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## INTRODUCTION

### Why this plan?

We launched this five-year strategic plan process in February 2022 during our annual strategic plan update to the 2019-2024 plan. Through the annual review process, we decided to develop a *new* five-year plan, rather than update the existing, even though the existing plan extended to 2024.

Since the visioning for the 2019-2024 in fall 2018, there had been significant changes to our internal and external contexts. Internally, there were changes at the department, college, campus, and system level:

- the department hired two new full-time faculty members, Dr. Priyanka deSouza and Dr. Manish Shirgaokar;
- the College of Architecture and Planning’s adopted a strategic plan in 2019 and several new initiatives and opportunities in that plan were not reflected in our department’s plan;
- CU Denver adopted a bold new strategic plan in AY 2020-2021 with the arrival of a new Chancellor and other senior leadership; and
- the CU System adopted a strategic plan in 2022.

Further, there have been major changes in our external environment:

- global environmental changes from rapidly increasing climate change,
- the COVID-19 pandemic,
- growing inequality and racial reckoning,
- demographic shifts,
- changes to higher education from online learning technologies, and economic restructuring, and student loan debt,
- emerging and continuous issues in the field of urban planning, and
- Denver metro’s shortage of affordable housing.

In light of these changes, we developed a three-stage process from February 2022 to March 2023 to collect extensive feedback from students, alumni, other faculty, employers, community partners, and the members of the Planning Accreditation Board’s Site Visit team, as well as the people

they interviewed during their visit. After incorporating this extensive feedback, we adopted this plan on March 15, 2023.

The first step in the process for the new plan was the annual progress review from the 2019-2024 plan. Through this annual evaluation of our goals and objectives we identified several goals and objectives to work on through 2022, such as updates to our curriculum, as well as which goals, objectives, and actions to include in the 2022-2027 plan.

### Background: Review of Activities and Achievements 2019-2022

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 1). The objectives followed a similar pattern, with a split between implemented and done, or in-progress and not started.

Table 1. Progress on 2019-2024 Strategic Plan (as of September 2022)						
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/methods requirement*

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

#### *Constructed a comprehensive set of courses for 6 planning focus areas:*

1. Transportation planning
2. Housing and community development
3. Land development

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4. Environmental planning
5. Physical planning & urban design
6. Healthy communities planning

### *Small town, rural, and resort community planning*

Updated the curriculum to include 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 were offered entirely online in a synchronous format from 2020-2022.

### *Revision to three required courses to include core planning technologies and planning engagement (beginning 2023-2024)*

The Chair, Associate Chair, and Studio Coordinator met with adjunct faculty and Clinical Track instructors to plan changes to two existing core courses: Planning Workshop and Planning Practice & Technology, resulting in three revised core courses. The changes will begin in the Academic Year 2023-2024 and include the following: reducing Planning Workshop to three credits, which allows the creation of a new core course, Planning Technologies, without increasing the required credits, and the redesign of Planning Practice and Technology to Planning Practice *and Engagement*. These changes allow us to include both fundamental planning technologies and deeper training on planning engagement in the core curriculum. It will also reduce the out-of-class time required for the first studio, Planning Workshop, by reducing or eliminating the client portion. This will allow students to focus on skill development in that course while devoting enough time to their other core 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 \$275,000 from the Provost’s Grand Challenge competition to launch a Community Collaborative Research Center (CCRC) 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.
- The college and department have created new scholarships to support Diversity, Equity, and Inclusion.
- 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.

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### Alumni Involvement

The MURP Alumni Association (MURPAA) Board created and continues several alumni-student events, including: MURP Connect, Capstone Conversations, Annual Distinguished Planner Award & Lecture, and Capstone Celebration. The department hires a graduate assistant dedicated to supporting the MURPAA board and activities. 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, Carrie Makarewicz was 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.

## 2022-2027 STRATEGIC PLAN DEVELOPMENT PROCESS

### Stage 1: Develop the Draft Strategic Plan (February – June 2022)

The seven full-time faculty of the Department of Urban and Regional Planning (DURP) began the process with data analysis of several sources of information on our program:

- 9 years of MURP alumni one-year-out surveys,
- recent faculty course questionnaires from core and elective courses,
- student survey and in-person feedback during the annual 2022 MURP Faculty-Student Townhall feedback session on April 21, 2022, and
- 5 years of Capstone client feedback surveys.

In addition, to step into her new role, as of January 2022, the Department Chair, Carrie Makarewicz, had conversations with 25 alumni, adjunct faculty, and college's Advisory Board members, from January to April about the program, the field, and the strategic plan. She also attended the APA National Planning Conference in San Diego, CA. These conversations and the conference attendance provided informal feedback on the program feedback and insights to current trends and needs in the profession that helped to inform the draft strategic plan.

With this background data, from March 7<sup>th</sup> through May 6<sup>th</sup>, the fulltime faculty members worked with Virginia Winters, of Equinox Consulting to draft the strategic plan. Virginia directly facilitated the SWOT analysis in three sessions with the faculty, and helped to design two additional sessions the faculty conducted without her. The result was the following three priority goals and a set of 18 supportive objectives (Figure 1).

#### *Figure 1. 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.

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### Stage 2: Gather External Feedback (August 2022 – March 2023)

In the second phase, from September 2022 to March 2023, we gathered input and feedback from several groups:

- Alumni: Five virtual focus groups in October 2022 (21 participants).
- Alumni: Online alumni survey from January to March 2023 (33 partial surveys, 21 complete).
- Part-time faculty: Two feedback sessions in December 2022 (7 part-time and 7 full-time).
- Employers: Two feedback sessions with employers in December 2022 and January 2023 (11 employers)
- Planning Advisory Board Site Visit Team feedback, as well as feedback they gathered from students, APA Colorado, and alumni: January 29<sup>th</sup>-January 31<sup>st</sup>.

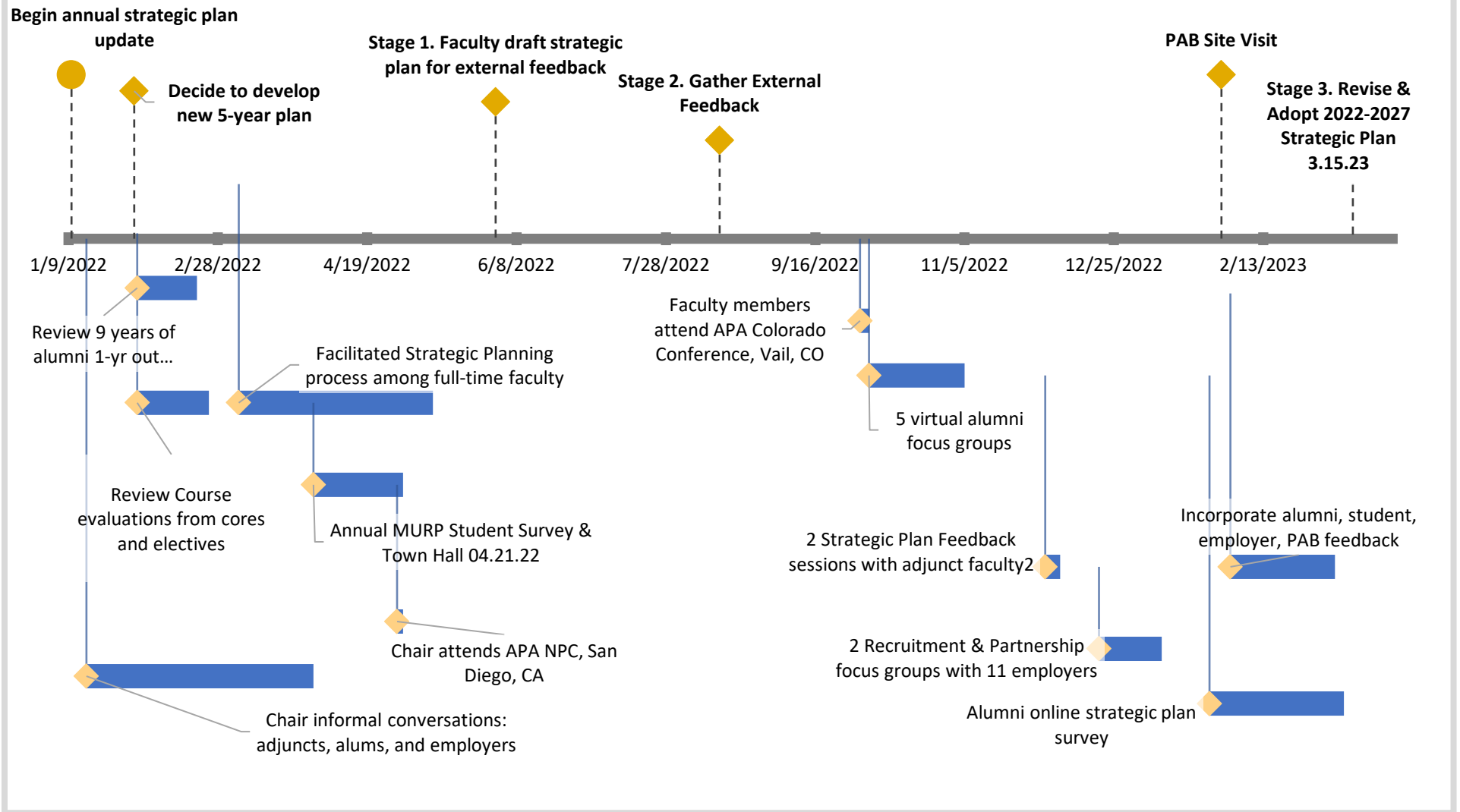
### Stage 3: Revise & Adopt 2022-2027 Strategic Plan (March 2023)

With the feedback we gathered in State 2, we updated the draft plan we developed in June 2022 and adopted the final plan on March 15<sup>th</sup>, 2023. We posted the new plan on our college website, and will make announcements about the plan through our semesterly MURP Alumni Association email newsletter, the CAP monthly newsletter, and our social media accounts.

The 3 priority goals and 18 supporting objectives are on the following page along with the college and campus missions and visions.

The full 3-stage process is outlined in Figure 2.

Figure 2. CU Denver DURP 2022-2027 Strategic Plan Development



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### Visions and Missions of CU Denver Campus and College of Architecture & Planning

<p style="text-align: center;"><b>Campus Strategic Plan 2021-2026: Innovating for the Future</b></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;"><b>Four Pillars of CU Denver Strategic Plan:</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">1. Affordability &amp; Student Success</td> <td style="width: 50%;">3. Discovery &amp; Impact</td> </tr> <tr> <td>2. Diversity, Inclusion, Equity &amp; 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;"><b>College of Architecture &amp; Planning: Mission and Goals</b></p> <p>Mission: Ignite evolution that enriches places for people and the planet.</p> <p style="text-align: center;"><b>Goals to fulfill college mission</b></p> <p><b>Respect.</b> Value the unique spark of each person, profession, &amp; place  <b>Engage.</b> Learn through doing and connecting  <b>Evolve.</b> Ignite evolution to enrich places for people and the planet</p>
1. Affordability & Student Success	3. Discovery & Impact				
2. Diversity, Inclusion, Equity & Access	4. Fiscal Strength				

### Vision, Mission, Values and Priority Goals of the Department of Urban and Regional Planning

<p style="text-align: center;"><b>Vision</b></p> <p>To be a national leader in educating skilled, engaged planners, and fostering vibrant, equitable, and sustainable communities and places.</p> <p style="text-align: center;"><b>Mission</b></p> <p><b>Teach</b> our students the knowledge, skills, and values they need to be confident, principled, and visionary planners, using Colorado as our classroom to engage students in real-world, experiential learning.  <b>Advance</b> the theory and practice of planning through insightful, relevant research that directly informs policy and improves our built, natural and social environments both locally and globally.  <b>Serve</b> as a vital resource for communities and professionals and help develop sustainable solutions to the complex planning challenges facing our region, nation, and planet.</p>	<p style="text-align: center;"><b>Values</b></p> <p><b>Advocacy.</b> Planners must be visionary in their work, politically engaged, and articulate proponents for positive change.  <b>Diversity.</b> Planning should reflect, draw from, and be responsive to the diversity of the population it serves.  <b>Collaboration.</b> Planners must understand and value the principles and perspectives of allied disciplines that participate in planning and city building.  <b>Engagement.</b> Students should learn planning by interacting directly with professionals and the public to solve real-world planning challenges.  <b>Evidence-Based Approaches.</b> Planning research and practice should be rooted in critical thinking, appropriate methods, and rigorous analysis for developing evidence-based solutions.  <b>Service.</b> Our program should serve as a resource for planning professionals and the public by offering ideas, solutions, research, advocacy, and inspiration.  <b>Social Justice and Equity.</b> Planning must strive to create the most just and equitable processes and outcomes for historically marginalized, underrepresented, and disenfranchised individuals and communities.  <b>Sustainability.</b> Planning must be based on the principles of economic viability, environmental resiliency, and social equity.</p>			
<p><b>Three Priority Goals</b></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%; vertical-align: top;"> <p><b>Diversity, Equity, and Inclusion:</b> Increase faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.</p> </td> <td style="width: 33%; vertical-align: top;"> <p><b>Capacity:</b> 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> </td> <td style="width: 33%; vertical-align: top;"> <p><b>Student Success &amp; Program Excellence:</b> 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> </td> </tr> </table>		<p><b>Diversity, Equity, and Inclusion:</b> Increase faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.</p>	<p><b>Capacity:</b> 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><b>Student Success &amp; Program Excellence:</b> 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><b>Diversity, Equity, and Inclusion:</b> Increase faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.</p>	<p><b>Capacity:</b> 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><b>Student Success &amp; Program Excellence:</b> 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>		



DURP Strategic objectives to support priority goals		
#1. Increase 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 MURP curriculum to anticipate emerging trends and prepare students for diverse career paths.
<p>1.1 Start an <b>undergraduate Urban Studies program</b> to connect diverse undergraduates to planning and to support an additional faculty member for undergraduate and graduate programs.</p> <p>1.2 Create a <b>comprehensive recruitment strategy</b> through outreach and partnership structures to connect with diverse undergraduate institutions, K-12 school districts, nonprofits, etc.</p> <p>1.3 Provide <b>equity training for faculty and students</b> 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 <b>create scholarships</b> to support diverse recruitment and retention through a comprehensive development strategy.</p> <p>1.5 Develop <b>international partnerships</b> to support recruitment, funding opportunities, and student learning.</p> <p>1.6 <b>Create a truly inclusive culture for all students and faculty</b> through DEI-focused events, dialog, processes, and transparent feedback systems with multiple ways of engagement</p>	<p>2.1 Secure funding for an <b>additional full time faculty member (“faculty line”)</b> to increase capacity and augment specialty areas of teaching and research</p> <p>2.2 Increase use of graduate <b>program assistants</b> from MURP and PhD students <b>for new and ongoing program and department initiatives.</b></p> <p>2.3 Establish and sustain <b>discretionary funding</b> through fundraising, fee-for-services, programs, and additional educational offerings.</p> <p>2.4 Establish administrative support for <b>mutually beneficial partnerships with community groups</b> to further our knowledge and understanding, provide needed research and technical assistance to communities, and create engaged service-learning opportunities.</p> <p>2.5 Influence and <b>leverage CU Denver’s proposed Open Innovation District</b> plans to support our department’s goals.</p> <p>2.6 Establish <b>partnerships with technology firms</b> to support exploration of new technologies for teaching and research.</p>	<p>3.1 Create standing <b>curriculum committee</b> focused on all current and near-term (1-3 years) courses to assess outcomes, reduce overlap, improve content, and stay current with the fields in planning.</p> <p>3.2 Establish forward-looking <b>Advisory Process</b> to inform DURP faculty and MURP students of emerging trends for long-range curriculum planning and strategic positioning.</p> <p>3.3 Create a regular <b>department seminar</b> with PhD program for in-depth discussion and debate about planning theory, current research, best practices, etc.</p> <p>3.4 Offer <b>additional training and resources</b> for students and professionals to help them with their courses and careers.</p> <p>3.5 Embed a <b>teaching excellence program and culture</b> in the department for all full- and part-time faculty to share and teach best teaching practices and ensure students master basic and advanced skills demanded across the planning profession.</p> <p>3.6 Leverage <b>international partnerships</b> (1.5) to connect with emerging global trends and promote global sustainability.</p>

Priority Goal #1: Increase faculty and student diversity; champion equity and inclusion; and expand financial resources and support for students.				
Strategic Objectives	Status	Timeline	Committee / Dept. Leads	Resources & Actions
1.1 Start an <b>undergraduate Urban Studies program</b> to connect diverse undergraduates to planning and to support an additional faculty member for undergraduate and graduate programs.	In-progress	2025-2026	Teaching & Recruitment	<ul style="list-style-type: none"> <li>→ Work with colleagues in CAP, SPA, CLAS, and CEDC, including Landscape Architecture, Architecture, Public History, Geography, Sociology, Public Administration, Civil Engineering, Anthropology, and Health &amp; Behavioral Sciences to develop undergraduate minor or major in Urban Studies.</li> <li>→ Launch CU Succeeds CAP course on the Built Environment</li> </ul>
1.2 Create <b>comprehensive recruitment strategy</b> through outreach and partnership structures to connect with diverse universities, k-12 schools, nonprofits, etc.	In-progress	2023--	Recruitment	<ul style="list-style-type: none"> <li>→ Develop recruitment plan with CAP Recruitment Manger, Jodi Stock, and MURP and PhD Graduate Assistants.</li> <li>→ Give Planning presentations in Architecture studios</li> <li>→ Promote urban planning via CSU SPUR campus events</li> <li>→ Partner with CO APA High School Outreach initiative</li> </ul>
1.3 Provide <b>equity training for faculty and students</b> 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	Fall 2023	Teaching	<ul style="list-style-type: none"> <li>→ Partner with Architecture faculty training;</li> <li>→ Work with CU Denver Center for Excellence in Teaching &amp; Learning</li> <li>→ Ensure all full- and part-time faculty attend annual Instructor Orientation with CAP human resources</li> </ul>
1.4 Pursue and <b>create scholarships</b> to support diverse recruitment and retention through a comprehensive development strategy.	In-progress	2022--	Funding, Administrative, Recruitment	<ul style="list-style-type: none"> <li>→ Work with CU Denver Advancement to develop fundraising campaign</li> <li>→ Continue to grow existing endowments,</li> <li>→ Outreach to public sector agencies re: public service loan forgiveness</li> <li>→ Outreach to firms and agencies to create fellowships akin to DRCOG's</li> </ul>
1.5 Develop <b>international partnerships</b> to support recruitment, diverse backgrounds, funding opportunities, and student learning.	In-progress	2022--	International, Teaching	<ul style="list-style-type: none"> <li>→ Work with CU Denver Office of Global Education;</li> <li>→ Dr. Shirgaokar's outreach to Mumbai researchers and universities</li> <li>→ Explore partnerships in Central and South America</li> </ul>
1.6 <b>Create a truly inclusive culture for all students and faculty</b> through DEI-focused events, dialog, processes, and transparent feedback systems with multiple ways of engagement.	In-progress	2022--	Administrative, Culture	<ul style="list-style-type: none"> <li>→ Continue participation in CAP JEDI Action Plan and committee;</li> <li>→ Continue participation in campus strategic plan efforts</li> <li>→ Leverage campus resources from Hispanic Serving Institution status, and resources for Veterans</li> </ul>

**Priority Goal #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.**

Strategic Objectives	Status	Timeline	Committee / Dept. Leads	Resources & Actions
2.1 Secure funding for <b>an additional full time faculty member (“faculty line”)</b> to increase capacity and augment specialty areas of teaching and research	Not started	2023	Funding, Curriculum	<ul style="list-style-type: none"> <li>→ Funding and partnerships through Community Collaborative Research Center</li> <li>→ Undergraduate Urban Studies program</li> <li>→ Formalize a MURP Part-time track to attract more local students who cannot easily attend full-time</li> </ul>
2.2 Increase our <b>use of graduate program assistants</b> from MURP and PhD students <b>for new and ongoing program and department initiatives.</b>	Continue	2022--	Administrative, Funding	<ul style="list-style-type: none"> <li>→ Develop spending plan for discretionary budgets and endowment</li> <li>→ Identify additional funding resources to support program administration</li> </ul>
2.3 Establish and sustain <b>discretionary funding</b> through fundraising, services, programs, and additional educational offerings.	In-progress	2023--	Funding, Partnerships, Curriculum	<ul style="list-style-type: none"> <li>→ Launch CU Boulder/Denver Real Estate program</li> <li>→ Develop “encore” and other continuing education learning courses with CU Changemakers, etc.</li> <li>→ Develop CU Succeeds courses</li> <li>→ Work with campus plans for micro-credentials and other extended learning</li> <li>→ Identify fee-for service projects that provide student learning opportunities and generate overhead support</li> </ul>
2.4 Establish administrative support for <b>mutually beneficial partnerships with community groups</b> to further our knowledge and understanding, provide needed research and technical assistance, and create engaged service-learning opportunities.	In-progress	2022	Community Partnerships Culture	<ul style="list-style-type: none"> <li>→ Campus’s Urban Initiative via Grand Challenge urban recipients</li> <li>→ Develop partnerships through CCRC</li> <li>→ Increase participation in Colorado APA Chapter; Department Chair joins board and other faculty members remain on committees</li> <li>→ Work with CU Denver Advancement to partner with state agencies for student projects</li> </ul>
2.5 Influence and <b>leverage CU Denver’s proposed Open Innovation District</b> plans to support our department’s goals.	In process	2022--	Community Partnerships, Administration	<ul style="list-style-type: none"> <li>→ Leverage grand challenge award and CCRC to work with Chancellor’s Strategic Plan Implementation Office, including Dr. Rachel Gross, the 2022-23 Chancellor’s Fellow and Rachel Brown</li> <li>→ Strategic Plan Implementation Office</li> </ul>
2.6 Establish <b>partnerships with technology firms</b> to support exploration of new technologies for teaching and research.	Not started	Sp 2024	Technology	<ul style="list-style-type: none"> <li>→ Work with FAST Lab partners and vendors</li> <li>→ Continue participation in Rocky Mountain Geospatial group</li> <li>→ Continue participation in Auraria Library &amp; DRCOG regional Data Consortium</li> </ul>

Priority Goal #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.				
Strategic Objectives	Status	Timeline	Committee / Dept. Leads	Resources & Actions
3.1 Create <b>standing curriculum committee</b> focused on current and near term (1-3 years) courses to assess outcomes, reduce overlap, improve content, and stay current with the fields in planning.	In-progress	2023--	Curriculum, Associate Chair	<ul style="list-style-type: none"> <li>→ Build on college electives survey to reduce redundancy and offer electives in demand</li> <li>→ Create accessible syllabus repository for full and part time faculty to eliminate redundancy and increase complementarity</li> <li>→ Continue annual syllabus share among full time faculty to share best practices</li> <li>→ Update annual Outcomes Assessment for all courses, core, then electives, with combined assessment checked against PAB skills and knowledge</li> </ul>
3.2 Establish forward-looking <b>Advisory Process</b> to inform MURP of emerging trends for long range curriculum planning and strategic positioning.	In-progress	2023	Administrative, Community Partnerships	<ul style="list-style-type: none"> <li>→ Hold annual faculty retreat in May to review strategic plan and plan advisory group meeting(s) and other feedback mechanisms</li> <li>→ Hold annual advisory group meeting(s) with members of different sectors, planning fields, and nonprofit organizations</li> <li>→ Publicize annual strategic plan dashboard for feedback via alumni newsletter, college website, MURPAA LinkedIn Group, and other venues</li> </ul>
3.3 Create a <b>regular department seminar</b> with the PhD program for in-depth discussion and debate about the theory, current research, current practice, etc.	On-going	2022	Teaching, Curriculum, Culture	<ul style="list-style-type: none"> <li>→ Work with thesis and independent study advisors, PhD committee advisors and students, and colloquium instructors to identify topics and speakers</li> <li>→ Coordinate with Geography department colloquium</li> </ul>
3.4 Offer <b>additional training and resources</b> for students and professionals to help them with their courses and careers.	In-progress	2023	Curriculum, Teaching	<ul style="list-style-type: none"> <li>→ Hire PhD students over breaks to offer “tech bootcamps”</li> <li>→ Work with CAP Director of PD &amp; Internships to determine demand</li> <li>→ Work with Campus Strategic Plan Implementation Office staff focused on “University for Life”</li> <li>→ Partner with APA CO to offer training at conference and other venues</li> </ul>
3.5 Embed a <b>teaching excellence program and culture</b> in the department for all full and part time faculty to share and teach best teaching practices.	Early stages	2023	Teaching, Administrative, Culture	<ul style="list-style-type: none"> <li>→ Coordinate with SPA PhD teaching certificates and training program</li> <li>→ Coordinate with Campus CETL</li> <li>→ Utilize professional programs from ACSP and ACUE</li> </ul>
3.6 Leverage <b>international partnerships</b> (1.5) to connect with emerging global trends and promote global sustainability.	In-progress	2022	International, Curriculum	<ul style="list-style-type: none"> <li>→ Teach Mexico City study abroad summer 2023</li> <li>→ Shirgaokar meetings with Mumbai universities for winter-mester</li> <li>→ Németh &amp; Troy outreach to Medellin contacts</li> </ul>

## IMPLEMENTATION PROCESS

To ensure we are making continual progress towards our goals, we have designed the following implementation, monitoring, and annual feedback and update processes.

### Implementation: Strategic Plan Committees

The full-time faculty developed and joined the following eight committees. As needed, they will invite part-time faculty, students, staff, and external partners to join or assist with their committee assignments. Committees are to meet bi-monthly and report quarterly at a bi-weekly faculty meeting.

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

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.

### Monitoring: Strategic Plan Dashboard

The department's full-time faculty have an online Strategic Plan Dashboard in their Microsoft Team to monitor and act upon the three priority goals and supporting objectives assigned to the committees. The dashboard is three pages, one for each goal and corresponding objectives. The committees update their assigned actions after their quarterly reports.

Depending on the subject, the committees may involve students, part-time faculty, alumni, employers, and other professionals.

## Evaluation & Updates: 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. DURP faculty will continue to hold their annual faculty retreat in May. At this daylong retreat, they will update the strategic plan and outline items for advisement at one or more advisory meetings with relevant members of the community in August.
2. After the annual retreat, the department will post an annual strategic plan progress report to the CAP website, the department's social media accounts, and in the CAP and MURPAA newsletters.
3. As necessary, pending the outcomes of the annual faculty retreat, committee meetings, and advisory group meetings, the relevant faculty members will hold focus groups and conduct surveys to gather feedback on the department's progress on specific objectives, and to generate ideas for specific actions, e.g., curriculum updates, extended learning courses, new technologies, etc.
4. The Department Chair will provide an annual strategic plan update to the MURPAA Board at a meeting open to students and other alumni.
5. The Department Chair will present strategic plan updates to the CAP Advisory Board.
6. The annual one-year-out survey of all alumni will allow feedback on and suggestions for the current strategic plan.