



**CENTRAL**  
**STATE UNIVERSITY**

# **Strategic Plan**

## **2020-2025**

*Reach Higher. Go Further. Thrive!™*

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# **Strategic Plan 2020-2025**

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## **Innovation is in our DNA™**

### **Dr. Jack Thomas, Ninth President of Central State University**

#### **Introduction**

In July 2020, Dr. Jack Thomas became the ninth president of Central State University. The Board charged this new president with developing a strategic plan for the University. This charge included developing a vision for the future of the University shared, reviewed, and embraced by the University community and internal and external constituents. The strategic plan represents a comprehensive strategy that uplifts the expectations, efficiency, and quality of services the University provides to all its constituencies. This plan will allow the University to guide, increase, and direct its financial and human resources more effectively. As this plan guides Central State University toward its future, it will be a guidepost to determine resource allocations and assessment of all operations of the University. The University will sustain programs that are essential to the core mission of the University. The University will also enhance and even fast-track programs that will help accelerate the University forward and build momentum toward raising our overall profile. The University will review every program and program initiative for alignment through the congruent lens of the University's goals and core mission. The Strategic Plan begins with an introduction and history of Central State University. A visual and narrative of the presidential priorities follows the introduction and the planning process. The mission statement and core values followed the presidential priorities.

The University has a total undergraduate enrollment of 2,033, and our setting is a rural environment. The campus size of Central State University is 638 acres. The University operates on a semester-based academic calendar. Central State University's ranking in the 2021 edition of Best Colleges in Regional Colleges in the Midwest is in the mid-range. Central State University's in-state tuition and fees are \$7,596; out-of-state tuition and fees are \$9,596; and room and board is \$10,480.

#### **History of Central State University**

Central State University is Ohio's only public Historically Black University (HBCU) and one of few HBCUs in the Midwest. It is one of the 13 state-assisted universities in the Ohio University System. Central State's historic mission is the education of African Americans; however, the institution, in accordance with its founding charter, has always been open to all qualified students, regardless of race. Central State originally began as a department within Wilberforce University, an HBCU founded in 1856. The department's initial focus was on vocational and teacher education. For years, Central State operated as part of Wilberforce but with a separate board of trustees. In September of 1853, the Cincinnati Conference of the Methodist Episcopal Church appointed a committee on the "Elevation of Colored People." This led to the endorsement to create a university. In 1856

The Ohio African University opened at a site in Wilberforce, Ohio (Tawawa Woods). By 1862 the school closed, but in March 1862, Bishop Daniel Payne of the African Methodist Episcopal (AME) Church decided that the Wilberforce location was suitable for the AME Union Seminary. In 1863 the AME Church reopened the school as Wilberforce University, named in honor of William Wilberforce, one of the leading proponents in the United Kingdom for abolishing the trade in humans or the slave trade. Wilberforce was one of the first Black-administered universities in the country, and the only one in Ohio that had as its primary mission the education of Black Americans.

J. A. Brown and Benjamin Arnett, members of the Ohio General Assembly, were instrumental in 1887 in getting the Ohio General Assembly to agree that it was in the State's interest to educate all Ohio citizens, not just those of a certain color or income level. Thus, in 1887 the General Assembly issued a charter that created the Combined Normal and Industrial Department at Wilberforce University. The new department's primary purpose was to provide teacher training and vocational education to African Americans, but it was "open to all qualified applicants of good and moral character." The separate, state-funded department grew until it separated from Wilberforce University in 1947, becoming the College of Education and Industrial Arts at Wilberforce. In 1949, the College of Education and Industrial Arts at Wilberforce gained full accreditation by the North Central Association of Schools and Colleges and became the sixth member of the Ohio Inter-University Council. In 1951 Central State College changed its name, and in 1965, after achieving university status, it changed its name to Central State University.

Central State University has sought land-grant status since 1890 when the federal government designated the first set of HBCUs as land-grant colleges. According to Lathardus Goggins, 1987, Central State's original "1891 claim was based on federal legislation passed in 1890 to supplement funds made available by the Morrill Act of 1862 for the creation of public agriculture and mechanical colleges." Known as the second Morrill Act, the 1890 legislation appropriated \$25,000 per annum for the further support of colleges established under the earlier law. The driving forces behind the second Morrill Act were the National Association of Land Grant Colleges and individual institutions (such as The Ohio State University) which had developed out of the 1862 law. Special provision was made, however, for the nation's [B]lack public colleges, which were not a product of the Morrill Act [of 1862] but were involved in mechanical and agricultural studies. [...] Prior to the adjournment of the general assembly in 1890, state Senator W. T. Wallace introduced a bill, to be taken up immediately upon reconvening in 1891, accepting the funds made available by the second Morrill Act and granting them to The Ohio State University. Soon after, Wilberforce's President Mitchell, with consent of the faculties and trustees of both Wilberforce and the state-funded Combined Normal and Industrial Department, announced an intention to fight the Wallace bill. He proposed instead an equal division of funds between The Ohio State University and the Combined Normal and Industrial Department under the terms of the Pugh clause" (pp. 8-9).

The Ohio Senate passed legislation in 1892 that would have given (Wilberforce) "Central

State” the funding; however, the Ohio House, at the urging of former president and OSU Trustee Rutherford B. Hayes, reversed course and gave the funds to OSU instead. “Early in the 1891 legislative session, Wallace amended his bill in response to pressure from Wilberforce and its friends and to provide that half of the federal funds be given to the state-funded [Combined Normal and Industrial Department]” (pp. 9). “The question of a division of the funds split the legislature deeply during the early weeks of debate. The upper house seemed nearly unanimous in its approval of the amended Wallace bill on March 18, and went so far as to approve, by a twenty-five to four margin, the creation of an agricultural department for the Combined Normal and Industrial Department in order that it might more strictly reflect the type of institution desired by the second Morrill Act. Senate Democrats and Republicans, in almost equal numbers and representing constituencies all over the state, voted in favor of the Wilberforce claim” (pp. 12). However, after hearings and increased pressure as the legislative session was nearing adjournment, the tide shifted, and The Ohio State University was granted the funding.

In June of 2012, Chris Widener and Eric Kearney introduced a similar resolution in the Ohio Senate to give Central State its long-awaited land-grant status. The Ohio House of Representatives approved Senate Concurrent Resolution 30, a resolution sponsored by State Senator Chris Widener (R- Springfield) and Senate Minority Leader Eric Kearney (D- Cincinnati) that would designate Central State University as Ohio's second Land Grant Institution under the Morrill Act of 1890. "One hundred and twenty years ago the General Assembly nearly made this designation but stopped short due to a squabble over \$25,000 in federal funding. A unanimous approval by the Ohio Senate and the House Education Committee, the Ohio House of Representatives passed Senate Concurrent Resolution 30 by a vote of 84-1. On January 29, 2014, U.S. Sen. Sherrod Brown (D-OH) and U.S. Representative Marcia Fudge (OH-11), senior members of the Senate and House Agriculture Committees and members of the Farm Bill Conference Committee, announced that Central State University was added to a distinguished list of Historically Black Colleges and Universities (HBCUs) focused on expanding opportunities for agricultural research and education, commonly referred to as '1890 Universities.'" The Central State provision was the result of a coalition that included Beatty, Turner, Brown, and Rep. Marcia Fudge, D-Cleveland. Brown and Fudge are members of the joint House-Senate committee that put together the compromise farm bill. The designation as a land grant institution will provide more resources to Central State, which will enable increases to teaching and research capacity in areas of science, technology, engineering, agriculture, and math (STEAM).



## Planning Process

The planning process began in September 2020. President Jack Thomas appointed Dr. Zillah Fluker, Vice President for Institutional Advancement, and Dr. F. Erik Brooks, Provost and Vice President for Academic Affairs, as co-chairs of the strategic planning committee. The co-chairs scheduled and continue to schedule meetings with various constituencies internal and external to the University. Central State leadership conducted focus group meetings and collected, analyzed, and compiled data. In analyzing those data, they triangulated the data through the lens of the University’s nine presidential priorities and the University’s new mission and core values. The leadership team and the University’s constituents revised the University’s mission statement and core values. The Central State University Board of Trustees met, reviewed, and approved the mission and core values. Discussions are ongoing with these constituencies to improve and refine the elements of the strategic plan to help outline a strategic vision for the future and the University’s commitment to this shared vision. In this plan, following each goal, there is a goal statement, strategic initiative, metrics method, and a measure of success. This strategic plan will help guide strategic implementation, academic tactics, administrative tactics, and operational leadership. Additional refinement sessions with constituencies

will take place in July 2021, August 2021 and revisions will take place in September 2021. A public unveiling of the strategic plan will take place in October 2021.

### **Vision Statement**

**VISION:** Central State University is the premier Land-Grant institution of excellence in teaching, learning, and research that embraces diversity and innovation in a global society.

### **Mission Statement**

**MISSION:** Central State University a proud HBCU, fosters academic excellence within a nurturing living-learning environment and graduates a diverse population prepared for leadership, research, and service in Ohio and beyond.





## Core Values

### Academic Excellence (Excellence)

Central State University pursues intellectual excellence in teaching, research, service, creative endeavors, and all aspects of operations.

### Community Engagement and Outreach (Engagement)

Central State University promotes processes of servant leadership, collaborative involvement, and participation to solve impactful issues of our local, regional, national, and global communities.

### Cultural Responsiveness and Inclusion (Culture)

Central State University enhances the ability to learn and respectfully relate with people of their own culture and values as well as people from various other cultures and values.

### Civility and Mutual Respect (Civility)

Central State University upholds respectful and thoughtful communication to gain a mutual understanding of concepts, philosophies, information, and ideas.

### Innovation (Innovation)

Central State University champions creativity in all aspects of University operations.

## Core Values



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#### • Cultural Responsiveness and Inclusion (Culture) -- Inclusion

- Central State University enhances the ability to learn and respectfully relate with people of their own culture and values as well as people from various other cultures and values.



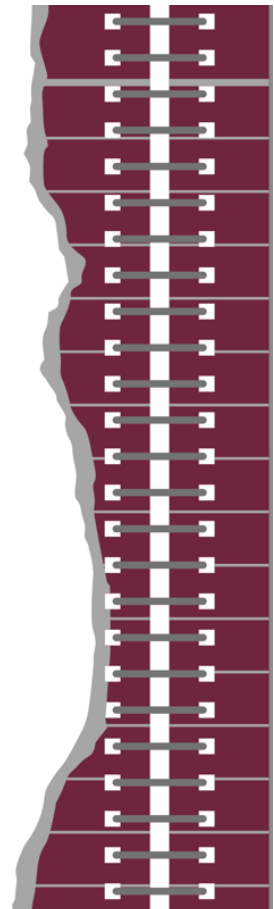
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#### • Innovation (Innovation)

- Central State University champions creativity in all aspects of University operations.



## **Assessment of Strategic Goals**

### **Goal 1: ENHANCING STUDENT PROFILE, FACULTY PROFILE, ACHIEVEMENT, AND LEARNING**

#### **Strategic Goal Statement**

Central State University will enhance an academic environment that promotes and supports and enriches student achievement by recruiting and retaining distinctly qualified, dynamic, committed, and innovative faculty and staff. Faculty and staff will offer internationally relevant curricula and community research that prepare students for an intellectually challenging and diverse campus while enhancing our Carnegie community engagement classification. Faculty will be innovative facilitators of student learning, exemplary scholars, productive researchers, and role models of service. Staff members will follow the climate of best practices in customer service by providing a climate that values and enthusiastically provides positive interactions with students and all other constituencies. Central State University will become a student-centered University and hold elevated expectations of all students, faculty, and staff. Central State University will provide students with tools to become engaged learners and navigators of their own success.

#### **Strategic Initiatives**

- 1.1 Enhance the teaching, research, and service of academic programs.
- 1.2 Develop high-demand graduate and undergraduate signature programs.
- 1.3 Internationalize curricula in undergraduate and graduate programs.
- 1.4 Increase engagement in community-based research.
- 1.5 Increase online undergraduate and graduate course offerings and degree programs.
- 1.6 Increase undergraduate retention and graduation rates.
- 1.7 Develop Honors College and experiential learning experiences.
- 1.8 Increase the number of students nominated for prestigious national awards.
- 1.9 Increase the diversity and educational opportunities for global minorities.

<b>Strategic Initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
1.1 Enhance the teaching, research, and service of academic programs and quality of faculty.	Review all faculty credentials and qualifications. Improve teaching evaluation tools and methods of evaluation. Review all academic programs and enhance research expectations and standards. Review and assess all academic programs for productivity and number of graduates.	Increased research productivity; exhibition of best practices in teaching pedagogy; terminal degrees; and increased connectivity to teaching, research, and service components 2021 and ongoing.
1.2 Develop high-demand graduate and undergraduate signature programs.	Each of the University's colleges will develop and launch two high-demand graduate programs.	Launch two graduate programs by 2023. Launch three additional graduate programs by 2024. Launch three additional graduate programs by 2025 for a total of eight graduate programs.
1.3 Internationalize curricula in undergraduate and graduate programs	Each discipline will add and or enhance international components to their courses to emphasize the interconnectedness of their respective discipline and the world. Review course curriculums for evidence of internationalization. Provide additional personnel to International Studies and realign the unit in the honors program.	Evidence of internationalization reflected in course syllabi, teaching, and student evaluations by 2022.
1.4 Increase engagement in community-based teaching, research, and service.	Communicate increased expectations of community-based research and seek community-based research opportunities. Improve record keeping and archiving, annual comparison of activity.	An increased productivity and number of community-based research and community programs by 2023 and ongoing.
1.5 Increase online undergraduate and graduate course offerings and degree programs.	Develop a fully functioning online unit to operate, administer, and manage all online operations. Develop and increase the number of certificate programs and trainings.	Increased demand for online courses and grow online student enrollment to 8,000 students. Increased the number of fully online degree offerings by 2022.
1.6 Increase undergraduate retention and graduation rates.	Enhance existing student support programs. Develop additional academic support and strategies for student improvement. Compare year to year graduation and retention rates. Establish a retention committee to develop specific strategies for increasing retention and graduation rates. Develop a comprehensive stop-out and re-engagement program.	Annual review of retention and graduation rates. Review and refine strategies employed on a quarterly basis by 2021 and ongoing.
1.7 Develop Honors College and experiential learning experiences.	Encourage experiential learning opportunities, i.e., research opportunities, individual instruction, travel experiences and study abroad, and enrollment in accelerated academic programs.	Student enrollment in honors courses and programs. Increased number of students who graduate with honors distinction by 2022 and ongoing.
1.8 Increase the number of students nominated for prestigious national awards.	Aggressively seek, mentor, and groom students early in their academic careers for prestigious national awards.	Number of students nominated and or win awards like Rhodes, Goldwater, Truman, Fulbright by 2022 and ongoing.
1.9 Increase the diversity and educational opportunities for global minorities.	Provide programming and thematic structures that discuss global minorities.	Develop a strong African American Studies Center, LatinX Center, and Women's Center.

## **Goal 2: IMPROVING POLICIES, PROCESSES, AND EFFICIENCY IN UNIVERSITY OPERATIONS**

### **Strategic Goal Statement**

Central State University will expand and improve efficiency in all processes, operations, and services at this intellectual enterprise. The University will seek efficiency in all technologies, functional outputs, and customer services provided by the University. The University will examine all policies, procedures, and operations and modernize these elements. Furthermore, the University will develop and create policies and procedures as needed. The University will design and develop efficient aspects of all operations to reflect a 21<sup>st</sup> century modernized institution.

### **Strategic Initiatives**

- 2.1 Improve communication and distribution of information.
- 2.2 Automate all operations on campus and become a paperless campus.
- 2.3 Improve customer service and customer satisfaction.
- 2.4 Utilize technology that optimizes efficiency and connectivity.
- 2.5 Review and modernize all operational policies and procedures.
- 2.6 Review and modernize all academic policies and procedures.
- 2.7 Develop a scholarship office.

<b>Strategic Initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
2.1 Improve communication and distribution of information.	Focused annual campus-wide meetings, college-wide meetings, department meetings, and unit meetings. Enhance the intranet communication system. More frequent communication on the University's website.	Develop and employ a strategic communication plan. Overhaul the University's website and rebranding by 2021 and will be ongoing.
2.2 Automate all operations on campus and become a paperless campus.	Convert operations to an automated system.	Operations will be automated campus-wide by 2023.
2.3 Improve customer service and customer satisfaction.	Develop and institute a customer service survey and submit it electronically. Develop a customer service unit and call center to manage customer service complaints. Implement a policy to resolve academic complaints within 48 hours. Develop a follow-up procedure.	There will be 75 to 80 percent satisfactory responses to the customer service survey. Begin in 2022 and will be ongoing.
2.4 Utilize technology that optimizes efficiency and connectivity.	Review and assess all technology. Develop processes to infuse technology to improve efficiency.	Review of technology beginning in 2021 and will be ongoing.
2.5 Review and modernize all operational policies and procedures.	Empower a university-wide policy committee to continually review and update all policies utilized at the University.	Select, operationalize, and charge committee by 2021 and will be ongoing.
2.6 Review and modernize and academic policies and procedures	Empower a university wide academic policy committee to continually review and update all policies implemented at the university.	Select, operationalize, and charge committee 2021 and will be ongoing.
2.7 Restructure scholarships and develop a scholarship office.	Reexamine dollar figures and amounts for existing scholarships. Update, enhance, and repurpose existing scholarships. Establish new scholarships. Establish an office that administers financial aid and the management and disbursement of scholarships	Establishment of unit that manages scholarships by 2022.

## **Goal 3: ADVANCING INFRASTRUCTURE, IMPROVING PHYSICAL ENVIRONMENT, AND GROWING FISCAL RESOURCES**

### **Strategic Goal Statement**

The physical setting and environment of the University make an impression on all individuals. This impression frames the image academically and socially. The physical environment encompasses all infrastructure, including facilities, campus roads, parking lots, and equipment. Including fiscal resources that support the enhancement of the University infrastructure is essential in all campus planning. Campus space utilization, building maintenance, traffic flow, campus entrances, traffic flow, safety, and campus expansion are essential to enhancing the physical environment.

### **Strategic Initiatives**

- 3.1 Construct student recreation, fitness, and wellness center.
- 3.2 Construct new campus agriculture farm facilities.
- 3.3 Construct new honors residence halls.
- 3.4 Refurbish existing resident halls.
- 3.5 Enhance and improve athletic facilities.
- 3.6 Increase state-of-the-art technology.
- 3.7 Increase state funding and land-grant match.
- 3.8 Increase institutional and planned giving.

<b>Strategic Initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
3.1 Construct student recreation, fitness, and wellness center.	Funding and construction of facility	Facility constructed and operating in 2023
3.2 Construct new campus agriculture farm facilities.	Funding and construction of facility	Facility constructed and operating 2022
3.3 Construct new honors residence halls.	Funding and construction of facility	Facility constructed and operating 2023
3.4 Refurbish existing targeted resident halls and targeted academic facilities.	Identify facilities in need of refurbishing, prioritize needs, and begin construction.	Facilities' cosmetic improvements by 2022
3.5 Enhance and improve athletic facilities.	Enhance stadium playing surface and stadium façade.	Facilities' cosmetic improvements by 2021
3.6 Increase state-of-the-art technology in facilities.	Upgrade all technology to state-of-the-art and smart classrooms and facilities.	Ninety-five percent of instructional space will have state-of-the-art operational technology.
3.7 Increase state funding, land-grant match funding, and sponsored research.	Cultivate and strengthen relationships with the state legislature, state governor, and federal government. Increase expectations for faculty to write and administer grant-funded research.	Increased state and federal budget allocations and increased revenue from sponsored research by 2021 and will be ongoing.
3.8 Increase institutional and planned giving.	Launch a multi-million-dollar capital campaign that will culminate 2023. Note: Feasibility study will determine actual amount and length of campaign time.	Launch the capital campaign in 2021 and when the University achieves its goal, close said campaign.

## **Goal 4: EXPANDING COMMUNITY ENGAGEMENT AND ENHANCING CARNEGIE STATUS**

### **Strategic Goal Statement**

The University seeks to build a culture of leadership and service for the greater good. The University seeks opportunities to promote and solidify the University's internal and external communities. Faculty, students, and staff will expand opportunities for experiential learning by participating in service projects on campus and in the community. The administration, faculty, and staff will look for opportunities to enhance our town-gown relationship through professional advancement, economic development, and cultural enrichment.

### **Strategic Initiatives**

- 4.1 Increase student participation in organizations and student programming.
- 4.2 Become classified as a Carnegie Community Engagement institution of higher education.
- 4.3 Increase the size, scope, and role of the University.
- 4.4 Increase the number of partnerships with corporate and community partners.
- 4.5 Enhance career services and job placement after graduation.
- 4.6 Create a campus environment that promotes community engagement, community outreach, and access to campus events for visitors.



<b>Strategic initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
4.1 Increase student participation in organizations and student programming.	Improve the tracking system of programs. Develop a uniform program evaluation. At the conclusion of all student programs, collect, evaluate analyze, and store all data related to said program or activity.	Increased number of active organizations and increased number and quality of student programs by 2021 and will be ongoing.
4.2 Become classified as a Carnegie Community Engagement institution of higher education.	Align University activities and programming with the elements to become a Carnegie Community Engagement institution.	Classification by Carnegie Community Engagement institution. Seek to increase status in the future by 2021 and will be ongoing.
4.3 Increase the size, scope, and role of the University.	Become a medium size and highly residential campus.	4,000 plus residential students enrolled and matriculating at the University by 2021 and will be ongoing.
4.4 Increase the number of partnerships with corporate and community partners.	Develop speakers and an expert bureau to highlight Central State University's student and faculty talent.	Increased numbers of partnerships and community programming by 2021 and will be ongoing.
4.5 Enhance career services and job placement after graduation.	Develop a comprehensive service-learning cooperative education unit. Focus on student readiness and workforce development and improving knowledge, skills, and abilities for careers.	Increased numbers of students seeking internships and cooperative learning experiences by 2021 and will be ongoing.
4.6 Create a campus environment that promotes community engagement, community outreach, and access to campus events for visitors.	Develop a comprehensive activity and academic calendar. Enhance high-profile facilities.	Increased numbers at academic events such as lectures and programs. Increased numbers at athletic events and extracurricular events by 2021 and will be ongoing.

## **Goal 5: INCREASING STUDENT ENGAGEMENT, BELONGING, TRADITION, AND PRIDE**

### **Strategic Goal Statement**

Student Affairs programs, services, and resources are significant factors in Central State University's rates in student retention, graduation rates, and career placement after graduation. Student Affairs also performs an important part in advancing the University's commitment to access, achievement, and success for first-generation college students, underrepresented, and underserved students. Central State University aims to create a socially conscious, demographically diverse, and intellectually inclusive social and educational environment. Student Affairs focuses on a model of student training in leadership, engagement, service, and essential skills.

### **Strategic Initiatives**

- 5.1 Increase students' sense of belonging and pride in the University's traditions.
- 5.2 Provide community engagement opportunities for students through volunteering and community service.
- 5.3 Increase the student participation and quality of Student Affairs programming.
- 5.4 Enhance career services and job placement after graduation.
- 5.5 Improve student leadership development and training.
- 5.6 Increase programming for online students.

<b>Strategic Initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
5.1 Increase students' sense of belonging and pride in the University's traditions.	Develop surveys to gain feedback from Pirate Week activities and develop annual student surveys and ongoing focus groups.	Surveys from Pirate Week activities, individual student programs, annual student surveys, and ongoing focus groups by 2021 and will be ongoing.
5.2 Provide community engagement opportunities for students through volunteering and community service.	Develop a student volunteering office, student surveys, and Student Affairs reports.	Increased numbers of partnerships and community programming by 2021 and will be ongoing.
5.3 Increase the student participation and quality of Student Affairs programming	Improve the tracking system of programs and evaluative surveys after each program.	An increase in student satisfaction with programs and increased student participation in programs. Launch in 2021, and it will be ongoing.
5.4 Enhance career services and job placement after graduation.	Prepare students for the future workforce by increasing focused programming pertaining to readiness and developing soft skills training.	Increased job placement and increased positive data responses from surveys. Launch in 2021 and will be ongoing.
5.5 Improve student leadership development and training.	Develop a leadership training component that centers developing leadership knowledge, skills, and abilities. Develop an online leadership training module for students assuming campus leadership positions.	Positive data responses on student leadership surveys and responses from student leaders focus groups. Launch in 2022 and will be ongoing.
5.6 Improve programming for online students.	Develop programming for the online student population and evaluate student programs.	Positive data responses on evaluation from programs. Launch in 2022 and will be ongoing.

## **Goal 6: POSITION UNIVERSITY BRAND FOR FUNDRAISING AND ENGAGEMENT**

### **Strategic Goal Statement**

Institutional advancement is a critical success factor of any university. The services and resources provided by an institutional advancement function touch every aspect of the university. A focus on development and fundraising with an understanding of the importance of brand positioning, the voice and tone of the university, and community engagement and partnership significantly influence the positioning of an institution to attract, recruit, retain, engage, and position constituents and stakeholders.

Central State University aims to maximize overall engagement and involvement to be able to generate unrestricted funds that influence the institution's sustainability long-term.

### **Strategic Initiatives**

6.1 Continue to build the Institutional Advancement infrastructure and develop streamlined processes to support timely, responsive, and efficient delivery and operations.

6.2 Develop a comprehensive, multimillion-dollar capital campaign.

6.3 Develop a plan to have a fully functioning and effective University foundation.

6.4 Continue to grow and maintain alumni engagement through the National Alumni Association and other alumni organized groups.

<b>Strategic Initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
6.1 Continue to build the Institutional Advancement infrastructure and develop streamlined processes to support timely, responsive, and efficient delivery and operations.	Design an organizational structure with clear development-focused positions. Refine position descriptions and performance appraisal system to focus on development results. Assess and enhance processes that touch all aspects of fundraising.	A defined organizational chart that supports fundraising. Clear job descriptions with individual and group calls. Annually documented, reviewed, and assessed fundraising processes.
6.2 Develop a comprehensive, multi-million-dollar capital campaign.	A completed and comprehensive feasibility study that determines support potential from all stakeholders as well as a financial goal for the capital campaign and timeline.	Increased funding and expansion of funding sources. Increased alumni giving both in participation and total dollars. Increased scholarships and endowments.
6.3 Develop a plan to have a fully functioning and effective University foundation.	An established foundation with aligned processes and a memorandum of understanding that articulates a value-add relationship for fundraising, fund management, and donor engagement and stewardship.	A formal finalized memorandum agreement between the University and foundation. Clear fund receiving and fund management policies in place. Firm 501(c)3 status without further definition to qualify for foundation to foundation and match fund receiving.
6.4 Continue to grow and maintain alumni engagement through the National Alumni Association and other alumni organized groups.	A plan to grow CSU National Alumni Association membership to represent no less than 10% of the overall alumni population. Outreach initiatives to unofficial alumni groups to share and align priorities.	Increased alumni chapters and individual membership of the NAA. Increased alumni participation for major University initiatives. Annual increase of alumni giving based on total NAA membership percentages.

## **Goal 7: DEVELOPING COMPETITIVE ATHLETIC PROGRAMS, TEAMS, AND CHAMPIONSHIPS**

### **Strategic Goal Statement**

Athletics is often the method individuals first discover and become acquainted with universities. Marauder Athletics' goal is to educate student-athletes and assist them in developing essential academic and athletic skills and fostering them in becoming full-functioning citizens in a global society. Marauder Athletics aims to improve the overall infrastructure by enhancing our competitiveness, adhering to compliance measures, and strengthening our overall infrastructure in athletics. We also aim to maximize the "Game Day Experience" at Central State University.

### **Strategic Initiatives**

- 7.1 Enhance academic, personal, and athletic development for student-athletes.
- 7.2 Enhance athletic facilities and resources.
- 7.3 Increase self-generated funding by creating new revenue streams.
- 7.4 Expand community and regional connection and programming.
- 7.5 Build a prominent game day and viewing experience.
- 7.6 Become a destination spot for high school student-athletes and transfer student-athletes.

<b>Strategic Initiatives</b>	<b>Metric and Method</b>	<b>Measure of Success</b>
7.1 Enhance academic, personal, and athletic development for student-athletes.	Monitoring academic progress. Academic performance and grade point average of student-athletes.	Graduation, retention rate, and grade point average. Career attainment and placement after collegiate athletic career. Will be ongoing.
7.2 Enhance athletic facilities and resources.	Develop a renovation plan, funding plan, corporate, sponsorship for facilities and facilities updated according to schedule.	Renovation facilities plan and increased revenue. Will be ongoing.
7.3 Increase self-generated funding by creating new revenue streams.	Seek donors, corporate sponsorships, season ticket holders, and contributions.	Increased giving to athletics by 75 percent. Will be ongoing.
7.4 Expand community and regional connection and programming.	Increased community programing, community service, and public service.	Increased number of service efforts. Will be ongoing.
7.5 Build a prominent game day and viewing experience.	Develop activities to enhance the "Marauder Game Day Experience" for all athletic events.	Survey results of fans attending athletic events. Will be ongoing.
7.6 Become a destination spot for high school student-athletes and transfer student-athletes.	Develop excellent recruitment mechanisms for high school and collegiate transfers. Improve the overall recruitment experience.	Increase the number of first-tier high school athletes choosing the institution and the number of transfer athletes choosing the institution by 2022.

Approved unanimously by the Central State University Board of Trustees at their September 27, 2022, Board of Trustees meeting.