

## **Criterion Five. Resources, Planning, and Institutional Effectiveness**

**The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.**

### **Assurance Evidence**

CSU operates with a balanced annual budget reflecting both the size and complexity of the institution. Through diligent management of its financial resources, it has acquired and sustains excellent physical, human, and technological resources that support accomplishment of its mission. As evidence that CSU fulfills the aspirations of Criterion Five, each section that follows will discuss how resources are assessed, and the processes of effective leadership that enable institutional responsiveness and resiliency to address the challenges facing CSU, similar to other major public institutions of higher education.

The major institutional challenge of the future was clearly presented by President Frank in his 2012 Fall Address to the University: "Unless there are fundamental changes to the way in which we as Coloradans manage the resources we entrust to each other in this place we call home, there will be no funding for public higher education – not on some far off day, not after we're all comfortably retired, not at a time to warn our children to look out for, but in the next 7-10 years – on our watch." He referenced a report from the Center for Colorado's Economic Future that anticipates a gap of \$3.34 billion between the state's General Fund revenues and expenditures by FY2024-25. Frank said he hopes the funding situation doesn't come to that point, and he has confidence in state leaders who are working on the challenge. Still, he said, preparing the University for defunding is essential to preserving the University's quality and affordability – and planning has to start now. If defunding doesn't occur, then CSU will still be a stronger institution that is well-positioned for keeping tuition low and investing in faculty and staff and resources while maintaining academic excellence.

President Frank proposed that the long-term plan being developed (which he also calls "CSU 2020") will focus on:

- Growing non-resident student enrollment (total student enrollment target: 35,000);
- Maintaining CSU's position as the school of choice within Colorado; and
- Pushing for excellence in every aspect of the University's mission.

"If our efforts to stabilize funding for Colorado public higher education succeed, we can see an unprecedented growth of quality at Colorado State – improving ourselves in nearly every parameter and metric of academic excellence," President Frank proclaimed.

### **Sources**

 Colorado's Economic Future  
 President's Fall 2012 Address