

This is a draft document for Board of Governors discussion purposes only. Although the content below has been taken from information provided by the community, this has not been reviewed in its entirety by campus leadership and stakeholders. Once the board provides input on this document and next step in the process, the CST Leadership team will work with the campus to comprehensively draft this document by August 1, 2021

APPENDIX 2 | COURAGEOUS STRATEGIC TRANSFORMATION | Building Blocks

Building Blocks	Goals	Responsible Leadership	Example Key Performance Indicators	Target Dates
Strategic Academic Innovation	<ol style="list-style-type: none"> 1) Create a campus-wide academic master plan, 2) Close the student equity gaps, 3) Collaboratively develop strategic and interdisciplinary curricular innovations, and 4) Foster faculty development in pursuit of excellence in teaching. 	To be assigned	<ul style="list-style-type: none"> • Increased retention and graduation rates • Select EAB predictive measures • Track student success • Expansion of students enrolled in first year seminars • Honors headcount and diversity percentage • Percentage of undergraduates participating in research 	2022-2025
Strategic Enrollment	<p>Co-create a holistic strategy for the composition of a diverse and inclusive on-campus and online student body through:</p> <ol style="list-style-type: none"> 1) Strategies and targets for program-level enrollment growth, 2) Targeted student enrollment growth in strategic categories, 3) A unified enrollment process, and 4) Comprehensive and intentional curricular innovation to meet student needs. 	To be assigned	<ul style="list-style-type: none"> • Enrollment growth with goal characteristics • CRM milestones 	In progress

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Strategic Workforce Development, Support, and Wellness	Support faculty and staff through: <ol style="list-style-type: none"> 1) Implementation of strategic, forward-thinking approach to positions, organizations, and shape of work, 2) Investment in facilities that support the recruitment and retention of excellent faculty and staff, 3) Expansion of employee learning and professional development opportunities and positive performance incentives for employees in all areas of the university, and 4) Support of employee mental and physical health and wellness through programs, HR policies, and culture. 	To be assigned	<ul style="list-style-type: none"> • Survey data • Milestone achievement • Survey utilization statistics 	Ongoing
Individual and Institutional Accountability	Ensuring that faculty, staff, and leaders are supported and accountable through: <ol style="list-style-type: none"> 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. 	To be assigned	<ul style="list-style-type: none"> • Milestones for unit plans • Evaluate collaboration with all employee councils 	Ongoing
Diversity, Equity, Inclusion, & Justice	<ol style="list-style-type: none"> 1) Review and reform of university and unit policies, practices and systems, 2) Intentional work toward inclusive culture and climate, and coordinated approaches to diversity efforts across campus, and 	To be assigned	<ul style="list-style-type: none"> • Climate surveys • Faculty, Staff, Student Retention 	Hire VPD Summer 2021, ongoing

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	3) Continued inclusive investments in the physical and virtual environment.			
Budget and Operational Reform	Create a sustainable operational model through: <ol style="list-style-type: none"> 1) Reform of core budget, 2) Diversification of revenue sources, 3) Establishing a strategic financial aid and scholarship model, 4) Reform and/or reorganization of HR systems, including hiring and promotion processes, and 5) Reform and/or expansion of existing OEO systems to address the changing needs of the workforce. 	To be assigned	<ul style="list-style-type: none"> • New revenue sources • Financial sustainability 	In progress expected completion 2023 AON Study – expected completion December 2021
Principled Philanthropy	Inspire donors at all levels to step forward to help us achieve our goals through: <ol style="list-style-type: none"> 1) Cultivating a philanthropic culture focused on the impact of giving, 2) Achieving annual goals of \$225M in philanthropic support for university priorities by 2025 3) Designing, planning, and implementation of CSU’s next comprehensive campaign effort, and 4) Aligning philanthropy goals with university priorities. 	To be assigned	<ul style="list-style-type: none"> • Expand donor pool • Achieve annual fundraising goals 	In progress through 2025

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Strategic Branding and Marketing	Elevate the value and perception of the CSU brand statewide and nationally by: <ol style="list-style-type: none"> 1) Conceiving and implementing a new brand structure and visual identity guidelines, 2) Establishing a coordinated communications structure to ensure campus-wide adoption of new brand elements, and 3) Leveraging brand to increase top-of-mind awareness among target constituencies. 	To be assigned	<ul style="list-style-type: none"> • Increased brand recognition from surveys • Increased social media engagement 	
Athletics	Create a model Division I intercollegiate athletics department that upholds and strengthens the university's land-grant mission by: <ol style="list-style-type: none"> 1) Reflecting and enhancing the institution's efforts, particularly in the areas of diversity, equity, and inclusion; strategic enrollment; strategic branding and marketing; fundraising and development, and 2) Achieving academic and competitive excellence, with the utmost integrity. 	To be assigned	<ul style="list-style-type: none"> • Increased GPAs 	Ongoing