

Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents
February 09, 2024



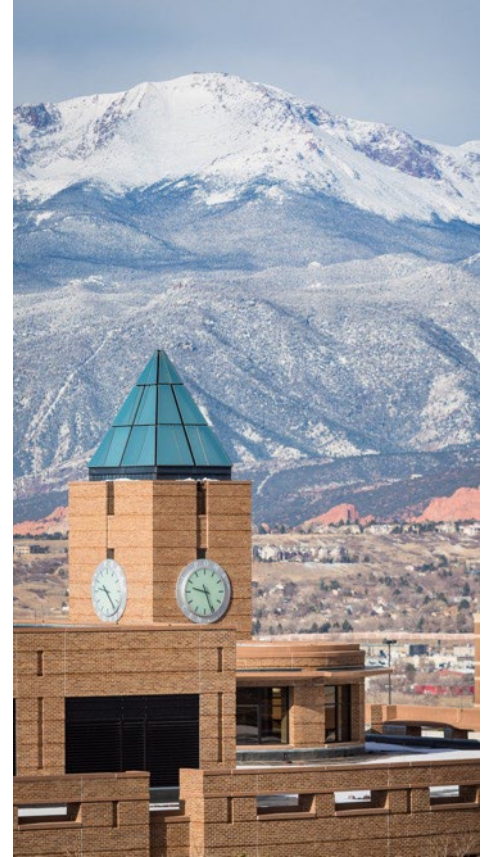
University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Fulfilling CU's Mission

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

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 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 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.

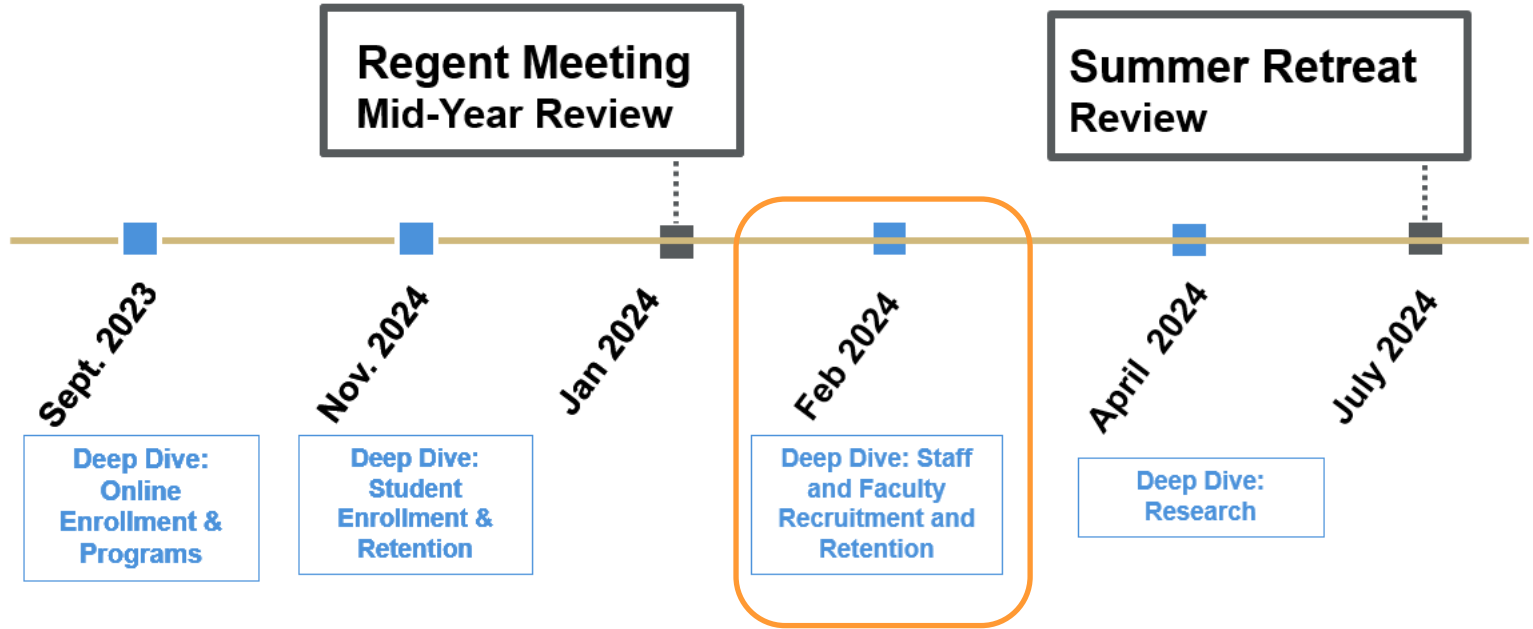
PILLAR 2



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.

FY 2023-24 Deep Dive Timeline



PILLAR 3: Diversity, Inclusion, Equity & Access



Employee Retention & New Hires

- Employee Retention
 - URM Faculty Retention Rate
 - URM Staff Retention Rate
 - New Hires
 - URM defined by campus in the strategic plan
-

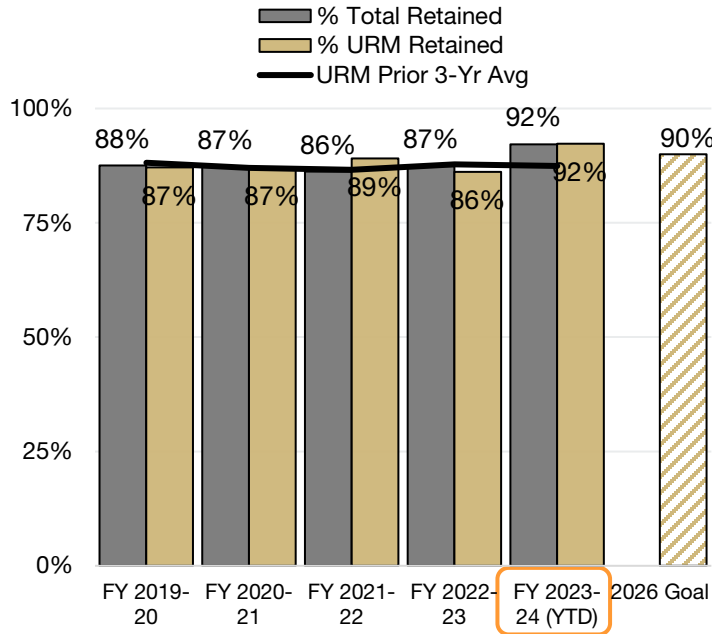


University of Colorado
Boulder

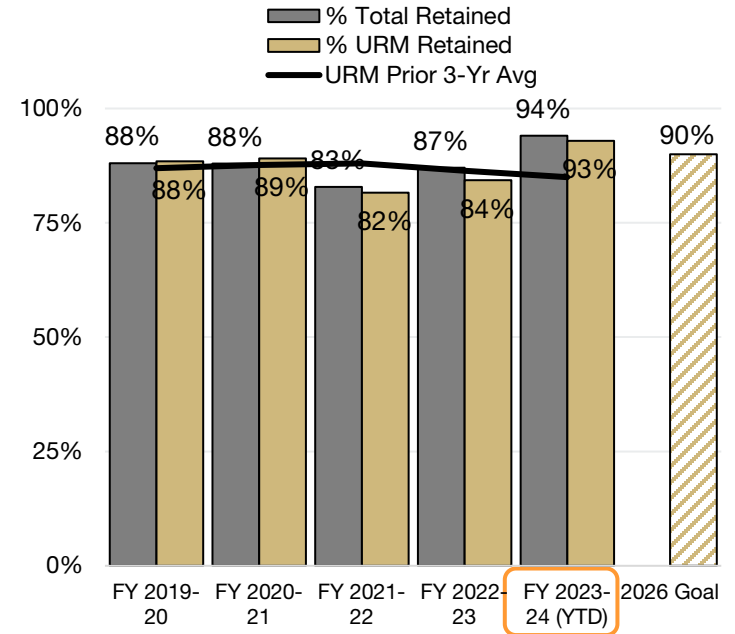


Boulder – Employee Retention (+ Goals)

Boulder: Faculty Retention Rates



Boulder: Staff Retention Rates

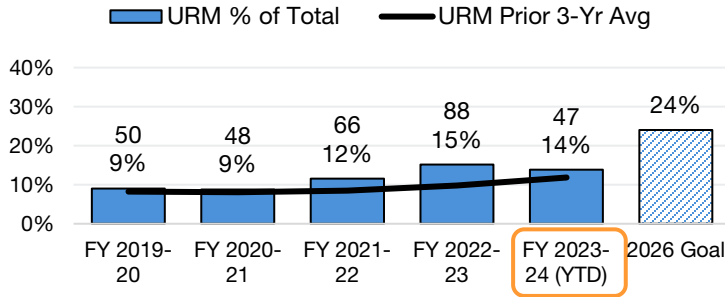


Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23.
 Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.
 Veteran includes people who have served in the US Armed Forces

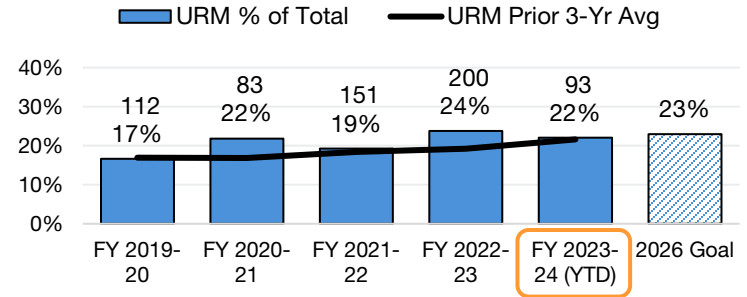


Boulder – New Faculty & Staff (+ Goals)

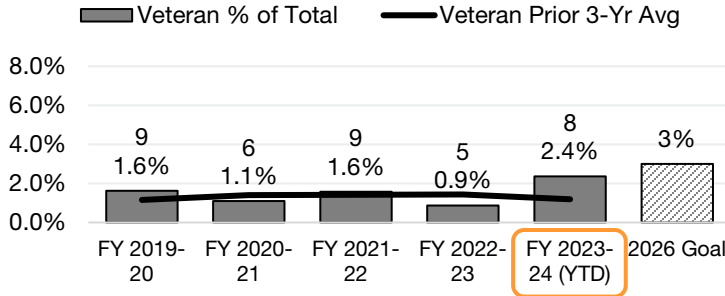
% URM Faculty New Hires



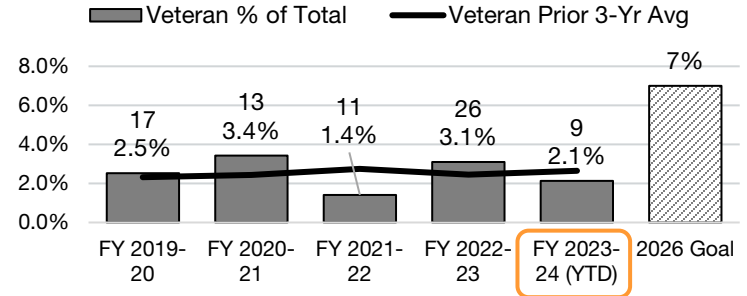
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires

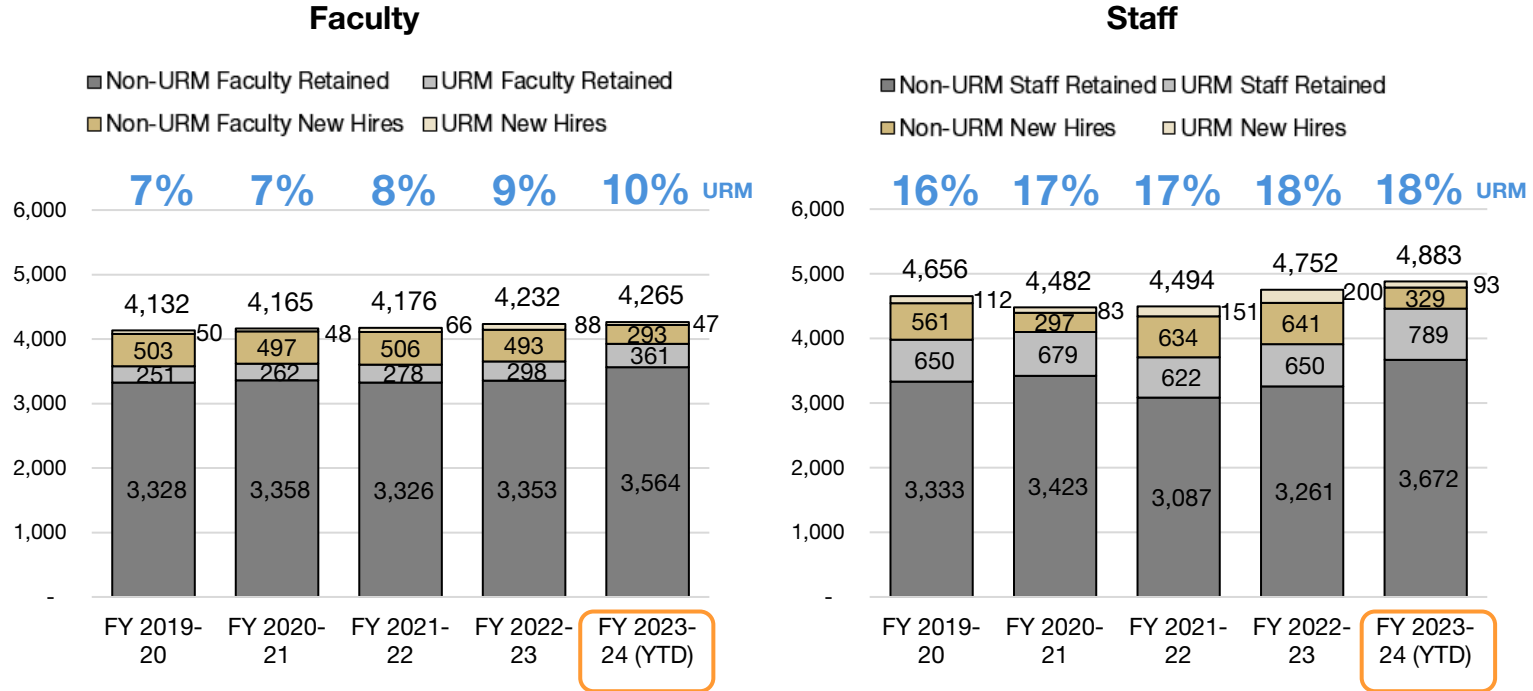


Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces



Boulder – Employee Retention + New Hires

Charts display the number and percentage of instructional, clinical, and research faculty and classified and non-classified staff



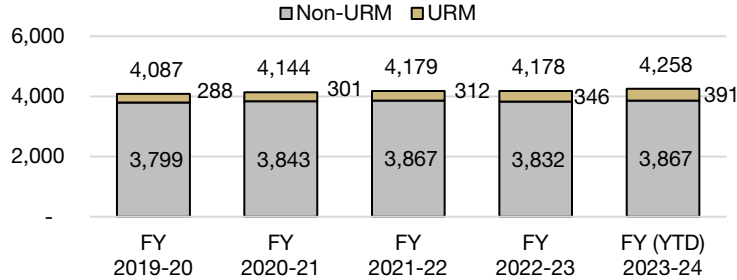
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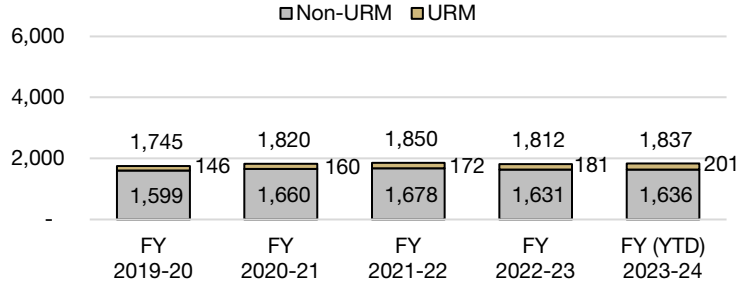
Boulder – Employee Retention (excluding Research Faculty)

Charts compare retention cohorts with and without research faculty. Tables compare retention rates of cohorts.

Boulder Faculty | Retention Cohort (Current Metrics)



Boulder Faculty | Retention Cohort (excluding Research Faculty)



Retention Rates (Current Metrics)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	88%	87%	86%	87%	92%
% Retained (URM)	87%	87%	89%	86%	92%

Retention Rates (excluding Research Faculty)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	96%	95%	93%	94%	97%
% Retained (URM)	95%	97%	94%	95%	97%

“Research Faculty” includes appointments in the research professor and professional research assistant/associate tracks.

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces

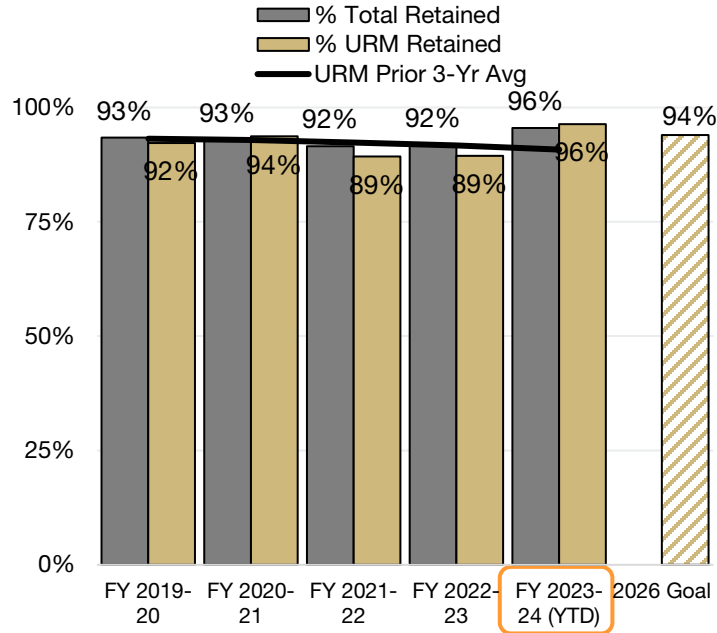


University of Colorado
Colorado Springs

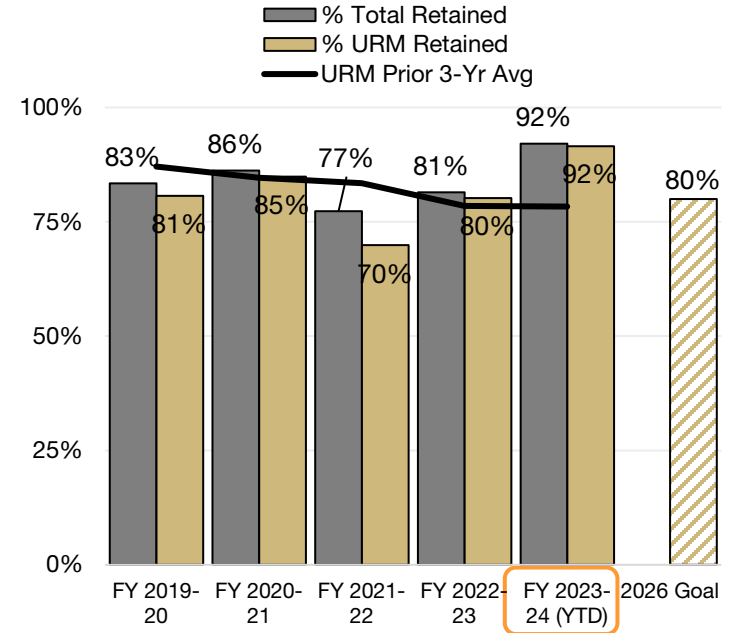


UCCS – Employee Retention (+ Goals)

UCCS: Faculty Retention Rates



UCCS: Staff Retention Rates



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23.

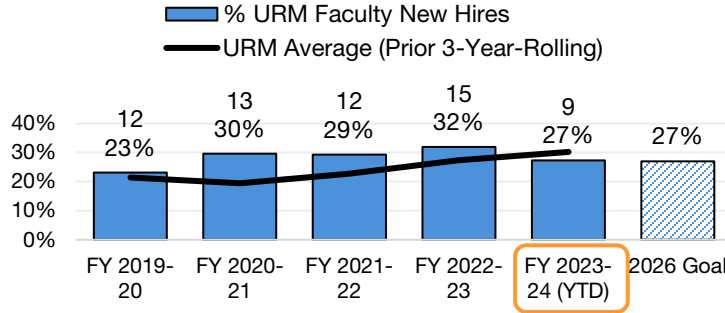
UCCS URM is defined to include all non-white and non-known race ethnicities.

Veteran includes people who have served in the US Armed Forces

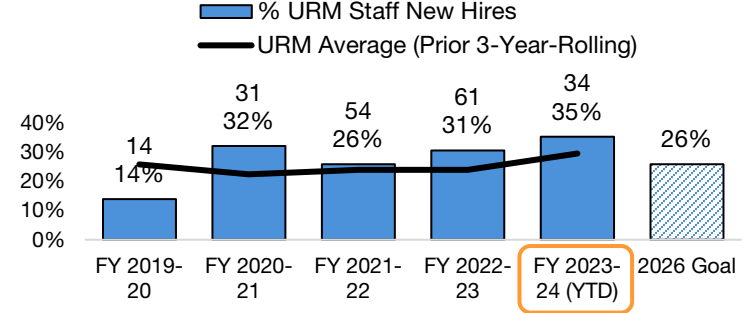


UCCS – New Faculty & Staff (+ Goals)

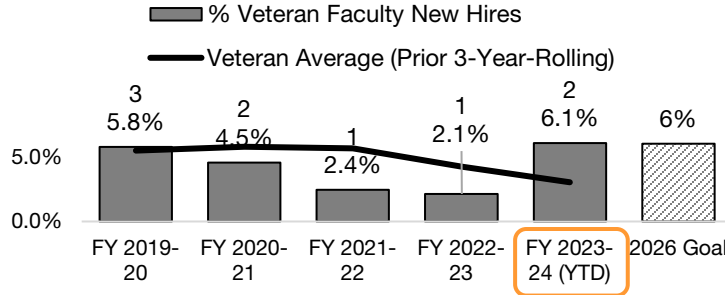
% URM Faculty New Hires



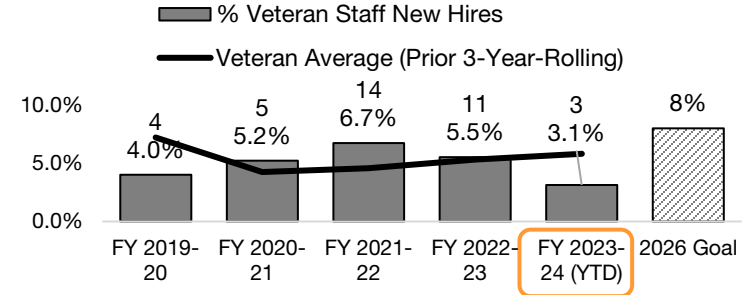
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23.
 UCCS URM is defined to include all non-white and non-unknown race ethnicities.
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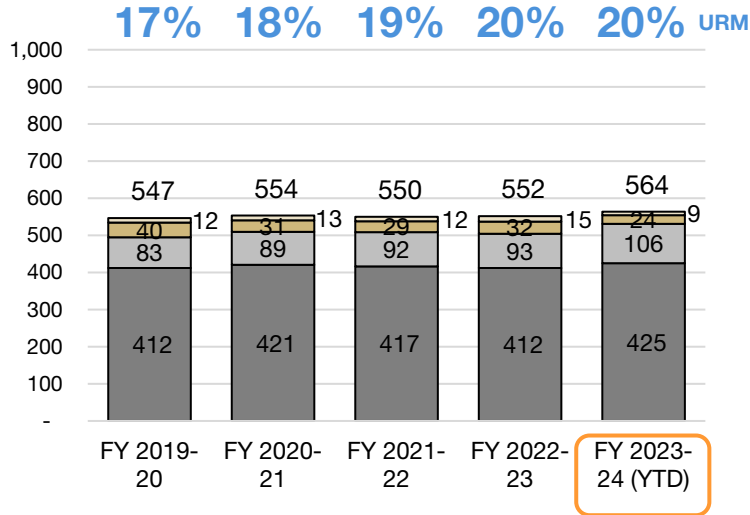


UCCS – Employee Retention + New Hires

Charts display the number and percentage of instructional, clinical, and research faculty and classified and non-classified staff

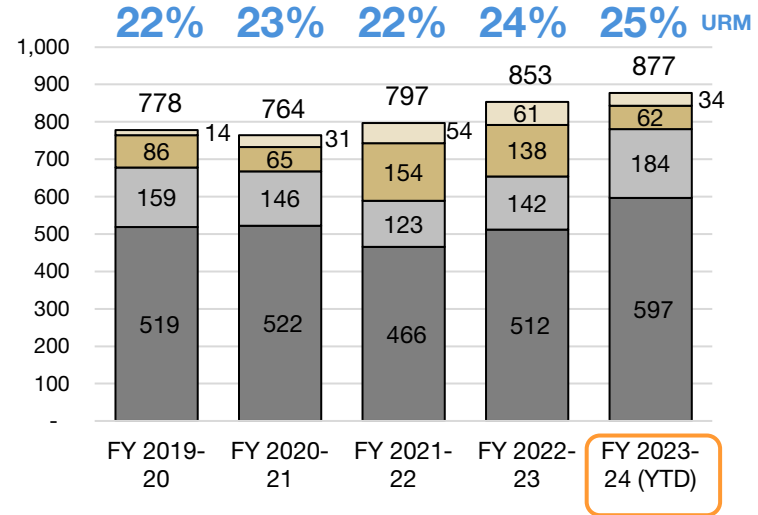
UCCS Faculty (Retained + New Hires)

■ Non-URM Faculty Retained ■ URM Faculty Retained
 ■ Non-URM Faculty New Hires ■ URM New Hires



UCCS Staff (Retained + New Hires)

■ Non-URM Staff Retained ■ URM Staff Retained
 ■ Non-URM New Hires ■ URM New Hires



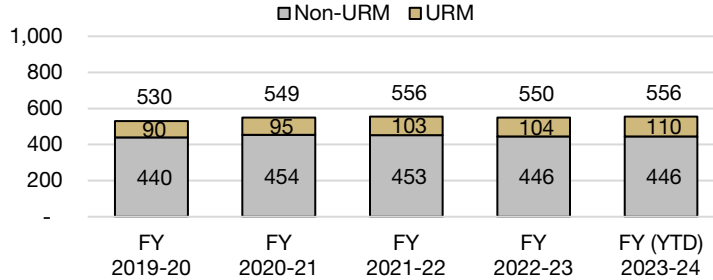
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. UCCS URM is defined to include all non-white and non-unknown race ethnicities. Veteran includes people who have served in the US Armed Forces



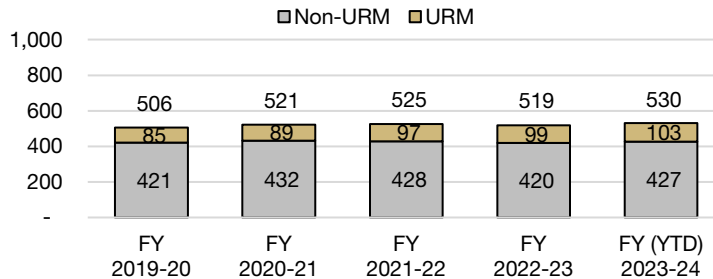
UCCS – Employee Retention (excluding Research Faculty)

Charts compare retention cohorts with and without research faculty. Tables compare retention rates of cohorts.

UCCS Faculty Retention Cohort (Current Metrics)



UCCS Faculty Retention Cohort (excluding Research Faculty)



Retention Rates (Current Metrics)					
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	93%	93%	92%	92%	96%
% Retained (URM)	92%	94%	89%	89%	96%

Retention Rates (excluding Research Faculty)					
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	94%	94%	92%	91%	99%
% Retained (URM)	94%	93%	92%	93%	96%

“Research Faculty” includes appointments in the research professor and professional research assistant/associate tracks.

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23.

UCCS URM is defined to include all non-white and non-unknown race ethnicities.

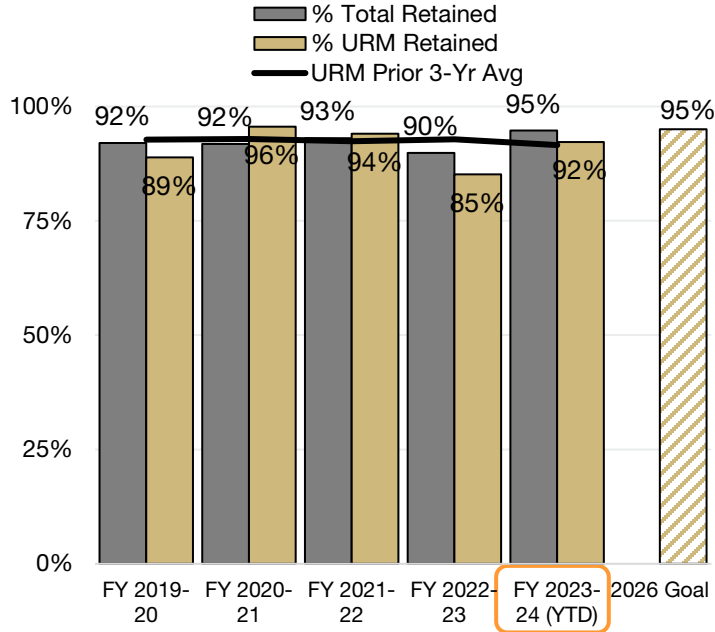
Veteran includes people who have served in the US Armed Forces



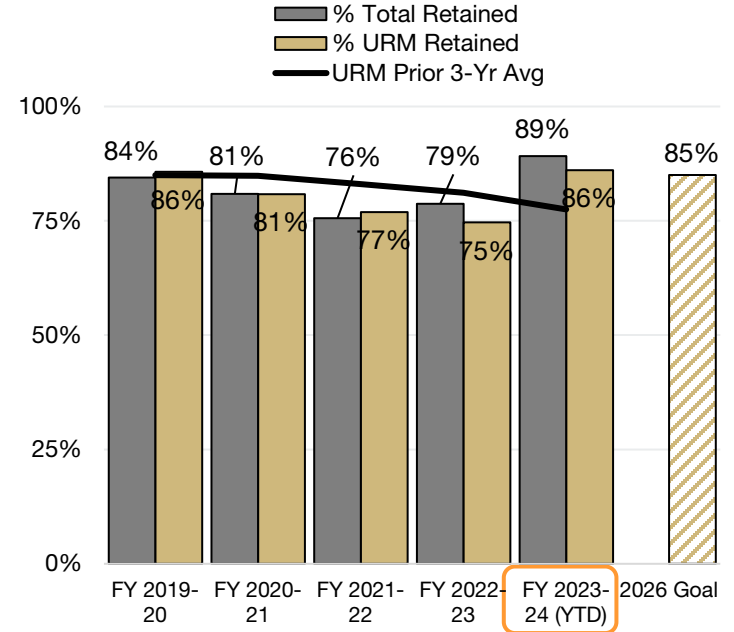


Denver – Employee Retention (+ Goals)

Denver: Faculty Retention Rates



Denver: Staff Retention Rates

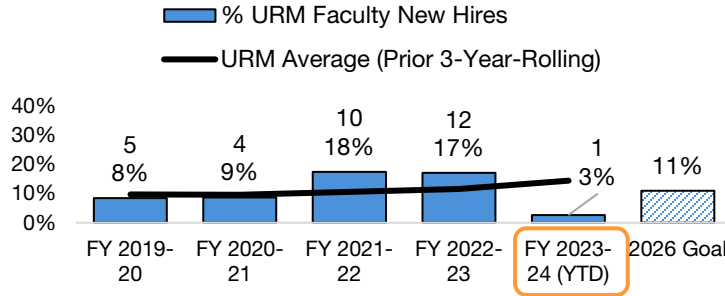


Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander. Veteran includes people who have served in the US Armed Forces

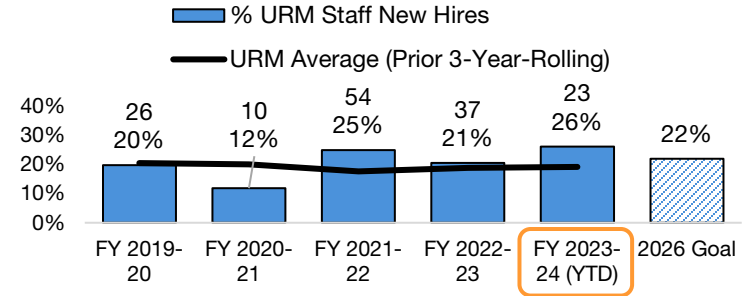


Denver – New Faculty & Staff (+ Goals)

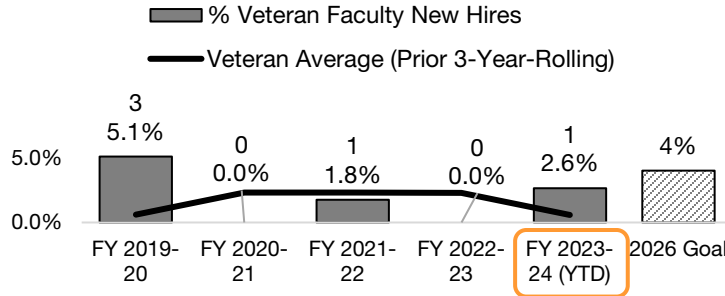
% URM Faculty New Hires



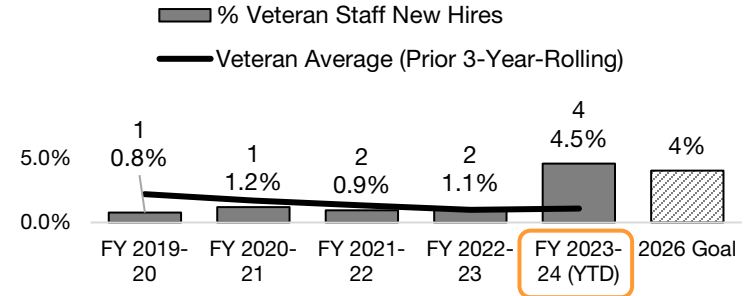
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires

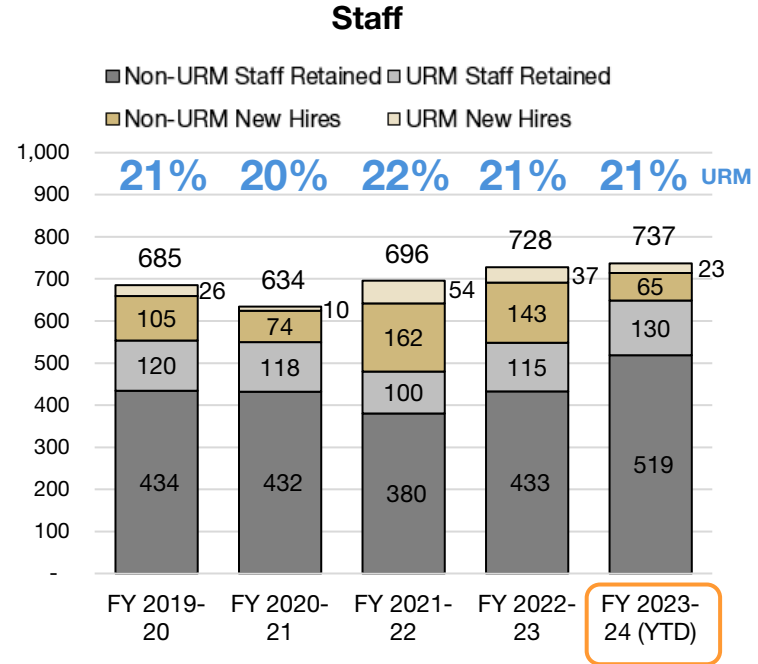
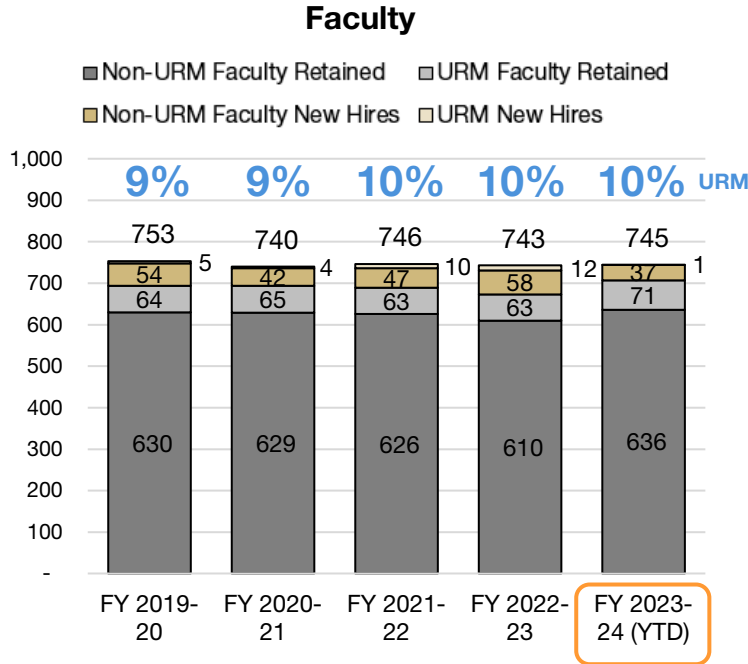


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Denver – Employee Retention + New Hires

Chart displays the number and percentage of instructional, clinical, and research faculty



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander. Veteran includes people who have served in the US Armed Forces



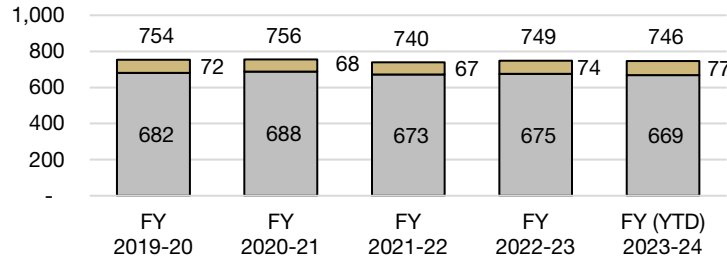
Denver – Employee Retention (excluding Research Faculty)

Charts compare retention cohorts with and without research faculty. Tables compare retention rates of cohorts.

Denver Faculty Retention Cohort

(Current Metrics)

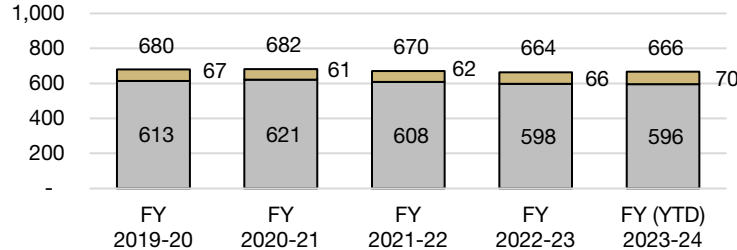
■ Non-URM ■ URM



Denver Faculty Retention Cohort

(excluding Research Faculty)

■ Non-URM ■ URM



Retention Rates (Current Metrics)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	92%	92%	93%	90%	95%
% Retained (URM)	89%	96%	94%	85%	92%

Retention Rates (excluding Research Faculty)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	93%	93%	94%	91%	96%
% Retained (URM)	90%	98%	95%	86%	94%

“Research Faculty” includes appointments in the research professor and professional research assistant/associate tracks.

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23.

Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.

Veteran includes people who have served in the US Armed Forces

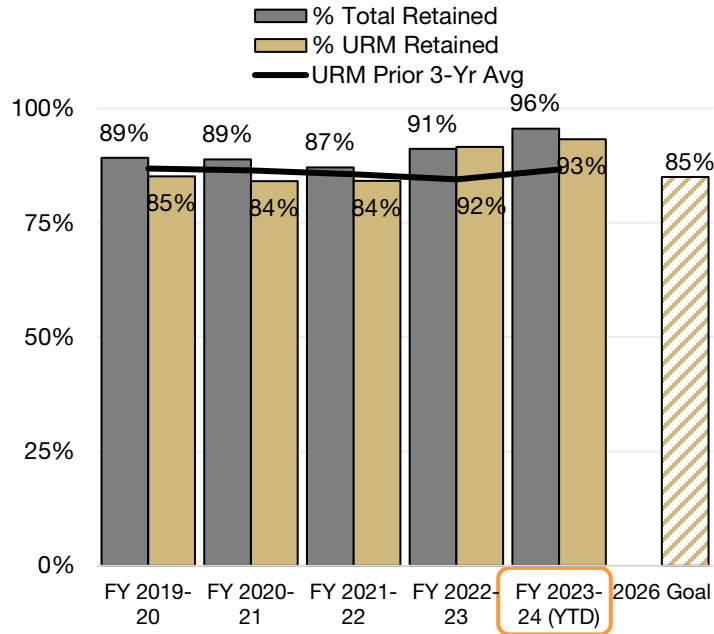


Anschutz

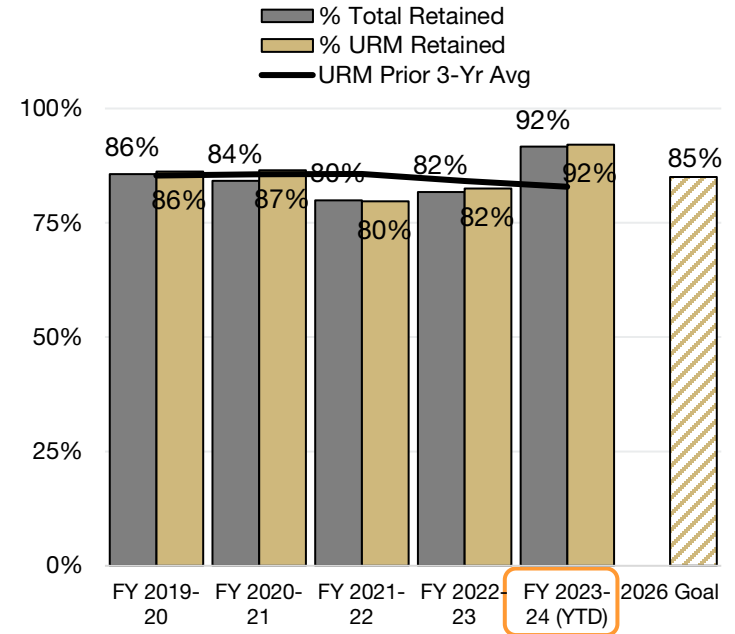


Anschutz – Employee Retention (+ Goals)

Anschutz: Faculty Retention Rates



Anschutz: Staff Retention Rates



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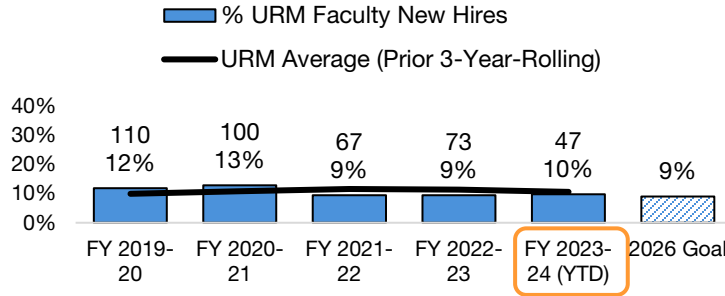
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Veteran includes people who have served in the US Armed Forces

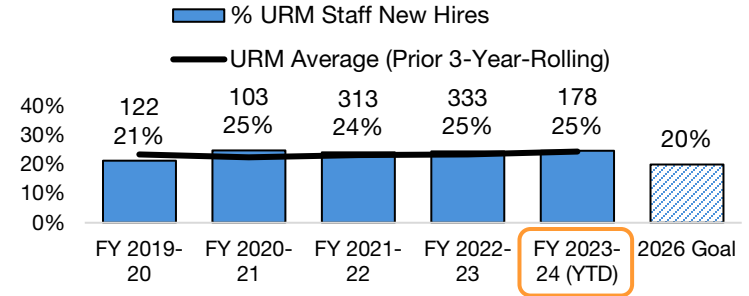


Anschutz – New Faculty & Staff (+ Goals)

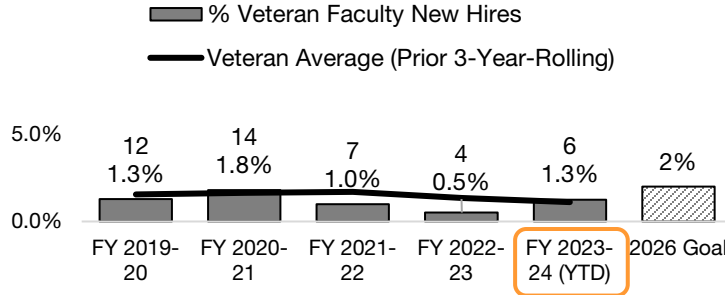
% URM Faculty New Hires



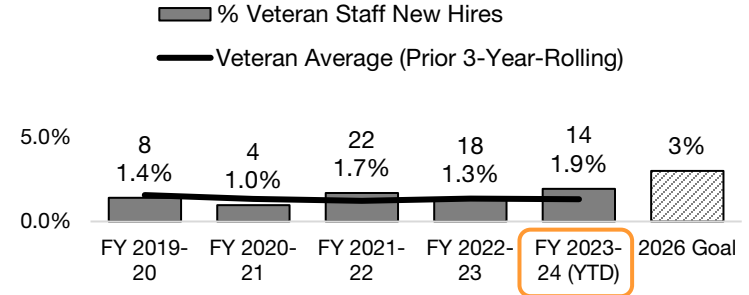
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires

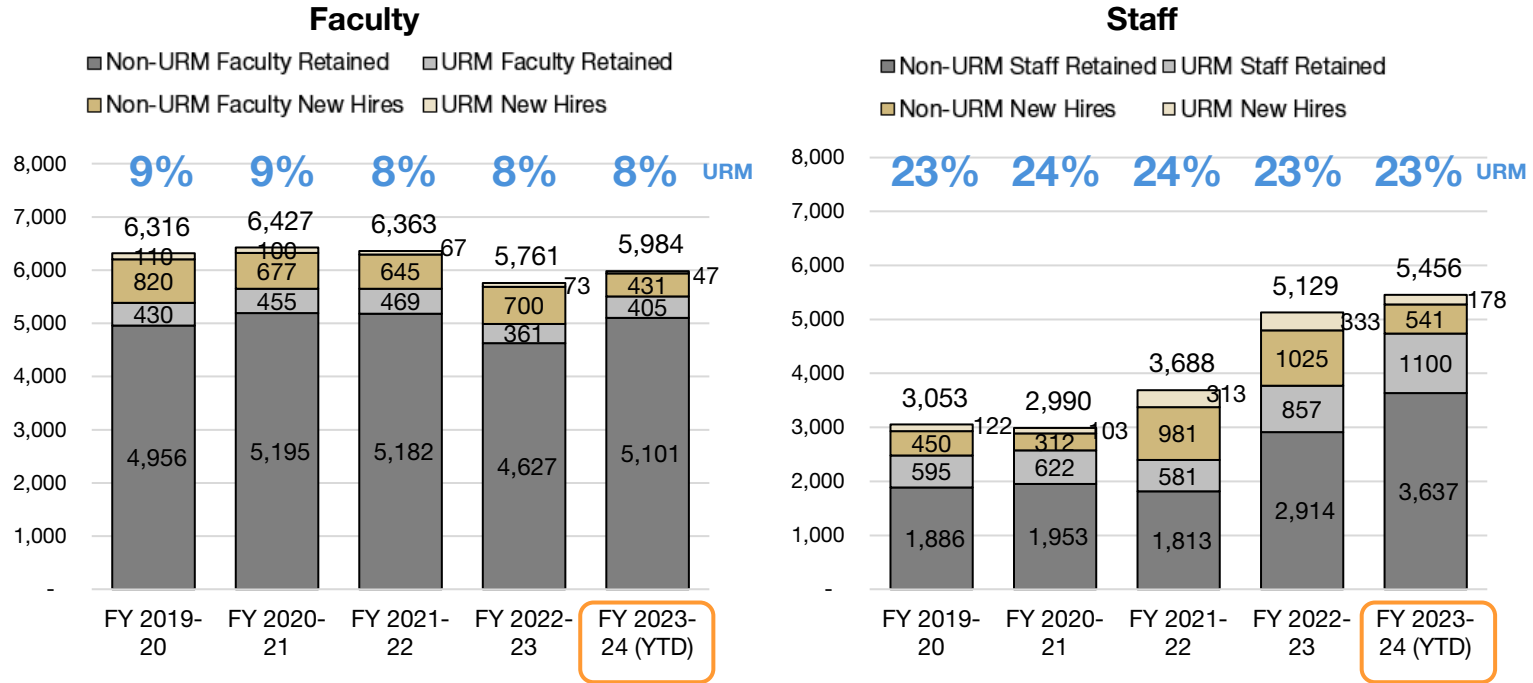


Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces



Anschutz – Employee Retention + New Hires

Charts display the number and percentage of instructional, clinical, and research faculty



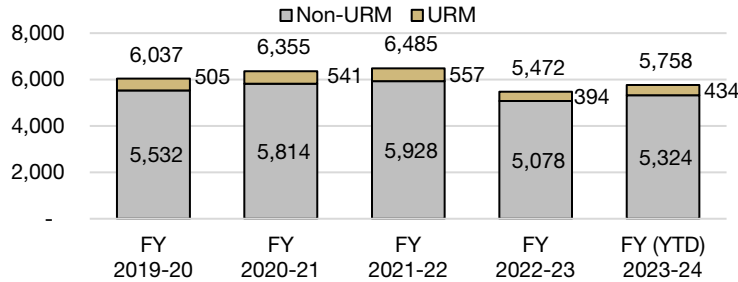
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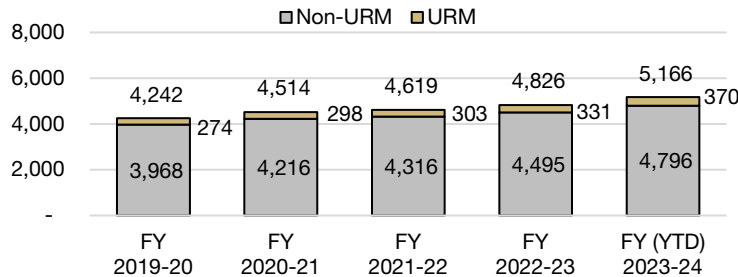
Anschutz – Employee Retention (excluding Research Faculty)

Charts compare retention cohorts with and without research faculty. Tables compare retention rates of cohorts.

Anschutz Faculty Retention Cohort (Current Metrics)



Anschutz Faculty Retention Cohort (excluding Research Faculty)



Retention Rates (Current Metrics)					
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	89%	89%	87%	91%	96%
% Retained (URM)	85%	84%	84%	92%	93%

Retention Rates (excluding Research Faculty)					
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY (YTD) 2023-24
% Retained (Total)	92%	93%	91%	92%	96%
% Retained (URM)	92%	92%	91%	93%	94%

“Research Faculty” includes appointments in the research professor and professional research assistant/associate tracks.

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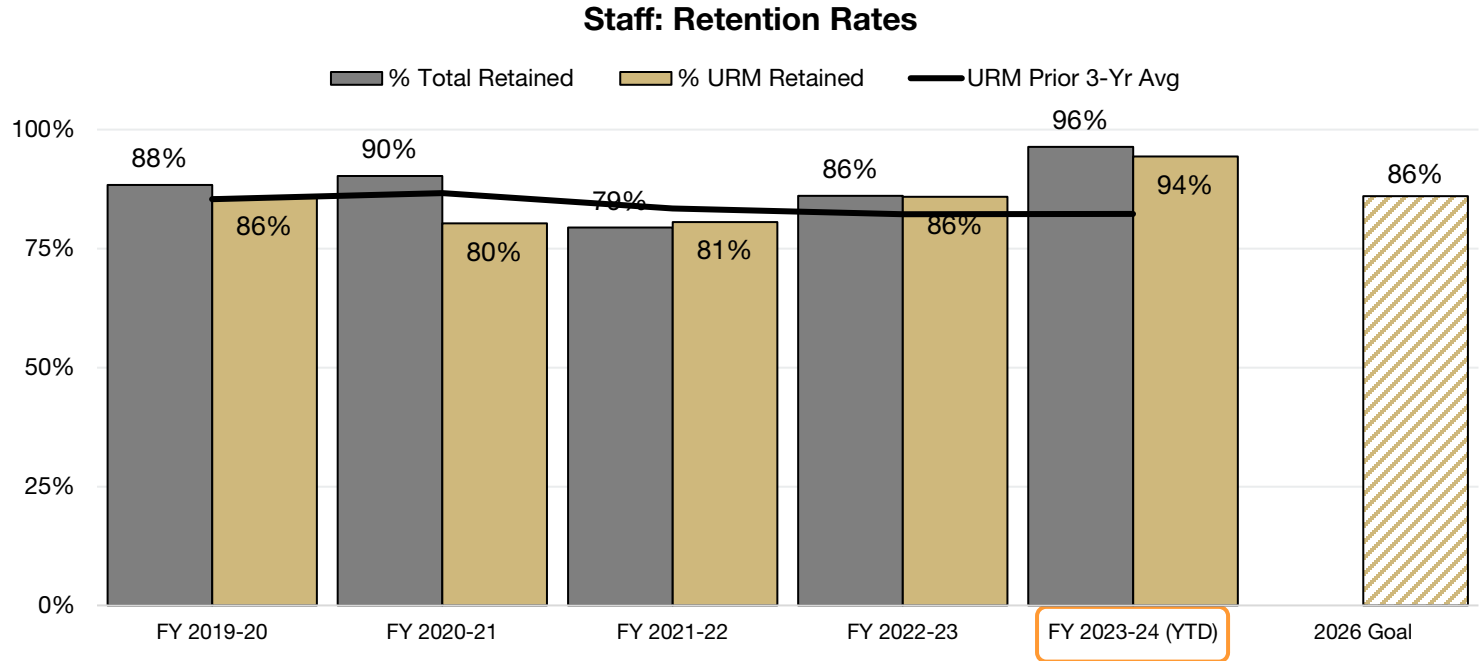
University of Colorado

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System Administration



System Administration – Employee Retention (+ Goal)

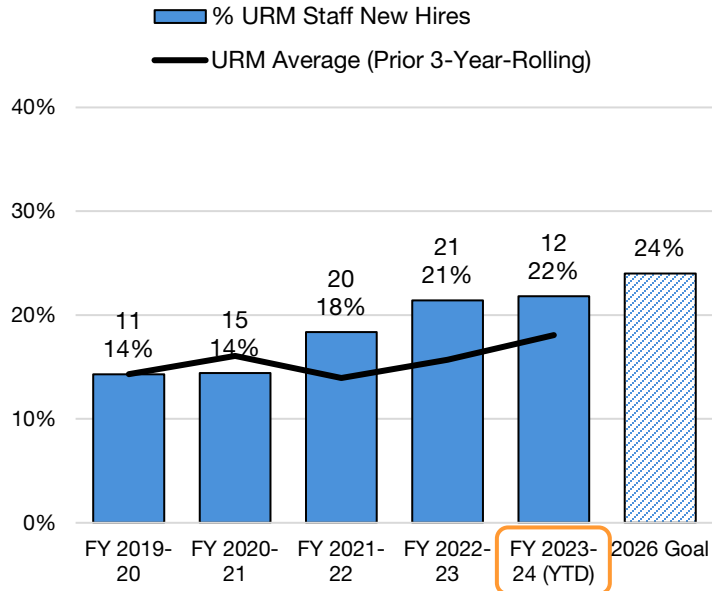


Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces

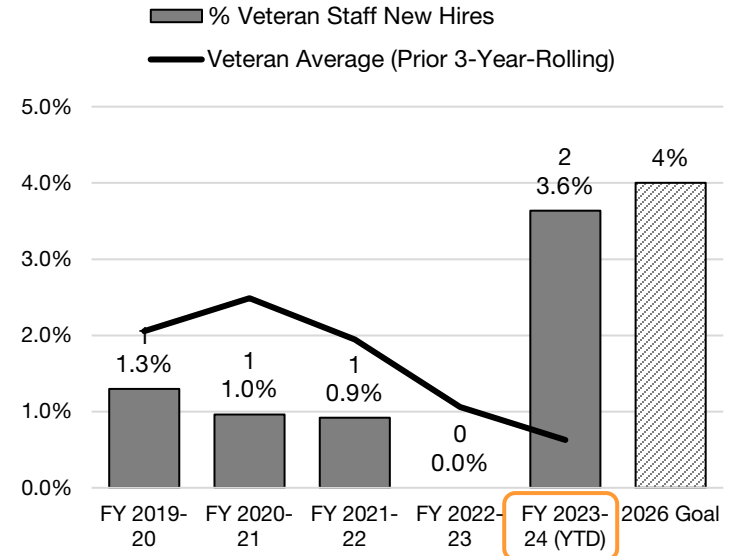


System Administration – New Staff (+ Goals)

System Admin | % URM Staff New Hires



System Admin | % Veteran Staff New Hires

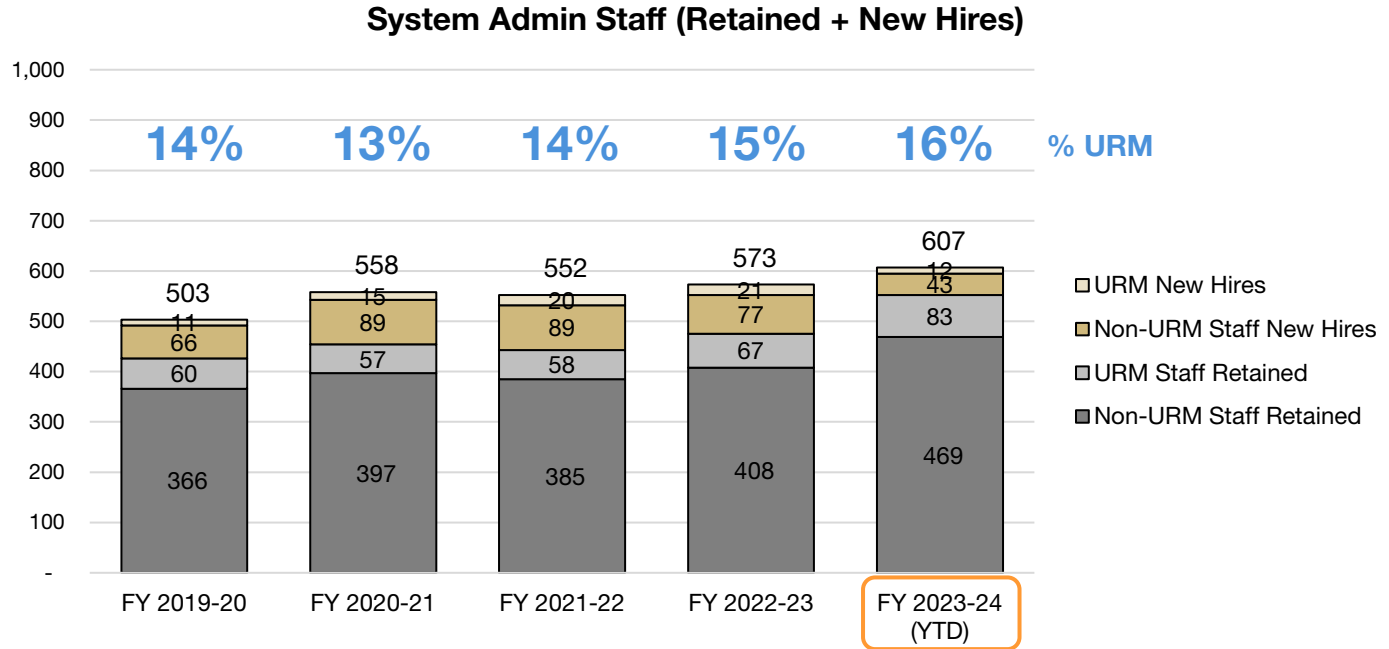


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System Administration – Employee Retention + New Hires

Chart displays the percentage of staff



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. Slide updated 1/30/24 with employee data through 12/31/23. System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces

Campus Workplace Culture Survey (April 2022)

RESOLVED that the Board of Regents supports and encourages the administration's ongoing evaluations of campus and workplace culture using a system-coordinated and campus-administered Campus and Workplace Culture (CWC) Survey and requests that such survey be administered every four years, after having completed the first survey in 2021; and

RESOLVED that the campuses and system office shall do micro-surveying that target the areas of focus in between the system coordinated survey.



CWC Microsurvey (Pulse) Updates

Fall 2022:

UCCS –
Administered a
DEI insights
survey.

Spring 2023:

Boulder –
Administered an
employee
engagement survey.
HR shared results
with unit leaders.

Fall 2023:

Denver –
Administered pulse survey for
faculty, staff, and students. Results
will be available in early spring.

System –

Administered pulse survey for
staff. Results will be shared with
employees February 2024.

Spring 2024:

Anschutz –
Launching pulse
survey in April.

Breakout Group Discussions



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Breakout Group – Subject Experts

System Administration

- **Judi Díaz Bonacquisti, Ed.D.**, Vice President and Senior Diversity Officer
- **Felicity O’Herron, Esq.**, Vice President and Chief Human Resources Officer

CU Boulder

- **Phil DiStefano, PhD.**, Chancellor
- **Russell “Russ” Moore, PhD.**, Provost and Executive Vice Chancellor for Academic Affairs
- **Robyn Fergus**, Vice Chancellor and Chief People Officer

CU UCCS

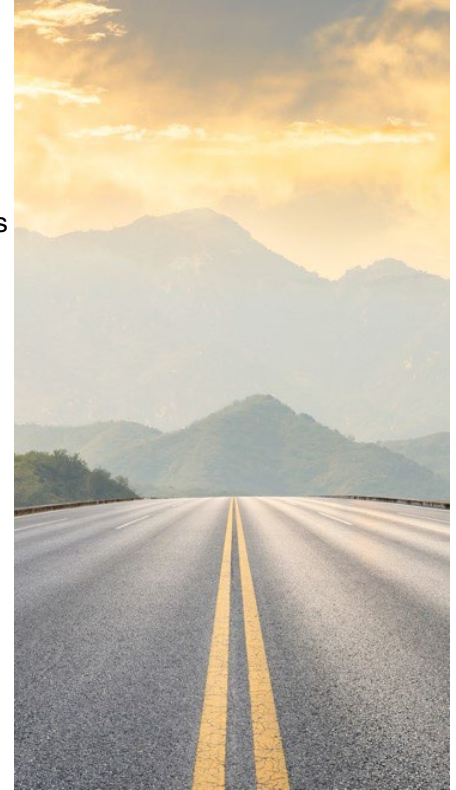
- **Jennifer Sobanet**, Chancellor
- **Angela Bender**, Assistant Vice Chancellor for Human Resources and Chief Human Resources Officer
- **Rame Hanna**, Vice Chancellor for Diversity, Equity and Inclusion
- **Emily Skop, PhD.**, Professor, Geography and Environmental Studies and Director of CREST

CU Denver

- **Michelle Marks, PhD.**, Chancellor
- **Ann Sherman**, Executive Vice Chancellor for Finance and Administration
- **Turan Kayaoglu PhD.**, Associate Vice Chancellor of Faculty Affairs

CU Anschutz

- **Donald (Don) Elliman**, Chancellor
- **Regina Richards, PhD.**, Vice Chancellor of Diversity, Equity, Inclusion and Community Engagement
- **Adrienne Howarth-Moore**, Associate Vice Chancellor & Chief Human Resources Officer



Breakout Group Table Assignments



TABLE 3

- Regent Chavez
- Regent Smith
- Regent McNulty
- SVP Radovich Piper
- VP Hueth
- Staff Council Co-Chair Slinkard

TABLE 1



- Chair Rennison
- Regent VanDriel
- President Saliman
- VP Retzko
- VP Baccary
- Faculty Council Chair Norcross



TABLE 4

- Regent Spiegel
- Regent Gallegos
- VP Marturano
- VP Simons
- VP Salazar
- Staff Council Co-Chair Hurt

TABLE 2



- Vice Chair Montera
- Regent James
- SVP Dinegar
- VP Howard
- VP Lightner
- ICSF Chair Dawson