



**COLORADO STATE
UNIVERSITY**

Join us in the Courageous Strategic Transformation of CSU:

HOW TO INTERACT WITH THIS DRAFT FRAMEWORK

WHY ARE WE CALLING THIS A FRAMEWORK AND NOT A STRATEGIC PLAN?

By definition, all universities are sites for critical inquiry. As a land grant institution with a deep-rooted culture of collaboration, CSU is also a site for engaged, inclusive dialogue, encompassing a wide variety of perspectives, specializations, and applied knowledge.

The university's leadership team (President, Provost, Vice Presidents, Deans) has developed this framework in that spirit of inquiry and dialogue. We intend this to be the first step of our shared journey toward a bold, vibrant strategic plan that will engage the entire CSU community—faculty, staff, students, alumni and donors. So what you'll find in these pages is not intended to be a finished product. Instead, we hope you read this like a map that we can follow as we move forward together. The framework refines our university mission; sets out our purpose in terms of CSU green and gold; asserts the strengths that set us apart; reinforces our core values; and points at critical work we must embrace to achieve shared success.

HOW WAS THIS FRAMEWORK DEVELOPED?

This framework was developed by the Executive Leadership Team and Council of Deans over seven months of brainstorming workshops and facilitated conversations. These leaders have come together to consider myriad strengths, voices, priorities and constituencies. We also referenced input from initial strategic planning outreach efforts that began in 2018.

WHY CREATE A FRAMEWORK LIKE THIS? WHAT'S THE GOAL?

Once the final revision of this framework is adopted by the Board of Governors, we will begin aligning specific Division and College strategic plans with this overarching framework.

We know we will face difficult choices in the coming years, whether as the result of the CSU's rapid growth, the urgency of our work in areas like sustainability and food security, the moral imperative we feel to address issues of equity in our community, or COVID-19-related fiscal challenges. We believe that this framework, supported by local strategic plans, will help us make these choices. For example, it is our intention that the Operational and Finance Reform called out in this framework will lead to the consistent linking of resource allocations across the university directly to our shared forward-focused goals and purpose.

WHAT MIGHT THE STRATEGIC PLAN WE CREATE FROM THIS FRAMEWORK EVENTUALLY LOOK LIKE?

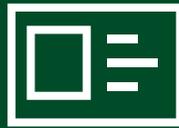
The university leadership team has looked closely at plans from land grant institutions that recently engaged in strategic planning, including Louisiana State University, Oklahoma State University, and Oregon State. While we obviously do not seek to imitate or replicate these plans, we do envision that CSU's final public-facing plan will resemble some of these in at least some ways.

SPRING 2021



**INPUT/Framework
REFINEMENT & STORIES
GATHERED**

MAY 2021



**PRESIDENT MCCONNELL
PRESENTS TO BOARD
OF GOVERNORS**

MAY 2021 & ON



**WITH APPROVAL,
IMPLEMENTATION OF
STRATEGIC PLAN
ACROSS CAMPUS**

WHAT INPUT DOES CSU NEED FROM ME RIGHT NOW?

We seek your honest reflection on the draft document as a roadmap for the future of CSU, including any specific feedback about how this framework offers you inspiration, connection, and clarity about our shared future. You'll be invited to read through the document and share your thoughts with your leadership (and individually through the survey at the link below) around questions like:

- What inspiring ideas/initiatives does this draft framework help you imagine for the future?
- In what ways do you feel connected to and excited by this draft framework?
- What could be made clearer or more understandable to improve your connection to the draft framework?

In support of your candid feedback, which we deeply value, all survey data will be anonymous.

HOW DO I PROVIDE MY INPUT?

You can find the [individual survey](#) by clicking the button below:

SURVEY: CLICK HERE

WHAT'S NEXT? HOW WILL MY INPUT BE USED?

We are seeking input from a variety of internal and external constituents throughout the Spring 2021 semester and will refine the framework as you see it now to reflect those suggestions, clarifications, and additions that rise to the top from across all these groups. Simultaneously, as we reach out to Divisions, Colleges, and external advisory groups for feedback, we will ask for stories that exemplify and illustrate the current strength we seek to build on and the bold, visionary future we seek to build.

President McConnell will then take the refined and enriched framework that results from our shared work this spring to the Board of Governors meeting in May and present it for their approval. Once the Board has approved, then the exciting work of implementation begins!

President McConnell will continue to give both a face and a voice to the plan as it takes shape and rolls out publicly. She has already charged our new VP for Strategy with overseeing the implementation process across all areas. However, the entire university leadership team will model and guide the implementation of our framework and finalized public-facing strategic plan, from the curricular alignment that will be led by the Provost to the branding and marketing work that will be led by the VP for University Communications and the fiscal initiatives that will be led by our CFO/VP for Operations.

HOW LONG WILL THIS IMPLEMENTATION PROCESS TAKE?

Implementing a bold new strategic plan can—and should—take years to do right, especially for an institution as large and complex as CSU. We envision initial implementation, including the collaborative work to align College and Division plans with the overarching plan, to take 18 months to two years. In this same time frame, we will also work to synchronize our budget processes at all levels with the strategic priorities we have all agreed upon.

Once that initial implementation is successful, then it will be time for university leadership to check in, whether to further refine our metrics, to reallocate key resources, or to expand efforts in particular areas. CSU has a long history of adapting successfully and with tremendous positive impact. We will approach the implementation of our strategic plan the same way—not as a process to reach a certain “finish line,” but as an ongoing, community experience of constant progress and growth.



COURAGEOUS STRATEGIC TRANSFORMATION:

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INSPIRATION

OUR MISSION

As Colorado’s 150-year-old, flagship, land grant university, we have a public responsibility to the people of Colorado, the nation, the world, and the Native American tribes and indigenous people from whose lands we have benefited. To fulfill this responsibility, we pursue excellence to be an exemplar for public research universities in access to education, student success before and after graduation, research, outreach, and local and international engagement.

ASPIRATION

OUR PURPOSE

Colorado State University is a global leader in education, research, and engagement, driving solutions and strategies for a thriving planet and a flourishing humanity. Our university colors are green and gold; we cultivate the green – a thriving planet – and the gold – a flourishing humanity.

Green: Our purpose is to drive bold solutions and strategies for a Sustainable, Thriving Planet.

Areas of targeted impact:

- Environmental health and climate change.
- Animal and human health and the connections between the two.
- Safe and secure state and global food systems and access to nutrition.
- Sustainable ecosystems and water resources.
- Clean and sustainable energy.

Gold: Our purpose is to drive bold solutions and strategies for a Flourishing Humanity.

Areas of targeted impact:

- Equity and social justice.
- Individual and community resilience and prosperity.
- Civic engagement.
- Dialogues that bridge differences.
- Scholarly and artistic creation.

DISTINCTION

OUR DIFFERENCE

Colorado State University distinguishes itself through bold adaptation of traditional Land Grant commitments of teaching, research, service, and engagement to the evolving needs of our students, Colorado, the nation, and the world.

Learning

Learning drives CSU’s teaching. It is student-focused and outcome-driven, measured by student success before and after graduation. Our instruction and coaching, on our campuses and online, are grounded in



supporting undergraduate, graduate, and lifelong students through problem solving, inquiry, and high-impact, inclusive practices that engage students simultaneously in meeting the challenges of society and in their own learning. Our specific commitment to experiential learning drives us to build positive, intentional, and engaged experiential learning opportunities into our curriculum for students in all disciplines and at all levels, to promote both excellence and opportunities.

Discovery, Innovation, Ingenuity, and Creativity

Discovery, Innovation, Ingenuity and Creativity drive research, scholarship, and artistry at CSU. This work is interdisciplinary, collaborative, and purposeful. Our discoveries and creative works lead the world in our labs, our studios, and our communities, with student and faculty scholars building inclusive teams to develop and test transformative, social, science and data-informed approaches to solving community and global concerns.

State, National and Global Engagement

Engagement drives service, extension, and experiential learning. It's collaborative and community-focused. Through our land grant commitment to and partnership with the unique communities of Colorado, we are building a resilient and prosperous future for the state. Our connectedness, outreach and extended and experiential education across the university, within Colorado, and around the world, are co-created with participants and stakeholders to be accessible and applicable toward informing, enriching, and accomplishing individual, organizational, and social outcomes.

Institutional Imperatives

What we must do and how we must be to continue to fulfill our mission and realize our purpose.

- **Agile** – reflected in our commitment to be nimble and responsive in adapting to change.
- **Excellent** – demonstrated through continual improvement, accountability, transparency, and the commitment to be a global leader in education, research and engagement.
- **Resilient** – reflected in our work ethic, ability to meet challenges and learn from them, and our commitment to support others.
- **Sustainable** – reflected in our commitment to a sustainable campus, and a focus of education, research, and engagement.
- **Transformative** – reflected in our ability to see potential disruptions and opportunities, to ask, “What if?” and to take risks and approach solutions with an entrepreneurial spirit and a focus on impact.

Institutional Values

What we live by every day, as individuals and as a community committed to learning; discovery, innovation, ingenuity, creativity; and engagement.

- **Collaboration and interdisciplinary** – reflected in our willingness to build partnerships among disciplines, with and among, students, staff, faculty, alumni, and external partners.



- **Access and Success** – reflected in our land-grant mission to make excellent education available to launch students into a lifetime of professional success and leadership.
- **Academic and Scholarly Excellence** – reflected in our rigorous standards for the caliber of the education we deliver to all students, the scope, brilliance and impact of the research, scholarly and creative work we conduct, and the potent real-world applications and innovations of our engagement.
- **Diversity, Equity, Inclusion, and Justice** – reflected in our commitment to building a welcoming community of diverse, faculty, staff, and students; our policies and practices that promote equity in the classroom and the workplace; our understanding of inclusion as extending broadly to include all peoples, cultures, and ideas; and our determination to utilize our unique university resources to work towards justice in our own community and more broadly.
- **Empathy and Compassion** – reflected in our actions to improve the human condition and the strength of individuals and communities.
- **Freedom of Expression** – reflected in the unique role of the public university as a space for engaged, inclusive discourse and the articulation of bold ideas and creative expression.
- **A Commitment to Community** – reflected in our CSU Principles of Community: Inclusion, Integrity, Respect, Service, and Social Justice.

PREREQUISITES TO IMPLEMENTATION

TRANSFORMATION BUILDING BLOCKS

To lay a solid foundation for the successful transformation of CSU, the university community will co-create a pathway for achievement along the Green and Gold aims for a thriving planet and flourishing humanity through 1) development of courageous and focused targeted impacts, 2) identifying CSU assets and networks, and 3) mobilization of resources. University colleges and division will then further pursue plans to contribute to the Green and Gold aims. The key building blocks of this foundation include:

Diversity, Equity, and Inclusion

The CSU community will co-create greater diversity and supports for the success of diverse populations through 1) review and reform of university and unit policies, 2) intentional pursuit of inclusive culture, and 3) coordinated approaches to diversity efforts across campus.

Operational and Finance Reform

The CSU community will co-create a sustainable operational model through 1) reform of core budgetary and financial systems, 2) diversification of revenue sources, 3) establishing a strategic financial aid model, 4) reforming and/or reorganizing HR systems, including hiring and promotion processes, and 5) reforming and/or expanding existing OEO systems to address the changing needs of the workforce.

**Strategic Enrollment**

The CSU community will co-create a holistic strategy for the composition of the on-campus and online student body through 1) building strategies and targets for program-level enrollment growth, 2) targeted student enrollment growth characteristics, 3) a unified enrollment process, and 4) comprehensive and intentional curricular reform to meet student needs.

Strategic Branding and Marketing

The CSU community will co-create a university identity and awareness through 1) a establishing a coordinated communications structure, 2) a unified brand, and 3) multi-platform assets for marketing CSU.

Strategic Workforce Expansion and Support

The CSU community will co-create a strong, vibrant, collaborative workforce through 1) a strategic, forward-thinking approach to positions, organizations, and shape of work, 2) facilities investments that support the recruitment and retention of excellent faculty and staff, and 3) expansion of professional development opportunities and positive performance incentives for employees in all areas of the university.

Fundraising and Development

The CSU community will co-create a sustainable and sustaining philanthropic enterprise that both supports the land grant mission and advances the university's strategic priorities, mobilizing new approaches to donor and alumni relationships driven by our sense of the urgency and value of our purpose and aims that inspires donors at all levels to step forward to help us achieve them.

Individual and Institutional Accountability

The CSU community will co-create systems to promote both individual and institutional accountability, ensuring that faculty, staff, and leaders are supported and ensure leaders are supported and accountable to achievement through 1) establishing unit plans as a significant factor in evaluations, 2) articulating unit-level planning to university plans, and 3) creating cycles of learning and improvement toward university success.