

Strategic Plan: Status Update



COLORADO SCHOOL OF MINES
EARTH • ENERGY • ENVIRONMENT

2014 Annual Faculty Conference

Terry Parker, Provost



Strategic Planning 001: a few important notes

- **This is not a plan like “how do we pull off graduation in fall 2014?”**
 - **It is: a set of statements that describe an organization, the long term vision for the organization, and broad strategies that will be implemented to achieve the vision**
- **And, why do we do this:**
 - **Status Quo Organizations: don’t need this but must have stability of external forces and no desire/need to change**
 - **Organizations that face change (like Higher Ed)**
 - **Strategic Planning is a way of proactively responding to external forces and improving the “footprint” of the organization**
 - **We just discussed “Emerging Concerns”**



Critical Dates for the Mines Strategic Plan

- Significant Campus input throughout 2013
- Board approval of strategic plan Dec. 2013
- Development of Initial set of Initiatives Spring 2014
- Start of first efforts, Spring 2014
- Production of “Glossy Brochure”



Strategic Planning 101: Define who you are

- **Mission: Science and engineering education and research that confronts the 21st century challenge of Earth, Energy, and Environmental sustainability**
- **Vision: Mines will be the premier institution, based on the impact of its graduates and research programs, in science and engineering relating to the Earth, Energy and Environment.**
- **Values: A student centered institution focused on education that promotes integrity, passion for their chosen field, tenacity and perseverance, and responsibility for developing a better world.**



Strategic Planning 201: Set Boundaries and define long term aspirations

Guiding principles:

- Small, specialized
- Quality and excellence (“We are proud of everything we do.”)
- Best-in-class programs
- Promote innovation in programs and cost efficiency in operations
- Shared purpose toward serving our mission and our stakeholders
- Student-centered, highly innovative faculty, best-in-class technology practices.

Aspirations:

- Top 30 engineering and science university
- 4-year graduation rate of 60% and 6-year rate of 82%
commitment to quality, rigor and excellence
- Surpass \$100M in research expenditures.
- Financially self-sustaining
- 95% of graduates (undergraduate and graduate) would choose Mines again



The Mines Strategic Plan Defined Four Broad Goals as a Way of Achieving Our Vision

- **Goal 1: Enhance the distinctive identity and reputation of Mines**
 - Play to our strength of small, STEM focused and broaden reputation into all degrees
- **Goal 2: Build upon a student-centered campus culture of excellence, inclusion, diversity and community**
 - Continue the success of the positive academic experience, the success of the residential campus, broaden our overall campus diversity
- **Goal 3: Build and diversify revenue streams and auxiliary enterprises.**
 - Broaden activities to sensibly generate revenue
- **Goal 4: Develop and support campus infrastructure and processes to match Mines' aspiration to become a top-tier engineering and science institution.**
 - You can't be top tier with sub par infrastructure

Underneath each goal were a series of strategies

- For Example.....





Goal 2: Build upon a student-centered campus culture of excellence, inclusion, diversity and community.

Strategies

- **Expand residential campus to integrate efforts from academic affairs and student life, for undergraduate and graduate students, to promote student community and to foster collaboration, learning, leadership and citizenship.**
- **Advance academic culture and structure that fosters creativity, intellectual-curiosity, and student success.**
- **Enhance opportunities for students to develop effective communication skills as a complement to strong content expertise.**
- **Build a campus that values employees and students of the institution through a positive, supportive, and inclusive environment.**
- **Increase the diversity and quality of Mines' faculty, student and staff.**
- **Improve mentoring and other support of faculty with the goal to enhance the overall quality of the student experience.**



For each goal we developed an initial set of initiatives

- **Published to campus May, 2014.....**
 - **Slides follow**



Goal 1: Enhance the distinctive identity and reputation of Mines

Institutional Initiatives that support Goal 1

- 1. Establish “Center for Innovative Teaching and Learning” that will assist faculty in the implementation of best-in-class pedagogical practices and technologies.**
- 2. Re-develop website to comprehensively support strategic plan.**
- 3. Identify and support new strategic research initiatives.**
- 4. Broaden campus based conference activity to include the full spectrum of research activity at Mines.**



Goal 2: Build upon a student-centered campus culture of excellence, inclusion, diversity and community.

Institutional Initiatives that support Goal 2

- 1. Establish admissions profile objectives and strategies that increase admission standards and yield while managing affordability. Admission directives must include special emphasis on improvements in gender and ethnic diversity.**
- 2. Align degree requirements with national norms and ensure that the overall degree structure reflects latest trends in the field and is delivered in an up- to-date manner with respect to pedagogy. Promote co-curricular activity as a part of the total degree experience. Provide avenues for research experience and entrepreneurship within the structure of the degrees and campus life.**
- 3. Actively engage the faculty in defining and supporting the expectations for contributions to the campus.**
- 4. Implement new strategies to further develop the residential campus and its positive impact on students.**



Goal 3: Build and diversify revenue streams and auxiliary enterprises.

Institutional Initiatives that support Goal 3

- 1. Reconfigure short course, certificate and executive education offerings to achieve targeted ROIs, and expand instructional resource base for increased activity.**
- 2. Expand non-thesis and professional masters degrees where strategic, low cost growth is profitable.**
- 3. Increase foundation-based revenues that directly support either students or the academic mission.**



Goal 4: Develop and support campus infrastructure and processes to match Mines' aspiration to become a top-tier engineering and science institution.

Institutional Initiatives that support Goal 4

- 1. Develop comprehensive strategy that guides capital asset use, maintenance, improvement, and new investment decisions and deployment.**
- 2. Complete existing, and implement new, projects to improve business processes and focus on utilization of technology to produce highly efficient campus operation.**



Campus participation in the execution of the strategic plan

- **Institutional initiatives: Large efforts that impact a significant part of the campus and that are led by members of the campus executive staff.**
 - Typically these efforts require resources.
 - Typically many parts of the campus are engaged in these activities.
 - Initiatives will define measures of success as a function of time.



Campus participation in the execution of the strategic plan

- **Local initiatives: Efforts that are defined by organizational units, supported by upper management and executed by a relatively small portion of the campus.**
 - Typically initiatives are logical responses to the strategic plan that are defined by the organizational unit.
 - Activity requires the buy-in of management and support of management.
 - Key issue is to have local initiatives complement overall activity in the strategic plan.



So what is the Strategic Planning Message

- We have a Board approved strategic plan
- The traditional, public relations elements are under production
- We have developed a significant range of activities that are underway and have budget behind them
- We continue to ask (formally and informally) for campus participation
- We will continue to develop new initiatives that support the overall plan
- And we will continue to rely on the participation and great effort by faculty and staff