

Goal 1: Foster academic programs that serve diverse communities and develop intellectually curious and globally and culturally competent graduates.

Actions <i>(Lead unit)</i>	Measurable Outcomes
1. Create new academic programs based on an assessment of needs and demands and provide resources and administrative support to ensure their success (AA)	<ul style="list-style-type: none"> • Develop and implement new degree programs: 7 Baccalaureate, 4 Master's, and 1 doctoral • Continue to increase enrollment of graduate students to between 2,000 and 2,600
2. Assess needs and demands for new and existing centers and institutes, ensure alignment with academic units, and provide resources and administrative support (AA)	<ul style="list-style-type: none"> • Establish policy to resolve faculty and resource expectations and alignment between centers and institutes with academic units.
3. Systematically review existing programs and assessment processes to ensure currency, pedagogy, effectiveness, and alignment with the strategic plan (AA)	<ul style="list-style-type: none"> • Develop and implement a campus-wide general education curriculum • Develop policies that better integrate program review and accreditation with campus assessment requirements • Achieve the "culture of assessment" described as an expectation in the 2006 affirmation of accreditation
4. Resource the infrastructure to develop global and multicultural collaborations for faculty, staff, students, and alumni (A&F) 5. Academic units will be central participants in campus plans to foster more effective global, multicultural and sustainability education (AA)	<ul style="list-style-type: none"> • Increased diversity and global, cultural competence in the UCCS student body • Increased number of programs that demonstrate culturally responsive pedagogy and learning outcomes leading to global, cultural competencies • Increased numbers of international students on campus • Increased opportunities for all UCCS students to have educational experiences that support global, cultural competence • Increased opportunities for faculty to teach abroad and to interact with international colleagues • Increased programs that meet sustainability education needs, and an

	increased understanding of sustainability among all UCCS students
6. Identify, define, and create signature academic experiences that inspire lifelong engagement for all UCCS students, linking students' academic pursuits to community engagement and future employment opportunities (AA)	<ul style="list-style-type: none"> • Double the number of students involved in internships from that of 2012 level • Increase amount and diversity of civic engagement, leadership and research activities for students and create a mechanism for recognition and transcription.
7. Deliver high quality programs across multiple delivery platforms in a greater number of content areas (AA)	<ul style="list-style-type: none"> • Increase number of classes offered in ways other than in the classroom (online, hybrid, field experiences, internships, partnerships with community colleges or other institutions) • Increase the number of departments offering classes outside the traditional classroom • Increase the number of degrees that can be completed using alternate delivery
8. Establish (a) standing committee(s) with academic and administrative representation to identify and prioritize faculty needs (classroom, research, laboratories, offices, student spaces, etc.) based on academic requirements, faculty utilization and capacity (A&F, IT)	<ul style="list-style-type: none"> • A policy that faculty will participate in campus decision-making process with regard to facilities • A deans level standing committee will work with IT to proactively identify and address campus technology needs
9. Create structures to promote and support interdisciplinary collaborations across campus (AA)	<ul style="list-style-type: none"> • Clear processes will be in place to make funding, allocation of credit, and decision-making predictable for interdisciplinary programs • Increase the number of cross-disciplinary programs, centers and collaborations

Goal 2: Cultivate an environment that sustains and extends quality research, scholarship, and creative work.

Actions	Measurable Outcomes
1. Develop and maintain the infrastructure that supports the growth of research and scholarship (AA)	<ul style="list-style-type: none"> • Expand research support staff • Optimize the use of space available to support research and creative work
2. Build a culture that values and celebrates achievements in research and creative works (AA)	<ul style="list-style-type: none"> • Increase participation in Mountain Lion Research Day and increase recognition of achievements at the annual research celebration. • Establish an annual celebration of creative work.
3. Establish funded research and scholarship targets on an annual basis (AA)	<ul style="list-style-type: none"> • Specific, increased targets for each college annually
4. Support and reward entrepreneurial activity that facilitates research, innovation, and outreach (AA)	<ul style="list-style-type: none"> • Campus and college policies will specify rewards and recognition for tech transfer, transitional research and creative work that has an external impact • Tech transfer support will be more robust
5. Support the integration of faculty research, scholarship and creative work into UCCS' teaching mission (AA) 6. A portion of F&A is made available to support assistantships (AA)	<ul style="list-style-type: none"> • Increase undergraduate research in all departments and colleges. • Increased funding for graduate research assistantships.
7. Use the Faculty Responsibility Statement to articulate research and teaching loads for active research faculty and expect commensurate output in quality and quantity of research, scholarship, and creative works (AA)	<ul style="list-style-type: none"> • Increased numbers of faculty with differentiated workloads focused on research.
8. Hire research faculty to support campus priorities (AA)	<ul style="list-style-type: none"> • Increased numbers of research faculty positions

Goal 3: Promote a passionate learning community that fosters individual intellectual vitality and personal and professional growth.

Actions	Measurable Outcomes
<p>1. Enhance the role and reach of the Teaching and Learning Center, so that it responds more effectively to faculty and campus needs (AA)</p>	<ul style="list-style-type: none"> • By spring 2020, double documented faculty usage of the TLC compared to spring 2012 • A spring 2020 inventory of teaching practices will identify a substantial increase in the use of recognized high impact practices compared to a similar inventory from spring 2012 • Faculty satisfaction with the TLC will rise by spring 2020 compared to spring 2012
<p>2. Develop awareness and collaboration across disciplinary boundaries (AA)</p>	<ul style="list-style-type: none"> • Every tenure-track faculty member will have a robust presence on VIVO • The number of interdisciplinary programs in 2020 will double the number in 2012 • The number of faculty and disciplines involved in Mountain Lion Research Day will double by 2020
<p>3. Create a culture in which academic affairs and student affairs work together as partners in seamlessly promoting the student learning experience (AA,SS)</p>	<ul style="list-style-type: none"> • The proportion of faculty directly engaged with co-curricular activities will increase markedly • Three tracks of co-curricular involvement will be developed: Student leadership, civic engagement/service learning, and undergraduate research • Co-curricular activity will be incorporated into students' official academic records • Regular assessments will reveal an increasing sense of cooperation between faculty and staff • Achieve a National Survey of Student Engagement of at least 6 (on a 7-point scale) for quality of relationships between students and faculty and staff • Achieve a National Survey of Student Engagement average of at least 3.5 (on a 4-point scale) on students with their

	educational experience
4. Integrate non-tenure track faculty fully into the university (AA)	<ul style="list-style-type: none"> Establish consistent practices across academic units for the inclusion of non-tenure track faculty in the management of the university The rights and responsibilities of lecturers as members of the teaching faculty will be well-defined.
5. Reward faculty appropriately for their teaching, research, and service roles (AA)	<ul style="list-style-type: none"> Double the number of faculty using differentiated workloads (Faculty Responsibility Statements) Faculty express greater satisfaction with balancing their faculty roles
6. Strengthen mentoring of faculty (AA)	<ul style="list-style-type: none"> Faculty report mentoring relationships that are useful to them
7. Plan and design facilities that connect learning experiences inside and outside the classroom (A&F)	<ul style="list-style-type: none"> Housing facilities will include academic functions in their daily operation Maintain or create congenial public space in each academic and student support facility to promote interaction among and between faculty, staff, and students.

Goal 4: Build mutually beneficial economic, cultural, and civic collaborations across campus and beyond to enhance and advance the southern Colorado region.

Actions	Outcomes
1. Fully develop the Southern Colorado Higher Education Consortium as a vehicle for educational partnerships (AA)	<ul style="list-style-type: none"> Increased number of partnerships with local and regional 2-year and 4-year institutions Increased enrollment from two-year or certificate programs to four-year programs including distance learning and other alternative methods of delivery.
2. Engage more robustly with P-20 organizations in southern Colorado, especially in the delivery of higher	<ul style="list-style-type: none"> Increased participation in new and existing pipeline efforts will result in additional students coming to UCCS.

<p>education to educators and to students in high school (AA)</p>	<ul style="list-style-type: none"> • New and existing programs for P-12 educators will be serving more teachers, principals, counselors and other education professionals than ever in an increased number of contexts.
<p>3. Build an arts center, expand the range of arts events, and increase collaborations with local arts organizations (AA)</p>	<ul style="list-style-type: none"> • A state-of-the-art performing and visual arts center that positions UCCS to be a full partner with the Colorado Springs fine arts community.
<p>4. Expand access to and continue integration of UCCS scholarship and research into southern Colorado (AA)</p>	<ul style="list-style-type: none"> • An increase in the number of faculty engaged in scholarly and creative activity that positively contributes to the growth and improvement of southern Colorado.
<p>5. Encourage administrators, faculty, and staff to actively participate in external boards, task forces, committees, and commissions (Ch)</p>	<ul style="list-style-type: none"> • There will be heightened awareness within Colorado Springs and surrounding communities of the skills and expertise of UCCS employees.
<p>6. Promote active alumni organizations by academic units (Adv)</p>	<ul style="list-style-type: none"> • A more robust alumni base will contribute more to the goals of the university • A higher percentage of alumni will donate to the university