



# **Overview & First-Year Implementation**

**Academic Master Plan**  
for Colorado State University 2023-2027

# THANK YOU TO THE RAM COMMUNITY

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,

Jan

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



# EXECUTIVE SUMMARY

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](#)

[Cultivate Diversity & Inclusion](#) [Advance Academic Themes](#)

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



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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 plan is available on the AMP website: [plan.colostate.edu/academic-master-plan/](https://plan.colostate.edu/academic-master-plan/).

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# 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.

**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.

*\*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.*

**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.

**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.

*\*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: Student examines digitally rendered human organs through CSU's virtual anatomy program.*



# 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 listed on the next page, 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.

Academic Master Plan: <https://plan.colostate.edu/academic-master-plan/>.

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



## 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.



## 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.

*Photo: AMP Session at Provost's Fall Forum, Oct. 1, 2021.*





# PROCESS CONT.

## 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.

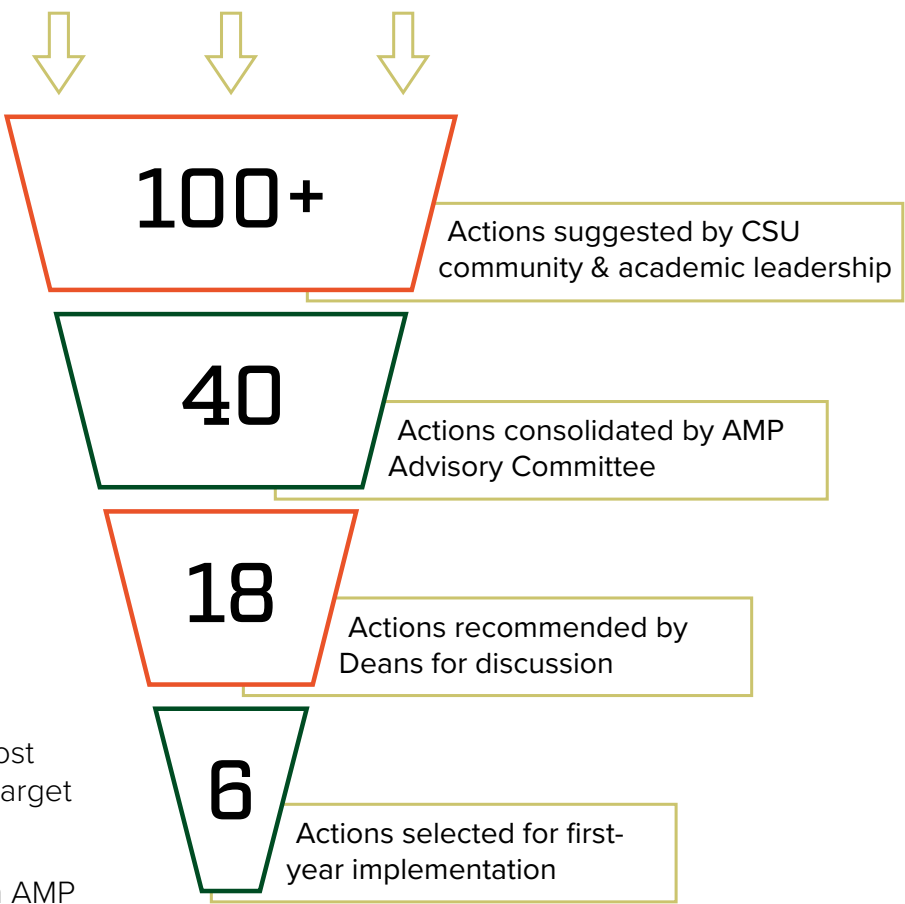


Photo: Multicultural Undergraduate Research Arts & Leadership Symposium (MURALS) 2019.



# AMP COMMITTEE & TEAMS

## AMP Advisory Committee

<b>LINDA NAGEL</b> Advisory Committee Chair; Professor & Department Head, Forest & Rangeland Stewardship (Former)	<b>CATHERINE DICESARE</b> Associate Professor, Art & Art History	<b>KELLY LONG</b> Vice Provost for Undergraduate Affairs
<b>JENNIFER ABERLE</b> Associate Dean, CHHS	<b>SUE DOE</b> Professor, English; Faculty Council Chair	<b>BRANDON LOWRY</b> Student, Biomedical Sciences; ASCSU Director of Academics
<b>BRANDON BERNIER</b> Vice President for Information Technology	<b>JODY DONOVAN</b> Dean of Students	<b>SHRIDEEP PALICKARA</b> Professor, Computer Science
<b>AMY CHARKOWSKI</b> Professor & Department Head, Bioagricultural Sciences & Pest Management	<b>ANDREA DUFFY</b> Assistant Vice Provost	<b>MARY PEDERSEN</b> Ex Officio Member; Provost & Executive Vice President (Former)
<b>KAULINE CIPRIANI</b> Vice President for Inclusive Excellence	<b>SAM HALABI</b> Senior Associate Vice President for Health Policy & Ethics, OVPR	<b>SANDRA QUACKENBUSH</b> Associate Dean, CVMBS
<b>DIERDRE COOK</b> Alum & Community Member; Retired PSD Principal	<b>ROZE HENTSCHELL</b> Associate Dean, CLA	<b>MONIQUE ROCCA</b> Associate Dean, WCNR
<b>DAVID DANDY</b> Professor, Chemical & Biological Engineering	<b>CHAD HOSETH</b> Assistant Vice Provost for International Affairs	<b>LINDSEY SHIRLEY</b> Assistant Vice President, CSU Extension
<b>NANCY DELLER</b> Associate Vice President, University MarComm	<b>MEGGAN HOULIHAN</b> Assistant Professor, Libraries	<b>BETH WALKER</b> Dean, CoB
	<b>SUE JAMES</b> Vice Provost for Faculty Affairs	<b>LINDSAY WINKENBACH</b> Ph.D. Candidate, Biochemistry & Molecular Biology; Co-President, Graduate Student Council

## AMP Planning Team

<b>LINDA NAGEL</b> Planning Team Chair; Professor & Department Head, Forest & Rangeland Stewardship (Former)
<b>JENELLE BEAVERS</b> Vice President for Strategy
<b>LINDA DALTON</b> AMP Planning Consultant, Dalton Education Associates
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<b>PAM JACKSON</b> Associate Vice Provost for Communications
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<b>DAVID MCLEAN</b> Dean, WSCOE
<b>JANICE NERGER</b> Ex Officio Member; Interim Provost & Vice President for Academic Affairs
<b>SCOTT SHRAKE</b> Assistant Vice President for Strategy





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Produced by the Office of the Provost  
*Designed by Rachel Baschnagel*