From its inception to its implementation, the goal of the Academic Master Plan process was to engage faculty, staff, students, and administrators across CSU to help chart a path forward for our academic enterprise as a land-grant university.

Former Provost Mary Pedersen identified the need to develop an Academic Master Plan to best position our institution for continued success as higher education faces new challenges in an everchanging world. She launched this initiative in Fall 2021 and led its critical planning phases.

Dr. Linda Dalton, a national expert in leading universities through strategic and academic planning processes, and former Professor Dr. Linda Nagel guided us through the challenges of peering into a crystal ball and answering the question, “How do we prepare students for success in a rapidly changing workforce?”

The Advisory Committee and the Planning and Implementation Teams were at the heart of our achievements in the 18-month-long planning process. They were dedicated and driven by a belief in the importance of this work. We had extraordinary participation by campus stakeholders who care deeply about our students and the future of higher education. Their passion and ideas are at the core of this plan.

Thank you for your contributions that culminated in the Academic Master Plan for Colorado State University 2023-2027: Overview and First-Year Implementation.

With gratitude,

Janice Nerger, Ph.D.
Interim Provost and Vice President for Academic Affairs

The Academic Master Plan for Colorado State University 2023-2027 (AMP) distinguishes CSU as a leader among land-grant universities in higher education at a time of rapid change in the world. The AMP is anchored in our dedication to educational access and student success, inclusive excellence, transformative research and discovery, and outreach and engagement, all of which drive our passion for advancing the well-being of the global community. It is a roadmap for the future of our academic enterprise inspired by the brilliance of our faculty, staff, students, and alumni and deeply rooted in our Principles of Community.

The AMP establishes a set of five aspirations, including seven academic themes, and identifies a set of actions to realize those aspirations. It is the culmination of a series of campus discussions and planning sessions during the 2021-2022 academic year involving academic leadership and the campus community. This collaborative process included departmental and cross-college dialogue, campus fora, and Academic Master Plan Advisory Committee deliberations. The five AMP aspirations are:

- **Elevate Our Mission**
- **Foster Interdisciplinarity & Collaboration**
- **Enhance Applied Learning**
- **Advance Academic Themes**
- **Cultivate Diversity & Inclusion**

The AMP process, led by the Office of the Provost, captured the ideas and input of hundreds of members of our community. It focused on identifying and articulating the distinctive knowledge and skills CSU students will need in the future and projecting areas of academic growth for programs, research, and engagement activities over the next five to 10 years. It also took into account anticipated shifting demographics of student populations along with evolving student needs and expectations for their learning experiences.

**Colorado State University Principles of Community**

Inclusion - Integrity - Respect - Service - Social Justice
The Academic Master Plan is an essential building block of Colorado State University’s 2023-2027 Strategic Plan and amplifies its four priority areas: People & Culture, Operational & Financial Excellence, Innovation, and Impact.

This report provides an overview of the AMP’s two key components: a set of high-level aspirations and a group of actions designed to accomplish those aspirations. It also summarizes the AMP process and outlines the first-year priorities of our implementation plan. More information about the AMP is available online at plan.colostate.edu/academic-master-plan/

<table>
<thead>
<tr>
<th>Part I: Aspirations</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Themes</td>
<td>7</td>
</tr>
<tr>
<td>Part II: Actions</td>
<td>9</td>
</tr>
<tr>
<td>Part III: 1st-Year Implementation</td>
<td>11</td>
</tr>
<tr>
<td>Part IV: Process</td>
<td>13</td>
</tr>
</tbody>
</table>
PART I: ASPIRATIONS

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 prioritizes students, employees, and community.

The Elevate Our Mission aspiration serves as a high-level reminder of how CSU wants to be known, expressing its distinctive identity.

ENHANCE APPLIED LEARNING

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

The Enhance Applied Learning aspiration builds on CSU’s history and mission as a land-grant university. This aspiration draws on the interconnectedness of education, research, and community engagement. It highlights the contribution of experiential education to student success and stresses the need to make such opportunities accessible to all students. In addition, it recognizes the mutual benefit to the community and to research and creative artistry of involving students in experiential learning.

CULTIVATE DIVERSITY & INCLUSION

Attract an increasingly diverse body of learners, educators, and employees to CSU, and support a climate that enables everyone to feel welcome and thrive.

Subgoals: Educate more students from underrepresented and underserved groups. Serve more Colorado residents from all regions of the state, including more programming for rural 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.

The Cultivate Diversity & Inclusion aspiration recognizes changing statewide and national demographics and the need to actively recruit and retain students, faculty, and employees from all backgrounds and identities.

FOSTER INTERDISCIPLINARITY & COLLABORATION

Expand interdisciplinarity and collaboration across academic programs, research, creative artistry, and community engagement throughout the University.

The Foster Interdisciplinarity & Collaboration aspiration underscores the vital interrelationships that comprise the University community. It stresses that interdisciplinary work is essential to advance critical thinking, innovation, and unique intellectual discoveries.

ADVANCE ACADEMIC THEMES*

Enrich CSU’s excellence and global leadership in seven interrelated academic themes: Arts & Cultures; Communication, Public Discourse & Democracy; Data & Information Science; Inclusive Excellence; Human, Animal & Environmental Health; Science, Technology & Innovation; and Sustainability, Climate & Resilience.

*We use the term interdisciplinarity in this document as a matter of simplicity and recognize that multidisciplinary and transdisciplinary approaches are distinct and equally relevant to the AMP.

*See page 7 for more information on the academic themes.
The Interrelated Academic Themes

The seven academic themes evolved over the AMP process and will continue to be refined during implementation. The examples provided are illustrative only, not intended to be exhaustive, and are listed alphabetically and not as a matter of prioritization.

1. ARTS & CULTURES
CSU recognizes 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.

2. COMMUNICATION, PUBLIC DISCOURSE & DEMOCRACY
This theme encompasses the civic role of public universities, the notion that public discourse is about trust, and the need for more effective communication to increase public understanding of science.

3. DATA & INFORMATION SCIENCE
This theme highlights the value of systematic and scientific collection, analysis, and application of data and information for CSU’s academic mission. It includes key concepts and practices such as data literacy, complex analytics, and the ethical use of data.

4. HUMAN, ANIMAL & ENVIRONMENTAL HEALTH
CSU embraces an interdisciplinary, integrative approach to human, animal, and environmental health. Incorporating this universal nature of health concept in our research, teaching, and outreach mission helps us drive solutions to local and global health challenges with an emphasis on disease and agricultural and water issues. It also allows us to cultivate a greater consciousness for the interrelatedness of human, animal, and environmental health and well-being, broadly known as one health.

5. INCLUSIVE EXCELLENCE
Inclusive excellence involves active, intentional, and ongoing engagement with diversity in ways that expand our personal and social awareness, knowledge, and empathetic understanding. This theme focuses on the research, study, and practice of Inclusive Excellence, encompassing diversity, equity, inclusion, and social justice. It includes cultivating an academic environment that is more equitable and welcoming for all identities and that actively promotes and employs inclusive pedagogy strategies.

6. SCIENCE, TECHNOLOGY & INNOVATION
CSU is committed to scientific advancement and technological innovation, as well as related areas such as scientific literacy, translation, and the social dimensions of science and technology.

7. SUSTAINABILITY, CLIMATE & RESILIENCE
CSU recognizes that to sustain human life and well-being for the future we must accept the interconnectedness of planetary and human health and of living and nonliving systems. We affirm that sustainable solutions must be interdisciplinary, ecologically sound, socially just, and economically viable.

Photo: Brian Jones, Master Instructor and Founder, CSU Little Shop of Physics.
PART II: ACTIONS

More than 100 actions were suggested by the Colorado State University community and academic leadership to address the AMP’s five aspirations. The AMP Advisory Committee consolidated the original list of 100+ to a list of 40 actions then worked with the Academic Deans to further consolidate to the 18 actions listed below. The 18 actions are considered the highest priorities of the AMP. A full description of the process is detailed in Part IV.

ELEVATE OUR MISSION

Highlight CSU’s expertise and achievements with respect to interdisciplinarity, collaboration, and the seven academic themes.

Promote distinctive programs that develop future leaders in the seven academic themes.

FOSTER INTERDISCIPLINARITY & COLLABORATION

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

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

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.

ENHANCE APPLIED LEARNING

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

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

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.

CULTIVATE DIVERSITY & INCLUSION

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

Add more flexible programs and degree offerings, including micro-credentials; 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.

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

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

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

ADVANCE ACADEMIC THEMES

Recruit and retain faculty using interdisciplinary cluster hires across colleges to strengthen each of the seven academic themes.

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

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

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

Provide all faculty with opportunities to explore sustainability, climate, and resilience from a variety of disciplinary lenses, including environmental, social, and economic perspectives.
PART III: 1ST-YEAR IMPLEMENTATION

Six actions from the list of 18 were selected for immediate implementation beginning in early 2023 because Interim Provost Janice Nerger and the Implementation Team believe our academic community can make significant progress on these six actions over the first year of the AMP. As we implement the first-year actions, we will also be looking ahead to define priorities from the actions list for upcoming years.

Information on AMP implementation for 2023 and subsequent years will be shared on the AMP website along with other updates as they become available:

https://plan.colostate.edu/academic-master-plan/

---

ELEVATE OUR MISSION

1. Highlight CSU’s expertise and achievements with respect to interdisciplinarity, collaboration, and the seven academic themes.

FOSTER INTERDISCIPLINARITY & COLLABORATION

2. Support processes, structures, and relationships that encourage Departments, Centers, Institutes, Special Academic Units (SAUs), and other instructional constructs to develop and institutionalize interdisciplinary courses and programs.

CULTIVATE DIVERSITY & INCLUSION

3. Add more flexible programs and degree offerings, including micro-credentials; 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.
4. Provide incentives to expand graduate programs and support for graduate teaching and research assistantships through the budget allocation and enrollment modeling processes.
5. Design distinct recruiting, retention, and student success strategies that promote education, research, and engagement for all underrepresented and underserved groups.

ADVANCE ACADEMIC THEMES

6. Recruit and retain faculty using interdisciplinary cluster hires across colleges to strengthen each of the seven academic themes.

---

Photo: Bernard Rollin Knowledge Well, Nutrien Agricultural Sciences Building.
PART IV: PROCESS

The Academic Master Plan process was anchored in exploration and discovery to chart a course for our future. We began by consulting academic research and experts on emerging demographic and other societal trends and examining themes in higher education innovation, including projections about the “post-pandemic” university. It included an assessment of where we are now and theorizing where we would need to be in five or 10 years to meet the needs and expectations of all learners in the workforce of the future. Our baseline was the strengths of our academic enterprise and what has made CSU one of the top public research and teaching institutions in the nation.

Involvement of the CSU Community in Developing the AMP

The CSU community came together to help identify our areas of excellence and opportunity that propelled this plan forward. There was extraordinary participation by hundreds of university stakeholders who care deeply about our mission and the impact our students, faculty, staff, and alumni have across the state and around the world. During our campuswide collaborations throughout three phases, it was clear we had a strong foundation of success, strengths, and passions to build upon. This plan reflects Ram pride and passion and a shared commitment to the future of higher education.

Phase I: Input - Fall 2021

- AMP Advisory Committee and Planning Team were convened.
- AMP Advisory Committee (comprised of academic leaders, faculty, administrators, students, and a Fort Collins community representative) worked with AMP Planning Team to oversee the planning process.
- Provost’s Fall Forum in October focused on the AMP.
- Two community open fora were held in October.
- Provost presented updates to Faculty Council.
- Extensive input was solicited from CSU Academic Departments, Programs, Centers, and Institutes (accomplished using a template to assemble each unit’s contributions regarding how they are affected by national and global trends and their aspirations for the future).
- Feedback was assessed in consultation with Deans.

Phase II: Analysis - Spring 2022

- A special AMP retreat was held in February with academic leadership.
- AMP Planning Team began drafting initial plan framework in consultation with Advisory Committee.
- More than 100 actions were suggested by the CSU community and academic leadership beginning in Phase II and carrying into Phase III during the Fall Leadership Forum (September), open fora, planning meetings, and via the AMP website.

Phase III: Building the Framework - Summer & Fall 2022

- AMP framework was assessed in consultation with Deans.
- Provost presented updates to Faculty Council.
- Two community open fora were held in May.
- AMP Advisory Committee and Planning Team consolidated recommended actions from 100+ to 40.
- Planning Team worked with Deans at July AMP retreat to further consolidate to 18 actions.
- AMP Implementation Team was established.
- Implementation Team, with the Provost and Deans, identified six actions to target for first-year implementation.
- Provost Janice Nerger presented an AMP update at the Fall Leadership Forum in September 2022.
- AMP Implementation Team conducted a breakout session to introduce university leaders to first-year priorities at Fall Leadership Forum.

Photo: Multicultural Undergraduate Research Arts & Leadership Symposium (MURALS) 2019.
AMP Advisory Committee

LINDA NAGEL
Advisory Committee Chair; Professor & Department Head, Forest & Rangeland Stewardship (Former)

JENNIFER ABERLE
Associate Dean, CHHS

BRANDON BERNIER
Vice President for Information Technology

AMY CHARKOWSKI
Professor & Department Head, Biocultural Sciences & Post Management

KAULINE CIPRIANI
Vice President for Inclusive Excellence

DIERDRE COOK
Alum & Community Member; Retired PSD Principal

DAVID DANDY
Professor, Chemical & Biological Engineering

NANCY DELLER
Associate Vice President, University Marketing

Catherine Dicesare
Associate Professor, Art & Art History

Sue Doe
Professor, English; Faculty Council Chair

Jody Donovan
Dean of Students

Andrea Duffy
Assistant Vice Provost

Sam Halabi
Senior Associate Vice President for Health Policy & Ethics, OVPR

Rozzi Hentschell
Associate Dean, CLA

Chad Hoseth
Assistant Vice Provost for International Affairs

Meggan Houlihan
Assistant Professor, Libraries

Sue James
Vice Provost for Faculty Affairs

Kelly Long
Vice Provost for Undergraduate Affairs

Brandon Lowry
Student, Biomedical Sciences; ASCSU Director of Academics

Shriddeep Pallikkara
Professor, Computer Science

Mary Pedersen
Ex Office Member; Provost & Executive Vice President (Former)

Sandra Quackenbush
Associate Dean, CVMBS

Monique Rocca
Associate Dean, WCNR

Lindsey Shirley
Assistant Vice President, CSU Extension

Beth Walker
Dean, Coll

Lindsay Winkenbach
Ph.D. Candidate, Biochemistry & Molecular Biology, Co-President, Graduate Student Council

AMP Planning Team

LINDA NAGEL
Planning Team Chair; Professor & Department Head, Forest & Rangeland Stewardship (Former)

JENELLE BEAVERS
Vice President for Strategy

LINDA DALTON
AMP Planning Consultant, Dalton Education Associates

ANDREA DUFFY
Assistant Vice Provost

MARY PEDERSEN
AMP Planning Consultant, Dalton Education Associates (Former)

SANDRA QUACKENBUSH
Assistant Vice Provost, Communications

KATHY DUQUOIN
Former Executive Assistant, Office of the Provost

BRANDON LOWRY
Associate Vice Provost for Communications

PAM JACKSON
Associate Vice Provost for Planning & Effectiveness

LAURA JENSEN
Associate Vice Provost for Planning & Effectiveness

AMP Implementation Team

LINDA DALTON
AMP Planning Consultant, Dalton Education Associates

DAVID DANDY
Professor, Chemical & Biological Engineering

ANDREA DUFFY
Assistant Vice Provost

PAM JACKSON
Associate Vice Provost for Communications

LAURA JENSEN
Assistant Vice Provost for Planning & Effectiveness

DAVID MCELROY
Dean, WSCOE

JANICE NGER
Ex Office Member; Interim Provost & Vice President for Academic Affairs

SCOTT SHR AKE
Assistant Vice Provost for Strategy

Michael Anderson
Executive Director, Center for Biocultural Innovation

Margaret Barcelos
Director, Center for Biocultural Innovation

Jenelle Beavers
Vice President for Strategy

Linda Dalton
AMP Planning Consultant, Dalton Education Associates

Kathy DuQuoin
Former Executive Assistant, Office of the Provost

Pam Jackson
Associate Vice Provost for Communications

Laura Jensen
Assistant Vice Provost for Planning & Effectiveness

Scott Shrake
Assistant Vice Provost for Strategy

AMP Implementation Team