<u>CU-Boulder and Its Relationship with</u> the State of Colorado

CU-Boulder's relationship with the State of Colorado is complex, ranging from its state-assigned mission in higher education to its ability to elevate the quality of life and economic well-being of citizens of the state. Contained within this spectrum are complex relationships with the state government, with the state's P-12 educational system, with other state higher-educational institutions, with business and industry, and with the citizenry of Colorado. All of these relationships must be maximized if CU-Boulder is to fulfill its designation as the flagship university in the state—the leader to which others look for guidance and direction.

The State Committee has identified 11 types of relationships between CU-Boulder and the State of Colorado and we respectfully submit goals and action items for each. Because of the expansive nature of this committee's charge, the committee was forced to focus on broad goals and actions rather than the specifics of implementation. We invite the Chancellor and his Working Group to draw as desired from this report to supplement the comprehensive Flagship 2030 plan. We stand ready to provide help as needed to advance any goal or action item given below.

The relationships between CU-Boulder and the State of Colorado that will be addressed in this report are as follows:

- 1. The relationship with prospective students within the state
- 2. The responsibilities to current students from within the state
- 3. The relationship with in-state alumni
- 4. The relationship with Colorado's P-12 educational system
- 5. The relationship with community colleges
- 6. The relationship with other four-year universities
- 7. The provision of continuing professional education and civic and personal enrichment programs within Colorado
- 8. The relationship with state business and industry
- 9. The relationship to the state economy
- 10. The relationship with the state legislature
- 11. CU-Boulder's reputation in the state

Below we list for each relationship the goals and related action items.

1. The Relationship with Prospective Students

Goals:

- Produce students academically and attitudinally qualified to attend CU-Boulder.
- Attract all qualified Colorado students from across the state to CU-Boulder and ensure they can afford to attend.

- Build loyalty to CU throughout the state through various types of
 interactions with prospective students including opportunities to
 attend/participate in CU programming on campus or in their own
 communities. This should occur at all levels within K-12 but particularly
 in high schools through various outreach efforts including the High School
 Concurrent Program managed by Continuing Education.
- Continue CU-Boulder's Honors Programs, Bridge and Summer programs in communities throughout the state. These programs provide a basis to identify and attract top students to CU-Boulder.
- Provide access to an education at CU-Boulder to all qualified in-state students by improving financial aid.
- Grant immediate acceptance to in-state students who meet some preset standard.

2. Responsibilities to Current Students from Within the State

Goals:

- Foster a reputation for excellence so that a CU-Boulder degree has long-term value in the global marketplace.
- Provide world-class curricula in each discipline for which a degree is awarded so that CU-Boulder graduates are prepared to compete in the global marketplace
- Attract and retain world-class faculty to create and teach the above curricula and to conduct leading-edge research that positions CU-Boulder globally.

Action Items:

- Create/utilize the mechanisms by which to measure the competitiveness of a degree from CU-Boulder in every discipline. Measurement criteria could include level of student satisfaction in their educational experience, number of job offers, salary levels, preparedness to perform job, job success, and independent ranking systems.
- Evaluate and adjust compensation, incentive and promotion systems to encourage faculty recruitment, development and retention. Match faculty reward systems to the needs of CU-Boulder in teaching and service as well as scholarship.
- Understand why faculty candidates choose other schools over CU-Boulder and why faculty members leave.
- Require periodic sabbaticals to be taken outside of current fields of research and enable faculty to take a leave of absence to work outside of academia, as appropriate.
- Require faculty and students to have experience of other cultures.

3. The Relationship with In-State Alumni

Goals:

• Build lifelong loyalty to CU-Boulder among this important constituent group. Foster collaboration to develop and position CU-Boulder as the

- premier university in the state, to build a base of future potential students in the children of these alumni and to enhance fundraising initatives.
- Collaborate with in-state alumni and the businesses/initiatives they lead to develop new technologies, advance existing industry and develop new industry. Via this collaboration, advance both the economic well-being of the state and the university.
- Via this collaboration, create new employment opportunities for CU graduates.

Action Items:

- Review the current strategy of the CU Alumni Association to see to what
 extent the resources of in-state alumni are being utilized for the betterment
 of the university.
- Encourage the development of an initiative in each school at the university to maximize collaboration with influential in-state alumni for the development and advancement of that school.
- Continue collaboration between Continuing Education and Alumni Association to notify Colorado alums of outreach, continuing and professional education opportunities, and summer programs.
- Create on-going communication with in-state alumni so as to create buy-in to the university's mission of excellence and to give these alumni tangible ways to in which they can contribute to the process.

(Note: these ideas should also be applied to out-of-state alumni with little or no modification.)

4. The Relationship with Colorado's P-12 Educational System Goals:

- Collaborate with influencers throughout the Preschool-12 educational system in Colorado to produce students with the skill set to attend and excel at CU-Boulder.
- Collaborate with the above to create an effective P-16+ continuum that optimizes resources and maximizes student learning and achievement from preschool onward.
- Establish CU-Boulder as a leader in the creation/development of educational excellence at all grade levels, which will then help elevate CU-Boulder's reputation among national education associations, foundations and other key constituents.
- Provide training/curricular support for teachers/administrators throughout K-12.

- Work with the Governor's office, state legislators and other influencers to shape a P-16+ initiative. Once a council or commission is officially established, seek to participate.
- Assign a person to work with House Speak Andrew Romanoff's office to lend expertise to current community dialogues exploring educational reform.

- Work with state leaders to develop statewide P-12 standards that produce high-school graduates capable of matching the rigor required of top-notch CU-Boulder programs.
- 5. The Provision of Continuing Professional Education, Civic and Personal Enrichment Programs Within Colorado Goals:
 - Provide quality lifelong learning opportunities to Colorado citizens by extending the educational reach of CU-Boulder beyond the traditional student who attends the CU-Boulder campus.
 - Encourage habits of continuous learning to cope with the pace of change in the 21st century and to enhance quality of life.

Action Items:

- Enroll qualified high-school students in CU-Boulder coursework through Continuing Education and enable students to obtain concurrent high school and college credit.
- Capitalize on technology advances to provide remote access to CU-Boulder course offerings, thus extending CU-Boulder's reach beyond the Front Range.
- Serve Colorado's business and industry through continuing professional education programs offered on-site, on campus and via distance education.
- Provide English-as-a-Second-Language programs to prospective students and business and industry
- Develop outreach and Summer Session programs designed to extend CU-Boulder programming and resources to P-12 students and teachers throughout the state.
- Develop a centralized Outreach website that features a statewide master calendar that details where CU-Boulder outreach programs are being held and a clickable map of Colorado via which constituents can identify programs in their areas. Develop on-line tools with which faculty and administrators can cut and paste outreach formation and graphics into presentations and projects.
- 6. The Relationship to Community Colleges Goals:
 - Collaborate with community colleges throughout the state to establish curriculum requirements and a streamlined advancement infrastructure with the goal of producing students with the skill set, academic readiness and ability to transfer to and excel at CU-Boulder.
 - To create a natural source of qualified upper-division students for CU-Boulder.
 - To help make CU-Boulder affordable to more top-level students by making it possible for them to fulfill their core-level requirements more cost-effectively.

• Collaborate with the state's top-tier community colleges to develop/refine a plan to achieve the above goals, with the ultimate goal of extending the plan to qualified community colleges statewide.

7. The Relationship with Other Four-Year Universities Goals:

- Create a corridor of excellence in education among Front Range colleges, with CU-Boulder serving as the flagship.
- Use this corridor to elevate the reputation of the region nationally and internationally.
- Acknowledge that funds for higher education are finite and that to thrive, Colorado universities will have to capitalize on the distinctive expertise each provides the state.

Action Items:

- Use the Flagship 2030 process to kickstart exploration into the pros and cons of such a collaboration between Front Range universities.
- Identify CU-Boulder's distinctive competencies, strengths and areas of strategic development.

8. The Relationship with State Business and Industry Goals:

- Provide state business and industry with a knowledgeable and skillfull workforce
- Collaborate with the state to identify and produce new technologies and new industry within Colorado.
- Assist established state industry and identify new technologies and opportunities to advance those firms and thus the economic success of the state of Colorado.

- Identify and address any talent deficits perceived by existing Colorado industry that requires them to look outside the state when recruiting.
- Build upon Colorado's core industry strengths and work to identify new industry areas that build naturally on these key strengths. Work to identify specific deliverables and develop processes to allow effective commercialization.
- Work with the Colorado Manufacturer's Alliance, Technology Transfer Offices at the various colleges, CTEK and the CO-LABs Alliance to establish standardized processes and agreements governing joint research and technology transfers to allow greater ease in collaborative ventures.
- Develop a culture of putting knowledge and technologies into practice by establishing links to the support network for new businesses (Boulder Innovation Center, CTEK, Small Business Development Center, and others) to ensure that new businesses that emerge from technology transfer have enough support to thrive.
- Foster a collaborative environment by creating forums that allow new and established businesses easier access to new technologies.

9. The Relationship to the State Economy

Goal:

• Provide a tangible, measurable impact on the economic well-being of the state of Colorado.

Action Items:

- Develop and promote statewide an understanding of the campus's existing economic impact on Colorado.
- Produce a valid, accepted set of statistical multiples for CU-Boulder's economic contribution to the state (dollars spent vs. economic benefit).
- Track placement of students (in-state and out-of-state) in Colorado over time by looking at what industries they work for, their salaries, and their positions.
- Support statewide economic development efforts by making it easier for faculty and students to get involved in such work. Develop sources in individual communities to identify projects/collaborations that can help foster economic growth.
- Work with industry stakeholders to identify areas of expertise needed from future CU-Boulder graduates and consider implications for degree programs.

10. The Relationship with the State Legislature

Goals:

- Develop a relationship with the Colorado State Legislature so as to maximize financial investment by the state in CU-Boulder.
- Broaden support for CU-Boulder in the state legislature to all regions of the state
- Inform the State Legislature of the positive impact of CU-Boulder within the State of Colorado, the Rocky Mountain Region, nationally and internationally.

Action Items:

- Strengthen CU-Boulder's advocacy with the state legislature. Establish lobbying mechanisms specific to CU-Boulder.
- Work with the state to leverage state investments to attract Federal support.
- Use outreach, public relations and media efforts to strengthen support for CU-Boulder not only along the Front Range but statewide. Particular emphasis should given to legislators statewide.
- Foster support for CU-Boulder's Mission of Excellence among legislators statewide by allowing them to annually offer one CU-Boulder scholarship to a student from their districts

11. CU-Boulder's Reputation Within the State Goals:

- Establish a broad-based reputation for excellence for CU-Boulder within the state so as to achieve statewide buy-in into CU-Boulder and its endeavors.
- Establish CU-Boulder as a source of pride for all citizens of the state no matter their collegiate or political affiliations.
- Conduct ongoing, effective public relations and educational campaigns to keep the citizenry of and influencers within the state of Colorado constantly apprised of the important positive impact CU-Boulder has on the state. This strategy will help to minimize the impact of any potential negative news that might undermine CU-Boulder's reputation within the state.
- Likewise, to proactively build CU-Boulder's reputation nationally and internationally while minimizing negative impacts, all of which serves to build pride for CU-Boulder within the state of Colorado.

- Use the completion of the Flagship 2030 process to launch a multipronged strategic marketing plan within the state of Colorado to promote CU-Boulder's mission of excellence. This plan should establish a brand identity for CU-Boulder that communicates this mission as well as capitalizes on its uniqueness as a university, such as "The University of Colorado. The Height of Excellence."
- The creation of this strategic marketing plan must be accomplished via complete buy-in within the university itself. The development and implementation processes must include a representative cross-section of CU-Boulder's departments, schools and colleges.
- The Strategic Marketing plan should receive at least the same effort as the development of this Flagship 2030 initiative.
- This plan must include initiatives aimed at all state constituent groups identified in this report: the citizens of Colorado, government, industry, alumni, the P-12 and community college systems, current CU students and prospective CU students.