

Charting Our Path

Designing CSU's Next Strategic Plan



**Feedback and Revisions
to Strategic Planning
Elements**
(as of Sept. 20, 2024)



Draft SWOT Analysis – Cleveland State University (Before Survey Results)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Place – 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. • Student-centered focus – Emphasizes student research opportunities, engaged and experiential learning, and promoting social mobility for students. • Academics – Top-quality faculty and the presence of several renowned schools within the institution. 	<ul style="list-style-type: none"> • Clear lack of articulation of clear value proposition/identity/branding/differentiation – There is a need to balance academic research and student success with workforce development and improve advertising and marketing efforts. • Unsustainable fiscal management – 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. • Insufficient organizational processes and incentives – 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.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Clear, consistent alignment with workforce needs – Create collaborative co-curriculum and experience creation with local employers (“Learning Communities”) and full lifecycle elementary through retirement/lifelong learning in the Cleveland region. • Increase engagement with alumni – For student academic, non-academic, and philanthropy. • Academic innovation - 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. 	<ul style="list-style-type: none"> • Government interference – Federal, state, local government interference effecting policies, academic freedom and funding such as financial aid processes and dollar amounts. • Demographics – 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. • Decreasing requirement for undergraduate degree for employment – Employers growing more satisfied through alternative credentialing.

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



Project Overview

Survey Results

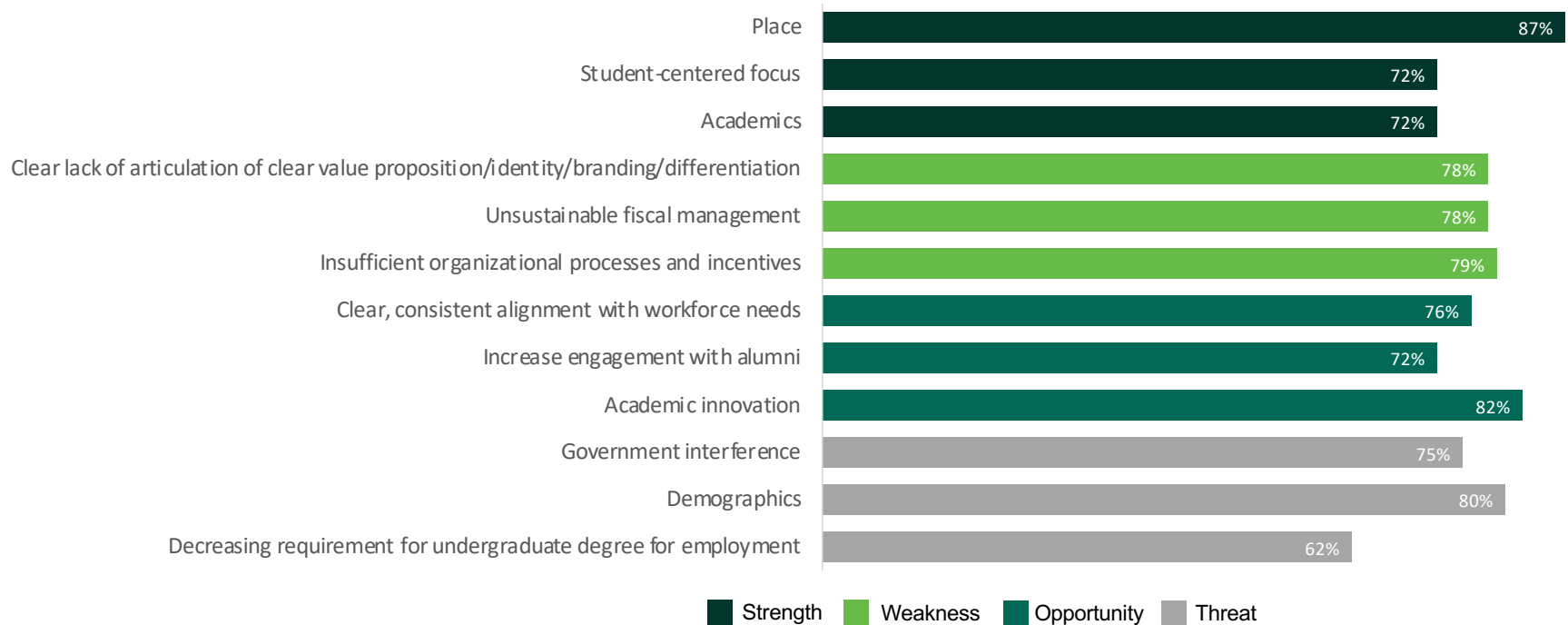
Next Steps

CONFIDENTIAL - DISCUSSION DRAFT



Strategic Input Forum SWOT Results

SWOT Level of Agreement



Note(s): *Agree = Strongly Agree and Somewhat Agree

Source(s): Survey of the CSU Community (09/20/2024); n=376

Changes to SWOT since 9.10.24

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Note: Red indicates areas that have changed since original SWOT based on community inputs

Source(s): Survey of the CSU Community (09/20/2024); n=376; CSU Task Force Meetings

Final SWOT Analysis – 9.24.24

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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.

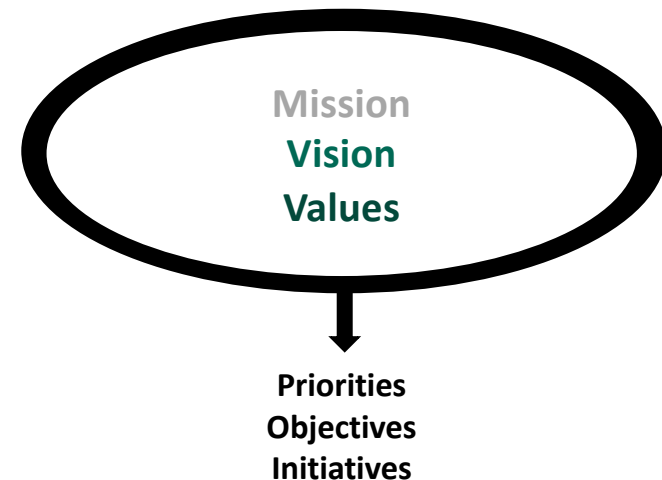
It "makes you excited."

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

Revised Draft Mission, Vision, Values, and Priorities (9.10.24)

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.

Vision 2030

"Where Everyone Thrives"

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

Values – "CSU"

Collaborating with Community

Serving Students

Unleashing Creativity

Priorities

Reinvent Academic Offerings, Delivery, and Scholarship to Foster Success

Reimagine Community Partnerships to Increase Opportunities

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

Source(s): Survey of the CSU Community (09/03/2024); n=240; CSU Task Force Meetings

Please Assess Your Level of Agreement to Mission, Vision, and Values

Strategy Statements



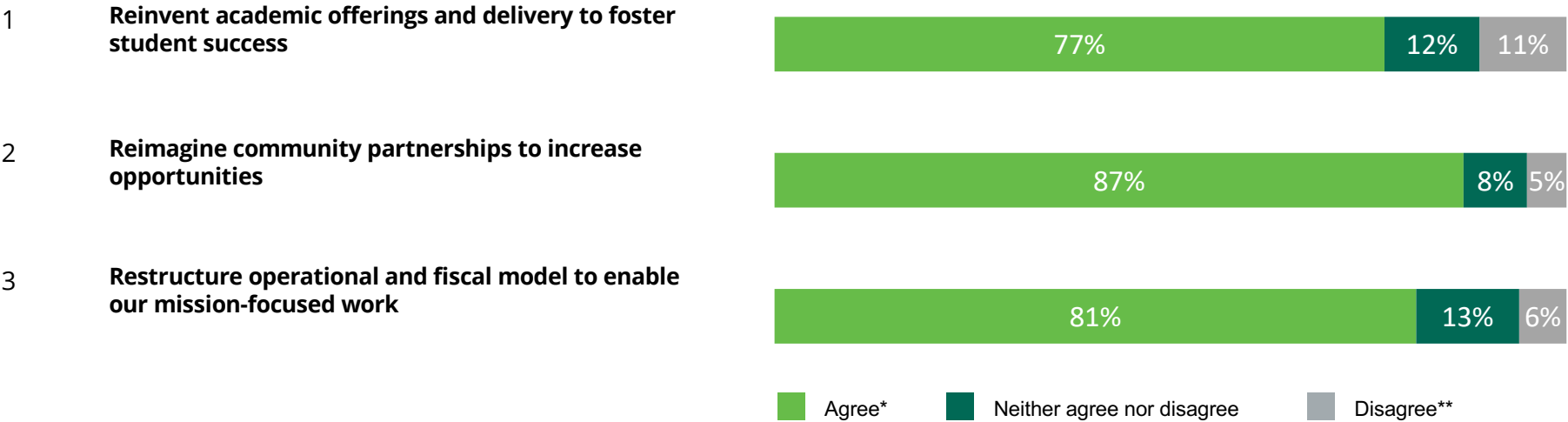
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Source(s): Survey of the CSU Community (09/20/2024); n=376



Please Assess Your Level of Agreement to the Draft Priorities

Priorities



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Source(s): Survey of the CSU Community (09/20/2024); n=376



Draft Strategy Statements – 9.24.24

Mission Statement

Cleveland’s University. Infinite Opportunity.

At CSU, we leverage our unique location and strategic partnerships to equip learners with future-ready skills. ~~prepare learners with future-ready capabilities. We offer~~ Through innovative research, dedicated service, and exceptional talent, ~~to~~ we address the evolving 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 learn and work.

Values – “CSU”

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Serving Students

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