

STRATEGIC OVERVIEW 2023



CSU SYSTEM
COLORADO STATE UNIVERSITY



DISRUPTION
ADVISORS

CSU System Strategic Overview



MISSION

Support, enhance, and protect the unique missions of the CSU System institutions and encourage collaboration that benefits all students and Colorado.

VISION

Create the financial sustainability to fulfill the CSU System mission while expanding statewide presence and creating opportunities for building a stronger future for Colorado.

VALUES

- An entrepreneurial attitude, while consistently demonstrating fiscal responsibility and resourcefulness
- A passion for excellence and a commitment to continuous quality improvement
- A willingness to collaborate and work with others in an environment of respect and trust
- A commitment to open communication, ethical conduct, and full accountability
- A loyalty to the mission, with a specific emphasis on meeting student needs
- An appreciation for diversity, equity, and inclusiveness

CSU System Strategic Overview

CSU SYSTEM STRATEGIC PRIORITIES 2023-2028



Student Success & K-12 Relationships

Promote practices and partnerships that support educational access, attainment, and student success



Land Grant Priorities

- Access & Affordability
- Agriculture
- Rural Development
- Environmental Sustainability

Pursue excellence in upholding our Land Grant mission in the 21st century and our responsibility to serve Colorado



Innovation

Foster innovation in our operations, academic services, and programming, and in ways we serve students and the people of Colorado



Campus Collaboration

Foster a spirit of Systemwide collaboration, innovation, and partnership that adds value to institutions and strengthens the System and its institutions as educators, employers, and stewards of the public trust



Healthy Campuses

Foster healthy campus environments in which people are competitively compensated, supported as employees and humans, and engaged as members of a community that values respect, equity, and innovation

PRIORITY #1

STUDENT SUCCESS AND K-12 RELATIONSHIPS

PRIORITY #1: Student Success



Goals	CSU System	Campuses
Increase rates and improve equity of recruitment, enrollment, retention, and graduation	<ul style="list-style-type: none"> - Develop and maintain partnerships for recruiting - Convene campus experts on holistic student services - Support comprehensive focus on retention - Communicate coherently about the value of higher education and CSU - Understand and engage with state and national entities around the larger student-success landscape 	<ul style="list-style-type: none"> - Have a well-developed recruitment and enrollment plan - Ensure the campus is welcoming to all - Determine campus plans for onboarding students, including procedures/resources/courses - Include a comprehensive retention framework within the campus strategic plan - Approach student success initiatives in a manner that equally weights improving excellence and equity
Enhance academic and co-curricular student experiences that contribute to student success	<ul style="list-style-type: none"> - Optimize technology to improve students' experience and access - Support high-quality curricular offerings that speak to current student interests - Provide System-level oversight and communication around Banner implementation 	<ul style="list-style-type: none"> - Provide appropriate student spaces, environments, and amenities - Develop a menu of and provide access to high-impact practices for students, such as Internships, research opportunities, experiential learning, mentoring opportunities, life skills courses, etc. - Ensure student disability services and support are readily accessible
Improve the transfer process for undergraduate students	<ul style="list-style-type: none"> - Improve processes for undergraduate transfers between CSU System campuses - Strengthen transfer agreements with community colleges 	<ul style="list-style-type: none"> - Ensure enrollment plan includes assistance for transferring students
Promote a "whole person" approach through resources and opportunities for students	<ul style="list-style-type: none"> - Convene campus leaders to share expertise and best practices for supporting student health and well-being - Support the campuses in providing strong support for student mental health and well-being 	<ul style="list-style-type: none"> - Provide mental health resources to students - Provide opportunities for civic and community engagement - Provide mental health training for staff and faculty

PRIORITY #1: Student Success



Goals	CSU System	Campuses
Develop a stronger sense of community and collaboration within the system for students, faculty, and staff	<ul style="list-style-type: none">- Convene leadership groups (provosts, diversity officers, CFOs) across campuses to determine what success looks like for students and ensure goals are achieved- Evaluate initiatives/programs and provide insight into what is being offered to students, including opportunities for cross-System credentials	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals- Champion the benefits of cross-campus collaboration
Provide excellent professional development for graduate students transitioning to the workforce.	<ul style="list-style-type: none">- Facilitate avenues for cross-System postdoctoral opportunities.	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals

PRIORITY #1: K-12 Relationships



Goals	CSU System	Campuses
Increase and enhance K-12 engagement with Spur (in-person and online) across the state of Colorado	<ul style="list-style-type: none">- Explore outreach, partnerships, programming, and sponsors- Explore the development of 5th-day programming and virtual learning options via Spur- Encourage strengthened K-12 relationships as a goal for initiatives at Spur	<ul style="list-style-type: none">- Ensure all campus projects at Spur include a focus on enhancing K-12 relationships- Facilitate opportunities for elementary and middle school students to volunteer at Spur-based programs
Improve K-12 outreach across the state to help improve awareness of opportunities and understanding of the benefits of a college degree	<ul style="list-style-type: none">- Coordinate K-12 outreach to promote opportunities, the importance of a college degree, and workforce development in strategic areas important to the state of Colorado- Ensure K-12 visitors understand their pathways into CSU campuses through their experiences at Spur, including how to afford and prepare themselves to enroll in a CSUS institution	<ul style="list-style-type: none">- Conduct outreach to K-12 schools, leveraging campus assets including CSU Extension, dual enrollment opportunities, and CSU Pueblo Extended Studies
Enhance the role campuses play in developing educators in and for the State of Colorado	<ul style="list-style-type: none">- Provide opportunities for teacher training and support connected to campuses, including Spur	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals

PRIORITY #2

LAND GRANT PRIORITIES

PRIORITY #2 (1 of 4): Land Grant Priority – Access & Affordability



Goals	CSU System	Campuses
Have a student body that reflects the state of Colorado	<ul style="list-style-type: none"> - Intentionally drive toward the Hispanic Serving Institution qualification for each campus - Set a goal related to the number of rural college-bound students attending CSU institutions - Set a goal related to number of First Generation students attending CSU institutions - Set a goal related to minoritized student populations - Leverage System support for the campuses in pursuing funding to increase access for low income and underrepresented students 	<ul style="list-style-type: none"> - Earn or retain qualification as Hispanic-serving - Develop strategic goals to support current and future Latinx college students academically and holistically - Develop strategic goals to support rural students academically and holistically - Develop strategic goals to support First Gen students academically and holistically - Develop strategic goals to support minoritized students academically and holistically - Pursue funding to increase access for low income and underrepresented students
Ensure that student debt levels stay below the national mean of public peers	<ul style="list-style-type: none"> - Support statewide efforts around affordable housing that help students - Encourage campuses to explore efficiencies and innovations that reduce time to degree, such as three-year degrees, utilization of summer and intersession, reducing curricular complexity to streamline degree programs. 	<ul style="list-style-type: none"> - Improve messaging on financing and affordability for students, with a focus on transparency - Work with students, housing groups, and local government partners to address affordable housing challenges for students - Explore efficiencies and innovations that reduce time to degree, such as three-year degrees, utilization of summer and intersession, reducing curricular complexity to streamline degree programs. - Help students and parents adjust to FAFSA changes
Improve coordination regarding credentialing, enrollment, and transfers	<ul style="list-style-type: none"> - Support campuses in offering credentials beyond traditional degree programs, including working with state and national partners - Assist institutional efforts around concurrent enrollment and support campuses in differentiating offerings - Seamless transfer - provost coordination 	<ul style="list-style-type: none"> - Provide relevant and strong concurrent and dual enrollment programs - Collaborate with CSU System to achieve seamless transfer

PRIORITY #2 (1 of 4): **Land Grant Priority – Access & Affordability**



Goals	CSU System	Campuses
Expand relationships with high schools, community colleges, families, and rural communities	<ul style="list-style-type: none">- Develop a “welcome mat” approach to high school that conveys a welcoming environment from the first time students connect with the System	<ul style="list-style-type: none">- Grow partnerships with community colleges- Engage with families- Offer summer institutes and opportunities for students to be on and connect with the university- Ensure successful rural engagement by tracking and reporting rural students' retention and program completion
Encourage lifelong learning	<ul style="list-style-type: none">- Promote lifelong learning and its value via Spur and community outreach	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals

PRIORITY #2 (2 of 4): Land Grant Priority – Agriculture



Goals	CSU System	Campuses
Improve delivery of agriculture curriculum	<ul style="list-style-type: none">- Explore opportunities for 2+2 programs in agriculture- Develop and promote new pipelines to graduate programs in agriculture	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals- Deliver agriculture curriculum to every corner of the state (in partnership with community colleges and school district)
Enhance our national recognition as a leader in agriculture	<ul style="list-style-type: none">- Grow national awareness of Spur and its connections to agriculture	<ul style="list-style-type: none">- Identify, promote, and invest in agricultural sub-disciplines in a position to be in the top 10 nationally (CSUFC)- Identify, promote, and invest in agricultural sub-disciplines (CSUP and CSUG)
Support agriculture innovation and efficiency	<ul style="list-style-type: none">- Via Spur, create new opportunities to showcase agricultural innovation and efficiency	<ul style="list-style-type: none">- Develop programs to utilize AI in agriculture- Launch AgTech Accelerator (CSUFC)- Develop data-based goals for each region/county and track and report it to ensure goal attainment (CSUFC)
Increase partnerships and collaborations across the state	<ul style="list-style-type: none">- Utilize Spur and Extension to connect farmers with the CSU resources available to them- Expand and improve public-private and community partnerships	<ul style="list-style-type: none">- Participate in interstate consortia on agriculture (CSUFC)- Pursue collaborations among campuses within the CSU System
Improve financing and investment into agricultural science		<ul style="list-style-type: none">- Seek investments from county, existing partnerships, Extension- Partner with a donor to name the College of Agricultural Sciences (CSUFC)- Grow campus public-private and community partnerships

PRIORITY #2 (3 of 4): Land Grant Priority – Rural Development



Goals	CSU System	Campuses
Improve place-based support and education services to allow people to grow and thrive in their communities	<ul style="list-style-type: none">- Foster strong partnerships with industry, state and federal partners and agencies, and nonprofits working toward homegrown talent- Help to elevate statewide conversation around these issues- Coordinate opportunities for rural engagement across the system- Communicate importance of rural engagement	<ul style="list-style-type: none">- Ensure Extension officers are present at community meetings to build relationships- Use resources and spaces strategically across the state- Explore opportunities for prior learning/flexible credentialing- Increase scholarships for rural students- Strengthen connection between extension and education
Expand scope of rural development beyond agriculture and veterinary medicine	<ul style="list-style-type: none">- Assist statewide efforts around issues that align with campus expertise, such as water resources- Assist with rural broadband development- Explore opportunities to support rural health, climate adaptation, housing, and transportation	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve system-wide goals- Where it aligns with campus expertise, elevate focus on health professions in rural communities
Expose students in rural areas to more opportunities	<ul style="list-style-type: none">- Work with school districts via Spur to expose more students to CSUS- Work with school districts via Spur to expose students to career pathways related to our extension activities- Increase high school and school district partnerships in rural Colorado	<ul style="list-style-type: none">- Increase enrollment and retention of rural students- Work with school districts to promote interactive activities and relationship building, partnering for TREP via online courses/programs, 5th day learning, career planning

PRIORITY #2 (4 of 4): Land Grant Priority – Environmental Sustainability



Goals	CSU System	Campuses
Develop an interdisciplinary curriculum related to sustainability	<ul style="list-style-type: none">- Support statewide sustainability efforts that align with areas of campus expertise- Support campus sustainability efforts- Provide opportunities for learning about sustainability through Spur	<ul style="list-style-type: none">- Lead the nation in sustainability research (CSUFC)- Propose a component of core curriculum related to sustainability- Provide credentials related to sustainability- Support researchers to bring sustainability and climate adaptation ideas to market (CSUFC)- Create degrees and other programs for training and credentialing
Prioritize water as a primary area of focus for CSU	<ul style="list-style-type: none">- Support statewide efforts around water that align with areas of campus expertise- Support campus work on water- Provide opportunities for learning about water through Spur	<ul style="list-style-type: none">- Maintain academic investments in water (CSUFC)
Showcase campus strengths in sustainability, water, soils, biodiversity, wildfires, climate science, adaptation, resilience, and natural resources	<ul style="list-style-type: none">- Prioritize campus sustainability- Position CSU campus experts as participants in critical state and national conversations around these topics- Promote Spur as a convener for discussions around these topics	<ul style="list-style-type: none">- Maintain academic investments in related program areas- Maintain facility investments in related program areas- Maintain our position as leading institutions in sustainably powering and operating our campuses

PRIORITY #3

INNOVATION

PRIORITY #3 (1 of 3): Innovation in Student Success & K-12 Relationships



Goals	CSU System	Campuses
Promote innovation in building pathways	<ul style="list-style-type: none"> - Explore Systemwide community college pathways - Encourage more written articulation agreements between campuses and community colleges 	<ul style="list-style-type: none"> - Strengthen community college relationships around dual enrollment - Identify clear pathways from high school to graduate programs - Identify pathways that reach into high school for competitive programs - Offer conditional admissions, automatic transfers - Collaborate on smooth transfer processes between CSUS institutions - Clarify credential-to-degree pathways within the System
Seek innovative ways to increase retention and expand opportunities	<ul style="list-style-type: none"> - Work with government and industry partners to encourage creation of internships and apprenticeships - Support the scaling of campus efforts that are effective, based on data - Use Spur as a vehicle to connect people with all the CSU institutions - Position Todos Santos as a vehicle for supporting student success and retention - Engage with organizations like NASH to learn innovative opportunities at other systems 	<ul style="list-style-type: none"> - Expand co-curricular opportunities to engage with the institution - Promote hands-on curriculum/more research opportunities - Create effective and innovative student transition programs to facilitate the move from high school into college - Utilize the Todos Santos campus as vehicle for increasing student retention and success
Develop innovative communication strategies to advance System goals	<ul style="list-style-type: none"> - Lead a multi-prong PR campaign around the value of a college education - Communicate the vision and programming of Spur and the connection of Spur to the campuses - Work with campuses to develop and deliver inspirational messaging to parents and K-12 students to help them realize that it is possible & accessible for them to go to college - Encourage new communications vehicles and messaging that showcases the unique strengths and appeal of each campus 	<ul style="list-style-type: none"> - Deliver inspirational messaging to help parents and K-12 students realize that it is possible & accessible for them to go to college - Share student testimonials of how education transformed their lives

PRIORITY #3 (1 of 3): Innovation in Student Success & K-12 Relationships



Goals	CSU System	Campuses
Encourage innovation in CSU System and campus strategy and operations	<ul style="list-style-type: none">- Prioritize the strategic goals of the CSU System, from which the institutions then take direction and determine their own goals and plans for achieving them- Maintain understanding of national directions and position campuses to respond- Determine alignment of System and campus goals- Track and monitor progress to goals- Upgrade common infrastructure	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals
Explore innovative approaches to improve System funding/ financing	<ul style="list-style-type: none">- Increase foundation and public grant opportunities to support System collaboration- Garner legislative support for state funding that follows students along their pathway to a four-year degree	<ul style="list-style-type: none">- Explore new budget models that foster entrepreneurship and innovation- Formalize processes for internships for pay and collegiate credit by college

PRIORITY #3 (2 of 3): Innovation & Land Grant Priorities



Goals	CSU System	Campuses
Adopt innovative approaches to high school connections & opportunities	<ul style="list-style-type: none"> - Elevate Spur as a leader in forging strong partnerships, connections, and opportunities with school districts and high schools 	<ul style="list-style-type: none"> - Utilize federal summer employment programs that serve 14-21 year olds in partnership with Extension offices - Explore 4H connections to HS curricula, community gardens, etc.
Offer innovative opportunities & education	<ul style="list-style-type: none"> - At Spur, showcase careers in water, climate smart, climate adaptation 	<ul style="list-style-type: none"> - Support research activities and faculty growth and development, in keeping with campus role and mission - Ensure K-12 teacher prep programs meet the needs of Colorado
Communicate effectively about System impact and innovations that serve Colorado	<ul style="list-style-type: none"> - Communicate broadly about the investments we're making in economic development in rural areas 	<ul style="list-style-type: none"> - Communicate broadly about activities connected to economic development in rural areas
Lead strategic conversations & decisions around opportunities for innovation	<ul style="list-style-type: none"> - Assist campuses in transitioning to new priorities and expansions - Pilot a competitive grant program (as allowed by resources) for innovation proposals leading to the goals identified by the Board, with metrics, goals, timelines, deliverables, budget - Promote innovation in credentials offered by CSU System campuses 	<ul style="list-style-type: none"> - Determine prioritization of new offerings and expansions with support for existing programs
Grow strategic partnerships that support innovation	<ul style="list-style-type: none"> - Partner with industry, government, and non-profit agencies working to support college attainment and workforce development across Colorado - Promote opportunities through the Sturm Collaboration Campus 	<ul style="list-style-type: none"> - Collaborate with the CSU System to achieve Systemwide goals - Continue to develop new opportunities and programs in conjunction with the Sturm Collaboration Campus - Sustain and grow healthy town-gown relationships

PRIORITY #3 (3 of 3): Innovation & Additional Endeavors



Goals	CSU System	Campuses
Promote innovation in meeting state demand for nursing education	<ul style="list-style-type: none">- Assure nursing programs exist across the campuses and are shared and aligned as appropriate	<ul style="list-style-type: none">- Deliver nursing programs and seek ways to expand and collaborate
Innovate in faculty/postdoc sharing	<ul style="list-style-type: none">- Explore innovative faculty/postdoc sharing	<ul style="list-style-type: none">- Collaborate with the CSU System to achieve Systemwide goals
Be a national leader in offering innovative adult learning opportunities	<ul style="list-style-type: none">- Support the campuses in delivering innovative, adult/lifelong learning opportunities- Promote cooperation across CSUS campuses for optimal delivery of curricular programming, including online delivery	<ul style="list-style-type: none">- Deliver innovative adult/lifelong learning opportunities- Cooperate with other CSUS institutions for optimal delivery of curricular programming, including online delivery
Offer innovative and attractive Summer Bridge Programs	<ul style="list-style-type: none">- Explore partnerships with Summer Bridge programs at Spur	<ul style="list-style-type: none">- Expand summer bridge programs
Build agility across the System	<ul style="list-style-type: none">- Promote more seamless sharing between system institutions- Pursue Systemwide partnerships with other organizations that share common goals, like College Track	<ul style="list-style-type: none">- Adopt practices and process that promote more seamless sharing with other CSUS institutions
Highlight innovation in reporting accomplishments of the CSU System	<ul style="list-style-type: none">- Provide opportunities for the campuses to report progress and share accomplishments and innovative approaches to achieving goals	<ul style="list-style-type: none">- Track and measure progress so that it can be readily shared with the Board and publicly

PRIORITY #4

CAMPUS COLLABORATION



PRIORITY #4: Campus Collaboration



Goals	CSU System	Campus
Pursue efficiencies that decrease bureaucracy and improve campus operations	<ul style="list-style-type: none"> - Financial modeling out 5 years - Budget models that encourage growth - Centralize functions best done at System - Continued emphasis on compensation and competitive salaries 	<ul style="list-style-type: none"> - Develop budget models that encourage growth - Identify opportunities for efficiencies that will improve campus operations, performance, and culture - Continued emphasis on compensation and competitive salaries
Prioritize innovative administrative practices that improve delivery of academic programs, accessibility, and fulfillment of our educational mission	<ul style="list-style-type: none"> - Promote practices that encourage ease of transferability, shared research, curricular alignment, student recruitment, and other improvements - Promote cooperation across CSUS campuses for optimal delivery of curricular programming, including online delivery 	<ul style="list-style-type: none"> - Adopt practices that encourage ease of transferability, shared research, curricular alignment, student recruitment, and other improvements - Cooperate with other CSU campuses for optimal delivery of curricular programming, including online delivery
Elevate the profile of the System and campuses in ways that “raise all boats”	<ul style="list-style-type: none"> - Branding/marketing coordination - Strengthen communication among all campuses, with an emphasis on creating greater awareness and pride among students, potential students, faculty, and staff, and alumni - Encourage shared programming and collaboration that enriches campus life and the student experience 	<ul style="list-style-type: none"> - Collaborate with the CSU System to achieve Systemwide goals
Jointly explore new revenue-generating opportunities including grants, fundraising, efficiencies	<ul style="list-style-type: none"> - Assure alignment of philanthropic activities across System - Convene teams for Systemwide grant initiatives 	<ul style="list-style-type: none"> - Collaborate with the CSU System to achieve Systemwide goals
Emphasize leadership development across the System, with joint opportunities that promote collaboration and partnership	<ul style="list-style-type: none"> - Convene Systemwide leadership development opportunities - Set high standards for accountability and professionalism 	<ul style="list-style-type: none"> - Provide campuswide leadership development

PRIORITY #5

HEALTHY CAMPUS

PRIORITY #5: Healthy Campuses



Goals	CSU System	Campus
Sustain an excellent and highly motivated workforce as the foundation for institutional success	<ul style="list-style-type: none"> - Provide competitive compensation to attract and retain a high-performing team of faculty and staff - Promote the importance of employee development and training - Engage with higher education peers statewide and nationally around best practices in compensation and employee development 	<ul style="list-style-type: none"> - Assure compensation is benchmarked to peers, annually reported, and prioritized in the budget process - Align with CSU System goals around compensation, employee development, and training
Promote campus climates in which the constitutional right to free speech is valued, promoted, and exercised	<ul style="list-style-type: none"> - Articulate System expectations and values surrounding free speech - Collaborate with the campuses to develop education and training materials around the rights, responsibilities, and limits of free speech on a college campus - Support the Office of General Counsel in staying actively engaged with legal developments around free speech in higher education 	<ul style="list-style-type: none"> - Foster a climate in which all voices are welcome - Align with system expectations and values surrounding free speech - Provide ongoing education and training around the rights, responsibilities and limits of free speech on a college campus - Share best practices
Ensure a safe, accessible campus physical and online environment	<ul style="list-style-type: none"> - Provide the campuses with appropriate resources, support, and expectations around campus safety and accessibility 	<ul style="list-style-type: none"> - Develop and fund an appropriate campus safety plan aligned with university mission - Communicate regularly with campus stakeholders about safety and safety resources - Ensure accessible physical and online campus environments - Share best practices
Model the value we place on student and employee mental health and well-being	<ul style="list-style-type: none"> - Assure campuses have appropriate plans and programs in place to support student/employee mental health and well-being 	<ul style="list-style-type: none"> - Develop and fund appropriate mental health resources for students and employees - Communicate regularly with students and employees around mental health resources - Share best practices