

Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Retreat
January 2025



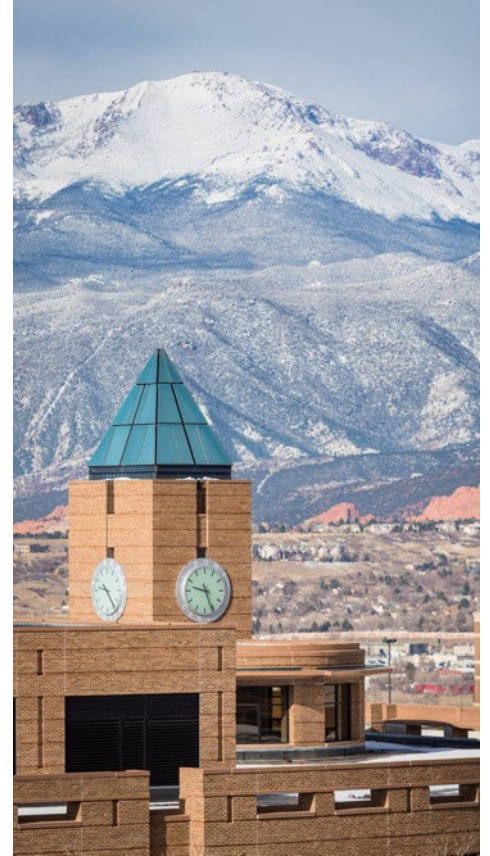
University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Fulfilling CU's Mission

From 2019–2021, the University of Colorado conducted a collaborative and inclusive strategic planning process to identify common themes that would help guide the university for the next five years and beyond. Priorities identified collectively by stakeholders involved throughout the process will advance CU's Mission.

“The University of Colorado is a public research university with multiple campuses serving Colorado, the nation, and the world through leadership in high-quality education and professional training, public service, advancing research and knowledge, and state-of-the-art health care.”



STRATEGIC PILLARS

PILLAR 3



Diversity, Inclusion, Equity & Access

The University of Colorado celebrates and recognizes the strength of diverse communities and perspectives. We are committed to creating an inclusive culture in pursuit of goals of excellence and meeting the needs of the state, nation and world.

PILLAR 1



Affordability & Student Success

The University of Colorado is devoted to helping our students reach their full potential. The focus areas within this pillar encourage the intellectual, personal and professional development of our students.

PILLAR 4



Fiscal Strength

The University of Colorado focuses on improving policies, procedures and practices to ensure current and future sustainability, highlighting financial management and risk management.

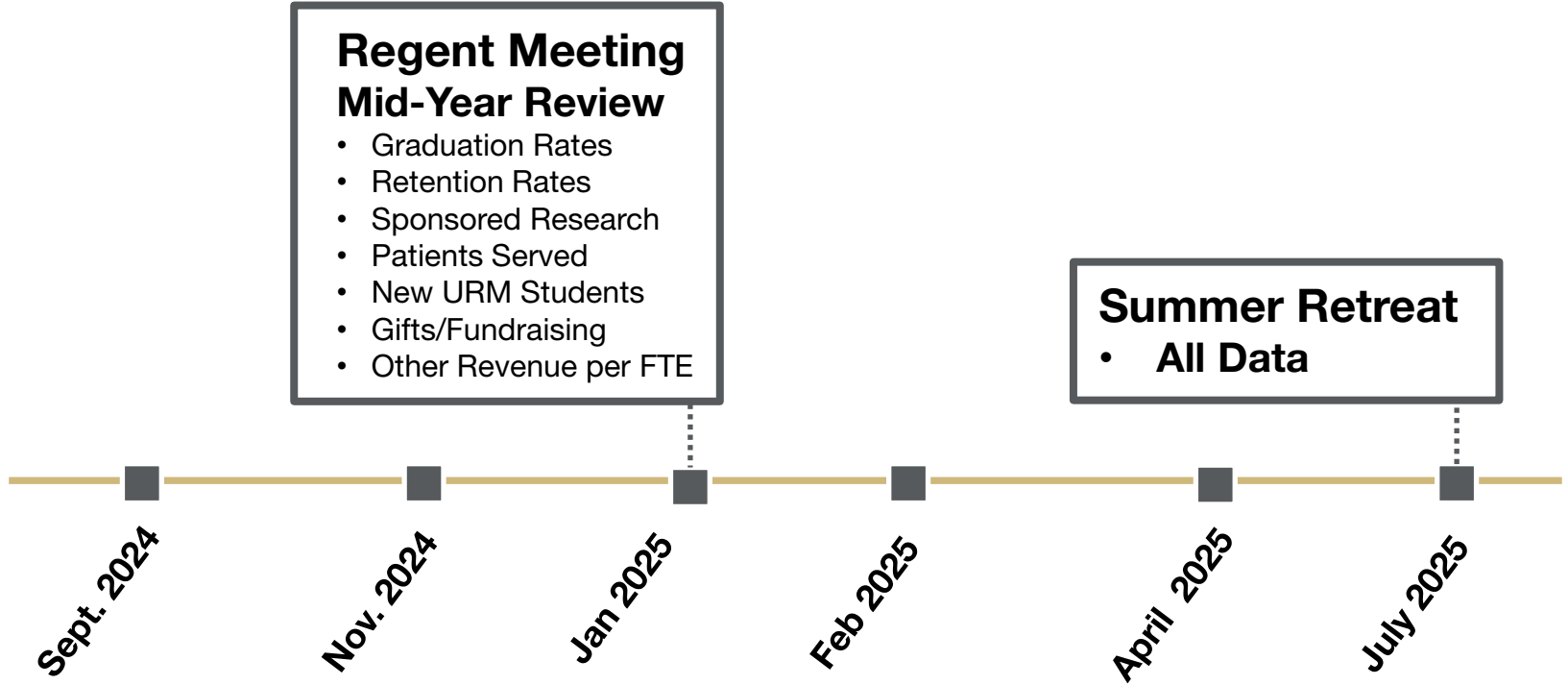
PILLAR 2



Discovery & Impact

At the University of Colorado, we believe research and healthcare are keystones to advancing knowledge, inspiring innovation, fostering creativity and improving the quality of life for Coloradans.

FY 2024-25 Strategic Metrics Reporting Timeline



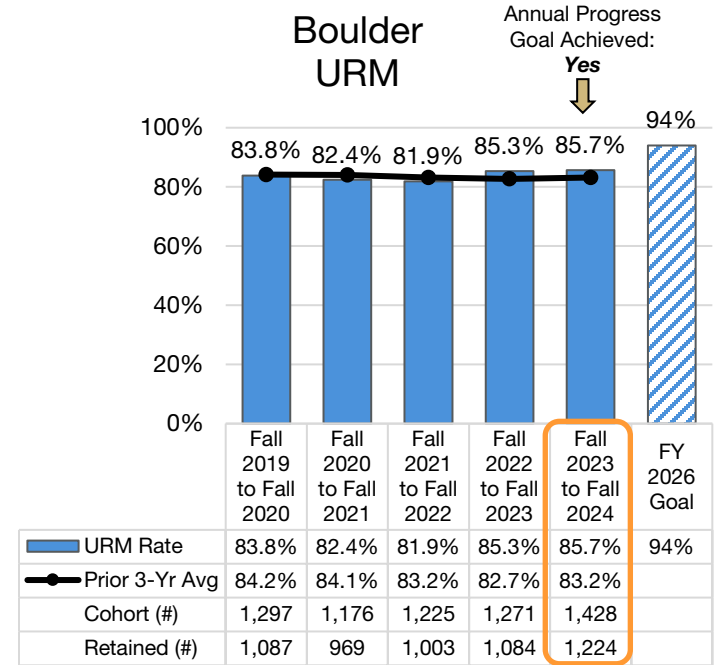
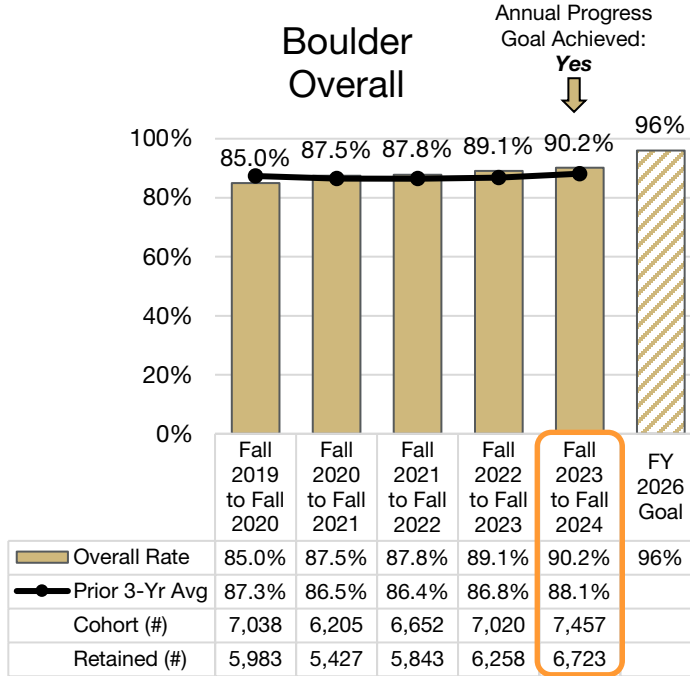
Mid-Year Review – Jan 2025

- Student Retention & Graduation Rates
- Sponsored Research
- Patients Served
- New URM Students
- Gifts/Fundraising
- Other Revenue per FTE

PILLAR 1: Affordability & Student Success



Boulder Freshman Retention Rates



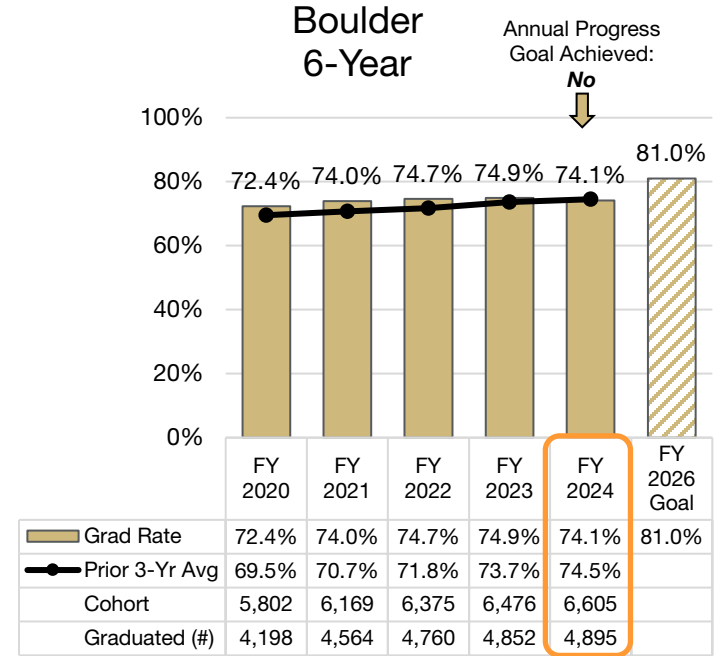
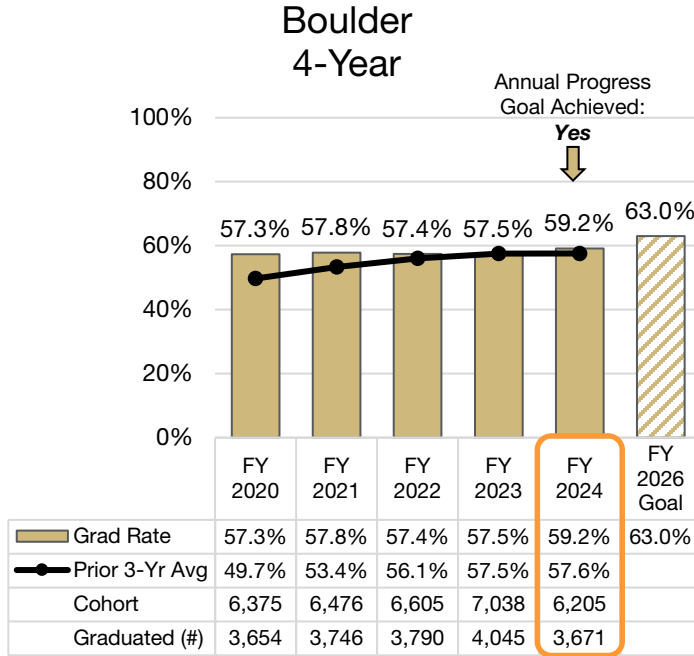
Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year. The year indicates the entering fall cohort and year retained. The rate is the percentage of students enrolled the following fall term. URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

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



Boulder Graduation Rates (First-Time Freshman)



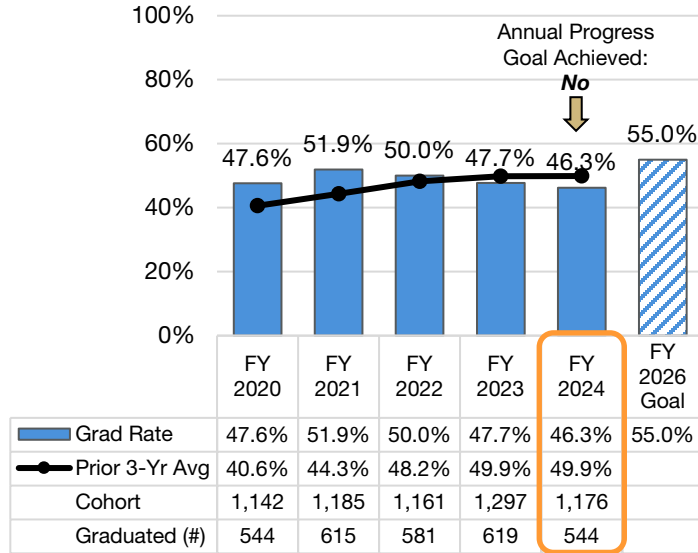
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

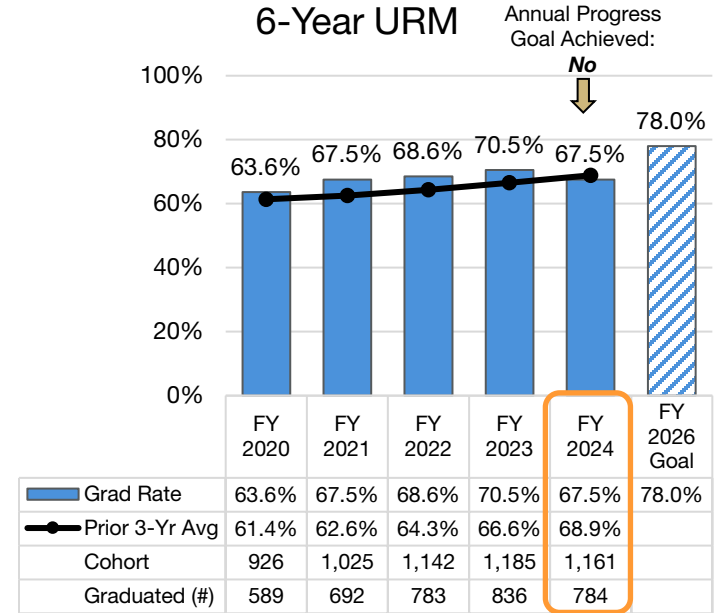


Boulder Graduation Rates (URM)

Boulder 4-Year URM



Boulder 6-Year URM

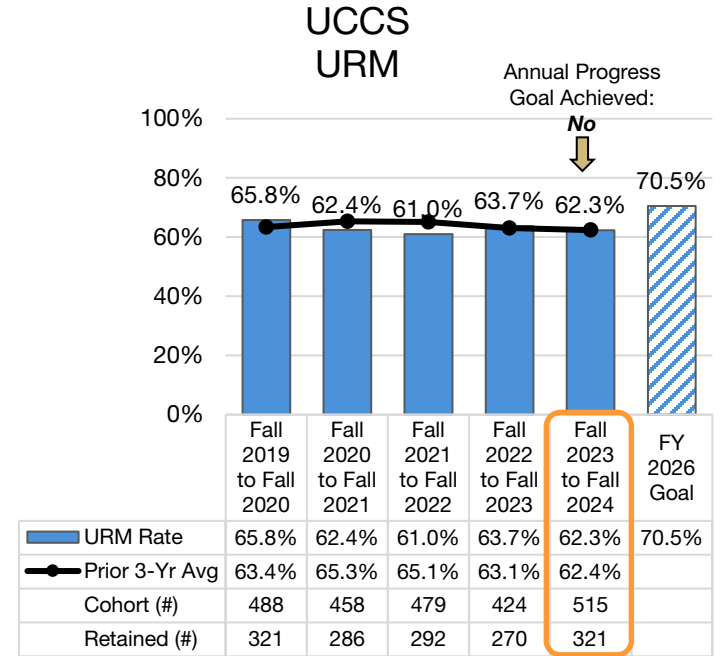
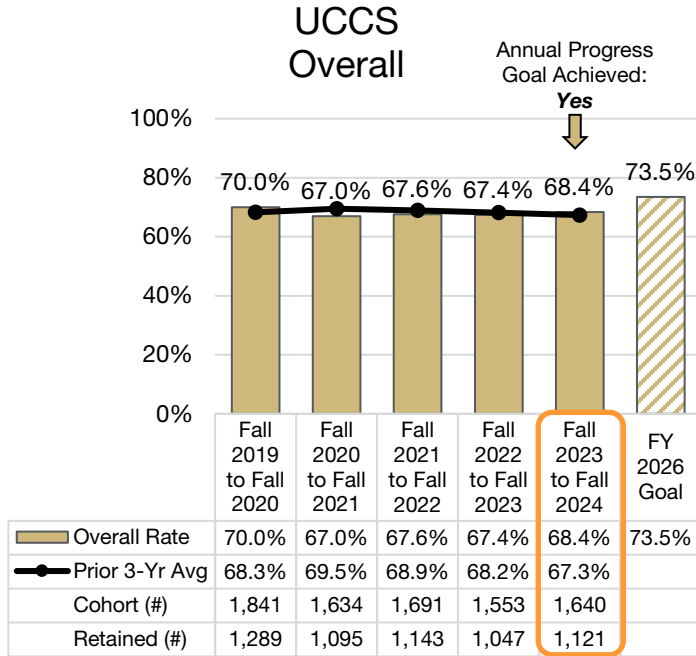


The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.
 URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research



UCCS Freshman Retention Rates



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.

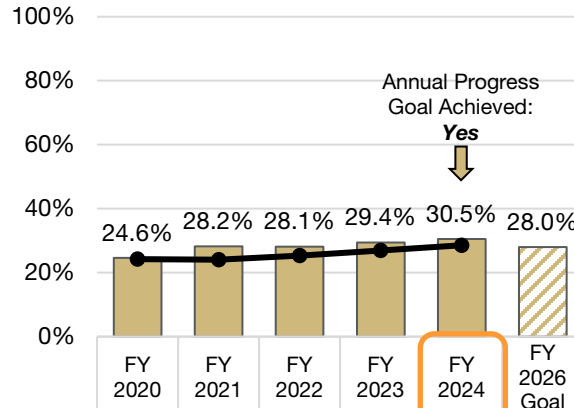
Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.

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



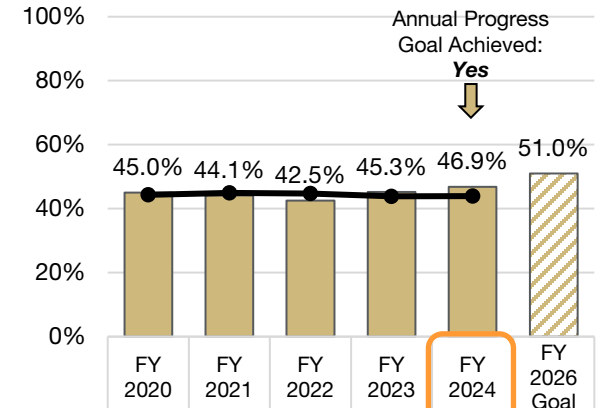
UCCS Graduation Rates (First-Time Freshman)

UCCS 4-Year



Grad Rate	24.6%	28.2%	28.1%	29.4%	30.5%	28.0%
Prior 3-Yr Avg	24.2%	24.1%	25.3%	27.0%	28.6%	
Cohort	1,952	1,927	1,937	1,841	1,632	
Graduated (#)	480	543	545	541	498	

UCCS 6-Year



Grad Rate	45.0%	44.1%	42.5%	45.3%	46.9%	51.0%
Prior 3-Yr Avg	44.3%	44.9%	44.8%	43.9%	44.0%	
Cohort	1,658	1,572	1,952	1,927	1,937	
Graduated (#)	746	693	830	872	908	

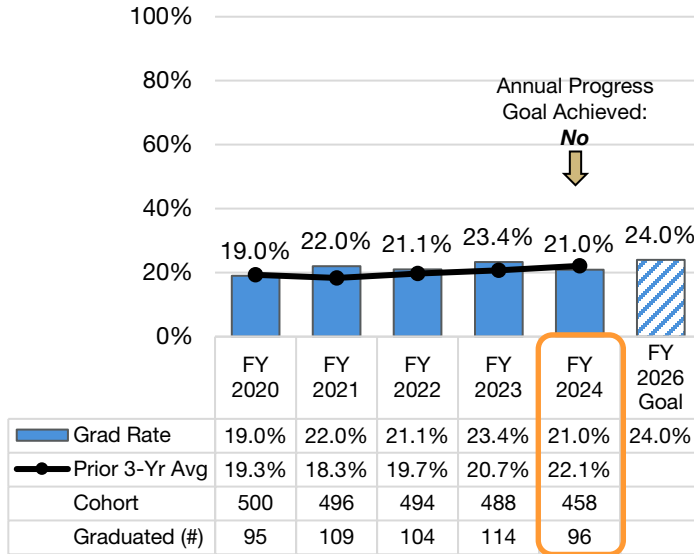
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.

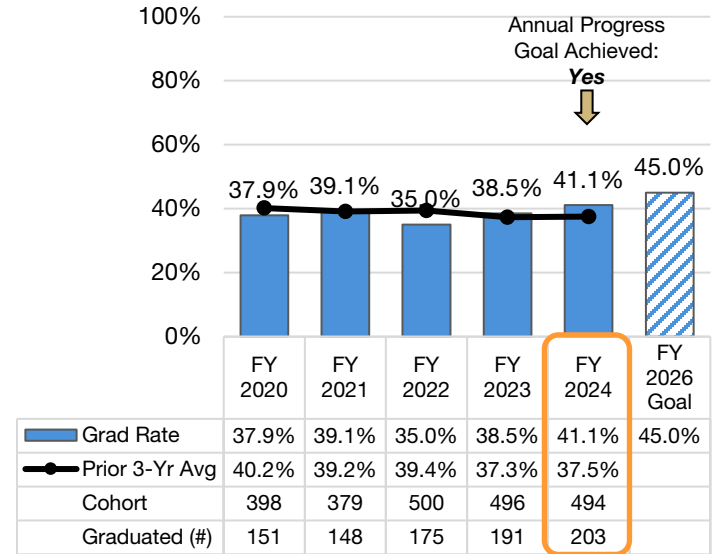


UCCS Graduation Rates (URM)

UCCS 4-Year URM



UCCS 6-Year URM

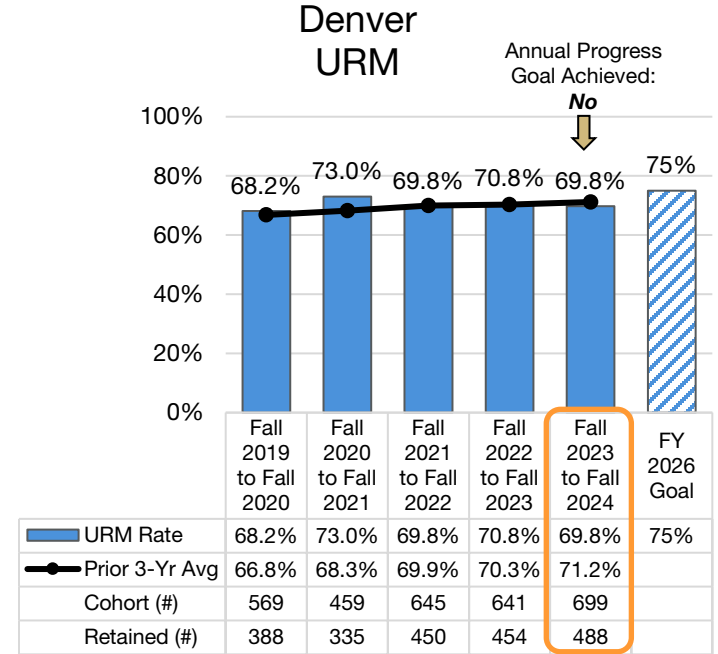
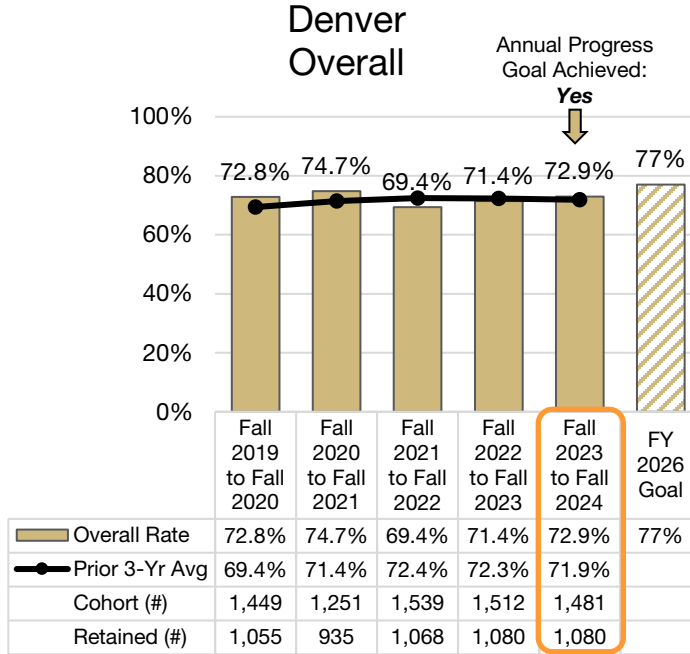


The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.
 URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.



Denver Freshman Retention Rates



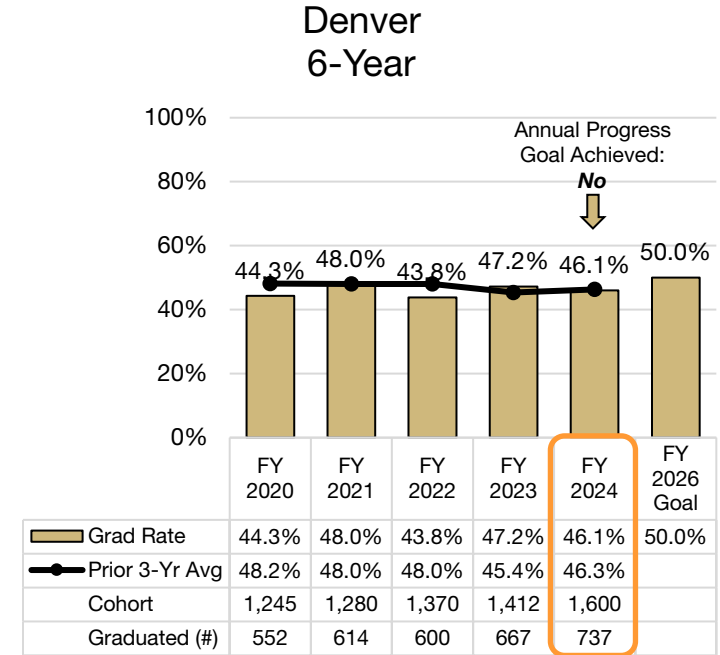
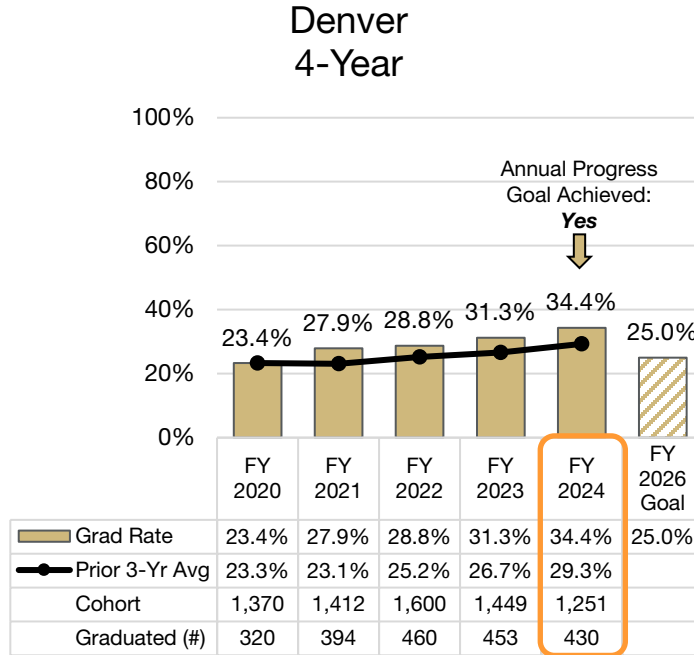
Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year. The year indicates the entering fall cohort and year retained. The rate is the percentage of students enrolled the following fall term. URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

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



Denver Graduation Rates (First-Time Freshman)



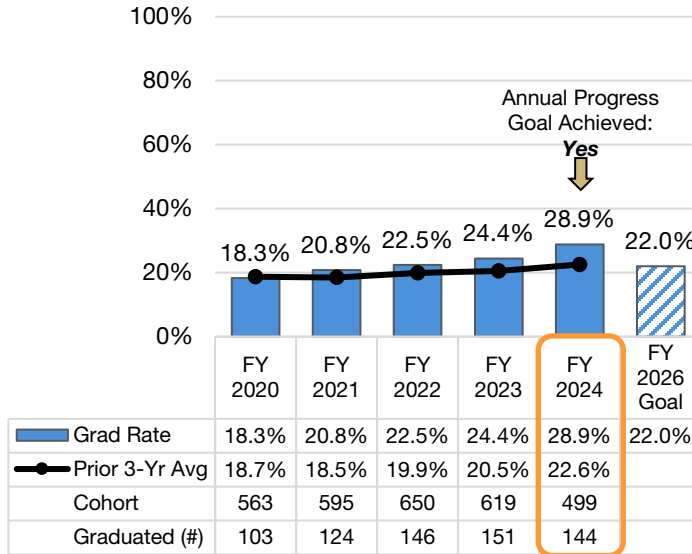
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

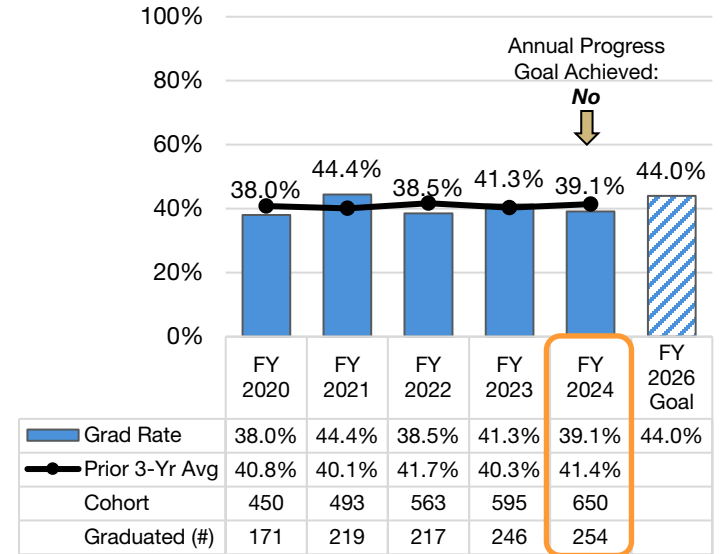


Denver Graduation Rates (URM)

Denver 4-Year URM



Denver 6-Year URM



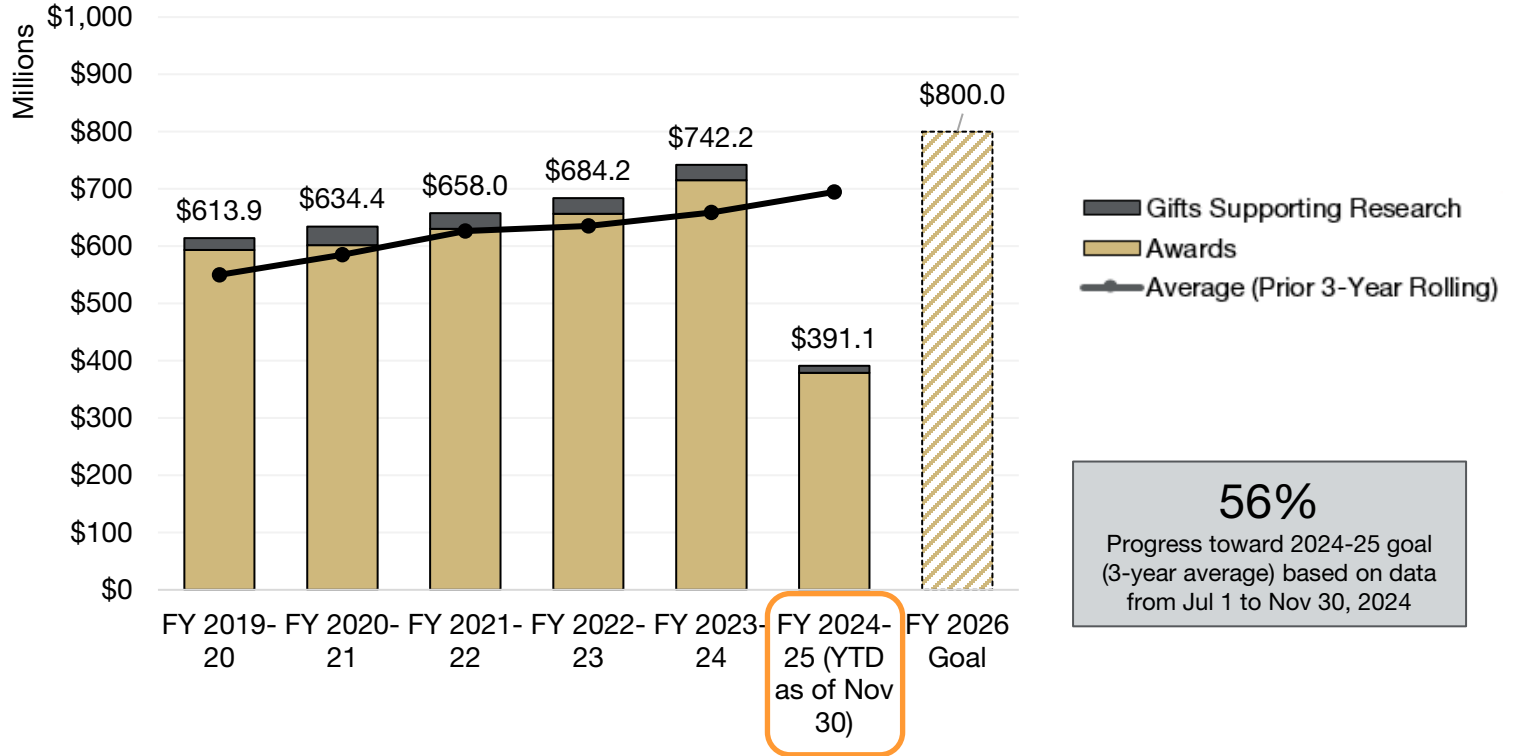
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.
 URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

PILLAR 2: Discovery & Impact



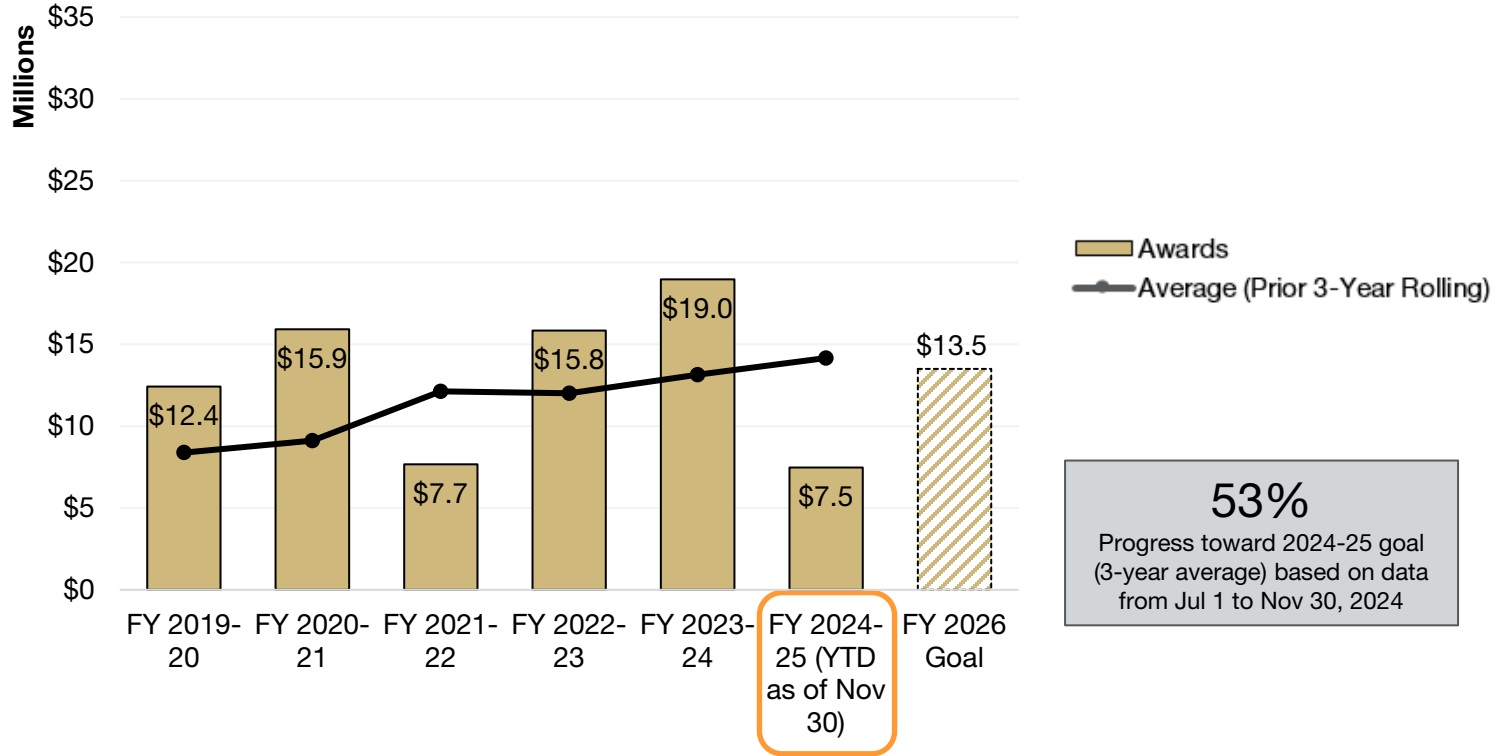
Boulder Sponsored Research (Awards + Gifts)



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



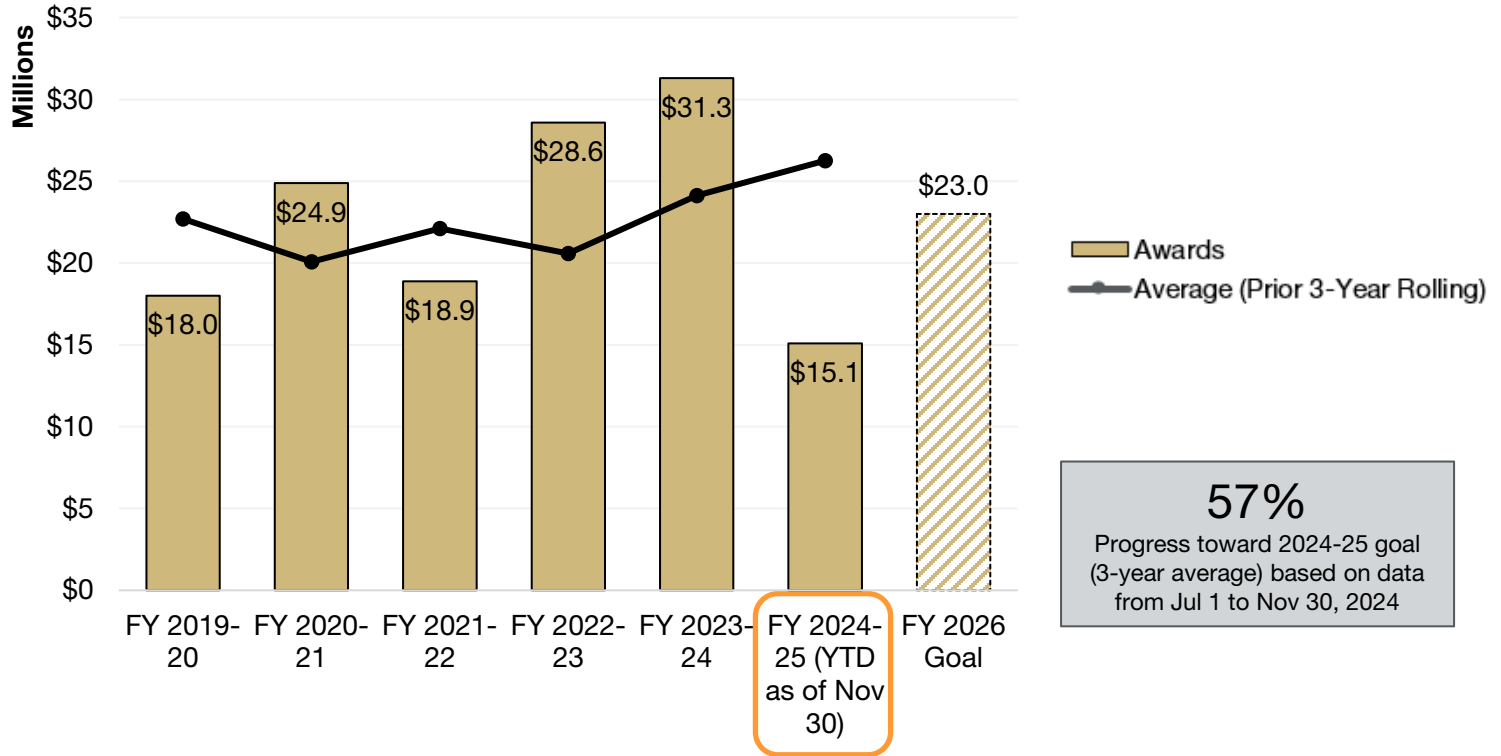
UCCS Sponsored Research (Awards Only)



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



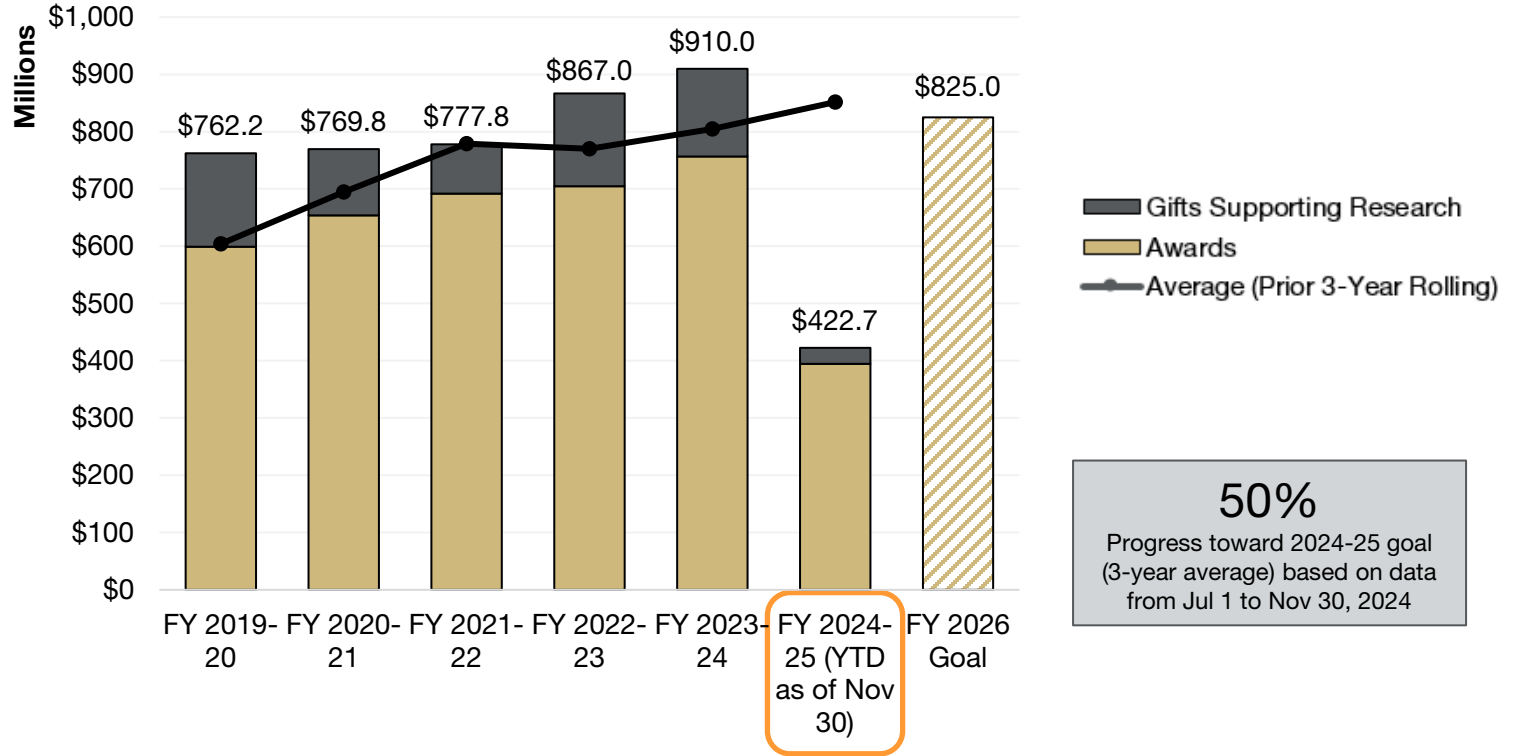
Denver Sponsored Research (Awards Only)



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



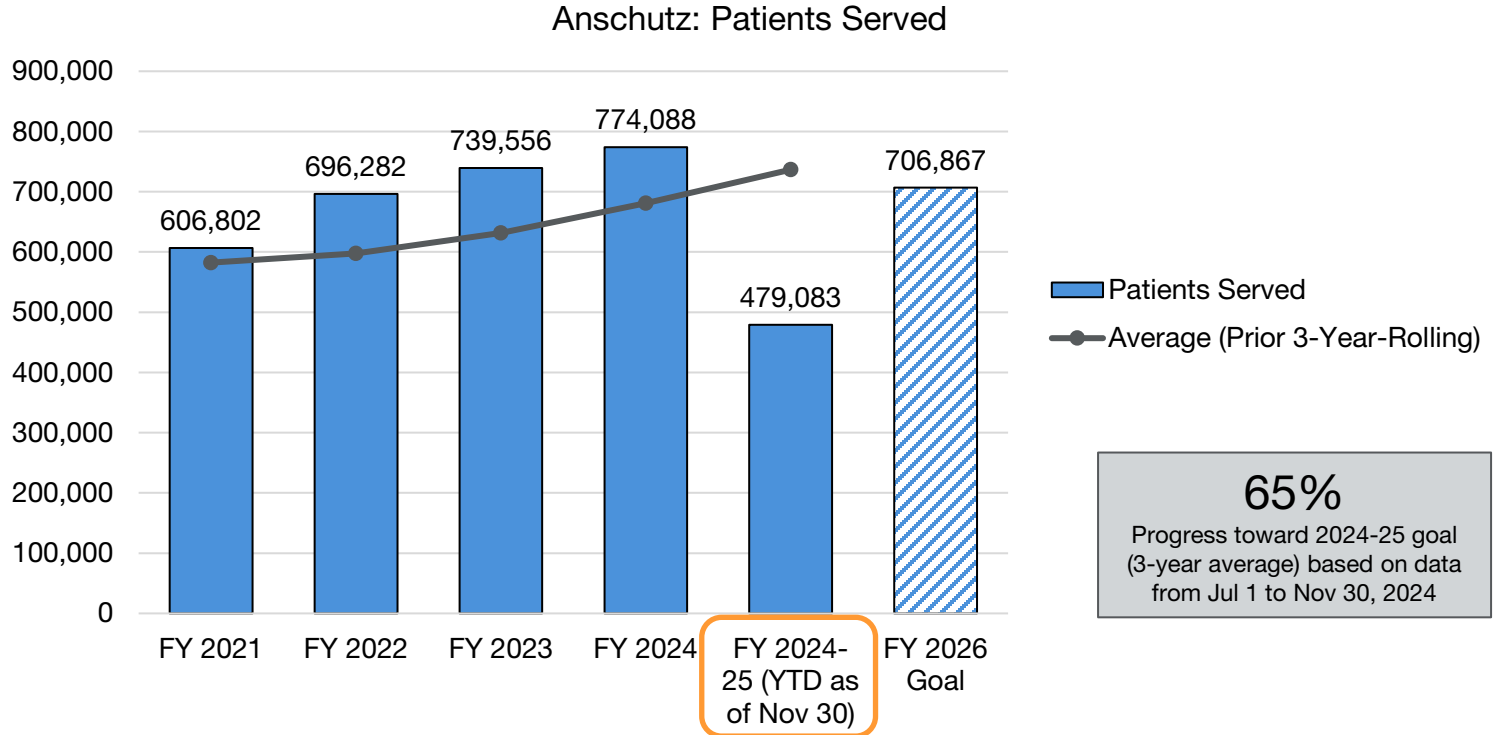
Anschutz Sponsored Research (Awards + Gifts)



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



Patients Served by Anschutz Clinical Faculty



Source: CU Anschutz, xx/xx/2024

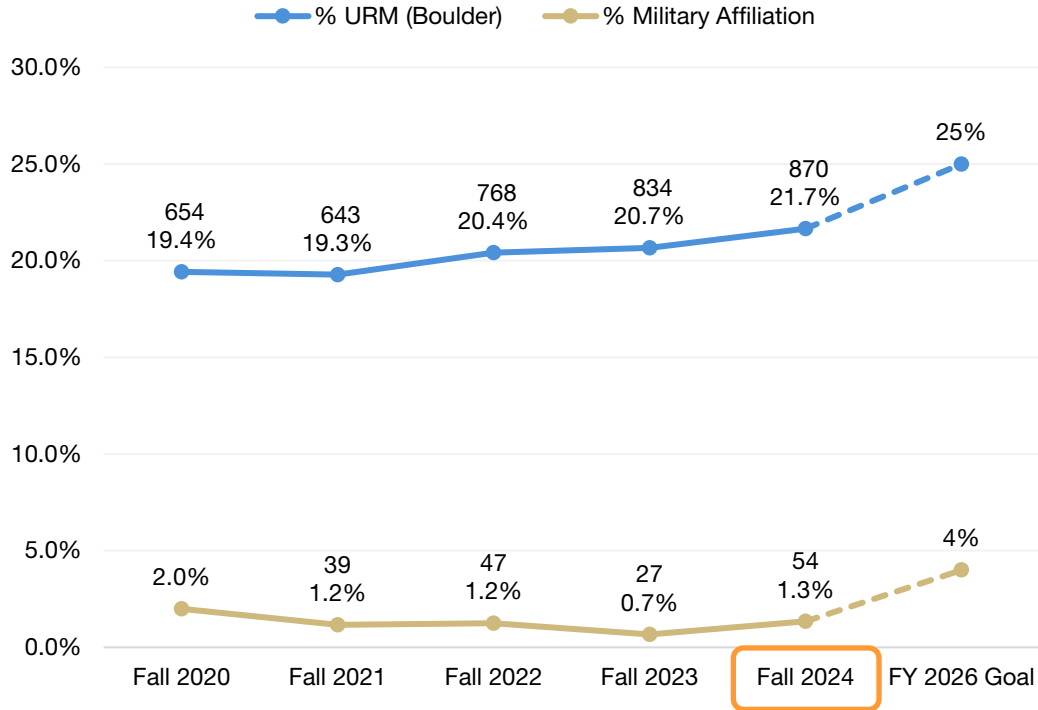
PILLAR 3: Diversity, Inclusion, Equity & Access



Diversity, Inclusion, Equity & Access : Progress to 2026 Goal (Final: New)

Boulder - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

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

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.

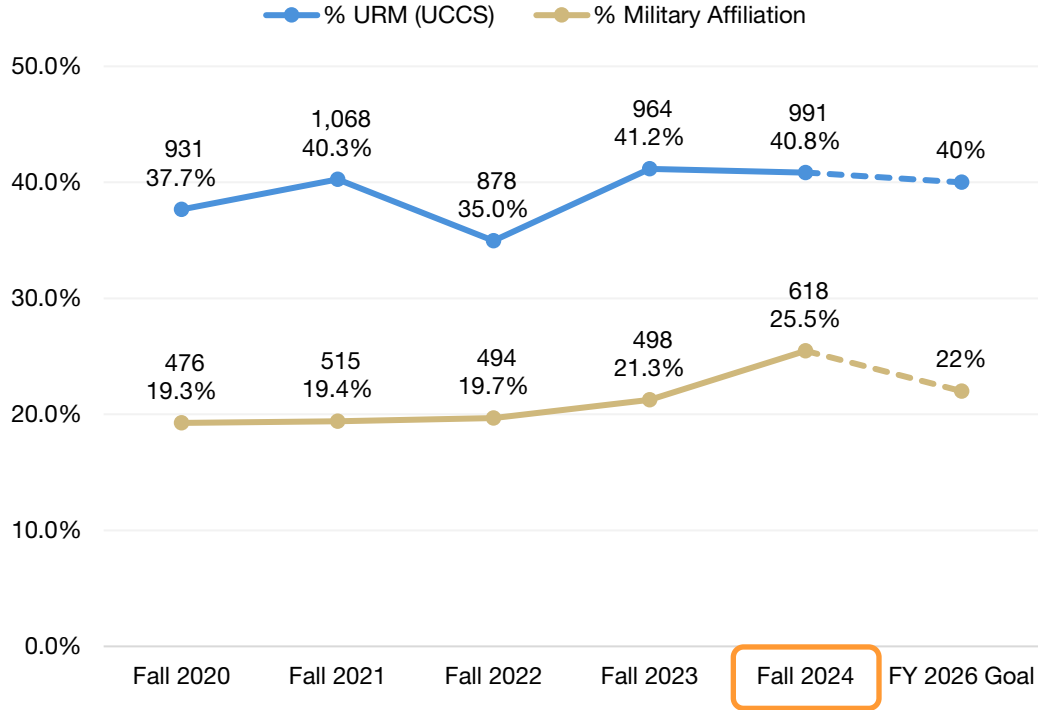
Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access : Progress to 2026 Goal (Final: New)

UCCS - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (UCCS): **No**
 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.

UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international). UCCS new students based on new degree-seeking undergraduate students.

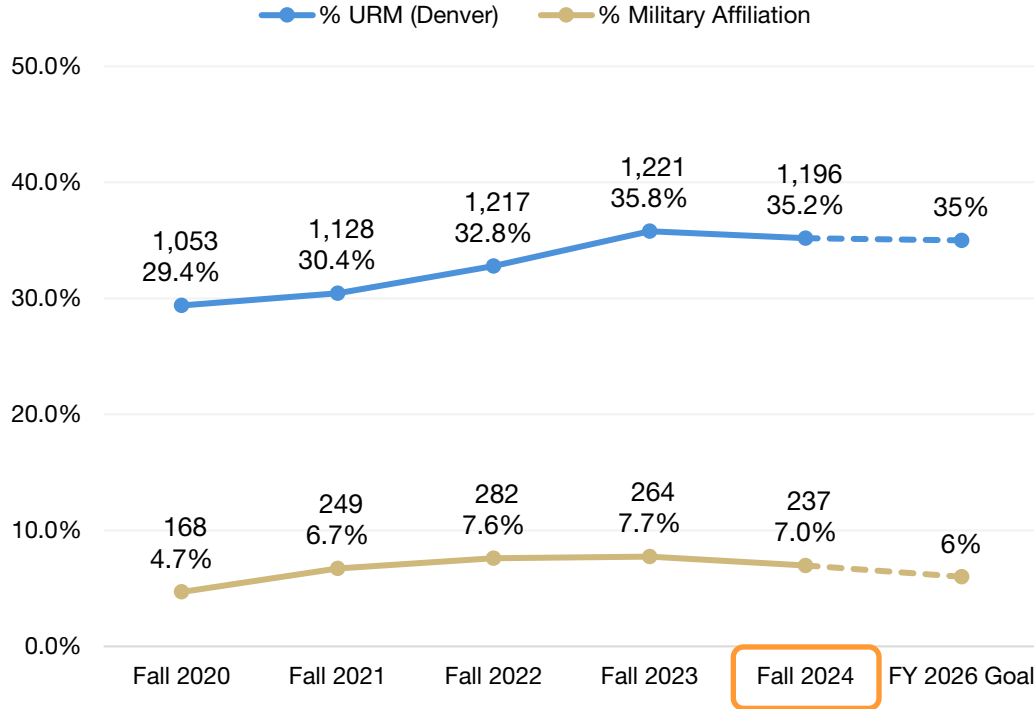
Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access : Progress to 2026 Goal (Final: New)

Denver - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (Denver): **No**
 Military Affiliation: **No**

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.

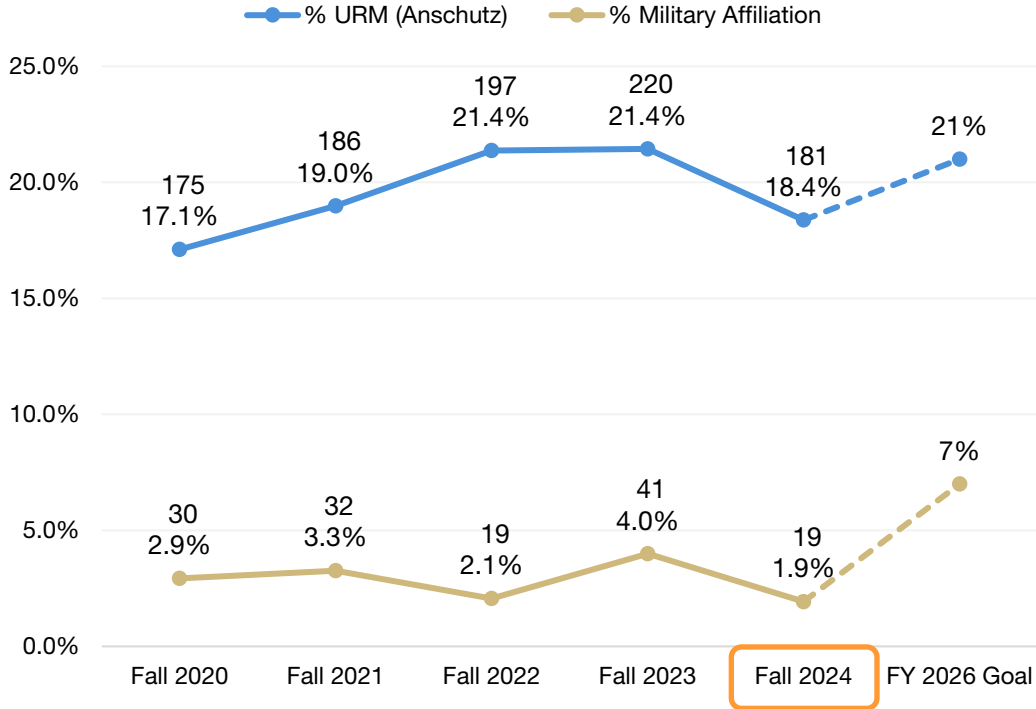
Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access : Progress to 2026 Goal (Final: New)

Anschutz - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (Anschutz): **No**
 Military Affiliation: **No**

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



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

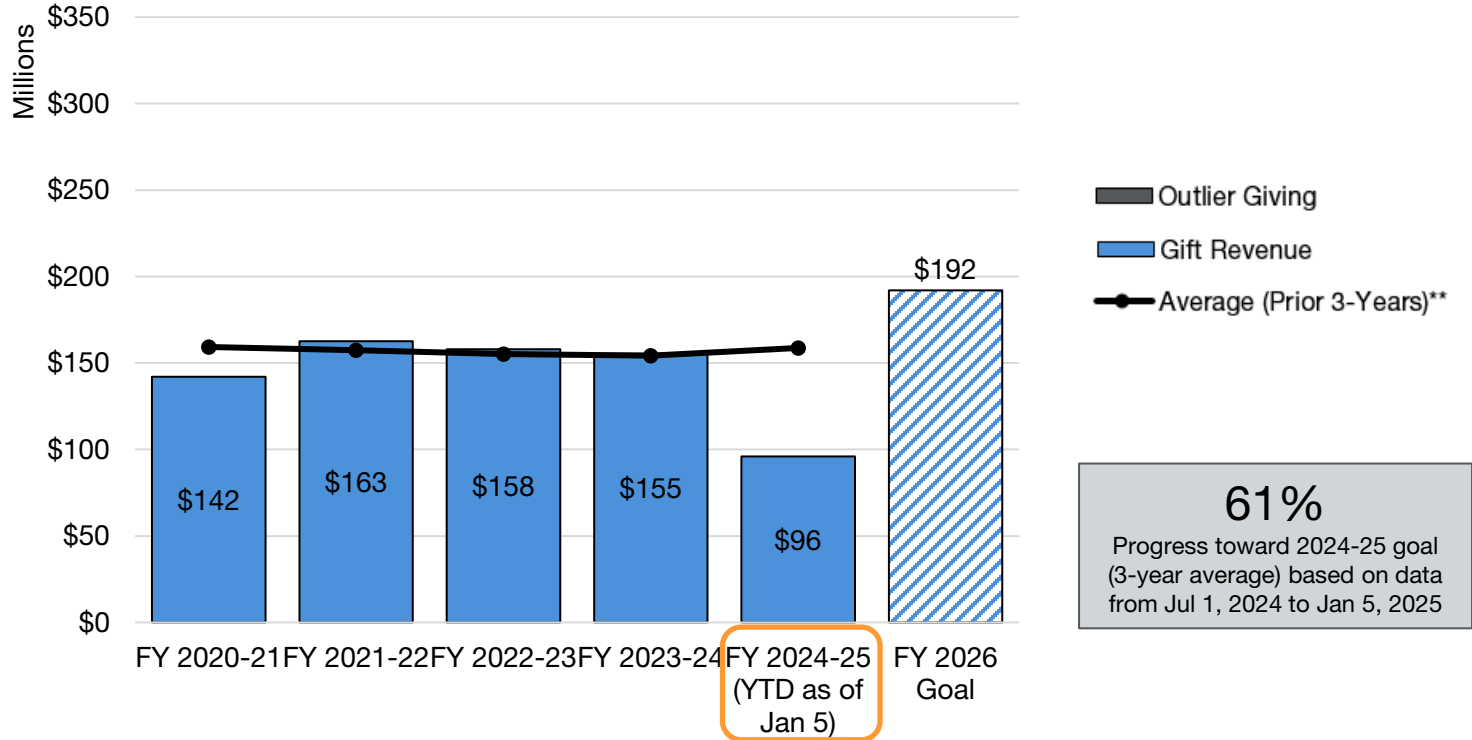
What is “Other Revenue per Employee”?

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



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/25 – Final in July)

Boulder Gifts & Fundraising



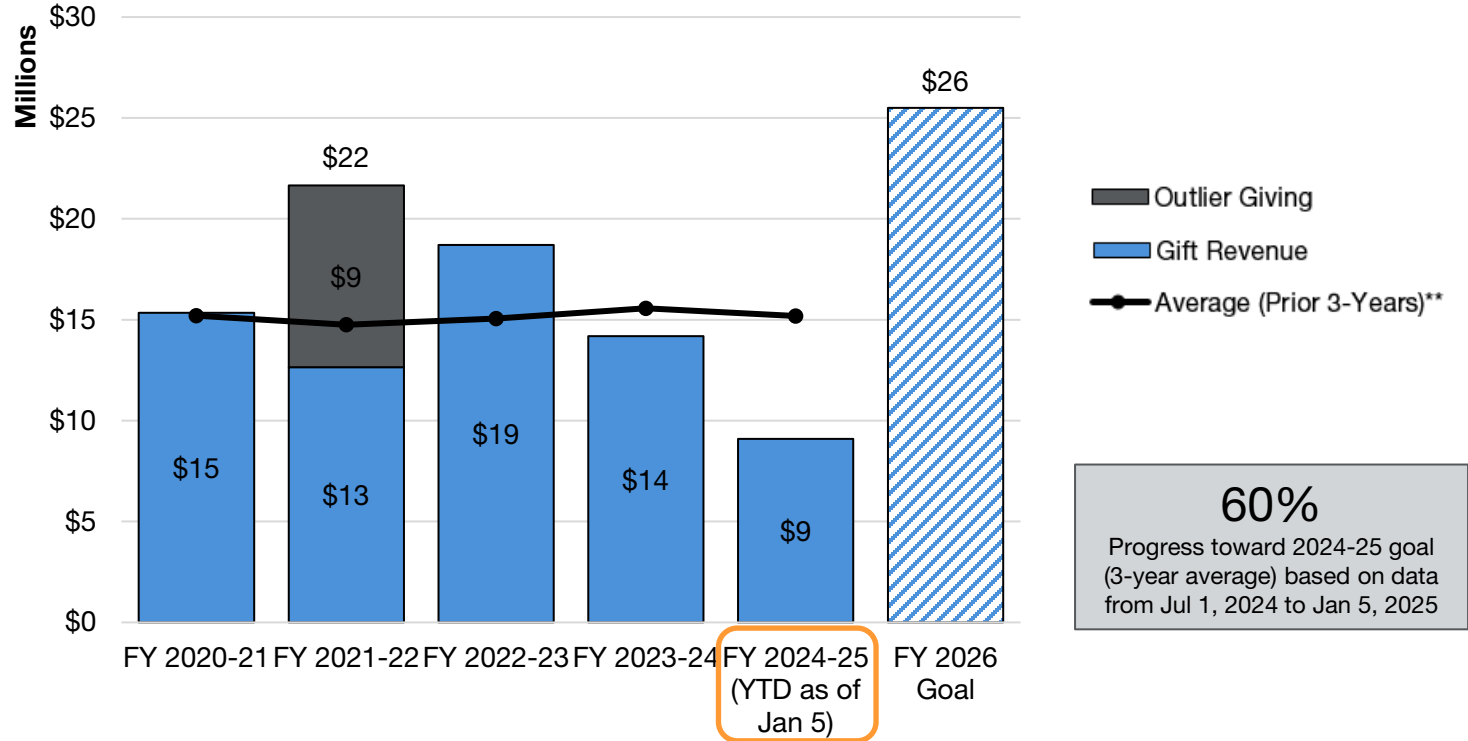
Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 1/5/2025. Calendar year-end gifts are still being processed and excludes private support through the sponsored research offices for December 2024.

** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/25 – Final in July)

UCCS Gifts & Fundraising



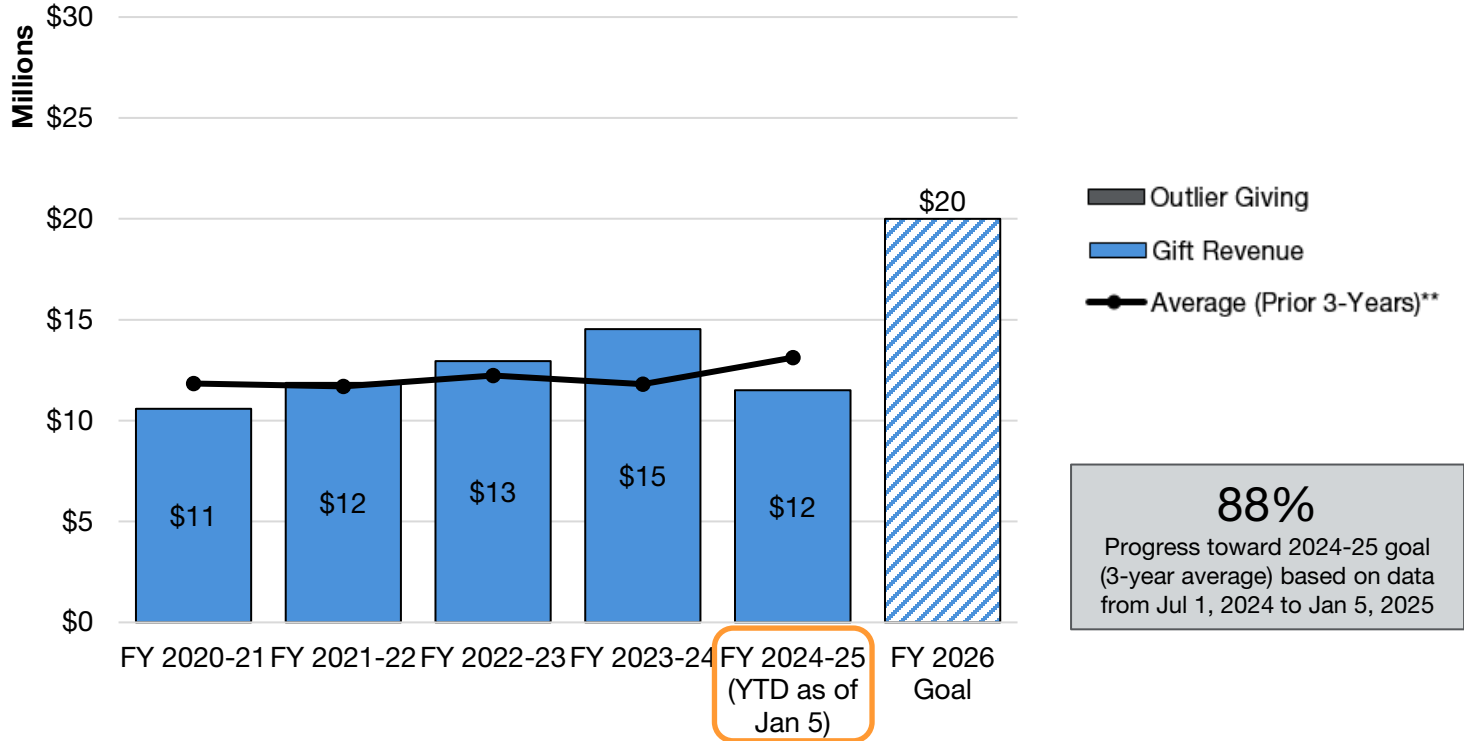
Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 1/5/2025. Calendar year-end gifts are still being processed and excludes private support through the sponsored research offices for December 2024.

** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/25 – Final in July)

Denver Gifts & Fundraising



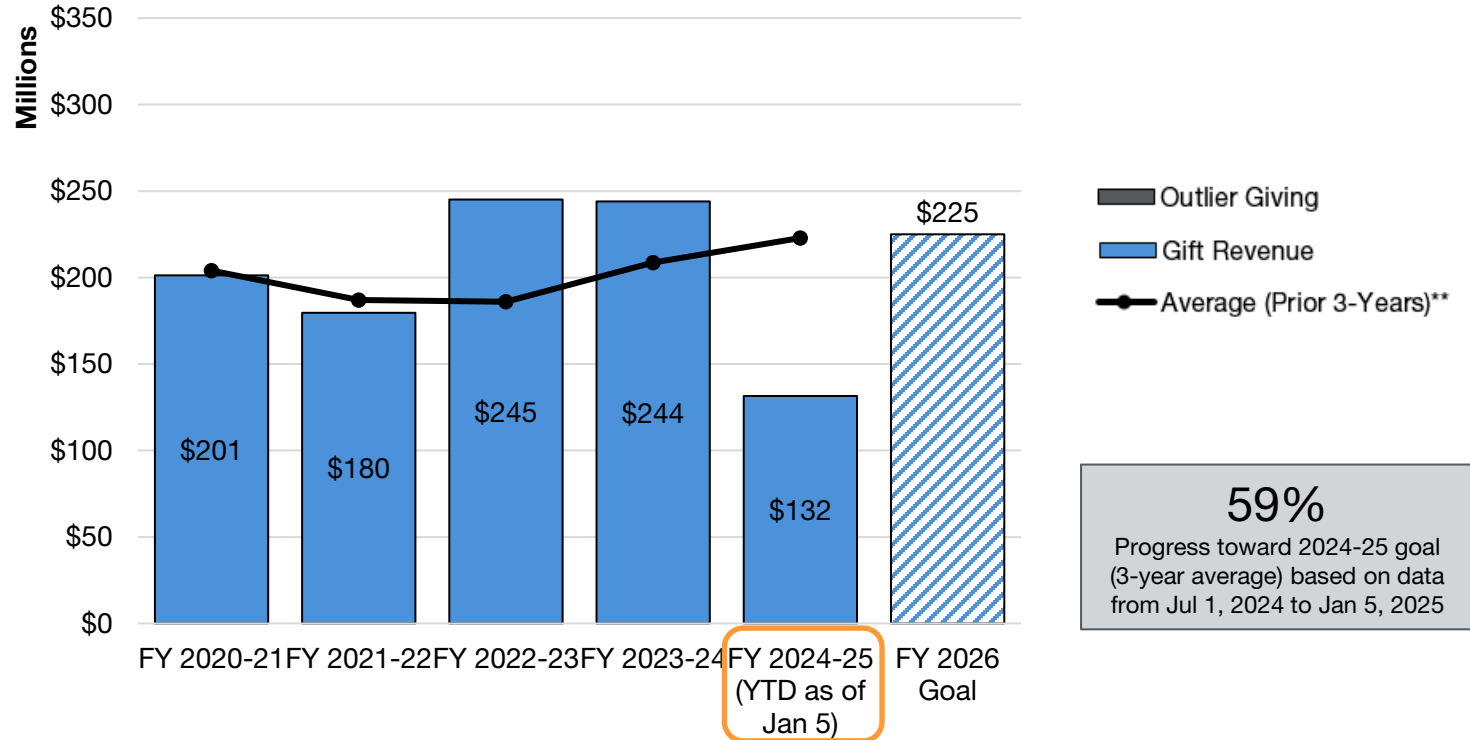
Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 1/5/2025. Calendar year-end gifts are still being processed and excludes private support through the sponsored research offices for December 2024.

** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/25 – Final in July)

Anschutz Gifts & Fundraising



Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 1/5/2025. Calendar year-end gifts are still being processed and excludes private support through the sponsored research offices for December 2024.

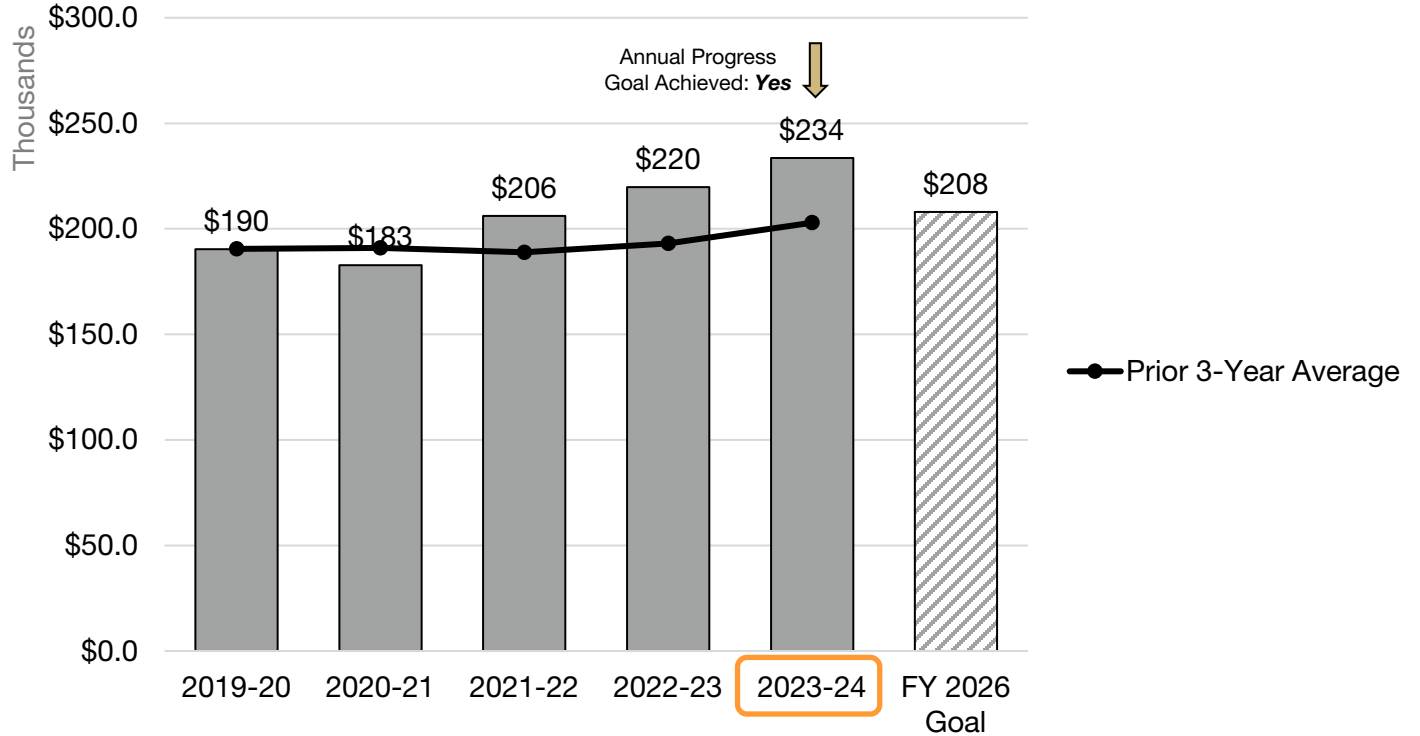
** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (Final: New)

Other Revenue per Employee – Boulder

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



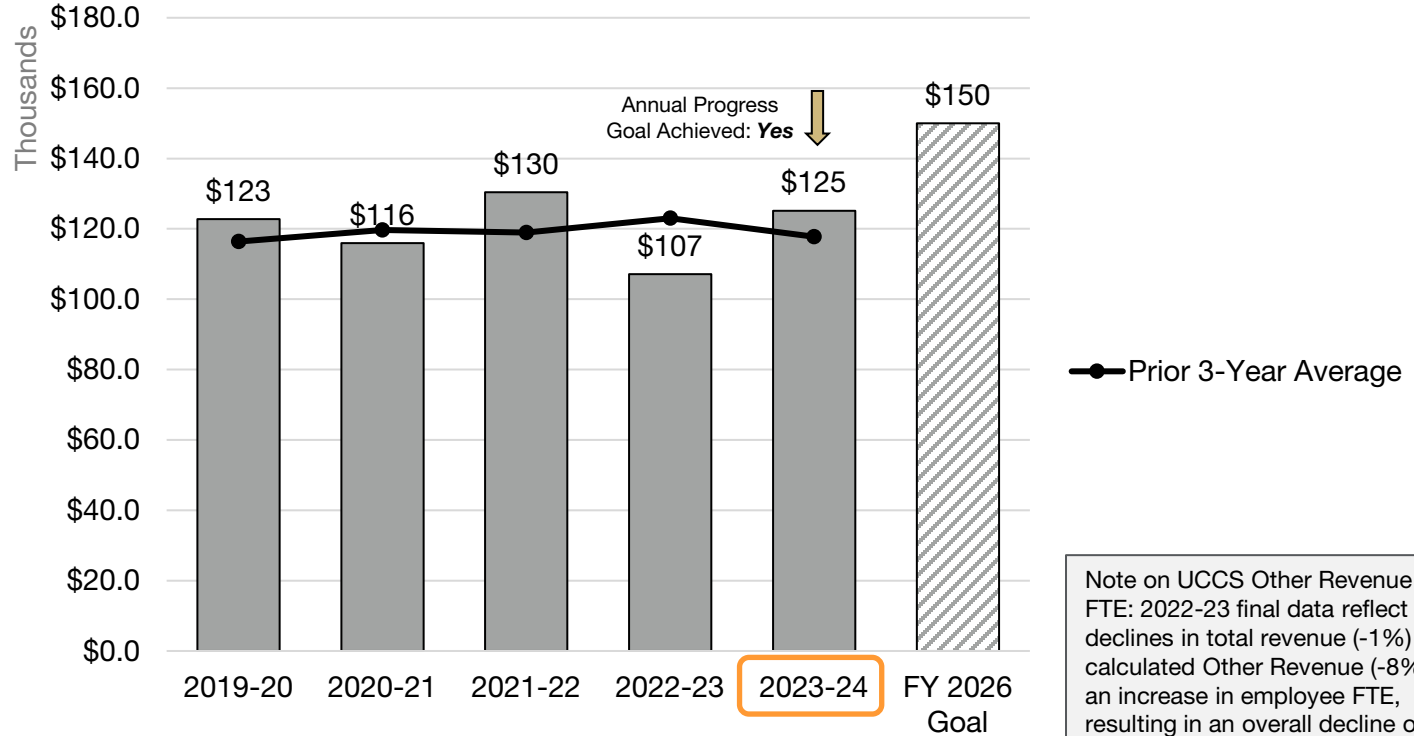
Source: CU System Institutional Research, based on final annual financial statements. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



Fiscal Strength: Progress to 2026 Goal (Final: New)

Other Revenue per Employee – UCCS

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



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 11/19/24.

Source: CU System Institutional Research, based on final annual financial statements.

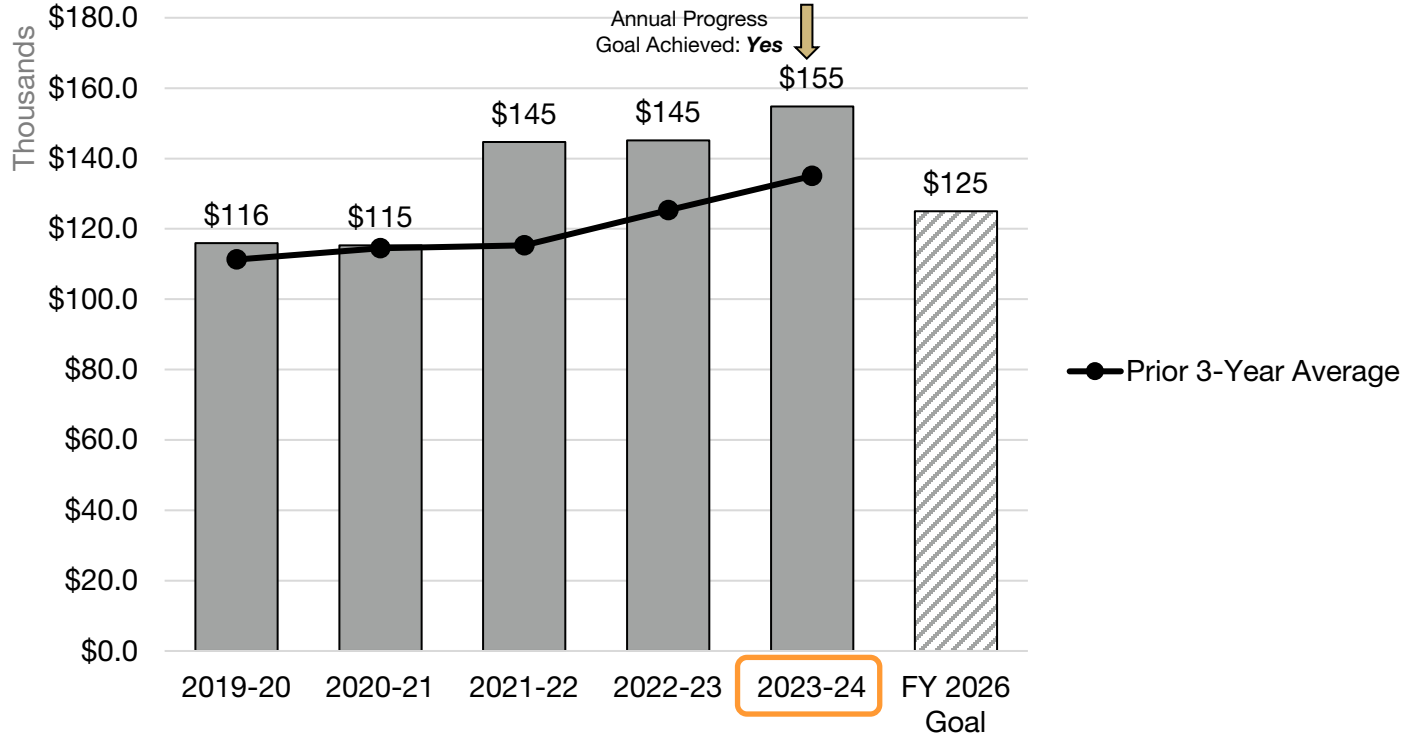
Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



Fiscal Strength: Progress to 2026 Goal (Final: New)

Other Revenue per Employee – Denver

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



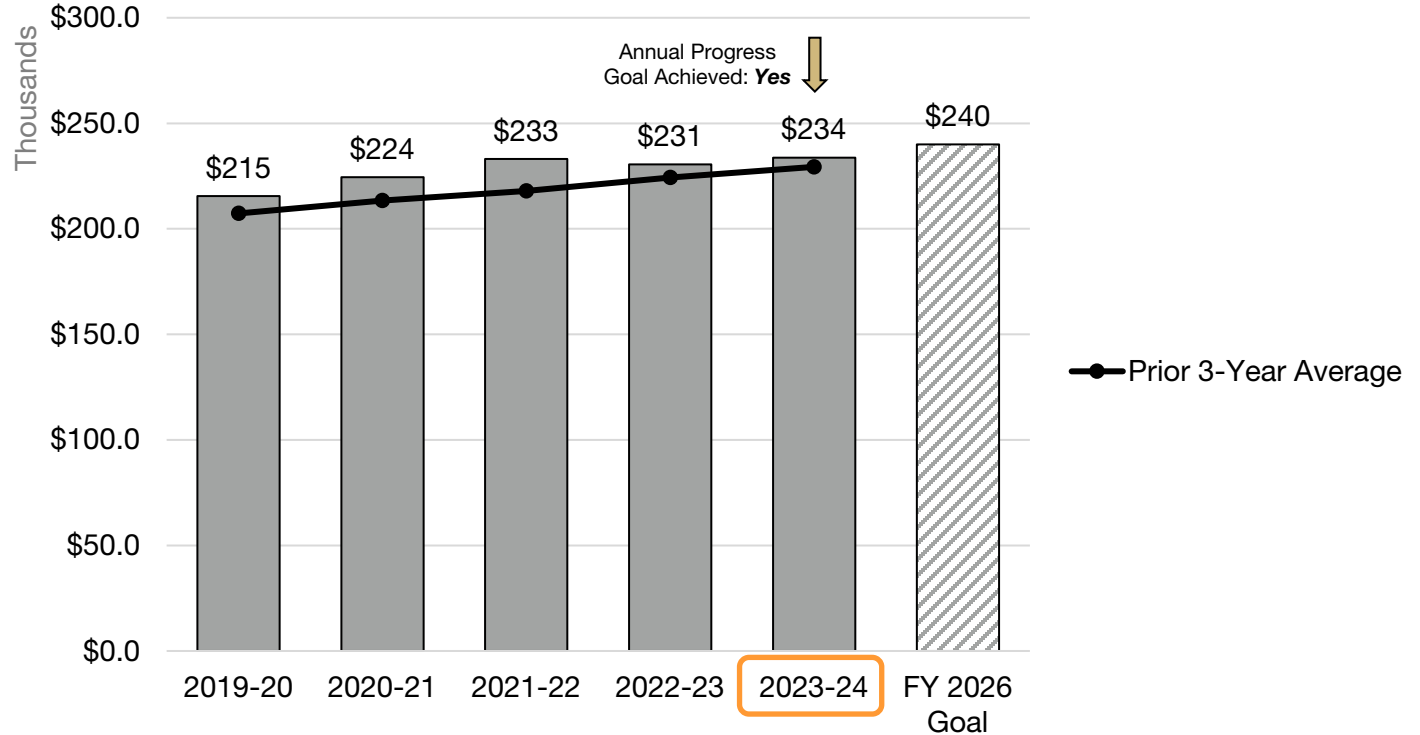
Source: CU System Institutional Research, based on final annual financial statements. Denver/Anschutz financial detail provided by campus controller in Nov 2024. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



Fiscal Strength: Progress to 2026 Goal (Final: New)

Other Revenue per Employee – Anschutz

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. Denver/Anschutz financial detail provided by campus controller in Nov 2024. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue