Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents
CU's Strategic Planning Update
September 8, 2022

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

Diversity, Inclusion, Equity & Access

Strategic Focus Area Metrics with Goals and Initiatives

Percent of student, faculty and staff from underrepresented population:

- Diversity of New Students

- Diversity of New Faculty and Staff Hires

- Diversity of Faculty & Staff Retention *NEW*

Inclusion – Over time, data will be tracked to measure progress based on the following survey questions related to:

- Civility

- Harassment
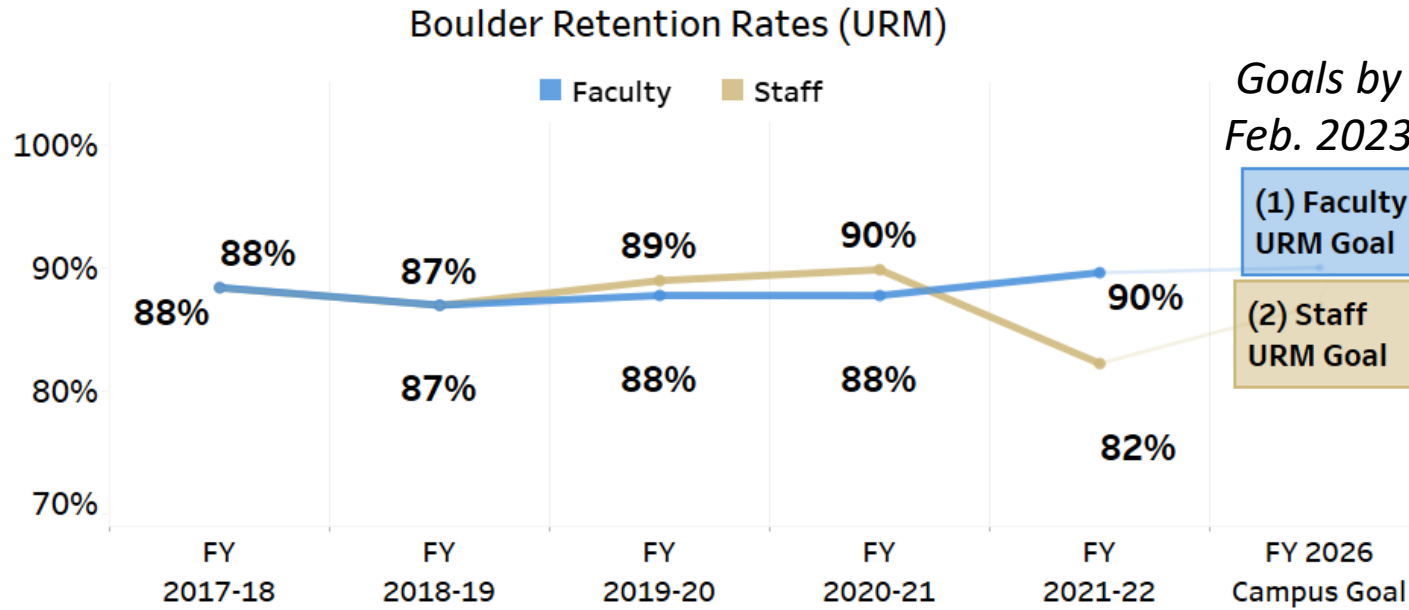
- Acceptance/Culture

DATA & ACTION STEPS

New Strategic Metric – Faculty and Staff Retention

- Board expressed desire for the inclusion of an employee retention metric after January 2022 mid-year update on progress towards goals.

- DEI, CHRO, IR and CFOs collaborated on the development of the new DEI retention metric.

- Employee retention by fiscal year

- Two new campus goals

  - URM Faculty Retention Rate

  - URM Staff Retention Rate

- URM defined by campus in the strategic plan
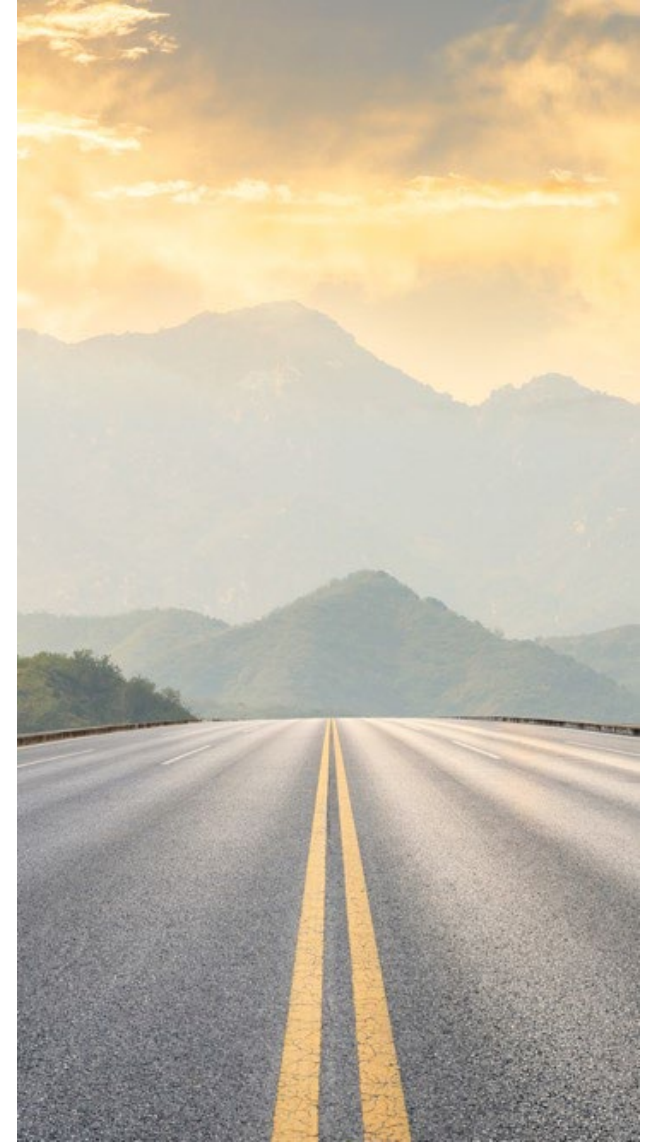
New Strategic Metric - Employee Retention CU Boulder

Boulder Retention Rates (URM)

Goals by Feb. 2023

Faculty ■ Staff

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2026 Campus Goal
Faculty	88%	87%	88%	88%	90%	(1) Faculty URM Goal
Staff	88%	87%	89%	90%	82%	(2) Staff URM Goal

Two New 2026 Campus Goals:
1) Faculty Retention (Campus URM)
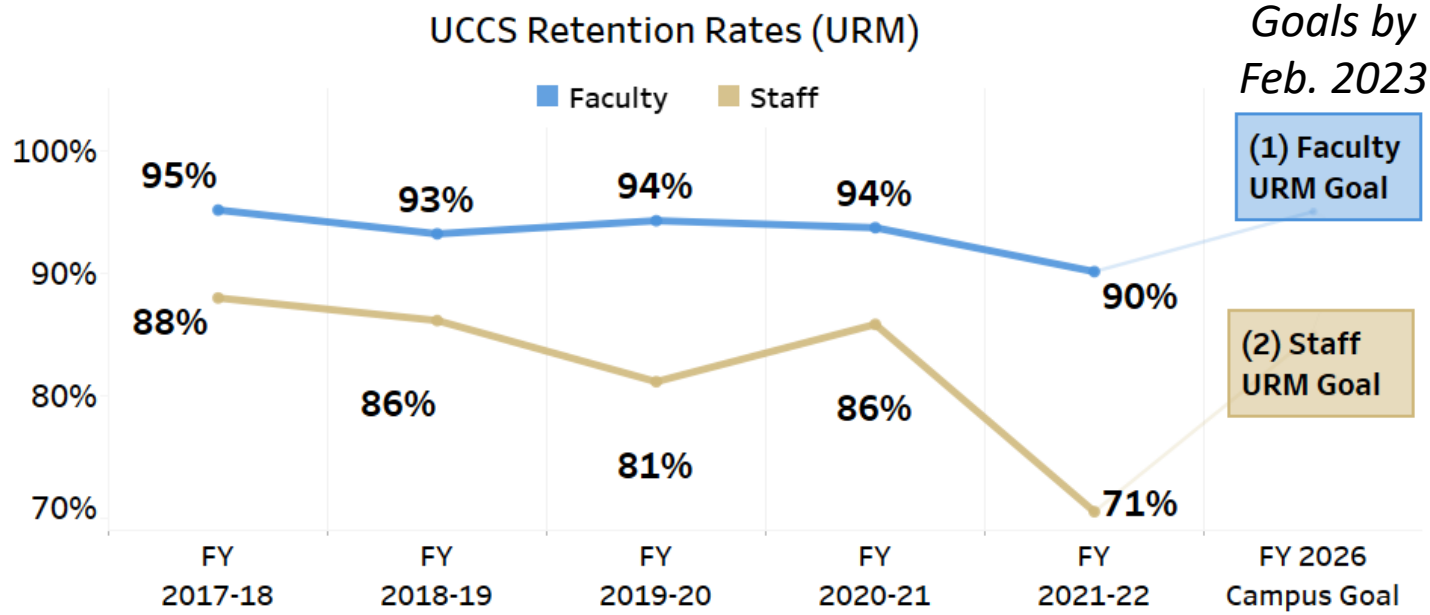2) Staff Retention (Campus URM)

Goals and action steps to be established by campuses between Sep-Feb. 2023.

Boulder Baseline (Overall)

Total Retention	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Faculty	89%	89%	88%	88%	87%
Staff	89%	88%	89%	88%	84%

URM (Under-Represented Minority) for CU Boulder is defined here to include Hispanic, Black, American Indian.
Faculty information provided here consists of Tenured/Tenure-Track Faculty and Instructional, Research, and Clinical Faculty as defined in APS 5060, final determination of faculty groups will be made by February.
Staff consists of University Staff and Classified Staff. Temporary employees are excluded from this metric.

New Strategic Metric - Employee Retention UCCS

UCCS Retention Rates (URM)

Goals by Feb. 2023

- ■ Faculty ■ Staff

Faculty: 95% (FY 2017-18), 93% (FY 2018-19), 94% (FY 2019-20), 94% (FY 2020-21), 90% (FY 2021-22)

Staff: 88% (FY 2017-18), 86% (FY 2018-19), 81% (FY 2019-20), 86% (FY 2020-21), 71% (FY 2021-22)

(1) Faculty URM Goal

(2) Staff URM Goal

X-axis: FY 2017-18, FY 2018-19, FY 2019-20, FY 2020-21, FY 2021-22, FY 2026 Campus Goal

UCCS Baseline (Overall)

Total Retention	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Faculty	94%	92%	94%	93%	93%
Staff	88%	84%	84%	87%	78%

Two New 2026 Campus Goals:
1) Faculty Retention (Campus URM)
2) Staff Retention (Campus URM)

Goals and action steps to be established by campuses between Sep-Feb. 2023.

URM (Under-Represented Minority) for UCCS is defined here as BIPOC = Black, Indigenous, People of Color & includes Hispanic, Black, American Indian, Pacific Islander, Asian, and Multi-Ethnic (2 or More races) Faculty information provided here consists of Tenured/Tenure-Track Faculty and Instructional, Research, and Clinical Faculty as defined in APS 5060, final determination of faculty groups will be made by February. Staff consists of University Staff and Classified Staff. Temporary employees are excluded from this metric.

New Strategic Metric - Employee Retention CU Denver
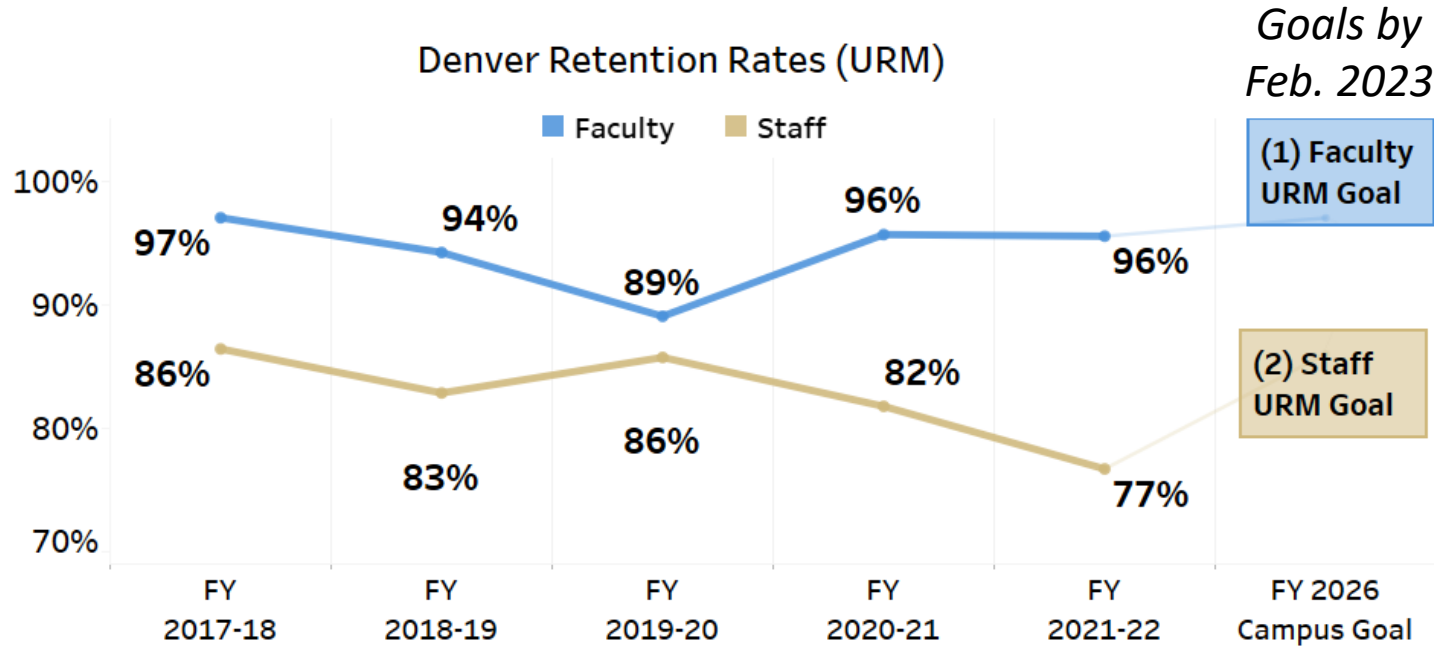
Denver Retention Rates (URM)

Goals by Feb. 2023

■ Faculty   ■ Staff

- 97%
- 94%
- 89%
- 96%
- 96%
- 86%
- 83%
- 86%
- 82%
- 77%

(1) Faculty URM Goal

(2) Staff URM Goal

- FY 2017-18
- FY 2018-19
- FY 2019-20
- FY 2020-21
- FY 2021-22
- FY 2026 Campus Goal

Denver Baseline (Overall)

Total Retention	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Faculty	94%	93%	92%	93%	93%
Staff	84%	83%	85%	82%	76%

Two New 2026 Campus Goals:
1) Faculty Retention (Campus URM)
2) Staff Retention (Campus URM)

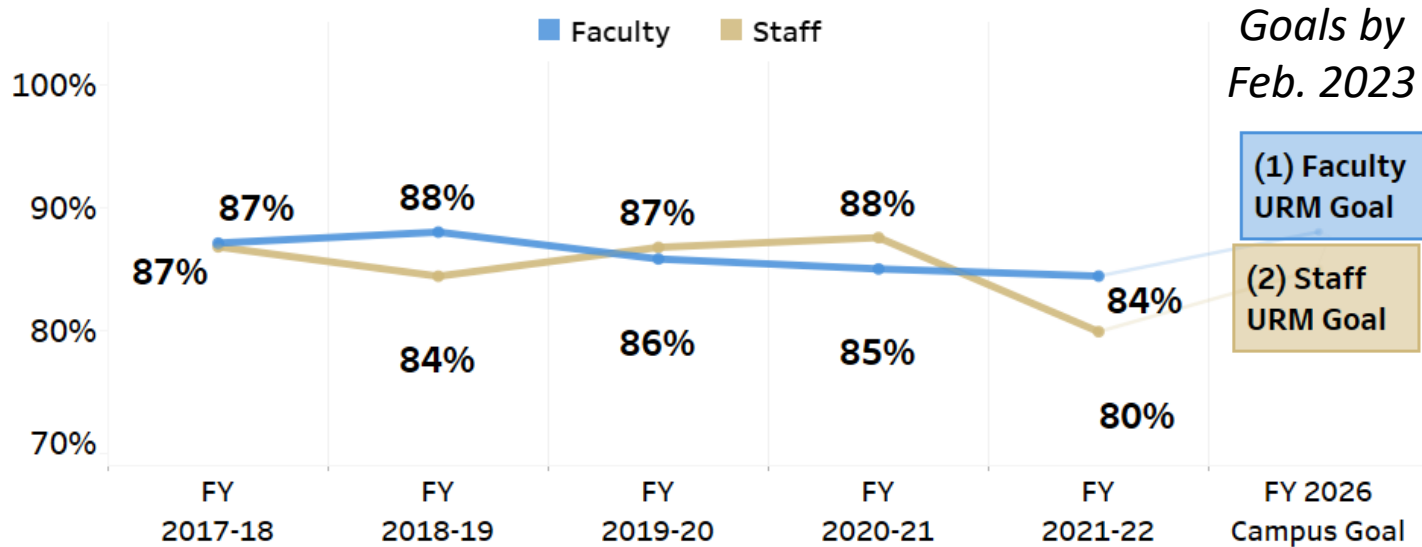Goals and action steps to be established by campuses between Sep-Feb. 2023.

URM (Under-Represented Minority) for CU Denver is defined as Hispanic, Black, American Indian, Pacific Islander.
Faculty information consists of Tenured/Tenure-Track Faculty and Instructional, Research, and Clinical Faculty as defined in APS 5060, final determination of faculty groups will be made by February.
Staff consists of University Staff and Classified Staff. Temporary employees are excluded from this metric.

New Strategic Metric - Employee Retention CU Anschutz

Anschutz Retention Rates (URM)

■ Faculty ■ Staff

Goals by Feb. 2023

- Faculty: 87%, 88%, 87%, 88%, 84%
- Staff: 87%, 84%, 86%, 85%, 80%

(1) Faculty URM Goal
(2) Staff URM Goal

FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2026 Campus Goal

Anschutz Baseline (Overall)

Total Retention	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Faculty	90%	91%	91%	90%	88%
Staff	85%	84%	87%	85%	81%

Two New 2026 Campus Goals:
1) Faculty Retention (Campus URM)
2) Staff Retention (Campus URM)

Goals and action steps to be established by campuses between Sep-Feb. 2023.

URM (Under-Represented Minority) for CU Anschutz is defined to include Hispanic, Black, American Indian, Pacific Islander, and Multi-Ethnic (2 or More Races, where at least one of the in individual categories listed above are selected).
Faculty information consists of Tenured/Tenure-Track Faculty and Instructional, Research, and Clinical Faculty as defined in APS 5060, final determination of faculty groups will be made by February.
Staff consists of University Staff and Classified Staff. Temporary employees are excluded from this metric.
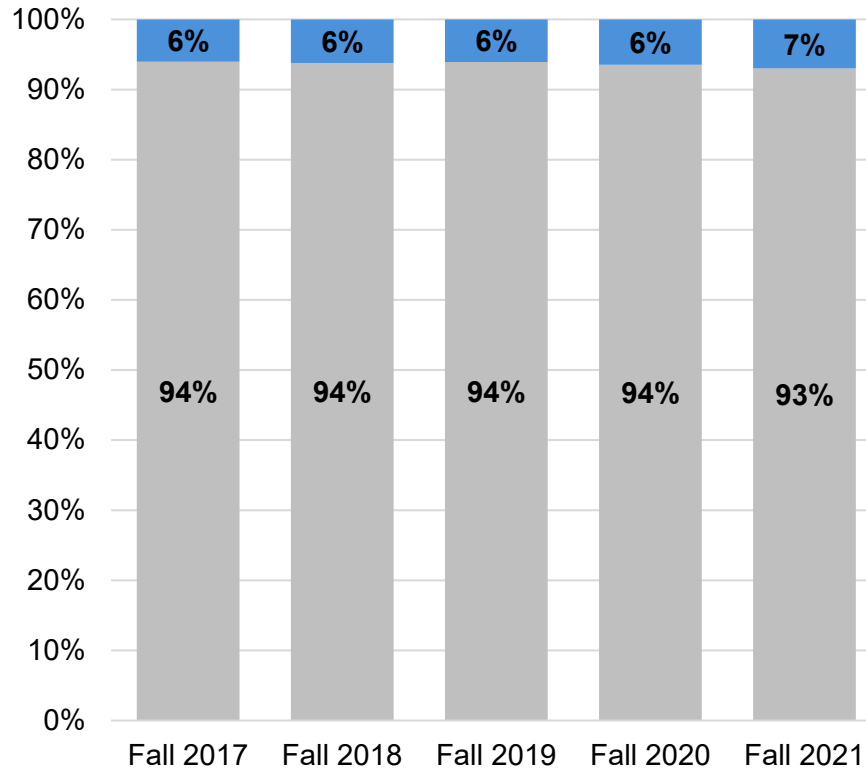
2021 – 2026 Strategic Plan

PILLAR 3

CU Boulder - Faculty & Staff Diversity as Share of Total

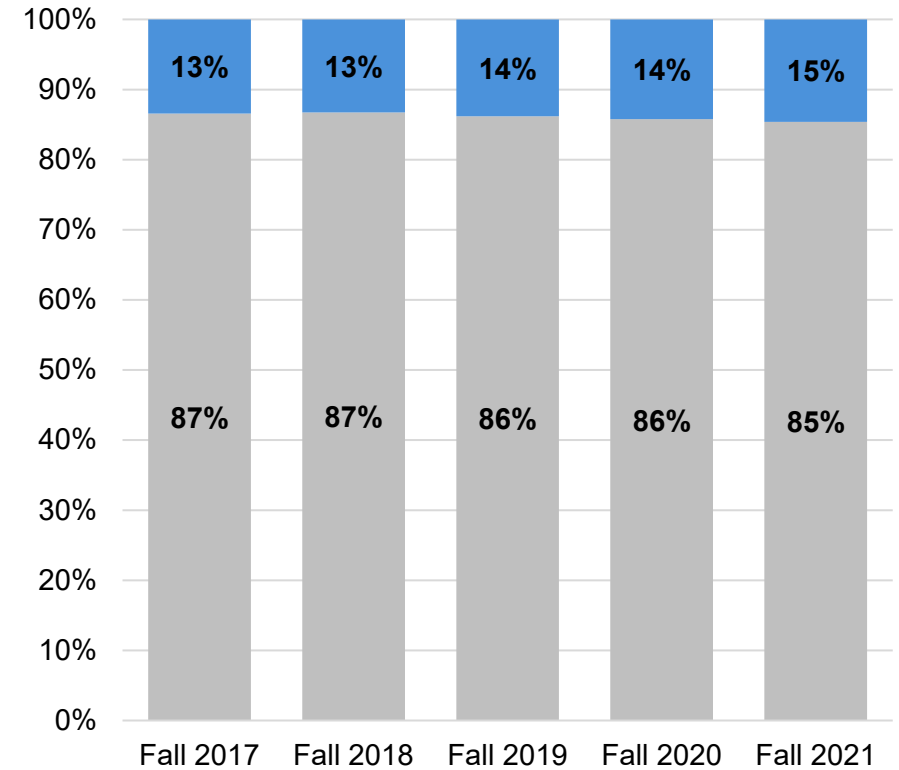### Faculty Diversity (Boulder)
"URM" is defined by campus

■ % Non-URM   ■ % URM (Boulder)

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
% URM (Boulder)	6%	6%	6%	6%	7%
% Non-URM	94%	94%	94%	94%	93%

Staff Diversity (Boulder)
"URM" is defined by campus

■ % Non-URM   ■ % URM (Boulder)

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
% URM (Boulder)	13%	13%	14%	14%	15%
% Non-URM	87%	87%	86%	86%	85%

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

Source: CU Institutional Research

2021 – 2026 Strategic Plan

PILLAR 3

UCCS - Faculty & Staff Diversity as Share of Total

Faculty Diversity (UCCS)
"URM" is defined by campus
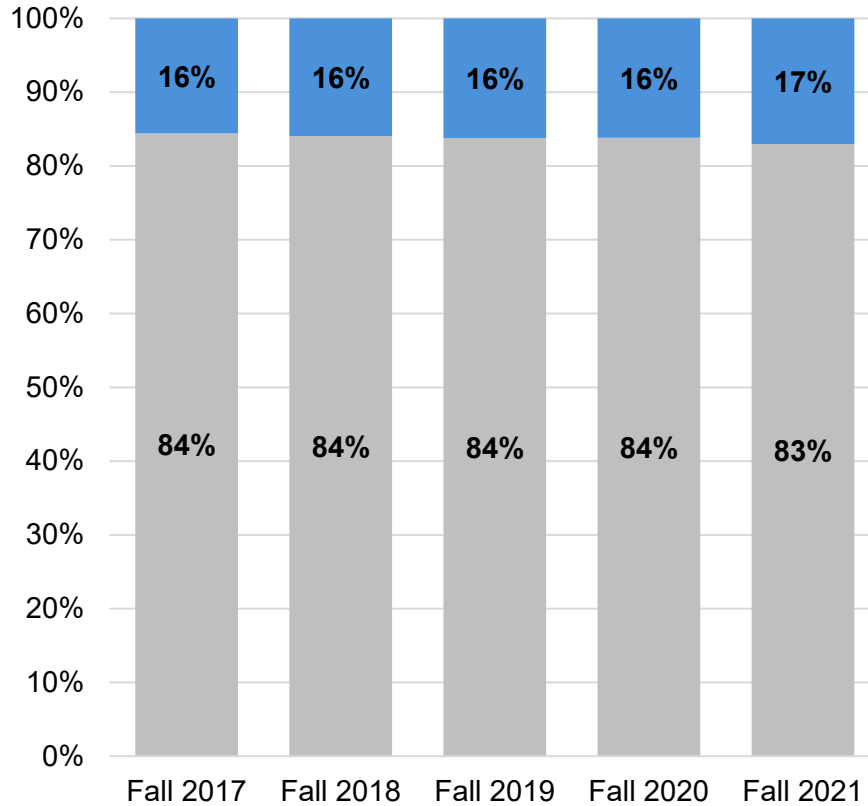
■ % Non-URM   ■ % URM (UCCS)

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
% URM (UCCS)	16%	16%	16%	16%	17%
% Non-URM	84%	84%	84%	84%	83%

Staff Diversity (UCCS)
"URM" is defined by campus

■ % Non-URM   ■ % URM (UCCS)

	Fall 2017	Fall 2018	Fall 2019	Fall 2020	Fall 2021
% URM (UCCS)	22%	23%	24%	22%	23%
% Non-URM	78%	77%	76%	78%	77%
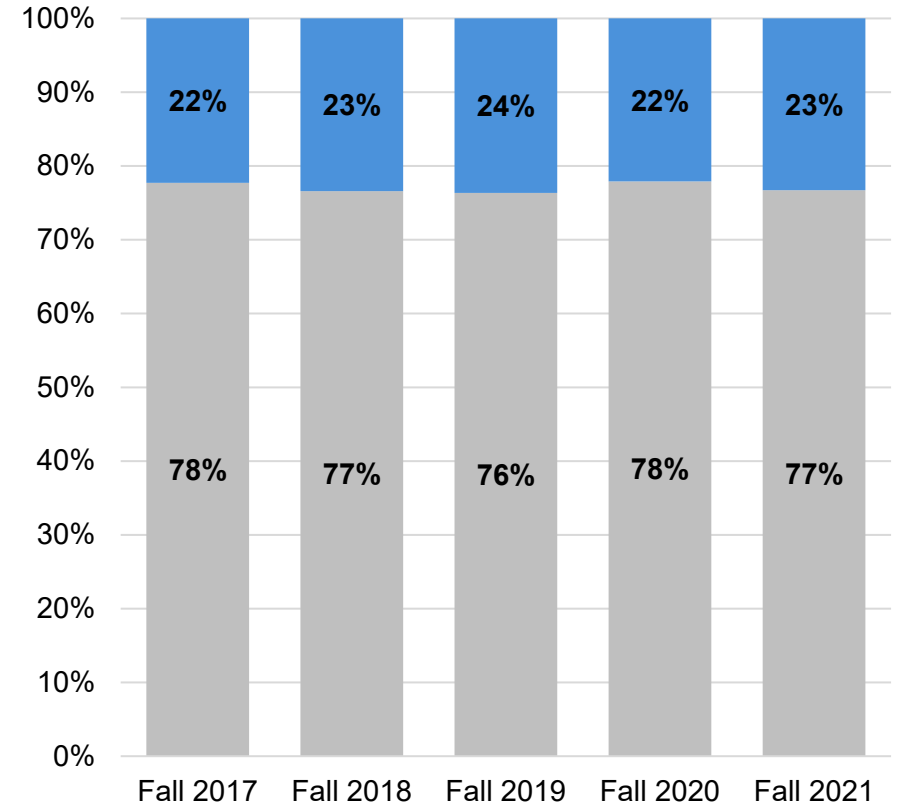
BIPOC = Black, Indigenous, People of Color and includes Hispanic, Black, American Indian, Pacific Islander, Asian, and Multi-Ethnic (Two or More races)
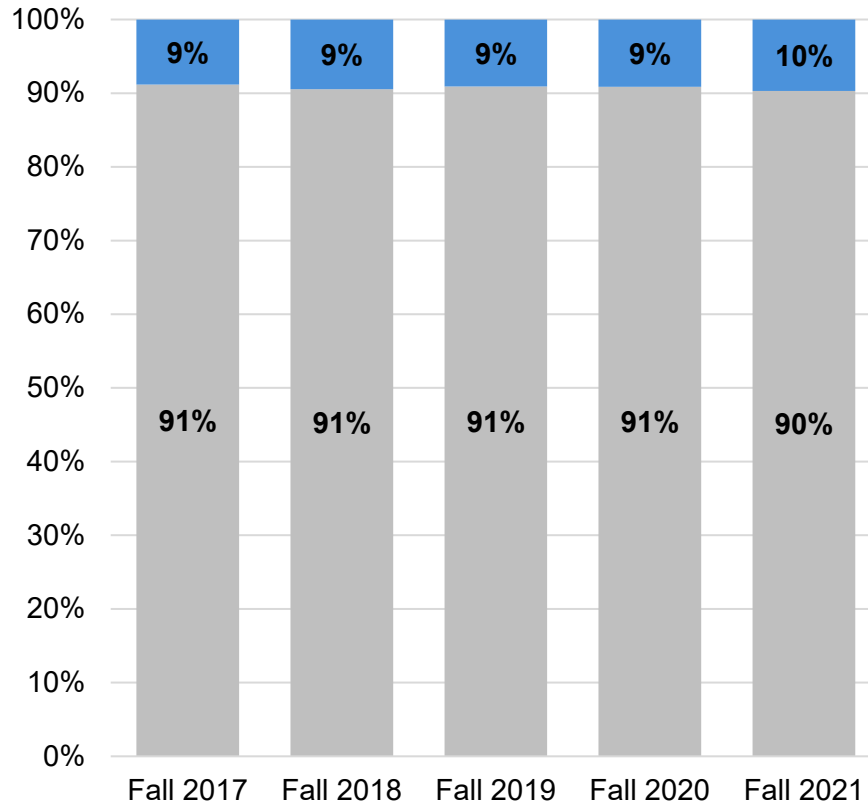
Source: CU Institutional Research

2021 – 2026 Strategic Plan

PILLAR 3

Diversity, Inclusion, Equity & Access : Data from Annual Diversity Report

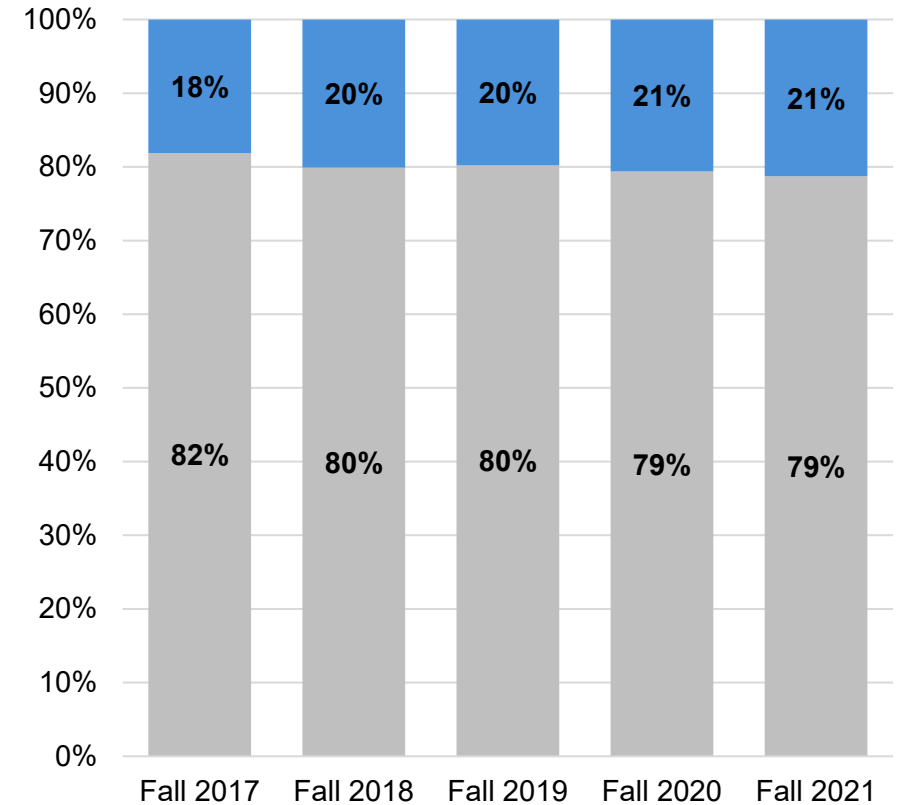# CU Denver - Faculty & Staff Diversity as Share of Total

Faculty Diversity (Denver)
"URM" is defined by campus

■ % Non-URM   ■ % URM (Denver)

Staff Diversity (Denver)
"URM" is defined by campus

■ % Non-URM   ■ % URM (Denver)

Denver URM is defined here to include Hispanic, Black, American Indian, Pacific Islander
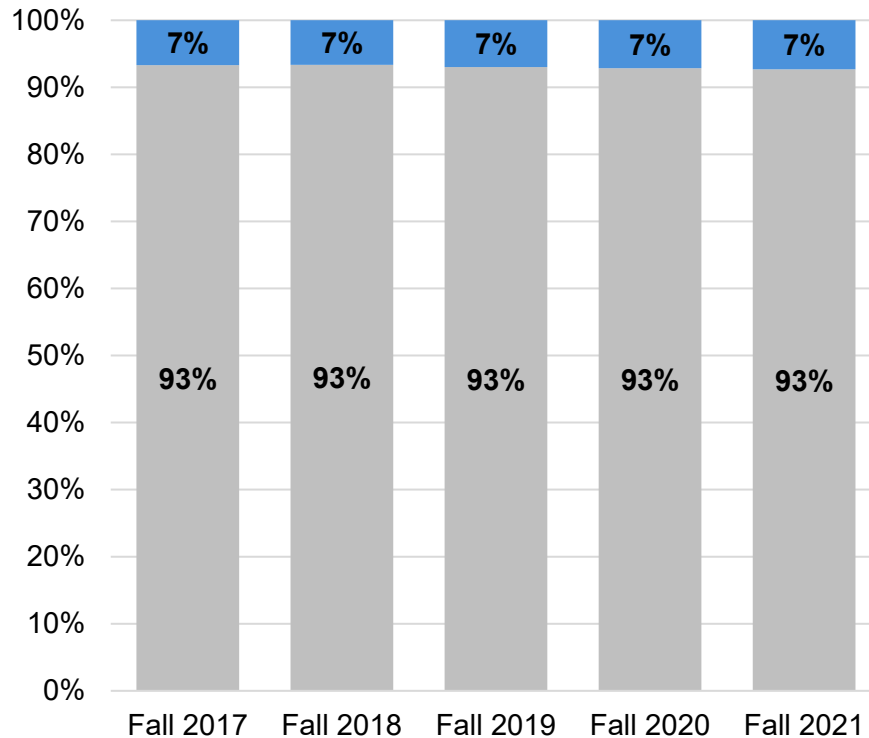
Source: CU Institutional Research

PILLAR 3

Diversity, Inclusion, Equity & Access : Data from Annual Diversity Report

CU Anschutz - Faculty & Staff Diversity as Share of Total

Faculty Diversity (Anschutz)
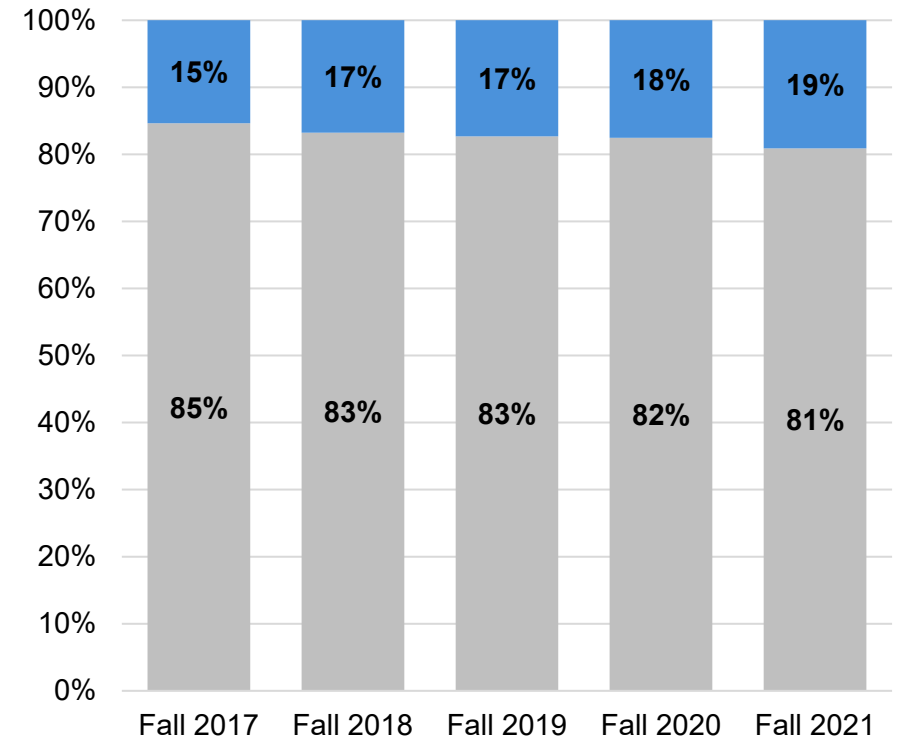"URM" is defined by campus

- % Non-URM
- % URM (Anschutz)

Staff Diversity (Anschutz)
"URM" is defined by campus
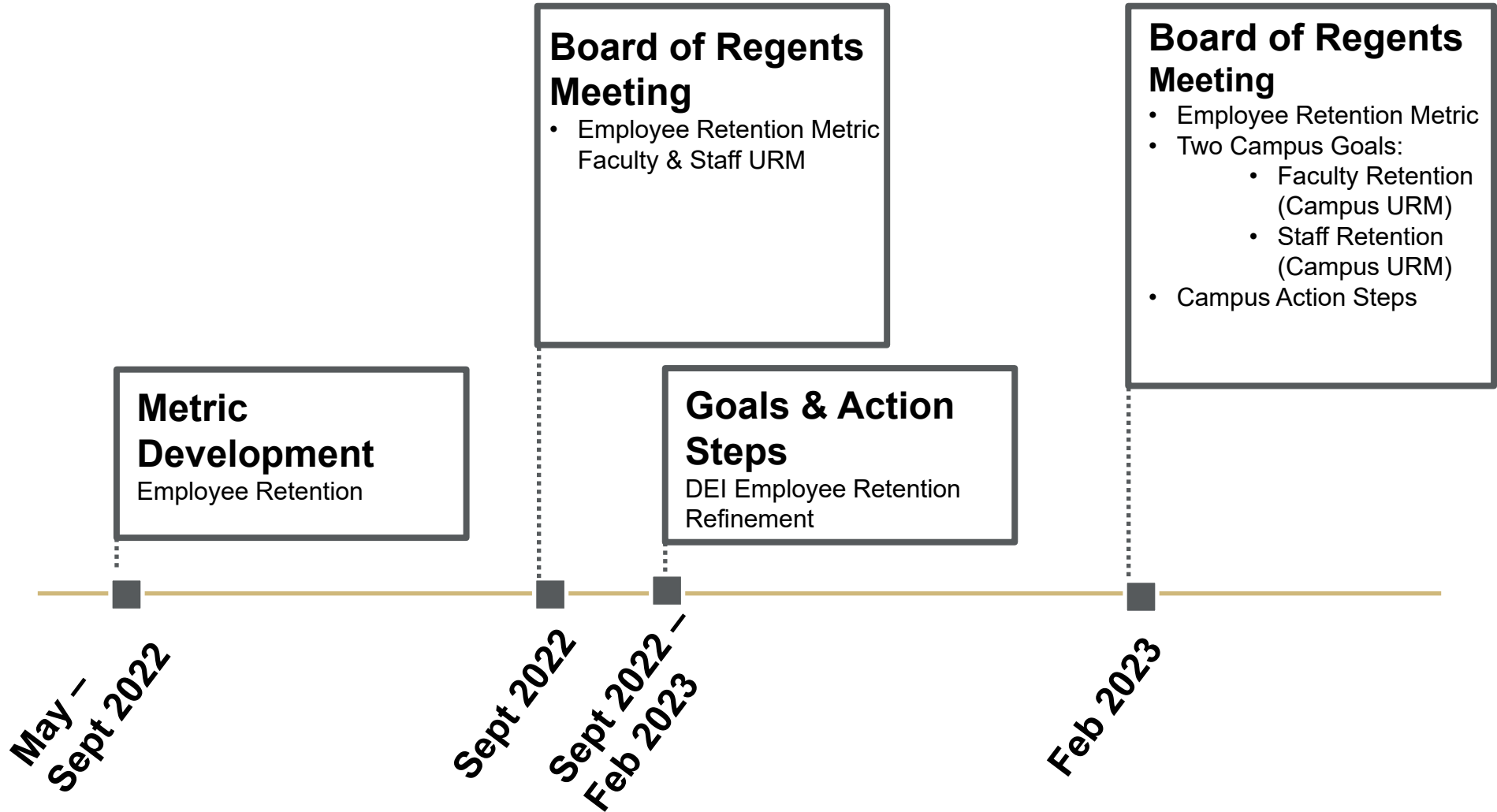
- % Non-URM
- % URM (Anschutz)

Anschutz URM is defined here to include Hispanic, Black, American Indian, Pacific Islander, and Multi-Ethnic (Two or More Races, where at least one of the in individual categories listed above are selected).

Note: URM Data shown here includes ALL two or More Races.

Source: CU Institutional Research

2021 – 2026 Strategic Plan

FY 2022-23 New DEI Employee Retention Timeline

Board of Regents Meeting

- Employee Retention Metric Faculty & Staff URM

Board of Regents Meeting

- Employee Retention Metric
- Two Campus Goals:
  - Faculty Retention (Campus URM)
  - Staff Retention (Campus URM)
- Campus Action Steps

Metric Development

Employee Retention

Goals & Action Steps

DEI Employee Retention Refinement

May – Sept 2022

Sept 2022

Sept 2022 – Feb 2023

Feb 2023

FY 2022 - 2023 Board of Regents Strategic Plan - Work Plan

■ **September 2022**
Annual Work Plan & DEI Employee Retention Metric Update

■ **November 2022**
Affordability and Student Success Pillar – Student Retention

■ **January 2023**
Regent Retreat – Mid-year annual progress towards CU Strategic Plan Goals

■ **February 2023**
Diversity, Equity, Inclusion and Access Pillar – Employee Retention Goals and Action Steps

■ **April 2023**
Discovery & Impact Pillar – Research, Scholarship & Creative Work

■ **June 2023**
Fiscal Strength Pillar – Partnerships

■ **July 2023**
Regent Retreat – End-of-year annual progress towards CU Strategic Plan Goals

Break-out Groups Overview

For strategic plan updates scheduled November 2022 – June 2023 Regents will have the opportunity to engage directly with the Chancellor and campus subject matter expert(s) on the specific focus area during breakout groups.

- The Chancellor and campus subject matter expert(s) will provide an overview of action steps underway that are making progress toward the goal(s).

- In-depth breakout discussion to follow overview between Regents, Chancellor, campus subject matter expert(s) and additional participants specific to focus areas.