

**Strategic Investment in Long-term Opportunities Committee**  
**(SILO Committee)**

**Report of the Committee**  
**September 11, 2003**

**Members of the Committee:**

Bob Camley	Professor, Physics
Tom Christensen	Associate Professor, Physics
Barbara Gaddis	Director, Science Learning Center
Jere Haefner	Dean, Engineering and Applied Science
Jim Henderson	Vice Chancellor for Student Success
Lex Higgins	Professor, Business
Rita Hug	Head of Technical Services, Library
Tom Hutton	Director, University Relations
Kelly Maher	Co-Executive, Student Government
Sue Mitchell	Director, Student Success Center
Tamara Moore	Director, Student Recruitment and Outreach
Tom Napierkowski	Professor, English
Barbara Schiff	Articulation Coordinator, Student Success Center
Brian Schill	Co-Executive, Student Government
Susan Szyrka	Director, Public Safety
Robert Wonnert	Acting Dean of Students, Director, Student Auxiliary Services

## **Summary**

The SILO committee is pleased to submit to the University of Colorado at Colorado Springs community a report that includes a proposal for a revised vision statement, updated set of core values, and recommendations for actions which we believe will help move the campus toward the proposed vision. Our charge was to suggest needed actions, but not implementation steps. We believe that the actions recommended will move the campus forward by fostering a sense of collaboration across boundaries, moving us toward the University Without Wall articulated by President Hoffman while reinforcing the sense of community and uniqueness that has set us on our own path to excellence.

## **Background:**

On November 26, 2002, a strategic planning exercise was held to provide a framework for ongoing discussions of goals and strategies for the campus. This exercise provided the foundation for a response to President Hoffman's 2010 Vision, addressed current constraints, and provided the framework for an ambitious vision of the future of the campus. A broad cross section of faculty, staff, administration and students engaged in the strategic planning discussions.

One result of the exercise was a list of four major areas to be considered as part of a subsequent planning exercise. They are:

- The Identity and Marketing of the University
- The Recruitment and Retention of Students, Faculty, and Staff
- Silos at the University
- Revenue Generation

The areas are fairly straightforward in their emphasis with the possible exception of Silos at the University. The imagery of silos is often used to represent the tendency in complex organizations for areas of narrowly defined responsibility and interaction to develop, resulting in limitations on collaborative action and problem solving. Because this phenomena was viewed as impacting the other three areas as well as deserving attention on its own, it led to the acronym for the committee appointed to work on these issues.

The Strategic Investment in Long-term Opportunity (SILO) committee, consisting of students, staff, faculty, and administrators, was appointed in the spring of 2003 and asked to identify actions that needed to be taken in each of the four areas.

## **Charge to the Committee:**

On March 25, 2003, Chancellor Shockley met with the committee and provided a charge for action and a timeline. This committee was not expected to implement

changes, but to make recommendations of areas where active change should take place to address issues raised during the November 2002 strategic planning session and to move the University forward toward achieving Vision 2010 goals.

Because the Colorado Legislature adopted a new mission statement for the University in the spring, we were also asked to review the vision and values statements that were in current use to ensure that these statements reflected the current values and aspirations of the University.

The SILO Committee was asked to submit a final report to the University for consideration in early fall of 2003.

### **Committee Organization**

At its initial meeting the members were asked to serve on subcommittees representing two of the four major areas to be considered. Each member was given the privilege of choosing one subcommittee on which they would definitely serve, and stating a preference for the second committee. The following subcommittees resulted:

#### **Identity/Marketing**

Lex Higgins  
Rita Hug  
Tom Hutton, Chair  
Tamara Moore  
Tom Napierkowski  
Brian Schill  
Barbara Schiff

#### **Silos at the University**

Bob Camley  
Tom Christensen, Chair  
Jeremy Haefner  
Sue Mitchell  
Barbara Schiff  
Brian Schill  
Susan Szpyrka  
Robert Wonnett

#### **Recruitment/Retention**

Barbara Gaddis  
Lex Higgins  
Rita Hug  
Tom Hutton  
Kelly Maher  
Sue Mitchell, Chair  
Tamara Moore  
Tom Napierkowski

#### **Revenue Generation**

Bob Camley, Chair  
Tom Christensen  
Barbara Gaddis  
Jeremy Haefner  
Jim Henderson  
Kelly Maher  
Susan Szpyrka  
Robert Wonnett

Each of these groups met as a subcommittee to discuss the problems inherent in the area of focus. A draft report from each subcommittee was created, circulated among the subcommittee members, and then shared with the full committee.

## **Recommended Focus for Action:**

Since the summaries of the subcommittee recommendations contain numerous action items, we wish to provide a short list of recommended actions that we believe incorporate ideas that cross the subcommittee boundaries and represent positive steps that can impact all areas of the University. The summaries of the subcommittee reports follow this recommendation. We propose that the campus initiate the following actions in the coming year:

### 1) **Create a consistent marketing effort across campus.**

This will require:

- a) An agreement on a consistent name for the campus and accepted logo
- b) Improved campus identification at entrances
- c) Consistent publications images for all campus units
- d) Consistent information in publications
- e) Quality assurance to ensure accuracy of information and consistent image on websites

### 2) **Engage the entire UCCS community in retention and recruitment**

Steps in this direction should include:

- a) Targeted, consistent communications with students using e-mail as official communication
- b) Involving alumni more extensively in university activities and outreach
- c) Rewarding faculty and staff for student-centered involvement and engagement in recruitment and retention
- d) Providing meaningful data that identifies student patterns of enrollment and retention

### 3) **Make more effective use of resources**

In this time of limited resources, the following actions could enhance the use of current resources:

- a) Schedule classes to use classroom space more effectively and to accommodate distances between classroom buildings
- b) Encourage commercial development of some university land to increase both revenues and campus social environment
- c) Develop innovative practices which support faculty in pursuit of research and training grants

### 4) **Foster a climate of community in a time of enrollment growth**

While the current growth in student population has the positive benefit of offsetting some budget reductions, we must be proactive in ensuring that we continue as a collaborative community by:

- a) Providing consistent orientations to new employees at all levels
- b) Planning facilities that maintain a predominance of small classrooms
- c) Rewarding initiatives that result in innovative collaborations in the use of resources across units

- d) Establishing mechanisms for ensuring effective communication across campus, especially regarding information impacting units in different divisions

While this represents an ambitious set of recommendations, we believe that implementation will provide a springboard for the achievement of our Vision 2010 goals and position UCCS for continued growth in terms of quality and enrollment.

### **Summaries of the Subcommittee Recommendations**

Each of the four subcommittees provided a report on their deliberations and recommendations. The SILO Committee as a whole discussed each report. The following summaries provide an overview of those recommendations. A copy of each subcommittee report, modified to a common format, is available upon request.

#### **Identity/Marketing:**

- Marketing
  - Seek consensus on common understanding on campus of marketing definition and university-wide involvement
  - Coordinate marketing efforts across campus
  - Identify appropriate budget
  - Conduct research to determine effectiveness of marketing
  - Share current marketing research with campus
  - Segment marketing to traditional and nontraditional students
- Image/Identity
  - Select a name and “look”
  - Emphasize university’s strengths
  - Market against competitor’s weaknesses
- Community Collaboration
  - Improve awareness of programs across campus
  - Develop ‘stakeholder’ orientation that changes campus behaviors
  - Enhance collaboration despite stiffer competition for campus resources that result from increasingly tight budgets
- Campus Aesthetics
  - Use beautiful campus as a draw for students and preserve beauty
  - Use construction as a positive for campus
  - Improve campus identity at entrances as well as internal signage
- Attracting Students
  - Determine factors which lead students to attend UCCS

#### **Recruitment/Retention**

- Entire campus needs to be invested in recruitment/retention
  - Instill a campus culture of common language
  - Use consistent, targeted communication to students

- Encourage more student access to faculty
- Connect students to advisors
- Mentor freshmen
- Target undecided students for support and advising
- Establish rewards for faculty and staff to engage in orientation and other activities that provide direct involvement with students
- Coordinate processes from application to registration
- More data is needed on student behavior
  - Why do students come here
  - Why do students stop-out
  - Why do students leave
  - What is the behavior of successful students
- Determine what we do and should promise to recruited students, faculty and staff and make sure that we deliver on those promises
- Use Alumni more effectively
  - Communicate more effectively to graduates
  - Engage alumni on boards, as student tutors
- Inform faculty and staff of available resources related to retention and encourage them to promote those resources to students
- Use limited resources in a more targeted way
  - Chart responsibilities and identify redundancies and voids of service
  - Target non-traditional and commuter students
  - Create permanent retention oversight committee
  - Target higher socio-economic prospective students
- Reward faculty/staff for student-centered involvement and focus
  - Re-examine reward split between research, teaching, and service
  - Provide incentives for faculty/staff to engage students outside of the office or classroom
  - Reward departments that show a particular student focus
  - Explore how to award staff within the state classified system for outstanding service to students

### **Revenue Generation**

- Commercial development of UCCS land
  - Consider leasing for fast food, bookstores, coffee shops, etc.
  - Contact real estate developers to explore commercial use
- Increase grants and sponsored research
  - Create climate of expectation that faculty will write grants
  - Have teaching loads appropriate for research faculty
  - Enhance salary of research faculty through ICR or other incentives
  - Pursue education and training grants
- Utilize UCCS facilities for conferences, etc. at non peak times
  - Attract international students for summer conferences
  - Create programs for home schooled children in summer

- Develop weekend programs
- Use the TV station as a revenue generating operation
  - Investigate use of commercials on TV station
  - If commercials not feasible, pursue underwriting announcements as on NPR or PBS
  - Advertise UCCS on the station
- Increase Alumni and community support
  - Create long-term program not tied to fundraising
  - Find best mechanism for active involvement of alumni
- Develop mechanisms that allow individual departments to approach local industry for support
- Investigate charging fees for campus events
  - Look at trade-off with good will of free campus event
  - Reconsider widespread inclusion of free food at events
- Don't raise student fees
- Recentralize advertising for extended studies to save money

### **Silos at the University**

- Emphasize cooperation and collaboration
  - Maximize communication across units on campus
  - Pursue University Without Walls both on campus and among CU campuses
- Establish clear understanding of seemingly conflicting terms in mission, values and vision statements
  - “Student-centered”
  - “Research culture”
  - “Community-oriented”
- Improve service to students
  - Establish priority system for registration
  - Help students enrolling for one or two courses minimize fees
  - Help disabled students more
  - Minimize disruption by students in classes
  - Give priority for use of facilities to students, then campus units, then community
  - Provide more information regarding student services and faculty expectations of student on course syllabi
- Increase communications to offset larger size of university
  - Provide orientation for new employees at all levels
  - Share CCHE and state directives with all constituencies
  - Evaluation of supervisors by those being directed as part of annual evaluation
  - Communicate changes in academic policies or classes between colleges
  - Institute quality assurance to ensure accuracy of information on websites

- Check for agreement of information among publications
- Standardize processes among units
  - Create consistent academic processes among colleges
  - Have consistent operating hours
  - Equalize funding and budget processes
  - Establish consistent inclusions and formatting in the catalogue and schedule of courses of prerequisites and when courses are offered
- Seek appropriate growth
  - Keep class sizes small
  - Increase instructional and support systems
- Use resources, such as classrooms, more effectively
  - Schedule of classes
    - Schedule classes to take advantage of lower usages such as Friday
    - Look at 50-minute class periods
    - Consider transportation concerns
  - Review organizational structures
    - Do colleges support interdisciplinary learning
    - Would a provost be better than three equal Vice Chancellors
    - Consider impact on sponsored research of split between administrative oversight and accounting requirements
- Reward what we value
  - Hold tenured faculty and classified staff accountable for job performance
  - Have administrators evaluated by those in the reporting structure
- Get better accounting information
  - Provide better format for reports
  - Ensure right account charged
  - Reduce complaints about GAR.

**Mission Statement:**

The UCCS mission statement had remained unchanged for several years. As stated in statute, it was:

**The Colorado Springs campus of the University of Colorado shall be a comprehensive baccalaureate liberal arts and sciences institution with selective admission standards. The Colorado Springs campus shall provide selected professional programs and such graduate programs as will serve the needs of the Colorado Springs metropolitan area, emphasizing those programs not offered by other institutions of higher education (Colorado House Bill 1187, Section 5).**



As of this spring, the mission statement was modified to give the campus a statewide mission with an expanded set of programs:

**The University of Colorado at Colorado Springs shall be a comprehensive baccalaureate university with selective admissions standards. The University of Colorado at Colorado Springs shall offer liberal arts and sciences, business, engineering, health sciences and teacher preparation undergraduate degrees and a selected number of masters' and doctoral degree programs.**

This change in mission informed our discussion of the vision and values of the campus as we move forward to meet that new mission.

### **Vision Statement**

As a starting point for our discussions, we considered the purpose of a vision statement. Our guiding principles were that a vision statement should:

- Be a statement of a preferred future
- Be realistic and credible
- Be easily understood
- Orient the organization's energy
- Serve as a guide to action
- Challenge the organization to achieve its mission

The current vision statement is:

**We will provide a public undergraduate education unexcelled in the state and selected excellent graduate programs.**

We considered as a contemporary vision statement one generated for the system-wide Vision 2010 for this campus:

**As America's #1 comprehensive regional research university, we will:**

- **Offer an outstanding, student-centered, community-focused, undergraduate experience that includes research opportunities across a wide variety of majors that actively serve the educational needs of our community.**
- **Offer outstanding graduate programs that serve regional, state or national professional needs, in addition to enhancing the campus' research mission.**
- **Engage in world-class research that includes traditional basic research, but also highly values applying research in multiple contexts**
- **Engage extensively in funded research, sponsored program and extended studies activities across a wide variety of contexts, with special emphasis on those that directly benefit our community.**

After considering these statements, we propose a revised vision statement that is simple and yet contains elements of both of these. We believe that this vision reflects an enduring dedication to excellence in the education of students along with an aspiration for recognition as a premier regional research university.

### **Proposed Vision Statement**

**The University of Colorado at Colorado Springs will provide unexcelled, student-centered teaching and learning, and outstanding research and creative work that serve our community, state, and nation, and results in our recognition as the premier comprehensive, regional research university in America.**

### **Values**

Core values may be defined as an organization's small but fundamental set of guiding principles. The current set of Core Values was adopted in the early 1990's, and has served the campus well. We have chosen to make few changes in the proposed Core Values. However, we believe that the changes proposed reflect our recent change in mission and substantial change in the vision statement.

### **Proposed Core Values**

**EXCELLENCE:** We will attract, develop and retain outstanding faculty, staff, and students, and focus on those programs and services that we can offer at an exemplary level.

**STUDENT SUCCESS:** We will help traditional and non-traditional students succeed in their academic endeavors by assuring a stimulating, supportive, and safe environment in a naturally beautiful setting. We will encourage students to recognize their responsibility to participate fully in their own educational success and to contribute to the quality of all aspects of campus life.

**COMMUNITY INTERACTIONS:** We will make known our vision, values, and goals and provide a demonstrated return on investment to the citizens of Colorado. We will link the university more closely to the communities we serve. We will communicate the value of the university to the citizens and elected leaders of our state, alumni, and potential students everywhere.

**ENRICHING ENVIRONMENT:** We will aggressively seek the development of a multicultural campus environment in which each person contributes unique talents to make the university a better place. In turn, each person will be fully

valued and supported. We will reaffirm the tradition of shared governance and encourage all members of our campus community to join together in creating a positive working environment where all enjoy respect, fair treatment, and a voice in campus decisions.

**QUALITY TEACHING:** We will promote and reward teaching excellence. We will strive to maintain predominantly small classes taught by dedicated and accessible faculty.

**RESEARCH AND CREATIVE WORK:** We will promote and reward research and creative work that advances knowledge, that makes a valuable contribution, that enhances our teaching and service missions, and that encourages collaboration between students, both graduate and undergraduate, and faculty.

**SERVICE:** We will attract and reward members of the campus community who place a high value on service and who are committed to contributing their expertise to the university and the public good.

**STAFF CONTRIBUTION:** We will value the vital role that staff play in supporting and enhancing the mission of the university.

**INNOVATION AND CHANGE:** We believe that universities both preserve the past and help create the future. We will encourage innovation in teaching, research, and service and prepare our students to succeed in a rapidly changing global and technologically advancing environment.

**LIFE-LONG LEARNING:** We will commit to serving the educational needs of members of our community at many points along life's path—as K-12 students, as university students, as they enter the work force, as they retrain for new careers, and as they continue to learn and grow throughout their lives.

For purposes of comparison, we list the current core values:

***CURRENT CORE VALUES:***

**EXCELLENCE:** We will attract, develop and retain outstanding faculty, staff, and students, and focus on those programs that we can offer at an exemplary level.

**STUDENT SUCCESS:** We will help traditional and non-traditional students succeed in their academic endeavors by assuring a stimulating, supportive, safe and naturally beautiful setting. Campus residence halls will enrich students' experiences by providing a living-learning environment. We will encourage

students to recognize their responsibility to participate fully in their own educational success and to contribute to the quality of campus life.

**ACCOUNTABILITY AND PUBLIC COMMUNICATION:** We will make known our vision, values and goals and provide a demonstrated return on investment to the citizens of Colorado. We will link the university more closely to the community we serve. We will reflect a positive, unified and consistent image and communicate the value of the university to the citizens and elected leaders of our state, alumni, and potential students everywhere.

**ENRICHING ENVIRONMENT:** We will aggressively seek the development of a multicultural campus environment in which each person contributes unique talents to make the university a better place and in turn is fully valued and supported. We will reaffirm the tradition of shared governance and encourage all members of our campus community to join together in creating a positive working environment where all enjoy respect, fair treatment, and a voice in campus decisions.

**QUALITY TEACHING:** We will demonstrate the highest regard for teaching excellence and will reward quality teaching. We will strive to maintain predominantly small classes taught by dedicated and accessible full-time faculty and other qualified professionals.

**RESEARCH AND CREATIVE WORK:** We will promote and reward research and creative work that advances knowledge, that makes a valuable contribution, that enhances our teaching and service missions, and that encourages collaboration between undergraduate or graduate students and faculty.

**SERVICE:** We will attract and reward members of the campus community who place a high value on service and who are committed to contributing their expertise to the university and the public good.

**STAFF CONTRIBUTION:** We will value the vital role that staff play in supporting and enhancing the educational mission of the university.

**INNOVATION AND CHANGE:** We believe that universities both preserve the past and help create the future. We will encourage innovation in teaching, research, and service and prepare our students to succeed in a rapidly changing global and technologically advancing environment.

**LIFE-LONG LEARNING:** We will commit to serving our students at many points along life's path – during and after high school, as they enter the work force, as they retrain for new careers, and as they continue to learn and grow throughout their lives.

## **Conclusion**

The debates surrounding vision statements, core values, and suggested strategic actions can often become rancorous and reflect deeply seated conflicts on the direction of an institution. The deliberations of this group were marked by frank and honest discussions held in an atmosphere of mutual respect and genuine concern for the University of Colorado at Colorado Springs as a community dedicated to teaching, learning and the generation of new knowledge. While there may have been a silo in the title of the committee, that structure was not reflected in our deliberations. We hope that the consideration of the ideas and actions proposed here will continue that tradition.