



ADAMS STATE COLLEGE STRATEGIC PLAN 2003-2006

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View the Plan at:
<http://web.adams.edu/theplan>

ADAMS STATE COLLEGE

Statutory Role and Mission

NOTE: This is the mission as is currently being proposed in two separate bills:

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 Colleges shall also serve as a Regional Education Provider. In addition, Adams State College shall offer programs, when feasible, that preserves and promotes the unique history and culture of the region.

-----PREFACE-----

This Strategic Plan and preceding drafts were the result of an open campus discussion where the sharing of ideas, suggestions, and thoughts was encouraged and facilitated. A website was established for campus comment and designed to allow readers the opportunity to view, print, and otherwise engage in campus dialogue. This website has recorded more than 680 “page views” to date.

To be effective, the Strategic Plan must be flexible enough to evolve with the needs of the College's unique role and mission. With this said, the plan is a living document that will be reviewed regularly and adapted to meet the demands of an ever-changing political and budget sensitive environment.

The Cabinet extends a very appreciative thank you to everyone who participated in this process. Clearly, the success and strength of Adams State continues to be in our personnel and our collective commitment to providing high quality education to our students and our service region.

-----I. INTRODUCTION-----

This document is the Adams State College Strategic Plan for the years 2003–2006. Its purpose is to guide decisions concerning long-term planning, allocation of resources (human and financial) and institutional energy. In particular, this plan will offer guidance for budgetary decisions, the focus and scope of the College’s academic programs, rethinking the organization of our administrative structure and identifying other campus service efficiencies and available resources.

The College Strategic Plan must be in concert with the institutional goals and priorities that have been developed through past and present campus dialogue. These discussions have offered many excellent ideas for improving the quality, effectiveness, and efficiency of our academic and service mission. The Plan will also reflect the current environment under which Adams State will operate.

Perhaps the most important aspect of this planning process is in defining the College’s vision for the future and institutional mission. The vision should articulate an ideal institutional benchmark toward which the College’s resources and energy are put. Guided by this vision, the institutional mission should reflect the requirements of the College’s statutory role and mission while articulating specific institutional emphasis. The ASC vision and mission statements are as follows:

ASC Vision Statement

To ensure access to affordable and quality education that provides effective learning experiences and skills in preparing our students to be successful professionals and contributing citizens. To design an educational environment where student learning is paramount, instruction inside and outside the classroom is the best in the State of Colorado, and all members of the College community are able to achieve their personal and professional goals.

ASC Mission Statement

Adams State College is an educational, cultural and economic development resource for the San Luis Valley and beyond. Through the intentional use of its resources, the College offers an array of quality undergraduate programs and selected graduate offerings that complement undergraduate program strengths and regional needs. Adams State College is an institution of opportunity for the region it serves and will provide access to quality programs and insure that students completing its programs are competitive and meet standards for their chosen careers. Adams State students, faculty and staff are committed to the teaching and learning process, high academic standards, personal and academic integrity, building supportive personal and professional relationships, fostering an environment of civility and respect, service to the College and beyond, and to developing and providing leadership for our shareholders.

-----II. THE PLANNING CONTEXT-----

Few planning processes can be successful without an understanding of the environment within which the plan will operate, and at least an educated guess concerning future internal and external conditions affecting the life of the plan. The following seven statements represent significant internal and external factors that will influence the plan and subsequent deliberations:

1. Unique Role and Mission
2. Instruction, Service and Scholarship
3. Funding Constraints
4. Strategic Enrollment Management
5. Governance
6. Internal and External Partnerships
7. Commitment to Change

1. **Unique Role and Mission.** The ASC role and mission has many strengths that must be embedded in our practices functionally, administratively and politically. Among them are: 1) Our effectiveness in offering quality instruction to undergraduate and graduate students as a residential, comprehensive baccalaureate institution; 2) A commitment to and tradition of working with underserved populations including underrepresented minorities, first-generation and low-income students. ASC is an institution of opportunity for the region it serves; 3) Offering selected graduate programs; 4) Partnerships with rural community colleges to ensure access and opportunity as a Regional Education Provider; 5) The ability to offer distance education and adapt to meeting the needs of this growing market; and 6) Providing service leadership throughout the San Luis Valley and rural Colorado and fostering the region's economic development.

2. **Instruction, Service and Scholarship/Creative Development.** The ASC academic mission is the primary driver of the College's role and mission. Service and scholarship needs to be understood as more than a means to recognition, promotion and tenure for the individual scholar. In an institution of higher learning, teachers must continue their own learning and provide models of learning for their students. Service to the college on all-campus, school, and departmental committees, as well as professionally related service to the local community, foster student retention and strengthens ties with the community. Service to national, regional, and/or state professional organizations facilitates recognition of the college and creates ties to a larger constituency. Scholarly activity further supports the institutional mission and retention goals when it focuses on issues of pedagogy, as well as on content and the region it seeks to serve. Understanding that alternative ways of promoting instruction, service and scholarship will be encouraged. Title V and the Center for Excellence in Learning and Teaching (CELT) will have an important role in guiding ASC's instruction, service and scholarship goals.

- 3. Funding Constraints.** Adams State College will continue to fulfill its unique educational role in a context of funding constraints. Traditional sources of income – state monies and tuition – are declining as a percentage of the budget. Thus, a larger percentage of the College’s budget will be from self-generated revenue (as is the national trend), such as cash funded programs, contracted programs, development activities and increased support by the College’s publics and friends. These constraints challenge ASC to strengthen revenue streams in order to accomplish its mission and to find areas where it can be more efficient.
- 4. Strategic Enrollment Management (SEM).** The College’s enrollment has not been stable in recent years. As the competitive nature of marketing toward and recruiting students intensifies across the State of Colorado, ASC will become dependent on innovative approaches for maintaining and increasing its student enrollment. For ASC to be successful, the philosophy of SEM must be the business of the entire campus - the academic community, Financial Aid, Business Office, Records, Advising, Housing, Facility Services, etc. Whether through creative recruitment strategies, retention efforts, Extended Studies, or other means, faculty, staff and administrators will need to incorporate SEM into their assumed responsibilities and obligations. SEM must become a part of the culture of ASC.
- 5. Governance.** Regardless of the legislative outcomes currently unfolding in the State College System, Adams State College must prepare itself for potential changes in its reporting and accountability structure. Appropriate preparation will depend heavily on its ability to strengthen niches, identify and support clear goals, review and improve current processes, and foster efficiencies.
- 6. Internal and External Partnerships.** It will be increasingly important to maintain existing partnerships, as well as to develop new ones to better serve regional constituents and students. In particular, it will be essential to develop further linkages and coordination among ASC schools, departments, student services, K-12 schools and the community colleges (e.g. TSJC, Otero). Increased internal collaboration, cooperation and communication are vital to carry out the ASC mission and Strategic Plan.
- 7. Commitment to Change.** Given the mix of demands, constraints, opportunities and the current environment, the ASC community needs to adapt and respond to inevitable changes. Choosing a fundamental change strategy for our campus will require an intensive review and prioritization of all institutional activities. While this process will be challenging and, at times difficult, it will be essential in building and preparing our campus for the future.

----III. PLANNING PRINCIPLES AND ASSUMPTIONS----

It is important for the integrity of this planning process that the College identifies a common set of working principles and assumptions. While these principles and

assumptions will not likely drive specific decisions, they are intended to provide a framework for allowing campus discussion and debate to unfold. These principles and assumptions will become the “ground rules,” for campus deliberations.

- 1. The College’s primary mission is to provide high quality, postsecondary instruction to the San Luis Valley, Colorado and beyond.**
- 2. Successful college planning requires involvement and collaboration at all levels and creates a shared sense of vision and purpose among all affected parties.**
- 3. The College values all students, faculty, staff and administrators.**
- 4. A successful college creates synergy and becomes more than the sum of its parts.**
- 5. All personnel, programs and services require financial resources for maintenance and growth.**
- 6. The welfare and future of ASC is paramount.**
- 7. Meaningful, effective decision-making must be guided by the institutional role and mission, relevant data, budgetary constraints and a shared vision.**
- 8. The future of the College is dependent on its ability to adapt its organizational structure, programs and practices in response to State budgetary constraints.**

-----IV. THE PLANNING PROCESS-----

The strategic planning process identifies a broad set of institutional goals and priorities to guide and support the institutional mission, development and implementation of other plans, and allocation of institutional resources. It represents an attempt to balance the environment in which we function with the resources available for carrying out the mission, aspirations, vision, and collective wisdom of the college community.

The current campus leadership will develop this new plan for the 2003-2006 time period. Relevant statistical data from the Colorado Commission on Higher Education (CCHE), the Office of State College (OSC), and the ASC Office of Institutional Research, as well as recommendations from the Governor’s Blue Ribbon Panel and campus input, has fueled this iterative process.

At each stage of plan development, the College actively solicited comments and reactions from students, faculty, staff and administrators. A website has been established to access the strategic plan and monitor its development.

-----V. THE STRATEGIC PLAN-----

The Strategic Plan will be guided by established Best Practices and Values, as well as by Institutional Goals that are embraced by ASC. These must complement the Planning Initiatives in the areas of 1) Fostering a Student-Centered Learning Environment; 2) Focusing on Distinction; 3) Ensuring Access and Opportunity; 4) Building Revenue Streams; 5) Strengthening Status as a Regional Education Provider; and 6) Preparing for New Leadership. Appropriate Action Items are identified for each of these areas.

The College Strategic Plan will form an umbrella under which other action plans will be developed, including an academic plan, development plan, technology plan, facilities plan, budget plan and, currently, a budget reduction plan.

A. BEST PRACTICES AND VALUES

The outcomes of past deliberations, Board values, and performance indicators provide a number of “best practices” important to this planning process. The following further articulate values of the campus that have facilitated campus dialogue and development of this final Strategic Plan. The Strategic Plan best practices and values (non-prioritized) are as follows:

Practices

1. Encourage professional development of faculty and staff
2. Build high quality innovative programs and practices
3. Ensure efficiency in resource use (e.g. technological automation)
4. Foster efficient student support services by simplifying and automating operating procedures for students and staff
5. Create a culture of strategic enrollment management
6. Promote the use of technology in the educational enterprise

Values

1. Expect high quality and excellence in everything we do
2. Maintain a dynamic comprehensive baccalaureate granting institution
3. Support strong graduate programs and services for the region
4. Celebrate diversity and maintain a community of civility and respect
5. Place a high value on shared governance
6. Support for graduate degree programs and offerings
7. Provide leadership in service to the region

B. INSTITUTIONAL GOALS

Adams State College has identified five clear goals it wishes to achieve within the 2003-2006 timeframe. These goals reflect the unique opportunities, distinctions and strengths of the institution and establish the immediate and long-term areas of emphasis. The Strategic Plan Goals are as follows:

- 1. Foster a high quality student-centered learning environment***
- 2. Focus on academic excellence and service distinction***
- 3. Ensure access and opportunity***
- 4. Build institutional revenue streams***
- 5. Strengthen status as Regional Education Provider***
- 6. Preparing for new leadership***

C. PLANNING INITIATIVES

Over a decade and a half ago, the National Center for Higher Education Management Systems (NCHEMS) concluded that, "...with limited resources, the University (College) needs to decide what it can do well and dedicate its resources to achieving that goal. The University (College) can no longer afford to be all things to all people."

Adams State College must now carefully plan how it manages its resources if it is to avoid widespread degradation to its mission. This is a difficult challenge - as a Regional Education Provider and comprehensive baccalaureate institution, ASC has a responsibility to offer needed programs and services to its service region. Yet as an institution with a long-standing residential campus and a growing extended campus, ASC can easily spread itself too thin. Understanding that a strong residential campus underpins all auxiliary educational activities, we must continue to strengthen both, as they are important College priorities.

The next six areas parallel six broad categories that will provide action necessary for the planning process and the final Strategic Plan. These areas will continue to guide much campus discussion and debate. They include: 1) Fostering a Student-Centered Learning Environment; 2) Focusing on Distinction; 3) Ensuring Access and Opportunity; 4) Building Revenue Streams; 5) Strengthening Status as a Regional Education Provider; 6) Preparing for New Leadership.

In developing the action items that follow, we have tried to keep in mind the broadest possible array of strategies and tactics, all of which should support the broad institutional goals designated in this document. The resources to take advantage of these action items will be identified through the “Making It Happen” (the Budget Plan) segment of this document.

1. FOSTERING A STUDENT-CENTERED LEARNING ENVIRONMENT

While not explicit in the College’s role and mission, the practice and philosophy of ASC has long since identified students as its primary purpose, priority and mission. Creating a student-centered learning environment will provide ASC with the competitive edge needed to be successful in today’s market-intensive climate. Clearly, the effectiveness of the College’s educational experience is dependent on the quality and quantity of purposeful student learning, interaction and involvement. To further strengthen instruction, the academic community should be encouraged and recognized for employing meaningful learning opportunities and innovative pedagogy. The programs, policies and procedures that drive student services and the co-curricular experience must carry beliefs and practices that are also student-centered. This requires student service areas to identify and implement best practices that are evident in national standards, while complementing the institution’s academic mission.

FOSTERING A STUDENT-CENTERED LEARNING ENVIRONMENT *ACTION ITEMS*

1. Action Item: The Office of the Provost or appropriate designee will develop incentives (resources and rewards) to academic schools and departments for actively improving in and out-of-class, instructional practices.

2. Action Item: An Institutional Assessment Team will be charged to examine the use of current institutional evaluation instruments and methods aimed at assessing student outcomes (i.e., learning, academic progress, satisfaction).

3. Action Item: The Provost and VPSA or appropriate designee will charge the Strategic Enrollment Management Team to work with the campus community in developing required student-centered service training for all service areas with high student contact.

- 4. Action Item: The Office of the VPSA or appropriate designee will charge a broadly representative committee, including faculty, to annually review and improve the Student Handbook policies and procedures.**

2. FOCUSING ON DISTINCTION (Our Niches)

Focusing on distinction requires thoughtful decisions and broad vision. An institution with the limited resource base of ASC will likely have to prioritize its resources toward specific academic programs and vital student support services. The task before the College is balancing the needs of our institutional mission and the challenges of our fiscal constraints to provide students and the region with a vibrant, efficient and stable educational, cultural and economic development resource.

Balancing these attributes could lead to some or all of the following strategies: 1) maintaining or strengthening an area; 2) growing a new area of emphasis; 3) encouraging an area to adjust its own focus; 4) reducing scope and institutional commitments in some areas; and possibly 5) eliminating some programs or services.

FOCUSING ON DISTINCTION ACTION ITEMS

- 5. Action Item: The Provost, or appropriate designee, working with a representative faculty committee, will prioritize academic programs for their ability to support and carryout the ASC role and mission, as well as identified institutional goals. The outcomes of this process will identify how financial resources will be allocated in the immediate and long-term future.**

- 6. Action Item: Appoint a representative committee to assess the effectiveness and importance of all student service areas.**

- 7. Action Item: The Provost, or appropriate designee, working with the appropriate faculty committee, will identify ways to support programs that are recognized for serving a critical mass, which effectively attracts and educates students, while providing excellence to the College.**

- 8. Action Item: Charge the Curriculum Review Committee with ongoing evaluation of undergraduate, graduate and off-campus programs in order to ensure quality.**

9. Action Item: Charge the Budget Development and Planning Committee to carefully examine commitments to units that ASC does not intend to emphasize and that are not seen as core competencies central to institutional role and mission.

10. Action Item: The Provost, or appropriate designee will work with the academic school leadership to ensure our role as a Regional Education Provider by developing services and programs that reflect our area, location, heritage and culture and provide education for professionals that are crucial to the region's quality of life.

3. ENSURING ACCESS AND OPPORTUNITY

As a Regional Educational Provider, ASC has a broad responsibility to serve the people of the San Luis Valley and designated areas of rural Colorado. This responsibility is grounded in state statute and, more recently, by the Governor's Blue Ribbon Panel. But ensuring access and opportunity should not be confused with providing unlimited programmatic/service breadth and depth. It is important that ASC reaffirm its institutional heritage and obligation to provide access to anyone who meets institutional requirements and is interested in pursuing a college-level education. Beyond this commitment of access and opportunity, ASC must also provide a genuine opportunity for those enrolled to achieve their academic goals. In support of this important need, ASC will strengthen partnerships with K-12 schools in the San Luis Valley and elsewhere in helping them prepare their students for success in post-secondary education.

ENSURING ACCESS AND OPPORTUNITY ACTION ITEMS

11. Action Item: The Strategic Enrollment Management Team should review and recommend plans for college marketing, recruitment, and retention of students; and should take the lead in developing programs to enhance the culture of strategic enrollment management on campus. The SEMT should develop intervention and evaluative strategies to optimize student success and retention, based on student needs, considering academic, economic, social and non-cognitive variables.

12. Action Item: Charge a representative campus committee to strengthen ASC's Diversity Plan, to examine and recommend student recruitment and retention initiatives, as well as hiring practices of underrepresented minorities and women.

13. Action Item: Appoint a broadly representative International Student Services committee to design a cost-effective model for recruiting, admitting, tracking, retaining and graduating international students.

14. Action Item: Centralize and make more visible and accessible academic support services for students through the development of a “One-Stop-Shop,” including advising, tutoring, testing center and FIGs.

15. Action Item: The Provost or appropriate designee will work with the academic schools’ leadership to incorporate a recruitment and retention evaluative component during the annual review process.

16. Action Item: Continue and support efforts to help faculty, staff and students understand issues related to diversity, including but not limited to faculty and staff development programs (e.g. CELT Summer Institute, diversity conferences, Allies, visiting speakers etc.).

17. Action Item: It is of particular importance for undeclared students, advised by the Center for Academic Advising, to establish positive connections with ASC. The academic schools’ leadership should meet with CAA staff once each semester to maintain CAA awareness of undergraduate options, curricula and policy.

4. BUILDING REVENUE STREAMS

Critical to the future of Adams State College is the ability to generate financial resources. To combat shrinking state funding, ASC must investigate strategies for strengthening cash-funded operations. To this end, resources available through alumni giving, other friends of the College, contracted programs, grants and auxiliaries must be closely examined and monitored. Adams State College is dependent on the health of these programs and must ensure their growth to better support the needs of the institution and its mission.

BUILDING REVENUE STREAMS ACTION ITEMS

18. Action Item: Develop an Institutional Advancement Team to identify, coordinate and pursue gift and funding opportunities as well as identify ASC needs that could be supported by external funding sources.

19. Action Item: Examine and strengthen revenue-generating operations (auxiliaries) and determine the most effective strategy to build upon and use these resources.

20. Action Item: Develop a system to maintain and grow revenue by cultivating grants that support our institutional role and mission.

5. STRENGTHENING STATUS AS A REGIONAL EDUCATION PROVIDER

Curricular issues are the heart of the college's Mission. They also have significant implications for how resources are committed. Although it is natural for faculty to tend to curricular quality on a nearly continuous basis, the allocation of curricular resources deserves constant review utilizing available productivity data, appropriate plans, and ASC's role as a Regional Education Provider as guides.

During 2001-2002, as a result of the examination of institutional "role and mission" by the Governor's Blue Ribbon Panel and statutory language in Fort Lewis College and Metropolitan State College independence bills, the idea of Regional Education Provider designation emerged. In its most basic form, the idea is to assign primary responsibility to a designated college to have as their primary goal the assessment of regional educational needs and, in consultation with the Colorado Commission on Higher Education, the allocation of resources for the purposes of meeting those needs" (C.R.S. 23-50-114, b.).

STRENGTHENING STATUS AS A REGIONAL EDUCATION PROVIDER ACTION ITEMS

21. Action Item: Investigate the feasibility of sustaining and expanding undergraduate degree completion programs for place bound students in underserved areas (i.e.: courses online, evening, correspondence).

22. Action Item: Sustain and expand the college's role in offering off-campus graduate education in the areas of teacher education and counseling.

23. Action Item: Examine the feasibility of separating two and four-year programs and strengthen two-year programs to include all remediation testing and programs.

24. Action Item: As a Regional Educational Provider, engage the region in identifying ways in which ASC can better meet their educational, cultural and economic development needs.

25. Action Item: As a Regional Educational Provider, identify ways in which ASC can collaborate with other postsecondary providers in better meeting regional needs.

6. PREPARING FOR NEW LEADERSHIP

It is likely that the College will have a new governing board in July 2003. Preparing for this change, the transition must be intentionally and purposefully orchestrated. The College proposes the following action items to facilitate this transition and process:

PREPARING FOR NEW LEADERSHIP ACTION ITEMS

26. Action Item: In an effort to provide a context for ASC, the Interim President, working with the campus community, will assist in orientating a new Board to ASC, its mission, its programs and its vision for the future.

27. Action Item: The Interim President, working with the campus community, will work with a new Board to identify a new President as well as assist in the selected individual's administrative, social and political transition to campus.

28. Action Item: The Cabinet, with campus input, will rethink the administrative, programmatic and service structure of the entire campus.

---VI. MAKING IT HAPPEN – THE BUDGET PLAN----- (IN PROGRESS)