WHO ARE WE?

No. 1
Best 4-year College in Colorado

No. 2
Best College for Veterans

3x
STARS Platinum Sustainability Rating
WHY
TRANSFORM?

BUILD ON GREATNESS

RISE TO CHALLENGES
WHAT IS OUR PURPOSE?

CSU is a land-grant, student-centric, research-focused, engaged university committed to providing access and developing diverse leaders for Colorado and the world through excellence in interdisciplinary, experiential, and global learning and research.
GREEN
A SUSTAINABLE, THRIVING PLANET

STUDENTS

LEARNING RESEARCH ENGAGEMENT

FACULTY STAFF COMMUNITY

GOLD
A FLOURISHING HUMANITY
Areas of targeted impact:

- Environmental health and climate change
- Animal, plant, and human health
- Safe and secure state and global food systems and access to nutrition
- Sustainable ecosystems and water resources
- Clean and sustainable energy
- Lifelong learning for students, CSU community, and greater community
Areas of targeted impact:

- Equity and social justice
- Individual and community strength and prosperity
- Civic engagement
- Dialogue that ethically engages difference
- Scholarly and artistic creation
- Lifelong learning for students, CSU community, and greater community
CSU will be a premier university to study, research, and engage on global and local issues, sustainability, and sustainable development, focused on water, soil, food, air, climate, and energy, in a holistic approach that integrates environmental, economic, and societal sustainability with a focus on inclusion, justice and well-being.
HOW DO WE ACHIEVE OUR GOALS?
ASSESS POSITION
• SWOT analysis
• Market data
• Climate and culture studies

DEVELOP STRATEGY
• Determine mission/aspirations
• Identify values and core beliefs
• Focus on distinction and competitive advantages
• Set organizational goals

BUILD THE PLAN
• Draft framework
• Determine key performance indicators
• Determine deadlines
• Ensure accountability for execution
• Cascade goals to departments/units/individuals

EXECUTE THE PLAN
• Align budget and operations
• Communicate effectively and transparently
• Set calendar and timeline
• Provide annual and quarterly updates
• Revise as needed

Faculty, Staff, Student, and Community Collaboration
BUILDING BLOCKS

CSU PRINCIPLES OF COMMUNITY: INCLUSION, INTEGRITY, RESPECT, SERVICE, AND SOCIAL JUSTICE

DIVERSITY, EQUITY, INCLUSION, AND JUSTICE

STRATEGIC ACADEMIC INNOVATION

STRATEGIC ENROLLMENT

PRINCIPLED PHILANTHROPY

DIVERSITY, EQUITY, INCLUSION, AND JUSTICE

STRATEGIC BRANDING AND MARKETING

INDIVIDUAL AND INSTITUTIONAL ACCOUNTABILITY

BUDGET AND OPERATIONAL REFORM

ATHLETICS

STRATEGIC WORKFORCE DEVELOPMENT, SUPPORT, AND WELLNESS

CSU PRINCIPLES OF COMMUNITY: INCLUSION, INTEGRITY, RESPECT, SERVICE, AND SOCIAL JUSTICE
## EXECUTION EXAMPLES

<table>
<thead>
<tr>
<th>BUILDING BLOCK</th>
<th>GOAL</th>
<th>RESPONSIBLE LEADERSHIP</th>
<th>KEY PERFORMANCE INDICATORS</th>
<th>TARGET DATES</th>
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<tbody>
<tr>
<td><strong>STRATEGIC ACADEMIC INNOVATION</strong></td>
<td>Increase Student Success</td>
<td>Provost, VPSA, Deans/Colleges, TILT, Enrollment and Access</td>
<td>• Improve retention rate (min 1%/year)</td>
<td>Summer 2022</td>
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<tr>
<td><strong>BUDGET AND OPERATIONAL REFORM</strong></td>
<td>Align budget and operations processes to support strategic priorities</td>
<td>Operations, Provost, HR, OEO, units, and colleges</td>
<td>• Gather benchmark data • Increased effectiveness of key processes</td>
<td>In progress, expected completion 2023</td>
</tr>
<tr>
<td><strong>STRATEGIC BRANDING AND MARKETING</strong></td>
<td>Elevate value and perception of CSU brand statewide and nationally</td>
<td>University Communications and unit communicators</td>
<td>• Conceive and implement new brand structure and visual identity guidelines</td>
<td>In progress, complete Fall 2021</td>
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</tbody>
</table>
WHERE ARE WE GOING?
PEOPLE
PROGRAMS
PLACES
PERFORMANCE
Diversity and Inclusion

- Campus-wide Diversity, Equity, and Inclusion plan:
  - Crafting a model to integrate throughout CST
  - Build on previous unit/college plans (blueprints)
  - Develop action plans – accountability measures and metrics
  - Search for new Vice President for Diversity and Inclusion
PEOPLE
PROGRAMS
PLACES
PERFORMANCE

Student Success

- Close student equity gaps
- Develop additional data tools
- Employ strategic, targeted college interventions
- Utilize current educational enrichment opportunities for targeted interventions
- Deepen co-curricular experiences and engage high impact practices for underrepresented students
- Increase student financial aid opportunities for rural and lower income students
Academics

• Create a campus-wide academic master plan
• Collaboratively develop strategic and interdisciplinary curricular innovations
• Fostering faculty development in pursuit of excellence in teaching
PLACES

PEOPLE

PROGRAMS

PERFORMANCE

CSU SPUR

- Teaching
- Research
- Extension
- Service
PEOPLE
PROGRAMS
PLACES
PERFORMANCE

Spanning the State

LEGEND
- EXTENSION OFFICES
- COLORADO STATE FOREST SERVICE
- AES RESEARCH CENTERS
- OTHER CSU CAMPUSES
- COLLABORATION CAMPUS & ENGAGEMENT CENTER
Rural Colorado

- Accessible education
- Improved health
- Vibrant communities
- Thriving economy
Strategic Branding and Marketing

- Establish a coordinated communications structure
- Establish a unified brand
- Enhance multiplatform assets for marketing CSU
PEOPLE PROGRAMS PLACES PERFORMANCE

Integration

• Budget
• Business Operations
• Space/Facilities
WHEN
WILL WE GET THERE?
PHASE 1: 2018–2019
Refresh strategic plan of 2016–2018

PHASE 2: 2019–2020
Refresh strategic plan of 2016–2018

PHASE 3: 2020–2021
Executive leadership team and council of deans – 60 leaders – develop framework

PHASE 4: 2021
Leadership engages groups in feedback sessions

PHASE 5: 2021
Draft strategic transformation plan, collaborative work with colleges and divisions, incorporate additional feedback from community

PHASE 6: 2022–2026
Plan revisions and implementation

Input gathered from university and community members

2019 Fall Forum 100+ Leaders

Friday, March 13 COVID-19 went remote

Present draft to BOG

ROG retreat focused on framework

State of Colorado Sesquicentennial
WHAT DOES SUCCESS LOOK LIKE?
BREAKOUT DISCUSSIONS