

ADAMS STATE COLLEGE
Strategic Plan
2010 – 2013

*The future is not some place we are going to
but one we are creating.
The paths are not to be found, but made,
and the activity of making them
changes both the maker and the destination.*

John Schaar
American Scholar and Professor

Adams State College Institutional Strategic Plan 2010 – 2013

PREFACE

Adam State Colleges' (ASC's) strategic planning responsibility resides in the office of the President and is carried out by the President's Cabinet. The Cabinet is comprised of senior administrative and academic leaders chosen by the President and Provost to represent all areas of the campus.

Over the last year and a half, during quarterly planning sessions, the Cabinet has conducted a thorough review of ASC's strengths, weaknesses, opportunities and threats. It has reviewed and/or modified the campus Mission and Vision Statements; has created an ASC Values Statement and has reworked and updated the ASC's Institutional Goals.

As with so many things in life, the journey to reach this point has proven to be rewarding and enriching for those involved. It has provided ASC Cabinet members invaluable opportunities for thoughtful deliberation on crucial institutional matters in a time of economic angst and uncertainty. This Strategic Plan will serve as a roadmap as we move into that uncertain future.

INTRODUCTION

During a late 2008 ASC Cabinet offsite meeting, a commitment was made by the President to develop and support a campus culture that valued institutional planning. This document reflects that commitment. ASC's Strategic Plan will be a "living" document. Strategies and tactics associated with the institutional goals will be reviewed and updated on a quarterly basis. The overall plan will be reviewed annually and updated as necessary.

PLANNING PROCESS

Over an 18 month period, the Cabinet met quarterly to address institutional strategic planning issues. Initially, campus constituents were given the opportunity to comment on proposed changes or additions to the previous plan. For example, a blog was established to allow campus feedback on a new Vision Statement. However, from some of the early campus comments, it soon became clear that, in order to provide substantive comments, the campus needed to be able to review the entire document in order to assess linkages and common themes. The completed draft document was provided to the campus for review and comment during early April 2010. During April, campus forums were hosted by the President to address questions or issues regarding the Plan. Comments were incorporated by the Cabinet during a May 2010 planning session. The final Strategic Plan was published in June 2010.

STATUTORY ROLE AND MISSION

Adams State College was chartered by an act of the Colorado Legislature in 1921 as Adams State Normal School and accepted its first students on June 15, 1925. In 1945, the institution was given its current name, Adams State College, to reflect the broadening of the mission and curriculum. ASC is guided by a clear and distinct statutory role and mission called out in Colorado Revised Statute 23-51-101:

There is hereby established a college at Alamosa, to be known as Adams State College which shall be a general baccalaureate institution with moderately selective admission standards. Adams State College shall offer undergraduate Liberal Arts and Sciences, Teacher Preparation, and Business degree programs; a limited number of master's level programs; and two-year transfer programs with a community college role and mission. Adams State College shall not offer vocational education programs. Adams State College shall receive resident credit for two-year course offerings in its commission-approved service area. Adams State College has a significant responsibility to provide access to Teacher Education in rural Colorado. Adams State College shall also serve as a Regional Education Provider. In addition, Adams State College shall offer programs, when feasible, that preserve and promote the unique history and culture of the region.

Complementing the statutory mission, ASC has developed Mission, Vision and Value Statements that succinctly reflect the College's purpose, priorities and aspirations for the future.

ASC MISSION STATEMENT

Adams State College dedicates its resources to provide opportunity and access for all students. The College is an innovative leader that recognizes the inherent educational value of diversity. It is a catalyst for the educational, cultural, and economic interests of rural Colorado, the surrounding region, and the global community.

ASC VISION STATEMENT

Building opportunities for everyone to learn and succeed.

ASC VALUE STATEMENTS

As members of the Adams State College community we are committed to:

- *Providing opportunity and access for all*
- *Honoring diversity of people, cultures and ideas*
- *Promoting excellence in teaching and learning*
- *Fostering communities of caring, respect and civility*
- *Cultivating innovation, integrity and ethical leadership*
- *Serving as responsible stewards of our resources*

ASC INSTITUTIONAL GOALS

In order to translate our Mission, Vision and Value Statements into priorities and action plans, the Cabinet identified six institutional goals and associated strategies to help guide the campus decisions and budget allocations. These include the following:



GOAL 1: Cultivate a Student-Centered Environment

Strategy 1-1: Commit to purposeful, student-centered services, programs, and policies, and align resources to allow students to take advantage of learning and social opportunities at ASC.

- 1-1-1: During 2010, continue providing leadership opportunities for ASC students to develop club sports programs
- 1-1-2: Continue to grow the College@ High School Program
- 1-1-3: During 2010, develop a Student Mental Health Policy to assist students, faculty and staff in identifying and addressing potential mental health issues
- 1-1-4: During 2010, identify funding for a coordinator position to manage the expanding concurrent and ASCENT enrollment
- 1-1-5: During 2011, provide support and funding to institutionalize the Cultural Awareness and Student Achievement (CASA) organization
- 1-1-6: By 2011, expand Adventure Programs adventure leadership trainings to “for credit programs” that would allow students to achieve academic credit for Associates Degree in Adventure Leadership and Programming.
- 1-1-7: By 2011, commit resources to support participation in the National Student Exchange Program

1-1-8: By 2012, identify funding for a full-time student Diversity Coordinator position; continue to create and support campus programs related to diversity

1-1-9: By 2012, research the feasibility of providing an on-line tutoring format for distance students

1-1-10: Increase campus participation in the AmeriCorps National Service Program

1-1-11: Develop and promote social-networking to be used by all ASC students, both on-campus/off-campus and undergraduate/graduate

Strategy 1-2: Actively promote an environment that values student advising and career counseling for on and off-campus programs.

1-2-1: Beginning in 2010, provide training to faculty and staff advisors on current advising techniques and best practices

1-2-2: During 2010, dedicate funds to establish a Student Success Center to house all student support services

1-2-3: By the fall 2010, expand the Extended Studies distance degree advising unit

1-2-4: During 2011, hire additional Advisors/Intervention Specialists to improve student advising and to decrease student to advisor ratios for undeclared majors

1-2-5: During 2011, dedicate additional resources to Career Services to provide students with quality counseling geared toward educational and career planning

Strategy 1-3: Gather, analyze and report information specific to student program and service quality to help improve student retention and student satisfaction.

1-3-1: Utilize national-based surveys, such as, Noel-Levitz, National Survey of Student Engagement, etc. to help assess current programs and create new programs that have a proven record of improving student retention

Strategy 1-4: Upgrade student housing and other auxiliary facilities and provide additional social and athletic venues for students.

1-4-1: Complete remodel of Coronado A wing during spring 2010

1-4-2: Remodel Coronado D wing during spring and summer 2010

1-4-3: Remodel Girault during summer 2010

1-4-4: Complete a new residential hall by fall 2010

1-4-5: Renovate the Student Union Cafeteria during summer 2010

1-4-6: Improve student parking with construction of a new parking lot east of the ES building and a new lot north of Coronado Hall during 2011

1-4-7: Add a new soccer and lacrosse complex on the north end of campus by 2011

1-4-8: Replace the current Challenge Course by 2011

1-4-9: Renovate the Rex recreational facility by 2014

Strategy 1-5: Continue to Focus on Student Safety Initiatives and Emergency Preparedness Across Campus.

1-5-1: By Fall 2010, relocate the ASC Police Department (ASCPD) to ensure that its facilities meet the requirements for best practices in terms of custody space, victim-oriented privacy space, capacity for crime scene processing and forensic technology, evidence storage, conference space and adequate technology for records management and Clery Compliance

1-5-2: In order for the ASCPD to meet best practice guidelines, submit a Supplemental Budget Request during 2010-2011 to augment ongoing operations

1-5-3: Provide ongoing financial support to the Incident Management Team, Students of Concern Committee and Threat Assessment Group to remain proactive with emergency preparedness and creation of a safe campus

GOAL 2: Promote a Culture of Learning.

Strategy 2-1: Employ student-centered practices to improve learning and success of students

2-1-1: Starting in 2011, provide faculty development in student-centered learning strategies to include active learning strategies

2-1-2: By 2012, research an online tutoring format for distance students

2-1-3: Continue to expand the use of Service Learning Programs

Strategy 2-2: Apply Assessment Data to Improve Academic Quality.

2-2-1: Implement a cohesive academic assessment program that addresses HLC concerns regarding assessment practices and that ensures participation by all academic programs. (Timeframe: 2010-12)

2-2-2: Dedicate funds and create a new position of 'Assessment Coordinator'

2-2-3: The General Education Coordinating Committee, in conjunction with academic programs, will determine and implement an assessment plan for General Education (2010-11).

2-2-4: The Curriculum Review Committee (CRC), in conjunction with academic programs, will embed assessment and use of data into the undergraduate program review process.

2-2-5: The Graduate Council, in conjunction with academic programs, will embed assessment and use of data into the graduate program review process.

2-2-6: Modify program review processes to ensure that academic programs address identified weaknesses in the subsequent academic program reviews.

2-2-7: Examine and realign, where necessary, program/course goals and student learning outcomes with most recent institutional goals. (Timeframe: 2010)

2-2-8: Utilize national-based surveys, such as Noel-Levitz, National Survey of Student Engagement, etc. to help assess current programs and create new programs that have a proven record of student success.

Strategy 2-3: Improve learning and student success through student life/affairs.

2-3-1: Offer academic credit for out-of-classroom learning (e.g., FIG mentors, AS&F, etc.).

2-3-2: Use assessment data to grow and improve student life programs and student services.

Strategy 2-4: Improve learning and student success through athletic programming.

Strategy 2-5: Improve learning of faculty and staff

2-5-1: Provide professional development opportunities for faculty and staff.

2-5-2: During 2011, provide general funding to institutionalize the Center for Excellence in Learning and Teaching (CELT) Program

2-5-3: Provide faculty/chair training in online instruction

2-5-4: Expand employee scholarships

Strategy 2-6: Promote learning through community outreach



GOAL 3: Increase and Retain Students

Strategy 3-1: Increase the undergraduate headcount from 2,800 in fall 2009 to 3,075 in fall 2010 through increased enrollment and retention.

- 3-1-1: Ensure that academic and administrative staffing needs are properly assessed in light of proposed enrollment goals
- 3-1-2: Implement the Structured Transitional Academic Year (STAY) program
- 3-1-3: Complete the addition of the new sports programs including men's and women's lacrosse and men's swimming
- 3-1-4: Add JV programs in the following sports: men's and woman's basketball, men's volleyball, and softball
- 3-1-5: Establish Entitlement scholarships for new students
- 3-1-6: Begin the first full year of the 4 year BSN program
- 3-1-7: Establish an Early Childhood program in Colorado Springs
- 3-1-8: Establish an Agriculture-Business offering, online, with the collaboration of Colorado Community Colleges
- 3-1-9: Offer the Health Care Administration program at Pueblo Community College
- 3-1-10: Implement a pilot academic intersession program
- 3-1-11: Implement a pilot cooperative program with the Office of Surface Mining
- 3-1-12: Complete Coronado Residence Hall wings A and D by August 2010
- 3-1-13: Upgrade the Girault Residence Hall by August 2010
- 3-1-14: Complete the new student residence hall by August 2010
- 3-1-15: Complete planning for the ES and Music building remodels during 2010

Strategy 3-2: Increase the graduate headcount from 638 in fall 2009 to 725 in fall 2010 through increased enrollment and retention

- 3-2-1: Ensure that academic and administrative staffing needs are properly assessed in light of proposed enrollment goals
- 3-2-2: Continue the expansion of the Counselor Education program

3-2-3: Add two additional cohorts of MBA (100 total) students

3-2-4: Begin a new Masters in Higher Education Administration and Leadership program

Strategy 3-3: Increase the undergraduate headcount from 3,075 in fall 2010 to 3,250 in fall 2011 through increased enrollment and retention.

- 3-3-1: Ensure that academic and administrative staffing needs are properly assessed in light of proposed enrollment goals
- 3-3-2: Expand the STAY program to all eligible entering freshmen
- 3-3-3: Introduce a post-baccalaureate licensure program
- 3-3-4: Fully implement an academic intersession program
- 3-3-5: Expand the Rural Education Access Provider (REAP) program
- 3-3-6: Expand the pilot cooperative program with the Office of Surface Mining
- 3-3-7: Provide continuing student entitlement scholarships
- 3-3-8: Expand scholarship opportunities for student teachers
- 3-3-9: Provide Transfer student entitlement scholarships
- 3-3-10: Expand the Porter scholarships
- 3-3-11: Co-locate the Student Success Center in the library
- 3-3-12: Offer three year BA/BS programs
- 3-3-13: Explore offering Honors Programs and Leadership Programs
- 3-3-14: Expand ASC marketing research to support targeted recruiting

Strategy 3-4: Increase the graduate headcount from 725 in fall 2010 to 800 in fall 2011 through increased enrollment and retention.

- 3-4-1: Ensure that academic and administrative staffing needs are properly assessed in light of proposed enrollment goals
- 3-4-2: Provide an accelerated BA/MBA Program
- 3-4-3: Provide a Masters in Music Education
- 3-4-4: Add a second Masters in Higher Education Administration and Leadership cohort
- 3-4-5: Provide a Masters in Instructional Technology
- 3-4-6: Provide a STEM emphasis in the Curriculum and Instruction (C&I) degree

Strategy 3-5: Increase Extended Studies under-graduate distance degree seeking student headcount by 30%, to 650, in AY 2010 and 800 in AY 2011 through increased enrollment and retention.

- 3-5-1: Ensure that academic and administrative staffing needs are properly assessed in light of proposed enrollment goals
- 3-5-2: By fall 2011, develop a program to promote marketing of new distance education programs
- 3-5-3: By fall 2011, evaluate the implementation of a meaningful scholarship program
- 3-5-4: During 2012, offer an on-line option for all paper correspondence courses
- 3-5-5: Increase the number of fully online undergraduate degrees
- 3-5-6: Complete focused marketing research for recruitment and program development
- 3-5-7: In conjunction with the Academic Instructional Technology Center (AITC), provide faculty/chair training in online instruction by 2011

Strategy 3-6: Increase Extended Studies non-degree seeking undergraduate and professional development student enrollment by 10% each year. This would equate to 4,200 undergraduate enrollments and 10,860 professional development enrollments in 2011.

- 3-6-1: Ensure that academic and administrative staffing needs are properly assessed in light of proposed enrollment goals
- 3-6-2: By 2012, develop PBS Peer Connection as a substitute for potential loss in revenue through PBS Teacherline
- 3-6-3: Explore and promote on-line professional development coursework with cooperation from the AITC
- 3-6-4: Expand support for the ES professional development enrollment program

Strategy 3-7: During 2011-2012, examine and research existing student access issues and operational processes that impact access.

- 3-7-1: Examine affordability and costs of courses
- 3-7-2: Examine course designs for adult learners
- 3-7-3: Explore the use of flexible delivery systems and flexible course schedules
- 3-7-4: Assess the need for 24/7 technical support

3-7-5: Define methods of evaluation or control that will be used to monitor the success or failure of actions taken

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GOAL 4: Build Financial Stability and Infrastructure Sustainability

Strategy 4-1: Ensure Fiscal Discipline

- 4-1-1: Continuously monitor revenue and expenses
- 4-1-2: Review financial statements monthly and report results and any recommended adjustments
- 4-1-3: Review bond covenant reports quarterly for compliance
- 4-1-4: Prepare and defend annual audit report
- 4-1-5: Conduct the annual campus budget building process, engaging the campus community
- 4-1-6: During 2010, link campus budget requests to Strategic Plan Goals and Strategies

Strategy 4-2: Maintain sufficient general fund reserves.

- 4-2-1: Maintain an adequate unrestricted reserve fund balance (at least \$5 million unrestricted fund balance)
- 4-2-2: Maintain an adequate debt service coverage
- 4-2-3: Establish and preserve controlled maintenance endowment funds
- 4-2-4: Maintain Higher Learning Commission annual financial ratios at acceptable levels
- 4-2-5: By Fall 2010, complete a Memorandum of Understanding (MOU) with the Foundation to enhance financial reporting and accountability

Strategy 4-3: Maintain Pricing Flexibility.

- 4-3-1: Maintain A3 rating through Moody's
- 4-3-2: Formally evaluate all tuition, fees housing and other rates against competition
- 4-3-3: Formally evaluate tuition and fee rates against available financial aid resources
- 4-3-4: Ensure that student debt load is minimized as a result of tuition/fee increases
- 4-3-5: By 2013, reduce the institution's student loan default rate to below 10%

Strategy 4-4: Develop Additional Revenue Streams.

- 4-4-1: During 2010, pursue Title V grants (Institutional Grant, PPHOA (graduate) Grant, Cooperative Grant)
- 4-4-2: Develop a Capital Campaign Fundraising Drive for the Rex Residence Hall, Education Building and Music/Leon Buildings
- 4-4-3: Pursue new grants to supplement funding (Educational activities, Luther Bean Museum, Community Outreach, etc.)

Strategy 4-5: Invest in the College Infrastructure and its Environmental Sustainability

- 4-5-1: Develop and manage revenue streams for capital investment offsetting depreciation (Capital fee controlled maintenance funds for building, technology, equipment, and construction)
- 4-5-2: Starting in 2010, fence off a percentage of tuition increases for capital investment
- 4-5-3: Begin the remodel of the Education and Music buildings during fall 2010
- 4-5-4: Develop a long-term plan to address Extended Studies office space needs
- 4-5-5: Pursue state capital construction appropriations and state controlled maintenance appropriations annually
- 4-5-6: Pursue the second half (\$1M) of state controlled maintenance funds to complete the campus-wide irrigation system
- 4-5-7: By spring 2011, complete the energy utilization savings initiatives identified in the 2010 energy audit
- 4-5-8: Actively pursue renewable energy grants to develop systems that will reduce the campus dependence on fossil fuels
- 4-5-9: Partner with private firms to apply for Xcel solar awards RFP to install solar photo-voltaic systems on the campus

Strategy 4-6: Ensure Organizational Efficiency and Effectiveness

- 4-6-1: Assess academic and administrative staffing needs in light of current student enrollment growth
- 4-6-2: Maintain best practice use and the innovative use of technology to streamline processes and course delivery
- 4-6-3: During 2010, review senior management assignments and the current composition of the Cabinet and Strategic Planning Committee

4-6-4: During 2010, review senior management assignments and the current composition of the Cabinet and Strategic Planning Committee

Strategy 4-7 Increase ASC's grant writing capacity.

- 4-7-1: During 2010, recruit a qualified, full-time grant writer
- 4-7-2: During 2010, join the American Association of Colleges and Universities Grant Resource Center (GRC/AASCU)
- 4-7-3: During 2011, increase accounting support for Sponsored Programs
- 4-7-4: During 2011, develop a plan to provide incentives for grant writers and departments

Strategy 4-8: Strive to Maintain Faculty and Staff Total Compensation at a Competitive Level

- 4-8-1: Annually, review national peer compensation data
- 4-8-2: As budgets allow, selectively adjust faculty and staff compensation consistent with the peer compensation data

GOAL 5: Promote, Advocate and Celebrate the History and Culture of the San Luis Valley

Strategy 5-1: Annually, encourage, support and host related cultural events to include: Autumn at Adams, Hispanic Heritage Week, Mariachi Spectacular and San Luis Valley Heritage Day

- 5-1-1: Annually, continue to sponsor multi-cultural groups that celebrate the culture and heritage of the San Luis Valley.

Strategy 5-2: Implement a Hispanic cultural studies minor/major.

- 5-2-1: Appoint a study committee during 2010
- 5-2-2: Complete a feasibility study during 2011
- 5-2-3: Implement the degree program by 2013

Strategy 5-3: Become an active participant in the Hispanic Association of Colleges and Universities (HACU).

- 5-3-1: Annually, send an ASC delegation to the National HACU meeting

5-3-2: Participate in Colorado Coalition for the Educational Advancement of Latinos (CO-CEAL) activities

5-3-3: Provide support and funding for the local Cultural Awareness and Student Achievement (CASA) Organization

Strategy 5-4: Continue to support the Luther Bean Museum.

5-4-1: Provide additional assistance and staffing to the Museum as funding becomes available

5-4-2: In 2010, celebrate the Museum's 35th anniversary

5-4-3: Provide assistance in locating and writing grants to support cataloging of the museum collection and infrastructure improvements

Strategy 5-5: Support local artists and arts through community art exhibits through the venues of Community Partnerships, the Cloyde Snook and Hatfield Galleries and the Luther Bean Museum.

5-5-1: Host 2-3 exhibits, per semester in the Luther Bean Museum, that focuses on collections belonging to ASC employees, alumni or retirees

5-5-2: Schedule a monthly community exhibit in the Community Partnerships Gallery

offer workshops and events that will promote green job development and home energy efficiency including the Green Home Design Workshop, the Renewable Energy Symposium, the Geothermal Workshop and the SLV Energy Fair

6-1-6: Partner with community organizations to seek funding opportunities that will preserve and protect the environment, along with bringing green job growth to the community

Strategy 6-2: Develop an MOU with ASC's catering contractor that supports purchasing dining hall food from local farmers and ranchers.

6-2-1: Purchase 10% of ASC's food from local farmers and ranchers by 2010

6-2-2: Purchase 15% of ASC's food from local farmers and ranchers by 2011

6-2-3: Purchase 20% of ASC's food from local farmers and ranchers by 2013

Strategy 6-3: Pursue campus expansion and growth that will offer increased job opportunities to the local community, as well as increase ASC's fiscal contribution to the San Luis Valley economy.



GOAL 6: Stimulate Economic Development in the San Luis Valley

Strategy 6-1: Community Partnerships will provide business development and financial education services to the community, including youth and disadvantaged community members.

6-1-1: From 2010 - 2012, coordinate with high schools to offer Youth Financial Workshops that provide education related to credit, loans and basic investment concepts

6-1-2: From 2010 - 2012, provide individual business counseling with specific outreach to disadvantaged community members

6-1-3: Beginning in 2010, in partnership with other community organizations, provide three green home and business workshops per year, through 2012

6-1-4: Research the feasibility of creating an ASC Conference Center Facility in collaboration with the local community

6-1-5: Continue to utilize existing businesses and established partnerships with other organizations to