

**ADAMS STATE COLLEGE
STRATEGIC PLAN
2006-2009**

**ADAMS STATE COLLEGE
Statutory Role and Mission**

C.R.S. 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.

PREFACE

To be effective, the Strategic Plan must be flexible enough to evolve with the needs of the College's unique role and mission. 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.

I. INTRODUCTION

This document is the Adams State College Strategic Plan for the years 2006–2009. 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 decisions concerning budgetary matters, academic programs, the 2007 HLC accreditation, College Opportunity Fund legislation, and the identification and allocation of resources.

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

We will measure our success by the success of our students. We challenge ourselves to become Colorado's most effective state-assisted four-year college. The keystone of our efforts will be to provide a high quality educational experience in a supportive environment. Our programs will recognize the value of both continuity and change, will welcome diversity, will stimulate intellectual growth, and will promote civic virtue.

II. THE PLANNING PROCESS

The strategic planning process identifies a broad set of institutional goals and priorities to support the institutional mission and to guide the development and implementation of other plans and the allocation of institutional resources. It represents an attempt to balance our vision with the resources available for realizing it.

The current campus leadership will develop this new plan for the 2006-2009 time period. Relevant statistical data from the Colorado Commission on Higher Education (CCHE), and the ASC Office of Institutional Research, as well as input from students, faculty, and staff, will continue to inform this iterative process.

The following are proposed for continuing and future planning:

The President/Provost will appoint the Budget and Planning Committee. The BPC will conduct a yearly review of the Strategic Plan and

- Assess progress toward stated goals
- Identify efforts that appear to be counterproductive or off task
- Make planning recommendations to the Executive Team

Strategic planning should include

- Identifying goals that have been completed
- Developing and prioritizing new goals
- A 3-year cycle for revision of the Strategic Plan

III. THE STRATEGIC PLAN

ASC Institutional Goals

ASC's Strategic Plan Goals for 2006-2009 are as follows:

1. Promote academic excellence
2. Cultivate a high-quality, student-centered environment
3. Provide educational access and opportunity for success
4. Preserve and promote the unique history and culture of the region
5. Stimulate economic development in the San Luis Valley
6. Improve organizational effectiveness
7. Build financial stability

These goals reflect the unique opportunities, strengths, and legislative mandate of the college and establish its immediate and long-term areas of emphasis. They are intended to guide the college's academic plan, development plan, technology plan, facilities plan, and budget plan.

ASC Strategies and Tactics

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.

1. Promote academic excellence

- a. Strategy: Update and implement the ASC Academic Strategic Plan.
 - i. Tactic: The Office of the Provost or appropriate designee will work to secure funding for incentives designed to encourage improvement of instruction.
 - ii. Tactic: 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).
- b. Strategy: Update and implement the ASC Academic Assessment Plan.
- c. Strategy: Update and implement the ASC Diversity Plan.

2. Cultivate a high-quality, student-centered environment

- a. Strategy: Restructure the college to reflect a one campus philosophy.
 - i. Tactic: Work to improve customer service.
 - ii. Tactic: Improve and expand the ASC One-Stop.
 - iii. Tactic: Improve the existing first year experience and engagement programs.
 - iv. Tactic: Update, improve, and clearly communicate the Student Handbook policies and procedures.
- b. Strategy: Continue and support efforts to help faculty, staff and students understand issues related to diversity.
 - i. Tactic: Continue faculty and staff development programs.
 - ii. Tactic: Continue student diversity programming.
- c. Strengthen the learning environment for diverse student populations.
 - i. Tactic: Maintain and strengthen our Hispanic Serving Institution (HIS) status.
 - ii. Tactic: Enhance our involvement with the National Student Exchange (NSE)
 - iii. Tactic: Develop a student learning and testing center.

3. Provide educational access and opportunity for success

- a. Strategy: Expand ASC's role as a regional education provider (REP).
 - i. Tactic: Provide opportunities for our service-area communities to request needed services through REP.
 - ii. Tactic: Identify ways in which ASC can collaborate with other post-secondary providers in better meeting regional needs.
- b. Strategy: Strengthen partnerships with P-12 schools.

- i. Tactic: Expand P-12 professional development program offerings.
- c. Strategy: Prepare students for success in post-secondary education.
 - i. Tactic: Continue to develop pre-collegiate programs.
- d. Strategy: Sustain and expand quality undergraduate degree completion programs for place-bound students in underserved areas.
- e. Strategy: Sustain and expand quality on- and off-campus graduate education in approved areas.
- f. Strategy: Explore remediation certification.
- g. Strategy: Provide alternative forms of program delivery.
 - i. Tactic: Enhance evening and weekend program.
 - ii. Tactic: Guarantee quality at HLC focused visit and obtain HLC permission for new program development without prior approval.

4. Preserve and promote the unique history and culture of the region

- a. Strategy: Engage the region in identifying ways in which ASC can better meet their educational, cultural and economic development needs.
 - i. Tactic: Enhance Adams State community forums.
 - ii. Tactic: Assess the relevant historical/cultural needs of the San Luis Valley.
 - iii. Tactic: Continue to pursue the historical designation and funding to develop the Casa del Sol Complex.
 - iv. Tactic: Continue to act a center for cultural activities in the San Luis Valley.

5. Stimulate economic development in the San Luis Valley

- a. Strategy: Enhance the Community Development Office.
- b. Strategy: Measure ASC's economic impact in the San Luis Valley.
 - i. Tactic: Meet the economic development provisions of the College Opportunity Fund Fee-For-Service Contract.

6. Improve organizational effectiveness

- a. Strategy: Develop a comprehensive marketing plan.
- b. Strategy: Design a cost-effective model for recruiting, admitting, tracking, and retaining students through graduation.
- c. Strategy: Update and align campus policies and procedures.
 - i. Tactic: Update the Trustee Policy Manual.
 - ii. Tactic: Update the Faculty Handbook.
 - iii. Tactic: Develop a centralized web-enabled policy site.
 - iv. Tactic: Update program approval process.
 - v. Tactic: Clearly communicate policies with stakeholders.
 - vi. Tactic: Ensure alignment and compliance of institutional policies with state statutes, federal rules and regulations, and relevant agencies and accrediting entities policies.
- d. Strategy: Survey the campus and community annually for feedback on ASC's strengths and weaknesses.
- e. Strategy: Continue implementation of Zero Based Budgeting with integrated departmental strategic plans.

7. Build financial stability

- a. Strategy: Increase enrollment.
- b. Strategy: Continue implementation of Zero Based Budgeting with integrated departmental strategic plans.

- c. Strategy: The Provost, or appropriate designee, working with a representative faculty committee, will prioritize academic programs for their ability to support and carry out the ASC role and mission, as well as identified institutional goals.
- d. Strategy: Re-examine the role of the 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.
- e. Strategy: Examine and strengthen revenue-generating operations (auxiliaries) and determine the most effective strategy to build upon and use these resources.
- f. Strategy: Develop a system to maintain and grow revenue by cultivating grants that support our institutional role and mission.