

Inspired by its land-grant heritage, Colorado State University is committed to excellence, setting the standard for public research universities in teaching, research, service and engagement for the benefit of the citizens of Colorado, the United States and the world. CSU strives to provide a high-quality, affordable higher education to all who have the desire and ability to achieve it.

Signature Areas - Interrelated Academic Themes (all text in green is derived from the Academic Master Plan)

- Sustainability, Climate, and Resilience
- Human, Animal, and Environmental Health
- Strengthening our Democracy
- Science, Technology, and Innovation
- Arts and Cultures

Revisions in response to feedback appear in orange below and update the 1/29/25 version of this evolving framework.

Board of Governors Priorities	Courageous Strategic Transformation	2025 CSU Priorities	Strategic Initiatives	Elevating our Mission – How CSU Will Be Distinctive	Metrics
Student Success and K-12	People and Culture – Ensure Student Success and Access, Intelligent Growth Innovation – Catalyze and Grow, Critical Thinking for Life, Education That Evolves, Social and Cultural Insight	Student Success	• Develop distinctively CSU learning objectives and an innovative, interdisciplinary core curriculum • Prepare students for a world driven by artificial intelligence • Strengthen academic advising • Enhance career connected learning by aligning academic and career advising, guiding students in a Field of Study approach, and enhancing industry partnerships • Enhance experiential education • Develop Spur and other K-12 programs as pathways to CSU Fort Collins	• CSU students will have the opportunity to take all of their core courses on an exciting interdisciplinary theme, linked to our distinctive strengths • CSU students will learn to use AI ethically and responsibly • All CSU students will receive a high quality of care in academic advising • CSU students will have opportunities for experiential education: working with faculty on research and artistry, pursuing internships, study abroad, and studying at the Mountain Campus, Todos Santos in Mexico, and Semester at Sea • All K-12 students in CO will have exposure to CSU and to CSU Spur to envision themselves studying at CSU Fort Collins • CSU will offer post-graduation career support	• Enrollment grows steadily by 1.0-1.5% per year • Second fall retention rates exceed 90% • 4-year graduation rates exceed 55% and 6-year rates exceed 75% • Opportunity gaps will be closed, with a focus on First Generation students and a student population that represents Colorado and our nation • Within six months of graduation, 90% of graduates are either employed in a position related to their career plans or enrolled in graduate education, including graduates who received Pell grants • 90% of graduates would choose CSU and their major again • CSU creates a new Center for Industry Partnerships, one gateway for talent development, educational offerings, research development, technology commercialization, and economic development

Land Grant Priorities	Innovation - Social and Cultural Insight	Democracy	• Attract an increasingly diverse and international body of learners, educators, and employees to CSU, to support a climate that enables everyone to feel welcome and thrive, including people with a wide range of viewpoints and perspectives • Host regular, high-profile speakers from all political parties and from around the world • Infuse democracy into the curriculum- from orientation to graduation • Provide seed funding for interdisciplinary scholarship on democracy	• Students will be exposed to diverse political viewpoints and global perspectives from orientation through Commencement • Students will be educated in meaning of the First Amendment. • Students will practice civil discourse, disagreeing better, and communicating across differences • Faculty will form interdisciplinary teams to study democracy • Stakeholders will view CSU as an honest broker that reaches across the political divide to host collaborative, constructive conversations in the service of solving state and national challenges	• Free speech remains protected at CSU • > 90% of students vote in national elections • Faculty attract research funding for interdisciplinary work on democracy • CSU-FC and Spur each host four Democracy related events per year, with strong attendance and engagement among internal and external stakeholders based upon the defined goals for each event • Students apply what they learned from our curriculum and co-curriculum to engage in significant civic engagement prior to graduation, including fostering public deliberation in communities in Colorado
Innovation	Innovation – Forefront of Sustainability, One Health Impact – Be the Connector Operational and Financial Excellence – Optimizing Our Space	Research and Academic Excellence	• Benchmark carefully against aspirational peers to guide strategic investments in enhancing the impact of CSU research • Provide seed funding for focused research excellence around broad interdisciplinary themes • Enhance and expand academic and research space: VHEC, Engineering FTG, and ATLAS Laser Facility • Strengthen graduate education • Diversify funding sources	• CSU will make data-informed decisions about hiring, retention, and research investments based on peer benchmarking • CSU faculty will work on interdisciplinary teams to conduct groundbreaking research • CSU will use space for the highest and best use by developing procedures and practices to allocate and renovate space in support of academic priorities including student success, interdisciplinary collaborations, and research • CSU will continue to support the construction of the Clark Building, VHEC, the Engineering FTB, and the Atlas Laser Facility and develop a long-term campus master plan and	• Sponsored project expenditures > \$1 billion by 2035 • CSU's citations increase by 3.5% annually • Books published increase by 4% annually • Creative artistry flourishes at CSU, with increases in concerts, performances, films, and recordings on and off campus • CSU faculty receive more national awards • CSU's number of Ph.D. graduates increases 3% annually • CSU continues to renovate shared lab space and build and occupy the renovated Clark Building, VHEC, the Engineering FTB, and the Atlas Laser Facility

			• Support international collaborations and partnerships • Elevate opportunities for community engaged scholarship	capital plan that aligns renovation and construction with our academic and research goals • CSU will invest in high quality graduate programs with high workforce need aligned with distinctive strengths	• CSU completes a campus master plan and a 10-year capital plan, with a process for updating that plan
Campus Collaboration	Impact – Be Where We’re Needed, Leverage our Place Impact – Bringing Communities Together	Strengthening our impact across the state, region, and the world Rural Initiative	• Launch new 3+2 master’s programs in collaboration with CSU-Pueblo. • Strengthen partnerships with CSU-Global that highlight each university’s distinctive strengths • Develop new academic programs at Spur – Spur Start, graduate programs, and more • Strengthen and leverage partnerships in Denver and the urban corridor • Develop Ram Transfer Academy and recruit more community college students across Colorado • Develop new online offerings: degree programs, microcredentials, certificates with CSU Online • Recruit more students from rural communities • Provide accessible education for rural communities • Improve health of rural communities • Support food, agriculture, and natural resource systems	• For example, in the proposed 3+2 Nursing program, students will come to CSU to study nursing, first in pre-nursing undergraduate majors then in a Masters of Nursing program, all on our vibrant, exciting residential campus • Students in urban Denver will start their CSU educations at Spur in an innovative 1st year program • Students at community colleges across the state will be offered seamless, supportive pathways to transfer to CSU • CSU will energetically and strategically recruit students from rural communities and form communities for rural students on campus • CSU will offer expanded educational programs for rural communities, online and via Extension • CSU will grow its programming focused on health, food, family, and finances • CSU will support the vitality of agriculture by offering technical assistance and by conducting research to solve the problems facing our food industry	• CSU pre-Nursing majors I launch in Fall 26, then 40 Nursing students begin the MS in Nursing by Fall 29 • Spur Start enrolls 80 students in Fall 25, with at least 56 (70%) matriculating at Fort Collins in Fall 26 • Enrollment of community college transfer students increases by 10% annually • CSU recruits 10% more students from rural communities annually • CSU increases online learners in degree seeking and noncredentialled programming by 10 % annually • CSU and rural communities co-create practical solutions in agriculture, health, and civic engagement • CSU expands its meaningful interactions with communities and citizens by 10% each year • CSU becomes the intellectual leader of rural prosperity in Colorado

Healthy Campuses	Operational and Financial Excellence – Investing for Impact, Accessible and Affordable, Elevate the Brand People and culture – World-Class Talent, Training Champions	Institutional Competitiveness	• Strengthen shared governance • Continue Budget Model Redesign • Prioritize compensation • Recruit more domestic non-resident students, more international students, and more early-, mid-, and post-career adult learners • Implement the 2030 CSU System vision for Student Mental Health • Prioritize faculty and staff wellness, success, and leadership development • Strengthen Cybersecurity, Public Safety, and work toward coordinated, shared systems to enhance the quality of IT, HR, Communications, and Advancement • Focus marketing and communications on both excellence and access, highlighting how our research changes lives and solves global challenges • Athletics will move to the new Pac12 conference in July of 2026 • Strengthen all aspects of philanthropic fundraising: alumni engagement, annual giving, planned giving, and major giving,	• CSU will lead the nation in collaborative, constructive decision making about our university • CSU will develop a hybrid RCM model that will reward growth, innovation, interdisciplinary programs, student success, and academic excellence • CSU will prioritize compensation by pulling back on capital investments and hiring strategically • CSU will contract with a virtual provider to offer professional and peer counseling 24/7, become a certified JED campus, and invest in competitive salaries to hire and retain excellent counselors for the CSU Health Network • Thriving of all faculty, staff, and students at CSU will be enhanced by augmented wellness programs, operational excellence of administrative systems, and leadership development • CSU will use our new Pac12 conference affiliation to raise the profile of our academic and research programs • CSU will lead the formation of a Pac-12 academic alliance offering a leadership development academy and fostering interinstitutional collaboration • CSU will provide distinctive opportunities for alumni engagement and philanthropy organized around growth, innovation, interdisciplinary programs, and undergraduate success	• CSU builds a strategic reserve to reinvest in university priorities developed with shared governance • CSU creates a compensation pool for faculty, staff, and graduate assistants in the range of 2 – 5% annually • Improve faculty and staff retention to reduce employee turnover rates to be comparable with peer institutions • CSU athletic programs demonstrate improved competitiveness, by stronger win/loss records, championships, and regular bowl and national tournament participation • CSU enjoys increased revenue from media rights and ticket sales with the long-term goal of athletics generating revenue and becoming self-sustaining • CSU's national reputation and profile advances, with 1-3% annual increases in top-of-mind awareness and increases in our rankings for academic excellence, affordability, and sustainability • CSU shows strong increases in alumni engagement (both numbers and %) and giving at all levels, resulting in endowment growth
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