

**Colorado State University**  
**Draft Strategic Plan**  
**Spring 2005**

**Introduction**

This document presents the draft strategic plan of Colorado State University for the period 2005–2010. While the plan reflects current institutional thinking regarding key issues facing the University, it is submitted at a time of great change in public higher education.

*To reflect these changes and guide implementation of the plan, the Board of Governors of the Colorado State University System adopted the following vision, mission and values statements on April 5, 2005.*

**A. The Vision** that inspires us:

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

**B. The Mission** that guides our decisions:

**System Mission:**

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.

**CSU Mission:**

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.

**C. 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

**D. The Metrics** by which we measure our progress and achievements include but are not limited to:

- “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 and 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.
- Perceived excellence of reputation

## E. Major Assumptions of the Strategic Plan<sup>1</sup>

In launching a new strategic planning process in Spring 2004, President Larry E. Penley, Cabinet members, deans and faculty leadership discussed challenges and opportunities facing Colorado State. These are expressed here as assumptions that underlie the planning process.

- CSU has especially great strength as a research institution with very high levels of external funding, especially federal, for its research.
- CSU faculty demonstrates a high commitment to quality teaching throughout the campus.
- CSU possesses a loyal and entrepreneurial faculty and staff.
- CSU students are generally highly positive about their experience.
- CSU's research strengths align with national and global challenges (food and nutrition, environment, health and use of technology) – and most of these great global challenges are multidisciplinary.
- As a public research university, Colorado State is well-suited to work closely with the state and private sector on economic development (new ideas and graduates) and quality-of-life issues.
- All states, including Colorado, will face increasing difficulty in funding public higher education as a result of growing demands on state budgets. These demands result from the large size of the baby-boom echo group's impact on enrollments in K-12, the baby boomers' very likely enrollment in Medicaid over the next decades, and the probable growth in prison beds due to demographic changes in the number of most likely offenders.
- Colorado – and other states – have a growing need to address the substantially increased number of non-white young people who disproportionately fail to complete high school and fail to enroll in research universities.
- CSU – and other research universities – face a declining ability to attract non-U.S. graduate students as a result of changes in U.S. visa-processing, availability of research educational opportunities abroad, and more negative perceptions of the U.S.
- A nationwide disjunction between K-12 and higher education – in teacher and student preparation – limits students' ability to succeed in colleges and universities.
- The increasing rate of change in society provides for a growing need for adult reeducation.
- There is a substantial lack of factual knowledge about Colorado State among the general public, academics, and prospective students, probably attributable to past limitations on marketing.
- With among the lowest of expenditures on administrative costs, CSU substantially limits its flexibility, invites risk, and may miss opportunities.

## F. Planning Process

The new strategic plan was created by a process that began in March 2004 with a presidential workshop that brought together the senior academic and administrative leaders of Colorado State. The workshop provided University leaders with an opportunity to:

- Identify the **strengths, challenges and opportunities** facing Colorado State University.
- Identify **key issues** to be addressed by the planning process.
- Organize the work in ways that promote **engagement** by the larger university community.

Over the next 12 months, a carefully sequenced set of activities were undertaken to set a new strategic direction for Colorado State and give all campus constituencies a voice in the planning process.

**Inaugural Address *Four Promises*:** In April 2004, President Larry E. Penley described a vision for Colorado State that, when realized, will place it among the most valuable and recognized institutions in the nation. Framed as four promises, his remarks first emphasized his commitment to maintain Colorado State's service to the state as a 21<sup>st</sup> century land-grant university. The president affirmed CSU's commitment to excellence in learning and to using its research strengths to address the great global challenges of our time – contributing to quality of life, length of life and to Colorado's security from bio-threats. Finally, the president promised that we will create a financially viable institution at Colorado State

---

<sup>1</sup> Based on a more extensive discussion of challenges and opportunities in March 2004 that served as a prerequisite to the strategic plan implementation. The challenges and opportunities are contained in the Addendum.

that reflects the changing base of state support for public higher education. The vision set forth in the Inaugural Address created the momentum and direction for the new strategic planning process.

**Summer 2004** *Setting a Strategic Direction:* Following the workshop and Inaugural Address, a University Planning Council and individual task forces were organized to begin drafting a preliminary set of goals for Colorado State. The original task forces were organized around the themes of Learning, Discovery, Graduate Education, Partnerships, Culture, Diversity, Financial Stability and Economic Development. Each task force was co-chaired by an academic dean/unit director and a member of the central administration to ensure broad inclusion and multiple perspectives. More than 100 faculty, staff and students participated in the planning sessions over the summer. After the preliminary task force reports were completed in late September, they were integrated into a comprehensive set of draft goals to launch a campus-wide discussion on strategic direction.

**Fall/Winter 2004** *Campus Discussions/Input:* The University Planning Council employed multiple communication strategies to provide the university community with opportunities to participate in the discussion. A special website was developed detailing the work of the task forces and producing significant input on all topic areas for more than two months. Planning staff held individual briefings with the deans, associate deans, department heads and key faculty in each college. Formal reports were provided by many academic departments as well as the Faculty Council Committee on Financial and Strategic Planning. It is estimated that more than 600 people directly participated during the input phase. Strategic discussions revealed the existence of multiple university mission statements and a need to clarify vision, mission and values at CSU.

**Winter/Spring 2005** *Drafting an Integrated Plan:* During this time period, the CSU System Board of Governors clarified the University's mission within the context of the CSU System vision, mission and values. An executive summary was completed that aligns with the BOG's mission, vision and values. The task forces reviewed all input and made appropriate changes in their draft goals and strategies. In addition, several new task forces were created to deal with special issues, including Library Services, Physical and IT Infrastructure, K-14 Partnerships, the role of the Arts on a science/tech oriented campus and the role of International Programs in the 21<sup>st</sup> Century.

The result of this year's work is the draft strategic plan set forth in this document. It details Colorado State's goals and strategies for the future and provides for a continuous process of review and refinement. It is presented for final review and comment from the Board of Governors and the campus community.

**Draft Strategic Plan of Colorado State University  
Table of Contents**

<b>1. Executive Summary</b>	5
<b>2. Comprehensive Strategic Plan</b>	14
<i>Core Academic Commitments:</i>	
<b>Initiative 1 – Teaching</b>	
Excellence in Academic Programs	14
Distinctive Undergraduate Experiences	16
Graduate Education	18
Scholarly Communication	21
<b>Initiative 2 – Research</b>	
Faculty Talent	23
Excellence in Research, Innovation and Artistry	23
Multidisciplinary Research Superclusters	25
<b>Initiative 3 – Service and Extension</b>	
Service to CSU Alumni	27
Service to K-14 Schools and Students	29
Service to Lifelong Learners	31
Role of the CSU Agencies	33
Impact on Economic Development and Quality of Life	34
Preservation of Colorado’s Water Resources	36
Contributions to Public Health	37
Service to Tribal Communities	37
Addressing Global Challenges	37
<i>University-wide Commitments:</i>	
<b>Initiative 4 – Culture, Connection, Community</b>	
Instilling Values	39
Integration of Academic and Co-curricular Experiences	40
RAM Pride	41
Health and Well-being	42
Leadership in Intercollegiate Athletics	43
Role of the Arts in University Life	44
<b>Initiative 5 – Diversity</b>	
Access	44
Maintaining an Inclusive Intellectual Community	45
Diversity in Student Body – Diversity in Faculty and Staff	46
<b>Initiative 6 – Facilities and Information Technology</b>	
State-of-the-Art Teaching and Research Facilities	47
Information Technology	47
<i>Administrative Commitments:</i>	
<b>Initiative 7 – Human and Financial Resources</b>	
Human Resources	48
Financial Stability	49
<b>Initiative 8 – Accountability</b>	
Integrated Planning	50
Stewardship	50
Brand Management	51
<b>3. Funding the Plan</b>	53
Financial Assumptions	53
<b>4. Addendum</b>	
Flow Chart – Key Inputs/Outputs of Strategic Investments	
Calendar – Planning Cycle	
Organization Chart – Administrative Cabinet	
Challenges and Opportunities	

## Executive Summary of Goals

### Core Academic Commitments

#### Initiative 1: Teaching

Undergraduate and graduate education is the cornerstone of University life. Students seek a high-quality education and today's graduates must have advanced skills and a global perspective to be successful in life and work. A commitment to *mission-driven excellence in setting the standard for teaching among public research universities* requires a renewed emphasis on providing a distinctive educational experience. New investments in academic programs will emphasize experiential learning, civic responsibility, information literacy, communication and teaming skills that reflect CSU values as a 21<sup>st</sup> century land-grant university.

*Three other factors are of special concern:*

- The boundaries defining students are blurring. The growth of student involvement in research programs has blurred the lines between undergraduate and graduate education. The growth of Advanced Placement makes it increasingly difficult to differentiate high school seniors from lower-division university students.
- The demand for graduate education will grow rapidly in the future and CSU is essential to meeting the state's need for highly trained scientists and professionals.
- An area of special concern is the erosion of Colorado State's faculty. Since 1990, a total of 80 tenured and tenure-track positions have been lost due to state budget reductions while enrollment has grown more than 20 percent. Achieving faculty/student ratios that ensure quality teaching and access to faculty and graduate mentors is a key quality indicator.

Set the Standard for ...	Key Goals
Excellence in Academic Programs	1. Substantially grow the faculty and GTA base to restore faculty/student ratios to 1990 levels, setting the standard among land-grant universities by 2015.
	2. Adopt enrollment management plan that matches institutional goals with student demand and faculty/infrastructure resources.
	3. Provide faculty and students with state-of-the-art learning environments.
	4. Expand services to faculty that support teaching excellence, including traditional and nontraditional pedagogy, and the sharing of "best practices."
	5. Improve retention and graduation rates such that CSU is among the leading land-grant universities.
Distinctive Undergraduate Experiences	1. Maintain and create high-quality programs that attract prepared, motivated, well-rounded students of character.
	2. Capitalize on CSU's research culture by providing all undergraduates with opportunities for experiential learning by 2015.
	3. Maintain CSU's position as the preferred institution for Colorado students while increasing non-resident student recruiting nationally and internationally.
	4. Provide a campus culture that attracts and supports a diverse group of undergraduate students.
Quality of Graduate Education	1. Set the land-grant standard for graduate students per faculty member.
	2. Achieve a sustainable financial model for pricing graduate education.
	3. Develop organizational infrastructure that supports excellence in operations and leadership in linking research and graduate education.
	4. Create a community within CSU that supports recruitment, retention and graduation of a diverse student population.
Quality of Scholarly Communication	1. Establish CSU Library Services as the national standard for land-grant universities in the way knowledge is discovered, shared and preserved.
	2. Provide faculty and students in all disciplines with the collections (i.e., electronic/paper) and services to support CSU's mission.
	3. Leverage Library resources through partnerships that enhance collections.
	4. Provide facilities that offer appropriate space and IT infrastructure that set the

## Initiative 2: Research

For more than 100 years, America's research universities have served as the engines of research and knowledge creation that have allowed people address the greatest challenges facing society. In the beginning, the mission was to help the country *survive* – providing knowledge and technology to support the agricultural, mining and engineering needs of a struggling population. During the mid-century, the mission focused on *productivity* – educating a broader population than had ever been served before and dramatically increasing agricultural and industrial output. More recently, the nation's research universities have focused on increasingly more complex *invention* and *innovation* – transferring new knowledge into the formation and growth of new high tech industries that support job and wealth creation. It is almost impossible in today's world to overstate the importance of the research enterprise to economic prosperity and quality of life for Colorado, the U.S. and the world. With more than \$220 M in research activity annually (34% of our annual budget), CSU values excellence in research and promotes freedom of expression as it *sets the standard as a 21<sup>st</sup> century land-grant university* and an *internationally recognized leader* in research, artistry and knowledge creation.

*Two other factors to be considered:*

- The applications of CSU research are universal to humanity. The most obstinate problems we face – poverty, hunger, restricted access to health care, infectious disease, environmental sustainability, access to and management of information, biosecurity, etc. – are global challenges that can only be addressed in an intellectual environment that promotes and values freedom of expression. New investments will encourage and reward excellence and innovation that enhances the impact of our research on society.
- The traditional boundaries separating academic disciplines have blurred along with the world's political boundaries. The great questions we seek to answer rely on multidisciplinary approaches that link basic research in new ways. For example, the vaccine CSU faculty discover in their laboratories will ultimately require the expertise of economists, political scientists and public policy specialists, social scientists, linguists, ethicists, and manufacturing/distribution professionals if the research is ever to reach those who need it.

Set the Standard for...	Key Goals
Faculty Talent	1. Fund five (5) endowed chairs annually to support research initiatives.
	2. Substantially grow the research faculty and GRA base to levels that set the standard for land-grant universities.
	3. Construct and equip \$240 M in new research facilities by 2015.
	4. Develop specific plans to improve CSU research/scholarship performance relative to American Association of Universities (AAU) metrics.
Excellence in Research, Innovation and Artistry	1. Provide support for all faculty research and creative scholarly work that seeks to identify questions, pursue answers and deliver benefits to society through publication, presentation, performance, exhibition, invention and commercialization.
	2. Increase CSU's research funding from \$200 M to \$400 M by 2015.
	3. Create the organizational structure, policies and procedures to support knowledge transfer for Colorado, U.S. and global economic development.
Multidisciplinary Research Superclusters	1. Develop organizations and operating plans to support superclusters that focus CSU's research capacity on great global challenges.
	2. Expand partnerships between CSU's Biomedicine/Infectious Disease supercluster, national and international funding agencies, international medical schools and health initiatives for the purpose of translating CSU's basic research expertise into solutions for global health.
	3. Establish new multidisciplinary superclusters in the areas of: <ul style="list-style-type: none"> <li>▪ Environmental Sustainability</li> <li>▪ Food, Nutrition, Health and Well-being</li> <li>▪ Information Science and Technology</li> </ul>
	4. Continue to identify future superclusters where global challenge exists and

	where CSU has the potential to become a world leader.
--	---

### Initiative 3: Service and Extension

True to our land-grant heritage and our values of civic responsibility, customer focus and access, CSU is committed to *setting the standard among public research universities as a 21<sup>st</sup> century land-grant university* in applying intellectual and academic resources to social, economic and community development in Colorado, the U.S. and the world. More and more, achieving mission-driven excellence in service and extension requires new approaches that rely on strategic partnerships and active engagement with the customers we serve. Each sector of society – public, private and not-for-profit – has its own culture, mindset, values and vocabulary. Bridging the differences requires organizational structures, programs, policies and a focus on customers that make it easy for people to work with the university and that lead to collaborations defined by integrity and mutual respect for what each partner brings to the table.

Set the Standard for...	Key Goals
Service to CSU Alumni	1. Evolve the Alumni Association as a fee-based membership organization with clearly defined and exclusive benefits, tangible and intangible.
	2. Increase revenue support from affinity marketing relationships.
	3. Engage CSU Alumni in meaningful ways that provide true value to the University, its students, faculty and graduates.
	4. Enhance the perceived value of the CSU degree.
	5. Launch and complete a capital campaign to provide CSU and its alumni with a new signature building on campus, the CSU Alumni Center.
Service to Colorado's K-14 Schools and Students	1. Set the standard for excellence in teacher training and professional development.
	2. Develop effective strategies for communicating and ensuring curriculum articulation.
	3. Develop and deliver a coordinated set of programs and services for middle schools, high schools and community colleges that support CSU's commitment to student learning at pre-university levels.
	4. Establish the administrative infrastructure necessary to coordinate, track and assess programs and services delivered to K-14 schools.
	5. Implement an admissions/recruiting plan that advances state goals for access and academic preparedness of Colorado youth.
Service to Lifelong Learners	1. Support economic development by providing undergraduate/graduate degree completion programs, graduate specialty certificate programs, onsite and distance programs to Colorado, U.S. and global customers.
	2. Create and maintain a lifelong educational connection between CSU, its alumni and friends.
	3. Develop and deliver programs that encourage and prepare Colorado youth and non-traditional students for success at CSU.
	4. Establish and operate the Division of Continuing Education as a flexible, accessible and profitable resource and point of entry to Colorado State.
Role of the CSU Agencies	1. Support a modern, competitive commercial agriculture industry in Colorado and provide programs relevant to the evolution of the industry in the 21 <sup>st</sup> century.
	2. Enhance community health in Colorado through research and education.
	3. Conduct research and outreach that addresses the optimal use, conservation and preservation of Colorado's natural resources, including air, land, forest, water and wildlife resources.
	4. Reposition Cooperative Extension county and area offices into educational service centers in keeping with the mission of a 21 <sup>st</sup> century land-grant

	university and representing the entire campus, actively seeking partnerships between CSU and counties, municipalities, schools, small businesses, and non-governmental organizations.
	5. Develop a sustainable financial model for programs and services delivered to Colorado citizens by the CSU Agencies.
Impact on Economic Development and Quality of Life	1. Establish a model Office of Economic Development to coordinate University activities that build economic prosperity and improve quality of life in Colorado, the region and beyond.
	2. <i>Technology Transfer</i> : Set the land-grant standard for patents/licenses of CSU intellectual property, dollar volume of sponsored research by private sector, and number of CSU-based start-up companies.
	3. <i>Market Expansion and Job Creation</i> : Support statewide business recruiting efforts; attract new angel and venture investments; facilitate research consortia, business summits and global partnerships; expand University-based technology assistance programs, etc. through strategic partnerships (e.g., <i>Team CSU</i> ).
	4. <i>Workforce Development</i> : Serve as Colorado's choice for highly skilled Colorado citizens with bachelor's and highly paid master's and doctoral degrees.
	5. <i>Public Policy</i> : Serve as Colorado's choice on public education and discourse on major public policy issues with impact and accessibility of CSU's data mining and analysis capabilities and timeliness of faculty-produced white papers.
	6. <i>Educational Products</i> : Align CSU's academic strengths with state and regional needs.
Preservation of Colorado's Water Resources	1. Leverage CSU's historic strength in research on water issues to set the standard in support of state goals and address the larger issue of long-term water policy in the West.
Contributions to Public Health	1. Establish a multi-institutional degree program in public health, the Colorado School of Public Health (CSPH), in collaboration with UNC, the University of Colorado Denver Health Sciences Center and the Colorado Dept. of Health.
Service to Tribal Communities	1. Establish CSU as the school of choice for Native American students among land-grant universities.
Addressing Global Challenges	1. Restructure the Office of International Programs (OIP) to serve as a highly visible strategic driver that supports integrated approaches to delivering CSU research, teaching and outreach to a global market.
	2. Increase the number of international students at CSU to a level consistent with the best land-grant universities and support the changing needs of international students, scholars and faculty through a comprehensive program of services.
	3. Provide 25 percent of our students with opportunities to participate in an international learning experience, with a focus on key strategic areas of the world such as Latin America, China and India by 2015.
	4. Make CSU a global portal for the community via activities and events of international character.
	5. Collaborate with CSU faculty to develop high-profile joint research and outreach projects with international partners as well as joint degree programs that leverage the strengths of all partners to ensure the greatest benefits.

*University-wide Commitments*

**Initiative 4: Culture, Connection, Community**

Earning a university degree is a distinctive achievement, and much of what students gain from the experience comes from the culture of the institution and the distinctive values that characterize it. Colorado State is committed to building and maintaining a culture that *sets the standard among public land-grant universities* for instilling values and building pride in the CSU experience. Among those core values that we commit to are the following: accountability, civic responsibility, a customer focus, freedom of expression, inclusiveness and diversity, innovation, integrity and mutual respect, and opportunity and access. Because we are committed to educating the whole person, the knowledge provided through the classroom experience is extended and enhanced through day-to-day living and learning that encourages accountability, mutual respect, inclusiveness and civic responsibility in ways that help prepare students for leadership in a democratic society. Student government and other special interest organizations, athletics and the arts all play a vital role in creating a dynamic intellectual and social campus community.

<b>Set the Standard for ...</b>	<b>Key Goals</b>
Instilling Values	1. Maintain our distinction as a campus of character by communicating and actively promoting CSU's core values throughout campus life.
Integration of Academic and Co-curricular Experiences	1. Increase the number of residentially-based living/learning communities that integrate academic and co-curricular activities, enhance the university experience and improve retention and graduation rates. 2. Increase student participation in a broad array of leadership development and civic engagement opportunities.
RAM Pride	1. Expand orientation programs to include institutional history, traditions and points of pride. 2. Engage parents and families in University life. 3. Increase alumni involvement with students, faculty and staff. 4. Celebrate academic, athletic and co-curricular achievements and successes. 5. Work collaboratively with the city and business community to foster community pride and involvement in University life.
Health and Well-being	1. Establish Colorado State as the national standard in addressing issues related to student health and well-being. 2. Establish Colorado State as the national standard in providing comprehensive programming that addresses alcohol use, abuse, prevention and intervention strategies on college campuses.
Leadership in Intercollegiate Athletics	1. Build a visible, winning athletic program that promotes the values of Colorado State and is an integral part of campus life. 2. Grow athletics budget sufficient to fund 100% of grant and aid costs and sport operating costs. 3. Lead the Mountain West Conference in student-athlete graduation rates that also exceed the graduation rate of the general CSU student body.
Role of the Arts in University Life	1. Build academic programs in the visual and performing arts that create a campus/community culture of outreach, appreciation, exposure and participation in the arts, setting the standard among public land-grant universities. 2. Re-establish a Fine Arts Series that brings world class artists and master works to CSU to enhance the prestige and visibility of the University locally, nationally and internationally.

## Initiative 5: Diversity

The challenges facing public higher education include serving an increasingly diverse population. Opportunity, access, inclusiveness and diversity are core values of Colorado State. *Setting the public research standard as a 21<sup>st</sup> century land-grant* with respect to these values requires the whole-hearted commitment of CSU's Board of Governors, administration, faculty and staff, students, alumni, donors and friends. Educational opportunity that is truly equal provides access to the university experience without regard to race, ethnicity, age, occupation or economic background. It is a noble cause requiring a collaborative and sustained effort.

Set the Standard for ...	Key Goals
Access	1. Develop and support an organizational structure that recommends policy and direction to the Board of Governors for diversity planning, evaluation and information distribution, in part, through its interpretation of performance research.
Maintaining an Inclusive Intellectual Community	1. Set the standard for developing and implementing survey and assessment tools that can measure improvement in three areas: <ul style="list-style-type: none"> <li>▪ Quality of teaching, learning and work environment for diverse populations.</li> <li>▪ Impact of outreach and service activities to diverse communities.</li> <li>▪ Cultural competency of CSU faculty, staff and students.</li> </ul>
	2. Encourage and support research, scholarship and artistry that illuminate major issues relating to a diverse global society.
	3. Create and support events and activities that engage the University community in dialogue and action around diversity of thought, expression, ideology and culture.
	4. Ensure that accessibility guidelines, regulations and best practices are in place and monitored.
	5. Ensure that job descriptions and performance evaluations for all leadership roles contain specific measurements for activities that support diversity efforts.
Diversity in Student Body	1. Require that all units develop recruiting and retention plans for students from underrepresented groups.
	2. Demonstrate continuous improvement toward the goal of placing CSU in the top quartile of an appropriate peer group by 2010.
	3. Position CSU among land-grant universities as the research university of choice for Native American students.
Diversity in Faculty and Staff	1. Develop applicant pools for all faculty positions such that new hires reflect the availability of members of underrepresented groups in the discipline by 2010.
	2. Develop applicant pools for all administrative professional positions such that new hires reflect the availability of members of underrepresented groups with appropriate minimum qualifications by 2010.
	3. Develop applicant pools for all classified staff positions such that new hires reflect the availability of members of underrepresented groups with appropriate minimum qualifications by 2010.

## Initiative 6: Facilities and Information Technology

Well-designed, state-of-the-art facilities are critical to CSU's core value of excellence teaching and research in today's technologically sophisticated environment. In addition, the digital revolution continues to drive change in the way faculty teach, students learn, and new knowledge is discovered, analyzed, disseminated and preserved. CSU will continue to invest in its technology infrastructure. These investments will support improvements in financial and human resource management, student enrollment and academic record management, research data management, and internal and external communication with all customers, enabling CSU to realize its vision and *set the standard for public research universities*.

Set the Standard for ...	Key Goals
State-of-the-Art Teaching and Research Facilities	1. Revise the master plan for CSU campuses consistent with mission-driven excellence.
	2. Establish design criteria and a Design Review Committee for the purpose of constructing facilities that set the standard for combining aesthetics, functionality and environmental quality.
	3. Provide living/learning facilities appropriate to a premier research and teaching institution that is the standard for land-grant universities.
	4. Construct \$240 M in new research facilities by 2015.
Information Technology	1. Create an IT environment that sets the standard for student-focused learning, faculty research, service and extension in the 21 <sup>st</sup> century.
	2. Develop a web-accessible administrative environment that is user-friendly, flexible in output, and relevant to managing the University in ways that provide a foundation for strategic decision-making.

*Administrative Commitments*

**Initiative 7: Human and Financial Resources**

Faculty and staff are the critical human capital of Colorado State University. Their knowledge, skills and passion are essential to creating and maintaining the University’s commitment to mission-driven excellence as a 21<sup>st</sup> century land-grant and in *setting the standard for public research universities*. To recruit and retain the most talented people requires facilitative leadership, resources and an outstanding professional culture that values people. Strategic investments will be directed to ensuring that Colorado State sets the standard in providing a human environment of the highest quality.

The funding model that supports public higher education has been changed – perhaps forever – and not just in Colorado but throughout the United States, as evidenced by:

- Decline in percentage of state budget devoted to colleges and universities.
- Increase in dependence on student tuition and fees.
- Increase in dependence on sponsored research and cash-funded programs.
- Degree to which public universities actively seek private support.

While the financing model for public higher education is changing, the need for higher education is greater than ever before. Increasingly, public universities must leverage all revenue streams. Strategic investments will be directed to programs and activities that offer sufficient return on investment to support long-term financial stability.

<b>Set the Standard for ...</b>	<b>Key Goals</b>
Human Resources	1. 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.
	2. Provide professional development programs and reward structures that acknowledge performance as evidenced by superior faculty/staff satisfaction surveys.
Financial Stability	1. Engage in integrated financial management (IRM) planning on an annual basis that leverages all revenue sources in support of the mission.
	2. Achieve pricing flexibility for undergraduate education that incrementally increases tuition/fees to levels that reflect the quality of Colorado State and provides sufficient revenue in conjunction with stipends to set the standard for undergraduate education among land-grant universities.
	3. Achieve value- and market-based pricing for graduate education.
	4. Build and sustain a fund-raising organization capable of generating annual giving of \$100 M.
	5. Double Indirect Cost Recovery from grant and contract activity by 2015.
	6. Achieve value- and market-based pricing for Continuing Education products sufficient to produce a minimum 15% annual growth in gross revenues consistent with a 2% to 4% margin.
	7. Assure stable funding from the state.

## Initiative 8: Accountability

As a public university, Colorado State has made accountability a core value as it recognizes the importance of planning, performance and assessment to public accountability. Our future success in achieving mission-driven excellence as a public research university will depend on our ability to make good decisions about institutional priorities and to manage costs, grow revenues and invest resources effectively.

Government, organizations and individuals invest in public higher education because they believe in its public mission. Thus, accountability at Colorado State includes the responsibility to provide regular reports that allow customers to see the impact of their investments on the quality and performance of the University.

Accountability also includes protecting and managing CSU's image and reputation. *To set the standard for public research universities*, Colorado State must be positioned as an innovative educational leader in the minds of all customers. The university's image and reputation are powerful marketing tools that support faculty and student recruiting, influence grant and contract activity in both public and private sectors, and facilitate fundraising. Strategic marketing investments in the future will build state, national and international awareness of the CSU brand, its values and distinguishing characteristics.

Set the Standard for ...	Key Goals
Integrated Planning	1. Achieve recognition as a national leader among land-grant universities for integrated academic, business and physical/environmental planning and resource management.
	2. Assemble and maintain a comprehensive, accessible benchmarking database that reflects key metrics appropriate to mission-driven excellence.
Stewardship	1. Achieve all performance criteria as stipulated by the CCHE Performance Contract.
	2. Develop systematic assessment of fiscal accountability for the purpose of making continuous improvements in administrative and operational efficiencies.
	3. <i>Speak with one voice</i> – develop and publish regular administrative and financial reports that are user-friendly and meet the needs of all customers.
	4. Develop and implement plans for an integrated, web-based assessment and evaluation system to support multiple reporting requirements (e.g., accreditation, program reviews, CCHE and Board reporting requirements, annual reports, etc.)
Brand Management	1. Become a national leader among public universities for comprehensive marketing that measurably supports the strategic goals of the University by enhancing its reputation and image.
	2. Create awareness, understanding and passion for Colorado State such that individuals understand its value and advocate on behalf of the University with all sectors.

## Draft Strategic Plan of Colorado State University

### Initiatives, Goals and Strategies

#### Core Academic Commitments

**Initiative 1 – TEACHING: Achieve a student-centered culture for all academic programs that places the quality of the learning experience as the central issue for all courses and programs of study.**

Commitment: To quality teaching, experiential learning, world-class academic programs and academic support services that make each student feel that CSU is fully invested in his or her success.

#### A. EXCELLENCE IN ACADEMIC PROGRAMS

##### Goals:

- 1. Substantially grow the tenure track faculty and GTA base of the institution to restore faculty/student ratios to 1990 levels, setting the standard among land-grant universities by 2015.**

##### Strategies:

- 1.1 Declare quality targets for size of faculty and number of GTA positions in all programs of study that reflect the mission of each unit.  
Note: Restoring faculty/student ratios to 1990 levels would require increasing the size of the faculty from CSU's current 960 to approximately 1200.  
*Responsibility:* Senior VP/Provost, Vice Provost for Undergraduate Affairs, deans and department heads  
*Timeline:* FY 2005-06  
*Potential Funding Sources:* Not applicable (internal time and effort)
  - 1.2 Achieve tuition levels sufficient to provide adequate faculty and GTA resources to staff our primary instructional responsibilities, including the All University Core Curriculum, the Honors program and high-demand major programs of study  
*Responsibility:* President  
*Timeline:* Incremental increases beginning Fall 2005  
*Potential Funding Sources:* Tuition
  - 1.3 Achieve authority to execute fixed-term contracts to attract and retain the most talented teachers where the use of adjunct faculty is appropriate; achieve and maintain salaries for adjunct instructors commensurate with peers.  
*Responsibility:* President, Senior VP/Provost, Faculty Council  
*Timeline:* Legislature, secure sponsors and introduce Fall 2006; Faculty Council, begin policy discussion, Fall 2006.  
*Potential Funding Sources:* Not applicable (internal time and effort)
  - 1.4 Develop policies and procedures to better manage and allocate GTA positions to support teaching priorities; eliminate the financial disincentives that inhibit the use of GTA's where they are most appropriate pedagogically and programmatically.  
– Develop a GTA training program that includes cultural and language training.  
*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs, Council of Deans  
*Timeline:* FY 2005-06  
*Potential Funding Sources:* FY06 Graduate School budget
- 2. Adopt enrollment management plan that matches institutional goals with student demand and faculty/infrastructure resources, aligning programs with our overall mission, strengths, opportunities and financial stability in mind.**

*Strategies:*

- 2.1 Set quantitative and qualitative goals for the demographics of our student body, including specific goals for target subsets (e.g., *residency*: state, regional and international profile; college/department/program capacity; fit to mission and strategic goals; student profiles per IB/AP/transcript goals; SAT/ACT/Index goals that align with AAU medians; percentage goals for Honors/study abroad/service learning/ internships/practica, etc.).
- Identify and adopt high-level tactics for matching student demand to institutional goals and resources (e.g., options include general admissions cap, differentiated admissions by program, 2+2+2 programs, nonresident enrollment equalization, improvements in target market recruiting, etc.).

*Responsibility:* Senior VP/Provost, VP Student Affairs, Vice Provost for Undergraduate Affairs, deans and department heads

*Timeline:* FY 06 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

- 2.2 Develop an enrollment management model that ensures adequate faculty to provide high-quality academic programs, informs admissions decisions, and provides “right sizing” information to the Council of Deans and Cabinet to support budget decisions.
- Match students’ needs and aspirations to our academic strengths.
  - Ensure that student opportunity/demand are ongoing parts of the assessment process.
  - Establish goals and timelines for all relevant metrics.
  - Achieve a common understanding of both “high ability” and “underrepresented.”
  - Ensure that the Council of Deans, Enrollment Management Committee and Office of Admissions establish goals and timelines for all relevant metrics.
  - Ensure effective linkage between recruitment strategies and activities, marketing initiatives, financial aid and scholarship awards.

*Responsibility:* Senior VP/Provost, deans and department heads, OBIA, VP Student Affairs, Vice Provost for Undergraduate Affairs

*Timeline:* FY 07

*Potential Funding Sources:* Graduate Fellowships (2), FY 07 Graduate School budget

- 2.3 To eliminate caps and quotas on academic programs, implement right-sizing via admission demographics, higher standards/controls, advising students toward desirable alternatives, and growth in instructional capacity consistent with our overall strategic investments in programs.

*Responsibility:* Senior VP/Provost, VP Student Affairs, Vice Provost for Undergraduate Affairs

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

**3. Provide faculty and students with state-of-the-art learning environments comparable to premier research universities.**

*Strategies:*

- 3.1 Provide excellent learning infrastructure (e.g., Library Services; smart classrooms; safe, effective and environmentally sustainable laboratories and studios, residence halls, etc.) that supports quality teaching and encourages formation of learning communities.
- Organize on- and off-campus learning environments via innovative and effective employment of instructional technology.
  - Create incentives that reward innovation in student engagement and in the use of instructional technology.
  - Use campus and environment of Colorado for effective studies of interrelationships between people and environments.

*See Initiative 1: Teaching, Scholarly Communication and 6: Facilities and Information Technology*

**4. Expand services to faculty that support teaching excellence, including traditional and nontraditional pedagogy, and the sharing of “best practices.”**

*Strategies:*

- 4.1 Expand the role of Institutional Analysis to include developing a campus-wide plan for assessment/evaluation of student learning outcomes to ensure continuous improvement in teaching, curriculum and pedagogy.
- Employ quantitative and qualitative measures for student achievement in a comprehensive variety of areas to enable assessment leading to continuous improvements.
  - Audit and evaluate the PRISM system; make recommendations for enhancements.
  - Provide faculty with regular opportunities to share results of assessment/evaluation of learning outcomes and “best practices.”
  - Extend the value of our assessment/evaluation activities to the campus and all relevant external constituencies. *See Initiative 12: Accountability*
- 4.2 Provide training and support materials to faculty that support effective learning and teaching.

*Responsibility:* Senior VP/Provost, Council of Deans, VP Admin Services, VP Faculty Affairs

*Timeline:* FY 06 and ongoing

*Potential Funding Sources:* Base budget (amount TBD through operational plan).

**5. Improve retention and graduation rates such that CSU is among the leading land-grant universities.**

*Strategies:*

- 5.1 Enhance and expand faculty-delivered programs that support retention and are delivered via the living/learning model (e.g., math/science tutorials, Faculty Ambassadors, etc.).
- Develop plan to increase number of college-based academic advisors where needed to support retention of first and second year students.

*Responsibility:* Senior VP/Provost, VP Student Affairs, Vice Provost for Undergraduate Affairs

*Timeline:* Ongoing

*Potential Funding Sources:* Base budget (amount TBD through operational plan).

**B. DISTINCTIVE UNDERGRADUATE EXPERIENCES**

*Goals:*

**1. Maintain and create high-quality programs that attract prepared, motivated, well-rounded students of character representing varied backgrounds.**

*Strategies:*

- 1.5 Support existing and new programs (e.g., courses, minors, certificates) that align with the University’s research superclusters and address the great global challenges.
- Provide incentives that encourage faculty and departments to participate.
  - Evaluate existing certificate programs for their impact and appeal.

*Responsibility:* Senior VP/Provost, deans and department heads

*Timeline:* FY 2005-06, ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

- 1.5 Enhance our offerings for high-achieving students, both in the classroom and in nontraditional learning settings.
- Use newly approved multi-track opportunities within the Honors Program to increase participation from 4 percent ( $\pm$  820 students) to 6 percent ( $\pm$  1240) of undergraduate student body.
  - Develop appropriate incentives to encourage department and faculty participation in mentoring Honors students to thesis completion.

- Increase mentoring for undergraduates seeking post-graduate internships, research and fellowship/scholarship opportunities.
- Increase the number and value of merit-based scholarships at all levels.
- Achieve a naming for the Honors Program that assures its continued growth.

*Responsibility:* Senior VP/Provost, VP Advancement, Vice Provost for Undergraduate Affairs  
Director of Honors Program, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Base funding, private support (scholarships, internships)

- 1.3 Ensure that all students graduating from Colorado State have high-level information literacy and research skills (i.e., identify, access, evaluate and manage information) appropriate to their major program of study. *See Initiative 1: Teaching, Scholarly Communication*
- 1.4 Ensure that CSU graduates appreciate the limited nature of Colorado's natural resources and lead the State into a sustainable 21<sup>st</sup> century relationship between the viability of its economy and the quality of its environment.
  - Create and offer coursework that carefully examines the relationship between Colorado's economy and its environment, and explores options for maintaining a healthy balance between the two.
  - Continue to support the aims of the Talloires Declaration on the CSU campus.
- 1.5 Provide basic education about environmental functions, environmentally sustainable development, and environmentally responsible citizenship.
  - Infuse information into existing courses.
  - Offer new core courses.

*Responsibility:* Senior VP/Provost, deans and department heads

*Timeline:* 3 years (embed appropriate courses in graduation requirements for students in appropriate majors).

*Potential Funding Sources:* Private support, grants

## **2. Capitalize on CSU's research culture by providing all undergraduates with opportunities for experiential learning by 2015.**

*Strategies:*

- 2.1 Develop inventory and assessment mechanisms to evaluate the breadth and depth of experiential learning opportunities in each program (i.e., laboratory, studio, stage, gallery, ensemble and field work; internships; practica; in-service learning; academic competitions; etc.).
  - Determine experiential learning credit hours and overall percentages in each program; set goals.
  - Incorporate experiential learning in university assessment procedures.
  - Disseminate results and best practices to university community.

*Responsibility:* Senior VP/Provost, Vice Provost for Undergraduate Affairs, deans and department heads

*Timeline:* FY 06

*Potential Funding Sources:* Not applicable (internal time and effort)

- 2.2 Foster university-wide undergraduate research/artistry programs (e.g., Celebrate Undergraduate Research and Creativity Symposium).
  - Establish an alumni fund to support experiential learning programs in 2006.
  - Provide meaningful incentives to departments/faculty to provide experiential learning opportunities (e.g., two annual university awards).
  - Develop website to inform students and faculty about URC opportunities.
  - Increase number of state/national speakers participating in undergraduate research/artistry programs.

*Responsibility:* Senior VP/Provost, Vice Provost for Undergraduate Affairs, VP Advancement, deans and department heads

*Timeline:* FY 06

*Potential Funding Sources:* Private support

- 2.3 Provide faculty incentives that encourage and reward curricula and pedagogy that emphasize writing and communication skills.  
*Responsibility:* Senior VP/Provost, Vice Provost for Faculty Affairs, deans and department heads  
*Timeline:* FY 06  
*Potential Funding Sources:* Academic Affairs budget, co-dependent on growth of faculty and GTA base.
- 2.4 Promote extramural linkages and partnerships with organizations that support experiential learning and professional practice, such as national labs, corporations, foundations and government agencies.  
*Responsibility:* Senior VP/Provost, VP Undergraduate Affairs, VP for Graduate Affairs  
*Timeline:* FY 07  
*Potential Funding Sources:* Academic Affairs budget
- 2.5 Increase the number of CSU undergraduates who participate in international experiences.  
*See Initiative 3: Addressing Global Challenges*

**3. Enhance CSU's position as the preferred institution for Colorado students while increasing non-resident student recruiting nationally and internationally.**

*Strategies:*

- 3.1 To maintain access and opportunity, inclusiveness and diversity as core values, increase financial aid and the number/value of renewable scholarships available to both new freshmen and transfer students, including students from underrepresented groups.  
*Responsibility:* Senior VP/Provost, VP Advancement  
*Timeline:* Ongoing  
*Potential Funding Sources:* Private support (\$40 to \$50 M over 3 years)
- 3.2 Develop and implement a segmented marketing plan that promotes the University's distinctive academic strengths and commitments to experiential learning, Honors curricula, diversity and international education.  
*Responsibility:* VP Student Affairs, VP Advancement  
*Timeline:* FY 06  
*Potential Funding Sources:* FY 05 Student Affairs budget
- 3.3 Establish targeted partnerships with Colorado K-12 schools and community colleges that represent Colorado's diversity (i.e., intensive agricultural areas, urban areas, predominantly underserved minority populations).  
*See Initiative 3: K-14 Schools*

**4. Provide a campus culture that attracts and supports a diverse group of undergraduate students.**

*See Initiative 5, Diversity*

**C. QUALITY OF GRADUATE EDUCATION**

*Goals:*

- 1. Set the land-grant standard for graduate students per faculty member.**

*Strategies:*

- 1.1 Increase the number of highly ranked graduate programs at Colorado State (as identified by NRC and other metrics).
- Work with colleges and departments to set priorities, identify and develop new graduate degree programs and enhance existing programs that are or have the potential to be among the nation's best.
  - Develop new multidisciplinary graduate programs that support the superclusters.
  - Remove data collection and reporting impediments that limit faculty and student participation in multidisciplinary programs.
  - Provide budget mechanisms that encourage college participation in multidisciplinary programs.
  - Create assessment/evaluation mechanisms for multidisciplinary programs using the Graduate School website.
  - Enhance funding for graduate student tuition and stipends.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs

*Timeline:* Co-dependent with growth of faculty and GTA base.

*Potential Funding Sources:* Base Budget (double graduate education budget in 10 years)

- 1.2 Develop and implement a strategic marketing and recruiting plan to increase graduate enrollment over the next 10 years with an emphasis on increasing PhD productivity by a factor of two in 15 years.
- Develop and maintain a nationally recognized website for the Graduate School.
  - Increase recruiting at national and international recruiting fairs.
  - Establish corporate/government partnerships with key industry employers to support graduate recruiting.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs, VP Advancement

*Timeline:* FY 06

*Potential Funding Sources:* 1X institutional reserves, grants, private support

- 1.5 Provide high-ability graduate students with nationally competitive funding.
- Increase fundraising to support graduate education.
  - Seek tuition pricing/waivers from the state that support state goals. *See 1.2 above.*

*Responsibility:* President, Senior VP/Provost, Vice Provost for Graduate Affairs

*Timeline:* Ongoing

*Potential Funding Sources:* Private gifts, state-funded waivers, legislature approval to grant resident tuition status for select areas.

- 1.4 Working collaboratively with the Office of International Programs, develop plan to increase recruitment and retention of international students.

*See Initiative 3: Addressing Global Challenges*

- 1.5 Provide high-quality programs through distance education that meet the needs of working professionals.

*See Initiative 3: Service to Lifelong Learners*

**2. Achieve a sustainable financial model for pricing graduate education that reflects projected demand for graduate degrees and their importance to economic prosperity.**

*Strategies:*

- 2.1 Establish a "blue ribbon" committee of community and university leaders to evaluate national and international market factors and make recommendations on future pricing of graduate education at Colorado State.
- Develop recommendations on competitive stipends and workloads for graduate assistants with a focus on AAU institutions.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs, Council of Deans  
*Timeline:* Fall 2005  
*Potential Funding Sources:* Not applicable (internal time and effort)

- 2.2 Encourage and lead a statewide public discussion on the importance of graduate education to Colorado's future prosperity and success in the global knowledge economy.
- Work closely with CCHE and members of the legislature to address issues surrounding the future of graduate education in Colorado.
  - Seek state-funded graduate tuition waivers in academic areas that address state goals for resident, non-resident and international students.
  - Seek authority to provide "resident" tuition rate for all GTA, GRA and GSA students in academic areas that address key state and university goals.

*Responsibility:* President  
*Timeline:* Ongoing  
*Potential Funding Sources:* Not applicable (internal time and effort)

### **3. Develop organizational infrastructure for the Graduate School that supports excellence in operations and leadership in linking research and graduate education.**

*Strategies:*

- 3.1 Create and fund the joint position of Vice Provost for Graduate and International Studies/AVP for Research to provide leadership, coordinate recruiting and ensure alignment with grant and contract activity.
- Establish appropriate AVP positions to support strategic goals for graduate education.

*Responsibility:* Senior VP/Provost, VP Research  
*Timeline:* Funded Fall 2005  
*Potential Funding Sources:* Base funding

- 3.2 Establish university-wide mechanisms needed to support goals of Graduate School.
- Create the Graduate Education Advisory Group (GEAG) to make recommendations regarding role, structure and stature of the Graduate School and associated graduate programs, including metrics for assessment and evaluation.
  - Recreate the Graduate Student Council to participate in creating and evaluating programs, services and activities for graduate students.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs , VP Research  
*Timeline:* Fall 2006  
*Potential Funding Sources:* Not applicable (internal time and effort)

- 3.3 Develop a business plan for graduate education that includes resource management.
- Evaluate University Central accounts funding GTA tuition, fellowships, and GRA tuition premiums.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs  
*Timeline:*  
*Potential Funding Sources:* Not applicable (internal time and effort)

- 3.4 Evolve the Graduate School into a paperless office environment allowing seamless electronic access that will empower students to maintain their graduate records, facilitate program assessment and evaluation, and promote professional development.
- Create and fund a permanent staff position for the development and maintenance of computers, software, web sites and data evaluation.
  - Automate the GS-6 form through a web-interface to provide graduate student access through the CSU web portal and the Graduate School website.

- Develop a Graduate School Activities System (GSAS) that will enable each graduate student to access and update records, provide assessment of graduate programs and graduate student progress, and maintain a personal and professional graduate vita that includes records of teaching, research, and service accomplishments as well as fellowship and funding history.
- Develop a process with Library Services for collecting and maintaining an electronic database for electronic thesis disposition.

*Responsibility:* Vice Provost for Graduate Affairs

*Timeline:* FY 06

*Potential Funding Sources:* Graduate School FY 05 Roll Forward

- 3.5 Refine policies and procedures to better manage and allocate GTA positions to support University teaching and research priorities.
- Work with units to evaluate GTA needs, workload and review of fellowship accounts.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs

*Timeline:* August 2005 for implementation in Fall 2006

*Potential Funding Sources:* Not applicable (internal time and effort)

**4. Create a community within CSU that supports recruitment, retention and graduation of a diverse graduate student population.**

*See Initiative 5, Diversity*

**D. QUALITY OF SCHOLARLY COMMUNICATION**

*Goals:*

**1. Establish CSU Library Services as the national standard for land-grant universities in the way knowledge is discovered, shared and preserved.**

*Strategies:*

- 1.1 To support excellence in teaching, provide students, faculty and staff with array of opportunities to become information literate.
- Develop a communications plan to ensure that all students are aware of the opportunity to learn research strategies (e.g., evaluation and management of information) through direct instruction by the Libraries faculty/staff via classroom instruction, on-line tutorials and one-on-one mentoring.
  - Across the curriculum, develop a collaborative plan with faculty to embed information literacy skills (e.g., identify, access, evaluate and manage information) that exceed ACRL standards in every major program of study.

*Responsibility:* Dean of Libraries, deans and department heads, VP Student Affairs, VP Advancement

*Timeline:* Begin implementation of communications plan, Fall 05 Orientation; phased implementation of new curricula over 5 years pending private support

*Potential Funding Sources:* Corporate grant(s)

*Metrics:* Increase in awareness (measured through surveys), increase in use (measured through enrollment and/or participation tracking).

**2. Provide faculty and students in all disciplines with the collections (i.e., electronic/paper) and services to support CSU's mission.**

*Strategies:*

- 2.3 Develop an integrated, multi-year financial plan using all revenue sources to address the challenges facing Library Services in building collections consistent with a doctoral granting research institution, correcting the University's eroding purchasing power for acquisitions, and addressing issues related to facilities and staffing.

*Responsibility:* Senior VP/Provost, Dean of Libraries  
*Timeline:* April 1, 2006 (per HLC requirements)  
*Potential Funding Sources:* State funds, student tuition/fees, indirect cost recovery, private support, etc.)

- 2.2 Establish a digital archive that preserves and makes accessible scholarly institutional assets (e.g., theses and dissertations, faculty pre-prints, portfolios, public policy documents, data sets, etc.).

*Responsibility:* Dean of Libraries, VPRIT, Council of Research Deans  
*Timeline:* 3-year phased implementation commencing Fall 05, pending private support.  
*Potential Funding Sources:* Corporate grant(s)

- 2.3 Support e-information systems that use appropriate internet resources for accessible storage and retrieval of information.

*Responsibility:* Senior VP/Provost, Dean of Libraries  
*Timeline:* FY 2006 and ongoing  
*Potential Funding Sources:* TBD

### **3. Leverage Library resources through partnerships that enhance collections and services.**

*Strategies:*

- 3.1 Actively pursue opportunities to participate in consortia purchases through collaborations such as the Colorado Alliance of Research Libraries and the Greater Western Library Alliance, interlibrary loans and cooperative grants.
- 3.2 Encourage and reward library faculty/staff who gain leadership roles in library organizations and consortia for the purpose of influencing information policy and improving the delivery of information among and within institutions.

*Responsibility:* Dean of Libraries  
*Timeline:* FY 2006 and ongoing  
*Potential Funding Sources:* State funds, student tuition/fees, indirect cost recovery, private support, etc.)  
*Metrics:* Increase in collections, inter-library loans and services derived from collaborative approaches, increased funding pool to support conferences, travel, etc.

### **4. Provide facilities that offer appropriate space and IT infrastructure that set the standard among University Research Universities (URL's).**

*Strategies:*

- 4.1 Complete a space-planning study that addresses the lack of adequate space for learning (e.g., number of students that can be accommodated at any given time for both group and individual learning).
- 4.2 Ensure adequate archival space for collections now and for the future.
  - Explore high-level tactics such as participation in the Pascal high-density storage space in Denver.

*Responsibility:* Dean of Libraries, VP Admin Services  
*Timeline:* FY 2005 and ongoing  
*Potential Funding Sources:* See 2.1.  
*Metrics:* Increase student seating from current 7% of student body to 14%, increase in overall space for collections.

**Initiative 2 – RESEARCH: Create an environment that is characterized by the same quality indicators as the nation’s other great research universities.**

Commitment: To research, scholarship, creative expression and artistry that addresses the needs of society and is relevant, creative and transforming.

**A. FACULTY TALENT**

*Goals:*

**1. Fund five (5) endowed chairs annually to support research initiatives.**

*Responsibility:* President, Senior VP/Provost, VP Advancement

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Private support

**2. Substantially grow the research faculty and GRA base of the institution to levels that set the standard for land-grant universities.**

*Strategies:*

2.1 Achieve authority to execute fixed-term contracts to attract and retain the most talented researchers showing exemplary promise following an initial year of appointment.

*See Initiative 1: Teaching*

2.2 Explore opportunities to secure special state appropriations for research initiatives that support state goals (e.g., multidisciplinary research superclusters).

*Responsibility:* President, Senior VP/Provost, VP Advancement

*Timeline:* Legislature, secure sponsors and introduce Fall 2006; Faculty Council, begin policy discussions Fall 2006 and ongoing.

*Potential Funding Sources:* Not applicable (internal time and effort)

**3. Construct and equip \$240 M in new research facilities by 2015.**

*Responsibility:* President, Senior VP/Provost, VP Research, VP Admin Services, VP Advancement

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Private support as well as private developer build-lease arrangements via CSURF and the Office of Real Estate

**4. Develop specific plans to improve CSU’s research/scholarship performance relative to American Association of Universities (AAU) metrics.**

*Responsibility:* Senior VP/Provost, deans and department heads, VP Research

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

**B. EXCELLENCE IN RESEARCH, INNOVATION AND ARTISTRY**

*Goals:*

**1. Provide support for all faculty research and creative scholarly work that seeks to identify questions, pursue answers and deliver benefits to society through publication, presentation, performance, exhibition, invention and commercialization.**

*Strategies:*

1.1 Enhance support for faculty scholarship in non-extramural grant supported disciplines to increase # of proposals submitted, # of publications in peer reviewed journals, # of artistic and cultural performances and presentations, etc. to levels commensurate with AAU institutions.

*Responsibility:* Senior VP/Provost, VP Research  
*Timeline:* 3-year phase in and ongoing  
*Potential Funding Sources:* Resources for Scholarly Programs

- 1.2 Modify the workload allocation formulas at the department level to allow researchers to better focus on research and to provide faculty with additional GTA and GRA support.
  - Protect and support the faculty's passion for teaching while growing research.

*Responsibility:* Deans and department heads  
*Timeline:* Ongoing  
*Potential Funding Sources:* Contingent on growth in faculty base.

- 1.3 Provide bridge funds to support non-tenure track researchers between grants as appropriate.

*Responsibility:* Deans and department heads  
*Timeline:* Ongoing  
*Potential Funding Sources:* Resources for Scholarly Programs

- 1.4 Increase opportunities for CSU undergraduates to participate in all aspects of the research process.  
*See Initiative 1: Teaching, Distinctive Undergraduate Experiences*

## **2. Increase Colorado State's research funding from \$200 million to \$400 million by 2015.**

*Strategies:*

- 2.1 Increase the number of research faculty and postdoctoral appointments required to achieve the goal of doubling research funding.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs, VP Research  
*Timeline:* 10 years (2015), 150 new positions  
*Potential Funding Sources:* State and tuition funding – 100 positions, private support – 50 endowed chairs.

- 2.2 Increase the number of graduate students (i.e., master's, PhD) required to achieve goal.  
*See Initiative 1: Teaching, Growth in Graduate Education.*

- 2.3 Increase research infrastructure to support doubling of research activity (e.g., Office of Sponsored Programs, regulatory compliance, research services, core research facilities).

*Responsibility:* Senior VP/Provost, VP Research  
*Timeline:* 10 years (2015)  
*Potential Funding Sources:* Increased Indirect Cost Recovery

## **3. Create the organizational structure, policies and procedures to support knowledge transfer for Colorado, U.S. and global economic development.**

*Strategies:*

- 3.1 Leverage the research strengths of Colorado State in ways that enhance our contributions to economic development.

*See Initiative 3: Impact on Economic Development, Addressing Global Challenges*

- 3.2 Evolve to a comprehensive, centrally supported Research Management System (RMS).  
*See Initiative 6: Facilities/Information Technology*

## C. MULTIDISCIPLINARY RESEARCH SUPERCLUSTERS

### *Goals:*

#### **1. Develop organizations and operating plans to support superclusters that focus CSU's research capacity on great global challenges.**

##### *Strategies:*

- 1.1 Establish a steering committee of university scientists, scholars and artists for each proposed supercluster to provide intellectual counsel and ensure the multidisciplinary depth and breadth of the research activity.

*Responsibility:* Senior VP/Provost VP Research, deans and department heads

*Timeline:* FY 06

*Potential Funding Sources:* Not applicable (internal time and effort)

- 1.2 Identify and address all policy constraints to enhanced multidisciplinary projects at CSU and modify policies related to workload, single vs. multiple author recognition, patent recognition, and other dissemination activities that motivate researchers, scholars and artists to join superclusters and reward departments for loaning their excellence.

*Responsibility:* Senior VP/Provost, Vice Provost Faculty Affairs, deans and department heads

*Timeline:* Complete by 2008

*Potential Funding Sources:* Not applicable (internal time and effort)

- 1.3 Constantly assess opportunities to include social sciences, humanities, the visual and performing arts, and business in developing solutions to the great global challenges.
  - Implement features of the Talloires Declaration through a logical mix of disciplines and actions involving social and environmental considerations.

*Responsibility:* Senior VP/Provost, deans and department heads

*Timeline:* Ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

#### **2. Expand partnerships between CSU's Biomedicine/Infectious Disease supercluster, national and international funding agencies, international medical schools and health initiatives for the purpose of translating CSU's basic research expertise into solutions for global health.**

##### *Strategies:*

- 2.1 Hire supercluster leader with the relationships and capacity to establish working partnerships with agencies, medical schools, etc. on an international basis.

*Responsibility:* President, Senior VP/Provost, VP Research

*Timeline:* Fall 2005

*Potential Funding Sources:* Internal reallocations, private support, Institutional 1X reserves as bridge to revenues from enhanced Indirect Cost Recovery from grants/contracts

- 2.2 Build health initiatives that match the research strengths of the university with national and international funding organizations.

*Responsibility:* President, Senior VP/Provost, VP Research

*Timeline:* FY 06

*Potential Funding Source:* Private support, Institutional 1X reserves as bridge to revenues from enhanced Indirect Cost Recovery from grants/contracts

**3. Establish new multidisciplinary superclusters in the areas of 1) Environmental Sustainability, 2) Food, Nutrition, Health and Well-being and 3) Information Science and Technology.**

*Strategies:*

- 3.1 Hire academic leadership for each supercluster to shape research direction, increase CSU's visibility nationally and internationally, and expand grant and gift support.
- Address challenges of sustainable 21<sup>st</sup> century agriculture for Colorado and the larger global society.
  - Attract \$100 m in new research by 2015 with at least 20% from non-governmental organizations (NGO's) and industry.
  - Address challenges of sustaining healthy natural and urban environments of Colorado in ways that permit the State to remain an attractive and competitive environment for agriculture, business and recreation.

*Responsibility:* Senior VP/Provost, VP Research

*Timeline:* Complete by 2008

*Potential Funding Sources:* Internal reallocations, private support, Institutional 1X reserves as bridge to revenues from enhanced Indirect Cost Recovery from grants/contracts

- 3.2 Conduct cluster hires for each identified supercluster to build faculty capacity (i.e., position bridge funding, position reallocation, start-up packages).

*Responsibility:* Senior VP/Provost, VP Research, deans and department heads

*Timeline:* complete by 2010 (estimated 10 positions to supercluster)

*Potential Funding Sources:* Internal reallocations, private support, Institutional 1X reserves as bridge to revenues from enhanced Indirect Cost Recovery from grants/contracts

- 3.3 As Colorado's land-grant university, provide the insight and understanding that helps the state develop economically while protecting the quality of its environment and the sustainability of its renewable natural resources.
- Foster a research and outreach initiative that blends business and environmental interests in the search for balance.

*Responsibility:* VP Research

*Timeline:* Ongoing

*Potential Funding Sources:* Special state appropriations, private support, grants

**4. Continue to identify future superclusters where global challenge exists and where CSU has the potential to become a world leader.**

*Strategies:*

- 4.1 Via the steering committee (see goal 1), maintain an ongoing campus-wide discussion that assesses opportunities in fields such as materials science and nanotechnology, comparative cancer biology, neurosciences, biomedical engineering, environmental sustainability, water resources, etc.

*Responsibility:* Provost, VP Research, deans

*Timeline:* Ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

**Initiative 3 – SERVICE AND EXTENSION: Expand strategic partnerships with all sectors – public, private, not-for-profit – in ways that advance state goals and apply CSU resources to social, environmental, economic and community management.**

Commitment: To organizational structures, programs and policies that make it easy for people to work with the University and lead to collaborations defined by mutual respect for what each partner brings to the table.

## A. SERVICE TO CSU ALUMNI

### *Goals:*

#### **1. Evolve the CSU Alumni Association as a fee-based membership organization with clearly defined and exclusive benefits, tangible and intangible benefits.**

##### *Strategies:*

- 1.1 Launch a 5-year collaborative planning process with the Board of Directors of the Alumni Association that examines the vision, mission and values of the organization, reaffirms and redefines the partnership between the Alumni Association and the University and its academic units, and clearly describes the roles and responsibilities of both Board members and staff.
  - Determine organizational values and measurable critical success factors.
  - Declare an aspirational membership goal and membership renewal rate for the Alumni Association to be achieved by 2010.
- 1.2 Create multi-tiered Rambassador membership levels within the RAM Alumni Network, including a special recent-graduate level, annual level and lifetime level with associated member fees.
  - Develop tangible benefit package for each membership level (e.g., member merchandise, discount package with business partners, game or event ticket packages, members-only special events, publications, etc.).

*Responsibility:* Alumni Association Board of Directors, Executive Director of Alumni Relations

*Timeline:* July 2005 planning process

*Potential Funding Sources:* CSUAA budget

#### **2. Increase revenue support from affinity marketing relationships.**

##### *Strategies:*

- 2.1 Develop and implement a structured vendor relations program.
- 2.2 Renegotiate credit card affinity marketing contract.
- 2.3 Negotiate a consolidated student loan affinity marketing agreement.
- 2.4 Enhance marketing of CSU license plate program.
- 2.5 Seek and review other revenue generating affinity marketing opportunities.

*Responsibility:* Alumni Association Board of Directors, Executive Director of Alumni Relations

*Timeline:* July 2005 planning process

*Potential Funding Sources:* CSUAA budget

#### **3. Engage CSU Alumni in meaningful ways that provide true value to the University, its students, faculty and graduates.**

##### *Strategies:*

- 3.1 Develop a comprehensive *Rambassador* volunteer network.
  - Recruit alumni nationally/internationally to serve as career contacts, providing advice and counsel, job leads, mentoring for recent graduate and mid-career alumni, etc.
  - To support CSU's commitment to experiential learning for all undergraduates, actively engage alumni in providing summer internships and capstone projects for students in all programs of study.
  - To maintain CSU's position as the preferred institution for Colorado students while increasing national and international enrollment, expand and broaden the role of alumni in student recruiting and retention programs.
  - To enhance CSU's support of high-achieving students, develop a university-wide program that brings outstanding alumni to campus to mentor student leaders.

- To instill pride in CSU, expand the role of alumni on campus as speakers and guest lecturers in all programs of study, visiting classrooms and providing compelling fire-side chats in living/learning facilities, the new Alumni Center, etc.
- 3.2 Collaborate with the proposed Office of Economic Development to create *Team CSU*, a geographic- and industry-based organization of alumni with the desire, expertise and resources to support the transfer of new knowledge and CSU intellectual property into economic development opportunities for U.S. business.
  - Identify geographic areas with concentrations of influential and well-placed CSU alumni in industries that align with CSU research strengths (i.e., biotech, IS&T, etc.).

*See Initiative 3: Impact on Economic Development*
- 3.3 Collaborate with the CSU Office of Continuing Education to create *Alumni College*, a series of noncredit and credit course offerings and services for a broad array of alumni constituencies.
  - Assist newly graduated students in their transition to careers (e.g., networking, graduate school test preparation, resume writing, communication and public speaking, interviewing skills, etc.).
  - Assist mid-career individuals to advance in their fields (e.g., networking, career transitions, executive development, global economics, civic leadership, etc.).
  - Facilitate the transition from career to retirement (e.g., financial planning, planned giving, travel/study opportunities, etc.).
  - Provide all alumni constituencies with an array of personal enrichment courses (e.g., advances in the arts, literature, foreign languages, health and wellness, scientific breakthroughs, etc.).
- 3.4 Investigate the development of *Rams for Higher Education*, a grassroots corps of alumni volunteers who will advocate for CSU with both public and private sectors.
- 3.5 Increase the staff of the Alumni Association to levels commensurate with high-quality program and service delivery.
  - Hire a Director of Membership and a Membership Services Coordinator to direct all aspects of a comprehensive membership recruitment and retention program.
  - Investigate the creation of a full-time Denver-based alumni relations position to work closely with alumni to develop a strategic series of events, activities and programs.

*Responsibility:* Alumni Association Board of Directors, Executive Director of Alumni Relations, Executive Director of Continuing Education

*Timeline:* FY 2006 and ongoing

*Potential Revenue Sources:* CSUAA budget, cash-funded programs

#### **4. Enhance the perceived value of the CSU degree.**

*Strategies:*

- 4.1 Conduct a series of focus groups around the state and in strategic out-of-state markets to gather current alumni perceptions of CSU and its programs as well as alumni interest in Colorado State and the CSU Alumni Association.
  - Identify geographic areas with large concentrations of CSU alumni.
- 4.2 Launch a branding initiative that seeks to instill pride and encourage engagement by informing alumni about CSU today, its academic strengths and impact on Colorado and a global society as well as its vision for the future.
  - Collaterally, position programs and services available to alumni through University and AA resources.
- 4.3 Convene a task force to analyze the Denver market and develop recommendations for engaging CSU alumni and addressing their diverse interests.
- 4.4 Evolve alumni chapter structures into agile Alumni Networks organized around key geographic and special interest areas.
  - Identify special areas of interest to significant numbers of alumni (e.g., band members, friends of the arts, former student leaders, etc.)
  - Recruit alumni in each target area to serve as Social Coordinators for game watch parties, welcoming activities for Rams new to the local area, participation in national

Ram Community Service weekends, scholarship fund-raising events and activities, special regional visits with distinguished faculty, etc.

- 4.5 Develop the marketing/communications infrastructure to keep alumni informed about CSU and the Alumni Association and to provide alumni with an official way of providing feedback on a wide variety of issues.
  - Create a university partnership with the Office of Development and Advancement Services, Office of Continuing Education, Career Services and University Special Events to purchase a multi-purpose software system to support database management, alumni interactions with the University and each other, and the building of online communities.
  - Provide all CSU alumni with lifetime email forwarding service.

*Responsibility:* Alumni Association Board of Directors, Executive Director of Alumni Relations, VP Advancement

*Timeline:* FY 2006 and ongoing

*Potential Revenue Sources:* CSUAA budget, Division of Continuing Education and other partner budgets that will have substantive use of one or more online tools

**5. In collaboration with the Office of Development, launch and complete a capital campaign to provide the University and its alumni with a new signature building on campus, the CSU Alumni Center.**

*Strategies:*

- 5.1 Develop physical and financial plans/timelines and secure approvals from all appropriate offices and boards.
- 5.2 Build fund-raising infrastructure.
  - Enhance staffing and expand functional capabilities (e.g., research, donor relations).
  - Recruit volunteer leadership.
  - Conduct feasibility study.
- 5.3 Launch and complete silent and public phases of "bricks and mortar" capital campaign.
- 5.4 Develop plans to establish a CSU Heritage Center in conjunction with the Alumni Center as a way to preserve, promote and communicate, to new students in particular, the long and rich land-grant history of CSU and its faculty, students, alumni, and friends.

*Responsibility:* Alumni Association Board of Directors, Executive Director of Alumni Relations, VP Advancement

*Timeline:* FY 2005-06

*Potential Funding Sources:* CSUAA reserves, private support

**B. SERVICE TO K-14 SCHOOLS AND STUDENTS**

*Goals:*

**1. Set the standard for excellence in teacher training and professional development.**

*Strategies:*

- 1.1 Through the Research Development Center for the Advancement of Student Learning, provide evidence-based research to support "best practices" in teacher preparation and student performance in K-12 schools.
- 1.2 Develop plan to expand campus-based TRIO-type programs working with diverse student populations to attract more minority students into higher education.
- 1.3 Allocate faculty line to science education.
- 1.4 Support professional development opportunities for K-12 teachers (e.g., EQuIP).
- 1.5 Respond to teacher shortage areas by developing and implementing programs to meet state needs.

*Responsibility:* Senior VP/Provost, School of Education, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Grants and contracts, private support

**2. Working collaboratively with CCHE and the Board of Governors, develop effective strategies for communicating and ensuring curriculum articulation (e.g., admission requirements, community college credit transfers, tracking of COF funds, etc.).**

*Strategies:*

- 2.1 Develop and implement a communications program that regularly disseminates information to students, parents, teachers, counselors, etc. regarding admission requirements.
- 2.2 Host an annual "report card" symposium for school administrators and teachers reporting on student performance from specific schools, and sharing curricular and performance issues of common concern to Colorado educators.
- 2.3 Develop and implement a communications program for CSU departmental articulation with community colleges that regularly shares information with administrators, counselors and faculty regarding CSU expectations for student transfers.
- 2.4 Develop guaranteed 2+2 programs for community college students coming to CSU.
- 2.5 Actively collaborate with CCHE and Colorado Teacher Preparation programs to develop a secondary teacher preparation agreement.

*Responsibility:* Senior VP/Provost, VP Student Affairs, School of Education, deans and department heads

*Timeline:*

*Potential Funding Sources:* Private support, TBD (at completion of planning)

**3. Working collaboratively with schools and parents, develop and deliver a coordinated set of programs and services for middle schools, high schools and community colleges that support CSU's commitment to student learning at pre-university levels.**

*Strategies:*

- 3.1 Develop and deliver on-line course offerings that prepare students to transition to the university environment, including test preparation courses, web-based math, science and writing skills for all levels, and transitional activities (study skills, note-taking, attendance, etc.) that enhance critical thinking and decision-making skills.
- 3.2 Provide campus-based summer bridge programs that align thematically with CSU's academic strengths (e.g., superclusters), provide an exciting experience for middle and high school learners, and raise the educational expectations of students.
- 3.3 Support the transfer of new scholarship into K-14 curricula by embedding knowledge-transfer strategies in all appropriate research grants and contracts; utilize CSU education faculty and K-14 faculty as Co-PI's when possible and appropriate.
- 3.4 In partnership with CSU Agencies and Division of Continuing Education, develop and deliver programs and activities that encourage Colorado's middle school students and parents to prepare for and plan for college.
  - Build a user-friendly interactive website that links CSU research and academic resources to appropriate subject areas, aligns with state standards and encourages students to prepare for college.
  - Pursue grants and other funding sources to support onsite after-school programs for middle school students from rural, urban, low-income and diverse populations.
- 3.5 Provide advanced high school course work electronically to CSU, high school and community college students.

*Responsibility:* Senior VP/Provost, Vice Provost for Agriculture and Outreach, VP Research, deans and department heads, Executive Director of Continuing Education, Agency Directors

*Timeline:* FY 2007 and ongoing

*Potential Funding Sources:* Fee-based programs, corporate/foundation grants, private gifts

**4. Establish the administrative infrastructure necessary to coordinate, track and assess programs and services delivered to K-14 schools.**

*Strategies:*

- 4.1 Under the Provost's leadership, establish a central office to provide university-wide coordination of K-12 and community college partnerships, manage relationships and monitor progress toward goals; hire founding director and appropriate staff.
- 4.2 Build a user-friendly, interactive database that allows faculty/staff to record their activities with K-12/CC schools, find natural partners, assess and evaluate program impact, etc.
- 4.3 Allocate one FTE for a K-12/CC partnership assessment coordinator to evaluate continuous improvements in partnership activities.

*Responsibility:* Senior VP/Provost, deans and department heads

*Timeline:* FY 2007 and ongoing

*Potential Funding Sources:* base funding, corporate/foundation grants, private support

**5. Implement an admissions/recruiting plan that advances state goals for access and academic preparedness of Colorado youth.**

*Strategies:*

- 5.1 Establish targeted partnerships with middle schools and high schools that provide opportunity for early intervention in student choices about college preparation (e.g., course selection) and that identify promising students with the potential to help CSU meet its access goals.
  - Identify high schools that serve a 50% diversity rate with 30% of students participating in the federal lunch program.
  - Identify middle schools that are feeders to target high schools.
- 5.2 Develop admissions/recruiting plan that leverages a coordinated outreach program for target schools and supports CSU's goal of serving as the state's "institution of choice."

*Responsibility:* Senior VP/Provost, VP Student Affairs

*Timeline:* FY 2005 and ongoing

*Potential Funding Sources:* TBD (pending completion of plan)

**C. SERVICE TO LIFELONG LEARNERS**

*Goals:*

- 1. Support economic development by providing undergraduate/graduate degree completion programs, graduate specialty certificate programs, onsite and distance programs to Colorado, U.S. and global customers.**

*Strategies:*

- 1.1 Develop and deliver undergraduate degree-completion programs for students who have completed an associate's degree, who have not completed their bachelor's degree or who wish to complete additional bachelor's degrees.
  - Review University processes to establish policies to ensure a reasonable time-to-market cycle for new degree programs.
  - Establish tuition rates that are value- and market-based.
- 1.2 Develop and deliver graduate degree programs to bachelor's degree holders who wish to earn an advanced degree offered through remote location or distance modalities.
  - Review University processes to establish policies to ensure a reasonable time-to-market cycle for new degree programs.
  - Establish tuition rates that are value- and market- based.
- 1.3 Develop and deliver undergraduate, graduate and non credit independent learning courses or certificate programs using varied delivery methods including print-based, video-based and web-based in partnership with colleges, Cooperative Extension, Agriculture Experiment Stations, Forest Service offices and other CSU units for entrepreneurs, business

- leaders, teachers and educational administrators, agricultural and natural resources enterprise managers, and other self-directed professional learners.
- 1.4 Establish on-site or distance learning activities for organizations that wish to advance performance agendas including such high-demand areas as integrated marketing, strategic financial planning, management practices, administration, information system management and human resources policies.
  - 1.5 Establish an advisory committee that includes both internal and external representation to identify high-priority areas (e.g., industries related to CSU super clusters) for program development that links CSU academic and research strengths with industry needs.  
*See Initiative 3: Service, Impact on Economic Development*

*Responsibility:* Senior VP/Provost, deans and department heads, Faculty Council, Executive Director of Continuing Education

*Timeline:* FY 2005 and ongoing

*Potential Funding Source:* Cash-funded programs

## **2. Create and maintain a lifelong educational connection between CSU, its alumni and friends.**

*Strategies:*

- 2.1 Collaborate with the Office of Alumni Relations in the purchase of a new software system to support database management of all alumni, friends and outreach participants.

*Responsibility:* Director of Alumni Relations, Executive Director of Continuing Education

*Timeline:* FY 2006

*Potential Funding Source:* TBD

- 2.2 Create Alumni College, a series of course offerings and services for a broad array of adult learning constituencies.
  - Assist newly graduated students in their transition to careers (e.g., networking, graduate school test preparation, resume writing, communication and public speaking, interviewing skills, etc.).
  - Assist mid-career individuals to advance in their fields (e.g., networking, career transitions, executive development, global economics, civic leadership, etc.).
  - Facilitate the transition from career to retirement (e.g., financial planning, planned giving, travel/study opportunities, etc.).
  - Provide all adult learning constituencies with an array of personal enrichment courses (e.g., the arts, literature, foreign languages, health and wellness, scientific breakthroughs, etc.).
  - Develop and deliver course offerings that focus on potential CSU graduate students, including information on graduate options, test-preparation courses, and language skills for international students.

*See Initiative 3: Service to CSU Alumni*

## **3. Develop and deliver programs and activities that encourage and prepare Colorado youth and nontraditional students for success at Colorado State University.**

*See Initiative 3: Service to K-12 Schools and Students*

## **4. Establish and operate the Division of Continuing Education as a flexible, accessible and profitable resource and point of entry to Colorado State.**

*Strategies:*

- 4.1 Establish a Memorandum of Understanding (MOU) framework that includes a narrative detailing the roles and responsibilities of partners engaged in the agreement and includes a budget spreadsheet illustrating when and where funds will be distributed. Distribution spreadsheets will include in all cases CSU overhead, DCE overhead, direct programmatic expenses and distribution of margin as designated.

- 4.2 Establish sound business practices including value- and market-based pricing and a focus on achieving a minimum of 15% annual growth in gross revenues consistent with a 2%-4% margin.
- 4.3 Establish the technology infrastructure for the new Aries (Banner) system to support web pages, enrollment services, data bases, financial services, and all management tasks related to enrollments in the CSU-wide non credit academic program offerings.
- 4.4 Encourage faculty to offer courses and curricula via distance education.

*Responsibility:* Provost, Executive Director of Continuing Education

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

## **LAND-GRANT SERVICES FOR THE 21<sup>ST</sup> CENTURY**

*Extending CSU services to all Colorado citizens*

### **D. ROLE OF THE CSU AGENCIES**

*Goals:*

- 1. Support a modern, competitive commercial agriculture industry in Colorado and provide programs relevant to the evolution of the industry in the 21<sup>st</sup> century.**

*Strategies:*

- 1.1 In collaboration with CSU faculty, develop comprehensive research and outreach plans that address physical, environmental, and economic issues related to the profitability of Colorado's livestock, food and ornamental crop industries, under current and future conditions of technology, demography, policy and water availability.
- 1.2 Conduct fundamental research that serves as a foundation for the development of agriculture (e.g., plant and animal biology, genetics, ecology, biodiversity and genomics).

*Responsibility:* Senior VP/Provost, Vice Provost for Agriculture and Outreach

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* CCHE Fee for Service funds, USDA Federal formula funds, industry financial support, contracts and grants, gifts

- 2. Enhance community health in Colorado through research and education.**

*Strategies:*

- 2.1 In collaboration with CSU faculty, determine the fundamental effects of nutrition on human health and disease prevention, and genetically improve Colorado livestock and crops to provide beneficial nutritional characteristics.
- 2.2 Develop and provide public health knowledge for Colorado citizens on nutrition, exercise, healthy practices, food safety, and family stability to enhance personal health.
- 2.3 Provide a statewide 4-H Youth Development program to enhance experiential learning and personal development for Colorado youth.
- 2.4 Develop and provide knowledge to improve community development and provide tools and services to aid communities in assisting the impact of economic development opportunities.

*Responsibility:* Senior VP/Provost, Vice Provost for Agriculture and Outreach

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* CCHE Fee for Service funds, USDA Federal formula funds, industry financial support, contracts and grants, gifts

- 3. Conduct research and outreach that addresses the optimal use, conservation and preservation of Colorado's natural resources, including air, land, forest, water and wildlife resources.**

*Strategies:*

- 3.1 Develop and disseminate knowledge addressing long-term issues related to use and management of Colorado's water resources. *See Initiative 3: Water Resources*
- 3.2 Provide basic and applied research on the ecology, management and detection of invasive species, including weeds and species related to biosecurity concerns.
- 3.3 Strengthen Colorado's wildfire preparedness, response and rehabilitation capabilities using community-based approaches.
- 3.4 Promote healthy and sustainable forest and range conditions on a meaningful scale at the community level through fuel hazard reduction, community forestry, proper grazing management and conservation education.
- 3.5 Work with interested land owners to promote healthy and sustainable wildlife and habitat resources.

*Responsibility:* Senior VP/Provost, Vice Provost for Agriculture and Outreach

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* CCHE Fee for Service funds, USDA Federal and U.S. Forest Service formula funds, industry financial support, community partnerships, contracts and grants, gifts

**4. Reposition Cooperative Extension county and area offices into educational service centers in keeping with the mission of a 21<sup>st</sup> century land-grant university and representing the entire campus, actively seeking partnerships between CSU and counties, municipalities, schools, small businesses, and NGO's.**

*Strategies:*

- 4.1 Establish teams of field and campus faculty and community stakeholders to prioritize issues, identify funding sources, and implement community action programs.
- 4.2 Expand the roles of Cooperative Extension offices, Agricultural Experiment Stations and the Colorado State Forest Service (in cooperation with county, state and federal governments) to support economic development, public health, environmental quality, natural resource management and youth-development goals.

*Responsibility:* Senior VP/Provost, Vice Provost for Agriculture and Outreach

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* CCHE Fee for Service funds, USDA Federal formula funds, industry financial support, community partnerships, contracts and grants, gifts

**5. Develop a sustainable financial model for programs and services delivered to Colorado citizens by the CSU Agencies.**

*Strategies:*

- 5.1 Define the management, funding and potential integration issues related to the Agencies (e.g., Cooperative Extension, Agricultural Experiment Station, Colorado State Forest Service, and Colorado Water Resources Research Institute).
- 5.2 Clarify the relationship between the Agencies and the academic colleges, particularly for tenured faculty.
- 5.3 Develop a phased implementation plan that addresses key organizational issues for the purpose of ensuring the future sustainability of the Agencies.
- 5.4 Establish more formal working relationships and participation with natural resources agencies at community, state and federal levels.

*Responsibility:* President, Senior VP/Provost, Vice Provost for Agriculture and Outreach

*Timeline:* FY 2006

*Potential Funding Sources:* CCHE Fee for Service funds, USDA Federal formula funds

**E. IMPACT ON ECONOMIC DEVELOPMENT AND QUALITY OF LIFE**

*Goals:*

1. **Establish a model Office of Economic Development to coordinate University activities that build economic prosperity and improve quality of life in Colorado, the U.S. and beyond.**

*Strategies:*

- 1.1 Develop a start-up budget and 3-year business plan for the Office of Economic Development; hire the founding director and appropriate staff.
- 1.2 Establish external and internal advisory boards to encourage participation, manage expectations and achieve mission alignment among all partners.
- 1.3 Develop integrated corporate relations program to coordinate and maximize the value of all partnerships to include the full range of opportunities (e.g., grants and contracts, venture capital, internships, capstone projects, hiring preferences, corporate giving, etc.).

*Responsibility:* Senior VP/Provost, proposed Director of Office of Economic Development

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Institutional 1X Funding bridge to revenues from enhanced Indirect Cost Recovery from grants/contracts, business and industry support, gifts

2. **Technology Transfer: Set the land-grant standard for patents/licenses of CSU intellectual property, dollar volume of sponsored research by private sector, and number of CSU-based start-up companies.**

*Strategies:*

- 1.1 Identify key industry partners in Colorado and beyond with the expertise, influence and financial capacity to serve as advisors, investors and volunteer consultants.
- 1.2 Hire sector analysts.
- 1.3 Increase technology transfer staff support at CSURF as needed.

*Responsibility:* Senior VP/Provost, VP Research, proposed Director of Office of Economic Development, deans and department heads, CSURF

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Institutional 1X Funding bridge to revenues from enhanced Indirect Cost Recovery from grants/contracts, business and industry support, gifts

3. **Market Expansion and Job Creation: Support statewide business recruiting efforts; attract new angel and venture investments; facilitate research consortia, business summits, and global partnerships; expand University-based technology assistance programs, etc. through strategic partnerships.**

*Strategies:*

- 3.1 Establish *Team CSU*, a geographic- and industry-based organization of alumni with the desire, expertise and resources to support the transfer of new knowledge and CSU intellectual property into economic development opportunities for U.S. business.  
*See Initiative 3: Service to Alumni*

*Responsibility:* Senior VP/Provost, proposed Director of Office of Economic Development

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Business and industry support, gifts

4. **Workforce Development: Serve as Colorado's choice for highly skilled Colorado employees with bachelor's and highly paid master's and doctoral degrees.**

*Strategies:*

- 4.1 Increase number of faculty researchers and scholars at Colorado State.  
*See Initiative 2: Attracting and Retaining Faculty Talent*
- 4.2 Expand the roles of Cooperative Extension offices, Agricultural Experiment Stations and the Colorado State Forest Service (in cooperation with county, state and federal

governments) to support economic development, public health, environmental quality, natural resource development and youth development goals.

*See Initiative 3: Role of the CSU Agencies*

- 4.3 Expand portfolio of continuing and distance education opportunities that ensure a common understanding of skills and competencies needed now and in the future.

*See Initiative 3: Commitment to Community – Lifelong Learning*

*Responsibility:* Senior VP/Provost, Vice Provost of Graduate Affairs, Vice Provost for Agriculture and Outreach, deans and department heads, proposed Director of Office of Economic Development, Executive Director of Continuing Education

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Business and industry support, gifts

- 5. Public Policy: Serve as Colorado's choice for public education and discourse on major public policy issues with impact and accessibility of CSU's data mining and analysis capabilities and timeliness of faculty-produced white papers.**

*Responsibility:* Senior VP/Provost, proposed Director of Office of Economic Development, Director of Colorado Institute for Public Policy

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Business and industry support, gifts

- 6. Educational Products: Align CSU's academic strengths with state and regional needs.**

*Strategies:*

- 6.1 Working collaboratively with business partners, explore opportunities for new degree programs in high-demand areas (e.g., SciMBA, Biomedical Entrepreneurship, etc.).
- 6.2 Increase opportunities for undergraduates to participate in internships, practica and other experiential learning activities that enhance the value of CSU graduates to future employers in all sectors. *See Initiative 1: Distinctive Undergraduate Experiences*
- 6.3 Expand partnerships with K-12 schools and community colleges.  
*See Initiative 3: Service to K-14 Schools and Students*

*Responsibility:* Senior VP/Provost, proposed Director of Office of Economic Development, VP for Graduate Affairs, deans and department heads, Faculty Council

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Cash-funded programs, business and industry support, gifts

## **F. PRESERVATION OF COLORADO'S WATER RESOURCES**

*Goals:*

- 1. Leverage CSU's historic strength in research on water issues to set the standard in support of state goals and address the larger issue of long-term water policy in the West.**

*Strategies:*

- 1.1. Implement the university-wide water initiative that supports the Colorado Water Resources Research Institute (CWRRRI) that encompasses the multidisciplinary strengths of CSU in this critical field of research and application to public policy and education.
- 1.2. Working with all stakeholders, identify issues/positions for a white paper on water issues to be published by the Colorado Institute for Public Policy (CIPP).
- 1.3. Establish a Presidential Chair in Water Resources at Colorado State University (\$3M to \$5M in private support).
- 1.4. Achieve ongoing funding to support applied research projects on water issues and to increase the value of that research to public policy.

*Responsibility:* President, Senior VP/Provost, VP Research, VP Advancement, deans and department heads, CWRRRI Director, CIPP Director

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* CWRRI and associated college budgets, private support, special state appropriations

#### **G. CONTRIBUTIONS TO PUBLIC HEALTH**

*Goals:*

- 1. Establish a multi-institutional degree program in public health, the Colorado School of Public Health (CSPH), in collaboration with the University of Northern Colorado, the University of Colorado Denver Health Sciences Center and the Colorado Dept of Health.**

*Strategies:*

- 1.1 Plan and launch a new interdisciplinary Master's of Public Health degree as part of the CSPH program.
- 1.2 Develop the administrative and faculty infrastructures to launch the first class by 2007.
- 1.3 Plan and develop one specialization in Environmental Health and Radiological Sciences in the MPH program for launch in Fall 2007.
- 1.4 Plan and develop one additional specialization in disease and disease prevention in Hispanic and Native American peoples in the MPH program by 2009.
- 1.5 Develop and launch a marketing campaign in Fall 2006.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs, CSPH Steering Committee, deans and department heads, Tri-Ethnic Center

*Timeline:* Commence Fall 2006 and ongoing

*Potential Funding Sources:* Spring 2005 AEP RFP, private support

#### **H. SERVICE TO TRIBAL COMMUNITIES**

*Goals:*

- 1. Establish CSU as the school of choice for National American students among land-grant universities.**

*Strategies:*

- 1.1 Create and host an annual research colloquium cosponsored by CSU and a strategic group of Tribal Communities and National Organizations (e.g., Indian Health Service, BIA, Tribal Courts, etc.).
  - Establish a steering committee of faculty, staff and students to plan colloquium.
- 1.2 Position CSU with appropriate regional and national organizations as a resource for research and policy development.
- 1.3 Encourage and support faculty and student research on issues important to tribal communities (e.g., health and family issues).

*Responsibility:* Senior VP/Provost, deans and Native American faculty, staff and students

*Timeline:* Fall 2006

*Potential Funding Sources:* TBD

#### **I. ADDRESSING GLOBAL CHALLENGES**

*Curricula, study abroad, international research/scholarship, institutional partnerships and the involvement of international students and scholars on campus in ways that enhance the campus culture and expand CSU's contributions to society.*

*Goals:*

- 1. Restructure the Office of International Programs (OIP) to serve as a highly visible strategic driver that supports integrated approaches to delivering CSU research, teaching and outreach to a global market.**

*Strategies:*

- 1.1 Hire a director for OIP with a broad vision for global education and research opportunities.
  - The OIP director will report to the Vice Provost for Graduate Affairs

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs

*Timeline:* Spring 2005

*Potential Funding Sources:* Base funding

- 2. Increase the number of international students at CSU to a level consistent with the best land-grant universities and support the changing needs of international students, scholars and faculty through a comprehensive program of services.**

*Strategies:*

- 2.1 Invest in international student recruiting fairs and develop recruiting tools and metrics for evaluating success with Admissions and the Graduate School.
  - OIP will provide Admissions and the Graduate School with student contact information from recruiting events.
- 2.2 Conduct regular assessment of department and University needs for international students.
- 2.3 Enhance service to international students, scholars and faculty.
  - Provide visa services for visiting students and scholars.
  - Collaborate with CSU Housing office to facilitate housing.
  - Offer faculty and staff a fee-for-service residency application process.

*Responsibility:* Vice Provost for Graduate Affairs, Executive Director of International Programs, VP Student Affairs, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* TBD

- 3. Provide 25% of our students with opportunities to participate in an international learning experience, with a focus on key strategic areas of the world such as Latin America, China and India by 2015.**

*Strategies:*

- 3.1 Identify partner institutions in key international sectors that can support long and short-term student visits.
- 3.2 Identify and promote international Research Experiences for Undergraduates (REU) summer research programs.
- 3.3 Identify and promote agencies that support student exchanges.

*Responsibility:* Vice Provost for Graduate Affairs, Executive Director of International Programs

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Base funding, private support

- 4. Make CSU a global portal for the community via activities and events of international character.**

*Strategies:*

- 4.1 Develop and maintain a network of international visitors.
- 4.2 Create and maintain a portfolio of international activities and events.
  - Organize international days.
- 4.3 Work with faculty to develop international course content.

*Responsibility:* Vice Provost for Graduate Affairs, Executive Director of International Programs, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:*

- 5. Collaborate with CSU faculty to develop high-profile joint research and outreach projects with international partners as well as joint degree programs that leverage the strengths of all partners to ensure the greatest benefits.**

*Strategies:*

- 5.1 Create and manage international partnerships and MOU's with key international institutions (i.e., universities, government agencies, corporations, nonprofit foundations and organizations) that address global challenges consistent with CSU strengths and strategic goals.
- 5.2 Work with departments, colleges and the Graduate School to develop appropriate graduate student exchange programs.
- 5.3 Develop a CSU International Scholar Fellowship Program to support visiting graduate students and scholars.
- 5.4 Make opportunistic investments to support and maintain excellence in the Peace Corps International Program and the PCI-Masters degree.
- 5.5 Work collaboratively with departments, programs and the Office of Continuing Education (OCE) to create unique courses and training products to deliver overseas.
- 5.6 Work collaboratively with foreign language departments, University Publications and AVP for Information Technology to develop multilingual websites and links for international students that target key student, faculty and researcher populations.

*Responsibility:* Senior VP/Provost, Vice Provost for Graduate Affairs, Executive Director of International Programs, VP Research, VP Advancement, deans and department heads, Executive Director of Continuing Education

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Base funding, grants and contracts, private support

*University-wide Commitments:*

**Initiative 4 – CULTURE, CONNECTION, COMMUNITY: Provide a distinctive University culture that reflects our values and prepares students for leadership in a democratic society.**

Commitment: To educating the whole person through student life opportunities that extend classroom learning through day-to-day living that puts knowledge to practice, instills pride in the quality and value of a Colorado State education, encourages health and well-being, and builds mutual respect among all cultures and peoples.

**A. INSTILLING VALUES**

*Goals:*

- 1. Maintain our distinction as a campus of character by communicating and actively promoting University values throughout campus life.**

*Strategies:*

- 1.1 Communicate system, institutional and community values.
  - Develop and implement a coordinated communications plan that informs and engages all members of the campus community about Colorado State values.
  - Strengthen partnerships with the City and other public and private sector partners in ways that demonstrate our values.
  - Assist students in defining their personal values and life choices through access to mentors and other resources to foster their developing personal goals and enhance their decision-making processes.

*Responsibility:* VP Student Affairs, VP Advancement, Office of the President

*Timeline:* FY 2005-06

*Potential Funding Sources:* Existing orientation/marketing budget

- 1.2 Engage the University community in dialogue and action about diversity of thought, expression and culture.
  - Create curricular and co-curricular opportunities that bring faculty, students and members of the greater Fort Collins community together to explore diverse ideas and cultural expressions.

- Facilitate a leadership role for the Advocacy offices and ASCSU in fostering student cross-cultural partnerships and understanding.
- Create opportunities for all students to be engaged in campus life and community activities.

*Responsibility:* VP Student Affairs, Senior VP/Provost

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Student fees and existing academic resources

- 1.3 Refine and develop assessment strategies that will provide feedback on campus issues.
- Expand the use of Student Voice assessment technology to provide ongoing information about campus life, student learning outcomes and student satisfaction and retention.

*Responsibility:* VP Student Affairs, Senior VP/Provost

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Student fees and student affairs/academic affairs resources

## **B. INTEGRATION OF ACADEMIC AND CO-CURRICULAR EXPERIENCES**

*Goals:*

- 1. Increase the number of residentially based living/learning communities that integrate academic and co-curricular activities, enhance the university experience, and improve retention and graduation rates.**

*Strategies:*

- 1.1 As funding permits, build accessible living/learning communities.
- Increase involvement of faculty, Colleges, and the greater community in these environments.
  - Improve and expand athletic and recreation facilities/programs that support student connection and community.
  - Provide designated spaces for commuter students that welcome and encourage involvement with campus life.
  - Expand faculty/staff mentoring programs delivered via the learning community model (e.g., math/science tutorials, Faculty Ambassadors, etc.)

*See Initiative 6: Facilities and Information Technology .*

*Responsibility:* Senior VP/Provost, VP Student Affairs, VP Administrative Services, VP Advancement

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Student fees, private support

- 2. Increase student participation in a broad array of leadership development and civic engagement opportunities.**

*Strategies:*

- 2.1 Encourage registered student organizations to integrate community service into their programs and organizational planning.
- 2.2 Increase voter registration and civic awareness among students.
- 2.3 Pursue opportunities with city and other community organizations to increase level of student engagement with civic and community issues.
- 2.4 Actively support service learning as a critical component of Colorado State curricula.
- 2.5 Enhance opportunities for students to build interpersonal and teambuilding skills through participation in mentoring programs such as Ram Welcome, Key Academic Community, Ram Connections Mentoring Program, College Councils, ASCSU, President's Leadership Program, and other student organization and leadership opportunities.
- 2.6 Expand current leadership development programs to include opportunities to learn higher level leadership skills.

*Responsibility:* VP Student Affairs, Vice Provost for Undergraduate Affairs

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Student Affairs budget, cash-funded programs, student fees

### **C. RAM PRIDE**

*Goals:*

#### **1. Expand orientation programs to include institutional history, traditions and points of pride.**

*Strategies:*

- 1.1 Introduce Colorado State traditions and points of pride to new students through Ram Welcome, Preview, PRIDE Weekend, Next Step, Ram Connections Mentoring Program and other orientation programs.
- 1.2 Ensure history, transitions, and points of pride are incorporated in new orientation programs for faculty and staff.
- 1.3 Build new "traditions" into all recurring events and activities as appropriate.
- 1.4 Embed campus traditions, points of pride and behavioral expectations into all communication materials and presentations related to recruiting and admissions processes, Housing Orientation programs, Preview, Ram Welcome, fall student transition programs, student organization orientations, new employee orientations, etc.

*Responsibility:* VP Student Affairs, Vice Provost for Undergraduate Affairs, Director of Human Resources

*Timeline:* FY 2006 and ongoing

*Potential Revenue Sources:* Student fees, fees for service, HR budget

#### **2. Engage parents and families in University life.**

*Strategies:*

- 2.1 Develop and implement communications plan that provides parents with regular and positive information about the value and quality of the Colorado State experience.
- 2.2 Increase parent/family participation in Homecoming, Parent and Family Advisory Council, Family Weekend and the Parents Fund.
- 2.3 Foster parent involvement in new student recruitment and career shadowing activities.

*Responsibility:* VP Student Affairs, Vice Provost for Undergraduate Affairs, VP Advancement

*Timeline:* FY 2006 and ongoing

*Potential Revenue Sources:* Student Affairs budget, University Advancement budget

#### **3. Increase alumni involvement with students, faculty and staff.**

*See Initiative 1: Service to Alumni*

#### **4. Celebrate academic, athletic and co-curricular achievements and successes.**

*Strategies:*

- 4.1 Establish mechanisms for campus community to share success stories.
- 4.2 Develop and publish "Points of Pride" in a variety of formats (i.e., electronic, print, etc.) for each academic and administrative unit.
- 4.3 Develop and distribute articles and press releases regularly about faculty, staff, student and alumni successes to campus, local, regional and national publications of strategic importance to the University.
- 4.4 Encourage communication and partnership among Faculty Council, Administrative Professional Staff and Classified Staff to enhance inclusion and mutual respect.
- 4.5 Increase community involvement on CSU boards, councils and committees.
- 4.6 Increase community attendance at campus events.

*Responsibility:* VP Student Affairs, Athletic Director, VP Advancement  
*Timeline:* FY 2006 and ongoing  
*Potential Revenue Sources:* University Relations budget

**5. Work collaboratively with the city and business community to foster community pride and involvement in University life.**

*Strategies:*

- 5.1 Increase student/faculty representation and participation on city and county boards, commissions, councils and community non-profit organizations.
- 5.2 Create community-based pride programs such as “green and gold” spirit days that celebrate CSU’s role in the community.
- 5.3 Encourage businesses to fly CSU flags/banners on athletic game days.
- 5.4 Enhance CSU presence through banners, signage and other means along I-25 and other main arteries leading to CSU.
- 5.5 Simplify processes for community organizations to utilize campus facilities.

*Responsibility:* VP Student Affairs, VP Advancement, VP Administrative Services  
*Timeline:* FY 2006 and ongoing  
*Potential Revenue Sources:* Private Support

**D. HEALTH AND WELL-BEING**

*Goals:*

**1. Establish Colorado State as the national standard in addressing issues related to student health and well-being.**

*Strategies:*

- 1.1 Promote and educate faculty, staff, and students about wellness through programs and services that result in the pursuit of a healthy lifestyle and a campus culture that supports the health and well-being of the campus community.
- 1.2 Increase the visibility of the Wellness Zone to enhance education opportunities and services for students, faculty, and staff.
- 1.3 Collaborate with academic units (e.g. Health and Exercise Science) to promote existing and develop new wellness opportunities that encourage interaction and socialization among students, faculty, and staff.
- 1.4 Implement employee memberships to the Student Recreation Center to provide access to exercise equipment and facilities to improve employee health and fitness levels.

*Responsibility:* VP Student Affairs  
*Timeline:* FY 2006 and ongoing  
*Potential Revenue Sources:* Student fees, fees for service

**2. Establish Colorado State as the national standard in providing comprehensive programming that addresses alcohol use, abuse and prevention and intervention strategies on college campuses.**

*Strategies:*

- 2.1 Implement the recommendations of the University Alcohol Task Force as approved.
- 2.2 Continue to develop and promote the Day program (Drugs Alcohol and You) education and intervention model on a national level.
- 2.3 Increase student participation in on-campus night events as an alternative to off-campus alcohol-related activities.
- 2.4 Work closely with the City of Fort Collins to deal effectively with student behavior issues related to alcohol use/abuse and enable students to act in a respectful and engaged manner in their role as community citizens.

*Responsibility:* VP Student Affairs  
*Timeline:* FY 2006 and ongoing  
*Potential Revenue Sources:* Student fees, private support

## **E. LEADERSHIP IN INTERCOLLEGIATE ATHLETICS**

*Goals:*

- 1. Build a visible winning athletic program that promotes the values of Colorado State and is an integral part of campus life.**

*Strategies:*

- 1.1 Achieve conference championships in varsity sports.
- 1.2 Receive positive local and national press recognition.
- 1.3 Provide athletic facilities that are competitive with all Mountain West Conference programs.
- 1.4 Achieve level of behavior at athletic events that is appropriate and supportive of institutional values and worthy of institutional pride.

*Responsibility:* Athletic Director, VP Student Affairs, VP Advancement

*Timeline:* FY 2005 and ongoing

*Potential Funding Sources:*

*Metrics:* NACDA Director's Cup standings, individual sports rankings, competitive facilities as compared to peers, attendance at athletic events, level of behavioral incidents.

- 2. Grow athletics budget sufficient to fund 100% of grant and aid costs and sport operating costs.**

*Strategies:*

- 2.1 Increase private support, ticket sales and sponsorships.

*Responsibility:* Athletic Director, VP Advancement

*Timeline:*

*Potential Funding Sources:*

*Metrics:* Private support, ticket sales and sponsorships currently make up 70% of \$10 M athletics budget.

- 3. Lead the Mountain West Conference in student-athlete graduation rates that also exceed the graduation rate of the general CSU student body.**

*Strategies:*

- 3.1 Enhance academic support.
- 3.2 Ensure that student-athletes and athletic staff participate in Ram Welcome, serve on search committees and other University committees, and participate in service projects and other University initiatives.

*Responsibility:* Athletic Director, VP Student Affairs

*Timeline:*

*Potential Funding Sources:*

*Metrics:* CSU currently ranks 1<sup>st</sup> in conference (excluding Air Force Academy).

## **F. ROLE OF THE ARTS IN UNIVERSITY LIFE**

*Goals:*

- 1. Build academic programs in the visual and performing arts that create a campus/ community culture of outreach, appreciation, exposure and participation in the arts, setting the standard among public land-grant universities.**

*Strategies:*

- 1.1 Enhance resources to attract and retain outstanding faculty and students and build support for programmatic development in artistry, research and scholarship through the School of the Arts.
  - Provide appropriate staffing for managing arts programming in the School of the Arts.
  - Complete facility development for the School of the Arts (new construction – UCA and enhancements (Art Building)).
- 1.2 Build diverse communities of scholars and artists on campus, in the community, and globally to engage in multi- and interdisciplinary work in the visual and performing arts.

*Responsibility:* School of the Arts, VP Advancement

*Timeline:* FY 2006 and ongoing

*Potential Revenue Source:* Private Support

- 2. Re-establish a Fine Arts Series that brings world class artists and master works to CSU to enhance the prestige and visibility of the whole university via the arts locally, nationally and internationally.**

*Responsibility:* School of the Arts, VP Advancement, Vice Provost for Graduate Affairs

*Timeline:* FY 2006 and ongoing

*Potential Revenue Source:* Private Support

**Initiative 5 – DIVERSITY: Demonstrate inclusiveness and diversity; provide opportunity and access; promote freedom of expression.**

Commitment: To programs that actively support Colorado's human capital.

**A. ACCESS**

*Goals:*

- 1. Develop and support an organizational structure that recommends policy and direction to the Board of Governors for diversity planning, evaluation and information distribution, in part, through its interpretation of performance research.**

*Strategies:*

- 1.1 Create a Cabinet-level position reporting directly to the President that oversees the Diversity Initiative with full-time responsibility for providing leadership to diversity efforts as well as monitoring progress and implementation of the plan.
- 1.2 Establish an internal University Policy Recommendations and Oversight Committee to identify policy issues and develop structure and criteria for assessment/evaluation of diversity goals.
- 1.3 Establish an external Diversity Review and Advisory Committee to evaluate, assess and provide recommendations to the University.
- 1.4 Review the missions and responsibilities of the Presidential Commissions.

*Responsibility:* President, Board of Governors, Director of OEO and Diversity, University Policy Recommendations and Oversight Committee

*Timeline:* FY 2005 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

**B. MAINTAINING AN INCLUSIVE INTELLECTUAL COMMUNITY**

*Provide an intellectual community and workplace that respects, welcomes and promotes diversity through teaching/learning, research, scholarship and artistry; outreach; and other university programs and practices.*

*Goals:*

**1. Set the standard for developing and implementing survey and assessment tools that can measure improvement in three areas:**

- Teaching, learning and work environment for diverse populations.
- Impact of outreach and service activities to diverse communities.
- Cultural competency of CSU faculty, staff and students

*Responsibility:* Director of OEO and Diversity, University Policy Recommendations and Oversight Committee, Office of the President

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* TBD

**2. Encourage and support research, scholarship and artistry that illuminate major issues relating to a diverse global society.**

*Responsibility:* VPRIT, Deans and department heads, Director of OEO and Diversity

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* TBD

**3. Create and support events and activities that engage the university community in dialogue and action around diversity of thought, expression, ideology and culture.**

*Responsibility:* Director of OEO and Diversity, Senior VP/Provost, deans, department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* TBD

**4. Ensure that accessibility guidelines, regulations and best practices are in place and monitored.**

*Responsibility:* Director of OEO and Diversity, University Policy Recommendations and Oversight Committee

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

**5. Ensure that job descriptions and performance evaluations for all leadership roles contain specific measurements for activities that support diversity efforts.**

*Responsibility:* OEO and Diversity Director, University Policy Recommendations and Oversight Committee, Office of the President

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

**C. DIVERSITY IN STUDENT BODY**

*Recruit, retain and graduate a student body that reflects the values of Colorado State and its commitment to provide access and opportunity to individuals from all segments of society.*

*Goals:*

- 1. Require that all units develop recruiting and retention plans for students from underrepresented groups.**
- 2. Demonstrate continuous improvement toward the goal of placing CSU in the top quartile of an appropriate peer group by 2010.**
- 3. Position CSU among land-grant universities as the research university of choice for Native American students.**

*Responsibility:* Director of OEO and Diversity, VP Student Affairs, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Financial aid from CCHE Performance contract funding, private support

*Metrics:* The aggregate percent of underrepresented students in the following categories will show continuous improvement toward the goal of placing CSU in the top quartile of an appropriate peer group by 2010: a) new freshmen enrollment, first-year retention and graduation rates; b) transfer student enrollment, retention and graduation rates; c) percentage of graduate and professional degrees awarded. By 2010, achieve retention and graduate rates of underrepresented students that meet or exceed the rates for majority students.

#### **D. DIVERSITY IN FACULTY AND STAFF**

*Increase the number of academic faculty, administrative professional and classified employees from all segments of society, especially from those groups that have been historically excluded, to contribute to the creation of an environment that respects and welcomes diversity.*

*Goals:*

- 1. Develop applicant pools for all faculty positions such that new hires reflect the availability of members of underrepresented groups in the discipline by 2010.**

*Responsibility:* OEO and Diversity Director, Senior VP/Provost, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

- 2. Develop applicant pools for all administrative professional positions such that new hires reflect the availability of members of underrepresented groups with appropriate minimum qualifications by 2010.**

*Responsibility:* OEO and Diversity Director, Senior VP/Provost, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

- 3. Develop applicant pools for all classified staff positions such that new hires will reflect the availability of members of underrepresented groups with appropriate minimum qualifications by 2010.**

*Strategies:*

- 3.1 Increase opportunities for individuals from underrepresented groups to achieve greater professional mobility within the state-classified structure.

*Responsibility:* OEO and Diversity Director, Senior VP/Provost, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Source:* Not applicable (internal time and effort)

#### **Initiative 6 – Facilities and Information Technology: Provide all constituencies with well-designed, state-of-the-art built environments that support 21<sup>st</sup> Century teaching, research, service and extension.**

Commitment: To integrated planning that aligns new construction, ongoing maintenance and central IT systems in ways that allow users to manage and operate efficiently within their areas of responsibility, and to interact effectively with those in other areas.

##### **A. STATE-OF-THE-ART TEACHING AND RESEARCH FACILITIES**

*Goals:*

- 1. Revise the Master Plan for CSU campuses consistent with mission-driven excellence.**

*Strategies:*

- 1.1 Integrate master facilities planning process with academic, development and annual budget planning processes.
    - Provide annual update to Board of Governors and CCHE.

*Responsibility:* Senior VP/Provost, VP Administrative Services

*Timeline:* FY 2006

*Potential Revenue Source:* Not applicable (1X institutional reserves if outsourcing required)

- 2. Establish design criteria and Design Review Committee for the purpose of constructing facilities that set the standard for combining aesthetics, functionality and environmental quality.**

*Responsibility:* Senior VP/Provost, VP Administrative Services

*Timeline:* FY 2006

*Potential Revenue Source:* Not applicable (1X institutional reserves if outsourcing required)

- 3. Provide learning/living facilities appropriate to a premier research and teaching institution that is the standard for land-grant universities.**

*Responsibility:* President, Senior VP/Provost, VP Student Affairs, CSU Associated Students, VP Admin Services

*Timeline:* FY 2006 and ongoing

*Potential Revenue Source:* Student fees, public-private partnerships and fee-for-use based cost models

- 4. Construct \$240 M in new research facilities over the next decade.**

*See Initiative 2: Research*

## **B. INFORMATION TECHNOLOGY**

*Goals:*

- 1. Create an IT environment that sets the standard for student-focused learning, faculty research, service and extension in the 21<sup>st</sup> century.**

*Strategies:*

- 1.1 Provide enhanced IT services to CSU Alumni and other customers.
  - Create a university partnership with the Alumni Association, Office of Development and Advancement Services, Office of Continuing Education, Career Services and University Special Events to purchase a multi-purpose software system to support database management, alumni interactions with the University and each other, and the building of online communities.
  - Provide all CSU alumni with lifetime email forwarding service.

*See Initiative 3, Engagement: Alumni*

- 2. Develop a web-accessible administrative environment that is user-friendly, flexible in output, and relevant to managing the University in ways that provide a data-based foundation for strategic decision-making.**

*Strategies:*

- 2.1 Develop plan to evolve to a new Financial Records System (FRS) that will provide contemporary accounting functionality including a new chart of accounts that is consistent with the State Chart of Accounts and the ability for business managers and Principal Investigators to electronically research programs.

*Responsibility:* Senior VP/Provost, VP Admin Services

*Timeline:* Begin planning immediately, purchase in July 06, implement in FY 07

*Potential Funding Sources:* One-time central funds for system purchase. Recurring savings from decommissioning the mainframe will be used to operate the system.

*Metrics:* More efficient business processes, reduction/elimination of satellite systems, improved audit performance.

- 2.2 Develop plan to evolve to a centrally supported Research Management System (RMS), with contemporary functionality in the areas of pre-awards, post-awards and regulatory compliance.

*Responsibility:* Senior VP/Provost, VP Research, VP Admin Services

*Timeline:* Complete plan 2005, purchase in June 06, implement in FY 07

*Potential Funding Sources:* One-time central funds for system purchase. Recurring savings from decommissioning the mainframe will be used to operate the system.

*Metrics:* Improved functionality and robustness, conformance to emerging federal policies and procedures for electronic submission of research proposals (grants.gov), improved ability to manage and comply with federal/state regulations of research environment.

- 2.3 Develop plan to evolve to a documents management system that will allow documents, including applications for admission, to be converted to electronic format, and shared electronically.

*Responsibility:* Senior VP/Provost, VP Admin Services, VP Student Affairs

*Timeline:* Phased implementation over 5 years commencing Summer 05 pending.

*Potential Funding Sources:* 1 X institutional reserves for software purchase; recurring savings from improvements in business processes.

*Metrics:* Increased number and quality of admitted students, improved staff productivity, improved satisfaction for admitted students.

*Administrative Commitments:*

**Initiative 7 – Human and Financial Resources: Demonstrate our focus on customers by redefining the public-private partnership that supports higher education in Colorado.**

Commitment: To achieve mission-driven excellence by ensuring we have the talent and financial stability to set the standard for funding public higher education.

**A. HUMAN RESOURCES**

*Goals:*

- 1. Achieve nationally competitive compensation and benefit packages for faculty, administrative professionals and classified staff as evidenced by recruiting and retention demographics.**

- 2. Provide professional development programs and reward structures that acknowledge performance as evidenced by superior customer satisfaction surveys.**

*Responsibility:* President, Senior VP/Provost, Board of Governors, deans and department heads

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* CCHE Performance Contract (COF) funding, student tuition/fees, Indirect Cost Recovery from grants and contracts, private support

**B. FINANCIAL STABILITY**

*Goals:*

- 1. Engage in integrated financial management (IRM) planning on an annual basis that leverages all revenue sources in support of the mission.**

*Responsibility:* President, Board of Governors, Senior VP/Provost, VP Admin Services

*Timeline:* FY 2006 and ongoing

*Potential Revenue Source:* Not applicable (internal time and effort)

2. **Achieve pricing flexibility for undergraduate education that incrementally increases tuition/fees to levels that reflect the quality of Colorado State and provide sufficient revenue in conjunction with stipends to set the standard for undergraduate education among land-grant universities.**

*Responsibility:* President, Board of Governors, Senior VP/Provost, VP Admin Services

*Timeline:* FY 2006 and ongoing

*Potential Revenue Source:* Not applicable (internal/external time and effort)

3. **Achieve value- and market-based levels for pricing graduate education.**

*Responsibility:* President, Board of Governors, Senior VP/Provost, VP Admin Services, Deans

*Timeline:* FY 2006 and ongoing

*Potential Revenue Source:* Not applicable (internal/external time and effort)

4. **Build and sustain a fund-raising organization capable of generating annual giving of \$100 M, doubling Colorado State's endowment and providing a management infrastructure capable of supporting the broad range of partners required for success.**

*Strategies:*

- 4.1 Plan and launch a university-wide Scholarship Initiative to increase the number and value of need- and merit-based scholarships at CSU, including students from international and diverse backgrounds.
- 4.2 Complete the building campaign and construction of the CSU Alumni/Visitor's Center.  
*See Initiative 3: Service to Alumni*
- 4.3 Fund five (5) endowed chairs annually in support of key research initiatives (e.g., super clusters, water resources, etc.).
- 4.4 Increase major gifts to the University (gifts > \$100 K) based on presidential/college priorities.
- 4.5 Increase annual giving (gifts > \$10 K) from alumni, friends, corporations and foundations.
  - Increase funding raised by giving clubs, telefund and direct mail solicitations.
- 4.6 Develop and implement plan for comprehensive university-wide fund-raising campaign.
  - Identify university-wide and college/unit-specific fund-raising initiatives.

*Responsibility:* President, Senior VP/Provost, VP Advancement, CSUF President, Executive Director of Alumni Assn.

*Timeline:* Spring 2005 and ongoing

*Potential Funding Sources:* Administrative Service Charges on Gifts (CSUF), Institutional 1X reserves to launch campaign

5. **Double Indirect Cost Recovery (ICR) from grant and contract activity by 2015.**

*See Initiative 2 – Research*

6. **Achieve value- and market-based pricing for Continuing Education products sufficient to produce a minimum 15% annual growth in gross revenues consistent with a 2% to 4% margin.**

*See Initiative 3 – Service to Community: Lifelong Learning*

7. **Assure stable funding from the state.**

**Initiative 8 – Accountability: Maintain a culture that adheres to the highest standard of integrity in planning, stewardship and brand management.**

Commitment: To institutional decision-making that is driven by comprehensive planning, performance assessment, and brand management that sets the standard among public universities and supports mission-driven excellence.

**A. INTEGRATED PLANNING**

*Goals:*

- 1. Achieve recognition as a national leader among land-grant universities for integrated academic, business and environmental planning and resource management.**

*Strategies:*

- 1.1 Institutionalize the University Planning Committee to provide ongoing oversight to the CSU strategic planning process and its implementation, assessing progress toward goals, recommending changes to plan as needed, anticipating opportunities, etc.
  - Develop plan for populating permanent Planning Committee.
  - Establish calendar whereby committee meets annually in the fall semester to assess progress on strategic and operational goals, make necessary adjustments, and establish priorities for the coming year. *See Addendum.*
  - Establish calendar whereby committee meets annually in the spring semester to align strategic priorities with budget-planning cycle, including base and 1X expenditures.
- 1.2 Complete a two- to three-year business plan that considers all current and potential revenue sources.
- 1.3 Require all colleges and units to complete strategic plans that both support the strategic goals of the university and set a clear strategic direction for each college/department.

*Responsibility:* President, Senior VP/Provost, VP Admin Services

*Timeline:* FY 2006

*Potential Funding Sources:* Not applicable (internal time and effort)

- 2. Assemble and maintain a comprehensive, accessible benchmarking database that reflects key metrics appropriate to mission-driven excellence.**

*Responsibility:* Senior VP/Provost, VP Admin Services

*Timeline:* FY 2006

*Potential Funding Sources:* Not applicable (internal time and effort)

## **B. STEWARDSHIP**

*Goals:*

- 1. Achieve all performance criteria stipulated by the CCHE Performance Contract.**

*Responsibility:* President, Senior VP/Provost, Board of Governors

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

- 2. Develop systematic assessment of fiscal accountability for the purpose of making continuous improvements in administrative and operational efficiencies.**

*Responsibility:* President, Senior VP/Provost, Cabinet

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

- 3. Speak with one voice – develop and publish regular administrative and financial reports (e.g., monthly, quarterly, annually) that are user-friendly and meet the needs of customers.**

*Responsibility:* President, Senior VP/Provost, VP Admin Services

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

- 4. Develop and implement plans for an integrated web-based assessment and evaluation system to support multiple reporting requirements (e.g., accreditation, program reviews, CCHE and Board reporting requirements, annual reports, etc.).**

*Responsibility:* President, Board of Governors, Senior VP/Provost, VP Admin Services

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* Not applicable (internal time and effort)

## C. BRAND MANAGEMENT

*Goals:*

- 1. Become a national leader among public universities for comprehensive marketing that measurably supports the strategic goals of the University by enhancing its reputation and image in all critical markets.**

*Strategies:*

- 1.1 Develop a portfolio of concept papers and collateral materials that address the strategic goals and unique strengths of Colorado State, positioning the University for strategic partnerships in Colorado, the U.S. and internationally to enhance knowledge creation and application in such areas as:
  - Multidisciplinary Superclusters (Infectious Disease/Biomedicine, Environmental Sustainability, etc.)
  - Innovative approaches to integrating Economic Development, International Programs and Continuing Education with Graduate Education and the Multidisciplinary Superclusters.
  - Specific concept papers that relate CSU core competencies to global target markets (e.g., China, India, Latin America, etc.) and encourage international engagement with the University.
- 1.2 Develop, fund and implement an integrated marketing communications plan that identifies key markets and sets strategy for influencing them.
  - Integrate goals with those of other CSU units (i.e., Athletics, Alumni, colleges) to ensure continuing and coherence.
- 1.3 Make strategic hires as funding permits to improve our efforts in marketing and communication to all customers.

*Responsibility:* Senior VP/Provost, VP Advancement, unit directors and deans

*Timeline:* FY 2006 and ongoing

*Potential Funding Sources:* TBD

- 2. Create awareness, understanding and passion about Colorado State such that individuals understand its value and advocate on behalf of the University to all sectors.**

*Strategies:*

- 2.1 Establish the CSU President's Club and CSU President's Council to provide leadership for community-based advocacy in Colorado.
- 2.2 Develop plan that capitalizes on the resources and passion of CSU Alumni.
- 2.3 Fully utilize the expertise and connections of all existing and proposed Advisory Councils (e.g., proposed Economic Development Council, Team CSU, etc.)

*Responsibility:* President, VP Advancement, Special Advisor to the President

*Timeline:* FY 2005 and ongoing

*Potential Funding Sources:* Membership gifts, University Advancement budget

## Funding the Plan

Colorado State University's Strategic Plan for 2005-2010 is based on the following revenue assumptions:

### 1. State Appropriations:

- Stable funding with inflationary increases for COF stipends.
- Stable funding with inflationary increases for FFS contracts.
- Enhanced funding for controlled maintenance.
- Moderate increase in funding for capital construction.

### 2. Tuition/Revenue/Enrollment:

- Base tuition rate allowed to rise to peer mean if demonstrably needed to attain goals of the strategic plan and if access maintained via aggressive financial aid policies.
- Differential tuition will play an increasing role in funding quality enhancements where the students attaining the benefit will pay the associated costs.

### 3. Student Fees:

- Maintain current status and fund any approved quality enhancements in the supported areas.

### 4. Institutional 1X Reserves:

- Maintain reserves at levels needed to support current bond rating.
- Do not collect reserves above those needed to protect the institution from operational financial fluctuations and maintain the bond rating. Outside these criteria, the reserves are best utilized to spur growth and enhancement of excellence.

### 5. Reallocations:

- The annual budget process will include a series of hypothetical reallocation scenarios for each unit. These will be annually examined as part of the Planning & Budget Process because we remain committed to focusing resources on high-priority areas.
- It should be noted, however, that CSU has had a decade of large internal reallocations and specific commitments to percentages or amounts reallocated on an annual basis can not be made without consideration of overall campus morale and whether some areas have reached a level of minimum funding to remain in operation.

### 6. Sponsored Research:

- The plan calls for the doubling of research expenditures and indirect cost recoveries by 2015. This may not be a linear phenomenon but a goal of a 50% increase in each of these parameters by 2010 is valuable for aspirational purposes.

### 7. Private Support:

- TBD

### 8. Revenues from Cash-funded Programs:

- Maintain current status and fund any approved quality enhancements in the supported areas.

### 9. Revenues from Auxiliary Enterprises:

- Maintain current status and fund any approved quality enhancements in the supported areas.

### 10. Available Bonding Authority:

- Maintain existing bonding models, expanded by improved revenue streams and supported by appropriate institutional reserves.

# Addendum

## CSU Challenges and Opportunities

In launching a new strategic planning process in Spring 2004, President Larry E. Penley, Cabinet members, deans, and faculty leadership discussed the following challenges and opportunities facing Colorado State.

### A. EXTERNAL CHALLENGES

#### 1. Constitutional constraints

- The combination of a weak economy and statutory restrictions on the state budget created a structural deficit in Colorado that cannot be resolved without Constitutional change.
- In constant dollars, state general fund appropriations for higher education have reached their lowest level in more than 20 years. Colorado now ranks 48<sup>th</sup> in the nation in the amount of state tax funds devoted to higher education per \$1,000 of personal income.

#### 2. Lack of factual knowledge about Colorado State among the general public

- While our image is improving, we are still perceived as only Colorado's "ag school," despite world class programs in a number of scientific and professional fields and disciplines.

#### 3. Public perception that higher education is inefficient

- Colorado State's administrative costs (3.2 percent of \$600 M budget) are the lowest of any similar institution in the country – and these costs may be so low as to result in risks and missed opportunities.

#### 4. Diversity and access

- The combination of legal change (e.g., Michigan) and the narrowing of the admissions window by CCHE present serious challenges to access and diversity.
- Only 11 percent of Colorado's Hispanic young adults enroll in higher education.
- Colorado ranks 35<sup>th</sup> in the nation in providing opportunities for low-income students to attend college.
- Student financial need continues to grow. CCHE estimates that state financial aid programs cover less than 7 percent of student need.

#### 5. Market constraints

- Relatively high cost of living in Northern Colorado.
- Loss of competitive position with regard to financial aid and scholarship funding.
- Impact of 9/11 on international student recruiting.

### B. EXTERNAL OPPORTUNITIES

#### 1. New leadership

- The energy and momentum of a new administration and a dynamic group of new deans will help raise Colorado State's visibility among opinion leaders in all sectors.

#### 2. Partnership opportunities

- Now is the time to leverage our research strengths (R&D expenditures have grown 35 percent in 5 years) with new funding from private donors and not-for-profit foundations that share our goals.
- Building the student pipeline in Colorado is essential – we must work collaboratively with K-16 to strengthen our schools and successfully prepare Colorado youth to be academically ready for success in higher education.
- The market for new educational products for lifelong learners (e.g., degree completion, professional development, quality of life, etc.) will continue to increase.

### 3. **Capitalizing on Colorado State research**

- Our research strengths align with national and global challenges – but future research revenues will increasingly depend on our ability to address multidisciplinary challenges.

### 4. **Transferring CSU assets into economic development opportunities**

- Colorado State is well-suited to work closely with the state and private sector on economic development and quality of life issues – helping attract new business to Colorado, producing the intellectual property to stimulate new business growth, and exporting Colorado's intellectual capital to a global market.
- Now is the time to reposition the CSU Agencies for the 21<sup>st</sup> Century.

### 5. **Service to CSU Alumni and friends**

- CSU Alumni represent an unrealized opportunity. With close to 55 percent of our alumni in Colorado, Colorado State needs a strong Denver presence.
- Our academic strengths in science, technology and business provide opportunities to build a regional alumni program in key high tech markets (Bay Area, San Diego, New York) that redefines the role of an alumni organization in ways that directly support our research, education and outreach missions.

## C. **INTERNAL CHALLENGES**

### 1. **Learning to work together**

- A new administration brings change – and the opportunity to look at challenges with fresh eyes. We must create a shared vision of the 21<sup>st</sup> century land-grant university with new processes and procedures for collaborative decision-making.

### 2. **Mentality of scarcity**

- Colorado State is under-funded. It has operated from the “scarcity” model for a long time and relied on reallocations to balance the budget. Financial stability in the future requires that we work together to “grow the pie” and overcome a mentality of scarcity.

### 3. **Loss of faculty**

- Since 1990, 80 faculty positions at CSU have gone unfilled as enrollment has grown 20 percent.
- Declining numbers of tenure-track faculty due to inadequate compensation/benefit packages and an increasing number of retirements have resulted in higher student/tenured faculty ratios and increasing workloads.
- The most productive faculty are also the most marketable and Colorado State is vulnerable to losing even more highly talented faculty to other universities with the resources to compete successfully.
- New reward systems are needed that allow more flexibility in workload allocation, promotion and tenure decisions, merit raises and innovative approaches to compensation.

### 4. **Self-deprecating attitude**

- History, traditions and current successes go largely uncelebrated.
- CSU must develop and implement a strong, comprehensive marketing program that shortens the gap between the public's perception of Colorado State and reality.

### 5. **Enrollment management**

- Existing approaches to enrollment management may not be well-suited to the challenges we face from increasing competition and the changing demographics of our state and nation.
- Colorado State needs to continue to grow the diversity of its students, faculty and staff to better reflect the society we serve.

## 6. Physical facilities

- Loss of capital funding and maintenance funding from the state present serious challenges to providing a high-quality research/instruction infrastructure.

## D. INTERNAL OPPORTUNITIES

### 1. Building on quality

- Colorado State can become one of the nation's great public research universities if we build on what has already been accomplished and ensure that our greatest resource – the faculty, staff, students and alumni of CSU – are served to the highest standards of excellence.
- CSU has great strength as a research institution (research, scholarship, artistry) with world-class programs in the sciences, nationally recognized professional programs and a number of top ten programs.
- Among research universities, Colorado State has also maintained an atypically high commitment to quality teaching and undergraduate education.

### 2. Multidisciplinary research – The applications of CSU research are universal to humanity. The most obstinate problems we face – poverty, hunger, restricted access to health care, infectious disease, environmental quality and sustainability, access to and management of information, biosecurity, etc. – are global challenges.

- *Infectious Disease and Biomedicine:* CSU offers one of the top two veterinary medicine programs in the world as well as significant strength in basic science and technology research across disciplines. The combination has made CSU internationally recognized for advances in oncology, tuberculosis, infectious disease, basic gene activation and the use of genomic tools to improve food products, as well as extensive funding for issues related to biosecurity. A new \$20 M grant will expand our research facilities to include an expanded bio-level 3 containment facility for studying infectious diseases. The university's new strategic plan seeks to expand partnerships between CSU's Biomedicine/Infectious Disease supercluster, national and international funding agencies, international medical schools and health initiatives for the purpose of translating CSU's basic research expertise into solutions for global health.
- *Environmental Sustainability:* CSU has extensive capacity and a long track record in this critical area. Global pollution issues are being addressed through the work being done in mechanical engineering on engines and energy conservation. Under the leadership of the civil engineering department, a broad array of water issues is being addressed by more than 100 faculty in 25 departments participating in field studies around the world. Issues related to global climate change are being addressed by CSU's world-class atmospheric sciences department. The Natural Resources Ecology Lab, a world leader in grassland research, is a pioneer in the use of systems analysis and computer modeling to reduce ecosystem complexity to manageable levels. CSU researchers in fields ranging from agriculture to chemistry are addressing the multitude of environmental challenges facing farmers throughout the world – drought, polluted water runoff from fertilizers and chemicals, invasive weeds, pests and infectious diseases. A significant strategic goal for the future will be to connect and leverage these efforts with other institutions in ways that support the balancing of global economic development with long-term sustainability of the world's natural resources.
- *Food, Nutrition, Health and Well-being:* As a land-grant university, CSU has long been distinguished by its capacity to address fundamental issues related to the evolution of 21<sup>st</sup> century agriculture, including plant and animal biology, genetics, ecology, biodiversity and genomics. This research is leveraged by our internationally recognized strengths in food science and nutrition. Two new strategic initiatives will increase our impact exponentially. First, CSU is committed to re-engineering the CSU Agencies, particularly our statewide network of Cooperative Extension offices, to function as full-service community resources to access university knowledge and the transfer of that knowledge into community benefits – in education, health and economic development. The redesign will include an international component to be developed in consultation with global partners. Second, a new partnership with two other universities is creating the collaborative Colorado School of Public Health, which will extend both the teaching and research capacity of the university to include a new interdisciplinary Masters' of Public Health Degree that addresses large regional and international public health issues.

- *Information Science and Technology*: CSU's contributions to information science focus around the theme of transforming data into knowledge. CSU research and expertise in sensing, information processing and knowledge extraction support basic science, engineering and public policy with active funding of approximately \$112 M. IS&T research areas that cross superclusters include software assurance; cybersecurity; embedded, parallel, distributed and grid computing; applied information technology in agriculture; radar networks for weather prediction and homeland security; and biometrics and face recognition. Strategic goals for the future include new faculty hires and strategic partnerships with faculty in partnering institutions.

3. **Entrepreneurial spirit of faculty**

- Colorado State's maturity as a research institution speaks to the creativity and productivity of its faculty – achieving mission-driven excellence today and positioning CSU to set the standard in the future means integrating the sciences and humanities in ways that differentiate the University and add value to every part of our mission.

4. **Land grant tradition**

- Our students are known for their “world-class skills – blue-collar work ethic.”
- Even with proposed tuition increases, Colorado State will remain affordable and below market nationally.
- First Generation students succeed at CSU.

5. **Integrated resource management**

- Future success and financial stability depend on our ability to grow all revenue sources – investing in activities (e.g., research initiatives, fundraising, economic development, nonresident recruiting, continuing education, etc.) that leverage public funding and grow new funding sources.