

FOUR CAMPUSES UNITED ALL FOUR:**COLORADO**

CU Metrics

CU System Office of the Vice President for Budget and Finance
Presented to the University of Colorado Board of Regents
July 11, 2019



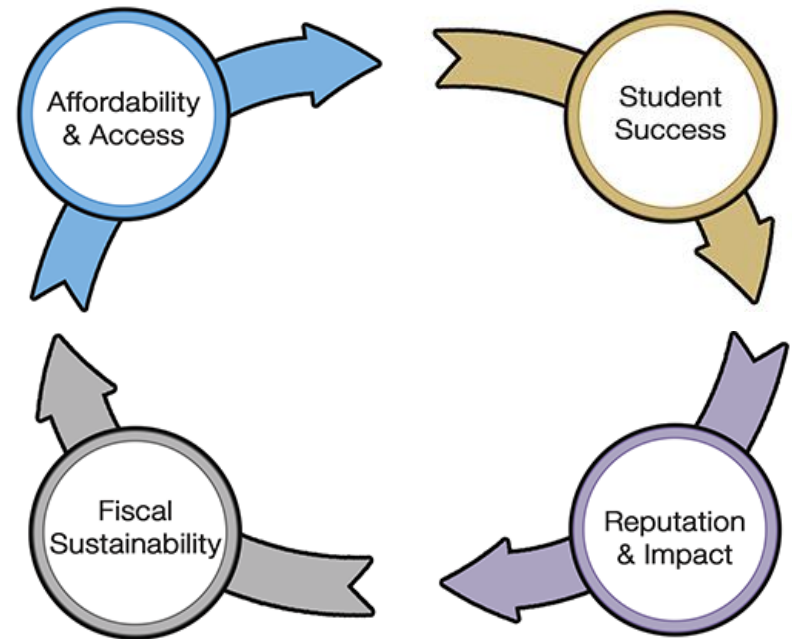
University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus



METRICS

- Affordability & Access
- Student Success
- Fiscal Sustainability
- Reputation & Impact





METRICS

Affordability & Access

Metrics with Goals

- Tuition & Mandatory Fee Rate
- Institutional Aid
- Telehealth interactions (Anschutz Only)

Related Metrics

- Out-of-Pocket Costs
- Average Cost of Attendance
- Percentage of Total Documented Need Covered by Total Aid for Students with Need
- Total Aid for Students with Need
- Average Undergrad Student Debt
- Alumni Earnings Compared to Annual Debt Payment Ratio
- Student Loan Default Rates
- High School Concurrent Enrollment
- Pre-Collegiate Development Program
- Patients Served by CU Anschutz Clinical Faculty
- State Funding



Tuition & Fees

(Resident Undergraduate Base)
Annual 6% Increase in State Funding

	2017 BASELINE	GOAL
BOULDER	\$11,531	CPI
UCCS	\$9,863	CPI
DENVER	\$10,741	CPI
ANSCHUTZ	N/A	N/A



Institutional Financial Aid

(in millions)

	2017 BASELINE	2023 GOAL
BOULDER	\$142.3	\$190.4
UCCS	\$12.0	\$13.4
DENVER	\$16.1	\$19.2
ANSCHUTZ	\$13.7	\$14.4



Telehealth Interactions

	2017 BASELINE	2023 GOAL
ANSCHUTZ	347	2,830



METRICS

Student Success

Metrics with Goals

- Graduation Rate (4 year)
- Graduation Rate (6 year)
- Retention Rate (First-time Freshman)
- Degrees Awarded (degree recipients)

Related Metrics

- Graduation Rates by Diversity Groups
- Retention Rates by Diversity Groups
- Credit Load by Term
–(Percent Taking 15+ first fall term)
- Credit Load by Year
–(Percent Taking 30+ in 1st 3 terms)



4-Year Graduation Rate (First-Time Freshman)

	2017 BASELINE	2023 GOAL
BOULDER	45%	52%
UCCS	23%	27%
DENVER	23%	27%
ANSCHUTZ	N/A	N/A



6-Year Graduation Rate (First-Time Freshman)

	2017 BASELINE	2023 GOAL
BOULDER	69%	80%
UCCS	43%	53%
DENVER	45%	60%
ANSCHUTZ	N/A	N/A



Retention Rate (First-Time Freshman)

	2017 BASELINE	2023 GOAL
BOULDER	88%	93%
UCCS	66%	72%
DENVER	67%	75%
ANSCHUTZ	N/A	N/A



Degrees Awarded (Degree Recipients)

	2017 BASELINE	2023 GOAL
BOULDER	7,486	9,000
UCCS	2,376	2,838
DENVER	3,792	4,424
ANSCHUTZ	1,418	1,482



METRICS

Fiscal Sustainability

Metrics with Goals

- Enrollment (FTE)
- Other Revenue
- Online Enrollment
- Gift Revenue
- Emergency Tuition Stabilization Plan Ratio

Related Metrics

- Undergraduate Transfers to CU
- Colorado High School Graduate Population & Percent Directly Enrolling at CU
- MOOC (Massive Online Courses Offered)
- State Defined General Fund Deferred Maintenance Spending
- State Defined General Fund Deferred Maintenance Backlog
- Operating Efficiencies
- CFI (Composite Financial Index)
- Credit Rating



Enrollment (Total FTE)

	2017 BASELINE	2023 GOAL
BOULDER	29,321	32,000
UCCS	9,930	10,724
DENVER	11,338	12,570
ANSCHUTZ	5,960	6,258



Other Revenue (excludes state and resident tuition)

	2017 BASELINE	2023 GOAL
BOULDER	\$1.3B	\$1.9B
UCCS	\$134M	\$190M
DENVER	\$176M	\$216M
ANSCHUTZ	\$1.6B	\$2.1B



Online Enrollment (Unduplicated Headcount)

	2017 BASELINE	2023 GOAL
BOULDER	8,424	11,281
UCCS	6,519	7,040
DENVER	8,772	17,636
ANSCHUTZ	1,864	2,397



Gift Revenue (in millions)

	2017 BASELINE	2023 GOAL
BOULDER	\$137.1M	\$180M
UCCS	\$15M	\$25M
DENVER	\$19.5M	\$25M
ANSCHUTZ	\$203M	\$220M



Stabilization Plan Ratio (Percent of E&G Revenues)

	FY 2018 BASELINE	GOAL
BOULDER	3.4%	4.0%
UCCS	4.0%	4.0%
DENVER	2.9%	4.0%
ANSCHUTZ	4.0%	4.0%



METRICS

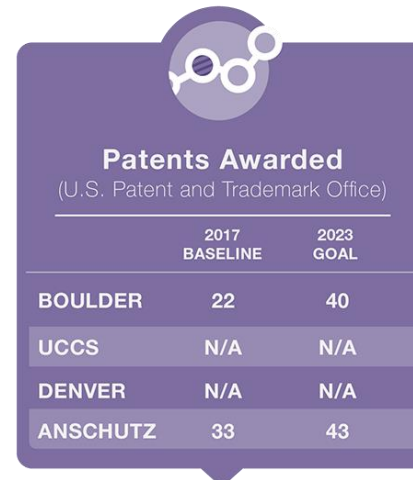
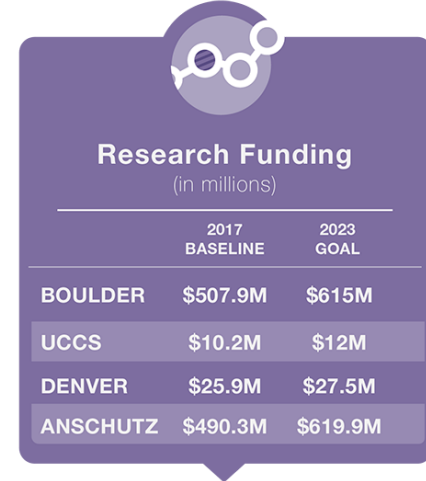
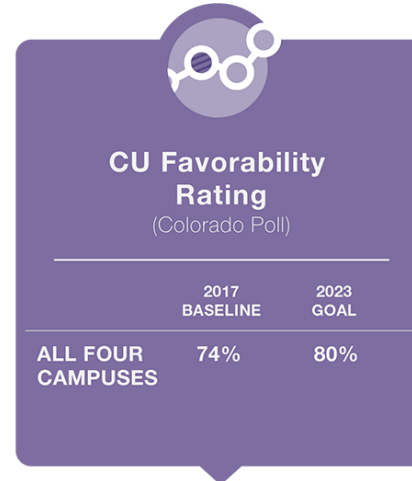
Reputation & Impact

Metrics with Goals

- CU Favorability Rating
- Research Funding
- Patents Awarded by the U.S. Patent and Trademark Office

Related Metrics

- Economic Impact
- Alumni Satisfaction Ratings
- Diversity (Students)
- Diversity (Faculty & Staff)
- Climate Survey (Students)
- Climate Survey (Staff)
- Programs around Colorado



Affordability & Access



■ State Funding per Res SFTE ■ Tuition & Fees ■ Res UG Freshman (Guarantee) ● State + T&F

- Undergraduate Resident Tuition and Mandatory Fees and State Support per Res SFTE
- Inflation Adjusted with CPI-Denver-Boulder-Greeley
- Annual tuition & fee goal is contingent on state funding



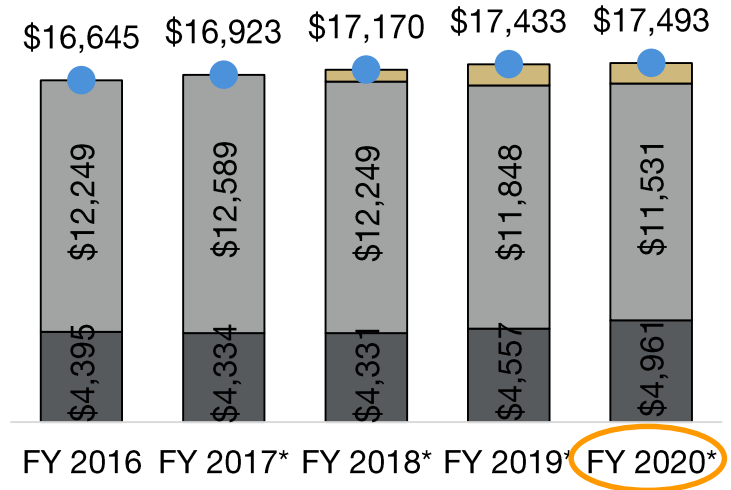
Tuition & Fees

(Resident Undergraduate Base)
Annual 6% Increase in State Funding

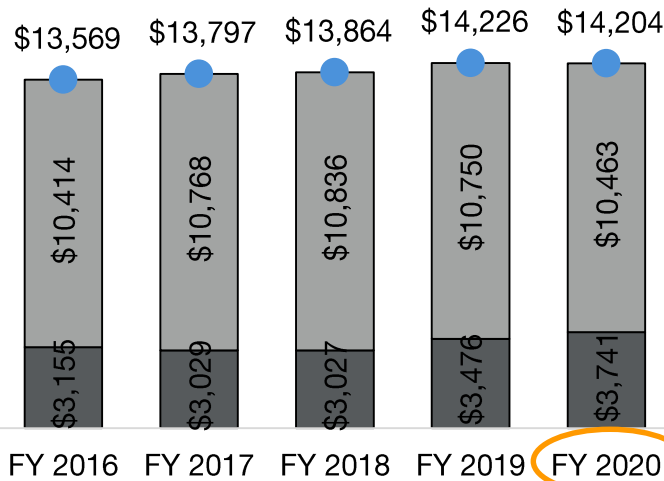
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BOULDER	\$11,531	CPI
UCCS	\$9,863	CPI
DENVER	\$10,741	CPI
ANSCHUTZ	N/A	N/A

2017 Baseline not adjusted for inflation

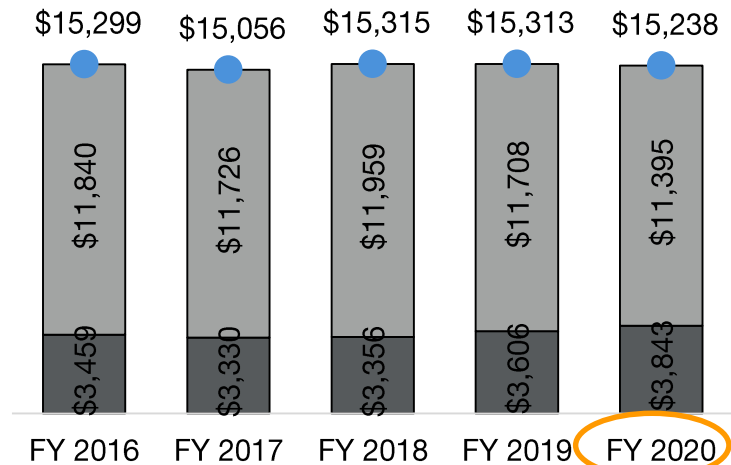
CU Boulder



UCCS



CU Denver



* CU Boulder Undergraduate Resident Tuition Guarantee

THIS METRIC LEADS

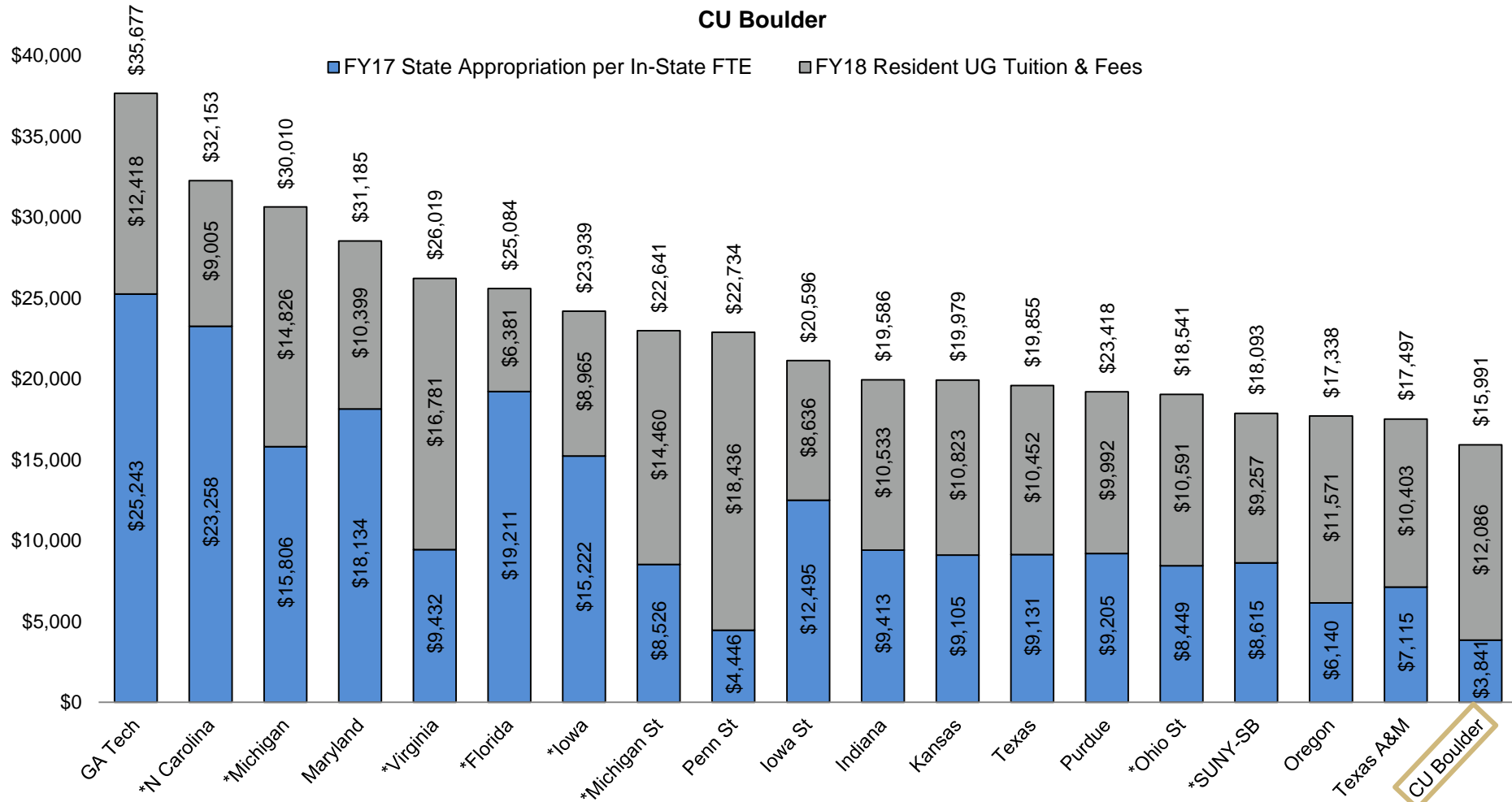
Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

Source: CU System Office of Budget & Finance; 2018 dollars;

[Click for Data Online](#)



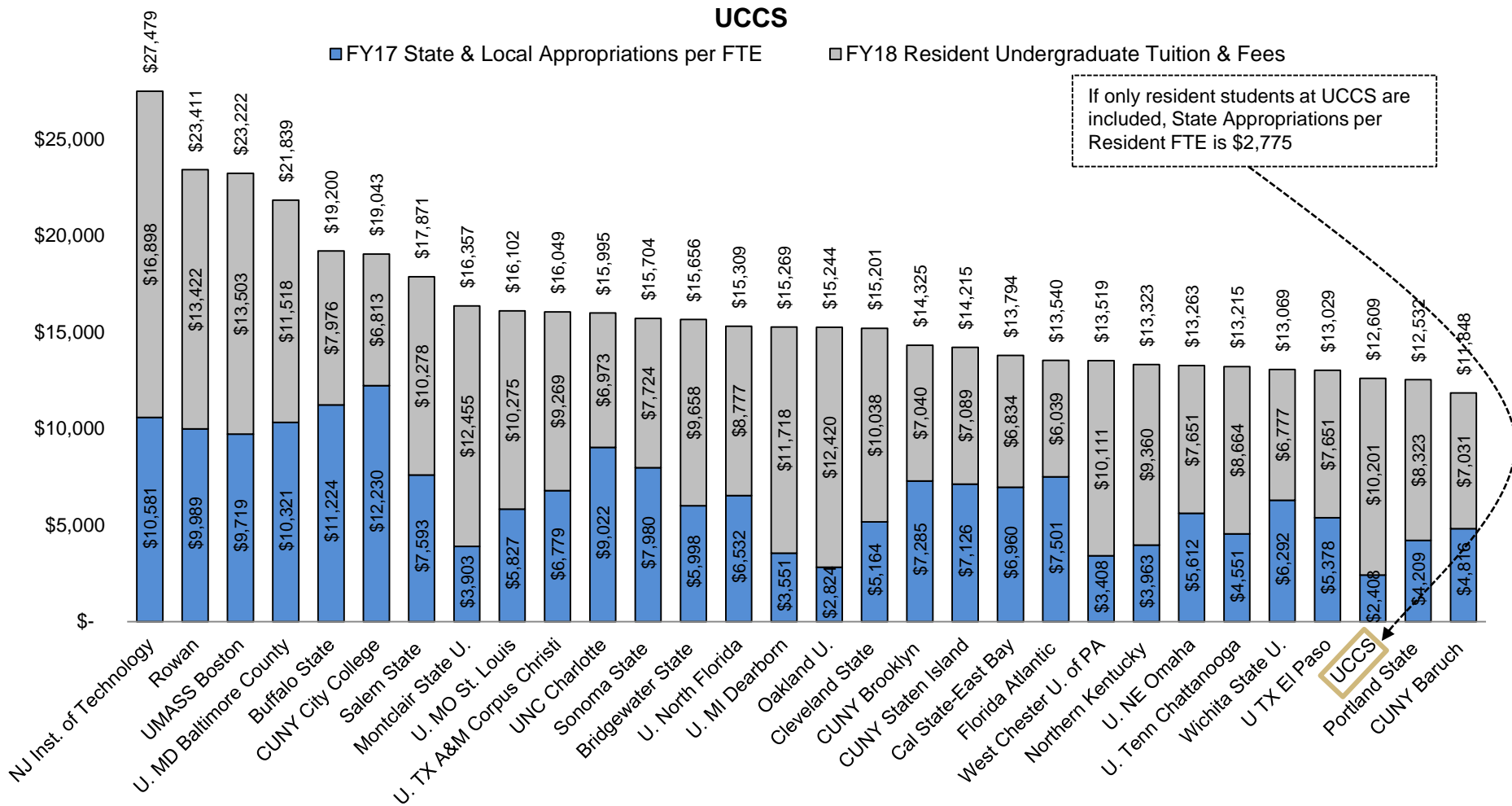
State Funding + Tuition & Fees Peer Comparison



*May include some medical school funding.

Note: FY17 state appropriations, student FTE and FY18 Tuition & Fees are from the CU Boulder Office of Planning, Budget and Analysis, via the Association of American Universities. Data updated Dec 2018.

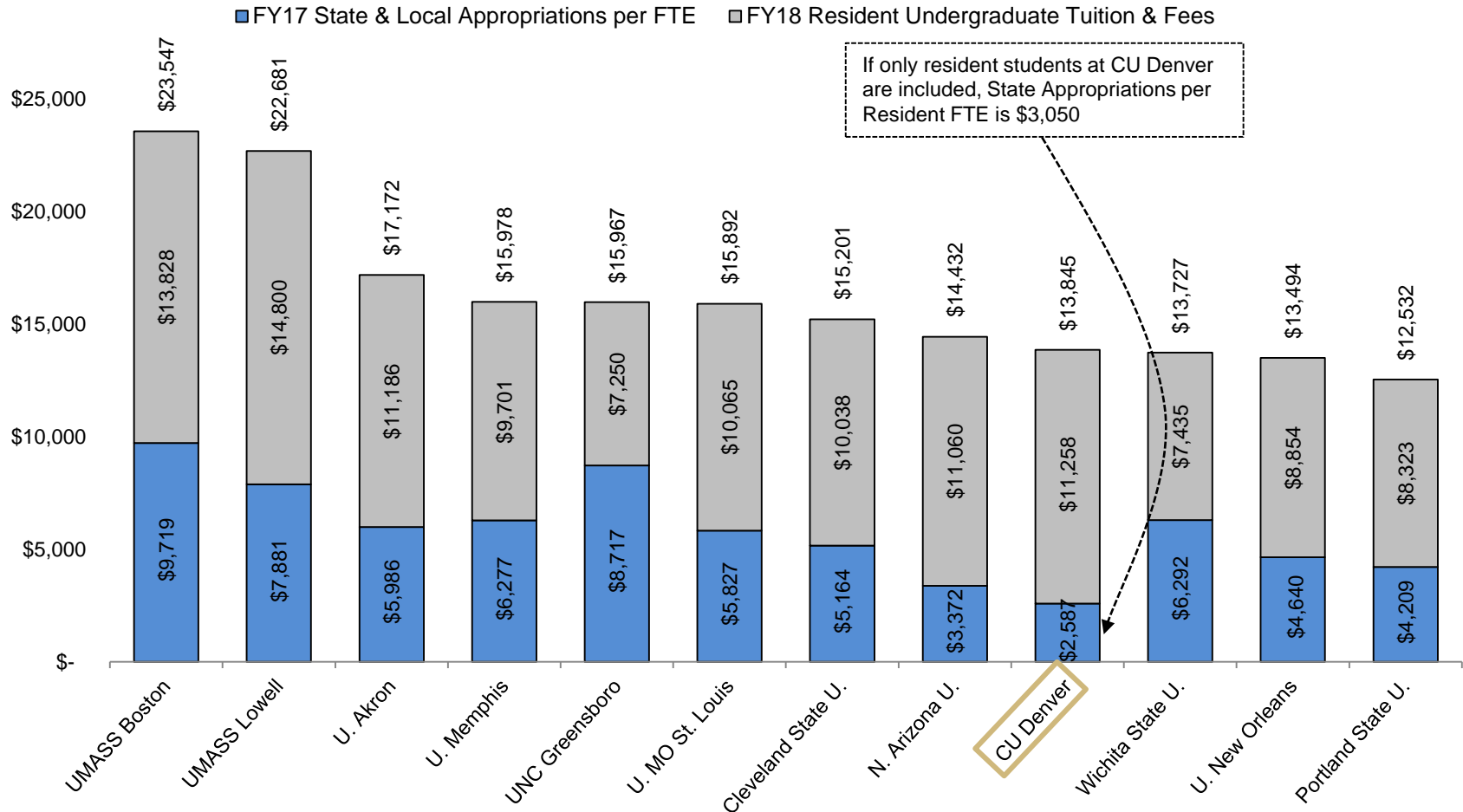
State Funding + Tuition & Fees Peer Comparison



Note: FY17 state appropriations and student FTE are the most recent IPEDS data available for peers. UCCS FY17 state appropriation is from budget data book (actual) and FY17 student FTE is from IPEDS. Tuition & Fees direct from campus websites. Chart updated Dec 2018.

State Funding + Tuition & Fees Peer Comparison

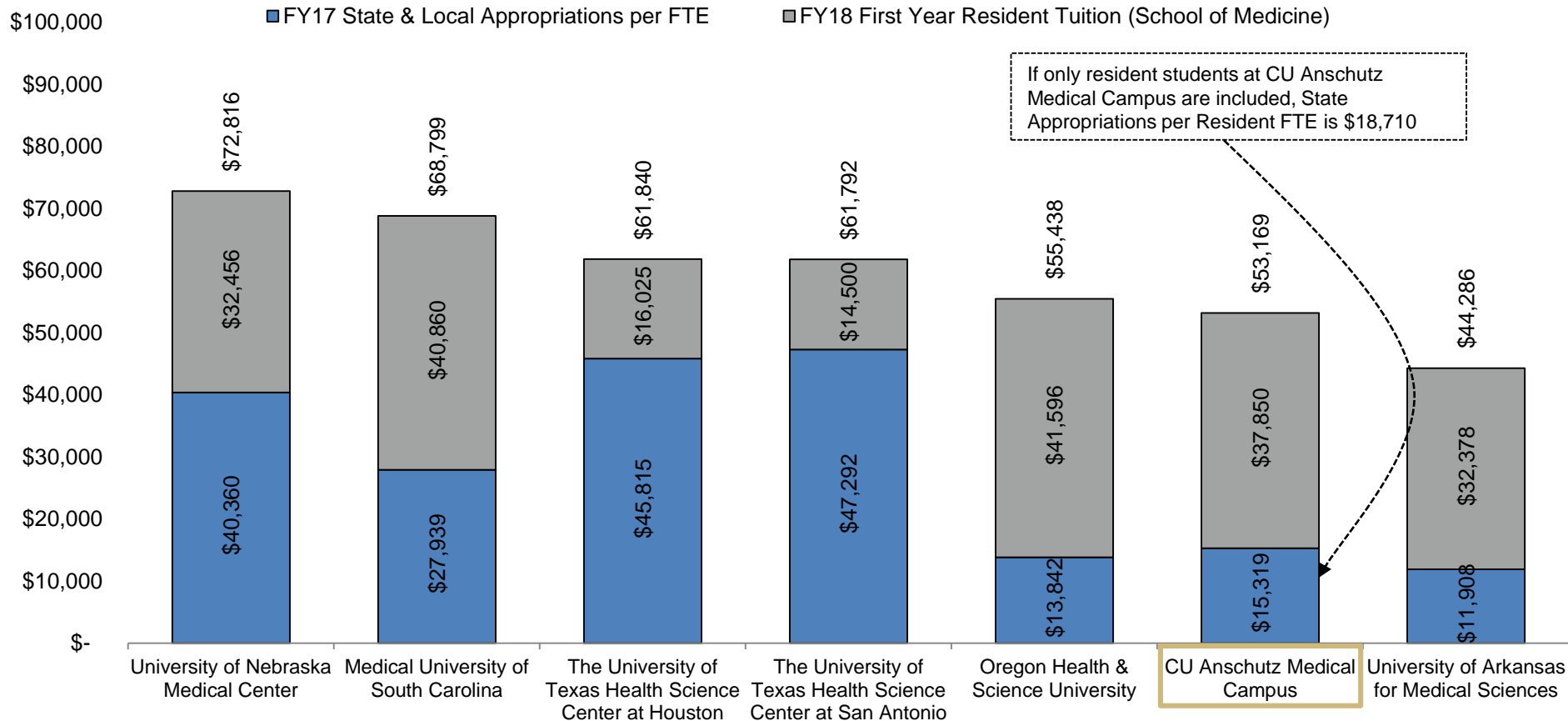
CU Denver



Note: FY17 state appropriations and student FTE are the most recent IPEDS data available for peers. CU Denver FY17 state appropriation is from budget data book (actual) and FY17 student FTE is from CDHE student FTE data submission. Tuition & Fees direct from campus websites. Chart updated Dec 2018.

State Funding + Tuition & Fees Peer Comparison

CU Anschutz Medical Campus School of Medicine

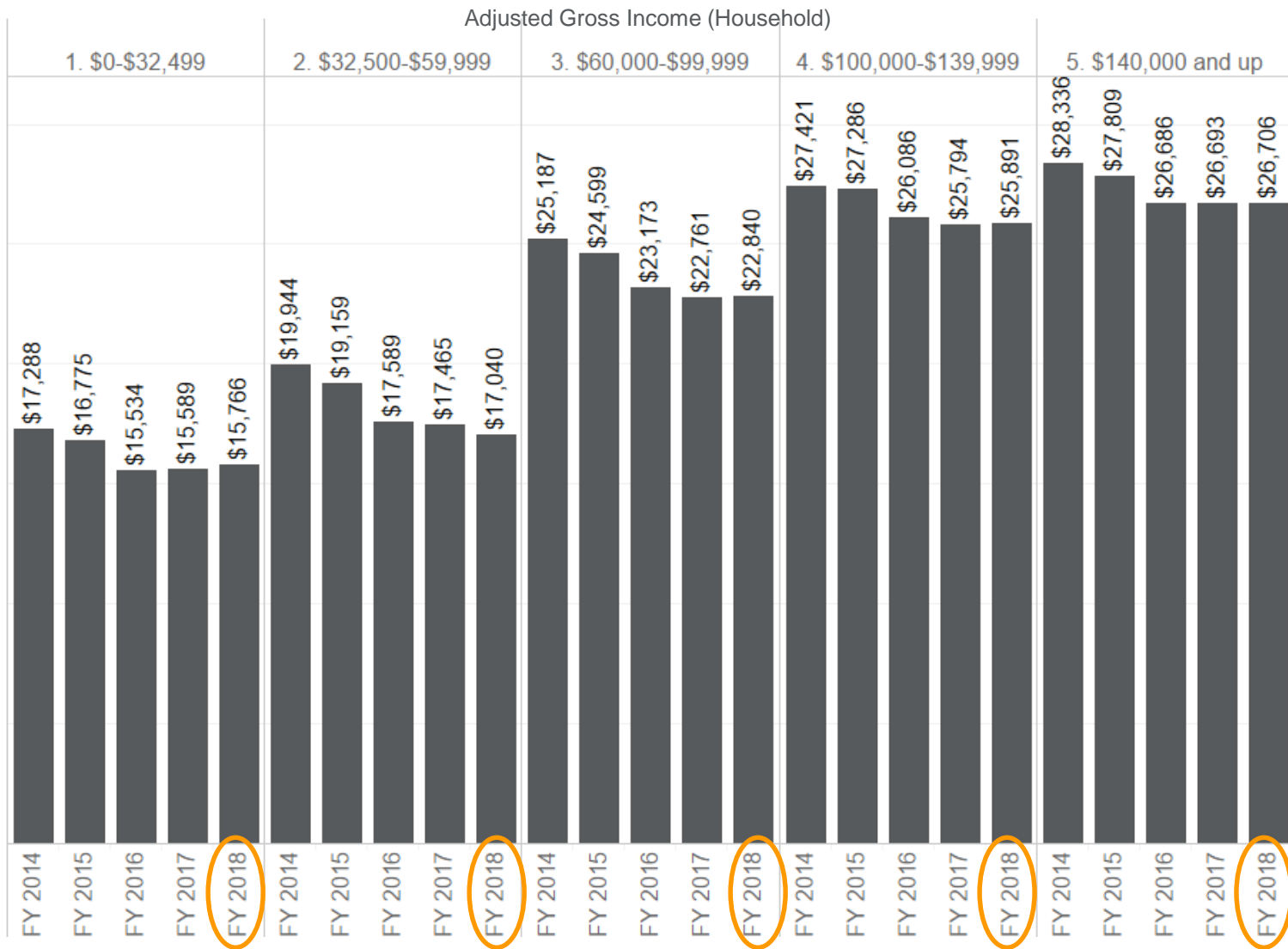


Note: FY17 state appropriations and student FTE are the most recent IPEDS data available for peers. CU Anschutz FY17 state appropriation is from budget data book (actual) and FY17 student FTE is from CDHE student FTE data submission. Tuition & Fees direct from campus websites. Chart updated Dec 2018.

Out-of-Pocket Costs - Boulder

(Average Cost of Attendance minus Average Grant Aid (Inflation Adjusted))

- Average Cost of Attendance (COA) minus average grant aid package
- Grant aid is the sum of federal, state, institutional aid and other scholarships;
- Includes resident undergraduates applying for financial aid.



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

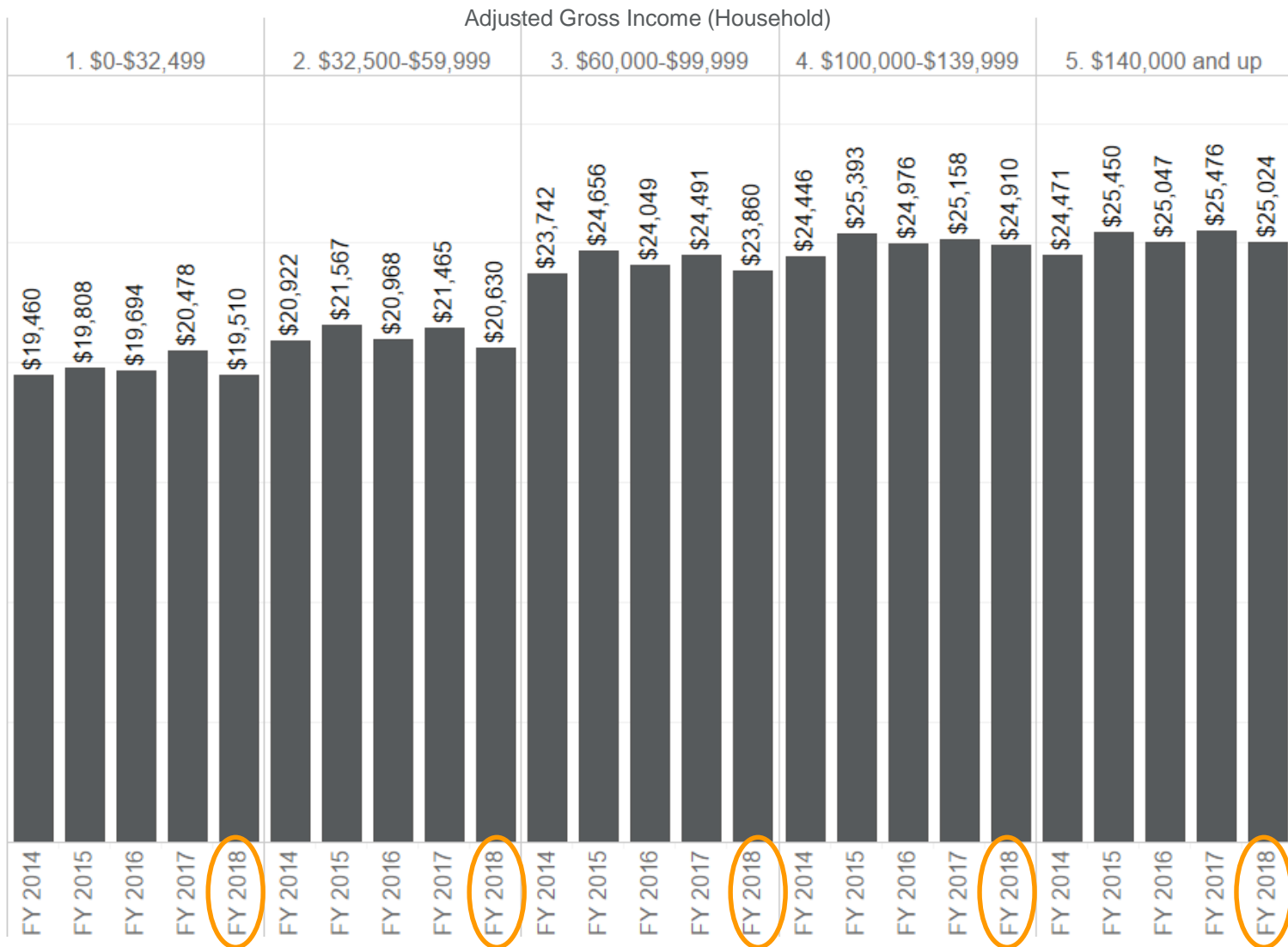
Source: CU System Office of Budget & Finance; 2017 dollars;



Out-of-Pocket Costs - UCCS

(Average Cost of Attendance minus Average Grant Aid (Inflation Adjusted))

- Average Cost of Attendance (COA) minus average grant aid package
- Grant aid is the sum of federal, state, institutional aid and other scholarships;
- Includes resident undergraduates applying for financial aid.



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

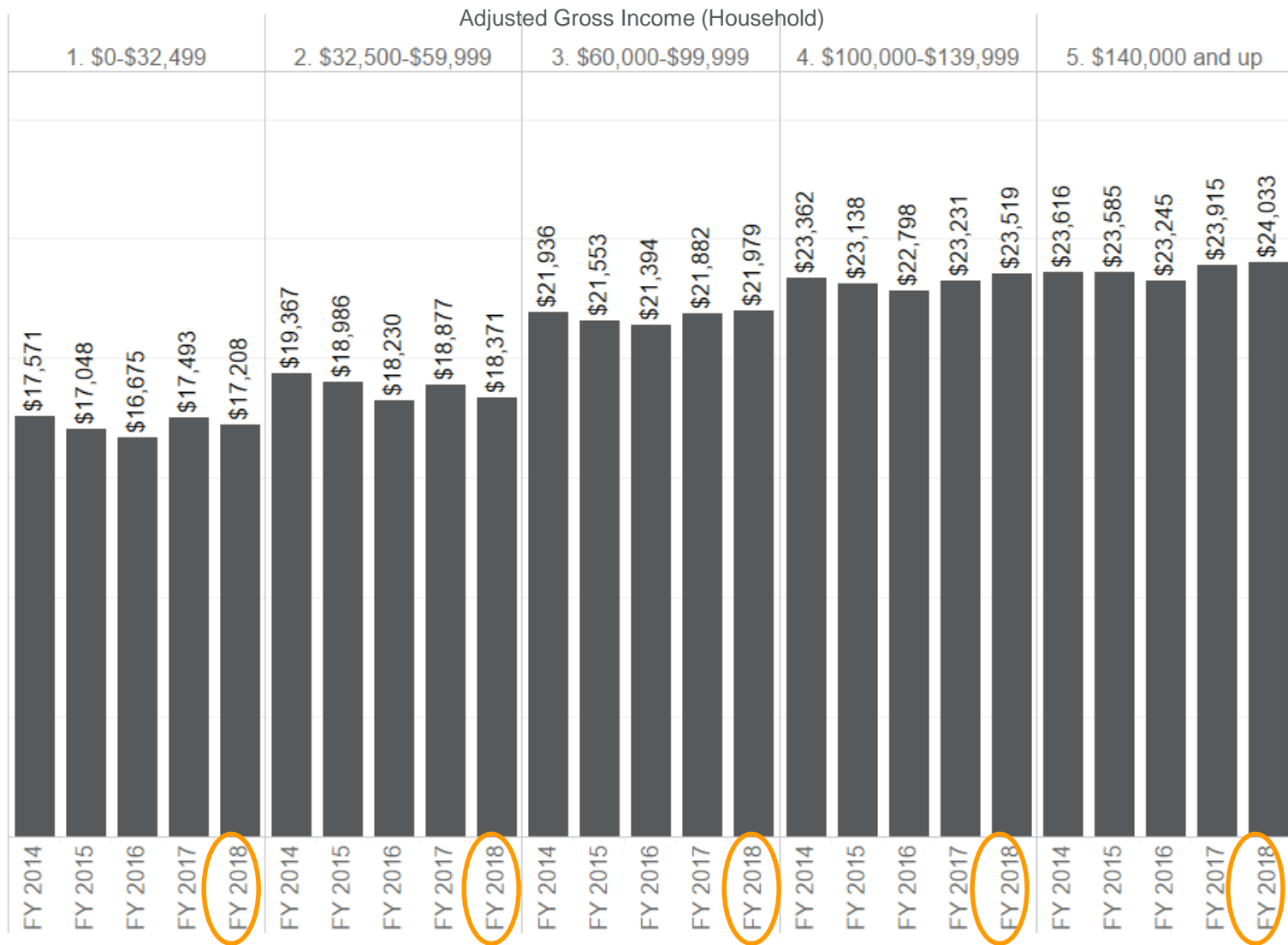
Source: CU System Office of Budget & Finance; 2017 dollars;



Out-of-Pocket Costs - Denver

(Average Cost of Attendance minus Average Grant Aid (Inflation Adjusted))

- Average Cost of Attendance (COA) minus average grant aid package
- Grant aid is the sum of federal, state, institutional aid and other scholarships;
- Includes resident undergraduates applying for financial aid.



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

Source: CU System Office of Budget & Finance; 2017 dollars;

[Click for Data Online](#)

Average Cost of Attendance

(Inflation Adjusted)

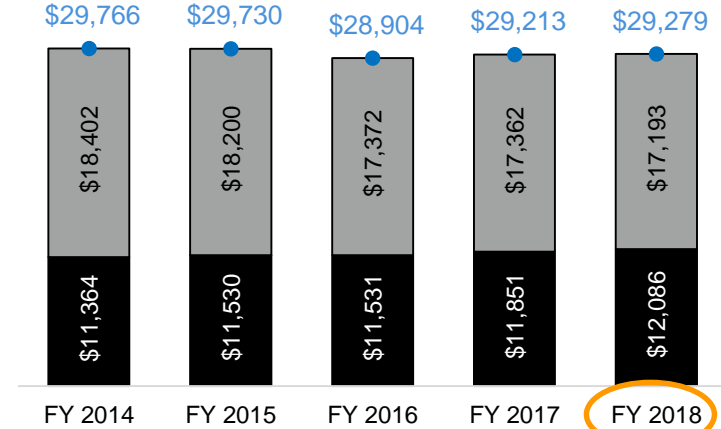
■ Tuition and Fees □ Other Expenses ● Total COA

- Cost of Attendance (COA) includes estimates for tuition, housing, food, books and miscellaneous expenses
- Average Cost of Attendance (COA) based on resident undergraduates applying for financial aid

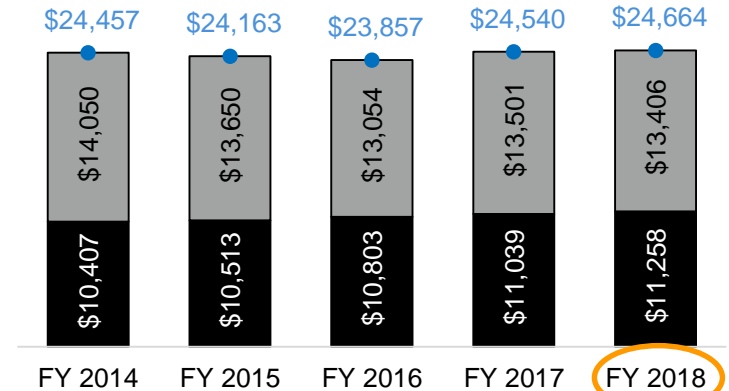
Cost of Attendance (COA) includes

- Tuition & Fees,
- Housing,
- Food,
- Books and
- Miscellaneous Expenses

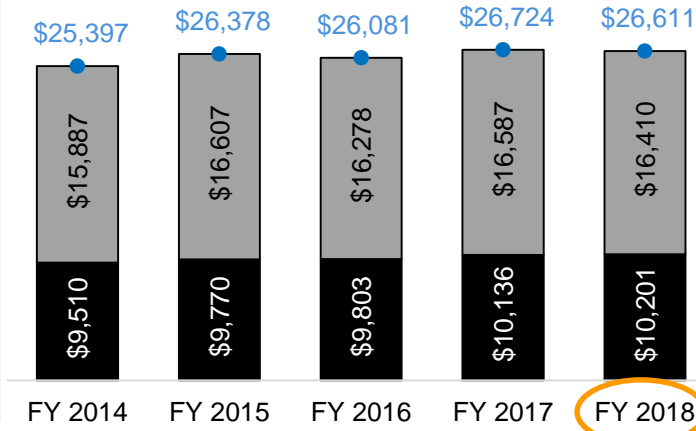
CU Boulder



CU Denver



UCCS



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

Source: CU System Office of Budget & Finance; 2017 dollars;



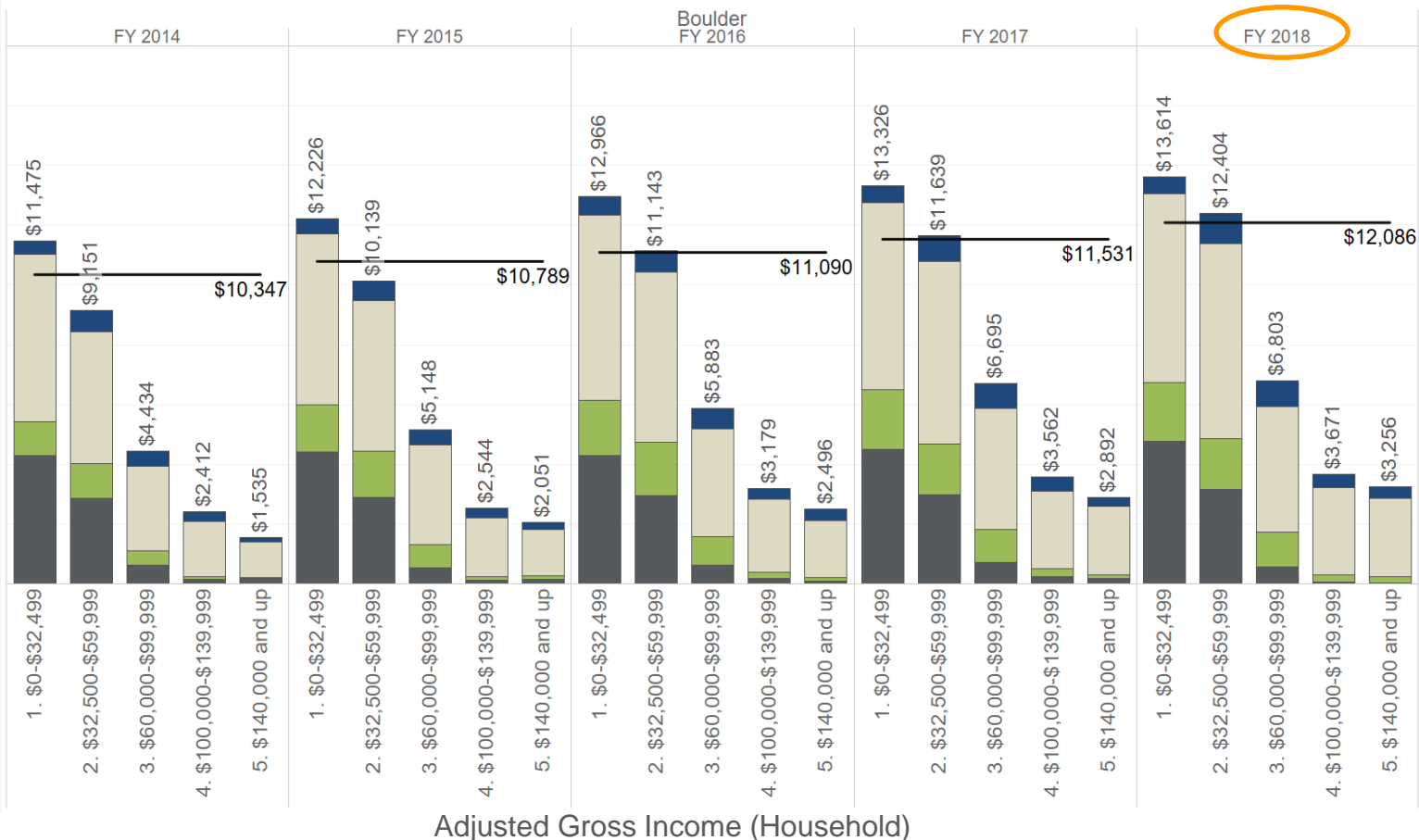
Total Aid for Students with Documented Need

(Total Aid Package compared to Tuition & Fees)

Boulder

■ Federal Grants ■ State Grants ■ Inst Aid ■ Other Scholarship

- Total number of students with need is defined as Cost of Attendance (COA) minus Expected Family Contribution (EFC) being greater than zero; Income range based on Adjusted Gross Income (AGI);



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

Source: CU System Office of Budget & Finance; 2017 dollars;



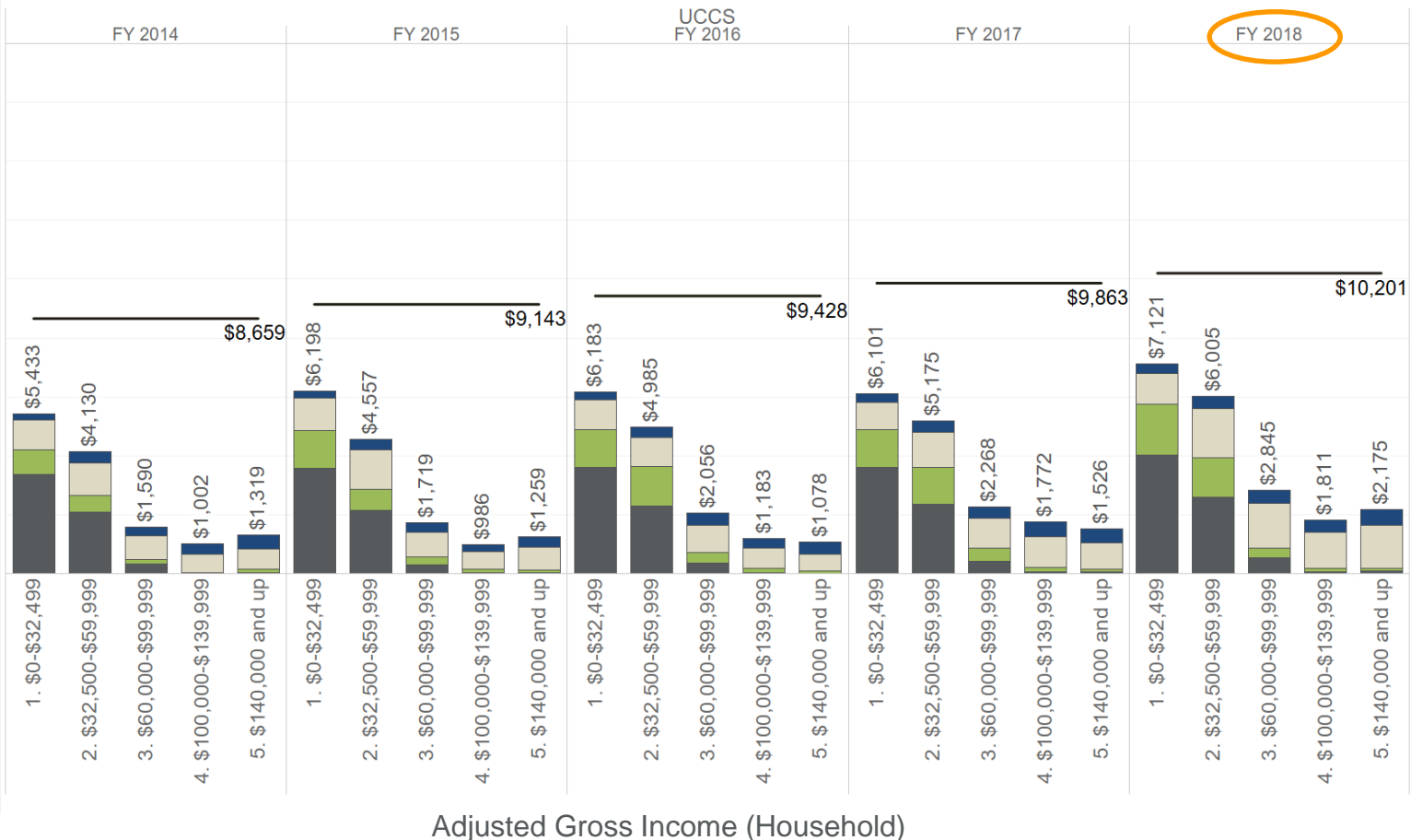
Total Aid for Students with Documented Need

(Total Aid Package compared to Tuition & Fees)

UCCS

■ Federal Grants ■ State Grants ■ Inst Aid ■ Other Scholarship

- Total number of students with need is defined as Cost of Attendance (COA) minus Expected Family Contribution (EFC) being greater than zero; Income range based on Adjusted Gross Income (AGI);



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

Source: CU System Office of Budget & Finance; 2017 dollars;



Adjusted Gross Income (Household)

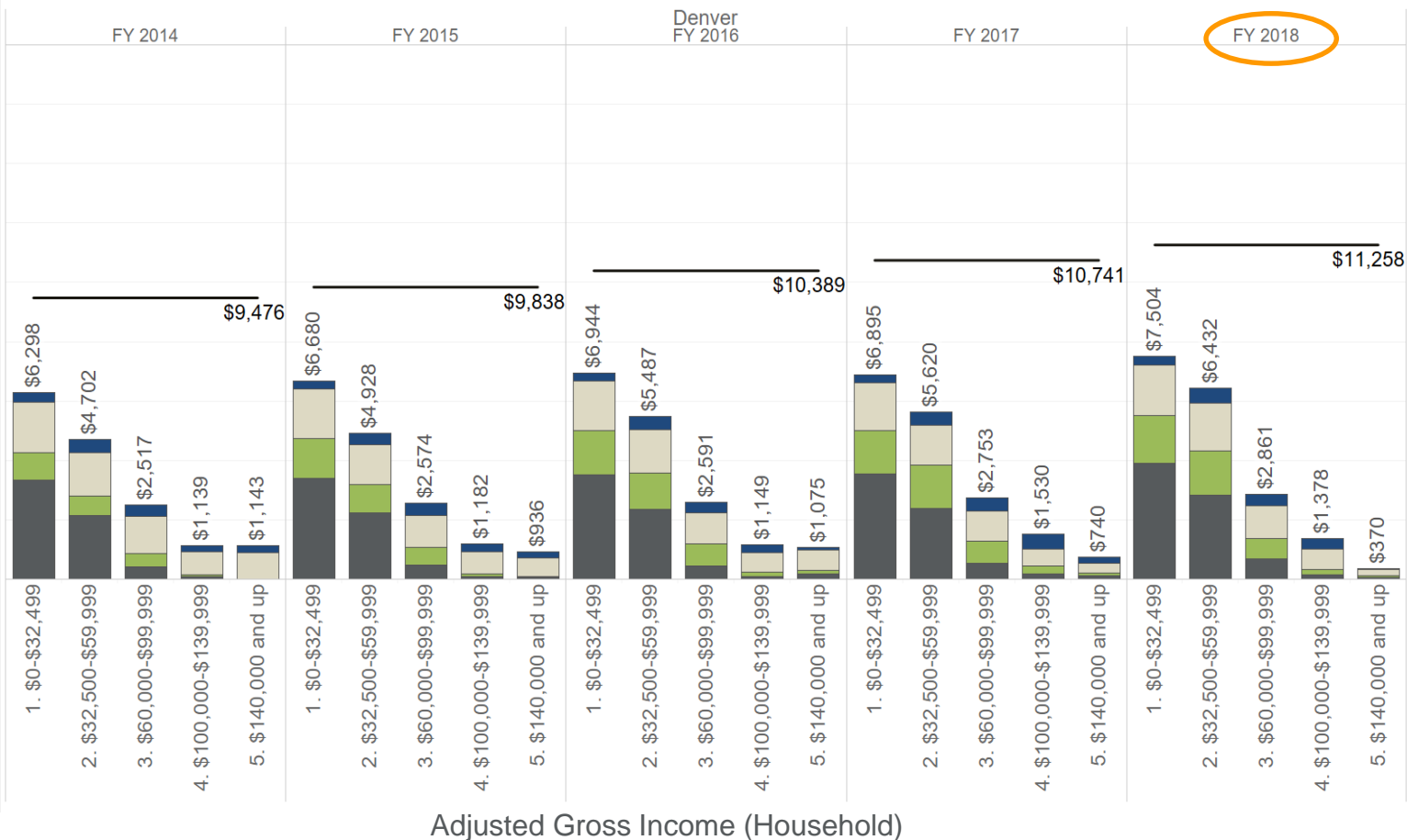
Total Aid for Students with Documented Need

(Total Aid Package compared to Tuition & Fees)

Denver

- Federal Grants
- State Grants
- Inst Aid
- Other Scholarship

- Total number of students with need is defined as Cost of Attendance (COA) minus Expected Family Contribution (EFC) being greater than zero; Income range based on Adjusted Gross Income (AGI);



THIS METRIC LEADS

Average Student Loan Debt, Student Loan Default Rates, Grad Rates, Retention Rates, Credit Load by Term, Average Time to Degree

Source: CU System Office of Budget & Finance; 2017 dollars;



- This is the total amount of grants and scholarships awarded to students from CU campus. (Institutional aid includes need-based and merit-based)

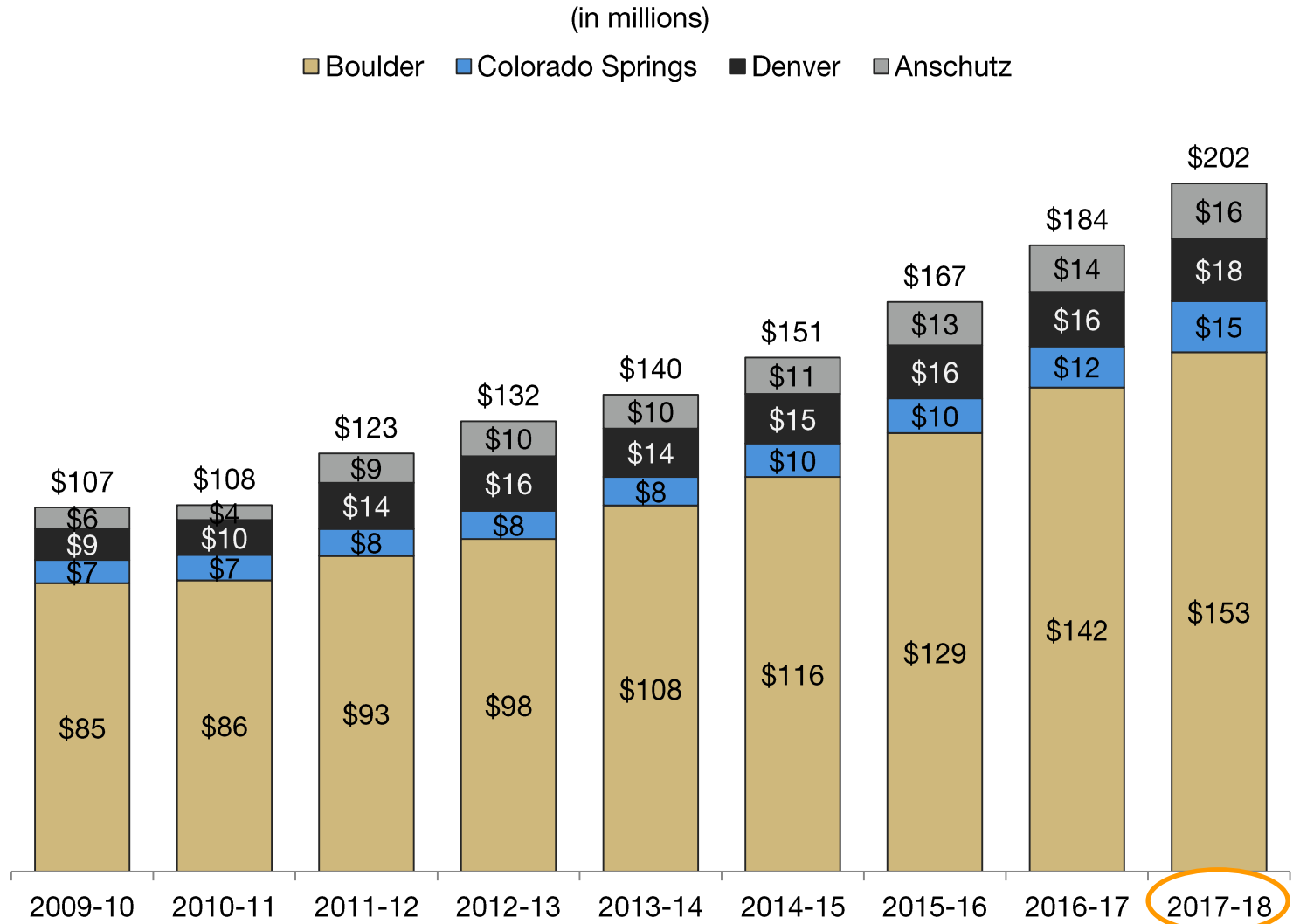
+\$95.3 M
(+89%)

Institutional Aid
FY 2010 to FY 2018:



Average Student Loan Debt,
Student Loan Default Rates,
Grad Rates, Retention Rates,
Credit Load by Term,
Average Time to Degree

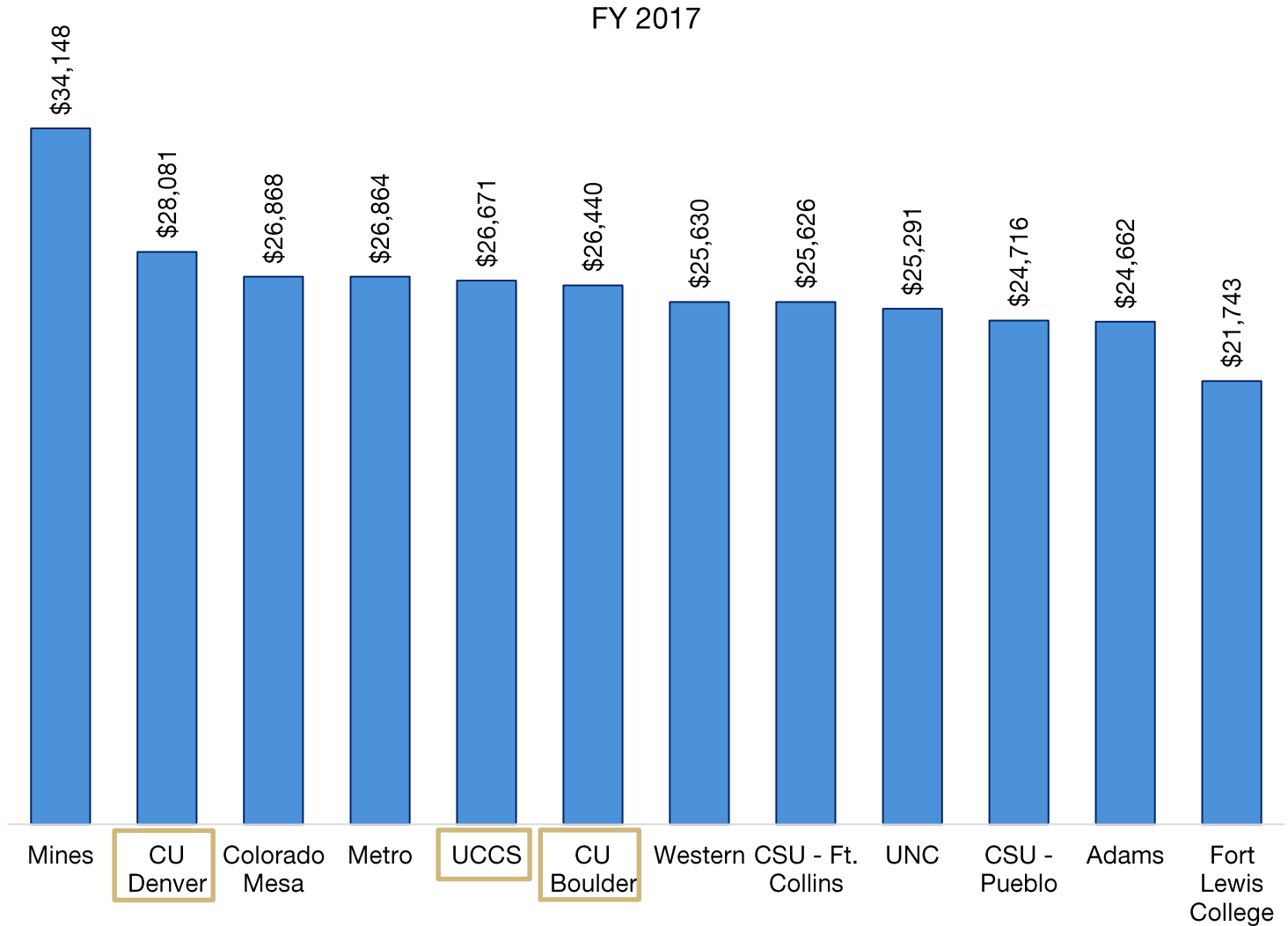
Source: SURDS Financial Aid



Average Resident Undergraduate Student Debt

- This is the average amount a student owes from their college loans after completing a bachelor's degree.

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Student Loan Default Rates



Source: CU System Office of Institutional Research, CDHE SURDS Financial Aid

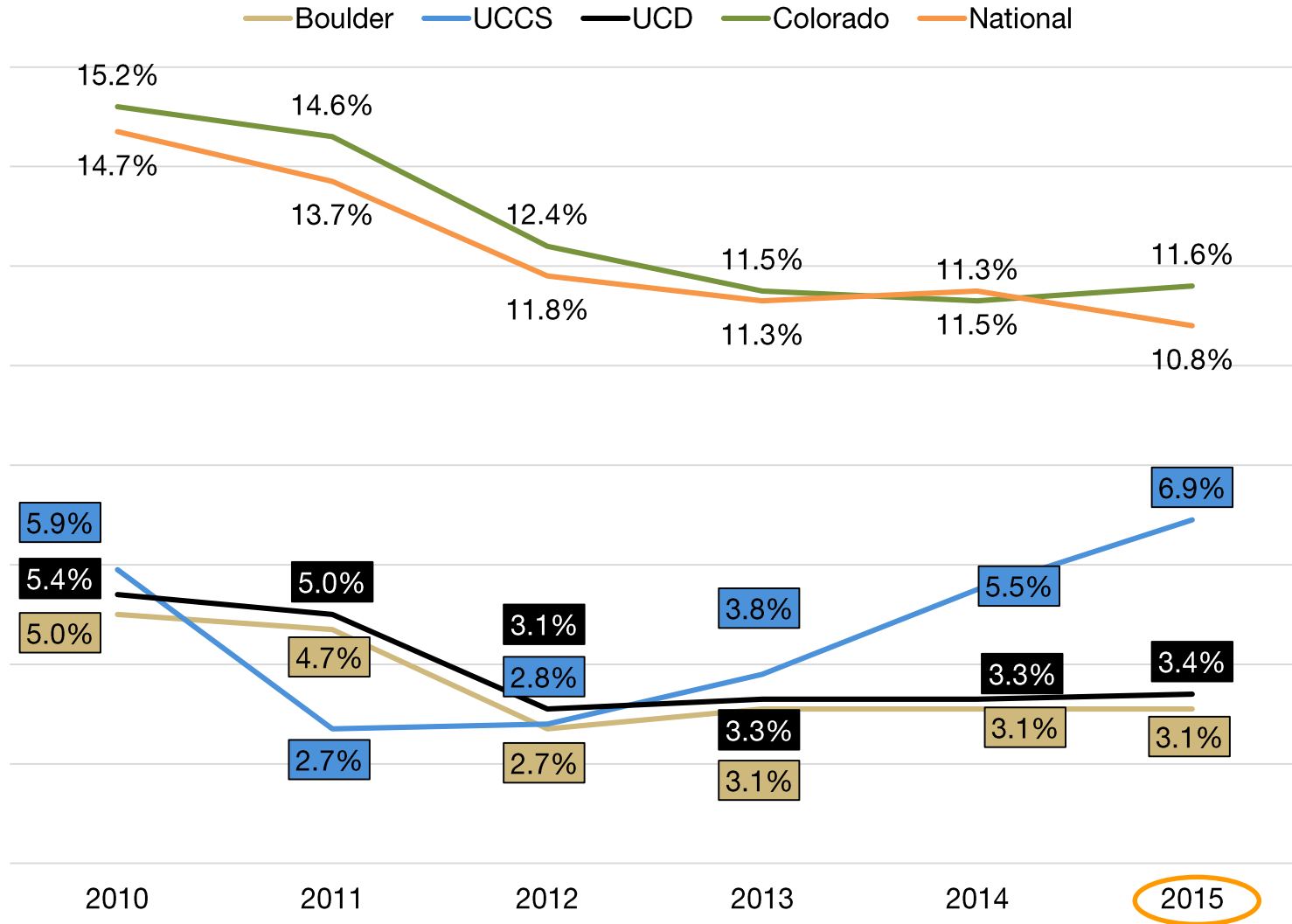
Student Loan Default Rates

- This is the percentage of students that have failed to make payments on student loan debt and are considered "in default."
- This shows how well a student's degree allows them to earn an adequate salary to pay off their student loans (lower % is better).

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CU Favorability Rating

Source: U.S. Department of Education (2014)

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Alumni Earnings Compared to Annual Debt Payment Ratio

- Reported annual earnings of CU graduates (early career - first ten years after graduation) compared to average CU student loan debt. This comparison is one way to illustrate whether or not a CU degree has value.

6%

Annual Student Loan Payment of Average Annual Earnings

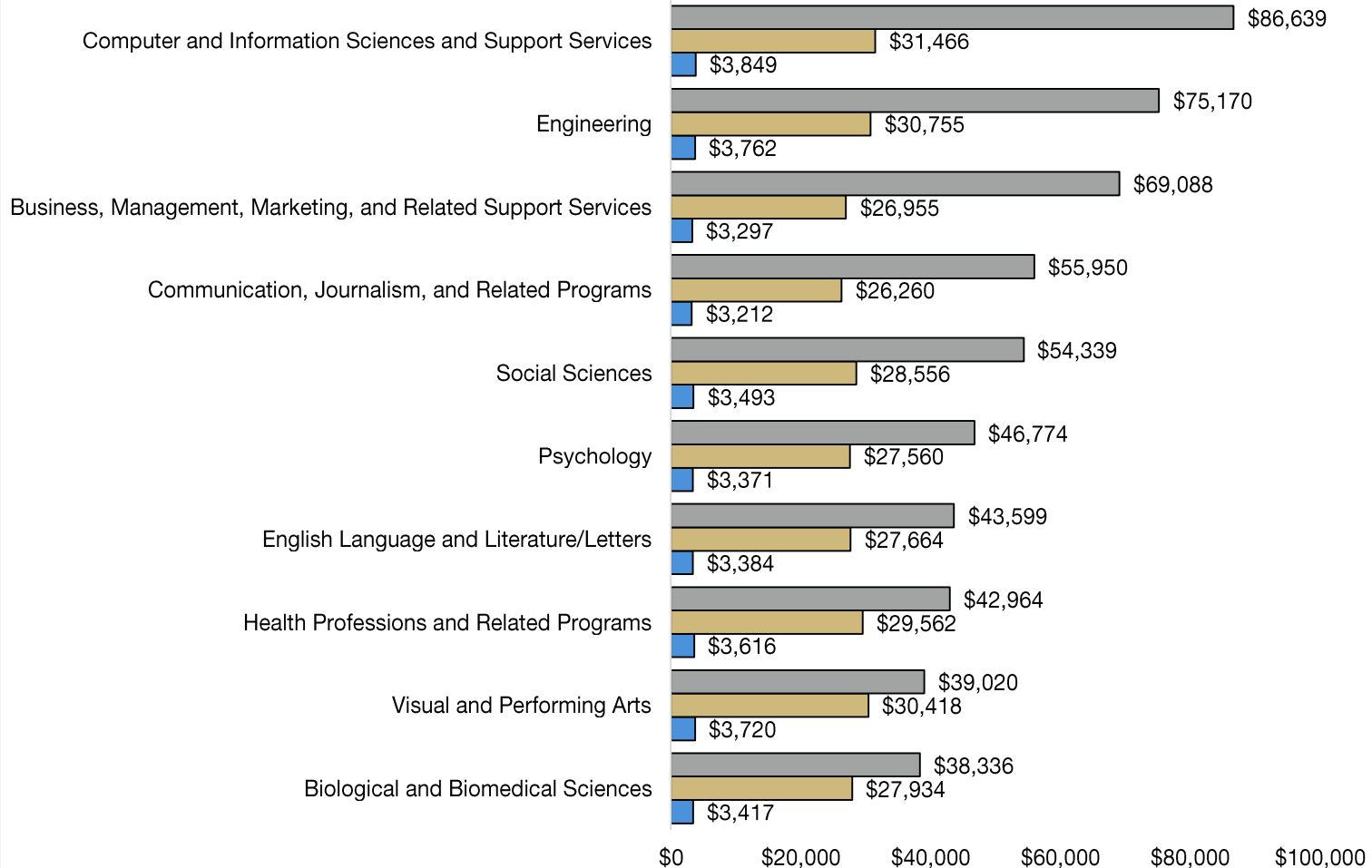
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Student Loan Default Rates

Source: CU System Office of Budget & Finance; Survey of CU Alumni May 2018; limited to bachelor recipients; some may be pursuing additional degrees;

Click for Data Online

- Average Annual Earnings 1 to 10 Years After Completion*
- Average Total Loans upon Earning a Degree**
- Estimated Annual Repayment***



*Per CU System wide Alumni Survey FY 2009 - FY 2018

**CDHE SURDS 2017

***Assumes Standard 10 year repayment at 4.14%



High School Concurrent & Dual Enrollment

- The number of high school students taking a college course per year. This includes all types of concurrent enrollment.

+104%

From FY 2012 to FY 2018, enrollment in high school concurrent nearly doubled

20%

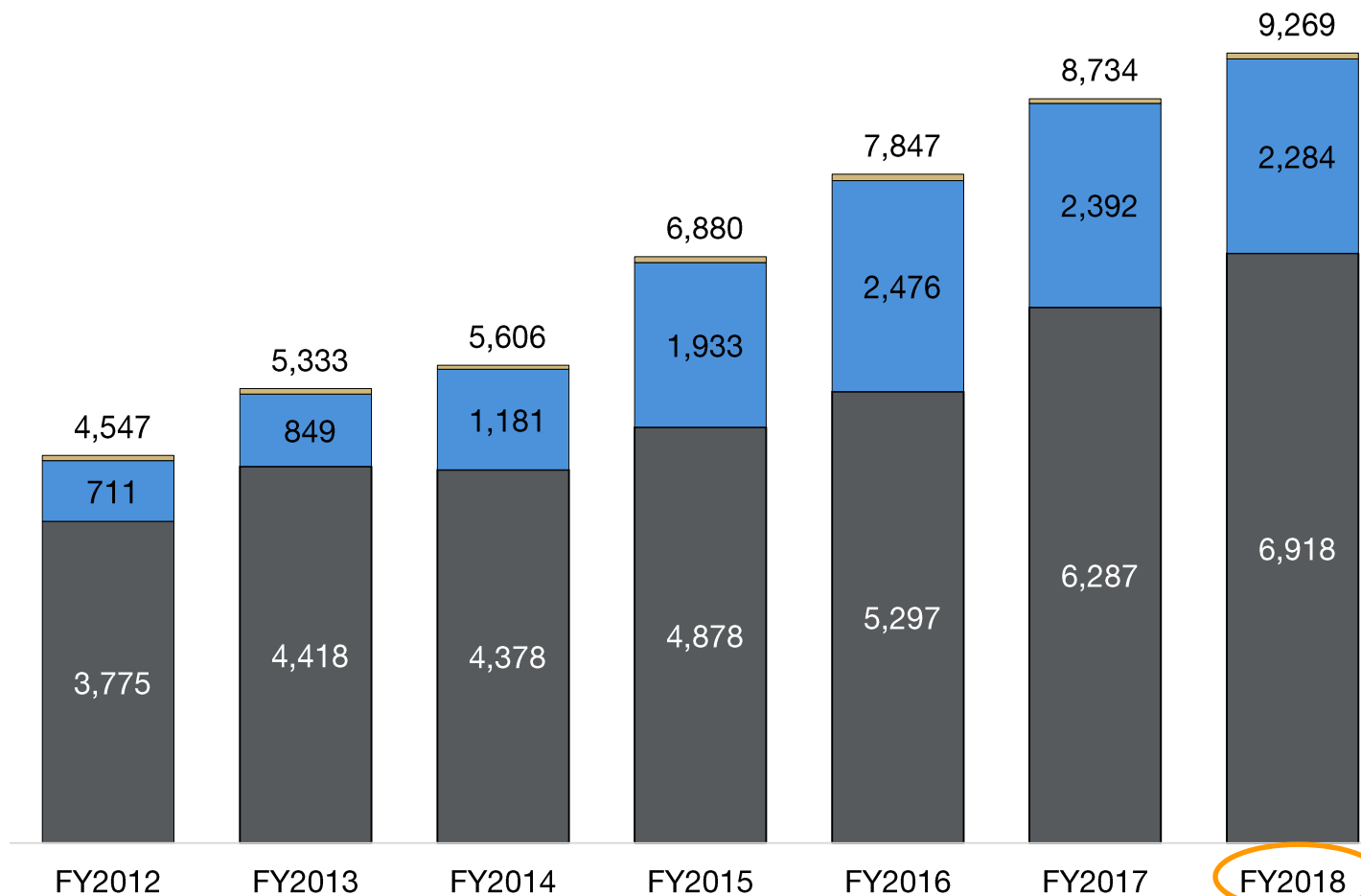
CU Concurrent Enrollment of Statewide Total

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Enrollment, Degrees Awarded, Grad Rates, Retention Rates, Average Student Debt, Average Time to Degree

Source: CDHE High School Concurrent Report

■ CU Denver ■ UCBS ■ CU Boulder



- The number of middle and high school students participating in CU's Pre-Collegiate Development Program per year, serving over 150 middle and high schools.

2,800+

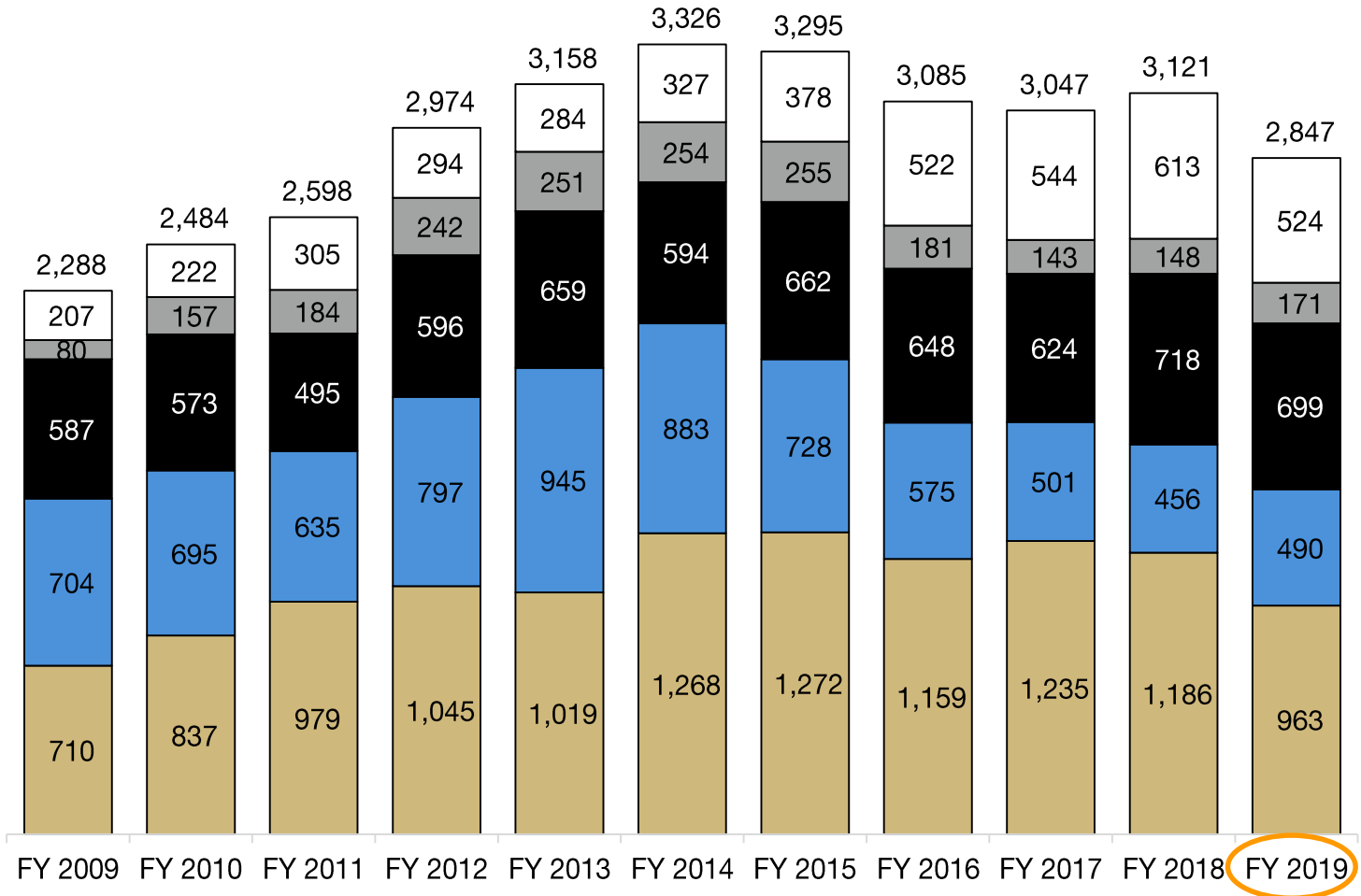
CU serves nearly 1,000 middle school and 2,000 high school students per year through this program.



Source: 2018-19 CU PCDP Report; CU System Office of Institutional Research; Office of Academic Affairs;

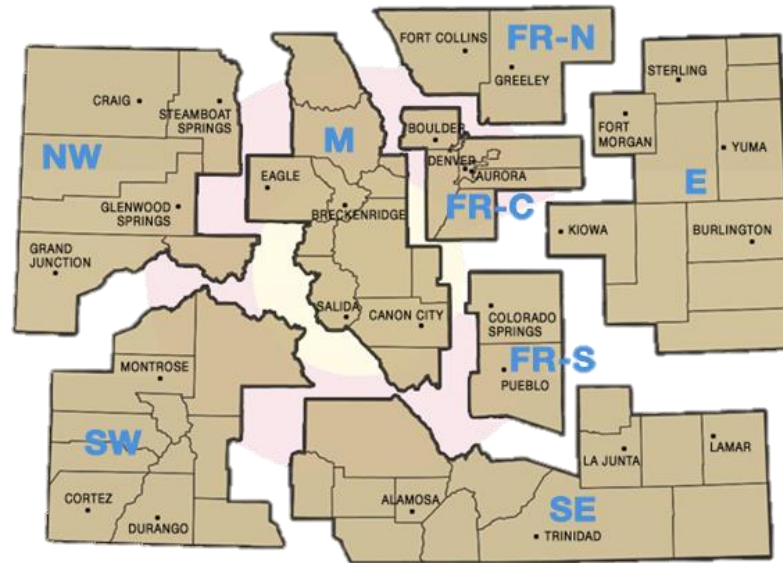


■ Boulder ■ UCSS ■ Denver ■ Anschutz □ Rural Outreach



Patients Served by CU Anschutz Clinical Faculty

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



+23%
FY 2015 to FY 2018



Economic Impact,
CU Favorability Rating

	Patients Served (2015)	Patients Served (2016)	Patients Served (2017)	Patients Served (2018)
Front Range (Central)	335,814	350,358	381,290	403,557
Front Range (South)	40,834	44,205	50,447	57,441
Front Range (North)	26,453	27,775	30,065	29,986
Eastern (E)	5,396	5,595	5,976	5,983
Mountain (M)	7,215	7,222	7,887	8,991
Northwest (NW)	5,185	5,276	5,650	6,234
Southern (S)	3,404	3,520	3,909	4,175
Southwest (SW)	2,874	3,046	3,355	3,691
Out-of-State or Unknown	27,684	28,016	29,696	41,066
Grand Total	454,859	475,013	518,275	561,124

Source: CU Anschutz Medical Campus;
CU Medicine; Chancellor's Office;
Updated December 2018;

- State Support includes COF Stipend, Fee for Service Contracts, Tobacco Settlement Funds, Marijuana Tax Cash Fund

\$184 million

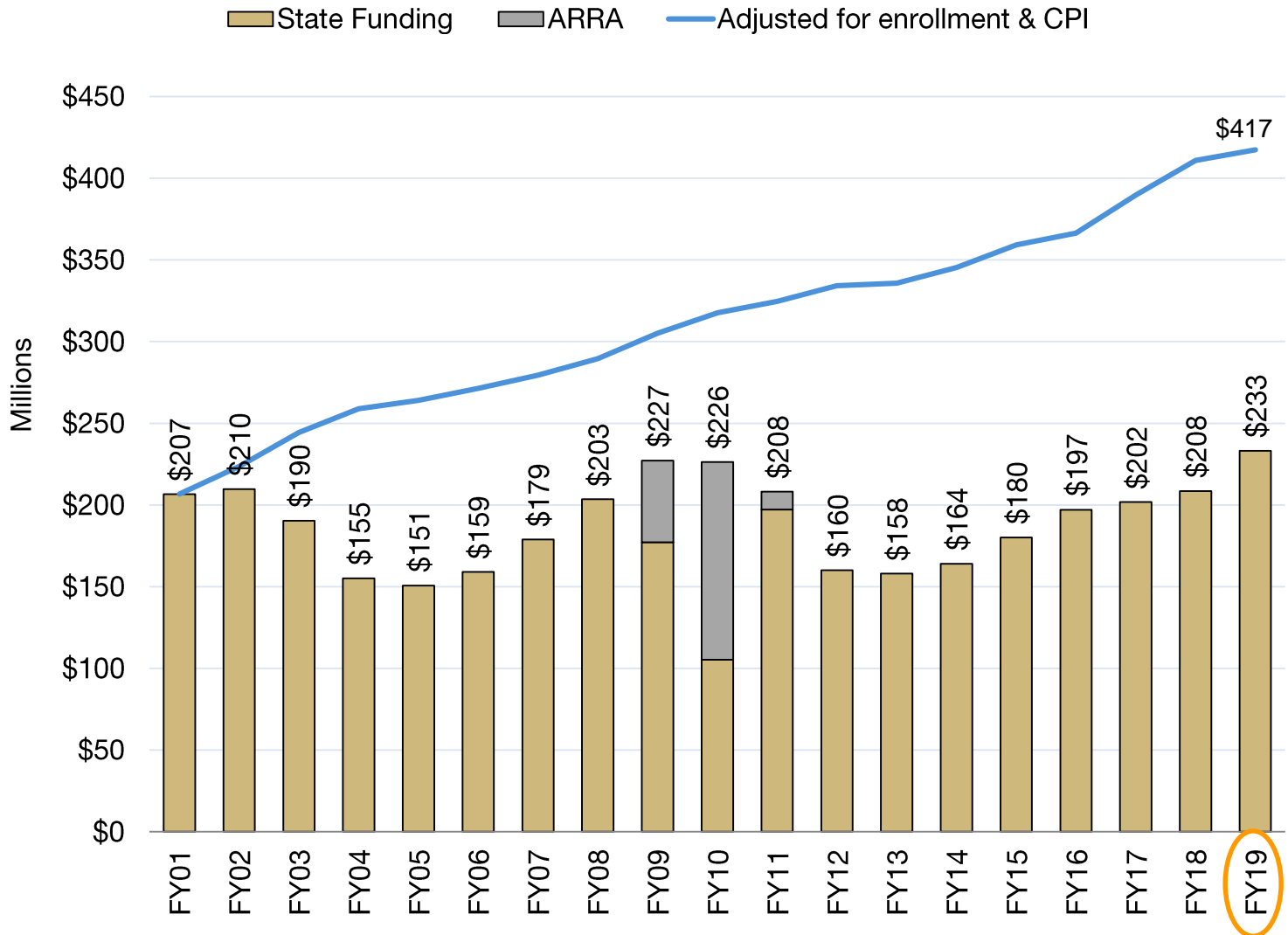
Difference between FY2019 state appropriation and FY2001 appropriation grown by inflation

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Budget Growth, Enrollment, Tuition, Average Student Debt

Source: Budget Data Books and CDHE FTE; 2018 dollars; CPI from BLS, Sep 2018

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State Funding per Resident Student

- State Support includes COF Stipend, Fee for Service Contracts, Tobacco Settlement Funds

-53%

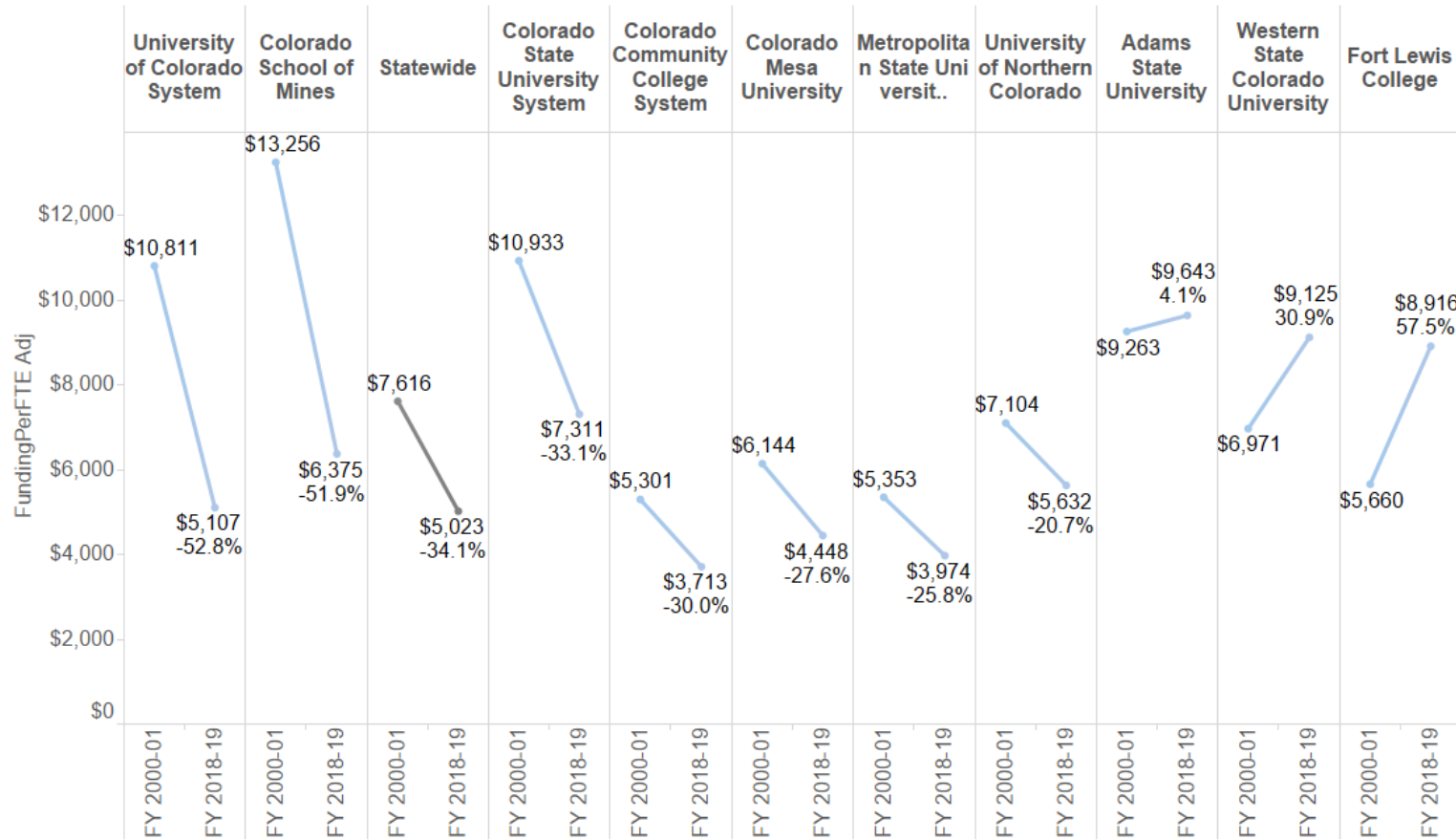
FY 2001 to FY 2019
CU State Funding per Resident Student

THIS METRIC LEADS

Budget Growth, Enrollment, Tuition, Average Student Debt, Tuition & Fee Coverage

Source: CU System Budget & Finance; State Funding from Legislative Council Appropriations for specified fiscal year; Adjusted for CPI; 2017 dollars;

State Funding Per Full-Time Colorado Resident Student, FY 2000-01 vs. **FY 2018-19** (Adjusted for inflation)



Caption

Data Source: State Funding from Legislative Council Appropriations for specified fiscal year; Tuition Revenue from Colorado Legislative Council Staff Forecast (Actuals); Most recent year FTE estimated from Legislative Council; Prior year's FTE data from CDHE;

Click for Data Online

State Funding National Comparison

- This is how Colorado compares to other states in public funding.
- Educational Appropriations per Student FTE.

48th

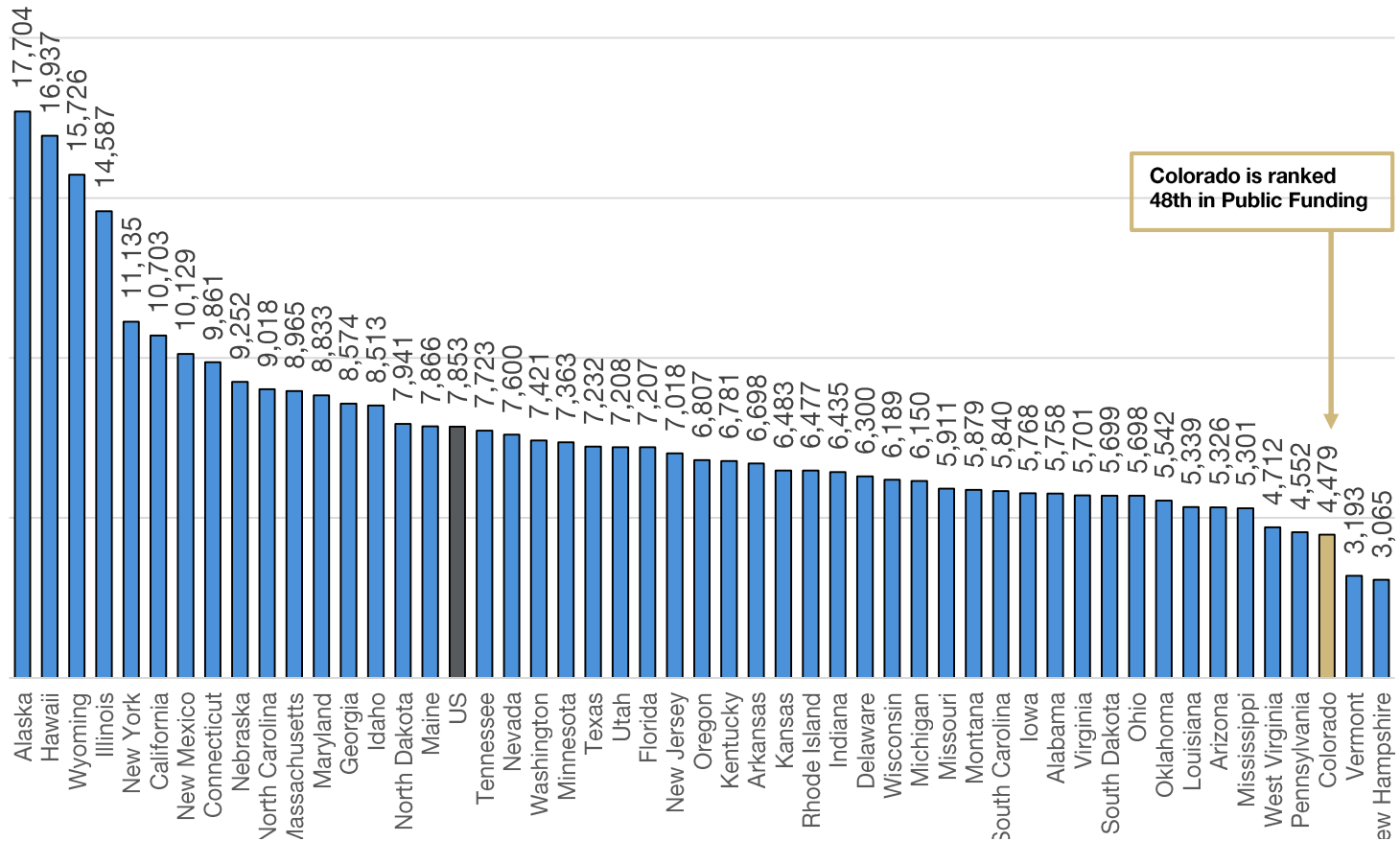
Colorado's Rank in Higher Education Funding Among U.S. States

THIS METRIC LEADS

Budget Growth, Enrollment, Tuition, Average Student Debt

Source: SHEEO SHEF 2018; Public FTE Enrollment and Educational Appropriations per FTE, FY 1993-2018

■ Educational Appropriations per SFTE, 2018



Colorado is ranked 48th in Public Funding

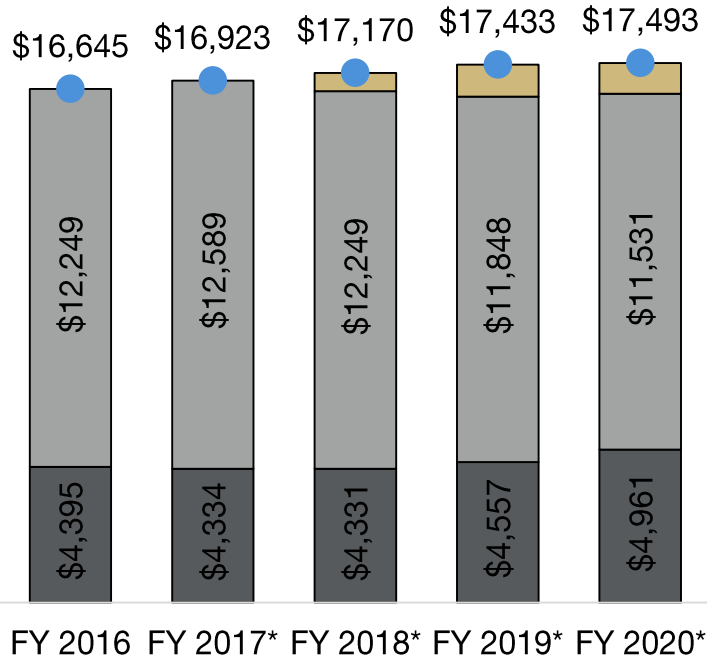
Affordability & Access

Goals

Tuition & Fees

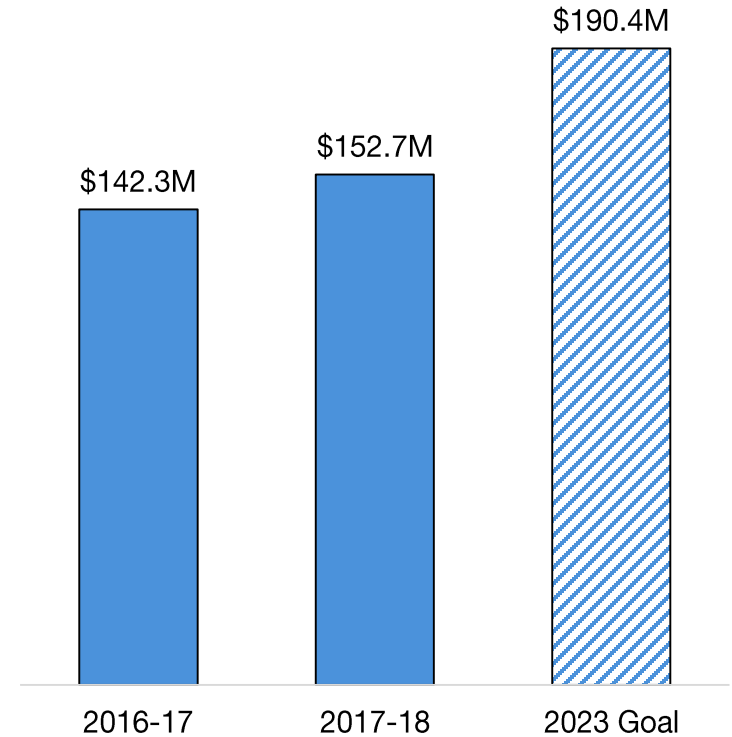
Goal = CPI

- State Funding per Res SFTE
- Tuition & Fees
- Res UG Freshman (Guarantee)
- State + T&F



* CU Boulder Undergraduate Resident Tuition Guarantee
All dollars adjusted for inflation

Institutional Financial Aid



Challenges

- Balancing affordability with infrastructure investment needs
- Highly competitive recruitment of Colorado students by out of state institutions
- Increases to need-based enrollment require wraparound academic and student support programs to ensure student success

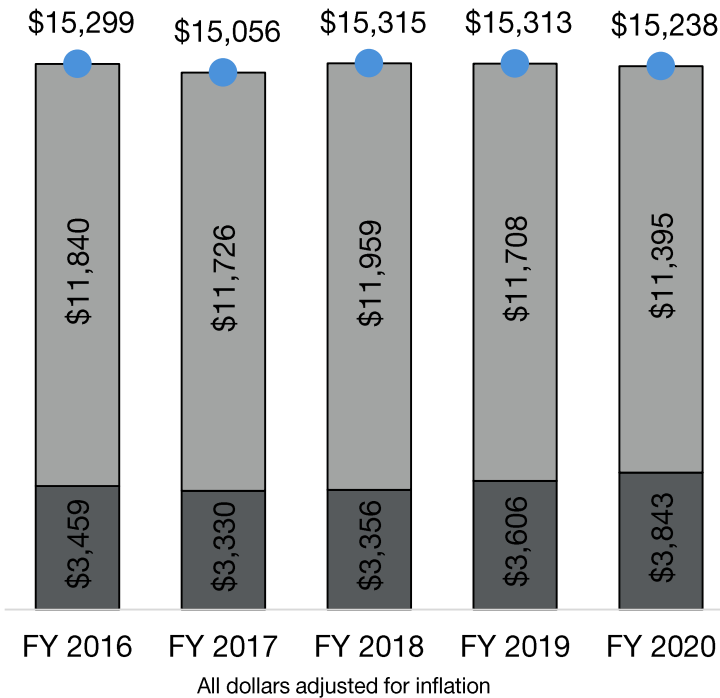
Strategies

- Diversify enrollment population
- Through the *Be Boulder Pact*, continue efforts to reduce out-of-pocket costs:
 - Guaranteed tuition and fees for incoming resident freshmen and transfers
 - Eliminated over \$10.3 million (FY 2018-19) in course and program fees
 - Increased commitment to institutional scholarships and financial aid
- Deploy data analytics to assess and inform student success and enrollment goals

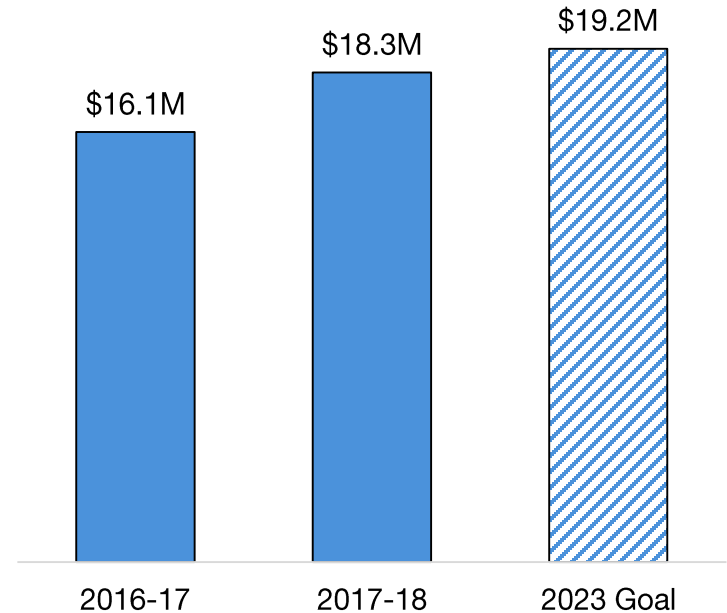
Tuition & Fees

Goal = CPI

- State Funding per Res SFTE
- Tuition & Fees
- State + T&F



Institutional Financial Aid



Challenges

- Reliance on in-state undergraduate tuition
- Increased competition for resident students
- Maintaining quality facilities and services
- Attracting and retaining top-notch faculty

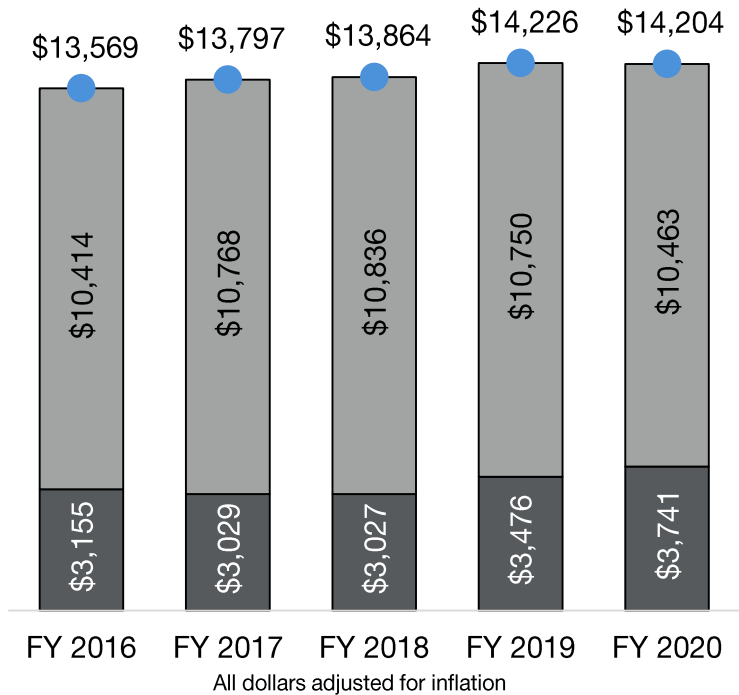
Strategies

- Implement incentive-based budget model
- Focus on keeping out-of-pocket costs in check
- Grow scholarships and accessibility to them
- Target aid to students most likely to benefit

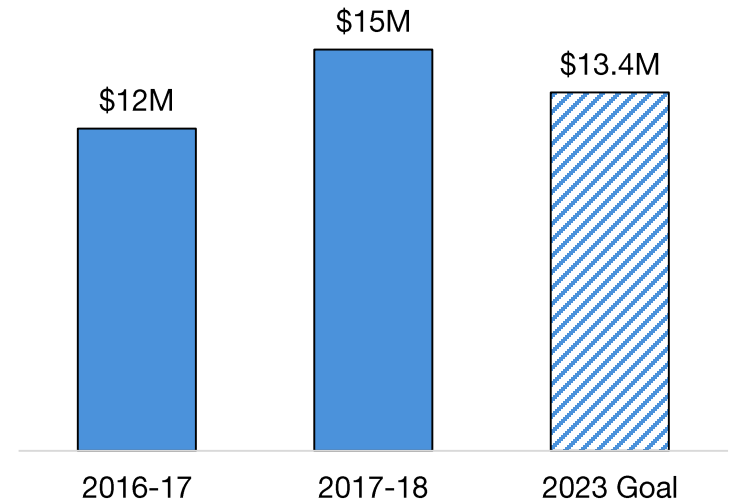
Tuition & Fees

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- State + T&F



Institutional Financial Aid



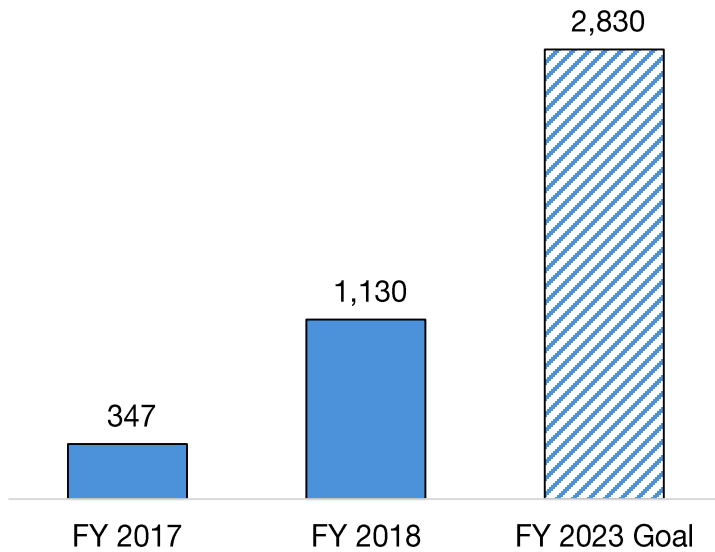
Challenges

- Reliance on in-state undergraduate tuition
- Cost to deliver programs that grow more quickly than CPI
- Financial aid is often far behind the total cost of attendance

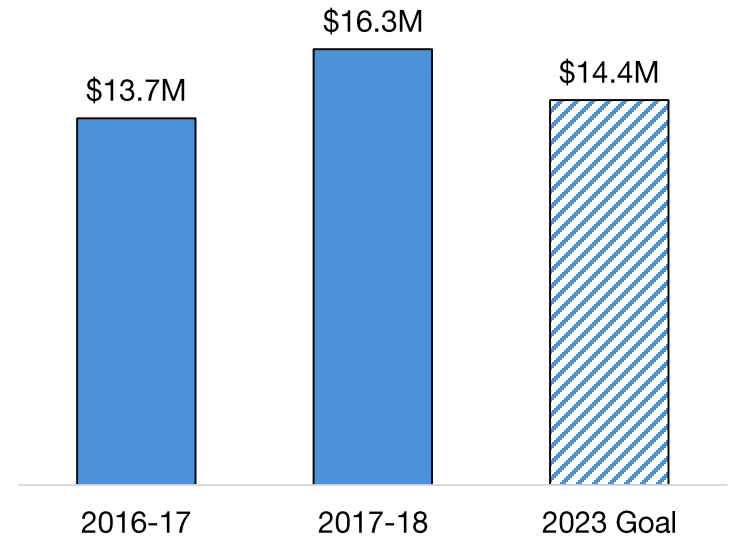
Strategies

- Improve student retention to stabilize revenue fluctuations
- Marketing strategy to increase enrollment for competitive programs
- Bridge Forward – part of CU campaign
- Find alternatives to financial aid – student employment, paid internships
- Continue to fund institutional aid at a higher rate to try and close the gap

Telehealth Interactions



Institutional Financial Aid



Challenges

- Costs from increasing rules and regulations reduces the ability to invest in goals (Institutional Financial Aid and Telehealth)
- Unstable nature of federal funding (Institutional Financial Aid)
- Contracting complexity and reimbursement policies (Telehealth)

Strategies

- Leverage technology, process and innovation to create efficiencies (Institutional Financial Aid and Telehealth)
- Increase access and ensure affordability without requiring additional student interactions by using available student data (Institutional Financial Aid)
- Develop and/or expand regional services, and new locations (Telehealth)

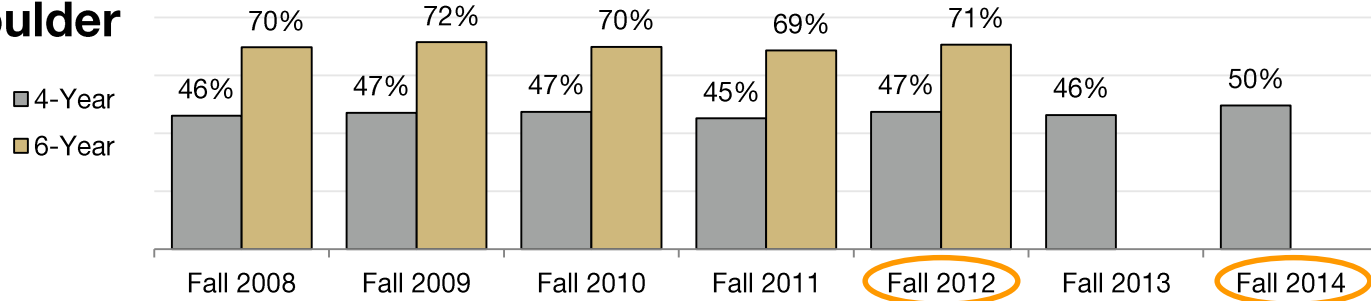


Student Success

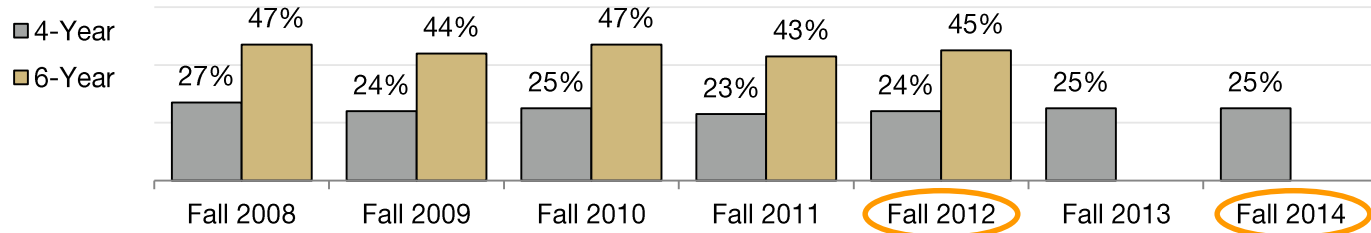


- The graduation rate is based on first-time, full-time freshmen.
- The year indicates the entering fall cohort;
- The rate is the percentage of students who earned a degree within four/six years.

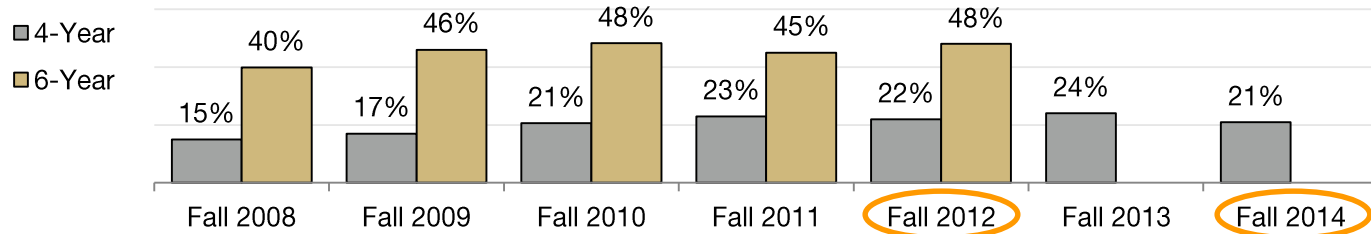
Boulder



UCCS



Denver

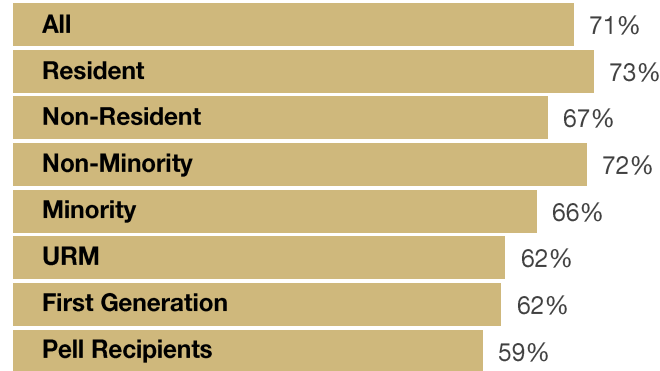


Source: CU System & Campus Offices of Institutional Research; 2017 baseline data based on fall 2011 cohort;

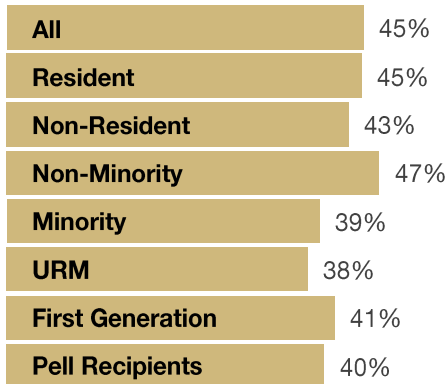


- Six-year graduation rate is based on first-time, full-time freshmen.
- The rate is the percentage of students who earned a degree within six years.

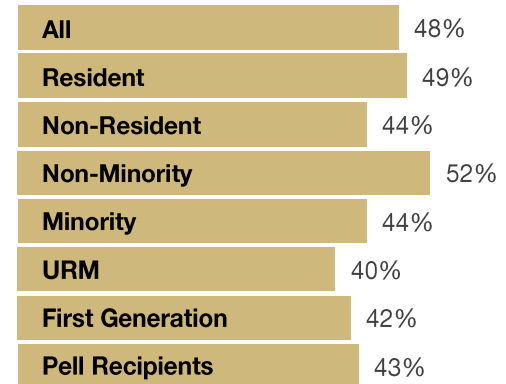
Boulder - 6-Year Graduation Rates



UCCS - 6-Year Graduation Rates



Denver - 6-Year Graduation Rates



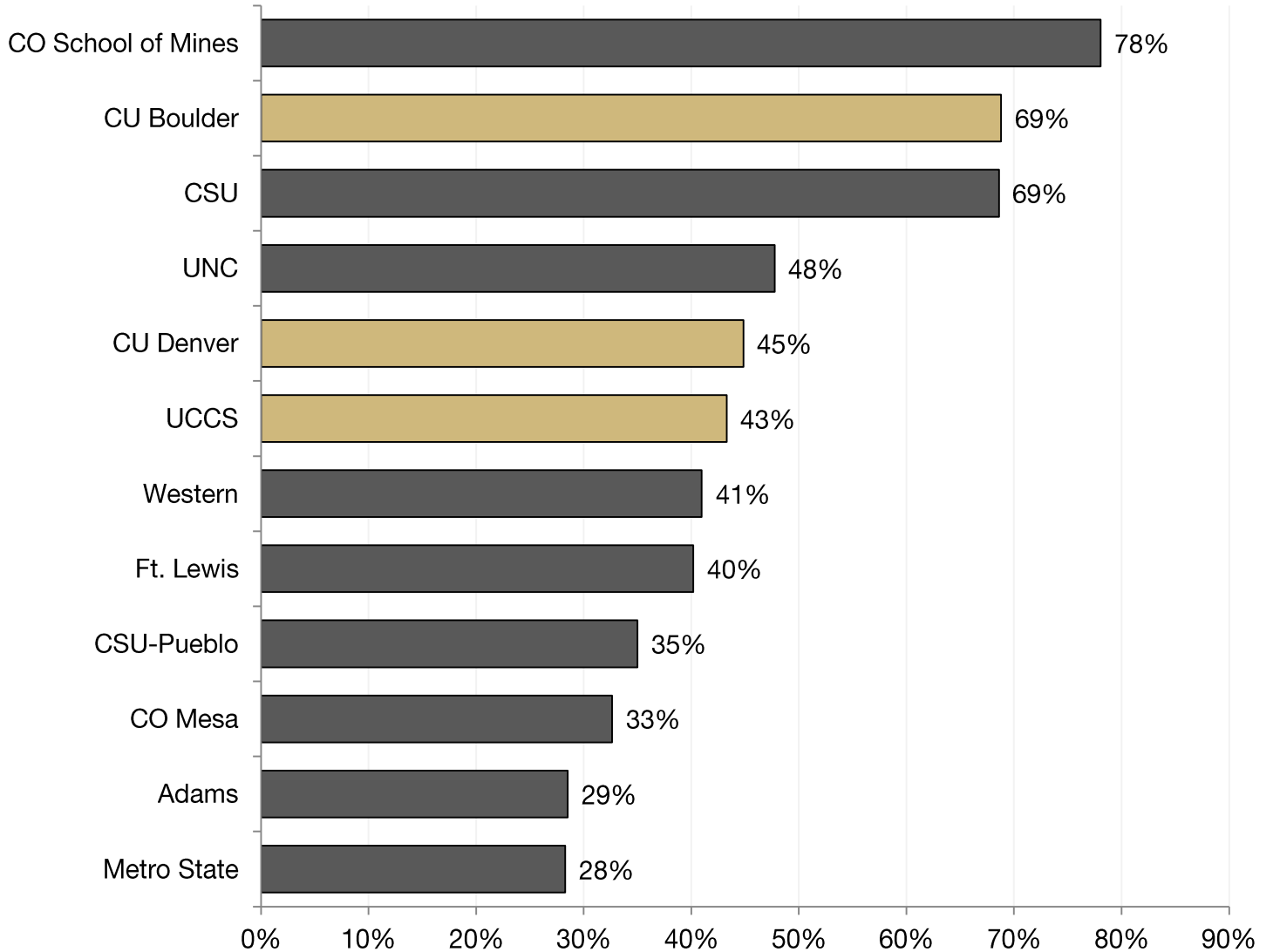
Source: CU System & Campus Offices of Institutional Research



Six-Year Graduation Rate – State Comparison

Fall 2011 First-Time Full-Time Cohort

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

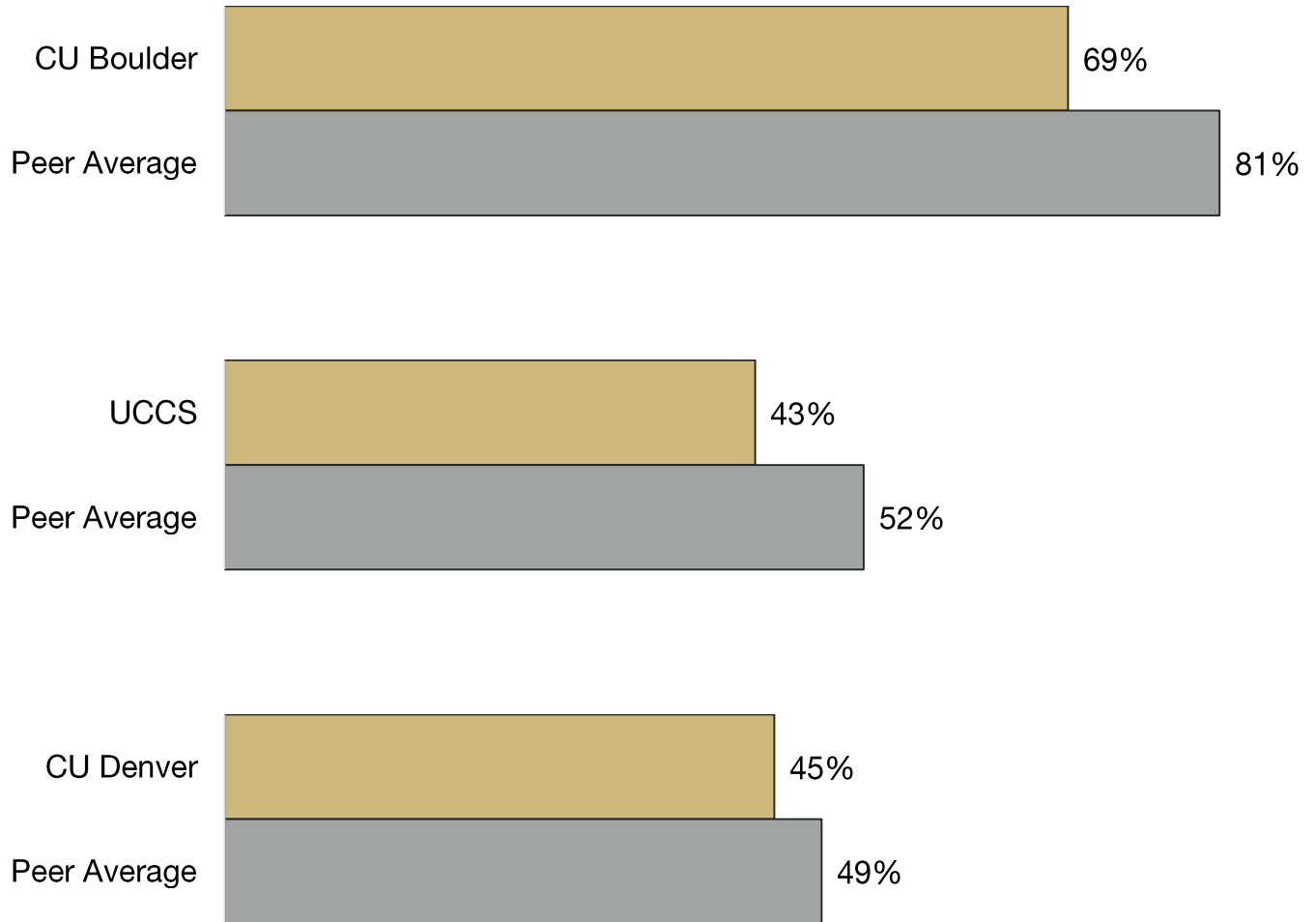


Source: CU System & Campus Offices of Institutional Research; IPEDS 2017;

Six-Year Graduation Rate – Peer Comparison

Fall 2011 First-Time Full-Time Cohort

- Six-year graduation rate is based on first-time, full-time freshmen.
- The year indicates the entering fall cohort;
- The rate is the percentage of students who earned a degree within six years.
- Peers based on CCHE approved peer institutions.



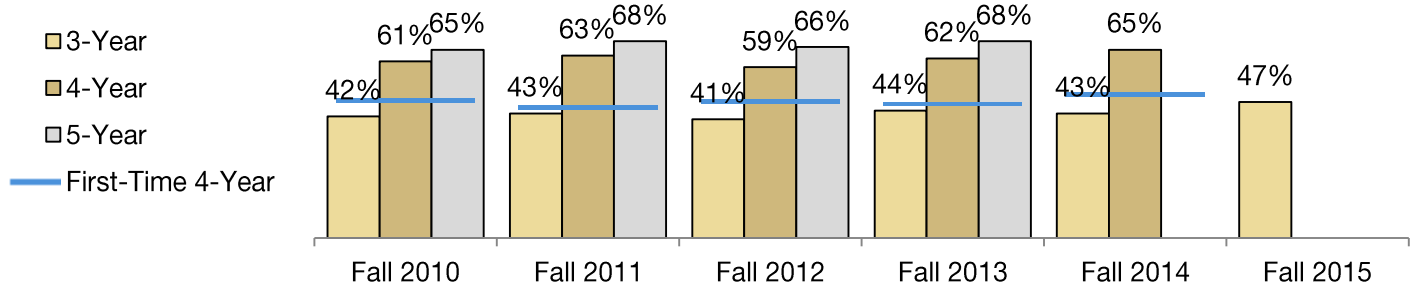
Source: CU System & Campus Offices of Institutional Research; IPEDS 2017;

- The graduation rate is based on transfer students enrolled in fall
- Class level depends on number of credits transferred
- The year indicates the entering fall cohort
- Majority of arriving transfer students are resident, white, and begin as sophomores
- Transfers by level (all CU campuses)*:
 - 30% Freshman
 - 39% Sophomore
 - 23% Junior
 - 9% Senior

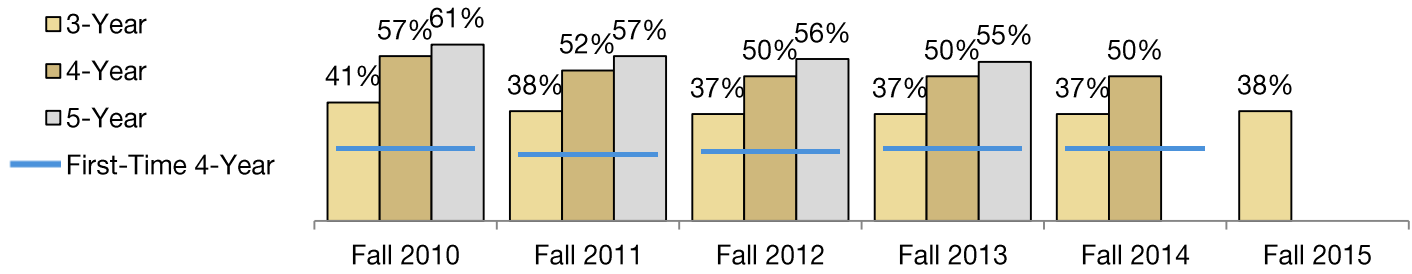
Source: CU System & Campus Offices of Institutional Research; *Cohort splits based on Fall 2014 transfer cohorts;



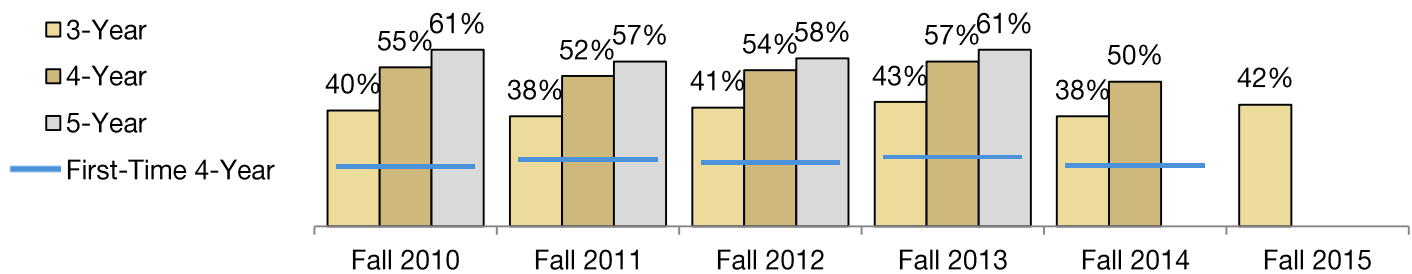
Boulder



UCCS



Denver

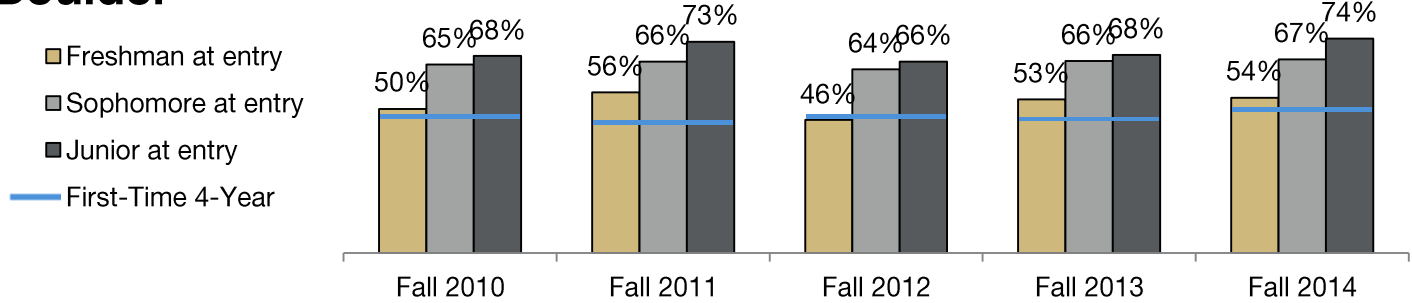


- The graduation rate is based on transfer students enrolled in fall
- The rate is the percentage of students who earned a degree within 4 years, through final summer term
- Transfers by level (all CU campuses)*:
 - 30% Freshman
 - 39% Sophomore
 - 23% Junior
 - 9% Senior

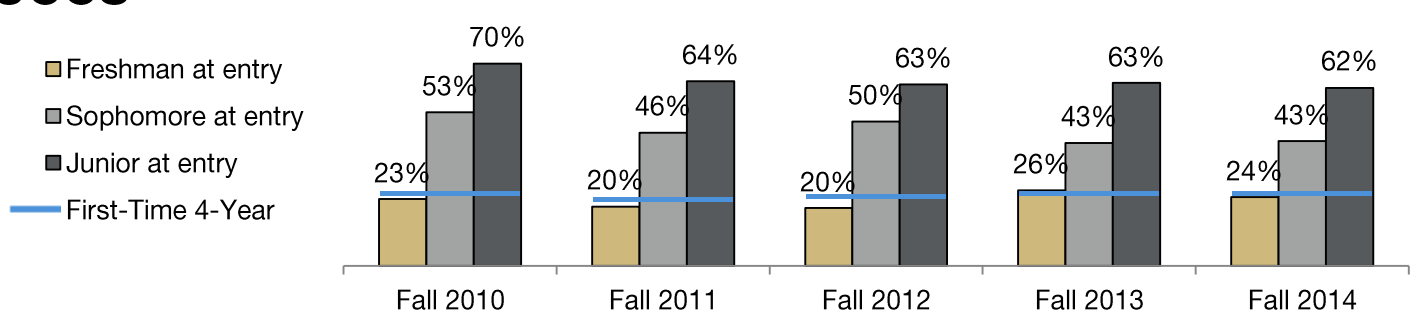
Source: CU System & Campus Offices of Institutional Research; *Cohort splits based on Fall 2014 transfer cohorts;



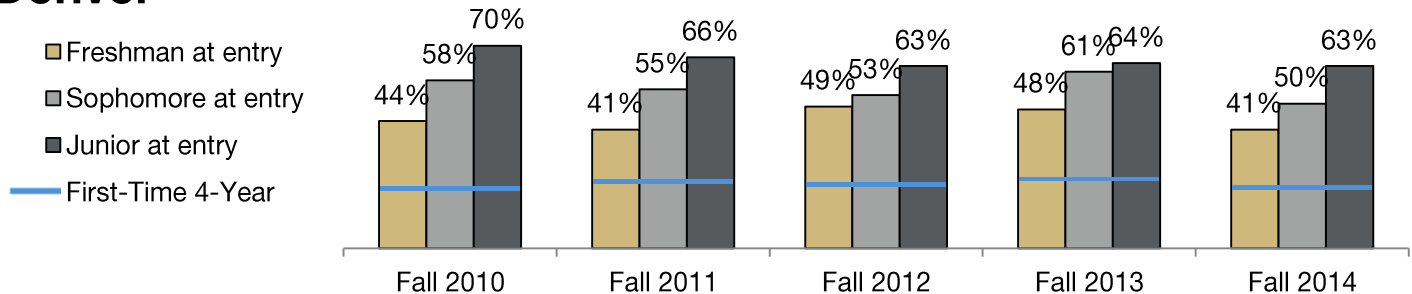
Boulder




UCCS



Denver



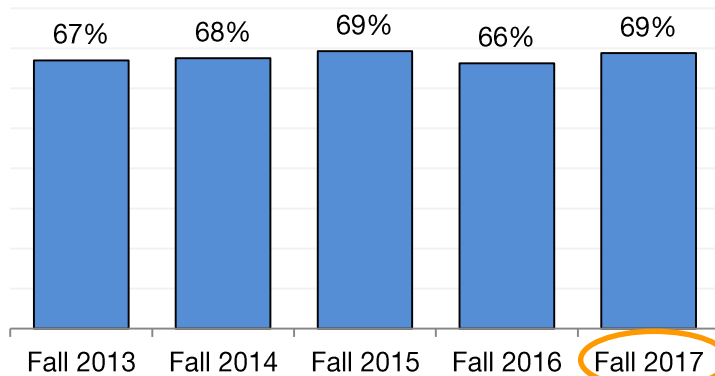
- Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.
- The year indicates the entering fall cohort;
- The rate is the percentage of students enrolled the following fall term.



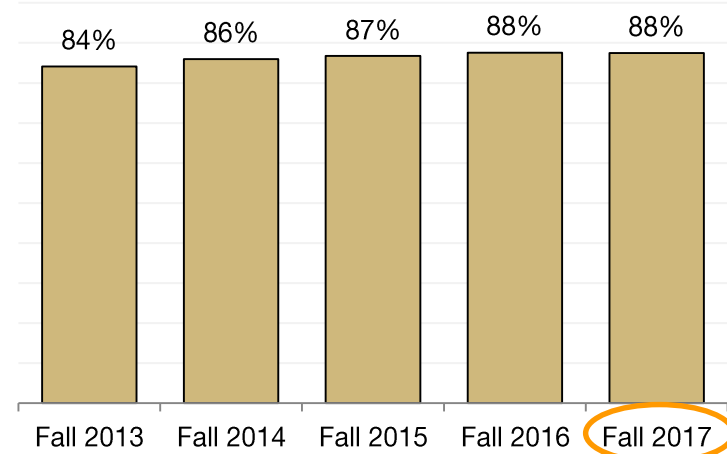
Retention Rate
(First-Time Freshman)

	2017 BASELINE	2023 GOAL
BOULDER	88%	93%
UCCS	66%	72%
DENVER	67%	75%
ANSCHUTZ	N/A	N/A

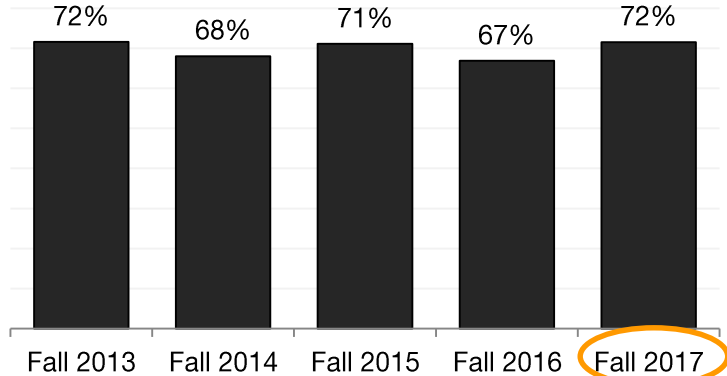
UCCS



Boulder



Denver



THIS METRIC LEADS →

Grad Rates,
Degrees Awarded

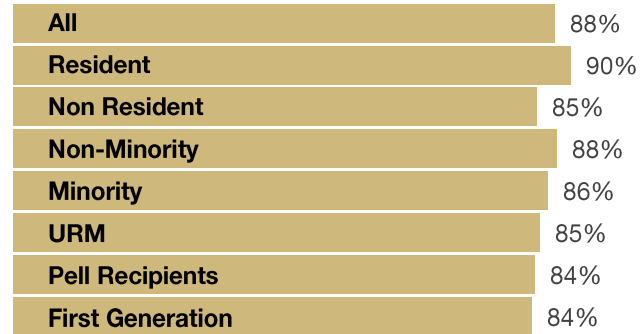
Source: CU System & Campus Offices of Institutional Research ; 2017 baseline data based on fall 2016 cohort;

Click for Data Online

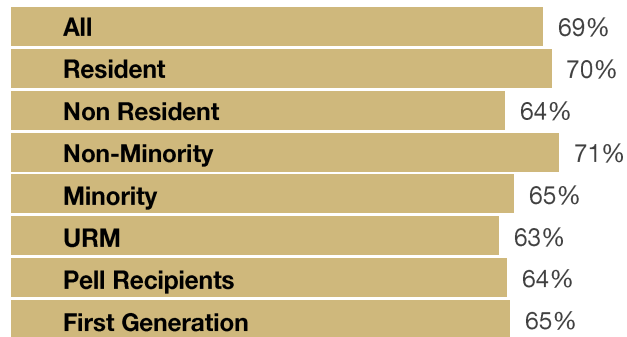
Freshman Retention Rates

Fall 2017 First-Time Full-Time Cohort

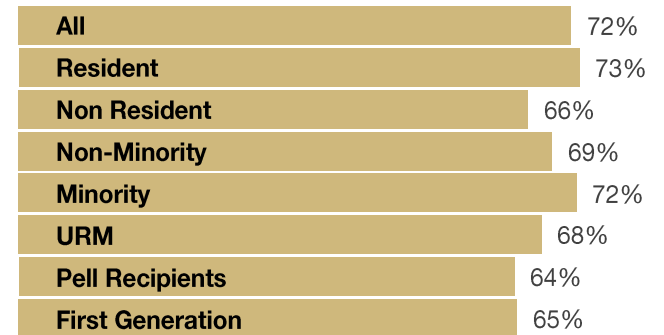
Boulder



UCCS



Denver



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

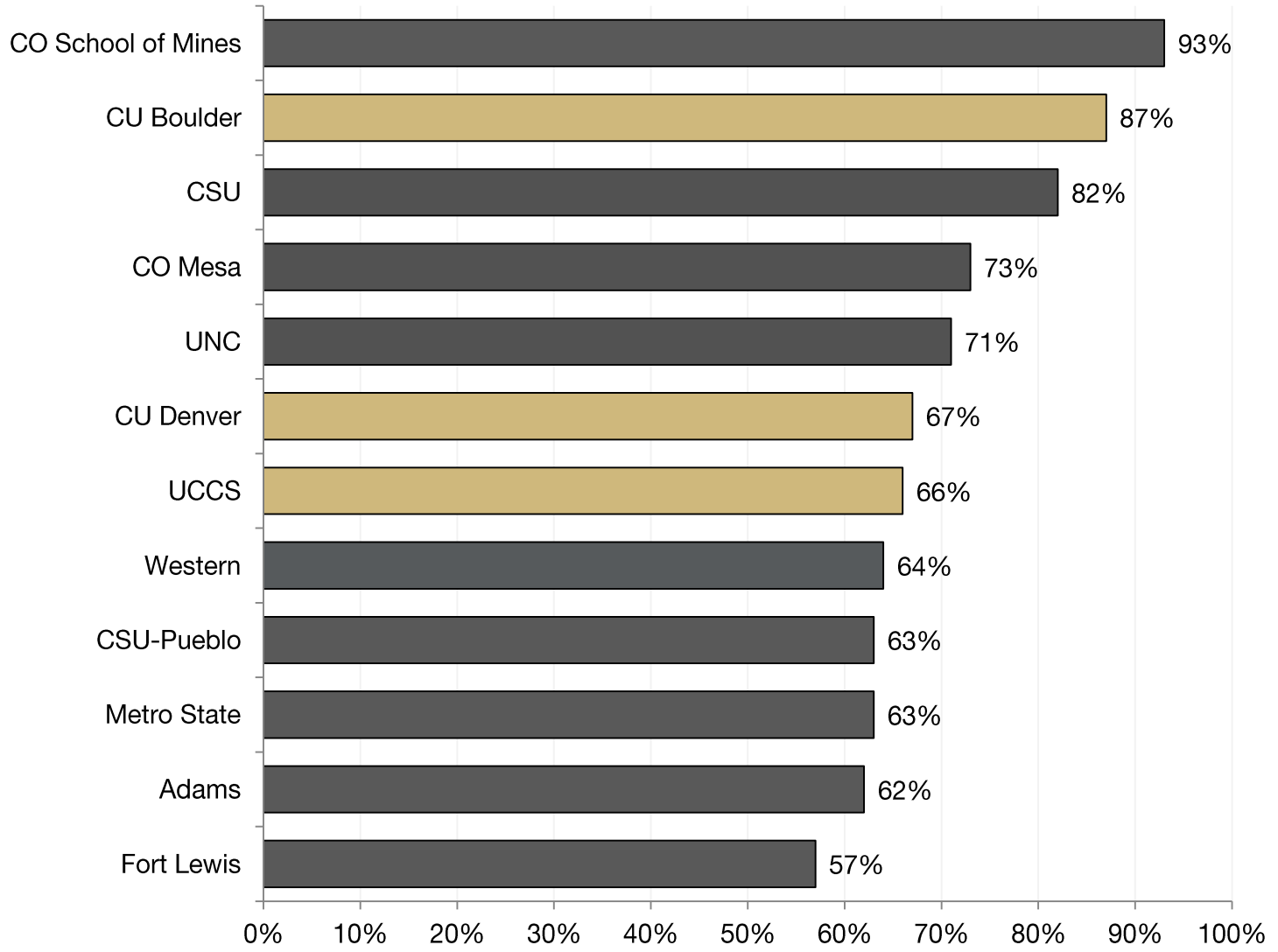
Source: CU System & Campus Offices of Institutional Research



Freshman Retention Rate – State Comparison

Fall 2016 First-Time Full-Time Cohort

- Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.
- The Anschutz Medical Campus does not enroll first-time freshmen.

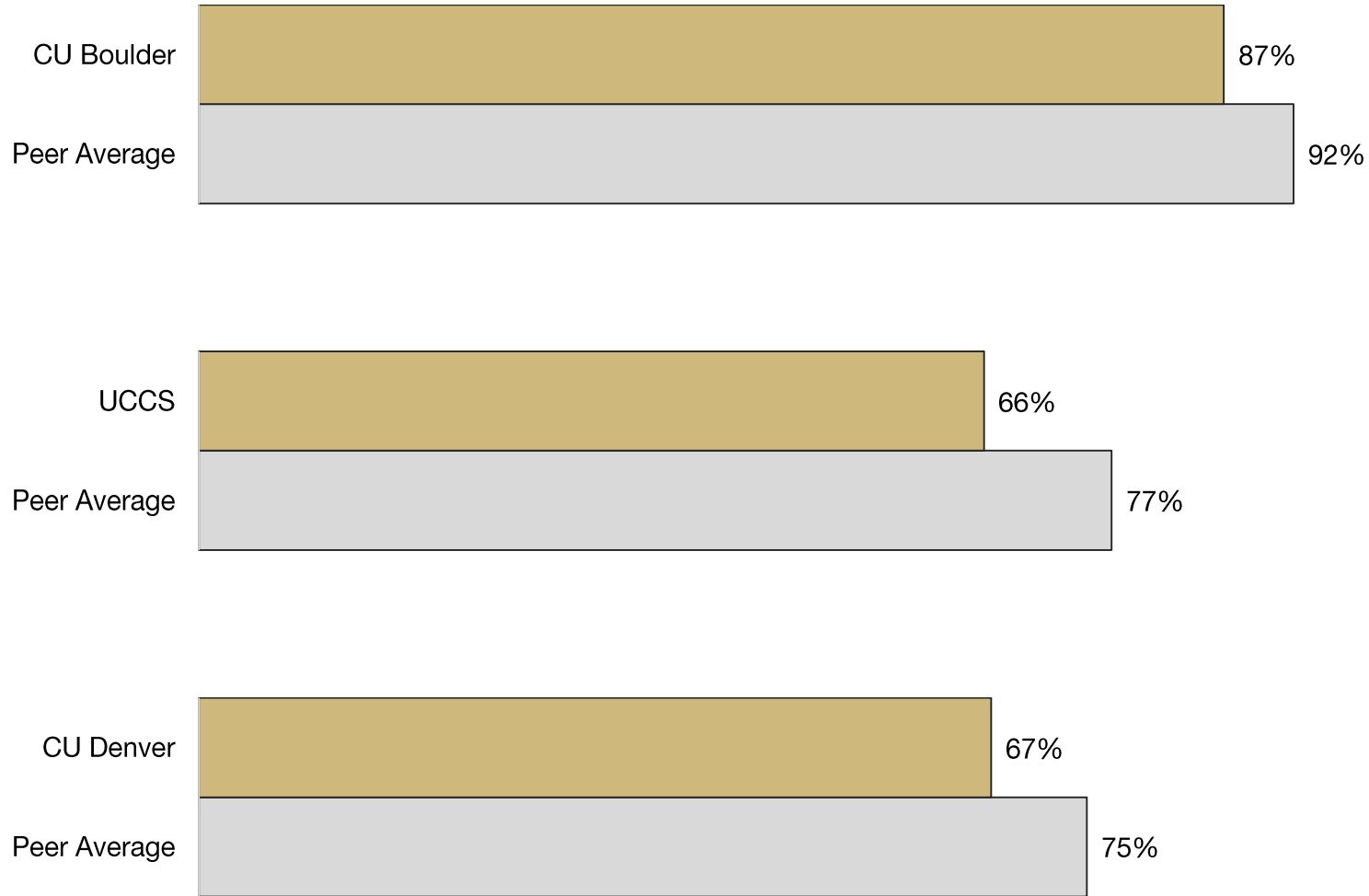


Source: CU System & Campus Offices of Institutional Research; IPEDS 2017;

Freshman Retention Rate – Peer Comparison

Cohort Fall 2016

- Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.
- The Anschutz Medical Campus does not enroll first-time freshmen.
- Peers based on CCHE approved peer institutions.



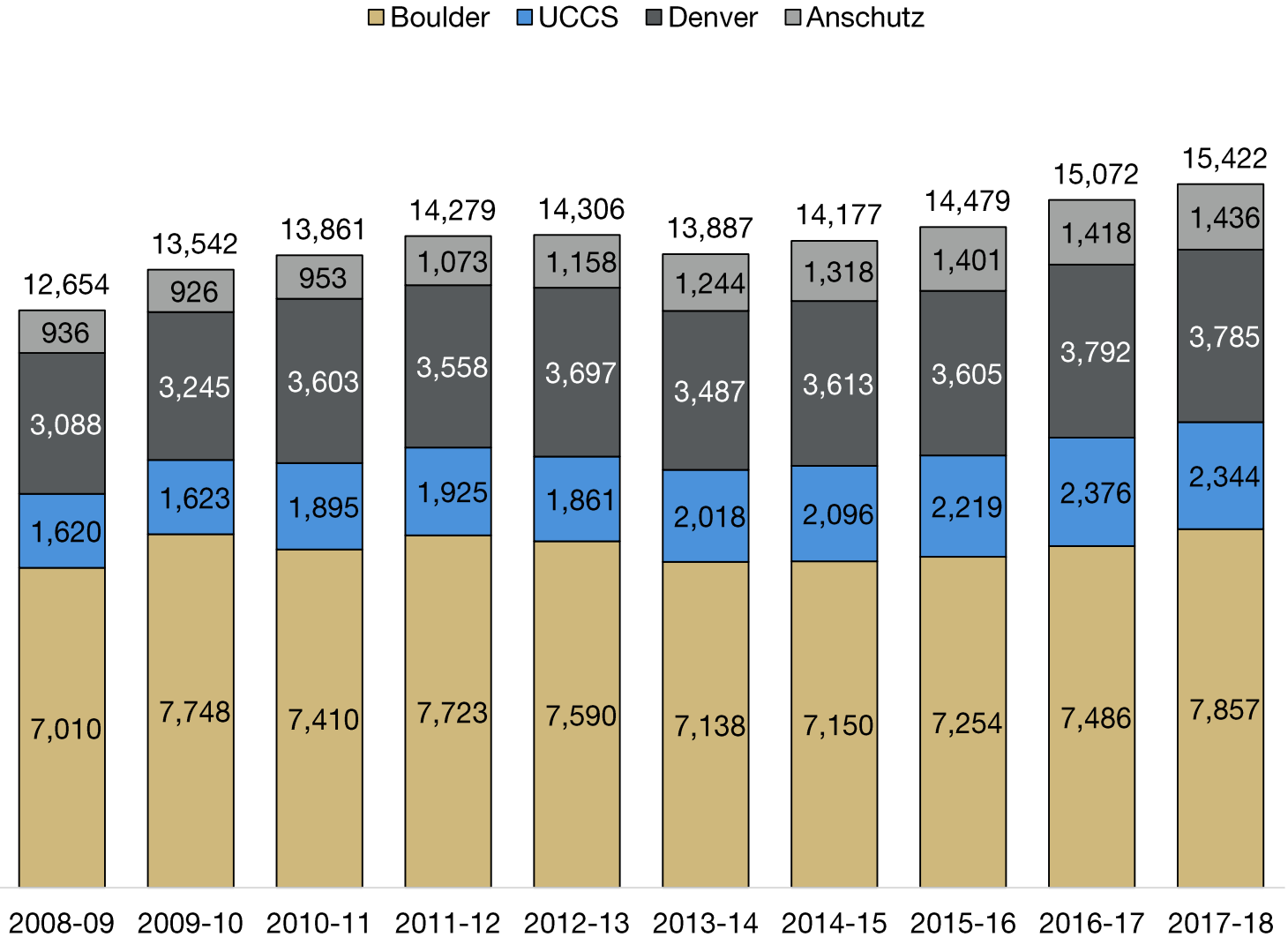
Source: CU System & Campus Offices of Institutional Research; IPEDS 2017;

- CU awarded undergraduate and graduate degrees to more than 15,000 students in each of the past two years

140,000+
Degree Recipients
FY 2008-09 to FY 2017-18

Source: CU System & Campus Offices of Institutional Research;

[Click for Data Online](#)

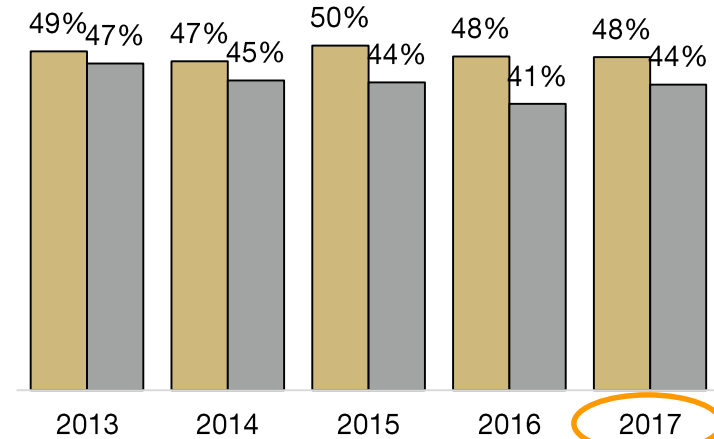


Credit Load (Percent Taking 15+ Credits in First Term)

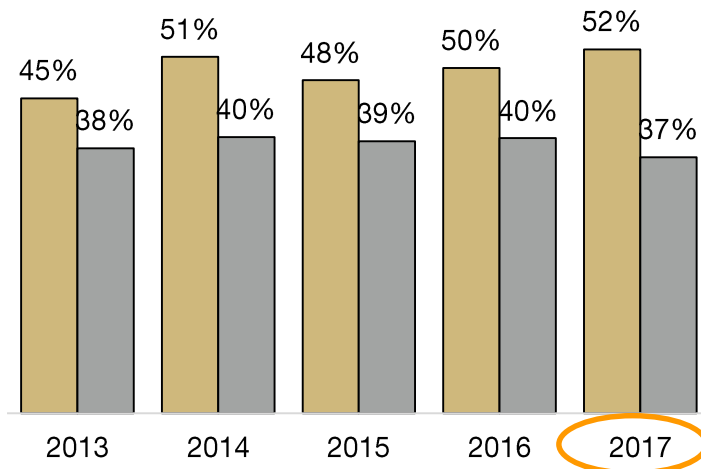
The number of credits an undergraduate student completes per term. On average, for an undergraduate student to finish in 4 years, starting with no credits, they would need to pursue a degree by taking 15+ credits in first term.

- First-Time, Full-Time Fall Cohort
Percent Taking 15+ Credits in First Term
- Transfer Students Starting Fall
Percent Taking 15+ Credits in First Term

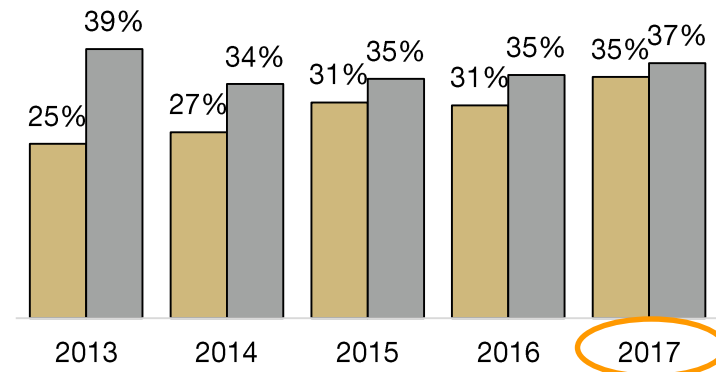
CU Boulder



UCCS



CU Denver



Degrees Awarded,
Graduation Rates,
Retention Rate,
Average Time to Degree,
Average Student Debt,
Student Loan Default Rates

Source: CU System Office of Institutional Research; Based on end-of-term enrollment, credit hours attempted;

Credit Load (Percent Taking 30+ Credits in First Year)

The number of credits an undergraduate student completes in the first year (fall-spring-summer). On average, for an undergraduate student to finish in 4 years, starting with no credits, they would need to pursue a degree by taking 30+ credits in first fiscal year.

First Year = Fall + Spring + Summer

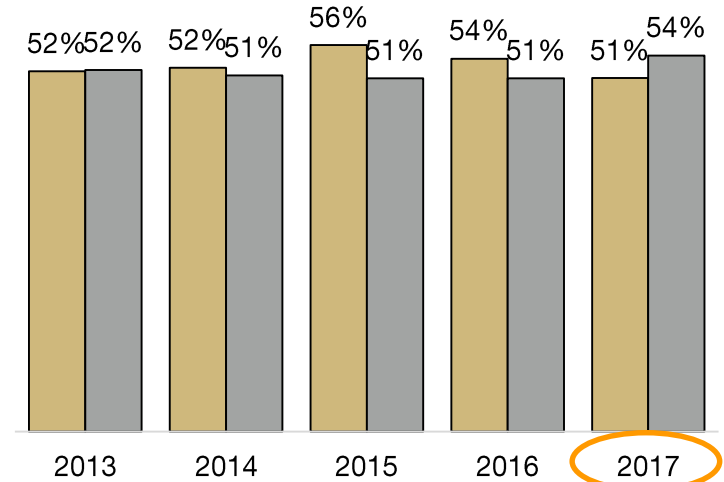


Degrees Awarded, Graduation Rates, Retention Rate, Average Time to Degree, Average Student Debt, Student Loan Default Rates

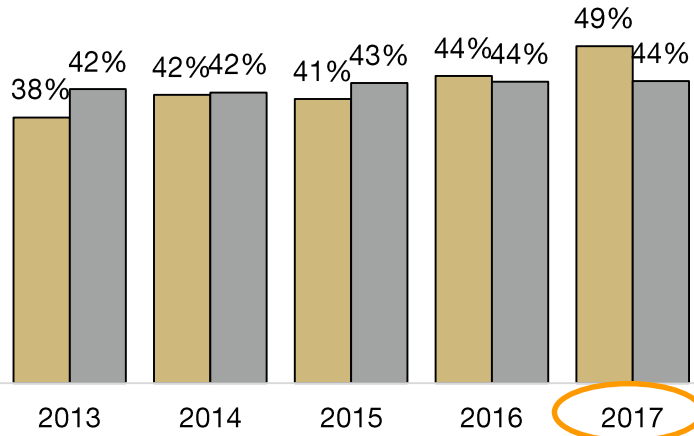
Source: CU System Office of Institutional Research; Based on end-of-term enrollment, credit hours attempted;

- First-Time, Full-Time Fall Cohort Percent Taking 30+ Credits in First Year
- Transfer Students Starting Fall Percent Taking 30+ Credits in First Year

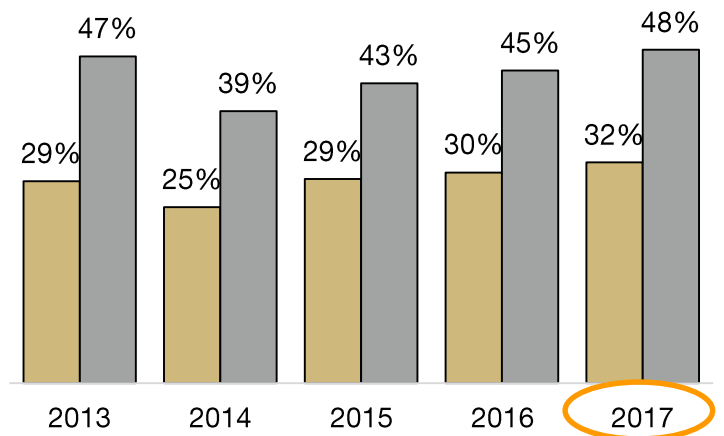
CU Boulder



UCCS



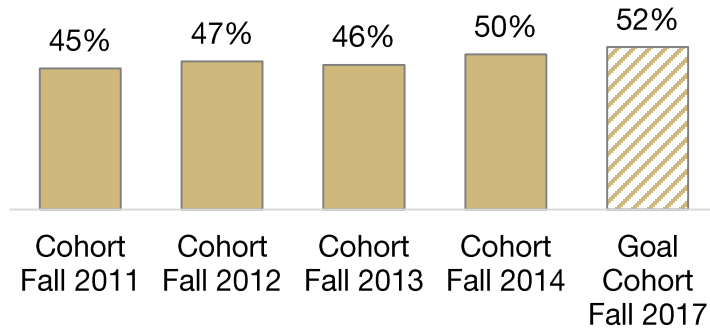
CU Denver



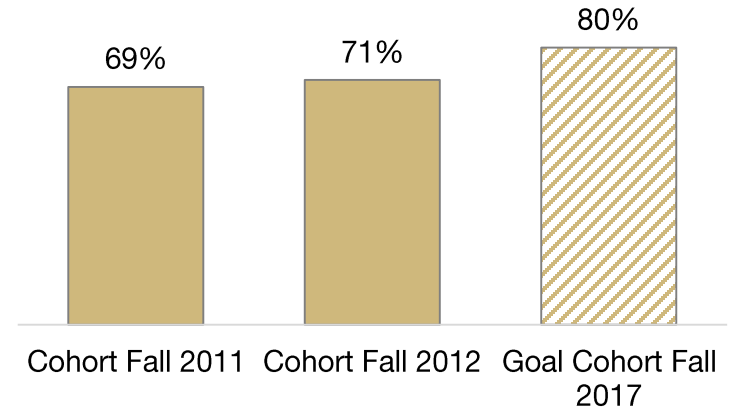
Student Success

Goals

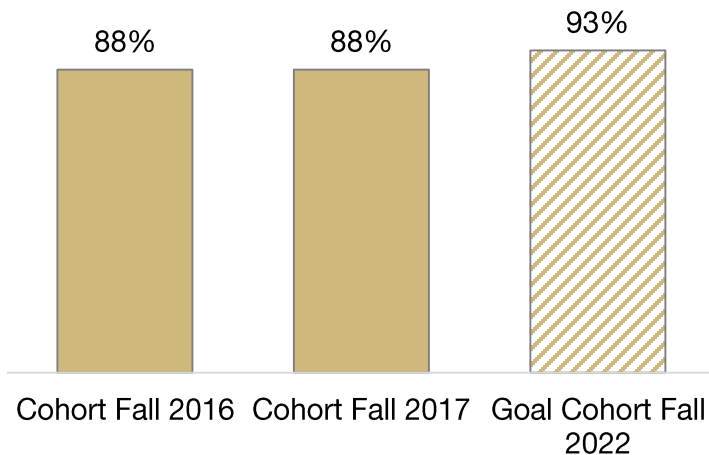
4-Year Graduation Rates



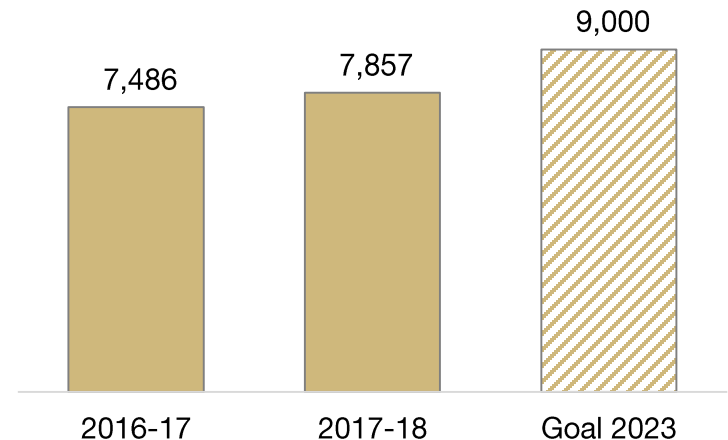
6-Year Graduation Rates



Retention Rates



Degree Recipients



Challenges

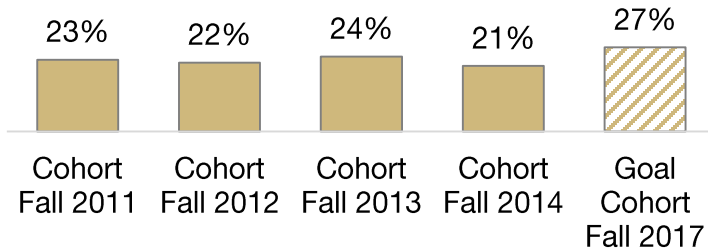
- Offering a unified student experience that coordinates student success activities, academic advising, technology needs, and support services
- Meeting first-year students' custom needs, abilities, backgrounds, interests, and experiences
- Competitive market for all students, and a rapidly evolving market for graduate students

Strategies

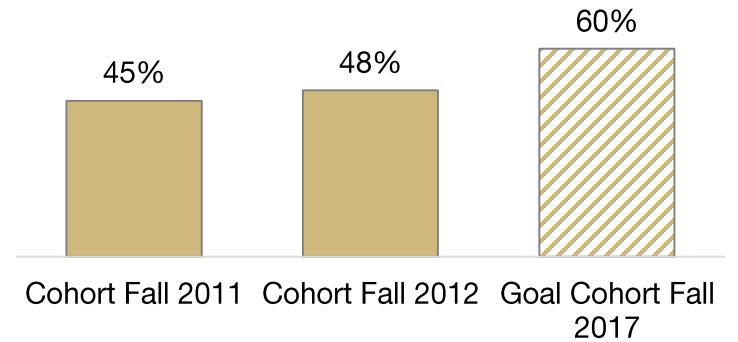
- Build out first-year advising and manage caseloads to provide a more robust advising experience through the first academic year
- Integrate student success across schools using an interdisciplinary approach
- Deploy data analytics for early intervention and focused outreach
- Expand distance and online offerings



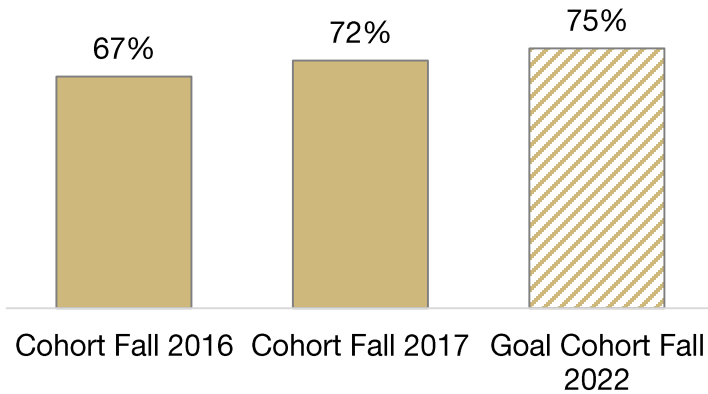
4-Year Graduation Rates



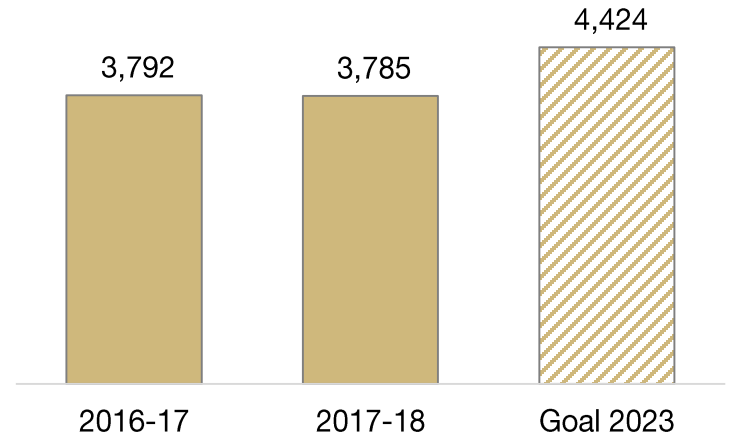
6-Year Graduation Rates



Retention Rates



Degree Recipients



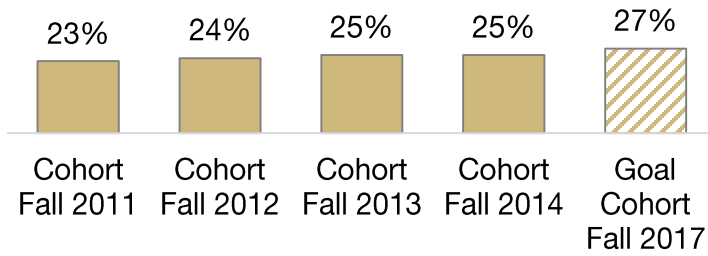
Challenges

- Competing demands on students
- Traditional program delivery structure
- Confusing systems and business processes

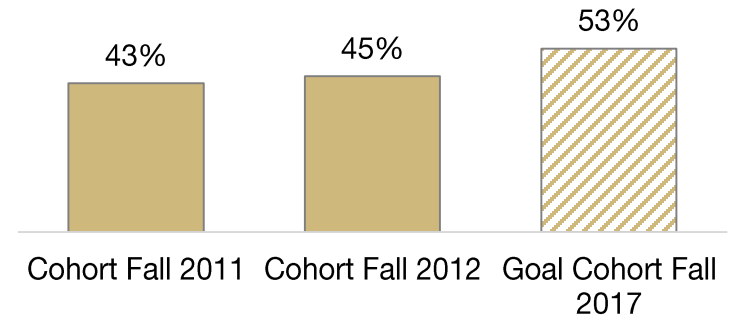
Strategies

- Increase effectiveness of advising services and predictive analytics
- Develop career- and meta-major pathways
- Build first-year housing and dining facility
- Align all student-learning experiences and services

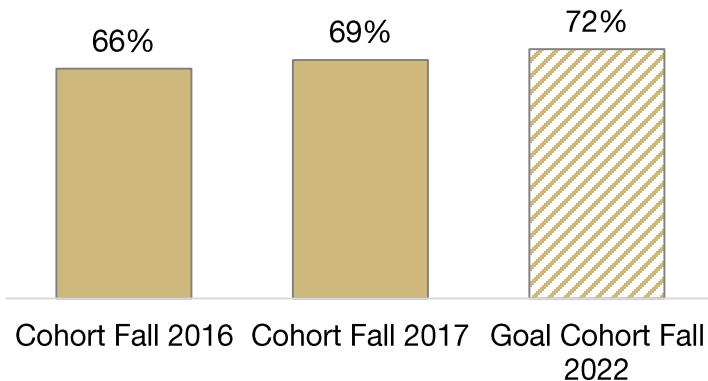
4-Year Graduation Rates



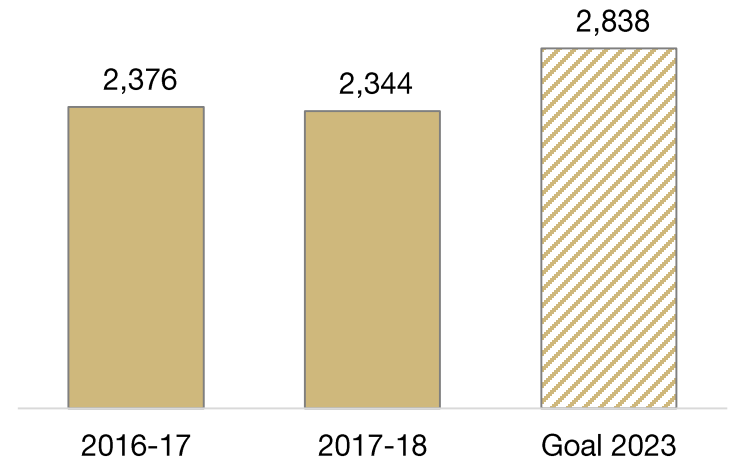
6-Year Graduation Rates



Retention Rates



Degree Recipients



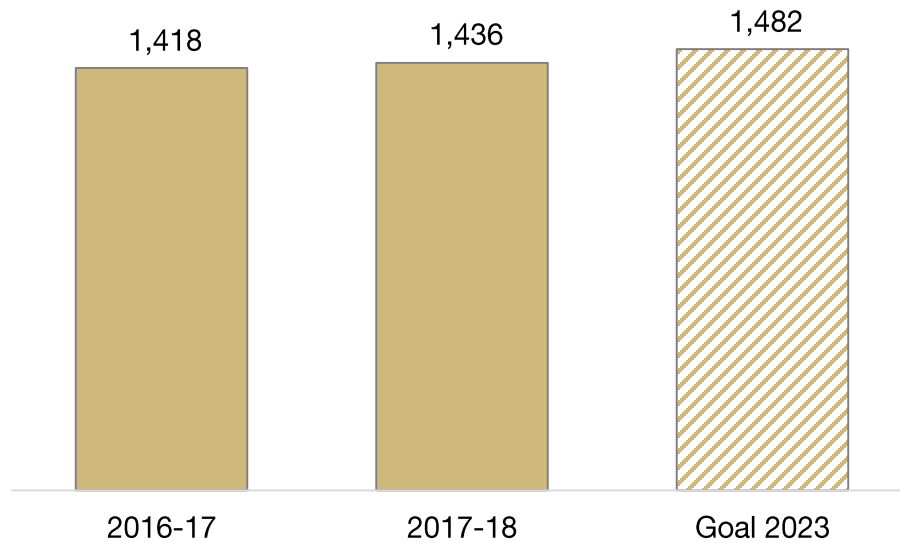
Challenges

- UCCS is primarily a six year graduation school
- Student population has a higher mobility rate (military affiliated)
- Global marketing of graduate programs amid decreases in international students

Strategies

- Focus on transfer success
- Think 30 program to encourage students to take additional credits in summer, on-line, and in interim classes.
- Required advising for first year students
- Implementing an interactive course planner tool for students

Degree Recipients



Challenges

- Limits on professional program enrollment by accrediting bodies
- Competition for students for the Skaggs School of Pharmacy and Pharmaceutical Sciences

Strategies

- Expand program offerings and clinical training sites at non-CU Anschutz sites
- Increased investment in School of Pharmacy marketing and online programs

Fiscal Sustainability



- Number of full-time undergraduate students (30 credit hours = 1 SFTE)
- Number of full-time graduate students (24 credit hours = 1 SFTE)

+19%

FY 2009 to FY 2018

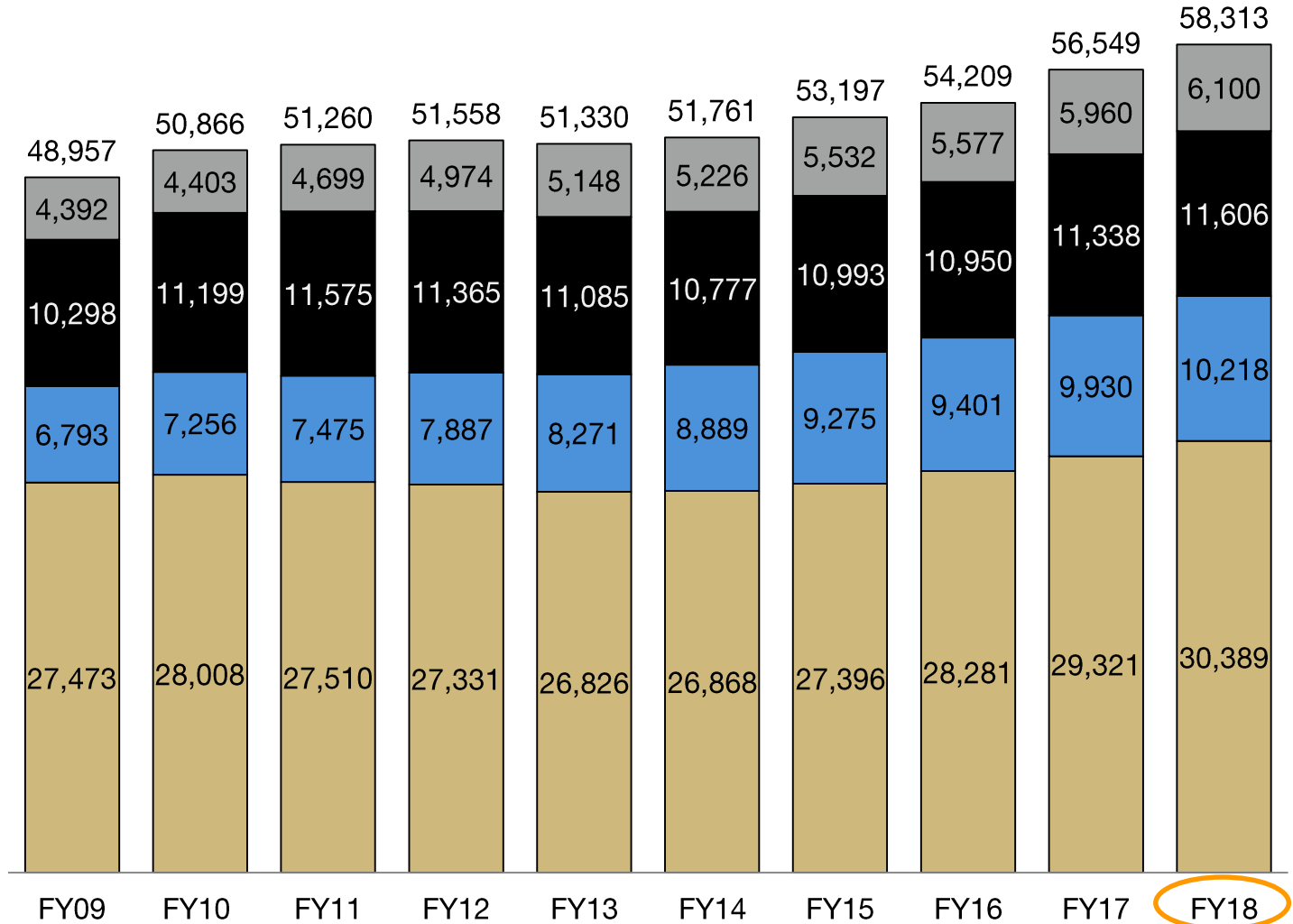


Enrollment,
Degrees Awarded

Source: CU System Office of Institutional Research

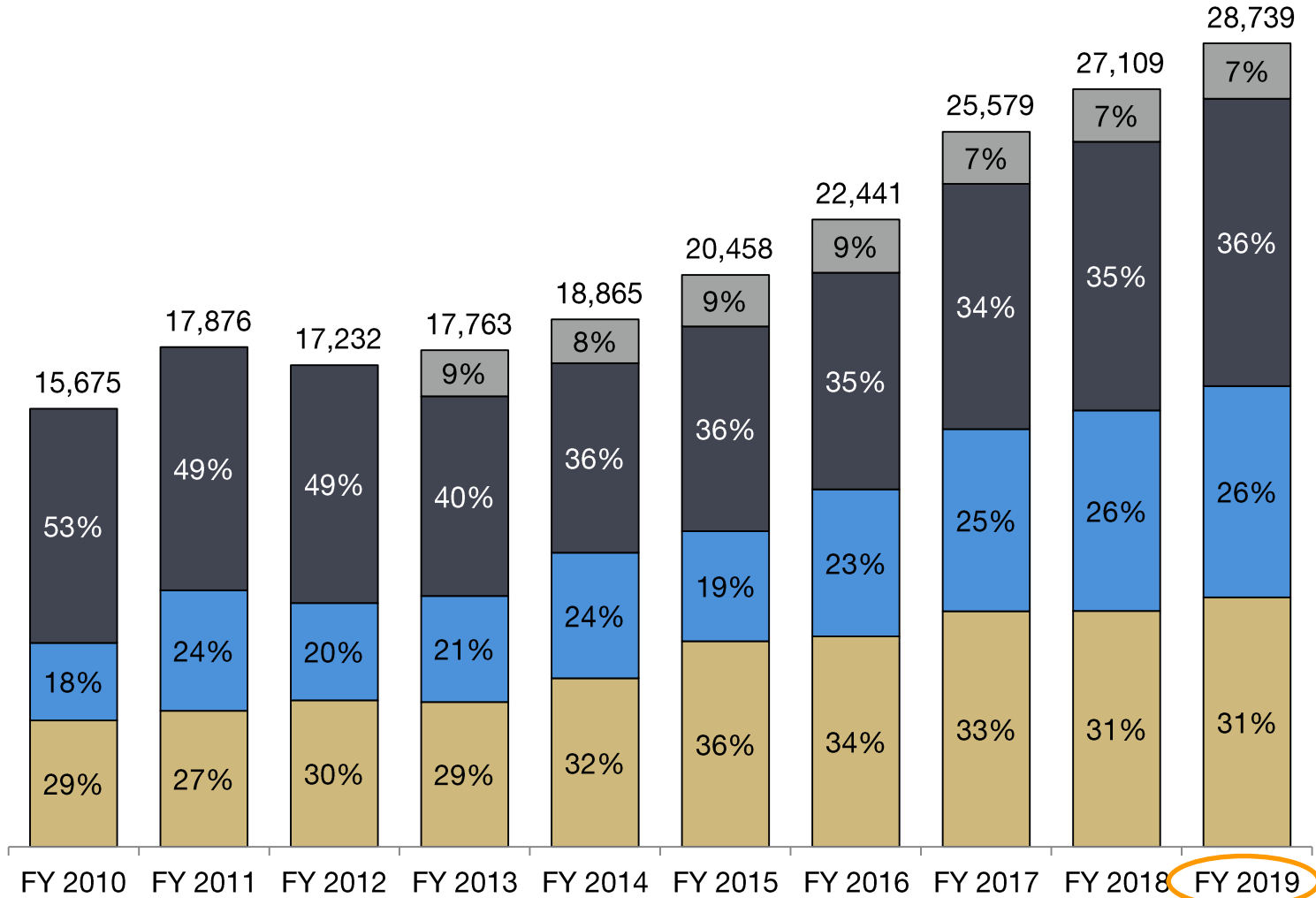


■ Boulder ■ Colorado Springs ■ Denver ■ Anschutz Medical Campus



- This is the number of students enrolled in at least one online course. While a student may take multiple online courses, “unduplicated headcount” only counts a student once.

■ Boulder ■ UCCS ■ Denver ■ Anschutz



Denver and Anschutz are combined in FY 2010 to FY 2012

+83%
Since FY 2009-10

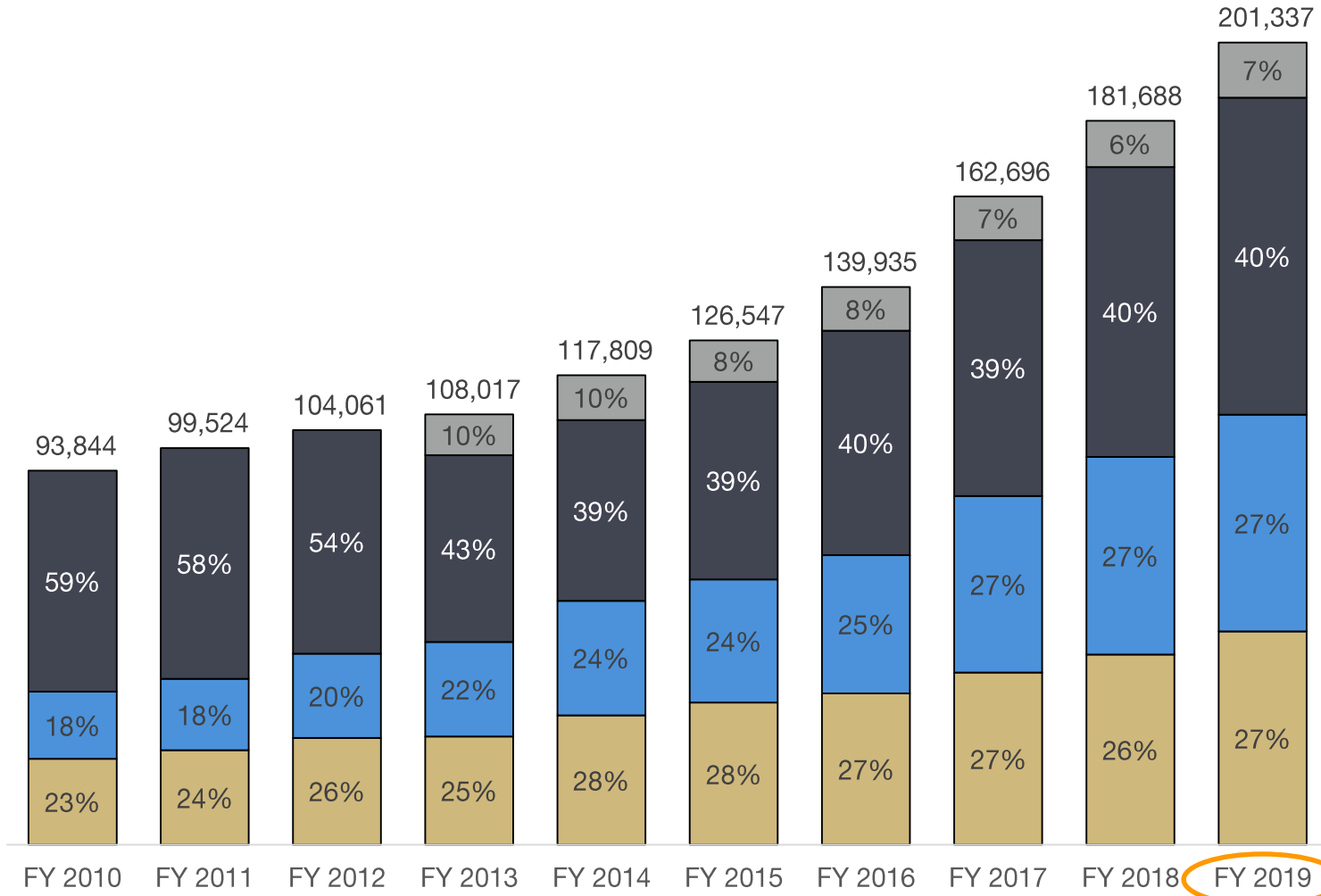
Source: CU System Office of Institutional Research



Online Credit Hours

- Number of student credit hours attempted online.
- Denver / Anschutz splits unavailable before FY 2013

■ Boulder ■ UCSS ■ Denver ■ Anschutz



Denver and Anschutz are combined in FY 2010 to FY 2012

+115%

Since FY 2009-10

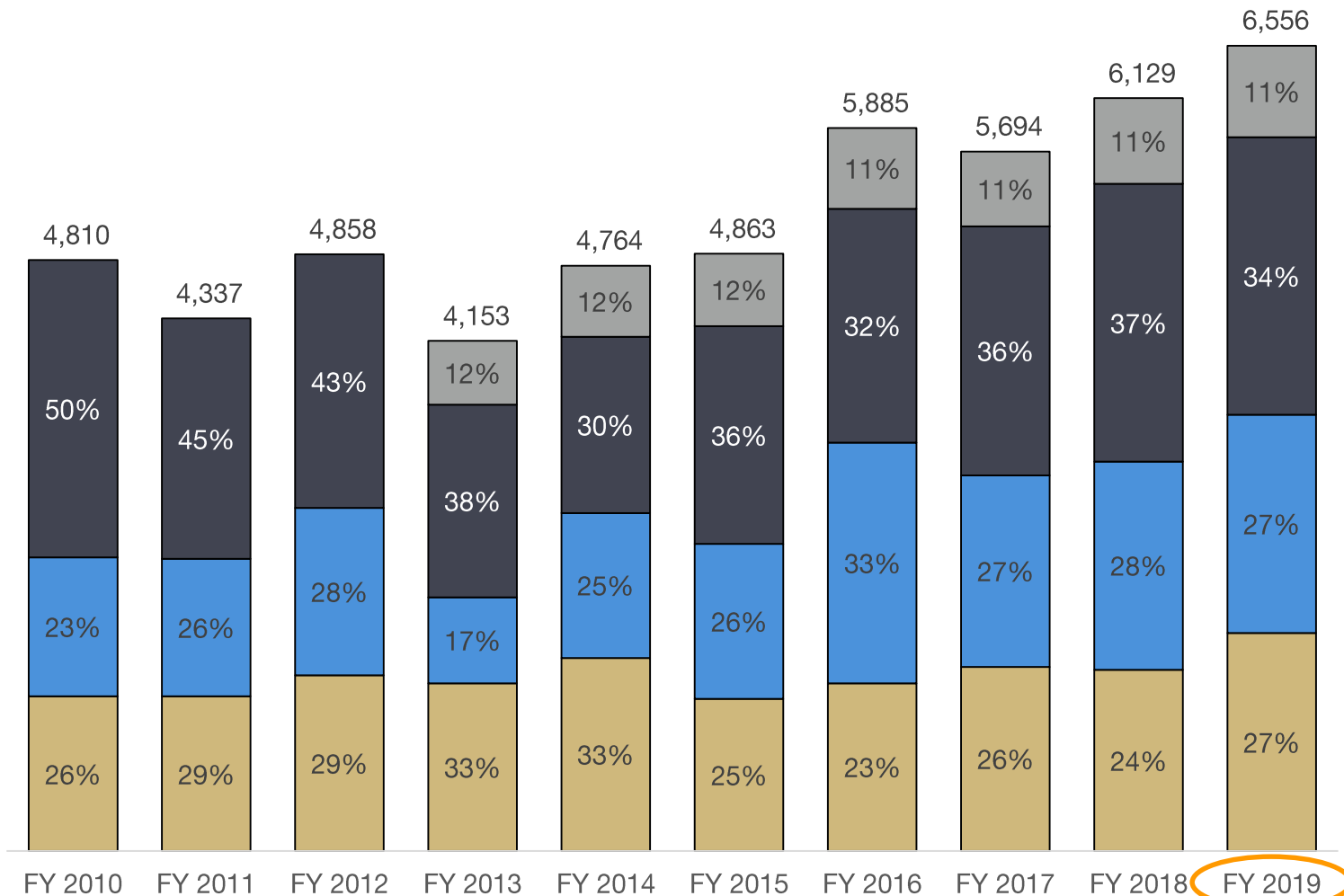
Source: CU System Office of Institutional Research



Online Enrollment (Enrolled Exclusively Online)

- Number of students enrolled exclusively in online courses.
- This includes both resident and non-resident students enrolled online.
- Denver / Anschutz splits unavailable before FY 2013

■ CU Boulder ■ UCCS ■ Denver ■ Anschutz



+36%
Since FY 2009-10

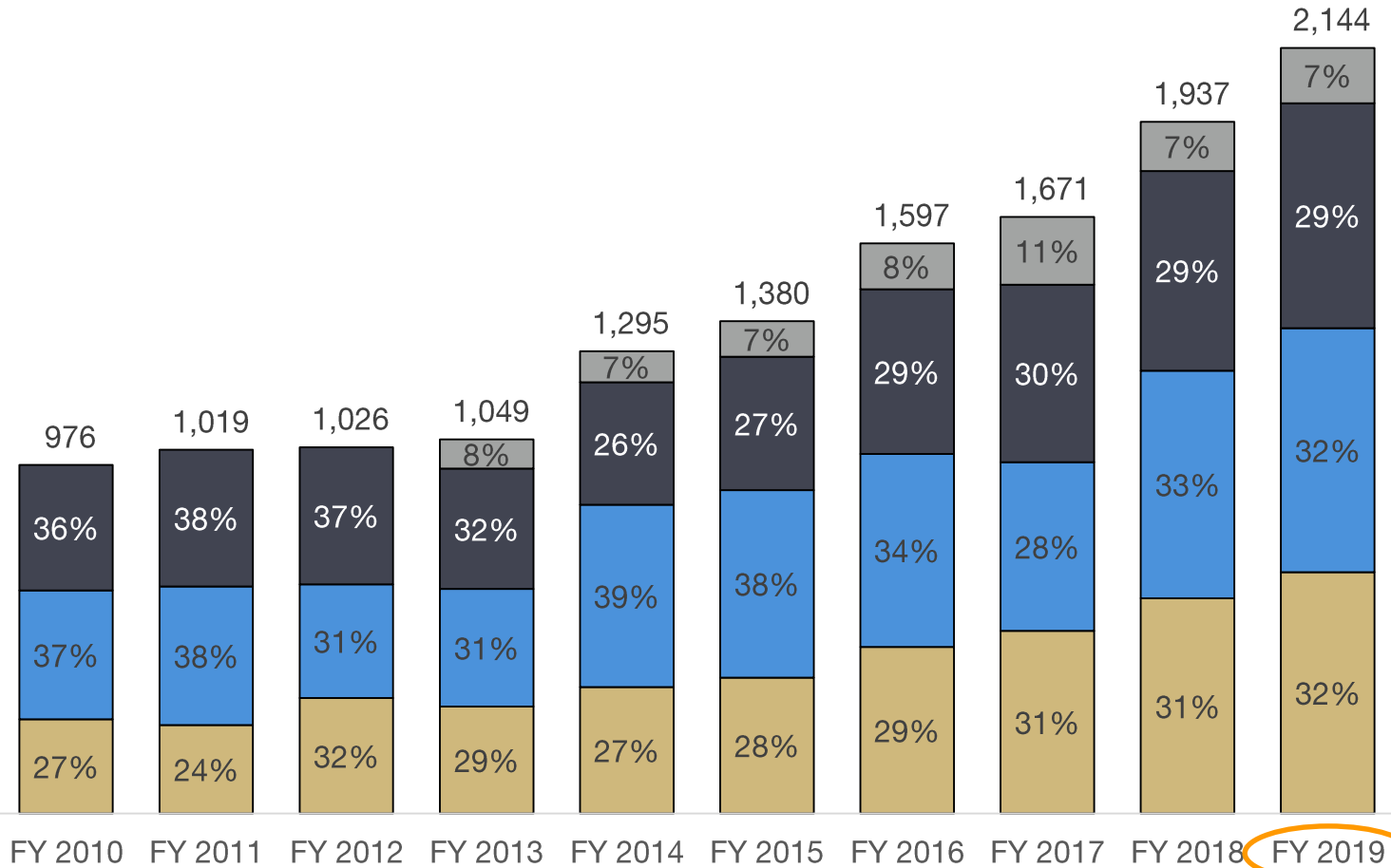
Source: CU System Office of Institutional Research



Denver and Anschutz are combined in FY 2010 to FY 2012

- Number of courses offered for enrollment. This does not include individual course sections.
- Denver / Anschutz splits unavailable before FY 2013

■ CU Boulder ■ UCCS ■ Denver ■ Anschutz



Denver and Anschutz are combined in FY 2010 to FY 2012

+120%

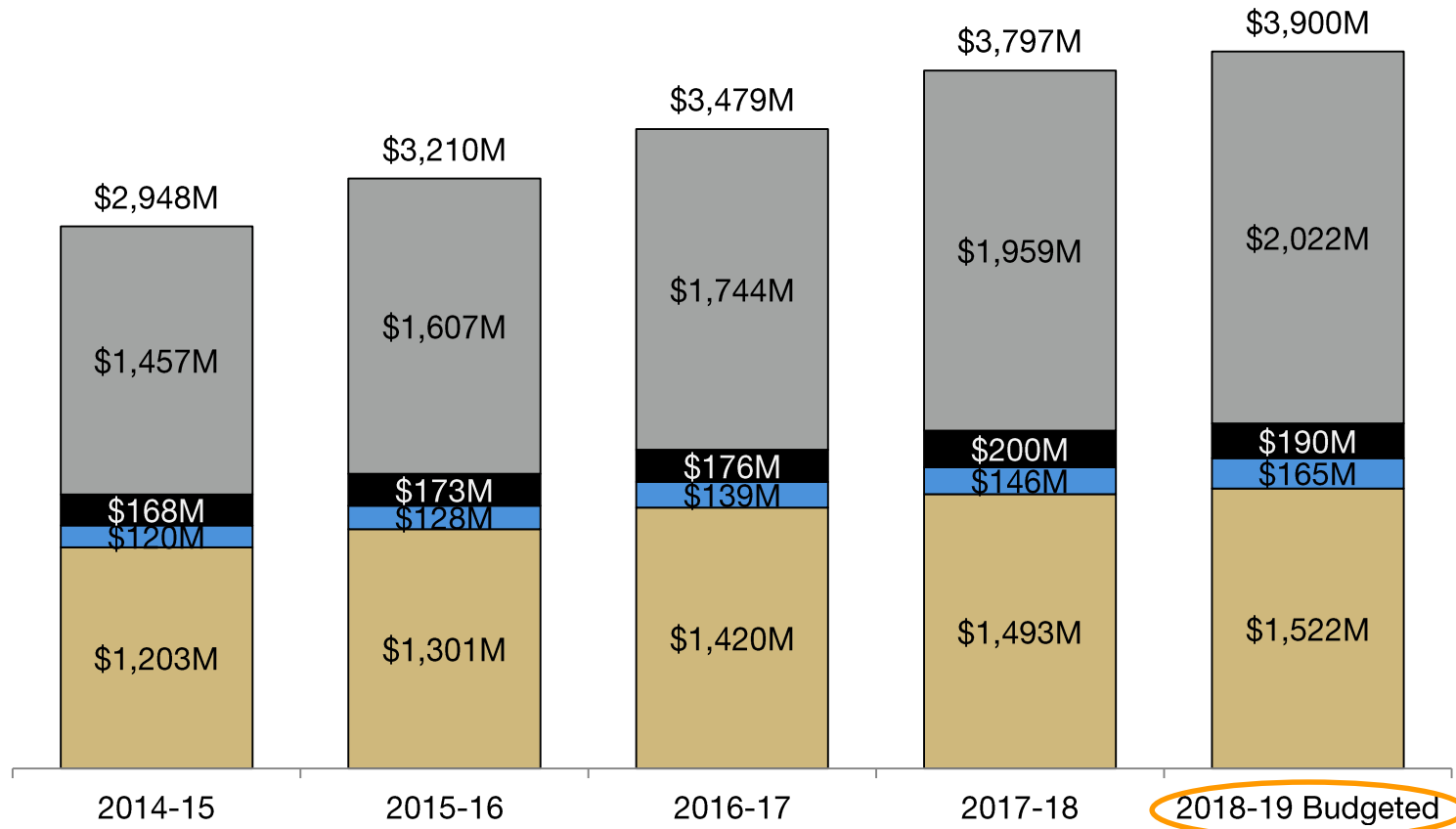
Since FY 2009-10

Source: CU System Office of Institutional Research



- Total CU Revenue minus state funding and resident UG tuition revenue, by campus.
- This shows how CU is working to diversify its revenue sources to offset reliance on state funding and resident tuition.

■ Boulder ■ Colorado Springs ■ Denver ■ Anschutz

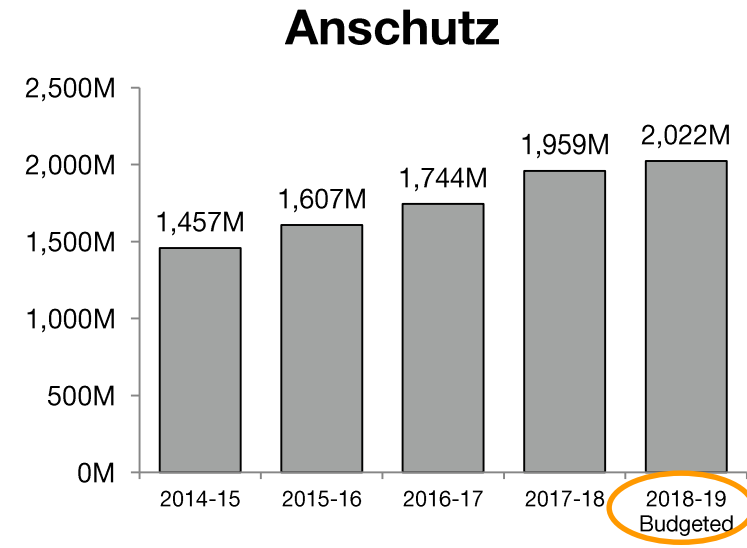
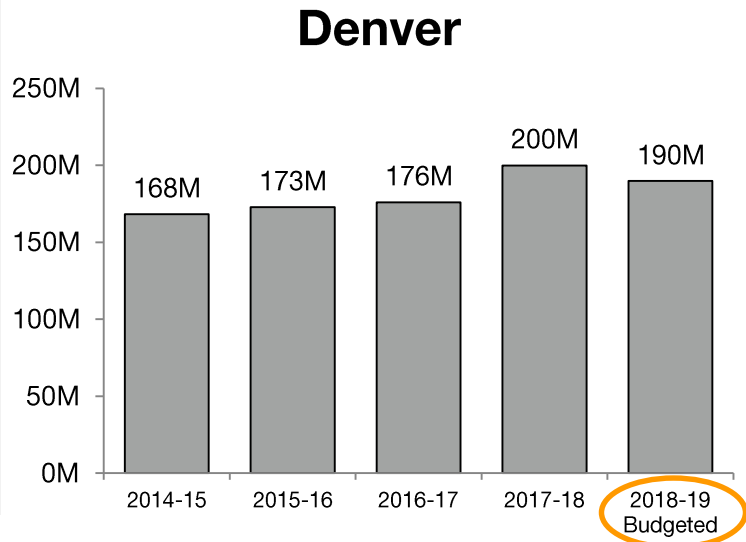
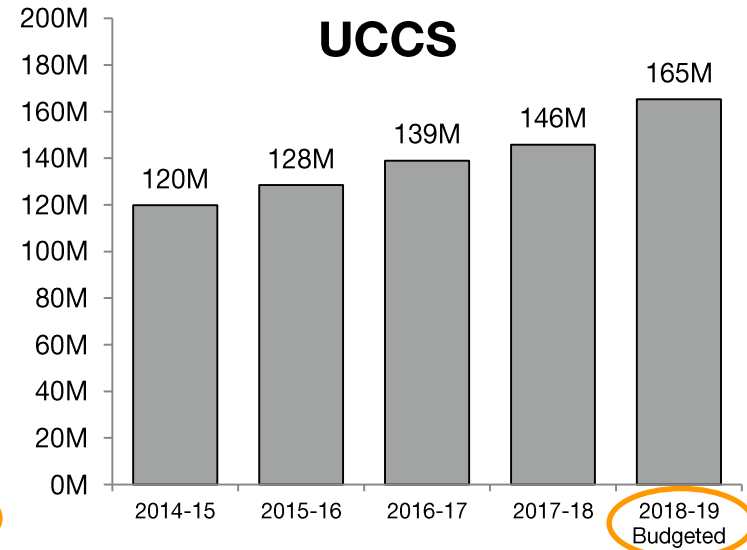
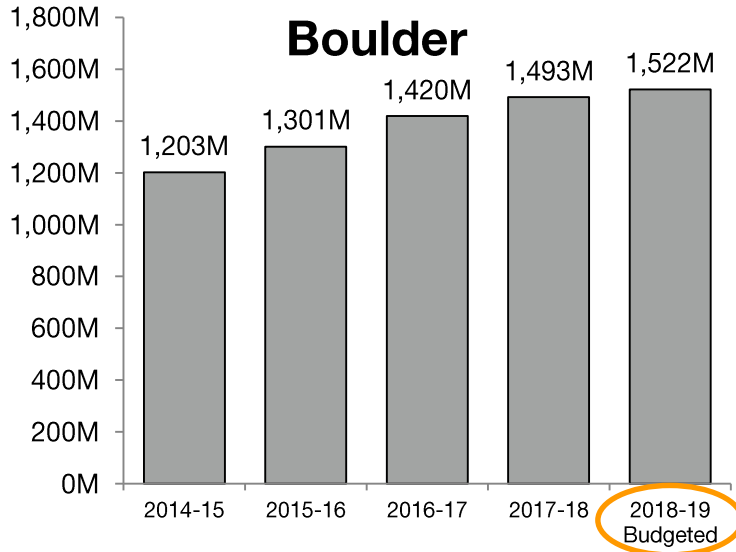


CU System
+32%
Since FY 2014-15

Source: CU System Office of Budget & Finance, Annual Financials

[Click for Data Online](#)

- Total CU Revenue minus state funding and resident UG tuition revenue, by campus.
- This shows how CU is working to diversify its revenue sources to offset reliance on state funding and resident tuition.

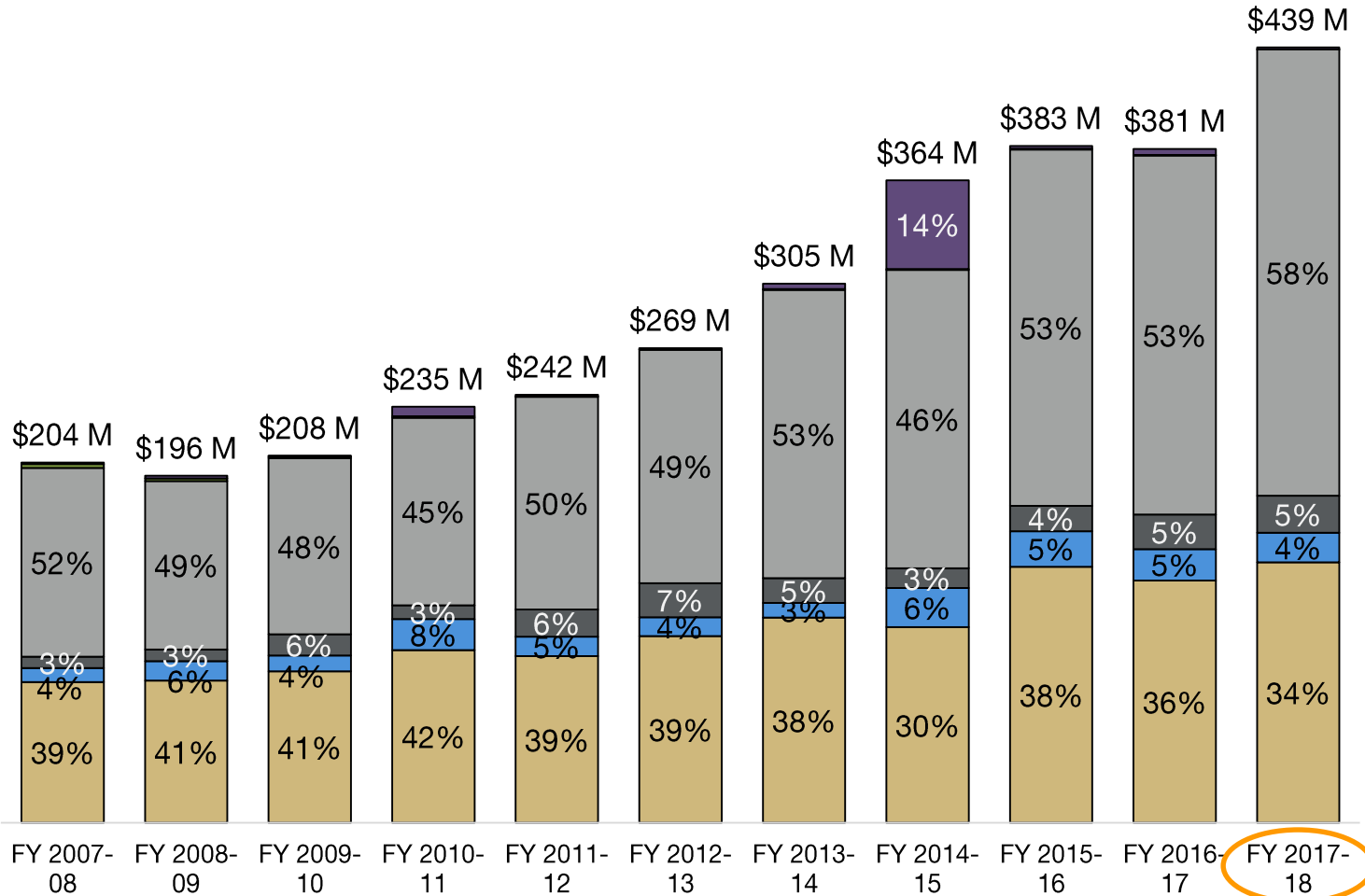


CU System
+32%
Since FY 2014-15

Source: CU System Office of Budget & Finance, Annual Financials



- Total amount of funding CU received from its donors.



CU System
+15%
Over Prior Year

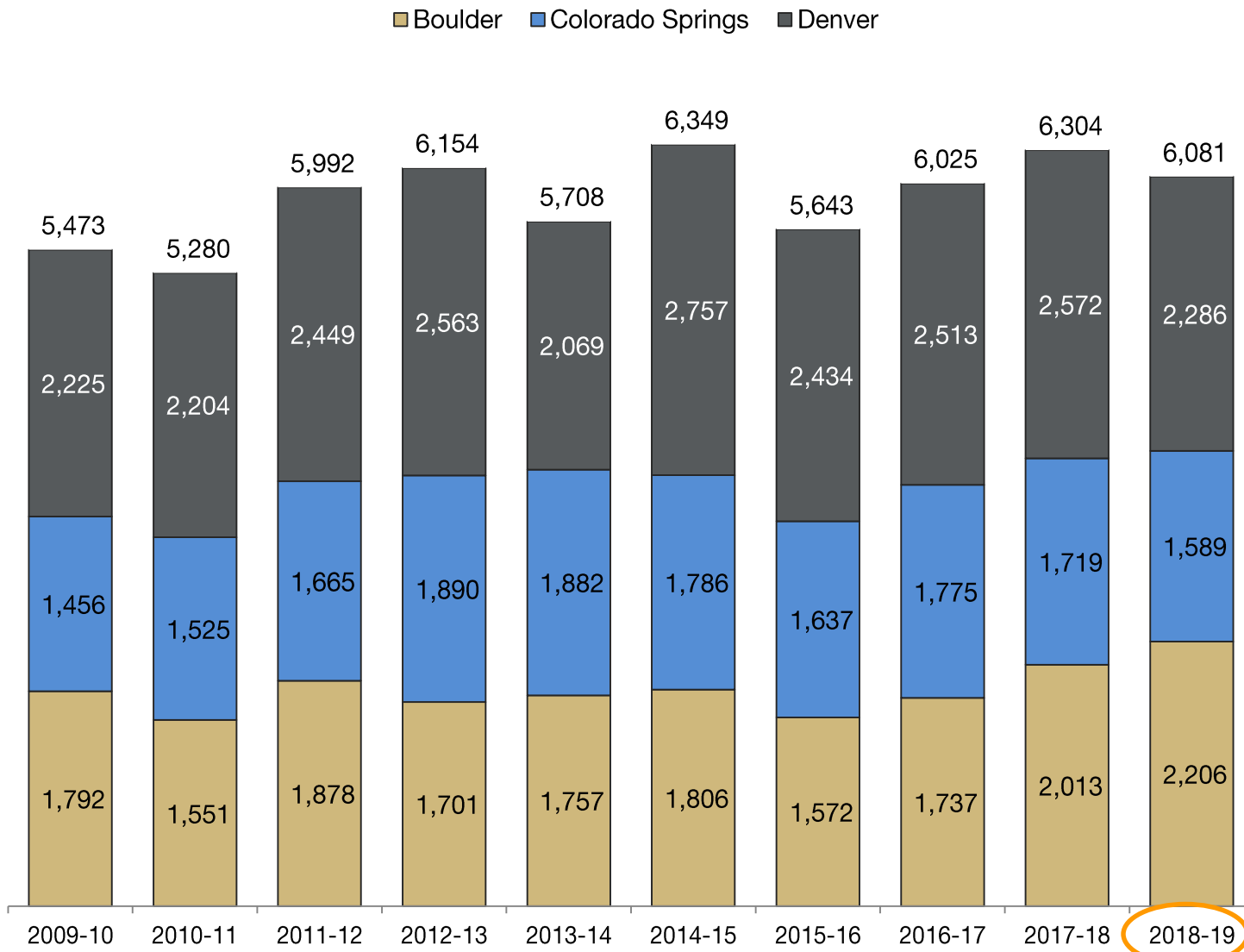
+115%
Since FY 2007-08

Source: CU System Office of Budget & Finance, Advancement CASE Report, June 2019

[Click for Data Online](#)

- CU draws a large number of students transferring from community colleges and other four-year institutions (public and private, in-state and out-of-state).
- Strong transfer enrollment indicates that CU is accessible to all students and that transfer policies are conducive to successful transfer.
- Counts include all incoming transfer students, full-time and part-time
- Majority of arriving transfer students are resident, white, and begin as sophomores

Source: CU System Office of Institutional Research



Colorado High School Graduating Class Population

- Number of students that graduate from high school in Colorado, per year.

+8%

Total Completers since FY 2008-09

+60%

Hispanic Completers since FY 2008-09

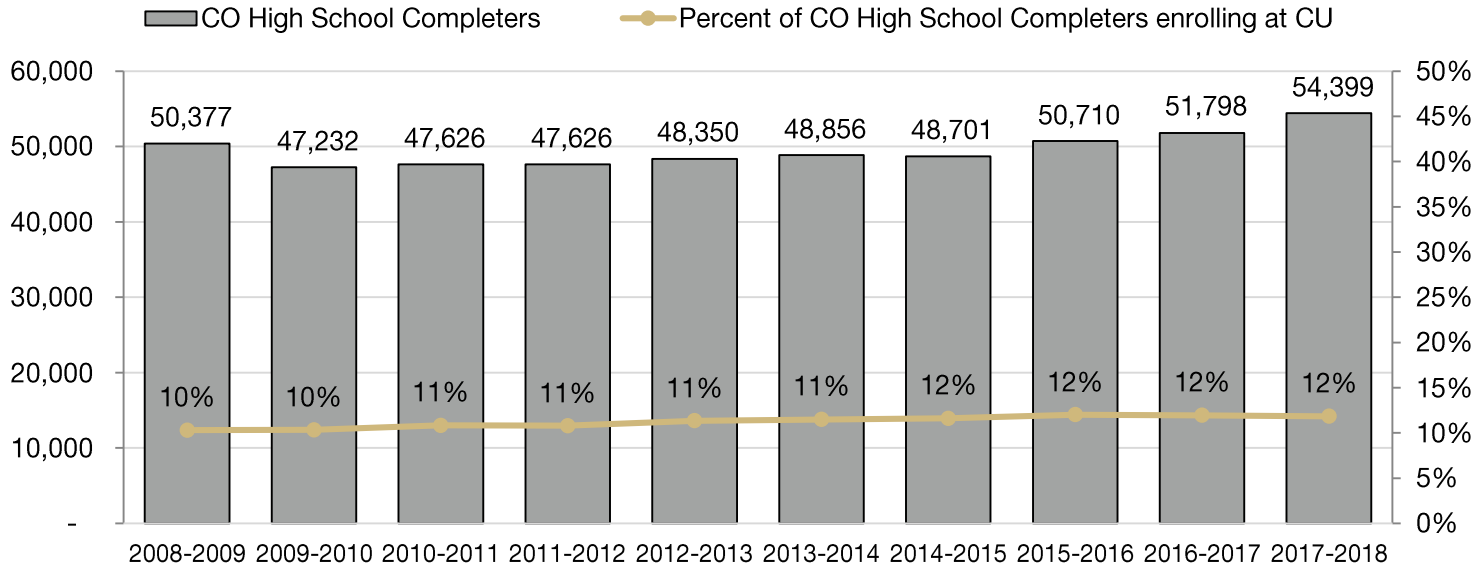
-11%

White (non-Hispanic) Completers since FY 2008-09

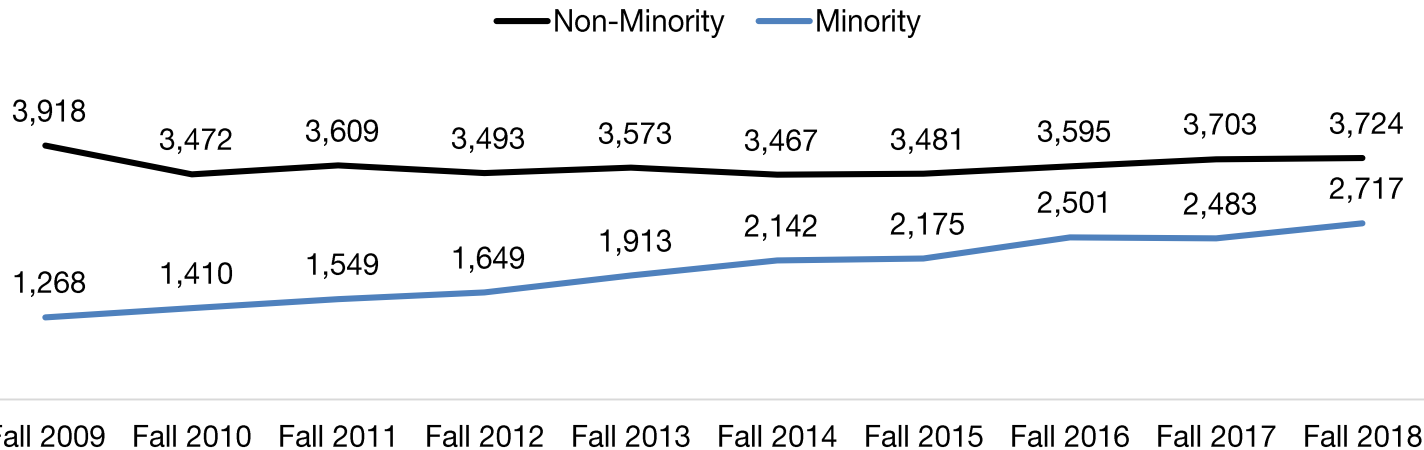
THIS METRIC LEADS

Enrollment, Degrees Awarded

Source: CU Enrollment from CU Diversity Report; CO Department of Education Graduation Statistics <http://www.cde.state.co.us>



New Resident Freshman (Fall Term)



MOOC (Massive Open Online Courses)

- The number of MOOC courses offered and enrollments.

MOOCs, or **massive open online courses**, are open-access, are non-credit classes offered through Coursera available at no cost to participants. The platform combines interactive content and an expanded community of peers, enabling universities to develop and deliver quality access to higher education for students in classrooms and across the globe.



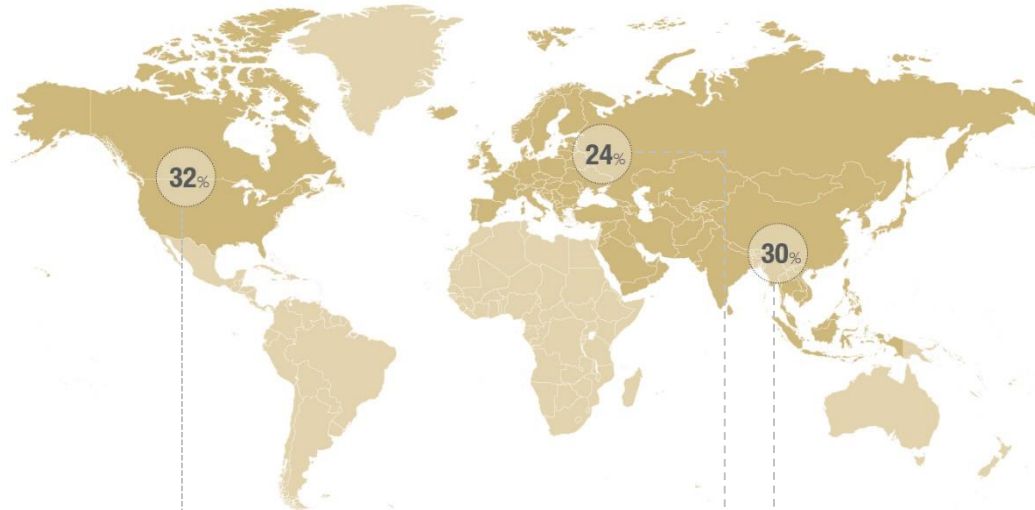
COURSES

2.2+ Million
course enrollments

2,223,765 enrollments

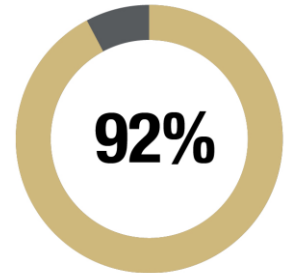
- 31 DEPARTMENTS & PROGRAMS
- 26 SPECIALIZATIONS
- 67 FACULTY MEMBERS

132
courses offered



Cumulative across 194 countries

32% from North America
24% from Europe
30% from Asia



Learners' ratings of **course material quality** as Excellent or Good

Source: CU System Office of Academic Affairs, 5/7/2019

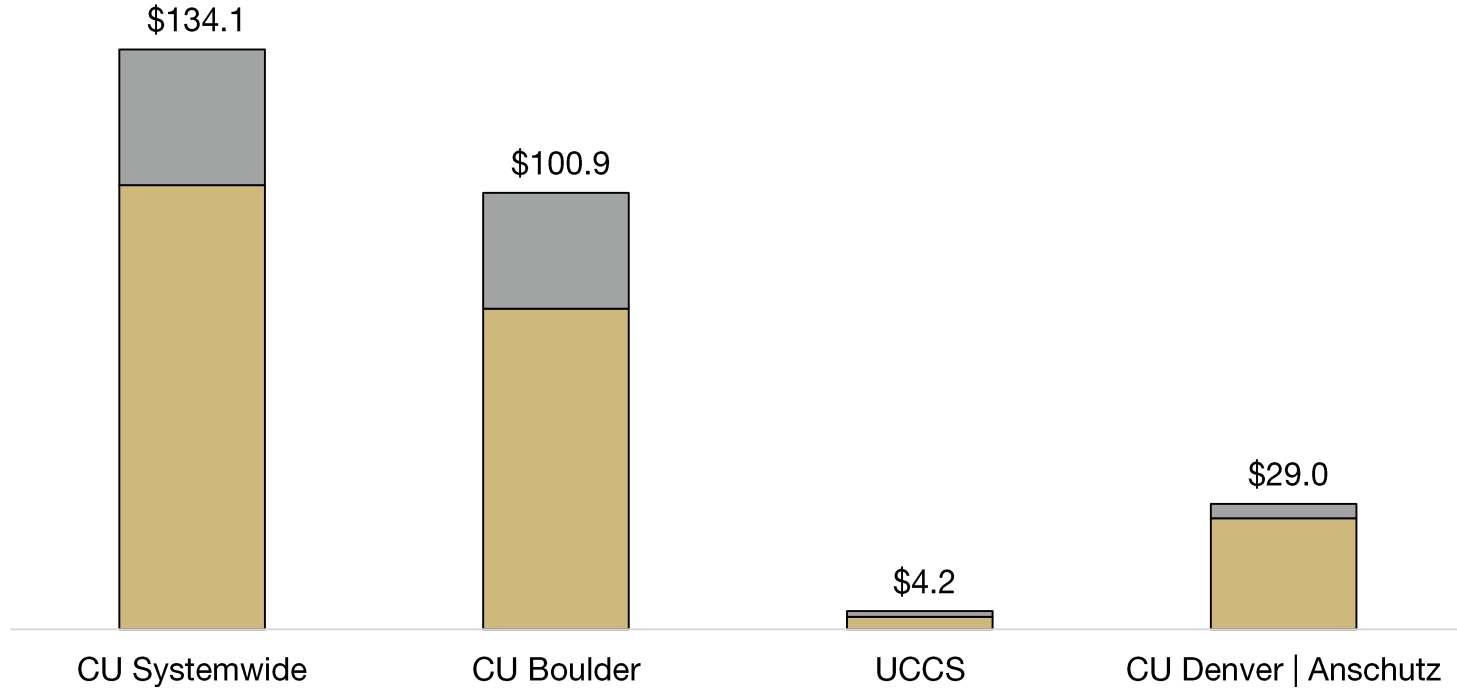


CU Expenditures on Controlled Maintenance

- The annual dollar amount that CU spends updating and maintaining its existing buildings and facilities.

Over Five Years from FY 2013-14 to FY 2017-18
(in millions)

■ University Share ■ State Share



\$102.7m
FY 2014 to FY 2018

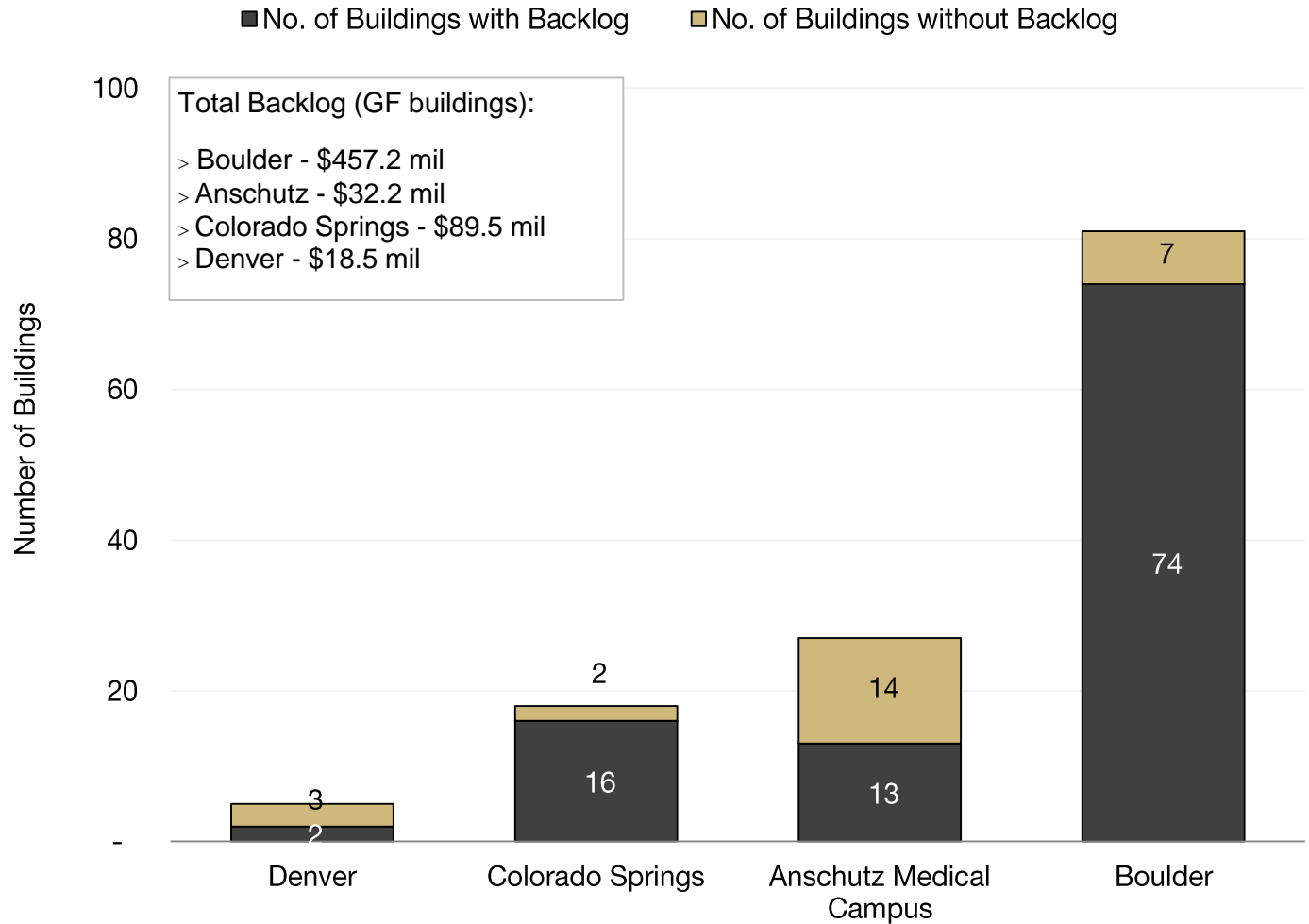
THIS METRIC LEADS

State Defined General Fund
Deferred Maintenance Backlog

Source: CU System Office of Budget & Finance, CDC Fact Sheet, Dec 2017; Office of the State Architect Annual Report; Section III G: State Agencies and Institutions of Higher Education; Historical Controlled Maintenance Funding;

General Fund Deferred Maintenance Backlog

- **Boulder:** 80 percent of buildings on the Boulder campus have a reported maintenance backlog.
- **Colorado Springs:** 83 percent have a reported maintenance backlog.
- **Denver & Anschutz Medical Campus:** More than 50 percent of general fund buildings have a backlog.



Source: CU Campus Facility Offices; Office of the State Architect FY 2019-20 Building Inventory Report;

Note: Only academic buildings eligible for future state controlled maintenance over 5,000 gross square feet are included. Total backlog reflects amount reported to the Office of the State Architect.

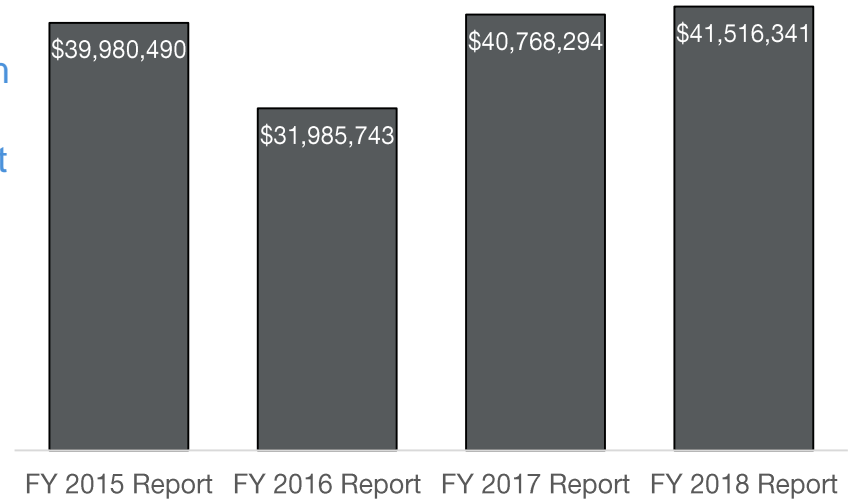
- The university reports annually on its ongoing efforts to increase efficiency and deliver greater value. These efforts result in savings to students, departments, campuses and employees.

\$154 million
FY 2015 to FY 2018

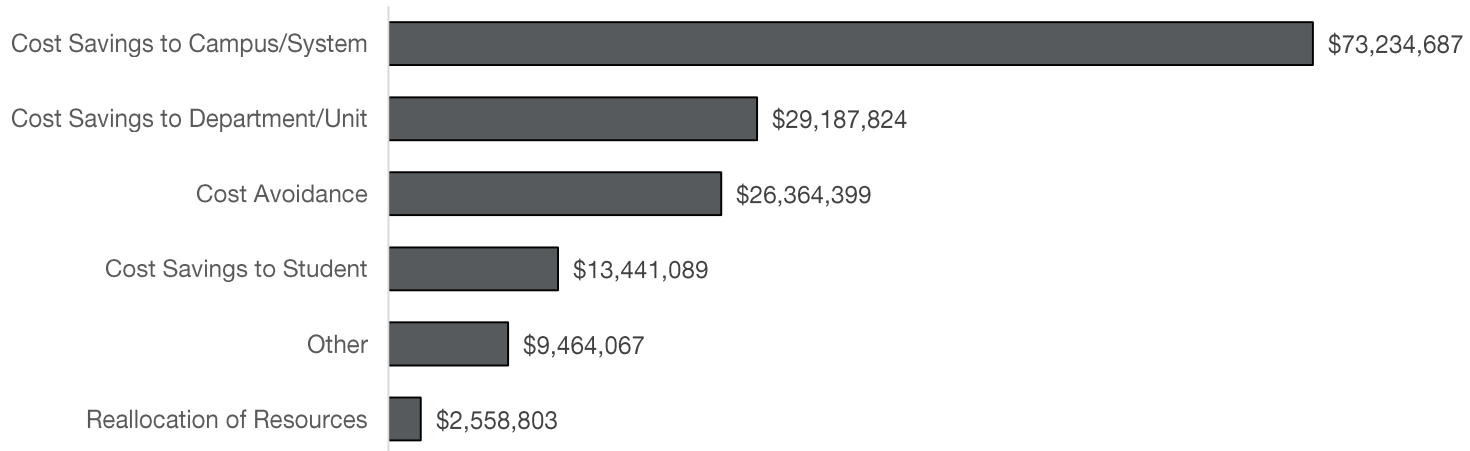
Source: CU System Budget & Finance, Operating Efficiencies Report



- Cost Savings to Campus/System
- Cost Savings to Department/Unit
- Cost Avoidance
- Cost Savings to Student
- Other



FY 2015 through FY 2018

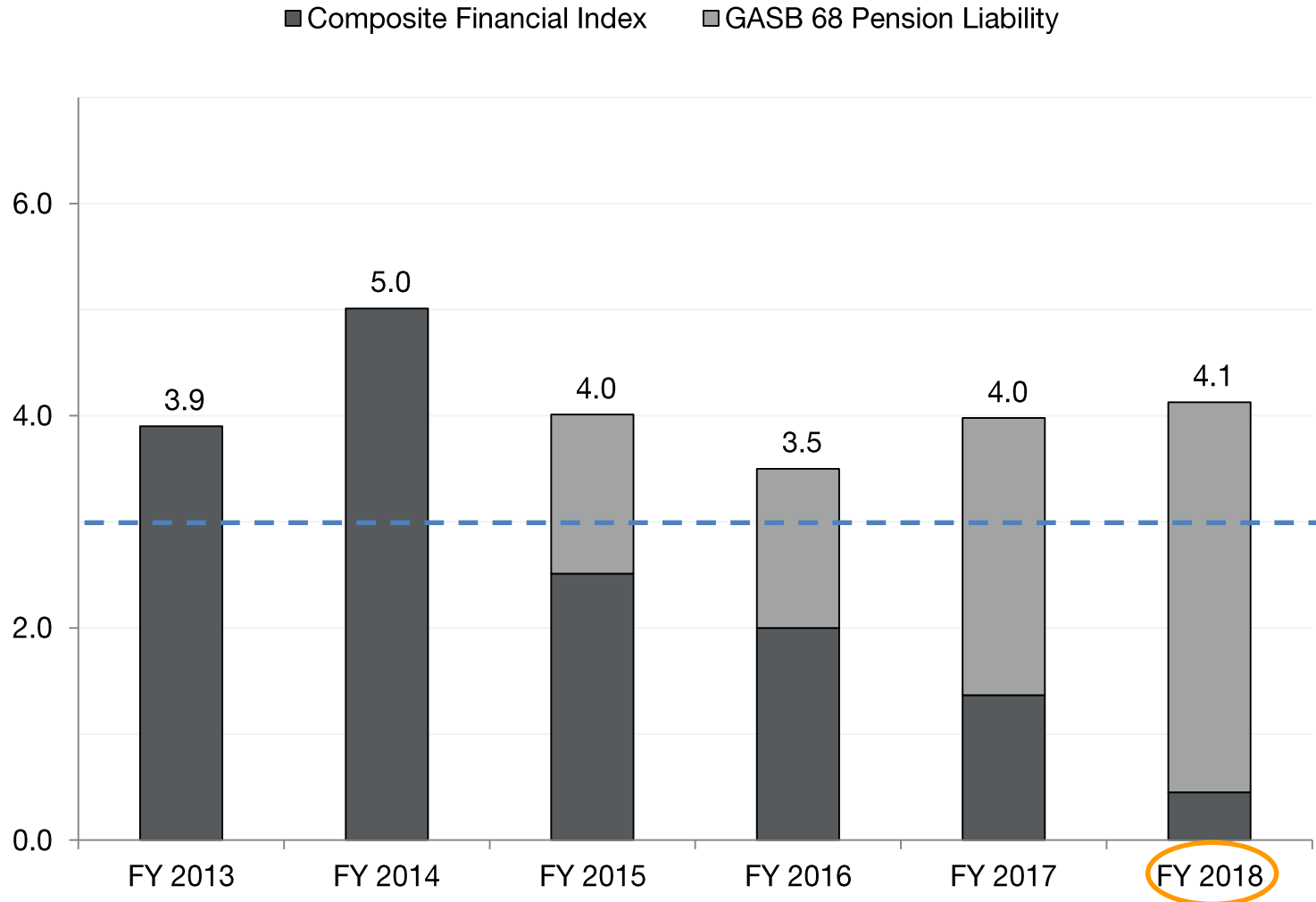


CFI (Composite Financial Index)

- A financial industry created calculation that demonstrates an institution's financial health and wellbeing.
- CFI is based on four financial ratios: Primary Reserve Ratio, Net Operating Revenues Ratio, Return on Net Assets Ratio, Viability Ratio;

THIS METRIC LEADS
Credit Rating

Source: CU System Controller's Office



Includes the Foundation. Estimated CFI without Pension Liability does not match financial statements

- Achieving and maintaining a high bond rating is a key measure of financial stewardship and accountability to university stakeholders.

 CU Rating

Investment Grade

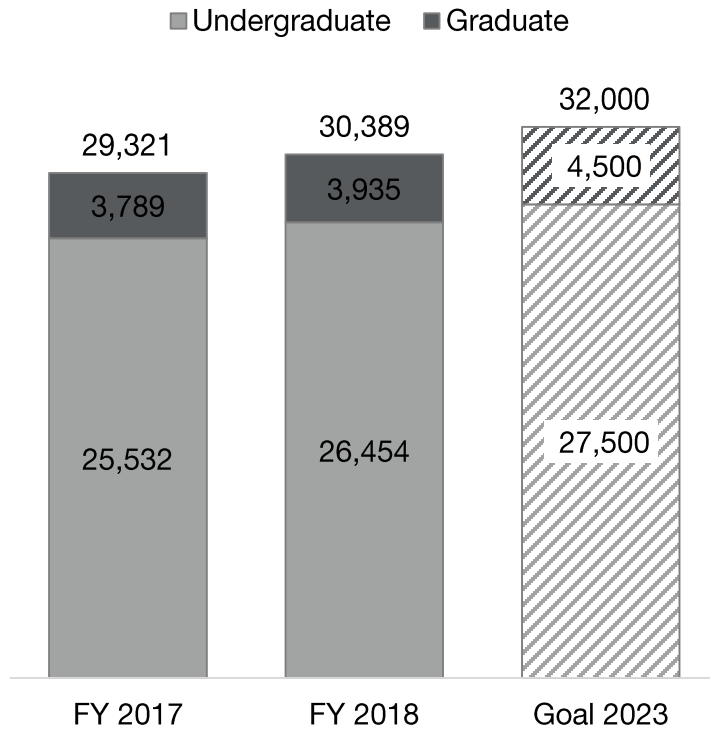
Moody's	Fitch
Aaa	AAA
Aa1	AA+
Aa2	AA
Aa3	AA-
A1	A+
A2	A
A3	A-
Baa1	BBB+
Baa2	BBB
Baa3	BBB-
Ba1	BB+
Ba2	BB
Ba3	BB-
B1	B+
B2	B
B3	B-
Caa	CCC
Ca	CC
C	C
	RD/D

Source: CU Office of the Treasurer;
Quarterly Report February 2019 as of
12/31/2018;

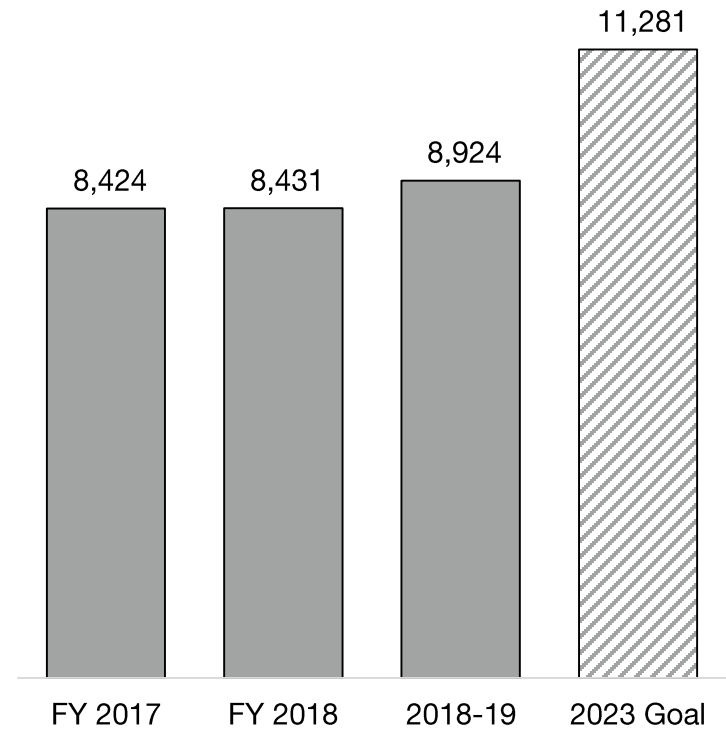
Fiscal Sustainability

Goals

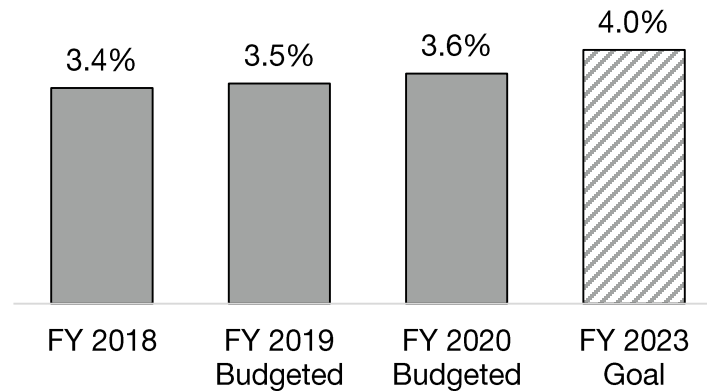
Enrollment (FTE)



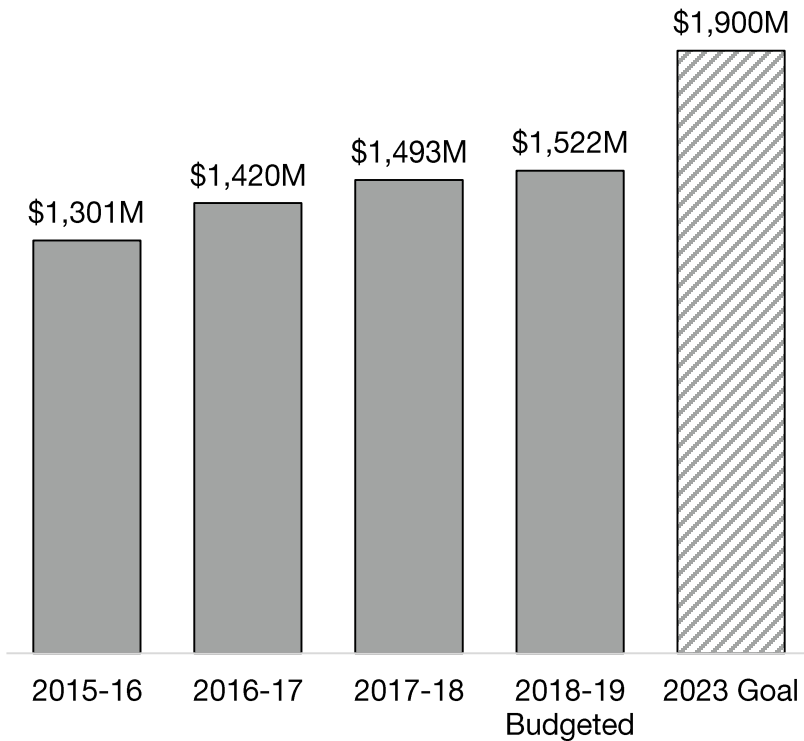
Online Enrollment



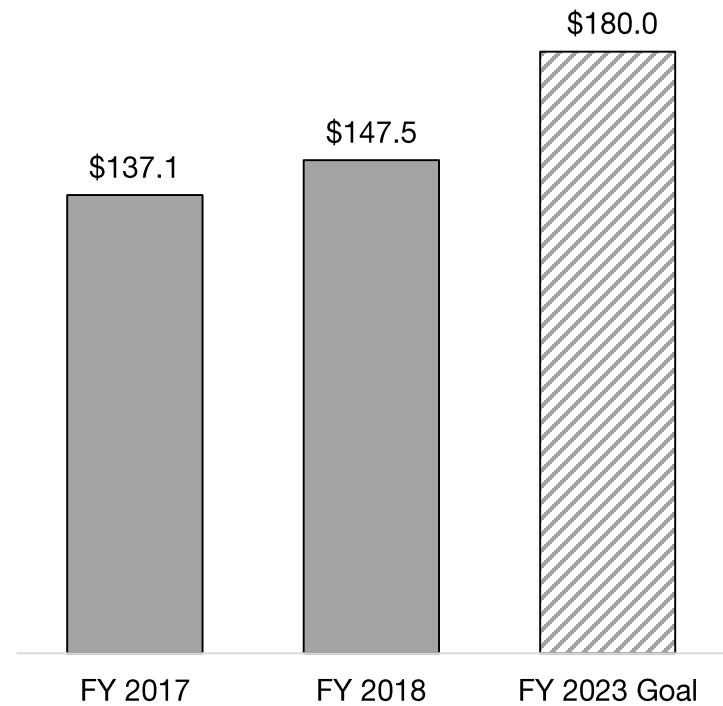
Emergency Tuition Stabilization Plan Ratio



Other Revenue



Gifts & Fundraising



Challenges

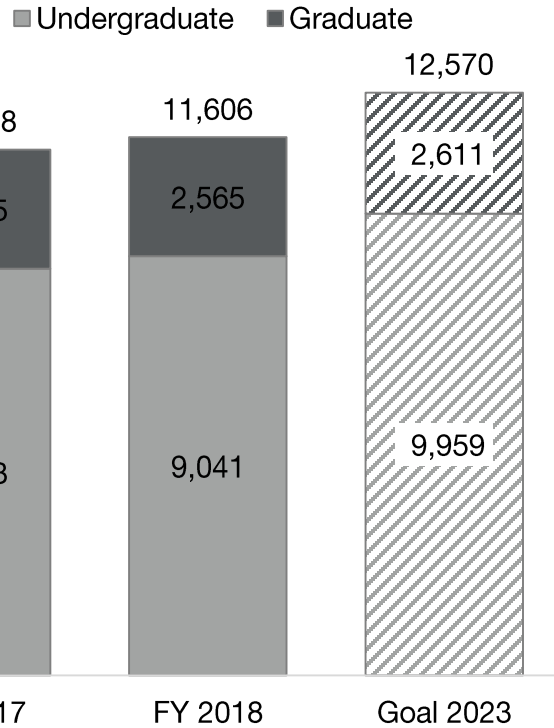
- Increasing competition for students as enrollment declines nationally and as out-of-state institutions recruit Colorado resident students
- External factors affecting non-resident student enrollment and federal research funding (e.g., economic health, political environment)
- Aging advancement technologies and requirements of a highly personalized fundraising strategy challenge the ability to maximize private support

Strategies

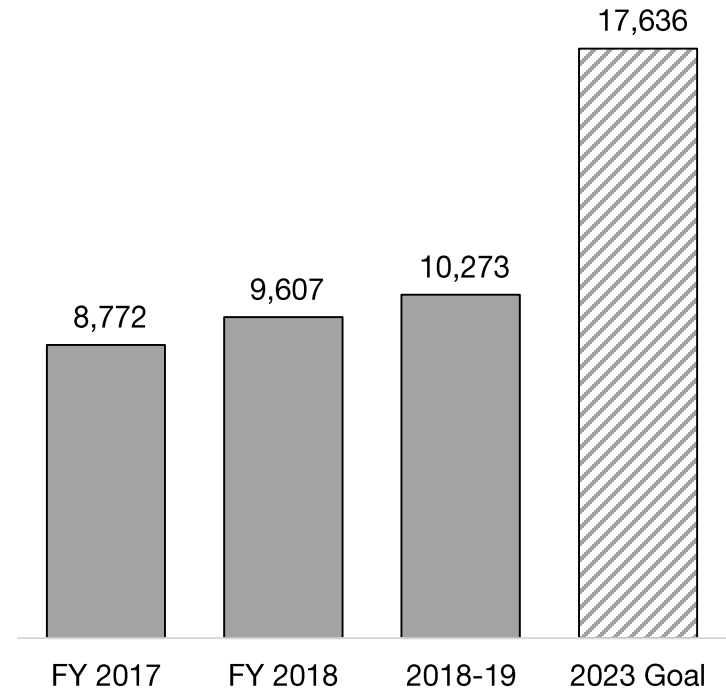
- Focus on the needs of transfer students through more seamless transfer process, advising, and access to scholarships and aid
- Launch innovative certificate and degree programs driven by workforce needs, such as scalable online degrees (e.g., MS-EE)
- Develop and expand new and diverse research partnership opportunities
- Build a strategic engagement and fundraising model to create long-term philanthropic relationships; actively participate in evolution of advancement technology across CU



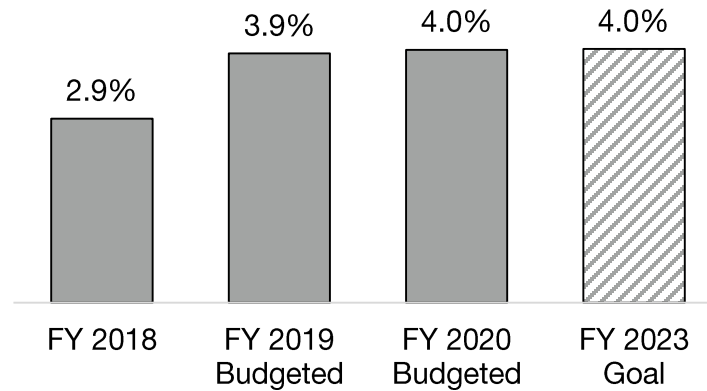
Enrollment (FTE)



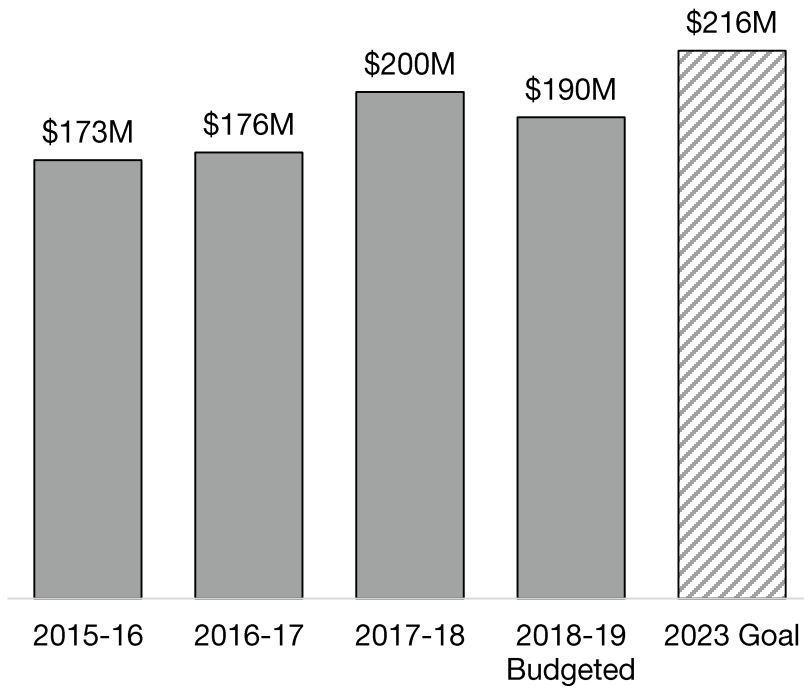
Online Enrollment



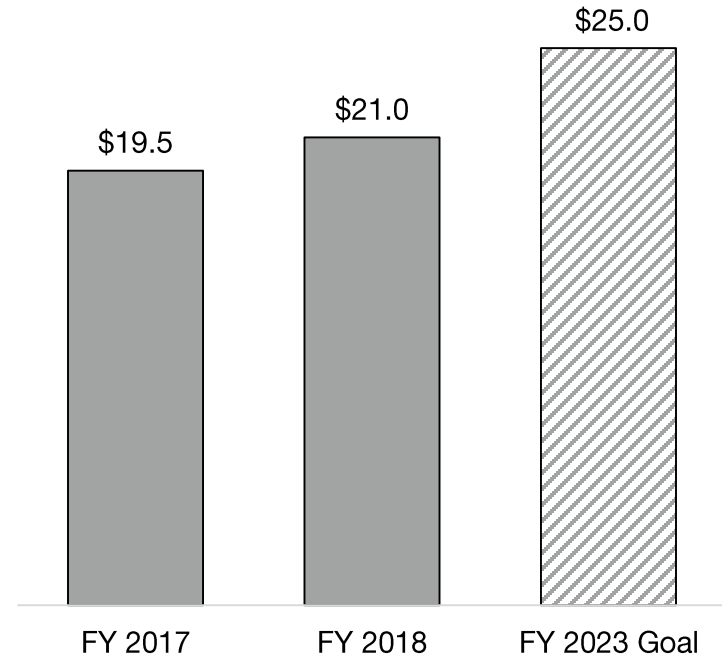
Emergency Tuition Stabilization Plan Ratio



Other Revenue



Gifts & Fundraising



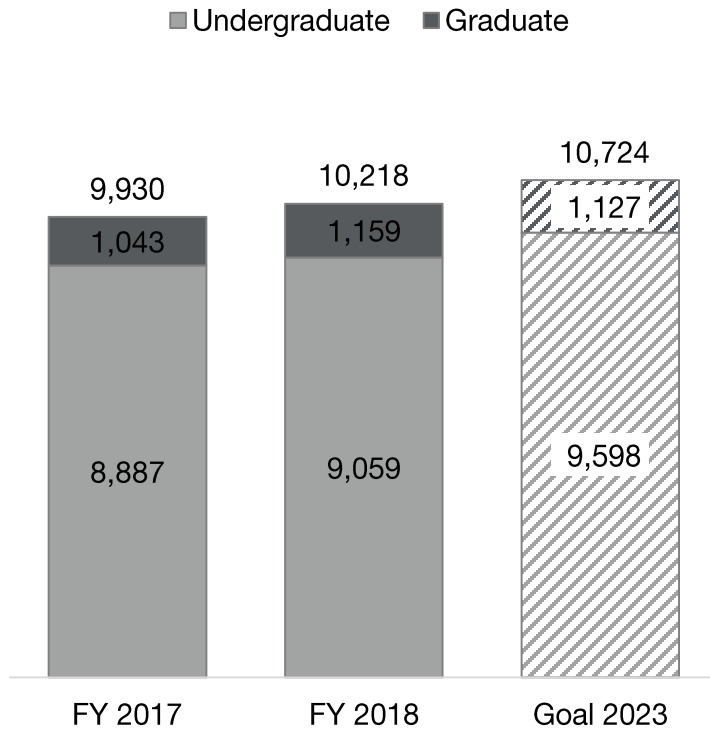
Challenges

- Upcoming plateau of high school graduates
- Reduction in international enrollments due to geopolitical climate
- Increased competition for graduate enrollments
- Still-maturing philanthropic culture and pipeline

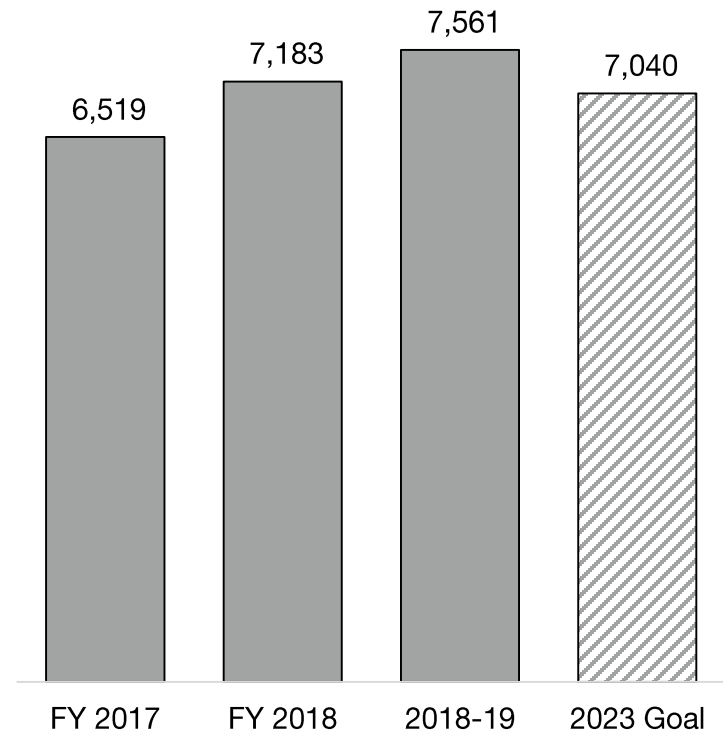
Strategies

- Launch 15+ online programs at Denver | Anschutz in next 2 years
- Become #1 transfer institution in Colorado
- Design more 4+1 programs and expand graduate feeder pipelines
- Expand targeted countries for international recruitment
- Enhance alumni engagement

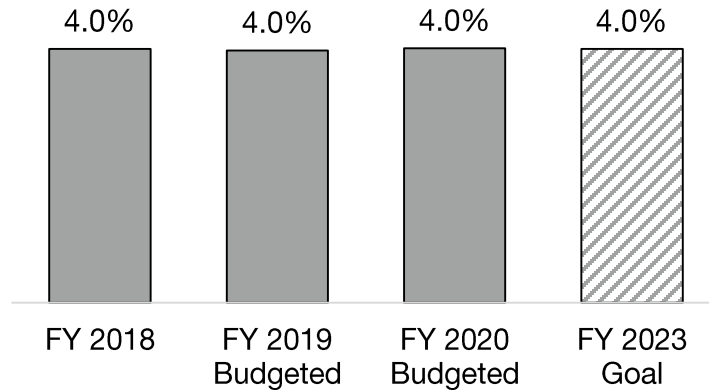
Enrollment (FTE)



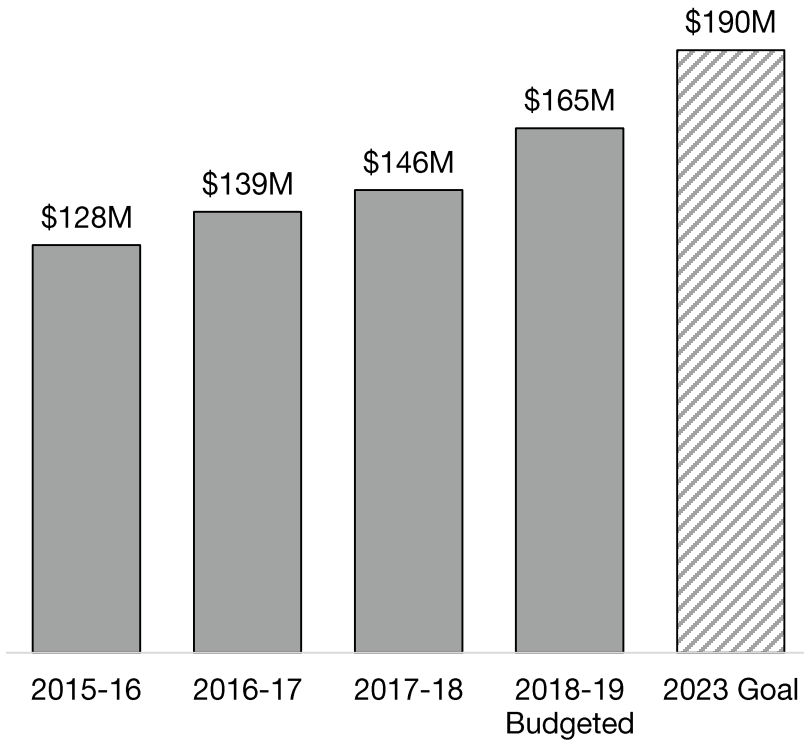
Online Enrollment



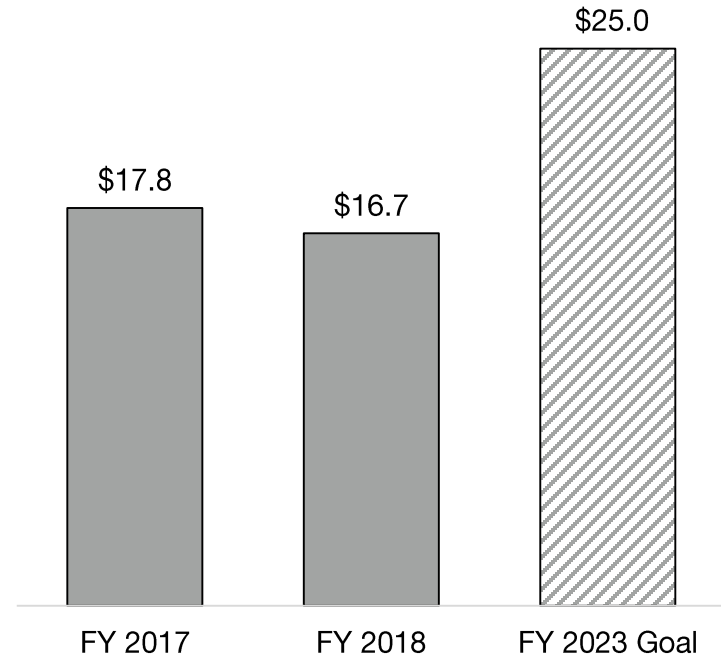
Emergency Tuition Stabilization Plan Ratio



Other Revenue



Gifts & Fundraising



Challenges

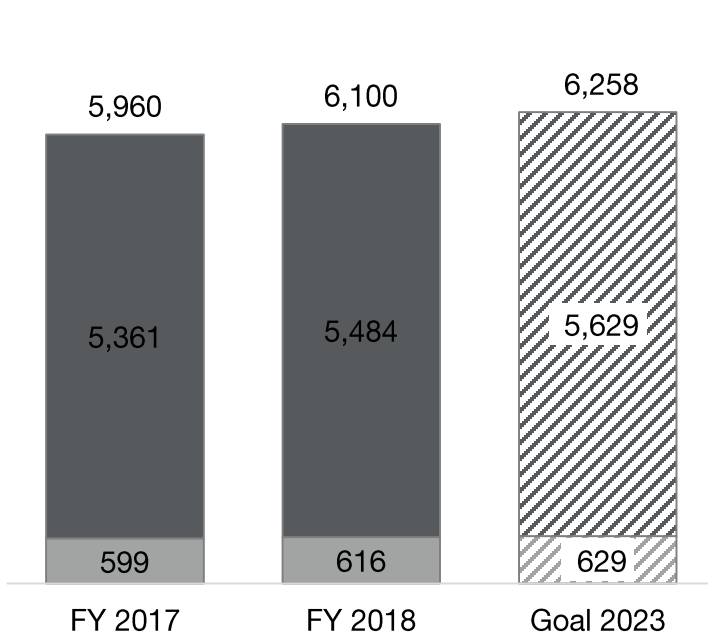
- Enrollment
 - Student demographics and course load
 - Competitive funding for grad students
 - Need new online goal
- Gifts & Fundraising
 - Small, young alumni base
 - Strong focus on friends of the university as prospective donors

Strategies

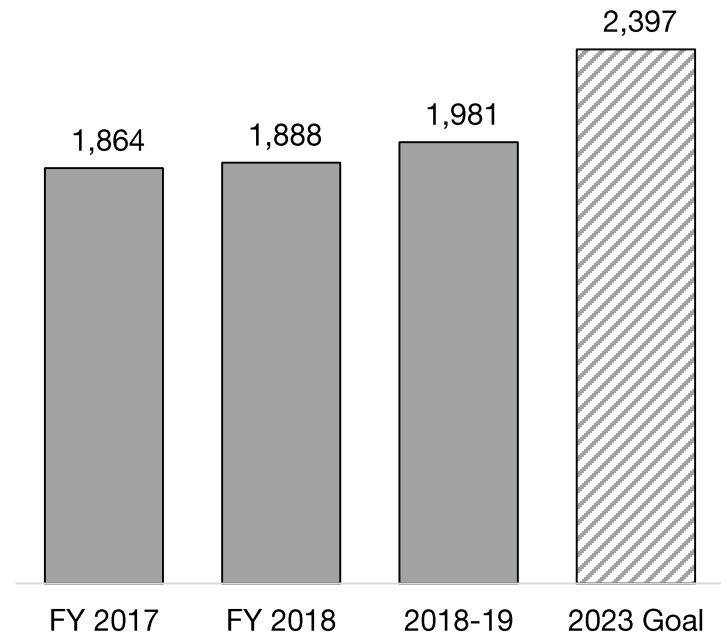
- Enrollment
 - Targeted program marketing
 - Alternative access pathways
 - New approach to grad funding
 - Implement online resolution
- Gifts & Fundraising
 - Expand donor base
 - Build a strong culture of alumni giving with young alumni
 - Build formal strategic partnerships with the community
 - Fuel Success and Essential CU campaign

Enrollment (FTE)

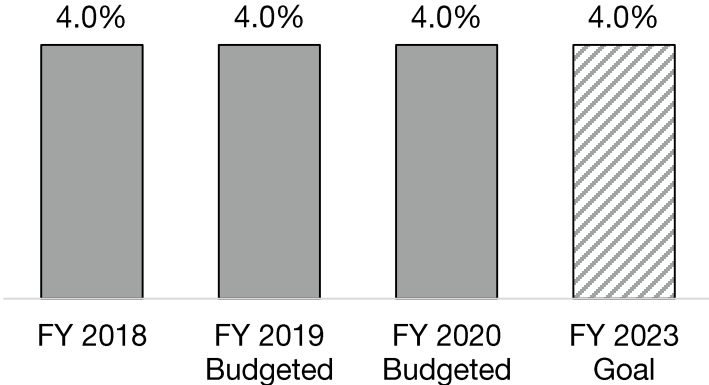
■ Undergraduate ■ Graduate



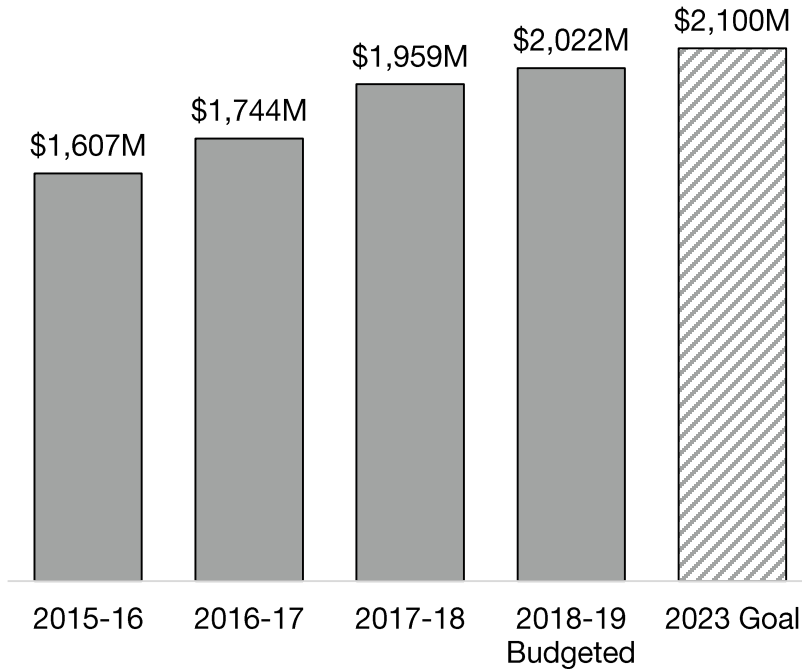
Online Enrollment



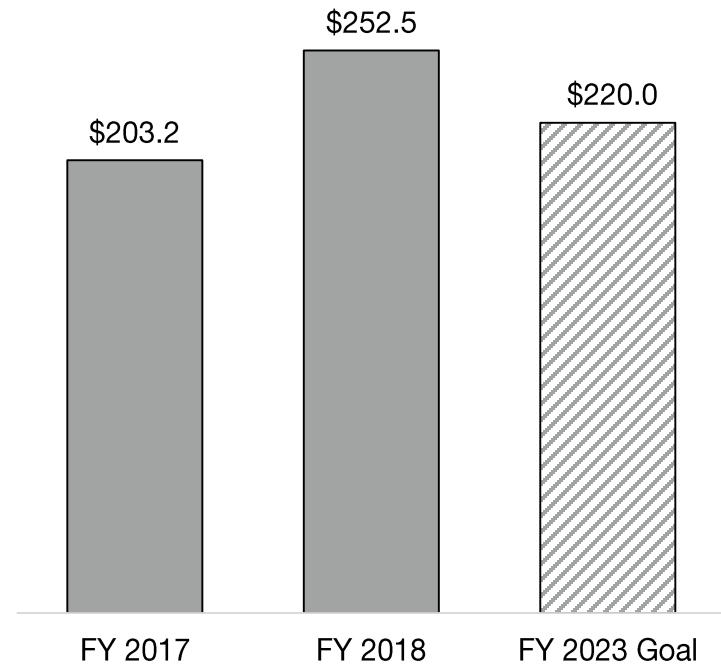
Emergency Tuition Stabilization Plan Ratio



Other Revenue



Gifts & Fundraising



Challenges

- Pressure on commercial health care reimbursement rates, and the possibility of single-payer healthcare (Other Revenue)
- Federal grant funding levels and decreased funding lines (Other Revenue)
- Developing a seamless alumni engagement and annual giving strategy (Gifts and Fundraising)

Strategies

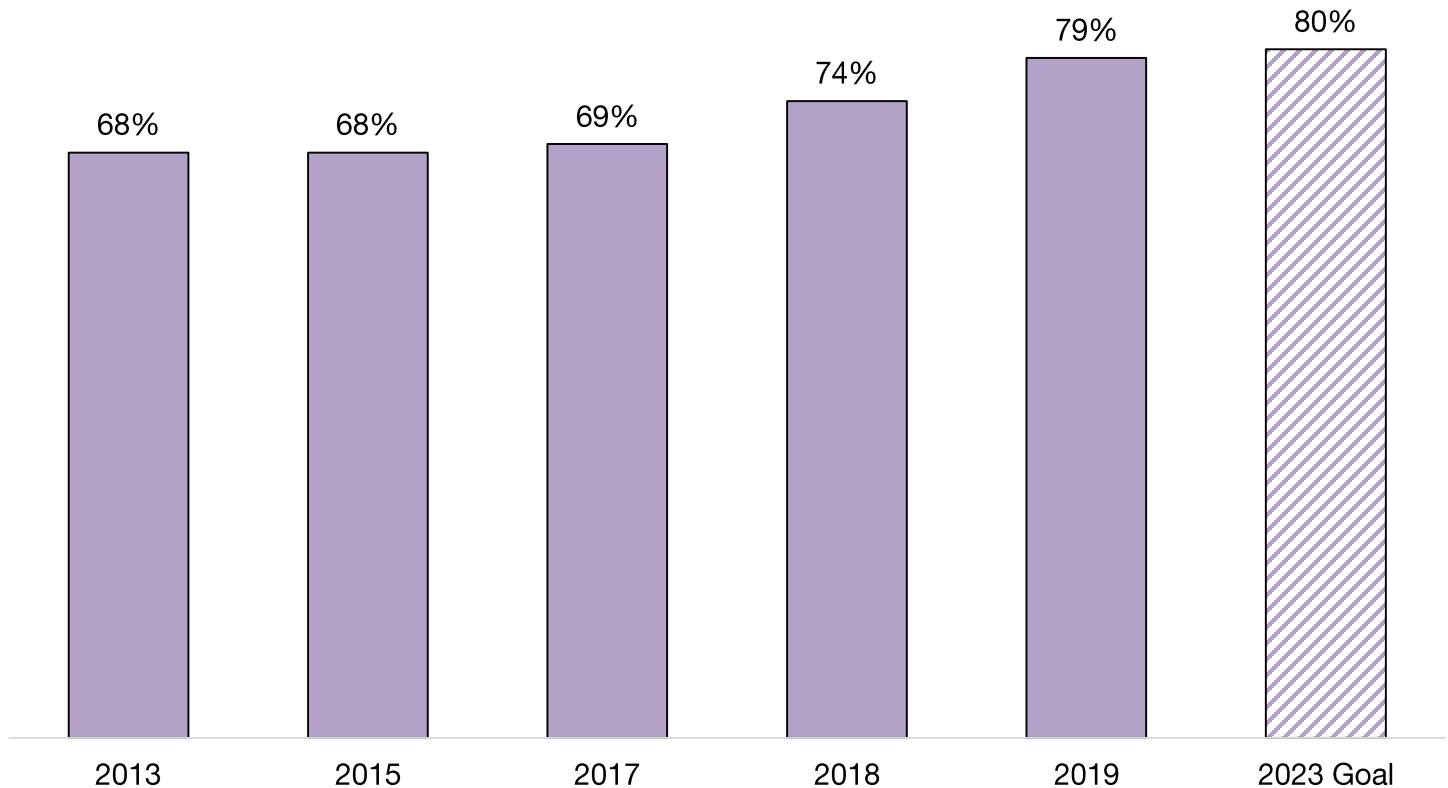
- Continue to evaluate and develop new and diversified revenue streams (Other Revenue)
- Focus on principal and major gifts and continue engagement and acquisition of patient benefactors (Gifts and Fundraising)

Reputation & Impact



- Colorado poll of 1,000 active Colorado voters by year
- Favorability includes sum of respondents indicating “Very Favorable” or “Somewhat Favorable” divided by total respondents

Poll Question: “Please tell me if you have a very favorable opinion, somewhat favorable, somewhat unfavorable, or very unfavorable opinion of The University of Colorado.”



THIS METRIC LEADS →
Enrollment

Source: CU System Office of Budget & Finance; Keating Research; Poll based on sample of 1000 live-interviews of Colorado active voters; Margin of error +/- 3.1%;

Sponsored Research Funding (in millions)

Goal

- Total amount of funding received for research projects

\$1.05B

FY 2017-18 Total Awards

+111%

Since FY 2000-01

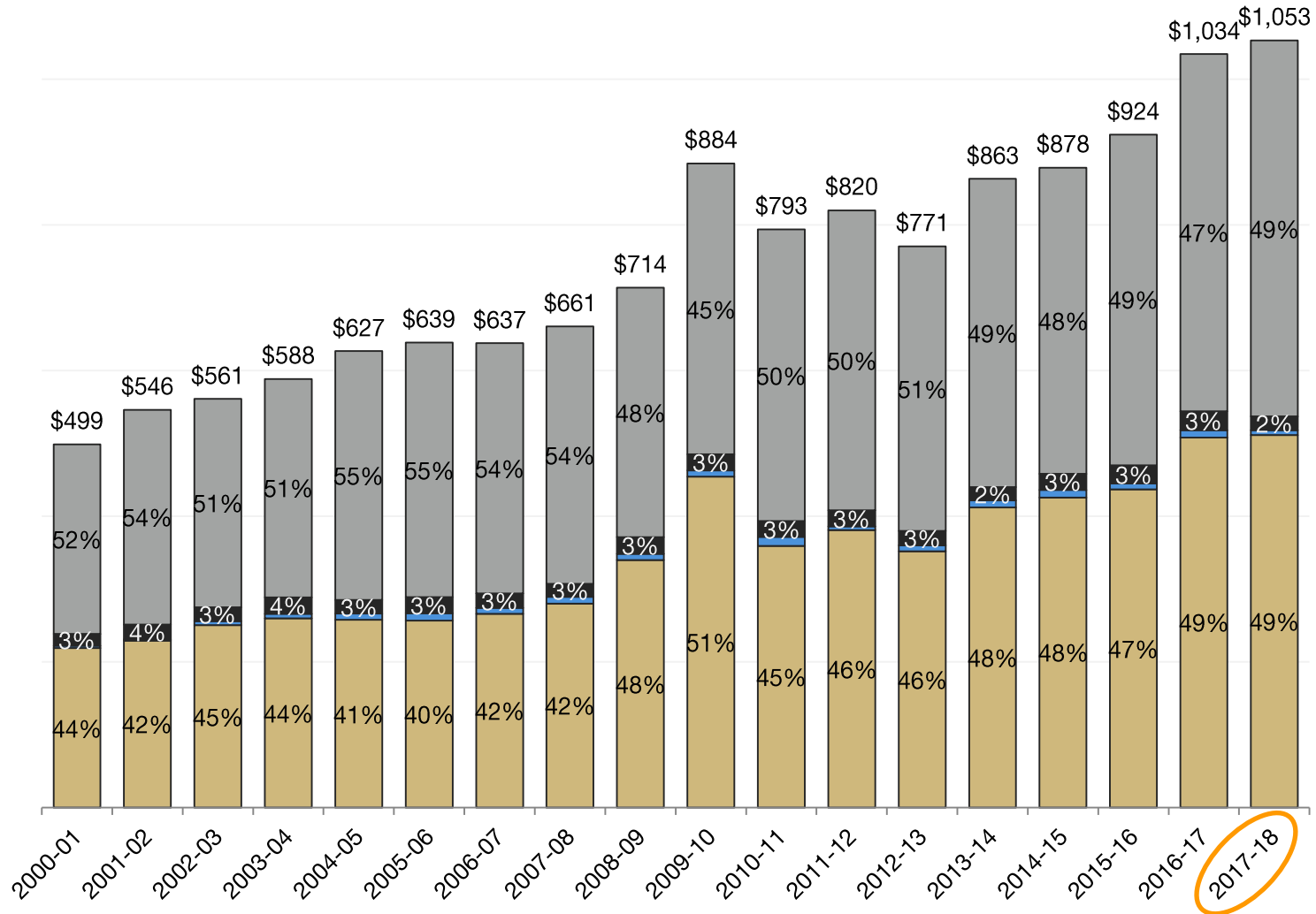


Gift Revenue,
Patents Awarded

Source: CU System Office of Institutional Research, Campuses

Click for Data Online

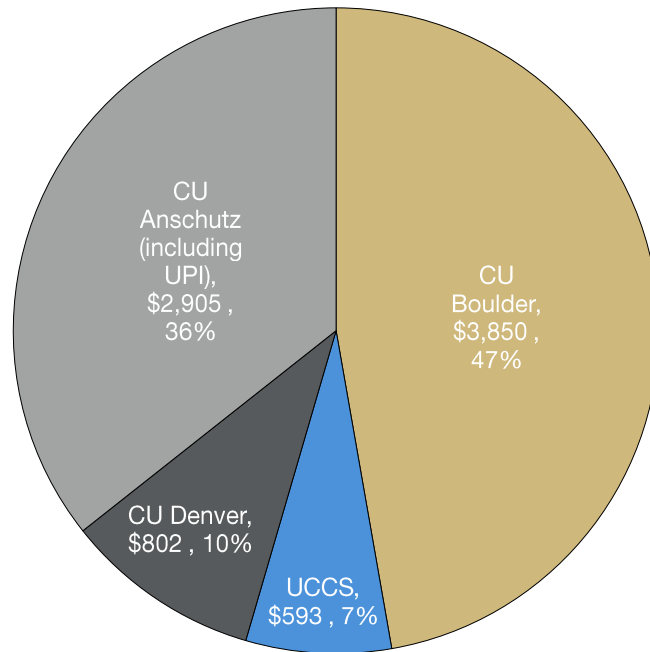
■ Boulder ■ Colorado Springs ■ Denver ■ Anschutz



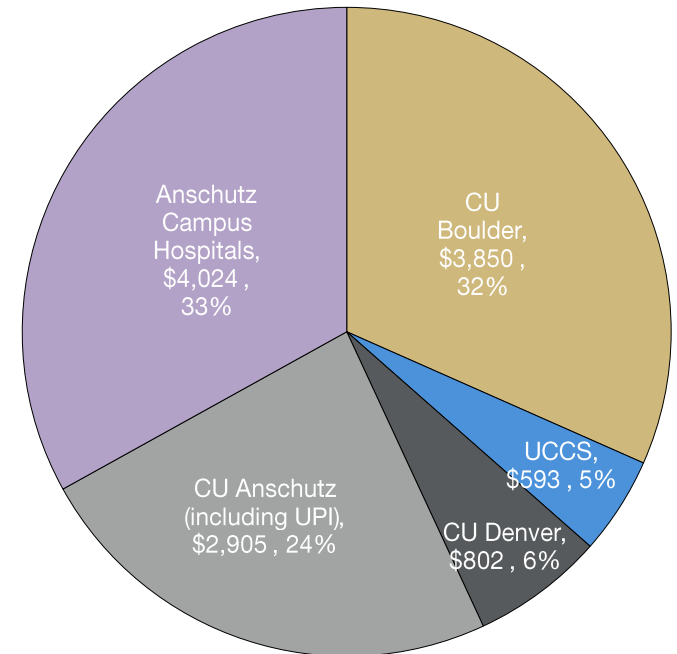
- The University's economic impact on the State of Colorado
- Study conducted by the Leeds School of Business released in August 2017

\$8.3B Impact

CU Campuses Alone



\$12.3 Billion CU Campuses + Anschutz Campus Hospitals



\$12.3B Impact

CU Campuses + Anschutz
Campus Hospitals

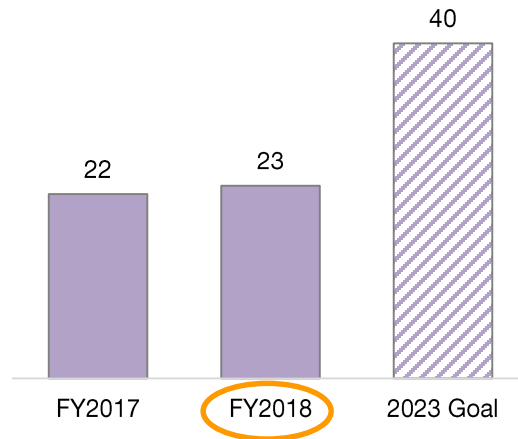
Source: CU System Office of Budget & Finance; Economic Impact Study available on cu.edu/cu-data



- The number of patents awarded by the U.S. Patent and Trademark Office to CU.

Patents are a key way for CU to protect inventions made by its researchers. The university, as owner of inventions made by its faculty, students, and staff, can license patents to companies that know how to turn the invention into commercial products or services. Ideally, developing a "raw" invention into products and services desired by the public creates jobs, increases government tax revenues, and provides additional revenue to the inventor and university through patent licensing fees.

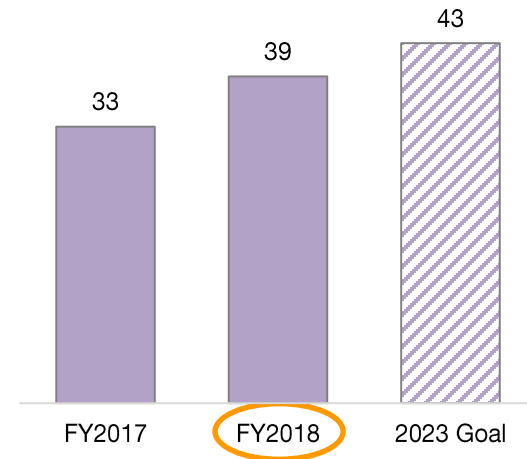
CU Boulder



CU Research & Innovation Office

www.colorado.edu/researchinnovation/

CU Anschutz



CU Innovations

www.ucdenver.edu/anschutz/about/cuinnovations/

Source: CU Campuses, CU System Office of Budget & Finance

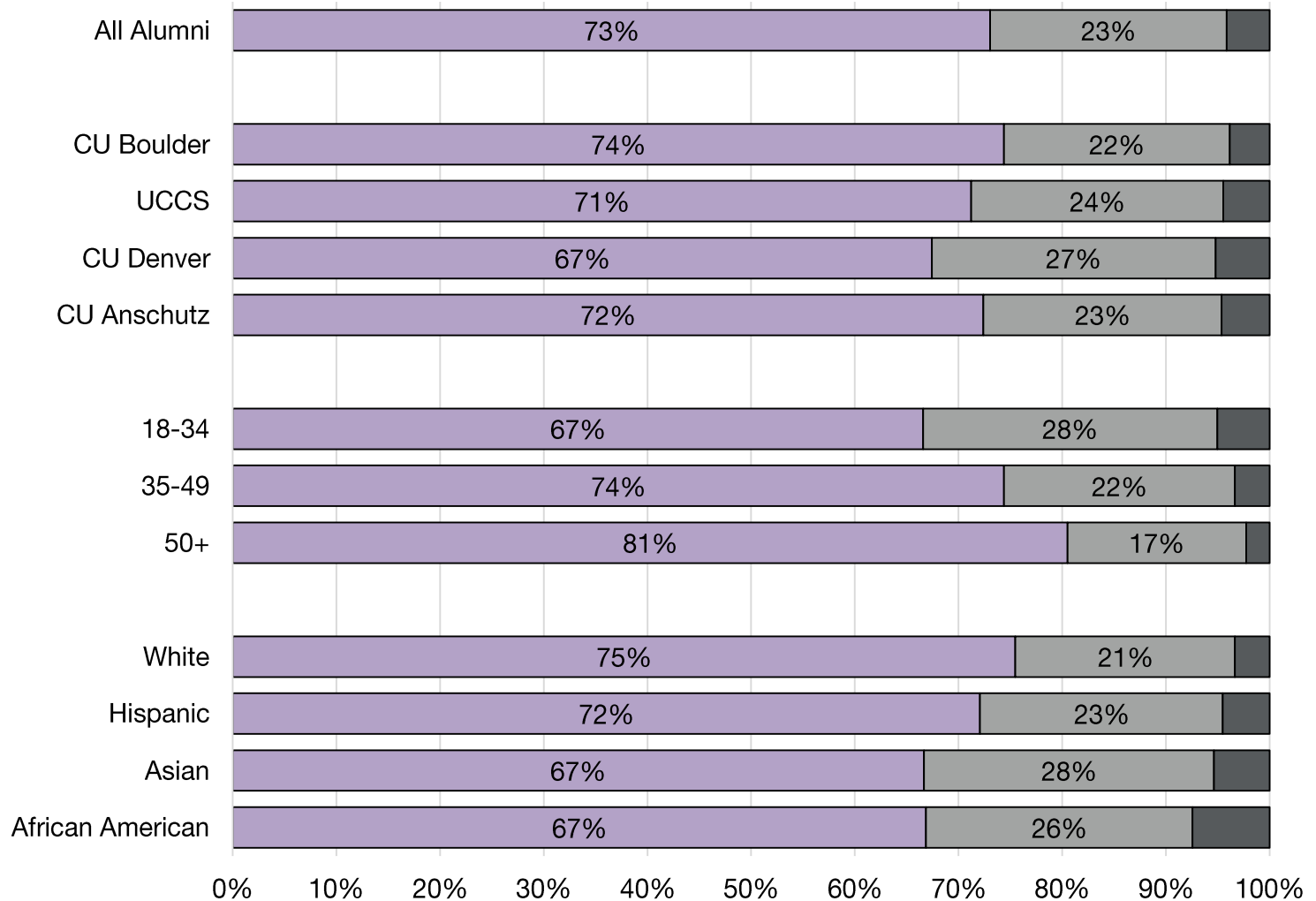
Alumni Satisfaction Ratings

- The reported satisfaction of CU graduates from having earned a degree from CU.

96%
Favorable
All Alumni

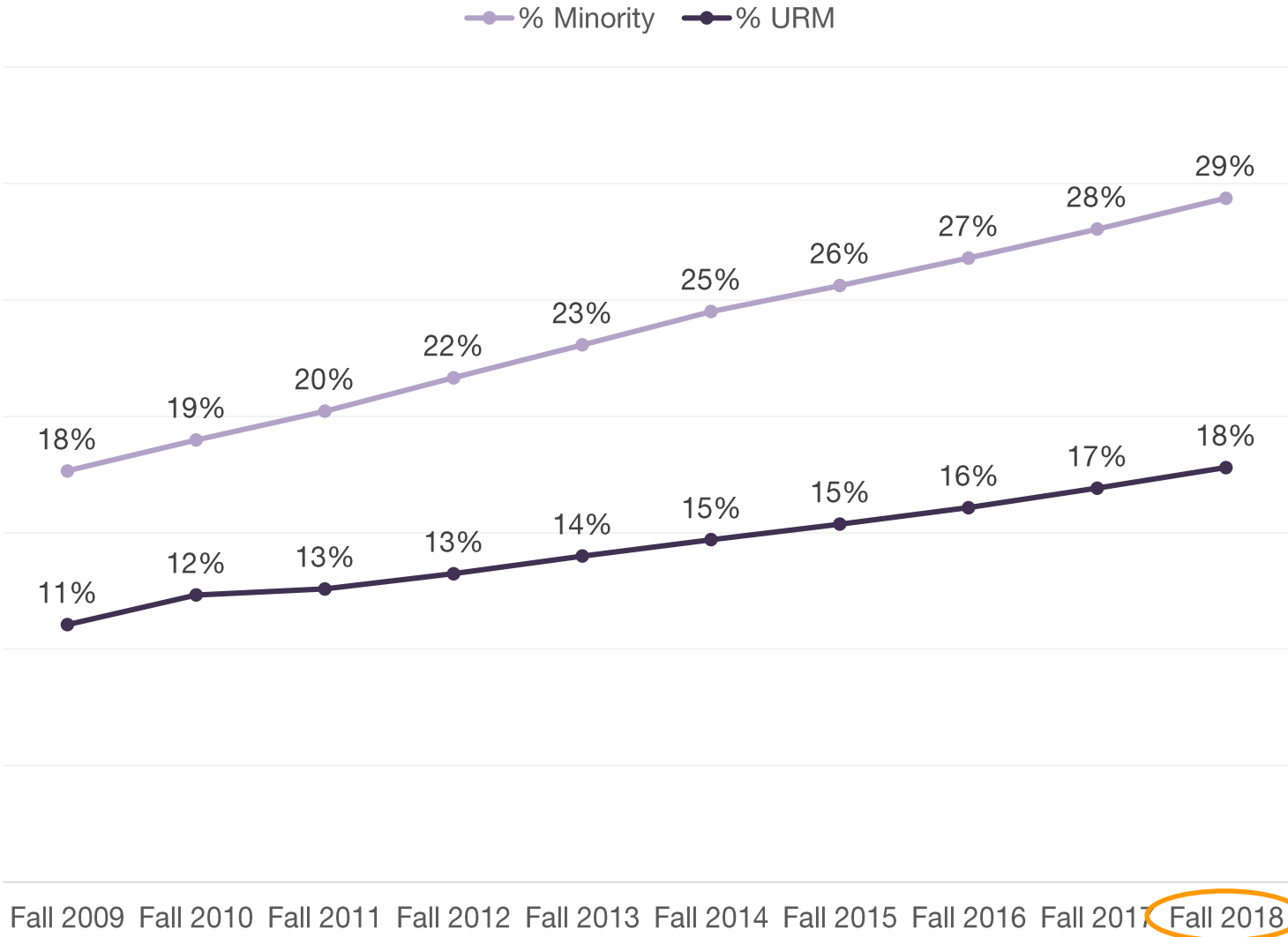
THIS METRIC LEADS →
CU Favorability Rating,
Gift Revenue

Very Favorable Somewhat Favorable Unfavorable



Source: CU System Office of Budget & Finance; Survey of CU Alumni (May 2018)

- Percentage of enrolled (UG+GR) students that are Minority and URM (Underrepresented Minority).
- Minority** includes Hispanic, Black, Asian, Native American, Pacific Islander and 2 or more categories.
- URM** is limited to Hispanic, Black, Native American, and Pacific Islander



Source: CU Diversity Report, CU System Office of Institutional Research

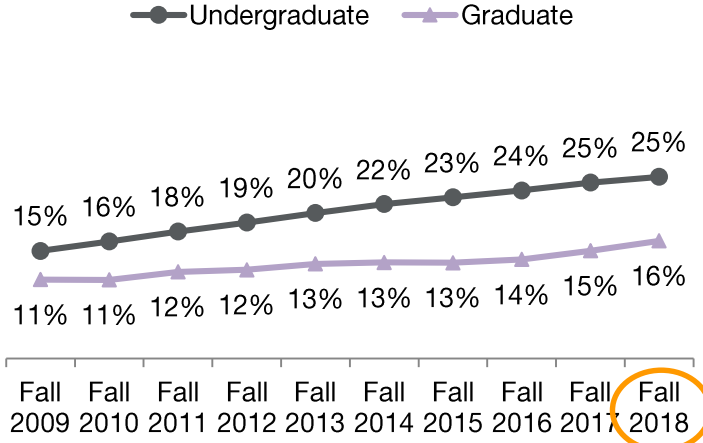


Student Diversity

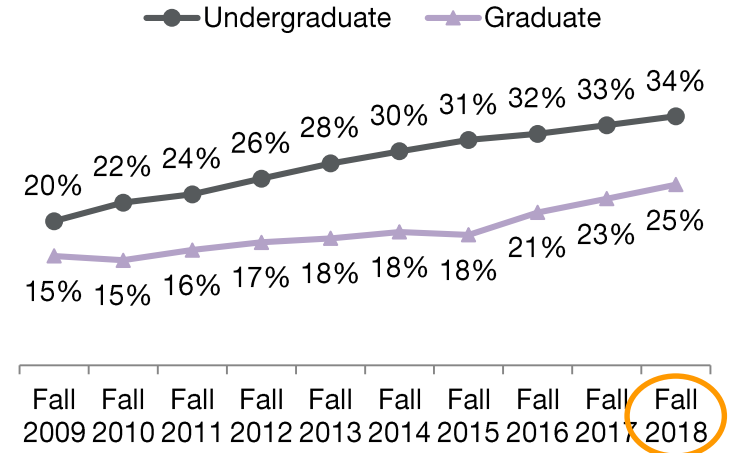
Percentage Minority

- Percentage of enrolled students that are Minority.
- Minority includes Hispanic, Black, Asian, Native American, Pacific Islander and 2 or more categories.

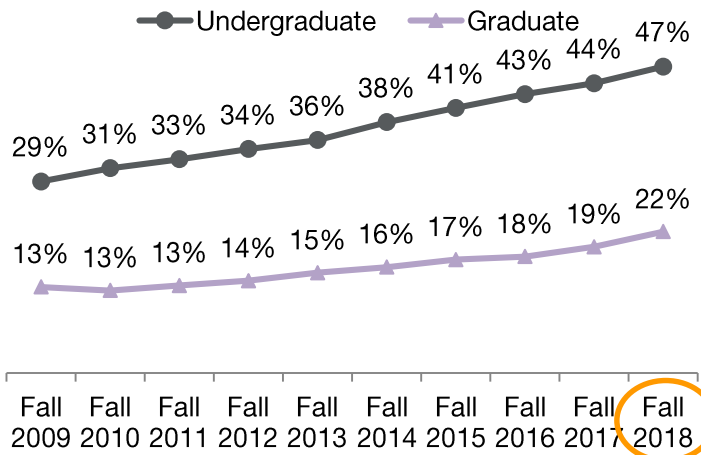
Boulder



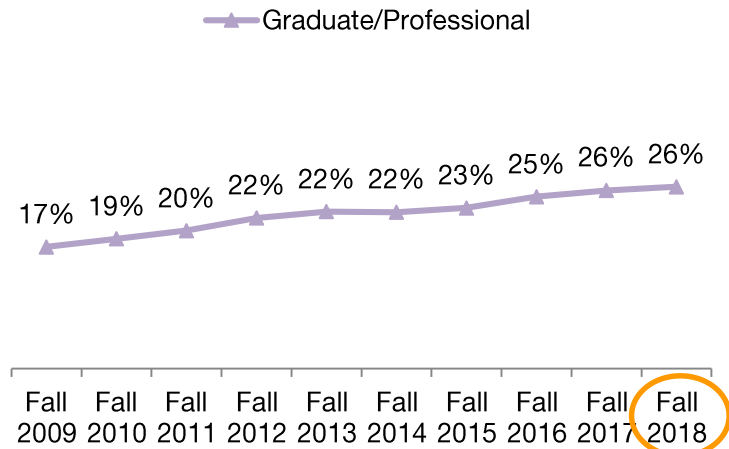
Colorado Springs



Denver



Anschutz Medical Campus

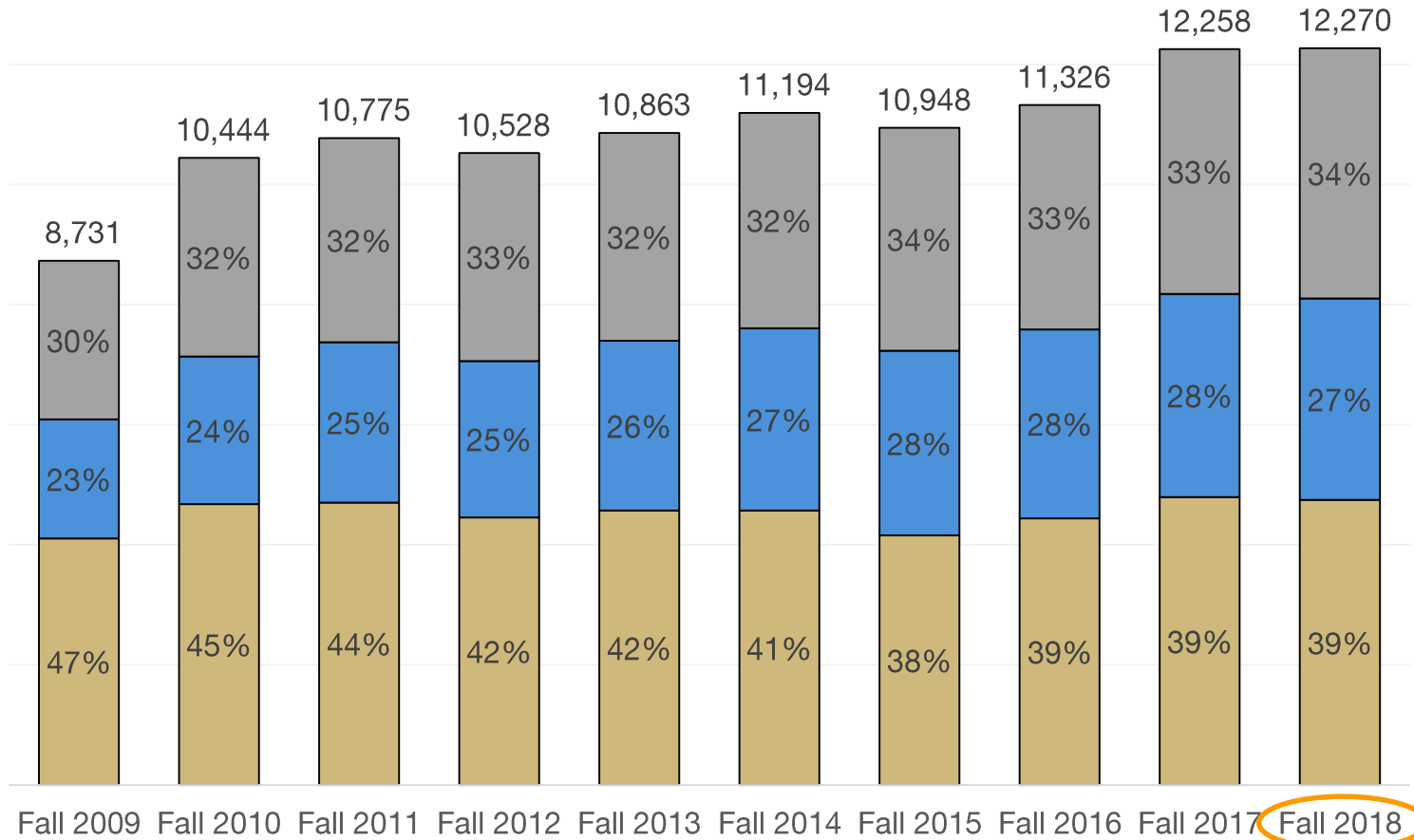


Source: CU Diversity Report, CU System Office of Institutional Research



- Percentage of enrolled undergraduate students that are recipients of Federal Pell.

■ Boulder ■ UCCS ■ Denver



24% Pell
of Undergraduates

Source: CU Diversity Report, CU System Office of Institutional Research

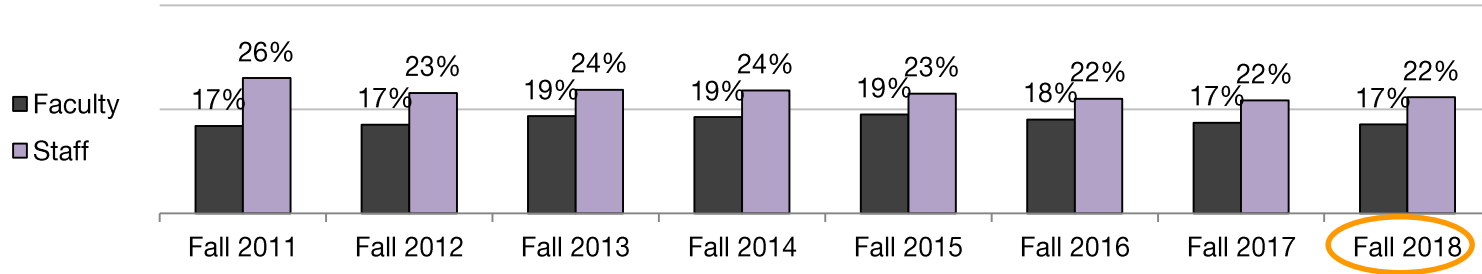
[Click for Data Online](#)

Faculty & Staff Diversity

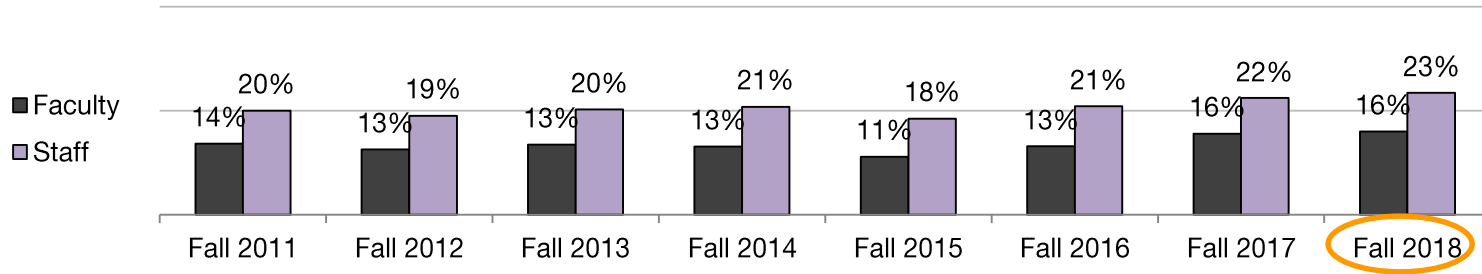
Percentage Minority

- Percentage Minority, Full-Time Instructional Faculty and Staff

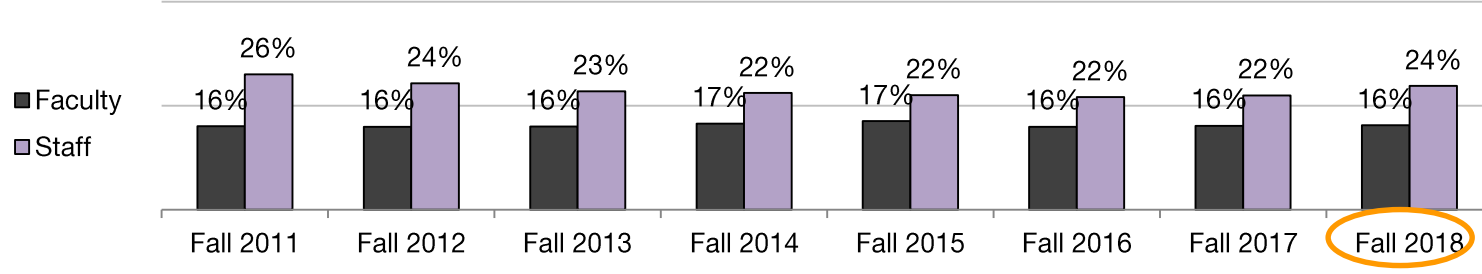
Boulder



UCCS



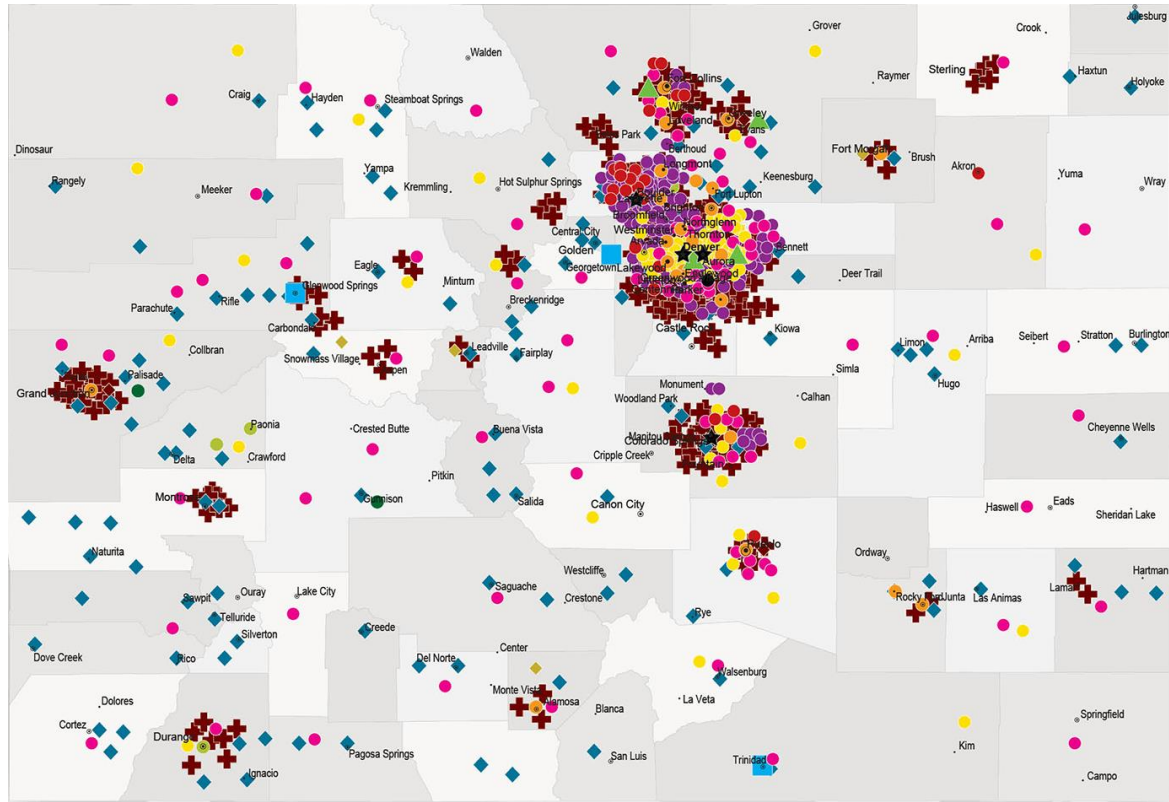
Denver | Anschutz



Source: CU Diversity Report, CU System Office of Institutional Research



- CU for Colorado brings together all of CU's nearly 800 outreach programs and health care services, which extend from the four campuses to people and places across the state.



- ★ CU Campuses
- CU South Denver
- Advanced Clinical Training & Services Program
- ◆ Colorado Area Health Education Centers
- ◆ CU Startup Companies
- CU Outreach Programs for K-12
- ▲ Colorado School of Public Health
- CU Cultural Outreach Programs
- ◆ CU Pre-Collegiate Development Programs
- ✚ Health Centers Served by CU Physicians
- CU Cancer Center Physicians Serving Colorado Communities
- CU Boulder Engineering Partnerships
- Federal Laboratories CU Faculty and Students Work
- Colorado Water and Energy Research Center
- ◆ Colorado Center for Community Development



CU Favorability Ratings
Economic Impact

Source: CU System Office of University Relations

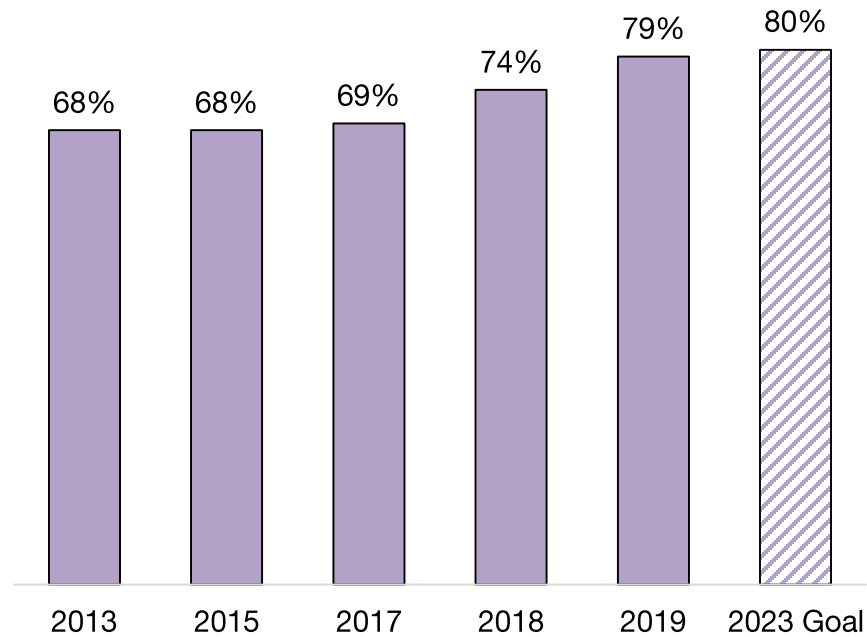
<http://cuforcolorado.cu.edu/>



Reputation & Impact

Goals

CU Favorability Rating



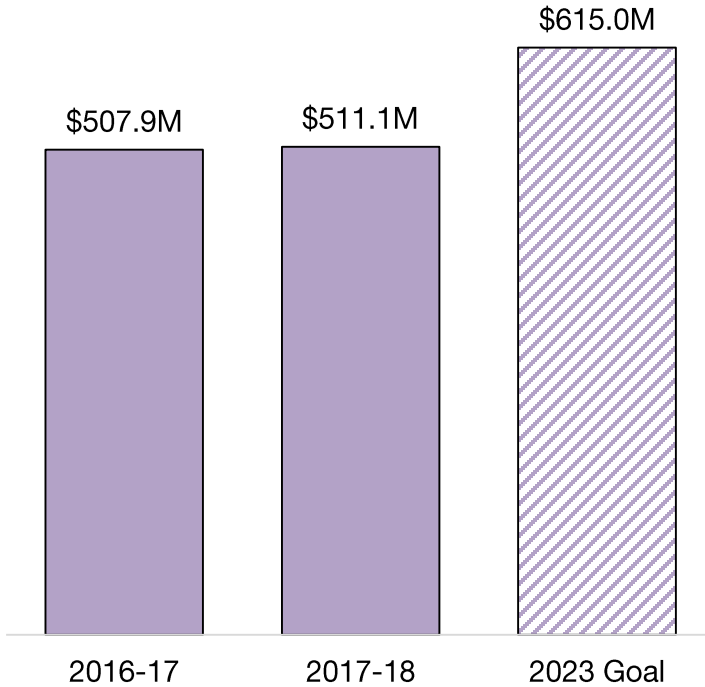
Challenges

- Favorability percentage is already high for category and increases on high base are incremental
- Significant influx of newcomers to Colorado who are unaware of CU and state's higher education landscape
- Negative communications about higher education in general (ex. costs and student debt) affect CU results

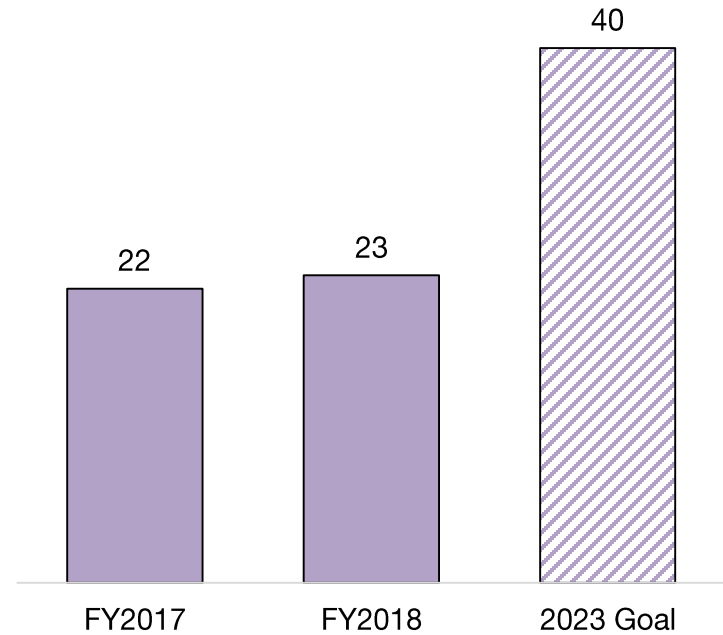
Strategies

- Engage in statewide outreach to raise profile of CU around state
- Target marketing, particularly digital, to newcomers
- Directly counter negative perceptions with focused communications

Research Funding



Patents Awarded



Challenges

- Recruiting and retaining top-tier faculty and providing them with the tools and facilities they need to be successful
- Seeking and leveraging resources to support grant proposal writing
- Ensuring that resources and infrastructure keep pace with expanding opportunities for research grants

Strategies

- Realign corporate and foundation groups from Research and Advancement to maximize strategic impact on research funding; grow funding focused on national security opportunities
- Invest in resources to reduce administrative burden and support grant writing for faculty pursuing research funding
- Leverage the new commercialization academy to inform faculty and graduate students about the possibilities for commercialization and patents
- Continue to emphasize state outreach and partnership programs (e.g., CMU engineering partnership)



Research Funding



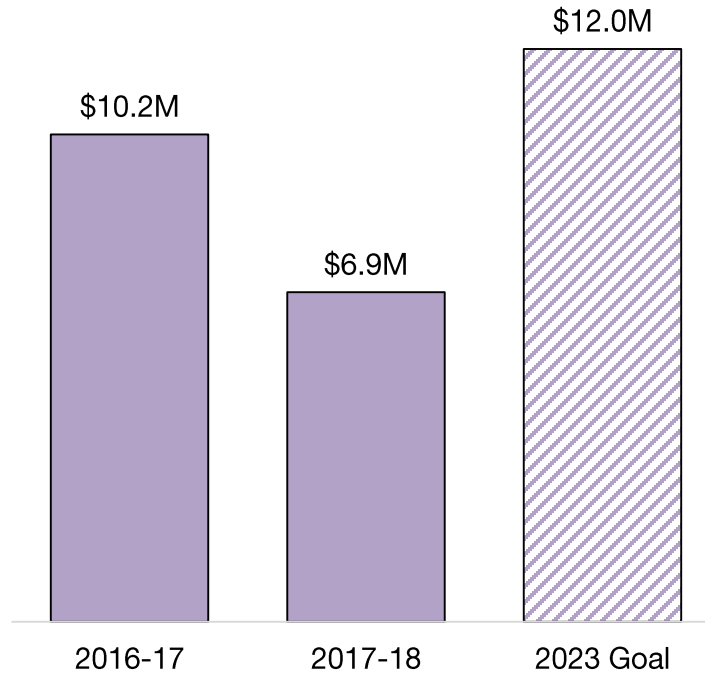
Challenges

- Highly-competitive grant funding environment
- Limited external funding for creative scholarly activities
- Facilities not competitive
- Limited access to and support for graduate students

Strategies

- Continue efforts to secure funding for Engineering building
- Leverage campus funds to match external funding opportunities
- Increase collaborative opportunities with CU Anschutz
- Identify resources to support research faculty start-up packages

Research Funding



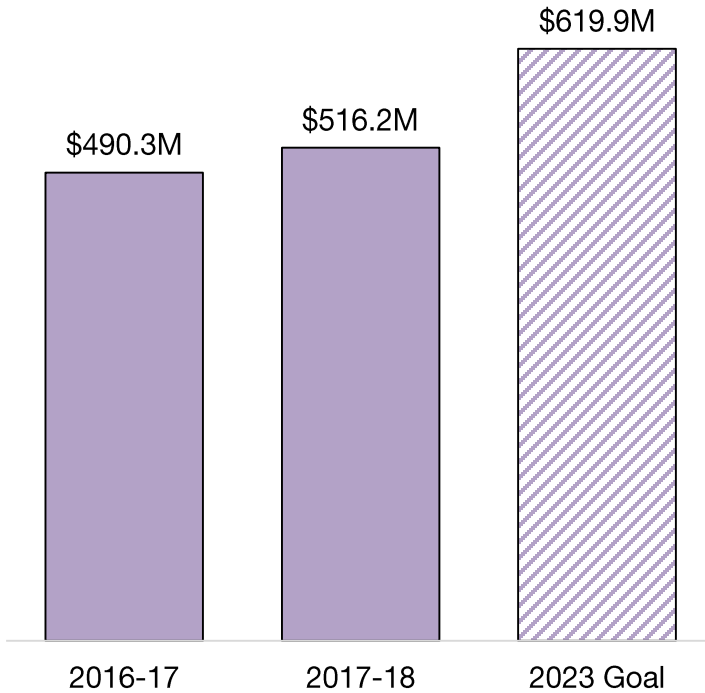
Challenges

- Small number of research awards leads to large year to year fluctuations
 - FY 2016-17 above trend line, FY 2017-18 below
- Limited campus infrastructure to support faculty preparing and managing grants

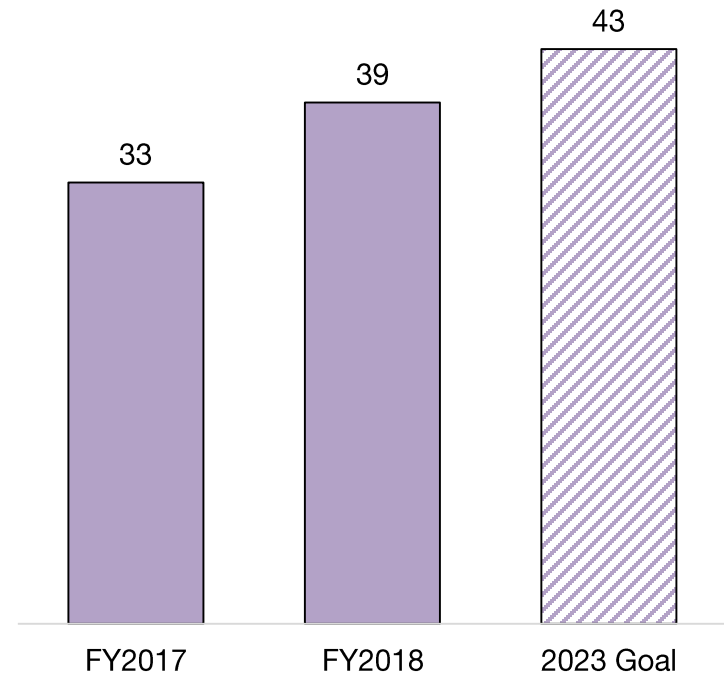
Strategies

- Expanding Research office staffing to better support faculty
- Expanding research active graduate programs
 - Led to change in our Carnegie classification
- Expanding efforts and facilities in Health & Wellness and Cybersecurity which are very fundable areas
- Explore collaborative research opportunities

Research Funding



Patents Awarded



Challenges

- Volatility in Federal grant funding levels (Sponsored Research Funding)
- Increasingly competitive environment (Sponsored Research Funding)

Strategies

- Diversification and strategic partnerships with sponsors (Sponsored Research Funding)
- Continue to cultivate high impact invention disclosures that will lead to commercially viable intellectual property over the next 5 years (Patents Awarded)