

Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Meeting
February 10, 2023



University of Colorado

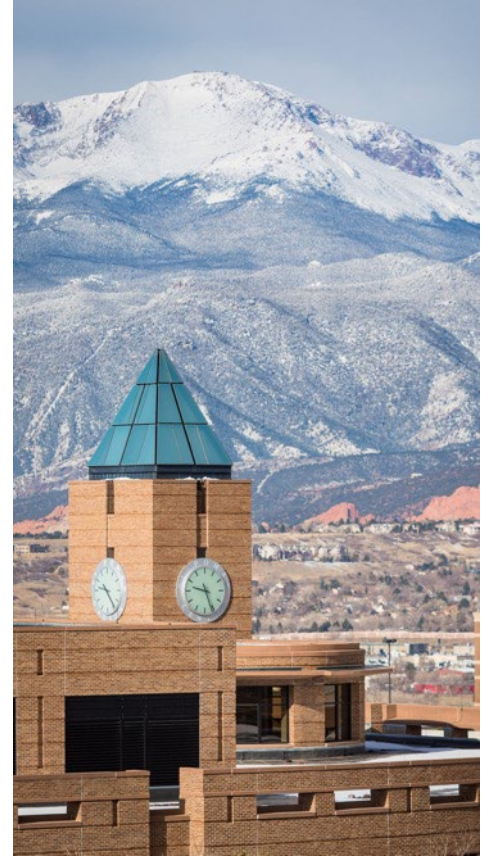
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Updated 2-09-23

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 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 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 2



Discovery & Impact

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

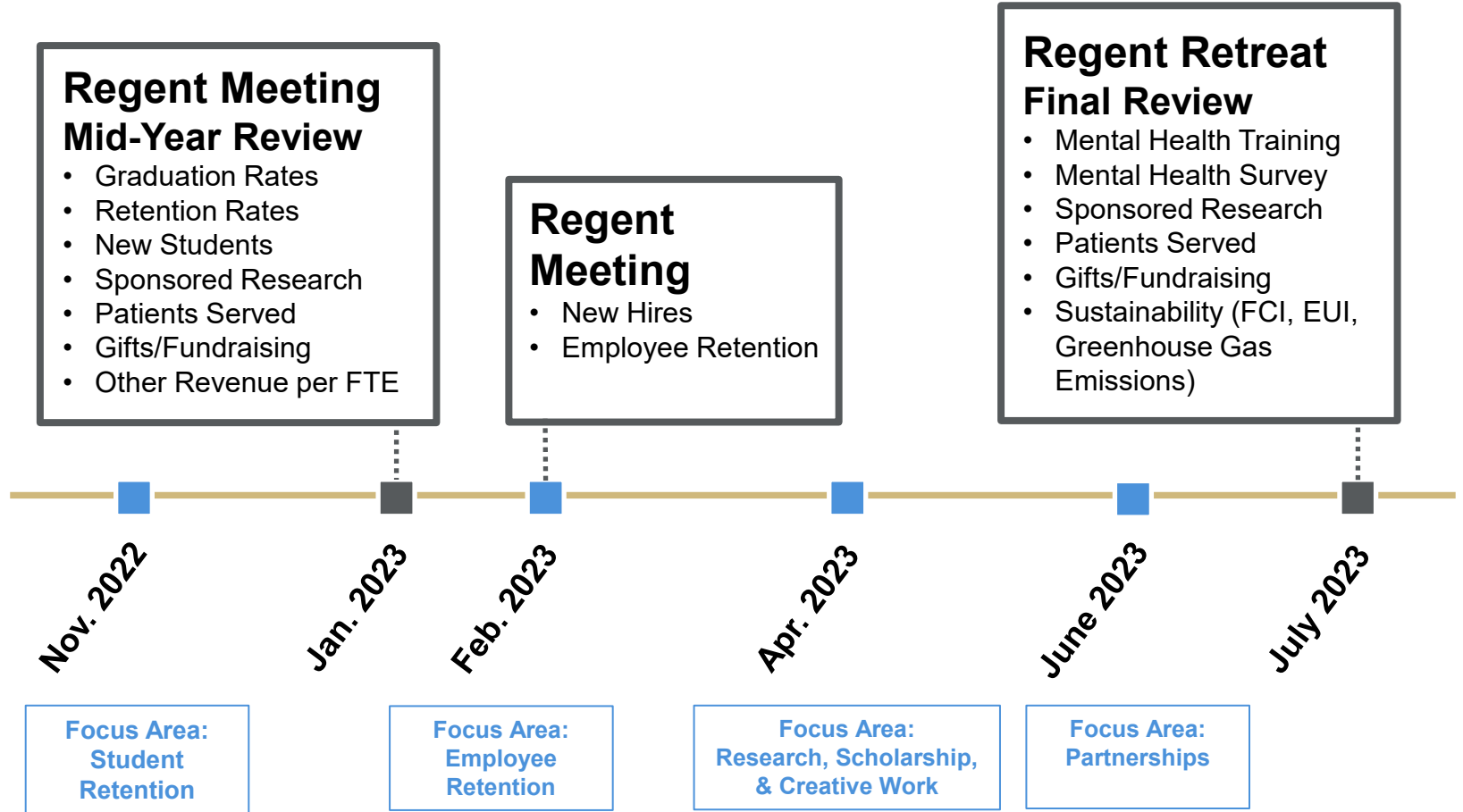
PILLAR 4



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.

FY 2022-23 Strategic Metrics Reporting Timeline



PILLAR 3: Diversity, Inclusion, Equity & Access



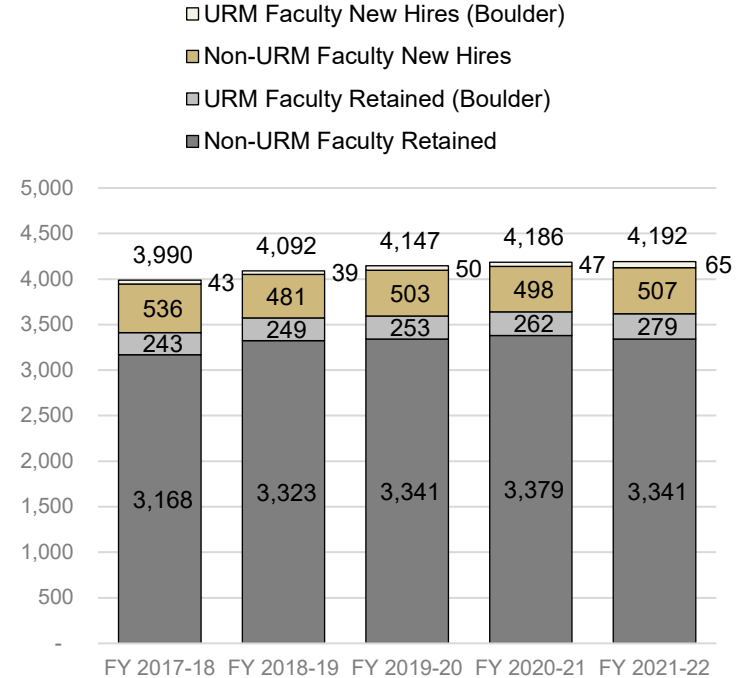
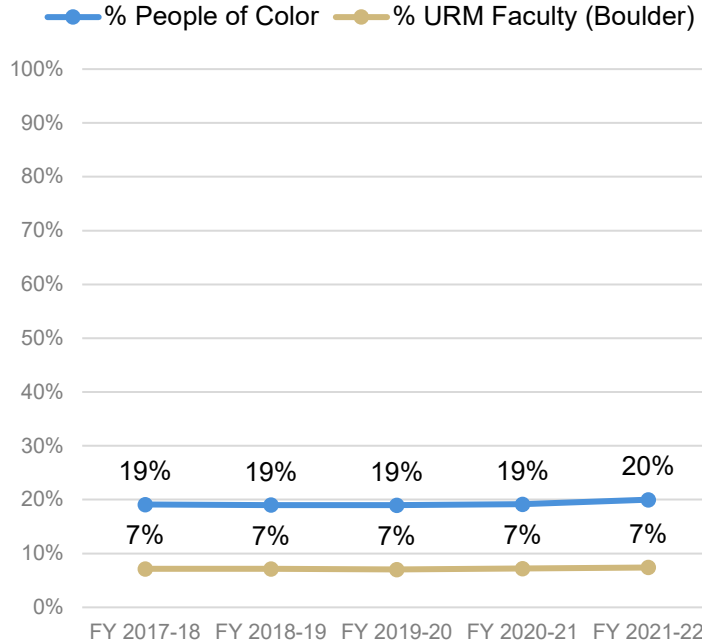
University of Colorado
Boulder



Diversity, Inclusion, Equity & Access

Boulder – Faculty Population

Charts display the number and percentage of tenured and non-tenured track faculty, including instructional, clinical, and research faculty



Source: CU System Office of Institutional Research.

Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

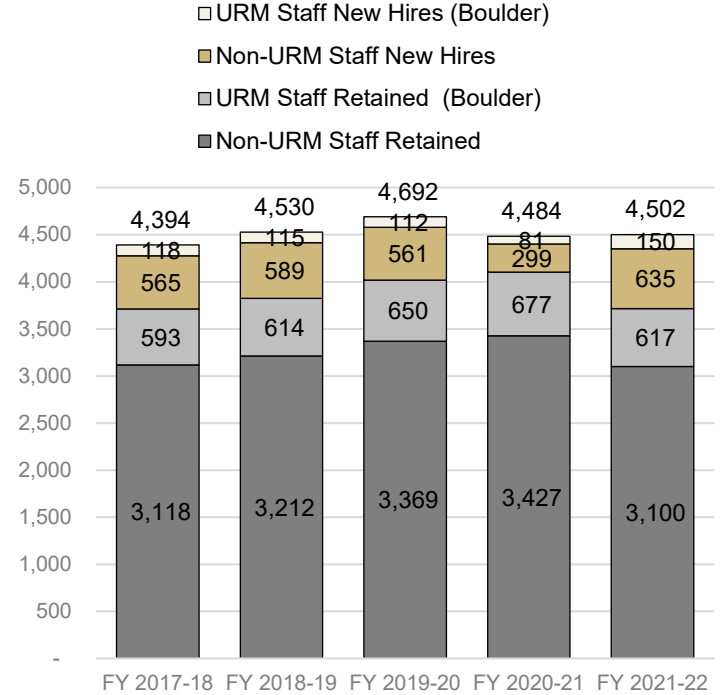
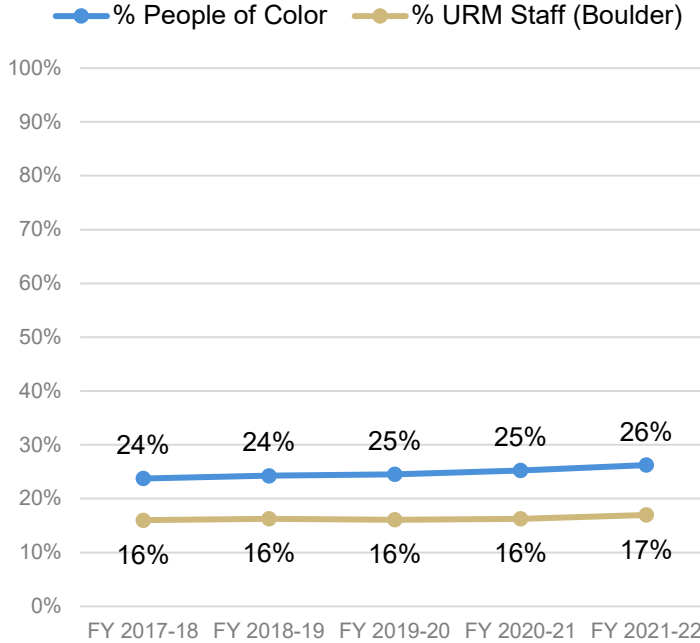
Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access

Boulder – Staff Population

Charts display the number and percentage of staff



Source: CU System Office of Institutional Research.

Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

Veteran includes people who have served in the US Armed Forces

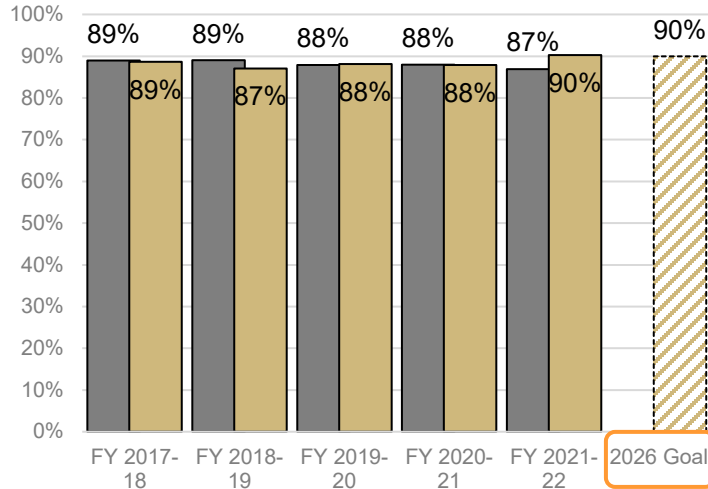


Boulder – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

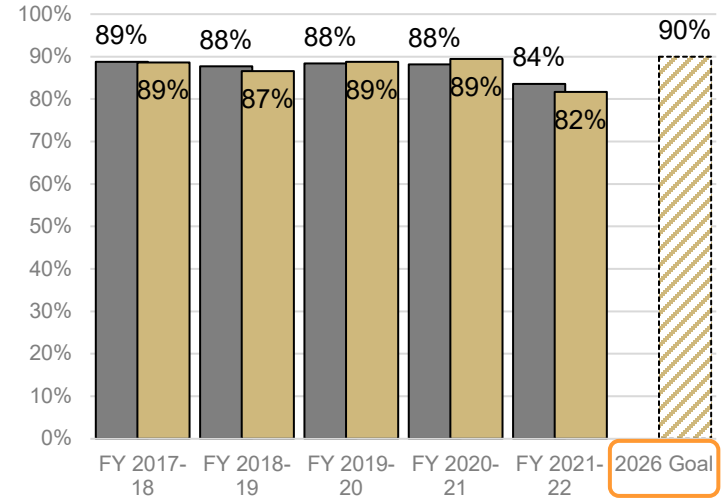
Faculty Retention Rates

- % Total Faculty Retained
- % URM Faculty Retained (Boulder)



Staff Retention Rates

- % Total Staff Retained
- % URM Staff Retained (Boulder)



Source: CU System Office of Institutional Research.

Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

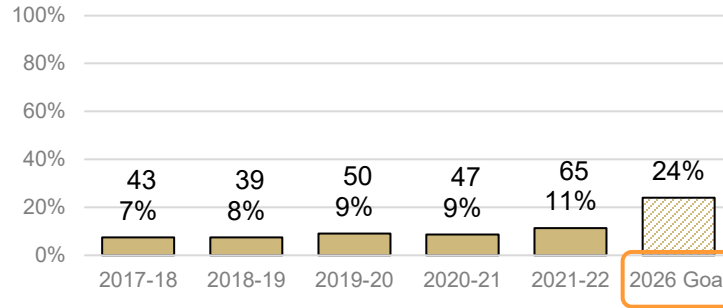
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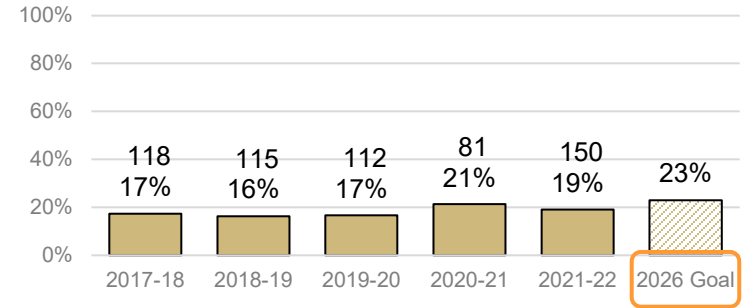
Boulder – New Faculty & Staff

Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year

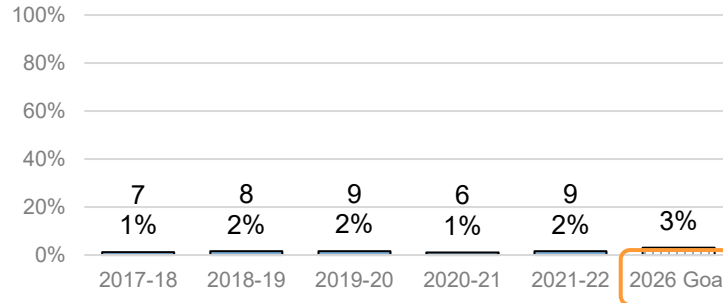
% URM Faculty New Hires



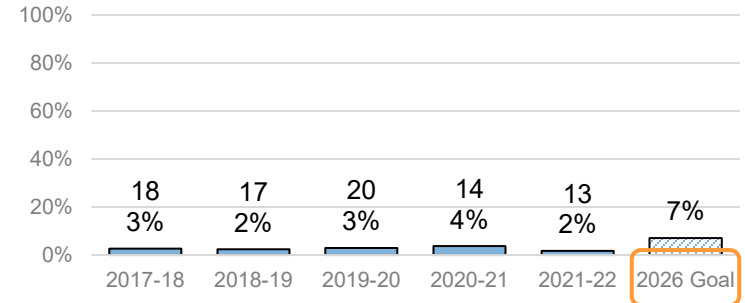
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires



Source: CU System Office of Institutional Research.

Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

Veteran includes people who have served in the US Armed Forces



Boulder – Faculty & Staff Retention and New Hires Action Steps

Action Steps – Faculty

- Increase recruitment outreach efforts for underrepresented minorities, specifically racial minorities and veterans as well as build affinity groups for underrepresented minorities within the campus
- Improve and expand the implicit bias and inclusive hiring practices trainings for faculty search committees, while also continuing the gains made in hiring more minorities in faculty searches
- Increase support for the Faculty Diversity Action Plan
- Support and expand the Chancellor’s Postdoctoral Fellowship Program

Action Steps – Staff

- Increase recruitment outreach efforts for underrepresented minorities as well as build affinity groups for underrepresented populations within the campus
- Improve and expand implicit bias and inclusive hiring practices for staff searches that mirrors the faculty training
- Expanding the pipeline from student to employee with 24 students as part of this cohort
- Continue use of Textio for job postings and evaluation of minimum qualifications to eliminate barriers to hire
- Create partnerships with local groups to support staff on campus and in the community



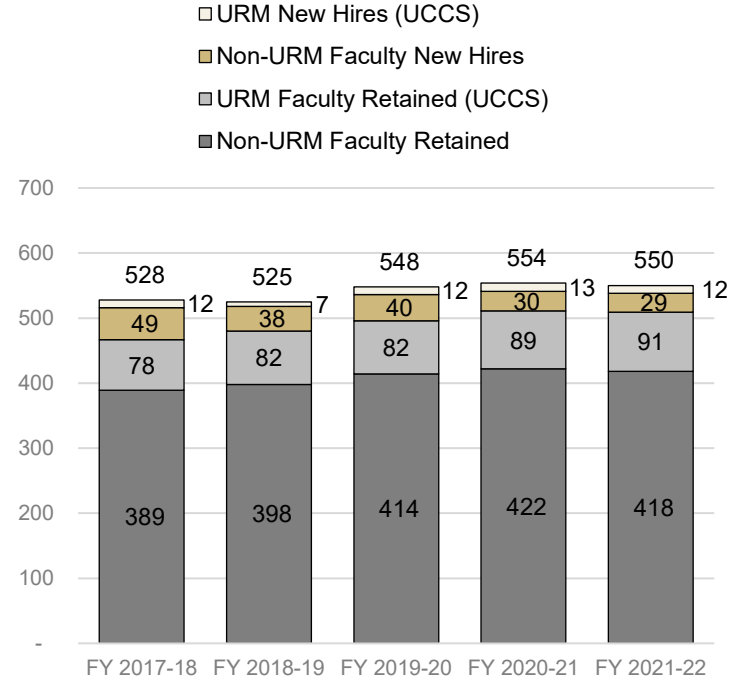
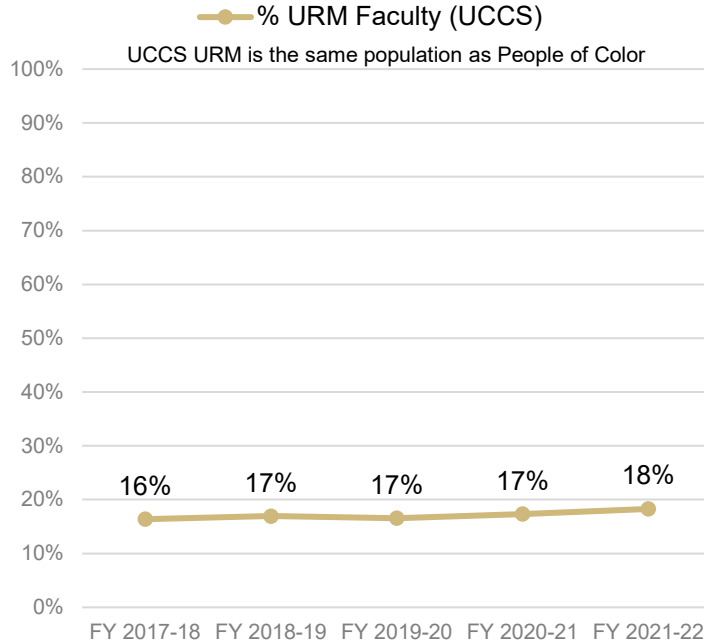
University of Colorado
Colorado Springs



Diversity, Inclusion, Equity & Access

UCCS – Faculty Population

Charts display the number and percentage of tenured and non-tenured track faculty, including instructional, clinical, and research faculty



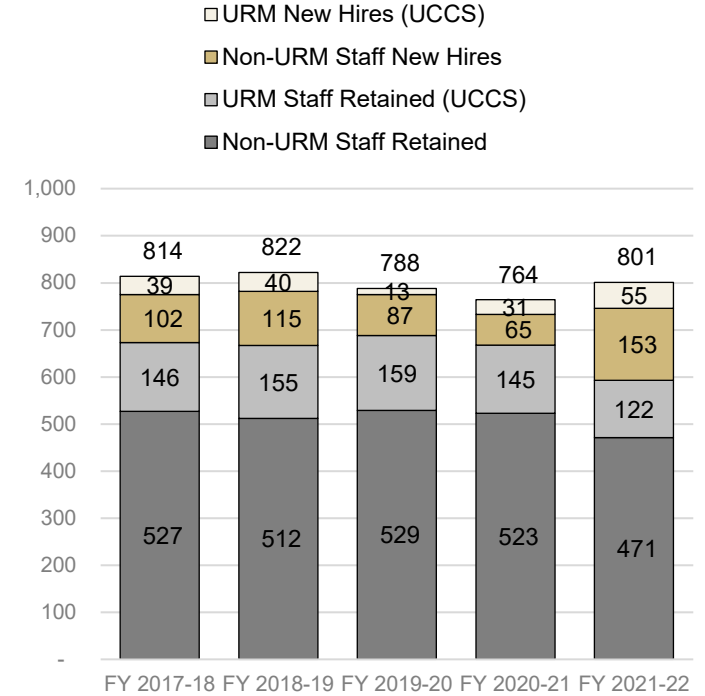
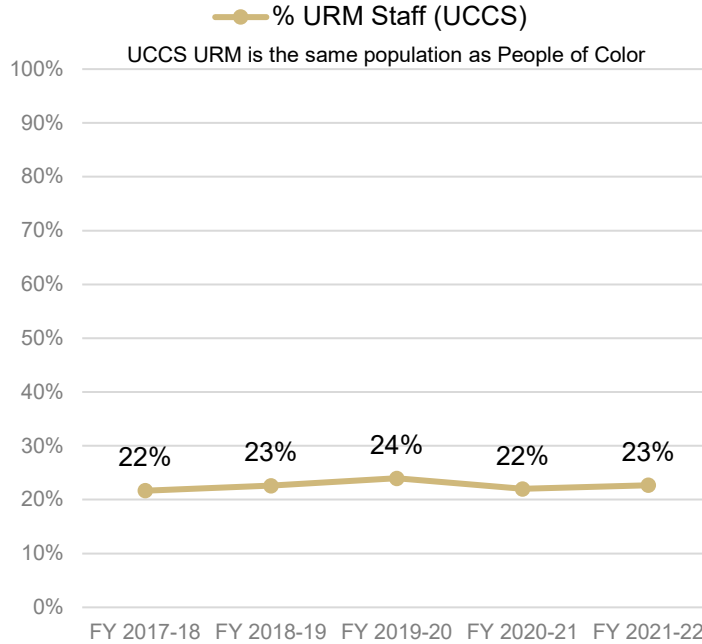
Source: CU System Office of Institutional Research.
 UCCS URM is defined to include all non-white and non-unknown race ethnicities.
 Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access

UCCS – Staff Population

Charts display the number and percentage of staff



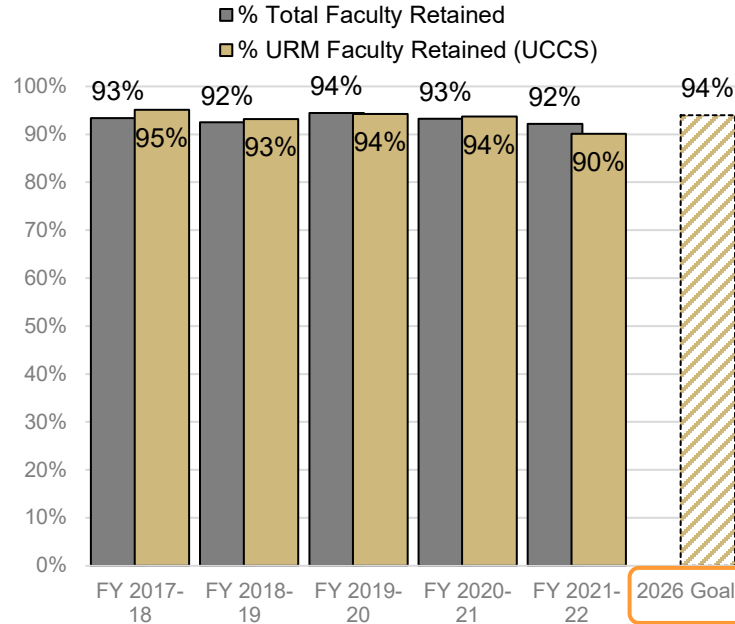
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 UCCS URM is defined to include all non-white and non-unknown race ethnicities.
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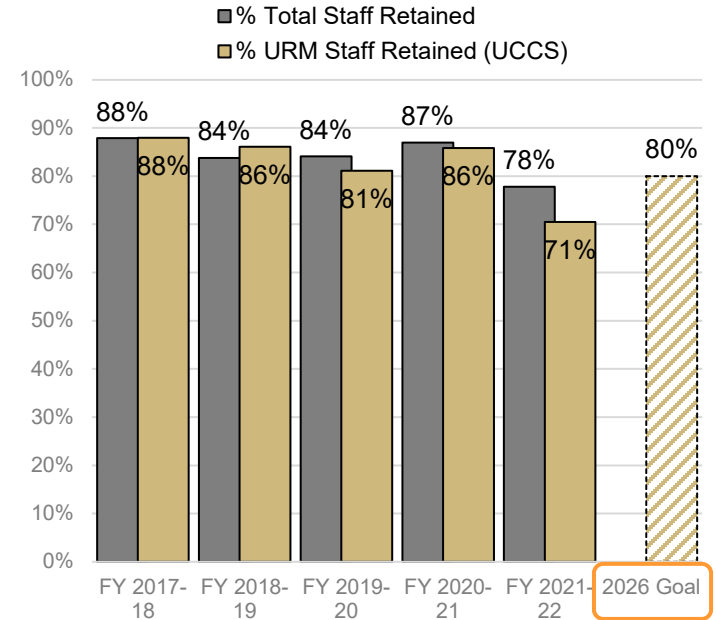
UCCS – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

Faculty Retention Rates



Staff Retention Rates



Source: CU System Office of Institutional Research.

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

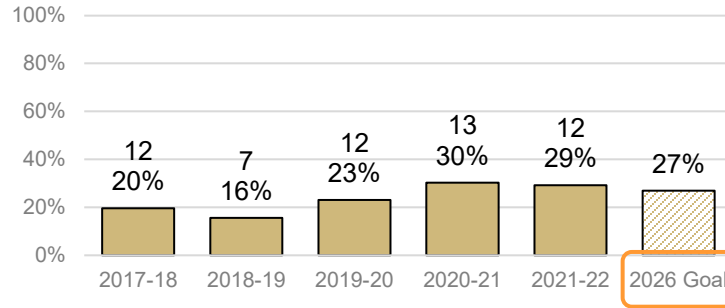
Veteran includes people who have served in the US Armed Forces



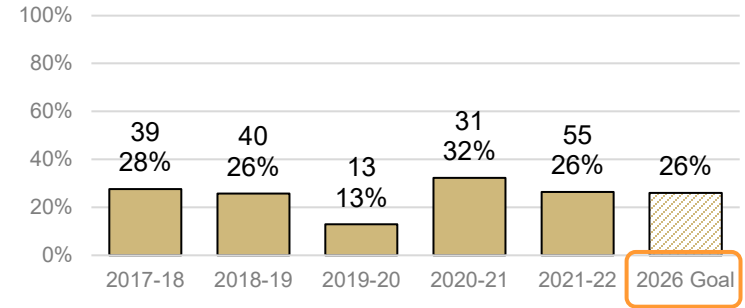
UCCS – New Faculty & Staff

Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year

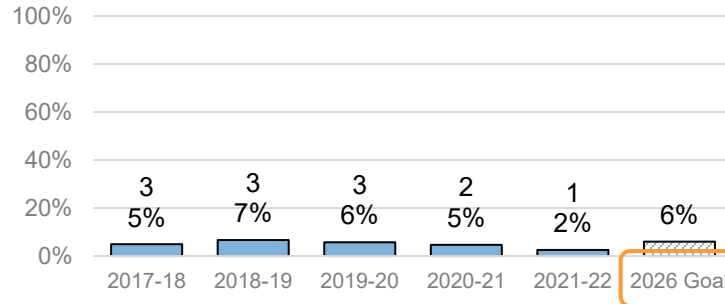
% URM Faculty New Hires



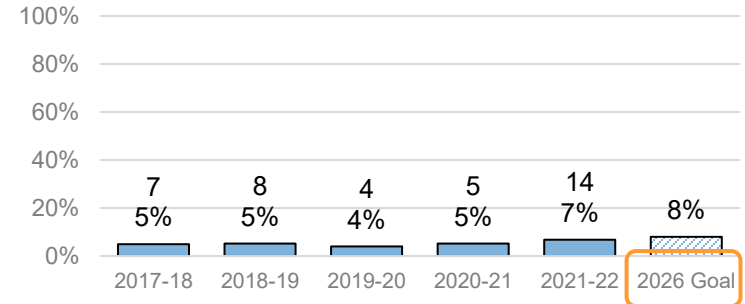
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires



Source: CU System Office of Institutional Research.

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

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UCCS –Faculty & Staff Retention and New Hires Action Steps

Action Steps – Faculty

- Continue facilitating implicit bias and inclusive hiring practices training for faculty search committees
- Expand grant funding opportunities that promote diverse faculty research and scholarship opportunities
- Develop college/division goals through the Inclusive Excellence and Belonging (IEB) action plan that promotes diverse faculty recruitment and retention efforts

Action Steps – Staff

- Elevate DEI recruitment and retention efforts in HR through the enhancement of inclusive search and onboarding practices and professional growth opportunities
 - Advance a culture of belonging by providing flexible/remote work options and elevating positive mental health
 - Develop college/division goals through the Inclusive Excellence and Belonging (IEB) action plan that promotes diverse staff recruitment and retention efforts
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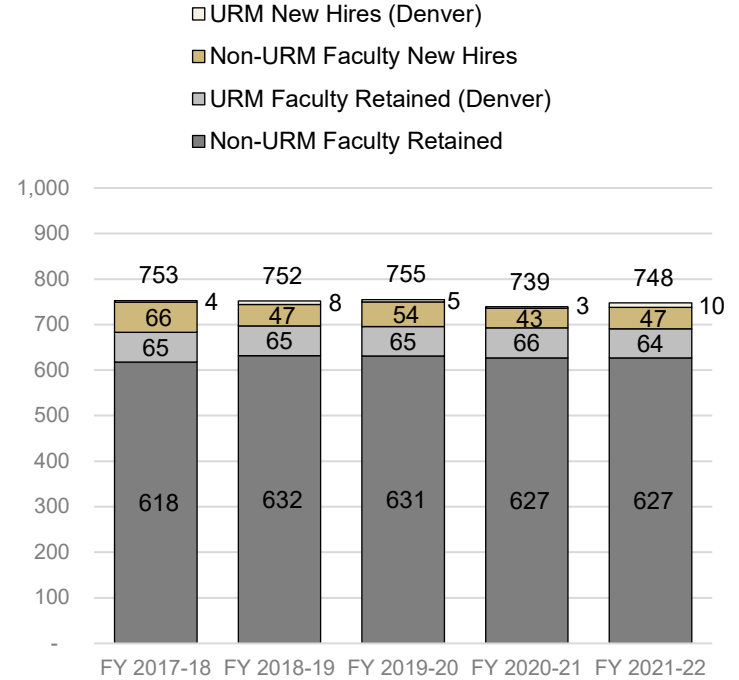
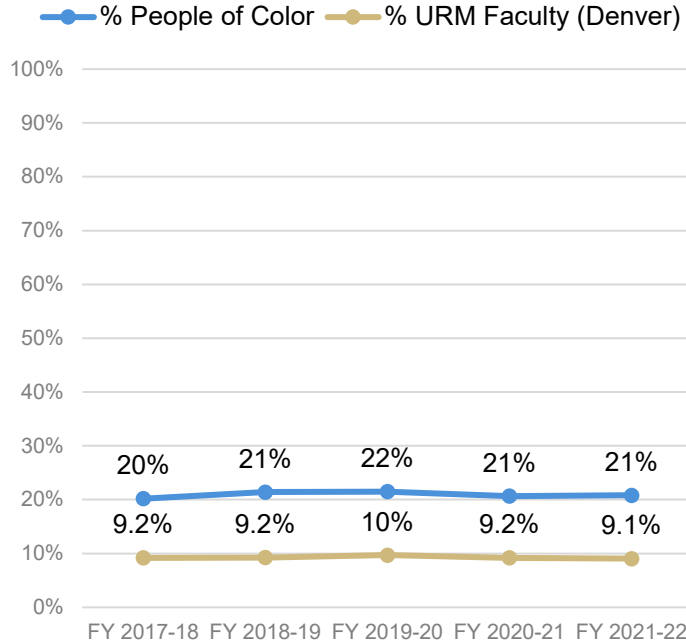




Diversity, Inclusion, Equity & Access

Denver – Faculty Population

Charts display the number and percentage of tenured and non-tenured track faculty, including instructional, clinical, and research faculty



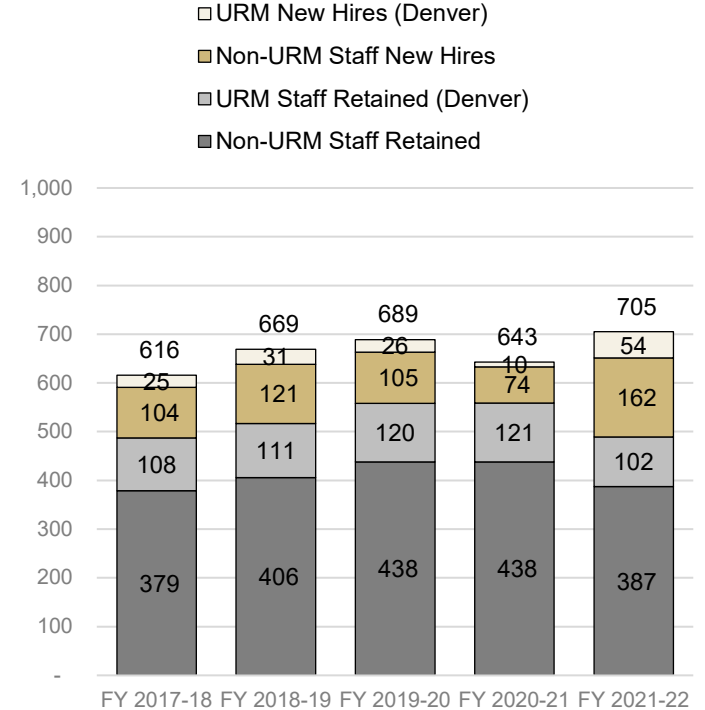
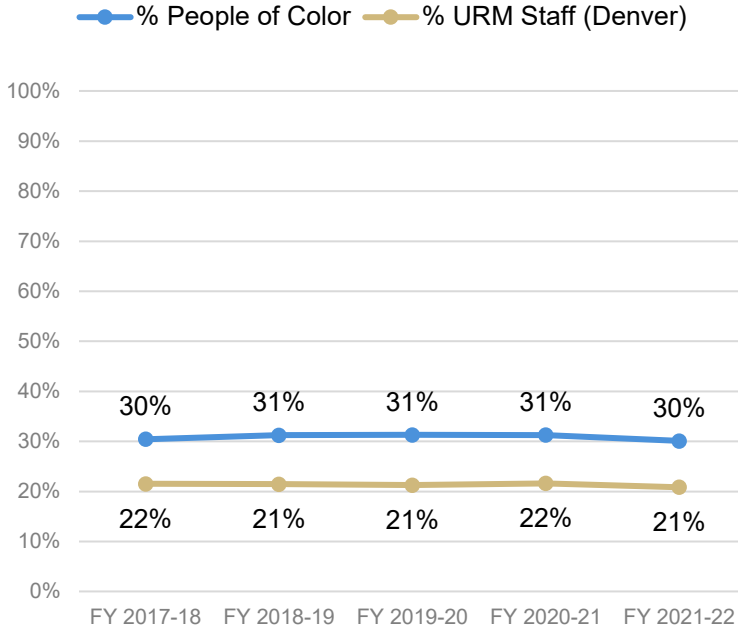
Source: CU System Office of Institutional Research.
 Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.
 Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access

Denver – Staff Population

Chart displays the number and percentage of staff



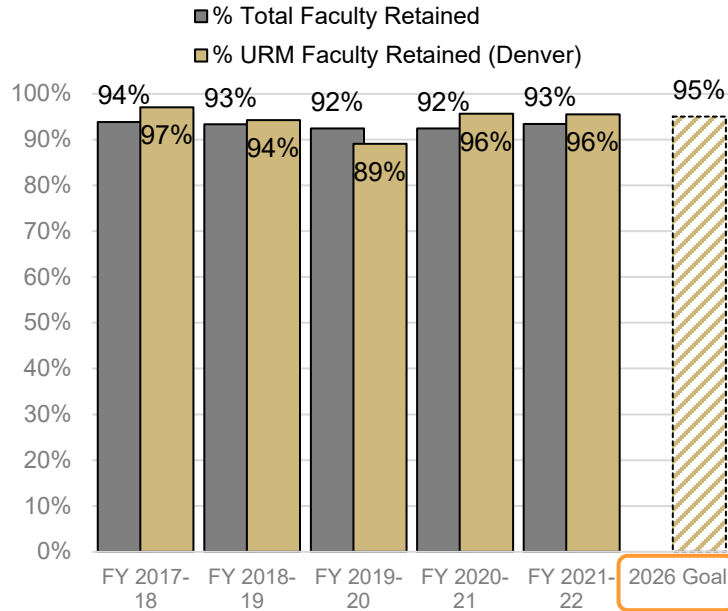
Source: CU System Office of Institutional Research.
 Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.
 Veteran includes people who have served in the US Armed Forces



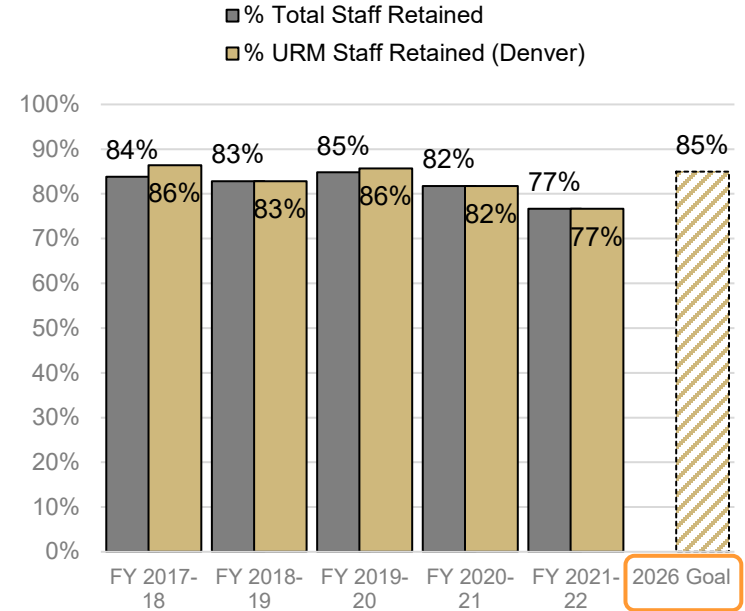
Denver – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

Faculty Retention Rates



Staff Retention Rates



Source: CU System Office of Institutional Research.

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

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Denver – Faculty & Staff Retention Action Steps

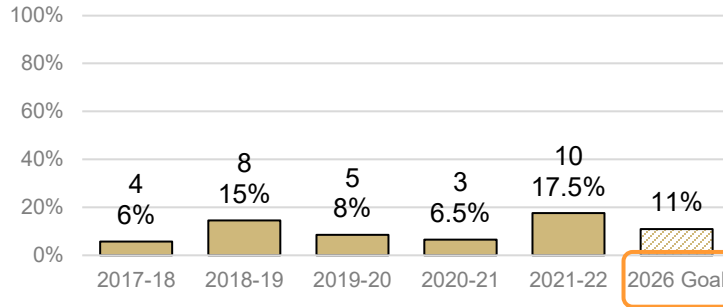
- Create deliberate postdoc to tenure-track pathway in STEM for diverse candidates in coordination with Hispanic Serving Research Universities (HRSU).
 - Support faculty and staff with workshops on micro empowerments. Acknowledging the institution's role in histories of exclusion while advancing towards inclusivity.
 - Offer professional development programs and leadership development that support recruitment and retention efforts, examine unconscious biases within the university's culture, and foster a nurturing environment for people of diverse backgrounds.
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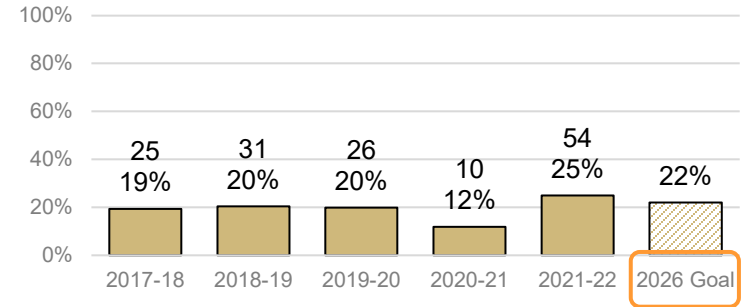
Denver – New Faculty & Staff

Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year

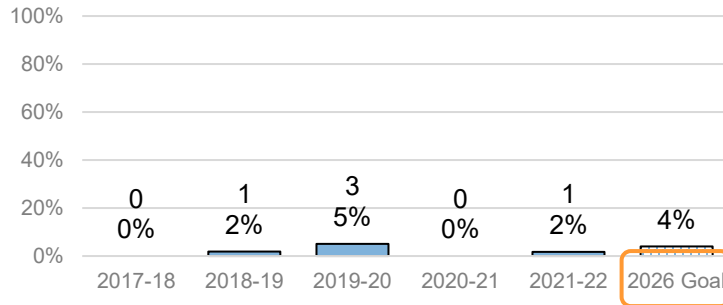
% URM Faculty New Hires



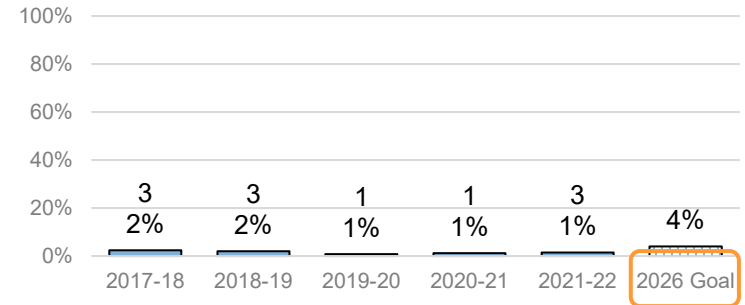
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires



Source: CU System Office of Institutional Research.
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 Veteran includes people who have served in the US Armed Forces



Denver – New Faculty & Staff Action Steps

- Continue recruitment outreach efforts for underrepresented minorities and veterans.
 - Strengthen inclusive hiring practices training for faculty search committees, while also continuing the gains made in hiring more underrepresented minorities in faculty & staff searches.
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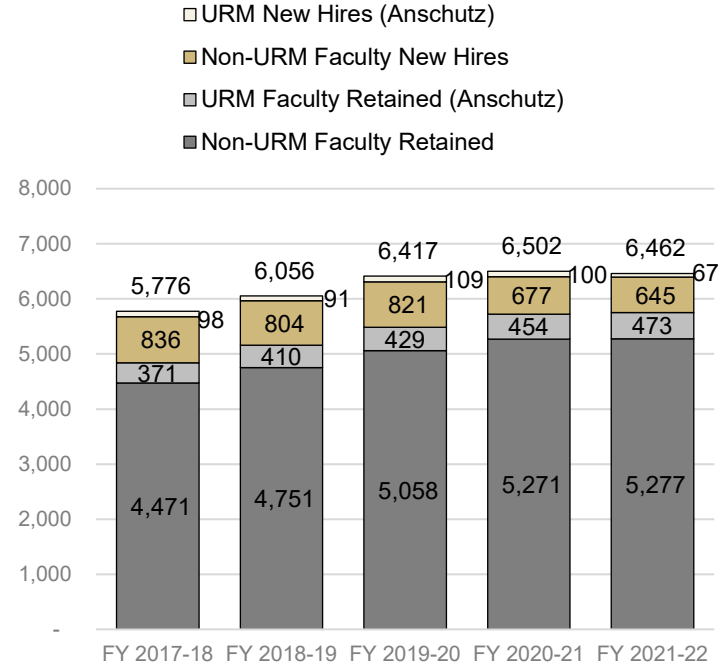
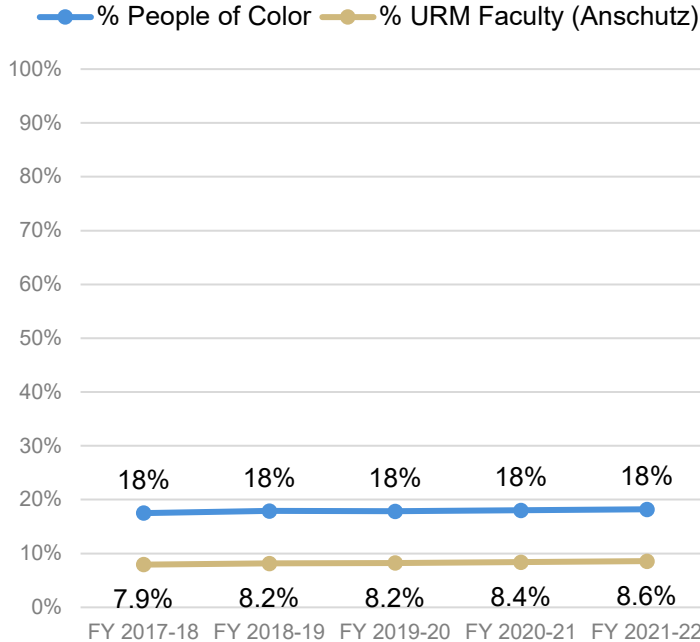
Anschutz



Diversity, Inclusion, Equity & Access

Anschutz – Faculty Population

Charts display the number and percentage of tenured and non-tenured track faculty, including instructional, clinical, and research faculty



Source: CU System Office of Institutional Research.

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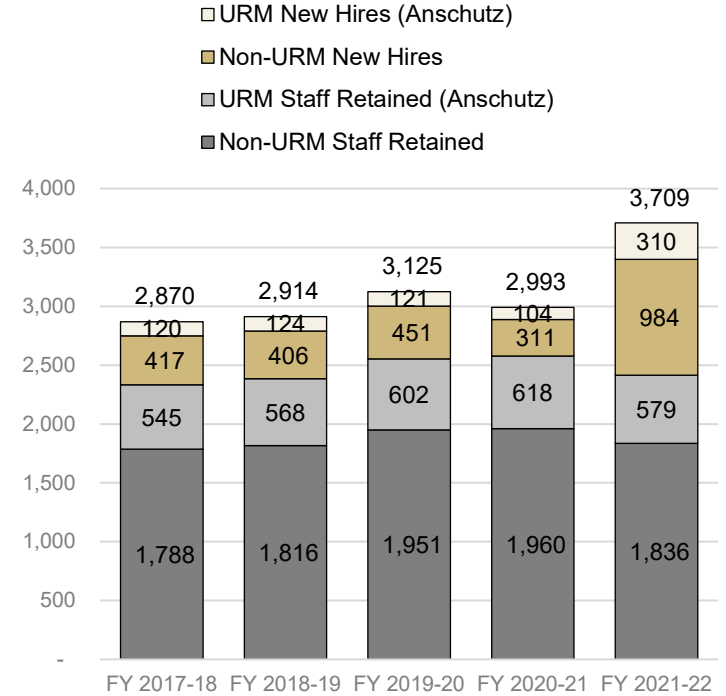
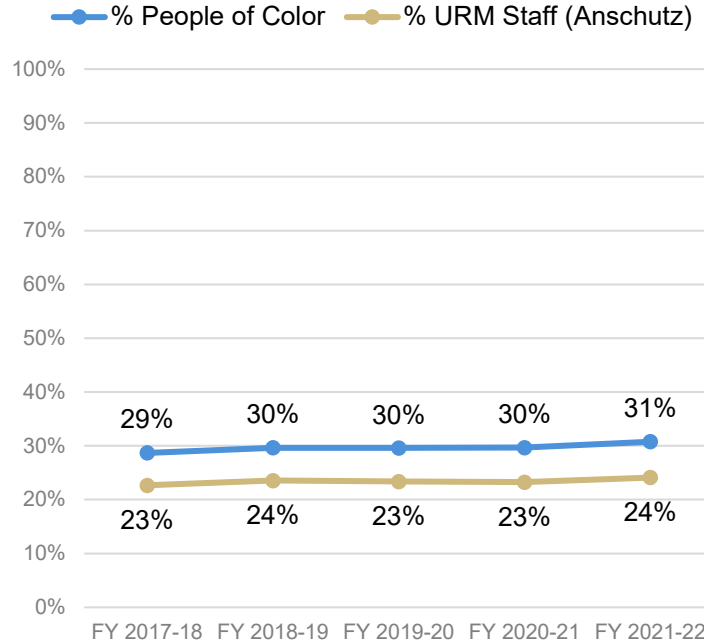
Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access

Anschutz – Staff Population

Charts display the number and percentage of staff



Source: CU System Office of Institutional Research.

Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

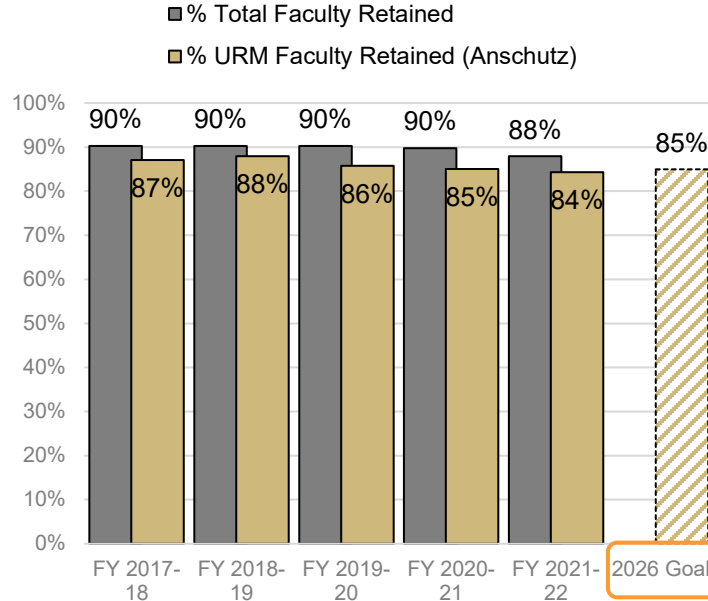
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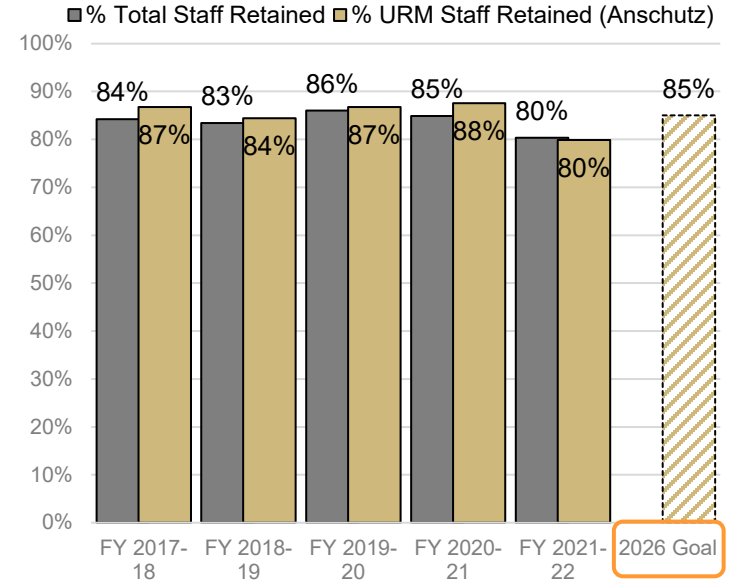
Anschutz – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

Faculty Retention Rates



Staff Retention Rates



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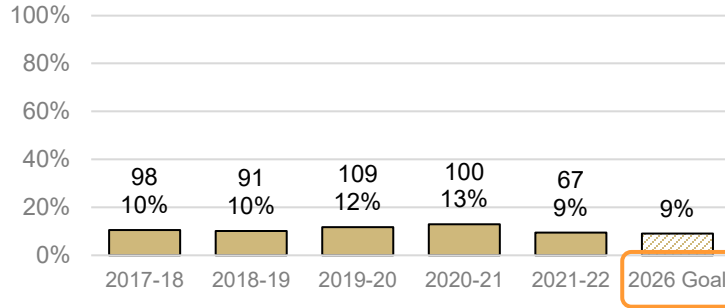
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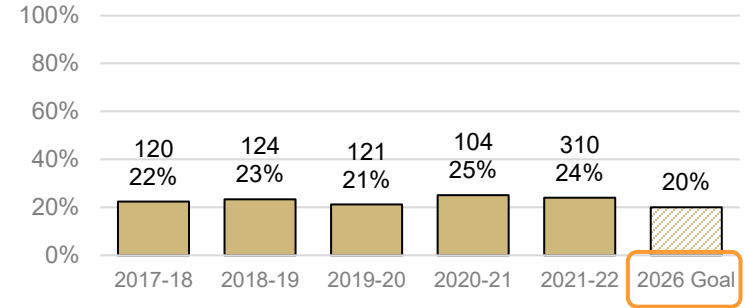
Anschutz – New Faculty & Staff

Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year

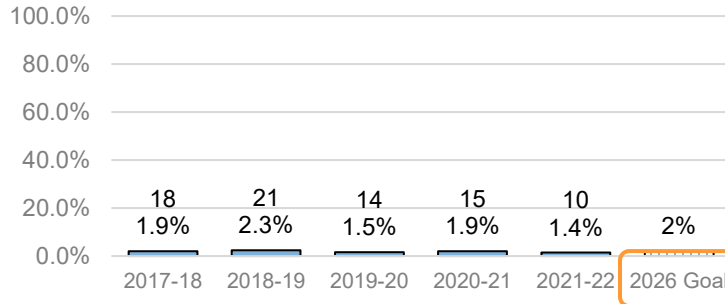
% URM Faculty New Hires



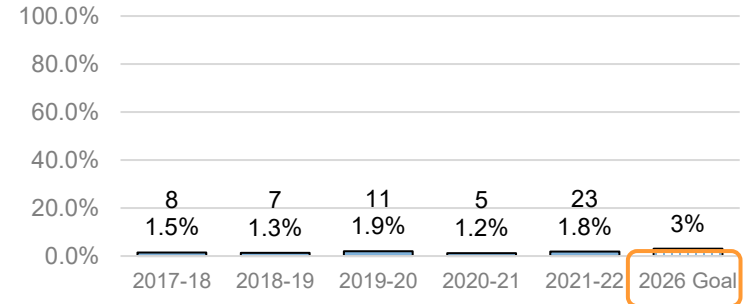
% URM Staff New Hires



% Veteran Faculty New Hires



% Veteran Staff New Hires



Source: CU System Office of Institutional Research.

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Anschutz – Faculty & Staff Retention and New Hires Action Steps

Action Steps – Faculty

- Develop effective recruitment and retention strategies through the Office of Diversity, Equity, and Inclusion
- Implement best practices through hiring processes
- Pipeline programs to faculty retention and promotion
 - Equity Framework & Inclusive Excellence Principles
 - Socioecological Model¹ - holistic approaches to retention including increasing sense of belonging, applied to identifying what are the needs of faculty, staff, students and trainees at all levels based on available resources
- Development of Center for Health Equity in phase 2 planning with community advisory board, following phase 1 efforts which included planning, securing funding, and Executive Director recruitment efforts
- Strengthen inclusive hiring practices training for faculty search committees

Action Steps – Staff

- Develop effective recruitment and retention strategies through the Office of Diversity, Equity, and Inclusion. Implement best practices through hiring processes
- Development of Center for Health Equity in phase 2 planning with community advisory board

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



University of Colorado

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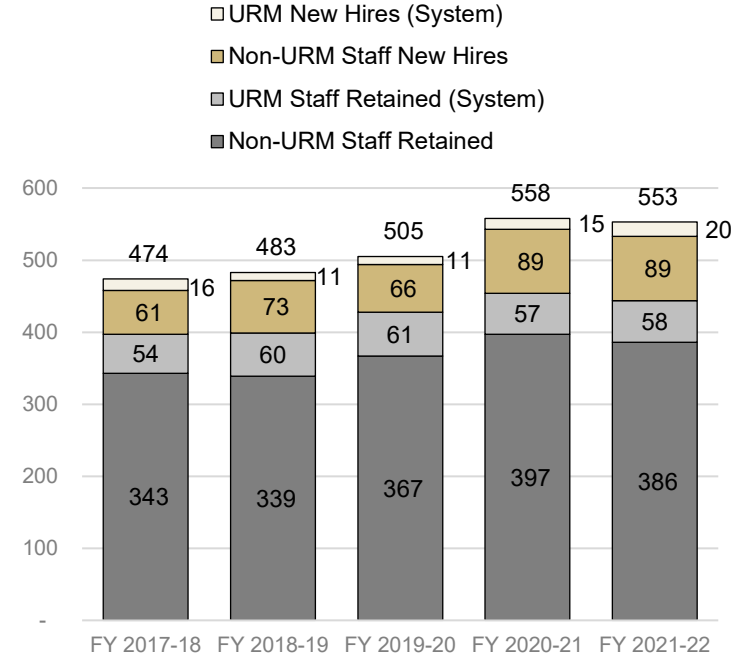
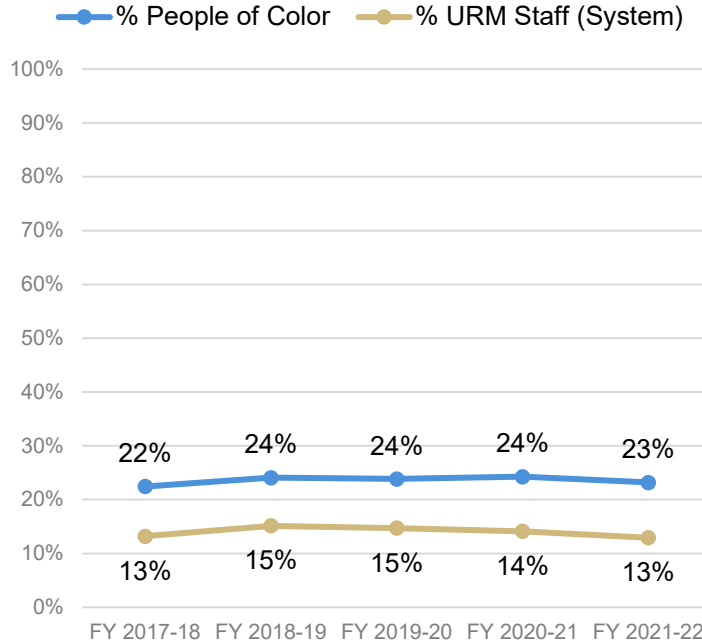
System Administration



Diversity, Inclusion, Equity & Access

System Administration – Employee Population

Chart displays the percentage of staff



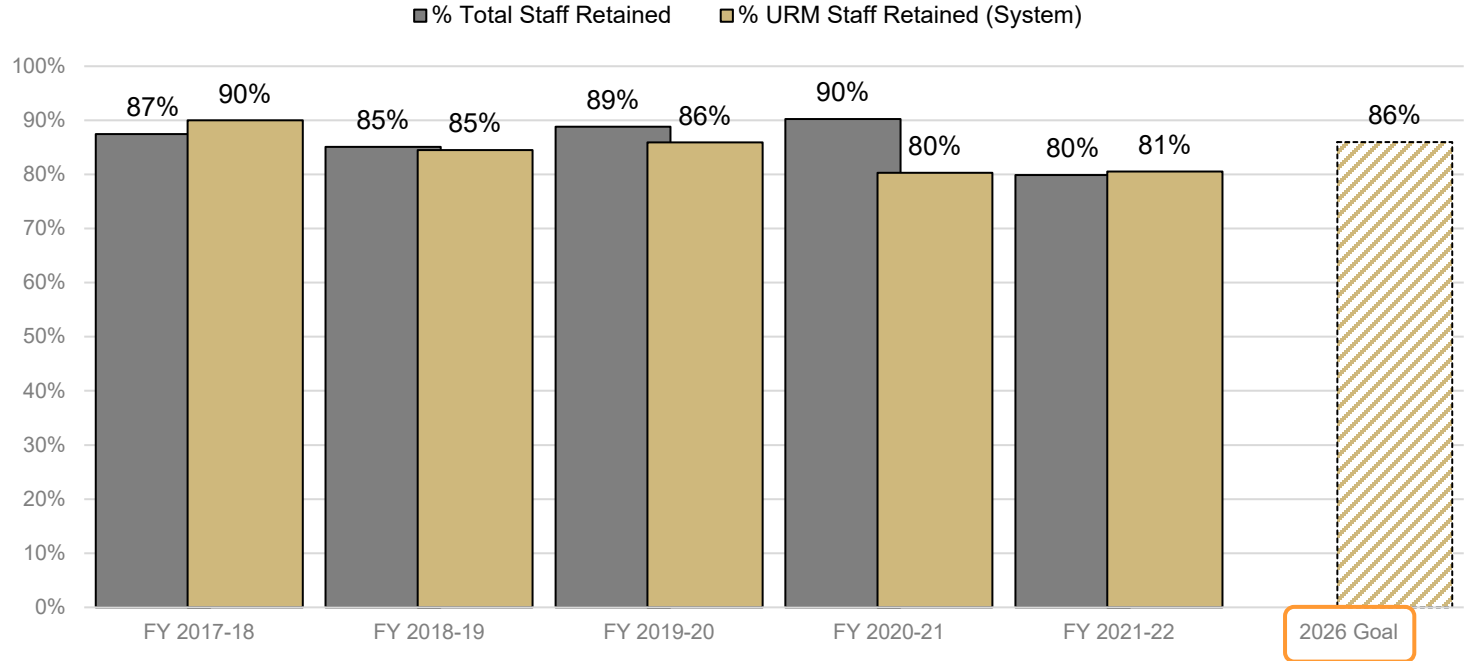
Source: CU System Office of Institutional Research.

System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces



System Administration – URM Staff Retention

Chart displays the number of retained and newly hired staff



Source: CU System Office of Institutional Research.

System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories. Veteran includes people who have served in the US Armed Forces



System Administration – Faculty & Staff Retention Action Steps

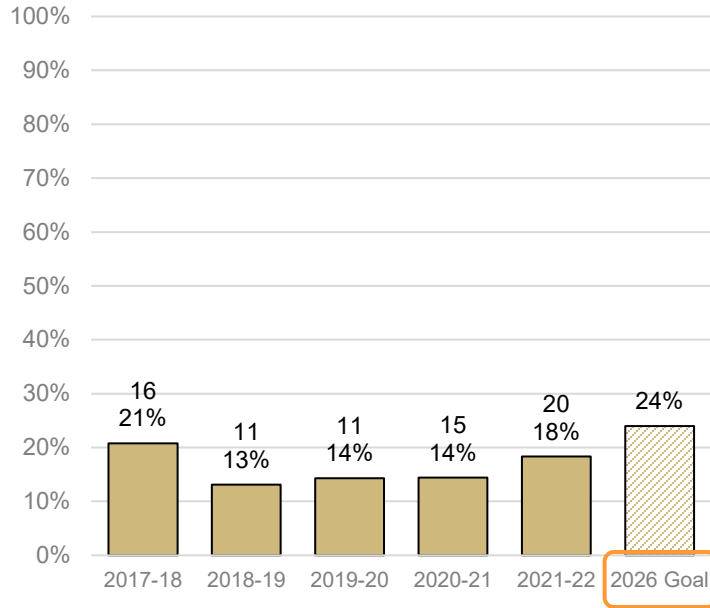
- Focus on Belonging and Growth and Development
 - Regular DEI-related staff development and quarterly lunch and learns
 - Self-paced asynchronous DEI resources and courses
-



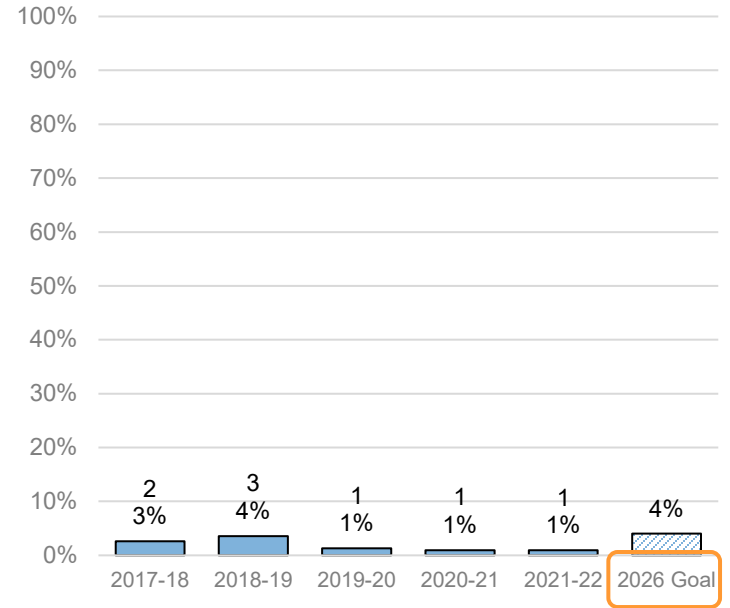
System Administration – Percent New Staff (URM & Veteran)

Chart displays the number and percent of new URM staff

% URM Staff New Hires



% Veteran Staff New Hires



Source: CU System Office of Institutional Research.

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System Administration – New Staff Action Steps

- Ensure job descriptions and postings use inclusive language, broad qualifications, and remote work options when appropriate to allow a greater reach to more diverse populations
 - Broaden outreach efforts to include more underrepresented minority job boards and professional organizations
 - Provide search committees guidance, materials, and training to ensure a non-biased and inclusive hiring process
-

Breakout Group Discussions



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Breakout Group – Subject Experts

System Administration

- **Judi Díaz Bonacquisti, PhD.**, Senior Diversity Officer
- **Felicity O’Herron, Esq.**, Chief Human Resources Officer and Associate Vice President of Employee Services

CU Boulder

- **Phil DiStefano, PhD.**, Chancellor
- **Robyn Fergus**, Chief People Officer, Department of Human Resources
- **Michele S. Moses, PhD.**, Vice Provost & Associate Vice Chancellor for Faculty Affairs

CU UCCS

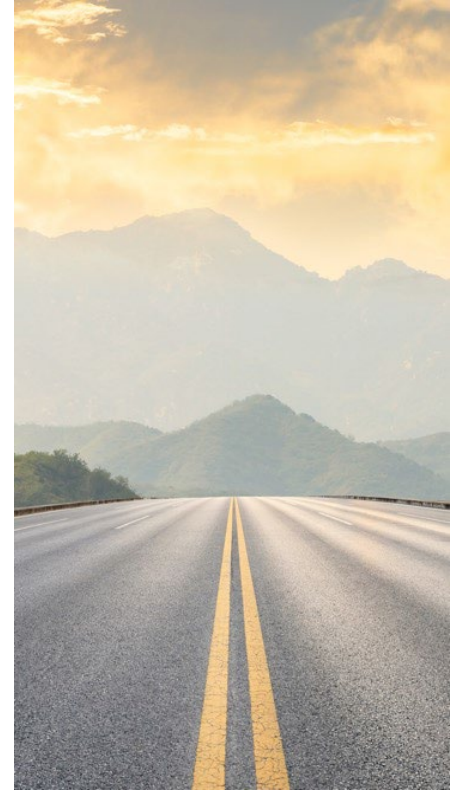
- **Venkat Reddy, PhD.**, Chancellor
- **Harper Johnson**, Assistant Vice Chancellor for Information Technology and Chief Information Officer (*Former Interim Assistant Vice Chancellor of Human Resources*)
- **Rame Hanna**, Vice Chancellor for Diversity, Equity and Inclusion
- **Angela Bender, Ph.D.**, Assistant Vice Chancellor of Human Resources

CU Denver

- **Michelle Marks, PhD.**, Chancellor
- **teri engelke, PhD.**, Assistant Vice Chancellor for Human Resources
- **Dan Maxey, PhD.**, Chief of Staff

CU Anschutz

- **Donald (Don) Elliman**, Chancellor
- **Regina Richards, PhD.**, Vice Chancellor of Diversity, Equity, Inclusion and Community Engagement
- **Terri C. Carrothers**, Executive Vice Chancellor for Administration and Finance



Breakout Group Table Assignments

TABLE 1



- Chair Smith
- Regent James
- President Saliman
- VP Lightner
- Staff Council Chair Slinkard

TABLE 3



- Vice Chair Montera
- Regent Spiegel
- VP McConnellogue
- VP Marturano

TABLE 2



- Regent Chavez
- Regent VanDriel
- SVP Radovich Piper
- Staff Council Chair Hurt

TABLE 5



- Regent Rennison
- Regent McNulty
- VP Salazar
- VP Dinegar
- Faculty Council Chair O'Bryant

TABLE 4



- Regent Gallegos
- VP Hueth
- CCO Simons
- ICSF Chair Brown