

# Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Retreat  
July 2022



University of Colorado

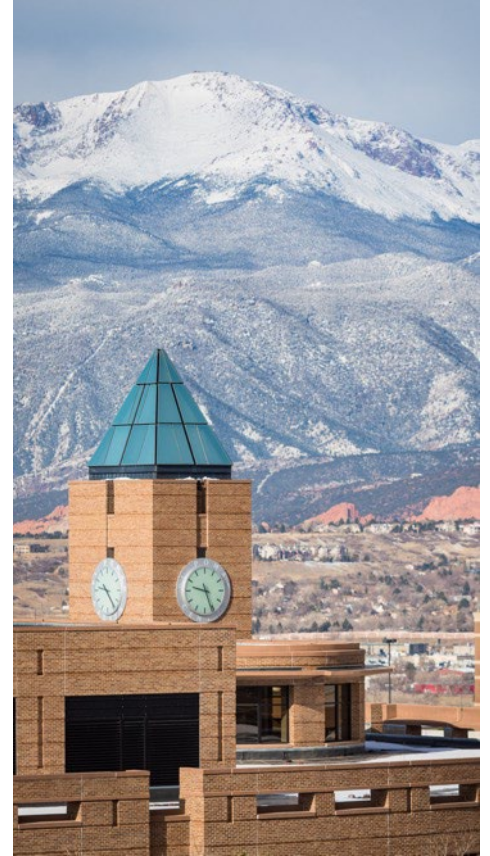
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

## Fulfilling CU's Mission

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From 2019–2021, the University of Colorado conducted a collaborative and inclusive strategic planning process to identify common themes that would help guide the university for the next five years and beyond. Priorities identified collectively by stakeholders involved throughout the process will advance 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, public service, advancing research and knowledge, and state-of-the-art health care.”*



## STRATEGIC PILLARS

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### PILLAR 1



#### 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.

### PILLAR 3



#### 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 goals of excellence and meeting the needs of the state, nation and world.

### PILLAR 2



#### 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.

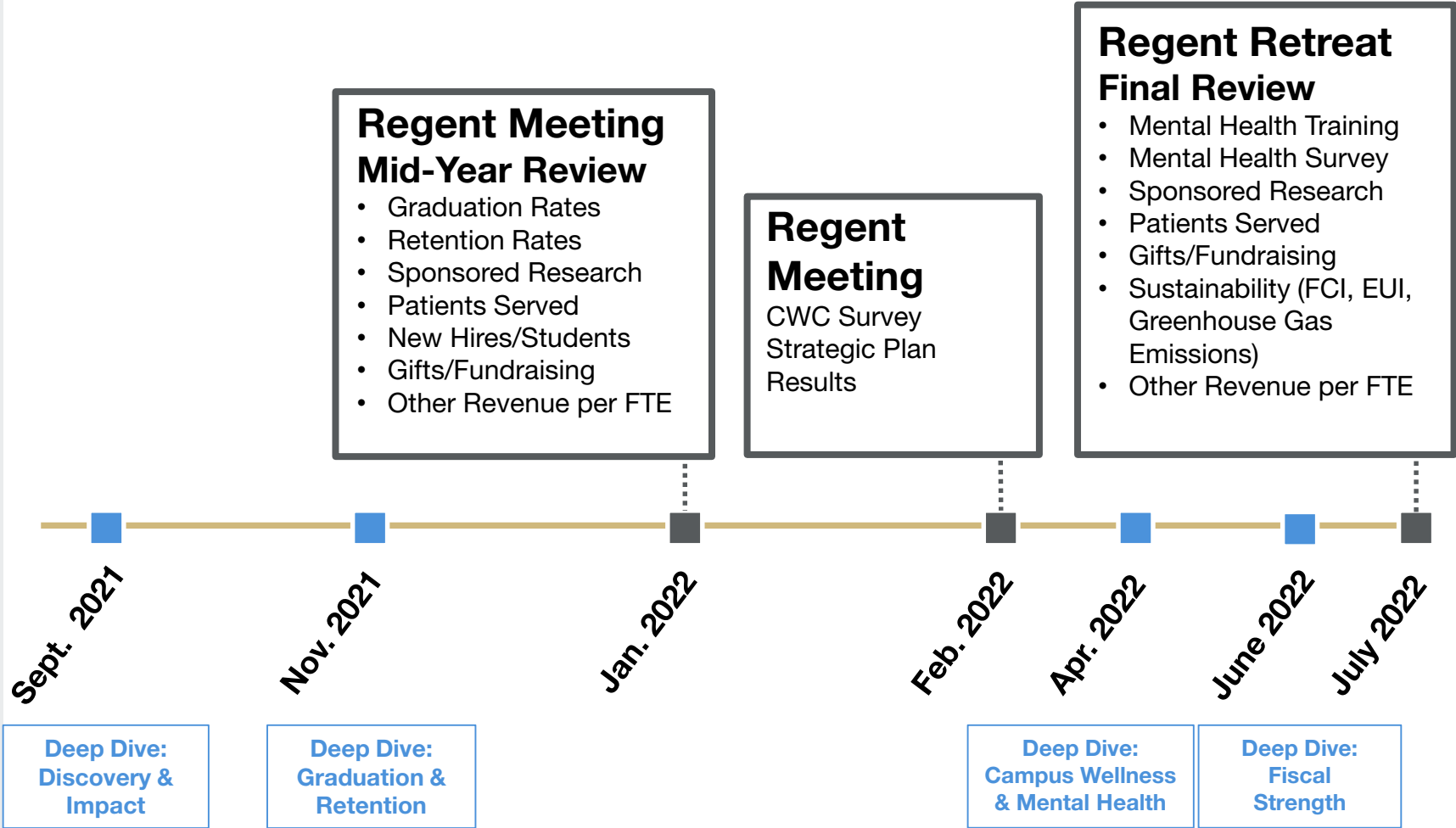
### PILLAR 4



#### 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.

# FY 2021-22 Strategic Metrics Reporting Timeline (Past Year)



## FY 2021-22 Strategic Metrics Reporting - June 2022

Annual Progress Towards Goals (Final)

Annual Progress Towards Goals (Year-to-date – YTD)

The annual outcomes for the Strategic Metrics are datapoints amidst COVID-19, and some annual progress goals have not been met as a result of negative impacts from the pandemic.

# Final Review - July 2022

- Mental Health Training
- Mental Health Survey (Survey Administration)
- Sponsored Research
- Patients Served
- Gifts/Fundraising
- Sustainability (FCI, EUI, Greenhouse Gas Emissions)
- Other Revenue
- Revised 2026 Campus Goals
- Appendix

# **PILLAR 1: Affordability & Student Success**



## Mental Health Training – UCCS

Annual Mental Health Trainings (2021-2022)				
	Total Trained	Total Population	Baseline %	2026 Goal
Students	541	11,394	4.7%	25% 5%
Faculty	42	854	4.9%	27.5% 25%
Staff	84	799	10.5%	44% 40%

### Action Steps

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

Source: Campus budget office. Baseline snapshot as of March 21, 2022.





## Mental Health Training – CU Denver

### Annual Mental Health Trainings (2021-2022)

	Total Trained	Total Population	Baseline %	2026 Goal
Students	118	13,895	0.85%	15%
Faculty/Staff	106	2,006	5.28%	25%

### Action Steps

1. Expand current mental health 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



## Mental Health Training – CU Anschutz

Annual Mental Health Trainings (2021-2022)				
	Total Trained	Total Population	Baseline %	2026 Goal
Students	1,087	4,514	24%	24%
Faculty	3,433	5,231	66%	24% <del>15%</del>
Staff*	756	6,048	13%	24%

### Action Steps

1. Expand current mental health first aid training to additional students, faculty and staff
2. Improve coordination of mental health efforts on campus

\*Staff includes postdocs and residents

Source: Campus budget office. Reflects data from July 2021-December 2021.



## Mental Health Training – CU Boulder

Annual Mental Health Trainings (2021-2022)				
	Total Trained	Total Population	Baseline %	2026 Goal
Undergraduate Students (UG)	-	-	-	100%
Graduate Students (GR)	-	-	-	75% 50%
New Students (UG+GR)	10,328	10,433	99%	-
Continuing Students (UG+GR)	5,383	35,897	15%	-
Faculty/Staff	1,269	10,357	12%	75% 50%

### Action Steps

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

Source: Campus budget office



## CWC and ACHA Survey Administration

### Action Steps - Boulder

1. Student Affairs administered the ACHA - NCHA survey in March 2021
2. Health and Wellness will continue to administer survey every 2 years.
3. Use trend analysis to inform and evaluate impact on priority areas

### 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
3. ACHA-NCHA Survey administered in March 2019.
  - Next Administration planned for April 2022.

### Action Steps - UCCS

1. Wellness Committee created with diverse faculty/staff campus representation to review survey data and work toward addressing needs identified in each survey
2. The NCHA and FSHA surveys were completed in April 2021. Next administration planned Spring 2023.

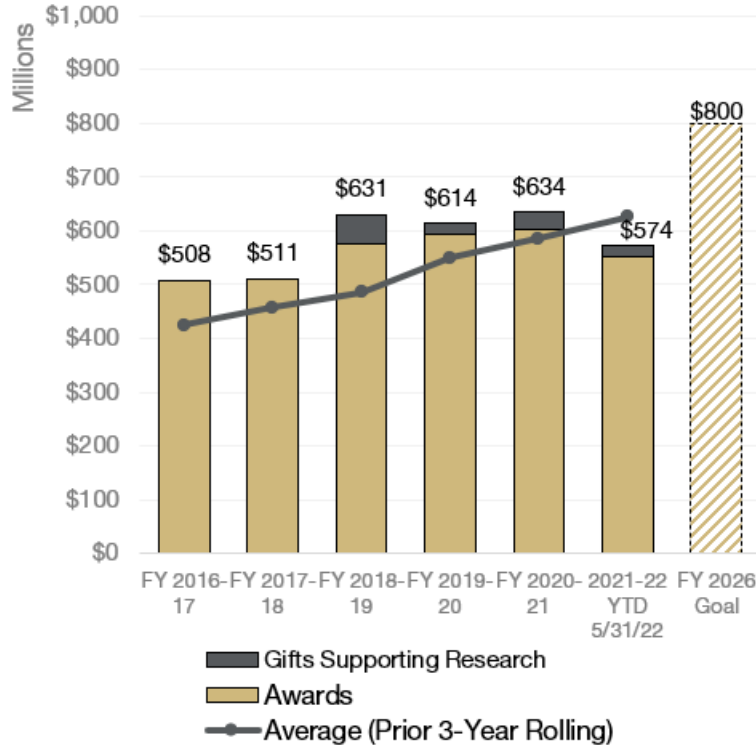
### Action Steps - Anschutz

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
3. ACHA-NCHA Survey administered in 2021.
  - Next Administration planned for 2023.

## **PILLAR 2: Discovery & Impact**



## Boulder Sponsored Research (Awards + Gifts)

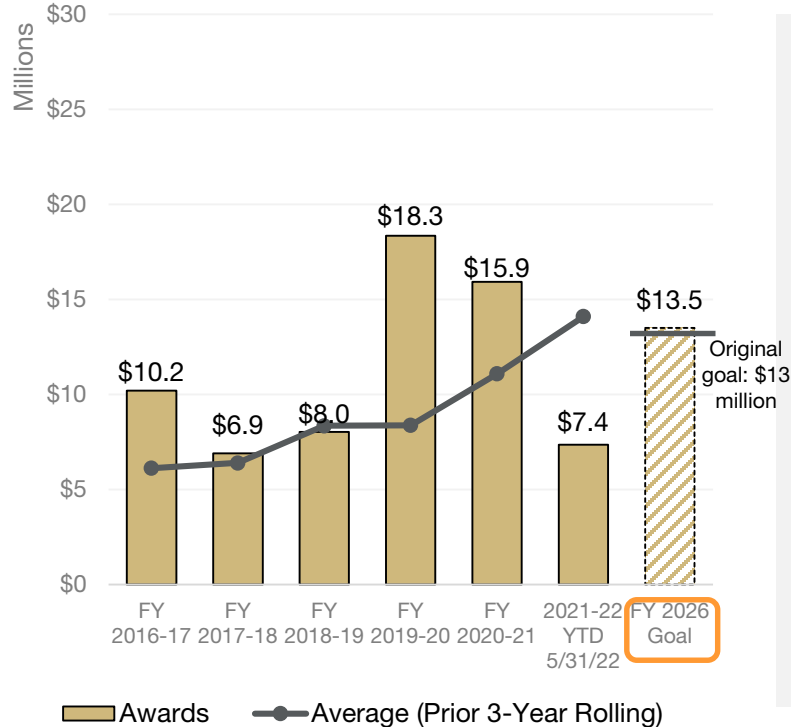


### Action Steps

1. Grow national security research
2. Grow collaboration with AMC to enhance NIH funding



## UCCS Sponsored Research (Awards Only)



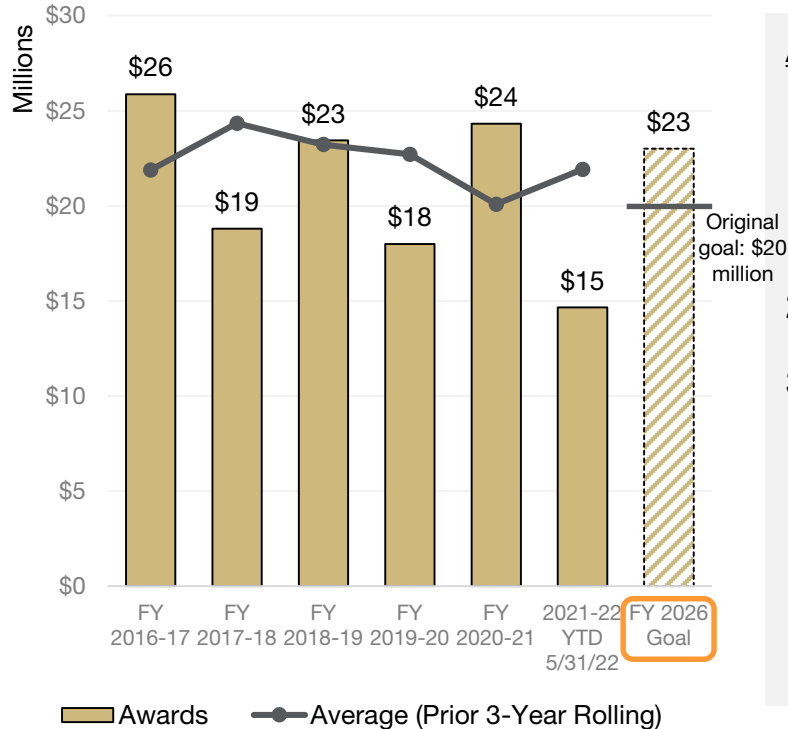
### Action Steps

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



## Denver Sponsored Research (Awards Only)



### Action Steps

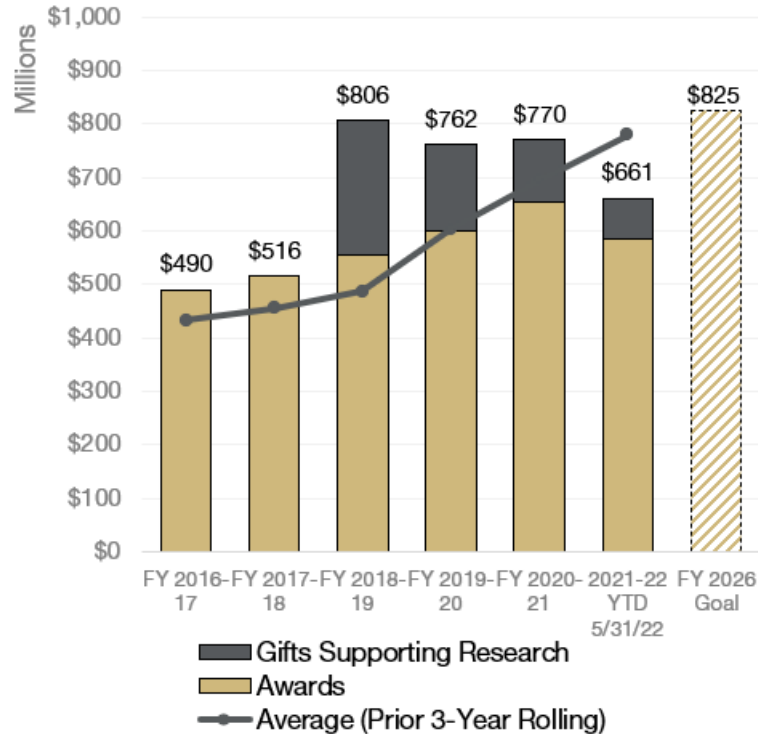
1. Leverage MSI and AANAPISI status to access additional funding opportunities
2. Enhance federal funding efforts
3. Hire full-time chief research officer





Discovery & Impact : Progress to 2026 Goal (YTD as of 5/31/22 – Final end of July)

## Anschutz Sponsored Research (Awards + Gifts)



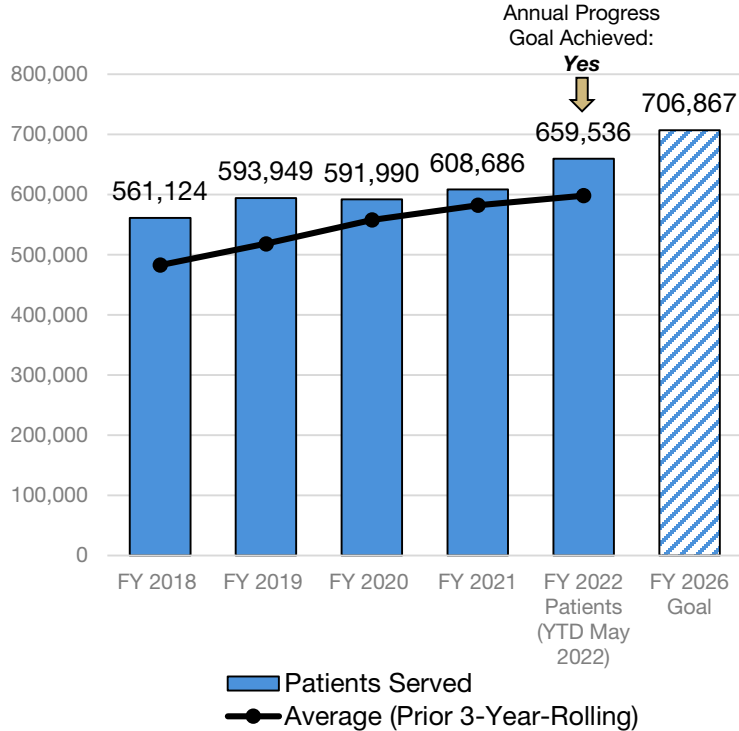
### Action Steps

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

Source: CU System & Campus Offices of Institutional Research. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.



## Patients Served by Anschutz Clinical Faculty



### Action Steps

1. Expand services to additional populations (e.g., URM, FQHC)
2. Increase marketing efforts
3. Increase telehealth services and remote patient monitoring

# **PILLAR 3: Diversity, Inclusion, Equity & Access**



## Employee Retention Metric

### Strategic Plan Metric Development Process

- **New Employee Retention Metric in September 2022**
- Working Group
  - Employee Services
  - Diversity Officers
  - Institutional Research
  - Campus Stakeholders
- Deliverables
  - Recommendation of Metric
  - Recommendation of goals for annual levels on metric to demonstrate success/progress

## **PILLAR 4: Fiscal Strength**



## What is “Gifts/Fundraising”?

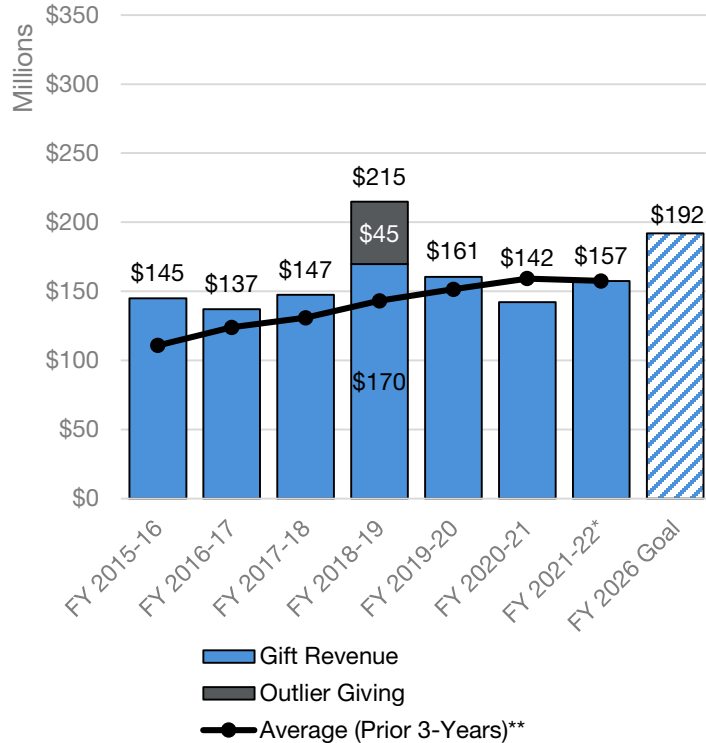
- Includes gifts or fundraising by the university and individual campuses. Also includes the CU Foundation, planned gifts, and non-governmental support to the Office of Contracts & Grants

## What is “Other Revenue per Employee”?

- All revenue, except state funding and undergraduate resident tuition
  - This amount is then divided by the total number of employees (FTE)



## Boulder Gifts & Fundraising



### 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

Source: CU Advancement, Advancement Intelligence Report 7/8/2022, data as of 6/30/2022

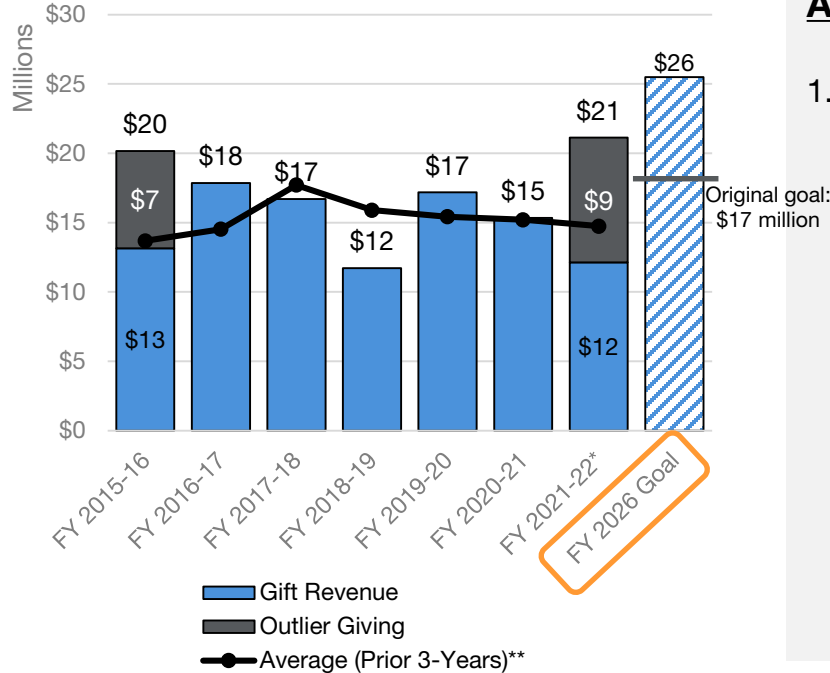
\* Preliminary fiscal year end, subject to change

\*\* 3-Year Average calculation excludes Outlier Giving



## 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.

Source: CU Advancement, Advancement Intelligence Report 7/8/2022, data as of 6/30/2022

\* Preliminary fiscal year end, subject to change

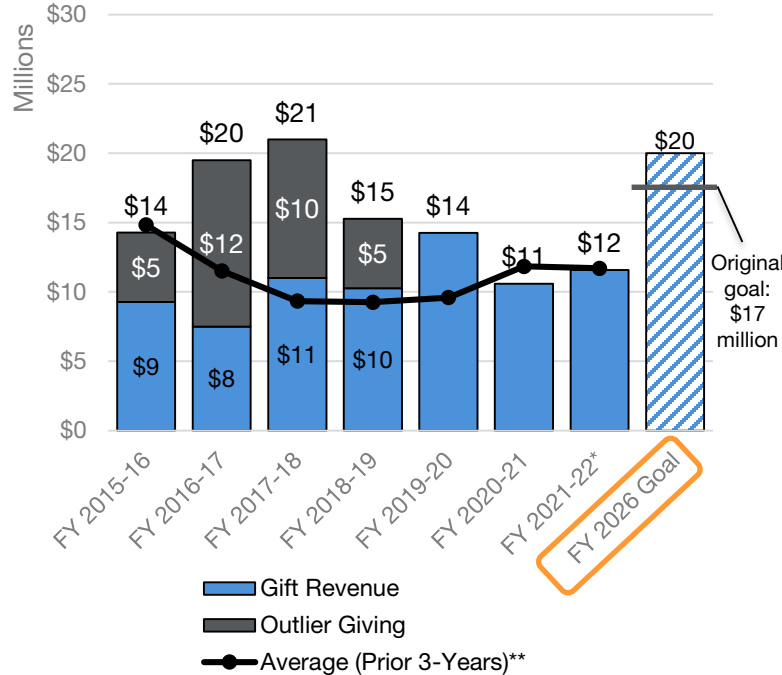
\*\* 3-Year Average calculation excludes Outlier Giving





## Denver Gifts & Fundraising

### Denver: Gift Revenue



### Action Steps

1. Conduct a readiness study for new capital campaign
2. Invest in our philanthropic operations

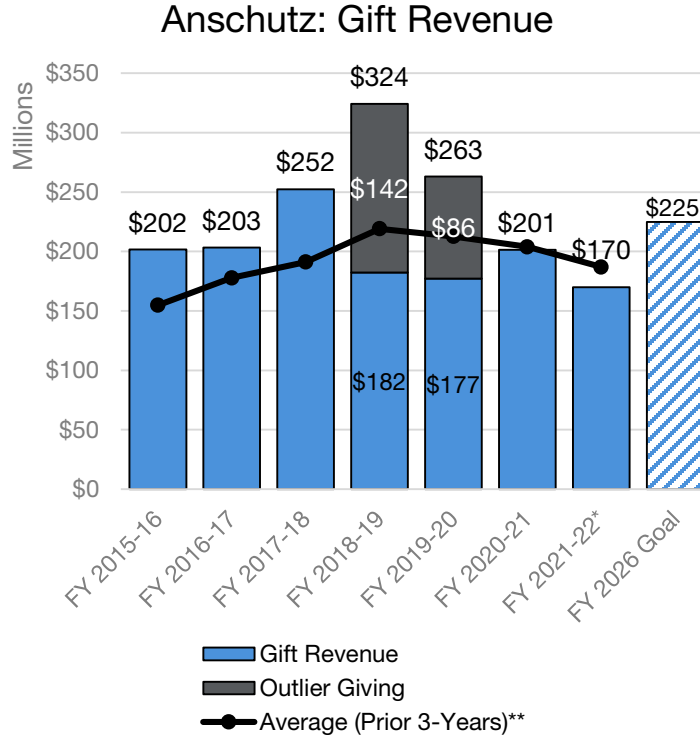
Source: CU Advancement, Advancement Intelligence Report 7/8/2022, data as of 6/30/2022

\* Preliminary fiscal year end, subject to change

\*\* 3-Year Average calculation excludes Outlier Giving



## Anschutz Gifts & Fundraising



Source: CU Advancement, Advancement Intelligence Report 7/8/2022, data as of 6/30/2022

\* Preliminary fiscal year end, subject to change

\*\* 3-Year Average calculation excludes Outlier Giving

### Action Steps

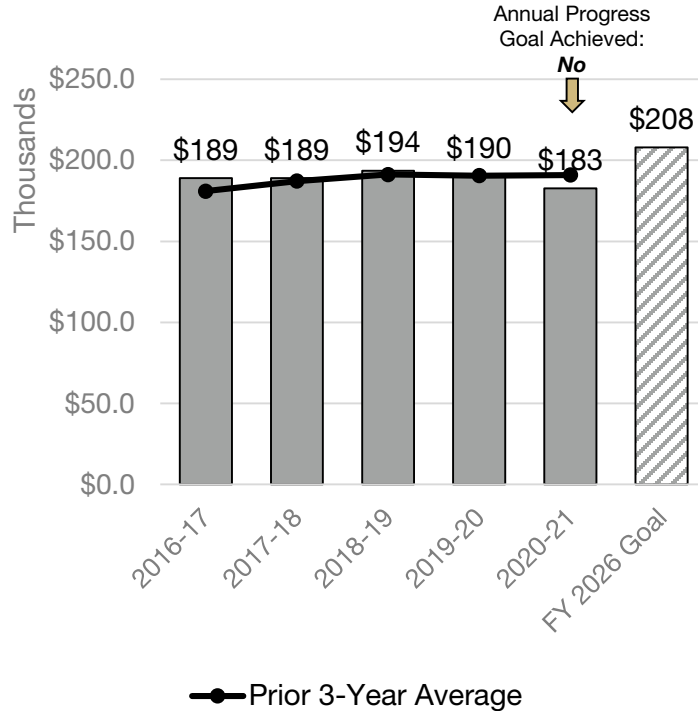
- Goals to be focused on major gifts solicitation



## Fiscal Strength: Progress to 2026 Goal (Final – Presented June 2022)

### Other Revenue per Employee – Boulder

Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



#### Action Steps

1. Continue to identify revenue-generating opportunities through campus initiatives such as Financial Futures
  - Focusing on student success through BUS-LIT with the goals of improving recruitment, retention and graduation rates
  - Partnered with Verto Education and making other efforts to increase transfer student enrollment
  - Focused efforts, such as AB NEXUS and increasing grant writers, to grow the research enterprise and increase research awards
2. Support auxiliary units as they restore operations/opportunities post-pandemic
  - Provided support to student fee-funded operations due to lower fee revenue from a late spring start
  - Re-structured debt, in coordination with Treasury, to provide debt service payment relief

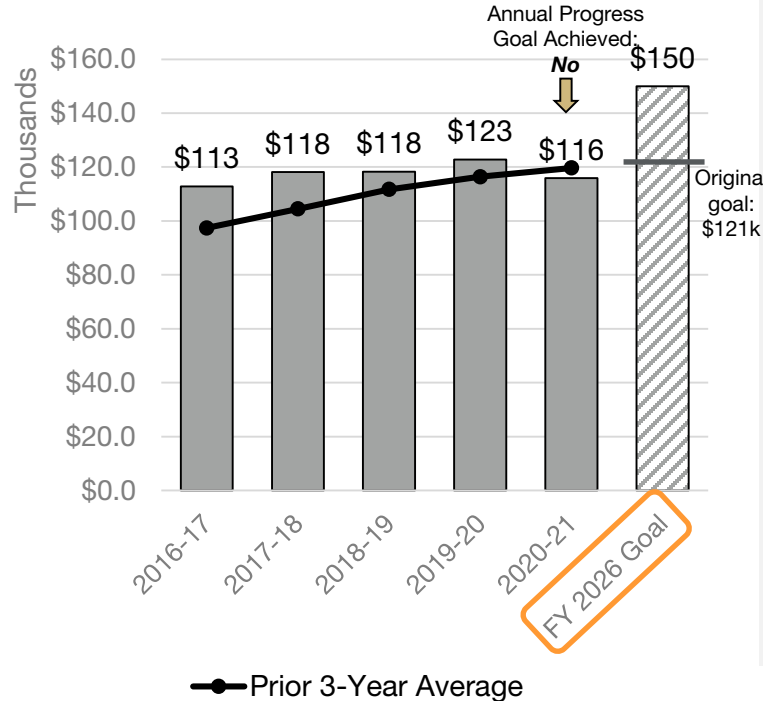
Source: CU System Institutional Research; 2020-21 based on final annual financial statements.

Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



## Other Revenue per Employee – UCCS

Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



### Action Steps

Auxiliary growth at 2%, restricted at 3% per year and employee FTE at 0.5% per year. This has an increasing effect on total revenue. Following are areas that could impact our “Other Revenue” goal:

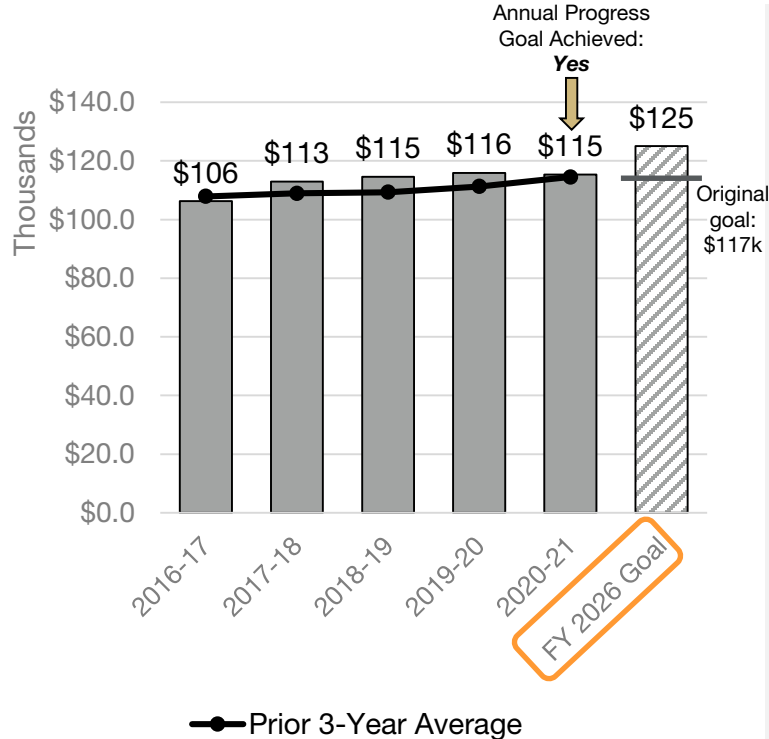
1. Online initiative, non-res growth, P3 partnerships (Cyber, ENT, Hybl, Lane)
  - Non-resident growth in tuition revenue has increased 2% since FY 2018-19
  - Newly renovated O’Neil Cybersecurity Education and Research Center opened in May
    - Six research labs
    - State-of-the-art classrooms



## Fiscal Strength: Progress to 2026 Goal (Final – Presented June 2022)

### Other Revenue per Employee – Denver

Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



#### Action Steps

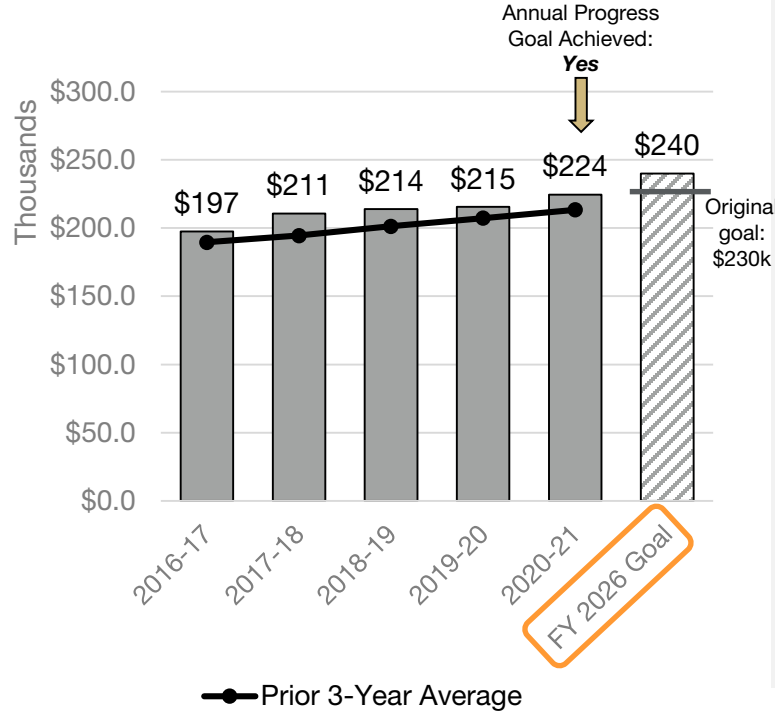
1. Leverage CU Denver's budget model, which incentivizes schools and colleges to diversify revenue sources
  - Budget model has been used for the last five years, leading to an increase in graduate, non-resident, and continuing professional education revenue
2. Increase post-traditional and out of state enrollment
  - Strong growth in out-of-state and graduate enrollment in last two years
3. Grow funded research and partnerships
  - Moving forward with construction of Engineering Building
  - Currently in process of identifying and selecting research grant challenges



## Fiscal Strength: Progress to 2026 Goal (Final – Presented June 2022)

### Other Revenue per Employee – Anschutz

Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



#### Action Steps

##### 1. Continue development of innovations

- **CU Innovations**
  - Bringing industry, entrepreneurs and investors together to help researchers create biomedical technology
- **Gates Institute**
  - Matching gifts to advance novel therapeutics clinical trials
- **Data-driven Health Outcomes**
  - Transforming data and analysis from bench to bedside



## What is “FCI”?

- The Facilities Condition Index (FCI) measures the cost of remedying a building’s deficiencies compared to the building’s current replacement value. The target FCI is 85.
- If a building FCI is below 85, the building deficiencies are broadly described as deferred maintenance, or any outstanding maintenance or repair needs that have been delayed, typically because of budget constraints.

## What is “EUI”?

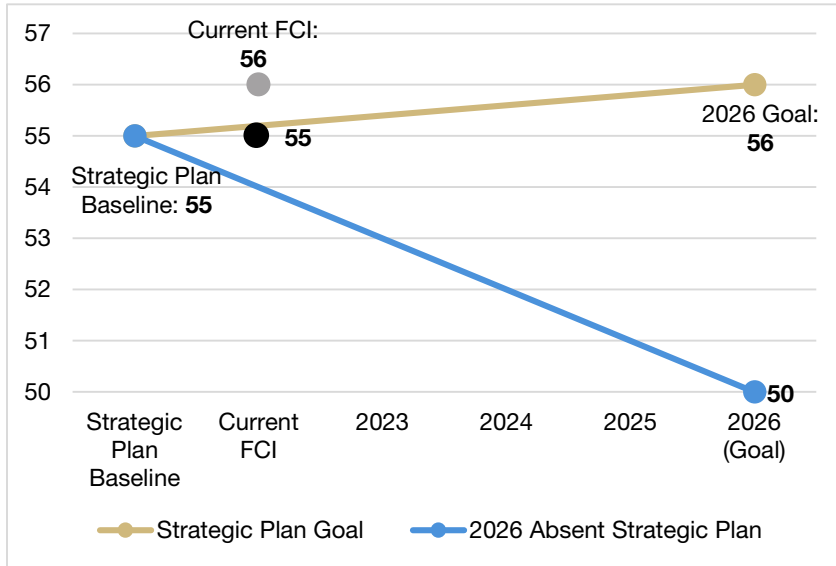
- EUI, or Energy Use Intensity, expresses a building’s energy use as a function of its size. EUI is expressed as energy per square foot per year.

## What is “GHG”?

- Greenhouse gas (GHG) is measured in metric tons of carbon dioxide equivalent or MTCO<sub>2</sub>e. This unit represents an amount of a GHG whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide based on the global warming potential of the gas.



## Facilities Condition Index Action Steps – CU Boulder



Note: Black dot indicates FCI without addition of new buildings to inventory.

### Facilities Condition Index

- Current index for all facilities – 56%
- Buchanan Building FCI improved from 38% to 82% after state- and university-funded projects

### Deferred Maintenance – FY 2021-22

- University-funded - \$26.1 million
- State-funded - \$3.6 million
- Slowed growth of backlog by \$25.9 million
- Cost to achieve 85% target in FY 2021-22 is \$698 million (100% = \$821 million)

### Upcoming Projects – DM/FCI Impact

- University-funded
  - Fleming Phase II - \$5 million
  - Old Main Exterior Preservation - \$7 million
  - Annual Small Project Allocation - \$10 million
- State-funded
  - Hellems - \$36.8 million in DM
  - Average Annual CM Funding - \$3.5 million

### Timeline for DM borrowing plan

- CU Boulder expects to issue the first tranche of DM-related debt starting in 2023





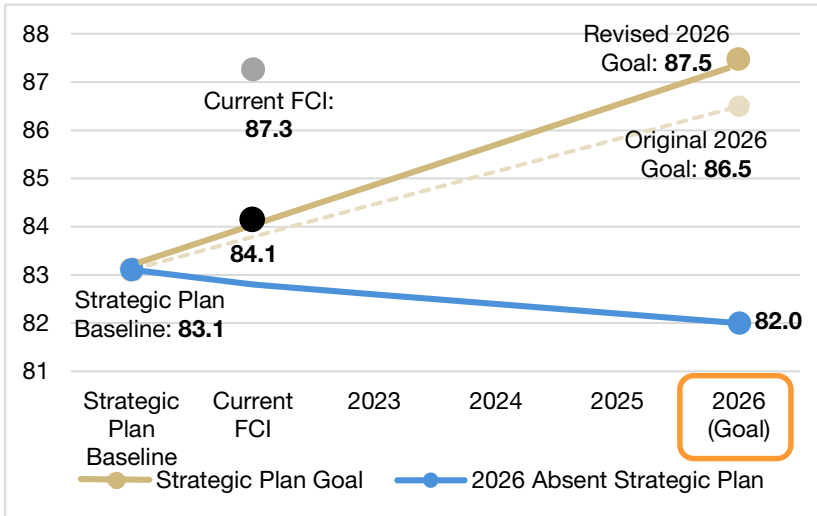
## Progress Toward Sustainability Action Steps – CU Boulder

- Solicitation to update campus climate action plan issued spring 2022
  - Addresses Scope 1 and 2 GHG emissions
  - Incorporates climate justice as part of evaluation of all recommended strategies
- Campus on track to replace four buses by 2023
  - Campus awarded two EPA Diesel Emissions Reduction Act (DERA) grants totaling \$1.7 million. Grants provide a 45% cost share to purchase four battery electric buses
- Campus solicited energy performance contract earlier this year
  - Preliminary assessment: 20 buildings
  - Energy and water efficiency upgrades and renewable energy systems
  - Could lead to multi-year, multi-phase program
- Capital improvement projects
  - Buchanan Building | planned completion 2022 | addresses \$7.0 million of deferred maintenance
  - Fleming Building Phase II | planned completion 2023 | addresses \$14.7 million of deferred maintenance



## Fiscal Strength: Progress to 2026 Goal (Final – Presented June 2022)

### Facilities Condition Index Action Steps – UCCS



Note: Black dot indicates FCI without addition of new buildings to inventory.

#### Facilities Condition Index

- 2020 campus average FCI is 84.1%
  - 39 facilities below 85.0% FCI
  - 35 facilities over 85.0% FCI

#### Facilities Condition Index (Cont.)

- Kraemer Family Library/El Pomar Center FCI improved by 9%
- Average FCI is skewed due to newer buildings

#### Deferred Maintenance – FY 2021-22

- University-funded - \$1.7 million
  - 3.2% of total major maintenance needs
- State-funded - \$1.3 million

#### Upcoming Projects – DM/FCI

- University-funded: Engineering Building renovation – \$9 million of DM
- State-funded: Elevator modernization projects (3 elevators funded) - \$0.8 million

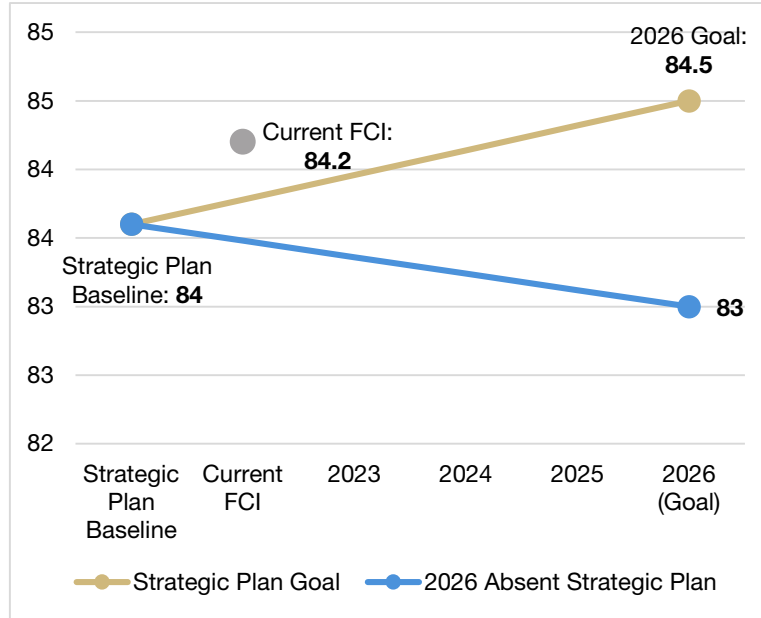


## Progress Toward Sustainability Action Steps – UCCS

- UCCS Sustainability Strategic Plan 2030 underway
- Campus on track to replace one vehicle this year and meet goal of replacing one diesel bus with an electric battery bus by 2026
  - Facilities Services ordered a 2022 Ford F-150 Hybrid to replace a 2005 Ford Explorer
- Campus solicited energy performance contract earlier this year
- Capital improvement projects
  - Replace existing lighting with LED: Pedestrian Spine (*completed*); Gateway Garage (*completed*); Lot 580 (*pending*); Gallogly Event Center (*pending*)
  - Upgrade roof, HVAC and controls: Columbine Hall (*pending*)
  - Engineering Building Renovation | energy efficiency improvements reduce annual operating costs by an estimated \$50,000/year | addresses \$13.0 million of deferred maintenance



## Facilities Condition Index Action Steps – CU Denver



### Facilities Condition Index

- Current index for all facilities – 84.2%
  - Two facilities below 85.0% FCI
  - Two facilities over 93.0% FCI

### Deferred Maintenance – FY 2021-22

- University-funded - \$0.6 million
- State-funded - \$1.3 million
- Backlog cost increased approximately 3.3% from previous fiscal year

### Upcoming Projects – DM/FCI Impact

- University-funded: \$1.6 million
- State-funded: Upgrade Electrical System, CU Denver Building - \$1.3 million

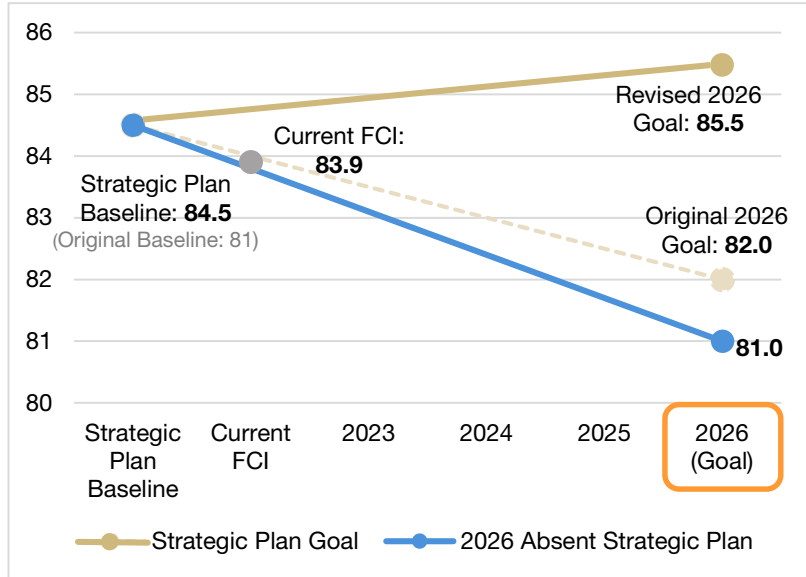


## Progress Toward Sustainability Action Steps – CU Denver

- Climate action plan update underway
  - Update incorporates baselines and goals in recent legislation and CU System Strategic Plan
  - Auraria Sustainable Campus Program recently complete a climate action plan
- Purchase of two electric vehicles budgeted
  - Vehicles not currently in stock
- Engineering audit underway
  - Third-party consultant: McKinstry
  - Audit includes mechanical, electrical and plumbing systems
  - Will identify opportunities for improvements
- Continue to advocate for state funding for CU Denver Building Renovation



## Facilities Condition Index Action Steps – CU Anschutz



### Facilities Condition Index

- Current index for all GF facilities – 83.9%
  - 9 facilities below 85.0% FCI
  - 23 facilities over 85.0% FCI

### Deferred Maintenance – FY 2021-22

- University-funded - \$5.4 million
- State-funded - \$2.7 million
- Backlog cost increased 9.6% from previous fiscal year, primarily due to historic inflation

### Upcoming Projects – DM/FCI Impact

- University-funded: \$2.3 million
- State-funded: controlled maintenance projects in three buildings – \$5.5 million



## Progress Toward Sustainability Action Steps – CU Anschutz

- Facilities Master Plan update underway
  - Will inform future Energy Master Planning and Climate Action Planning
- Completed campus-wide solar study in 2021
  - Adding 270kW solar project to new Campus Safety and Emergency Preparedness Facility
- Capital improvement projects
  - Bundled Energy Project | designs and constructs 49 energy conservation measures in 7 buildings | reduces GHG emissions by an estimated 10,429 metric tons per year | annual energy savings estimate of \$2.1 million



## **Action Steps – Facility Condition Index (FCI)**

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### **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; and
- Proactively fund preventative maintenance.

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

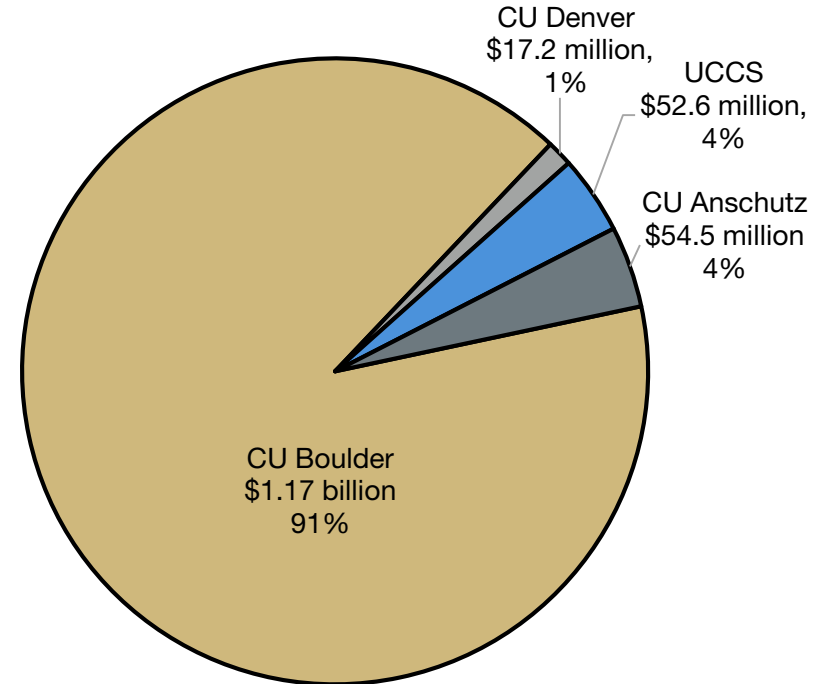




## Facilities Condition Index – Deferred Maintenance

### Total Deferred Maintenance Backlog

Campus	2020	2021
<b>Boulder</b>	<b>\$1,126,941,402</b>	<b>\$1,172,491,811</b>
General Fund	\$666,848,420	\$698,596,040
Non-General Fund	\$460,092,982	\$473,895,771
<b>Denver</b>	<b>\$16,693,369</b>	<b>\$17,252,426</b>
General Fund	\$15,973,069	\$16,532,126
Non-General Fund	\$720,300	\$720,300
<b>UCCS</b>	<b>\$43,553,057</b>	<b>\$52,572,846</b>
General Fund	\$40,149,914	\$48,464,917
Non-General Fund	\$3,403,143	\$4,107,930
<b>Anschutz</b>	<b>\$48,791,183</b>	<b>\$54,482,265</b>
General Fund	\$35,951,120	\$39,449,652
Non-General Fund	\$12,840,063	\$15,032,613
<b>Total</b>	<b>\$1,235,979,011</b>	<b>\$1,296,799,349</b>
General Fund	\$758,922,523	\$803,042,735
Non-General Fund	\$477,056,488	\$493,756,614



Note: Campus deferred maintenance backlog numbers reflect the cost to achieve a campus average Facility Condition Index (FCI) score of 85%.



## **Energy Use Intensity**

### **Definition and Action Steps**

*EUI expresses a building's energy use as a function of its size. EUI is expressed as energy per square foot per year.*

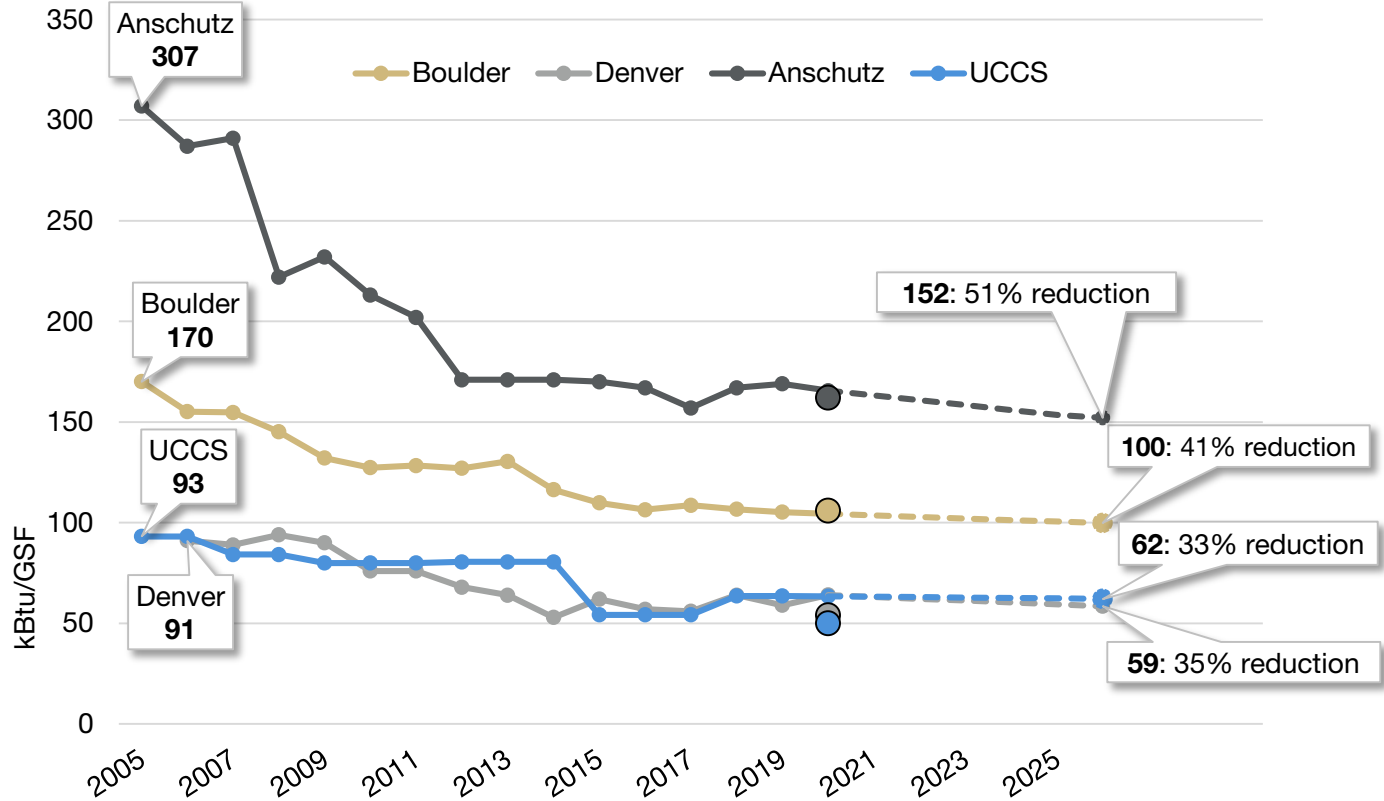
**In the Strategic Plan, campuses committed to three action steps:**

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



Fiscal Strength: Progress to 2026 Goal (Final – Presented June 2022)

## Energy Use Intensity – Goals (with 2020 actuals)





## **Greenhouse Gas Emissions Definition and Action Steps**

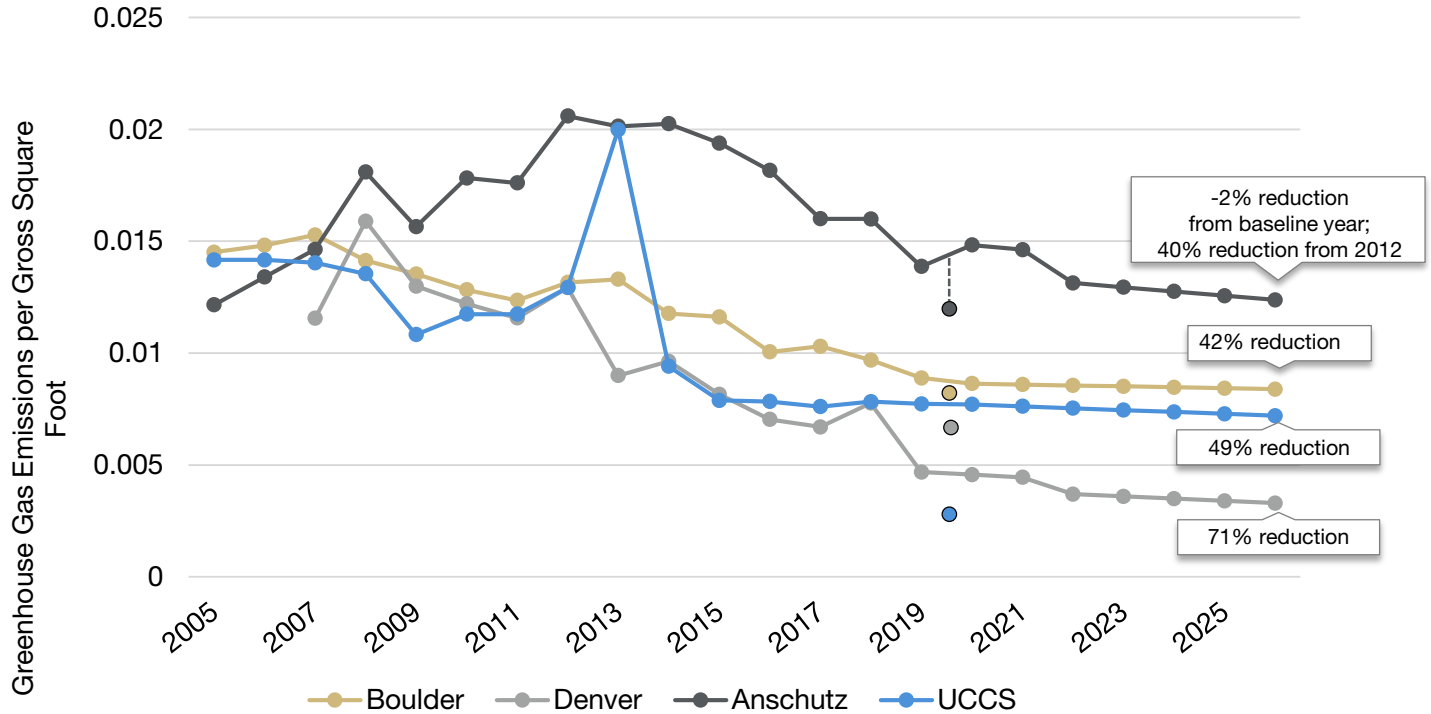
*A greenhouse gas is any gaseous compound in the atmosphere that is capable of absorbing infrared radiation. The unit of measurement is metric tons of carbon dioxide equivalent or MTCO<sub>2e</sub>. This unit represents an amount of a GHG whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide based on the global warming potential of the gas.*

### **In the Strategic Plan, campuses committed to five 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
3. Increase the renewable energy mix within campus energy portfolio
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

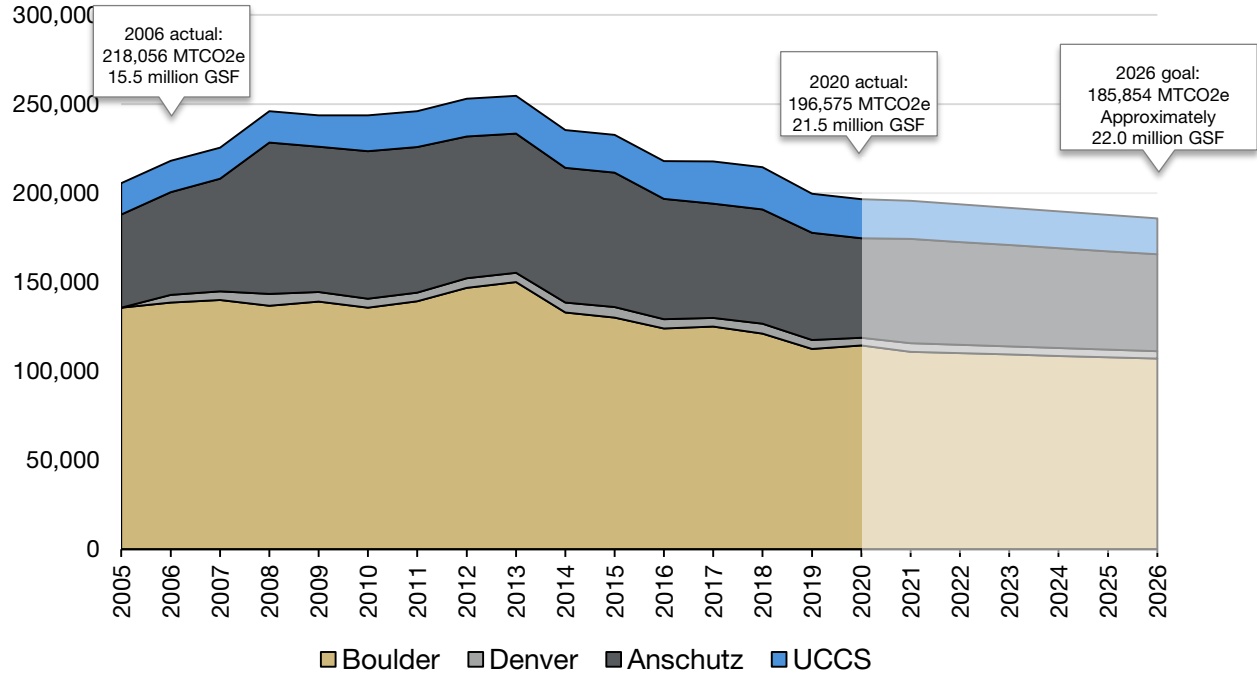


## Greenhouse Gas Emissions – Progress Toward Goal





## Greenhouse Gas Emissions – Progress Toward Goal



# **Revised Campus 2026 Strategic Plan Goal Summary**

# Revised Goals - Boulder

Pillar	Goal	FY 2021	Original Goal	Revised Goal
1	4-Year Graduation Rate (First-Time Freshmen)	57.8%	62.0%	<b>63.0%</b>
1	6-Year Graduation Rate (First-Time Freshmen)	73.8%	80.0%	<b>81.0%</b>
1	4-Year Graduation Rate (URM)	52.0%	54.0%	<b>55.0%</b>
1	6-Year Graduation Rate (URM)	67.4%	77.0%	<b>78.0%</b>
1	Freshman Retention Rates (First-Time Freshmen)	87.5%	95.0%	<b>96.0%</b>
1	Freshman Retention Rates (URM)	82.4%	93.0%	<b>94.0%</b>
1	Percentage of new students (UG and GR) who participate in mental health trainings	99.0%	-	-
1	Percentage of continuing students (UG and GR) who participate in mental health trainings	15.0%	-	-
1	Percentage of undergraduate students who participate in mental health trainings	-	100.0%	-
1	Percentage of graduate students who participate in mental health trainings	-	50.0%	<b>75.0%</b>
1	Percentage of faculty who participate in mental health trainings	12.0%	50.0%	<b>75.0%</b>
1	Percentage of staff who participate in mental health trainings	12.0%	50.0%	<b>75.0%</b>
2	Sponsored research (Awards + Gifts)	\$574,000,000	\$800,000,000	-
3	Percent of new faculty (veteran)	0.0%	3.0%	<b>3.5%</b>
3	Percent of new faculty (URM)	19.0%	20.0%	<b>21.0%</b>
3	Percent of new staff (veteran)	0.0%	4.0%	<b>5.0%</b>
3	Percent of new staff (URM)	16.0%	20.0%	<b>21.0%</b>
3	Percent of new students (military affiliation)	1.0%	3.0%	<b>4.0%</b>
3	Percent of new students (URM)	19.0%	23.0%	<b>25.0%</b>
4	Gifts & Fundraising	\$144,000,000	\$192,000,000	-
4	Other revenue per FTE	\$183,000	\$208,000	-
4	Facility Condition Index	56	56	-
4	Energy Use Intensity	106	100	-
4	Greenhouse Gas Emissions	114,450	107,056	-



# Revised Goals - UCCS

Pillar	Goal	FY 2021	Original Goal	Revised Goal
1	4-Year Graduation Rate (First-Time Freshmen)	28.2%	27.0%	<b>28.0%</b>
1	6-Year Graduation Rate (First-Time Freshmen)	44.1%	51.0%	-
1	4-Year Graduation Rate (URM)	21.9%	23.0%	<b>24.0%</b>
1	6-Year Graduation Rate (URM)	39.3%	45.0%	-
1	Freshman Retention Rates (First-Time Freshmen)	65.3%	73.0%	<b>73.5%</b>
1	Freshman Retention Rates (URM)	61.3%	70.0%	<b>70.5%</b>
1	Percentage of faculty who participate in mental health trainings	4.9%	25.0%	<b>27.5%</b>
1	Percentage of staff who participate in mental health trainings	10.5%	40.0%	<b>44.0%</b>
1	Percentage of students who participate in mental health trainings	4.7%	5.0%	<b>25.0%</b>
2	Sponsored research (Awards)	\$7,000,000	\$13,000,000	<b>\$13,500,000</b>
3	Percent of new faculty (veteran)	10.0%	5.0%	<b>6.0%</b>
3	Percent of new faculty (URM)	25.0%	26.0%	<b>27.0%</b>
3	Percent of new staff (veteran)	5.0%	10.0%	<b>11.0%</b>
3	Percent of new staff (URM)	34.0%	21.0%	<b>22.0%</b>
3	Percent of new students (military affiliation)	18.0%	22.0%	-
3	Percent of new students (URM)	40.0%	39.0%	<b>40.0%</b>
4	Gifts & Fundraising	\$20,000,000	\$17,000,000	<b>\$25,500,000</b>
4	Other revenue per FTE	\$116,000	\$121,000	<b>\$150,000</b>
4	Facility Condition Index	87.3	86.5	<b>87.5</b>
4	Energy Use Intensity	50	62	-
4	Greenhouse Gas Emissions	21,879	20,219	-

## Revised Goals - Denver

Pillar	Goal	FY 2021	Original Goal	Revised Goal
1	4-Year Graduation Rate (First-Time Freshmen)	27.9%	25.0%	-
1	6-Year Graduation Rate (First-Time Freshmen)	48.0%	50.0%	-
1	4-Year Graduation Rate (URM)	22.0%	22.0%	-
1	6-Year Graduation Rate (URM)	44.0%	44.0%	-
1	Freshman Retention Rates (First-Time Freshmen)	74.9%	75.0%	<b>77.0%</b>
1	Freshman Retention Rates (URM)	73.0%	73.0%	<b>75.0%</b>
1	Percentage of faculty who participate in mental health trainings	0.9%	15.0%	-
1	Percentage of staff who participate in mental health trainings	5.3%	25.0%	-
1	Percentage of students who participate in mental health trainings	5.3%	25.0%	-
2	Sponsored research (Awards)	\$15,000,000	\$20,000,000	<b>\$23,000,000</b>
3	Percent of new faculty (veteran)	2.0%	4.0%	-
3	Percent of new faculty (URM)	15.6%	9.0%	<b>15.0%</b>
3	Percent of new staff (veteran)	2.0%	4.0%	-
3	Percent of new staff (URM)	21.0%	21.0%	<b>25.0%</b>
3	Percent of new students (military affiliation)	7.0%	6.0%	-
3	Percent of new students (URM)	30.0%	35.0%	-
4	Gifts & Fundraising	\$11,000,000	\$17,000,000	<b>\$20,000,000</b>
4	Other revenue per FTE	\$115,000	\$117,000	<b>\$125,000</b>
4	Facility Condition Index	84	84.5	<b>*Pending</b>
4	Energy Use Intensity	54	59	<b>*Pending</b>
4	Greenhouse Gas Emissions	4,273	4,110	<b>*Pending</b>

\*Pending completion of facilities audit.

## Revised Goals - Anschutz

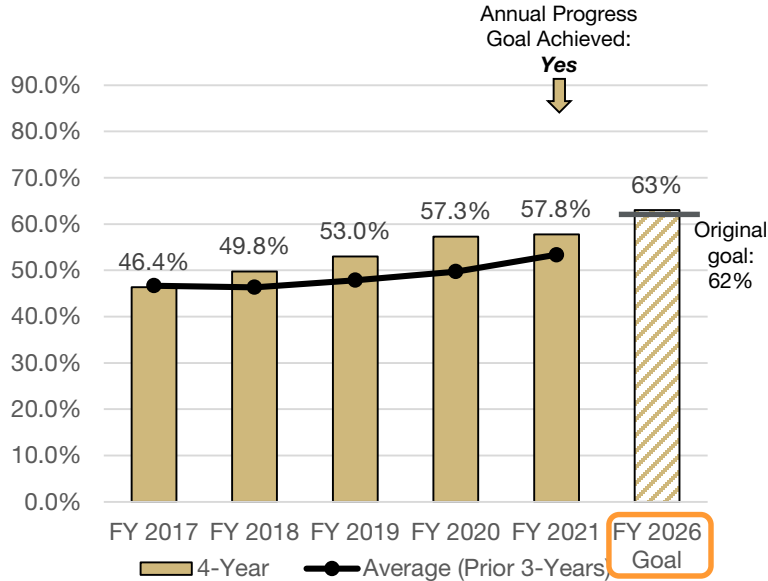
Pillar	Goal	FY 2021	Original Goal	Revised Goal
1	Percentage of faculty who participate in mental health trainings	66.0%	15.0%	<b>24.0%</b>
1	Percentage of staff who participate in mental health trainings	13.0%	24.0%	-
1	Percentage of students who participate in mental health trainings	24.0%	24.0%	-
2	Sponsored research (Awards + Gifts)	\$661,000,000	\$825,000,000	-
2	Patients served by Anschutz clinical faculty	659,536	706,867	-
3	Percent of new faculty (veteran)	1.5%	4.0%	-
3	Percent of new faculty (URM)	7.0%	17.0%	-
3	Percent of new staff (veteran)	1.2%	7.0%	-
3	Percent of new staff (URM)	19.0%	20.0%	-
3	Percent of new students (military affiliation)	3.0%	7.0%	-
3	Percent of new students (URM)	19.0%	21.0%	-
4	Gifts & Fundraising	\$163,000,000	\$225,000,000	-
4	Other revenue per FTE	\$224	\$230	<b>\$240</b>
4	Facility Condition Index	83.9	82	<b>85.5</b>
4	Energy Use Intensity	162	152	-
4	Greenhouse Gas Emissions	55,973	54,469	-

## **Appendix - Previously Presented (includes Revised Goals)**

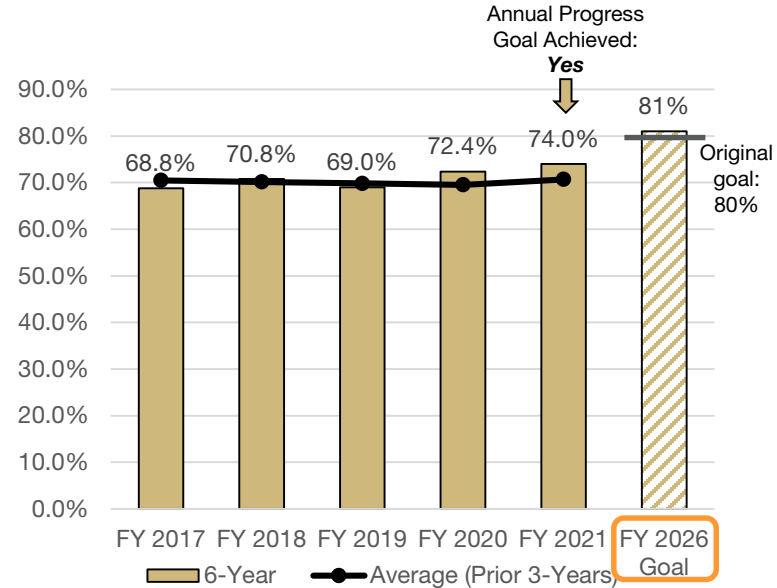


# Boulder Graduation Rates (First-Time Freshman)

### 4-Year Graduation Rates



### 6-Year Graduation Rates



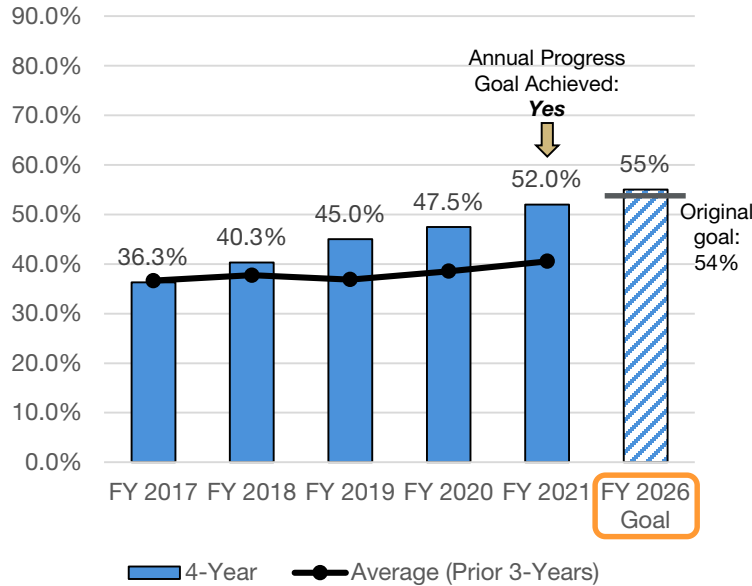
The graduation rate is based on first-time, full-time freshmen.  
 The year indicates the completion year of the entering fall cohort.  
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

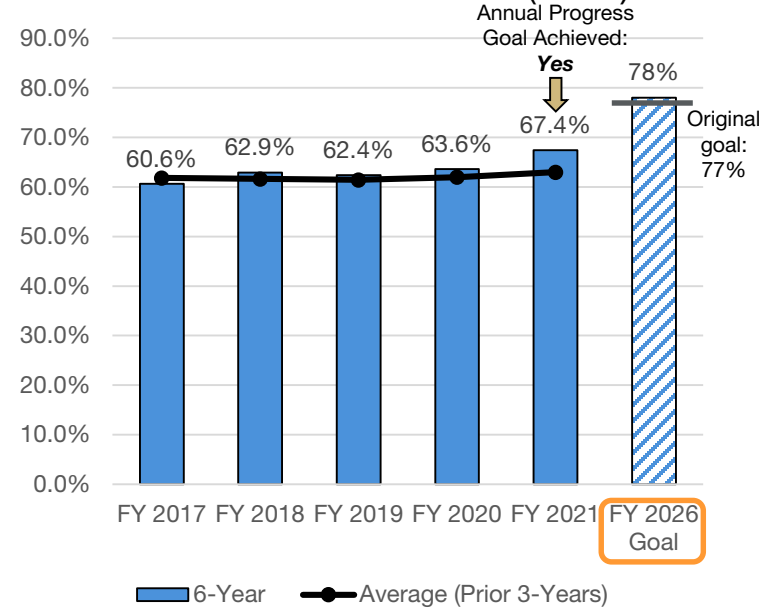


## Boulder Graduation Rates (URM)

### 4-Year Graduation Rates (URM)



### 6-Year Graduation Rates (URM)



The graduation rate is based on first-time, full-time freshmen.  
 The year indicates the completion year of 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



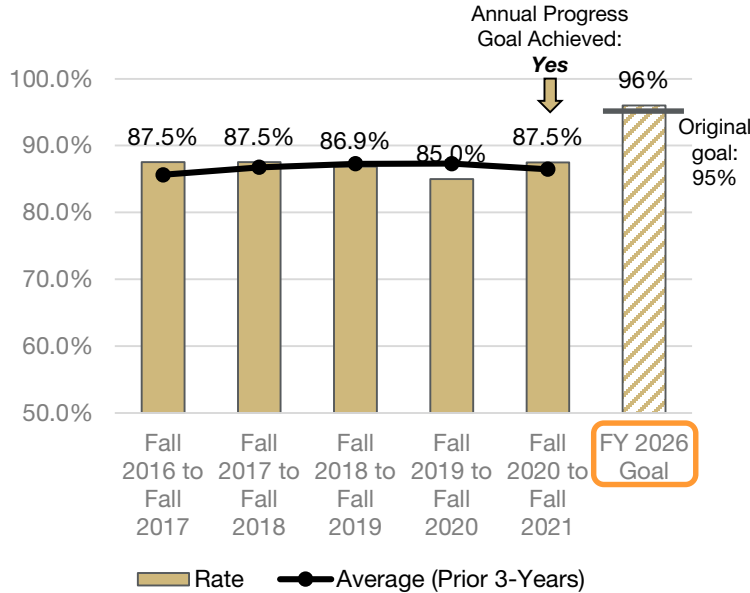
## Boulder Graduation Rates – Action Steps

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

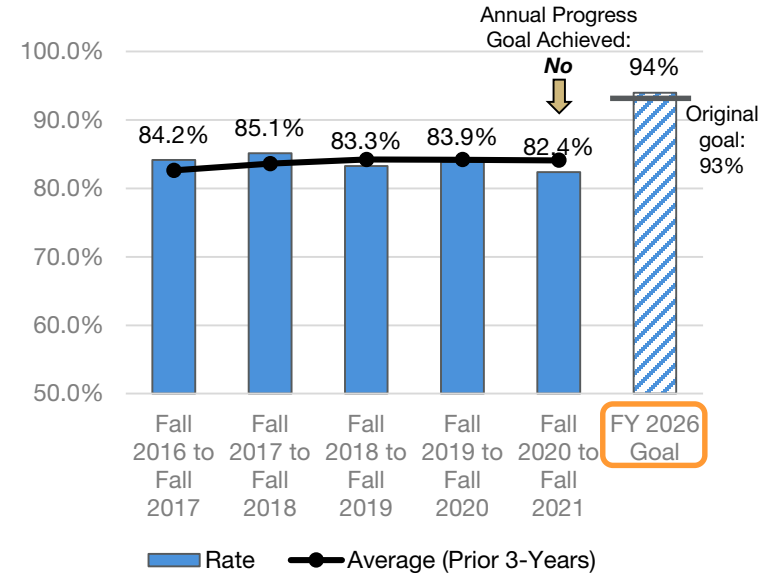


# Boulder Freshman Retention Rates

### Retention Rates + Goal



### Retention Rates + Goal (URM)



Freshman retention 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

FY 2026 Goal is based on Fall 2024 to Fall 2025 retention





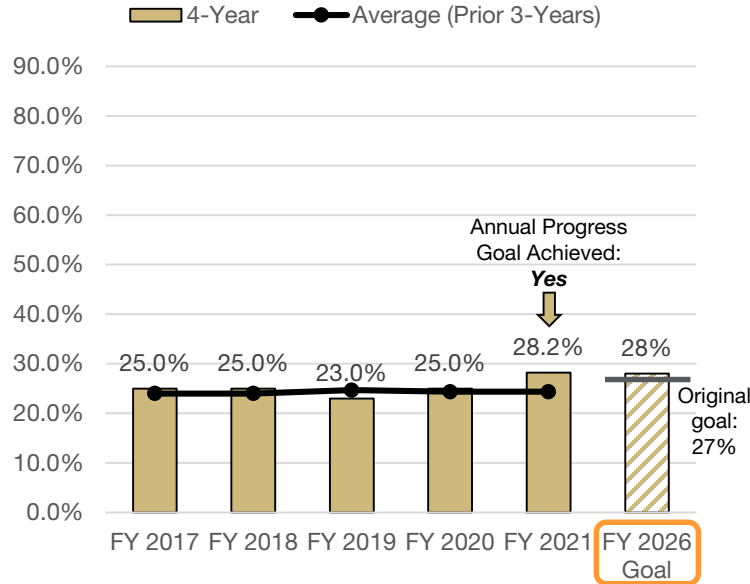
## Boulder Retention Rates – Action Steps

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

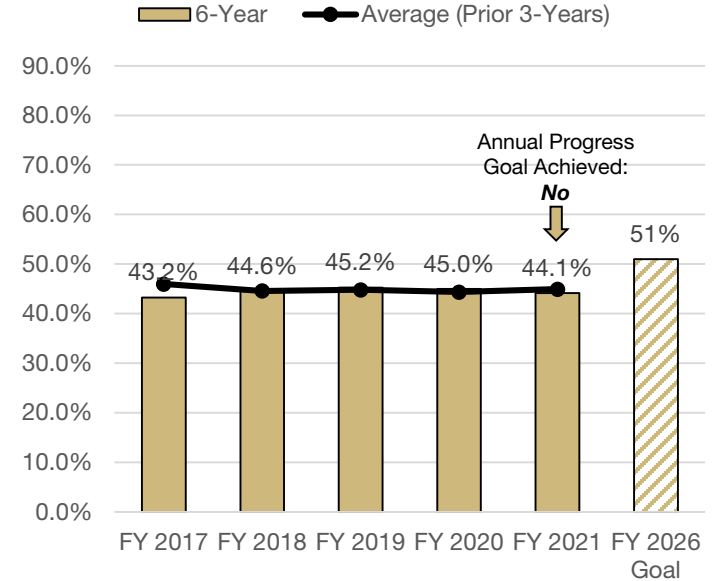


# UCCS Graduation Rates (First-Time Freshman)

### 4-Year Graduation Rates



### 6-Year Graduation Rates



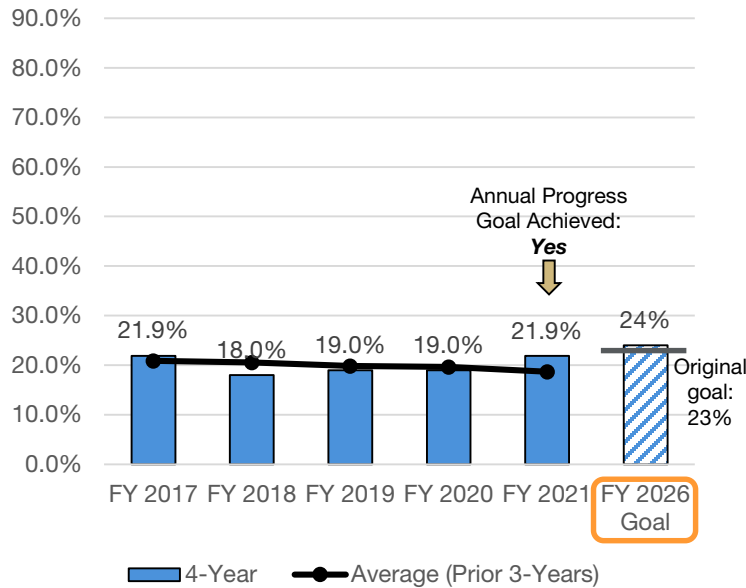
The graduation rate is based on first-time, full-time freshmen.  
 The year indicates the completion year of the entering fall cohort.  
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

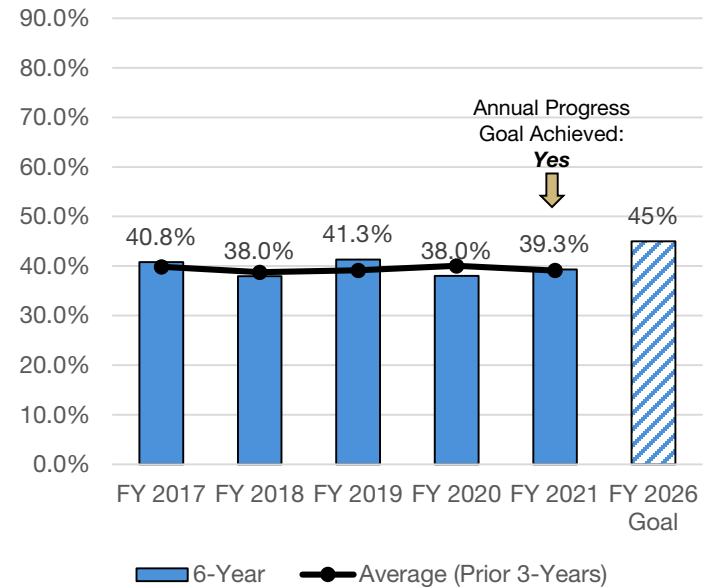


## UCCS Graduation Rates (URM)

### 4-Year Graduation Rates (URM)



### 6-Year Graduation Rates (URM)



The graduation rate is based on first-time, full-time freshmen.  
 The year indicates the completion year of 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



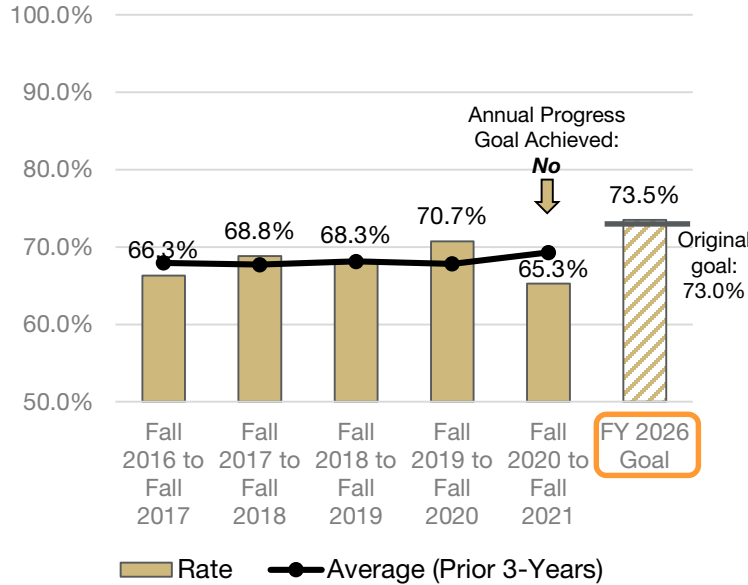
## UCCS Graduation Rates – Action Steps

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

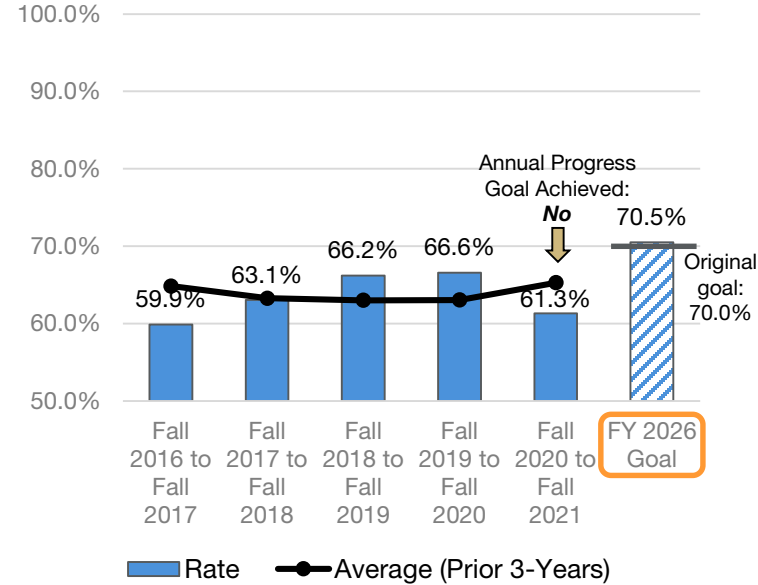


# UCCS Freshman Retention Rates

### Retention Rates + Goal



### Retention Rates + Goal (URM)



Freshman retention 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

FY 2026 Goal is based on Fall 2024 to Fall 2025 retention



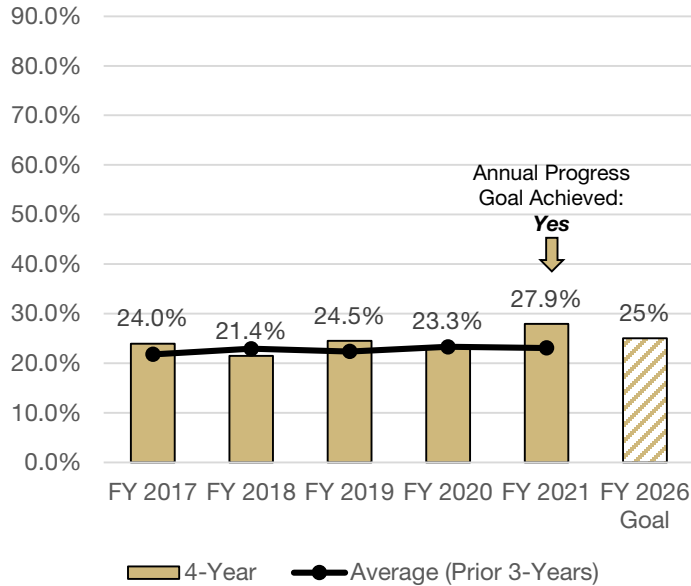
## UCCS Retention Rates – Action Steps

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

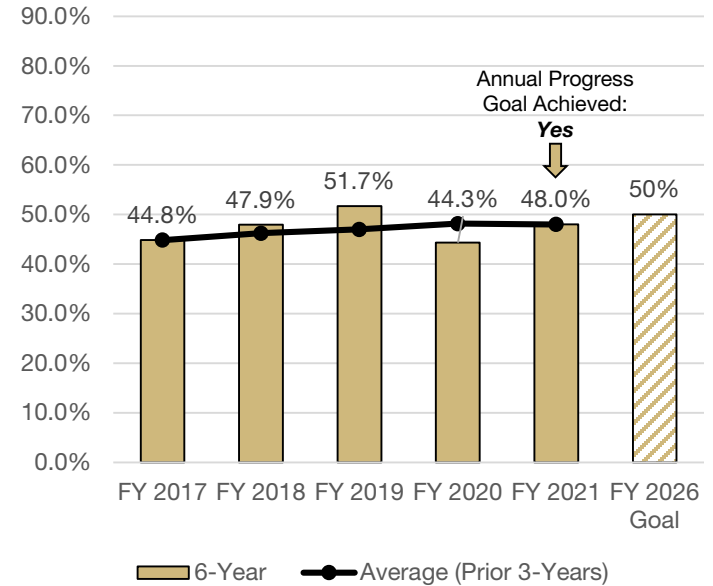


## Denver Graduation Rates (First-Time Freshman)

### 4-Year Graduation Rates



### 6-Year Graduation Rates



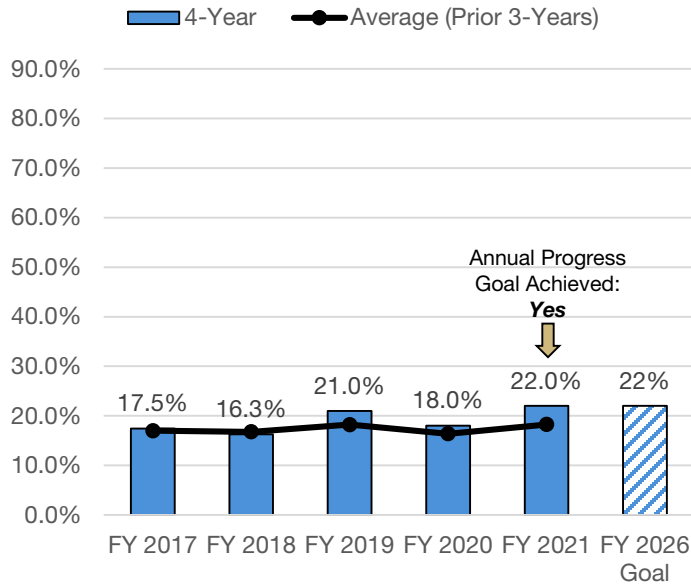
The graduation rate is based on first-time, full-time freshmen.  
 The year indicates the completion year of the entering fall cohort.  
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

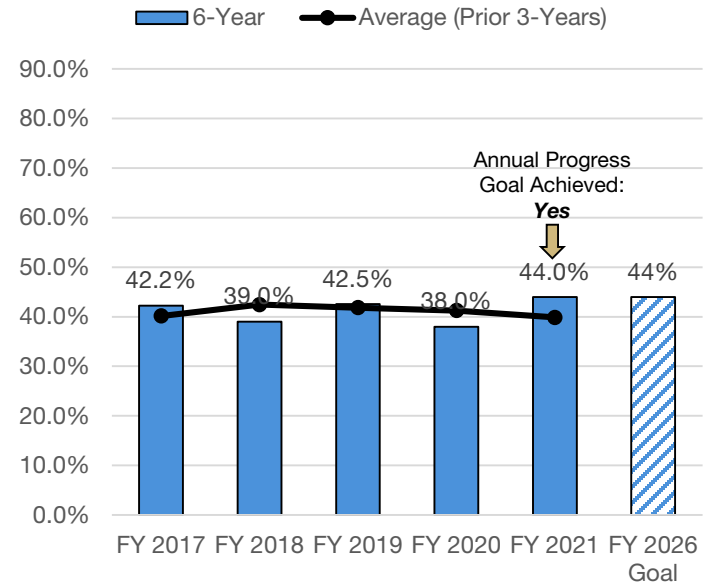


## Denver Graduation Rates (URM)

### 4-Year Graduation Rates (URM)



### 6-Year Graduation Rates (URM)



The graduation rate is based on first-time, full-time freshmen.  
 The year indicates the completion year of 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





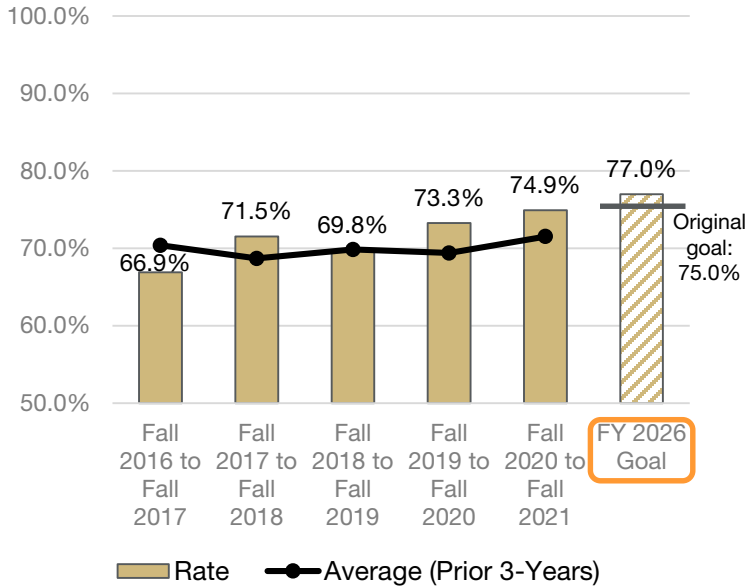
## Denver Graduation Rates – Action Steps

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

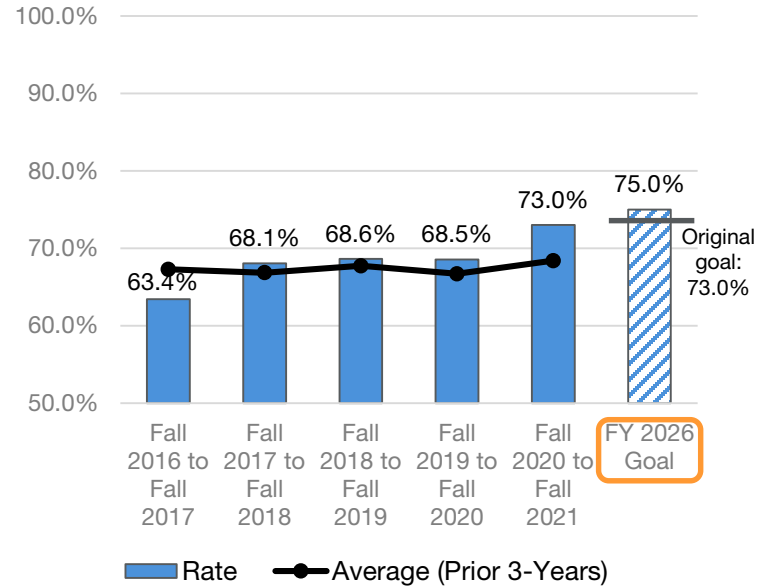


# Denver Freshman Retention Rates

### Retention Rates + Goal



### Retention Rates + Goal (URM)



Freshman retention 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

FY 2026 Goal is based on Fall 2024 to Fall 2025 retention



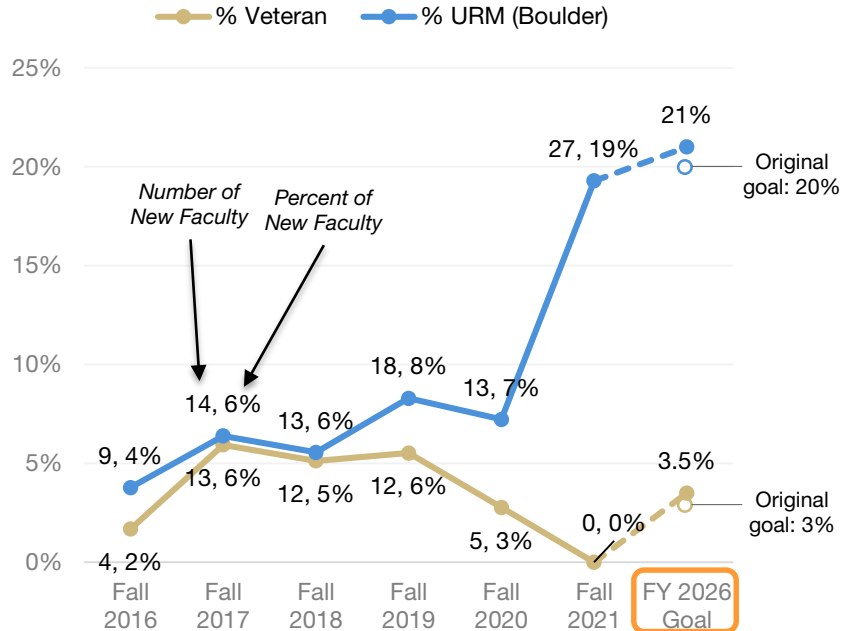
## Denver Retention Rates – Action Steps

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



## Boulder - Percent of New Faculty

Charts display the percentage of new faculty



Annual progress goal achieved (annual improvement):

Veteran: **No**

URM (Boulder): **Yes**

### Action Steps

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

Source: CU System & Campus Offices of Institutional Research.

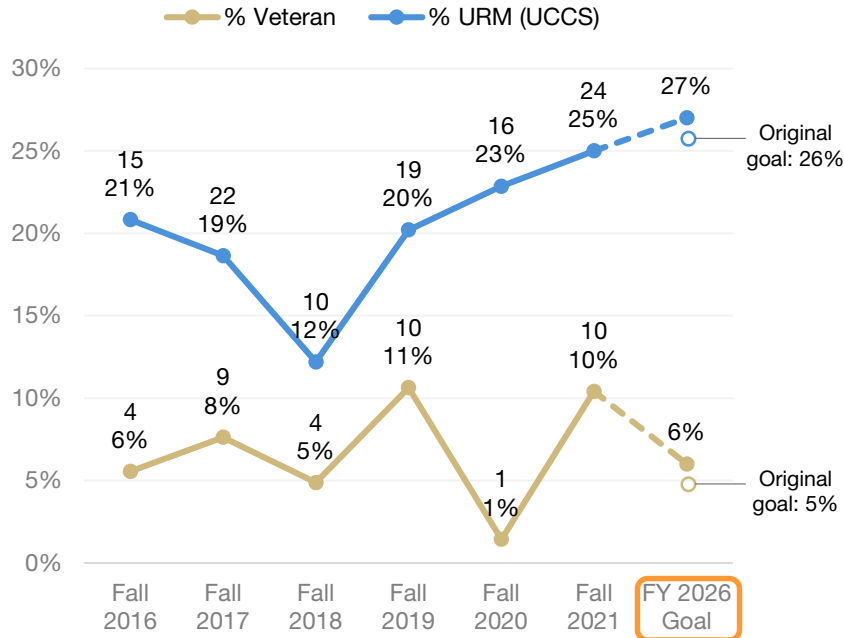
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## UCCS - Percent of New Faculty

Charts display the percentage of new faculty



Annual progress goal achieved (annual improvement):

Veteran: **Yes**

URM (UCCS): **Yes**

### Action Steps

- 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.

Source: CU System & Campus Offices of Institutional Research.

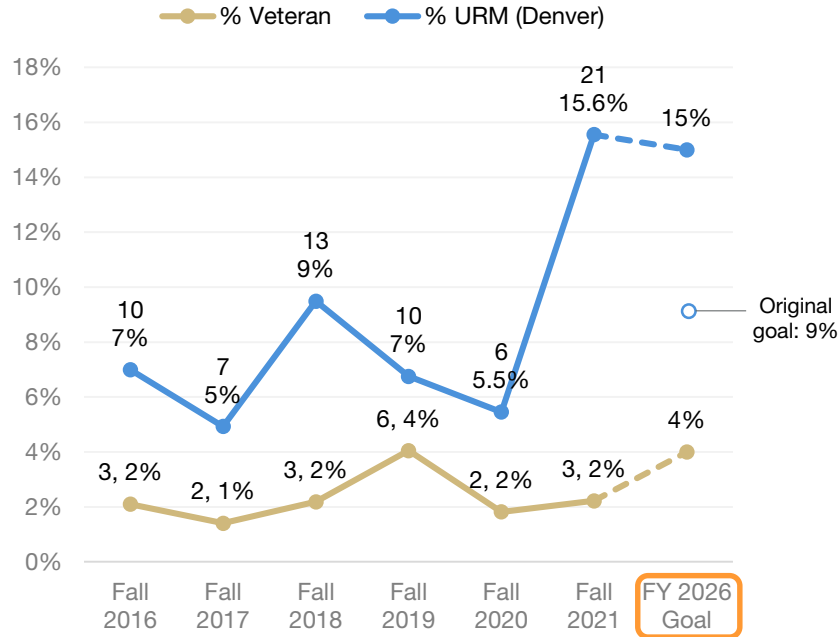
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Veteran includes people who have served in the US Armed Forces



## Denver - Percent of New Faculty

Charts display the percentage of new faculty



Annual progress goal achieved (annual improvement):

Veteran: **Yes**

URM (Denver): **Yes**

### Action Steps

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

Source: CU System & Campus Offices of Institutional Research.

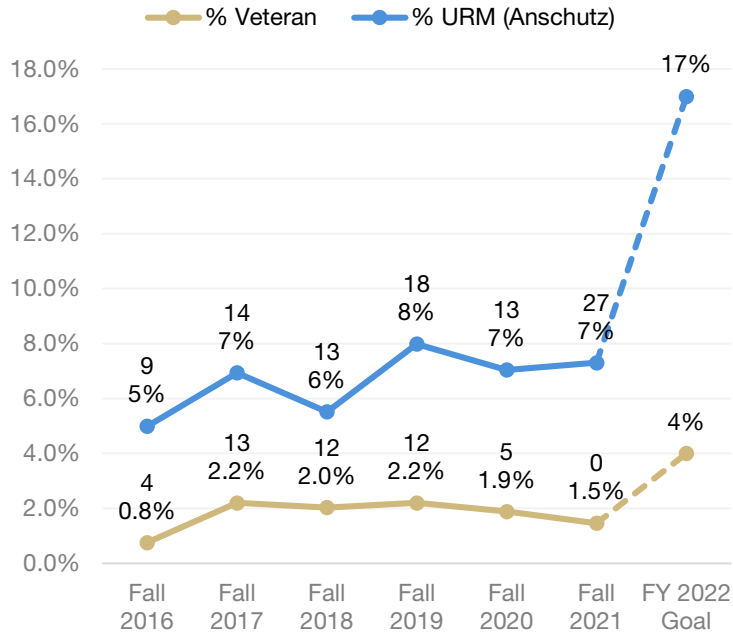
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## Anschutz - Percent of New Faculty

Charts display the percentage of new faculty



Annual progress goal achieved (annual improvement):

Veteran: **No**

URM (Anschutz): **Yes**

### Action Steps

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

Source: CU System & Campus Offices of Institutional Research.

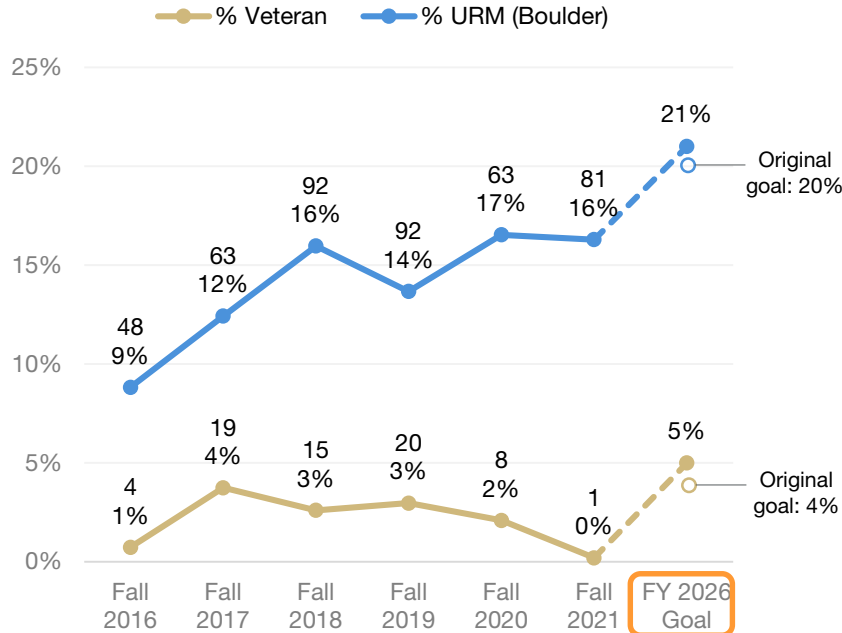
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## Boulder - Percent of New Staff

Charts display the percentage of new staff



Annual progress goal achieved (annual improvement):

Veteran: **No**

URM (Boulder): **No**

### Action Steps

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

Source: CU System & Campus Offices of Institutional Research.

Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

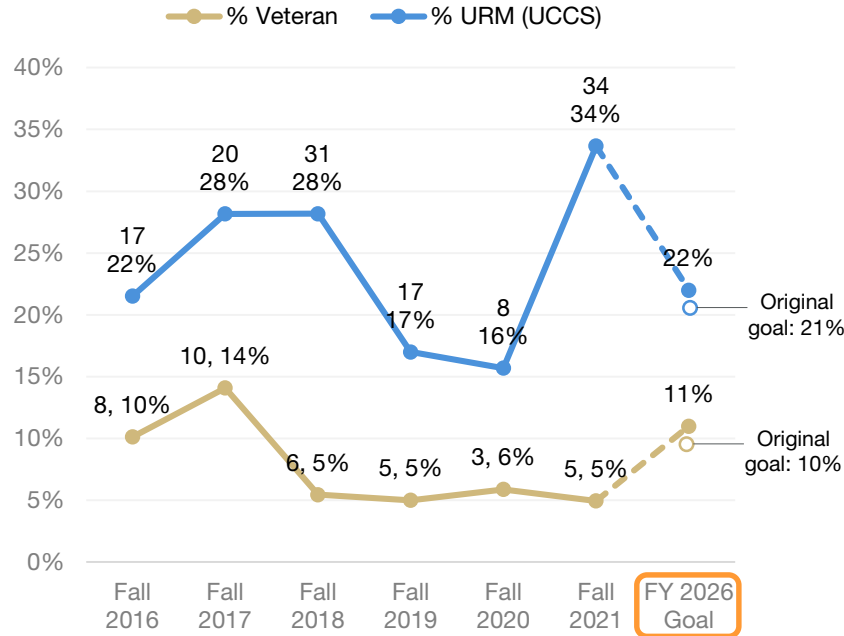
Veteran includes people who have served in the US Armed Forces





## UCCS - Percent of New Staff

Charts display the percentage of new staff



Annual progress goal achieved (annual improvement):

Veteran: **No**  
URM (UCCS): **Yes**

### Action Steps

- 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.

Source: CU System & Campus Offices of Institutional Research.

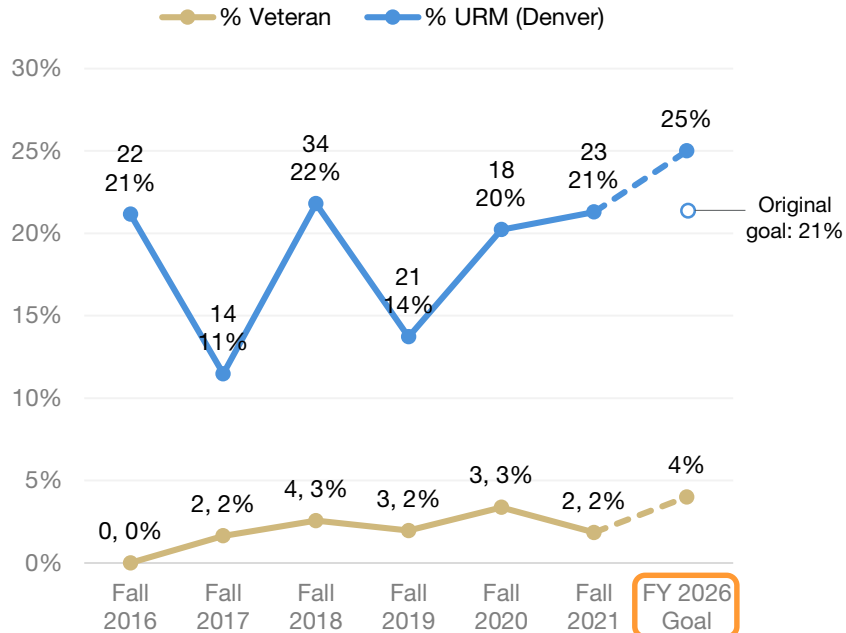
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## Denver - Percent of New Staff

Charts display the percentage of new staff



Annual progress goal achieved (annual improvement):

**Veteran: No**  
**URM (Denver): Yes**

### Action Steps

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

Source: CU System & Campus Offices of Institutional Research.

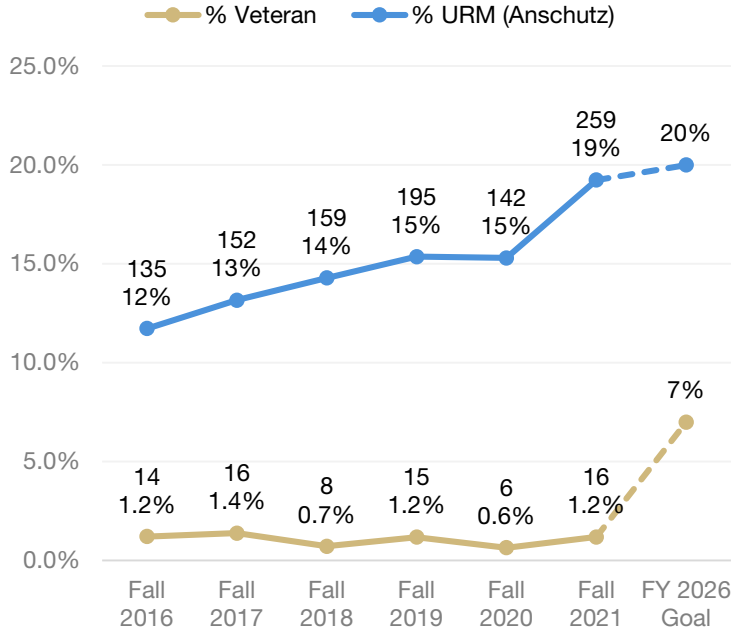
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## Anschutz - Percent of New Staff

Charts display the percentage of new staff



Annual progress goal achieved (annual improvement):

**Veteran: Yes**

**URM (Anschutz): Yes**

### Action Steps

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

Source: CU System & Campus Offices of Institutional Research.

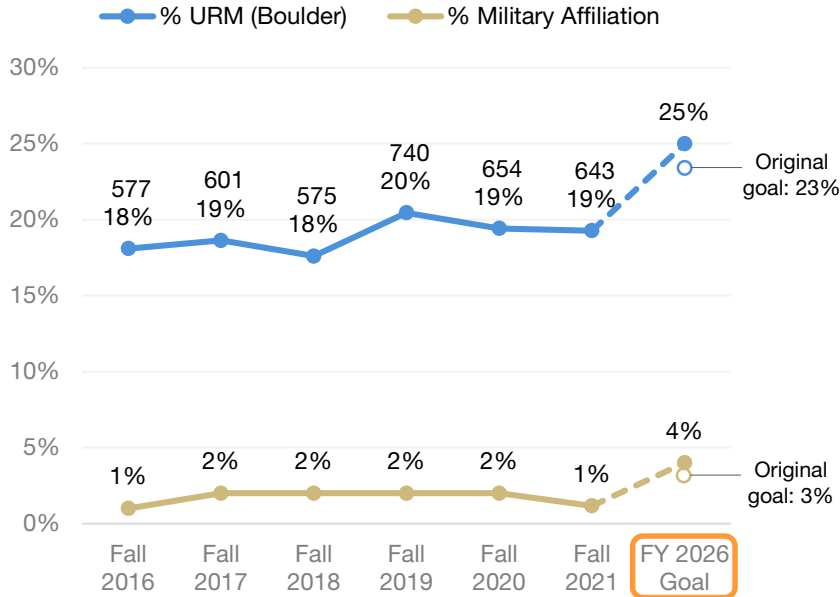
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## Boulder - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

Military Affiliation: **No**

URM (Boulder): **Yes**

### 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

Source: CU System & Campus Offices of Institutional Research.

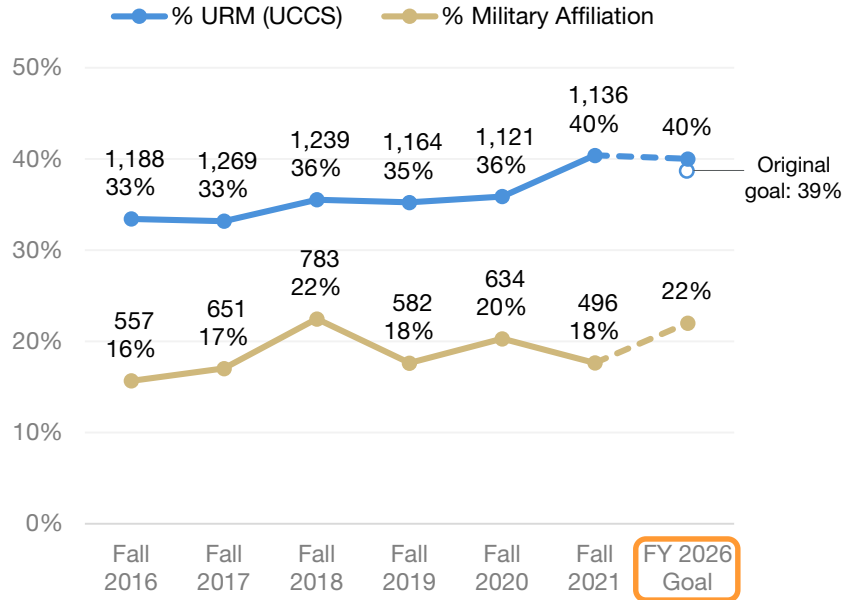
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## UCCS - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

**Military Affiliation: No**

**URM (UCCS): Yes**

### Action Steps

- 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.

Source: CU System & Campus Offices of Institutional Research.

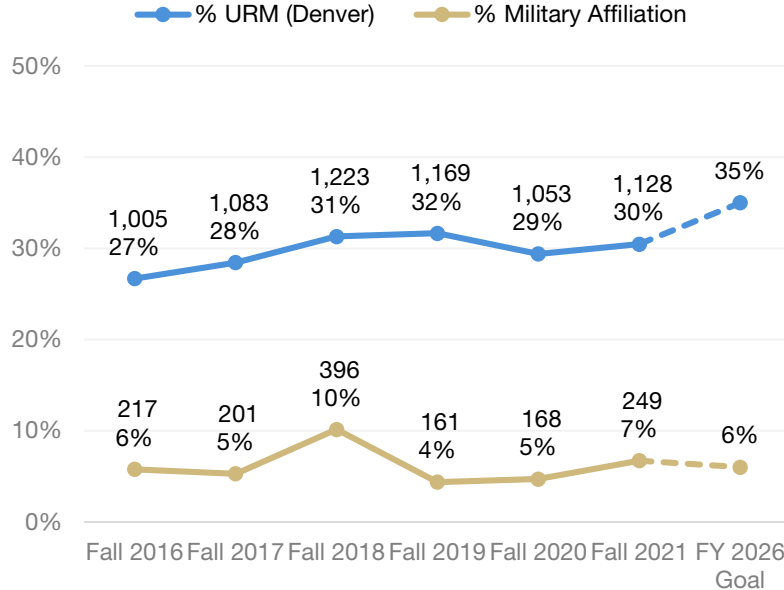
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Veteran includes people who have served in the US Armed Forces



## Denver - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

**Military Affiliation: Yes**

**URM (Denver): Yes**

### 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

Source: CU System & Campus Offices of Institutional Research.

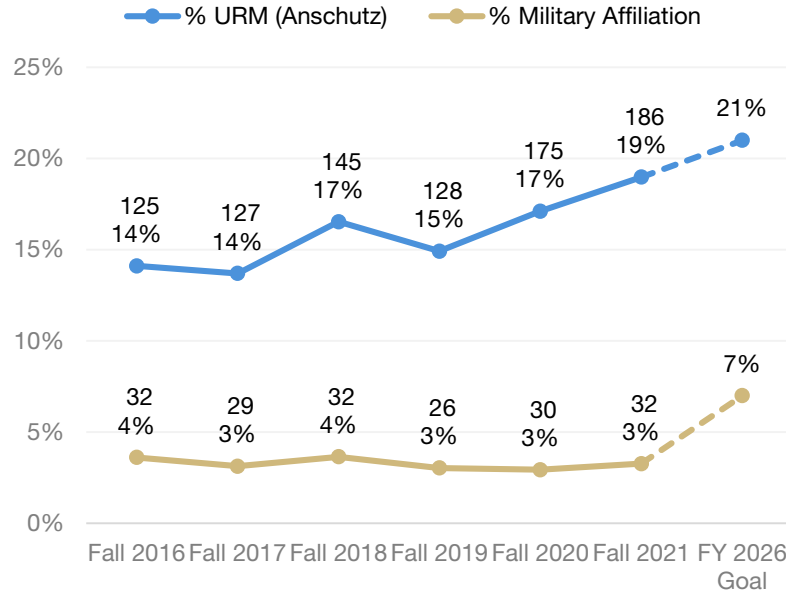
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Veteran includes people who have served in the US Armed Forces



## Anschutz - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

**Military Affiliation: Yes**

**URM (Anschutz): Yes**

### 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

Source: CU System & Campus Offices of Institutional Research.

Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



## Campus & Workplace Culture Survey

### CWC Survey Administration

- Survey administration occurred fall 2021
- Survey distributed at all CU campuses and System Office, to all students, faculty and staff
- Each campus administered the survey to their populations

### Civility

- Question – 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.

### Harassment

- Question – 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

### Acceptance/Culture

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