



# Cleveland State University

*Strategic Planning, 2025-2030*

**AGB** Consulting





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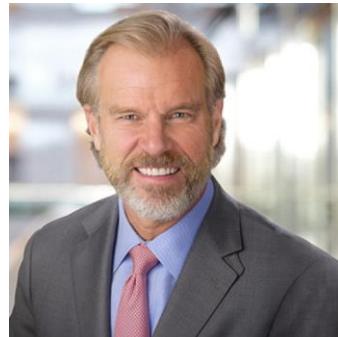
# Strategic Planning Steering Committee



**Laura Bloomberg**  
*President*



**Nigamanth Sridhar**  
*Provost*



**Kelly Tompkins**  
*Business Affairs*



**Roy Gifford**  
*Marketing*



**Julie Rehm**  
*Advancement*



**Tachelle Banks**  
*Student Belonging  
and Success*



**Douglas Dykes**  
*Marketing &  
Communications*



**Patty Franklin**  
*Chief of Staff*



**Carol Olszewski**  
*Faculty Senate President  
(Prof, College of Health)*



**Richard Schoephoerster**  
*Dean, College  
of Engineering*



**Phil Eaves**  
*Director of  
Communications*



**Dana Hubbard**  
*Vice President of  
Faculty Senate*



**Jacqueline Jenkins**  
*Secretary of  
Faculty Senate*

*Note: The Steering Committee will provide expertise and valuable opinions and guidance throughout the project.*

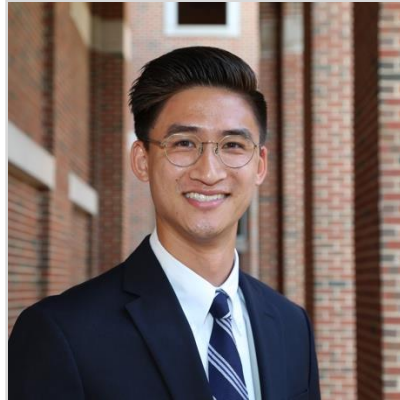
# AGB Consulting Team

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**Paul Friga**

- *Lead Consultant*  
*AGB Strategy and MAP Practice Leader*
- *Previously worked for PwC and McKinsey & Company*
- *Received his PhD and MBA from UNC Kenan-Flagler*



**Ryan Cheng**

- *MBA Consultant*
- *Previously worked for EY in Assurance and is a licensed CPA*
- *Received his MBA from UNC Kenan-Flagler*



**Grace Berry**

- *Associate*
- *Pursuing a Master's in Policy at UNC Chapel Hill*
- *Received her Bachelor's in Public Policy and Social and Economic Justice at UNC Chapel Hill*



**Lauren Langley**

- *Associate*
- *Pursuing her B.S. in Business Administration, B.A. in Media and Journalism, and Minor in Spanish at UNC Chapel Hill*

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*Note: The AGB team will drive the project, conduct research and provide frequent check-ins with the Steering Committee throughout the project timeline.*

# Our Goals and Methodology

## Strategic Planning Overall

1. **Internal:** Guide decision making of the employees and board to be consistent with the strategic direction of the organization
2. **External:** Inform key constituents of our plan to ensure buy in and support

## Cleveland State University Strategic Planning Process

1. Strategic plan for the next 6 years (mission, values, vision, priorities, objectives, initiatives, and budgets)
2. Strategic thinking training to CSU leaders
3. Strategic input from key constituents

## Task Force Meetings

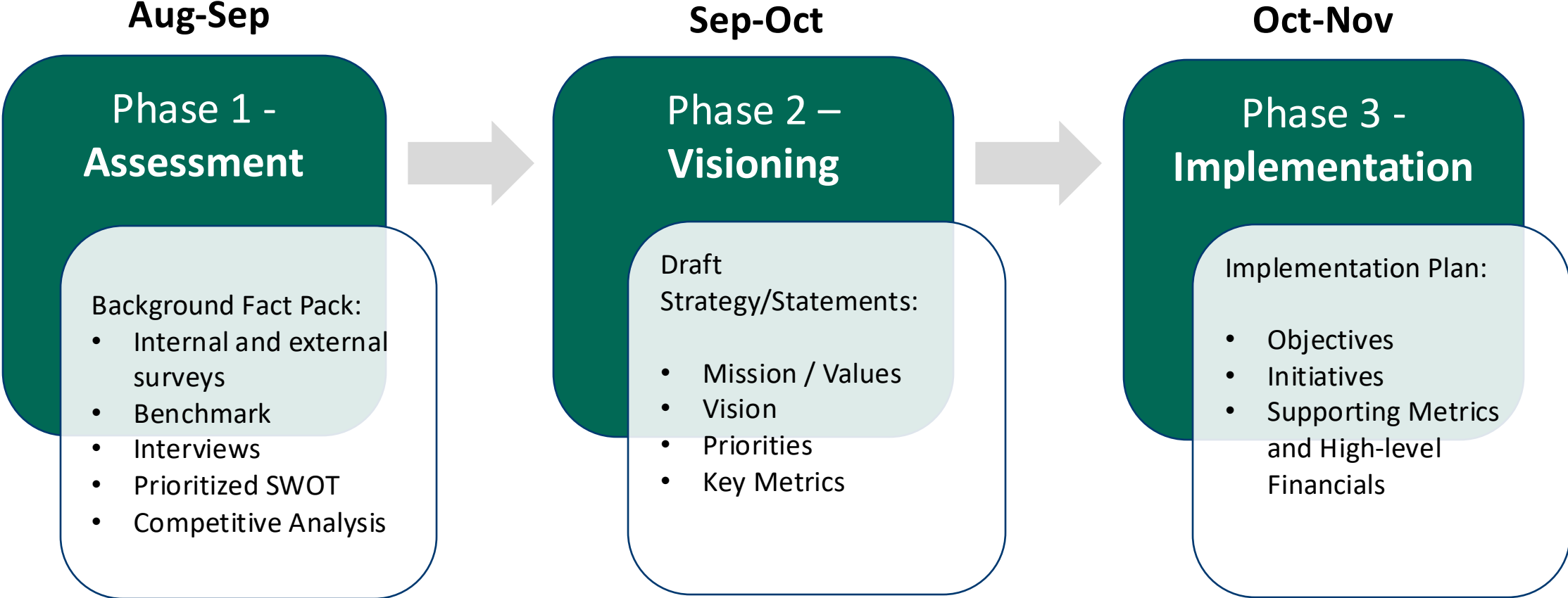
1. Understand approach
2. Review assessment data
3. Generate insights and ideas (captured by consulting team) – ongoing at the end of each section

## Advisory Meetings

1. Feedback on ideas
2. Agreement as to next steps
3. Buy in and support

Source(s): AGB

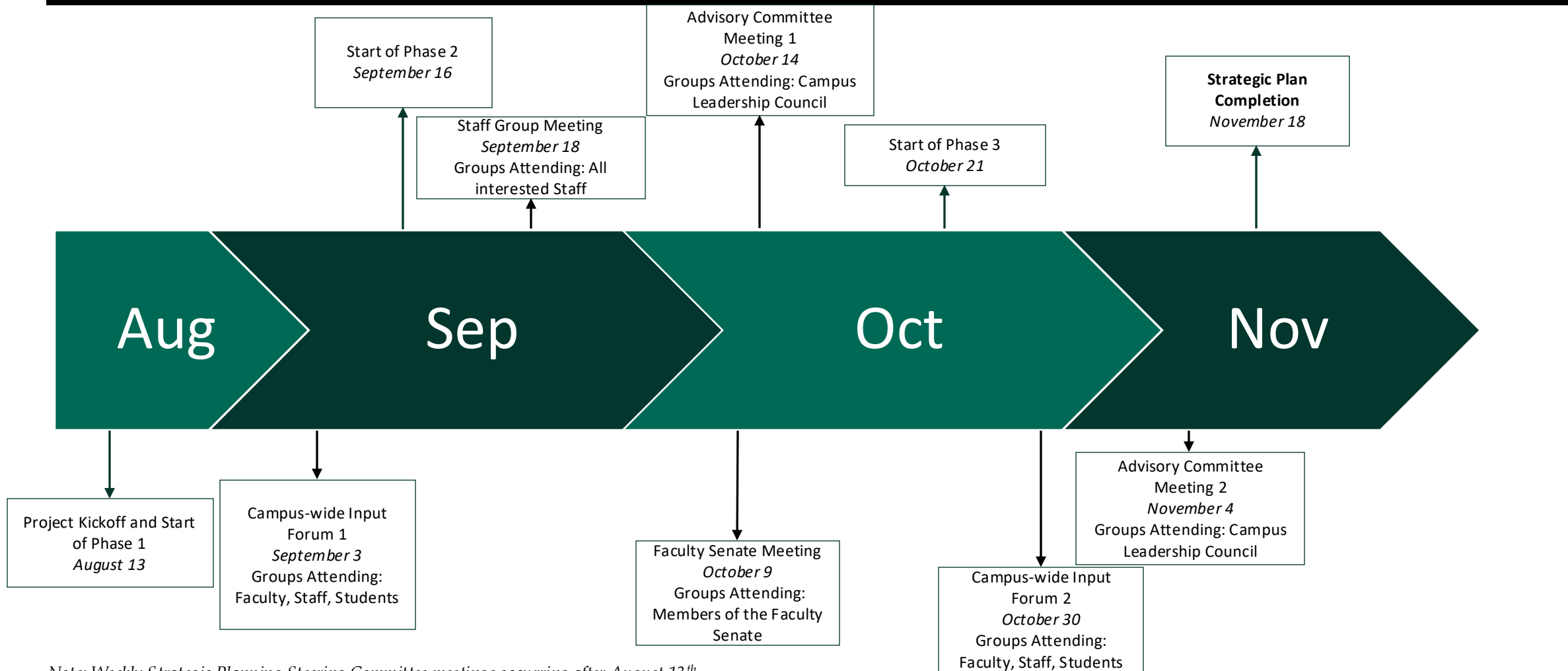
# We Anticipate This to be a 4-Month Project



We will establish a cadence of weekly meetings based upon best availability of the task force.

Source(s): AGB

# Project Timeline and Deliverables (Dates Subject to Change)



Note: Weekly Strategic Planning Steering Committee meetings occurring after August 13<sup>th</sup>

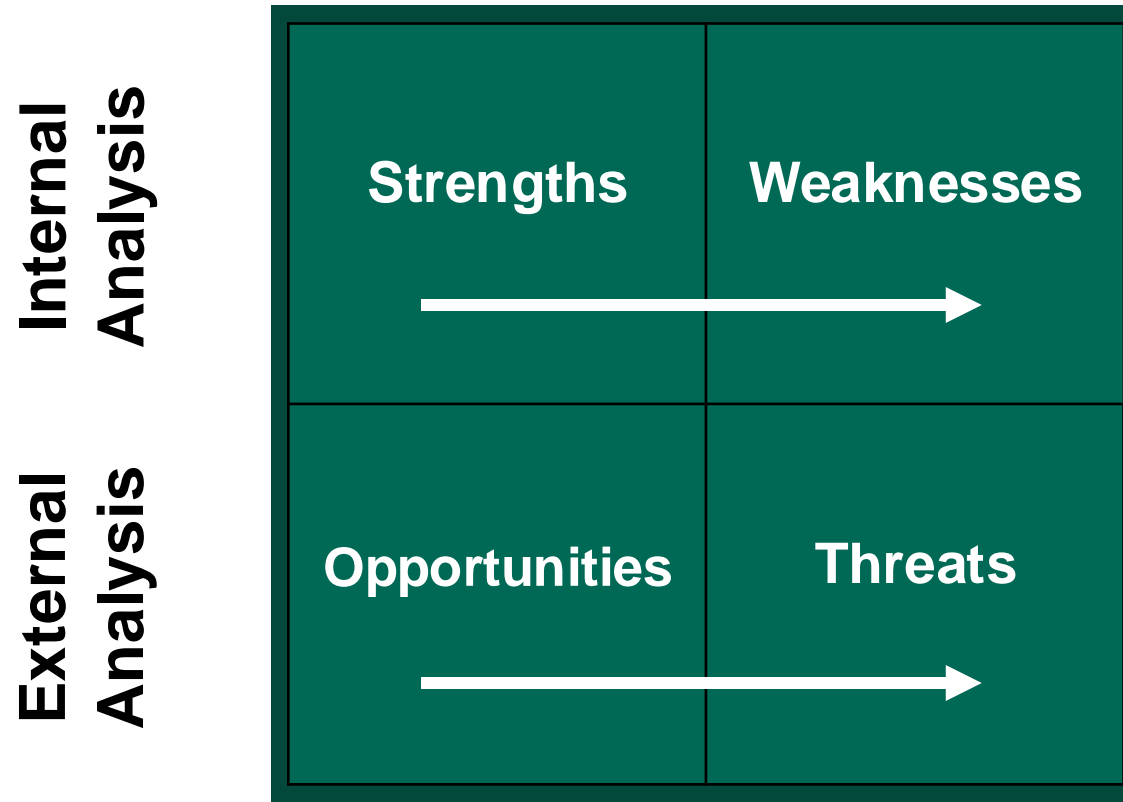
Source(s): AGB, Task Force Discussions





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# Utilizing the SWOT Analysis



Traits within our organization that we could leverage in the future or mitigate through strategic actions

Elements outside of our organization over which we have no direct control but that could (and should) affect our strategy

Source(s): Dr. Paul Friga

# SWOT Analysis – Cleveland State University (9.3.24)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• <b>Place</b> – Close proximity to Cleveland (urban environment), and a community with grit and resilience. Great connections to employers and alumni, community engagement, and the university's role as an anchor institution where graduates tend to stay.</li> <li>• <b>Student-centered focus</b> – Emphasizes student research opportunities, engaged and experiential learning, and promoting social mobility for students.</li> <li>• <b>Academics</b> – Top-quality faculty and the presence of several renowned schools within the institution.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Lack of articulation of clear value proposition/identity/branding/differentiation</b> –There is a need to balance academic research and student success with workforce development and improve advertising and marketing efforts.</li> <li>• <b>Unsustainable fiscal management</b> – Need for focus on profitability, return on investment, and strategic allocation of resources, and need to generate additional revenue, consider budget models, and address high deferred maintenance and risk of disaster.</li> <li>• <b>Insufficient organizational processes and incentives</b> – Inadequate performance evaluation and feedback, poor communication, a culture lacking continuous improvement, departmental silos, lack of clarity of priorities, and dated systems and technology infrastructure resulting in low morale.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• <b>Clear, consistent alignment with workforce needs</b> – Create collaborative co-curriculum and experience creation with local employers (“Learning Communities”) and full lifecycle elementary through retirement/lifelong learning in the Cleveland region.</li> <li>• <b>Increase engagement with alumni</b> – For student academic, non-academic, and philanthropy.</li> <li>• <b>Academic innovation</b> - Redesign the curriculum to include innovative offerings, such as online programs, expanded micro-credentials, and enhanced co-op experiences supported by earn-and-learn funding. Strengthen academic alignment across undergraduate, graduate, continuing education, and research programs to create seamless pathways for lifelong learning.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Government interference</b> – Federal, state, local government interference effecting policies, academic freedom and funding such as financial aid processes and dollar amounts.</li> <li>• <b>Demographics</b> – Fewer high school graduates and 4-year degrees coupled with a lack of confidence in higher education and under appreciation of the value of liberal arts education. Increased volatility of international student admissions due to visa issues.</li> <li>• <b>Decreasing requirement for undergraduate degree for employment</b> – Employers growing more satisfied through alternative credentialing.</li> </ul>

Source(s): Group Discussion at CSU SLT Retreat 07.22.2024; Task Force Discussions





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# Strategy Statements in the Strategic Planning Process

## Mission Statement

Statement which specifies a institution's purpose or "reason for being" and the primary objective toward which the institution's programs & plans should be aimed. Statement specifying the institution's key constituents and how the institution will serve them. It must be clear and understood.  
*It "makes you proud."*

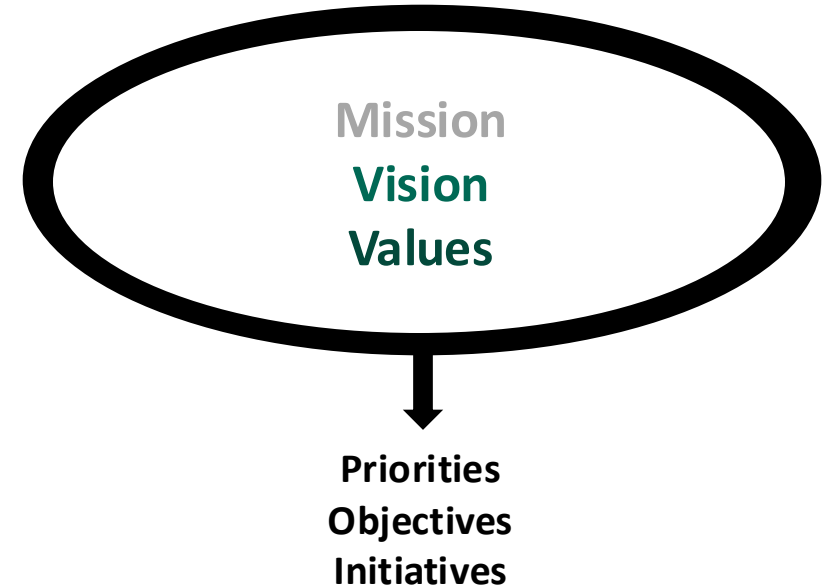
## Vision Statement

Statement describing what the institution strives to be at some future time. It should be specific and motivating.  
*It "makes you excited."*

## Values

It is what we believe in, our guiding principles, and how we interact.  
*It "makes you belong."*

## The T-Shirt Theory (Strategy on one page)



Source(s): Dr. Paul Friga

# Draft Mission, Vision, Values, and Priorities (9.3.24)

## Mission Statement

### Cleveland's University. Infinite Opportunity.

CSU leverages our unique location and partnerships to prepare learners with future-ready capabilities. We offer research, service, and talent to address the needs of our community, which includes our students, faculty, staff, and Cleveland partners.

## Vision 2030

### "Where Everyone Thrives"

CSU aspires to be the national leader in social and economic mobility for our learners. We will be a great place to work.

## Values – "CSU"

Collaborating with Community

Serving Students

Unleashing Creativity

## Priorities

**Reinvent Academic Offerings and Delivery** to Foster Student Success

**Reimagine Community Partnerships** to Increase Opportunities

**Restructure Operational and Financial Model** to Enable our Mission-focused Work

Source(s): Group Discussion at CSU SLT Retreat 07.22.2024, Task Force Discussions



# Survey Overview

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- Survey will be conducted through Qualtrics
- Sections will focus on key strategic areas
  - Introduction and Identification
  - SWOT
  - Mission, Vision, and Values
- Qualitative and quantitative results will be aggregated
- Survey will be aggregated and anonymous
- The survey will remain open for a week, but we request that you participate during the live session

Source(s): AGB

# Strategic Planning Webpage



[bit.ly/csu2030](https://bit.ly/csu2030)