



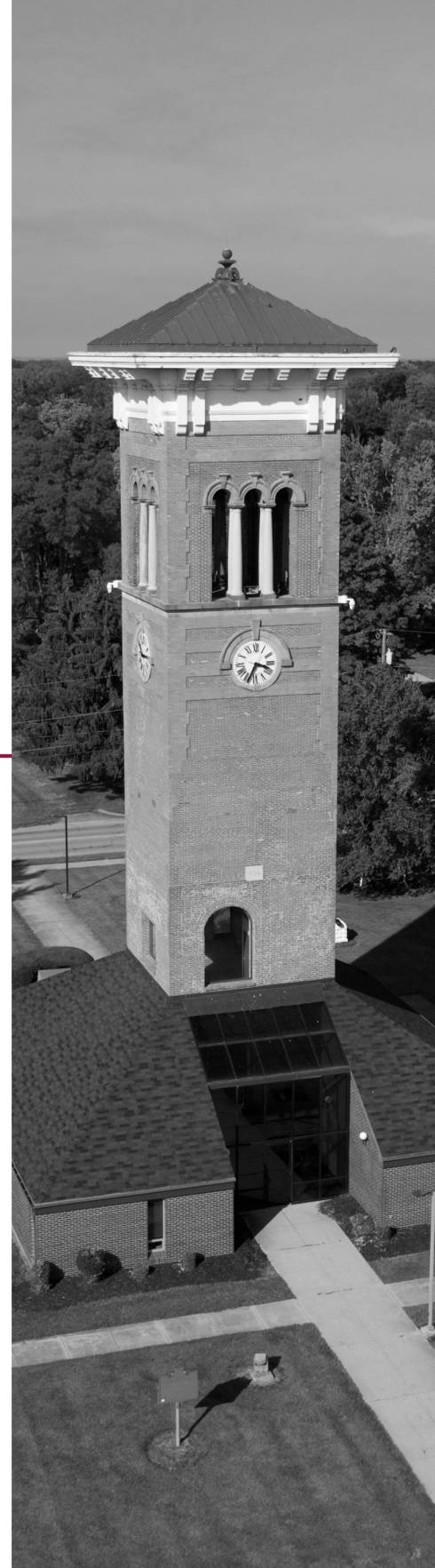
CENTRAL
STATE UNIVERSITY

**THE PREMIER DESTINATION FOR ACADEMIC
EXCELLENCE AND INNOVATION**

*Empowering Bold Thinkers,
Producing Proven Leaders.*

STRATEGIC PLAN 2030

JULY 2025



ABOUT US

As Ohio's only public Historically Black College or University (HBCU) and proud 1890 Land-Grant Institution, Central State University has enriched minds and transformed lives for more than 135 years. With a legacy rooted in access, empowerment, and service, we continue to evolve—advancing knowledge, igniting innovation, and preparing the next generation of bold leaders.

Central State is home to a vibrant community of scholars and changemakers who pursue excellence across the humanities, arts, social sciences, education, and business—while also driving diversity in STEM fields through groundbreaking degree programs and research initiatives. Our Land-Grant mission fuels outreach and impact across Ohio and beyond, as we extend knowledge that uplifts communities and solves real-world challenges.

Looking ahead, Central State University is not only a steward of history—but a destination for educational excellence. We are committed to cultivating a premier academic environment through transformative teaching, cutting-edge research, and student-centered service. Through strategic investment in people, programs, and sustainable infrastructure, we are building a stronger, more innovative, and inclusive future.

At Central State, our strength is in our legacy—and our commitment is to a future defined by excellence.



ABOUT US

Grounded in our historic mission and guided by a bold, student-centered vision, this Strategic Plan establishes a clear and actionable path forward. These pillars represent Central State's institutional priorities and will drive our progress as we grow academic impact, invest in innovation, and enhance our service to students and communities. Each area reflects our enduring values—excellence, accountability, innovation, and equity—and sets the stage for the next era of growth and distinction.

ACADEMIC EXCELLENCE

Position Central State University as a premier destination for academic achievement through transformative learning, innovative pedagogy, and a climate that supports student success. This includes strengthening curriculum relevance, expanding academic support systems, and promoting faculty development. Through intentional collaboration, advising, and high-impact practices, we will ensure students are not only prepared for graduation—but equipped for leadership, graduate study, and career success.

RESEARCH AND PUBLIC SERVICE

Accelerate innovation and expand Central State's impact through interdisciplinary research, applied scholarship, and robust community engagement. We will prioritize research that advances equity, improves public health, drives economic mobility, and informs public policy. Grounded in our Land-Grant mission, we will deepen outreach through extension programs and partnerships that bring knowledge and resources to underserved communities throughout Ohio and beyond.

CONTINUOUS IMPROVEMENT AND OPERATIONAL EXCELLENCE

Cultivate a culture of continuous improvement by enhancing institutional systems, processes, and service delivery across all departments. We will embrace data-informed decision-making, build capacity for institutional effectiveness, and invest in professional development to foster a high-performing and agile workforce. This commitment to operational excellence ensures that every area of the University aligns with our strategic goals and delivers value to students and stakeholders.

STRATEGIC INVESTMENTS IN INNOVATION AND SUSTAINABLE INFRASTRUCTURE

Advance Central State's long-term sustainability and competitiveness through targeted investments in infrastructure, technology, and innovation. We will improve physical and digital learning environments, prioritize green initiatives, and create systems that support cutting-edge research, learning, and community engagement. These investments will strengthen the University's foundation—ensuring we are equipped to grow with intention and serve future generations of scholars.

VISION, MISSION, AND VALUES

VISION

Central State University is the Midwest's leading destination for discovering and maximizing human potential.

MISSION

Central State University, a distinguished HBCU and Land-Grant institution, provides personalized learning pathways, advances research, and shares knowledge to meet the needs of individuals, families, and communities in Ohio and around the world.



CORE VALUES

Academic excellence (Excellence)

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

Civility and mutual respect (Civility)

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

Community engagement and outreach (Engagement)

- Central State University promotes processes of servant leadership, collaborative involvement, and participation to solve impactful issues in 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 and people from various other cultures and values.

Innovation (Innovation)

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

PILLAR I

ACADEMIC EXCELLENCE

Emerge as premier destination for academic achievement through transformative learning and a supportive academic climate.

The university will emerge as a premier destination for academic excellence by cultivating a vibrant, inclusive campus climate where transformative learning experiences flourish. We will create an academic environment that supports and inspires every student to reach their highest potential by fostering meaningful faculty-student interactions, collaborative learning spaces, and a community that celebrates intellectual curiosity.

STRATEGIES

- 1.1** Create and sustain a culture of belonging and continuous improvement to empower students, faculty, and staff.
- 1.2** Align a rigorous curriculum with program funding to address critical needs in the state and region and meet student demand.
- 1.3** Drive targeted enrollment growth of in-person and online students at both undergraduate and graduate levels.
- 1.4** Recruit and retain high-quality faculty and staff and create an environment that supports academic excellence and collaborations between faculty and students.
- 1.5** Strengthen undergraduate programs and develop master's and doctoral programs that connect research to innovative pedagogies.
- 1.6** Align technology with CSU's institutional and academic goals, prioritizing student-centric experiences and facilitating collaboration between faculty and students.



METRICS

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| <ul style="list-style-type: none"> Undergraduate and Graduate Student Enrollment (1.2) Persistence and Retention Rates (1.1, 1.4, 1.5, 1.6) | <ul style="list-style-type: none"> Graduation Rates (1.1, 1.2, 1.3, 1.5) Program Enrollment Growth (1.2, 1.3, 1.4, 1.5) | <ul style="list-style-type: none"> Job Placement Rates (1.2) Employee and Student Satisfaction Scores: Surveys measuring overall satisfaction with campus culture and belonging (1.1, 1.4, 1.5, 1.6) | <ul style="list-style-type: none"> Professional Development Participation (1.1, 1.2, 1.5, 1.6) |
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PILLAR II

RESEARCH AND PUBLIC SERVICE

Accelerate growth in innovation, research and engagement to improve education, health, social and economic conditions for all stakeholders.

The university will elevate research visibility and capacity by growing infrastructure, promoting innovation, and designing and implementing research and creative works. This work will respond to the needs of those impacted by the institution and will address societal challenges. The university will extend educational services via innovative outreach programs aimed at improving the quality of life of its constituents and economic and social conditions of communities served.

STRATEGIES

- 2.1** Expand and increase outreach programs and engagement with stakeholders to improve economic development, health, education, and social progress.
- 2.2** Create interdisciplinary curricular and co-curricular pathways to support student civic and community engagement.
- 2.3** Establish new and strengthen existing academic units that align to the mission and state priorities (i.e. Agriculture).
- 2.4** Grow relationships with alumni and external partners to create programs and certificates that support the needs of the regional workforce.
- 2.5** Strengthen 1890 Land Grant Outreach & Community Impact and expand agricultural extension programs to support Ohio's farming communities.
- 2.6** Create pathways towards an R2 Carnegie Classification.



METRICS

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| <ul style="list-style-type: none"> Funded industry partnerships (2.1, 2.2, 2.4, 2.6) Community outreach events (2.1, 2.2, 2.4, 2.5) External partnerships (2.1, 2.2, 2.3, 2.4, 2.5) | <ul style="list-style-type: none"> Doctoral programs (2.6) Co-curricular activities (2.2, 2.3, 2.5) Enrollment in graduate programs (2.3, 2.4, 2.6) | <ul style="list-style-type: none"> Research publication output (2.1, 2.3) Research grants and funding (2.1, 2.2, 2.3, 2.4, 2.5, 2.6) Civic engagement participation (2.1, 2.2, 2.5) | <ul style="list-style-type: none"> Institution regional and national rankings (2.3, 2.6) Research expenditures (2.1) |
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PILLAR III

CONTINUOUS IMPROVEMENT AND OPERATIONAL EXCELLENCE

Cultivate a climate of excellence in execution and operational performance to improve service.

Foster a high-performance institutional culture that prioritizes efficiency, accountability, and continuous improvement in administrative, academic, technological, and community engagement operations. We will ensure that all university functions are executed with excellence to enhance student success, faculty and staff well-being, effectiveness, and community impact through evidenced based decision-making, innovative service delivery, and strategic resource management.

STRATEGIES

- 3.1** Establish a robust technological software infrastructure to accommodate diverse learning requirements, while ensuring data security and accessibility across multiple platforms.
- 3.2** Develop and implement policies and procedures for continuous improvement to empower students, and reward and incentivize outstanding performance of faculty, and staff.
- 3.3** Create a standard of performance excellence and cross-functional collaboration that inspires all internal and external stakeholders to realize their full potential.
- 3.4** Infuse the "Marauder Ethos" to deliver excellence in customer service, engagement, and continuous improvement- to increase faculty, staff and student recruitment and retention.
- 3.5** Develop and implement integrated support systems for students from admissions through graduation.



METRICS

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| <ul style="list-style-type: none"> Annual climate survey results (3.1, 3.3, 3.4, 3.5) Service request response times (3.3, 3.4) Percentage of unit's administrative tasks automated (3.1, 3.2, 3.5) | <ul style="list-style-type: none"> Cost savings per unit (3.2, 3.3, 3.5) Targeted Professional Development Opportunities (3.2, 3.3, 3.4) Professional Development Participation (3.2, 3.3, 3.4) | <ul style="list-style-type: none"> IT incidents or disruptions (3.1, 3.4, 3.5) Strategic investments in technological enhancements (3.1, 3.5) Assessment of Student Involvement (3.2, 3.4, 3.5) | <ul style="list-style-type: none"> Implement procedures and policies that enhances quality outcomes across divisions (3.4, 3.4, 3.5) Retention, Persistence, and Graduation Rate (3.2, 3.3, 3.4, 3.5) |
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PILLAR IV

STRATEGIC INVESTMENTS IN INNOVATION AND SUSTAINABLE INFRASTRUCTURE

Acquire and prioritize resources and foster innovation through key investments to develop infrastructure that supports sustainability and excellence.

Strategically invest in infrastructure that facilitates academic excellence and student success. We will assess current needs, adopt cutting-edge technologies, and prioritize sustainable, scalable solutions. Emphasis will be placed on energy-efficient, resilient facilities, with a focus on phased development, securing diverse funding sources, and regularly evaluating progress to position the university as a leader in innovation and long-term impact.

STRATEGIES

- 4.1** Diversify university revenue and resources for maximum institutional impact.
- 4.2** Invest in key technology including IT hardware and physical infrastructure.
- 4.3** Leverage alumni, public, and private partnerships to address critical institutional needs.
- 4.4** Update the University Master Plan to optimize physical infrastructure and align to institutional priorities.
- 4.5** Optimize the enrollment formula to maximize revenue and increase enrollment.
- 4.6** Increase the sponsorship of athletic programs to compete with excellence and tenacity in all intercollegiate activities.



METRICS

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| <ul style="list-style-type: none"> • Increase academic programs (4.1, 4.3, 4.5) • Increase in strategic partnerships (4.1, 4.2, 4.3, 4.6) | <ul style="list-style-type: none"> • Adequate grants and contracts (4.1, 4.3, 4.6) • Strategic revisions to the University Master Plan (4.4) | <ul style="list-style-type: none"> • Completion of planned facilities (4.1, 4.3, 4.4) • Philanthropic capacity (4.1, 4.3) | <ul style="list-style-type: none"> • Undergraduate and Graduate Student Enrollment (4.5, 4.6) • Athletic championships/rankings (4.6) |
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