Fulfilling our mission through ACCESS

Strategic Plan 2012-17
Objectives and Measures
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# Timeline and Steps to Implementation of CSU 2012 - 2017 Strategic Plan

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<th>Timeline</th>
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<tr>
<td>October, 2010</td>
<td>The University Strategic Planning Committee convened in the fall of 2010. The committee, appointed by President Watson, consisted of 36 faculty, staff, students and administrators representing a diverse spectrum of representatives from across the University.</td>
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<tr>
<td>November, 2010</td>
<td>The committee engaged in a strategic planning session to assess the current landscape and begin to build the strategic goals. The S.W.O.T. analysis was used to determine what needed to be done in order to determine the current issues facing the University. The resulting goals were aligned with the mission and vision statement of the University; the Illinois Public Agenda; previous HLC concerns; and previous goals from the 2009 strategic plan.</td>
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| April, 2011 | The six strategic goals were presented at the town hall meeting for feedback in the following order  
|             | o Goal 1: Enrollment, Retention and Graduation  
|             | o Goal 2: Accountability and Image  
|             | o Goal 3: Teaching, Research and Learning  
|             | o Goal 4: Finance  
|             | o Goal 5: Infrastructure  
|             | o Goal 6: Community Service |
| April – Oct, 2011 | The committee sought initial feedback on the goals, as presented during the town hall and incorporated these changes into revisions. Feedback was solicited from campus and community stakeholders through individual committee members and their counterparts. |
| June 27, 2011 | The Chicago state University Board of Trustees approved the resolution proposing the new CSU Core Values, Vision Statement and Mission Statement. |
| October, 2011 | Measures were established with input from University operations vice presidents and provost |
| Nov 7, 2011 | The University engaged AMD Business Solutions, Inc. to assist the committee in finalizing the plan. |
| Nov, 2011 | Without changing the original intent of the plan, the goal descriptors were refined and reorganized into ACCESS - Academic Excellence, Teaching and Research; Community Service and Engagement; Cost Efficiencies and Diverse Revenue Streams; Enrollment, Retention and Graduation; Strengthened Infrastructure; and Shared Accountability and Image. Working with the individual sub-committees, the plan objectives and measures were then refined to fully support the execution against each goal. |
| Nov, 2012 | Strategic goals and objectives presented to Faculty during the Faculty Forum |
| Nov – Dec, 2012 | Input obtained from the Faculty Forum was presented to the sub-committees and incorporated into the revisions. |
| Dec, 2011 | A draft of the revised goals, objectives and measures was presented to the Board of Trustees and unanimously approved during the December board meeting with the expectation of socializing objectives and measures with the broader stakeholder community before final approval. |
Feedback on the goals and objectives was solicited from the various stakeholder groups using a confidential on-line survey that was pushed out to campus and community. The stakeholder groups identified and targeted in this process were faculty, students, staff, administrators, alumni and community members.

Participation was encouraged initially through a blast email request to the campus community from Dr. Watson that provided history on the process and encouraged participation. Additional means of reaching the target audience included prominent exposure through the University website banner, placement on Cougar Connect, invitations pushed out to the community through email, personal requests during staff meetings and visits to the student and faculty senates. Additionally, Wanda Wright met with various community groups to encourage participation.

Periodic updates were presented to leadership regarding participation rate, approval rate and comments.

The Chief of Staff role was filled by Dr. Napoleon Moses. With the support of the university leadership, this role has primary accountability for driving the execution of the strategic plan.

The Institutional Research roll was filled by Dr. Reishe Hines. This role is accountable for providing baseline information to support internal targets, providing data to track progress against the plan and identifying generally accepted higher education metrics against which to measure success of the plan.

A summary of feedback was presented to President Watson, V.P. Henderson, Provost Westbrooks, Dr. Moses, Dr. Roundtree and Dr. Sharpe along with recommendations from AMD on any revisions to the plan prior to final submission. 88% of participants agreed or strongly agreed with the goals and objectives as stated.

From stakeholder input, AMD recommended the following revisions:
- Inclusion of specific wording on SAFETY under goal 5.
- Incorporation of the CSU West Campus as a separate objective under goal 5
- Consider the consolidation of current measures. Although each hold unique value internally, there exists the opportunity to focus on fewer of the most impactful measures to demonstrate success. The recommendation for a shorter version should be the recommendation of the Dr. Hines with input from key University leadership.

Revisions incorporated into plan based on recommendation from consultant and based on feedback from stakeholders.

Plan presented to Board of Trustees in its final form for approval with the expectation of a July 1, 2012 implementation date.

With board approval, plan socialized with campus community

With approval of plan, automated process established to capture data against which to measure progress.

Strategic Plan rolled out to broader community. Implementation begins
ON JUNE 27, 2011, THE CHICAGO STATE UNIVERSITY BOARD OF TRUSTEES APPROVED THE RESOLUTION PROPOSING THE NEW CSU CORE VALUES, VISION STATEMENT AND MISSION STATEMENT.

OUR VISION

Chicago State University will be recognized for innovations in teaching and research, and in promoting ethical leadership, entrepreneurship, and social and environmental justice. We will embrace, engage, educate, and empower our students and community to transform lives locally and globally.

OUR MISSION

Chicago State University (CSU) is a public, comprehensive university that provides access to higher education for students of diverse backgrounds and educational needs. The university fosters the intellectual development and success of its student population through a rigorous, positive, and transformative educational experience. CSU is committed to teaching, research, service and community development including social justice, leadership and entrepreneurship.

OUR VALUES

- Intellectual development
- Creative and innovative thinking and learning
- Dignity and unique talents of all persons
- Responsible choices and actions
- Personal and academic excellence
- Personal, professional and academic integrity
- Diversity
- Leadership, service, philanthropy, social justice, and entrepreneurship
- Pride in self, community and the university
- Lifelong learning
We will work toward these six strategic goals over the next three to five years as we seek to fulfill our mission.
**STRATEGIC GOAL 1 – ACADEMIC EXCELLENCE, TEACHING AND RESEARCH**

Maintain an institutional structure that respects, develops and reinforces academic rigor, student/faculty and collaborative research, evidence-based curriculum and faculty/staff development.

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Implement curriculum development, curriculum revisions and program improvements through the consistent use of assessment and “best practice” educational research.</th>
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<td>Objective 2</td>
<td>Promote new and existing programs-developed through the use of trend data, assessment and “best practice” educational research-that advance social and environmental justice, and entrepreneurship.</td>
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<td>Objective 3</td>
<td>Objective 3: Recruit, recognize and retain exceptional faculty and staff who have demonstrated tangible success in their field of study/expertise and committed to the success of students.</td>
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<td>Objective 4</td>
<td>Institutionalize the practice of continuous learning and professional development of students, faculty and staff, especially in the areas of ethical leadership, the art and science of teaching, research and service.</td>
</tr>
</tbody>
</table>
**OBJECTIVE 1:** Implement curriculum development, curriculum revisions and program improvements through the consistent use of assessment and “best practice” educational research.

- % of all annual curriculum course development cite market need/employment statistics as a basis for additions
- % of all curriculum revisions requests cite educational research, industry standards and/or assessment trends as a basis for changes
- % of performance targets established for student learning objectives are based on analysis of established reports where available
- % annual increase in the number of online courses that meet the Illinois Online Network quality standards
Measures of Success
Strategic Goal 1: Academic Excellence, Teaching and Research

Objective 2: Promote new and existing programs-developed through the use of trend data, assessment and “best practice” educational research-that advance social and environmental justice, and entrepreneurship.

- Percent of programs with added coursework related to social and environmental justice and entrepreneurship
- Number of academic-related activities designed to advance social and environmental justice and entrepreneurship offered per term per college
- Percent of programs requiring at least one graded course project designed to advance social or environmental justice or entrepreneurship
Objective 3: Recruit, recognize and retain exceptional faculty and staff who have demonstrated tangible success in their field of study/ expertise and committed to the success of students.

Measures of Success

Strategic Goal 1: Academic Excellence, Teaching and Research

- Number of new full time hires with terminal degrees in hand as well as teaching experience
- Percent increase in research start-up funds
- Percent increase in faculty development support programs
- Number of annual faculty publications and presentations
Objective 4: Institutionalize the practice of continuous learning and professional development of students, faculty and staff, especially in the areas of ethical leadership, the art and science of teaching, research and service.

- Annual percentage of student population participating in leadership activities through student organizations
- Annual percentage of students participating in research and/or service activities
- Annual percentage of faculty participating with or guiding student research projects
- Number of faculty engaged in research, grant writing and/or receive national and international recognition annually
- Annual percentage increase in research projects receiving approval through respective review boards
STRATEGIC GOAL 2 – COMMUNITY SERVICE AND ENGAGEMENT (PUBLIC AGENDA GOAL 4)

Contribute to the community through economic development activities and mutually beneficial partnerships between educational institutions, healthcare agencies, business, industry, government and community organizations.

Objective 1 Develop and implement mutually beneficial targeted partnerships with elementary and secondary schools, community colleges and other universities to enhance the educational outcomes of the community and state.

Objective 2 Develop and implement mutually beneficial partnerships between the University and public and healthcare agencies to improve the health and well-being of the community while reducing health disparities.

Objective 3 Build new, and enhance existing, economic and industrial partnerships to enhance community economic development and entrepreneurship.

Objective 4 Empower the communities in which the university resides by supporting a culture of service through university-wide initiatives that encourage and reward internal college collaborations and advance social, economic, health, and cultural diversity issues.
**OBJECTIVE 1:** Develop and implement mutually beneficial targeted partnerships with elementary and secondary schools, community colleges and other universities to enhance the educational outcomes of the community and state.

**Percentage increase in transfer students from partnering community colleges**
OBJECTIVE 2: Develop and implement mutually beneficial partnerships between the University and public and healthcare agencies to improve the health and well-being of the community while reducing health disparities.

Establishment of sustained, comprehensive community based program in conjunction with local public healthcare agencies to address issues of obesity and related health issues.
Objective 3: Build new, and enhance existing, economic and industrial partnerships to enhance community economic development and entrepreneurship.

- Percentage of internships offered to students with local businesses
- Percentage of overall post-graduation placement rate by major
Objective 4: Empower the communities in which the university resides by supporting a culture of service through university-wide initiatives that encourage and reward internal college collaborations and advance social, economic, health, and cultural diversity issues.

Measures of Success

Strategic Goal 2: Community Service and Engagement

- Annual number of community service hours with local organizations performed by students and faculty
- Establishment of sustained, consistent CSU communication circulated to community on service opportunities, partnerships and community involvement
STRATEGIC GOAL 3 – COST EFFICIENCIES & DIVERSE REVENUE STREAMS (PUBLIC AGENDA GOAL 2)

Diversify revenue sources to decrease reliance on the State of Illinois and increase the efficiency and effectiveness of financial management practices across all areas of the university.

Objective 1  Foster a culture of giving among all CSU stakeholders, including but not limited to trustees, faculty, staff, alumni, students, community and businesses to increase non-governmental funding.

Objective 2  Engage and leverage the skills, knowledge and service of the faculty and staff to increase new revenues received from grants.

Objective 3  Use all monies effectively and appropriately through cost analysis and building efficiencies throughout the organization.
Objective 1: Foster a culture of giving among all CSU stakeholders, including but not limited to trustees, faculty, staff, alumni, students, community and businesses to increase non-governmental funding.

Measures of Success
Strategic Goal 3: Cost Efficiencies & Diverse Revenue Streams

Percentage of trustees annual giving
Number of faculty and staff contributing to the Annual Fund annually
Number of alumni giving to the Annual Fund annually
Number of students participating in fundraising activities annually
Number of businesses and community residents contributing to the Annual Fund annually
Fundraising functions consolidated under the umbrella organization, Office of Institutional Advancement
Measure of Success

Strategic Goal 3: Cost Efficiencies & Diverse Revenue Streams

**OBJECTIVE 2:** Engage and leverage the skills, knowledge and service of the faculty and staff to increase new revenues received from grants.

- Number of grant submissions overall annually
- Percent increase in number of grant submissions by faculty by department
- Number of interdisciplinary grant submissions by faculty annually
Objective 3: Use all monies effectively and appropriately through cost analysis and building efficiencies throughout the organization.
**STRATEGIC GOAL 4 – ENROLLMENT, RETENTION AND GRADUATION** (PUBLIC AGENDA GOAL 1)

Improve the recruitment, retention, and graduation metrics of diverse student population through a nurturing and challenging environment that facilitates the development of competent, creative, resourceful, global and empowered citizens.

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**Objective 1**  Identify and enhance strategic partnerships with feeder entities to foster greater enrollment numbers of freshman and transfer students that specifically target African American males, culturally diverse students, adult learners, and individuals who have a history of academic success.

**Objective 2**  Create and promote comprehensive academic support system that will foster an environment where students will enroll, progress and graduate from CSU within six years.

**Objective 3**  Develop and communicate clearly defined requirements for successful progression through each academic program to assist students in timely degree completion.

**Objective 4**  Implement a “Best Practices” enrollment management system (EMS) that accurately collects and tracks student progression from enrollment through graduation.
**Objective 1:** Identify and enhance strategic partnerships with feeder entities to foster greater enrollment numbers of freshman and transfer students that specifically target African American males, culturally diverse students, adult learners, and individuals who have a history of academic success.

- Enrollment numbers overall from identified “feeder” institution
- Number of African American male enrollment into degreed programs
- Overall diverse student population enrollment into degreed program
- Number of adult learner or transfer student enrollment into degreed programs
- Percentage of students applying with an ACT score of 17 or higher
Objective 2: Create and promote comprehensive academic support system that will foster an environment where students will enroll, progress and graduate from CSU within six years.
OBJECTIVE 3: Develop and communicate clearly defined requirements for successful progression through each academic program to assist students in timely degree completion.
OBJECTIVE 4: Implement a “Best Practices” enrollment management system (EMS) that accurately collects and tracks student progression from enrollment through graduation.

- Percentage of corrective action plans created and implemented based on extracted data reported by the system on a quarterly basis
- Establishment of public, annual report to capture progress in key metrics year over year
**STRATEGIC GOAL 5 – STRENGTHENED INFRASTRUCTURE** *(PUBLIC AGENDA GOAL 4)*

Reorganize and strengthen the physical, electronic and operational infrastructures to ensure the deployment of innovative teaching and research technologies as they become available.

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Increase the functional usefulness of facilities and amount of instructional space through a systematic plan that replaces and/or updates antiquated systems, renovates existing areas.</th>
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<tr>
<td>Objective 2</td>
<td>Support maintenance and expansion of the Library and Instruction Services, Distance Learning and Information Technology at a level necessary for quality education and efficient operations.</td>
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<tr>
<td>Objective 3</td>
<td>Foster a campus community of scholars and enhance the quality and safety of the campus community by improving infrastructure.</td>
</tr>
<tr>
<td>Objective 4</td>
<td>Promote healthy and environmentally sustainable buildings.</td>
</tr>
<tr>
<td>Objective 5</td>
<td>Create leadership and management capacity through robust Talent Management system that delivers sustainable University performance results, reduces the range in performance in key roles, minimizes attrition among top performers and addresses gaps in bench strength to back fill critical roles.</td>
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<td>Objective 6</td>
<td>Implement full schedule of general education classes taught through CSU West Campus</td>
</tr>
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</table>
**Measures of Success**

**Strategic Goal 5: Strengthened Infrastructure**

**Objective 1:** Increase the functional usefulness of facilities and amount of instructional space through a systematic plan that replaces and/or updates antiquated systems, renovates existing areas.

- Percentage of classrooms and laboratories modernized with necessary electrical, technological, and/physical property updates.
- Percentage of classrooms and laboratories aesthetically updated or renovated to include, but not limited to painting and general beautification.
**Objective 2:** Support maintenance and expansion of the Library and Instruction Services, Distance Learning and Information Technology at a level necessary for quality education and efficient operations.

- **Percent increase in Library acquisitions budgets year over year**
- **Implementation of basic online library reference and instruction services programming**
- **Percentage of buildings with wireless capacity campus-wide**
- **Implementation of software upgrades strategy for each University unit**
Measures of Success

Strategic Goal 5: Strengthened Infrastructure

**Objective 3:** Foster a campus community of scholars and enhance the quality of student life by improving the infrastructure of multi-purpose facilities used by students.

- Number of multi-purpose facilities with state-of-the-art technology installed
- Completion percentage of building access control and security camera deployment projects
**Objective 4:** Promote healthy and environmentally sustainable buildings.

- Percentage of landscape improvements implemented
- Percentage completion of “green” building construction
- Implementation of campus-wide recycling program
- Implementation of green-sensitive custodial/grounds care procedures
- Percent reduction in overall university energy cost
Objective 5: Create leadership and management capacity through robust Talent Management system that delivers sustainable University performance results, reduces the range in performance in key roles, minimizes attrition among top performers and addresses gaps in bench strength to back fill critical roles..

- Percentage of key university roles with bench strength candidates identified through defined succession planning process
- Leadership development program implemented for Assistant Directors and above
**Objective 6:** Implement full schedule of general education classes taught through CSU West Campus.

Measures of Success

Strategic Goal 5:
Strengthened Infrastructure

- Percentage of student enrollment into classes offered at CSU West Campus
- Number of courses available to students at CSU West Campus
- Percentage increase in new degree seeking students enrollment to CSU West Campus
- Number of represented majors with class offerings at CSU West Campus
STRATEGIC GOAL 6 – SHARED ACCOUNTABILITY AND IMAGE (CSU STRATEGIC ISSUE)

Foster an environment of shared governance and accountability where input, discourse, recommendations and engagement from all stakeholders promotes a positive image and pride in the University.

Objective 1
Demonstrate a commitment to shared governance that engages and relies upon the expertise and unique perspective of appropriate university constituencies to create policies that best advance the mission of the university.

Objective 2
Support a disciplined culture of compliance and responsibility through the use of empirical data to improve the efficiency and effectiveness of operations, increase fiscal accountability, maintain transparent internal and external communication, and improve or develop new organizational structures.

Objective 3
Implement comprehensive marketing campaign that showcases a positive image of CSU and highlights the shared accountability, fiscal responsibility, and operational efficiencies to attract potential students and establish confidence in the CSU processes and procedures by internal constituencies, the community, and business leaders.

Objective 4
Support continuous advancement of individual colleges and programs through a consistent, formal review process to assess progress against goals.

Objective 5
Establish defined university wide information system to serve as a knowledge management and communication portal for all internal constituents.
Objective 1: Demonstrate a commitment to shared governance that engages and relies upon the expertise and unique perspective of appropriate university constituencies to create policies that best advance the mission of the university.

Measures of Success

Strategic Goal 6: Shared Accountability and Image

- Shared governance approach communicated to faculty, staff, and students
- Percentage of major decisions affecting academic policy development are realized through shared governance process
- Percentage of decisions affecting administration policy/procedures are documented/communicated to faculty, staff, and students
- Percentage of faculty participation in attendance at shared governance meetings
- Percentage of positive response rate by students, faculty and staff on questions related to shared governance and collaboration on Climate and Satisfaction survey results
Objective 2: Support a disciplined culture of compliance and responsibility through the use empirical data to improve the efficiency and effectiveness of operations, increase fiscal accountability, maintain transparent internal and external communication, and improve or develop new organizational structures.

Measures of Success

Strategic Goal 6: Shared Accountability and Image

- Percent reduction in audit findings
- Positive response rate by students, faculty and staff on questions related to communications on Climate and Satisfaction survey results
- Positive response rate by students, faculty and staff on questions related to operational efficiencies on Climate and Satisfaction survey results
- Positive response rate by students, faculty and staff on questions related to fiscal accountability on Climate and Satisfaction survey results
Objective 3: Implement comprehensive marketing campaign that showcases a positive image of CSU and highlights the shared accountability, fiscal responsibility, and operational efficiencies to attract potential students and establish confidence in the CSU processes and procedures by internal constituencies, the community, and business leaders.
Objective 4: Support continuous advancement of individual colleges and programs through a consistent, formal review process to assess progress against goals.

Percentage of university programs and departments with departmental strategic plans developed

Percentage of departments and programs completing full cycle of annual review process including corrective action plans
**Objective 5:** Establish defined university wide information system to serve as a knowledge management and communication portal for all internal constituents.

- **University policies and procedures posted to central intranet location for use by students, faculty and staff including state information.**
- **CSU specific policies, operational manuals, administrative and academic changes and Human Resource policies and documents posted to central intranet location for use by students, faculty and staff.**
**KEY TERMINOLOGY**

**Constituent** – members of a group, in this case the university.

**Division** - A broader entity under the university structure that coordinates multiple units with a common theme. There are 7 divisions – Academic Affairs, Administrative Services, Enrollment Management, Finance, Human Resources, Information Technology and Legal.

**Goal** - Broad measures of achievement longer term. They touch on a broad spectrum by describing intentions and are characterized as based on ideas, broad in plan, intangible, and cannot be validated. They also provide a higher context of who and what you intend to reach.

**Measurement** - Estimates the parameters under which objectives and associated programs are reaching the targeted results. The fundamental purpose behind measures is to improve performance. Measures that are not directly connected to improving performance (like measures that are directed at communicating better with the public to build trust) are measures that are means to achieving that ultimate purpose.

**Objectives** - Efforts or actions that are intended to attain or accomplish a specific purpose or target on short or medium term. They are quantitative or qualitative framework to achieving a higher goal that are characterized as based on fact, narrow in scope, specific in action, tangible and measurable.

**Shared Governance** - The relationship between the administration, faculty, staff and students in which all constituents participate in giving direction and advice to the university on important policy decisions.

**Stakeholder** - A person, group, organization, or system that affects or can be affected by an organization's actions

**Unit** – Specific department or college working together in a common function and reporting relationship within a division.
2012 – 2015 CSU Strategic Plan Development Contributing Members

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Dr. Wayne D. Watson, President
Dr. Sandra Westbrooks, Provost
Dr. Leslie Roundtree, Occupational Therapy
Dr. Juanita Sharpe, Biology
Ms. Angela Henderson, Vice President, Enrollment Management and Student Affairs

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Dr. Erma Brooks Williams, Board of Trustees

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Mr. Antoine Jenkins, Pharmacy
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Dr. Leslie Roundtree*, Occupational Therapy
Ms. Bobbie Stewart, Financial Affairs & President, Civil Service Union

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Ms. Kelli Simmons, Alumni Affairs

Dr. Michael Edwards, Director of Counseling
Mr. Charlie Grijalva, Human Resource
Ms. Mikendra Wilburn, Student

* denotes committee chair
2016 – 2017 CSU STRATEGIC PLAN STEERING COMMITTEE MEMBERS

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Dr. Angela Henderson, Provost And Senior Vice President for Academic Affairs
Dr. David Kanis, Interim Associate Vice President for Grants and Research
Dr. Paula Carney, Associate Provost for Graduate and Professional Studies
Dr. Rohan Attele, Chairperson of Mathematics and Computer Science