



ACADEMIC MASTER PLAN DRAFT OVERVIEW

Colorado State University’s Academic Master Plan establishes a set of aspirations for the University and identifies actions to realize those aspirations. It is the culmination of a series of thoughtful discussions during the 2021-22 academic year, including departmental and college dialogue, campus fora and Academic Master Plan Advisory Committee deliberations. It builds on the University’s strategic plan and will be implemented concurrently.

The draft plan identifies five aspirations:

Elevate Our Mission

Advance Academic Themes

Flourish Through Diversity

Enhance Applied Learning

Foster Interdisciplinarity and Collaboration

Note: The AMP Implementation Team recommends the actions highlighted in orange for initial implementation based on consultation with CSU deans.

A. Elevate Our Mission – Strengthen CSU’s role and reputation as an innovative, engaged, land-grant, research-intensive institution that offers a world-class education and cares about students, employees and community.

1. Highlight CSU’s expertise and achievements with respect to interdisciplinarity, collaboration and the seven academic themes.
2. Reinforce CSU as an approachable and inclusive academic community wherein students and employees of all identities belong and thrive.
3. Recruit, retain and reward faculty and staff who demonstrate excellence with respect to AMP aspirations.
4. Promote distinctive programs that develop future leaders in the seven academic themes.

B. Advance Academic Themes – Enrich CSU’s excellence and global leadership in seven interrelated academic themes: Arts and Cultures; Communication, Public Discourse and Democracy; Data and Information Science; Inclusive Excellence; One Health; Science, Technology and Innovation; and Sustainability, Climate and Resilience.

1. General strategies

- i. Recruit and retain faculty using interdisciplinary cluster-hires across colleges to strengthen each theme.
- ii. Redesign institutional learning outcomes and curricula, including the All-University Core Curriculum (AUCC) as well as specific course requirements and prerequisites, to incorporate the seven academic themes.

2. Arts and Cultures

- i. Foster teaching, research and engagement of global cultural, philosophical and artistic traditions alongside and beyond Western canons.
- ii. Engage faculty and students to promote better integration of fine arts and design with campus initiatives, museums and communities across Colorado.

3. Communication, Public Discourse and Democracy

i. Leverage existing programs to facilitate productive community deliberations and decrease political polarization.

ii. Engage communities and public sector organizations as active participants and collaborators in research, creative artistry, training and communications about these activities.

4. Data and Information Science

i. Expand the application of Data and Information Science across multiple disciplines, including dynamic systems analysis, quantification of uncertainty, inferences from big data and predictive analytics.

5. Inclusive Excellence

i. Recruit and retain more diverse faculty and staff.

ii. Support research engaging diversity, equity, inclusivity and social justice in all disciplines.

iii. Integrate curricular and co-curricular opportunities for students to learn about and engage with Inclusive Excellence.

6. One Health

i. Promote interdisciplinary and comparative research, curricula and engagement initiatives that integrate the study of human, animal and ecosystem health from a global perspective.

ii. Emphasize health systems that recognize community health and support systems as foundational to healthy individuals and society.

7. Science, Technology and Innovation

i. Support research that advances scientific knowledge and technological innovation and that addresses critical societal issues.

8. Sustainability, Climate and Resilience

i. Provide all faculty with opportunities to explore sustainability, climate and resilience from a variety of disciplinary lenses, including environmental, social and economic perspectives.

ii. Promote the study of traditional knowledge and Indigenous land management practices.

C. Flourish Through Diversity – Attract an increasingly diverse array of learners and educators to CSU, and enable all of them to thrive, including the following subgoals:

- Educate more students from underrepresented and underserved groups.
- Serve more Colorado residents.
- Increase enrollment of international students and domestic nonresident students.
- Appeal to more early-, mid- and post-career adult learners.
- Continue to provide a robust residential experience for students living on campus.

1. General Strategies

i. Establish enrollment goals that represent CSU's changing demographics and reinforce the seven academic themes.

ii. Provide incentives to expand graduate programs and support for graduate teaching and research assistants through the budget allocation and enrollment modeling processes.

iii. Provide and promote professional development and financial support for faculty, staff and graduate teaching assistants to adopt inclusive teaching practices.

2. Program Design and Delivery

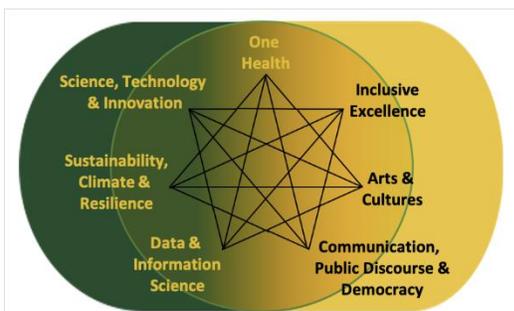
i. Promote diversity in curricula and programs reflecting the cultural and artistic backgrounds of diverse learners.

ii. Introduce or modify programs to include offerings during evenings, weekends and/or short sessions and in a variety of formats, and explore the use of micro-credentials such as badges, certificates and stackable credentials to build toward a degree.

iii. Improve CSU's understanding of and ability to respond to the needs and interests of adult learners with a variety of interests, including career advancement and personal enrichment.

iv. Evaluate and anticipate the future of the traditional residential experience, and determine how the University might offer innovative alternative learning modalities for residential students as well as other student populations.

v. Make curricula more flexible to accommodate prior learning and transfer credits, reduce unnecessary requirements and expand electives, and encourage students to take advantage of co-curricular opportunities such as experiential learning.



vi. Adopt high quality learning techniques and technologies that address the digital divide and are appropriately suited to specific subjects and student populations.

3. Outreach, Recruitment and Student Success

i. Design distinct recruiting, retention and student success strategies that promote education, research and engagement for all underrepresented and underserved groups.

ii. Establish explicit precollege programs and pathways to attract and prepare students and their families for the University at both the undergraduate and graduate levels.

iii. Expand concurrent and dual enrollment, precollege summer programs and other means for students to get head starts as undergraduates.

iv. Provide more robust financial support for undergraduate and graduate students, including graduate teaching and research assistantships.

D. Enhance Applied Learning – Infuse education with more opportunities for research, creative artistry, experiential learning and community engagement in all programs and for all students.

1. Provide financial support to enable all undergraduate and graduate students to be involved in research, creative artistry and community engagement activities.

2. Offer an array of distinctive experiences in research, creative artistry and/or community engagement to all students to meet different interests and through different modalities, including online, across Colorado, nationally and around the world.

3. Prioritize and support student-centered and student-driven leadership and experiential education opportunities for students in applied, real-world contexts across and beyond campus, and give them an active role in applying CSU's seven academic themes.

4. Identify and publicize the most successful and scalable research, creative artistry and community engagement activities involving undergraduate and graduate students, and provide the staffing and infrastructure to scale them.

5. Support and increase local, statewide and global programs, and expand partnerships with other institutions.

E. Foster Interdisciplinarity and Collaboration – Expand interdisciplinarity and collaboration across academic programs, research, creative artistry and community engagement throughout the University.

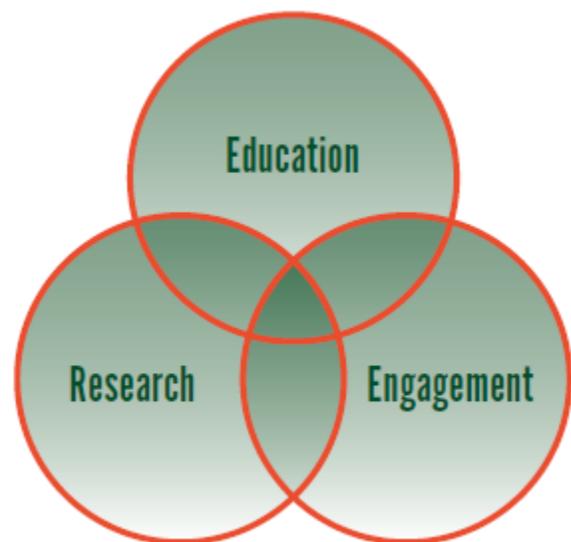
1. Identify and address barriers in enrollment, workload and budget models to foster collaboration in research, teaching and engagement at all student levels.

2. Provide University support for high-impact interdisciplinary research, creative artistry and community engagement activities, including innovative interdisciplinary academic programs and lifelong learning experiences at the undergraduate and graduate levels.

3. Leverage existing academic programs and lifelong learning experiences to include an interdisciplinary focus, recognizing that critical societal problems are inherently inter- or trans-disciplinary.

4. Support processes, structures and relationships that encourage departments, centers, institutes, Special Academic Units (SAUs) and other instructional entities to develop and institutionalize interdisciplinary courses and programs.

Note: E2 and E4 are now combined into one action.



THE ACADEMIC MASTER PLAN PROCESS

Phase One (Fall 2021) – Academic Direction

- Website
- Advisory Committee
- Provost’s Fall Forum
- Two community open fora
- Department templates and college summaries
- Review with deans, December 2021

Phase Two (Winter-Early Spring 2022) – Demographics, Research, Creative Artistry and Community Engagement

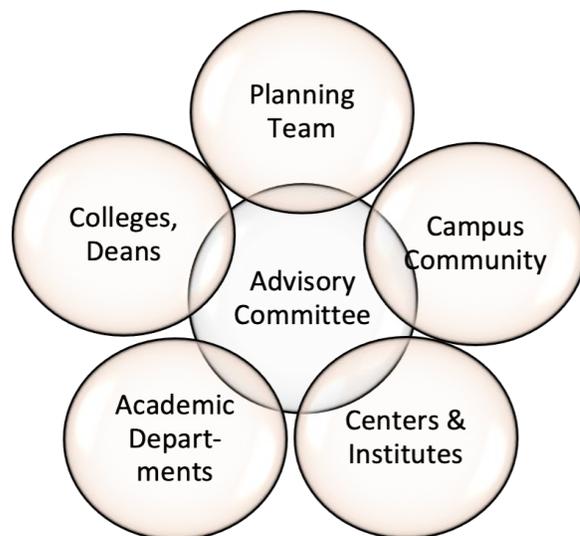
- Provost’s February Forum
- Advisory Committee

Phase Three (Late Spring 2022) – Draft AMP: Aspirations and Actions

- Two community open fora
- Review with deans, April 2022
- Advisory Committee

Implementation Framework (Summer-Fall 2022) – First-year Priorities

- Review with deans, July-August 2022



Implementation Framework for First-year Priorities

Aspirations and First-Year Actions	Where do we start?	How do we measure success?	Who should lead it?	What resources and support do we need?	What potential roadblocks do we see? How do we get ahead of them?
A. Elevate Our Mission 1. Highlight achievements	Create inventory				
B. Advance Academic Themes 1.i. Recruit/retain interdisciplinary faculty	Establish hiring plan				
C. Flourish Through Diversity 1.ii. Expand graduate programs	Identify incentives				
2.ii. Add more flexible programs, micro-credentials	Initiate pilot program				
3.i. Recruit/retain under-represented/underserved	Expand efforts for Fall 2023				
E. Foster Interdisciplinary Collaboration 2/4. Support processes, structures, relationships	Assess barriers and how to address them				