

CRITERION ONE

The institution demonstrates that it has clear and publicly stated purposes consistent with its mission and appropriate to an institution of higher education.

Salient Evidence of Fulfillment of Criterion

1. Evidence that demonstrates the criterion is met:
 - a. The Board of Trustees of Chicago State University has approved mission statement that is widely disseminated through print materials and the University web page.
 - b. Discussions with constituents at the University demonstrate both knowledge of and appreciation for the mission of the institution. Students described the developmental component of the mission in stating how the university aided the development of their skills in writing, math and presentations. Faculty spoke with pride about the traditional focus of the institution on the underserved populations of Chicago and focus on minority needs. Deficiencies in pre-college education were addressed and the institution has designed experiences for junior-and senior-high school students to acquaint them with services and programs and spur the excitement for the potential post-secondary education.
 - c. An institutional strategic planning process has been initiated that includes a review and revision of the institutional mission from which thematic initiatives have been identified as institutional priorities. Recent initiatives of the campus include upgrades to the institution's technological infrastructure, a reorganization of the student affairs division, beginning construction of a new library building, and legislative approval to begin construction of a new convocation center.
 - d. Assessment documents addressed how each unit meets the mission of the University through programs and academic or support efforts.
 - e. While maintaining the historical commitment to serving students in the south and southwest Chicago area, Chicago State University has refined the mission statement to serve a broader, more diverse constituency, and to produce graduates who are prepared to participate in a global society. The university demonstrates this through strategic planning processes that use assessment data to document change processes, an increased use of technology in

teaching despite limited resources, and by enhanced admission standards supporting plans for an Honors College.

- f. The addition of a Student Union Building supports the historical mission by celebrating the African-American heritage of the institution. The increased Latino Population is supported through the Office for Hispanic Programs and through community outreach for prospective students.

CRITERION TWO

The institution demonstrates that it has effectively organized the human, financial, and physical resources necessary to accomplish its purposes.

Salient Evidence of Fulfillment of Criterion

1. Evidence that demonstrates the criterion is met:
 - a. The University faculty is capable and appropriately credentialed to deliver the academic programs offered by the institution within its colleges and graduate programs. Academic programs are controlled by the faculty and administrated by the academic units. The Division of Graduate Studies provides oversight functions and implements the polices and procedures set by the Graduate Council.
 - b. Faculty-driven grant funding has increased technology application and scholarship. Grants through Reading, Elementary Education, Library Science, and Communication Media (REEL) department have resolved needs for computer upgrades for faculty and in labs, as well as for faculty development to apply technology in teaching. Faculty members are regularly engaged in the identification and remediation, when necessary, of the developmental needs of students.
 - c. Members of the faculty support the University mission by setting high standards. For example, the College of Education has been recognized by all of the specialty professional associations designated by the National Council for the Accreditation of Teacher Education. Other programs in chemistry, music, nursing, health information administration, counseling, and occupational therapy have met accreditation reviews based on adequacy of resources.

- d. The University has made a major commitment to the technology infrastructure of the institution, which has resulted in a greatly enhanced ability to provide reliable administrative and academic computing support. The leadership of the university computing and information technology division is dedicated to their role as service providers to the campus.
- e. The administrative/governing structure is traditional with an Illinois Board of Higher Education, the Chicago State Board of Trustees, President and appropriate vice presidents administering key functions like academic affairs. The University is governed by an independent Board of Trustees consisting of eight members. Seven are appointed by the Governor of Illinois to staggered five year terms, and one is a student elected to a one year term by the student body. The Board is a policy-making body and does not micromanage.
- f. The State of Illinois has been supportive of its college and universities. Increases have been given every year since 1992. State support for Chicago State University increased from \$42 million to \$61 million from 1998 to 2002. State support accounts for 56% of Chicago State's operating budget; it's 53% for the other public universities.
- g. The faculty are organized through a collective bargaining unit and through a Faculty Senate. Students are represented through a student government association.
- h. Grant funding is especially noteworthy at CSU. Funding from grants has grown from \$17.8 million to \$ 22.9 from 1998 to 2002; most of the funds have been used to support the academic programs.
- i. Fund balances at the University are such that reserves and contingencies exist to assist with unexpected financial exigencies. Audit findings have been reduced from 28 in FY 1998 to 7 in 2002. The major concern had been the monitoring of federal grants (there had been some substantial over expenditures); processes and procedures are in place to adequately monitor these funds.
- j. Through the leadership of the President and the development office, plans are underway for the institution's first capital campaign. The goal is to raise \$10 million over 10 years to increase the endowment. Annual giving now exceeds \$100,000 and the endowment has increased to the \$2.5 million level. Though

much more needs to be done, the gains and plans are commendable.

CRITERION THREE

The instruction is accomplishing its educational and other purposes.

Salient Evidence of Fulfillment of Criterion

1. Evidence that demonstrates the criterion is met:
 - a. The institutional commitment to assessment, both financially and as an integral part of the educational programs of the University, is evidenced by the broad awareness level of assessment, the extensive array of assessment activities being undertaken on the campus at a variety of levels, and the continuing progress toward integrating assessment with academic program review and resource allocation and re-allocation. The assessment efforts of both academic and nonacademic unit goals are well organized and demonstrate collection of data with feedback loops and evaluation of collected data with recommendations for action. Numerous examples exist of serious programmatic response to student performance on licensure exams, such as nursing and occupational therapy.
 - b. The MFA in Creative Writing is a unique program targeted for minority writers. This target supports the mission of the University in serving the citizens of the region and places them in a unique position to draw individuals from across the country interested in studying minority writers.
 - c. Great efforts have been made in faculty grant applications. Faculty grant mentorships have been established to assist faculty in development of grant writing skills. Grant awards have increased markedly over the last five years, but the University does maintain some grants they have had for more than five years. Three graduate research assistants are currently funded through faculty research grants. Special workshops in the College of Graduates Studies are offered to students to increase their skills in such areas.
 - d. Within the College of Education, programs are clearly defined, show planning and integration of the conceptual framework for teacher education, and provide intensive training for undergraduate and graduate students. Program development is clearly related to

assessment feedback, and reflects the mission of the university. Recent reorganization of departments within the College demonstrates collaboration for budget equity and advising needs. There is clear integration of CSU values into the training of professionals to work in educational-related settings for this region. The faculty demonstrates understanding and communicates the rigorous demands of professionals, reflected in the students' commitment to 5-7 years of training to meet emerging P-12 needs in the region.

- e. Students who do not meet the University's admissions requirements can be admitted through the University College. During their first year in the college, they are required to complete specified developmental and first year courses. After successful completion of those classes, they transfer to the college of their major. While in University College they are closely monitored and receive intrusive advising.
- f. The University has a strong program of entry-level student assessment, developmental education, and academic support services designed to support student success. As a result of the assessment process, over eighty percent of the students are required to complete developmental instruction in reading, writing or mathematics.
- g. The institution has a well-defined general education curriculum and a process for assessing student outcomes relative to general education. The curriculum has been refined as a result of the assessment process and the College of Arts and Sciences offers the courses needed to support general education. Recently, a language requirement was added; the college is addressing their new requirement in creative ways, within their limited resources.
- h. The University has library services that include access to both print and online materials. Students and faculty can access online materials off-site. A new library, currently under construction, will be a model 21st century library, making full use of digital and wireless technology.
- i. Class sizes are small, allowing close relationship between students and instructors. Students commended the respect they received for the faculty and the quality of the instruction.
- j. The institution has recently placed an increased emphasis on "raising the bar" in a number of areas, ranging from admissions requirements, to program accreditation, to beginning a capital fund

drive to encouraging faculty scholarship. These initiatives have done much to enhance the external and internal image of the university.

- k. The administration has managed budget shortfalls without laying off faculty or staff or decreasing services to students. In fact, in the time that the president has been at the institution, faculty salaries have increased significantly.
- l. The academic programs offered, the disciplinary array offered by the institution and the evidence of quality as identified through the institution's rigorous academic program review cycle and validated through various specialized accreditations, reflect sound, focused, and peer recognized programs.
- m. Chicago State University has reacted positively to a concern of the last NCA Team in that it has developed an effective strategic planning process and plan. The plan effectively links the six goals of the Illinois Board of Higher Education to the eight goals of the university. Further, assessment and budget have been integrated so that the plan is operational and involves continuous quality improvement. Evidence that the plan is effective includes the funding received for both the library and convocation center buildings.
- n. Faculty grant activity is to be commended. Grant dollars received have risen from \$17.8 million to \$22.9 million from 1998 to 2002. Almost all these funds have been used to enhance the academic programs.
- o. The University has been very effective in cooperative arrangements and outreach to members of its local community. It serves a critical role in providing services like the small business assistance center and agencies to provide internships and employment opportunities for students and graduates; the Neighborhood Assistant Center which provides technical and research assistance to neighborhood-based community and economic development organizations; the Business Enterprise Program which leads to certification for minority business leaders; the Gwendolyn Brooks Center for Literature and Creative Writing which identifies and trains high school and college students who exhibit exemplary writing ability, and the Minority Biomedical Research Program, funded by the National Institutes of Health, which has stimulated over 300 students to pursue work in the sciences.

- p. The formulation of the Student Services Division at Chicago State University in 1998 was an inclusive process leading to the creation of a division that included many traditional Student Affairs areas. These areas provide a vast array of services to an undeserved population.

CRITERION FOUR

The institution can continue to accomplish its purposes and strengthen its educational effectiveness.

Salient Evidence of Fulfillment of Criterion

1. Evidence that demonstrates the criterion is met
 - a. The Graduate Council, which has oversight responsibilities for the graduate programs, is currently reviewing curriculum and course changes that have approval by the department and college curriculum committees and academic dean. Recommended changes are forwarded to the Provost for final approval by the Faculty Senate Curriculum Committee and the Provost.
 - b. The Graduate Council is considering criteria for appointment to graduate faculty status. Currently, individual departments establish criteria for their programs. The Council is collecting information from other schools to assist in the review.
 - c. Academic programs have established a record of carefully reviewing assessment data and developing intervention strategies as appropriate. For example, the department of nursing found their students were having difficulty in passing licensure exams. Review of theory, critical thinking, and student testing modules were undertaken. Bridges were built at critical junctures to assure students needing remedial work could attain content mastery. Assessment exams were added and comprehensive feedback loops built so that students would be required to do remedial work or to repeat courses if mastery was not demonstrated. In addition, national licensure exams now use computers, and computer-testing experience is available in the computer labs for student assessment.
 - d. Faculty currency is supported by training in technology, offered through a variety of workshops, including a technology institute offering sessions targeting specific skills training over several

days. Conference attendance is highlighted seminars in the College of Arts and Sciences offer professional development through presentations.

- e. The Technology in Education program uses career fairs for recruiting, and another department uses monthly rotating assignments bringing faculty into local high schools.
- f. Assessment of student achievement is integrated into all programs and is a recognized strength of each program area. The “pass rate” for state teacher certification has increased to 91%.
- g. In addition to a renewed sense of mission, vision, and purpose, the physical renewal of the campus, including campus construction, renovation, and beautification amplify the sense of a positive future for the institution. Student quality is improving; the institution’s financial position has improved remarkably in the past five years although budgets continue to be inadequate and strained, and the amount of external funds coming into the institution has increased.
- h. The College of Business, under the leadership of the dean, has developed a number of significant strategic partnerships with business and industry. Notably, the partnership with Bank One has yielded opportunities for the student internships and faculty consultation that will add to the College’s strength.
- i. It is apparent that the College of Business should move forward with the development of an academic program in Entrepreneurialism.
- j. Since the last NCA visit in 1993, the strategic planning process has been a significant part of institutional life. The Team was impressed with how decision-making has been linked to the plan and how assessments have informed the process. Further, financial resources have also been integrated so that action plans are implemented. A twenty-two-person budget committee, representing all campus constituencies, ensures that these linkages are made and that priorities are addressed. Every unit of the University must demonstrate that its programs and requests are helping to implement the plan. The planning process positions the University well for its future challenges and opportunities.

CRITERION FIVE

The institution demonstrates integrity in its practices and relationships.

Salient Evidence of Fulfillment of Criterion

1. Evidence that demonstrates the criterion is met:
 - a. Catalogs, handbooks, and publications are well executed, clear in communication, and present the vision and mission of the university. CSU demonstrates consistency of message in all publications, and institutional policies describing relationships with students, faculty, and staff are clearly communicated. It provided extensive documentation on attempts to seek third-party comments. Documentation provided indicates adequate oversight in institutional relationships and contractual arrangements.
 - b. Raising credentials of entering students will add to the diversity of the student population without detracting from the major mission of the university to serve students within their region who are ill prepared for success in academic or career fields.
 - c. The University policies and procedures as well as various handbooks for faculty and staff are reviewed and updated on a regular basis and reflect standards of integrity, operations and relationships. Appropriate grievance processes are identified and evidence exists that they are effective in processing and resolution of internal campus issues.
 - d. CSU's strategic planning process is public and directly involves faculty, staff and students.
 - e. CSU's website is user-friendly, well-organized, accessible and flexible. The "Tools" system serves as a major data and information dissemination tool for the campus.
 - f. The University's strategic planning process is public and inclusive. Budget priorities are developed in concert with the plan. Effective mechanisms are in place to monitor the plan, and the Budget Committee ensures that financial resources are linked to the plan's implementation.

