Colorado State University System Vision, Mission and Values
Adopted by Board of Governors April 2005

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

**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.

**Values**
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

**Colorado State University Mission**
Adopted by Board of Governors April 2005
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.
Institutional Profile

Colorado State is a comprehensive public research university with programs in science and technology, professions, and the liberal arts. Colorado State is distinguished as one of two major public research universities in Colorado, one of 106 land-grant institutions nationwide, and one of only 151 schools designated as a Carnegie Doctoral/Research University-Extensive. Colorado State sponsors an NCAA Division I intercollegiate athletics program as a member of the Bowl Championship Subdivision and the Mountain West Conference.

Colorado State’s eight colleges include:
- Agricultural Sciences
- Applied Human Sciences
- Business
- Engineering
- Liberal Arts
- Warner College of Natural Resources
- Natural Sciences
- Veterinary Medicine and Biomedical Sciences

Foreword by President Tony Frank

As I’ve frequently noted, my first commitment as president is to focus on the fundamentals—specifically, fundamental excellence in our core mission of teaching, research, and outreach. This Strategic Plan is a key part of that commitment. Through the process of strategic planning, we have an opportunity to assess how well we’re doing, identify emerging concerns, and prepare for new initiatives and opportunities.

At Colorado State University, we’ve established a planning process that is designed to be transparent and inclusive, transforming our aspirations for the institution into a reasonable path forward. It is also designed to evolve as the institution evolves, acknowledging the many factors that can influence our institutional direction and priorities.

Among these is certainly the state of the economy and the University budget. Some people I’ve spoken with recently have expressed frustration with the concept of planning for the future during a period when we are facing reduced budgets and limited resources. In fact, this is exactly the time in which thoughtful, long-term planning is most essential, allowing us to define our priorities and remain focused on institutional excellence.

Colorado State is a great university that will continue to have a profound impact on our world and on the lives of our students. How that occurs, and how we allocate our resources to assure that it does, is the guiding purpose of this plan. It is a living, working document designed to serve our campus community, not the other way around. As we continuously update, revise, and reorganize the plan, I invite your participation and feedback to assure its continued usefulness and relevance to the life of this institution.
Planning Overview

By providing strategic directions for planning at Colorado State, the University Strategic Plan outlines the institution’s major priorities and the university-level outcomes against which our performance will be measured. The University’s three-year planning cycle is designed to assure wide-based campus input into institutional budgets and priorities and to support budgeting that is tied to University strategic planning efforts in a transparent and coherent way. It includes a regular schedule for periodic updates of the strategic plan to reflect new priorities, new environments, new opportunities, and new ideas.

This document is organized around five broad objectives. Consistent with the university’s mission statement, sections are devoted to teaching and learning, research and discovery, and service and outreach. The fourth section addresses financial and other resources critical to supporting CSU’s mission. Finally, reflecting our commitment to diversity, a final section outlines how plans to achieve the institution’s diversity goals.

In total, we have identified 40 specific goals related to these objectives and a number of strategies related to achievement of the goals. From this university-level outline, administrative divisions, colleges, departments and specialized units are encouraged to develop more detailed courses of action in unit plans that, collectively, will constitute the university’s strategic plan.

Key Objectives

Teaching and Learning

This objective encompasses goals targeted at assuring excellence in academic programs, creating distinctive undergraduate experiences, enhancing the quality and role of graduate education, exposing students to diverse cultures, and integrating academic and co-curricular experiences.

Research and Discovery

The focus of this objective is to foster excellence in research, scholarship and creative artistry; improve discovery capabilities; and focus research in key areas of institutional strength and societal and global needs.

Outreach and Engagement

This objective reflects the university’s commitment to engage citizens through community involvement, prepare and empower learners outside the campus environment, and foster excellence in intercollegiate athletics.

Resources and Support

This objected includes a broad set of goals focused on bolstering the university’s resource base, financial stability, and public support—including fundraising and marketing, building necessary infrastructures, nurturing human capital, and promoting fiscal stability.
Diversity

While the institution’s commitment to diversity is embodied within all of its key objectives, this final objective focuses on specific goals relative to promoting an environment that encourages excellence, access, and inclusion.

Definition of planning terms

Objectives are broad, aspirational outcomes that we seek to achieve as we fulfill our mission.

Goals are more specific, measurable outcomes that contribute to the attainment of objectives.

Strategies are the overall approaches used to achieve objectives and goals. These can be achieved through specific tactics or activities.

Metrics represent the measures upon which our success in attaining objectives and goals will be assessed. Each metric has a target level and target date at which and by when we aim to accomplish each goal.
Strategic Planning Area 1: Teaching and Learning

Objective: Within a dynamic intellectual environment, Colorado State university will provide a high-quality education to undergraduate and graduate students that involves innovative curricular and extracurricular offerings, promotes retention and graduation, and prepares them for lifelong learning and achievement in a complex, global, and technologically sophisticated world.

Undergraduate and graduate education is the cornerstone of university life, and faculty and academic facilities are critical foundational elements. Students seek a high-quality education, and today’s graduates must have advanced skills and a diverse and global perspective to be successful in life and work. Excellence in higher education today requires innovative curricular and extra-curricular offerings and a renewed emphasis on providing a distinctive educational experience. It also requires appropriate support for hiring and retention of outstanding faculty and provision of a safe, constructive environment for learning.

Although earning a university degree is a distinctive achievement, much of what students gain from the experience comes from the culture of the institution and the values that characterize it. Colorado State is a campus of character committed to instilling in students core values that include accountability, civic responsibility, freedom of expression, inclusiveness, diversity, innovation, sustainability, integrity, mutual respect, opportunity, and community. 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. Student government, other student organizations, athletics, and the arts all play a vital role in creating a dynamic intellectual and social campus community.

The next three years of the implementation of the Plan stress curricular innovations that:
- improve information literacy, including the ethical uses of information, and information technology literacy appropriate to each major;
- broaden the integration of international perspectives in students’ programs of study;
- strengthen the infusion of diversity;
- and promote access to interdisciplinary experiences.

Goal 1: Growth and Maintenance of the Faculty of the University

The tenured/tenure track faculty will grow to a Stretch Goal of 1,385 through the creation of new, fully-funded tenure track positions correlated with new and over-subscribed degree programs and research growth areas. The university will identify and implement strategies and best practices for hiring, retaining, and engaging a diverse faculty through the development and application of proactive hiring practices, the creation of a Work-Life Balance office, and through investments in start-up and retention programs.
Strategies

1.1 Create and fund 450 net new tenure-track positions.

1.2 Identify and implement strategies and best practices for search committees and hiring authorities, including, as appropriate, alternative recruitment venues, “grow your own” opportunities, networks, search waivers, and other means to maximize the opportunity to hire individuals from underrepresented groups.

1.3 Retain 100% and promote quality faculty.
   1.3.a. Review and assess retention cases won/lost/stolen
   1.3.b. Continually assess and provide competitive faculty salaries

   1.4.a. Develop and assess formal policies and procedures affecting part-time, temporary, special and other teaching/research staff members

1.5 Engage late and post-career faculty
   1.5.a. Develop and assess formal policies and procedures affecting retirements
   1.5.b. Implement Worklife I, II recommendations affecting retired and emeriti faculty involvement and relations

Related Metrics:

- Number of new tenure-track positions created and funded
- Assessment of Worklife Recommendation implementation
- Progress on sustaining competitive faculty salaries relative to peer institutions
- Faculty retention numbers

Responsibility: Provost

Goal 2: Faculty Development

Faculty development will be a priority for the campus so that all faculty members meet or exceed established expectations for teaching. Faculty members will have opportunities to participate in professional development activities to enhance their effectiveness as teachers, scholars, and leaders. All faculty members will feel encouraged to utilize the resources offered through The Institute for Learning & Teaching so that they will meet or exceed expectations for teaching in their evaluations. CSU faculty will be expected to develop national and international reputations in scholarship and should expect to be nominated for relevant and competitive awards and other recognition.
Strategies

2.1. All CSU faculty members will be encouraged to participate in on-campus professional development activities, including the annual Professional Development Institute and other venues for professional growth in all areas that affect our mission including research, scholarship and artistry, and outreach.

2.2. The resources of TILT will be used to enhance faculty development in teaching, with the goal of ensuring that all CSU faculty members meet or exceed expectations as teachers.

   2.2.a. Enhance through investment the Master Teacher initiative

2.3. Uphold the expectation that faculty will have national and international reputations in scholarship.

   2.3.a. Provide training, professional development, mentoring, and leadership opportunities to enhance the professional growth of all employees, especially those from underrepresented groups

   2.3.b. Promote/nominate faculty/staff for awards & fellowships

   2.3.c. Assess the Internationalization Plan and develop guidelines for enhancing internationalization activities and scholarship

   2.3.d. Encourage and support service and engagement by faculty

Related Metrics:

- Number of faculty participating in on-campus professional development activities through PDI and TILT
- Budget for TILT/PDI faculty development activities
- Specific national and international awards and fellowships received by CSU faculty and staff
- New and expanded international activities and scholarship

Responsibility: Provost

Goal 3: Improve and Increase Learning Facilities

Faculty and students will have access to state-of-the-art learning opportunities enabled by continuous assessment and improvement of classroom and laboratory media, facilities, and environments. The Libraries will be enhanced to meet the needs of the 21st Century land-grant
university and be ranked highly among peer institutions based on access to information, training of students, faculty and staff, and service to the university community. CSU will have facilities that are safe and welcoming to a student and faculty body with a diversity of abilities.

**Strategies**

3.1. Enhance classrooms and laboratories with multimedia upgrades
   
   3.1.a. Assess the impact of classroom renovation on student perceptions

3.2. The library will rank in the top half of the ARL rankings
   
   3.2.a. Incorporate library task force reports’ recommendations into the Libraries strategic plan
   
   3.2.b. Continually assess the seating and high-density library storage capability
   
   3.2.c. Increase investments in the Libraries through central funding and endowments

3.3. CSU will be a safe and welcoming campus for students with diverse abilities
   
   3.3.a. Continually assess and maintain compliance with physical accessibility guidelines, regulations, and best practices

**Related Metrics:**

- Library ranking among peers in ARL assessments
- Number of classrooms equipped with instructional technology
- Usage rates and feedback by and from students with diverse abilities

*Responsibility: VP for University Operations, VPIT*

**UNDERGRADUATE EDUCATION**

**Goal 4: Undergraduate Enrollment**

The University will enroll 25,000 undergraduate students, with a target of 8,000 nonresidents. At the same time, we will be sensitive to our tuition policy regarding nonresident students. We will continue to implement strategies to enroll students with a specific academic profile, generally defined as preparation for college success in terms of rigor of high-school course work taken and the grades in those courses. We will also increase our market share of Colorado residents and become the school of choice among Coloradans.

**Strategies**

4.1. Increase the total undergraduate enrollment to meet Stretch Goal
4.1.a. Invest funds to satisfy sensible demand
4.1.b. Assess the capacity for student growth
4.1.c. Assess the strategy for attracting out-of-state undergraduates
4.1.d. Assess the strategy for attracting international students
4.2. CSU will develop a strategy for attracting high-ability students
4.2.a. The Curricular Preparation Index for incoming students will be 85%
4.3. Create and deploy tuition strategies to ensure CSU is competitive in recruiting Colorado students, sustaining the University’s position as Colorado’s “school of choice”
4.4. Assess the distribution of Provost funds to support activities and develop plans for moving resources to support students

Related Metrics:
- Numbers of enrolled students
- Numbers of enrolled students from Colorado
- Numbers of enrolled out-of-state students
- Progress in recruitment and retention of transfer students
- Comparison of CSU’s in-state enrollment numbers with those of all other public colleges and universities in the state
- Curricular preparation index for incoming students

Responsibility for Characteristics of Entering Students – VP for Enrollment and Access, VP for International Affairs

Goal 5: Assuring Undergraduate Access, Diversity, and Internationalization

The University will be a destination for a diverse population of undergraduate students. CSU will create, enhance, and maintain pipeline partnerships with middle schools, high schools, and with community colleges throughout Colorado, including schools that enroll large numbers of students with a broad set of backgrounds and demographics. In an effort to enroll students from targeted schools, we are committed to increasing need-based aid for Colorado’s neediest residents and to closing the unmet need gap for middle-income residents. Together with the Office of International Programs, the university will grow its international undergraduate student population to greater than 500 students as part of the OIP Internationalization Plan. Together with the Department of Athletics, the university will support the continued recruitment, admission, and retention of diverse and international student-athletes to maintain a diverse/international student-athlete population of 25% of all student athletes.
Strategies

5.1. Diversity will be reflected in the planning activities of the university

5.2. Increase the % of students from underserved groups to rank in the top quartile of peers

5.2.a. Develop comprehensive peer set to set goals

5.2.b. Assess and fund the comprehensive student retention plan

5.2.c. Develop multiple strategies (including pre-collegiate and post-baccalaureate programs) to enhance the pipeline by strengthening partnerships with institutions that serve diverse populations (alliance schools, K-12, community colleges, HBCUs, Hispanic-serving institutions, tribal colleges)

5.3. Increase the number of undergraduate international students to ≥ 500

5.3.a. Develop recruiting plan for international students that is coordinated with the University’s plan for internationalization of the campus

5.4. Establish a development and investment priority to increase resources available for both need- and merit-based financial aid to attract and retain underserved students and increase overall access.

5.4.a. Evaluate and fill unmet financial aid need for Colorado undergraduate residents

5.4.b. Increase the percentage of financial aid need satisfied by non-loan aid for Colorado resident, middle-income students

5.4.c. Evaluate % of Pell grant recipients and create a target

Related Metrics:

- Ranking among peers in service to underserved populations
- Change in participation and graduation rates of students from traditionally underserved populations
- Percentage of financial aid satisfied by non-loan aid for Colorado resident, middle-income students
- Increase in number and percentage of undergraduate international students
- Increase in financial aid and scholarship support available to promote access

Responsibility for Characteristics of Entering Students – VPEA, VPIA
Goal 6: Undergraduate Curriculum and Advising

Students will have access to first-rate advising resources in an environment of enriching curricula and enhanced learning opportunities. Strategies for enhancing the curricula include curricular innovations that improve information literacy and information technology literacy appropriate to each major; broaden the integration of international perspectives in students’ programs of study; strengthen the infusion of diversity; and promote access to interdisciplinary experiences. Strategies for strengthening advising include: expansion of the Academic Support Coordinator initiative to improve academic transitions to university educational expectations; enhancing mentoring for nationally competitive scholarships; utilizing the Institute for Learning and Teaching (TILT) to increase faculty development in the area of advising and promote collaboration among faculty and professional advisers across campus.

Strategies

6.1  Information literacy, including ethical uses of information, will be incorporated across the curriculum

   6.1.a.  Assess current levels and develop a plan for best practice distribution

   6.1.b.  Implement recommendations from Libraries Task Force

6.2.  Enhance programmatic accessibility for students with physical, learning, and other disabilities

6.3.  Attract enough high-ability students to meet Honors enrollment target of 1,250

   6.3.a.  Assess current recruiting plan for Honors

6.4.  Add interdisciplinary programs to meet demand

6.5.  International perspectives will be incorporated into undergraduate learning experiences

   6.5.a.  Provide institutional support for infusion of multicultural and global perspectives into the curriculum

6.6.  Increase the number of students involved in Study Abroad

   6.6.a.  Raise funds to support scholarships for students to study abroad

   6.6.b.  Create credit-bearing internships abroad

   6.6.c.  Increase the number of students in an international learning experience

   6.6.d.  Create international cooperative programs
6.6.e. Create area and global studies programs and alternative learning programs

6.7. Create interdisciplinary programs

6.8 Utilize TILT and other mechanisms for mentoring students and advisors

6.8.a. Enhance mentoring for prestigious scholarships

6.8.b. Enhance academic advising

6.8.c. Develop strategies to support culturally responsive advising with particular attention to the needs of students that are first generation, nontraditional, and men and women in non-traditional fields.

Related Metrics:

- Number of faculty and proportion of curriculum that infuse diversity into the curriculum
- Number of majors with required international component and total enrollment in those majors
- Number of minors with required international component and total enrollment in those minors
- Participation and success rates for students with physical, learning, and other disabilities
- Numbers and total enrollment in current interdisciplinary studies programs
- Numbers and total enrollment in current interdisciplinary majors
- Number of students graduating with second majors (within and across colleges)
- Number of students graduating with minors (within and across colleges)
- Numbers of students participating in study abroad
- Numbers of students participating in the Honors Program
- Student success in competing for prestigious scholarships

Responsibility for Excellence in Undergraduate Programming – VP for Undergraduate Affairs, VP for Student Affairs

Goal 7: Active and Experiential Learning Opportunities for Undergraduates

The University will create opportunities for active and experiential learning in every major. Every program of study will have best-practice guides for faculty and students. Residential and non-residential learning communities will provide key opportunities for active and experiential learning that can be connected either to specific disciplines – thereby enhancing the opportunities available within majors and colleges – or to broader interdisciplinary experiences that promote University goals such as internationalization and diversity.

Strategies

7.1. CSU will have best practices guides in all disciplines
7.1.a. Develop an inventory of current activities in experiential learning

7.1.b. Incorporate best practices in unit assessment plans

7.2. All undergraduates will have opportunities to be involved in experiential learning, research/artistry, or outreach

7.2.a. Advertise that research opportunities exist

7.2.b. Create a funding priority to support undergraduate research opportunities

7.2.c. Assess opportunities for experiential learning, research/artistry, or outreach in all majors

7.2.d. Enhance the service learning program

7.2.e. Establish office of Undergraduate Research with goals/metrics

7.2.f. Increase the number of students participating in residential and non-residential learning communities

7.2.g. Increase the variety of residential and non-residential learning communities

7.2.h. Assess effectiveness of learning communities on learning, retention, and graduation

Related Metrics:

- Increased scores on Climate Survey comfort index
- Number of students participating in living-learning communities and quality of their experience
- Number of undergraduates participating in research opportunities
- Successful inclusion of “best practices” in unit assessment plans
- Number and quality of experiential learning opportunities in all majors
- Levels of campus participation in events focused on cultural understanding and diversity
- Evidence of successful collaboration on diversity-related activities with public and private local entities

Responsibility for Excellence in Undergraduate Programming – VPUA, VPSA

Goal 8: Student Success Outcomes – Undergraduate Retention and Graduation

Student success is consonant with enhanced advising in a challenging curricular environment. The student success rates for cohorts of incoming students will exceed 85% for first-year students. The retention rates for cohorts of traditionally-underrepresented students will grow to meet the retention for cohorts of majority students. The 6-year graduation rates for all cohorts of
students will be 65% or greater. The 6-year graduation rates for student-athletes will be 70% or greater.

**Strategies**

8.1. Improve the first-year student success rate to ≥ 85%

8.1.a. Fully implement and fund the plan for retention and student success.

8.2. Improve the retention rate for transfer students to ≥ non-transfer students

8.2.a. Fully implement and fund the plan for retention and student success.

8.3. Improve the six year graduation rate for all students and for underserved students as a group to ≥ 65%

8.3.a. Fully implement and fund the plan for retention and student success

**Related Metrics:**

- Majority and minority student success rates
- First-generation student success rates
- Success rates and satisfaction of residential learning communities
- Success rates of student-athletes
- Improvement in first-year student success rate
- Improvement in 6-year graduation rate
- Progress on implementing plan for student retention and success

*Responsibility for Excellence in Educational Outcomes – VPUA, VPSA*

**Goal 9: Undergraduate Learning Outcomes**

CSU will respond to changes in the CCHE Performance Contract for FY10 and beyond, continually improving its ability to meet or exceed the CCHE-required reporting category scores. All-University measures of key general education learning outcomes in critical thinking, reasoning, and writing will be evaluated through a critical assessment program.

**Strategies**

9.1. All academic departments and student affairs units will employ the university online assessment (PRISM) database to assess measureable learning outcomes appropriate to their areas of responsibility

9.2. Increase the indices in CCHE-required reporting categories

9.3. Promote continuous assessment and improvement in learning outcomes
9.3.a. Assess student knowledge of and skills learned from content taught in AUCC courses

9.3.b. Assess the value and impact of living/learning communities

9.3.c. Assess the value and impact of first-year academic experience

9.3.d. Employ quality assessments of learning as part of Academic Program Reviews

9.3.e. The rankings, as reported in *U.S. News and World Report*, of undergraduate programs will be in the top quartile of peers

9.3.f. Assess methods for internal evaluation and mechanisms for improvement

9.3.g. Departments will identify any licensure and other professional exams appropriate to their disciplines that they will track and report systematically

**Related Metrics:**

- Departmental and unit participation with PRISM database
- Improvement in areas of ongoing assessment
- Improvement in relevant national rankings
- Student performance on licensure and professional exams, as identified by departments

*Responsibility for Excellence in Educational Outcomes – VPUA, VPSA*

**Goal 10: Undergraduate Student Engagement Outcomes**

Student engagement opportunities will increase in quantity and quality through the integration of curricular and co-curricular experiences. The university will focus its efforts to engage students utilizing best-practice and high-impact activities such as common intellectual experiences, learning communities, collaborative assignments and projects, service-learning and community-based learning, and capstone courses and projects, especially for first-year students and for students from traditionally underrepresented groups. Student engagement inside and outside the classroom will continue to be evaluated on a systematic basis through national and local assessments. Outside the classroom, the university will focus its efforts to engage students in intercollegiate athletics as participants, fans, and supporters.

**Strategies**

10.1. CSU will participate in the Survey of Student Engagement

10.1.a. Assess appropriate categories and scores on NSSE

10.2. CSU will promote a culture of active student engagement
10.3. CSU will host at least 4 events each month that focus on enhancing understanding of diversity and diverse cultures

10.3.a. Increase collaboration on diversity-related activities and events with public and private entities in the local community

10.4 Increase the scores on the comfort index computed as part of Colorado State Campus Climate Survey

10.5 CSU will continue to grow and enhance its participation in NCAA Div. I intercollegiate athletics through the growth of its sports programs, its rankings in the Mountain West Conference, its NCAA post-season competition and bowl opportunities, and its standing in the annual Directors’ Cup

Related Metrics:

- Student scores on survey instruments
- Student participation in student organizations
- Participation in university leadership programs
- Number of students involved as volunteers
- Opportunities and participants in Alternative Spring Break
- Student satisfaction with diversity
- First-year participation in Ram Welcome
- Students completing AmeriCorps UCAN Serve Program
- Increased scores on Climate Survey comfort index
- Student/community attendance at cultural/arts events
- Student/community attendance at ticketed athletic events

Responsibility for Excellence in Educational Outcomes – VPUA, VPSA, Director of Athletics

Goal 11: Undergraduate Student Well-being Outcomes

To improve the overall health of the CSU student community, as well as to enhance academic performance and retention, the University will empower Campus Recreation and the CSU Health Network to create a “Culture of Wellness.” Together, recreation, medical, and mental health services provide an infrastructure that enhances well-being by increasing resiliency factors and decreases high risk factors and their resulting consequences.

Strategies

11.1. Implement strategies to create a culture of wellness

11.2. Create innovative health-care delivery, research, and training programs in collaboration with campus and community partners.
Related Metrics

- Innovative programs implemented and participation rates
- Increase in resiliency factors
- Decrease in high-risk factors and their consequences

Responsibility for Excellence in Educational Outcomes – VPUA, VPSA

GRADUATE EDUCATION

Goal 12: Graduate Enrollment

The university will increase the number of resident instruction graduate students to a Stretch Goal of 5,000 students to support the research interests of the faculty. This will be accomplished through a combination of strategic partner institutions or programs in the region and around the globe that will promote the programs at CSU to ensure a broad diversity of student backgrounds, interests, and perspectives on culture, scholarship, and the graduate experience. This will require a spectrum of recruiting efforts and creative funding and programmatic mechanisms to offset the high costs of non-resident instruction and attract high-quality students to the state. The distance degree programs will also increase student enrollment to a level commensurate with developing goals in academic departments.

Strategies

12.1. Evaluate capacity for distance programs

12.2. Evaluate the capacity for RI programs

12.3. Increase the number of international graduate students ≥ 700
   12.3.a. Utilize international alumni networks to encourage matriculation

12.4. Fully-fund the non-resident tuition premium for GRAs

12.5. Increase the % of students from underserved groups to 17% of graduate students
   12.5.a. Engage student affairs cultural centers for recruiting/retention efforts

12.6. Utilize national recruiting events to attract students to CSU programs

12.7. Create a comprehensive development plan for student fellowships

Responsibility for Characteristics of Entering Students – VPGA
Related Metrics:

- Increase in number of enrolled international graduate students
- Improvement in percentage of students from underserved groups among all graduate students
- Number of distance graduate students
- Number of RI graduate students
- Number of national recruiting events at which CSU is represented
- Dollar amount of graduate fellowship awards

Goal 13: Ensure High-Quality Programs

To be attractive to students with broad educational goals, the institution will create new graduate programs in areas of high demand that are consistent with the land-grant mission of the institution and will assess those needs using an aspirational model of the university commensurate with its stretch goals. These programs should comprise multidisciplinary, blended, or dual/partnership degrees where appropriate, especially programs that prepare students for success within a global workforce. The Graduate School shall continually assess programs using nationally recognized assessment tools. Finally, quality programs should be able to offer competitive graduate assistant stipends and benefits to prospective students, which will require regular assessment and investment.

Strategies

13.1 Add new degree programs in areas of demand that track with university strengths and strategic initiatives
   13.1.a. Assess programmatic areas of need based on institutional aspirational goals
   13.1.b. Add multidisciplinary, joint, blended format programs
   13.1.c. Create Professional Science Master’s programs to meet regional needs
   13.1.d. Add international, interdisciplinary certificate and degree programs
   13.1.e. Create assessment tools to evaluate prospects for success and continually assess program quality
   13.1.f. Develop a clear sunset strategy

13.2. Graduate student support will meet/exceed levels of peer institutions
   13.2.a. Increase the percent students with assistantships
   13.2.b. Fund stipends at 100% peer average or above
13.2.c. Fund benefits at 100% peer average

**Responsibility for Excellence in Educational Programming – VPGA**

**Related Metrics:**

- Number of multidisciplinary, joint, blended format programs
- Number of international, interdisciplinary certificate and degree programs
- Results of program-quality assessments
- Increase in percentage of students with assistantships
- Improvement in funding of stipends and benefits

**Goal 14: Student Success – Graduate Student Retention and Graduation**

Student retention and completion rates for all student groups will be evaluated and will meet or exceed the national rates as reported by the Council of Graduate Schools assessments. The professional successes of students will be regularly evaluated through exit surveys, and CSU graduates will be competitive for professional positions and admission into other terminal degree programs.

**Strategies**

14.1. Strategies will be implemented to ensure degree completion rates for all graduate students will be meet or exceed national rates

14.1.a. Specific strategies will be adopted to assure degree completion rates for domestic minority students will meet or exceed national rates

14.1.b. Create and assess graduate student retention programs

14.2. Resources for professional development training will be assessed and increased to support retention programs and preparation for admission into other terminal degree programs.

14.2.a. Assess programs available through Career Center, TILT

14.2.b. A dynamic alumni organization will be employed to create an alumni network to support students after graduation.

14.3. Develop assessment for distance programs

14.3.a. Exit survey and feedback

**Related Metrics:**

- Degree-completion rates for all graduate students to meet or exceed national rates
• Exit survey results

Responsibility: VP for Graduate Affairs

Strategic Planning Area 2: Research and Discovery

Objective: Colorado State University will be an academic environment that encourages and promotes research excellence, innovation, and faculty achievement in research and scholarship that benefits society, advances our world, and expands the body of human knowledge.

Goal 15: Achievement in Research and Scholarship

Contribute to the development of new and useful knowledge – in keeping with our mission – while also expanding recognition of Colorado State University as a research institution.

Strategies

15.1. Increase quality and quantity of faculty publications and creative artistry to levels commensurate with leading peer institutions.

15.1.a. Faculty productivity is assessed through regular program reviews; other assessment tools will be developed.

15.1.a.i. Continue to monitor those areas where Colorado State has shown continued improvement: competitively funded federal research support, research volume and quality as reported by the U.S. University Science indicators, and the quality of undergraduate education.

15.1.a.ii. Track number of Ph.D.s granted annually; number of postdoctoral appointees; National Research Council faculty quality ratings; and overall faculty awards and fellowships.

15.2. Recognize interdisciplinary research and scholarship as a factor in promotion and tenure

15.3. Demonstrate progress in international collaboration in research and artistry

15.3.a. Develop means of measuring effectiveness and success of international collaborations

15.4. Enhance faculty recognition on a national/international level including memberships in the National Academy of Sciences and other prestigious organizations, with emphasis on: faculty arts and humanities awards, fellowships and memberships; memberships in national academies.
Related Metrics:

- By 2010: Develop CSU methodology, using standardized approach e.g. Academic Analytics, that is widely accepted on campus to track faculty productivity
- By 2010: Document enhanced formal relations, cooperative research and recognition with International institutions, particularly CSU “key institutional partners”
- By 2010: Develop an approach to track faculty peer recognition
- By 2011: Institute a process for incorporation and recognition of interdisciplinary research and scholarship into P/T dossiers
- By 2012: 6 NAS members [including new hires]. The BOG has developed a stretch goal related to National Academies’ membership (10 by 2012). Attainment of this goal is unlikely by 2012 without a concerted recruitment and significant investment. Nonetheless, CSU will continue its efforts to promote or recruit National Academies members.

Responsibility: Vice President for Research (with Provost and Vice Provost for International Affairs)

Goal 16: External Funding

Increase externally funded research from all sources but particularly from non-federal sources. We will continue to encourage faculty to seek funding for basic and applied research from government, industry, foundations and individuals in the United States and abroad through innovative strategic partnerships in the United States and abroad, including agreements with international scholars and research institutes. We are committed to the use of seed money to support new faculty and research initiatives and to provide systems that support the responsible conduct of research (financial, regulatory and ethical).

Strategies

16.1. Increase non-federal funding of research, including industrial, state, local and foundation funding from national and international sources

16.2. Increase public/private partnerships in support of ERC’s and STC’s; Research Innovation Centers; and High Performance Computing

16.2.a. By 2009-2010: Successfully compete for continuation funding of ERC’s/STC’s based on sustainability plan for funding through combined federal and private-sector support.

16.2.b. By 2010: Successfully launch first Research Innovation Center with private sector tenants.

16.2.c. By 2010 and beyond: Develop plans for additional public/private partnerships to support research, instrumentation, and facilities.
Related Metrics

- Total awards received ($ millions)
- Total research expenditures ($ millions)
- Total research expenditures per tenured/tenure track faculty
- Number of proposals generated

Note: Increases in awards and expenditures assume the faculty levels and new hires. The per-faculty expenditure on the research metric primarily provides an accurate and convenient comparison metric with other institutions. Much of the university’s awards activity is generated by faculty and research scientists on special appointments. Continued increases will be dependent on increased research productivity by current research-intensive faculty but also faculty growth.

- By 2010 and beyond: Steady increases in research funding at a rate that meets or exceeds leading peer institutions.
  - $274M in FY09
  - $312M in FY09
  - $320k in FY09

- By 2010 and beyond: Steady increases in research funding from non-federal sources that demonstrates development of alternative funding sources and aggressive marketing of CSU research capabilities.

Responsibility: Vice President for Research (with Vice Provost for Outreach and Strategic Partnerships; Vice President for Advancement; Vice Provost for Int’l Affairs; President of CSURF)

Goal 17: Economic Development

Expedite technology transfer and the commercialization of intellectual properties created by Colorado State researchers. Colorado State already contributes to the state’s economic development by preparing workers for the labor force, by creating knowledge, and by providing venues that enhance the quality of life in the state, such as the new University Center for the Arts. We will develop closer ties to the community and foster economic development through mechanisms such as business development and workforce training efforts that will facilitate the deployment of University resources to benefit the full spectrum of society and improve research and discovery capabilities as a University and as a nation. Our focus will be on fostering translational research, facilitating technology transfer, and strategic use of real estate resources.

Strategies

17.1. Contribute significantly to economic development through technology transfer including increases in invention disclosures; patents (new/approved) per year; and licenses and spinoff companies.

17.2. Promote workforce training efforts that will allow CSU to have a significant impact on
17.2. Augment these efforts with workforce training efforts out of the OVPOSP, facilitated by a Director of Economic Development and leveraging our distance education capabilities.

17.3. Earn recognition by economic development corporations in northern Colorado and beyond for CSU efforts

Related Metrics:

- 2010 and beyond: Continuous improvement in metrics
  - FY09-106
  - FY09-171 applications; 6 issued
  - FY09-43 technologies licensed to industry; 1 spin-off company
- 2010: Director of Economic Development hired
- 2010 and beyond: Workforce training and life-long learning efforts implemented
- 2011: Second “satisfaction” survey completed. (The degree of satisfaction with CSU efforts has been gauged through a “satisfaction” survey of CSU’s economic development partners. This instrument will be used periodically to gauge success.)

Responsibility: Vice President for Research; Vice Provost for Outreach and Strategic Partnerships; President of CSURF

Goal 18: Research Personnel

Grow the base of research faculty and graduate research assistants, commensurate with higher levels of external funding, goals for teaching excellence, and a global perspective in our educational programs. The quality of our research program is driven by the talent of our research faculties and staffs, which we are committed to improve in keeping with standards set forth by prestigious organizations such as the American Association of Universities (AAU). Among top priorities will be adding endowed professorships that will support key research initiatives and faculty who bring a broadened global perspective to the campus.

Strategies

18.1. Focus research recruiting in areas of institutional strength and societal need

18.2. Adopt strategies to grow base of research personnel

Related Metrics:

- Net new tenure-track hires involved in award activity
- Support personnel numbers

Responsibility: Vice President for Research; Provost; and Vice Provost for Graduate Affairs
Goal 19: Research Facilities

Construct and equip new laboratories and other research and library facilities and services to serve the needs of a growing research institution. New laboratories and central, core research facilities are essential both to assure research productivity and to attract world-class research professionals. We also must develop services and IT support services at levels appropriate for each discipline in which graduate-level education and research are conducted.

Strategies

19.1. Develop portfolio of research resources (handbooks, operating procedures, Web resources, technical updates)

19.2. Fully implement Kuali-Coeus Research management system

19.3. Provide administrative/IT support commensurate with a world-class research program

19.4. Implement base funding for Laboratory Animal Resources and core facilities

19.5. New laboratory facilities or renovated existing facilities in concert with the campus physical development plan, including additional offices and laboratory spaces for net new faculty hires

Related Metrics:

- Completed portfolio of research resources
- Successful implementation of Kuali-Coeus within established timeframe.
- Changes in administrative/IT support numbers
- Implementation of base funding for LAR
- Completion of new or renovated research facilities

Responsibility: VP for Research, VPIT

Strategic Planning Area 3: Outreach and Engagement

Objective: True to our land-grant heritage and our values of civic responsibility and public access, Colorado State applies intellectual and academic resources to social, economic and community development in Colorado, the nation and the world. Our faculty and staff engage in applied research and teaching and to share their knowledge with others in keeping with our aim of setting the standard as a 21st century land-grant institution. This objective requires that we:
• Engage Citizens Through Community Involvement
• Prepare and Empower Learners Outside the Campus Environment

Colorado State’s traditional state agencies (CSU Extension, the Colorado State Forest Service, the Agricultural Experiment Station and the Colorado Water Institute) play a critical role throughout the state by developing and delivering practical knowledge on current problems to both industries and consumers.

Colorado State, similarly, is home to a world-class veterinary teaching hospital and diagnostic laboratories engaged in veterinary medical education, research, service and engagement. Colorado State-trained veterinarians protect animal and human health, provide society a safe and abundant food supply and sustain the profitability of animal agriculture.

Addressing these and other challenges facing urban, suburban, and rural communities requires innovative organizational structures and programs and flexible policies. New structures must improve effective access to the university and make partnerships and collaboration readily achievable. Programs must address future challenges and be led by people with vision.

Goal 20: CSU Extension

CSU Extension will bring the rich resources of a great public university to the people – whether they live in urban, suburban, or rural areas, allowing Colorado residents to tap the resources and information to address contemporary concerns.

Strategies

20.1. Enhance CSU Extension county and area offices into educational centers that represent the entire university while continuing to provide educational programs in agriculture, natural resources, family, consumer and health sciences and community and economic development.

20.2. CSU Extension will actively seek partnerships between Colorado State and counties, municipalities, schools, small business, and other organizations and will reach out to diverse and previously underserved populations.

20.2.a. Will establish agreements with Colleges and counties that enable Extension staff to address area, regional and state expertise;

20.3. Extension programs will address identified educational outreach and engagement needs of Coloradans

20.4. County and campus-based staffing will provide educational expertise to address the identified needs of the state.

20.5. Extension programs will be connected to outreach and engagement programs university-wide, as measured by:
• team efforts with other colleges and units;
• grants, contracts and publications with multiple authors;
• number of faculty without formal extension appointments collaborating with Extension in engagement.

20.6. Extension programs will utilize a variety of methodologies to reach new and diverse audiences, including on-line educational events expanding the reach of Extension; and educational opportunities provided to new and diverse of audiences.

Related Metrics

• Economic, social and environmental impacts of extension programs;
• Identified public value of programs;
• Engagement of members on county and state advisory committees;
• Data collected through annual county commissioner survey;
• Increase in total number and diversity of citizen contacts annually.
• Increase in number of team efforts with other colleges and units;
• Increase in grants, contracts and publications with multiple authors;
• Increase in number of faculty without formal extension appointments collaborating with Extension in engagement.

Responsibility: Vice Provost Outreach & Strategic Partnerships; Associate Provost CSU Extension

Goal 21: Agriculture

Colorado State University support a modern, competitive, and sustainable agricultural industry. We recognize that changing market and ecological dynamics are altering modern agriculture as the role and power of the producer are being transformed by consumer concerns, by new forces in the supply chain, and by global competition.

Strategies

21.1. CSU Extension (through its Competitive and Sustainable Agricultural Systems and 4-H/Youth Development programs) and the Agricultural Experiment Station will pursue comprehensive research and engagement programs that address physical, environmental, best management practices and economic issues related to the sustainability of Colorado’s livestock, food and ornamental crop industries. Their work will be supported by fundamental research on campus in areas such as plant and animal biology, genetics, ecology, biodiversity and genomics.

Related Metrics:

• Educational programs, publication of Extension and agricultural research
• Adoption of new technologies and methods developed by Agricultural Experiment Station
• Course offerings by Continuing Education and research support through technology transfer.

Responsibility: Dean, College of Agricultural Sciences; Director, Extension; Director, Agricultural Experiment Station

Goal 22: Natural Resource Stewardship

Lead premier research and engagement efforts focused on the state’s air, land, forest, water and wildlife resources include campus-based programs as well as the activities of CSU Extension, the Agricultural Experiment Station, and the Colorado State Forest Service. Among campus initiatives are the many programs of the Warner College of Natural Resources and the Colleges of Agricultural Sciences and Engineering, as well as interdisciplinary units such as the Colorado Water Institute and the Water Center. Stewardship of natural resources depends on expertise that spans the social, natural and management disciplines. These disciplines are represented in several colleges at CSU.

Strategies

22.1 The Warner College of Natural Resources will lead an interdisciplinary effort to achieve this goal by coordinating efforts among colleges and outreach units. This interdisciplinary effort will:

22.1.a. Encourage responsible use and sustainability of our natural resources and the environment

22.1.b. Encourage restoration of Colorado forests through Forest Restoration Institute

22.1.c. Involve the Center for Community-Based Conservation

22.1.d. Address restoration project recommendations

22.1.e. Lead to the creation of a clearinghouse on greenhouse gases

22.1.f. Promote linkages to professional organizations, non-profit groups, advisory boards

22.1.g. Promote maintenance of amenity values of Colorado landscapes

22.1.h. Facilitate Colorado State Forest Service fire preparedness, suppression and forestland management/assistance programs

22.1.i. Promote Talloires Declaration principles

22.1.j. Engage international dimensions
Related Metrics:

- Progress toward achievement of stated strategies.

Responsibility: Dean, College of Natural Resources; Director, Agricultural Experiment Station

Goal 23: Health

Promote community and public health among Coloradans. Ongoing efforts in this arena include the Nutrition, Health and Food Safety program of CSU Extension and the research and teaching activities of units in the College of Applied Human Sciences and the College of Veterinary Medicine and Biomedical Sciences.

Strategies

23.1. Continue to support the success of a multi-institutional program offered under the auspices of the new Colorado School of Public Health (to be jointly operated with UC Denver Health Sciences Center and the University of Northern Colorado).

Related Metrics:

- Graduation of first MPH cohort in 2010.

Responsibility: Vice Provost for Graduate Affairs; Vice Provost Outreach and Strategic Partnerships; Director, Cooperative Extension; Dean, Agricultural Sciences; Dean, Veterinary Medicine and Biomedical Sciences; Dean, Applied Human Sciences

Goal 24: Service to K-14 Schools and Students

Prepare teachers and ready students for success in targeted Colorado schools. This goal is consistent with Colorado State’s commitment to access and success and to compatible general education curricula at schools statewide, as well as linking the educational strengths of CSU to K-14.

Strategies

24.1. Enhance teacher-training programs on and off campus (especially in the areas of science, math and technology and global perspectives).

24.2 Continue to develop and deliver a set of coordinated programs for targeted high schools and community colleges to motivate and better prepare Colorado youth and nontraditional students for higher education.

   24.2.a. Develop administrative infrastructure

24.3. Conduct inventory of campus-wide K-14 outreach initiatives
Related Metrics:

- Programs and services to enhance student preparedness in target schools
- Tracking of teacher licensure completion and placement
- Teacher preparation effectiveness
- Annually assess impact of engagement with Alliance Schools
- Review inventory of campuswide K-14 outreach initiatives in terms of outcomes
- Principal and superintendent training effectiveness

Responsibility: Director, School of Education; Vice Provost Outreach and Strategic Partnerships; Dean, Applied Human Sciences; Vice Provost Undergraduate Affairs; Vice Provost Graduate Affairs; STEPP Director

Goal 25: Lifelong Learning

Both the Division of Continuing Education and CSU Extension will actively partner with the colleges to develop and deliver programs, courses and educational experiences face-to-face, online and via video for youth, non-traditional students, working professionals, alumni, business and industry and other groups. These efforts support Colorado State’s commitment to economic development, organizational excellence and professional development. They are part of the extension and service of a model 21st-century land-grant institution.

Strategies

25.1. Expand the offerings of programs and courses to lifelong learners regardless of age.

25.2. Continue to support and build on the university’s partnership with OSHER.

Related Metrics

- Total courses/programs offered 2010: 1,465 (907)
- Total participants 2010: 10,463 (6,480)
- Community/organizational partnerships 2010: 30 new (plus 15 existing in 2005)
- Osher program participation rates
- Continuation of Osher Foundation support for CSU’s program

Responsibility: Vice Provost for Outreach and Strategic Partnerships; Director, Continuing Education; Executive Director, Alumni Relations

Goal 26: Community and Economic Development

Colorado State will continue to expand collaboration across the colleges and enterprise units to partner with both private and public sector institutions in supporting regional workforce and social program development. Successful community and economic development partnerships support Colorado State’s contribution to the well-being of all Colorado citizens and the perceived relevance of Colorado State in the community.
Strategies

26.1 Engage with community partners to support workforce and social program initiatives.

26.2 Expand collaboration with private partners and other public institutions

Related Metrics

- 2010: Create pilot regional centers.
- 2010: Continue regional economist reports and forecasts.
- 2009: Advance Northern Colorado Higher Education Joint Venture with UNC, AIMS, FRCC, NCEDC, and Global Campus

Responsibility: Vice Provost Outreach & Strategic Partnerships; CSURF Superclusters; College of Business; College of Agricultural Sciences; College of Applied Human Sciences; Division of Continuing Education; CSU Extension; University Engagement Advisory Committee

Goal 27: Alumni Involvement

Engage alumni in meaningful ways to build loyalty and support. Alumni can be powerful ambassadors for Colorado State in communities and in recruiting students and faculty.

Strategies

27.1 The Alumni Office, in conjunction with engagement units, will work to establish and maintain lasting relationships with alumni that are mutually beneficial and that enhance the perceived value of a Colorado State degree and campus experiences.

Related Metrics

- Alumni association membership
  2010: 2,000 annual and life members
- Attendance at Alumni Association-coordinated events
  2010: 2,500 attendees
- Volunteer participation
  2010: 1,500 volunteers
- Satisfaction
  2010: Exceed expectations of >50% of event attendees and volunteers
- Alumni involvement and advocacy
- Alumni participation in Lifelong Learning programs

Responsibility: Vice President for Advancement; Executive Director, Alumni Relations; Director, Continuing Education; Director, Intercollegiate Athletics
Goal 28: Environment and Sustainability Engagement

Integrate Colorado State’s university-wide expertise and cultural commitment to natural resource and environmental sustainability. Collaboration will promote Colorado State’s efforts toward environmental sustainability and be consistent with its investments in research and teaching related to sustainable energy and environmental stewardship. Key Colorado State initiatives include the President’s Environment and Sustainability Committee, Warner College of Natural Resources, the School of Global Environmental Sustainability, and the Institute for the Built Environment.

Strategies

28.1. Enhance awareness of sustainability and service oriented learning and initiatives and use the President’s Environmental and Sustainability Committee as the coordinating resource for awareness programs related to sustainability.

28.1.a. Identify resources for the Environment and Sustainability Committee for outreach efforts to CSU students and other education communities.

28.1.b. Establish a recognition program to reward and recognize offices and programs that have achieved significant steps toward carbon neutrality and other environmental efforts, e.g., a “seal of approval” from the Environment and Sustainability Committee.

28.2. Ensure that the University is represented at appropriate environmental fairs, forums, conferences, and events in the region and collaborate with Colorado higher education partners.

Responsibility: CSURF Vice President for Energy and the Environment; President’s Sustainability Committee; Warner College of Natural Resources; Vice Provost for Outreach and Strategic Partnerships; Vice President for Research

Goal 29: Intercollegiate Athletics

Increase the competitive success of the university’s intercollegiate athletics program to enhance positive exposure for the university on a local, regional, and national scale. In addition, a successful intercollegiate athletics program, especially in the sports of football and basketball, can increase revenue streams; engage students, alumni, and fans in meaningful ways to build loyalty and support; enhance the university’s presence locally, regionally, and nationally; and assist in the recruitment of students, faculty, donors, and corporate sponsors.

Strategies

29.1 The Department of Athletics will work to develop sports programs that achieve competitive success while continuing to promote integrity and ethical conduct.
Related Metrics

- No. 1 standing in NACDA Director’s Cup
- Annual participation in BCS bowl game
- Consistent post-season appearances in the NCAA men’s and women’s basketball tournaments
- All other sports challenging for MWC titles on an annual basis
- No major NCAA infractions

Responsibility: Director of Athletics

Strategic Planning Area 4: Resources and Support

Objective: Attaining the various objectives and goals outlined related to the institution’s mission – teaching, research, and service – is the responsibility of faculty, staff and administrators assigned to managing these initiatives. Yet, these can only be accomplished with the assistance of central support functions that secure resources and marshal other critical support. Colorado State will invest in central and unit level administrative infrastructure to ensure adequate administrative resources are available to support mission critical initiatives.

Goal 30: Yearly Giving

Enhance the expendable portion of the CSU Foundation endowment to enable account managers to fulfill donor intent in a maximal fashion.

Strategies

30.1. Achieve a maximum rate of return on investments within acceptable levels of risk to increase expendable net assets

30.2. Continue to invest and build infrastructure to substantially increase annual giving and private support levels

30.3. Increase percentage of alumni participating as donors

Related Metrics

- 2010: $34M in expendable funds from development and endowment.
- 2010: $252M in endowment and invested assets.
- 2010: 15% alumni participation as donors
Goal 31: Comprehensive Campaign

Build assets to fund key projects—including critically needed scholarships, facilities, and program enhancements—through a multi-year comprehensive campaign with a goal of $500 million.

Strategies

31.1. Maintain current staffing and resource levels necessary to achieve comprehensive campaign goals

Related Metrics

- Progress toward Campaign goal.

Responsibility: Vice President for Advancement

Goal 32: Marketing/Brand Management

Create broader public awareness and greater appreciation of Colorado State’s teaching, research, and outreach/engagement mission around Colorado and at the national and international levels to support student and faculty recruitment, provide benefits for alumni, influence grant and contract activity, and facilitate fundraising. Among Coloradans, foster a stronger affinity with the institution and understanding of the contributions it makes to the quality of life and economic development of the state. Strengthen relationships within the campus community via consistent and credible communication.

Strategies

32.1. Continue development toward a more integrated marketing model for the University to achieve a consistency of approach among the various CSU units performing marketing functions.

32.2. Utilize marketing efforts to support teaching, research and outreach mission of the University.

32.3. Support student recruitment and fundraising efforts with marketing.

32.4. Strengthen internal brand commitment for brand standards and messaging.

32.5. Continue to strengthen and enhance marketing initiatives and partnerships with the Department of Athletics and specifically with Nelligan Sports Marketing to build on regional and national exposure of CSU’s intercollegiate athletics program.
Related Metrics

- Creation of a University-wide Brand Marketing Committee
- Creation of a University-wide Web Standards Committee
- Incorporation of social media and other electronic media into brands standards strategy
- Conduct statewide awareness survey

Responsibility: Vice President for Public Affairs; Director of Athletics; VP for Enrollment and Access

Goal 33: Master Building Plan

Maintain and upgrade the overall campus environment through improved learning and research facilities and an overall environment that meets the needs of a flourishing academic community.

Strategies

33.1. Develop a long-term and annual funding plan for controlled maintenance and repairs of University facilities.

33.2. Consider designating a portion of annual maintenance and repair allocations to public areas that are heavily used and also emphasize classroom and laboratory maintenance.

33.3. Consider a funding formula that could be utilized to estimate and plan for facilities and infrastructure that will be necessary to support strategic initiatives such as increasing student enrollment, research activity, and increases in faculty and related support staff.

33.4. Maintain a design review process based on established criteria.

Related Metrics

- FY2010: Track annual expenditures and unmet need for controlled maintenance.
- FY 2013: Increase Facility Condition Index (FCI) to 80%
- FY2013: Increase current maintenance budget to $1.50/sq.ft.

Responsibility: VPUO

Goal 34: Information Technology

Create an IT environment required for student-focused learning, faculty research, service and outreach, and effective management. Colorado State will continue to invest in its technology infrastructure. These investments also will support improvements in financial and human resource management, student enrollment, and academic record management, research data management, and internal and external communication.
Strategies

34.1. Continue with Kuali Financial System enhancements and Kuali Research System implementation as planned and support project budget

34.2. Continue with efforts to upgrade the University’s backbone IT network and enhance IT security and privacy

Related Metrics:

- Initial deployment of some Kuali Research System modules by FY11.
- Number and type of IT security events.
- Progress in upgrading backbone including upgrading capacity in LAN, upgrading off-campus connectivity, preparing infrastructure for new telephone technology.

Responsibility: VPIT

Goal 35: Human Resources

Provide nationally competitive compensation, benefits, and employee services for faculty, administrative professionals, and classified staff.

Strategies

35.1. Improve employee recruitment and retention by continuing to examine ways to improve faculty and administrative professional salary and benefit offerings.

35.1.a. Analyze salary equity progress at the unit level in conjunction with strategic priorities and consider additional funding to address salary issues that could impact recruitment and retention of employees.

35.2. Analyze the recommendations from the Work-Life II committee and consider incorporation of those initiatives into the University Strategic Plan.

Related Metrics:

- Employee recruitment and retention data
- Competitiveness of benefits relative to peer institutions

Responsibility: VPUO; Provost

Goal 36: Comprehensive Financial Management

Grow revenues, manage costs, and invest/reallocate resources effectively to achieve strategic goals.
Strategies

36.1. Develop a mix of revenues that maximize sources other than student paid tuition and fees such as state support, grants, gifts, and other revenue sources.

36.2. Manage future debt offerings strategically given debt levels are increasing and debt capacity is a limited resource that needs to be managed in relation to strategic objectives.

36.3. With respect to funding, continue to stress efforts to improve state financial support for the University.

36.4. Evaluate existing tuition and fee strategy while continuing to maintain a sensitivity to tuition and fee levels and the importance of access for underrepresented student populations.

36.5. Increase spending on support functions to assure administrative efficiency but maintain spending below 100% of peer average.

Related Metrics

- Primary Reserve Ratio of .40 by FY10. Primary Reserve Ratio measures financial strength by comparing expendable net assets to total expenses. A ratio of .40 or better with affiliated organizations is suggested to provide optimal financial flexibility for institutional transformation.
- Return on Net Assets Ratio of 3.0 by 2010. Return on Net Assets Ratio determines whether institution is better off than in previous years by measuring total economic return.
- Net Operating Revenues Ratio maintained between 2% and 4% over a period of time. Indicates whether total operating activities resulted in a surplus or deficit in the current year—a measure of whether the institution is living within its available operating resources. A positive ratio indicates a surplus was generated for the year.
- Viability Ratio of 1.0 by 2010. Measures availability of expendable net assets to cover debt should the institution need to settle its obligation as of the balance sheet date.
- CSU institutional support expenditures as a percent of total expenses vs. peer average

Responsibility: VPUO

Strategic Planning Area 5: Diversity

Objective: Colorado State University is committed to enhancing its diversity through the inclusion of individuals reflective of characteristics such as: age, different ideas and perspectives, disability, ethnicity, gender identity, national origin, race, religious and spiritual beliefs, sex, sexual orientation, and socioeconomic and geographic background. The University’s commitment to diversity is a longstanding one that reflects the essential function a diverse
community, spanning international boundaries, plays in the furtherance of its role and mission as a land-grant institution.

As we enter the 21st Century it is important to embrace the ways the land-grant mission can be used to provide access to new audiences seeking to gain the opportunities afforded by higher education. The benefits derived from an educational environment that includes individuals reflective of our society cannot be overstated. It is only in such an environment that individuals come together to prepare themselves most effectively for their roles in a global society.

Given the historic and legal discrimination that has existed in American society, particular emphasis needs to be placed on the inclusion of individuals who are members of groups that have been excluded, e.g., racial/ethnic minorities, women in non-traditional areas and persons with disabilities.

The University strives to foster for its members recognition of their role in a global community with greater understanding of their own and other cultures and perspectives.

University Strategic Diversity Goals

Goal 37: Environment

Colorado State will be 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.

Strategies

37.1. Identify, develop, and support institution-wide and unit level programs that contribute to the development of a welcoming environment and enhance appreciation and understanding of cultural and other differences.

37.2. Ensure a teaching, learning, and work environment that welcomes and respects diversity of thought and experiences to prepare students for participation in a global society.

37.2.a. Increase collaboration on diversity-related activities and build strong and continuing relations with public and private entities in the local community in order to develop an environment that supports the University’s commitment to diversity.

37.2.b. Develop strategies to support culturally-responsive curricular and co-curricular advising with particular attention to the needs of students that are first generation, nontraditional, men and women in nontraditional fields, etc.
37.3. Encourage and support research, scholarship, and artistry that illuminate major issues relating to a diverse global society.

37.3.a. Provide institutional support for infusion of multicultural and global perspectives into the curriculum

37.3.b. Provide institutional support for research/scholarship/artistry that increases our understanding of the multicultural and global society in which we live.

37.4. Ensure that diverse communities are served by our outreach and service activities.

37.4.a. Encourage, recognize and value research that is collaborative and socially-responsive to the needs of underserved communities.

37.5. Engage the university community in dialogue and action around the diversity of thought, expression, ideology, and culture with the goal of promoting a welcoming and respectful community and workplace.

37.5.a. Encourage, support, recognize and value faculty and staff for participation in diversity-related activities across the educational, research/artistry, and/or engagement mission of the University.

37.5.b. Create opportunities for professional development that leads to enhanced appreciation and understanding of cultural and other differences

37.6. While responsibility for the creation of a diverse and welcoming environment rests with the entire campus community; University leadership, at all levels, will be held accountable for the diversity efforts.

37.6.a. Communicate, both internally and externally, that Colorado State University is striving to be a university where the commitment to diversity is demonstrated by the actions of leaders at all levels of the institution, through planning, allocation of resources (human and financial), establishing expectations for those in their units and setting standards of accountability for furthering that commitment.

37.6.b. Support the recruitment, admission, and retention of diverse student-athletes.

37.7. Develop and provide support for living-learning communities with thematic focuses that help prepare students for participation in a global society.

37.8. Develop strategies for increasing participation in study abroad experiences in order to enhance the cultural awareness of the university community.

37.9. Improve and expand opportunities for members of the international community to participate in the life of the university.
Related Metrics

- Compliance in all respects with appropriate accessibility guidelines, regulations and best practices.
- Faculty, staff and students will demonstrate progress towards enhanced understanding and appreciation of cultural and other differences.
- Survey and assessment data will demonstrate continuous improvement in the teaching, learning and work environment.
- Survey and assessment data will demonstrate continuous improvement in the encouragement and support of research, scholarship and artistry that illuminate major issues relating to a global society.
- Survey and assessment data will demonstrate continuous improvement in outreach and service activities to diverse communities.
- Survey and assessment data will demonstrate continuous improvement in engagement activities that are reflective of our 21st-century land grant mission.
- Survey and assessment data will demonstrate continuous improvement in the level of engagement of the university community in dialogue and action around the diversity of thought, expression, ideology, and culture with the goal of promoting a welcoming and respectful community and workplace.
- The teaching, learning and work environment will be “universally accessible”.
- Survey and assessment data will demonstrate continuous improvement towards enhanced appreciation and understanding of cultural and other differences among faculty, staff and students.
- Performance evaluations for all leadership roles, at every level, would contain specific measurements for activities and support for diversity efforts.

Responsibility: Director of OEOD; Provost

Goal 38: Students

We will recruit, retain and graduate a student body in keeping with the land-grant mission of the university to provide access and opportunity to individuals from all segments of society and will create an effective learning environment that benefits all members of the campus community. We will do so by enhancing the pipeline through strengthened partnerships with institutions that serve diverse populations (K-12, community colleges, HBCUs, Hispanic-serving institutions, tribal colleges). We will also develop strategies to support culturally responsive curricular and co-curricular advising with particular attention to the needs of students that are first generation, nontraditional, men and women in nontraditional fields.

Strategies

38.1. Establish a development priority to increase resources available for both need- and merit-based financial aid to attract and retain members of underrepresented groups and increase overall access.
38.2. Develop and support pre-collegiate summer programs for leadership and college preparation.
38.3. Develop and support baccalaureate to master’s transition enhancement programs and strategies to increase the participation of individuals from underrepresented groups in the Graduate School.

38.3.a. Demonstrate continuous improvement in the percentage of graduate degrees awarded to students from each underrepresented group.

38.3.b. Demonstrate continuous improvement in the percentage of professional degrees awarded to students from each underrepresented group.

38.4. Ensure early awareness of financial aid resources.

38.5. Increase utilization of federally funded programs for support and retention of women and minorities in nontraditional areas (cross-reference graduate education strategic plan).

38.6. Refine and broaden criteria for merit-based scholarships to increase the pool of potential recipients.

38.7. Develop broad-based opportunities for participation in undergraduate research experiences in order to increase participation rate for students from underrepresented groups.

38.8. Recognizing the particular importance of cultural and physical space to the recruitment and retention of students from underrepresented groups, the university will initiate a planning process to ensure an enriching environment.

38.9. Enroll students from underrepresented groups such that CSU will place in the top quartile of an appropriate peer group.

37.9.a. Demonstrate continuous improvement in our enrollment of students from each underrepresented group

38.9.b. Demonstrate continuous improvement in the six-year graduate graduation rates of students from each underrepresented group

38.9.c. Increase the rate of retention and graduation of transfer students from underrepresented groups.

Related Metrics

- The aggregate percent of new freshmen from underrepresented groups will place us in the top quartile of an appropriate peer group by 2015.
- The aggregate percentage of graduate students from underrepresented groups will place us in the top quartile of an appropriate peer group by 2015.
The aggregate percentage of undergraduate students from underrepresented groups will place us in the top quartile of an appropriate peer group by 2015.

The aggregate percentage of professional students from underrepresented groups will place us in the top quartile of an appropriate peer group by 2015.

Increase the rate of retention of students from underrepresented groups in order to achieve average first-year retention that will place us in the top quartile of an appropriate peer group.

The five-year average first-year retention rates for students from underrepresented groups will place us among the top quartile of an appropriate peer group.

The first-year retention rates for students from underrepresented groups will meet or exceed the retention rates for majority students for each index interval by 2015.

Increase the six-year graduation rate for new freshmen from underrepresented groups in order to place us in the top quartile of an appropriate peer group.

First-year retention rates for transfer students from underrepresented groups will meet or exceed the retention rates for majority students by 2015.

Graduation rates for transfer students from underrepresented groups will meet or exceed the graduation rates for majority students by 2015.

Increase the percentage of graduate and professional degrees awarded to students from underrepresented groups that will place us in the top quartile of an appropriate peer group.

Responsibility: Provost; Director of OEOD

Goal 39: Employees

Colorado State will have academic faculty, administrative professional and classified employees from all segments of society who contribute to an environment that respects and welcomes diversity.

Strategies

39.1. Identify and implement strategies and best practices for search committees and hiring authorities, including, as appropriate, alternative recruitment venues, “grow your own” opportunities, networks, search waivers, etc. to maximize the opportunity to hire individuals from underrepresented groups.

39.2. Establish a resource base to be used for salaries, start-up packages, and spousal/partner hires to enhance the competitiveness of offers and retention, especially of individuals who are members of underrepresented groups.

39.3. Provide training, professional development, mentoring and leadership opportunities to enhance the professional growth of all employees, especially those from underrepresented groups.
39.3.a. Develop an array of opportunities for employees to increase their awareness of the value of diversity and appreciation and understanding of cultural and other differences.

39.3.b. Establish a resource base to provide support for employee participation in external leadership programs and diversity conferences and workshops.

39.3.c. Identify mentoring and professional development opportunities for all faculty, especially individuals from underrepresented groups to enhance competitiveness for external funding.

39.4. Recruit and retain faculty from underrepresented groups in order to achieve meaningful representation.

39.4.a. Identify appropriate incentives for the recruitment, retention, and support by units of individuals from underrepresented groups.
39.4.b. Develop applicant pools that reflect the availability of members of underrepresented groups.
39.4.c. Demonstrate continuous improvement in the representation of faculty members from each of the underrepresented groups at all ranks.

39.5. Recruit and retain administrative professionals from underrepresented groups in order to achieve meaningful representation.

39.5.a. Develop applicant pools that reflect the availability of members of underrepresented groups with appropriate minimum qualifications for the positions.
39.5.b. Demonstrate continuous improvement in the representation of members from each of the underrepresented groups throughout the organizational structure.

39.6. Recruit and retain classified staff from underrepresented groups in order to achieve meaningful representation.

39.6.a. Develop applicant pools that reflect the availability of members of underrepresented groups with appropriate minimum qualifications for the positions.
39.6.b. Demonstrate continuous improvement in the representation of members from each of the underrepresented groups throughout the organizational structure.

**Related Metrics**

- By 2015, new faculty hires will reflect the availability of members of underrepresented groups in the discipline.

- By 2015, new administrative professional hires will reflect the availability of members of underrepresented groups with appropriate minimum qualifications for the positions.
• By 2015, new state classified hires will reflect the availability of members of underrepresented groups with appropriate minimum qualifications for the positions

Responsibility: Director of OEOD; VPUO; Provost

Goal 40: Assessment

Provide leadership and support for continuous improvement through planning and evaluation.

Strategies

40.1. Develop appropriate assessment tools to assist the University in furthering its diversity goals and for researching and assessing effectiveness of unit and overall diversity efforts.

40.2. Develop and support an organizational structure that determines policy and direction for diversity planning, evaluation and information distribution, in part, through its interpretation of performance research.

Responsibility: Provost; Director of OEOD