



# Central State University Phase I Report

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May 31, 2012



University System of Ohio  
Board of Regents

John R. Kasich, Governor  
Jim Petro, Chancellor



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May 31, 2012

Chancellor Petro and Members of the Central State University Planning and Implementation Advisory Committee:

I write to share details of the progress being made in support of the plan to increase enrollment, improve course completion, and increase the total number of degrees conferred at Central State University (CSU). As you know, I have been working since January of this year with President Garland and staff at Central State to implement the phases of the Plan, and I reported on March 20th that implementation was progressing smoothly. Further, in my communication from March 20th, I requested and received permission to realign Phase I & II actions to better support successful implementation. This report will show that Central State is well on its way to successfully completing Phase I actions and is also engaged in other important work not specifically called for in the Plan.

Central State is in the midst of transition. President John Garland's fifteen-year leadership of the institution will end on June 30th. Central State will welcome a new President, and its first female President in its 125-year history, Dr. Cynthia Jackson-Hammond, on July 1st. Provost and Vice President for Academic Affairs Dr. Juliette Bell is leaving to become President of the University of Maryland Eastern Shore. Central State is also engaged in a self-study to reaffirm its accreditation through the Higher Learning Commission.

Given that there is so much transition occurring, it becomes increasingly important to position this Plan, and the accomplishments thus far, as integral to the change. Further, while it is important to adhere closely to the goals and objectives of the Plan, we should also be mindful of providing President-elect Hammond time to adjust to her new role and to create synergy between the Chancellor's Plan and the goals of her administration.

I welcome the opportunity to discuss, in greater detail the contents of this report. If there are items or activities that do not completely align with the original vision and intent of the plan, please communicate them to me. There is still much work to be done and I look forward to your continued support and leadership.

Sincerely,

Charles Shahid  
Loaned Executive to Central State



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**I**n December of 2011, a team of eight consultants authored a report to the Ohio Board of Regents and Central State University titled “Accentuating Strengths/Accelerating Progress (AS/AP).” AS/AP provided a roadmap for the administration, faculty, and staff of CSU to achieve the excellence it has sought under the leadership of President John Garland. AS/AP made note of Central State’s historic value to the state while identifying areas where the university could potentially produce outstanding results — referred to in the report as “Targets of Opportunity.” Based on site visits, meetings and conversations with staff, the team of consultants developed the following five Targets of Opportunity:

1. Aggressively pursue more distinct student prospects.
2. Deepen the first-year experience.
3. Leverage science and technical excellence.
4. Balance revenue and performance.
5. Create an inviting physical environment.

For each area listed above, AS/AP offered an assessment of Central State’s leadership, management, and technical capacity to execute the given strategy. Moreover, AS/AP formed the basis for the Chancellor’s report called for in Ohio Amended Substitute House Bill 153.

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<sup>1</sup> <http://www.ohiohighered.org/node/1064>

# Honoring Ohio's Historically Black Public University

## A Plan for Advancing Progress at Central State University<sup>2</sup>

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**I**n January of 2011, Chancellor Jim Petro issued “A Plan for Accelerating Progress at Central State University” that specified that the Central State Supplement will be used to promote the goals of increasing enrollment, improving course completion, and increasing the number of degrees conferred at Central State. Based upon the recommendations made in the AS/AP report, the Chancellor identified several actions whose implementation should commence over the course of the next year in order to satisfy the requirements of Sec. 371 of Ohio Am. Sub. HB 153. The actions were divided into three phases of execution:

*Phase I actions should begin immediately and be implemented by the end of the 2011-12 academic year. Deadline May 31, 2012.*

*Phase II actions should begin immediately and be implemented by the beginning of the Fall Semester in 2012. Deadline September 30, 2012.*

*Phase III actions should begin within 2012 with the goal of implementation by the end of the 2012-13 academic year. May 30, 2013.*

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<sup>2</sup><http://www.ohiohighered.org/node/1064>

**I**n March of this year, Chancellor Petro approved a revision to Phase I & II action items. The revisions were sought to better support the successful implementation of the Plan and to seize momentum on work already in progress at Central State. The following Phase I actions were moved to Phase II:

- Define performance metrics for Central State.
- Affirm a student body of 3,000 students.
- Examination of funding alternatives.

The following Phase II actions were moved to Phase I:

- Identify three degree partnerships in STEM with other institutions.
- Explore with Wright State University opportunities to share administrative operations.
- Hire or appoint a Director of University Retention.

This report provides details on the implementation of Phase I actions due on May 31, 2012.

### Identify Three Degree Partnerships in STEM with Other Institutions

#### AS/AP Target of Opportunity

Leverage science and technology excellence.

#### AS/AP Strategy 3B

Create dual degree and facility use agreements with partner universities.

**B**uilding STEM, dual degree and facility use agreements with area institutions will help build capacity, stature, and enrollment at Central State. While Central State has not signed any STEM agreements with area institutions, it is still actively engaged in several partnership negotiations that directly support this objective.

#### 1. Memorandum of Understanding (MOU) - Wright State University

Central State is working closely with staff at Wright State (WSU) to develop an MOU that will help facilitate the transition of students from undergraduate study at Central to graduate degree programs at WSU. The agreement will also include a faculty and student exchange, exploration of a joint Forensic Science master's degree program, co-development of National Institutes of Health (NIH) supplemental grant applications, and assistance with program review and updating Central State's Computer Science program.

#### 2. General Articulation Agreement – Stark State College<sup>3</sup>

This agreement reflects the intent of Central State and Stark State to correlate their respective associate and baccalaureate degree programs. The agreement states that students who have earned the Associate of Arts or Associate of Science degree at Stark State or completed the Transfer Module are assured admission to Central State. Selected principles of this agreement are as follows:

- The determination of major program requirements for the baccalaureate degree is the responsibility of Central State University.
- Students transferring from Stark State will be required to earn at minimum a 2.0 GPA on a 4.0 scale in order to be admitted to Central State.
- The agreement is consistent with the Ohio Articulation and Transfer policy and ORC 3357.01G, and 3357.13.
- Students in majors with articulation agreements will be encouraged to complete the major preparation courses while enrolled at Stark State.
- Central State will agree to allocate a specified number of spaces if limitations on enrollment become necessary.

<sup>3</sup> Fully executed May 30, 2012 (Copies available upon request)

### 3. **General Articulation Agreement – Clark State Community College<sup>4</sup>**

This agreement enables students who have earned an Associate of Applied Science degree in Manufacturing Technology at Clark State to enroll at Central State for courses leading to a Bachelor of Science in Industrial Technology (Manufacturing Management Concentration). Selected principles of this agreement are as follows:

- The determination of major program requirements for the baccalaureate degree is the responsibility of Central State University.
- Students transferring from Clark State will be required to earn at least a 2.0 GPA on a 4.0 scale in order to be admitted to Central State.
- If a student switches his/her major to a major not covered by this agreement, transfer credit will be determined by a course-by-course evaluation.
- Students majoring in Manufacturing Technology are encouraged to complete major preparation courses while enrolled at Clark State.
- Central State will agree to allocate a specified number of spaces if limitations on enrollment become necessary.

### 4. **Memorandum of Understanding – Miami University<sup>5</sup>**

The School of Education, Health and Society at Miami University and the College of Education at Central State University have agreed to establish a partnership that works toward equity and excellence in teacher education at both institutions. The primary goal of the partnership is to design and implement joint initiatives that engage faculty and students in diverse, innovative, and engaging teaching/learning opportunities within and across both institutions. The initiatives upon which each institution plans to collaborate include:

- A joint Master of Arts in Teaching (MAT) in Urban Education
- Faculty exchange programs
- Co-teaching initiatives
- Student exchanges

- A joint recruitment effort to attract more students of color into teacher education
- Faculty learning communities

### 5. **Agreement for Cooperation and Exchange – Central State University, Sinclair Community College, University of Dayton, Wittenberg University, Wright State University, and The University of Sarajevo<sup>6</sup>**

This agreement specifies that the above named institutions are committed to developing institutional alliances that build productive international linkages and promote international education. Under this agreement, the above named institutions agree to participate in the following ways:

- The institutions will proceed to exchange mutually agreed upon academic, research, and other educational materials. This will include research reports, reprints and other publications and unpublished papers. Lists of faculty specialties and program offerings from each institution will also be made available to the partner institutions.
- Programs will be encouraged that enable the exchange of students between the institutions, either on the basis of reciprocal exchange benefits or through fees set for participation in specific programs.
- Opportunities will be developed for faculty and administrators from Ohio-based institutions and the University of Sarajevo to be in residence at the partner institutions for purposes of lecturing, conducting research, and developing their academic or administrative skills.
- Joint seminars, programs and research activities will be encouraged and supported where the mutual interests and expertise of the universities may be advanced.

Each institution will cooperate to explore fundraising opportunities, including joint grant proposals to support the educational activities under this agreement.

<sup>4</sup> Signed by President Garland on May 30, 2012 (awaiting signatures from Clark State)

<sup>5</sup> Fully executed April 27, 2012 (Copies available upon request)

<sup>6</sup> Fully executed July 7, 2011 (Copies available upon request)

#### AS/AP Target of Opportunity

Leverage science and technology excellence.

#### AS/AP Strategy 3B

Create dual degree and facility use agreements with partner universities.

Central State and Wright State University began exploring opportunities to collaborate and share experiences well before the plan was drafted. These discussions have centered on advancing and achieving operational efficiency and reducing costs at both institutions. The following are some examples of the initial scope of the shared service agreement:

#### 1. Joint Requests for Proposal (RFP)

The RFP process — from release to award — can be labor intensive. Further, institutions often release RFPs in the same areas and with the same specifications and intended outcomes and receive responses from the same organizations. CSU and WSU are streamlining the process by releasing joint RFPs in some of their most costly and large-scale purchase areas such as: fleet management, employee health-care, student healthcare, solid waste management and recycling, energy acquisition, and physical plant operations. This partnership will result in increased efficiency and process improvement and should result in more competitive discounting and price breaks on the part of companies and organizations that submit proposals.

#### 2. Information Technology

Institutions incur significant costs when it comes to providing state-of-the-art technology to their professional staff and students. Institutions also go to great lengths (and cost) to ensure that staff and student information is secure and protected from hacking and other illegal activities. Central State and Wright State are exploring opportunities to drive these costs down by sharing the responsibility of hosting, storing, and backing-up information offsite. This move will enhance on-campus server performance, capacity, and operation at each institution. Additionally, each institution is partnering to provide joint after-hours technical support and coordinating on large-scale software purchases.

#### 3. Responsibility Center Management (RCM)

Responsibility Center Management is an incentive-based approach to developing university budgets. It gives deans and other managers the autonomy they need to set budgets based on goals, with the clear expectation that they will be held accountable for meeting benchmarks. Instead of a CFO saying, “This is your budget for the year”, the conversation would begin with, “What are your goals and what do you need to accomplish them?” Through partnership with Wright State, Central State is exploring the pros and cons of moving to RCM and how it compares to its current budget development process.

#### 4. Auxiliary Operations

CSU and WSU are exploring the feasibility of jointly operating certain high-volume, high-cost campus auxiliary operations. These operations include campus bookstore, conference services, and each institution’s print/copy center.

**AS/AP Target of Opportunity**  
Deepen the first-year experience.

**AS/AP Strategy 2A**  
Enhance and intensify the University College retention effort.

The academic, cultural, and social experiences that a first-year student has form the basis for whether he or she will persist to degree completion. Recognizing the importance of the relationship between the first-year experience and retention, Central State changed the title of this position from Director of University Retention to Director of First-Year Experience. Essentially, the Director of First-Year Experience will provide leadership for the delivery of an exceptional first-year experience for Central State students. The Director will coordinate and evaluate programming in the areas of New Student Orientation, First-Year Seminar/Convocation, Learning Communities, Service Learning and Engagement, and other activities that comprise the Central State first-year experience. The Director will also ensure that Central State meets or exceeds its first-year retention, course completion, and graduation goals.

The Director of First-Year Experience is currently posted on the Central State website and has received 46 applications to date. A search/interview committee has been formed and its first meeting is scheduled for the week of June 11. The position will be filled by mid-summer (July) 2012.

### Develop a Funding Plan for Facility Improvement at Central State University

#### **AS/AP Target of Opportunity**

Create an inviting physical environment.

#### **AS/AP Strategy 5A**

Maximize the physical impact of the new Student Center.

#### **AS/AP Strategy 5B**

Develop a diverse funding plan for facility improvement.

#### **Central State – University Center**

On April 19, 2012, Central State broke ground on a new, state-of-the art University Center. The University Center project is a \$33M venture to design, program, and construct a student centered facility in the heart of Central State's campus.

The 90,000 square foot building will include facilities to serve students, including a 600-seat dining area, bookstore, computer lounges, a small performance theatre, student meeting facilities recreational facilities, and a large ballroom. Columbus-based architectural firm Moody-Nolan is serving as the principal designer of the facility.

Central State received \$14.5M in state funding to begin the project in 2008. The initial funding completed Phase I, which included: design, engineering and programming of the facility, demolition of Banneker Hall, site preparation for construction, relocation of utilities, and realignment of roadways. Phase I was completed in August 2011.

The project is slated to be completed and open in spring 2014.

#### **Central State University – Campus Wide Master Plan<sup>7</sup>**

In partnership with the Columbus-based architectural firm Moody-Nolan and the EDGE Group, Central State developed a campus master plan in January 2011. The process for developing the plan consisted of four phases: 1) Inventory and Analysis; 2) Alternative Concepts; 3) Preliminary Campus Master Plan Update; 4) Final Campus Master Plan. Construction of a new library is also part of the master plan. In addition, the master plan identified five core space needs:

1. Need for 90,000 ASF Academic Space
2. Need for 90,000 ASF Academic Support Space
3. Need for Athletics Space
4. Need for Residence Life Space
5. Need for Improved Utilization of Existing Space

It is projected that the complete implementation of the master plan will take approximately ten years. Discussions about funding Central State's facility improvement should be joined with discussions about the overall state funding formula and the Supplement. The state recognizes that these discussions should not happen separately; however, funding analysis in each area will indeed occur independently.

<sup>7</sup> [http://www.centralstate.edu/president/cabinet/doc/CSU%20Master%20Plan%20Process\\_Key%20Findings.pdf](http://www.centralstate.edu/president/cabinet/doc/CSU%20Master%20Plan%20Process_Key%20Findings.pdf)



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Ohio Board of Regents | 30 East Broad Street, 36th floor | Columbus, OH 43215-3414 | 614.466.6000