Emerging from Pandemic:
A Blueprint for CSU 2.0

President Harlan M. Sands, J.D., M.B.A.

March 26, 2021

Introduction

In December 2018, following an extensive process of campus-wide planning and consultation, we issued a "Statement of Strategic Priorities" summarizing seven "strategic themes" to guide the University's development over the next several years. During the two-plus years since that document was published, the entire campus community – trustees, senior administrative and faculty leadership, colleges/departments, and our individual faculty, staff and students – have worked to advance these seven themes. Our results to date are encouraging. Overall retention rates are improving and applications are up. Our financial health has been solidified. We are attracting new support from state and private sources. We are adding faculty when others are retrenching. We are not yet where we want to be, but we have much to celebrate given that we have made significant progress in a time of many challenges. Every one of our constituency groups can claim ownership over these impressive accomplishments.

CSU's current strength is especially striking when considered in the context of the coronavirus pandemic. Last spring, suddenly and unexpectedly, we were called upon to reorient our entire program to remote teaching and learning, implement new health and safety protocols, and conduct an on-campus testing effort to contain the virus. We met all these challenges. Through an evolving variety of adaptations, we have maintained, and in many instances advanced, our academic programs so our students could continue to work toward their degrees, with a larger number of on-campus classes than many of our peers. We have done this while maintaining one of the lowest on-campus COVID-19 positivity rates in the nation for urban universities, a strong signal of our CSU community's unique ability to pivot and deliver when challenges confront us.

Now, happily, we can look forward to a post-pandemic world, due to the remarkable success of our nation's scientists, pharmaceutical companies, and health care professionals working with our governmental leaders to develop and distribute effective

vaccines. CSU is playing a central role in leading our community through the next phase of the pandemic, with the success of our CSU-state-federal partnership to distribute 6,000 vaccines a day to Clevelanders most in need. It is our common goal that academic year 2021-22 will look much more like normal, although the impact of the pandemic will almost certainly linger, and the existence of variants creates risk of future outbreaks. Still, it is time for us to turn from the immediate task of navigating the pandemic to the welcome challenge of reviewing our path forward in light of what we have learned from both the pandemic and from our work on our Strategic Priorities over the past two years.

Last summer, we initiated a review of the December 2018 "Statement of Strategic Priorities" with the goal of producing a new roadmap to guide our future work. We are calling this plan "CSU 2.0," reflecting the fact that it builds on the 2018 framework and adapts to our changing environment. This document summarizes our collective work over the past eight months to adjust our course.

The CSU 2.0 Planning Process

The CSU 2.0 Planning process began with the appointment of five task forces focused on the following aspects of our work: (1) Academics (2) Administration (3) Diversity and Inclusion (4) Athletics (5) Growth/Innovation. These task forces, all of which included faculty, staff and students (see Appendix A for a full list of members), were charged to examine a range of issues within their spheres of responsibility and, by late November 2020, to report their findings and recommendations to the Executive Leadership Team, composed of the President and the university's senior administrative officers. We can all be proud of the fact that, even as we coped with launching a new school year in the midst of the pandemic, all five task forces engaged their charges with dedication and intelligence, including broad consultations with faculty and staff, who weighed in with a wealth of recommendations. In December 2020, the Executive Leadership Team began reviewing and analyzing all of their reports.

The period between December 2020 and February 2021 was devoted not only to discussions within the Executive Leadership Team but additional consultation with the campus community. In early January, the five task force reports were posted on the University's website. The Faculty Senate held a special meeting on January 13 to discuss the reports with President Harlan Sands and Provost Jianping Zhu. Each of the colleges held discussions of the reports in their faculty meetings. The President briefed the Trustees on this work at their meeting on January 21. This document represents a blueprint for our future based upon the task force reports and feedback we have received regarding them, overlaid with the thoughts and prioritizations of the executive leadership team, deans, and vice presidents on the many recommendations.

Revising/Updating our 2018 Strategic Themes

One consequence of the CSU 2.0 Planning Process has been a reshaping the seven strategic themes included in the 2018 "Statement of Strategic Priorities." After careful consideration, we see no need to significantly alter the substance of the seven themes – we still see them as appropriate guides for our efforts – but we want to take account of ways in which the world has changed over the past 27 months and to provide an even sharper focus for our future work. One impact of the pandemic, for example, is heightened demand that public universities like CSU drive regional job growth through new or redesigned degree programs. A second is the likelihood of increased demand for remote teaching and learning opportunities. In addition, the demographic, competitive, and state funding contexts of our work have all been affected by the pandemic. Against that background, we propose to build CSU 2.0 around the following four themes:

CSU 2.0 Theme 1: Seek Distinction as a Leading Public Urban Research University

This theme is about two things: our academic standing as a national research university and our character as a public urban university. We aspire to be best-in-class, and we frame that aspiration in terms of our special mission, which influences the character of our educational programs, our research, and our relationship to the community of which we are a part.

CSU 2.0 Theme 2: Differentiate on Student Success and Engaged Learning

This theme makes it clear that, even as we value our work and our standing as a research university, the education and success of our students is our number one priority. "Engaged Learning" is our homegrown approach to education that draws on the latest research on high-impact pedagogical practices while linking classroom experience to preparation for the workplace and life after college.

CSU 2.0 Theme 3: Strengthen Anchor Mission/Become Beacon Institution

An urban university frames its mission in terms of the needs of the metropolitan community and region it serves. We are an "anchor" institution because we are committed to this place, and we understand that we exist to improve the community in which we are embedded. Our collective impact on the Cleveland area over 56-plus years brands us as an "anchor" institution and positions us – now – to broaden our reach. As we pursue excellence in education and research, we will also become a "beacon" institution, enrolling talented students and recruiting gifted faculty not only from our region but nationally and internationally. In this we will be greatly aided by the attractions of Cleveland, Ohio's premier metropolitan center, with its cultural riches and economic opportunities.

CSU 2.0 Theme 4: Build Financial Strength/Strengthen Campus Community

We must be strong both financially and organizationally if we are to achieve our other goals. We build financial strength because we know it is essential to accomplish our mission. We seek to strengthen our community because only the inspired efforts of our people – faculty and staff, collectively and individually – can accomplish our goals.

The remainder of this document outlines steps we propose to take to accomplish the goals embedded in the four CSU 2.0 themes.

Pursuing our Strategic Themes

CSU 2.0 Theme 1: Seek Distinction as a Leading Public Urban Research University

Priority 1: Strengthen our Faculty

We will enrich the full-time faculty by 200 new and replacement appointments over the next five years, bringing our faculty strength from 500 to between 600 and 625. This will give us the opportunity to deepen intellectual resources across the entire university while building clusters of special strength in high-priority fields such as health and biomedical science, data analytics, cybersecurity, smart and sustainable manufacturing, computer science, information science and applied social sciences. In connection with this growth, we will set a national example for prioritizing diversity and inclusion both in hiring and in professional advancement. The additional faculty, combined with projected enrollment growth (See Theme 3, Priority 4), should maintain our student/faculty ratio at 17 to 1.

CSU will seek to enrich faculty total compensation (including benefits) commensurate with the enrollment and financial successes of the university. In addition, CSU will establish financial incentive plans that align university and college performance to recognize faculty contributions. (See also Theme 4, Priority 5)

Priority 2: Invest in Research

We will increase university research expenditures from the current level of $30 million annually to $50 million annually by 2025. To accomplish this, we will prioritize attracting new faculty with high promise of research productivity. **We plan to invest $20 million over the next five years to recruit faculty, fund faculty startups and research lab infrastructure, and provide seed funding.** As part of this effort, we will create a new Urban Public Health Institute supported by a research fund to address significant research challenges related to community health concerns. More broadly, we will develop industrial, community and business partnerships, such as the CSU-CWRU Internet of Things Collaborative, that will lead to joint research projects that directly impact Cleveland and the region.

Priority 3: Realign our Colleges

We propose to realign the current structure of CSU's colleges to better reflect our unique strengths, create recruiting and investment opportunities, streamline administrative support, and reduce administrative costs where possible. The Academic Task Force thought carefully about this matter and recommended several possibilities for consideration.

After extensive consultation following the issuance of the task force's interim and final reports, we are recommending a slightly modified version of Option 2 in the final report. This option leaves the current Colleges of Law, Engineering and Business unchanged, while realigning and expanding three colleges: A newly organized College of Health Professions; an enhanced College of Urban Affairs, Social Sciences and Education; and a reconstituted College of Arts and Sciences. A detailed summary of the units to be included in each of these colleges can be found in Appendix B.

A focused College of Health Professions is a natural for us. It builds on our strength in a wide range of health-related fields and fosters heightened interactions among both

students and faculty in these disciplines. It links us to the city's world class health care providers. It offers us an opportunity for genuine distinction among the nation's urban universities. To maximize all of these benefits, we need to explicitly brand ourselves as a university with a special emphasis on health in an urban context. Having a College of Health Professions will help us do that.

Urban Affairs, Social Sciences, and Education are additional natural emphases in our self-presentation as we seek distinction as a specifically urban university. We already have a College of Urban Affairs that houses nationally ranked programs. By bringing the social sciences into this expanded college, we add intellectual depth in the basic academic disciplines to our exiting strength in urban policy. Including our education and human services programs in this mix provides a valuable additional dimension as we seek to amplify our ability to address Cleveland and Northeast Ohio's urban challenges. There is no more pressing urban issue than the quality of city schools, and our current College of Education and Human Services already has an urban focus in its teacher preparation programs and its well-regarded doctoral program in Urban Education and Masters' Programs in urban Leadership and Counseling.

A College of Arts and Sciences is the traditional centerpiece of our nation's greatest universities. There are other models for organizing the liberal arts and the sciences in a university setting, but none that are as widely recognized or as clearly associated with quality as a college that embodies both. This expanded college will strengthen our academic brand. At the same time, it will bring together disciplines that shape our program of general education, the heart and soul of undergraduate study. As we deepen our commitment to research in both the sciences and the humanities – a central element of CSU 2.0 – we will add to our standing as a student-centered research university with the educational and reputational benefits inherent in housing these basic disciplines in a single collegiate unit.

Priority 4: Build World-Class Programs

We will build 2-3 world-class, ranked programs in fields like data analytics/data science, computer sciences and information systems, and smart/sustainable manufacturing by bringing together resources from Health, Engineering, Business and Law. We will build on the highly ranked City Management and Policy program by adding strength from the social sciences and investing in faculty and community partnerships. We will continue to support the Center for Gene Regulation in Health and Disease with the goal of making it one of the premier biomedical research centers in the country within five years.

CSU 2.0 Theme 2: Differentiate on Student Success/Engaged Learning

Priority 1: Enhance student support

Over the next five years CSU will work to increase our fall-to-fall retention rate and 6-year graduation rate to 80% and 60%, respectively. We will seek to raise external funding to support this effort, and we will continue to reallocate funding, when possible, to direct student support that drives progression and graduation. At the center of this initiative will be the development of a cradle-to-career student support system to serve both our residential and our commuter students. As part of this we will continue to integrate the offices of admissions, registration, advising, financial aid and career services to ensure a seamless pathway for students during their time at CSU. This effort will also include reinventing advising/degree pathway coaching using technology and building our current mentoring/coaching effort to scale. In this, we will be informed by lessons learned during the pandemic about supporting students working remotely at least some of the time. Finally, we will create an Office of Career Development and Exploration that will advance efforts to put students on career pathways earlier in their academic careers.

Priority 2: Invest in Pre-Enrollment Programming

As part of our cradle-to-career approach to student support, we will invest in helping potential students prepare for CSU. We currently offer a Summer Transition and Enrichment Program (STEP) to help admitted students get ready for college. Participants in this program have been 7% to 12% more likely than non-participants with similar profiles to persist into their sophomore and junior years. We plan to significantly expand this program to include all students who can benefit from it, while also introducing a residential component to the program and integrating it with other summer programs, such as the Cleveland Math Corps and Operation STEM, to form a comprehensive initiative that expands CSU's pipeline of potential undergraduates. Further, we will intensify our outreach to the region's community colleges and high schools. We are mindful that high school students lost precious educational time during the pandemic and will adapt our pre-enrollment programing to reflect this reality.

Priority 3: Expand Residential Opportunities

Over the next five years we will work to double the percentage of students living on campus from 10% to 20%, creating a residential student community of 3,000 students. As an urban institution, CSU will always welcome commuting students, but we also know that living on campus correlates with a heightened probability of successful completion, and we want to make this opportunity as widely available as possible. To advance the number of students we can support financially so they can live on campus in a special community, we plan to build upon the successful Parker Hannifin Living Learning Community, which now serves 60 students, through a combination of resource reallocation and fundraising. Living Learning Communities have been shown to enhance retention. The entire first cohort of 30 students in Parker Hannifin returned for their sophomore year.

Priority 4: Increase Financial Aid

We plan to continue to invest in need-based financial aid and adjust the mix of our need-based and merit-based scholarship programs in response to changing student needs. For many CSU students, financial constraints pose a major barrier to persistence and completion. Although it is often difficult to meet 100% of our students' need, we are determined to reduce the likelihood that financial challenges prevent student progression and retention.

Priority 5: Build Out the Co-Op Promise and Strengthen Career Preparation

Our long-term goal is to make at least one paid internship or co-op experience available to every CSU student who wants one. Over the next five years we will invest significantly to advance this goal. These investments will be used to create a new co-op one-stop shop/corporate connector program that will enable students to communicate directly with Cleveland businesses about paid co-op opportunities. Included in this plan will be funding for faculty support, student salaries and job development-related activities. We will also pursue the recommendation of the Academic Task Force to make professional preparation a general education skill area and recommend requiring all majors to include some form of internship or co-op placement as an elective option.

Priority 6: Address Disparities in Student Outcomes

As is the case at many colleges and universities, academic outcomes for students of color at CSU tend to lag behind those for majority students. CSU aspires to be a leader in closing these achievement gaps, and we have already significantly improved 1st year retention rates among underrepresented minorities. The next step in this direction, as recommended by the Diversity, Equity and Inclusion Task Force, must be an **in-depth analysis of these disparities with a view toward identifying patterns and relationships that will help us further understand them and address them.**

Undertaking this kind of work analysis across the entire university will be a high priority within CSU 2.0.

Priority 7: Review and Update Curricula

We will partner with college and faculty leadership to review and update curricula to reflect pedagogic and external changes to ensure currency, relevance, and efficiency. This effort will focus on: reviewing general education course offerings and core courses required for majors, streamlining degree pathways, developing certificates and minors that broaden students' knowledge base and/or skill sets, and establishing new degree programs that meet workforce and societal needs. We also plan to experiment with non-residential learning communities, which have been shown to have some of the same benefits with respect to retention as residential models. This is another arena where we can learn from our experience during the pandemic, especially with respect to the benefits of programs that involve a component of remote learning or remote instruction.

CSU 2.0 Theme 3: Strengthen Anchor Mission/Become Beacon Institution

Priority 1: Emphasize Workforce Development

CSU will build out degree programs focused on meeting emerging workforce needs and align resources accordingly. This effort includes hiring clusters of faculty in fields related to regional and national economic needs (See Theme 1, Priority 1) including health care, data analytics and cybersecurity, smart and sustainable manufacturing and applied social sciences.

Priority 2: Support Research Related to Regional Needs

As we grow our research capabilities over the next five years and plan to invest $20 million to support promising research initiatives (See Theme 1, Priority 2), we will give special attention to work that addresses the economic needs and social

and cultural challenges of our metropolitan and regional communities. This theme will be encouraged across all the university's colleges as appropriate to the diversity of our disciplines. The expanded Colleges of Health Professions and Urban Affairs, Social Sciences, and Education will be charged to give priority to work in these areas.

Priority 3: Lead State-sponsored Effort to Promote Health Care and IT Industries

CSU has been designated by the JobsOhio initiative as the lead public higher education partner in a five-member consortium focused on making Northeast Ohio and the state more attractive to business and more competitive in the health care and IT sectors. The consortium represents a $565 million effort focused on research, training and talent development in post-pandemic urban health care, emerging technologies, life sciences, data-intensive fields, emerging biological threats and epidemiology. As part of the collaboration, CSU will receive $20 million to create a higher education pathway initiative to double the number of graduates in 19 STEM fields.

Priority 4: Grow Enrollments to 20,000 by 2025

We are establishing a goal of 20,000 total enrollments by 2025, an increase of 4,500 students. We will accomplish this in part by attracting students from beyond Northeast Ohio, both nationally and internationally. Three primary initiatives will carry this effort forward. First, CSU Global, which we plan to grow to 1,500 international students over the next five years. Second, we will create a new, branded, centrally promoted and coordinated "CSU Online" effort to add 1,500 students over the same period. At the same time, we will increase enrollments from our immediate region through several initiatives. We anticipate the JobsOhio Initiative will grow our enrollments in the 19 designated fields by 1,500 students (see Priority 3, above). We also plan to expand the honors program. Finally, we will increase our efforts to attract non-traditional students though such programs as "Finish Your Degree Here," as well as degree and non-degree programs for working adults, sometimes though partnerships with employers. For graduate programs, we will focus on expanding those keyed to the

regional labor market. Finally, we will redesign undergraduate recruiting to integrate modern business intelligence and marketing practices.

Priority 5: Develop Public/Private Partnerships

As an "anchor" institution, our goal is to engage actively with peer institutions and organizations throughout our region to make Northeast Ohio more attractive as a place to live, work and do business. We will work actively with our local community to provide support and share our resources. Our leadership of the state-sponsored, five-institution consortium (See Priority 3 above) reflects this spirit, as does our relationship with Playhouse Square. We intend to expand these partnerships as we develop our campus Master Plan as well as our residential, dining and athletic facilities. We plan to create special spaces to host public/private connections.

CSU 2.0 Theme 4: Build Financial Strength/Strengthen Campus Community

Adding 4,500 students (See Theme 3, Priority 4) will generate significant new revenue for CSU. So will improving retention rates (See Theme 2, Priority 1). Growing research funding (See Theme 1, Priority 2) will also bring in new resources. In addition to these initiatives, we plan to undertake several specific cost-saving and revenue enhancing measures, as specified below, to eliminate any structural budget deficit, and continue to build upon the strong foundation we have established for future growth.

Priority 1: Reduce Administrative Expenditures Across the University by $2 Million Annually

Based on recommendations from the Administrative Task Force, the university will identify opportunities to potentially reduce administrative expenditures by up to $2 million annually across all organizational and operational structures over the next five years. We will conduct a full asset review to determine which structures/operations could benefit from a different operating modality, and will explore ways to better service

our students, faculty and staff. Any workforce restructuring will be accomplished, when possible, through attrition and retirement incentives.

Priority 2: Restructure Our Athletics Programs

To preserve our current presence and footprint in Division I and continue to attract student-athletes who are drawn to CSU, we, like many universities, must reduce the net cost of our athletics programs. The Athletics Task Force focused on achieving this goal while finding ways to enhance both external and enrollment-based revenue generation, support strategic investments, and use the athletics infrastructure to support enrollment growth, enhance the student experience and strengthen community partnerships. Through a variety of administrative adjustments, and some reductions in athletic scholarships, the Athletics Task Force has identified $1.5 million in potential phased-in yearly savings. Even with these savings, the Task Force believes it will be possible to introduce additional sports programs and sponsored student activities, some of which should generate revenue and support enrollment growth.

Priority 3: Reduce Academic Unit Expenditures by $1 Million Annually

Our proposed realignment of colleges (see Theme 1, Priority 3), based upon estimates provided by the Academic Task Force, projects a reduction in administrative costs of $1.6 - $2.5 million. This will result from reducing the number of deans, associate deans and department chairs as well as administrative support positions. We believe this number may be overly optimistic, so we are targeting $500,000 yearly in savings from administrative reductions. As recommended by the Academic Task Force, we also propose a thorough review of our academic programs to achieve heightened instructional efficiency. This effort will include enforcing current policy on enrollment minima, reducing the number of general education classes that have low enrollments, and reducing the number of multiple section classes (See also Theme 2, Priority 7). The Task force estimates that we can achieve savings of $500,000 annually through these measures, resulting in a total projected yearly savings of $1M.

Priority 4: Remake our Internal Financial Distribution Model

Under the guidance of the CFO, the University will embark on a review of our resource allocation model to better align resource allocation decisions with Dean/VP goals and objectives. Under our current, fairly centralized financial distribution model, there are few incentives for deans and vice presidents to grow their respective operations and receive more university resources to invest in faculty and staff.

Priority 5: Invest Savings from Sustainability Measures to Strengthen Campus Community

The primary goal of cost saving measures and a redesigned financial distribution model is to make revenue available to invest in our programs and services. The preceding sections of this document identify a comprehensive set of investments we plan to make as part of CSU 2.0, especially improving student support services and investing in faculty hiring, research and academic programs. We also wish to re-emphasize that a major goal of generating flexible financial resources is to improve faculty and staff salaries.

Priority 6: Foster Opportunities for Professional Growth for CSU Staff

A major recommendation of the Diversity, Equity and Inclusion Task Force is to create opportunities for professional growth and advancement for CSU staff as a way to retain talent and strengthen the CSU community. The Task Force recommends creating partnerships with other educational and training organizations to supplement CSU's own capacities and proposes a pilot project in one department to demonstrate the potential of this idea.

Priority 7: Develop New Campus Master Plan

Our plans for growing enrollments and faculty, enhancing the student residential experience, expanding our research productivity, and providing facilities to support partnerships with other organizations and with our neighbors, all require major

improvements in our physical facilities. An updated physical master plan must be the next step toward realizing those aspirations. Our goal is to create the post-pandemic urban campus of the future, a fully integrated, city-connected campus experience to include expanded residential facilities (See Theme 2, Priority 3), public private partner connection spaces (See Theme 3, Priority 5), and additional research labs (See Theme 1, Priority 2).

Priority 8: Capital Campaign

In addition to the fundraising efforts mentioned in this document, including funds to expand our student success coaching model, the university plans to mount a major capital campaign during the 2023-2025 period.

Conclusion

Accomplishing the goals summarized in this document will require change for all of us. But these changes will help more of our students succeed, enhance our productivity in research and creative activity, and increase our contributions to Cleveland and the region. All of this is implicit in our aspiration to be one of the nation's leading public urban research universities. We have the talent on our faculty and staff. We have a beautiful and well-located campus in the heart of Cleveland. The city itself is an ideal location where many students will choose to attend college in the coming years. Cleveland is the economic driver for the region and the state. It helps us draw students not only from Ohio but from the nation and the world because of the opportunities it provides for internships, co-ops and post-graduation employment. Its multiple attractions as a place to live, work and raise a family also help us recruit faculty and staff.

And we have reason to believe in ourselves. At a time when many colleges and universities have struggled to survive the pandemic, we have emerged as a stronger institution than we were two years ago. Our fall 2020 enrollments are among the

strongest in the state, ranking fourth among Ohio's 14 public universities. Freshman applications are up 19%. Our spring 2021 graduate enrollments are the highest ever. First-year retention rates are up 6%. We have attracted significant state support and been asked to help lead one of the state's most important economic development initiatives. Our financial reserves are strong. We have significantly reduced a projected FY 21 budget deficit, and we have continued to hire full-time faculty despite the pressures of the pandemic. Our aspirations are high, but we launch CSU 2.0 on a strong foundation. What is needed now is for the University community to help us finalize, advance, and implement CSU 2.0 based on this document and then, beginning with the 2021-22 academic year, to work together to realize our ambitious goals.

Appendix A

CSU 2.0 Task Force Membership

Academic

Leads:

Jianping Zhu, Ph.D., Provost

Bob Krebs, Ph. D., Faculty Senate President-elect

Membership:

Cheryl Bracken, Ph.D., Interim Vice Provost for Faculty Affairs

Jeff Karem, Ph. D., Chair and professor, College of Liberal Arts and Social Sciences

Jose Mendez, previous Campus Activities Board Vice President

Anne Nelson, Assistant Dean, Monte Ahuja College of Business

Joan Niederriter, Ph. D., Associate Professor, School of Nursing

Megan Rubado, Ph.D., Assistant Professor, Urban Studies

Hana Shaheen, SGA Vice President

Jonathan Wehner, VP Enrollment Management & Student Success

Crystal Weyman, Ph. D., Professor and Chair, College of Sciences and Health Professionals

Chansu Yu, Ph.D., Professor, Washkewicz College of Engineering

Sajit Zachariah, Ph. D., Dean, College of Education and Human Service

Growth and Innovation

Lead:

Forrest Faison, M.D., Sc.D. (hon), FAAP, Senior Vice President for Research, Innovation, and Health Care Strategy

Membership:

Arlindo Ahmetaj, Previous SGA Treasurer, Graduate Student

Tachelle Banks, Ph. D., Associate Dean and Professor, College of Education, Health and Human Services

Natalie Bubnick, SGA Senator, College of Engineering

Brian Davis, Ph. D., Associate Dean and Professor, College of Engineering

Patty DePompei, President UH Rainbow Babies & Children's Hospitals and MacDonald Women's Hospital, CSU Trustee

Beth Domholdt, Ed.D., Director and Professor, College of Sciences and Health Professional Sciences

Lee Fisher, J.D. M.N.O., Dean, Cleveland-Marshall College of Law

Craig Foltin, D.B.A., Assistant Professor, College of Business Colette Hart, Senior Director, College of Business

Athletics

Leads:

Scott Garrett, Director Athletics

Michael Alden, Principal for MRJ Advisors, LLC and former Director of Athletics at University of Missouri

Membership:

Jeff Bolt, Ph.D., Associate College Lecturer, College of Arts and Social Sciences

Tyler Jones, Deputy Director of Athletics

Timeka Rashid, Ph.D, Assistant VP, Inclusive Student Engagement

Rob Kleidman, Ph.D., Faculty Athletics Representative

Andy McCartney, Visiting committee chair/community rep

Karen McIntyre, D.P.T., Incoming chair faculty senate athletics committee

Halle Schoen, CSU SAAC Chair (student-athlete)

Diversity and Inclusion

Leads:

Ronnie Dunn, Ph.D., Interim Chief Diversity and Inclusion Officer

Peggy Zone Fisher, President and CEO, The Diversity Center of Northeast Ohio

Membership:

Renee Betterson, Student Government Association President

Monica Brown, The Cleveland Foundation

Sandra English, Senior Manager, Center for Engineering Experiential Learning

Kaila Johnson, Diversity Center of NEO

Rachel Lutner, J.D., Director, Office for Institutional Equity and Title IX Coordinator

Janterria Matthews, M.Ed., DNP, Clinical Assistant Professor, School of Nursing

Jarrett Pratt, M.Ed., Director of Student Success, Office of Inclusion & Multicultural Affairs

Timeka Rashid, Ph.D., Assistant Vice President, Inclusive Student Engagement

Adebimpe Adedipe, Ph.D., APRN, CNS, Undergraduate Program Director/Assistant Professor, School of Nursing

Michael Baumgartner, Ph.D., Associate Professor, Music

Cheryl Bracken, Ph.D., Interim Vice Provost for Faculty Affairs

Matthew Green, J.D., LL.M., Associate Professor, College of Law

Michele Heath, DBA, Assistant Professor, Monte Ahuja College of Business

Julia Philips, Ph.D., Associate Professor and Director of Doctoral Studies

Antonio Medina-Rivera, CLASS

Sandra Hurtado Rua, Ph.D., Assistant Professor of Mathematics

Jeffrey Bowen, M.B.A., Assistant College Lecturer, College of Urban Affairs

Mittie Jones, T Ph.D., Interim Director, The Diversity Institute

Celeste Ribbins, MA, CDP, Director for Administration, Diversity, Inclusion, and University Engagement

Yan Xu, Ph.D., Professor of Chemistry

Mr. Tyler Jones, Deputy Director of Athletics for External Operations

Liz Lehfeldt, Ph.D., Dean of the Jack, Joseph & Morton Mandel Honors College

Donna Schultheiss, Ph.D., Associate Dean, College of Graduate Studies

Valerie Wright, Ph.D., Associate Professor and Co-Director of Criminology Department

David Elliott, Research Associate

Raouth Kostandy, School of Nursing

Bill Kosteas, Ph.D., Associate Professor of International, Labor and Development Economics

Deirdre Mageean, Ph.D., Professor of Urban Studies

Reginald Oh, J.D., LL.M, Professor of Law

<u>Administrative</u>

Leads:

Jeanell Hughes, VP Administration/Chief of Staff

Michael Biehl, Sr. VP Finance and Administration

Membership:

Ben Baran, Ph.D., Assistant Professor, College of Business

David Bruce, Chief Information Officer

Susan Carver, Ph.D., Assistant Dean, College of Education

LaJuan Flores, M.Ed., SPHR, Associate Director, Office for Institutional Equity

Jody Milkie, Administrative Operations Manager, College Liberal Arts and Social Sciences

Nick Petty, Director Undergraduate Inclusive Excellence

David Pratt, Associate Vice President, Advancement

David Reynolds, Senior Vice President, Key Bank, CSU Trustee

Allyson Robichaud, Ph. D., Dean, College of Liberal Arts and Social Sciences

Jeremiah Swetel, Executive Director Facilities Service

Appendix B

CSU 2.0 College Realignment

This is basically Option 2 in the Academic Task Force Final Report with a slight modification.

Name of College	Description
Law	No change
Engineering	No Change
Business	Current departments in Business + Economics (from CLASS) + Sports Management (from Education)
Health Professions	Nursing, OT, PT, Speech Language Pathology, Health Sciences, Public Health, Exercise Sciences and Community Health (from Education), Social Work (from CLASS)
Urban Affairs & Social Sciences, and Education	Urban Studies, Criminology, Anthropology and Sociology (from CLASS), Political Sciences (from CLASS), Education (without Sports Management, Exercise Sciences, and Community Health)
Arts & Sciences	Art & Design, Black Studies, Communication, English, Film & Media Arts, History, Music, Philosophy and Religion, Theater & Dance, World Language, BGES, Chemistry, Mathematics, Physics, Psychology