



Extended Campuses Strategic Plan

November 6, 2009

Developed by:

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Introduction: This Strategic Plan for the Extended Campuses (East Center in Solon, West Center in Westlake, Partnerships with Lakeland Community College and Lorain County Community College) has been developed to guide the operations at these locations in fulfilling Cleveland State University's educational mission and increase enrollment, generate revenue, and sustain growth. The guiding document was the University's Vision Unlimited report of August 31, 2006 (<http://www.csuohio.edu/offices/planning/documents/VisionUnlimited.pdf>). Professor Delatte is a member of the University Strategic Planning Committee, which is currently reviewing the status of the implementation of Vision Unlimited.

Another key document was the "Student Survey of Extended Campus Operations," June, 2009, prepared by Jim Lanese of the University Office of Planning, Assessment, and Information Resource Management. The final document of interest is the market survey prepared by a contractor, Moore & Associates, Inc. A final report was provided to the Extended Campus leadership on November 6, 2009.

Valuable input for strategic planning for the Extended Campuses has been provided by the University's Steering Committee for Returning Adults. This committee was created early in the spring semester of 2009, and is chaired by Professor Delatte. The committee reviewed a draft Strategic Plan and provided helpful comments.

Mission and Vision: The East and West Centers fully support the University Mission and Vision statements posted at <http://www.csuohio.edu/offices/president/statements/>. Our promise is to

carry on the mission and vision of the university while ensuring a CSU presence in other communities. The Mission and Vision of the Centers are:

Mission: Extend Cleveland State University educational programs into local communities

Vision: Provide superior service to students, faculty, and staff. All the CSU Extended Campuses will continue to be student focused with an emphasis on new and innovative academic programming. The Extended Campuses will become a resource for surrounding communities as the main source of information regarding CSU academic programs and educational opportunities.

Vision Unlimited Goals, Strategies, and Tactics: The University's Vision Unlimited strategic plan developed six campus-wide Goals, each with supporting Strategies and Tactics. The Extended Campus leadership have developed Strategies and Tactics to support all six Goals. The Goals were adopted intact, but some of the Strategies and Tactics were modified or augmented as appropriate.

Goal: Academic Excellence

Improve and Enhance Undergraduate and Graduate Education. Tactics:

- Adopt and develop emerging technologies that enhance the student-learning experience.
- Develop new professional master's programs that respond to community and market needs.
- Provide adequate support for graduate programs, particularly those that are growing.

Develop State-of-the-Art Teaching Facilities. Tactics:

- Invest in technology to enhance delivery of courses and programs.
- Develop a long-range plan to maintain and update laboratories, classrooms and media labs.

Facilitate Programs and Explore New Initiatives. Tactics:

- Collaborate with academic units to offer certain highly visible, dynamic programs through the extended campuses.
- Collaborate with academic units to explore new educational initiatives
- Collaborate with the community and conduct marketing surveys and research to evaluate needs and potential for new educational initiatives

Develop an Engaged CSU eLearning Community. Tactics:

- Collaborate with eLearning to integrate online and blended courses, as appropriate, with East and West Campus program offerings

- Facilitate adoption and implementation of eLearning technology when and where it best serves to enhance the quality of academic programs.

Goal: Solid Financial Foundation for Advancement

Increase Enrollments. Tactics:

- Support University plans to increase enrollment and collaborate with Enrollment Services
- Increase marketing for adult returning students via sound, consistent advising opportunities
- Focus recruitment efforts by emphasizing outstanding quality and standards.
- Create and implement a structured Extended Campus Marketing Plan with a focus on the target audience we serve. Improve website and electronic marketing and research the use of Social Media as a means to market and create awareness of the Centers
- Segment market into target groups and then develop targeted strategies for marketing to each group, e.g. residential, businesses, non-traditional, transfer, and graduate students
- Utilize existing University Tools (i.e. Dual Admissions Program, Partnership and Articulation Agreements and Transfer Guides) as a means to promote the Extended Campuses to local community college students
- Strengthen current relationships with local community colleges to recruit their students to transfer to the Extended Campuses
- Work with Academic Units to build and offer programs at the Centers and Partnerships that will meet the growing demands of local employers.

Focus on Retention and Student Success. Tactics:

- Coordinate with academic units to provide effective and timely advising for East and West Campus students in person or through remote means. Explore ways to provide as much advising as possible directly on site.
- Investigate scheduling options to increase enrollments and retain students at the Centers and Partnerships
- Develop programs and services that meet the needs of our target audience(s)
- Evaluate current student's experience at the Centers and Partnerships. Administer regular surveys of existing students evaluating their experience at the Centers and Partnerships
- Continue to provide and expand services at the extended campuses that support student retention and graduation rates

Goal: Collaborative Organizational Culture

Create and Maintain Best Practices to Accomplish the University's Mission. Tactics:

- Build upon established collaborations across campus with academic departments, Enrollment Services, and Continuing Education
- Review all extended campuses every two years and distribute findings to all stakeholders.

Improve Communication Among Students, Faculty, and Staff. Tactics:

- Formalize guidelines for open and constructive communication internally and externally
- Provide periodic updates on the Extended Campuses for the campus community, using the Campus Mailbag and other resources
- Continue and enhance electronic newsletters and web presence

Goal: Commitment to Student Success

Promote a Culturally and Intellectually Rich Campus. Tactics:

- Continue liaison with main campus for events and activities
- Develop community connections to bring events to the centers, for example music and artistic events

Improve the Quality of Student Services. Tactics:

- Support efforts of the university to improve the quality of student services
- Continue with success of extended campus services
- Develop a permanent advising capability at each Extended Campus location

Goal: Valued Community Resource

Maintain and Expand Collaboration and Partnership Activities. Tactics:

- Initiate and expand opportunities to build relationships with and partner with local businesses and organizations in the communities surrounding the Extended Campuses
- Establish a Friends Committee from local businesses and community colleges for each campus
- Expand the collaboration with community colleges with which we have positive working relationships
- Continue to develop name recognition and awareness of the Centers and Partnerships with local communities

Meet Community's Educational and Economic Development Needs. Tactics:

- Work with Deans and Department Chairs to offer new degree programs to meet community's needs
- Enhance identity of the Division of Continuing Education as top state and regional choice for training and professional development

Goal: Distinctive Image with a Vibrant Environment

Improve the Physical Environment of the Campus. Tactics:

- Maintain the student spaces to meet the needs of different students, e.g., day, evening, weekend, undergraduate, and graduate.

Build a Strong and Unique Image of CSU to Distinguish it from other Universities. Tactic:

- Collaborate with main campus marketing efforts to develop more name recognition in the business community.

Short Term Activities (1 – 3 years): The following activities are recommended to promote these Goals, Strategies, and Tactics in the short term:

- For each Center, East and West, assemble a Friends Committee of 8 to 12 individuals from the local business community and nearby community colleges to meet each semester.
- Increase coordination and collaboration with the Cuyahoga County Community College campuses near the East and West Centers
- Implement Bachelor of Science in Health Sciences (BSHS) through a combination of East Center and eLearning courses
- Coordinate recruiting and advising to increase the number of students participating in the Liberal Studies program at both Centers
- Develop a working plan for technology upgrades at the Centers

Long Term Activities (5 – 10 years): The following activities are recommended to promote these Goals, Strategies, and Tactics in the long term:

- Work with Continuing Education and eLearning to develop a broad, comprehensive educational outreach strategy for the university as a whole
- Develop a permanent advising capability at each Extended Campus location
- Explore expansion of existing programs at all the extended campuses and work collaboratively with academic departments to develop new degree offerings
- Meet with colleges and departments that do not have offerings at the Centers to explore opportunities and interest

- Meet with colleges and departments to develop potential new multidisciplinary degree programs for the Centers

Ongoing Activities: While pursuing new activities, it is important to keep doing those things that have served us well in the past. These include:

- Coordinate with academic units to maintain viability of existing degree and certificate programs
- Conduct periodic marketing surveys for the Extended Campuses
- Meet and communicate regularly with the University Marketing and Public Affairs Office to explore opportunities
- Continue meetings of the University Steering Committee on Returning Adults to support current academic offerings at the Extended Campuses and to explore new opportunities

Implementation, Dissemination, Review, Updating: The timely implementation and dissemination and periodic assessment and review of this plan are essential for long term success.

- This Strategic Plan is effective immediately for implementation
- This Strategic Plan will be posted on all four Extended Campus web sites
- Further dissemination will be arranged by the Faculty Coordinator for Off-Campus Operations through the CSU Vice Provost for Planning, Assessment and Information Resource Management
- A copy of this Strategic Plan will be provided to the Chair of the University Strategic Planning Committee
- The Faculty Coordinator for Off-Campus Operations will arrange an annual meeting of Extended Campus staff and stakeholders to assess progress and to review and update this document