedures policy. Maintenance/repair personnel must be accountable.
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* Indicates new sub-goals or strategies that have been added to the strategic plan to address the concerns identified through the self-study process.

