



Strategic Planning at Colorado State University 2005-2010

**Overview for the Board of Governors of
the Colorado State University System
June 2005**

Strategic Planning at Colorado State University 2005-2010

I. How the Planning Process has Evolved at Colorado State University

March 2004	President Penley organizes an institutional planning workshop, where faculty, staff and administrators from across campus identify strengths, challenges and opportunities facing CSU and key issues to be addressed through strategic planning.
April 2004	President Penley outlines an institutional vision in Inaugural Address
Summer 2004	University establishes planning council and charges individual task forces to begin drafting a preliminary set of goals for Colorado State.
Fall/Winter 2004	Campus Discussions/Input
Winter/Spring 2005	Board Establishes Mission-Vision-Values University drafts an integrated plan that details CSU's goals and strategies for the future, is aligned with mission-vision-values, and provides for a continuous process of review and refinement.

II. Major Assumptions that Underlie CSU's Planning Process

Strengths:

- Great strength as a research institution – high levels of external funding
- Faculty demonstrate high commitment to teaching excellence
- Loyal and entrepreneurial faculty and staff
- Students generally highly positive about CSU
- Research strengths align with national and global challenges (food and nutrition, environment, health, use of technology)
- As a public research university, CSU well-suited to work with state and private sector on economic development and quality of life

Acknowledged Challenges:

- All states, including Colorado, will face increased difficulty funding public higher education
- Growing need for all states to address the substantially increased number of non-white students who disproportionately fail to complete high school and enroll in research universities
- Declining ability of U.S. schools to attract non-U.S. graduate students
- Nationwide disjunction between K-12 and higher education in teacher- and student preparation.
- Increasing rate of change in society creates growing need for adult re-education
- Substantial lack of factual knowledge about CSU among general public, academics and prospective students
- Low level of administrative expenditures limits CSU's flexibility, invites risk and leads to missed opportunities



III. Planning Context

The Board of Governors of the CSU System adopted new vision, mission and values statements on April 5, 2005, that establish an ongoing context for strategic planning within the system.

The Vision That Inspires Us

The Colorado State University System will be the premier system of public higher education in the nation.

The Mission That Guides Our Decisions

CSU System:

The Colorado State University System is committed to excellence, setting the standard for public higher education in teaching, research and service for the benefit of the citizens of Colorado, the United States, and the world.

Colorado State University:

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and extension for the benefit of the citizens of Colorado, the United States, and the world.

The Values That Support Our Operating Practices

Be ACCOUNTABLE

Promote CIVIC RESPONSIBILITY

Employ a CUSTOMER FOCUS

Promote FREEDOM OF EXPRESSION

Demonstrate INCLUSIVENESS and DIVERSITY

Encourage and reward INNOVATION

Act with INTEGRITY and MUTUAL RESPECT

Provide OPPORTUNITY and ACCESS

Support excellence in TEACHING and RESEARCH

Progress to Be Measured By:

- “University of choice” for Colorado students, parents, employers and organizations seeking academic products and services
- Retention and graduation rates
- Student, alumni, donor and partner surveys
- Quality of academic programs as evidenced by national rankings
- Demonstrated qualitative/quantitative impact on economic prosperity, statewide quality of life
- Growth in revenue from state, R&D and gifts
- Faculty/student participation in international programs, Honors programs, experiential learning and leadership development activities

IV. CSU Challenges and Opportunities Identified in Planning Process

Challenges

- Constitutional constraints
- Public perceptions of CSU and higher education
- Diversity and access
- Market constraints
- Internal constraints

Opportunities

- New leadership throughout institution
- Partnership opportunities
- Ability to capitalize on research
- Potential to impact economic development
- Service to alumni, friends

V. Strategic Initiatives of CSU's Draft Plan

Colorado State University's draft strategic plan outlines the institution's goals and strategies for the future and provides for a continuous process of review and refinement. The plan is structured around eight overarching strategic initiatives, each of which encompasses a series of specific goals and related strategies.

Initiative 1: Teaching

Set the Standard For:

- **Excellence in Academic Programs**
 - Grow faculty and GTA base
 - Adopt enrollment management plan
 - Support teaching excellence
 - Improve retention and graduation rates
- **Distinctive Undergraduate Experiences**
 - Prepare students of character
 - Provide undergraduate research opportunities
 - Maintain "school of choice" status while growing non-resident enrollment
 - Provide campus culture that attracts, supports diverse population

- **Quality of Graduate Education**

- Set standard for number of graduate students per faculty member
- Achieve sustainable financial model for graduate education
- Develop infrastructure to better support research and graduate education
- Create community that supports recruitment, retention and graduation of diverse student population

- **Quality of Scholarly Communication**

- Establish CSU Library Services as national standard
- Provide library collections needed to support CSU's mission
- Leverage library resources through partnerships
- Provide facilities with space and IT infrastructure that set standard

Initiative 2: Research

Set the Standard For:

- **Faculty Talent**

- Fund five endowed chairs annually to support research
- Grow research faculty and GRA base
- Construct and equip \$240M in new research facilities by 2015
- Develop plans to improve performance per AAU metrics

- **Excellence in Research, Innovation and Artistry**

- Support faculty research and creative scholarly work
- Increase research funding from \$200M to \$400M by 2015
- Create infrastructure, policies and procedures to support knowledge transfer and global economic development

- **Multidisciplinary Research Superclusters**

- Develop organizations, plans to support superclusters that focus research capacity on great global challenges
- Expand biomedicine/infectious disease partnerships to translate research expertise into solutions for global health
- Establish new multidisciplinary superclusters in environmental sustainability; food, nutrition, health and well-being; information science and technology
- Continue to identify future superclusters where global challenges and CSU expertise intersect



Initiative 3: Service and Extension

Set the Standard For:

- **Service to CSU Alumni**
 - Evolve Alumni Association as fee-based membership organization
 - Increase revenue from affinity marketing
 - Engage alumni in ways that provide true value
 - Enhance perceived value of CSU degree
 - Launch and complete capital campaign for new CSU Alumni Center
- **Service to Colorado's K-14 Schools and Students**
 - Set standard in teacher training and professional development
 - Develop effective strategies for curriculum articulation
 - Develop programs and services to support student learning at pre-university levels
 - Establish infrastructure to coordinate, track and assess programs delivered to K-14 schools
 - Implement admissions/recruiting plan to advance state access and preparedness goals
- **Service to Lifelong Learners**
 - Provide degree/certificate programs to support economic development
 - Sustain connection between CSU, alumni and friends
 - Provide programs to prepare students for success at CSU
 - Establish Continuing Education as accessible, profitable point of entry to CSU
- **Role of the CSU Agencies**
 - Support competitiveness of Colorado agricultural industry
 - Enhance community health in Colorado
 - Address optimal use, conservation and preservation of Colorado's natural resources
 - Reposition Cooperative Extension offices into educational service centers in keeping with the mission of a 21st century land-grant university.
 - Develop sustainable financial model for CSU Agency programs and services

- **Impact on Economic Development and Quality of Life**
 - Establish model Office of Economic Development
 - Set standard for technology transfer
 - Support market expansion and job creation
 - Support workforce development
 - Serve as primary state resource for public policy analysis
 - Align academic strengths/educational products with state and regional needs
- **Preservation of Colorado’s Water Resources**
 - Leverage historic strength on water issues to address long-term water policy in the West
- **Contributions to Public Health**
 - Establish multi-institutional degree program in public health, the Colorado School of Public Health
- **Service to Tribal Communities**
 - Establish CSU as the school of choice for Native American students among land-grant universities
- **Addressing Global Challenges**
 - Restructure Office of International Programs
 - Increase number of international students
 - Provide 25% of students with opportunity for international learning experience
 - Make CSU a global portal for community via events and activities
 - Collaborate with faculty to develop joint research, outreach and academic projects with international partners.

Initiative 4: Culture, Connection, Community

Set the Standard For:

- **Instilling values**
 - Maintain distinction as “campus of character” by communicating and promoting core values
- **Integration of academic and co-curricular experiences**
 - Increase number of living/learning communities
 - Increase student participation in leadership development and civic engagement



- **RAM pride**
 - Expand orientation programs to include institutional history, traditions and points of pride
 - Engage parents, families in CSU life
 - Increase alumni involvement with students, faculty, staff
 - Celebrate academic, athletic and co-curricular achievements
 - Work with city and business community to foster community pride and involvement in CSU life
- **Health and Well-Being**
 - Establish CSU as national standard in addressing issues of student health and well-being
 - Establish CSU as national standard in providing programming to address alcohol use, abuse, intervention
- **Leadership in intercollegiate athletics**
 - Build visible, winning athletic program that promotes CSU values
 - Grow athletics budget to fund 100% of grant, aid and sport operating costs
 - Lead Mountain West Conference in student-athlete graduation rates
- **Role of the arts in university life**
 - Build academic programs in visual and performing arts, setting the standard among land-grant universities
 - Re-establish a Fine Arts Series

Initiative 5: Diversity

Set the Standard For:

- **Access**
 - Develop and support organizational structure that recommends policy, direction to Board of Governors for diversity planning, evaluation and information distribution
- **Maintaining an Inclusive Intellectual Community**
 - Set the standard with survey and assessment tools that measure:
 - Improvement in quality of teaching, learning and work environment for diverse populations
 - Impact of outreach and service activities to diverse communities
 - Cultural competency of CSU faculty, staff, students
 - Support research, scholarship, artistry that illuminate issues of a diverse global society

- Support events, activities to engage CSU community on issues of diversity
- Ensure accessibility guidelines, regulations and best practices are in place and monitored
- Ensure job descriptions and performance evaluations for leadership roles measure activities that support diversity efforts
- **Diversity in Student Body**
 - Require recruitment and retention plans for students from underrepresented groups
 - Demonstrate continuous improvement toward goal of placing CSU in top quartile of appropriate peer group by 2010
 - Position CSU among land-grant universities as the research university of choice for Native American students
- **Diversity in Faculty and Staff**
 - Develop applicant pools for faculty positions so new hires reflect availability of underrepresented groups in the discipline by 2010
 - Develop applicant pools for administrative professional, classified jobs so new hires reflect availability of people in underrepresented groups who meet minimum qualifications by 2010

Initiative 6: Facilities and Information Technology

Set the Standard For:

- **State-of-the-art teaching and research facilities**
 - Revise master plan for CSU campuses consistent with mission-driven excellence
 - Establish design criteria and a Design Review Committee
 - Provide living/learning facilities appropriate to a premier research and teaching institution
 - Construct \$240M in new research facilities by 2015
- **Information technology**
 - Create IT environment that sets the standard for student-focused learning, faculty research, service and extension in the 21st century
 - Develop web-accessible administrative environment



Initiative 7: Human and Financial Resources

Set the Standard For:

- **Human Resources**
 - Achieve nationally competitive compensation and benefit packages for faculty, administrative professionals and classified staff as evidenced by recruiting and retention data in support of mission
 - Provide professional development programs and reward structures that acknowledge performance
- **Financial Stability**
 - Engage in integrated financial management planning on an annual basis
 - Achieve pricing flexibility for undergraduate education that incrementally increases tuition/fees to levels that reflect CSU quality and provide sufficient revenue
 - Achieve value- and market-based pricing for graduate education
 - Build and sustain a fund-raising organization that can generate annual giving of \$100M
 - Double Indirect Cost Recovery by 2015
 - Achieve value- and market-based pricing for Continuing Education products to produce a minimum 15% annual growth in gross revenues consistent with a 2% to 4% margin
 - Assure stable funding from the state of Colorado.

Initiative 8: Accountability

Set the Standard For:

- **Integrated planning**
 - Set national standard among land-grant universities for integrated academic, business and physical/environmental planning and resource management
 - Assemble and maintain a comprehensive, accessible benchmarking database that reflects key metrics appropriate to mission-driven excellence
- **Stewardship**
 - Achieve all performance criteria stipulated by CCHE performance contract
 - Develop systematic assessment of fiscal accountability to make continuous improvements in administrative and operational efficiencies
 - Speak with one voice – develop and publish regular administrative and financial reports that are user-friendly and meet customer needs
 - Develop, implement plans for an integrated, web-based assessment and evaluation system to support multiple reporting requirements
- **Brand management**
 - Become a national leader among public universities for comprehensive marketing that measurably supports CSU's strategic goals by enhancing reputation and image
 - Create awareness, understanding and passion for CSU that drives people to advocate on behalf of the institution

CSU Strategic Plan

Strategic Priorities for FY '06

Priority	Link to Strategic Plan	Metrics
Increase tenure-track faculty by 10	Teaching: Excellence in academic program Research: Faculty talent	Net new faculty
Improve recruiting and admissions	Teaching: Distinctive undergraduate experience	Stem decline in non-resident enrollment Increase new FY07 Boettcher Scholars from 5 to 10 ¹ Increase new FY07 Griffin Scholars from 2 to 4 Increase new FY07 Daniels Fund Scholars from 8 to 12 Increase new FY07 National Merit Scholars from 9 to 14 Attract 4-5 new Hispanic National Merit Scholars and 4-5 African-American National Merit Scholars for FY07 New freshmen to have index score mean of 114
Prepare for capital campaign	Human & Financial: Financial Stability	Vacancies filled in Development Marketing plan completed
Improve campus safety	Culture: Health and well-being	Hire 5 new police officers Review of Alcohol Task Force implementation by Accountability Committee
Improve enrollment management	Teaching: Distinctive Undergraduate Experience Diversity: Diversity in the student body Culture: Integration of academic and co-curricular communities Human & Financial: Financial Stability	Implementation of another Key Community Plan complete on living-learning communities Retention and graduation rates stable
Position CSU better to contribute to economic development	Service and Extension: Impact on economic development and quality of life	Existence of staffed Office of Economic Development by January 1 Supercluster plan developed by February 1
Enhance internationalization of CSU	Service and Extension: Addressing global challenges	Director hired by January 1 Institutional relationship plan by June 30 China plan by September 1

¹ Some specific information not now available

CSU Strategic Plan

Planning Process and Timeline

Issue	April-May	June-July	Aug.-Sept.	Oct.-Nov.	Dec.-Jan.	Feb.-April
Collate and review input from campus	✓ By June 1					
Align strategic plan w/ mission-vision-values	✓ By June 1					
Seek BOG input		✓ By June 15				
Seek campus input			✓ By Oct. 1			
Seek BOG approval				✓ By Nov. 1		
Establish revised, executive Univ. Planning Council			✓ By Oct. 1			
Develop college plans		✓	✓	✓ By Dec. 1		
Review college plans relative to Univ. Strategic plan				✓	✓	✓ By Feb. 1
Define supercluster initiation				✓	✓	✓ By Feb. 1
Exec. UPC reviews budget issues & strategic priorities					✓	✓ By April 1
Develop FY07 budget based on strategic plan						✓ By April 1

CSU Strategic Plan

Planning History FY '04 - FY '05

	March '04	April '04	June '04	August '04	Sept. '04	October '04	Fall '04 - Winter '05	Spring '05
Identify Challenges and Opportunities	✓							
Inaugural Address and Vision		✓						
University Planning Council (UPC) Established			✓					
Individual Reports to BOG Members				✓				
Preliminary Task Force Reports Completed					✓			
Presentation of Task Force Reports to BOG						✓		
Campus Input Sought							✓	
Board Revises Mission-Vision-Values								✓
Plan Revised Consistent with Mission-Vision-Values								✓

Colorado
State
University

Knowledge to Go Places