Innovating for the Future
2021 – 2026 Strategic Plan

CU Board of Regents Meeting
February 2023
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 2
Discovery & Impact
At the University of Colorado, we believe research and healthcare are keystones to advancing knowledge, inspiring innovation, fostering creativity and improving the quality of life for Coloradans.

PILLAR 3
Diversity, Inclusion, Equity & Access
The University of Colorado celebrates and recognizes the strength of diverse communities and perspectives. We are committed to creating an inclusive culture in pursuit of goals of excellence and meeting the needs of the state, nation and world.

PILLAR 4
Fiscal Strength
The University of Colorado focuses on improving policies, procedures and practices to ensure current and future sustainability, highlighting financial management and risk management.
FY 2022-23 Strategic Metrics Reporting Timeline

Regent Meeting
Mid-Year Review
- Graduation Rates
- Retention Rates
- New Students
- Sponsored Research
- Patients Served
- Gifts/Fundraising
- Other Revenue per FTE

Regent Meeting
- New Hires
- Employee Retention

Regent Retreat
Final Review
- Mental Health Training
- Mental Health Survey
- Sponsored Research
- Patients Served
- Gifts/Fundraising
- Sustainability (FCI, EUI, Greenhouse Gas Emissions)

Focus Area:
Student Retention

Focus Area:
Employee Retention

Focus Area:
Research, Scholarship, & Creative Work

Focus Area:
Partnerships
PILLAR 3:
Diversity, Inclusion, Equity & Access
University of Colorado Boulder
Boulder – Faculty Population

Charts display the number and percentage of tenured and non-tenure 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.
Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (New Goals)

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.
Veteran includes people who have served in the US Armed Forces.
Boulder – New Faculty & Staff
Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year

% URM Faculty New Hires

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<td>% URM</td>
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% Veteran Faculty New Hires

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% URM Staff New Hires

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<td>Staff</td>
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% Veteran Staff New Hires

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<td>% URM</td>
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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
**UCCS – Faculty Population**

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

- **URM New Hires (UCCS)**
- **Non-URM Faculty New Hires**
- **URM Faculty Retained (UCCS)**
- **Non-URM Faculty Retained**

Source: CU System Office of Institutional Research.

URM 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

% URM Staff (UCCS)

UCCS URM is the same population as People of Color

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 – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff.

#### Faculty Retention Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>% Total Faculty Retained</th>
<th>% URM Faculty Retained (UCCS)</th>
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<tbody>
<tr>
<td>FY 2017-18</td>
<td>93%</td>
<td>88%</td>
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<td>FY 2018-19</td>
<td>92%</td>
<td>84%</td>
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<tr>
<td>FY 2019-20</td>
<td>94%</td>
<td>84%</td>
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<tr>
<td>FY 2020-21</td>
<td>93%</td>
<td>87%</td>
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<tr>
<td>FY 2021-22</td>
<td>92%</td>
<td>87%</td>
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**2026 Goal**: 94%

#### Staff Retention Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>% Total Staff Retained</th>
<th>% URM Staff Retained (UCCS)</th>
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<tbody>
<tr>
<td>FY 2017-18</td>
<td>88%</td>
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<tr>
<td>FY 2020-21</td>
<td>87%</td>
<td>87%</td>
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<tr>
<td>FY 2021-22</td>
<td>78%</td>
<td>71%</td>
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</table>

**2026 Goal**: 80%

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

Source: CU System Office of Institutional Research.
URM UCCS is defined to include all non-white and non-unknown race ethnicities.
Veteran includes people who have served in the US Armed Forces
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
Denver – Faculty Population
Charts display the number and percentage of tenured and non-tenure track faculty, including instructional, clinical, and research faculty.

- % People of Color
- % URM Faculty (Denver)

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

Denver – Faculty & Staff Retention
Charts display the percentage of retained faculty and staff

**Faculty Retention Rates**
- % Total Faculty Retained
- % URM Faculty Retained (Denver)

**Staff Retention Rates**
- % Total Staff Retained
- % URM Staff Retained (Denver)

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 – 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.
Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (Revised Data and Goals)

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

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 – 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.
Diversity, Inclusion, Equity & Access

Anschutz – Faculty Population
Charts display the number and percentage of tenured and non-tenure track faculty, including instructional, clinical, and research faculty

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.
Veteran includes people who have served in the US Armed Forces.
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.
Veteran includes people who have served in the US Armed Forces.
Anschutz – Faculty & Staff Retention
Charts display the percentage of retained faculty and staff

**Faculty Retention Rates**
- % Total Faculty Retained
- % URM Faculty Retained (Anschutz)

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<td>FY 2021-22</td>
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**Staff Retention Rates**
- % Total Staff Retained
- % URM Staff Retained (Anschutz)

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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.
Veteran includes people who have served in the US Armed Forces.
Anschutz – New Faculty & Staff
Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year.

% URM Faculty New Hires

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% Veteran Faculty New Hires

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% URM Staff New Hires

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% Veteran Staff New Hires

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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.
Veteran includes people who have served in the US Armed Forces.
Anschutz – Faculty & Staff Retention and New Hires Action Steps

**Action Steps – Faculty**

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

**Action Steps – Staff**

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

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

**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

- 2017-18: 21% (16)
- 2018-19: 13% (11)
- 2019-20: 14% (11)
- 2020-21: 14% (15)
- 2021-22: 18% (20)
- 2026 Goal: 24%

% Veteran Staff New Hires

- 2017-18: 2% (2)
- 2018-19: 4% (3)
- 2019-20: 1% (1)
- 2020-21: 1% (1)
- 2021-22: 1% (1)
- 2026 Goal: 4%

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 – 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
Campus: Breakout Groups
Breakout Group – Subject Experts

System Administration
- **Judi Diaz 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 2**
- Regent Chavez
- Regent VanDriel
- SVP Radovich Piper
- Staff Council Chair Hurt

**TABLE 3**
- Vice Chair Montera
- Regent Spiegel
- VP McConnellogue
- VP Marturano

**TABLE 4**
- Regent Gallegos
- VP Hueth
- CCO Simons
- ICSF Chair Brown

**TABLE 5**
- Regent Rennison
- Regent McNulty
- VP Salazar
- VP Vinegar
- Faculty Council Chair O’Bryant