

**STRATEGIC PLANNING FRAMEWORK**

**COLORADO STATE UNIVERSITY**

**Updated: December 1995**

# STRATEGIC PLANNING FRAMEWORK

Updated: December 1995

## CONTENTS

President's Comments to the University Community .....	i
Introduction .....	1
Working Assumptions .....	1
Strategic Planning Framework .....	2
Goal 1: Teaching & Advising .....	2
Goal 2: Research & Scholarship .....	3
Goal 3: Outreach .....	3
Goal 4: University Community .....	4
Goal 5: Physical & Financial Resources .....	5
Mandatory & Committed Items .....	6

## **PRESIDENT'S COMMENTS TO THE UNIVERSITY COMMUNITY**

The university's planning and budgeting processes were revised last summer. During Fall Semester, the Council of Deans and Executive Budget Committee formulated a draft Strategic Planning Framework that was circulated to the university community for review and comment. Following this review, the Strategic Planning Committee developed and forwarded to me a Strategic Planning Framework reflective of its careful consideration of university input.

I have approved the following Strategic Planning Framework. This framework consists of the university goals and their associated objectives. The objectives do not include all the university's on-going activities, but each highlights areas for special emphasis during the next four year planning period.

In the next step of the planning and budgeting process, the Deans, Provost/Academic Vice President and Vice Presidents are responsible for involving the members of their respective units in the development of strategies to achieve these goals and objectives. These strategies will be presented at the March planning and budget hearings. College Deans and Vice Presidents will be receiving specific instructions concerning the format for strategies and presentation requirements, but strategy format will be similar to that used in the past: statements of specific activities having defined outcomes, a timeline, resource requirements and a responsible individual(s).

Strategies will be considered on the basis of quality, cost and anticipated effectiveness, as well as priority of objective. Successful strategies will be included in the Annual Update of the University Strategic Plan for FYs 97-00, and used in the preparation of the FY 97 budget.

Albert C. Yates  
President

## **INTRODUCTION**

The University Strategic Plan (USP) consists of five goal statements of the university's essential and fundamental intentions and purposes. These non-prioritized goals are elaborated with objectives highlighting the university's highest priorities directed toward achieving focused excellence in all aspects of our mission. A limited number of strategies, proposed by the Colleges, Provost/Academic Vice President, each Vice President and the President, will complete the plan by defining specific activities (strategies) for achieving the plan's goals and objectives. Each spring, resource (human, financial, and facility) allocations and reallocations will be made to ensure progress toward achieving the objectives in the plan.

## **WORKING ASSUMPTIONS**

To assure that planning and budgeting are not just incremental, it is expected that the Council of Deans, working with the Provost/Academic Vice President, will review all existing and planned academic degrees, majors, and programs to make recommendations for enhancement, continuation, reorganization, reduction, and elimination. The Vice Presidents will conduct a similar review of their units to identify areas for restructuring and improvement, enhancement, or elimination. Outcomes from these reviews will help develop specific strategies.

Following these reviews, each Dean, the Provost/Academic Vice President, and Vice Presidents will meet and work with their units to plan and develop strategies to achieve the USP's objectives. These will be proposed during planning/budgeting hearings before the Strategic Planning Committee (SPC) and Executive Budget Committee (EBC) in March. Strategies requiring new resources will normally require the identification of areas that will be de-emphasized or eliminated to provide some or all of the resources. The programmatic impact of any strategy must be evaluated and approved through the applicable governance or administrative structure before implementation.

The USP's objectives do not include all the university's on-going activities, but each highlights areas for special emphasis during the next four year planning period. In the next step of the planning and budgeting process, strategies will be developed for presentation by the Deans and Vice Presidents during the March budget hearings. Strategies proposed during the hearings will be evaluated by the SPC in terms of quality, cost, anticipated effectiveness, and priority of objective for inclusion in the Annual Update of the USP. This update will be used by the EBC in preparing next year's budget proposal.

Successful planning requires a careful analysis of the plan's outcomes and impacts. This is done in two ways:

1. A review of resource allocations and reallocations in relation to the plan's priorities at the beginning of each fiscal year, which is summarized in the President's Letter.
2. An outcomes assessment of the plan's objectives at the end of each fiscal year coordinated by the Strategic Planning Committee.

These analyses provide important feedback to the university community and to future updates of the plan.

## STRATEGIC PLANNING FRAMEWORK

The strategic planning framework that follows consists of goals and their associated objectives to organize and focus the planning efforts of all university units. Planning outcomes at the unit level are to be stated in the form of a limited number of strategies that define and communicate individual unit direction and priorities for the coming four years. Because many objectives in the strategic planning framework require coordinated and/or collaborative efforts, unit planning must involve related units to develop strategies having the greatest potential for achieving specific objectives.

Unit planning will occur in January through early March. In mid-March, each Dean, the Provost/Academic Vice President, each Vice President, and the President will propose their highest priority strategies for inclusion in the University Strategic Plan during planning/budget hearings before the Strategic Planning and Executive Budget Committees.

### GOAL 1: TEACHING & ADVISING

Provide a university education designed to meet the current and future needs of students by developing critical thinking, communication skills, problem solving capabilities, subject matter and technical expertise in chosen major areas, and the appreciation of diverse and multicultural perspectives.

<i>Objective</i>	<i>Text</i>	<i>Priority</i>
1.1	Improve undergraduate and graduate courses, curricula, and programs to assure that students are prepared for lifelong learning and living in a global, multicultural, technological, and interdependent society.	1
1.2	Facilitate graduation within 128 semester credits or the approved number of credits required for special programs by ensuring that students have adequate access to required courses, articulating clearly the relationship between major courses and the academic core, and eliminating or reorganizing courses, curricula, and majors.	1
1.3	Meet the challenges associated with an increased size and diversity of undergraduate student enrollment.	2
1.4	Enhance and reward effective teaching and academic advising, and increase student-faculty interaction.	1

- |     |  |   |
|-----|--|---|
| 1.5 | Improve learning and teaching by integrating appropriate technologies into instruction and utilize teaching techniques to accommodate a diversity of learning styles.  | 1 |
| 1.6 | Assure graduate students have appropriate support and access to quality courses, learning environments and facilities by reviewing, reorganizing or eliminating courses, concentrations, and small or low-quality degree programs. | 2 |

**GOAL 2: RESEARCH & SCHOLARSHIP**

Provide an environment supportive of excellent scholarly inquiry that will promote the pursuit and free expression of ideas, and ensure that Colorado State University will disseminate the results of its research, scholarship, and artistry through its classrooms and laboratories and throughout the world for the benefit of all.

<u>Objective</u>	<u>Text</u>	<u>Priority</u>
2.1	Support areas of research, scholarship, and artistry that demonstrate excellence or significant potential, and/or address critical state, national, and international issues and needs.	1
2.2	Provide the technological, academic support, and library resources for the research, scholarship and artistry necessary for the university to achieve its education, research and outreach missions.	1
2.3	Secure alternate sources where appropriate of external support to offset reductions in federal funding for university research, scholarship, and artistry.	2
2.4	Support research, scholarship, and artistry that is inclusive of all viewpoints, especially those of historically under-represented groups.	3

**GOAL 3: OUTREACH**

Enhance the capability of Colorado State University to fulfill its land-grant responsibility to serve the needs of the people of the state, the nation, and the world by developing and sharing knowledge.

<u>Objective</u>	<u>Text</u>	<u>Priority</u>
3.1	Strengthen alliances with K-12 schools and institutions of higher education to increase educational opportunities, effectiveness, and access to resources at Colorado State University.	1

3.2	Direct Colorado State's outreach to the areas of cultural enrichment, economic development, agriculture, natural resources, multicultural education, human resource and community development.	3
3.3	Increase and reward the involvement, effectiveness and numbers of faculty, staff, and students in outreach activities that address economic and societal issues and problems.	3
3.4	Increase continuing education and distance-learning opportunities, particularly through the Denver Center; utilize effective technology-based delivery systems where appropriate.	3
3.5	Improve communication of the university mission, goals, and accomplishments to internal and external constituencies.	3
3.6	Facilitate working relationships with local governments by building stronger alliances with civic, business, community, educational, and ethnic organizations in Fort Collins and throughout the state to foster a community environment inclusive of all people.	3

#### **GOAL 4: UNIVERSITY COMMUNITY**

Ensure that Colorado State University will provide an environment that will encourage students, staff and faculty from all segments of our pluralistic society to participate to the full level of their capabilities and realize their aspirations.

<i>Objective</i>	<i>Text</i>	<i>Priority</i>
4.1	Increase compensation for academic faculty, administrative professional employees, and graduate assistants to improve Colorado State's standing relative to peer institutions.	1
4.2	Support efforts to appropriately classify and provide career advancement opportunities for state classified employees.	3
4.3	Foster a better understanding and appreciation of diversity through education, professional development, co-curricular experiences, and student support programs.	3
4.4	Increase the diversity of Colorado State University through recruitment and retention of students, faculty and staff with emphasis on those who have been historically under-represented.	1
4.5	Improve the efficiency and effectiveness of Colorado State University's administrative and shared governance systems.	2
4.6	Increase the effectiveness of all university personnel through enhanced training, professional development, mentoring and support services.	2

- |     |   |   |
|-----|---|---|
| 4.7 | Strengthen programs to assist students in making the transition to careers and professions. | 2 |
| 4.8 | Build Colorado State University traditions and a strong sense of university community.      | 3 |

**GOAL 5: PHYSICAL & FINANCIAL RESOURCES**

Provide modern, safe and accessible facilities, financial resources, and up-to-date management practices which are essential if Colorado State University is to accomplish its teaching, research and outreach missions.

<i>Objective</i>	<i>Text</i>	<i>Priority</i>
5.1	Construct, restore and properly maintain the physical infrastructure (including buildings, site improvements, and utilities) to provide high quality facilities that meet programmatic needs and are attractive, efficient, environmentally safe and accessible.	1
5.2	Increase funding from private, public and self-generated sources and reallocate resources from low priority programs to support high priority university activities.	2
5.3	Define, develop and implement an improved information technology infrastructure and associated services.	2
5.4	Institute and improve practices and policies for university personnel, and business, budgeting and financial management.	2
5.5	Assure personal and overall campus safety and security in an environment of growing enrollment and increasing activity at the various Fort Collins campuses.	2
5.6	Develop and implement intra- and inter-campus transportation, parking, and circulation plans, including mass transit, automobiles, bicycles, and pedestrians.	3



## MANDATORY & COMMITTED ITEMS

A small set of items has been designated as mandatory or committed on the basis of previous USPs. The specific budget requirements on the mandatory items are to be determined (TBD) during the budget setting process in the spring. Those items with a dollar figure shown in the following table received previous commitments. The items listed will have the first call on new and reallocated resources distributed during the budget setting process for FY 97.

These items relate to the USP goals indicated, but will not have specific strategies in the University Strategic Plan. They will, however, be identified in the final budget allocation and reported in the President's Letter.

<u>Item/Category</u>	<u>Resource Requirements</u>	<u>USP Goal</u>
Salary increase for Classified staff	TBD	4
Fringe benefit increase to E&G	TBD	4
Fixed costs on RI-exempt utilities increase	TBD	5
Operational costs for new facilities coming on-line	TBD	5
RI-exempt insurance increases from State	TBD	5
State reserves	TBD	5
Debt payment	TBD	5
Health and life safety	TBD	5
Other current expense (OCE) adjustments for inflation	TBD	5
Legal/regulatory requirements	TBD	5
PVM support	\$200,000	1
Operating base for College Development Information System	\$ 60,000	5
GTA scholarships/tuition	\$200,000	1