Innovating for the Future

2021 – 2026 Strategic Plan

CU | University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED
ALL FOUR:ONE

Contents

In addition to the metrics associated with the strategic plan, the University of Colorado tracks many other metrics with supporting data. Visit cu.edu/strategic-metrics for more information.

Introduction

Between the summer of 2019 and the spring of 2021, the University of Colorado (CU) conducted a collaborative and inclusive strategic planning process to identity common themes that would help guide the university for the next five years and beyond. Priorities identified were collectively chosen by stakeholders involved throughout the process will advances CU's mission.

The CU system strategic plan is a high level plan that aligns all elements of governance (regents, system and campuses) to achieve a focused set of goals that are essential to fulfilling the university's mission. The system plan does not replicate or replace campus strategic plans, but is achieved through them. CU's strategic plan elevates and makes the case for CU with the state and shines light on its successes and needs.

The strategic planning process was guided by input from the CU Board of Regents, faculty, students, staff, chancellors, trustees and the broader CU community.

The collaborative process resulted in the creation of four strategic pillars:

Affordability & Student Success

Discovery & Impact

Diversity, Inclusion, Equity & Access

Fiscal Strength

Pillars highlight several focus areas, some of which were campus-specific, others were system-wide. Each focus area was addressed by working groups – each working group articulated metrics, goals and action steps that would meet the long-term strategic outcomes.

CU is committed to being a premier, accessible and transformative public university that provides a quality and affordable education with outstanding teaching, learning, research, service and health care. Through collaboration, diversity, innovation, technology and entrepreneurship, CU will expand student success and the economic foundation of the state of Colorado. The strategic plan strengthens the university's commitment to creating an inclusive culture as it strives for excellence and works to meet the needs of the state, nation and world.

CU's 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.
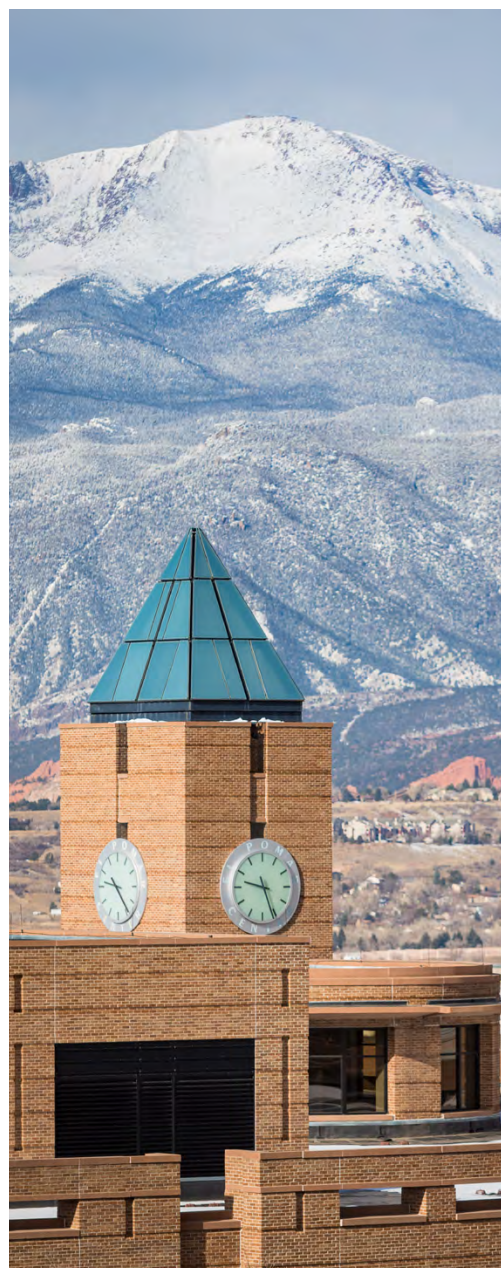
THE PROCESS
How we got here

Throughout the four-phased process that began in the summer of 2019, the strategic planning committee met with approximately 600 stakeholders in over 80 meetings throughout the system and community and involved over 125 students, faculty and staff who participated as working group co-chairs or members. Discussions with the board, governance groups and campuses led to defining the scope of the project, articulating priority areas and developing a guide for the planning process.

To identify approaches to become a national leader, system-wide and campus-based working groups considered the state of promising practices on campuses and in other institutions and organizations. Leveraging the expertise of their members and incorporating outside expertise when necessary, the working groups analyzed initiatives, strategic plans and data sources to identify, improve or create best practices. Additionally, some working groups conducted data and literature reviews to obtain a robust understanding of their specific areas of focus.

System-wide and campus-based working groups were charged with delivering three outputs over the lifespan of the strategic planning process:

- Identifying leading practices and potential barriers, across the system and around the globe
- Identifying recommended metrics for the strategic steering committee's review (committee comprised of the president and chancellors)
- Recommending five-year goals and three – five action steps that would drive the progression of each goal

During the spring of 2020, CU paused strategic planning efforts to focus on navigating the COVID-19 global pandemic. As the world prepared to emerge post COVID-19, CU also prepared to resume the mission-critical importance of strategic planning. With a better understanding of some of the short and long-term implications of COVID-19, CU worked to complete its strategic plan.

The resulting plan establishes bold goals paired with metrics and in some cases initiatives along with aggressive action steps that will advance and elevate CU over the next five years and beyond.

THE STRUCTURE

Structure identifies campus-based strategic priorities as well as those across the entire organization where opportunities exist to elevate, align and advance the CU campuses and system as a whole. As part of CU's strategic planning process seventeen working groups identified best practices and opportunities for the future.

☐	Strategic Focus Areas
▨	Strategic Pillars

GRADUATION RATE & RETENTION (CU Boulder, CU Denver, UCCS)
LED BY Campus Leads & Working Groups

CAMPUS WELLNESS & MENTAL HEALTH
LED BY Campus Leads & Working Groups

INNOVATION IN LEARNING & TEACHING
LED BY VP Mike Lightner & Dean Rebecca Kantor (deceased)

Affordability & Student Success

DIVERSITY, INCLUSION, EQUITY & ACCESS
LED BY Campus Leads & Working Groups

Diversity, Inclusion, Equity & Access

RESEARCH / SCHOLARSHIP / CREATIVE WORK
LED BY Provosts & Vice Chancellors

HEALTHCARE (CU Anschutz)
LED BY Dr. Laura Borgelt & Dr. Glen Mays

Discovery & Impact

TRANSFORMATION & INNOVATION PROGRAM
LED BY Harper Johnson

COLLABORATION & PARTNERSHIPS
LED BY AVP Tony Salazar, AVP Abby Benson & President & CEO Steve VanNurden

DEFERRED MAINTENANCE & SUSTAINABILITY
LED BY CFOs, nominated Students, Faculty & Staff

Fiscal Strength

Data Team

Fiscal Feasibility Team CFOs

Strategic Plan Co-Chairs VP Todd Saliman and Dean Sharon Matusik

Project Manager AVP Angelique Foster

Communications Team

Shared Governance Groups CU Faculty Council, CU Staff Council, Intercampus Student Forum (ICSF)

Steering Committee Chancellors

President Emeritus Mark Kennedy

Gather input from CUF Trustees & External Stakeholders

University Counsel & Secretary of the Board of Regents

Board of Regents

Process Timeline

Phase 1: Listening

Jul. – Early Aug. 2019
Gather regent, chancellor and campus leadership input on priorities

Jul. – Nov. 2019
Process development

Aug. 20, 2019
Steering committee and VPs reviewed and discussed the proposed structure, timeline and strategic pillars and focus areas

Late Aug. 2019 – Jun. 2020
Ongoing engagement dialogue with stakeholders (Shared governance groups, Regents' Governance Committee, and external stakeholders)

Sept. 12-13, 2019
Discussion and feedback with regents regarding timeline, structure and general strategic pillars and focus areas

Phase 2: Defining the Scope

Oct. 3, 2019
Strategic planning process kickoff meeting

Oct. 10 – Nov. 15, 2019
Working groups identified best practices and opportunities

Nov. 6 – 7, 2019
Discussion and feedback of strategic focus area charges with regents

Nov. 15, 2019 – Jan. 25, 2020
Key metrics generation for strategic focus areas

Strategic Planning Efforts Paused Mar. 2020 – Jan. 2021 due to COVID-19

Feb. 15 – Mar. 26, 2021
CU Boulder, UCCS & System Working Groups proposed goals and approximately three – five prioritized action steps by focus area

Apr. 9 – May 14, 2021
CU Denver & CU Anschutz proposed goals and approximately three – five prioritized action steps by focus area (following campus strategic planning efforts)

Phase 3: Synthesis and Prioritization

Apr. 8, 2021
Strategic plan process update, discussion, and feedback with regents

Apr. – Jun. 2021
Distillation by strategic planning team

Phase 4: Finalization & Implementation

Jun. 2021
Regent Board Meeting – final presentation

July 2021
Regent Retreat – action step panels and breakout groups

Aug. - Sept. 2021
Share-out and Consideration

Fall 2021 – 2026
Implementation & ongoing assessment of strategic plan

CU'S STRATEGIC PLAN
How it's going

The highly collaborative and inclusive process resulted in the creation of the strategic plan's four pillars, which represent the collective concerns and priorities of the CU system:

Affordability & Student Success

The University of Colorado is devoted to helping our students reach their full potential. The focus areas within this pillar encourage the intellectual, personal and professional development of our students.

Discovery & Impact

At the University of Colorado, we believe research and healthcare are keystones to advancing knowledge, inspiring innovation, fostering creativity and improving the quality of life for Coloradans.

Diversity, Inclusion, Equity & Access

The University of Colorado celebrates and recognizes the strength of diverse communities and perspectives. We are committed to creating an inclusive culture in pursuit of our goals of excellence and meeting the needs of the state, nation and world.

Fiscal Strength

The University of Colorado focuses on improving policies, procedures and practices to ensure current and future sustainability, highlighting financial management and risk management.

The Road Ahead

The Innovating for the Future strategic plan will:

- Detail actionable, measurable steps that will allow CU to continue to meet its mission and serve its students and the state.
- Provide a roadmap that will guide the university as it emerges from the pandemic and confronts the challenges of the coming five years.
- Complement campus strategic planning efforts and actions.
- Be a bridge that will offer continuity among the current administration, interim administration and next administration.

PILLAR 1
Affordability & Student Success

Focus Area: Graduation Rate & Retention

- Undergraduate Graduation Rate (4-year) – All and Underrepresented Minorities (URM)
- Undergraduate Graduation Rate (6-year) – All and URM
- Undergraduate Retention Rate (First-time Freshman) – All and URM

Focus Area: Campus Wellness & Mental Health

- Percent of students, faculty and staff that participate in mental health training
- Assess faculty, staff and student perceptions of the campus wellness culture
  - Two questions from the ACHA - NCHA survey that can be tracked and measured over time

Focus Area: Innovation in Learning & Teaching

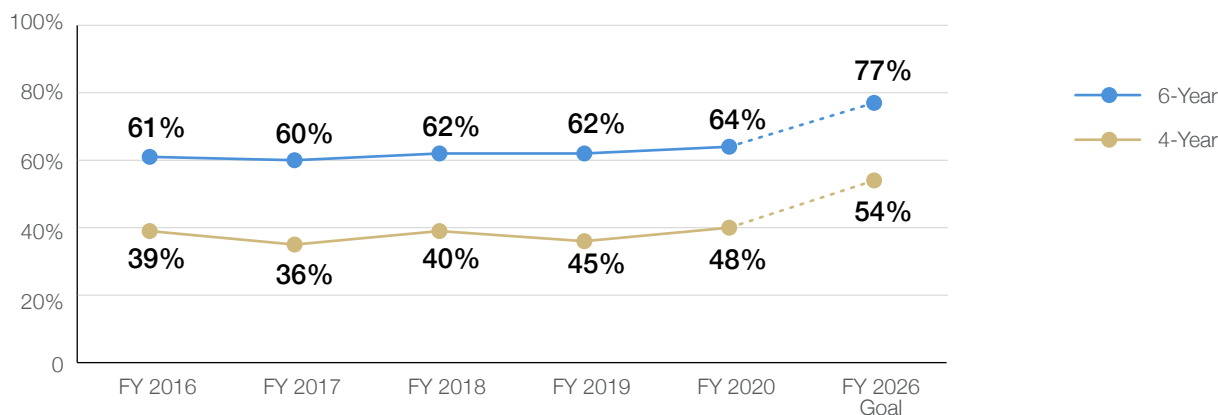- Strategic Initiative(s): Performance tracked through the completion of action steps

Boulder Graduation Rates (First-Time Freshman)

Boulder Graduation Rates (First-Time Freshman)

Chart: Boulder Graduation Rates (First-Time Freshman)

6-Year: FY 2016: 70%, FY 2017: 69%, FY 2018: 71%, FY 2019: 69%, FY 2020: 72%, FY 2026 Goal: 80%

4-Year: FY 2016: 47%, FY 2017: 46%, FY 2018: 50%, FY 2019: 53%, FY 2020: 57%, FY 2026 Goal: 62%

Boulder Graduation Rates + Goals (URM)

Chart: Boulder Graduation Rates + Goals (URM)

6-Year: FY 2016: 61%, FY 2017: 60%, FY 2018: 62%, FY 2019: 62%, FY 2020: 64%, FY 2026 Goal: 77%

4-Year: FY 2016: 39%, FY 2017: 36%, FY 2018: 40%, FY 2019: 45%, FY 2020: 48%, FY 2026 Goal: 54%
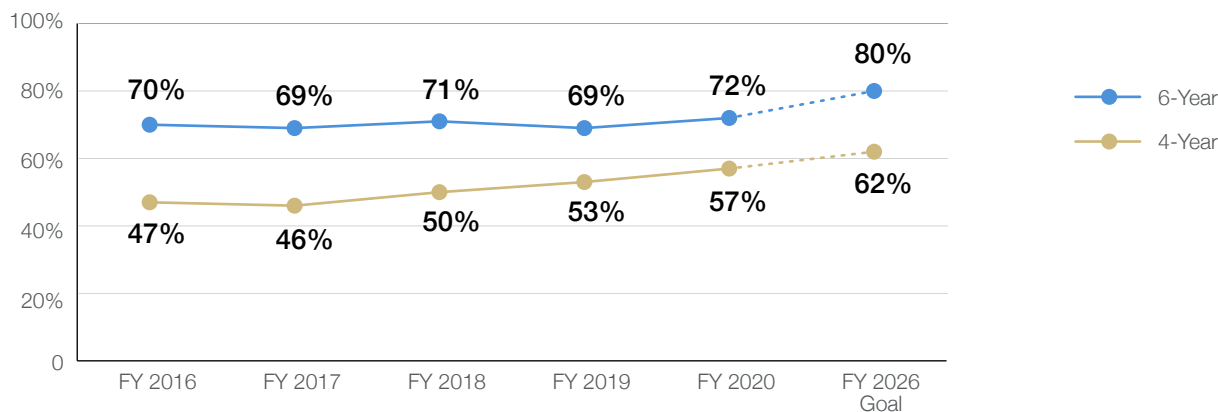
Action Steps

1. Continue widespread use of predictive analytics to identify students who need support

2. Enhance recruitment partnerships with academic programs

3. Expand Writing Center services

4. Develop and implement Common Curriculum

5. Increase access to First Year Experience or Living Learning Community

The graduation rate is based on first-time, full-time freshmen.
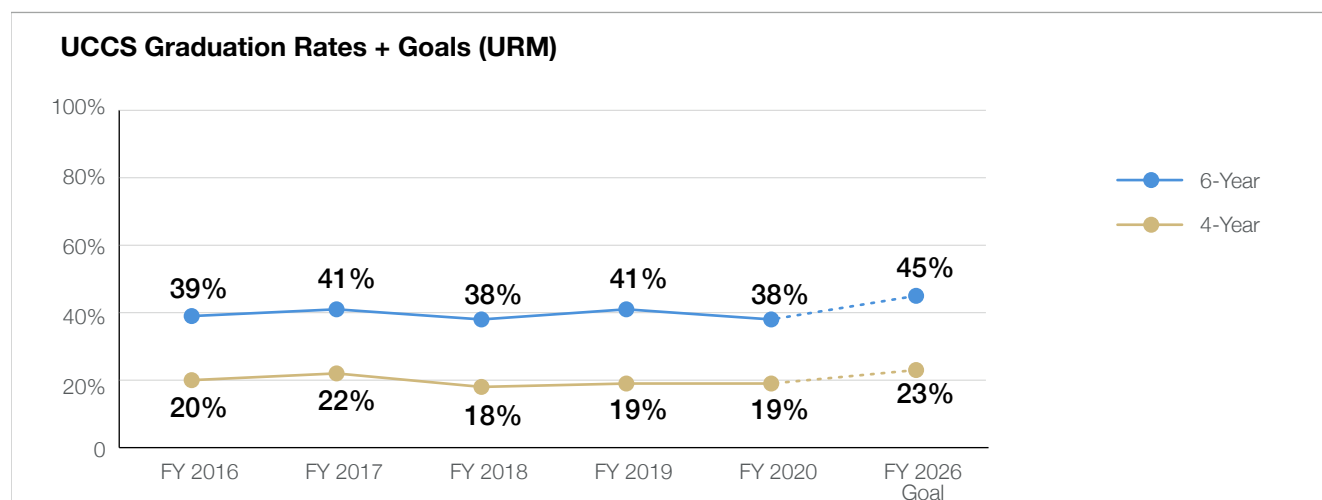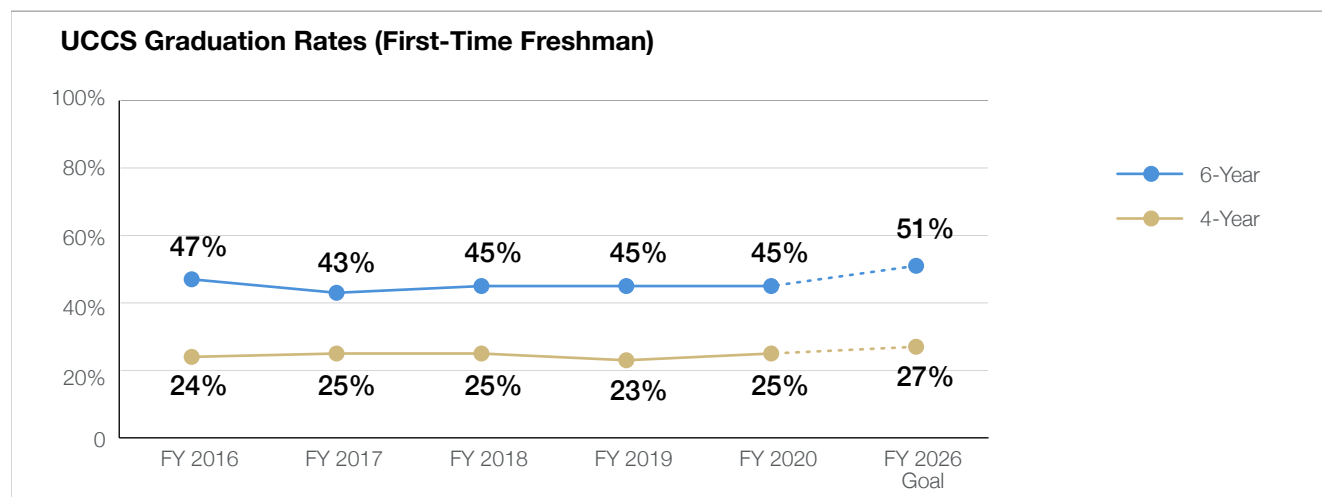The year indicates the entering fall cohort.
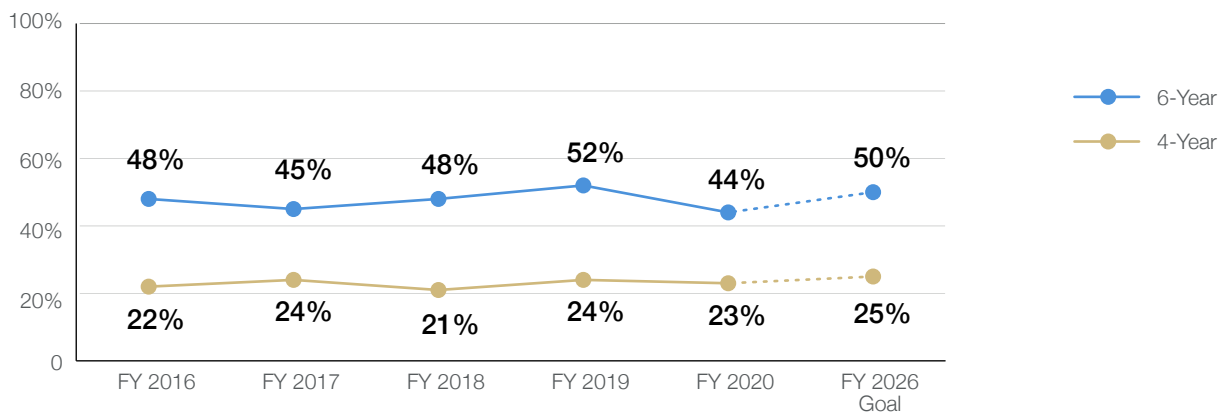The rate is the percentage of students who earned a degree within four/six years.
URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

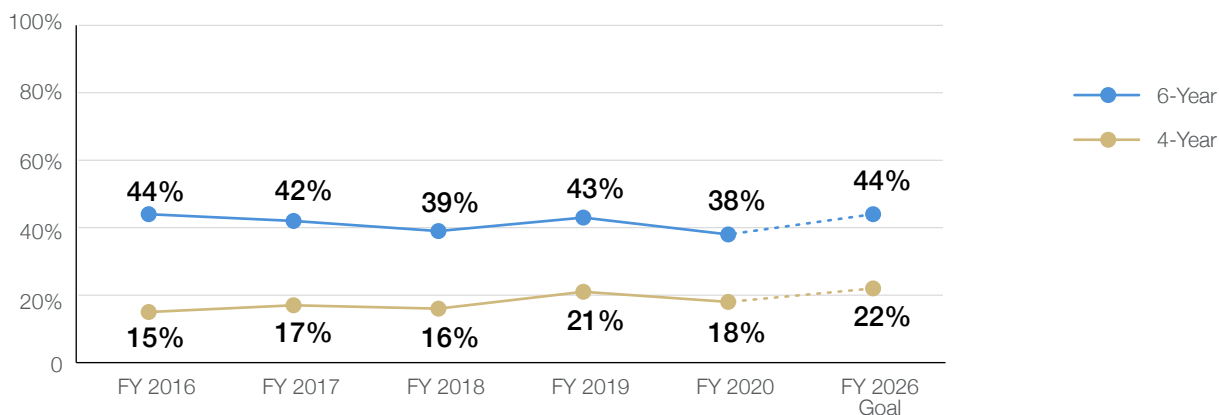Source: CU System & Campus Offices of Institutional Research

UCCS Graduation Rates (First-Time Freshman)

UCCS Graduation Rates (First-Time Freshman)

Legend: 6-Year, 4-Year

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2026 Goal
6-Year	47%	43%	45%	45%	45%	51%
4-Year	24%	25%	25%	23%	25%	27%

UCCS Graduation Rates + Goals (URM)

Legend: 6-Year, 4-Year

	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2026 Goal
6-Year	39%	41%	38%	41%	38%	45%
4-Year	20%	22%	18%	19%	19%	23%

Action Steps

1. New CRM and Early Alert

2. Chancellor's merit scholarship

3. Peer Mentor program

4. Multicultural Office for Student Access, Inclusiveness and Community (MOSAIC) and Campus Affinity Building

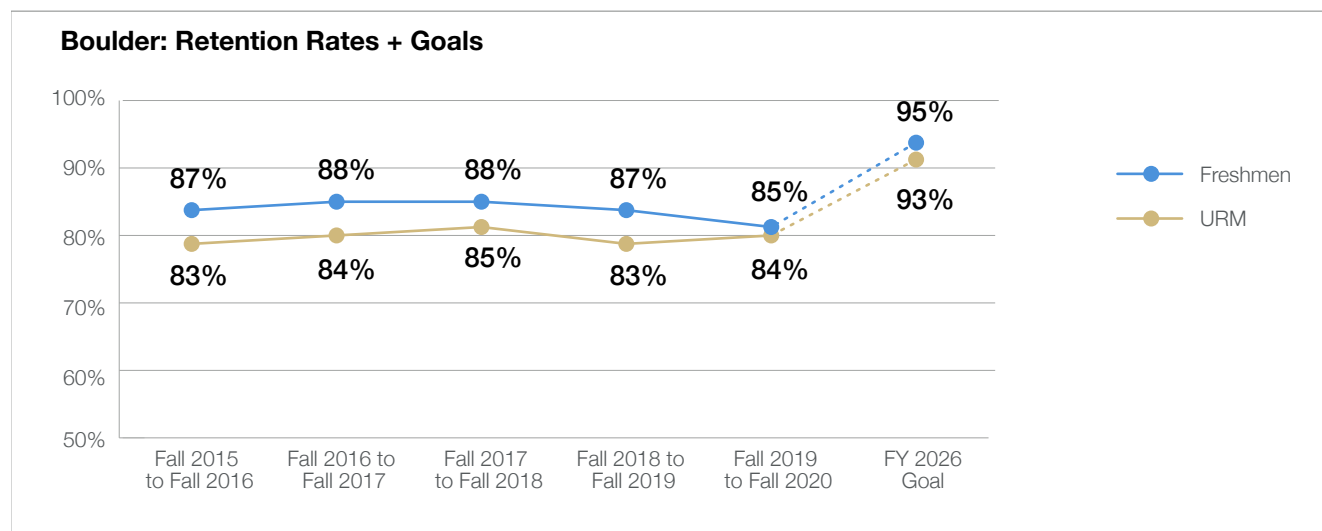5. Meta majors advising

6. Expanded Career Services

The graduation rate is based on first-time, full-time freshmen.
The year indicates the entering fall cohort.
The rate is the percentage of students who earned a degree within four/six years.
URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

Denver Graduation Rates (First-Time Freshman)

Denver Graduation Rates (First-Time Freshman)

Chart: Denver Graduation Rates (First-Time Freshman). Legend: 6-Year (blue), 4-Year (gold).

6-Year: FY 2016 48%, FY 2017 45%, FY 2018 48%, FY 2019 52%, FY 2020 44%, FY 2026 Goal 50%.

4-Year: FY 2016 22%, FY 2017 24%, FY 2018 21%, FY 2019 24%, FY 2020 23%, FY 2026 Goal 25%.

Denver Graduation Rates + Goals (URM)

Chart: Denver Graduation Rates + Goals (URM). Legend: 6-Year (blue), 4-Year (gold).

6-Year: FY 2016 44%, FY 2017 42%, FY 2018 39%, FY 2019 43%, FY 2020 38%, FY 2026 Goal 44%.

4-Year: FY 2016 15%, FY 2017 17%, FY 2018 16%, FY 2019 21%, FY 2020 18%, FY 2026 Goal 22%.

Action Steps

1. Expanding high-impact experiential activities

2. Expanded living-learning options for students

3. Career exploration

4. Student Retention Team removing barriers for re-enrollment

5. TRIO

6. Academic Re-Boot Camps

7. Second year experience program for students who had non-traditional first year due to COVID

The graduation rate is based on first-time, full-time freshmen.
The year indicates the entering fall cohort.
The rate is the percentage of students who earned a degree within four/six years.

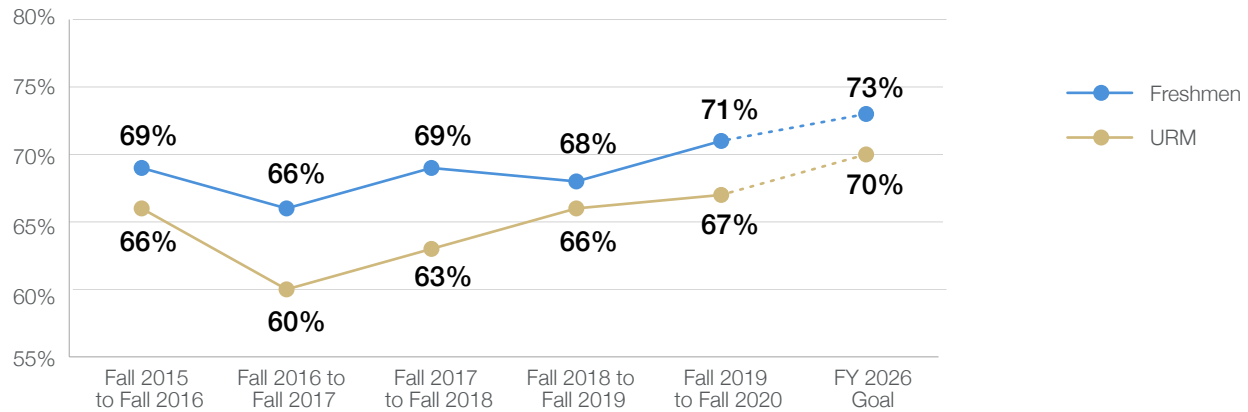URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

Boulder Freshman Retention Rates

Boulder: Retention Rates + Goals

Action Steps

1. Strengthen first year academic advising network

2. Enhance recruitment partnerships with academic programs

3. Continue widespread use of predictive analytics to identify students who need support

4. Develop and implement Common Curriculum

5. Increase access to First Year Experience or Living Learning Community

Freshman rates are based on first-time, full-time freshmen returning for their sophomore year.
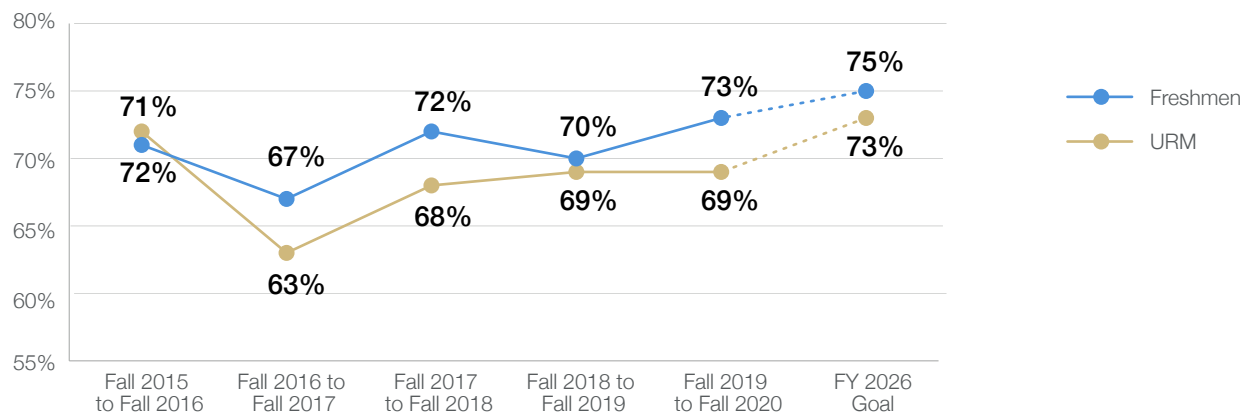The year indicates the entering fall cohort.
The rate is the percentage of students enrolled the following fall term.
URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

UCCS Freshman Retention Rates

UCCS: Retention Rates + Goals

Freshmen: 69% (Fall 2015 to Fall 2016), 66% (Fall 2016 to Fall 2017), 69% (Fall 2017 to Fall 2018), 68% (Fall 2018 to Fall 2019), 71% (Fall 2019 to Fall 2020), 73% (FY 2026 Goal)

URM: 66% (Fall 2015 to Fall 2016), 60% (Fall 2016 to Fall 2017), 63% (Fall 2017 to Fall 2018), 66% (Fall 2018 to Fall 2019), 67% (Fall 2019 to Fall 2020), 70% (FY 2026 Goal)

Action Steps

1. Mandatory advising; Academic Coaching

2. GPS curriculum

3. Campus Affinity Building

4. Multicultural Office of Student Access, Inclusiveness and Community (MOSAIC)

5. Learning communities

Freshman rates are based on first-time, full-time freshmen returning for their sophomore year.
The year indicates the entering fall cohort.
The rate is the percentage of students enrolled the following fall term.
URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

Denver Freshman Retention Rates

Denver: Retention Rates + Goals

Action Steps

1. Providing opportunities for first year students to engage in support programs to help ensure a strong start to the year.

2. Lynx Summer Academy

3. Milo's Rising Scholars

4. New CAM Living-learning community in City Heights

5. Academic Boot Camps

6. First Year Experience Courses

Freshman rates are based on first-time, full-time freshmen returning for their sophomore year.
The year indicates the entering fall cohort.
The rate is the percentage of students enrolled the following fall term.
URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

Mental Health Training Goals

⭐ **5-year goal: Percentage of students, faculty and staff who participate in mental health training**

	Students	Faculty	Staff
Boulder	UG (100%) GR (50%)	50%	50%
UCCS	5%	25%	40%

	Students	Faculty	Staff
Denver	15%	25%	25%
Anschutz	24%	15%	24%

Action Steps - Boulder

1. Encourage/incentivize students to participate in either a First Year Academic Experience seminar or the online orientation Health and Wellness module, with a goal of having at least one of these experiences during their time at CU Boulder

2. Encourage/incentivize faculty/staff/ graduate students to participate in mental health and wellness training modules, workshops and counseling services

3. Develop a comprehensive approach to suicide prevention

4. Launch the mental health collaborative

Action Steps - UCCS

1. Established online QPR training to help faculty, staff and students identify students struggling with mental health issues

2. Continued with preventative, resilience and peer support programs/trainings

Action Steps - Denver

1. Expand current mental health first aid training to additional students, faculty and staff

2. Improve coordination of mental health services on campus

3. Conduct cabinet and deans training regarding mental health issues experienced by BIPOC community members

Action Steps - Anschutz

1. Expand current mental health first aid training to additional students, faculty and staff

2. Improve coordination of mental health efforts on campus

Mental Health and Wellness Perceptions

⭐ **5-year goal: Establish after administration of survey**

Mental Health Survey Questions
Survey Questions aligned to the CU Strategic Plan

Student Questions:

- I feel that students' mental health and well-being is a priority at my college/university. (ACHA, N3Q2B)

- At my college/university, I feel that the campus climate encourages free and open discussion about students' mental health and well-being. (ACHA, N3Q2C)

- Leaders at the university are actively engaged in promoting and role modeling mental health and wellness. (add to ACHA)

Faculty and Staff Questions:

- Please indicate whether each of the following is a barrier that prevents you from participating in wellness-at-work programs. (NFSHA, Q14A)

- Within the last 12 months I have felt… (Please mark the appropriate column for each row). (NFSHA, Q15A)

Mental Health Survey Administration:

- NFSHA survey questions will be included on the Campus and Workplace Culture Survey (CWC) Survey – administration will occur in Fall 2021
  - All CU campuses and System Office
  - All students, faculty and staff

- Preliminary results of questions for the CU Strategic Plan will be presented to regents in early 2022

Action Steps - Boulder

1. Student Affairs will administer the ACHA survey in 2021

Action Steps - UCCS

1. The NCHA and FSHA surveys were completed in April 2021

2. Wellness Committee created with diverse faculty/staff campus representation to review survey data and work toward addressing needs identified in each survey

Action Steps - Denver

1. Develop and implement specific student programming based on survey responses to Healthy Minds questionnaire

2. Continue to support student mental health and wellness through in-person and virtual appointments

Action Steps - Anschutz

1. Develop and implement specific student programming based on survey responses to ACHA questions and input from student senate

2. Continue to support student mental health and wellness through in-person and virtual appointments

Innovation in Learning & Teaching Initiative

Alternative Credentials

⭐ **Goal: Develop and support a variety of alternate credentials**

- Microcredentials, badges, stackable certificates
- Artifacts for credentials, e.g. badges
- Credit and non-credit
- Matriculated students and larger community
- Consistent terminology across campuses

Action Steps

1. Convene working groups from the campuses to:

   - Develop consistent nomenclature for types of credentials

   - Develop consistent method for transcripting alternate credentials

   - Develop best practice methods of providing credential earners alternate digital recognition of achievement beyond the transcript

Metrics:

- Number of new credentials created
- Number of credentials earned
- Revenue from new credentials

Innovation in Learning & Teaching Initiative

CU Next Academic Innovation Fund

⭐ **Goal: Based on the model and success of ABNexus, develop the CU Next Academic Innovation Fund**

- Support development of academic innovations, with a primary focus on innovative use of emerging technologies to support student success
- Provosts will be campus liaisons

- Proposals from faculty to an evaluation committee representing all four campuses
- Proposals must include at least two campuses
- Proposals must include some type of matching, in-kind, $, staff

Action Steps

- Work with provosts to develop overall committee

- Outline the criteria for proposals

- Identify proposal evaluation committee

- Communicate the fund and proposal processes

- Use COLTT as a marketplace of ideas and mechanism to develop multi campus

Metrics:

- Number of students/courses impacted
- Proposal-based metrics of improved student success

PILLAR 2
Discovery & Impact

Focus Area: Research/Scholarship/Creative Work

• Research Funding

Focus Area: Healthcare

• Patients Served by CU Anschutz Clinical Faculty

Boulder Sponsored Research

Boulder: Sponsored Research (Awards + Gifts)

Average (3-Year Rolling) — Awards — Gifts Supporting Research
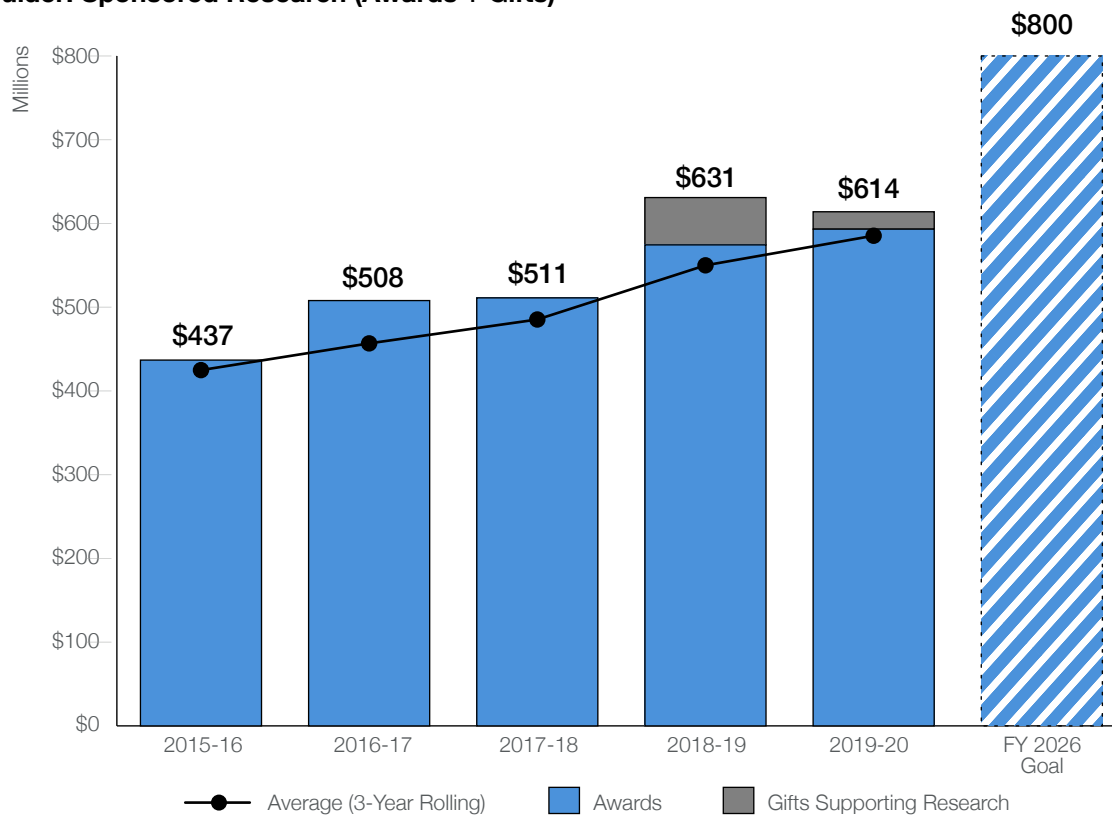
Action Steps

1. Grow national security research

2. Grow collaboration with AMC to enhance NIH funding

Note: Gifts supporting research are not reflected prior to FY 2018-19.

Source: CU System & Campus Offices of Institutional Research

UCCS Sponsored Research

UCCS: Sponsored Research Awards

Legend:
- Average (3-Year Rolling)
- Awards
- Gifts Supporting Research
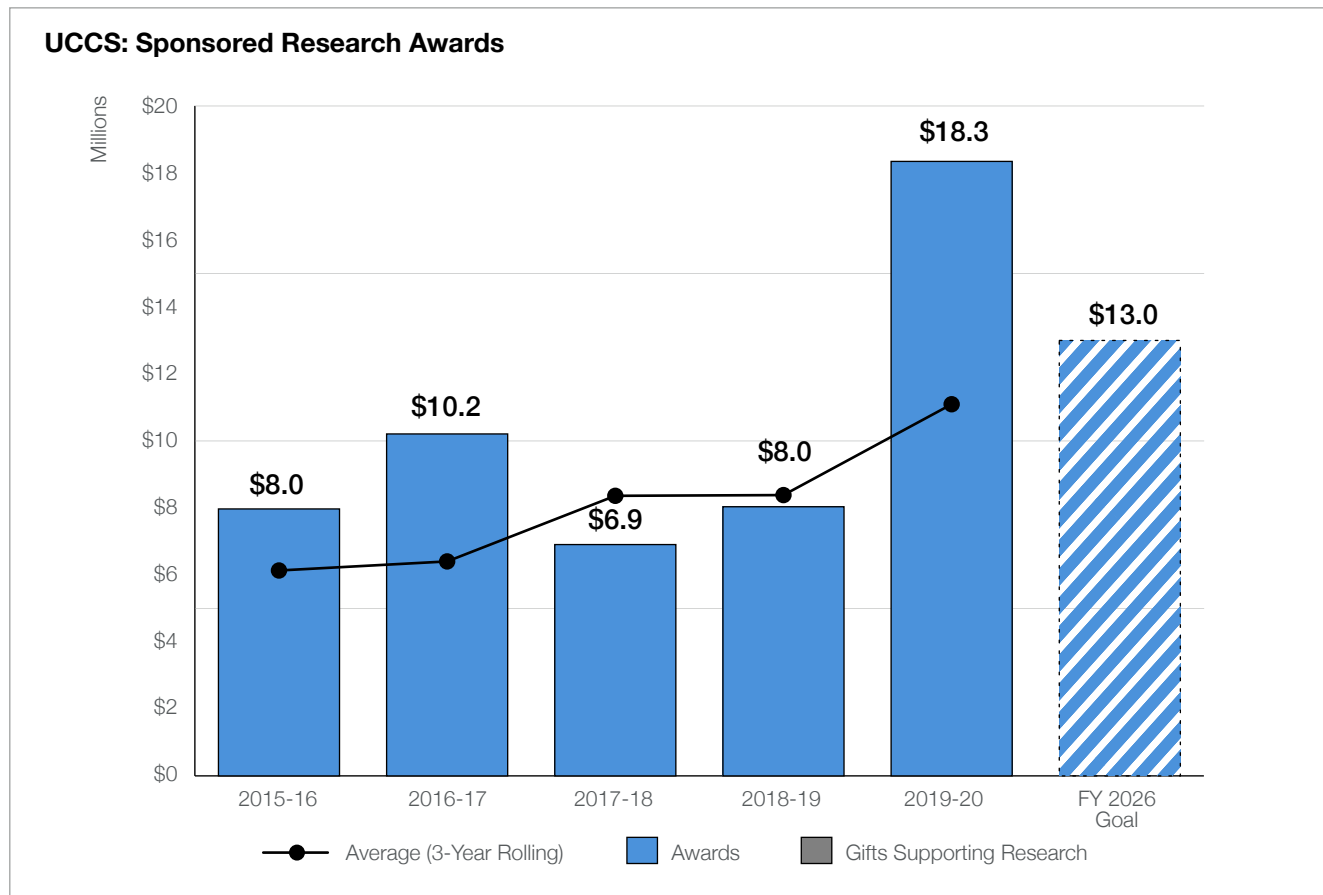
Action Steps

Growing sponsored program awards, supporting sustained peer-review dissemination outputs, and concerted efforts to steadily increase the number of Ph.D. graduates especially in our two themes of cross-cutting research:

1. Partner and grow the National (Cyber) Security Research Initiative with CU Boulder and our own community stakeholders

2. Partner and grow the Health Wellness and Resilience Research Initiative with CU Denver/Anschutz and our own community stakeholders

Source: CU System & Campus Offices of Institutional Research

Denver Sponsored Research

Denver: Sponsored Research Awards
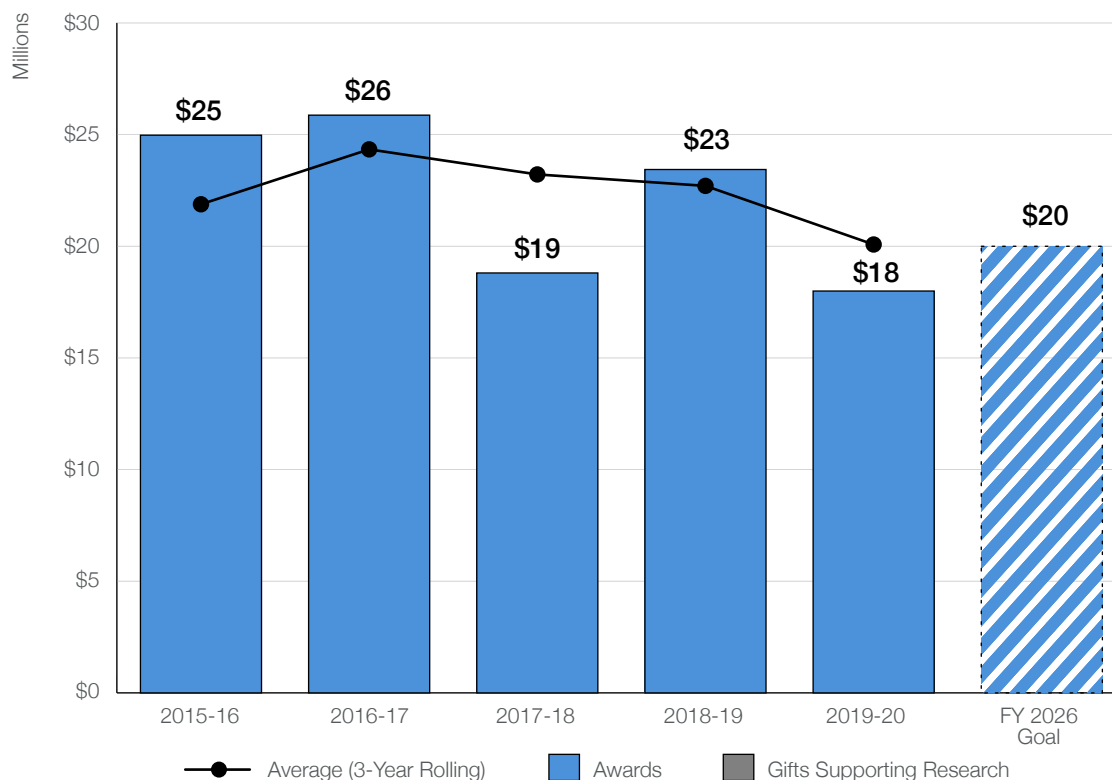
Action Steps

1. Leverage HSI and AANAPISI status to access additional funding opportunities

2. Enhance federal funding efforts

3. Hire full-time chief research officer

Source: CU System & Campus Offices of Institutional Research

Anschutz Sponsored Research

Anschutz: Sponsored Research (Awards + Gifts)
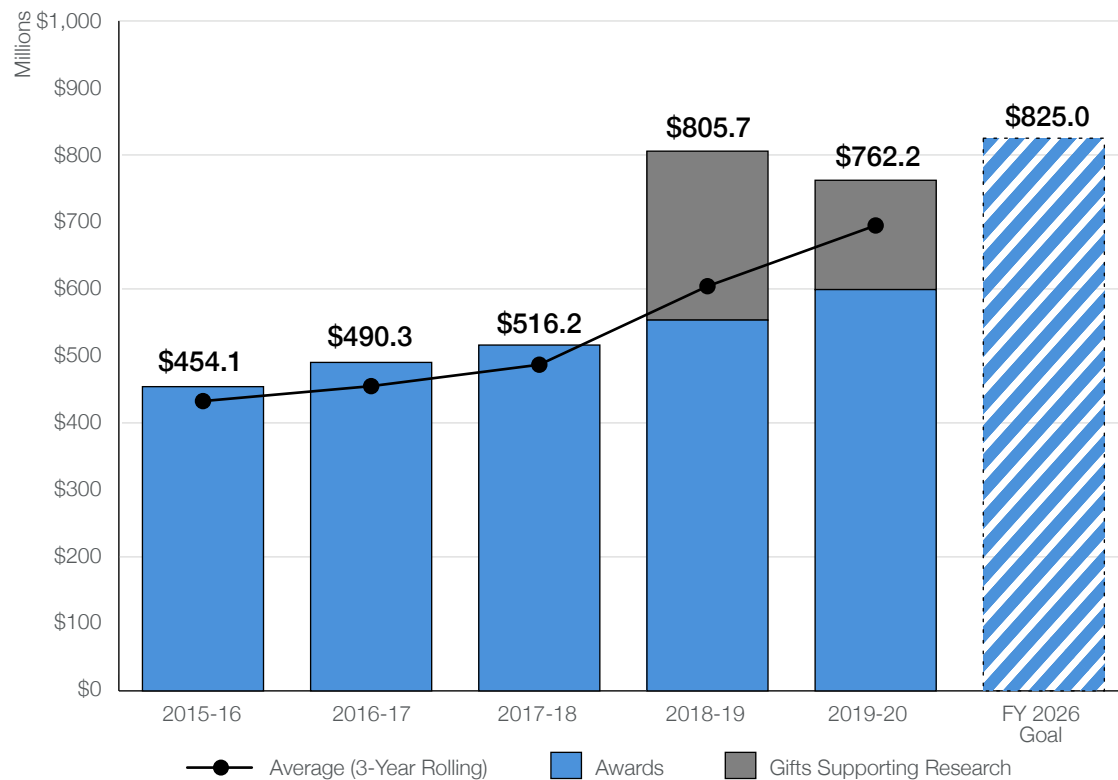
Action Steps

1. High profile recruitments in health artificial intelligence and bioinformatics, and bioengineering investments

2. COVID research and clinical trials

3. Mental health research expansion

4. Innovation/Industry — collaboration growth

5. Collaborative/Program project grants seed programs

6. AB Nexus collaboration with Boulder

Note: Gifts supporting research are not reflected prior to FY 2018-19.

Source: CU System & Campus Offices of Institutional Research

CU System Sponsored Research

Action Steps

- **AB Nexus initiative**
  Further enhance the collaboration between CU Anschutz and CU Boulder launched in 2019 with the support of the chancellors and president that generates knowledge to improve human well-being and spur innovation and economic development

- **Nexus for Health and Resilience**
  Support collaboration between UCCS/Denver and Anschutz/Boulder on health and resilience focused interdisciplinary research

- **National Security**
  Bolster efforts by all four campus in support of national security

By expanding research collaborations between the University of Colorado **Anschutz** and **Boulder** campuses, the AB Nexus will generate knowledge that improves human well-being and spurs innovation and economic development.

LEARN MORE

Generate knowledge that improves human well-being and spurs innovation and economic development
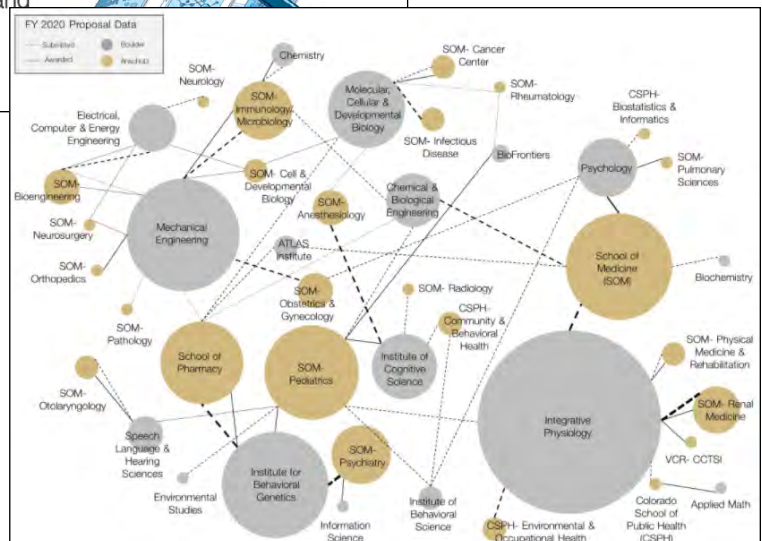
Innovation in Learning & Teaching Initiative
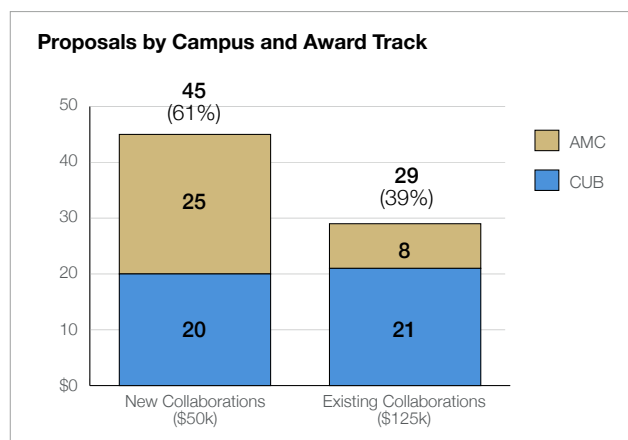
ABNexus Off to the Races…

Results to Date:

- Master Collaboration Agreement executed between campuses
  - Expedites joint proposal review by offices of grants and contracts
  - No F&A on first $25k of direct costs for intercampus proposals
- Awarded $675K in collaborative grants
- Increased externally awarded collaborative proposals over historical baseline values
  - $2M increase in FY 2020
  - On pace to realize $3M in FY 2021

★ Goal: Grow external funding by $29M by 2024

Proposal Analysis

- 74 full proposals received
- 61% new collaborations ($50k)
- Even participation across campuses

Proposals by Campus and Award Track

	New Collaborations ($50k)	Existing Collaborations ($125k)
Total	45 (61%)	29 (39%)
AMC	25	8
CUB	20	21

Legend: AMC, CUB

System-wide focus on supporting national security

National Security Investment

Intercampus Cybersecurity Research Security & Compliance

- Support the development of CMMC and research security infrastructure to strengthen the research infrastructure in cybersecurity at Boulder, Anschutz, Denver and UCCS.
- $350k/year for 3 years to hire 2 IT professionals to build security & CMMC platform.
- Form a System-wide Research Security working group to address the needs of all campuses.
- Staff will initially reside at CU Boulder (CUB have already invested in 4 staff) and work with each campus to adapt relevant research security & CMMC protocols and processes.
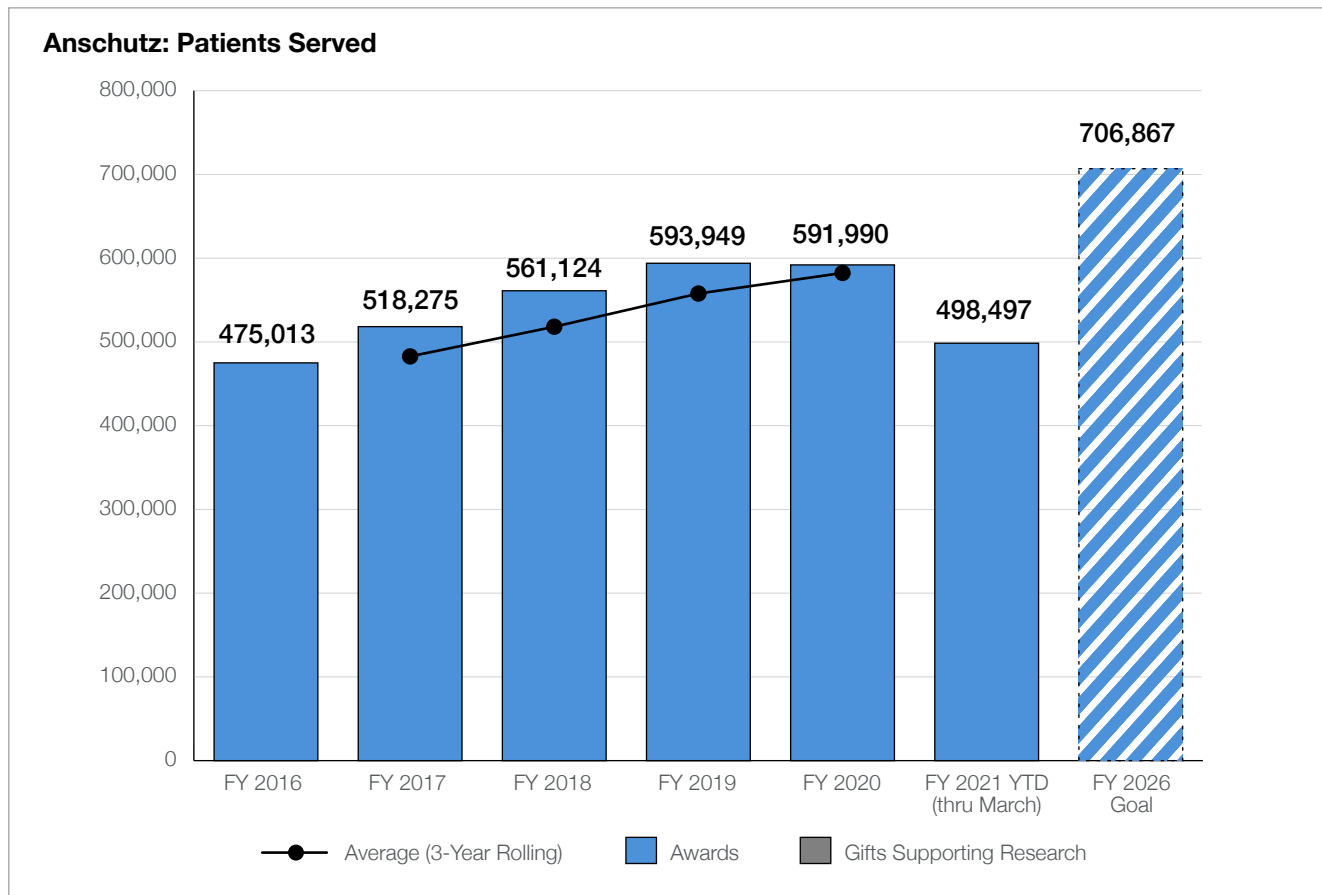

*CMMC (Cybersecurity maturity model certification) required for all future DOD grants.

Anschutz Patients Served

Anschutz: Patients Served

Patients served values by year:
- FY 2016: 475,013
- FY 2017: 518,275
- FY 2018: 561,124
- FY 2019: 593,949
- FY 2020: 591,990
- FY 2021 YTD (thru March): 498,497
- FY 2026 Goal: 706,867

Legend: Average (3-Year Rolling) — Awards — Gifts Supporting Research

Action Steps

1. Expand services to additional populations (e.g., URM, FQHC)

2. Increase marketing efforts

3. Increase telehealth services and remote patient monitoring

The number of patients served by CU medical care providers per year.

Source: CU System & Campus Offices of Institutional Research

PILLAR 3
Diversity, Inclusion, Equity & Access

Percent of students, faculty and staff from underrepresented populations (including gender, ethnicity, veterans and disability)

- Diversity of New Students
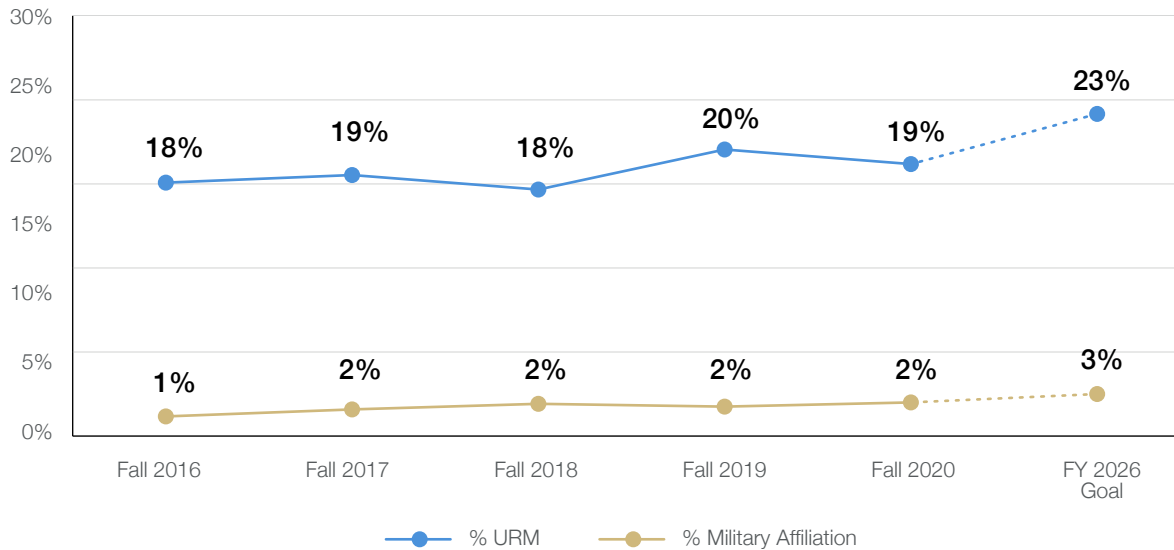- Diversity of New Faculty and Staff Hires

Inclusion – Over time, data will be tracked to measure progress based on survey questions found on page 35

Boulder New Student Diversity

Boulder: New Student Diversity

% URM: Fall 2016 18%, Fall 2017 19%, Fall 2018 18%, Fall 2019 20%, Fall 2020 19%, FY 2026 Goal 23%

% Military Affiliation: Fall 2016 1%, Fall 2017 2%, Fall 2018 2%, Fall 2019 2%, Fall 2020 2%, FY 2026 Goal 3%

Legend: ● % URM   ● % Military Affiliation

Action Steps

1. Increase outreach (in person, digital, publications, CRM) to underrepresented students and veterans through enhanced campus partnerships

2. Use of College Board's Segment Analysis Service (Landscape) and predictive analytics in ODA to continuously build the top of the recruitment funnel

3. Enhance recruitment partnerships academic programs

4. Continue to enhance the recruitment relationship Veteran and Military Affairs and programs external to CU Boulder that serve veteran students and further develop recruitment strategies to increase the number of veteran students

New student is defined as all new students, undergrad and graduate students at UCCS, Denver and Anschutz; Boulder's metric reflects new resident freshman.
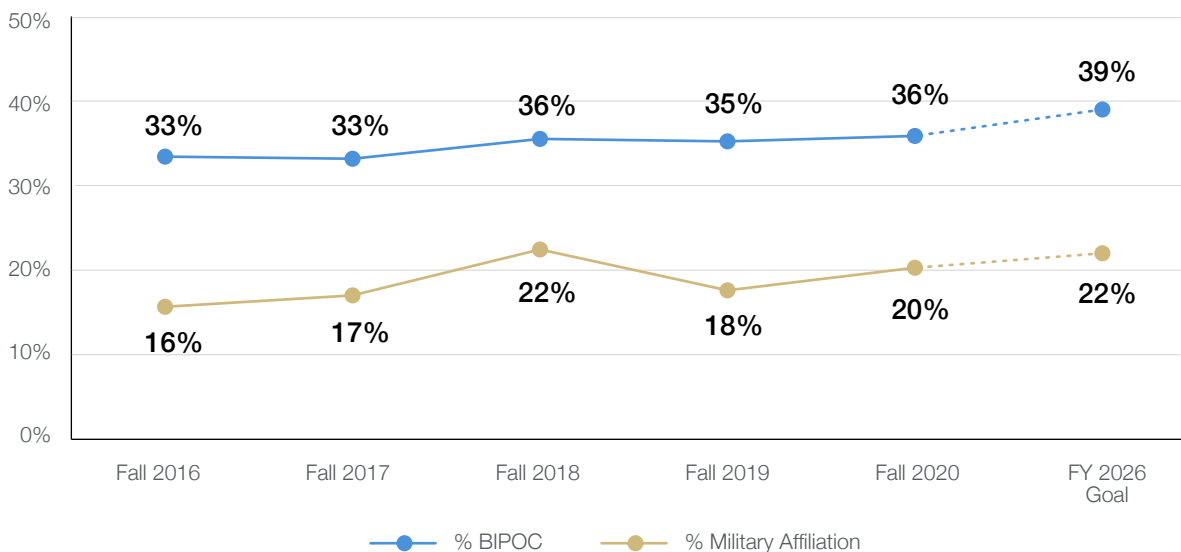
URM is defined here to include Hispanic, Black, American Indian.

Veteran is defined as having veteran affiliation, including active and discharged members of the U.S. military or National Guard.

Source: CU Institutional Research

UCCS New Student Diversity

UCCS: New Student Diversity

Chart showing two lines across Fall 2016, Fall 2017, Fall 2018, Fall 2019, Fall 2020, and FY 2026 Goal.

% BIPOC: 33%, 33%, 36%, 35%, 36%, 39%

% Military Affiliation: 16%, 17%, 22%, 18%, 20%, 22%

Legend: % BIPOC · % Military Affiliation

Action Steps

1. Goals established will be informed by expert consideration (Chief Diversity Officer – CDO) in consultation with UCCS Cabinet. Currently, the campus has an interim CDO – search efforts are being expedited for the fall 2021 with goals and actions steps submitted spring 2022.

New student is defined as all new students, undergrad and graduate students at UCCS, Denver and Anschutz; Boulder's metric reflects new resident freshman.

URM is defined here to include Hispanic, Black, American Indian, Pacific Islander, Asian, and Multi-Ethnic (two or more).
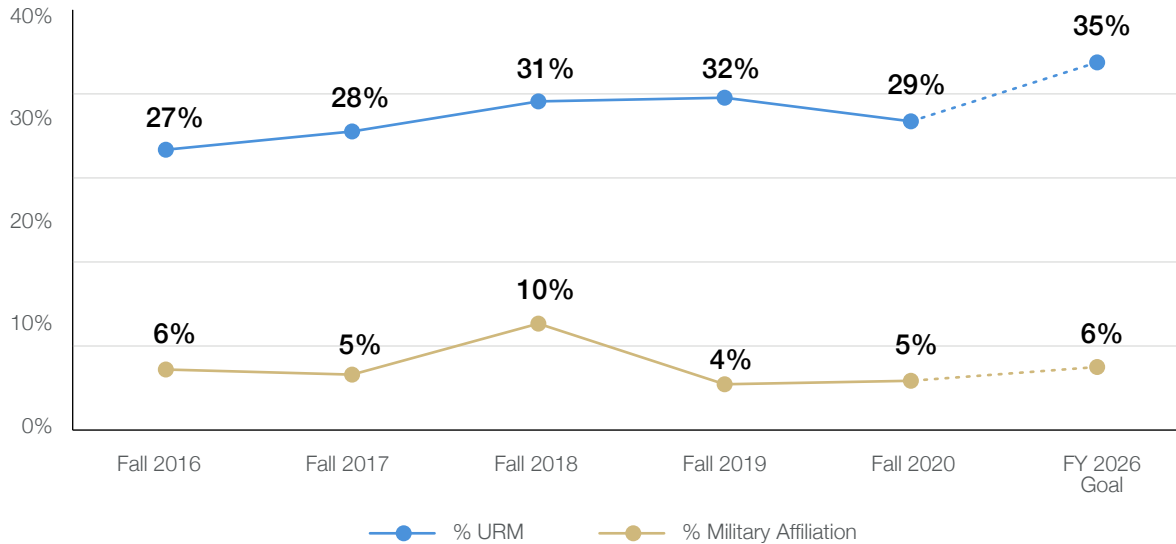
UCCS Military Affiliation includes people who are currently serving or have served in the US Armed Forces, including ROTC, and their dependents.

Source: CU Institutional Research

Denver New Student Diversity

Denver: New Student Diversity

Legend: ●— % URM   ●— % Military Affiliation

Action Steps

1. Leverage HSI and AANAPISI status to recruit and retain a diverse student population

2. Enhance student support services for underrepresented student populations

3. Implement actions/plans from CU Denver's equity task force

New student is defined as all new students, undergrad and graduate students at UCCS, Denver and Anschutz; Boulder's metric reflects new resident freshman.
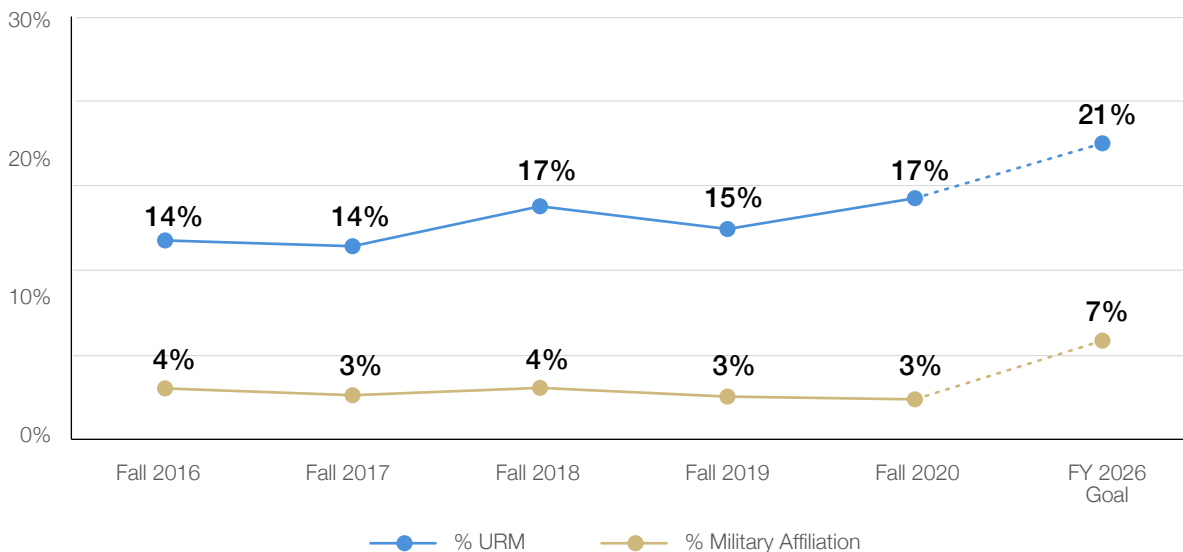
URM is defined here to include Hispanic, Black, American Indian, Pacific Islander.

Veteran is defined as having veteran affiliation, including active and discharged members of the U.S. military or National Guard.

Source: CU Institutional Research

Anschutz New Student Diversity

Anschutz: New Student Diversity

Action Steps

1. Maintain and elevate student recruitment strategies through partnership of the Office of Student Affairs and the Office of Diversity, Equity, and Inclusion

2. Enhance our culture of belonging for students

3. Development of Center for Health Equity

in phase 2 planning with community advisory board

4. Student driven initiatives Black Student Collective (40+ black and ally students)

5. Integration of student disability services office into campus-wide DEI structure

New student is defined as all new students, undergrad and graduate students at UCCS, Denver and Anschutz; Boulder's metric reflects new resident freshman.

URM is defined here to include Hispanic, Black, American Indian, Pacific Islander, and Multi-Ethnic (two or more).
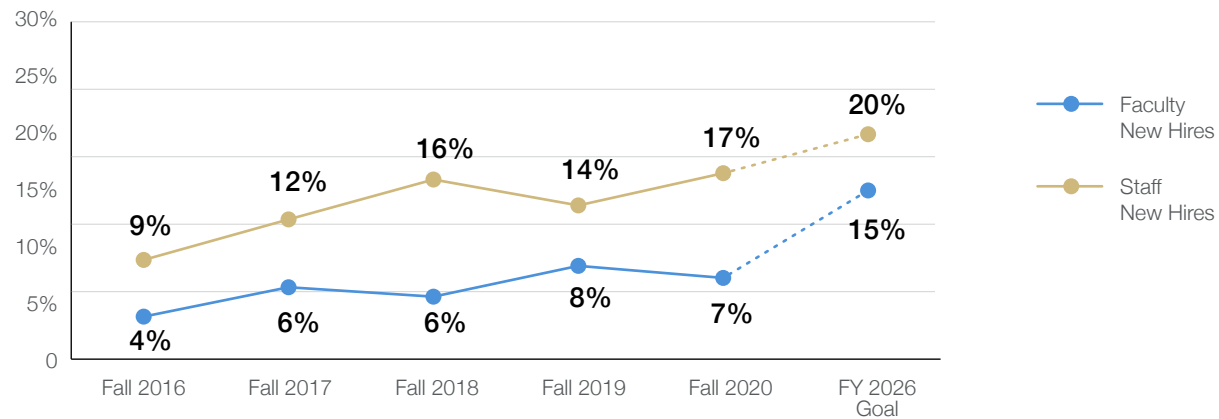
Veteran is defined as having veteran affiliation, including active and discharged members of the U.S. military or National Guard.
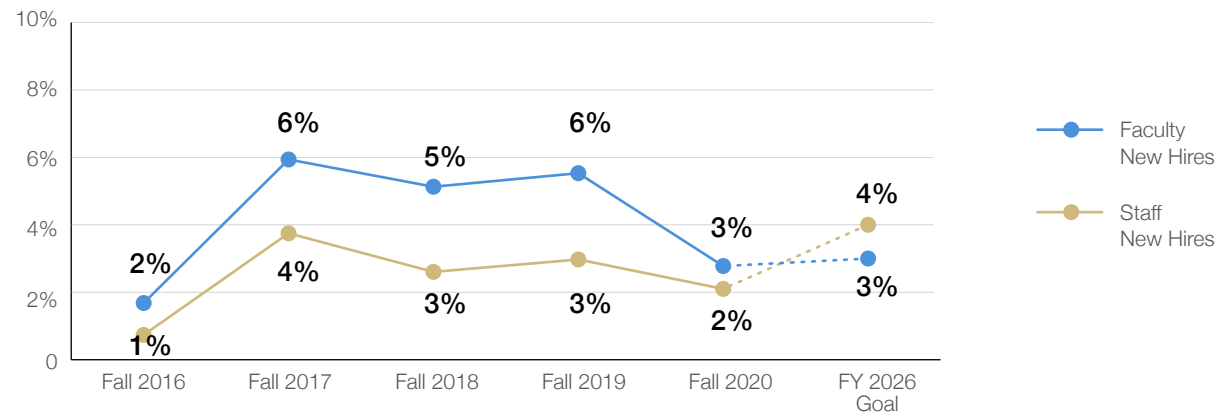
Source: CU Institutional Research

Boulder - Faculty & Staff (New Hires) Diversity

Boulder: New Hires (% URM)

Boulder: New Hires (% Veteran)
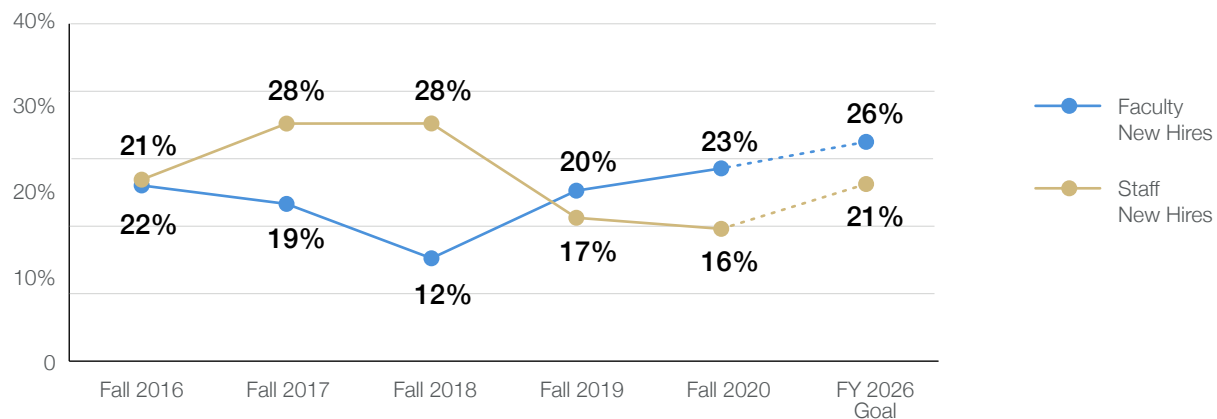

Action Steps - Faculty

1. Continue recruitment outreach efforts for underrepresented populations, specifically racial minorities and veterans

2. Continue the implicit bias and inclusive hiring practices training for faculty search committees, while also continuing the gains made in hiring more minorities in faculty searches

3. Improve and continue the Faculty Diversity Action Plan

4. Support and expand the Chancellor's Postdoctoral Fellowship Program
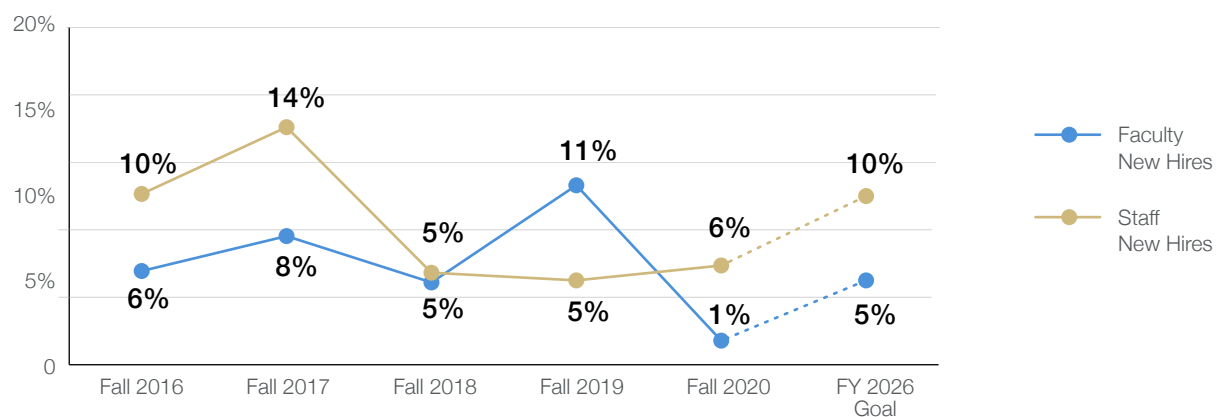
Action Steps - Staff

1. Continue recruitment outreach efforts for underrepresented populations

2. Offering implicit bias and inclusive hiring practices for staff searches that mirrors the faculty training

3. Implement pipeline to employment for work study students (pilot underway)

4. Continue use of Textio for job postings and evaluation of minimum qualifications to eliminate barriers to hire such as requiring bachelors degree for entry level professional roles

Boulder URM is defined here to include Hispanic, Black, American Indian.

Source: CU System & Campus Offices of Institutional Research

Innovating for the Future: 2021 – 2026 Strategic Plan

UCCS - Faculty & Staff (New Hires) Diversity

UCCS: New Hires (% BIPOC)

UCCS: New Hires (% Military Affiliation)

Action Steps - Faculty

Goals established will be informed by expert consideration (Chief Diversity Officer – CDO) in consultation with UCCS Cabinet. Currently, the campus has an interim CDO – search efforts are being expedited for the fall 2021 with goals and actions steps submitted spring 2022.

Action Steps - Staff

Goals established will be informed by expert consideration (Chief Diversity Officer – CDO) in consultation with UCCS Cabinet. Currently, the campus has an interim CDO – search efforts are being expedited for the fall 2021 with goals and actions steps submitted spring 2022.

BIPOC = Black, Indigenous, People of Color and includes Hispanic, Black, American Indian, Pacific Islander, Asian, and Multi-Ethnic (two or more).
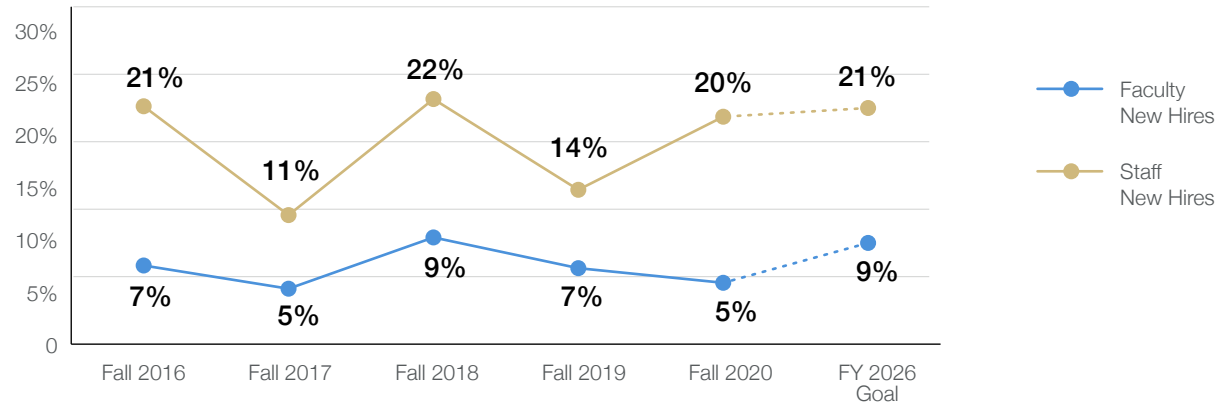
UCCS Veteran includes people who are currently serving or have served in the US Armed Forces.
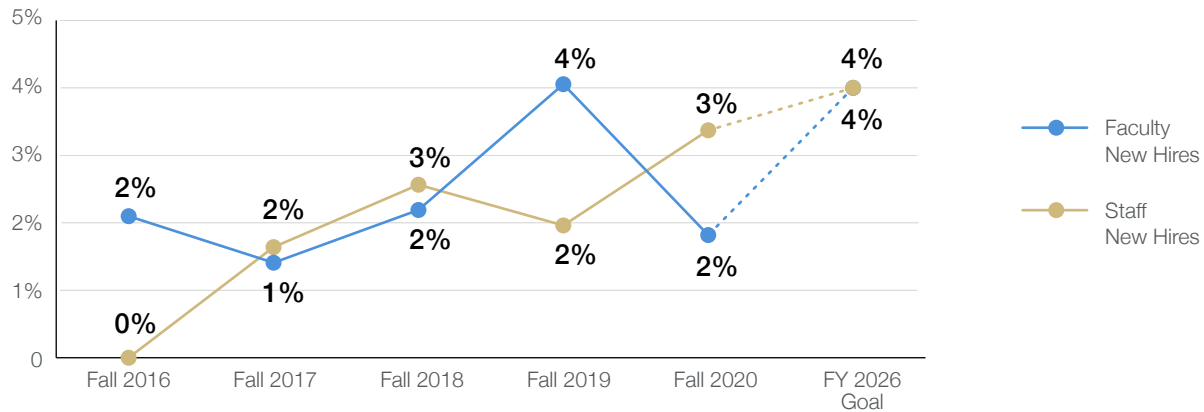
Source: CU Institutional Research

Denver - Faculty & Staff (New Hires) Diversity

Denver: New Hires (% URM)

	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	FY 2026 Goal
Staff New Hires	21%	11%	22%	14%	20%	21%
Faculty New Hires	7%	5%	9%	7%	5%	9%

Denver: New Hires (% Veteran)

	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	FY 2026 Goal
Faculty New Hires	2%	1%	2%	4%	2%	4%
Staff New Hires	0%	2%	3%	2%	3%	4%

Action Steps - Faculty

1. Continue recruitment outreach efforts for underrepresented populations, specifically racial minorities and veterans

2. Strengthen inclusive hiring practices training for faculty search committees, while also continuing the gains made in hiring more minorities in faculty searches

Action Steps - Staff

1. Continue recruitment outreach efforts for underrepresented populations, specifically racial minorities and veterans

2. Strengthen inclusive hiring practices training for staff search committees, while also continuing the gains made in hiring more minorities in staff searches
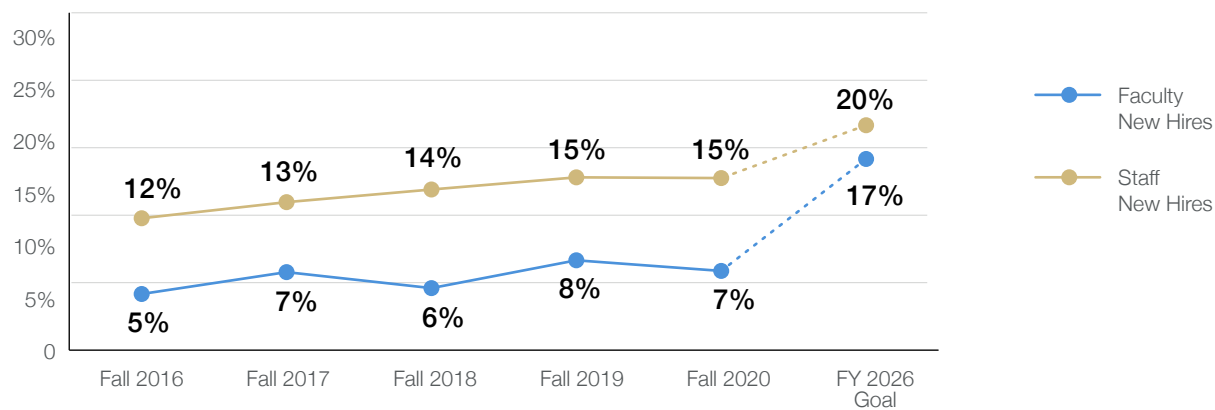

Denver URM is defined here to include Hispanic, Black, American Indian and Pacific Islander.

Denver Campus Veteran is defined as any employee who has self-identified as having served in the military. Active Duty and Reserves are excluded.
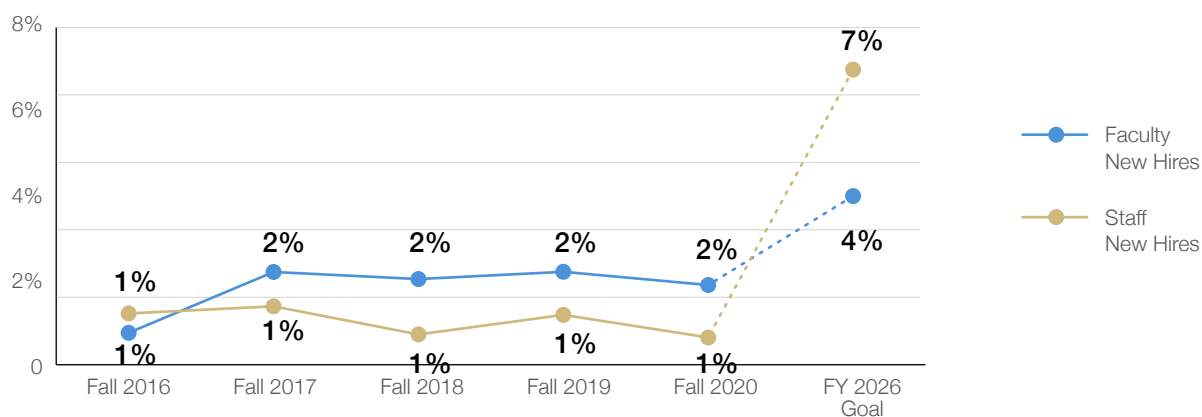

Source: CU Institutional Research

Anschutz - Faculty & Staff (New Hires) Diversity

Anschutz: New Hires (% URM)

Line chart showing Anschutz New Hires (% URM). Faculty New Hires (blue): Fall 2016 5%, Fall 2017 7%, Fall 2018 6%, Fall 2019 8%, Fall 2020 7%, FY 2026 Goal 17%. Staff New Hires (tan): Fall 2016 12%, Fall 2017 13%, Fall 2018 14%, Fall 2019 15%, Fall 2020 15%, FY 2026 Goal 20%.

Anschutz: New Hires (% Veterans)

Line chart showing Anschutz New Hires (% Veterans). Faculty New Hires (blue): Fall 2016 1%, Fall 2017 2%, Fall 2018 2%, Fall 2019 2%, Fall 2020 2%, FY 2026 Goal 4%. Staff New Hires (tan): Fall 2016 1%, Fall 2017 1%, Fall 2018 1%, Fall 2019 1%, Fall 2020 1%, FY 2026 Goal 7%.

Action Steps - Faculty

1. Develop effective recruitment and retention strategies through the Office of Diversity, Equity, and Inclusion. Implement best practices through hiring processes

2. Pipeline programs to faculty retention and promotion – Socioecological Model, Equity Framework & Inclusive Excellence Principles

3. Development of Center for Health Equity in phase 2 planning with community advisory board

Action Steps - Staff

1. Develop effective recruitment and retention strategies through the Office of Diversity, Equity, and Inclusion. Implement best practices through hiring processes

2. Development of Center for Health Equity in phase 2 planning with community advisory board

Anschutz URM is defined here to include Hispanic, Black, American Indian, Pacific Islander, and Multi-Ethnic (two or more).

Anschutz Campus Veteran is defined as any employee who has self-identified as having served in the military. Active Duty and Reserves are excluded.

Source: CU Institutional Research

Campus and Workplace Culture (CWC) Survey

CWC Survey Administration

- Survey administration will occur in fall 2021
  - All CU campuses and System Office
  - All students, faculty and staff

- Preliminary results of questions for the CU Strategic Plan will be presented at the February 2022 Board of Regents meeting

Civility

- **Undergraduate Students:** Since you have been a student at CU, have you experienced any of these behaviors in the context of your CU-related activities (in person or remote)? Please select all that apply.
- **Graduate Students:** Since you have been a GRADUATE student at CU, have you experienced any of these behaviors in the context of your CU-related activities (in person or remote)? Please select all that apply.
- **Faculty & Staff:** Within the last 12 months, have you experienced any of these behaviors in the context of your CU-related activities (in-person or remote)? Please select all that apply.

Acceptance/Culture

Classroom Culture – Undergraduate Students: In most of my courses…

- I am comfortable expressing ideas or opinions in class without fear it will affect how people in the class treat me.

Department Culture – Graduate Students: Indicate how strongly you disagree or agree with each of the following statements:

- I am comfortable expressing ideas or opinions without fear it will affect how individuals in my department treat me

Department Culture – Staff: Indicate how strongly you disagree or agree with each of the following statements:

- I am comfortable expressing ideas or opinions without fear it will affect how individuals in my department treat me.

Department Culture – Faculty: Indicate how strongly you disagree or agree with each of the following statements:

- I am comfortable expressing ideas or opinions without fear it will affect how individuals in my department treat me.

Harassment

Policy Items/Outcomes – Undergraduate Students, Graduate Students, Faculty and Staff: I feel like my concerns would be taken seriously by CU if I reported a problem related to identity-based discrimination or harassment (attributed to protected classes such as race, sexual orientation, gender, disability, etc.), or sexual misconduct, intimate partner abuse (including domestic/dating violence) or stalking.

Action Steps

1. To be created after identification of challenges from the survey

PILLAR 4
Fiscal Strength

Focus Area: Collaboration and Partnerships

- Gifts/Fundraising
- Other Revenue per Employee

Focus Area: Deferred Maintenance and Sustainability

- Facility Condition Index (FCI)
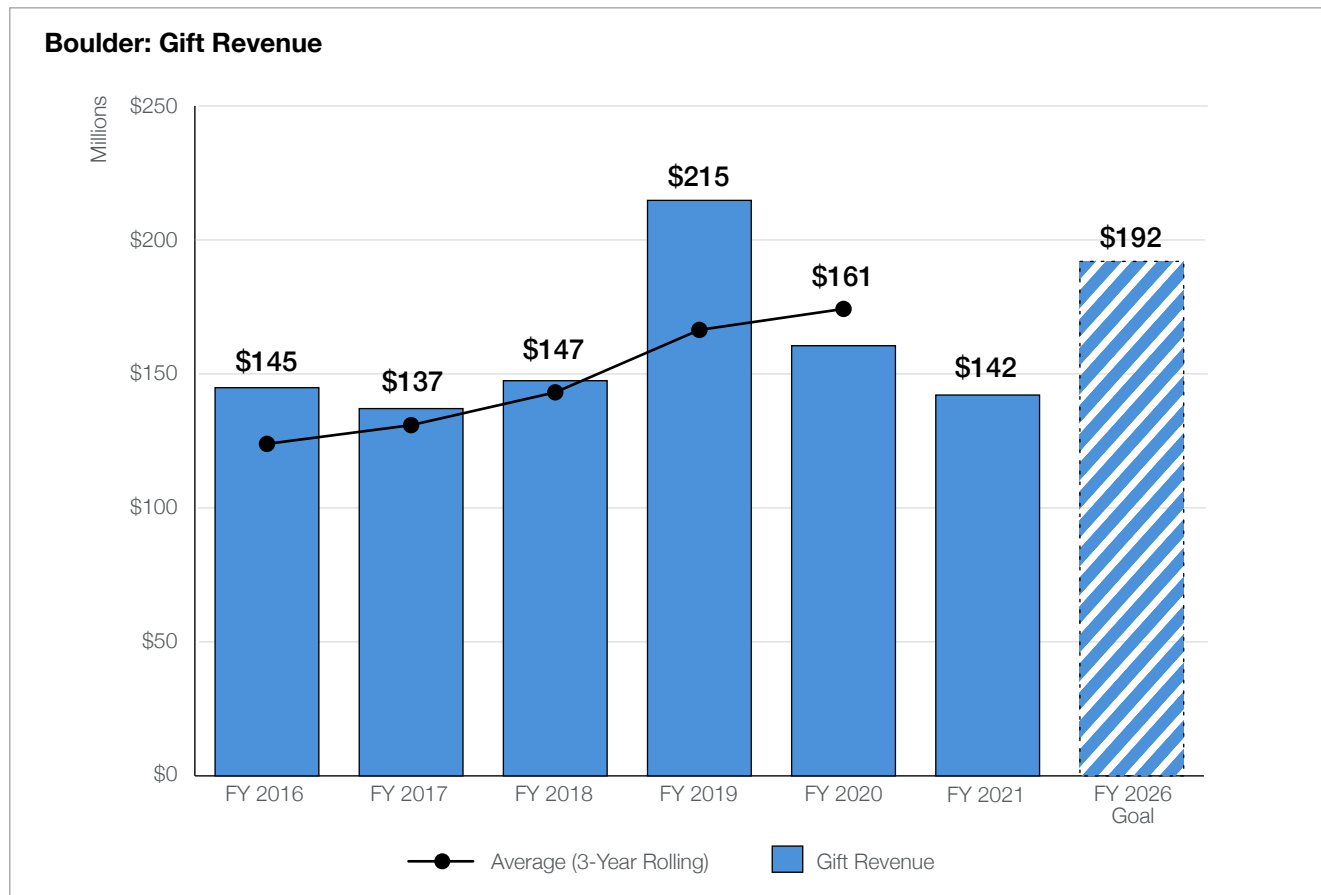- Energy Use Intensity (EUI)
- Greenhouse Gas Emissions

Focus Area: Transformation & Innovation Program (formally: Tech Enablement and Infrastructure)

- Strategic Initiative(s): Performance tracked through the completion of action steps

Boulder Gifts/Fundraising

Boulder: Gift Revenue

Action Steps

1. Target incremental investment resourced by continuing existing CUF funding allocation model and implementation of emerging CUF incremental funding model

2. Rehire vacant advancement roles, restoring 20% of fundraising capacity and re-aligning engagement and communications capacity to strategy

3. Sustain productivity and accelerate engagement and pipeline growth through individual- to campus-level performance and individual, industry and philanthropic foundation portfolio management

FY 2020-21 excludes year-end gifts that are still being processed and private support received through the offices of contracts and grants for June 2021. Final private support figures will be available in July.

Source: CU Advancement; Charts by CU System Institutional Research

UCCS Gifts/Fundraising
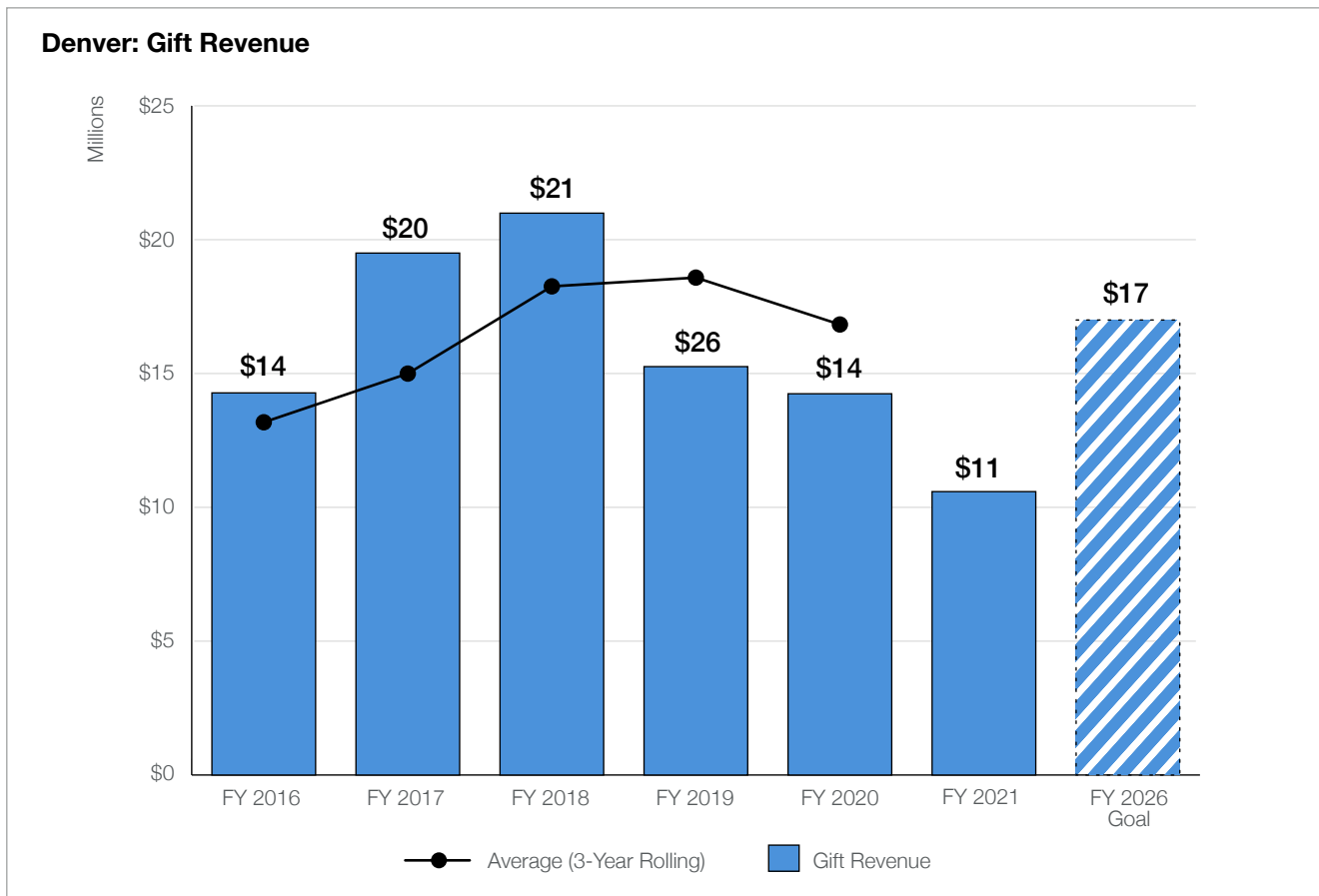
UCCS: Gift Revenue
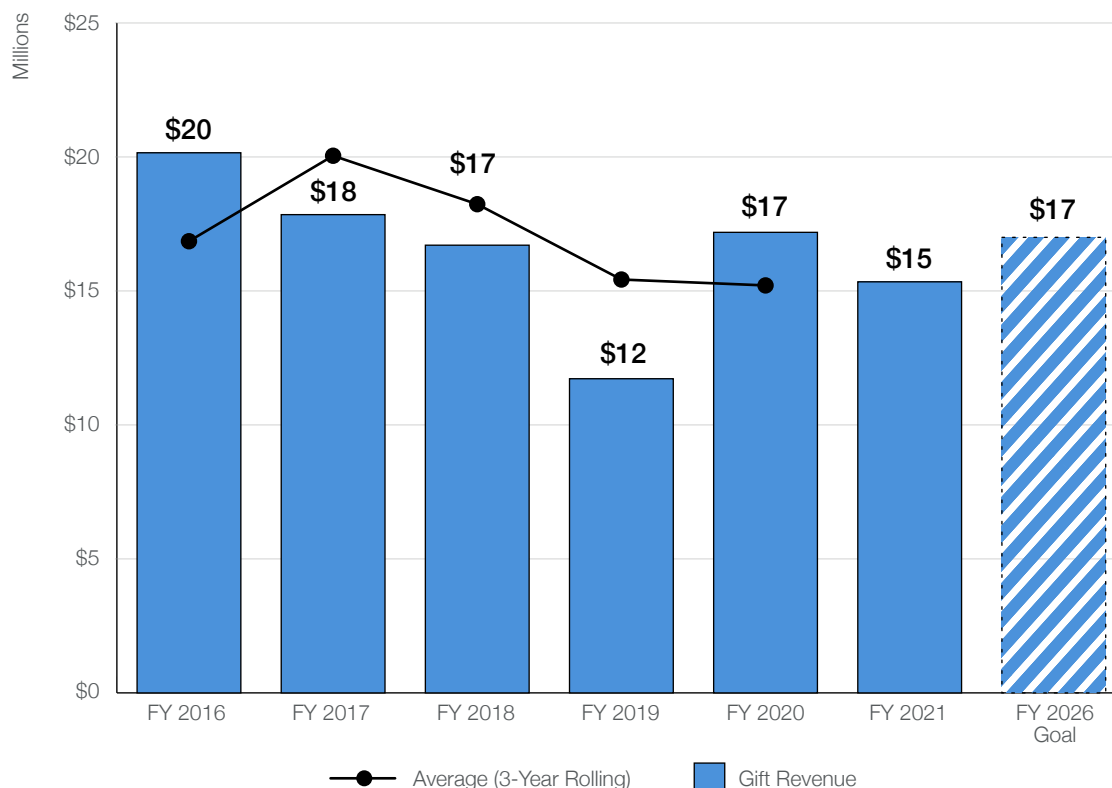
Action Steps

1. Achieve annual fundraising goals through the achievement of donor outreach; proposal and stewardship metrics. Strong focus on pipeline development and keen attention to seven-figure opportunities and partnerships is needed to see annual philanthropic support each year.

FY 2020-21 excludes year-end gifts that are still being processed and private support received through the offices of contracts and grants for June 2021. Final private support figures will be available in July.

Source: CU System & Campus Offices of Institutional Research

Denver Gifts/Fundraising

Denver: Gift Revenue

Millions

- $25
- $20
- $15
- $10
- $5
- $0

| FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2026 Goal |

$14 · $20 · $21 · $26 · $14 · $11 · $17

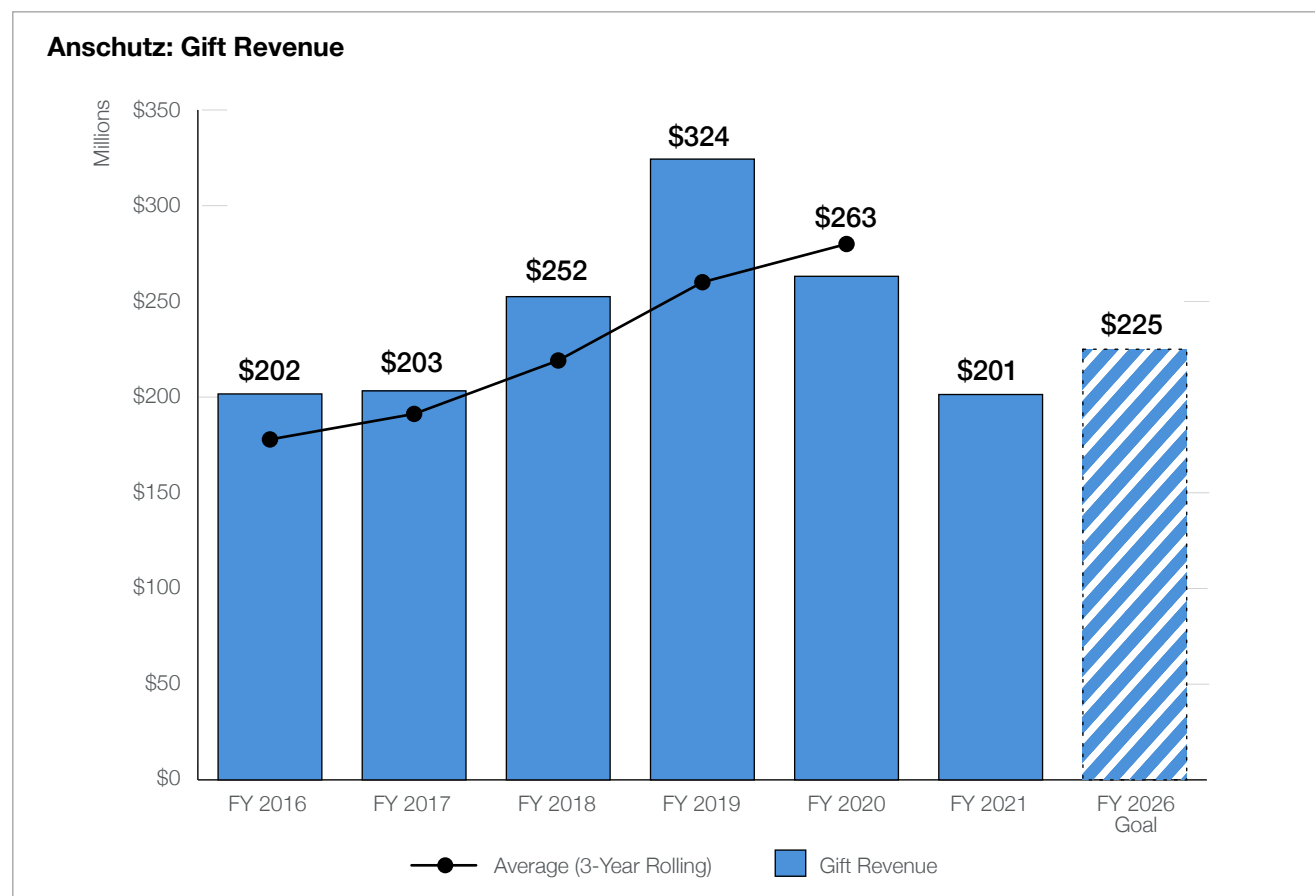Legend: ● Average (3-Year Rolling)   ▮ Gift Revenue

Action Steps

1. Conduct a readiness study for new capital campaign

2. Invest in our philanthropic operations

FY 2020-21 excludes year-end gifts that are still being processed and private support received through the offices of contracts and grants for June 2021. Final private support figures will be available in July.

Source: CU System & Campus Offices of Institutional Research

Anschutz Gifts/Fundraising

Anschutz: Gift Revenue

Legend: Average (3-Year Rolling) ● | Gift Revenue ■

Year	Gift Revenue	Average (3-Year Rolling)
FY 2016	$202	
FY 2017	$203	
FY 2018	$252	
FY 2019	$324	
FY 2020	$263	
FY 2021	$201	
FY 2026 Goal	$225	

Action Steps

1. Goals to be focused on major gifts solicitation

FY 2020-21 excludes year-end gifts that are still being processed and private support received through the offices of contracts and grants for June 2021. Final private support figures will be available in July.

Source: CU System & Campus Offices of Institutional Research

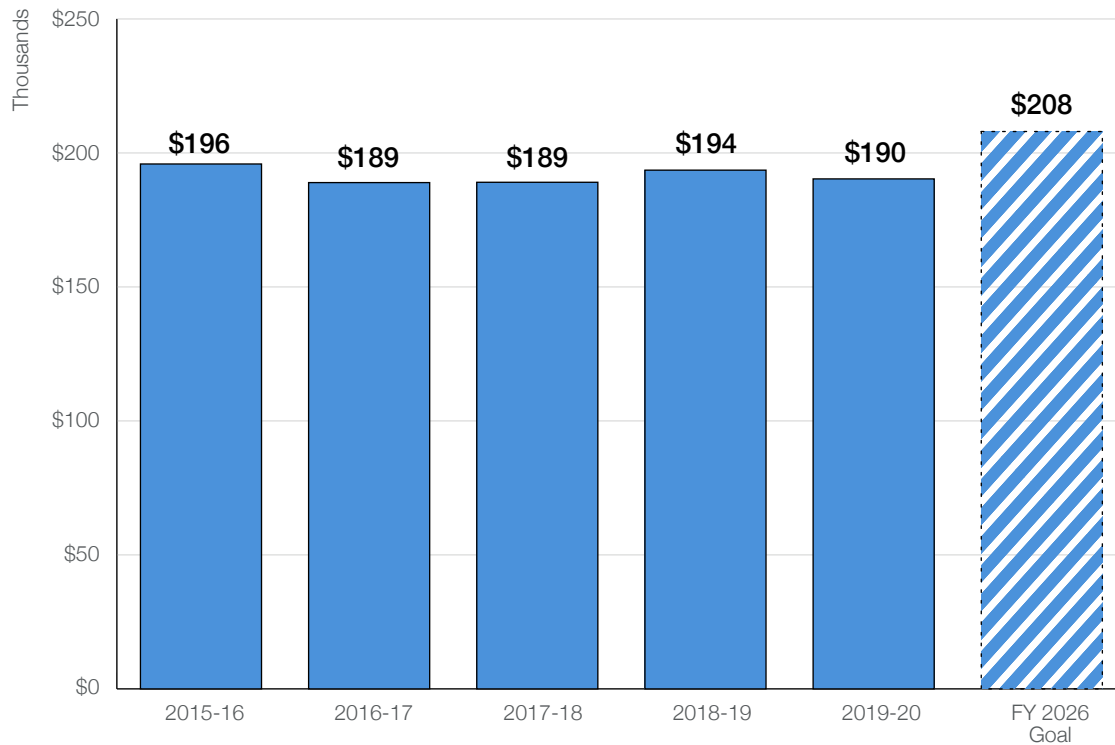# Definition of "Other Revenue per Employee"

"Other Revenue"

- \+ Total Revenue (E&G + Auxiliary + Restricted)
- \- Less State Support (COF, Fee-For-Service, Specialty Education, Tobacco Settlement Funds, Marijuana Tax Cash Fund)
- \- Less Tuition Revenue (Resident Undergraduate)

"Employee"

- Employee FTE (Full-Time Equivalent)
- Includes regular faculty & staff
- Excludes temporary workers, student workers, retirees
- Data is from the IPEDS Human Resources Survey

Source: CU System & Campus Offices of Institutional Research

Boulder Other Revenue per Employee FTE

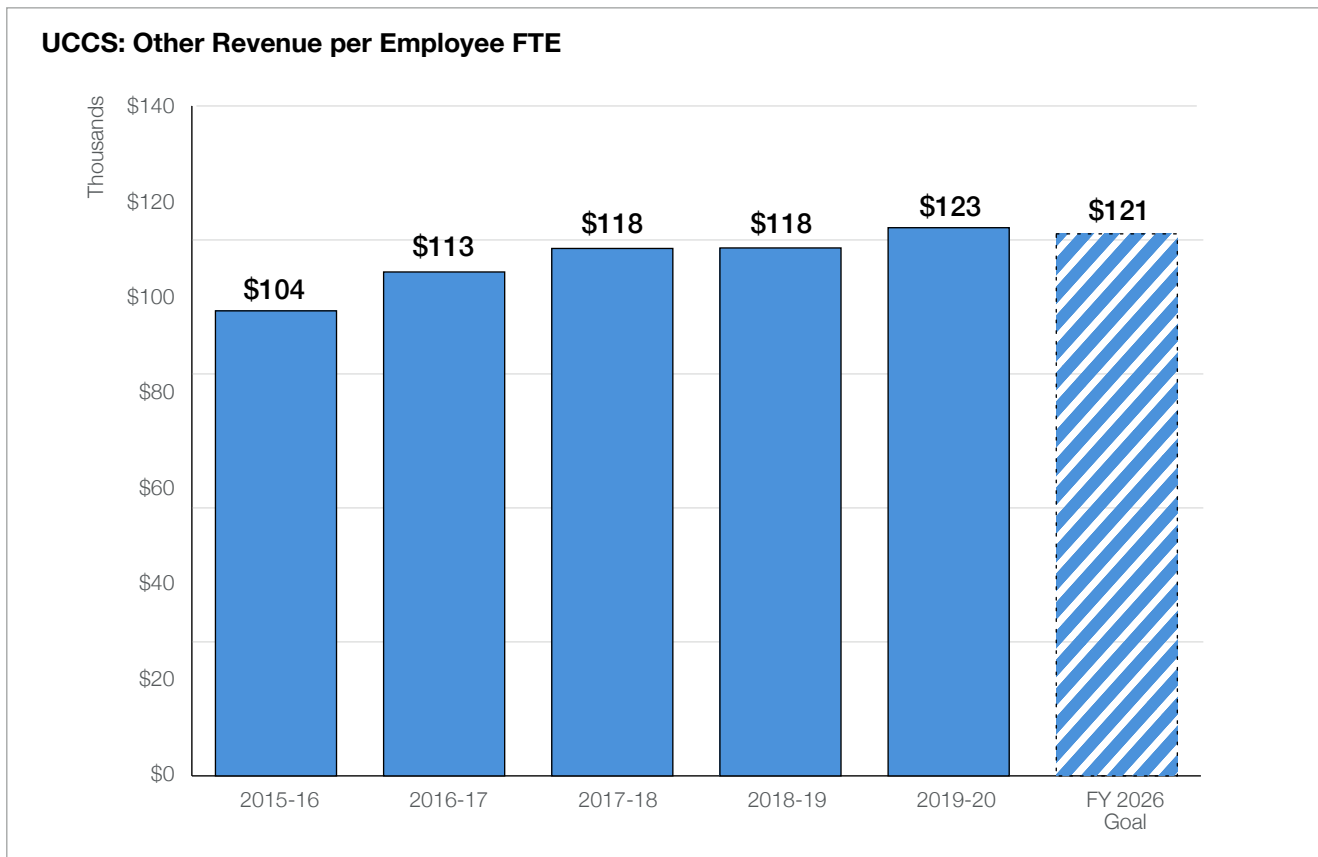**Boulder: Other Revenue per Employee FTE**

Action Steps

1. Continue to identify revenue-generating opportunities through campus initiatives such as Financial Futures

2. Support auxiliary units as they restore operations/opportunities post-pandemic

Source: CU System Office of Institutional Research

UCCS Other Revenue per Employee FTE

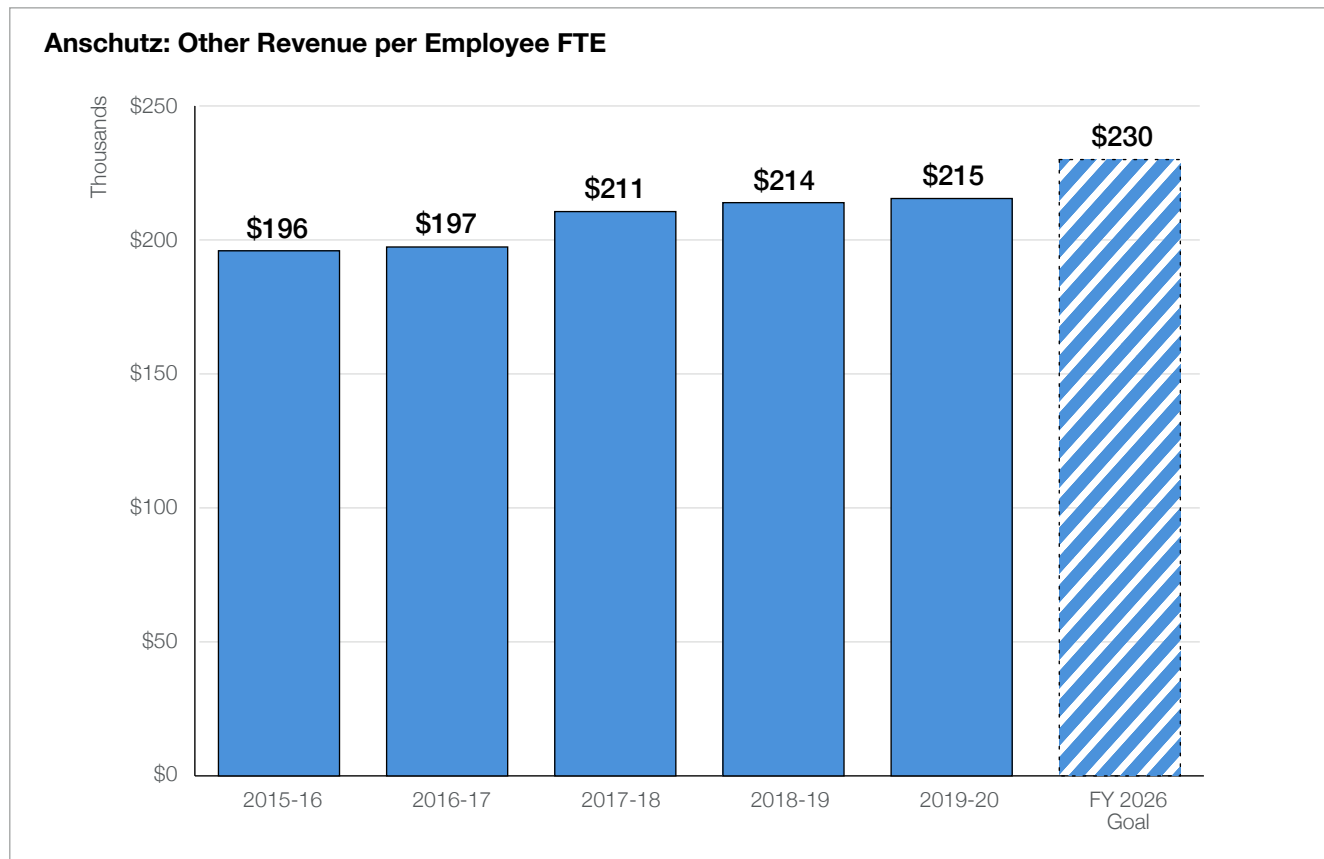**UCCS: Other Revenue per Employee FTE**

Action Steps

Auxiliary growth at 2%, restricted at 3% per year and employee FTE at half a percent per year. This has an increasing effect on total revenue. Following are areas that could impact our "Other Revenue" goal:

1. Online Initiative, non-res growth, P3 partnerships (Cybersecurity, Ent Center for the Arts, Hybl Sports Medicine and Performance Center, and Lane Center for Academic Health Sciences)

2. Other revenue is calculated based on: total E&G+Aux+Restricted budget less state funding and tuition

Source: CU System Office of Institutional Research
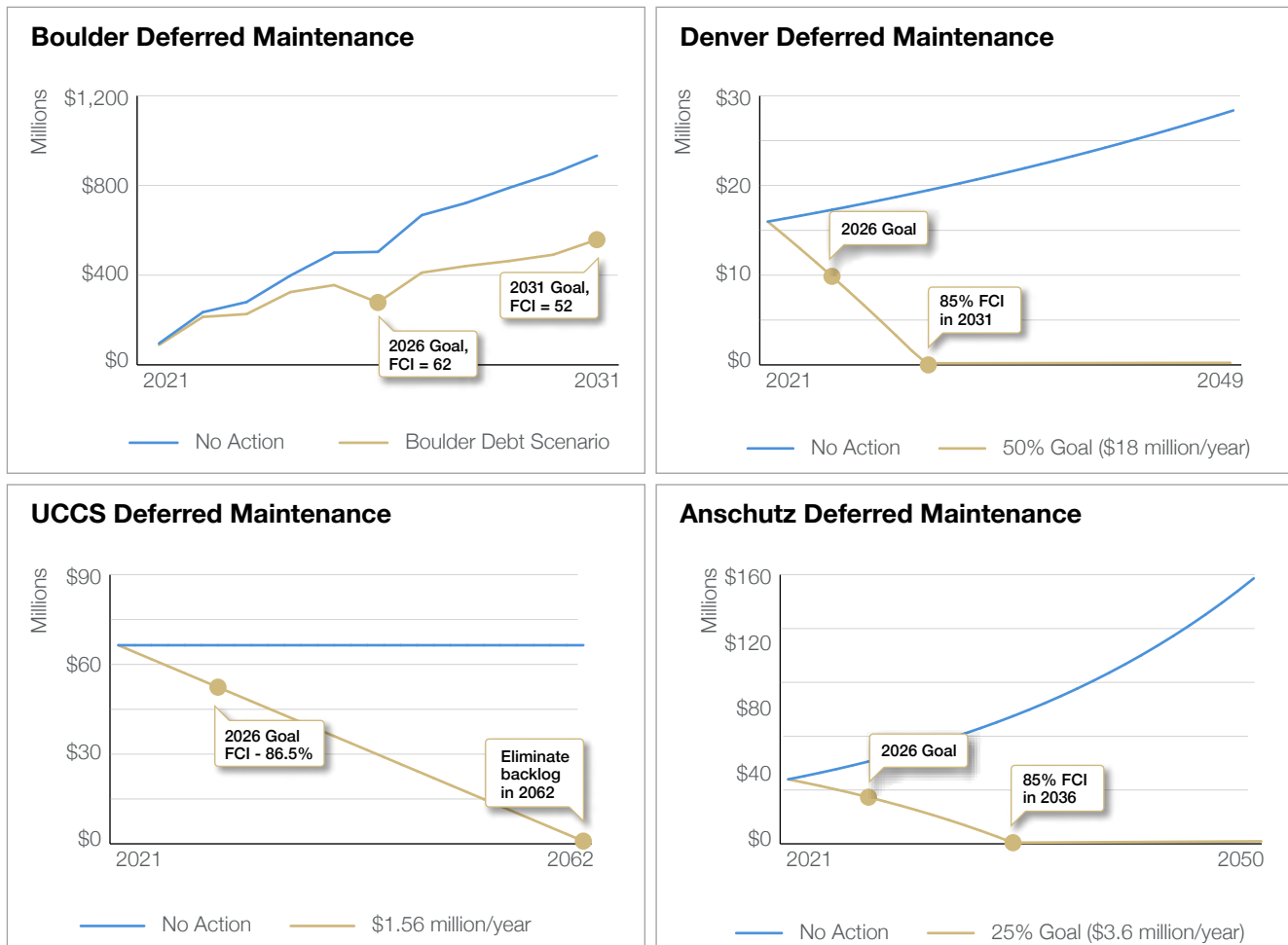
Anschutz Other Revenue per Employee FTE

Anschutz: Other Revenue per Employee FTE

Action Steps

1. Continue development of CU Innovations

Source: CU System Office of Institutional Research

Facility Condition Index (FCI)

Boulder Deferred Maintenance

2031 Goal,
FCI = 52

2026 Goal,
FCI = 62

— No Action   — Boulder Debt Scenario

Denver Deferred Maintenance

2026 Goal

85% FCI
in 2031

— No Action   — 50% Goal ($18 million/year)

UCCS Deferred Maintenance

2026 Goal
FCI - 86.5%

Eliminate
backlog
in 2062

— No Action   — $1.56 million/year

Anschutz Deferred Maintenance

2026 Goal

85% FCI
in 2036

— No Action   — 25% Goal ($3.6 million/year)

Action Steps

1. **Routine assessment of facility condition and deferred maintenance** Develop a uniform methodology across the campuses to assess facilities and calculate the deferred maintenance backlog. Report current replacement value to the state.
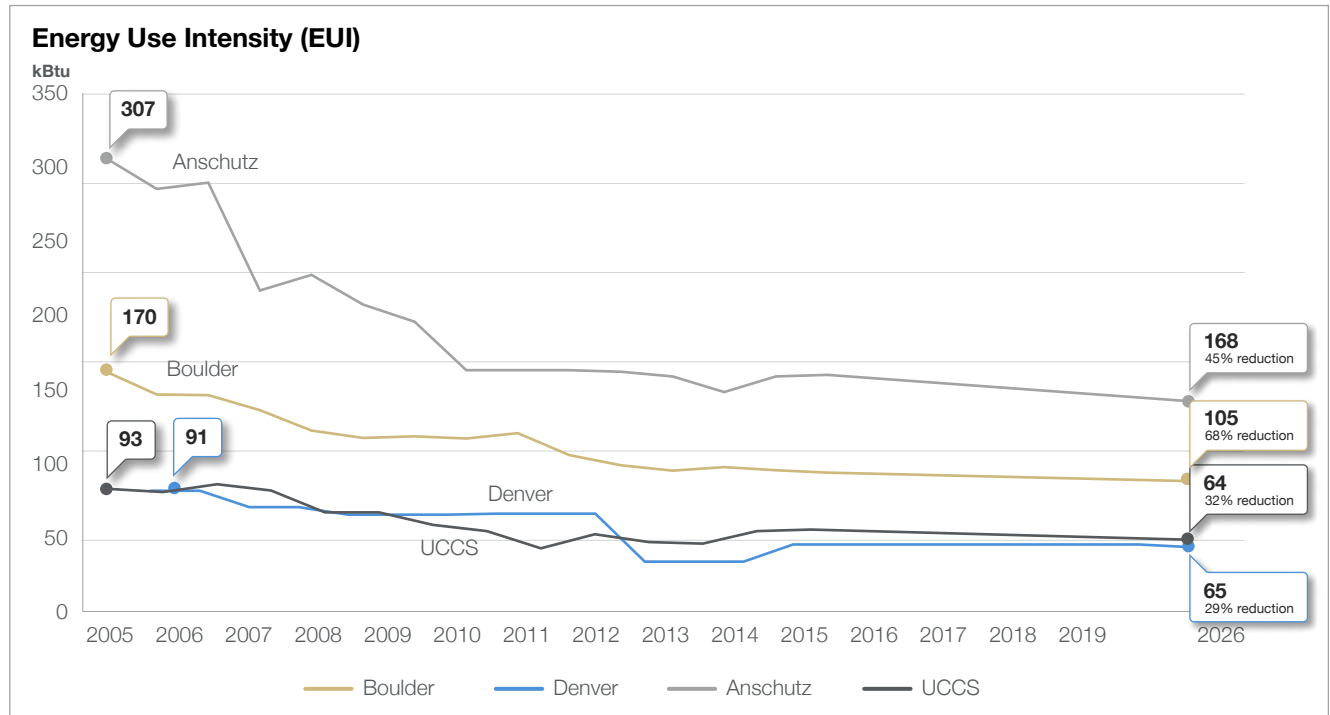
2. **Plan for funding maintenance of new and renovated buildings**

3. **Long-term funding and spending plan to:**
   - Stop the growth of the deferred maintenance backlog
   - Significantly reduce the backlog of deferred maintenance, particularly critical need
   - Proactively fund preventative maintenance

4. **Reduce deferred maintenance backlog or backlog growth**

Source: CU System Office of Capitol Construction & Planning

Energy Use Intensity (EUI)

Energy Use Intensity (EUI)

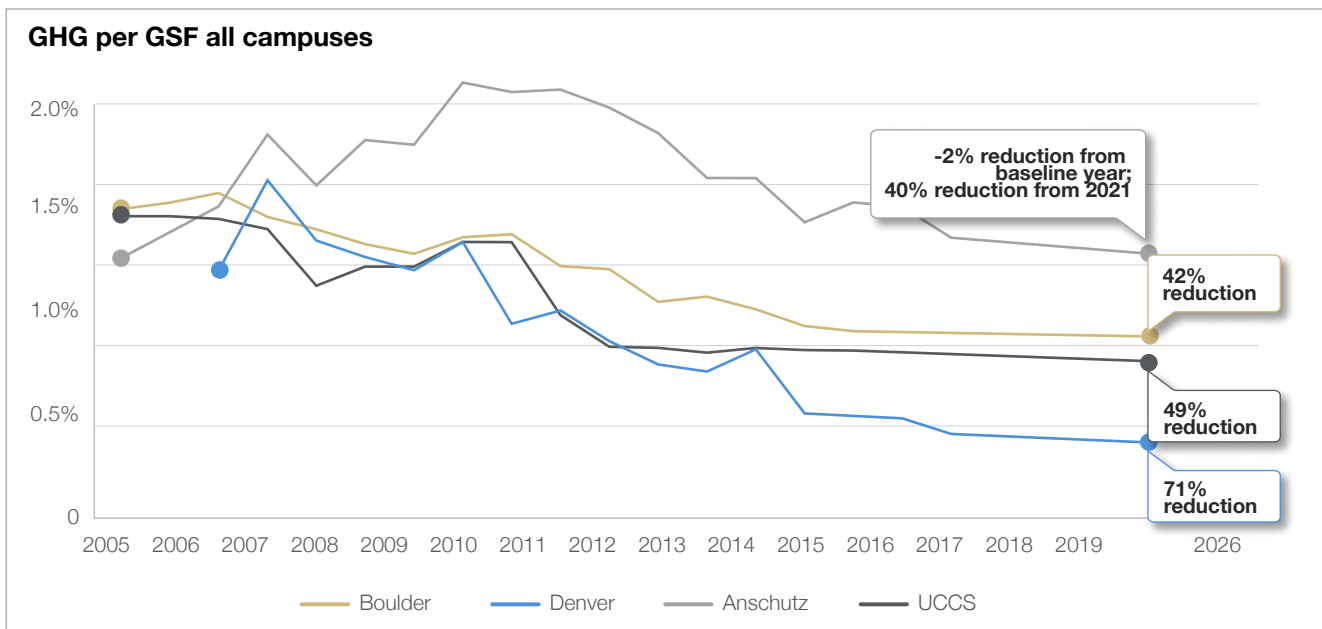Source: CU System Office of Capitol Construction & Planning

Action Steps

1. Standardize the way that campuses calculate EUI

2. When possible, create or maintain a fund at the campus-level to finance green initiatives

3. Upgrade 1800 Grant parking garage and stairwell lighting to LED

Greenhouse Gas Emissions

GHG per GSF all campuses

Chart annotations:
- -2% reduction from baseline year; 40% reduction from 2021
- 42% reduction
- 49% reduction
- 71% reduction

Legend: Boulder — Denver — Anschutz — UCCS

Action Steps

1. Update Campus Climate Action Plans with focus on reducing greenhouse gas emissions

2. Look for opportunities to transition to green vehicle fleet

Campus	2026 Commitment	Cost	Notes
Boulder	Convert 17% of bus fleet to battery electric buses by 2026 (4 of 24 buses).	$3,200,000	
Denver	Transition all vehicles to electric at next replacement cycle or by 2026.	$175,000	$50,000 included in budget
Anschutz	Transition 20% of fleet vehicles to electric by 2026. Doesn't include buses.	$1,700,000	
UCCS	Replace one diesel bus with electric bus every 5 years.	$1,000,000	

3. Increase the renewable energy mix within campus energy portfolio

Campus	2026 Commitment	Cost	Notes
Boulder	2.0% on-site and 0% off-site	2.5% on-site and 14.2% off-site	$300,000/year, $1,000,000 total
Denver	1.5% on-site	3% on-site	$1,800,000 one-time
Anschutz	0% on-site	5% on-site	$5,000,000 one-time
UCCS	0.015% on-site and 34% through Renewable Energy Credits (RECs)	2% on-site and 40% through RECs	$5,000,000 one-time

4. Replace legacy equipment with more energy efficient equipment in all spaces including labs, residence halls and offices

5. Identify energy-savings opportunities in capital improvement projects, including deferred maintenance projects

Action Steps – Transformation & Innovation Program

- The working group for the Tech Enablement & Infrastructure strategic planning effort was charged with a focus on student success.

- While the strategic planning effort was paused, the Transformation & Innovation Program (TIP) kicked off May 2020.

- With the support of President Kennedy and the chancellors, the TIP Program Management Office was formed and led by Harper Johnson.

- The program has served as a key component in addressing technology and infrastructure improvements and opportunities that tie directly to the strategic planning effort.

- Interviews are now being conducted with the chancellors, provosts, CFOs, CIOs and system leadership to define the scope and budget for this program.

Acknowledgements

A strategic vision is only as good as the people behind it. At the University of Colorado, we were fortunate to have an exceptional team leading the 18-month process that culminated in the document you see before you, Innovating for the Future.

At the direction of the Board of Regents, CU President Emeritus Mark Kennedy initiated the university's first systemwide strategic planning process in the summer of 2019, soon after assuming the presidency of CU. With a vision of creating a roadmap for the university, Kennedy and the Chancellors tapped experts from within CU's ranks to lead the charge and offer invaluable input covering every facet of the university and higher education. These key individuals shepherded a collaborative process, which engaged the Board of Regents, faculty, students, staff, chancellors, trustees, shared governance groups and the broader CU community to define the university's goals.

In addition to Kennedy himself, the following individuals were indispensable to the strategic planning process and deserve special acknowledgment: Vice President Todd Saliman; Leeds School of Business Dean Sharon Matusik; Senior Vice President and Chief of Staff Leonard Dinegar; Former Vice President for Communication Ken McConnellogue; and Assistant Vice President for Strategic Initiatives Angelique Foster.

All those involved in the process deserve our thanks, gratitude and commendation, however. Because of the hard work and persistence – particularly when faced with shifting priorities and the challenges associated with the COVID-19 global pandemic – the strategic plan was completed in the summer of 2021.

By aligning the CU community with a focused set of goals that are vital to the university, the system strategic plan complements the strategic plans of the campuses, each of which have unique competencies, operating environments and goals. Its completion is a significant milestone for CU, and it will serve as an important resource as the university navigates the future.

We are now focused on implementing the CU system plan through its metrics, goals and action steps over the next five years (2021-2026), which will continue to build CU's brand and set us apart from peer institutions.

Having a strategic plan that identifies our collective priorities is critical, and even more so during times of uncertainty. We look forward to continuing to drive progress toward our goals and invite you to track our successes on the strategic plan website.

University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED
ALL FOUR:ONE

Innovating for the Future

2021 – 2026 Strategic Plan