

STRATEGIC PLAN

Setting The Standard For Regional Comprehensive Universities



Academic Excellence • Student Access and Success • Diversity •
Image Building • Community Engagement •
Resource Management • Shared Governance

Colorado
State
University
PUEBLO™

2008-2012

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Colorado State University System Values

- Be **accountable**
- Promote **civic responsibility**
- Employ a **customer focus**
- Promote **freedom of expression**
- Demonstrate **inclusiveness and diversity**
- Encourage and reward **innovation**
- Act with **integrity and mutual respect**
- Provide **opportunity and access**
- Support excellence in **teaching & research**

EXECUTIVE SUMMARY

Guided by our vision, our mission, and our core values, Colorado State University-Pueblo has created a Strategic Plan that will chart the institutional course for the five-year period 2008-2012. This Strategic Plan will assist in implementing the institution's mission, achieving its stretch goals, and assessing how successfully it achieves its purposes.

Colorado State University-Pueblo strives to become a premier regional comprehensive university recognized for its student-centered excellence in teaching and learning, its contributions to research, and its ability to enhance the quality of life for all of the people it serves.

The Strategic Plan encompasses all elements of undergraduate and graduate education, as well as associated programs and services. It seeks to create a student-learning process that prepares students to be successful in a knowledge-based society. It is also designed to ensure that institutional engagement improves local communities and regional economic development, and promotes prosperity in both the public and private sectors.

Colorado State University-Pueblo will promote programs that recognize and develop the inherent strengths of the region and the students it serves, identify and resolve current and future social and economic development needs in southern Colorado, enhance existing academic programs, and develop new ones that are educationally, economically, culturally, historically, or geographically consistent with our mission.

As an Hispanic Serving Institution, CSU-Pueblo reaffirms its commitment to diversity, and to quality education as a catalyst for life-long learning and high quality of life for all of our constituents. CSU-Pueblo seeks to become a model Hispanic Serving Institution, providing quality education in a multi-cultural environment. The University will achieve this goal by focusing on ways in which Hispanics, other minority students, and majority students contribute to each other's cultural and educational enrichment and by concentrating on how the multi-cultural and diverse faculty and staff who represent each of these groups can harmoniously and productively work together to provide the programs and resources dictated by the Strategic Plan.

A Guide to Excellence

The 2008-12 Strategic Plan will guide CSU-Pueblo's efforts to become an exemplary regional comprehensive university, furthering the goals of the CSU-System in its quest to be the nation's premier system of higher education. This Plan will ensure a common vision and purpose that will guide faculty, staff, and administration alike in a mutual quest for excellence. Of particular importance will be the Plan's role in guiding efforts to meet institutional stretch goals as well as academic excellence. It will provide the basis for a comprehensive implementation plan that will detail tactics for reaching the Plan's goals and it will be the touchstone against which the University will test each new project and its assessment of all on-going and proposed activities.

The plan focuses on seven strategic initiatives:

- Academic Excellence
- Student Access and Success
- Diversity
- Image Building
- Community Engagement
- Resource Management
- Shared Governance

The Strategic Plan is designed to provide new opportunities for students, faculty, and staff, to achieve excellence in their academic pursuits and personal and professional development. It also serves as a reference document to guide the entire campus community as we build a university of the future that sets the standard for regional comprehensive universities in teaching, research, and service.

Colorado State University-Pueblo recognizes the need to adjust to the changing needs of our constituents brought about by societal demands and technological advances. The University will continue to create partnerships with other educational institutions and public- and private-sector organizations; such partnerships are critical in the face of limited state resources and historically underserved and changing needs of the region. The University will optimize the use of technology in teaching and learning, provide region-specific programs, and provide the re-

STARTING POINTS

VISION

The Colorado State University System will be the premier system of public higher education in the nation.

MISSION

Colorado State University-Pueblo is committed to excellence, setting the standard for regional comprehensive universities in teaching, research, and service by providing leadership and access for its region while maintaining its commitment to diversity.

VALUES

In all its activities, CSU-Pueblo is guided by the values of the Colorado State University System:

Be accountable

Promote **civic responsibility**

Employ a **customer focus**

Promote **freedom of expression**

Demonstrate **inclusiveness and diversity**

Encourage and reward **innovation**

Act with **integrity and mutual respect**

Provide **opportunity and access**

Support excellence in **teaching & research**

INSTITUTIONAL PROFILE

The University offers 27 undergraduate and 6 graduate majors through five colleges:

- The College of Education, Engineering, and Professional Studies
- The College of Humanities and Social Sciences
- The College of Science and Mathematics
- The Hasan School of Business
- Continuing Education

4,142 students (3365.2 FTE)

25% Hispanic, 57% Caucasian, and 18% other

183 full-time faculty

154 part-time faculty

\$33,000,000 annual operating budget

\$66,000,000 annual expenditures budget

sources to insure and reward excellent faculty and staff and maintain high-quality facilities.

To ensure the Plan's effectiveness, the process calls for ongoing assessment, budgetary integration, and benchmarking. The Strategic Planning Oversight Committee (SPOC) will be responsible for reviewing annual reports from institutional units in regard to progress in meeting the goals and outcomes as presented in the 2008-12 Plan. Following their review, SPOC recommendations will be forwarded to the Strategic Budget Advisory Council (SBAC), academic deans, vice presidents, and the president. The SBAC is charged with annual review of the budgetary requirements of implementing the strategies needed to successfully meet the Strategic Plan goals and achieve the desired measurement outcomes. The SBAC also will make recommendations regarding the allocations required to meet the Strategic Plan's goals.

As with all strategic plans, this Plan is dynamic. The annual evaluations by SPOC, SBAC, as well as the president and senior administrators, will ensure that adjustments are made to the Plan as required to assure that the institution continues to meet the needs of the people it serves.

I. INTRODUCTION

As we look toward the 2008-09 academic year, Colorado State University-Pueblo is facing exciting opportunities and challenges. The University is beginning a new journey to transform and qualitatively improve in a number of ways from academic programming, new athletic programs, expanded recruiting, increasing enrollment, and the expansion of relationships with communities in our region. At the same time, the University is facing some daunting challenges, ranging from limited financial support to the recruitment and retention of faculty, professional staff, and students.

Legislative Authority

The legislative authority for the University is stated in Colorado Statute 23-55-101:

There is hereby established a University at Pueblo to be known as Colorado State University-Pueblo, which shall be a regional, comprehensive university with moderately selective admissions standards. The University shall offer a broad array of baccalaureate programs with a strong professional focus and a firm grounding in the liberal arts and sciences. The University shall also offer selected masters level graduate programs.

As a regional, comprehensive university, Colorado State University-Pueblo is a community of learners dedicated to teaching, scholarship, and service. The University encourages the development and application of knowledge and ideas through research and outreach activities and prepares students to be thoughtful, responsible, and successful citizens.

Mission

From the beginning, CSU-Pueblo has focused on being student-centered by featuring small, personalized, and participative classes, combined with competent, qualified, and supportive faculty, staff, and administrators. People of the region look to the University for career preparation and development opportunities, major undergraduate and graduate specialties, outreach services, cultural and athletic activities, and economic and business development.

As the core mission of the University, student learning is CSU-Pueblo's primary focus. This requires the faculty to be active scholars who have a lasting interest in their disciplines and in teaching and learning. The research activities improve us as teachers and expose our students to methods of inquiry. In addition, the focus on learning requires that the curriculum be dynamic and ever-

Historical Perspective

Over the last 75 years, Colorado State University-Pueblo has evolved from a junior college serving the city of Pueblo to a comprehensive, regional university offering baccalaureate and graduate degree programs. During the course of that time, the institution has had five different names:

- 1933-1934 *The Southern Colorado Junior College*
- 1934-1963 *Pueblo Junior College*
- 1963-1975 *Southern Colorado State College*
- 1975-2002 *The University of Southern Colorado*
- 2002- *Colorado State University-Pueblo*

Since 1986 the University has been part of the Colorado State University System, originally governed by the State Board of Agriculture, renamed the "Board of Governors of the Colorado State University System."

changing to meet the needs and expectations of the people in our service region. CSU-Pueblo empowers its students to attain the highest standards of academic achievement, public and professional service, personal development, and ethical conduct.

CSU-Pueblo is equally committed to serving the diverse population of the region; this emphasis is reflected in the demographic characteristics of the student body. The University serves both traditional and non-traditional students, campus-based and community-based students, students from Colorado, other states, and other countries, first-year and transfer students, recent high school graduates, and students who work to support families, Caucasian students and students of color—especially Hispanic students. Because over 25 percent of our students are Hispanic, the Federal Government has designated CSU-Pueblo an Hispanic Serving Institution. Besides reflecting our commitment to serve this critically important and rapidly-growing segment of the student population, that designation also allows the University to compete for certain federal grant funds to support its ability to better serve Hispanic students. The University also seeks to provide a rich and diverse cultural environment that allows freedom of expression within a spirit of civility and mutual respect. The public service expected of all members of our community benefits our society—local and global—and builds our sense of citizenship.

II. INSTITUTIONAL VALUES

At its meeting of April 5, 2005, the CSU System Board of Governors approved a new mission statement for CSU-Pueblo:

Colorado State University-Pueblo is committed to excellence, setting the standard for regional comprehensive universities in teaching, research, and service by providing leadership and access for its region while maintaining its commitment to diversity.

The new strategic plan has been developed in the context of the Board of Governor’s CSU System vision and values and CSU-Pueblo’s institutional mission statement. The Strategic Plan has been designed to be a guide for implementing the institution’s mission and as a way to evaluate how well the University is achieving its purposes.

As an institution, Colorado State University-Pueblo adopts not only the values listed above, but also the following core institutional values:

- **Excellence**—We believe in aspiring to and achieving the highest standards of teaching, scholarly/creative activities, and service. We will demonstrate achievement through continuous improvement and innovation in all areas of the University.
- **Intellectual Freedom**—We believe in ethical

Colorado State University-Pueblo will pursue this mission within a set of values also approved by the Board of Governors on April 5, 2005:

Colorado State University System Values

Be **accountable**

Promote **civic responsibility**

Employ a **customer focus**

Promote **freedom of expression**

Demonstrate **inclusiveness and diversity**

Encourage and reward **innovation**

Act with **integrity and mutual respect**

Provide **opportunity and access**

Support excellence in **teaching & research**

The Strategic Plan also seeks to operationalize the stretch goals established by CSU-Pueblo and approved by the CSU-S Board of Governors during its Board Retreat on October 1, 2006:

5-YEAR STRETCH GOALS

Enrollment

- From 4096 to 5200 headcount (27% increase)
- From 3227 (78.8% of hc) to 4420 FTE (85% of hc—37% increase)

HSI Status

- From 25% Hispanic Student Enrollment to 32%

Graduation Rate

- from 17.6% 4-year graduation rate to 23%
- from 27.5% 5-year graduation rate to 30%
- from 33.9% 6-year graduation rate to 38%

Retention

- From 54% retention of first-time, full-time freshmen to 65%

Housing

- From 540 available beds to 940.

and scholarly questioning in an environment that respects the rights of all to pursue knowledge freely. We believe in collegial dialogue and debate that leads to participatory decision-making within our community of faculty, students, staff, and administrators.

- **Diversity**—We respect others and celebrate the diversity of people and opinions, as well as the ethnic and cultural backgrounds of others. We believe in the dignity of all individuals, in fair and equitable treatment, and in equal opportunity. We value the richness and interplay of differences. We value the inclusiveness of diversity, and we respect alternative paradigms of thought.
- **Stewardship of Resources**—We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public’s trust and are accountable for our actions.
- **Learning**—We value learning that encourages lifelong exploration and discovery through intellectual integrity, personal responsibility, and global- and self-awareness. We believe in an

environment of free inquiry where learning is grounded in student-faculty interactions and occurs both inside and outside the classroom.

- **Student-Centered Focus**—We are a student-centered community committed to a diverse, caring, learning-focused environment that fosters the collegial, reflective, and open exchange of ideas. We prepare graduates to take on the commitments of critical inquiry, social responsibility, and civic engagement necessary to meet the challenges of the 21st century.
- **Teaching**—We believe teaching excellence and the learning experience are of paramount importance. We also believe in intellectual

growth through scholarship, creative activities, and research. We prepare graduates to be successful in their chosen professions and careers, to be prepared for advanced academic and professional degree programs, to be in positions of leadership, and to be proactive and productive members of society.

- **Civic Engagement**—We believe in adopting a civic mission and responsibility that includes outreach, and service. We are committed to helping resolve regional problems and becoming full partners in building sustainable communities. We are prepared to build a stronger community by aligning our resources to local and regional needs.

III. STRATEGIC INITIATIVES AND GOALS

To achieve these goals and move the University forward in its quest for excellence, we have developed 23 strategic goals encompassed within seven initiatives:

INITIATIVE ONE: ACADEMIC EXCELLENCE

Colorado State University-Pueblo is committed to continuous improvement and innovation in all aspects of academic programming, teaching and learning, scholarly and creative work, and campus and community service. To that end, as funds are available, CSU-Pueblo will

- Goal 1** Offer comprehensive undergraduate and selective graduate programs that meet regional needs, students' interests, and disciplinary standards for quality.
- Goal 2** Enhance support for teaching, scholarship, and service activities by faculty, staff, and students.
- Goal 3** Enhance support for on-going professional development of all campus faculty, and staff.
- Goal 3a** Increase the percentage of credit hours taught by full time faculty from 72% to 90%.

INITIATIVE TWO: STUDENT ACCESS AND SUCCESS

Colorado State University-Pueblo will strive to create an environment that promotes student academic, social, and personal development through

- Goal 4** Increasing student access, retention, persistence, and graduation rates.
- Goal 5** Supporting and promoting student engagement in campus and community service activities.
- Goal 6** Implementing a learning-centered approach for all University programs.
- Goal 7** Increasing enrollment through enhanced recruiting and conversion activities.

INITIATIVE THREE: DIVERSITY

Colorado State University-Pueblo is committed to maintaining a learning, living, and working environment that is inclusive, equitable, and respectful of differences in people and their ideas, histories, and practices. The University will promote more sophisticated understandings of differences and challenge manifestations of closed-mindedness, incivility, stereotyping, and discrimination by

Goal 8 Promoting civility and multiculturalism among students, faculty, and staff.

Goal 9 Celebrating and increasing diversity among students, faculty, and staff.

Goal 10 Becoming a model Hispanic Serving Institution.

INITIATIVE FOUR: IMAGE BUILDING

Colorado State University-Pueblo will improve its perceived identity, visibility, and reputation by increasing the positive regard afforded the University by students, alumni, faculty, staff, administration, and the general public by

- Goal 11** Communicating a clear, distinct, and consistent image of the University as a regional leader in providing high quality education.
- Goal 12** Implementing an integrated marketing plan that improves institutional recognition and reputation as an institution that embraces excellence.

INITIATIVE FIVE: COMMUNITY ENGAGEMENT

Colorado State University-Pueblo will strengthen its involvement with the community through intellectual, economic, social, and cultural collaborations that are mutually beneficial to the University and its many external constituents. CSU-Pueblo will achieve these goals by

- Goal 13** Expanding the University's role and effectiveness in promoting sustainable economic, social, and cultural development in Pueblo and the surrounding communities (or region).
- Goal 14** Enhancing and promoting partnerships with K-12 educational institutions and community and junior colleges throughout the region.

INITIATIVE SIX: RESOURCE MANAGEMENT

Colorado State University-Pueblo will enhance its human, programmatic, and capital assets by effectively and efficiently managing its human, technological, and physical resources. The University will achieve these goals by

- Goal 15** Implement financial planning and best practices management approaches to achieve a maximum level and more efficient use of resources.
- Goal 16** Maintaining an administrative infrastructure to support continual improvement in critical areas.
- Goal 17** Improving campus facilities to support functionality and competitiveness.

Goal 18 *Maintaining a safe and sustainable physical environment that that contributes to the University's appeal and reputation.*

Goal 19 *Developing a financial plan for accomplishing the goals of the Strategic Plan.*

Goal 20 *Developing a plan to insure sustainability and a high-level of energy conservation.*

Goal 21 *Establishing a technology plan to insure that we have a state-of-the-art campus.*

INITIATIVE SEVEN: SHARED GOVERNANCE

Colorado State University-Pueblo is committed to the ideal that the governance of institutions of higher education is an activity shared by the faculty, the staff, and the administration. To insure appropriate shared governance, CSU-Pueblo will

Goal 22 *Encourage greater faculty and staff awareness of and participation in shared governance.*

Goal 23 *Create an atmosphere that encourages a sense of ownership and a culture of accountability.*

IV. FINANCIAL PLANNING

Financial planning and budgeting will be a critical part of the strategic planning process over the next five years. Financial planning and budgeting processes are intended to support rather than direct the initiatives, goals, strategies and action planning of the University. Financial planning for the short and long term will consider sources of revenue as well as the cost that drives the activities and functions prioritized as important to the success of the University.

The University must not only identify its priorities over the next five years but also acquire the necessary resources to fund the priorities. Since resources are limited, the University will need to allocate resources to those items that are perceived to be of the highest priorities.

The Strategic Budget Advisory Council (SBAC) composed of members from the major internal stakeholder groups—faculty, staff, students, and administration—will be charged with reviewing on an annual basis the budgetary requirements of the Strategic Plan. Each year by February 1st, SBAC will be provided with the institutional units’ annual planning documents which specify priorities and any fiscal implications. This information will be used in making recommendations to the Office of the President and the vice presidents for allocation of resources in the fiscal year beginning July 1 of the next calendar year (reevaluating those recommendations throughout the eighteen month budget cycle).

V. EVALUATION, AND REVIEW

The ultimate success of the Strategic Plan will rest upon the implementation process and continuous improvement and assessment of the Plan. Ongoing oversight of the five-year plan will be the responsibility of the president, two vice presidents, academic deans, and dean of student life. Although the primary oversight of the plan will be coordinated at the highest administrative levels of the institution, institutional units will be active participants in the on-going decision-making, evaluation, and review of the Plan. Whenever possible, decision-making will be assigned to the level closest to the program unit. It will be vital that the University community embrace the implementation and evaluation processes to ensure the success of the Strategic Plan.

The 2008-2009 academic year will be a transition year for identifying and implementing strategies that support the achievement of the strategic planning goals at the basic unit, division, and institutional levels. The Strategic Planning Oversight Committee (SPOC) will be charged in the transition year with developing a comprehensive plan for continuous review and assessment of progress toward accomplishment of the strategic planning goals. At each level, the appropriate unit personnel—faculty, students, classified staff, professional staff, and administrators—will be responsible for selecting the goals, identifying the strategies to be used, and creating a schedule for implementation of strategies, as appropriate for the respective units.

The SPOC will develop the standard format and reporting procedures for each identified University unit, subject to the approval of the President. The standard format followed by each institutional unit will include: (1) a goal alignment matrix that will be used to illustrate the relationship between the unit's goals and the University goals and initiatives; (2) actions taken or changes to be initiated during the year; (3) assessment findings identifying successes and/or shortfalls, emergent themes, and issues; and (4) timelines for implementing changes to be taken.

During the first week of each academic year, SPOC will distribute to each institutional unit, the approved standard format for reporting the prior fiscal year's strategic planning report. By November 1st, the institutional units will submit their standard report document to SPOC for review. By February 1st, SPOC will submit to the Office the President a report detailing their analysis of the institutional reports and recommendations relative to implementation and changes to the Strategic Plan. The institutional unit and divisional unit reports will be provided to the Strategic Budget Advisory Council (SBAC) for review and used in preparing recommendations for the allocation of resources in the upcoming fiscal year.

SPOC will review and assess the planning and evaluation reports and make recommendations to the Office of the President on an annual basis. SPOC, in collaboration with the Office of the President, will develop a set of indicators to monitor progress toward achieving the University's strategic initiatives and goals. The Strategic Planning and Oversight Committee will ensure that assessment findings are documented for the University goals.

The annual institutional unit review process will permit continuous improvement and progress monitoring. The data gathered is intended to track performance over time. These measures will be used to develop longitudinal descriptions of the units, and the regular collection of data will enable advanced preparation for a variety of reporting requirements. The measures will link planning, resources, and performance within each unit across the University.

The Strategic Plan will be used to guide the work of University and establish the agenda for the institution's administration. The Office of the President will provide an annual work plan to the Chancellor for review by August 1st of each fiscal year that focuses on the highest institutional priorities for that year. The report will also provide a copy of the SPOC report on progress toward achieving the University's strategic initiatives and goals.

VI. SUMMARY AND CONCLUSION

The first decade of the 21st Century is placing new demands on public higher education and requires more of Colorado State University-Pueblo. We will need to deal with changes in demographics, enrollment patterns, growth of an information-age economy, revolutionary technological advances, pressures and demands to be more accountable, to serve an increasingly diverse society, and to deliver education in a range of alternative models in a fast-paced, global environment. In order to meet these challenges CSU-Pueblo has created the new five-year strategic plan described in this document.

This Strategic Plan for CSU-Pueblo was developed in the context of our vision, mission, values, and purpose. It is designed to be a guide for implementing the institution's mission, as well a way to evaluate whether we are achieving its purpose. Assessments are built into the plan so that over time adjustments can be made to ensure continuous progress and improvement. Information gathered from these assessments will be used to establish new priorities, programs, and services. This Strategic Plan is essential to the academic vitality and effective administration of CSU-Pueblo.

The planning process has enabled the University to identify major goals and strategies in order to focus on what it determines is most important and urgent. The planning process has also identified issues and areas of concern that will remain open to discussion as the University works toward fulfilling its mission.

This Strategic Plan provides the framework for parallel planning processes to take place in academic affairs, administration and finance, student life, and the physical plant and facilities of the University—it helps guide the overall planning process for each area and unit within the University.

The 2008-2012 Strategic Plan is based on the fundamental principles and assumptions adopted early in the planning process. The initiatives, goals, and strategies reflect the criteria that guided the planning process as well as input from both internal and external constituents.

The five years covered by this Strategic Plan, 2008-2012, are critical for the future of CSU-Pueblo. This five-year period provides sufficient time to accomplish much of what we want to see in the University's future, but the time period is challenging because there is much to do—for all members of the University community.

The University's vision for the future and strategic initiatives defined in this document will lead us to a new level of excellence and positively impact on the all of those we serve.