



CHICAGO STATE UNIVERSITY

1867



2025-2030

STRATEGIC PLAN

GOALS AND OBJECTIVES

Introduction

Founded in 1867 as a teacher's college, Chicago State University has a rich and unique history of innovation, creativity, and resilience. Today, the university is home to four colleges that offer a full range of academic programs on a single campus, including arts, sciences, business and humanities; professional programs; and health sciences. Over its history, CSU and its community has weathered many challenges—including a state budget crisis in 2016, and more recently a global pandemic—but has never lost sight of its commitment to excellence and to those it serves.

In 2023, Chicago State University continued accreditation by the Higher Learning Commission with reaffirmation for a ten-year period. This milestone reflects CSU's dedication to academic excellence, integrity, and continuous improvement. For the first time in its history, in 2025 CSU earned a Carnegie classification as a Research University. This classification reflects the university's significant research enterprise and investment. Going forward, CSU is charting a path to move closer to R2 research status. Our work will include increasing grant proposals and creating a strong foundation for research infrastructure. Moreover, we pride ourselves in being a student and community-centered university and with undergraduate education at its core, CSU offers both an impressive array of educational opportunities in the classroom and vibrant programs in support of student success.

We now look to the future with a new strategic plan. A successful strategic plan relies on a range of critical stakeholders who take responsibility for the objectives and outcomes of the strategic plan. For this to be a living document that truly elevates the University, an implementation plan has been developed to guide the efforts of those responsible for the actions needed to reach the goals. Clear indicators, both leading and lagging, will inform the plan's progress. Further, the metrics will be reviewed annually and adjusted for the next five years.

This document is designed to capture the insights of the Strategic Planning Committee, campus stakeholders, senior administrators, and the university's Board of Trustees. Our 2025-2030 plan reflects the ongoing challenges, opportunities, and goals for our university to strive for in the coming years, including ambitious targets for enrollment, retention, graduation, and growth of academic programs. Together, we will continue to advance excellence in our core missions, grow in areas of strategic importance, and further distinguish our university as a destination of first choice for talented students, faculty, and staff.

In the fall of 2024, Chicago State University launched an inclusive strategic planning process that engaged diverse stakeholders across the university. Through their work, these stakeholders have contributed to shaping CSU's trajectory for the coming years. The Strategic Planning Committee's (SPC's) objective was to develop a comprehensive plan grounded in the university's mission, vision, and values. This plan will outline CSU's guiding principles and future goals, establish a clear implementation path, and define success measures.

Committee Acknowledgement

Chicago State University appreciates the engagement and leadership of the Strategic Planning Committee.

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College of Arts and Sciences

College of Business

College of Education

Continuing Education

College of Health Sciences & Pharmacy

Enrollment Management

Faculty Senate

Grants & Research

Human Resources

Legal Affairs

Administrative Services

Information Technology

Budget Office

Faculty Union

Administration & Finance / Civil Service

Financial Aid

Student Success

Office of the President

Library



Vision

Chicago State University will be recognized for innovations in teaching and research, community development and civic engagement. We will promote excellence, ethical leadership, entrepreneurship, and social and environmental justice. We will embrace, engage, educate, propel and elevate our students and community to transform lives locally and globally.

Mission

Chicago State University transforms students' lives by elevating innovative teaching, research, and community partnerships through excellence in ethical leadership, cultural enhancement, economic development, and justice.

Values

- ❖ Personal and academic excellence
- ❖ Personal, professional and academic integrity
- ❖ Diversity and inclusion
- ❖ Leadership, service, philanthropy, social justice, and entrepreneurship
- ❖ Creative and innovative thinking and learning
- ❖ Pride in self, community, and the university
- ❖ Lifelong learning



Goals and Objectives

Goal 1 - Enhance Academic Excellence, Student Engagement, and Faculty and Staff Professional Development

A positive campus experience will be at the center of all decision making. Strengthen the institutional policies and programs that support and enhance academic excellence and engagement for all students. Support faculty research and creative activities, and foster faculty and staff professional development.

Objectives

1. Develop and implement academic curricula and/or experiential experiences that align with workforce demands and the changing higher education landscape.
2. Engage all students in program and campus activities that promote readiness for the workplace, advanced study, and/or research and lifelong learning.
3. Advance professional development activities for staff
4. Implement and sustain financial, structural, and other substantive support for faculty research, scholarship, professional development, continuing education, and active engagement in professional organizations.
5. Encourage, educate, and empower departments to utilize data and metrics to gauge increases in academic excellence and student engagement

Goal 2 - Student Enrollment, Retention and Graduation

Develop and implement recruitment, retention, and graduation strategies for all students. Meet this goal by encouraging a culture of collaboration and innovation across and within academic and non-academic departments.

Objectives

1. Identify, enhance, and expand partnerships to increase and sustain enrollment among all student populations.
2. Enhance and sustain retention by continually assessing student support needs, both academic and non-academic.
3. Clearly communicate graduation requirements to all students, and ensure students are provided effective academic guidance and course options for on-time graduation.
4. Encourage a data-driven culture that measures and monitors enrollment, retention, and graduation rates through the effective use of human capital and technology.

Goal 3 - University Culture, Climate and Accountability

Create, communicate, and sustain an inclusive and welcoming university climate. Foster an institution that is ethically and socially responsible.

Objectives

1. Enhance and develop excellent customer service to students, staff, and other stakeholders.
2. Enhance and build an effective branding and marketing of CSU that recognizes distinctive programs.
3. Develop and implement processes that encourage and promote shared governance.
4. Create a process that enhances and encourages a professional, cordial, and safe work environment.
5. Access to professional development and training to improve employee satisfaction and performance.
6. Establish proactive procedures and effective tools to resolve disputes affecting university morale and climate.
7. Provide staff with access to all CSU compliance policies and procedures and establish an accountability system to ensure adherence to laws, regulations, and policies

Goal 4 - Strengthened Infrastructure

Improve and maintain the physical, technological and operational infrastructures that support all functions of the University.

Objectives

1. Enhance and maintain a modernized physical and virtual campus that supports teaching, learning, scholarship, and creative activities.
2. Implement a systematic plan to evaluate and improve the campus facilities and space.
3. Implement a systematic plan to evaluate and improve distance learning and information technology capabilities of the University.
4. Evaluate and promote the quality and safety of the campus community
5. Ensure CSU complies with ADA, OSHA, and other required building and facilities standards regarding campus infrastructure.

Goal 5 - Cost Efficiencies and Diverse Revenue Streams

Ensure the University has the resources to support the academic mission and student experience.

Objectives

1. Develop and implement a financial plan that increases revenues through diverse avenues while enhancing the effectiveness of operations to enable the University to fulfill its mission.
2. Create a culture that encourages and inspires fundraising, generosity, and stewardship among all CSU stakeholders.
3. Provide opportunities for the University community to develop and enhance their financial knowledge and abilities to effectively implement a financial strategy.
4. Enhance student support, knowledge, and expertise through strong academic partnerships with private and corporate entities.
5. Integrate the University's strategic goals with the distribution of financial resources during the budget allocation process, ensuring that funds are allocated effectively to achieve key objectives and priorities.

Goal 6 - Community Service, Urban Leadership and Economic Engagement

Create and enhance mutual partnerships while supporting our local community through service, urban leadership, and economic development activities.

Objectives

1. Continuously serving and benefiting our local community through university-wide volunteer outreach efforts made by our employees and our students.
2. Engage community leaders in their efforts to promote equity, educational and economic opportunities.
3. Build and enhance mutually beneficial partnerships with local organizations to increase educational outcomes, improve health and well-being, and address disparity issues to entities
4. Involve the external community in the University's workforce development initiatives by fostering partnerships with industry leaders, local businesses, and community organizations. Leverage these collaborations to provide students with experiential learning opportunities, mentorship programs, internships, and career pathways that align with market needs and economic growth.

Strategic Plan Implementation: 2025 - 2030

A successful strategic plan relies on critical stakeholders who take responsibility for the objectives and outcomes of the strategic plan.

Excellence

For this to be a living document that truly elevates the University, an implementation plan will guide the efforts of those responsible for the actions needed to reach the goals. Clear indicators, both leading and lagging, will inform the plan's progress. Further, the metrics will be reviewed annually and adjusted for the next five years.

This document is designed to capture the insights of the Strategic Planning Committee and its subcommittees as work progresses, clarifying objectives and ensuring clarity and measurability.

Goal 1 - Enhance Academic Excellence, Student Engagement, and Faculty and Staff Professional Development

A positive campus experience will be at the center of all decision making. Strengthen the institutional policies and programs that support and enhance academic excellence and engagement for all students. Support faculty research and creative activities, and foster faculty and staff professional development.

Goal 1 Objectives

1. Develop and implement academic curricula and/or experiential experiences that align with workforce demands and the changing higher education landscape.
2. Engage all students in program and campus activities that promote readiness for the workplace, advanced study, *and/or* research and lifelong learning.
3. Advance professional development activities for staff
4. Implement and sustain financial, structural, and other substantive support for faculty research, scholarship, professional development, continuing education, and active engagement in professional organizations.
5. Encourage, educate, and empower departments to develop evaluation metrics for academic excellence, student engagement, and faculty and staff professional development



Objective	Metrics	Entity/Individual with Primary Responsibility	Implementation Time Frame	Annual Milestones
1	The number of new or revised academic programs and/or certificates.	Academic Deans, VP Academic Affairs	Annually	Increase 3%
2	Student and employer surveys, number of internships/externships, number of students obtained gainful employment	Dean of Student Affairs	Annually	Increase 2%
3	Number of staff who attended professional development activities describing how training improved work processes	CTRE Director, Dean of Student Affairs, Dean of Student Success	Annually	Increase 3%
4	Allocate funds to support faculty in professional development, research, and scholarship	VP Academic Affairs, AP for Research and Grants Administration	Annually	Increase 3%
	Increase the number of external grants awarded			Increase 3%
5	Identify professional training opportunities for faculty and staff	Academic Deans, Departmental Chairs, AVP Human Resources	Annually	Increase 2%



Goal 2 - Student Enrollment, Retention and Graduation

Develop and implement recruitment, retention, and graduation strategies for all students. Meet this goal by encouraging a culture of collaboration and innovation across and within academic and non-academic departments.

Goal 2 Objectives

1. Identify, enhance, and expand partnerships to increase and sustain enrollment among all student populations.
2. Enhance and sustain retention by continually assessing student support needs, both academic and non-academic.
3. Clearly communicate graduation requirements to all students, and ensure students are provided effective academic guidance and course options for on-time graduation.
4. Encourage a data-driven culture that measures and monitors enrollment, retention, and graduation rates through the effective use of human capital and technology.



Objective	Metrics	Entity/Individual with Primary Responsibility	Implementation	Time Frame	Annual Milestones
1	Track trends in student enrollment numbers across different programs and demographics.	VP and AVP Enrollment management	Academic year	Increase 10% enrollment of new undergraduate students Increase 10% enrollment of new graduate students	
2	Measure the percentage of students who return for subsequent semesters/years. Monitor the percentage of students who graduate within a specific Track the number of students who remain enrolled throughout their program	VP Academic Affairs, Dean of Student Success	Academic year	Increase 3% retention, graduation and persistence rates	
3	Gauge student perceptions of the understanding of the graduation processes and academic advising	VP Academic Affairs, Dean of Student Success	Academic year	Annual report of progress	
4	Develop a Web site that shows percents and trends of enrollment, retention, graduation and persistence rates, and other relevant data	VP Academic Affairs, IER Director VP and AVP Enrollment Management	Academic year	Annual report of progress	

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5. Establish proactive procedures and effective tools to resolve disputes affecting university morale and climate.
6. Provide staff with access to all CSU compliance policies and procedures and establish an accountability system to ensure adherence to laws, regulations, and policies.



Objective	Metrics	Entity/Individual with Primary Responsibility	Implementation Time Frame	Annual Milestones
1	Percentage of satisfaction on service provided by CSU departments and offices on Customer Satisfaction Surveys	President's Chief of Staff	Annually	Identify baseline assessment of satisfaction and track results through surveys
2	Percentage of exposure to CSU brand in print and social media venues resulting in increased inquiries to CSU	VP of External Affairs, VP of External Affairs	Annually	Identify baseline levels for Students & Staff and track through surveys
3	Develop and implement a Process	President's Chief of Staff	Annually	Progress report
4	Level of satisfaction on work environment on Culture and Climate Survey Turnover rate and employee engagement	AVP of Human Resources	Annually	Identify baseline assessment of Students & staff and track through surveys, exit interviews, and performance reviews
5	Percentage of administrators, faculty and staff participation in quality professional development and training Evaluations that reflect that professional development and training enhanced participants' ability to perform their role	VP of Academic Affairs, AVP of Human Resources	Annually	Define Scope of Campus Wide Assessment for Staff & Faculty separately
6	Survey Results: employee satisfaction levels, performance improvement following conflict resolution	AVP of Human Resources	Annually	Identify baseline campus wide assessment for Staff & Faculty and track through surveys
7	Perform internal audits to assess how well staff adheres to regulatory standards and internal policies	General Counsel	Annually	Identify baseline of compliance regulatory standards for Staff & Faculty separately and track policy violations of non-compliant staff

Goal 4 - Strengthened Infrastructure

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Goal 4 Objectives

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4. Evaluate and promote the quality and safety of the campus community
5. Ensure CSU complies with ADA, OSHA, and other required building and facilities standards regarding campus infrastructure.



Objective	Metrics	Entity/Individual with Primary Responsibility	Implementation Time Frame	Annual Milestones
1	<p>Survey students annually around several key areas: Academic Challenge, Leaning with Peers, Experiences with Faculty, Campus Environment and Technology needs</p> <p>Survey faculty on research and creative activities needs specific to this goal - physical space and technological infrastructure.</p>	<p>VP of Academic Affairs</p> <p>VP of Administrative Services</p>	<p>Annually (Spring Semester)</p>	<p>Increase based on updates</p>
2	<p>Space Utilization Efficiency: % of campus spaces are effectively utilized for their intended purpose.</p> <p>Identify and promote spaces in each college/building that can be used for study and collaboration (e.g. needs chairs and outlets) system</p>	<p>VP of Administrative Services</p>	<p>Annually</p>	<p>Increase in updates or renovations</p>
3	<p>Upgrade IT Infrastructure: Ensure robust, secure, and scalable IT systems to support learning, research, and administration.</p> <p>Compare current numbers of online and hybrid courses (and number of students enrolled); set targets for enrollment numbers in these modalities; measure enrollment over years</p>	<p>VP of Academic Affairs, VP of Financial Operations</p>	<p>Biannually</p>	<p>Increase in updates or renovations</p>
4	<p>Engaging campus community with Rave</p> <p>Obtaining Reports and analyzing incident reports</p> <p>Cleanliness/maintenance of bathrooms</p>	<p>Police Chief, VP of Administrative Services</p>	<p>Annually</p>	<p>Examine data to determine ratio of calls for incidents versus crime</p> <p>Analyze Reports on NodaFi</p>
5	<p>Assessment of the campus to ensure ADA compliance</p>	<p>General Counsel, VP of Administrative Services</p>	<p>Annually</p>	<p>Based on external consultant's report.</p>

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Objective	Metrics	Entity/Individual with Primary Responsibility	Implementation Time Frame	Annual Milestones
1	Increase in new revenue sources Enhancement of operational effectiveness	CFO, President's Chief of Staff	Annually (Fiscal Year)	Increase 5% Annual report of progress
2	Increase in new revenue sources Enhancement of operational effectiveness	CSU Foundation Director CFO, Chief of Staff	Annually (Fiscal Year)	Increase 5% Annual report of progress
3	Training for Fiscal Officers on financial process, policies	CFO, AVP of Human Resources	Annually (Fiscal Year)	Annual report of progress
4	Pursue new opportunities. Total number of partnerships with private companies and corporations for student opportunities.	CFO, Budget Director	Annually (Fiscal Year)	Annual reports of progress
5	Collaboration with stakeholders Review of Fiscal Year Budget request	CFO, Budget Director	Annually (Fiscal Year)	Annual report of progress



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Objective	Metrics	Entity/Individual with Primary Responsibility	Implementation Time Frame	Annual Milestones
1	Student Affairs, External Affairs and Human Resources share collective summary reports of student volunteer activities in the community.	VP of External Affairs, Dean of Student Success, AVP Human Resources	Annually	Annual update report of progress to be shared with Higher Learning Commission.
2	Quarterly reporting of community events outcomes hosted by Community, Government entities Departments and colleges. Document and track events and Memorandum of understanding for the University.	VP of External Affairs, Director Meetings & Events	Quarterly	Annual update report of progress to be shared with Higher Learning Commission.
3	The Center for Educational Equity and the Center for Workforce Equity use their charge to address disparities through creating relationships with new partners and deepening existing relationships to meet market and economic needs.	Center for Workforce Equity Director Center for Educational Equity Director	Biannually	Annual update report of progress to be shared with Higher Learning Commission.
4	The Career Development Center and the Center for Workforce Equity use data-informed solutions to leverage experiential learning initiatives for student career success.	Dean of Student Affairs Center for Workforce Equity Director	Biannually	Annual update report of progress to be shared with Higher Learning Commission.



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