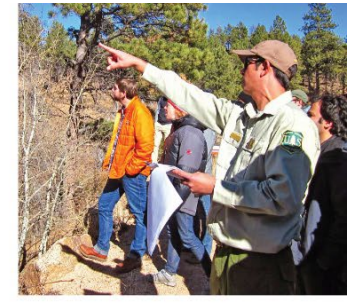


DRAFT 2022-2027 STRATEGIC PLAN FOR FEEDBACK



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INTRODUCTION

We launched this five-year strategic plan process in February 2022. After additional input from students, alumni, other faculty, and community partners, we expect to adopt the final version in December 2022.

This five-year plan is being developed earlier than scheduled since our current five-year plan runs from 2019 - 2024. With so many significant internal and external context changes since the 2018-2019 visioning process, however, we decided to launch a new five-year planning effort rather than conduct an annual update. At the department level we have two new faculty members -- Dr. deSouza and Dr. Shirgaokar -- who were not involved in developing the current plan. The College of Architecture and Planning's current strategic plan was developed from 2017-2019 and several new initiatives and opportunities in that plan are not reflected in our current plan. At the campus level, CU Denver adopted a bold new strategic plan in AY 2020-2021 with the arrival of a new Chancellor and other senior leadership. The CU System also adopted a new strategic plan. Even more significant are the changes in our external environment, from global environmental changes, a devastating pandemic, worsening inequality, racial reckoning, and demographic shifts, to changes closer to home, such as the delivery of, and demand for, higher education, the emerging and continuous issues in the field of urban planning, and the unaffordability of housing in Denver and the larger Denver Metropolitan region.

Strategic Plan Development Process

Stage 1: February – June 2022

The seven full-time faculty of the Department of Urban and Regional Planning (DURP) began the process with the guidance of Virginia Winters of Equinox Consulting. As background preparation, we reviewed and updated progress on our 2019 goals, objectives, and actions; examined years of alumni one-year-out surveys, faculty course questionnaires, student feedback during the annual MURP Faculty-Student Townhall feedback sessions; and studied years of Capstone client feedback surveys. Department Chair Carrie Makarewicz also conducted open-ended interviews and conversations with more than 25 affiliated individuals,

including 10 alumni in various fields and stages in their careers; 5 adjunct lecturers; and members of the college's Advisory Board.

With this background information, the full-time faculty participated in five strategic planning workshops, three facilitated by Virginia Winters from Equinox Consulting. Through these sessions, we conducted a SWOT analysis and identified our top three strategic priority goals and a set of supportive objectives for each. See pages 8-10 for more detail.

Three strategic priority goals for feedback in Stage 2

1. Increase our faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.
2. Increase faculty capacity and administrative support for our ability to engage in, advance, conduct, and promote more research, community engagement, enhanced educational program activities, and creative activities.
3. Strategically integrate, and coordinate knowledge, skills, and values taught in the Master of Urban and Regional Planning (MURP) curriculum to anticipate emerging trends and prepare students for diverse career paths.

Stage 2: September 2022 – January 2023.

The second phase will take place in late September through the end of January 2023 to gather feedback and edits from more students, alumni, part-time faculty, and other professionals. Specifically, there will be:

- Five virtual alumni focus groups in October. Our target is 30 participants across the five sessions.
- An online alumni survey in January 2023 to capture additional feedback from those who could not participate in a focus group.
- Four in-person and virtual focus groups with students in February 2023.
- An online student survey for students unable to participate in person, and/or would like to provide anonymous feedback in January 2023.
- Two feedback sessions with part-time faculty in December 2022.
- Two feedback sessions with employers in December 2022.

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Stage 3: February 2023

In this stage we will update this draft plan with the additional input from Stage 2 and publish the final plan on our website with announcements about the plan through our semesterly MURP Alumni Association newsletter, the CAP monthly newsletter, and our social media accounts.

IMPLEMENTATION PROCESS

To ensure we are making continual progress towards our goals, we are implementing the following processes.

Tracking our future progress

Strategic Planning Dashboard

The department will use an online dashboard in Microsoft Teams to monitor and act upon our three strategic priority goals and supporting objectives. The dashboard is a single screen with individual or committee leads, timeline, status, and resources for each goal and objective.

Individual faculty, or the following newly formed committees of two to four faculty members, will identify appropriate actions for each goal and objective. They will report on their progress every other month at the bi-weekly faculty meetings. Depending on the subject, the committees may involve students, part-time faculty, alumni, employers, and other professionals.

Strategic Plan Committees

- Finance
- Curriculum
- Teaching
- International initiatives
- Community Partnerships
- Culture
- Recruitment
- Administration

For cross-cutting topics such as DEI, technology, administration, and recruitment, committees will hold joint meetings or discuss these topics during regular faculty meetings or specially convened meetings.

Annual Advisory Process

In lieu of creating a DURP Advisory board, which would overlap with our MURP Alumni Association Board and the CAP Advisory Board, we are creating an annual advisory process with the following steps.

1. Post an annual progress report to our CAP website with links from our social media accounts and CAP and MURPAA newsletters.
2. Hold focus groups and surveys, as necessary to discuss progress, resources, and determine necessary changes in direction or focus.
3. Present updates to the MURPAA Board at a meeting open to students and other alumni.
4. Present updates to the CAP Advisory Board.
5. Provide links to the annual report at the end of our annual one-year-out survey of all alumni.

PROGRESS 2019-2022

Summary of activities and achievement

In our 2019-2024 strategic plan, we identified 19 goals, 110 objectives, and 251 detailed action steps. As of September 2022, 17 of our goals were started or implemented, only one was not yet started, and one is no longer relevant (see Table below). The objectives followed a similar pattern, with a split between implemented and done, or in-progress and not started. Many of these remaining objectives and actions will be carried forward as steps required to achieve the goals that we identified for 2022-2027.

Progress to date of 2019-2024 Strategic Plan						
Items	Total	Completed (Discrete)	Implemented & Ongoing	In-Progress	Not Started	N/A in 2022
Goals	19	0	8	9	1	1
Objectives	110	2	48	38	12	4
Actions	251	14	87	89	50	11

Curricular Achievements

Advanced skills

The MURP program now requires students to complete an advanced skills/methods course. This required three new electives: Planning Engagement, Urban Policy Analytics, and Visualization for Planners.

Constructed a comprehensive set of courses for 6 planning areas:

1. Transportation planning
2. Housing and community development
3. Land development
4. Environmental planning
5. Physical planning & urban design
6. Healthy communities planning

Small town, rural, and resort community planning

The MURP curriculum currently offers an elective course, Small Town, Rural, and Resort Planning, and the summer “Colorado Mountain” section of our Planning Project Studio core course. We also held three study abroad studios on sustainable tourism planning: Crete, Greece in 2017 and 2019 and Bodrum, Turkey in 2022.

Online courses

The core course Planning History and Theory, taught by Professor Németh, has been delivered entirely online in a synchronous format since Fall 2020. This provides flexibility and convenience for students and gives us the opportunity to improve our online delivery. The class has received high marks in this format.

In the summer session, GIS for Planning and Visualization for Planning are offered entirely online in a synchronous format.

Catalog changes

The Chair, Associate Chair, and Studio Coordinator met with the Studio Instructors to plan changes to two core courses: Planning Workshop and Planning Practice & Technology beginning in Fall 2023. The changes include reducing Planning Workshop to three credits, which allows the creation of a new core course, Planning Technologies, and the redesign of Planning Practice and Technology to Planning Practice and Engagement. These

changes allow us to include in-depth training on planning engagement and a set of core planning technologies in the core curriculum. It will also reduce the time required for the first client-based studio, Planning Workshop, by reducing the client portion. This will allow students to focus on skill development devote enough time to their other courses during the same semester.

Dual and Overlapping degrees

We developed new dual degrees with Master of Applied Geography/Geospatial Sciences, Master of Engineering – Transportation, Civil Engineering, and an overlapping dual with the Master of Urban Design.

Community Partnered research

Faculty members have been active in numerous research studies in Denver and the region through four CU Denver Presidential initiative grants, an NSF Civic Innovation Challenge Grant, and other federal and local grants.

A DURP-led team of fifteen faculty members on campus were awarded one of two campus-wide awards of \$285,000 from the Provost’s Grand Challenge competition to launch a Community Collaboration and Research Center that will provide short-term research and technical assistance to community groups, and longer-term community-partnered research on urban vulnerabilities to climate change.

Student Support and Diversity

- The college successfully launched an online mentorship platform with several MURP students and alumni participating.
- The department is increasing its recruitment activities to expand our research to more students of color in undergraduate and high school programs. We will be working with the City and County of Denver’s Department of Community Planning and Development to coordinate our high school outreach with their high school curriculum on urban planning, and internship program. Eugene Howard has developed and delivered several “Youth Engagement Planning Presentations” to high school students as a component of their Civic Engagement studies.
- The college and department have created new scholarships to support Diversity, Equity, and Inclusion.

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- We have hired department graduate assistants who self-identify as students with diverse identities to help promote an inclusive culture and bring more diverse people into the field.
- Faculty members actively reach out to students for advising appointments once each semester. Students are still able to choose their own advisors and meet with several professors, but the faculty member outreach has helped to ensure students have more faculty guidance as they choose their paths through the MURP program.

Alumni Involvement

The MURP Alumni Association (MURPAA) Board created and continues several alumni-student events, including: MURP Connect, Capstone Conversations, Distinguished Alumni Lecture, and Capstone Celebration. The department hires a graduate assistant dedicated to supporting the MURPAA board. MURP Alumni are also regularly invited to speak in core and elective courses, and several are instructors in the program.

Faculty Achievements

Several full-time faculty members have been promoted: Jeremy Németh was promoted to full professor, Andrew Rumbach and Carrie Makarewicz were promoted to associate professor, Jennifer Steffel Johnson and Ken Schroepel were promoted to Assistant Professor, Clinical Teaching Track, and Sam Suter and Eugene Howard were promoted to Assistant Professor Clinical Track.

Two faculty served on national boards for the American Collegiate Schools of Planning: Carrie Makarewicz was the Vice President of the Faculty Women's Interest Group, and Austin Troy was on the ACSP Governing Board.

DRAFT STRATEGIC PRIORITY GOALS AND OBJECTIVES FOR 2022-2027

The following pages present the draft priority goals and their 18 supporting objectives within the context of the campus and college missions and goals.

The second table outlines the implementation details for each objective, including status, proposed timeline, the responsible person(s) or committee, and some of the available resources in the college, campus, system, or community to achieve each objective.

Vision, Mission, and Goals of the Campus, College, and Department

<p style="text-align: center;">Campus Strategic Plan 2021-2026: Innovating for the Future</p> <p>Mission: The University of Colorado is a public research university with multiple campuses serving Colorado, the nation and the world through leadership in high-quality education and professional training, advancing research and knowledge, state-of-the-art health care and public service.</p> <p style="text-align: center;">Four Pillars of CU Denver Strategic Plan:</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">1. Affordability & Student Success</td> <td style="width: 50%;">3. Discovery & Impact</td> </tr> <tr> <td>2. Diversity, Inclusion, Equity & Access</td> <td>4. Fiscal Strength</td> </tr> </table>	1. Affordability & Student Success	3. Discovery & Impact	2. Diversity, Inclusion, Equity & Access	4. Fiscal Strength	<p style="text-align: center;">College of Architecture & Planning: Mission and Goals</p> <p>Mission: Ignite evolution that enriches places for people and the planet.</p> <p style="text-align: center;">Goals to fulfill college mission</p> <p>Respect. Value the unique spark of each person, profession, & place Engage. Learn through doing and connecting Evolve. Ignite evolution to enrich places for people and the planet</p>
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DURP Strategic Goals and Objectives 2022-2027

<p>#1. Increase faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.</p>	<p>#2. Increase faculty capacity and administrative support for our ability to engage in, advance, conduct and promote more research, community engagement, enhanced educational program activities, and creative activities.</p>	<p>#3. Strategically integrate, and coordinate knowledge, skills, and values taught in the MURP curriculum to anticipate emerging trends and prepare students for diverse career paths.</p>
<p>1.1 Start an undergraduate program to connect diverse undergraduates to planning and support a diverse faculty hire for undergraduate and graduate programs.</p> <p>1.2 Create a comprehensive recruitment strategy through outreach and partnership structures to connect with diverse undergraduate institutions, K-12 school districts, nonprofits, etc.</p> <p>1.3 Provide equity training for faculty and students and embed a core DEI component in all courses by full-time and part-time faculty (e.g., through readings, discussions, assignments, etc.).</p> <p>1.4 Pursue and create scholarships to support diverse recruitment and retention through a comprehensive development strategy.</p> <p>1.5 Develop international partnerships to support recruitment funding opportunities, and student learning.</p> <p>1.6 Create a truly inclusive culture for all students and faculty through DEI-focused events, dialog, processes, and transparent feedback systems with multiple ways of engagement</p>	<p>2.1 2.1 Secure funding for an additional full time faculty member (“faculty line”) to increase capacity and teaching and research areas.</p> <p>2.2 Increase our use of graduate program assistants at the MURP and PhD levels for program and department initiatives and ongoing activities.</p> <p>2.3 Establish and sustain discretionary funding through fundraising, services, programs, and additional academic offerings from diverse stakeholders.</p> <p>2.4 Establish administrative support for mutually beneficial partnerships with community groups to further our knowledge and understanding, provide needed research and technical assistance, and create engaged service-learning opportunities.</p> <p>2.5 Influence and leverage CU Denver’s proposed Open Innovation District plans to support our department’s goals.</p> <p>2.6 Establish partnerships with technology firms to support exploration of new technologies for teaching and research.</p>	<p>3.1 Create standing curriculum committee focused on all current and near-term (1-3 years) courses to assess outcomes, reduce overlap, improve content, and stay current with the fields.</p> <p>3.2 Establish forward-looking Advisory Process to inform MURP students of emerging trends for long-range curriculum planning and strategic positioning.</p> <p>3.3 Create a regular department seminar with PhD program for in-depth discussion and debate about planning theory, current research, best practices, etc.</p> <p>3.4 Offer additional training and resources for students and professionals to help them with their courses and careers.</p> <p>3.5 Embed a teaching excellence program and culture in the department for all full- and part-time faculty to share and teach best teaching practices.</p> <p>3.6 Develop international partnerships to connect with emerging global trends and promote global sustainability.</p>

Goal Implementation: Status, Timeline, Leads, & Resources				
Strategic Goal & Objectives	Status	Timeline	Committee / Dept. Leads	Resources & Strategies
Priority 1. Increase faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.				
1.1 Start an undergraduate program to connect diverse undergraduates to planning and support a diverse faculty hire for undergraduate and master’s programs	In-progress	2022-2024	Funding	GES Dept/CLAS
1.2 Create comprehensive recruitment strategy through outreach and partnership structures to connect with diverse universities, k-12 schools, nonprofits, etc.	In-progress	2022-2023	Funding, Admin	Jodi Stock, Grad Assts. City CPD high school program, universities, Idealist.org
1.3 Provide equity training for faculty and students and embed a core DEI component in all courses by full-time and part-time faculty (e.g., through readings, discussions, assignments, etc.).	In-progress	Spring 2023	Teaching	College & Arch training, Campus CETL, HR Instructor Orientation
1.4 Pursue and create scholarships to support diverse recruitment and retention through a comprehensive development strategy.	In-progress	2022--	Funding, Admin	Advancement office, Endowments, donor, CHFA and other planning agencies
1.5 Develop international partnerships to support recruitment, diverse backgrounds, funding opportunities, and student learning.	In-progress	2022--	International, Teaching	Office of Global Education; Mexico City Study Abroad, Mumbai connections
1.6 Create a truly inclusive culture for all students and faculty through DEI-focused events, dialog, processes, and transparent feedback systems with multiple ways of engagement.	In-progress	2022--	Admin	CAP JEDI Action Plan; Campus strategic plan, HSI
Priority 2. Increase faculty capacity and administrative support for our ability to engage in, advance, conduct and promote more research, community engagement, enhanced educational program activities, and creative activities.				
2.1 Secure funding for an additional full time faculty member (“faculty line”) to increase capacity and teaching and research areas	Not started	2024-2025	Funding	Campus’s Urban Initiative/CCRC Grant, Undergrad program with GES
2.2 Increase our utilization of graduate program assistants at MURP and PhD levels for program and department initiatives and ongoing activities.	Continue	2022--	Admin	Discretionary budget, endowment
2.3 Establish and sustain discretionary funding through fundraising, services, programs, and additional academic offerings from diverse stakeholders	In-progress	2023--	Funding	Boulder MSRE-CAP Track; Winter semester mini-courses
2.4 Establish administrative support for mutually beneficial partnerships with community groups to further our knowledge and understanding, provide needed research and technical assistance, and create engaged service-learning opportunities.	In-progress	2022	Community Partnerships	Campus’s Urban Initiative/CCRC Grant

Goal Implementation: Status, Timeline, Leads, & Resources				
Strategic Goal & Objectives	Status	Timeline	Committee / Dept. Leads	Resources & Strategies
2.5 Influence and leverage CU Denver’s proposed Open Innovation District plans to support our department’s goals.	In process	2022--	KS, AT	Grand challenge, Rachel Gross Chancellor’s Fellow position, Strategic Plan Implementation Office
2.6 Establish partnerships with technology firms to support exploration of new technologies for teaching and research.	Not started	Sp 2023	AT, MS	FAST Lab, RM Geospatial group, Auraria Library
Priority 3. Strategically integrate, and coordinate knowledge, skills, and values taught in the MURP curriculum to anticipate emerging trends and prepare students for diverse career paths.				
3.1 Create standing curriculum committee focused on current and near term (1-3 years) courses to assess outcomes, reduce overlap, improve content, and stay current with the fields.	In-progress	2022--	Curriculum	College electives survey; Revised Planning workshop, technologies. Started Syllabus share
3.2 Establish forward-looking Advisory Process to inform MURP of emerging trends for long range curriculum planning and strategic positioning.	In-progress	2022	Admin	2022 strategic plan process
3.3 Create a regular department seminar with the PhD program for in-depth discussion and debate about the theory, current research, current practice, etc.	In-progress	2022	Teaching, Curriculum, Admin	Thesis and independent study advisors and alternative colloquium
3.4 Offer additional training and resources for students and professionals to help them with their courses and careers.	In-progress	2022	Curriculum	College Director of PD & Internships; Campus strategy to be University for Life; winter workshop on GIS (Mandy Rees)
3.5 Embed a teaching excellence program and culture in the department for all full and part time faculty to share and teach best teaching practices.	Not started	2023	Teaching	Coordinate GP&D PhD with SPA PhD teaching certificates and training
3.6 Develop international partnerships to connect with emerging global trends and promote global sustainability.	In-progress	2022	International	Submitted proposal for Mexico City study abroad. Shirgaokar meeting with Mumbai universities