Innovating for the Future

2021 – 2026 Strategic Plan

**CU Board of Regents Summer Retreat**
July 2024

CU | 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 identity 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."
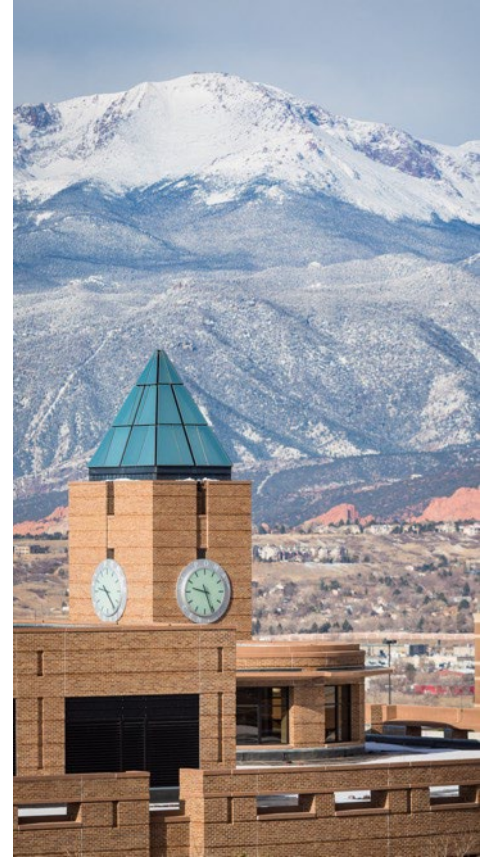
STRATEGIC PILLARS

PILLAR 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 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 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 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.

Previous Strategic Plan Presentations

• https://www.cu.edu/strategic-plan/board-regents-presentations

HOME | STRATEGIC PLAN | BOARD OF REGENTS PRESENTATIONS

Board of Regents Presentations

2024

2023

FY 2023-24 Strategic Metrics Reporting Timeline

Winter Retreat
- **Available Data**

Summer Retreat
- **All Data**

Sept. 2023

Nov. 2024

Jan 2024

Feb 2024

April 2024

July 2024

Deep Dive: Online Enrollment & Programs

Deep Dive: Student Enrollment & Retention

Deep Dive: Staff and Faculty Recruitment and Retention

Deep Dive: Research
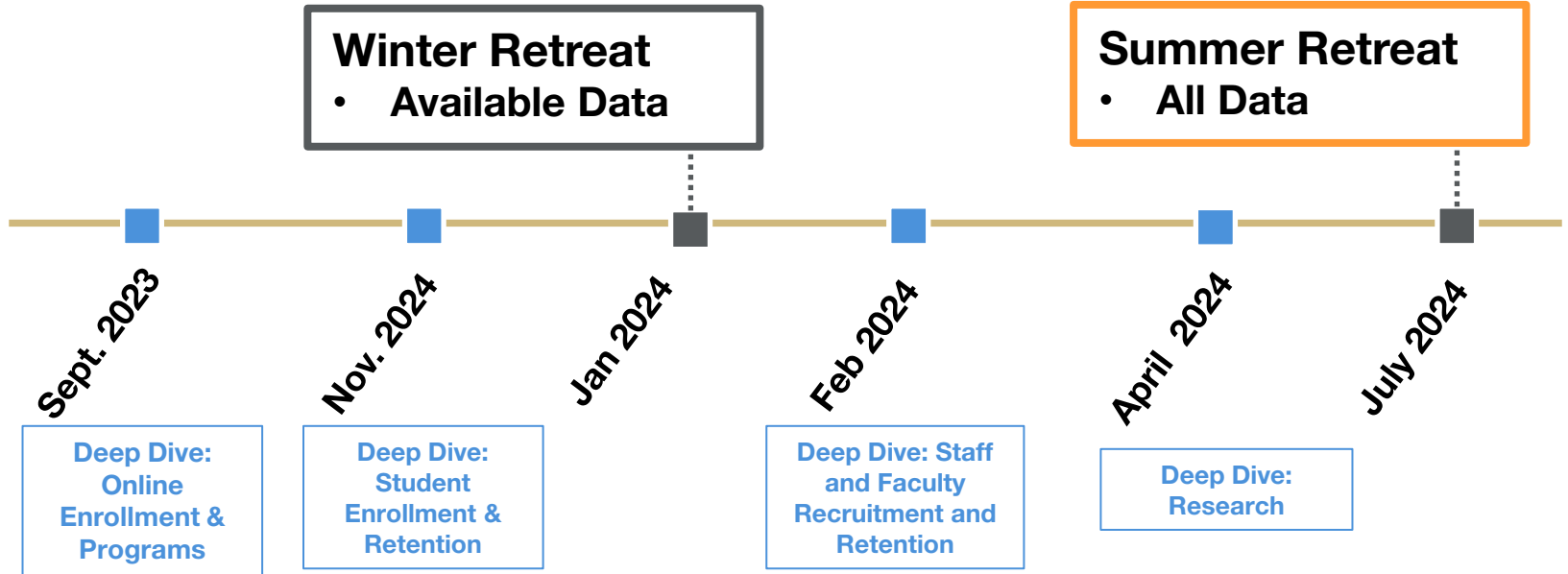
Annual Reporting

Pillar	Final	Strategic Plan Metrics with Goals
1	January	4-Year Graduation Rate (First-Time Freshmen)
1	January	6-Year Graduation Rate (First-Time Freshmen)
1	January	4-Year Graduation Rate (URM)
1	January	6-Year Graduation Rate (URM)
1	January	Freshman Retention Rates (First-Time Freshmen)
1	January	Freshman Retention Rates (URM)
1	July	Percentage of students, faculty, & staff who participate in mental health trainings
2	July	*Sponsored research (Awards + Gifts)
2	July	*Patients Served
3	July	*URM Faculty Retention
3	July	*URM Staff Retention
3	July	*Percent of new faculty (veteran)
3	July	*Percent of new faculty (URM)
3	July	*Percent of new staff (veteran)
3	July	*Percent of new staff (URM)
3	January	Percent of new students (military affiliation)
3	January	Percent of new students (URM)
4	July	*Gifts & Fundraising
4	January	Other revenue per FTE
4	May	Facility Condition Index
4	May	Energy Use Intensity
4	May	Greenhouse Gas Emissions

* Preliminary Final, subject to fiscal year end reconciliation. Sponsored research, patients served, and employee metrics data as of 5/31/2024.

Goals - Boulder

Pillar	Final	Goal	2023-24 Metrics Actual	2026 Goal	2023-24 Annual Progress Toward Goal
1	Jan	4-Year Graduation Rate (First-Time Freshmen)	57.5%	63.0%	No
1	Jan	6-Year Graduation Rate (First-Time Freshmen)	74.9%	81.0%	Yes
1	Jan	4-Year Graduation Rate (URM)	47.7%	55.0%	No
1	Jan	6-Year Graduation Rate (URM)	70.7%	78.0%	Yes
1	Jan	Freshman Retention Rates (First-Time Freshmen)	89.1%	96.0%	Yes
1	Jan	Freshman Retention Rates (URM)	85.3%	94.0%	Yes
1	July	Percentage of undergraduate students who participate in mental health trainings	99.2%	100.0%	Yes
1	July	Percentage of graduate students who participate in mental health trainings	19.1%	75.0%	Yes
1	July	Percentage of faculty & staff who participate in mental health trainings	28.6%	75.0%	Yes
2	July	Sponsored research (Awards + Gifts)	$679M	$800M	Yes
3	July	URM Faculty Retention	86%	90%	Pending*
3	July	URM Staff Retention	88%	90%	Pending*
3	July	Percent of new faculty (veteran)	2.1%	3.5%	Pending*
3	July	Percent of new faculty (URM)	13%	21%	Pending*
3	July	Percent of new staff (veteran)	2.0%	5%	Pending*
3	July	Percent of new staff (URM)	21%	21%	Pending*
3	Jan	Percent of new students (military affiliation)	0.7%	4%	No
3	Jan	Percent of new students (URM)	21%	25%	Yes
4	July	Gifts & Fundraising	$149.0M	$192M	Pending*
4	Jan	Other revenue per FTE	$220K	$208K	Yes
4	May	Facility Condition Index	55.6	56	Yes
4	May	Energy Use Intensity	107	100	Yes
4	May	Greenhouse Gas Emissions	118,537	107,056	Yes

* Preliminary Final, subject to fiscal year end reconciliation. Sponsored research, patients served, and employee metrics data as of 5/31/2024.

Goals - UCCS

Pillar	Final	Goal	2023-24 Metrics Actual	2026 Goal	2023-24 Annual Progress Toward Goal
1	Jan	4-Year Graduation Rate (First-Time Freshmen)	29.4%	28.0%	Yes
1	Jan	6-Year Graduation Rate (First-Time Freshmen)	45.3%	51.0%	Yes
1	Jan	4-Year Graduation Rate (URM)	23.6%	24.0%	Yes
1	Jan	6-Year Graduation Rate (URM)	39.1%	45.0%	Yes
1	Jan	Freshman Retention Rates (First-Time Freshmen)	67.1%	73.5%	No
1	Jan	Freshman Retention Rates (URM)	63.5%	70.5%	Yes
1	July	Percentage of faculty who participate in mental health trainings	16.8%	27.5%	Yes
1	July	Percentage of staff who participate in mental health trainings	46.6%	44.0%	Yes
1	July	Percentage of students who participate in mental health trainings	9.3%	25.0%	Yes
2	July	Sponsored research (Awards)	$12.9M	$13.5M	Pending*
3	July	URM Faculty Retention	93%	94%	Pending*
3	July	URM Staff Retention	83%	80%	Pending*
3	July	Percent of new faculty (veteran)	4.5%	6%	Pending*
3	July	Percent of new faculty (URM)	27%	27%	Pending*
3	July	Percent of new staff (veteran)	2.6%	8%	Pending*
3	July	Percent of new staff (URM)	36%	26%	Pending*
3	Jan	Percent of new students (military affiliation)	21.3%	22%	Yes
3	Jan	Percent of new students (URM)	41%	40%	Yes
4	July	Gifts & Fundraising	$14.1M	$25.5M	Pending*
4	Jan	Other revenue per FTE	$107K	$150K	No
4	May	Facility Condition Index	83.0	86.5	No
4	May	Energy Use Intensity	89	62	No
4	May	Greenhouse Gas Emissions	18,494	20,219	Yes

* Preliminary Final, subject to fiscal year end reconciliation. Sponsored research, patients served, and employee metrics data as of 5/31/2024.

Goals - Denver

Pillar	Final	Goal	2023-24 Metrics Actual	2026 Goal	2023-24 Annual Progress Toward Goal
1	Jan	4-Year Graduation Rate (First-Time Freshmen)	31.3%	25.0%	Yes
1	Jan	6-Year Graduation Rate (First-Time Freshmen)	47.2%	50.0%	Yes
1	Jan	4-Year Graduation Rate (URM)	24.4%	22.0%	Yes
1	Jan	6-Year Graduation Rate (URM)	41.3%	44.0%	Yes
1	Jan	Freshman Retention Rates (First-Time Freshmen)	71.7%	77.0%	No
1	Jan	Freshman Retention Rates (URM)	71.0%	75.0%	Yes
1	July	Percentage of faculty & staff who participate in mental health trainings	-	25.0%	Yes
1	July	Percentage of students who participate in mental health trainings	-	15.0%	Yes
2	July	Sponsored research (Awards)	$29.6M	$23.0M	Yes
3	July	URM Faculty Retention	82%	95%	Pending*
3	July	URM Staff Retention	79%	85%	Pending*
3	July	Percent of new faculty (veteran)	1.7%	4%	Pending*
3	July	Percent of new faculty (URM)	10%	15%	Pending*
3	July	Percent of new staff (veteran)	2.9%	4%	Pending*
3	July	Percent of new staff (URM)	26%	25%	Pending*
3	Jan	Percent of new students (military affiliation)	7.7%	6%	Yes
3	Jan	Percent of new students (URM)	36%	35%	Yes
4	July	Gifts & Fundraising	$13.3M	$20.0M	Yes
4	Jan	Other revenue per FTE	$145K	$125K	Yes
4	May	Facility Condition Index	78.3	84.5	No
4	May	Energy Use Intensity	64	59	No
4	May	Greenhouse Gas Emissions	8,060	4,110	Yes

* Preliminary Final, subject to fiscal year end reconciliation. Sponsored research, patients served, and employee metrics data as of 5/31/2024.

Goals - Anschutz

Pillar	Final	Goal	2023-24 Metrics Actual	2026 Goal	2023-24 Annual Progress Toward Goal
1	July	Percentage of faculty, staff, students who participate in mental health trainings	12.0%	24.0%	No
2	July	Sponsored research (Awards + Gifts)	$798.4M*	$825.0M	Pending*
2	July	Patients served by Anschutz clinical faculty	737.7K	706.9K	Yes
3	July	URM Faculty Retention	90%	85%	Pending*
3	July	URM Staff Retention	85%	85%	Pending*
3	July	Percent of new faculty (veteran)	1.0%	4%	Pending*
3	July	Percent of new faculty (URM)	11%	17%	Pending*
3	July	Percent of new staff (veteran)	1.7%	7%	Pending*
3	July	Percent of new staff (URM)	26%	20%	Pending*
3	Jan	Percent of new students (military affiliation)	4%	7%	Yes
3	Jan	Percent of new students (URM)	21%	21%	Yes
4	July	Gifts & Fundraising	$243.1M	$225M	Yes
4	Jan	Other revenue per FTE	$230K	$240K	Yes
4	May	Facility Condition Index	83.6	85.5	No
4	May	Energy Use Intensity	168	152	Yes
4	May	Greenhouse Gas Emissions	64,250	54,469	Yes

* Preliminary Final, subject to fiscal year end reconciliation. Sponsored research, patients served, and employee metrics data as of 5/31/2024.

Goals – System Administration

Pillar	Final	Goal	2023-24 Metrics Actual	2026 Goal	2023-24 Annual Progress Toward Goal
3	July	Percent of URM staff retention	92%	86%	Pending*
3	July	Percent of new staff (veteran)	4.4%	4%	Pending*
3	July	Percent of new staff (URM)	26%	24%	Pending*

* Preliminary Final, subject to fiscal year end reconciliation

PILLAR 1:
Affordability & Student Success

2021 – 2026 Strategic Plan

PILLAR 1

Mental Health Training – CU Boulder

Annual Mental Health Trainings				
	2021-22 (Baseline)	2022-23	2023-24	2026 Goal
Undergraduate Students	99.0%	99.1%	99.2%	100%
Graduate Students	6.9%	9.6%	19.1%	75%
Faculty & Staff	12.3%	22.6%	28.6%	75%

Annual progress goal achieved (annual improvement): *Yes*

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. Data received 6/26/24. Revised students counts based on student level.

Mental Health Training – UCCS

Annual Mental Health Trainings				
	2021-22 (Baseline)	2022-23	2023-24	2026 Goal
Students	4.7%	6.7%	9.3%	25%
Faculty	4.9%	5.8%	16.8%	27.5%
Staff	10.5%	27.3%	46.6%	44%

Annual progress goal achieved (annual improvement): *Yes*

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. Data received 6/26/24. Baseline snapshot as of March 21, 2022.

14

2021 – 2026 Strategic Plan

PILLAR 1

Mental Health Training – CU Denver

Annual Mental Health Trainings				
	2021-22 (Baseline)	2022-23	2023-24	2026 Goal
Students	0.8%	1.5%	0.5%	15%
Faculty & Staff	7.3%	7.9%	11.8%	25%

Annual progress goal achieved
(annual improvement):
Students=No
Employees=Yes

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

Source: Campus budget office. Data received 7/5/24.

Mental Health Training – CU Anschutz

Annual Mental Health Trainings				
	2021-22 (Baseline)	2022-23	2023-24	2026 Goal
Students, Faculty & Staff	51%	36%	12%	24%

Annual progress goal achieved (annual improvement): ***No***

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. Data received 6/26/24.

PILLAR 2:
Discovery & Impact

Discovery & Impact : Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

CU Total Sponsored Research (Awards + Gifts)

Annual Progress
Goal Achieved: *Yes*
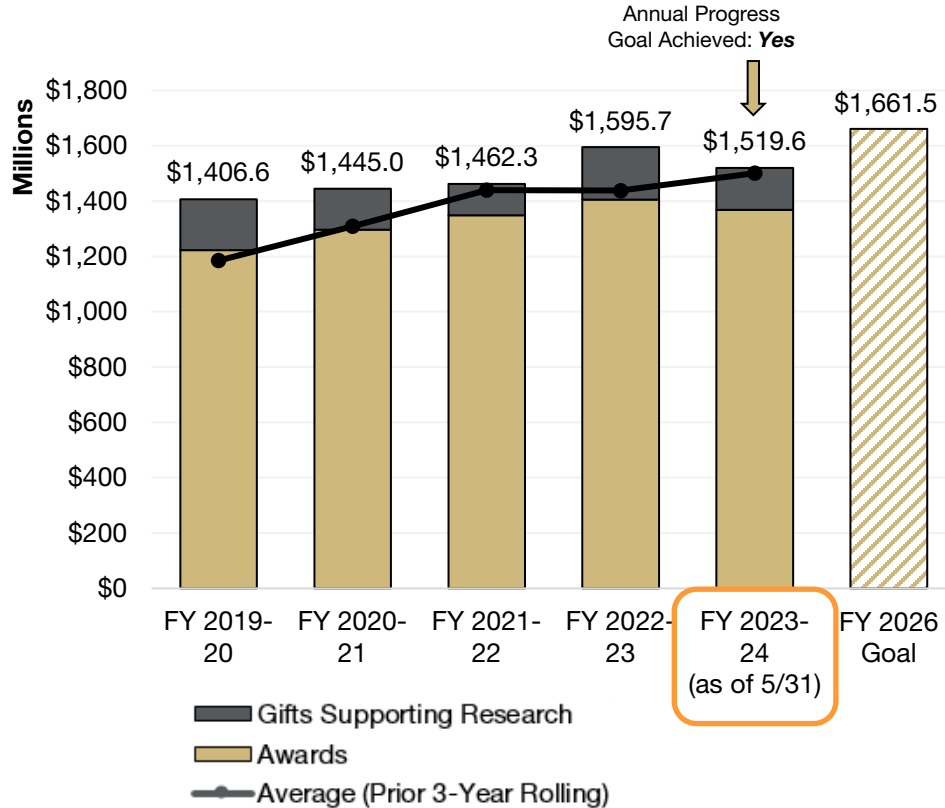
Campus	FY 2023-24 (thru May 2024)	FY 2026 Goal
CU Boulder	$678.7M	$800M
UCCS	$12.9M	$13.5M
CU Denver	$29.6M	$23M
CU Anschutz	$798.4M	$825M
Total	**$1,519.6M**	**$1,661.5M**

Source: Data provided by campus budget offices. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.
"Gifts Supporting Research" only reflect gifts from Boulder & Anschutz. Denver and UCCS do not include gifts supporting research in goals.

2021 – 2026 Strategic Plan

PILLAR 2

Boulder Sponsored Research (Awards + Gifts)

Annual Progress
Goal Achieved: *Yes*

$613.9 $634.4 $658.0 $684.2 $678.7 $800.0

FY 2019-20   FY 2020-21   FY 2021-22   FY 2022-23   FY 2023-24 (as of 5/31)   FY 2026 Goal

Millions

$1,000 $900 $800 $700 $600 $500 $400 $300 $200 $100 $0

Gifts Supporting Research
Awards
Average (Prior 3-Year Rolling)

103%
Progress toward 2023-24 goal
(3-year average) based on data
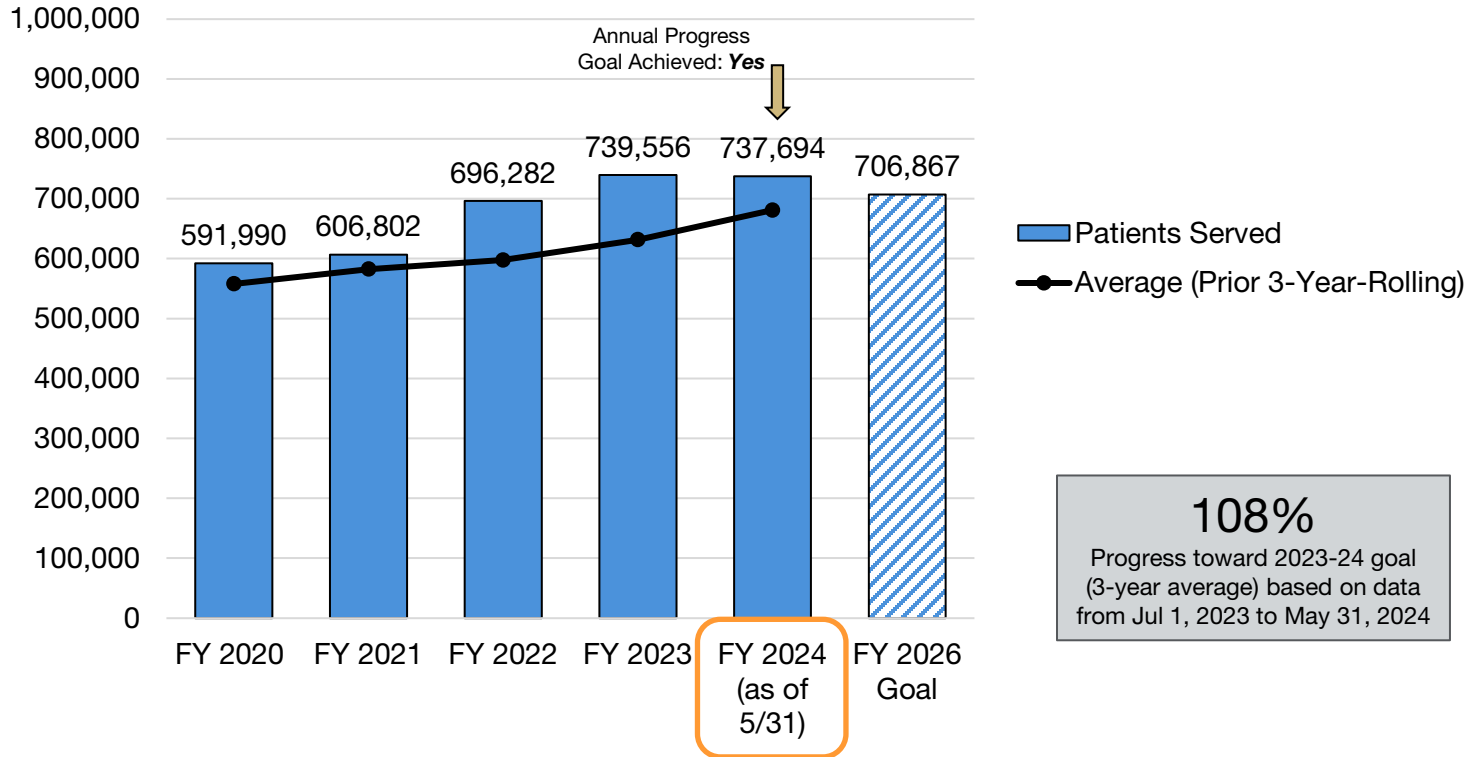from Jul 1, 2023 to May 31, 2024

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

2021 – 2026 Strategic Plan

PILLAR 2

UCCS Sponsored Research (Awards Only)

Annual Progress
Goal Achieved: *Pending*

Awards
Average (Prior 3-Year Rolling)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (as of 5/31)	FY 2026 Goal
Awards	$12.4	$15.9	$7.7	$15.8	$12.9	$13.5

98%
Progress toward 2023-24 goal
(3-year average) based on data
from Jul 1, 2023 to May 31, 2024

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

Discovery & Impact : Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

Denver Sponsored Research (Awards Only)

123%
Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to May 31, 2024

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

2021 – 2026 Strategic Plan

PILLAR 2
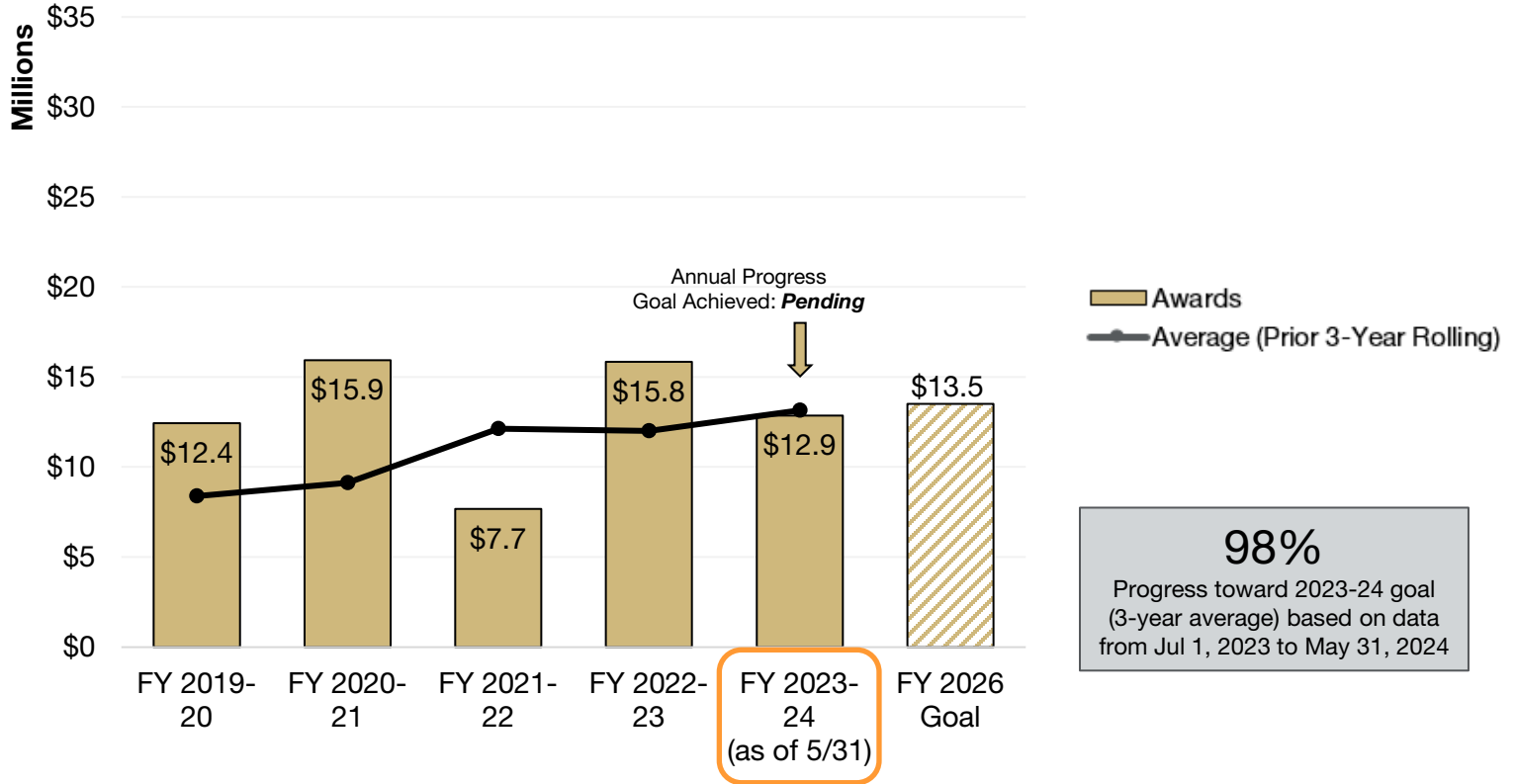
Anschutz Sponsored Research (Awards + Gifts)

Annual Progress
Goal Achieved: *Pending*

- Gifts Supporting Research
- Awards
- Average (Prior 3-Year Rolling)

99%
Progress toward 2023-24 goal
(3-year average) based on data
from Jul 1, 2023 to May 31, 2024

Chart values:
- FY 2019-20: $762.2
- FY 2020-21: $769.8
- FY 2021-22: $777.8
- FY 2022-23: $867.0
- FY 2023-24 (as of 5/31): $798.4
- FY 2026 Goal: $825.0

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

2021 – 2026 Strategic Plan

PILLAR 2

Patients Served by Anschutz Clinical Faculty

Annual Progress
Goal Achieved: *Yes*

591,990   606,802   696,282   739,556   737,694   706,867

FY 2020   FY 2021   FY 2022   FY 2023   FY 2024 (as of 5/31)   FY 2026 Goal

■ Patients Served
●— Average (Prior 3-Year-Rolling)

108%
Progress toward 2023-24 goal
(3-year average) based on data
from Jul 1, 2023 to May 31, 2024

Source: CU Anschutz, 6/26/2024

PILLAR 3:
Diversity, Inclusion, Equity & Access

Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

Boulder URM – Faculty Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
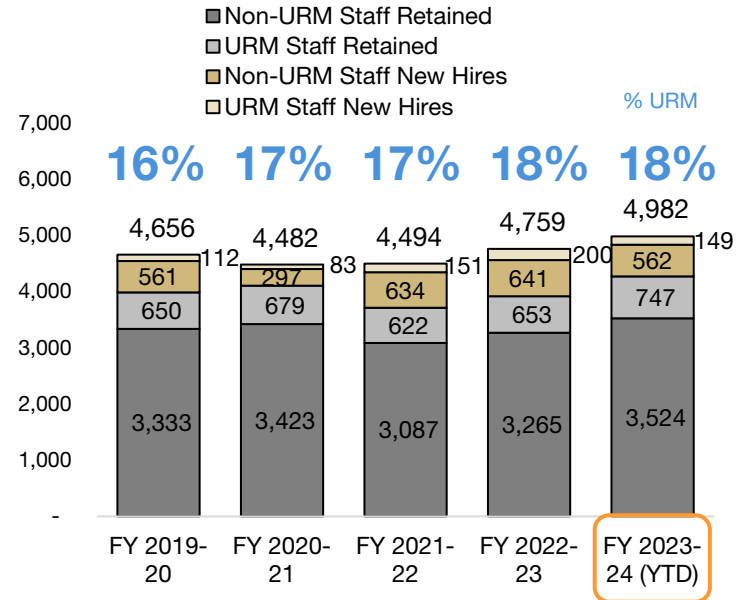New Hires: *Pending*   Retention: *Pending*

Boulder | % URM Faculty New Hires

FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
50 9%	48 9%	67 12%	88 15%	66 13%	21%

Boulder | URM Faculty Retention

FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
252 87%	263 87%	279 89%	300 86%	338 86%	90%

Boulder | Faculty Population (Retained + New Hires)

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

% URM

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% URM	7%	7%	8%	9%	9%
Total	4,132	4,165	4,175	4,231	4,288
Non-URM New Hires	503	497	505	493	458
URM New Hires	50	48	67	88	66
URM Retained	252	263	279	300	338
Non-URM Retained	3,327	3,357	3,324	3,350	3,426

Boulder URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: ***Pending***   Retention: ***Pending***

Boulder | % URM Staff New Hires
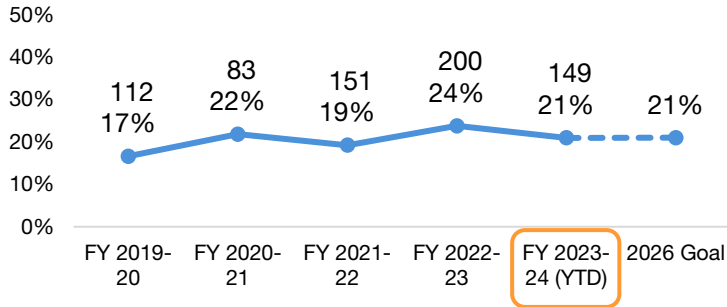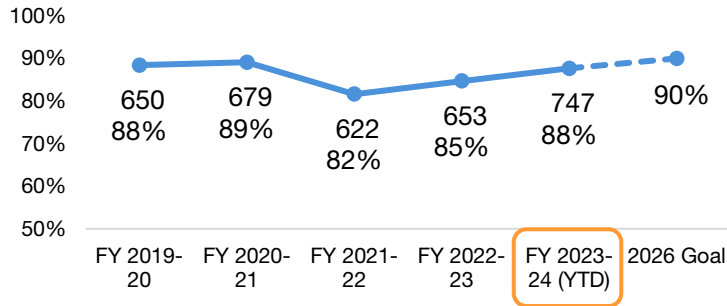
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
	112 17%	83 22%	151 19%	200 24%	149 21%	21%

Boulder | URM Staff Retention Rates

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
	650 88%	679 89%	622 82%	653 85%	747 88%	90%

Boulder | Staff Population (Retained + New Hires)

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

% URM

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% URM	16%	17%	17%	18%	18%
Total	4,656	4,482	4,494	4,759	4,982
URM Staff New Hires	112	83	151	200	149
Non-URM Staff New Hires	561	297	634	641	562
URM Staff Retained	650	679	622	653	747
Non-URM Staff Retained	3,333	3,423	3,087	3,265	3,524

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.
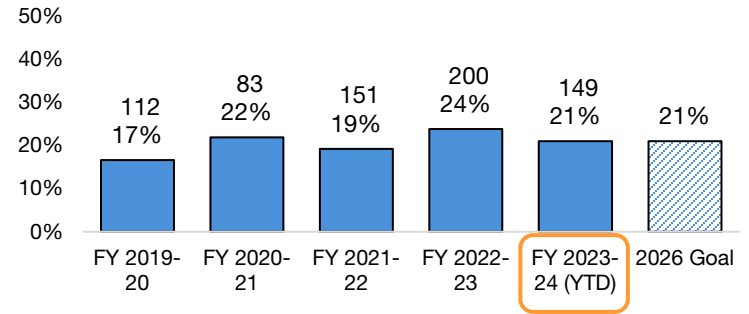
Boulder – Faculty & Staff Retention

Annual progress goal achieved (annual improvement):
Faculty: *Pending*   Staff: *Pending*

Boulder: Faculty Retention Rates

■ % Total Retained   ■ % URM Retained
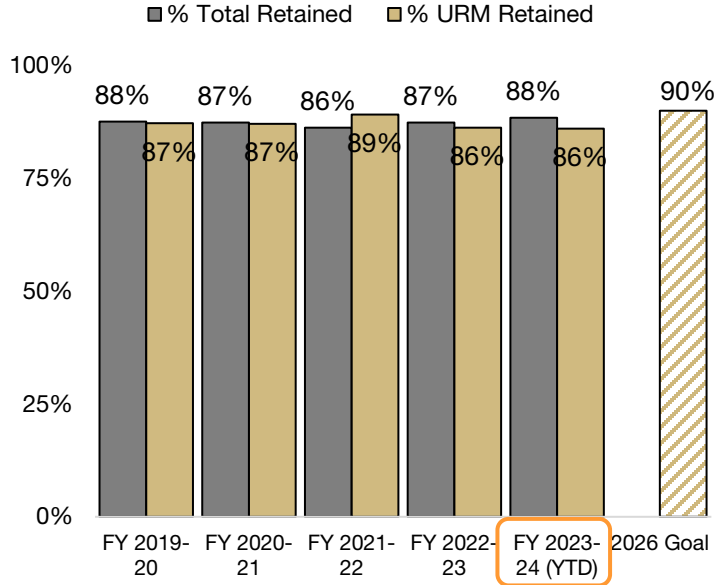
Boulder: Staff Retention Rates

■ % Total Retained   ■ % URM Retained

2021 – 2026 Strategic Plan

PILLAR 3

28

Boulder – New Faculty & Staff

Annual progress goal achieved (annual improvement):
URM Faculty: *Pending* URM Staff: *Pending*
Veteran Faculty: *Pending* Veteran Staff: *Pending*

2021 – 2026 Strategic Plan

PILLAR 3

Boulder | % URM Faculty New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
count	50	48	67	88	66	
%	9%	9%	12%	15%	13%	21%

Boulder | % URM Staff New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
count	112	83	151	200	149	
%	17%	22%	19%	24%	21%	21%

Boulder | % Veteran Faculty New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
count	9	6	9	5	11	
%	1.6%	1.1%	1.6%	0.9%	2.1%	3.5%

Boulder | % Veteran Staff New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
count	17	13	11	25	14	
%	2.5%	3.4%	1.4%	3.0%	2.0%	5%
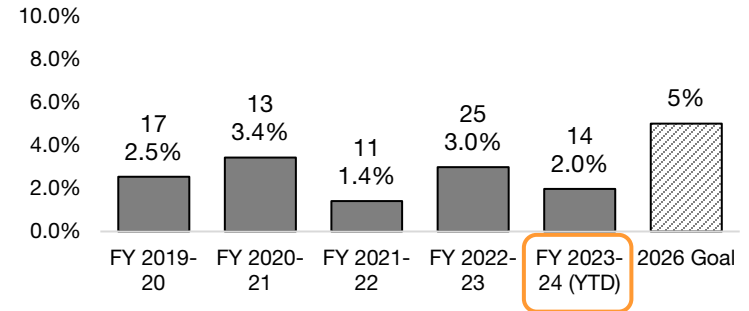
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.
Veteran includes people who have served in the US Armed Forces

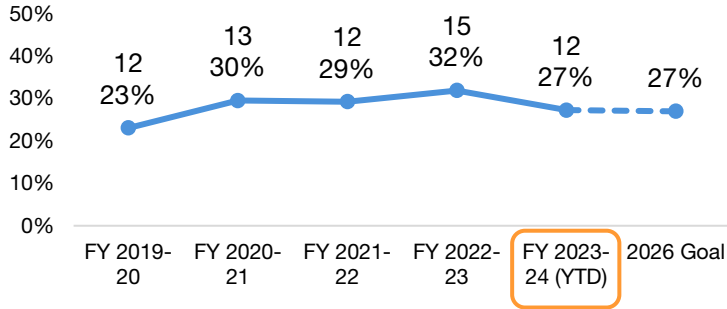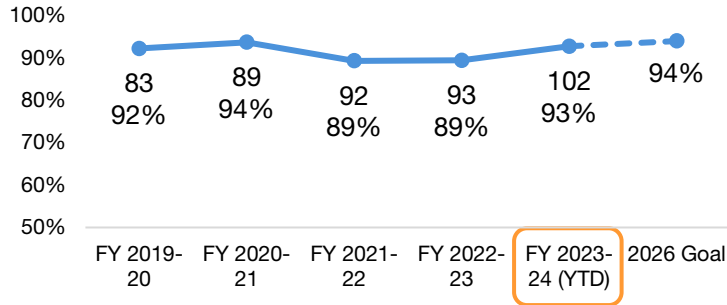# Boulder – Faculty & Staff Retention and New Hires Action Steps

Action Steps – Faculty

- Increase recruitment outreach efforts for underrepresented minorities, specifically racial minorities and veterans as well as build affinity groups for underrepresented minorities within the campus

- Improve and expand the implicit bias and inclusive hiring practices trainings for faculty search committees, while also continuing the gains made in hiring more minorities in faculty searches

- Increase support for the Faculty Diversity Action Plan

- Support and expand the Chancellor's Postdoctoral Fellowship Program

Action Steps – Staff

- Increase recruitment outreach efforts for underrepresented minorities as well as build affinity groups for underrepresented populations within the campus

- Improve and expand implicit bias and inclusive hiring practices for staff searches that mirrors the faculty training

- Expanding the pipeline from student to employee with 24 students as part of this cohort

- Continue use of Textio for job postings and evaluation of minimum qualifications to eliminate barriers to hire

- Create partnerships with local groups to support staff on campus and in the community

Boulder – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

Boulder | % URM and % POC Faculty
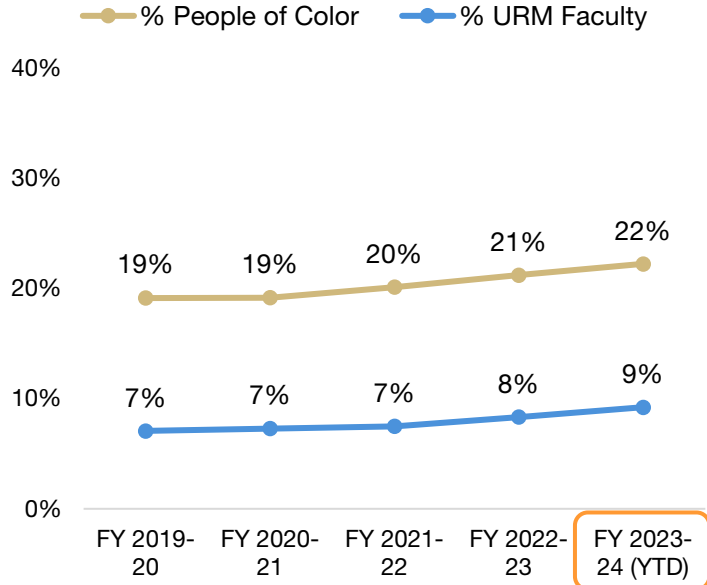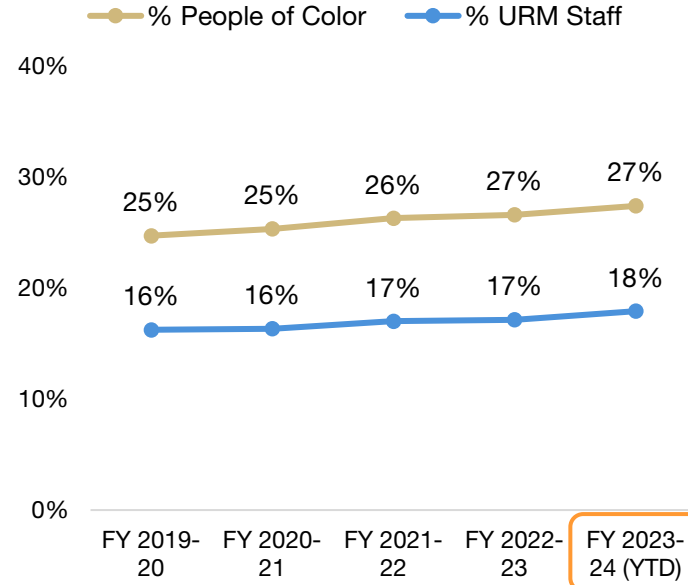
—●— % People of Color   —●— % URM Faculty

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% People of Color	19%	19%	20%	21%	22%
% URM Faculty	7%	7%	7%	8%	9%

Boulder | % URM and % POC Staff

—●— % People of Color   —●— % URM Staff

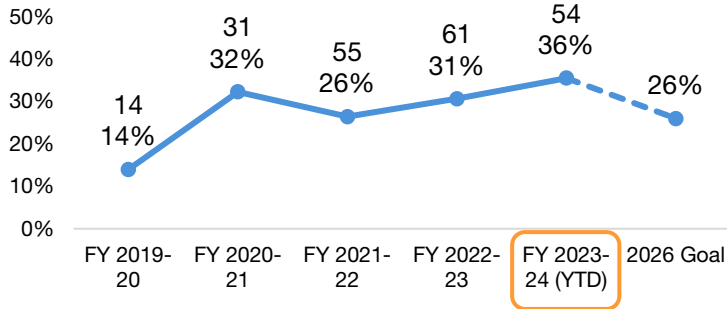|	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% People of Color	25%	25%	26%	27%	27%
% URM Staff	16%	16%	17%	17%	18%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.

University of Colorado
Colorado Springs

2021 – 2026 Strategic Plan

PILLAR 3

UCCS URM – Faculty Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: *Pending*   Retention: *Pending*

UCCS | % URM Faculty New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
count	12	13	12	15	12	
%	23%	30%	29%	32%	27%	27%

UCCS | URM Faculty Retention

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
count	83	89	92	93	102	
%	92%	94%	89%	89%	93%	94%

UCCS | Faculty Population (Retained + New Hires)

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

% URM

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% URM	17%	18%	19%	20%	20%
Total	547	554	550	552	557
URM New Hires	12	13	12	15	12
Non-URM New Hires	40	31	29	32	32
URM Retained	83	89	92	93	102
Non-URM Retained	412	421	417	412	411

UCCS URM – Staff Retention & New Hires Summary

UCCS | % URM Staff New Hires

Annual progress goal achieved (annual improvement):
New Hires: *Pending*   Retention: *Pending*

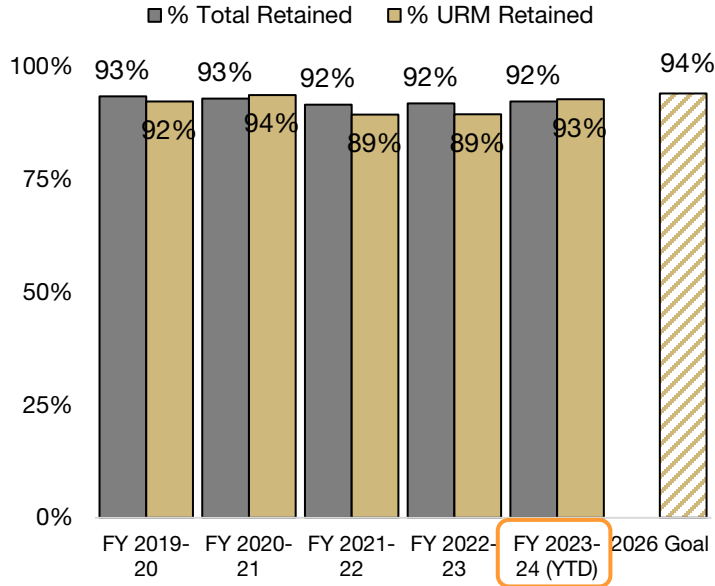## UCCS | Staff Population (Retained + New Hires)
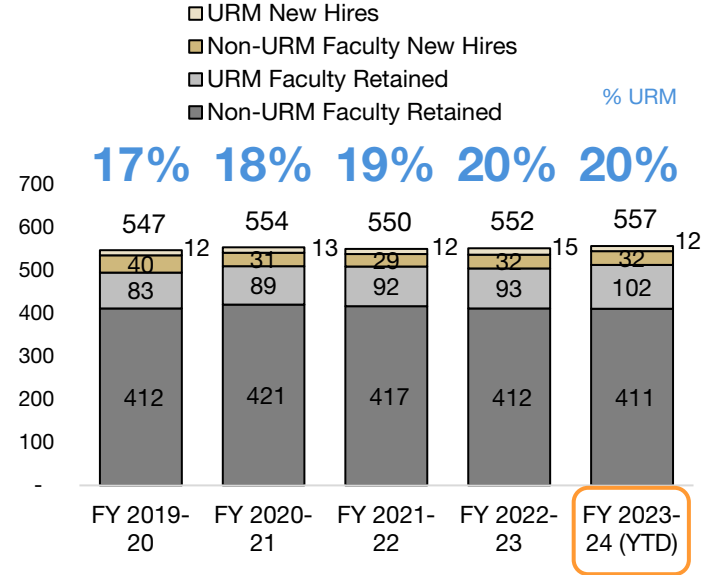
- Non-URM Staff Retained
- URM Staff Retained
- Non-URM Staff New Hires
- URM New Hires
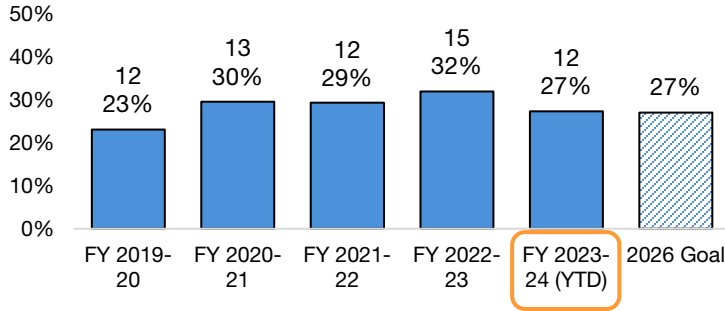

UCCS | URM Staff Retention
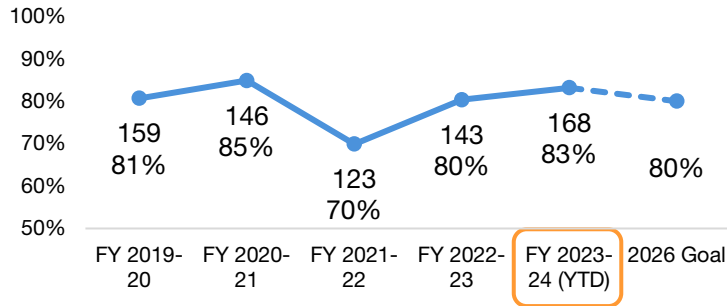
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
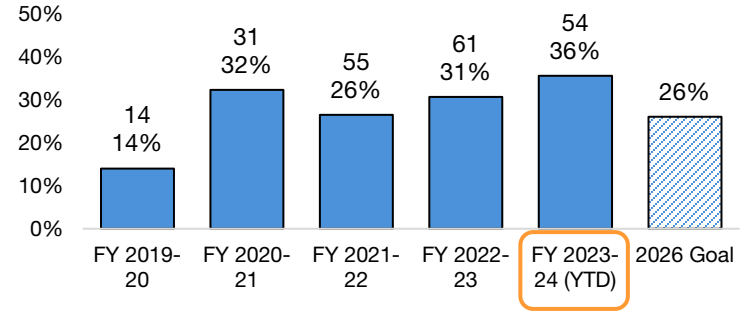UCCS URM is defined to include all non-white and non-unknown race ethnicities.

2021 – 2026 Strategic Plan

PILLAR 3

34

2021 – 2026 Strategic Plan

PILLAR 3
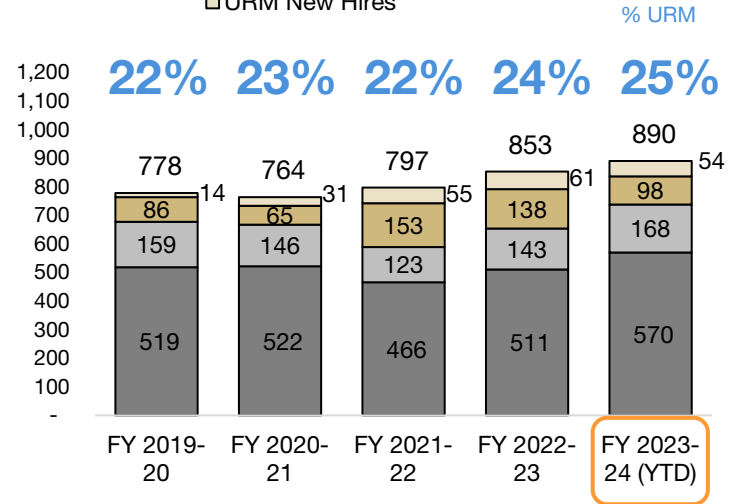
UCCS – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: ***Pending***   Staff: ***Pending***

UCCS | Faculty Retention Rates
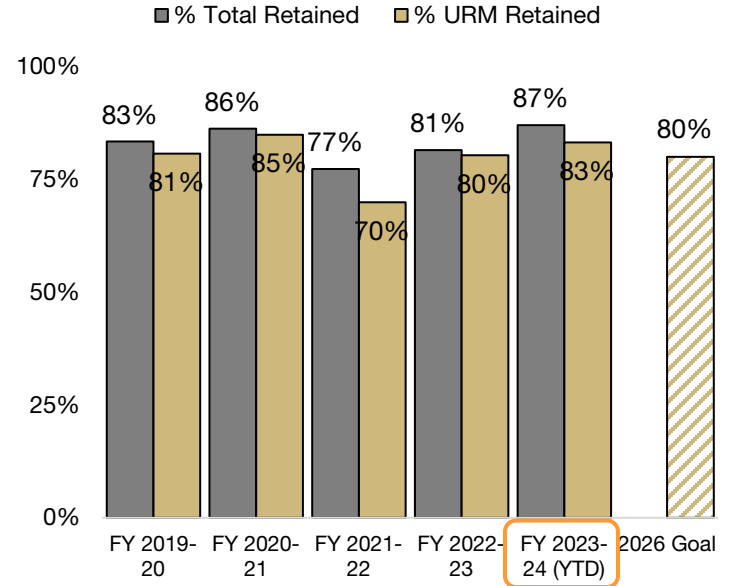
■ % Total Retained   ■ % URM Retained

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
% Total Retained	93%	93%	92%	92%	92%	
% URM Retained	92%	94%	89%	89%	93%	94%

UCCS | Staff Retention Rates

■ % Total Retained   ■ % URM Retained

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
% Total Retained	83%	86%	77%	81%	87%	
% URM Retained	81%	85%	70%	80%	83%	80%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
UCCS URM is defined to include all non-white and non-unknown race ethnicities.

2021 – 2026 Strategic Plan

Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

UCCS – New Faculty & Staff

Annual progress goal achieved (annual improvement):
URM Faculty: *Pending*   URM Staff: *Pending*
Veteran Faculty: *Pending*   Veteran Staff: *Pending*
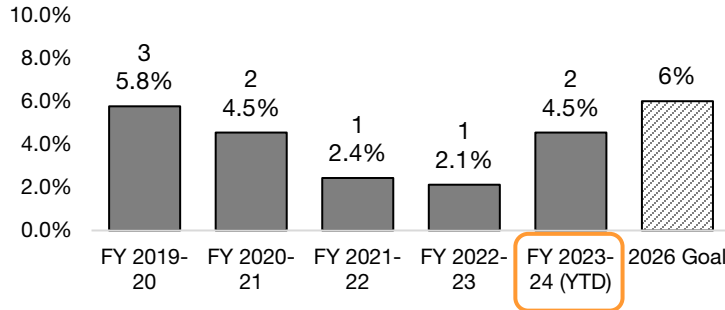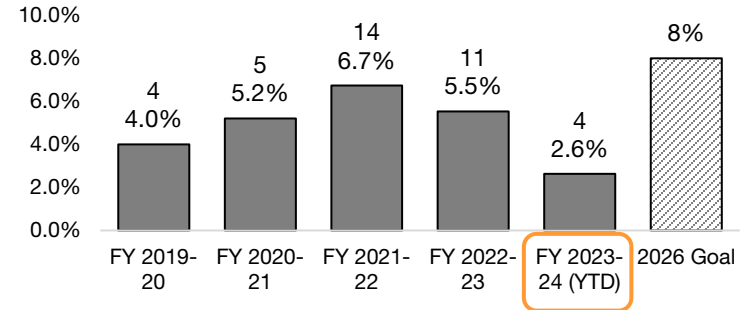
UCCS | % URM Faculty New Hires

FY	Value
FY 2019-20	12 / 23%
FY 2020-21	13 / 30%
FY 2021-22	12 / 29%
FY 2022-23	15 / 32%
FY 2023-24 (YTD)	12 / 27%
2026 Goal	27%

UCCS | % URM Staff New Hires

FY	Value
FY 2019-20	14 / 14%
FY 2020-21	31 / 32%
FY 2021-22	55 / 26%
FY 2022-23	61 / 31%
FY 2023-24 (YTD)	54 / 36%
2026 Goal	26%

UCCS | % Veteran Faculty New Hires

FY	Value
FY 2019-20	3 / 5.8%
FY 2020-21	2 / 4.5%
FY 2021-22	1 / 2.4%
FY 2022-23	1 / 2.1%
FY 2023-24 (YTD)	2 / 4.5%
2026 Goal	6%

UCCS | % Veteran Staff New Hires

FY	Value
FY 2019-20	4 / 4.0%
FY 2020-21	5 / 5.2%
FY 2021-22	14 / 6.7%
FY 2022-23	11 / 5.5%
FY 2023-24 (YTD)	4 / 2.6%
2026 Goal	8%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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 – New Faculty & Staff Action Steps

Action Steps – Faculty

- 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
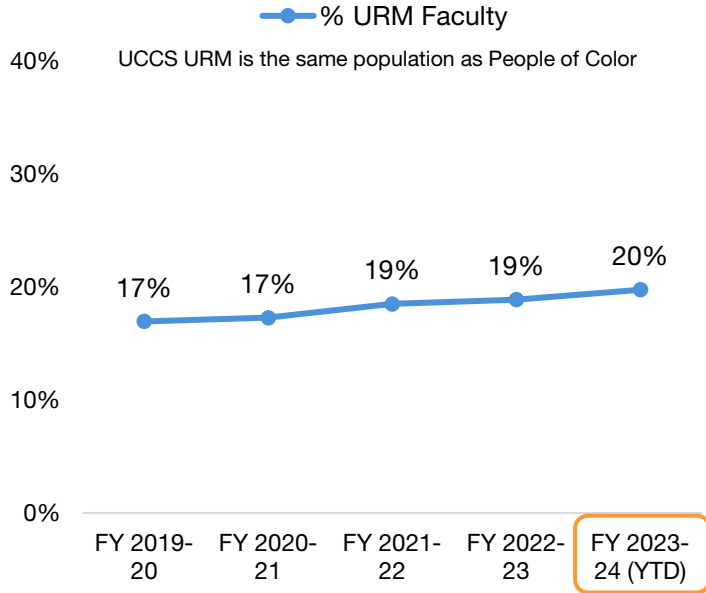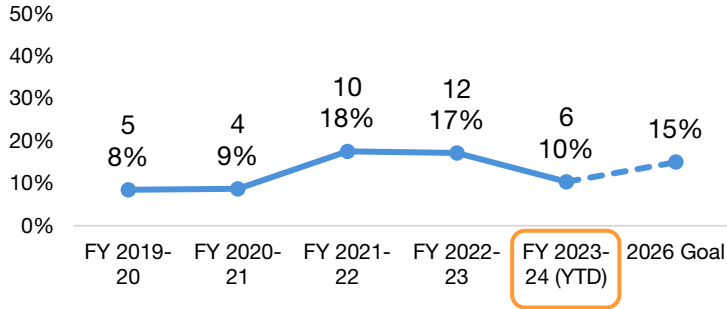
Action Steps – Staff

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

2021 – 2026 Strategic Plan

PILLAR 3

UCCS – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

UCCS | % URM and % POC Faculty

— % URM Faculty

UCCS URM is the same population as People of Color

40%

30%

20%

10%

0%

17% 17% 19% 19% 20%

FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 | FY 2023-24 (YTD)

% URM and % POC Staff

— % URM Staff

UCCS URM is the same population as People of Color

40%

30%

20%

10%

0%

24% 22% 23% 22% 24%

FY 2019-20 | FY 2020-21 | FY 2021-22 | FY 2022-23 | FY 2023-24 (YTD)

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
UCCS URM is defined to include all non-white and non-unknown race ethnicities.

CU Denver

PILLAR 3

Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

Denver URM – Faculty Retention & New Hires Summary

Denver | % URM Faculty New Hires

Annual progress goal achieved (annual improvement):
New Hires: *Pending*   Retention: *Pending*

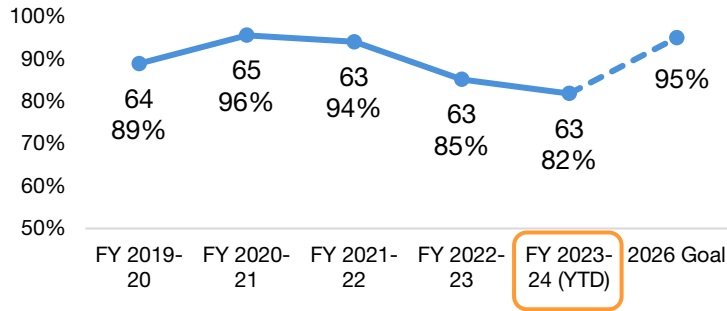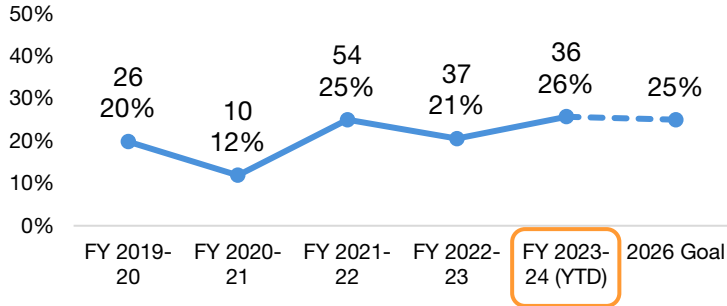**Denver | Faculty Population (Retained + New Hires)**

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

% URM
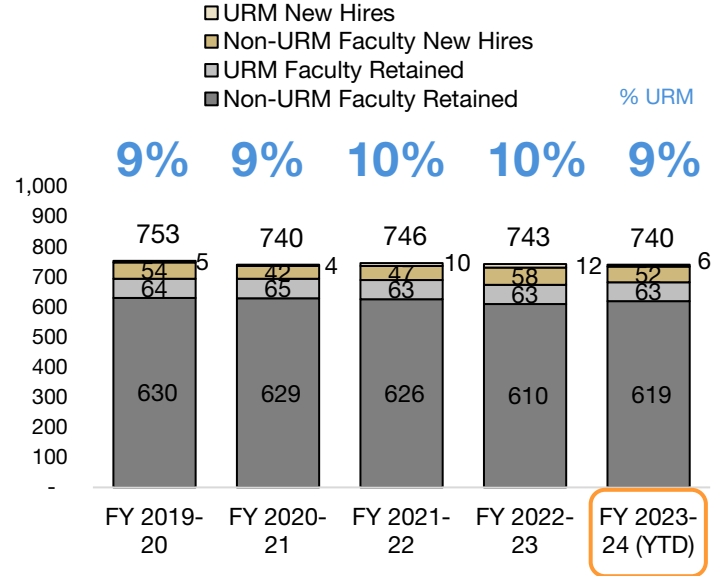
Denver | URM Faculty Retention

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
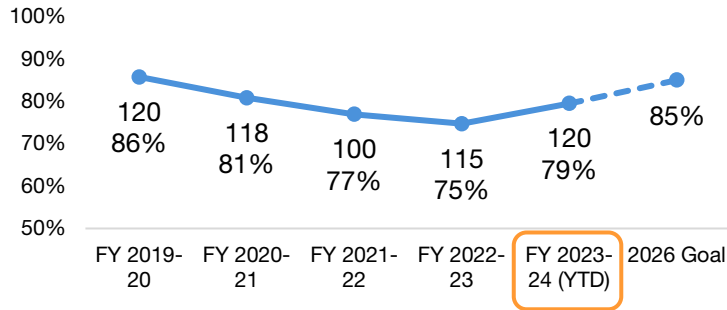Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.

Denver URM – Staff Retention & New Hires Summary

Denver | % URM Staff New Hires

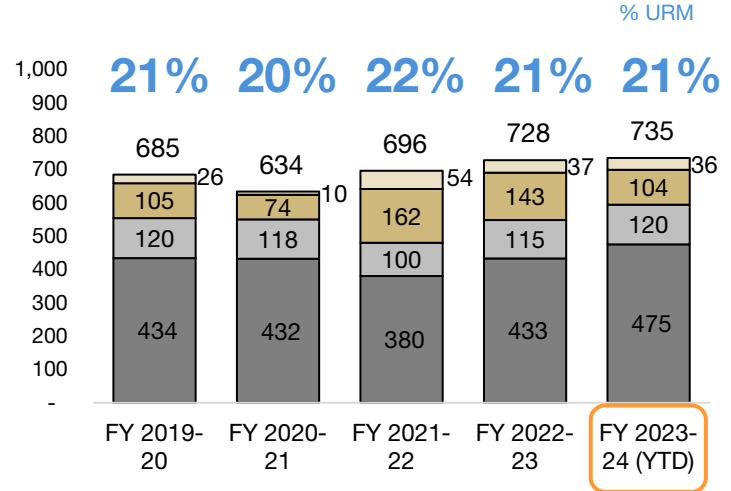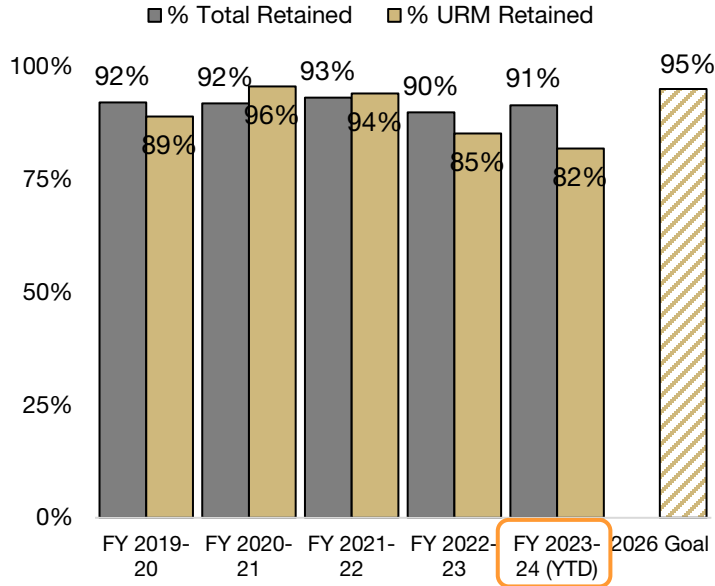| | Annual progress goal achieved (annual improvement): |
| New Hires: *Pending*   Retention: *Pending* |

Denver | Staff Population (Retained + New Hires)

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

Denver | URM Staff Retention

2021 – 2026 Strategic Plan

PILLAR 3

Denver – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: *Pending*   Staff: *Pending*

Denver: Faculty Retention Rates

■ % Total Retained   ■ % URM Retained

- FY 2019-20: % Total Retained 92%, % URM Retained 89%
- FY 2020-21: % Total Retained 92%, % URM Retained 96%
- FY 2021-22: % Total Retained 93%, % URM Retained 94%
- FY 2022-23: % Total Retained 90%, % URM Retained 85%
- FY 2023-24 (YTD): % Total Retained 91%, % URM Retained 82%
- 2026 Goal: 95%

Denver: Staff Retention Rates

■ % Total Retained   ■ % URM Retained

- FY 2019-20: % Total Retained 84%, % URM Retained 86%
- FY 2020-21: % Total Retained 81%, % URM Retained 81%
- FY 2021-22: % Total Retained 76%, % URM Retained 77%
- FY 2022-23: % Total Retained 79%, % URM Retained 75%
- FY 2023-24 (YTD): % Total Retained 82%, % URM Retained 79%
- 2026 Goal: 85%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
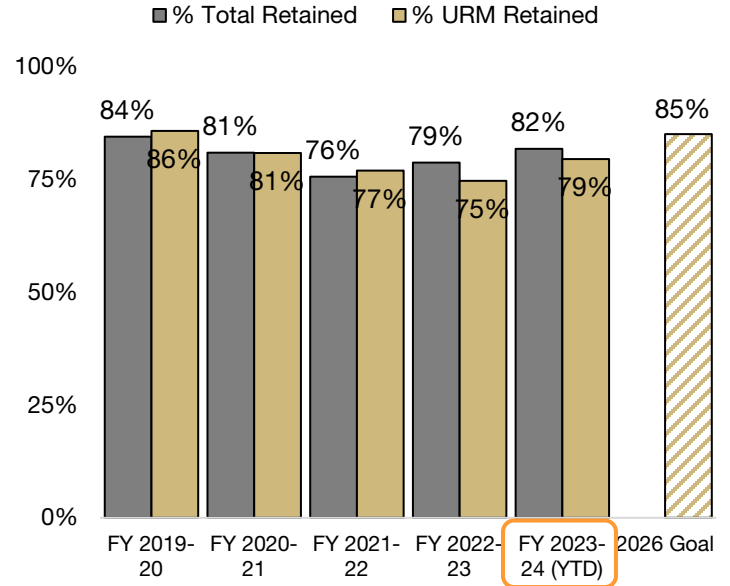Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.

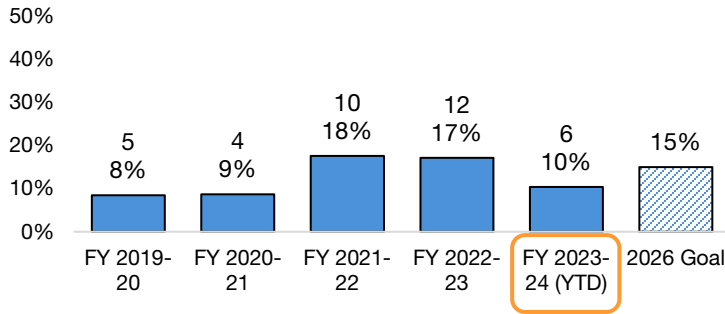# Denver – Faculty & Staff Retention Action Steps

- Create deliberate postdoc to tenure-track pathway in STEM for diverse candidates in coordination with Hispanic Serving Research Universities (HRSU).

- Support faculty and staff with workshops on micro empowerments. Acknowledging the institution's role in histories of exclusion while advancing towards inclusivity.

- Offer professional development programs and leadership development that support recruitment and retention efforts, examine unconscious biases within the university's culture, and foster a nurturing environment for people of diverse backgrounds.
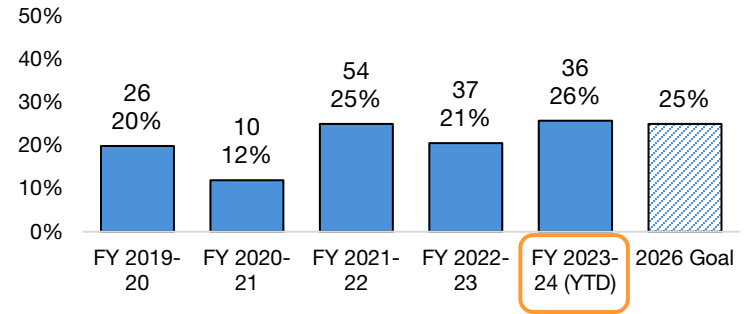
2021 – 2026 Strategic Plan

PILLAR 3

Denver – New Faculty & Staff

Annual progress goal achieved (annual improvement):
URM Faculty: *Pending*   URM Staff: *Pending*
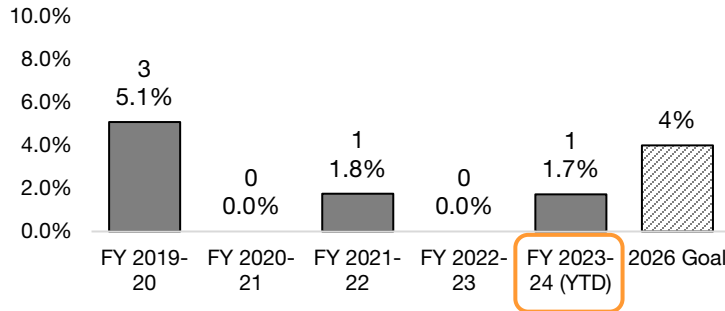Veteran Faculty: *Pending*   Veteran Staff: *Pending*

Denver | % URM Faculty New Hires
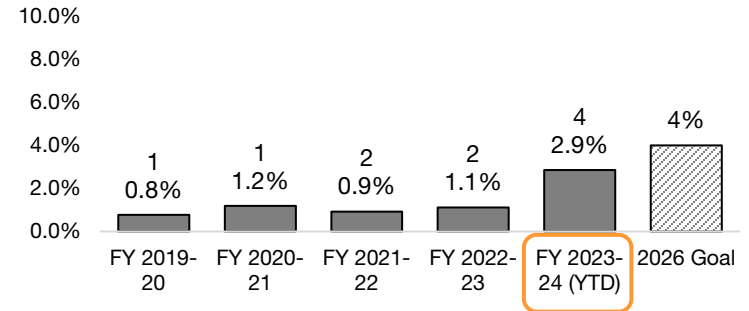
- FY 2019-20: 5, 8%
- FY 2020-21: 4, 9%
- FY 2021-22: 10, 18%
- FY 2022-23: 12, 17%
- FY 2023-24 (YTD): 6, 10%
- 2026 Goal: 15%

Denver | % URM Staff New Hires

- FY 2019-20: 26, 20%
- FY 2020-21: 10, 12%
- FY 2021-22: 54, 25%
- FY 2022-23: 37, 21%
- FY 2023-24 (YTD): 36, 26%
- 2026 Goal: 25%

Denver | % Veteran Faculty New Hires

- FY 2019-20: 3, 5.1%
- FY 2020-21: 0, 0.0%
- FY 2021-22: 1, 1.8%
- FY 2022-23: 0, 0.0%
- FY 2023-24 (YTD): 1, 1.7%
- 2026 Goal: 4%

Denver | % Veteran Staff New Hires

- FY 2019-20: 1, 0.8%
- FY 2020-21: 1, 1.2%
- FY 2021-22: 2, 0.9%
- FY 2022-23: 2, 1.1%
- FY 2023-24 (YTD): 4, 2.9%
- 2026 Goal: 4%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.
Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

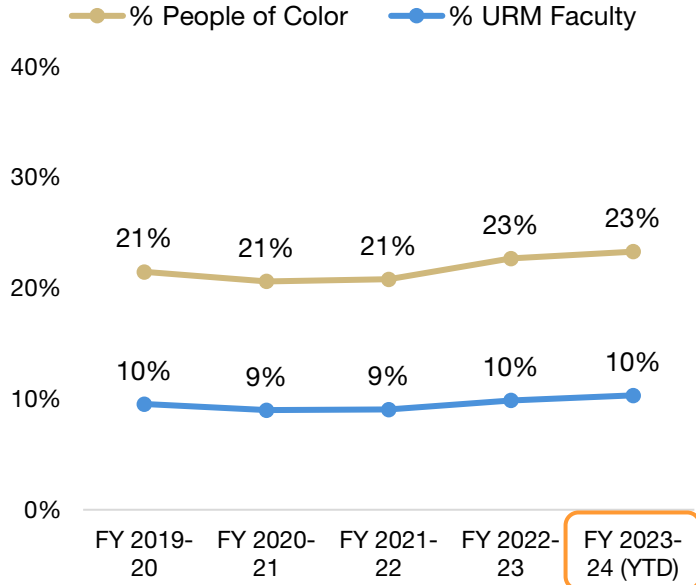# Denver – New Faculty & Staff Action Steps

- Continue recruitment outreach efforts for underrepresented minorities and veterans.

- Strengthen inclusive hiring practices training for faculty search committees, while also continuing the gains made in hiring more underrepresented minorities in faculty & staff searches.
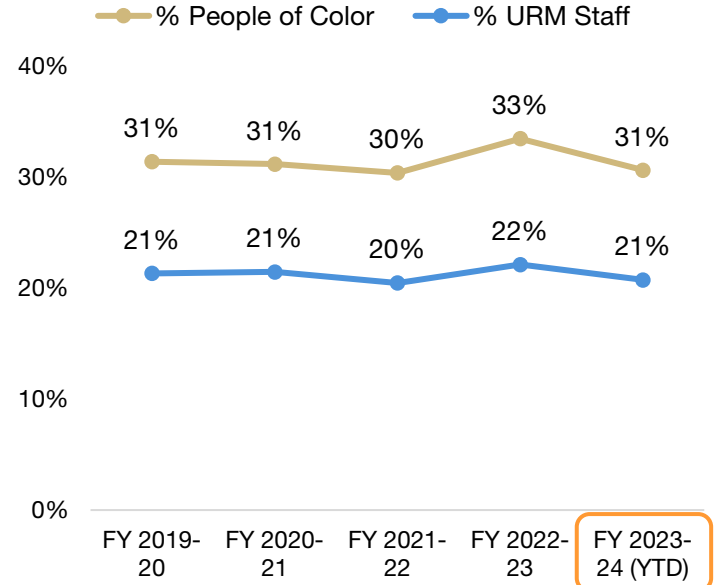
2021 – 2026 Strategic Plan

PILLAR 3

Denver – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

Denver | % URM and % POC Faculty

● % People of Color   ● % URM Faculty

Denver | % URM and % POC Staff

● % People of Color   ● % URM Staff

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.
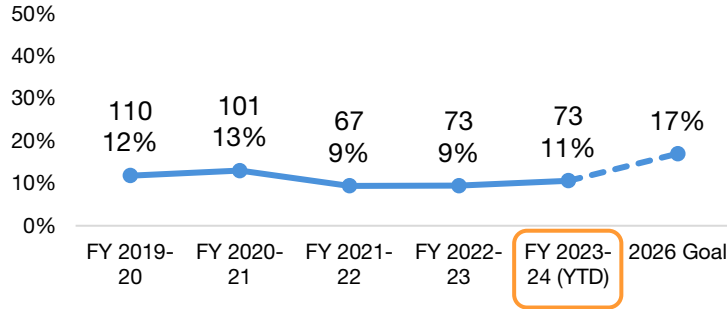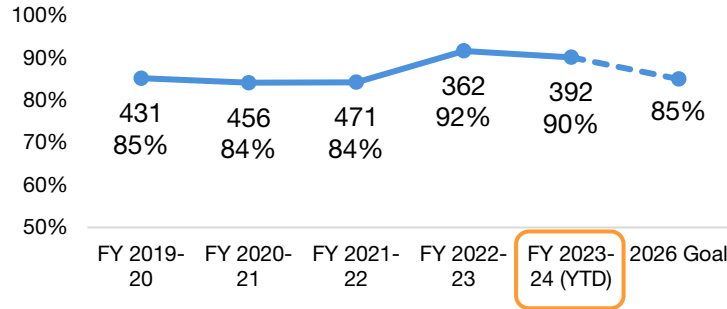
Anschutz URM – Faculty Retention & New Hires Summary

2021 – 2026 Strategic Plan

PILLAR 3

Annual progress goal achieved (annual improvement):
New Hires: *Pending*   Retention: *Pending*

Anschutz | % URM Faculty New Hires

110 12%	101 13%	67 9%	73 9%	73 11%	17%
FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal

Anschutz | URM Faculty Retention

431 85%	456 84%	471 84%	362 92%	392 90%	85%
FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal

Anschutz | Faculty Population (Retained + New Hires)

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

% URM

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% URM	9%	9%	8%	8%	8%
Total	6,316	6,427	6,363	5,761	6,038
New Hires	110	101	67	73	73
Non-URM Faculty New Hires	820	676	645	700	615
URM Faculty Retained	431	456	471	362	392
Non-URM Faculty Retained	4,955	5,194	5,180	4,626	4,958

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.

Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

Anschutz URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
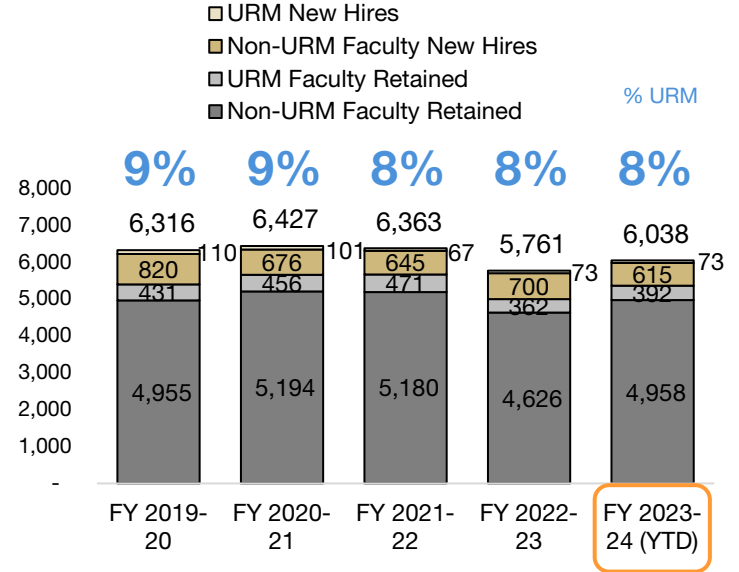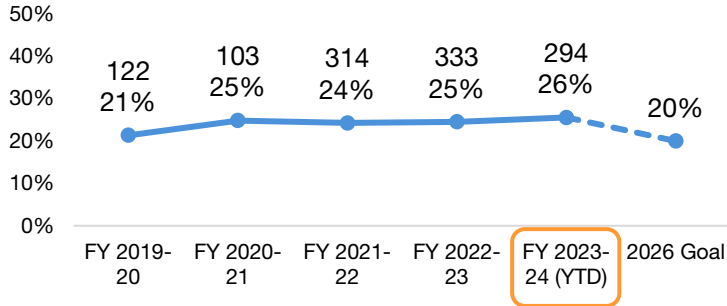New Hires: *Pending*   Retention: *Pending*

Anschutz | % URM Staff New Hires

Anschutz | URM Staff Retention

Anschutz | Staff Population (Retained + New Hires)

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

% URM

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.
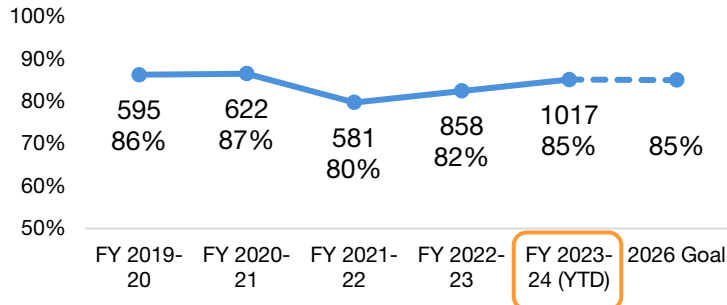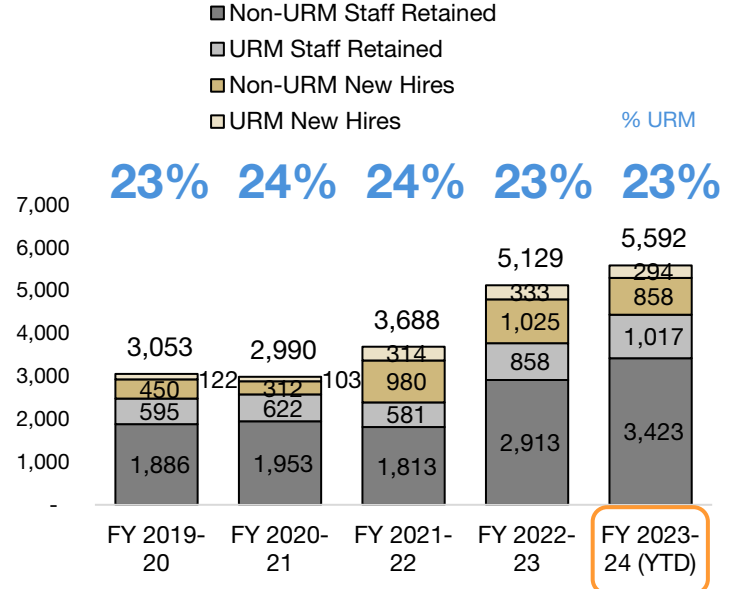
2021 – 2026 Strategic Plan

PILLAR 3

Anschutz – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: *Pending*   Staff: *Pending*

Anschutz | Faculty Retention Rates

■ % Total Retained   ■ % URM Retained

Anschutz | Staff Retention Rates
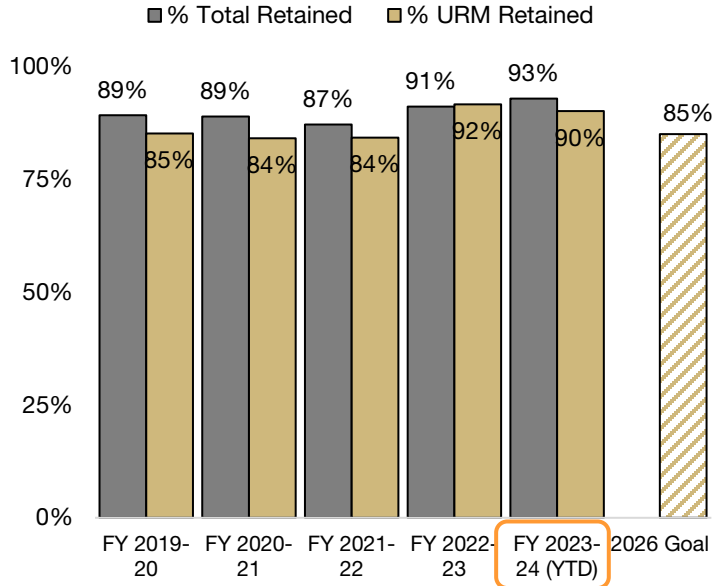
■ % Total Retained   ■ % URM Retained

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.
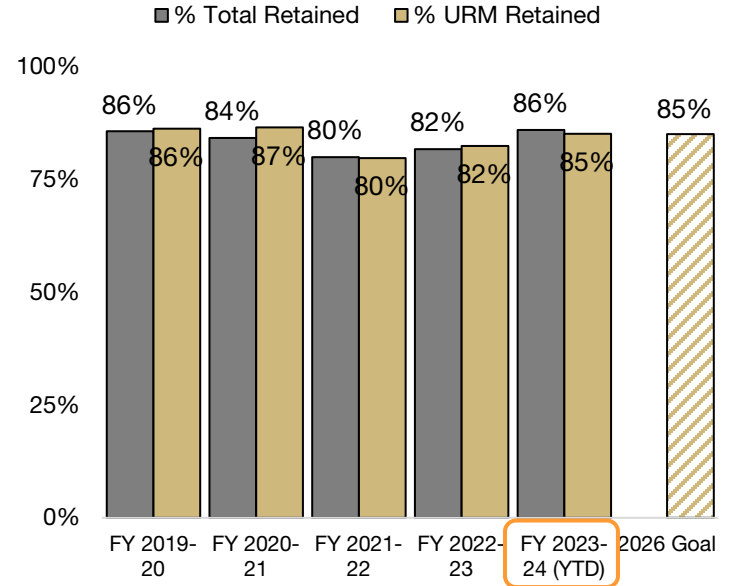
Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

Anschutz – New Faculty & Staff

Annual progress goal achieved (annual improvement):
URM Faculty: *Pending*   URM Staff: *Pending*
Veteran Faculty: *Pending*   Veteran Staff: *Pending*

Anschutz | % URM Faculty New Hires

110 12%	101 13%	67 9%	73 9%	73 11%	17%

FY 2019-20, FY 2020-21, FY 2021-22, FY 2022-23, FY 2023-24 (YTD), 2026 Goal

Anschutz | % URM Staff New Hires

122 21%	103 25%	314 24%	333 25%	294 26%	20%

FY 2019-20, FY 2020-21, FY 2021-22, FY 2022-23, FY 2023-24 (YTD), 2026 Goal

Anschutz | % Veteran Faculty New Hires

12 1.3%	13 1.7%	7 1.0%	4 0.5%	7 1.0%	4%

FY 2019-20, FY 2020-21, FY 2021-22, FY 2022-23, FY 2023-24 (YTD), 2026 Goal

Anschutz | % Veteran Staff New Hires
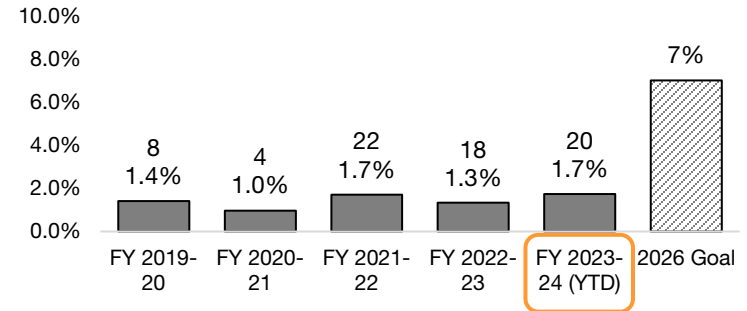
8 1.4%	4 1.0%	22 1.7%	18 1.3%	20 1.7%	7%

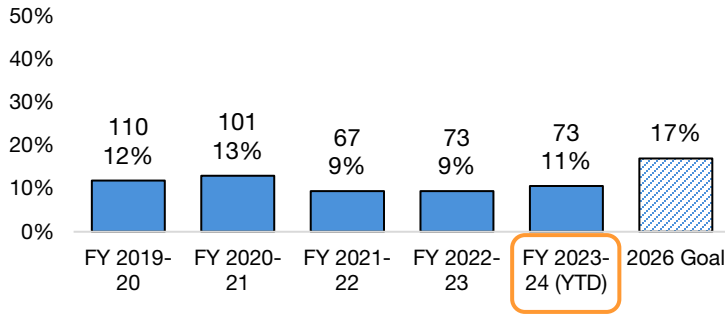FY 2019-20, FY 2020-21, FY 2021-22, FY 2022-23, FY 2023-24 (YTD), 2026 Goal

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.
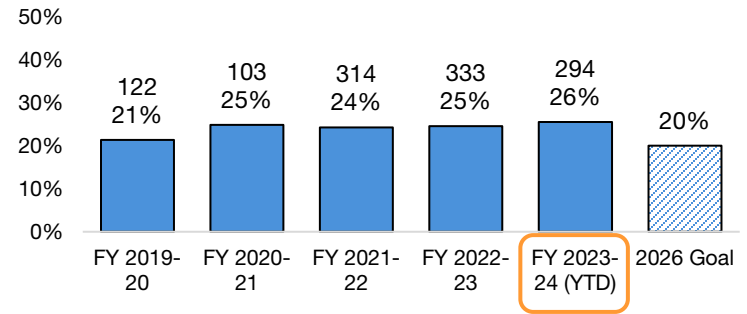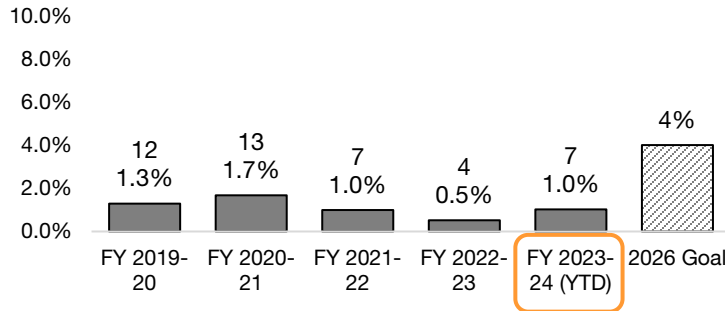Veteran includes people who have served in the US Armed Forces

Anschutz – Faculty & Staff Retention and New Hires Action Steps

Action Steps – Faculty

- Develop effective recruitment and retention strategies through the Office of Diversity, Equity, and Inclusion

- Implement best practices through hiring processes

- Pipeline programs to faculty retention and promotion

    - Equity Framework & Inclusive Excellence Principles

    - Socioecological Model[1] - holistic approaches to retention including increasing sense of belonging, applied to identifying what are the needs of faculty, staff, students and trainees at all levels based on available resources

- Development of Center for Health Equity in phase 2 planning with community advisory board, following phase 1 efforts which included planning, securing funding, and Executive Director recruitment efforts

- Strengthen inclusive hiring practices training for faculty search committees

Action Steps – Staff

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

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

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1. Allen, K. A., Vella-Brodrick, D., & Waters, L. (2018). Rethinking school belonging: A socio-ecological framework. In Pathways to belonging (pp. 191-218). Brill.

Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (**YTD 5/31/24 – Final end of July**)

Anschutz – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

Anschutz | % URM and % POC Faculty
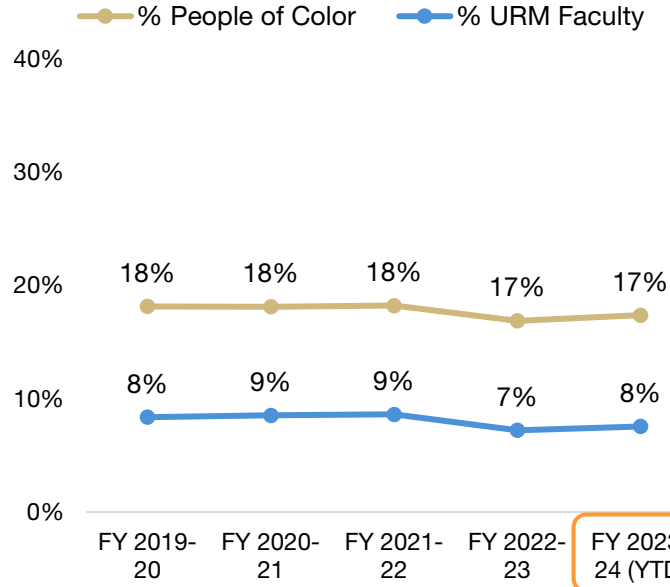
—●— % People of Color   —●— % URM Faculty

Anschutz | % URM and % POC Staff
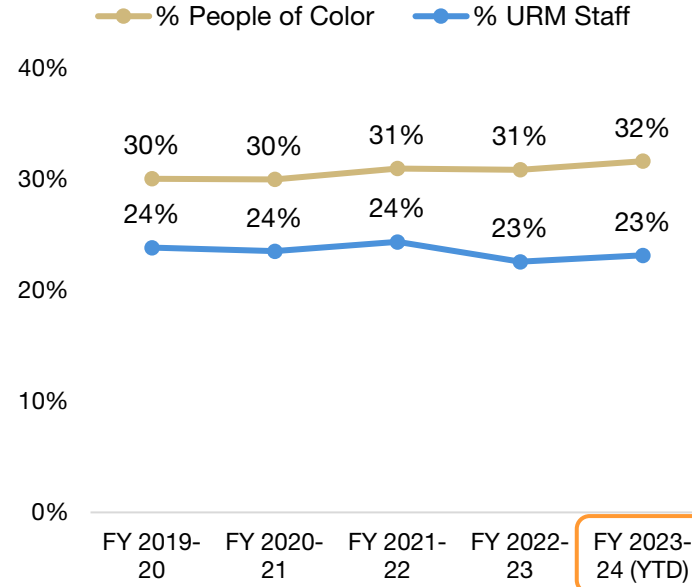
—●— % People of Color   —●— % URM Staff

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.

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

System Administration

System URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: *Pending*   Retention: *Pending*

System | % URM Staff New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
#	11	15	20	21	24	
%	14%	14%	18%	21%	26%	24%

System | URM Staff Retention Rates

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
#	60	57	58	67	81	
%	86%	80%	81%	86%	92%	86%
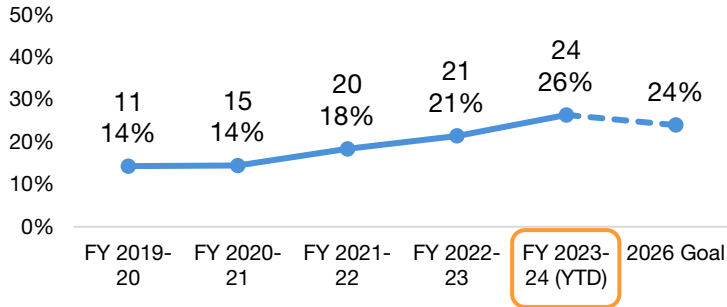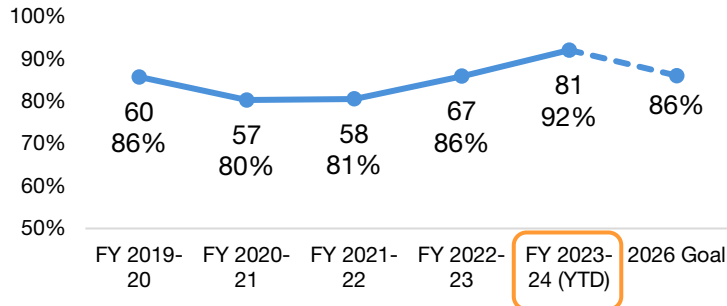
System | Staff Population (Retained + New Hires)
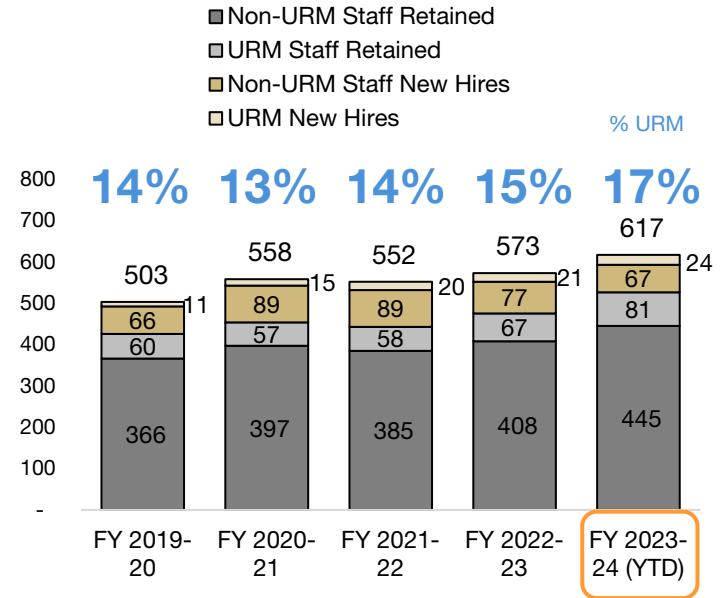
- Non-URM Staff Retained
- URM Staff Retained
- Non-URM Staff New Hires
- URM New Hires

% URM

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)
% URM	14%	13%	14%	15%	17%
Total	503	558	552	573	617
URM New Hires	11	15	20	21	24
Non-URM Staff New Hires	66	89	89	77	67
URM Staff Retained	60	57	58	67	81
Non-URM Staff Retained	366	397	385	408	445

2021 – 2026 Strategic Plan

PILLAR 3

System Administration – URM Staff Retention

Annual progress goal achieved
(annual improvement):
Staff: *Pending*

System | Staff Retention Rates

■ % Total Retained   ▨ % URM Retained

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
% Total Retained	88%	90%	79%	86%	92%	
% URM Retained	86%	80%	81%	86%	92%	86%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.

2021 – 2026 Strategic Plan

PILLAR 3

Diversity, Inclusion, Equity & Access

System Administration – Staff Retention Action Steps

- Focus on Belonging and Growth and Development

- Regular staff development and quarterly lunch and learns to improve sense of belonging

- Self-paced asynchronous resources and courses

2021 – 2026 Strategic Plan

PILLAR 3

System Administration – Percent New Staff (URM & Veteran)

Annual progress goal achieved (annual improvement):
URM Staff: ***Pending***   Veteran Staff: ***Pending***

System | % URM Staff New Hires

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
Count	11	15	20	21	24	
%	14%	14%	18%	21%	26%	24%

System | % Veteran Staff New Hires
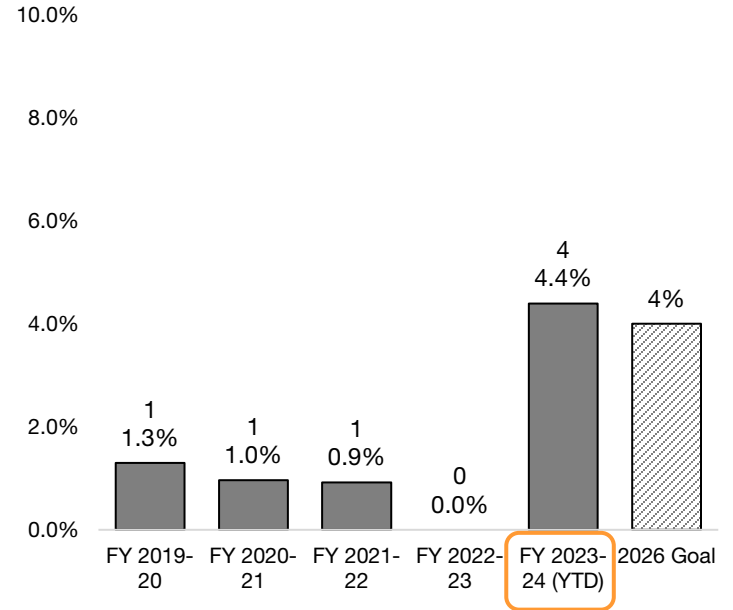
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24 (YTD)	2026 Goal
Count	1	1	1	0	4	
%	1.3%	1.0%	0.9%	0.0%	4.4%	4%

Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2023-24 (YTD) data are through 5/31/24
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.
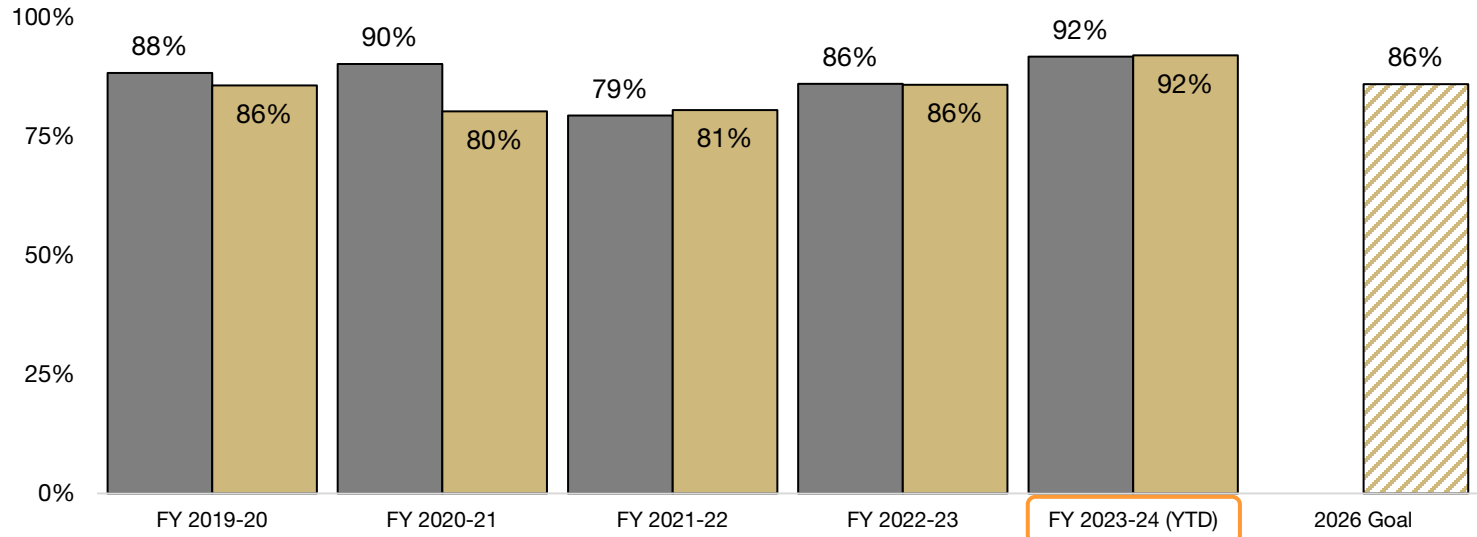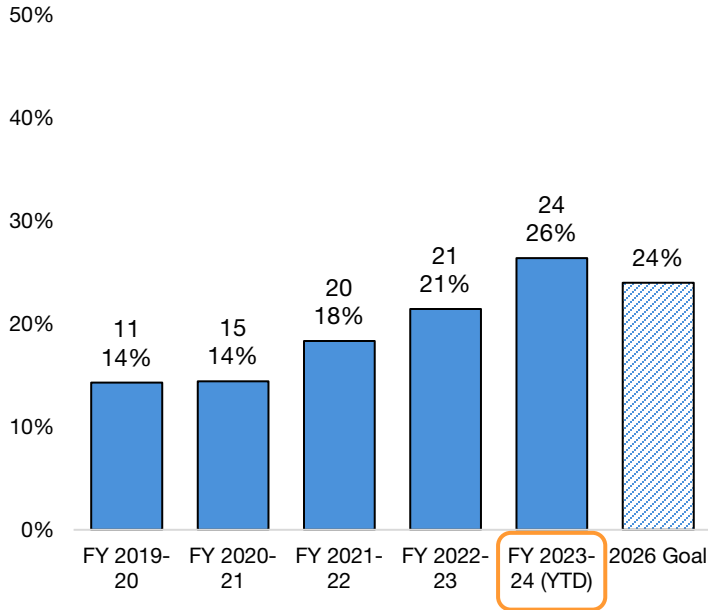Veteran includes people who have served in the US Armed Forces

System Administration – New Staff Action Steps

- Strengthen employees' sense of connection to and community within System Administration.

- Increase employees' awareness and understanding of identity and culture and strengthen their skills and abilities to engage in culturally responsive ways**.**

- Address barriers to employee participation in relevant professional development opportunities to support their growth, learning and acquisition of new skills.
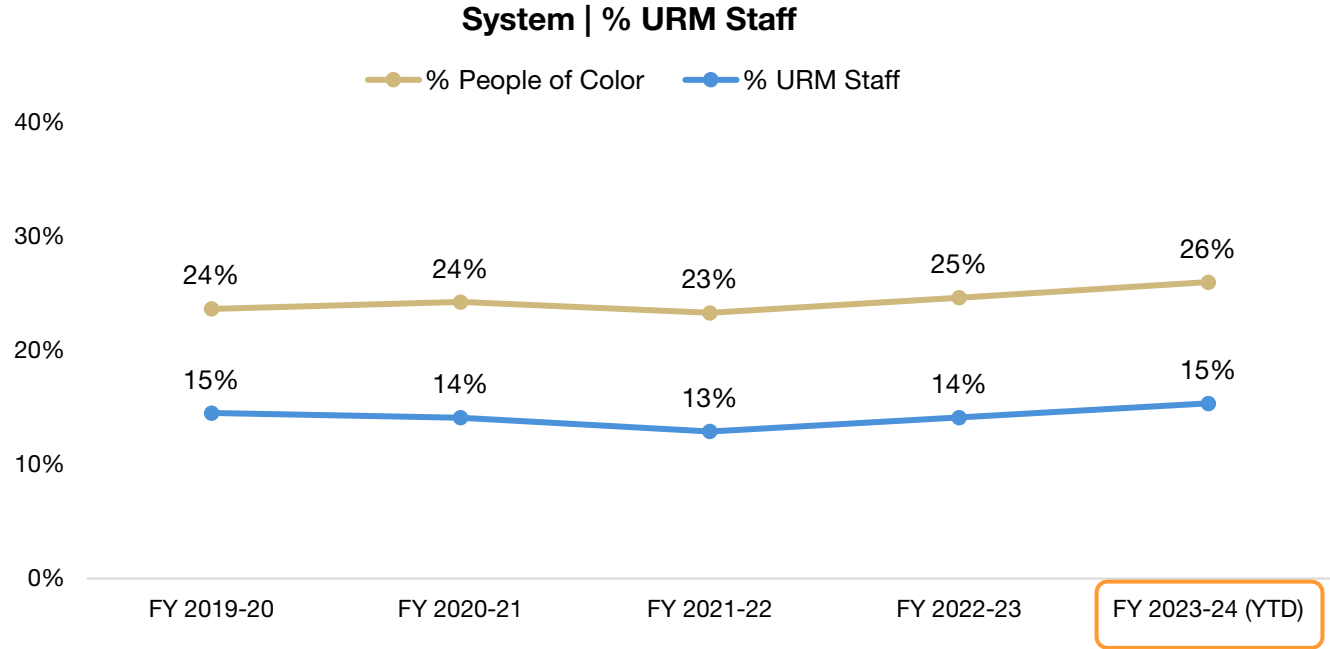
Campus & Workplace Culture Survey

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.

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

2021 – 2026 Strategic Plan

PILLAR 3

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)

2021 – 2026 Strategic Plan

PILLAR 4

CU Total Gifts & Fundraising
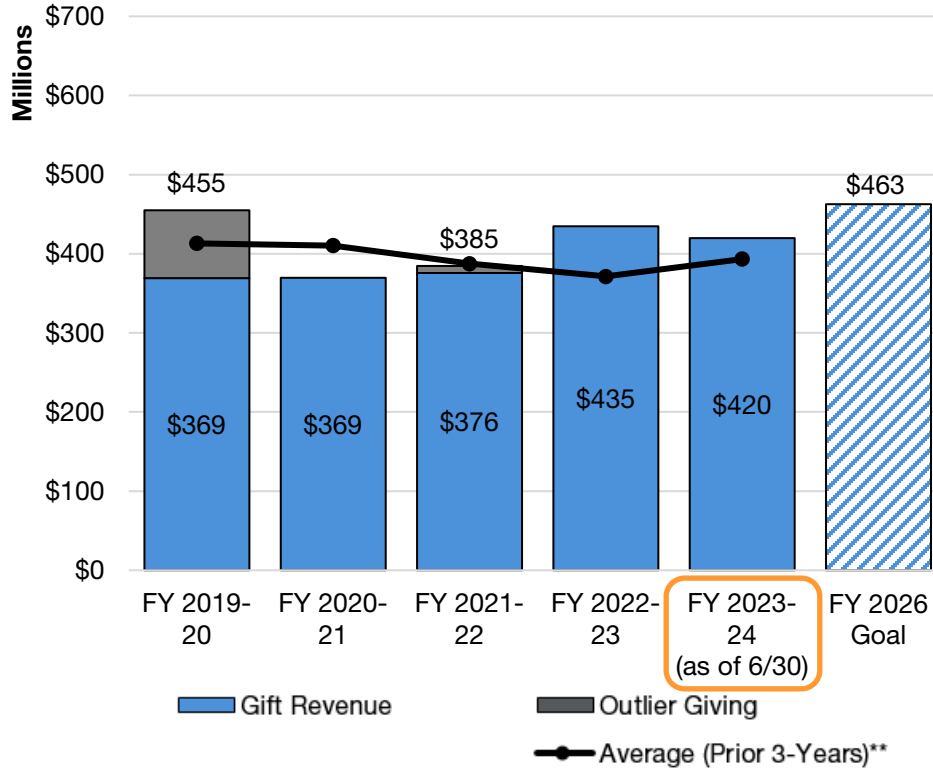
Campus	FY 2023-24 (as of 6/30)	FY 2026 Goal
CU Boulder	$149M	$192M
UCCS	$14M	$25.5M
CU Denver	$13M	$20M
CU Anschutz	$243M	$225M
Total	**$420.6***	**$462.5M**

Legend: ■ Gift Revenue ■ Outlier Giving ●— Average (Prior 3-Years)**

Source: CU Advancement, Advancement Intelligence Report 7/8/2024. Preliminary, excludes fiscal year end gifts and private support accepted through OCG in June 2024
* Preliminary total excludes and additional $1 million raised from System Administration and CU Foundation
** 3-Year Average calculation excludes Outlier Giving

2021 – 2026 Strategic Plan

PILLAR 4

Boulder Gifts & Fundraising

Annual Progress
Goal Achieved: *Pending*

- Outlier Giving
- Gift Revenue
- Average (Prior 3-Years)**

Chart values (Millions):
- FY 2019-20: $161
- FY 2020-21: $142
- FY 2021-22: $163
- FY 2022-23: $158
- FY 2023-24 (as of 6/30): $149
- FY 2026 Goal: $192

97%
Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jun 30, 2024

2023-24 total excludes June 2024 gifts accepted through Office of Contracts & Grants

Source: CU Advancement, Advancement Intelligence Report 7/8/2024. Preliminary, excludes fiscal year end gifts and private support accepted through OCG in June 2024
** 3-Year Average calculation excludes Outlier Giving

2021 – 2026 Strategic Plan

PILLAR 4

UCCS Gifts & Fundraising

Annual Progress Goal Achieved: *Pending*

Legend:
- Outlier Giving
- Gift Revenue
- Average (Prior 3-Years)**

91%
Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jun 30, 2024

2023-24 total excludes June 2024 gifts accepted through Office of Contracts & Grants

Source: CU Advancement, Advancement Intelligence Report 7/8/2024. Preliminary, excludes fiscal year end gifts and private support accepted through OCG in June 2024
** 3-Year Average calculation excludes Outlier Giving

2021 – 2026 Strategic Plan

PILLAR 4

Denver Gifts & Fundraising

Annual Progress Goal Achieved: *Yes*

- Outlier Giving
- Gift Revenue
- Average (Prior 3-Years)**

113%
Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jun 30, 2024

2023-24 total excludes June 2024 gifts accepted through Office of Contracts & Grants

Source: CU Advancement, Advancement Intelligence Report 7/8/2024. Preliminary, excludes fiscal year end gifts and private support accepted through OCG in June 2024
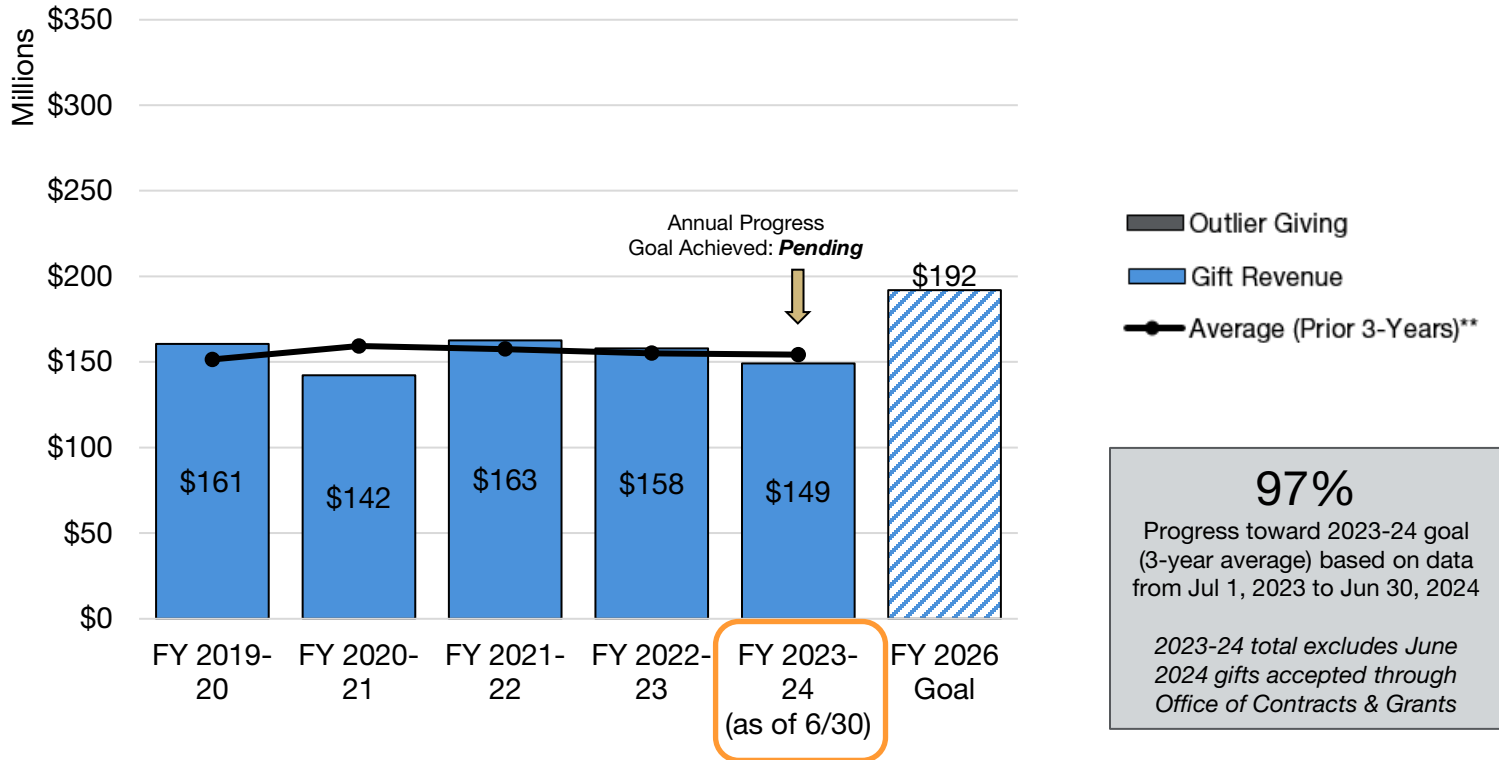** 3-Year Average calculation excludes Outlier Giving

2021 – 2026 Strategic Plan

PILLAR 4

Anschutz Gifts & Fundraising

Annual Progress
Goal Achieved: *Yes*

Millions

$263

$86

$177 (FY 2019-20)
$201 (FY 2020-21)
$180 (FY 2021-22)
$245 (FY 2022-23)
$243 (FY 2023-24 as of 6/30)
$225 (FY 2026 Goal)

Legend:
- Outlier Giving
- Gift Revenue
- Average (Prior 3-Years)**

117%
Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jun 30, 2024

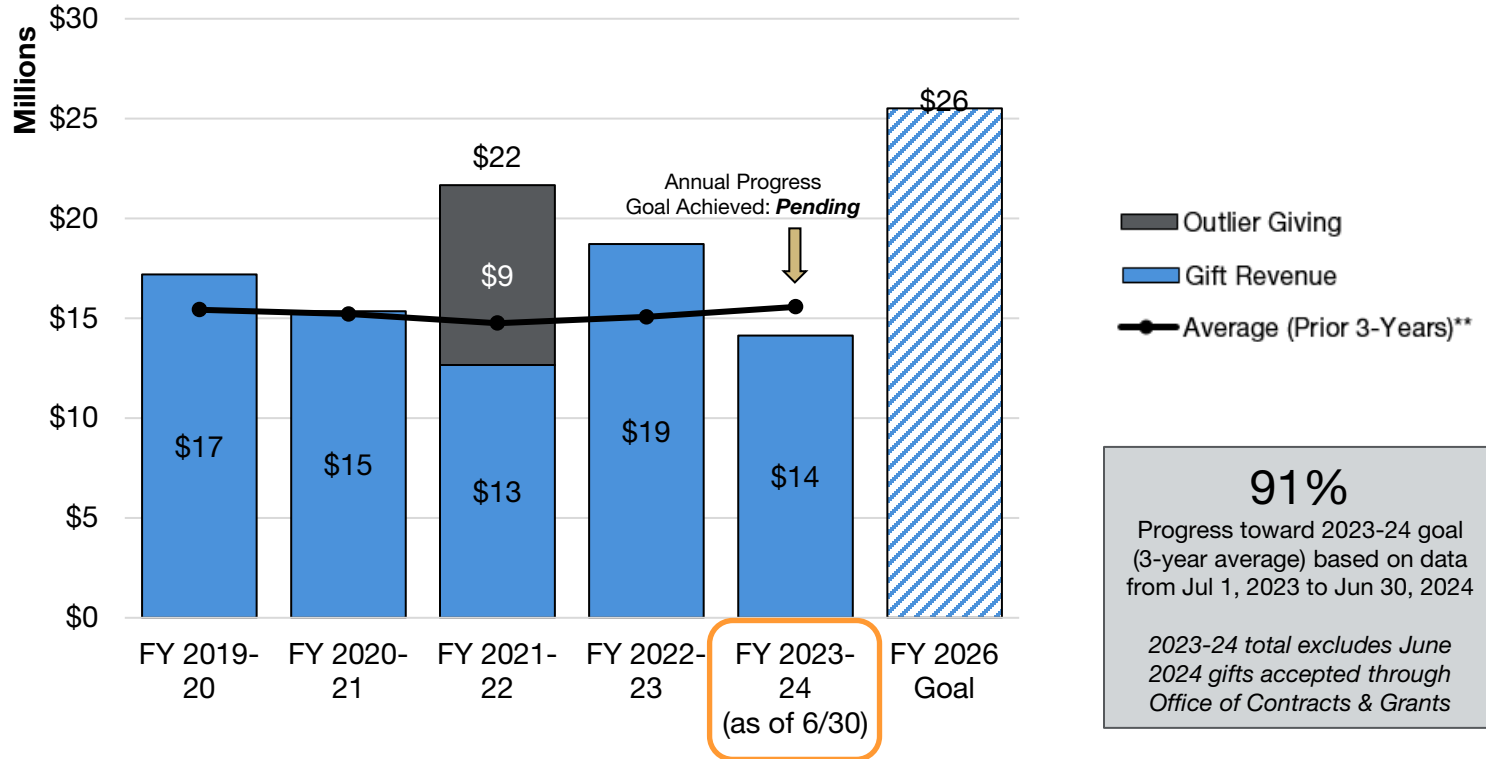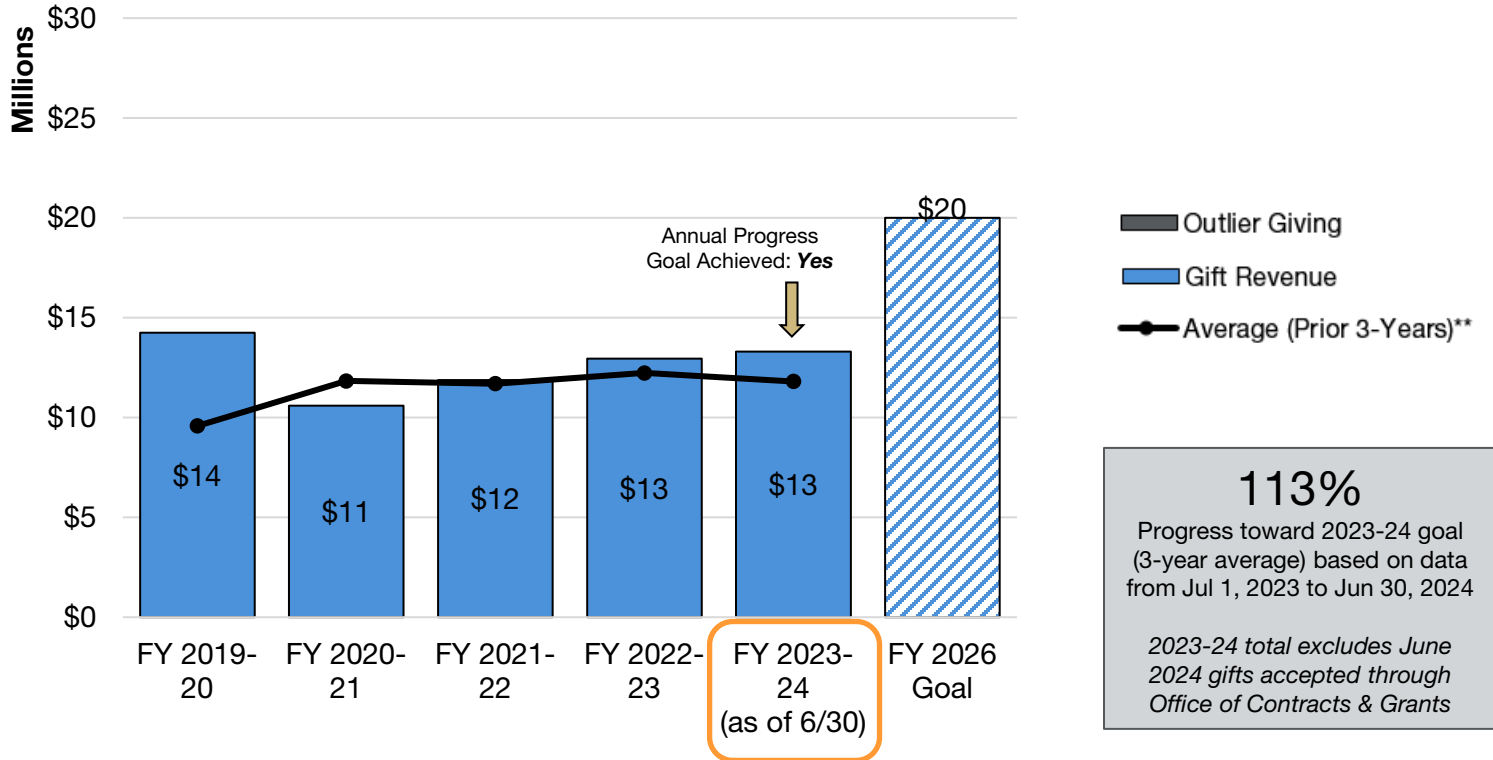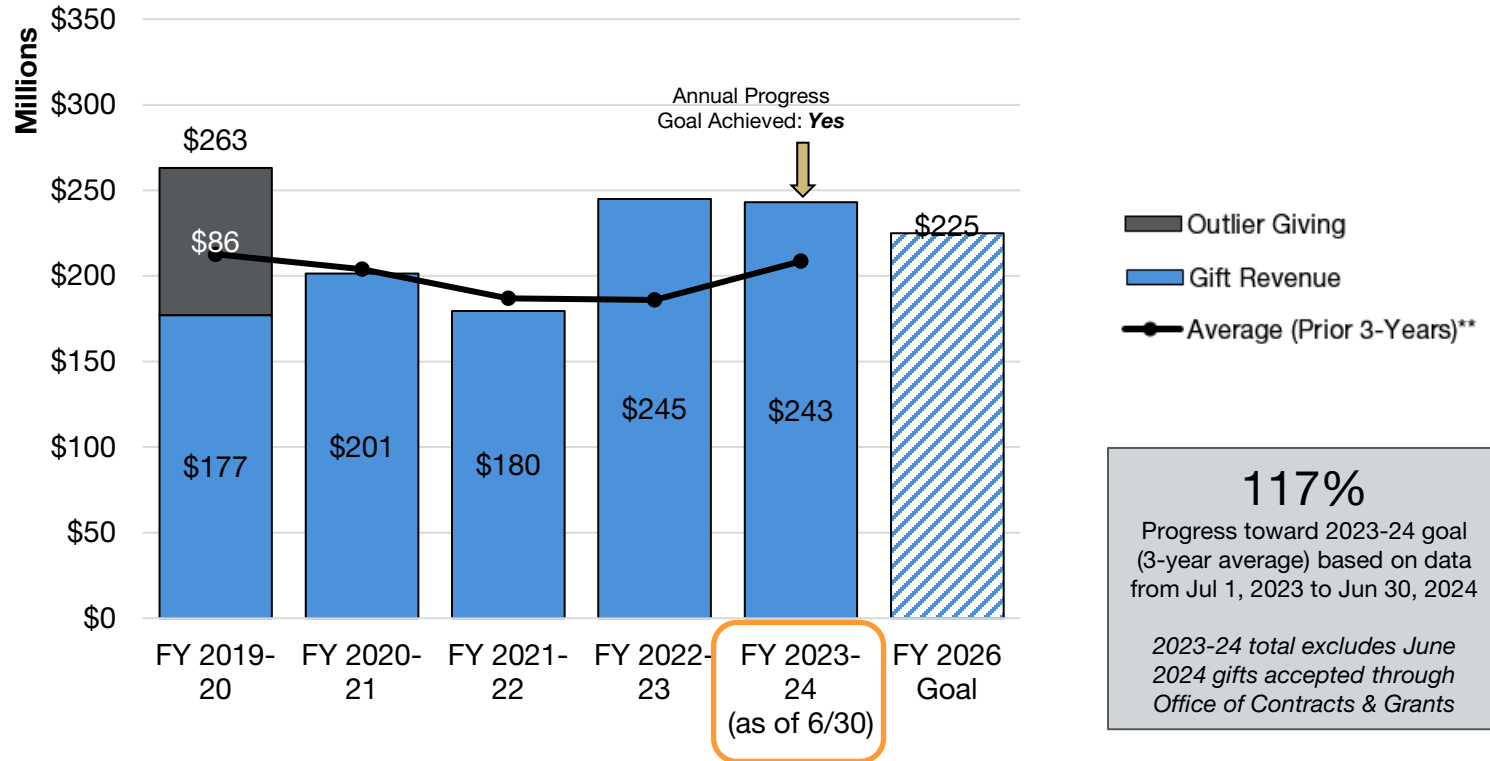*2023-24 total excludes June 2024 gifts accepted through Office of Contracts & Grants*

Source: CU Advancement, Advancement Intelligence Report 7/8/2024. Preliminary, excludes fiscal year end gifts and private support accepted through OCG in June 2024
** 3-Year Average calculation excludes Outlier Giving

Appendix:
Historical Actuals
Previously Presented

PILLAR 1:
Affordability & Student Success

Boulder Graduation Rates (First-Time Freshman)
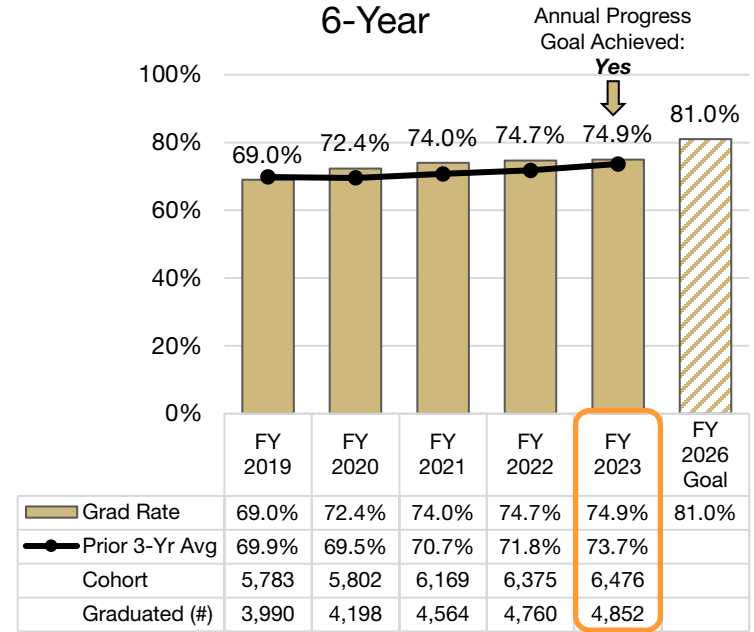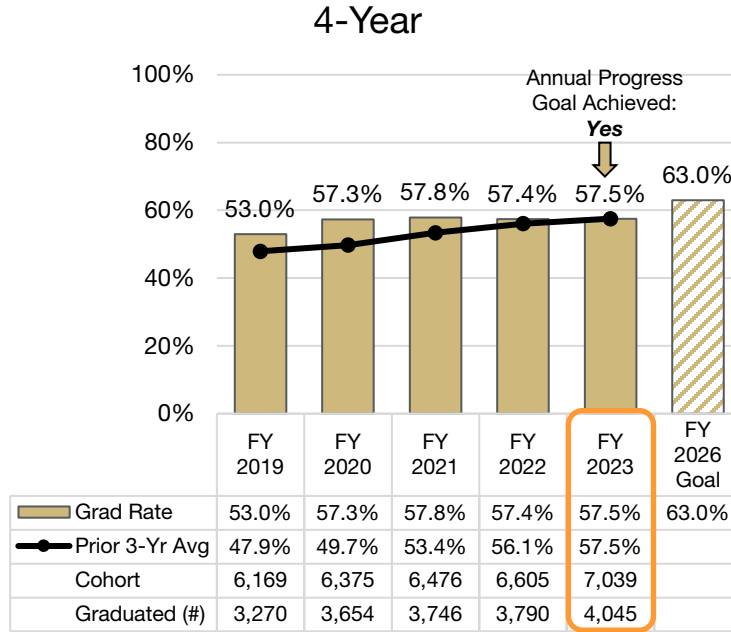
4-Year

Annual Progress Goal Achieved: *Yes*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	53.0%	57.3%	57.8%	57.4%	57.5%	63.0%
Prior 3-Yr Avg	47.9%	49.7%	53.4%	56.1%	57.5%	
Cohort	6,169	6,375	6,476	6,605	7,039	
Graduated (#)	3,270	3,654	3,746	3,790	4,045	

6-Year

Annual Progress Goal Achieved: *Yes*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	69.0%	72.4%	74.0%	74.7%	74.9%	81.0%
Prior 3-Yr Avg	69.9%	69.5%	70.7%	71.8%	73.7%	
Cohort	5,783	5,802	6,169	6,375	6,476	
Graduated (#)	3,990	4,198	4,564	4,760	4,852	

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 URM

Annual Progress Goal Achieved: *No*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	45.0%	47.6%	52.0%	50.1%	47.7%	55.0%
Prior 3-Yr Avg	38.6%	40.6%	44.3%	48.2%	49.9%	
Cohort	1,024	1,143	1,183	1,160	1,296	
Graduated (#)	461	544	615	581	618	

6-Year URM

Annual Progress Goal Achieved: *Yes*

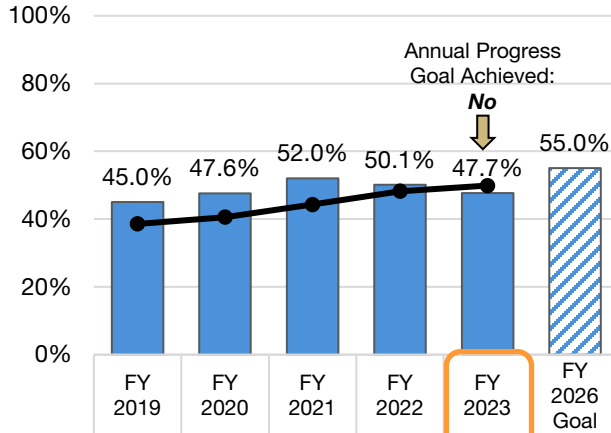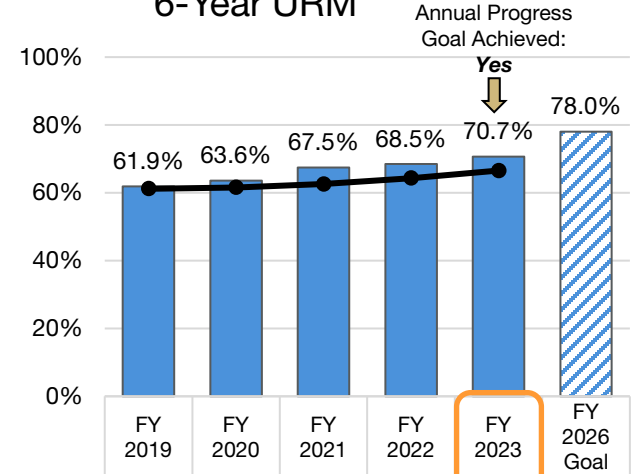|	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	61.9%	63.6%	67.5%	68.5%	70.7%	78.0%
Prior 3-Yr Avg	61.2%	61.6%	62.6%	64.3%	66.5%	
Cohort	901	926	1,024	1,143	1,183	
Graduated (#)	558	589	691	783	836	

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

2021 – 2026 Strategic Plan

PILLAR 1

Boulder Freshman Retention Rates

Overall

Annual Progress Goal Achieved: *Yes*

	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	FY 2026 Goal
Overall Rate	86.9%	85.0%	87.5%	87.8%	89.1%	96%
Prior 3-Yr Avg	87.3%	87.3%	86.5%	86.4%	86.8%	
Cohort (#)	6,605	7,039	6,208	6,652	7,023	
Retained (#)	5,737	5,984	5,430	5,843	6,261	

URM

Annual Progress Goal Achieved: *Yes*

	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	FY 2026 Goal
URM Rate	83.3%	83.8%	82.4%	81.8%	85.3%	94%
Prior 3-Yr Avg	84.2%	84.2%	84.1%	83.2%	82.7%	
Cohort (#)	1,160	1,296	1,176	1,221	1,260	
Retained (#)	966	1,086	969	999	1,075	

Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.
The year indicates the entering fall cohort and year retained.
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.
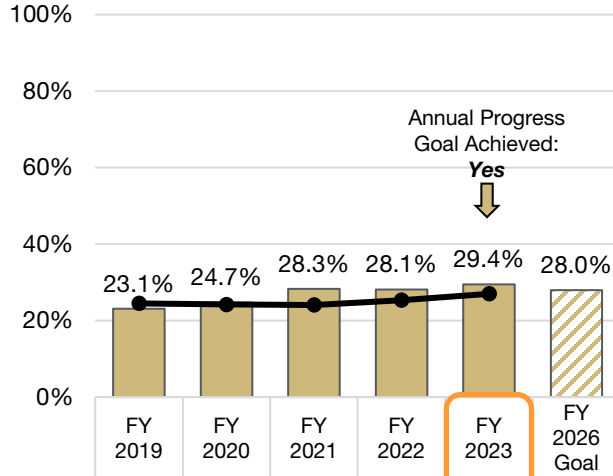
Source: CU System & Campus Offices of Institutional Research

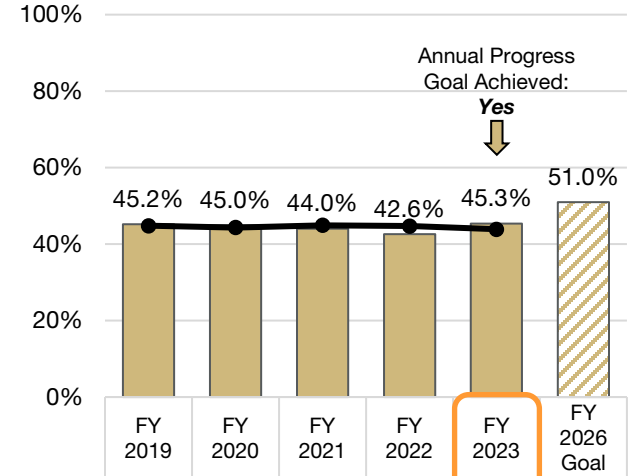FY 2026 Goal is based on Fall 2024 to Fall 2025 retention

UCCS Graduation Rates (First-Time Freshman)

4-Year

Annual Progress Goal Achieved: *Yes*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	23.1%	24.7%	28.3%	28.1%	29.4%	28.0%
Prior 3-Yr Avg	24.5%	24.2%	24.1%	25.3%	27.0%	
Cohort	1581	1958	1930	1936	1845	
Graduated (#)	365	483	546	544	543	

6-Year

Annual Progress Goal Achieved: *Yes*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	45.2%	45.0%	44.0%	42.6%	45.3%	51.0%
Prior 3-Yr Avg	44.8%	44.3%	44.9%	44.7%	43.9%	
Cohort	1515	1659	1581	1958	1930	
Graduated (#)	685	746	696	834	875	

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. All years revised with updated cohort definitions and exclusions.

Affordability & Student Success: Progress to 2026 Goal (**Final: January Retreat**)

UCCS Graduation Rates (URM)

4-Year URM

Annual Progress Goal Achieved: *Yes*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	18.3%	18.9%	22.2%	21.2%	23.6%	24.0%
Prior 3-Yr Avg	19.8%	19.4%	18.4%	19.8%	20.8%	
Cohort	382	503	491	485	487	
Graduated (#)	70	95	109	103	115	

6-Year URM

Annual Progress Goal Achieved: *Yes*

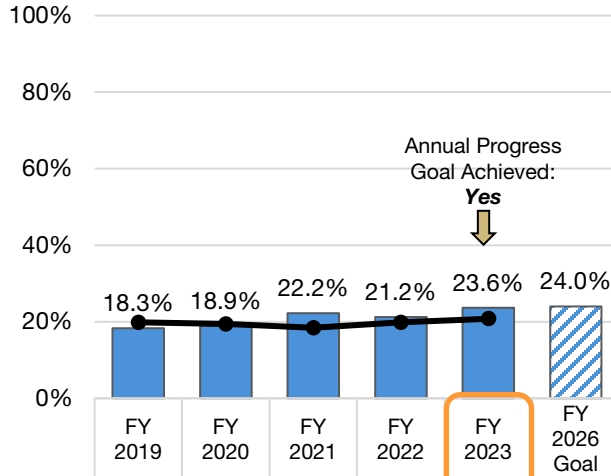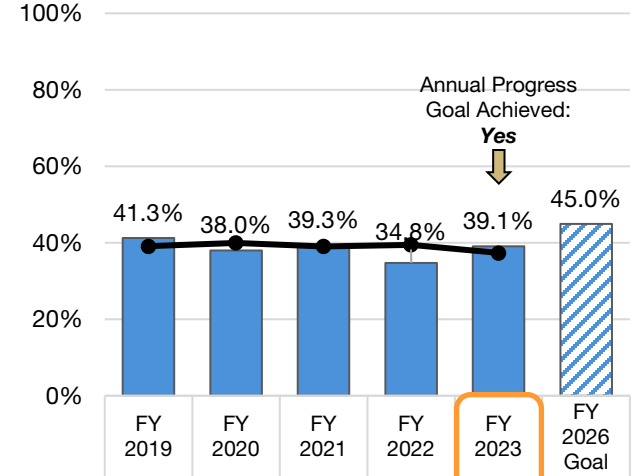|	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	41.3%	38.0%	39.3%	34.8%	39.1%	45.0%
Prior 3-Yr Avg	39.1%	40.0%	39.1%	39.5%	37.4%	
Cohort			382	503	491	
Graduated (#)			150	175	192	

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. All years revised with updated cohort definitions and exclusions.

2021 – 2026 Strategic Plan

PILLAR 1

Affordability & Student Success: Progress to 2026 Goal (**Final: January Retreat**)

UCCS Freshman Retention Rates

Overall

Annual Progress Goal Achieved: **No**

	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	FY 2026 Goal
Overall Rate	69.6%	70.0%	66.9%	67.7%	67.1%	73.5%
Prior 3-Yr Avg	68.1%	68.3%	69.5%	68.8%	68.2%	
Cohort (#)	1,938	1,845	1,632	1,692	1,558	
Retained (#)	1,349	1,292	1,091	1,146	1,046	

URM

Annual Progress Goal Achieved: **Yes**

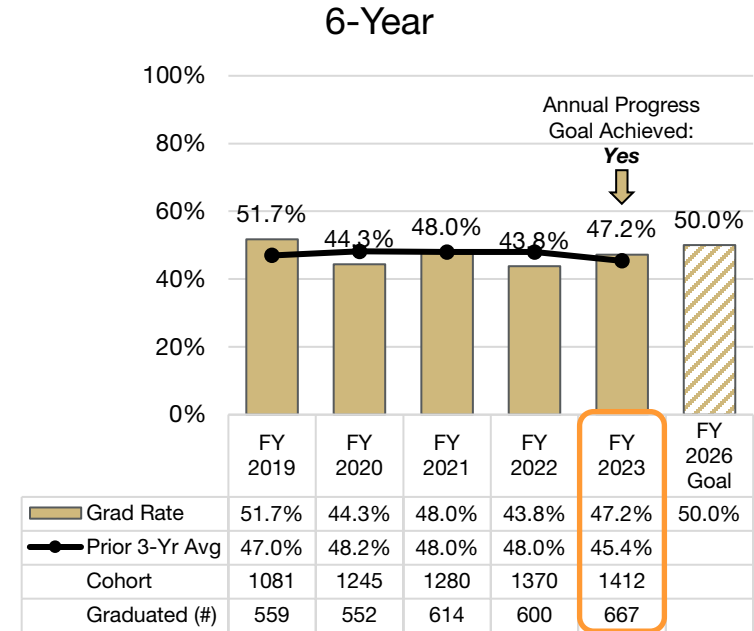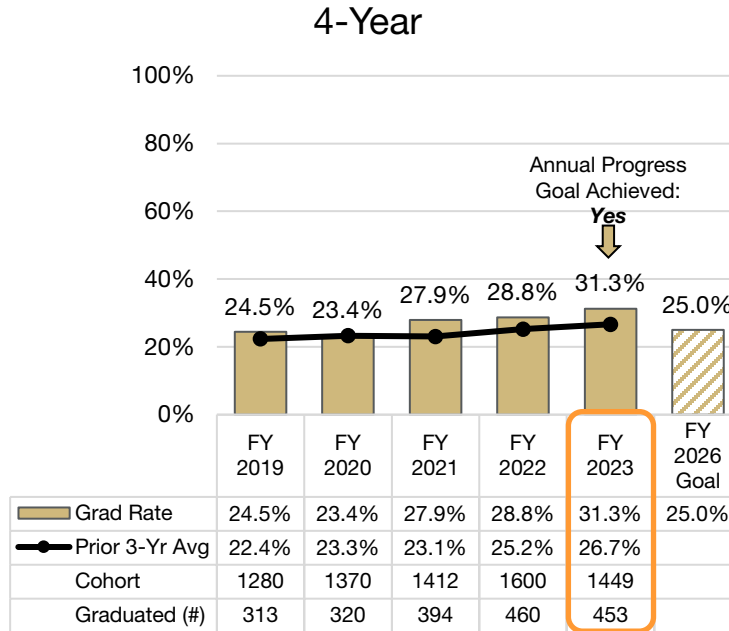|	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	FY 2026 Goal
URM Rate	66.2%	66.6%	62.7%	60.1%	63.5%	70.5%
Prior 3-Yr Avg	63.0%	63.1%	65.3%	65.2%	63.1%	
Cohort (#)	530	455	359	373	427	
Retained (#)	351	303	225	224	271	

Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.
The year indicates the entering fall cohort and year retained.
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. All years revised with updated cohort definitions and exclusions.

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

Denver Graduation Rates (First-Time Freshman)

4-Year

Annual Progress
Goal Achieved:
Yes

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	24.5%	23.4%	27.9%	28.8%	31.3%	25.0%
Prior 3-Yr Avg	22.4%	23.3%	23.1%	25.2%	26.7%	
Cohort	1280	1370	1412	1600	1449	
Graduated (#)	313	320	394	460	453	

6-Year

Annual Progress
Goal Achieved:
Yes

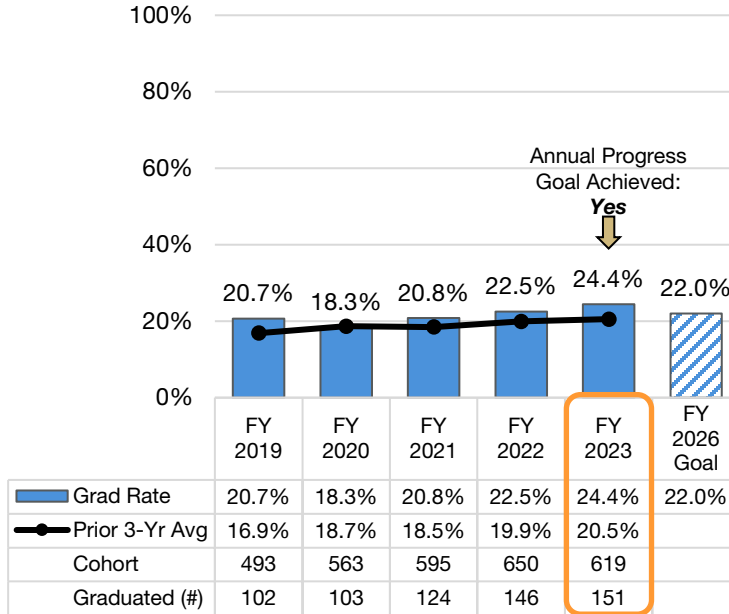|	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	51.7%	44.3%	48.0%	43.8%	47.2%	50.0%
Prior 3-Yr Avg	47.0%	48.2%	48.0%	48.0%	45.4%	
Cohort	1081	1245	1280	1370	1412	
Graduated (#)	559	552	614	600	667	

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.

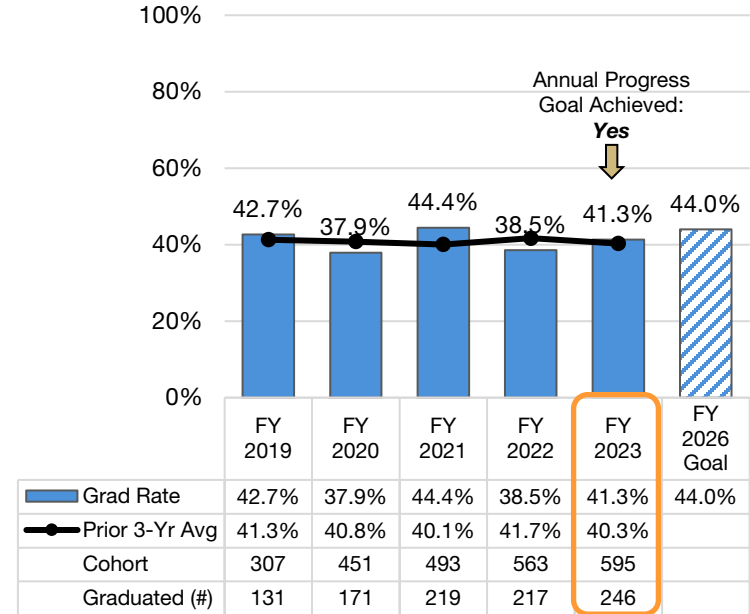Source: CU System & Campus Offices of Institutional Research

2021 – 2026 Strategic Plan

PILLAR 1

Denver Graduation Rates (URM)

4-Year URM

Annual Progress Goal Achieved: *Yes*

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	20.7%	18.3%	20.8%	22.5%	24.4%	22.0%
Prior 3-Yr Avg	16.9%	18.7%	18.5%	19.9%	20.5%	
Cohort	493	563	595	650	619	
Graduated (#)	102	103	124	146	151	

6-Year URM

Annual Progress Goal Achieved: *Yes*

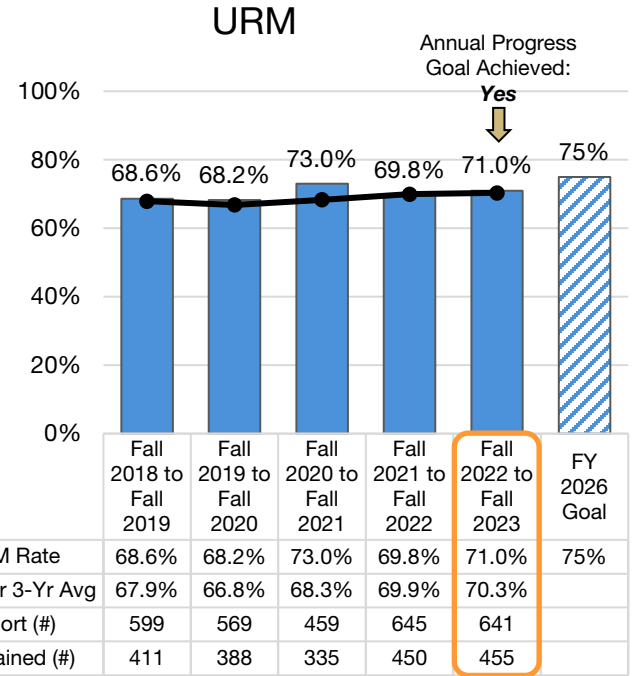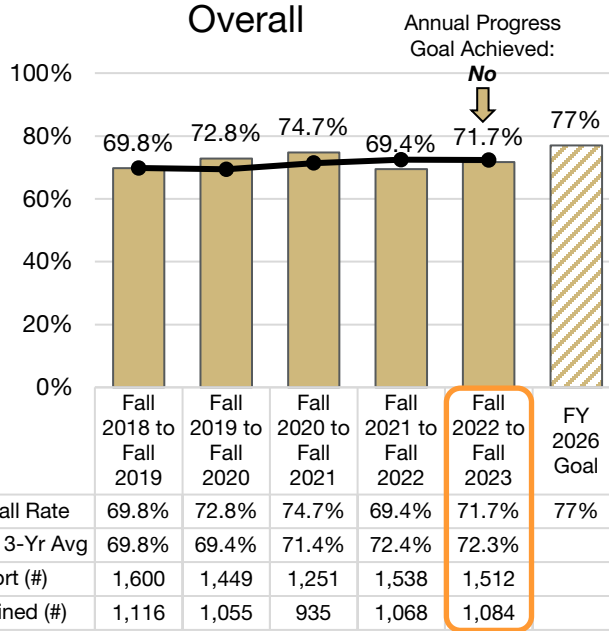|	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2026 Goal
Grad Rate	42.7%	37.9%	44.4%	38.5%	41.3%	44.0%
Prior 3-Yr Avg	41.3%	40.8%	40.1%	41.7%	40.3%	
Cohort	307	451	493	563	595	
Graduated (#)	131	171	219	217	246	

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

Affordability & Student Success: Progress to 2026 Goal (**Final: January Retreat**)

Denver Freshman Retention Rates

Overall

Annual Progress Goal Achieved: *No*

69.8% 72.8% 74.7% 69.4% 71.7% 77%

	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	FY 2026 Goal
Overall Rate	69.8%	72.8%	74.7%	69.4%	71.7%	77%
Prior 3-Yr Avg	69.8%	69.4%	71.4%	72.4%	72.3%	
Cohort (#)	1,600	1,449	1,251	1,538	1,512	
Retained (#)	1,116	1,055	935	1,068	1,084	

URM

Annual Progress Goal Achieved: *Yes*

68.6% 68.2% 73.0% 69.8% 71.0% 75%

	Fall 2018 to Fall 2019	Fall 2019 to Fall 2020	Fall 2020 to Fall 2021	Fall 2021 to Fall 2022	Fall 2022 to Fall 2023	FY 2026 Goal
URM Rate	68.6%	68.2%	73.0%	69.8%	71.0%	75%
Prior 3-Yr Avg	67.9%	66.8%	68.3%	69.9%	70.3%	
Cohort (#)	599	569	459	645	641	
Retained (#)	411	388	335	450	455	

Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.
The year indicates the entering fall cohort and year retained.
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.

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

Source: CU System & Campus Offices of Institutional Research

PILLAR 2:
Discovery & Impact

PILLAR 3:
Diversity, Inclusion, Equity & Access

2021 – 2026 Strategic Plan

PILLAR 3

Boulder - Percent of New Students

Charts display the percentage of new students

% URM (Boulder)   **% Military Affiliation**

	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	FY 2026 Goal
% URM (Boulder)	740 / 20%	654 / 19%	643 / 19%	768 / 20%	834 / 21%	25%
% Military Affiliation	2.0%	2.0%	39 / 1.2%	47 / 1.2%	27 / 0.7%	4%

Annual progress goal achieved
(annual improvement):

URM (Boulder): **Yes**
Military Affiliation: **No**

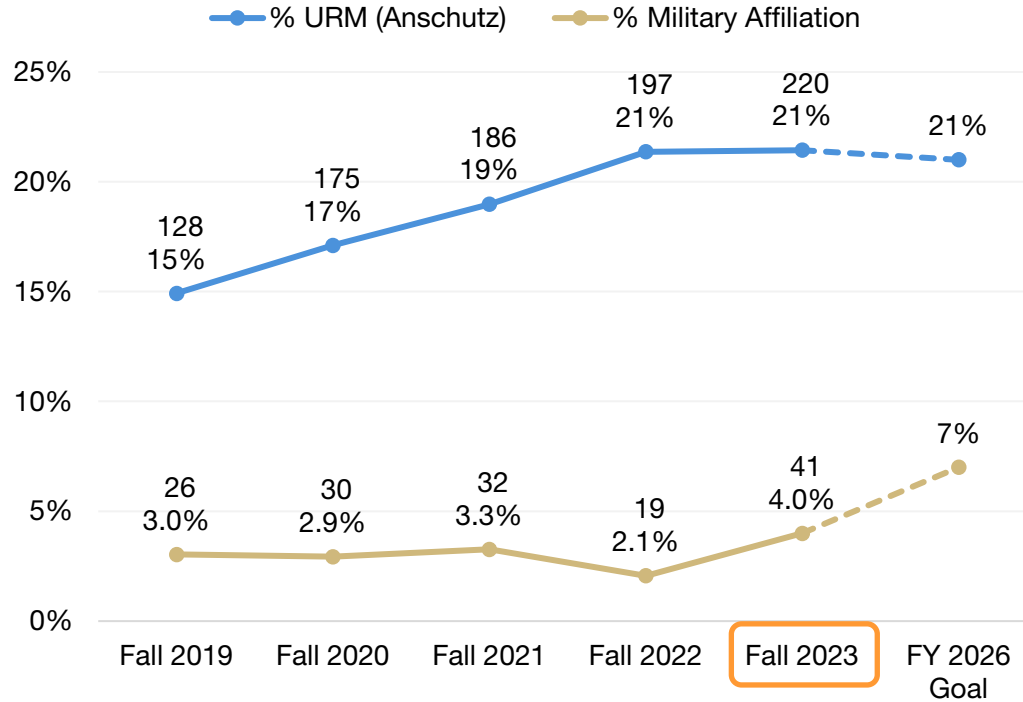Source: CU System & Campus Offices of Institutional Research.
Boulder URM is defined to include Hispanic, Black, American Indian. Boulder new students based on new resident degree-seeking freshman.
Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

UCCS - Percent of New Students

Charts display the percentage of new students

% URM (UCCS) — **% Military Affiliation**

991
37%

931
38%

1,068
40%

878
35%

964
41%

40%

460
17.1%

476
19.3%

515
19.4%

494
19.7%

498
21.3%

22%

Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	FY 2026 Goal
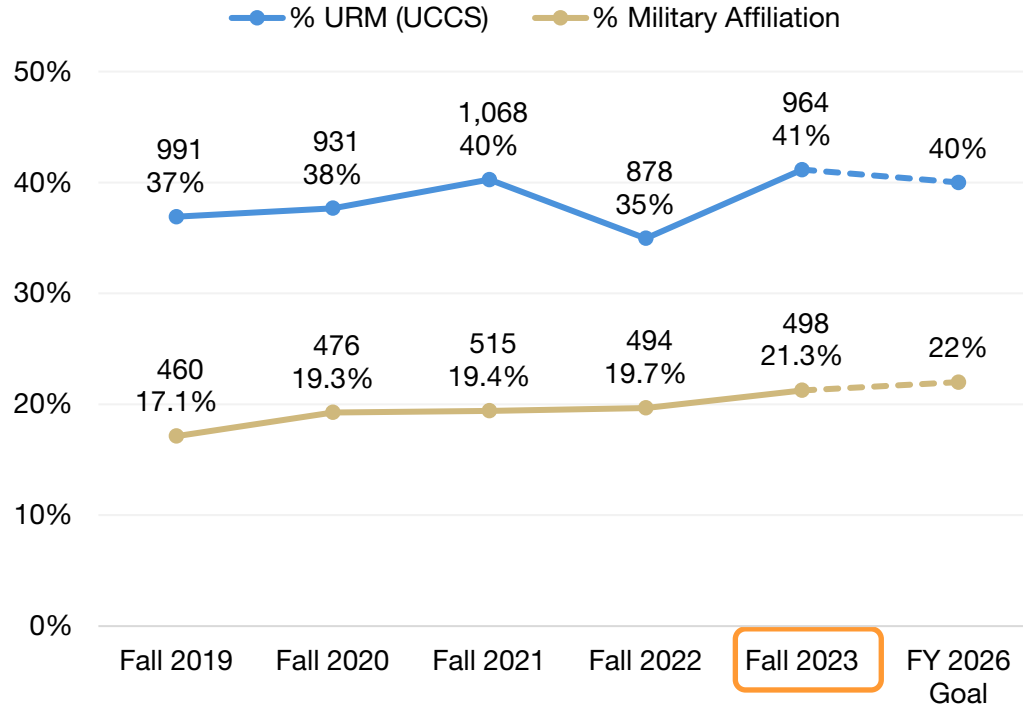
Annual progress goal achieved (annual improvement):

URM (UCCS): **Yes**
Military Affiliation: **Yes**

Note on Fall 2022 & 2023: An increased number of "unknown" race/ethnicity selections at UCCS is due to an issue related to Salesforce and CU-SIS data integration. Data is under review.

Source: CU System & Campus Offices of Institutional Research. Data revised from previous publication for consistent population and source.
UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international). UCCS new students based on new degree-seeking undergraduate students.
Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

Denver - Percent of New Students

Charts display the percentage of new students

— % URM (Denver)   — % Military Affiliation
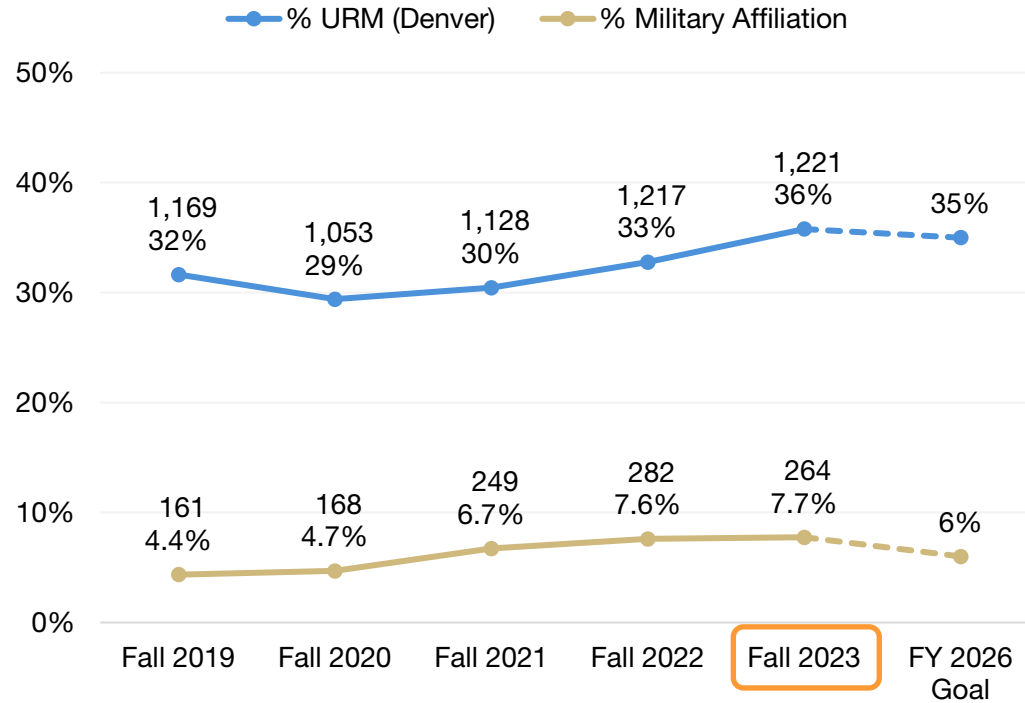
Annual progress goal achieved (annual improvement):

URM (Denver): **Yes**
Military Affiliation: **Yes**

% URM (Denver):
- Fall 2019: 1,169 / 32%
- Fall 2020: 1,053 / 29%
- Fall 2021: 1,128 / 30%
- Fall 2022: 1,217 / 33%
- Fall 2023: 1,221 / 36%
- FY 2026 Goal: 35%

% Military Affiliation:
- Fall 2019: 161 / 4.4%
- Fall 2020: 168 / 4.7%
- Fall 2021: 249 / 6.7%
- Fall 2022: 282 / 7.6%
- Fall 2023: 264 / 7.7%
- FY 2026 Goal: 6%

Source: CU System & Campus Offices of Institutional Research.
Denver URM is defined to include Hispanic, Black, American Indian, Pacific Islander. Denver new students based on new degree-seeking students, all levels.
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):

URM (Anschutz): **Yes**
Military Affiliation: **Yes**

Source: CU System & Campus Offices of Institutional Research.
Anschutz URM is defined to include Hispanic, Black, American Indian, Pacific Islander. Anschutz new students based on new degree-seeking students, all levels.
Veteran includes people who have served in the US Armed Forces

PILLAR 4:
Fiscal Strength

Other Revenue per Employee – Boulder

Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue
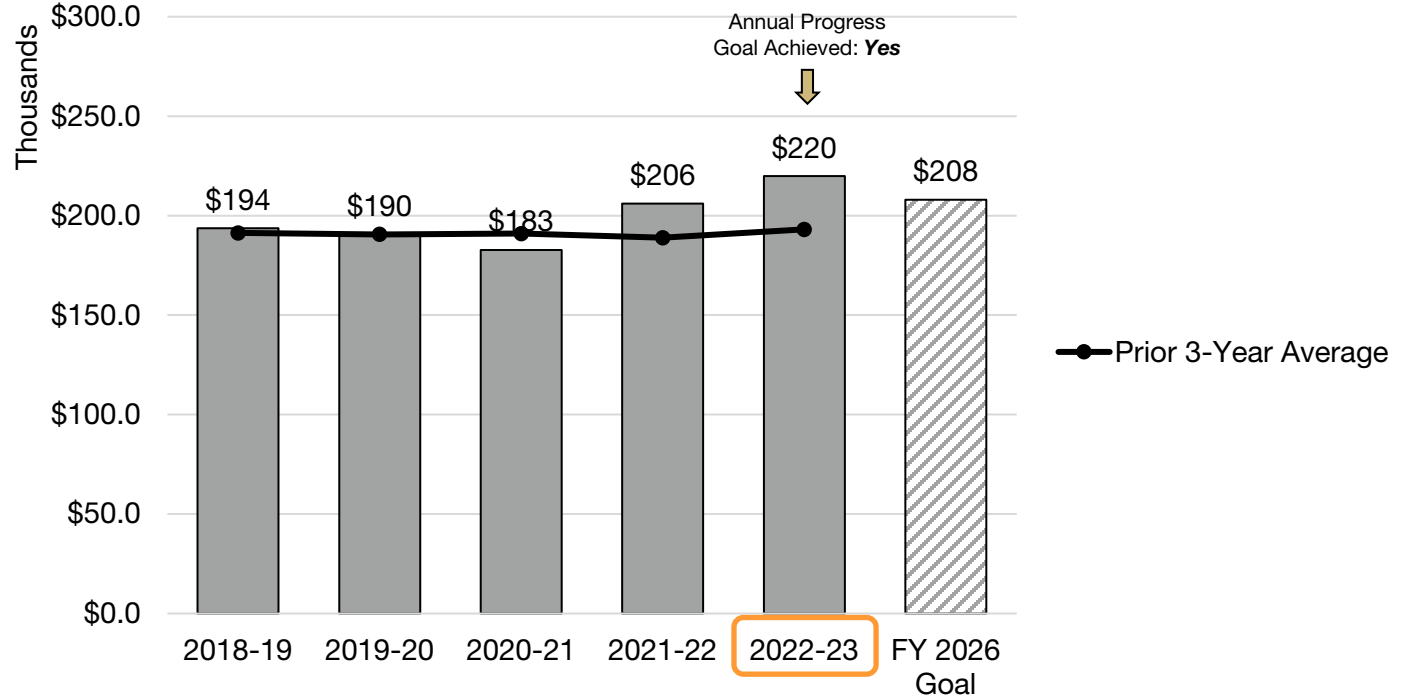
Source: CU System Institutional Research, based on final annual financial statements.
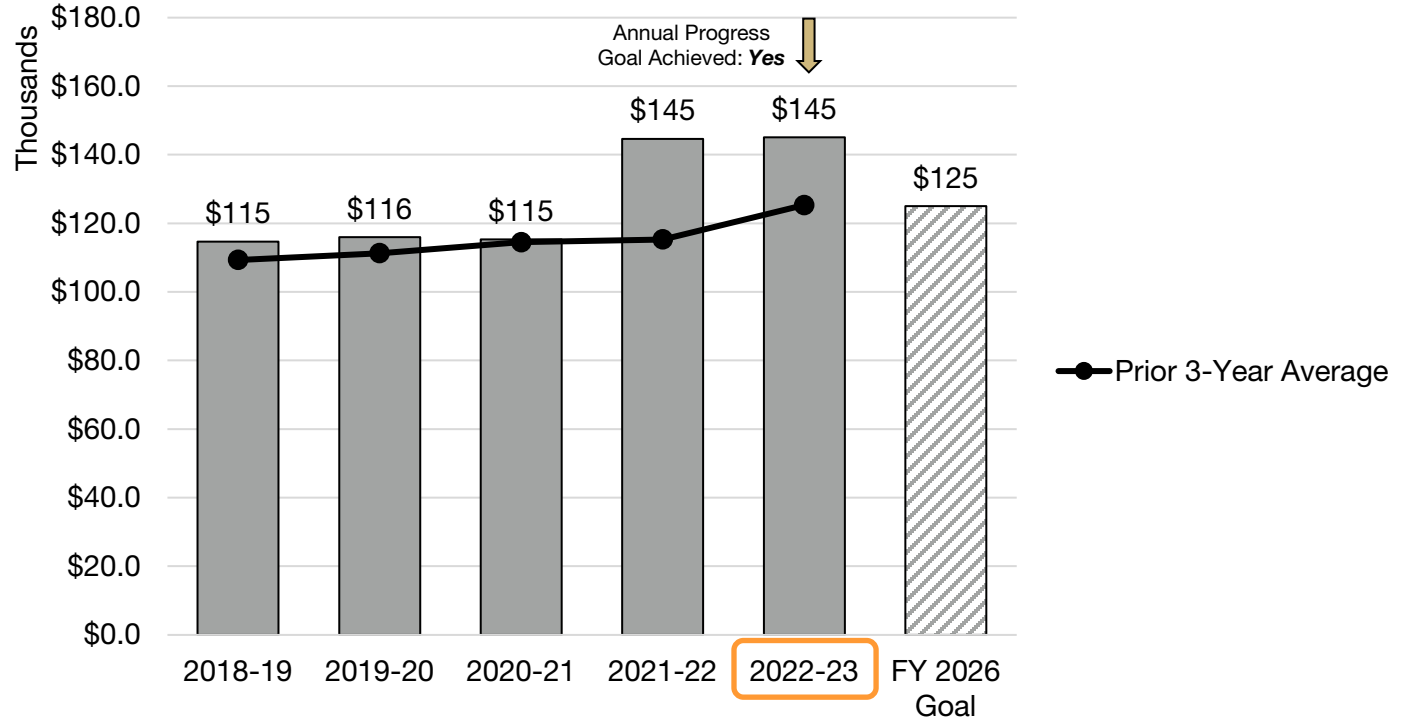Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue

Other Revenue per Employee – UCCS

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

Annual Progress Goal Achieved: *No*

Prior 3-Year Average

Note on UCCS Other Revenue per FTE: 2022-23 final data reflect declines in total revenue (-1%) and calculated Other Revenue (-8%), but an increase in employee FTE, resulting in an overall decline on a per FTE basis. Calculation as of 1/10/24.

Source: CU System Institutional Research, 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

2021 – 2026 Strategic Plan

PILLAR 4
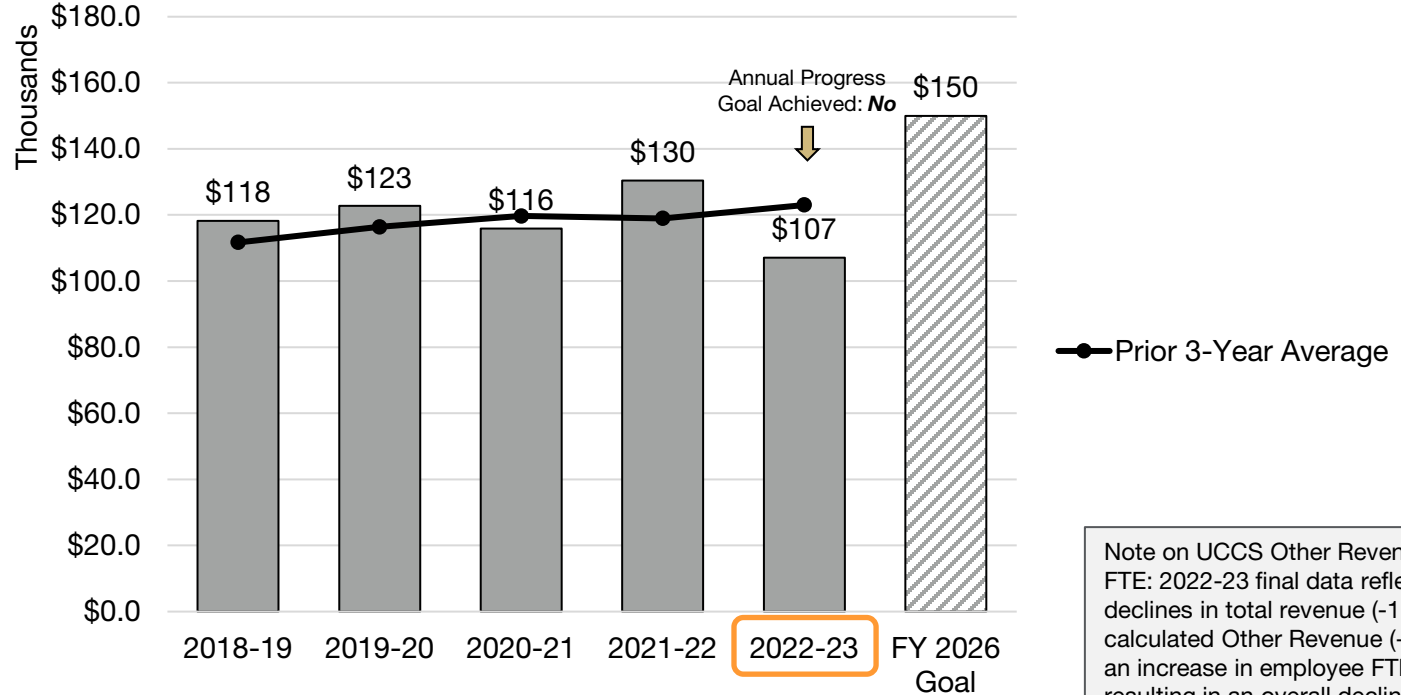
Other Revenue per Employee – Denver

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

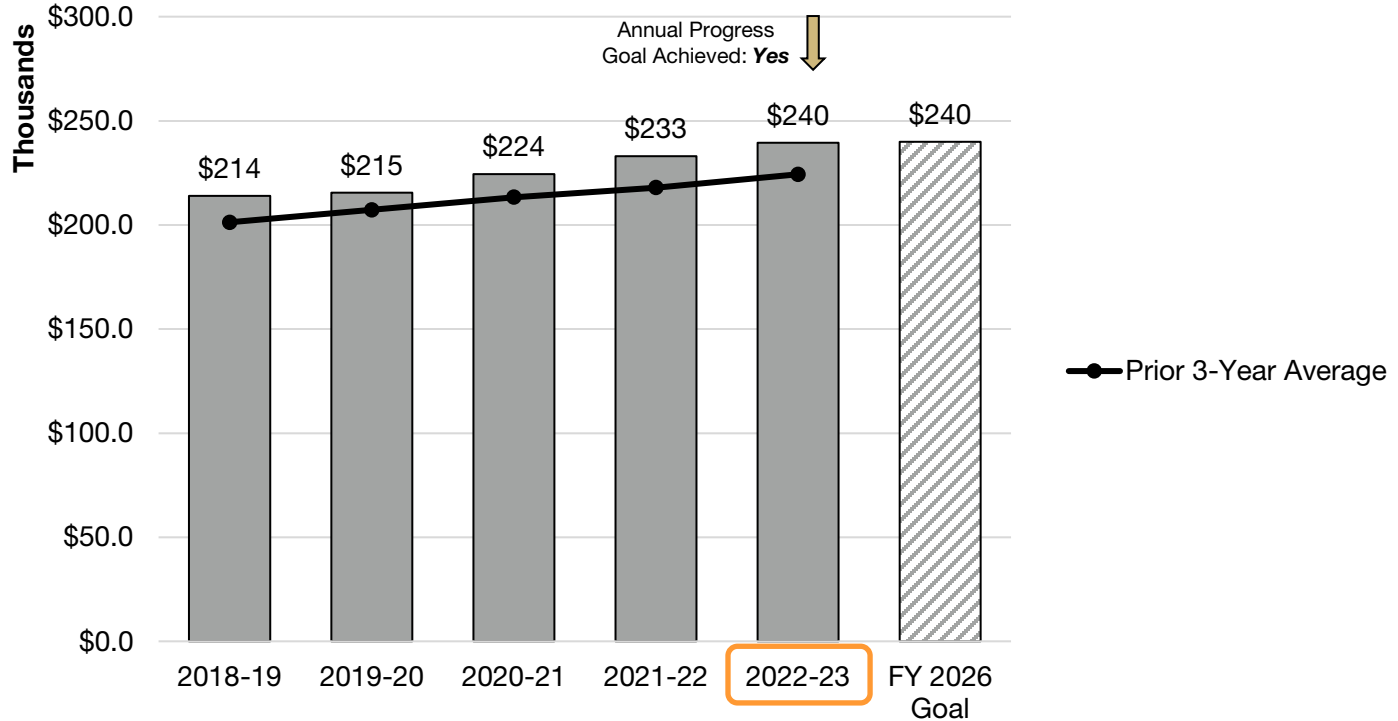

Annual Progress
Goal Achieved: *Yes*

Thousands

$180.0
$160.0
$140.0
$120.0
$100.0
$80.0
$60.0
$40.0
$20.0
$0.0

$115 $116 $115 $145 $145 $125

2018-19   2019-20   2020-21   2021-22   2022-23   FY 2026 Goal

Prior 3-Year Average

Source: CU System Institutional Research, based on final annual financial statements. Denver/Anschutz financial detail provided by campus controller in Dec 2022.
Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue

2021 – 2026 Strategic Plan

PILLAR 4

Other Revenue per Employee – Anschutz

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

Annual Progress
Goal Achieved: *Yes*

Prior 3-Year Average

	2018-19	2019-20	2020-21	2021-22	2022-23	FY 2026 Goal
Value	$214	$215	$224	$233	$240	$240

Source: CU System Institutional Research, based on final annual financial statements. Denver/Anschutz financial detail provided by campus controller in Dec 2022.
Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue

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 MTCO2e. 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.

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.

Energy Use Intensity (EUI)
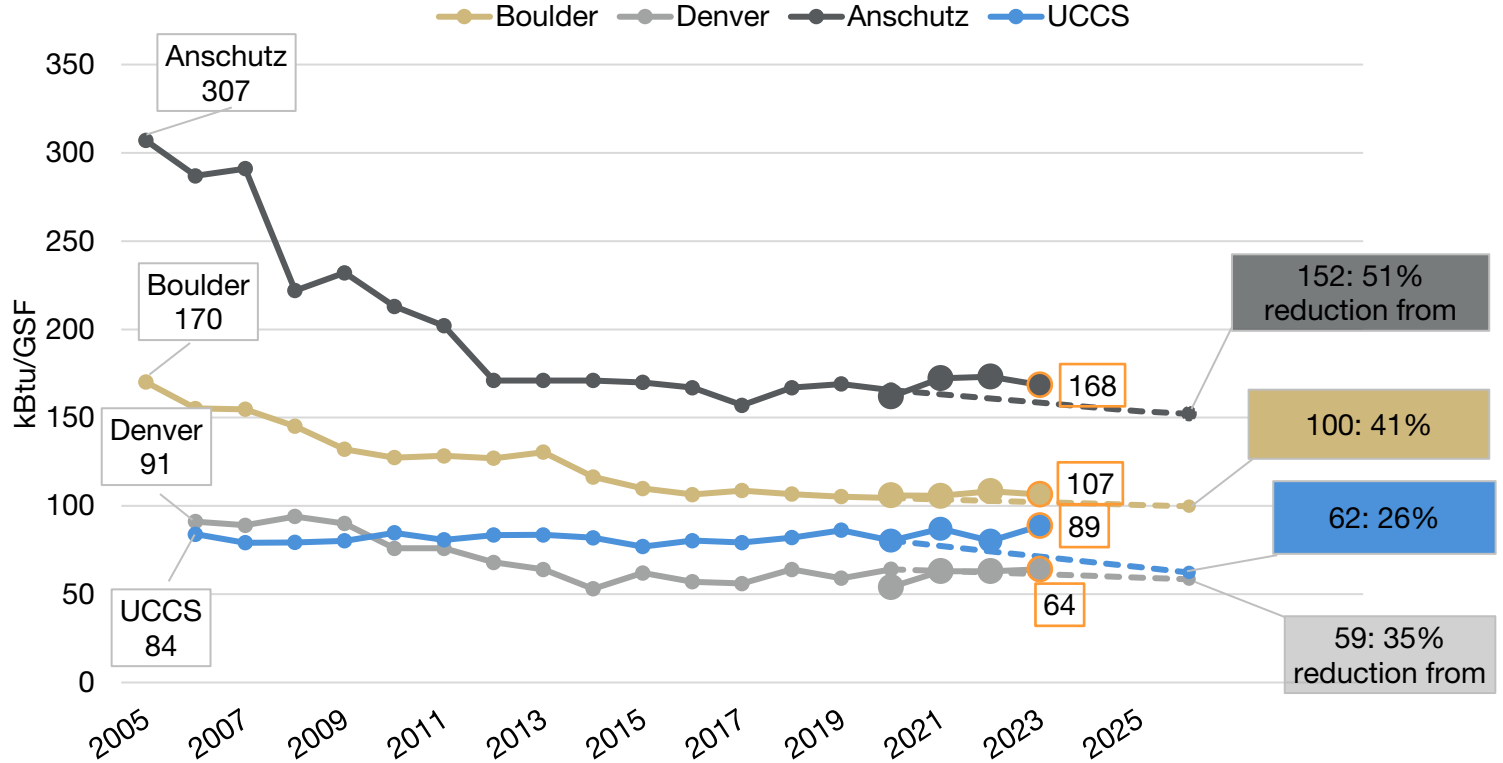
Energy per square foot per year

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.

2021 – 2026 Strategic Plan

PILLAR 4

Energy Use Intensity – Goals (with 2020 actuals)

Legend: Boulder — Denver — Anschutz — UCCS

Anschutz 307

Boulder 170

Denver 91

UCCS 84

kBtu/GSF

152: 51% reduction from

100: 41%

62: 26%

59: 35% reduction from

168

107

89

64

X-axis: 2005, 2007, 2009, 2011, 2013, 2015, 2017, 2019, 2021, 2023, 2025
Y-axis: 0, 50, 100, 150, 200, 250, 300, 350

Greenhouse Gas Emissions (GHG)

Metric tons of carbon dioxide

What is "GHG"?

Greenhouse gas (GHG) is measured in metric tons of carbon dioxide equivalent or MTCO2e. 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.

2021 – 2026 Strategic Plan

PILLAR 4

Greenhouse Gas Emissions (MTCO2e) – Progress Toward Goal

2013 peak: 253,778 $MTCO_2e$

2023 actual: 209,341 $MTCO_2e$

2026 goal: 185,854 $MTCO_2e$

- Boulder
- UCCS
- Denver
- Anschutz

Note: UCCS, CU Denver, and CU Anschutz actual data through 2023. CU Boulder actual data through 2022.

2021 – 2026 Strategic Plan

PILLAR 4

Greenhouse Gas Emissions (MTCO2e) – Progress Toward Goal

2008 peak:
0.06 MTCO$_2$e/GSF

2023 actual:
0.04 MTCO$_2$e/GSF

2026 goal:
0.03 MTCO$_2$e/GSF

(MTCO$_2$e)/Gross Square Ft.

Boulder
UCCS
Denver
Anschutz

Note: UCCS, CU Denver, and CU Anschutz actual data through 2023. CU Boulder actual data through 2022.

Greenhouse Gas Emissions Action Steps

Campuses implementing 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
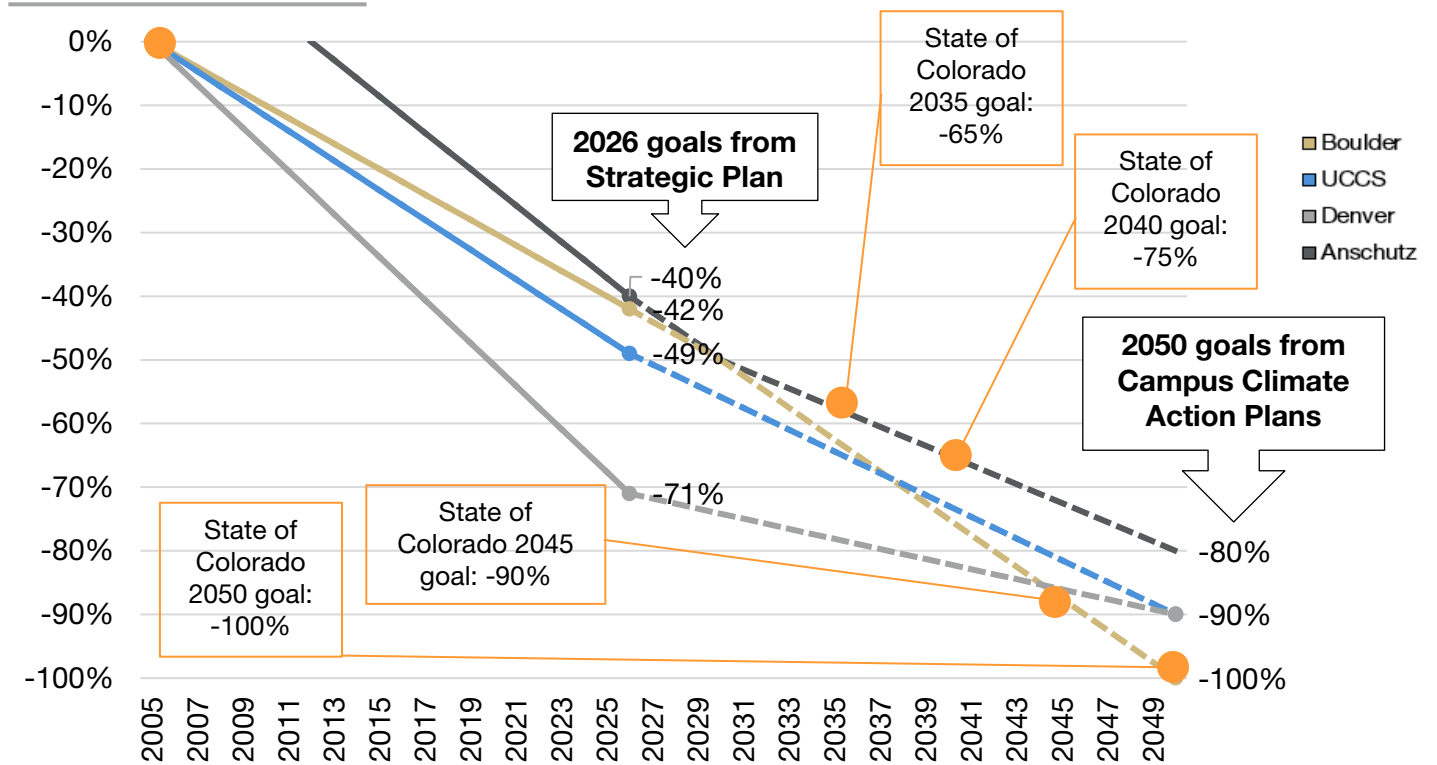
2021 – 2026 Strategic Plan

PILLAR 4

2021 – 2026 Strategic Plan

PILLAR 4

Greenhouse Gas Emissions Reduction Goals

2021 – 2026 Strategic Plan

PILLAR 4

Fiscal Strength: Progress to 2026 Goal (Final – Presented May 2024)

Greenhouse Gas Emissions Reduction Goals

2026 goals from Strategic Plan

State of Colorado 2035 goal: -65%

State of Colorado 2040 goal: -75%

2050 goals from Campus Climate Action Plans

State of Colorado 2050 goal: -100%

State of Colorado 2045 goal: -90%

Legend:
- Boulder
- UCCS
- Denver
- Anschutz

Data points: -40%, -42%, -49%, -71%, -80%, -90%, -100%
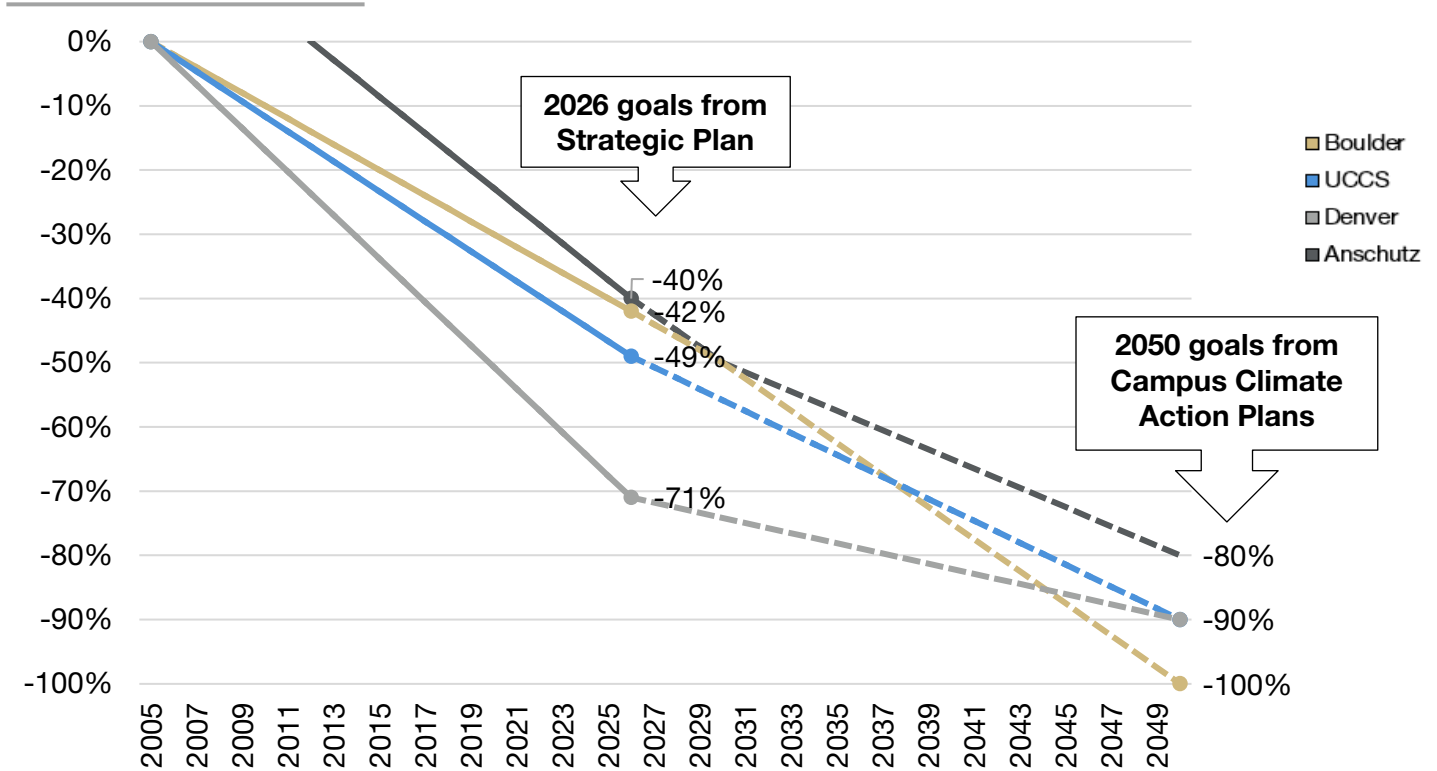
Facilities Condition Index (FCI)

Campus average index of building condition

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.

Action Steps – Facility Condition Index (FCI)

1. **Routine assessment of facility condition and deferred maintenance**

   • Uniform methodology across the campuses

   • Report current replacement value to the state

2. **Plan for funding maintenance of new and renovated buildings**

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

4. **Long-term funding and spending plan to:**

   • Stop the growth of the deferred maintenance backlog

   • Reduce deferred maintenance backlog, particularly critical need and life safety

   • Proactively fund preventative maintenance

Fiscal Strength: Progress to 2026 Goal (Final – Presented May 2024)

Facilities Condition Index – Deferred Maintenance

Total Deferred Maintenance Backlog

Campus	2022	2023
Boulder	**$1.25 billion**	**$1.30 billion**
General Fund	$752.6 million	$780.5 million
Non-General Fund	$497.6 million	$517.3 million
UCCS	**$58.6 million**	**$52.2 million***
General Fund	$49.6 million	$40.3 million
Non-General Fund	$8.6 million	$11.9 million
Denver	**$18.5 million**	**$42.8 million***
General Fund	$17.8 million	$39.9 million
Non-General Fund	$638,550	$2.9 million
Anschutz	**$60.9 million**	**$107.5 million***
General Fund	$44.3 million	$75.1 million
Non-General Fund	$16.6 million	$32.4 million
Total	**$1.39 billion**	**$1.50 billion**
General Fund	$864.3 million	$935.9 million
Non-General Fund	$523.4 million	$564.5 million

Denver 3%
UCCS 3%
Anschutz 7%
Boulder 87%
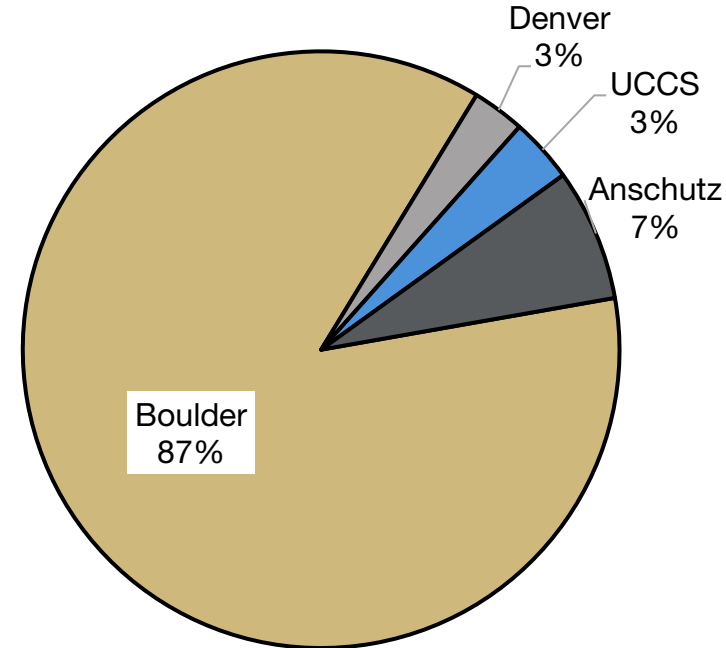
Note: Campus deferred maintenance backlog numbers reflect the cost to achieve a campus average Facility Condition Index (FCI) score of 85%.

Source: Campuses   *2023 adjustment is primarily due to more accurate data from most recent Facility Condition Audits.

2021 – 2026 Strategic Plan

PILLAR 4

Facilities Condition Index Action Steps – CU Boulder
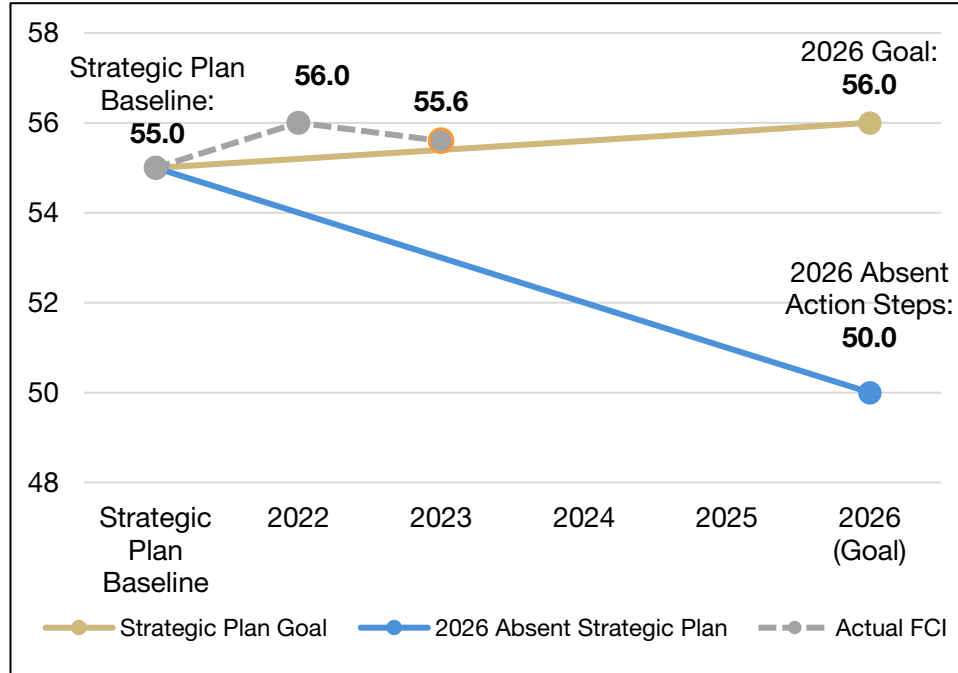
Facilities Condition Index
- Current index for all facilities – 55.6%
  - 95 GF buildings below 85% FCI
  - 15 GF buildings above 85% FCI

Deferred Maintenance
- University-funded - $26 million
- State-funded - $6.5 million
- Slowed growth of backlog by $29.0 million
- Fleming Phase II - $10.0 million

Upcoming Projects
- University-funded
  - Ekeley Sciences – $15.0 million
  - Energy Performance – $3.0 to $5.0 million
  - Old Main Exterior - $7.0 million
  - Annual small project allocation - $7.5 million
- State-funded
  - Hellems Renovation - $36.8 million
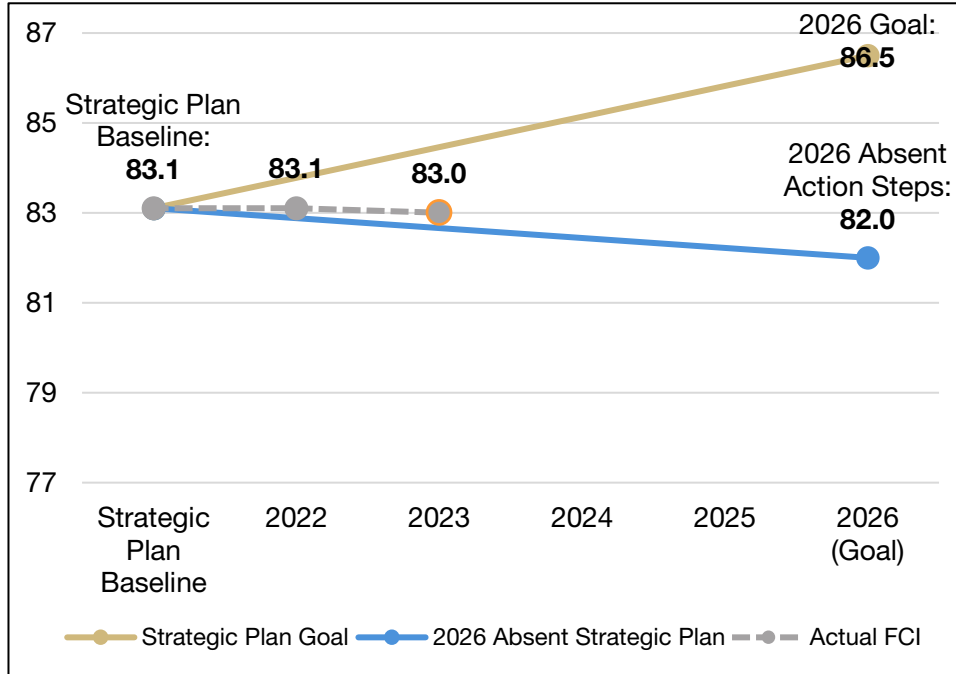 - Six controlled maintenance projects - $8.5 million

Timeline for Borrowing Plan
- First capital and deferred maintenance-related debt in summer 2024

Facilities Condition Index Action Steps – UCCS

Facilities Condition Index (Cont.)

- Kraemer Family Library/El Pomar Center FCI improved by 9%

- Average FCI is skewed due to newer buildings

Deferred Maintenance

- University-funded - $836,000

- State-funded - $3.5 million

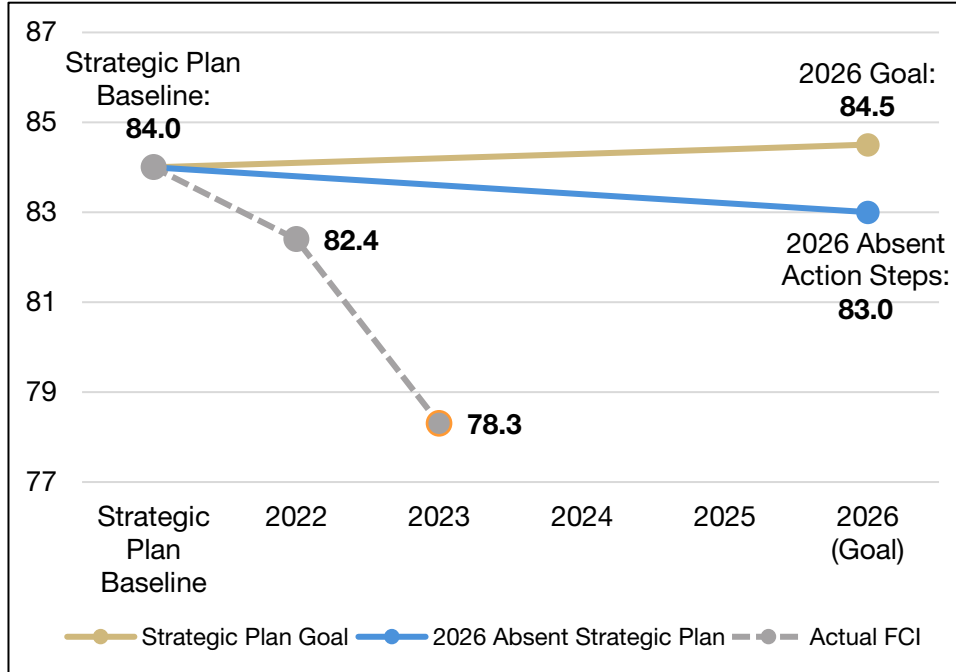**Upcoming Projects**

- University-funded

  o Engineering Building – $10.4 million

- State-funded

  o One controlled maintenance project - $2.0 million

Facilities Condition Index

- Current index for all facilities – 78.0%
  - o 40 facilities below 85% FCI (-7 from 2023)
  - o 34 facilities at or above 85% (+10 from 2023)
- 2023 adjustment is primarily due to more accurate data from most recent Facility Condition Audits

2021 – 2026 Strategic Plan

PILLAR 4

Facilities Condition Index Action Steps – CU Denver

Strategic Plan Baseline: **84.0**

2026 Goal: **84.5**

2026 Absent Action Steps: **83.0**

82.4

78.3

87
85
83
81
79
77

Strategic Plan Baseline | 2022 | 2023 | 2024 | 2025 | 2026 (Goal)

Strategic Plan Goal — 2026 Absent Strategic Plan — Actual FCI
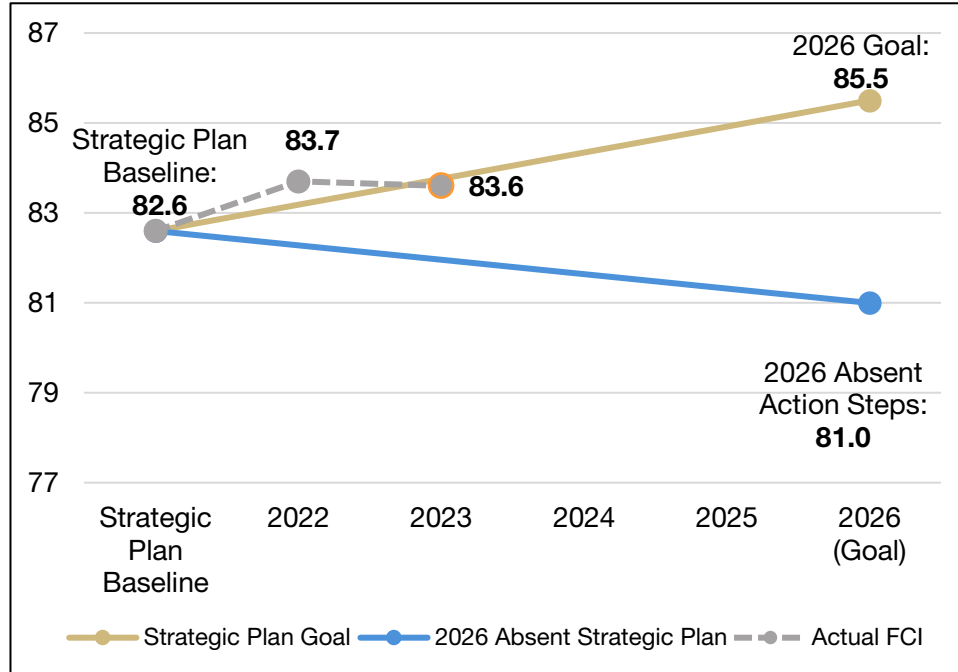
Deferred Maintenance

- University-funded - $610,000
- State-funded - $3.0 million
  - o CU Denver Building Electrical Distribution (Phase 2 of 2) - $1.2 million
  - o CU Denver Building Fire Protection Replacement - $1.8 million

Upcoming Projects

- University-funded - $1.3 million
- State-funded (AHEC)
  - o Three controlled maintenance projects - $3.1 million

Facilities Condition Index
- Current index for all facilities – 78.3%
  - o 2 facilities below 85% FCI
  - o 2 facilities over 85% FCI
- 2023 adjustment is primarily due to more accurate data from most recent Facility Condition Audits

Fiscal Strength: Progress to 2026 Goal (Final – Presented May 2024)

Facilities Condition Index Action Steps – CU Anschutz

Deferred Maintenance

- University-funded – $7.2 million
- State-funded – $6.5 million

Upcoming Projects

- University-funded - $10.9 million
- State-funded - Two controlled maintenance projects – $3.6 million

Facilities Condition Index
- Current index for all facilities – 83.6%
  - 10 facilities below 85% FCI
  - 15 facilities over 85% FCI
- 2023 adjustment is primarily due to more accurate data from most recent Facility Condition Audits