



COLORADO STATE UNIVERSITY

COURAGEOUS STRATEGIC TRANSFORMATION

THE COLORADO STATE UNIVERSITY 2022-2026 STRATEGIC PLAN



CSU

LETTER FROM THE PRESIDENT

Our world is increasingly connected and rapidly changing, presenting daunting challenges and incredible opportunities to those willing to lead. I am grateful and proud that the people of Colorado State University—our students, faculty, staff, alumni, donors, and partners—have never been faint of heart. Instead, we have the courage and conviction our world needs and we're forging a bold, trailblazing path—one that requires an equally bold action plan.

Colorado State's Courageous Strategic Transformation is that plan.

This holistic, high-level strategy lays the groundwork on which to build the future of our institution, our students, our community, and our planet. It will serve as our North Star—a steadfast, illuminating, transparent, and inclusive vision to help us effectively navigate the uncertainty ahead, build on our strengths as Colorado State University System's flagship, pursue greatness, and prepare our students to lead.

We created this strategic plan with the goals of nurturing our talent, enriching our community, and reinforcing CSU's standing as a leader in learning, understanding, discovery, and change. This blueprint will prepare us to courageously and comprehensively address the daunting challenges, both predicted and unforeseen, facing our nation and our world.

The plan builds upon CSU's 150-year commitment to use learning, research, and engagement to improve the human condition. With it to guide us, we do not hesitate to take our commitment boldly forward: we explicitly recognize that to sustain human life and wellbeing for the future we must accept the interconnectedness of planetary and human health, of living and nonliving systems. And we affirm that sustainable solutions must be interdisciplinary, ecologically sound, socially just, and economically viable.

Our Courageous Strategic Transformation builds on our proven prowess in planetary and human health and embraces the critical relevance of all disciplines to learning, understanding, discovery, and change. In the plan we call upon everyone at CSU to work across disciplines, as well as with businesses and partners, to help solve the world's greatest challenges. We also set aspirational and tangible goals for making cutting-edge research and learning available to all and for strengthening ties to Colorado's rural communities. In short, this plan is a framework for building a stronger future.

In that bold new future, Colorado State will lead the world on solutions to global climate change, health, agriculture, and economic, environmental, and social sustainability, while remaining a devoted and adept caretaker of our state.

I came to Colorado State because of my deep commitment to the unique land-grant mission of access, service, and solutions. I am incredibly proud that with our Courageous Strategic Transformation, we are doubling down on both that fundamental mission and the work we do every day to fulfill it. This plan represents the collective perspectives and efforts of thousands of stakeholders from across our diverse community. I'm deeply grateful for the hard work and dedication of everyone who contributed to this plan and I'm excited for where it will take us.

Our extraordinary community has already achieved so much; now our sights are set on solving the world's most pressing problems, with courage, conviction, and our eyes on our North Star. By working together to achieve CSU's Courageous Strategic Transformation, we will realize a stronger, bolder, and more just and sustainable future for our world.



HOW WE GOT HERE

FALL 2020 – SPRING 2021: DRAFT FRAMEWORK

Over a 12-month period, the Executive Leadership Team and Council of Deans conducted brainstorming workshops and facilitated conversations to develop a framework. These leaders considered a myriad of strengths, voices, priorities, and constituencies. During this research, we sent out individual surveys and conducted group meetings with more than 2,000 participants. We also led listening sessions with Faculty Council members, the Administrative Professional Council (APC), the Classified Personnel Council (CPC), deans, students, staff, alumni, donors, community members, and external partners. The framework was presented to the Board of Governors in June 2021.

SUMMER – FALL 2021: LEADERSHIP DRAFTING GROUPS

Believing that the best ideas come from diverse groups, we endeavored to create a campus vision in which our entire community can see themselves now and in the future. To achieve this goal, we curated drafting groups that represented a wide range of voices, as well as our commitment to shared governance. These groups included campus leaders, faculty, students, administrative professionals, state classified staff, and key stakeholders. Each group collected and synthesized broader input through public discussions and town halls. The groups drafted achievable and measurable goals that support our Green and Gold mission in identified target areas. All goals and themes in this plan were generated from the drafting groups' work and were refined by input from our campus community.

FALL 2021-WINTER 2022: DRAFTING PHASE

- Approximately 6,000 comments
- 1,500 survey responses
- 3,500 meeting participants
- 100 Inspiration Proposals
- 17 open fora
- 10 drafting workshops
- Approximately 350 working meetings with faculty, administrators, Faculty Council members, APC, CPC, deans, heads and chairs, students, staff, alumni, donors, community members, and external partners.



HISTORY & ACKNOWLEDGMENT OF RESPONSIBILITY



It is crucial to point out the history of the university and provide context and acknowledgment of our place in history. Colorado State University is a public, land-grant university designated by the state of Colorado to receive the benefits of the federal Morrill Land-Grant Act of 1862, which established the initial land-grant colleges to “teach such branches of learning as are related to agriculture and the mechanic arts” without excluding “other scientific and classical studies.” There are four agencies of the state assigned to CSU: the Colorado Agricultural Experiment Station, Colorado State University Extension, the Colorado State Forest Service, and the Colorado Water Institute. Throughout its history CSU has committed to broad access to education and support for agriculture in recognition of its importance in ensuring human flourishing.

Land-grant colleges were established by the sale or occupation of federal land, most of it acquired after the systematic dispossession of Native Americans from their homelands. Colorado State University was established through the dispossession of the traditional homelands of the Cheyenne, Ute, and Arapaho

Nations. As Colorado’s flagship land-grant university, Colorado State University recognizes its responsibility to be representative of the people of Colorado, particularly those historically marginalized throughout the nation and the world, as well as the sovereign Tribal Nations and their people on whose lands this university is built, and from which the university continues to benefit. The University acknowledges that as with our nation, there is significant work to be done to make real progress toward true diversity, equity, inclusion, and justice. Colorado State University is obligated to advance bold solutions to discrimination and to champion diversity and inclusion.

We will give meaningful attention to these issues and those historically marginalized, and incorporate solutions throughout our transformation. To fulfill this responsibility, Colorado State University will do the following: be an exemplar for public research universities in ensuring access to education for all; provide inclusive and welcoming educational experiences for academic and post-graduation success; perform high-quality, high-impact basic and applied research, creative artistry, and scholarship; and engage in authentic outreach and engagement and extension at the local, state, tribal, national, and international levels.

MISSION, VISION VALUES & COMMITMENT

MISSION

CSU is a public, land-grant university that measures excellence through inclusive student access, success, and lifelong learning, and by leveraging academics, research, creativity, and engagement to drive solutions to current and future local and global challenges to human and planetary health and well-being.

VISION

Our university colors are green and gold, selected to honor our agricultural history; green represents alfalfa and gold represents wheat. Today, we continue to cultivate the green – a sustainable, thriving planet – and the gold – a flourishing humanity – in all we do.

VALUES

To accomplish our Mission our community must work collectively with shared values. We value both the head and the heart and believe the best is accomplished when human connection and understanding bridge difference. The values listed below complement CSU's longstanding **Principles of Community** (Inclusion – Integrity – Respect – Service - Social Justice).

BELONGING

Our community welcomes and supports diverse people and perspectives.

CURIOSITY

Our community embraces curiosity, offering an open academic environment that fosters the creative advancement of knowledge through discovery, preservation, and application.

EXCELLENCE

Our community and the individuals within it seek excellence in all we do. We recognize that both community and individual growth and meaningful accomplishment require courage, innovation, and focus.

THRIVING

CSU will thrive into the future as it empowers members of its community to live fulfilling and successful lives.

ENGAGEMENT

Engagement drives service, extension, and experiential learning. It's collaborative and community focused. CSU engages with individuals and communities throughout Colorado and around the world by focusing our lifelong learning, research, skills, and time on making the world a better place for all.

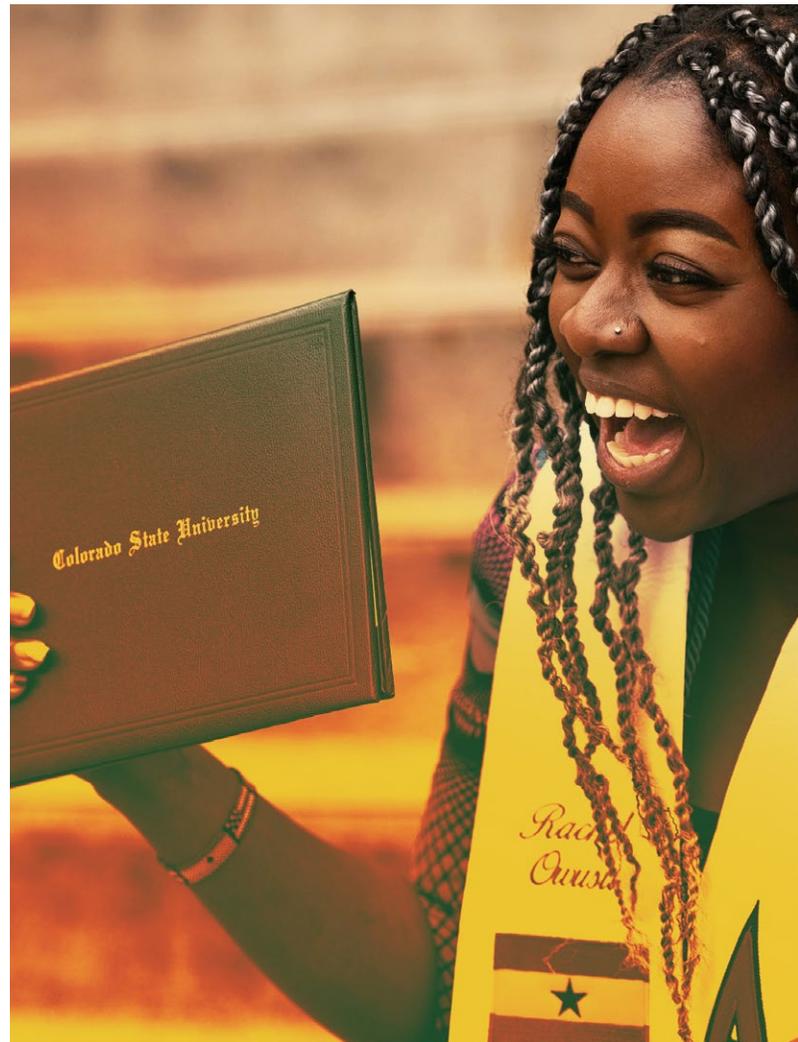


MISSION, VISION VALUES & COMMITMENT

COMMITMENT

CSU believes we will solve challenges to environmental, plant, animal and human health and well-being through discovery, creativity, and innovation, and by leveraging interdisciplinary teams that understand that human health and well-being are dependent upon a sustainable, thriving planet and a flourishing humanity. To put this belief into action, CSU commits its academics, research (foundational, theoretical, and translational), creativity, and engagement to the following activation areas:

- Climate change, environmental health, and sustainable ecosystems, including water resources and clean and sustainable energy.
- Animal, plant, and human health and biodiversity.
- Safe, secure, and environmentally and economically sustainable food production to safeguard local and global food security.
- Individual and community strength and prosperity.
- Inclusive excellence focused on student access and success within an extended learning community characterized by curiosity and belonging.
- Equity, social justice, and human rights.
- Civic engagement.
- Dialogue that ethically engages difference.
- Lifelong learning.



COURAGEOUS STRATEGIC
TRANSFORMATION

“ LIFE SHRINKS
OR EXPANDS
IN PROPORTION
TO ONE’S
COURAGE ”

- ANAIS NIN -

CSU

COURAGEOUS STRATEGIC TRANSFORMATION

Below we outline the strategic imperatives that we identified as a university community. We challenge ourselves to build operational excellence, foster the well-being and success of people, embrace purposeful innovation at our core, and amplify our positive impact on all those we serve. For us to accomplish these lofty ambitions, we need to simultaneously pair our strategic priorities with operational processes that enable success and a culture that champions it. Together we can achieve this **Courageous Strategic Transformation** we've collectively crafted.





PEOPLE & CULTURE

CULTIVATING A THRIVING AND INCLUSIVE COMMUNITY

PEOPLE & CULTURE

We will attract, support, and nurture all members (students, faculty, and staff) of the CSU community by cultivating a culture of excellence and inclusivity, and using our collective skills to achieve our shared goals of a sustainable thriving planet and flourishing humanity.

PRIORITIES:

ENSURE STUDENT ACCESS AND SUCCESS:

We will provide access to educational excellence and opportunities that arise from it. We will offer all of Colorado's students access to a high-quality university education, regardless of their financial situation, and provide all learners with the tools to thrive in the 21st-century workforce.

WORLD-CLASS TALENT:

We will attract, invest in, and motivate our workforce to serve CSU students, Colorado, and the globe.

EVERYONE BELONGS:

We will cultivate an inclusive climate conducive to the recruitment, retention, and success of our students and employees.

INTELLIGENT GROWTH:

We will establish strategic, realistic, and measurable enrollment goals and demographic targets to promote regional, national, and international matriculation. In addition, we will formally align enrollment planning with our student success initiatives, physical space, human capital, and fiscal resources.

TRAINING CHAMPIONS:

We will foster a championship culture that promotes superior performance in the full spectrum of academics, athletics, extracurricular activities, and professional fields.

**OPERATIONAL &
FINANCIAL EXCELLENCE**

**ENSURING A
SUSTAINABLE
FOUNDATION
FOR GROWTH
AND INSPIRATION**

OPERATIONAL & FINANCIAL EXCELLENCE

We will align CSU's operational and financial practices with our strategic goals of strengthening our community and our world through a focus on a thriving planet and flourishing humanity.

PRIORITIES:

INVESTING FOR IMPACT:

We will ensure our financial future and funding for CSU's success by aligning our budget with Courageous Strategic Transformation priorities.

ACCESSIBLE AND AFFORDABLE:

We will establish a financial aid strategy that supports financial accessibility for Colorado students and meets the fiscal needs of our institution.

ELEVATE THE BRAND:

We will make CSU a top destination to learn, work, research, discover, and thrive by strengthening our brand awareness and by strategically positioning, promoting, and amplifying CSU's expertise.

OPTIMIZING OUR SPACE:

We will optimize the use of existing spaces and develop the necessary infrastructure to provide an inclusive and sustainable physical framework in which to learn, work, research, and discover.

INNOVATION

DRIVING INNOVATION IN LEARNING, RESEARCH DISCOVERY, AND ENGAGEMENT

CSU

INNOVATION

CSU will be a global leader in cultivating a sustainable social, economic, and environmental future through innovative practices in learning, research, discovery, and knowledge transfer.

PRIORITIES:

FOREFRONT OF SUSTAINABILITY:

We will establish CSU as a leading, preeminent university in impactful sustainability-related research and scholarship.

ONE HEALTH:

We will be globally recognized for a transdisciplinary, integrative approach to environmental, plant, animal, and human health, with an emphasis on disease, agricultural, and water challenges.

CATALYZE AND GROW:

We will prepare future generations of leaders, change makers, and global citizens through a rigorous and distinctive program of general education that fosters self-knowledge, innovation, and social and cultural insight across all programs of study.

CRITICAL THINKING FOR LIFE:

We will prepare future generations of leaders, change makers, and global citizens through a rigorous and distinctive program of general education that fosters self-knowledge and innovation across all programs of study.

EDUCATION THAT EVOLVES:

We will craft and implement a dynamic academic master plan that will establish CSU as a leader in higher education providing critical knowledge, skills, and competencies, and we will build the infrastructure to rapidly adjust curricular and educational and delivery approaches to allow our learners to thrive in the 21st-century workforce.

SOCIAL AND CULTURAL INSIGHT

CSU will foreground the crucial importance of a rich understanding of the histories, cultures, societies, and languages that inform our complex and diverse world, fostering the arts, humanities, and social sciences, and their interdisciplinary contributions to today's most pressing problems.

IMPACT

SERVING OUR COMMUNITY LOCALLY AND GLOBALLY

CSU

IMPACT

CSU will serve as a national model for land-grant university systems, enhancing our infrastructure to nimbly translate innovation into impact.

PRIORITIES:

BE THE CONNECTOR:

We will build the infrastructure to transform research and discovery into impact by supporting researchers, students, and other innovators and entrepreneurs through leveraging our position, partnerships, alumni, and capital.

BE WHERE WE'RE NEEDED:

We will deliver learning experiences in a variety of innovative and engaging formats to equip all learners to live their best lives and do their best work.

LEVERAGE OUR PLACE:

We will maximize our physical assets and experiential learning locations statewide including our campuses at Spur, Mountain, Western, Arkansas Valley, Sturim, Foothills and Powerhouse; our statewide offices and centers for the Agricultural Experiment Station, Extension, and the Colorado at State Forest Service; and our international campus at Todos Santos to advance our green and gold aims of a sustainable thriving planet and flourishing humanity.

BRINGING COMMUNITIES TOGETHER:

We will increase our impact in rural communities, and we will build and strengthen connections with urban and rural partners.

TRANSFORMATIVE GIVING:

Position CSU and CSU Foundation as forces for positive change through courageous, transformative, and transdisciplinary philanthropy.

LEADERS IN SUSTAINABILITY:

We will prepare CSU graduates to make tangible, positive contributions to addressing the world's environmental challenges.



COLORADO STATE UNIVERSITY

BE COURAGEOUS

JANUARY 26, 2022