Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Meeting
February 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 identity common themes that would help guide the university for the next five years and beyond. Priorities identified collectively by stakeholders involved throughout the process will advance CU's Mission.

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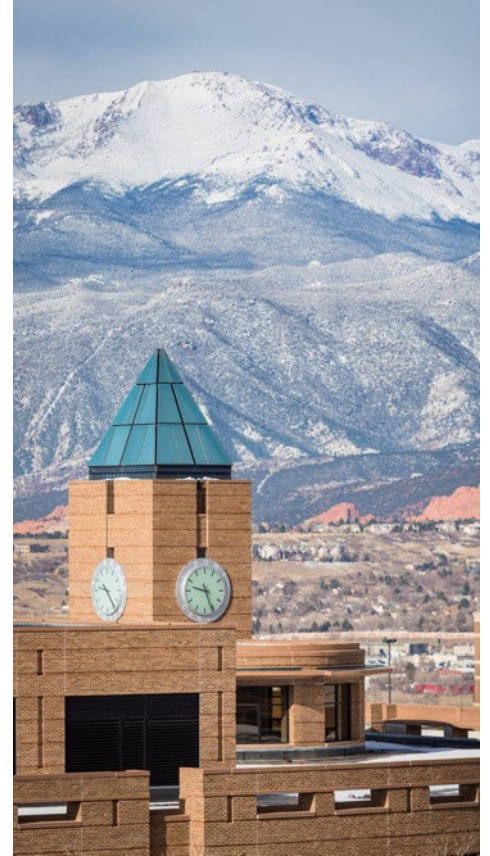
STRATEGIC PILLARS

PILLAR 1

Affordability & Student Success

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

PILLAR 2

Discovery & Impact

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

PILLAR 3

Diversity, Inclusion, Equity & Access

The University of Colorado celebrates and recognizes the strength of diverse communities and perspectives. We are committed to creating an inclusive culture in pursuit of goals of excellence and meeting the needs of the state, nation and world.
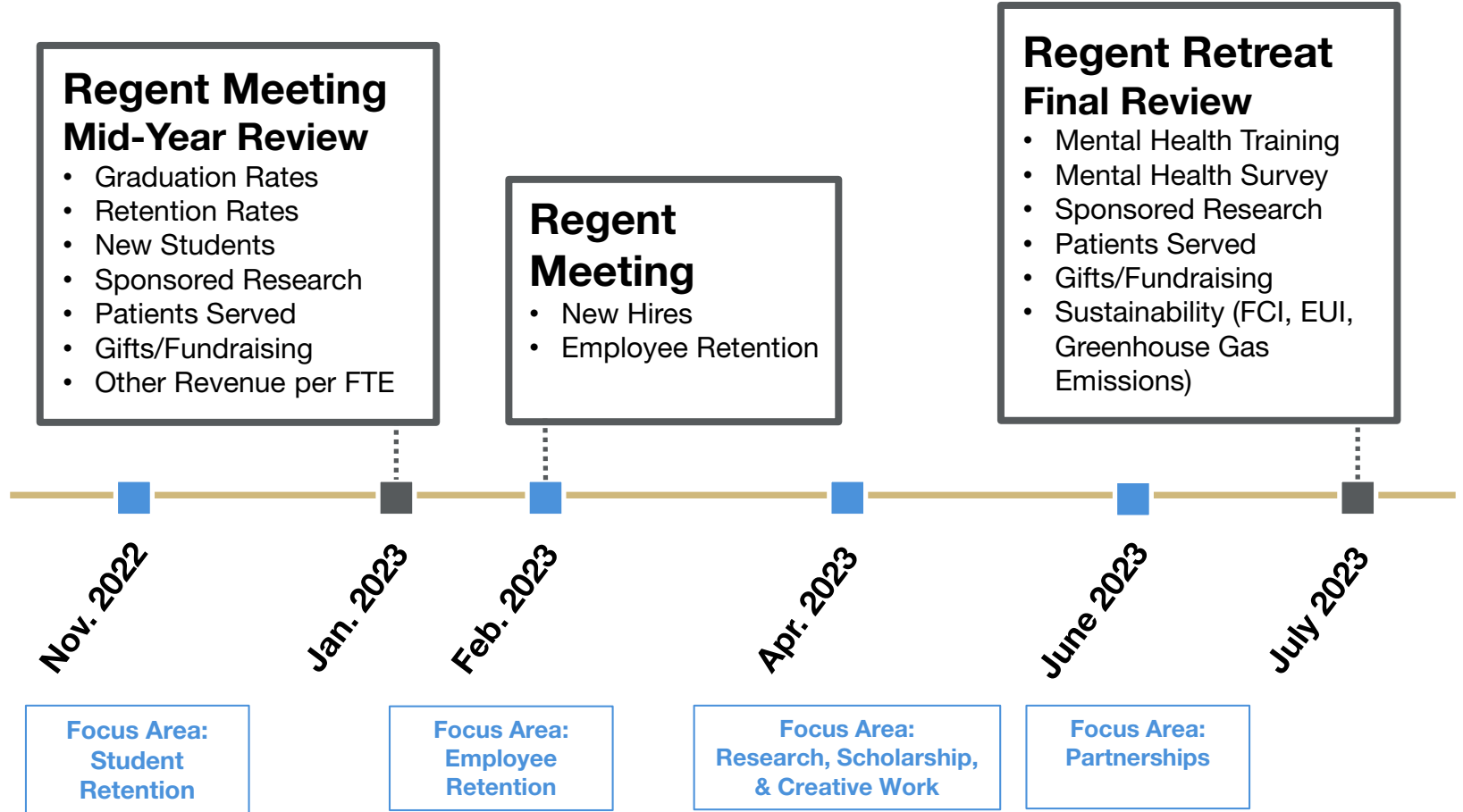
PILLAR 4

Fiscal Strength

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

2021 – 2026 Strategic Plan

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)

Nov. 2022 | Jan. 2023 | Feb. 2023 | Apr. 2023 | June 2023 | July 2023

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

2021 – 2026 Strategic Plan

PILLAR 3

Boulder – Faculty Population

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

Legend (left chart):
- ● % People of Color
- ● % URM Faculty (Boulder)

Left chart (line):

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
% People of Color	19%	19%	19%	19%	20%
% URM Faculty (Boulder)	7%	7%	7%	7%	7%

Legend (right chart):
- □ URM Faculty New Hires (Boulder)
- ■ Non-URM Faculty New Hires
- ■ URM Faculty Retained (Boulder)
- ■ Non-URM Faculty Retained

Right chart (stacked bar):

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	3,990	4,092	4,147	4,186	4,192
URM Faculty New Hires (Boulder)	43	39	50	47	65
Non-URM Faculty New Hires	536	481	503	498	507
URM Faculty Retained (Boulder)	243	249	253	262	279
Non-URM Faculty Retained	3,168	3,323	3,341	3,379	3,341

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.
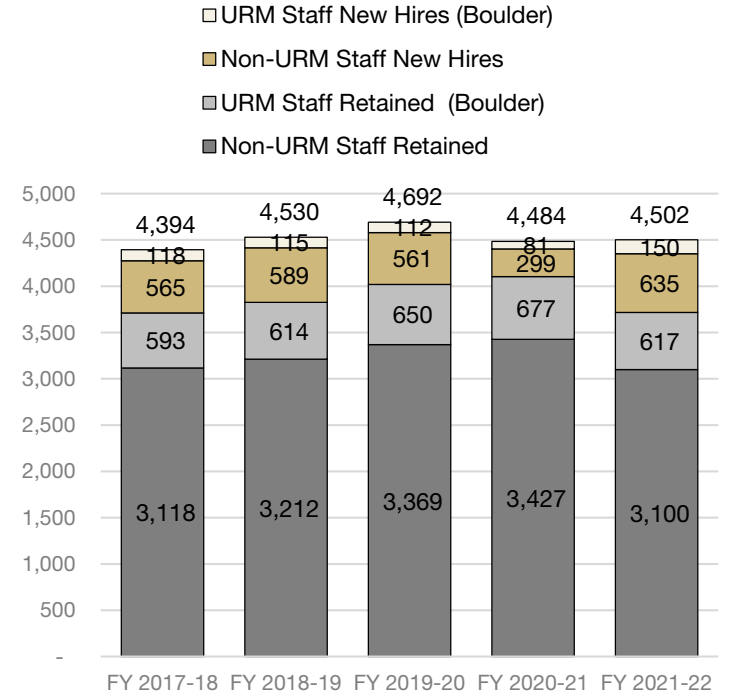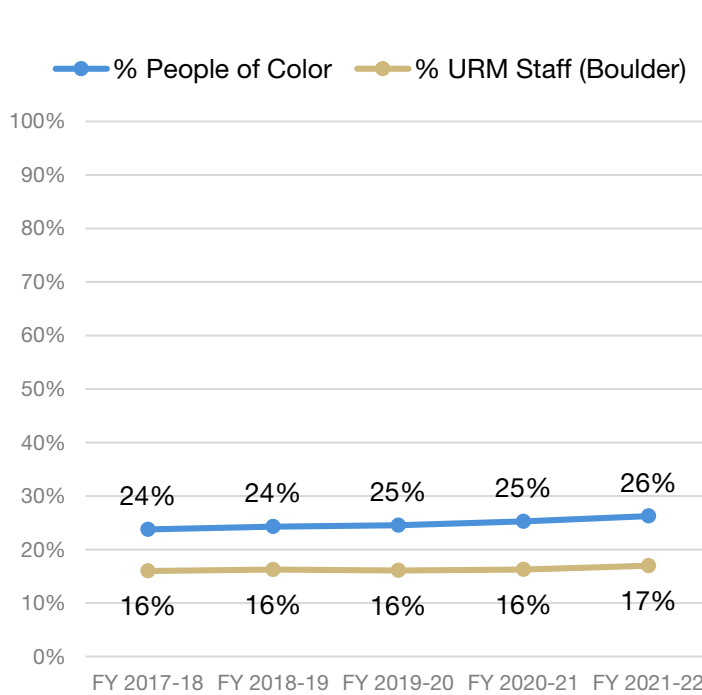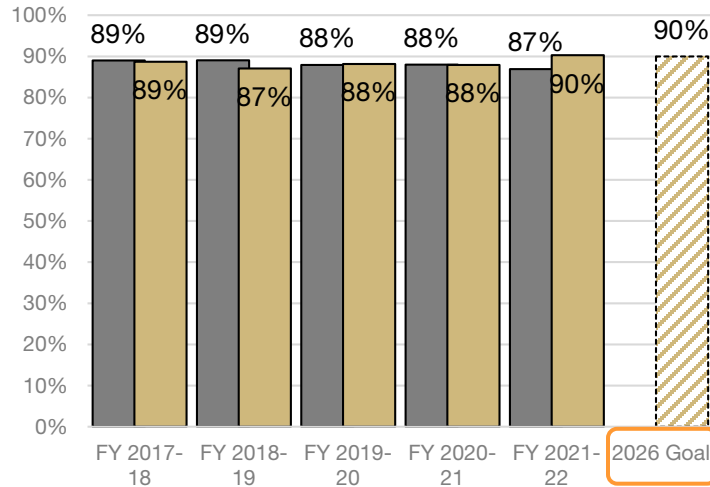Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

Boulder – Staff Population

Charts display the number and percentage of staff

Legend (left chart):
- % People of Color
- % URM Staff (Boulder)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
% People of Color	24%	24%	25%	25%	26%
% URM Staff (Boulder)	16%	16%	16%	16%	17%

Legend (right chart):
- URM Staff New Hires (Boulder)
- Non-URM Staff New Hires
- URM Staff Retained (Boulder)
- Non-URM Staff Retained

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	4,394	4,530	4,692	4,484	4,502
URM Staff New Hires	118	115	112	81	150
Non-URM Staff New Hires	565	589	561	299	635
URM Staff Retained	593	614	650	677	617
Non-URM Staff Retained	3,118	3,212	3,369	3,427	3,100

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

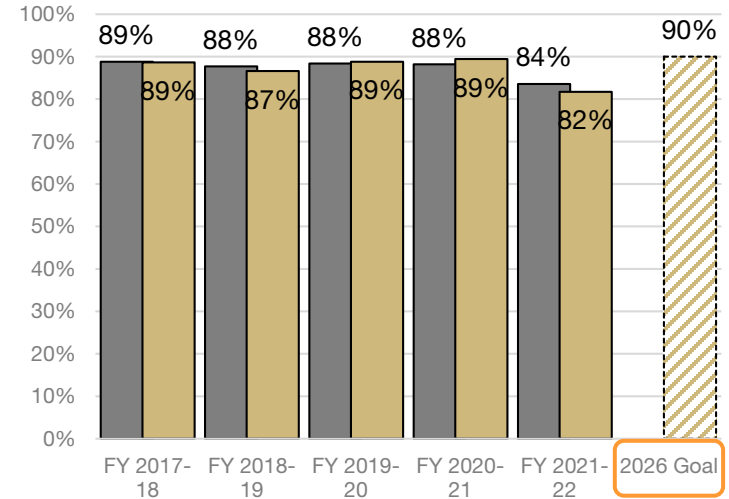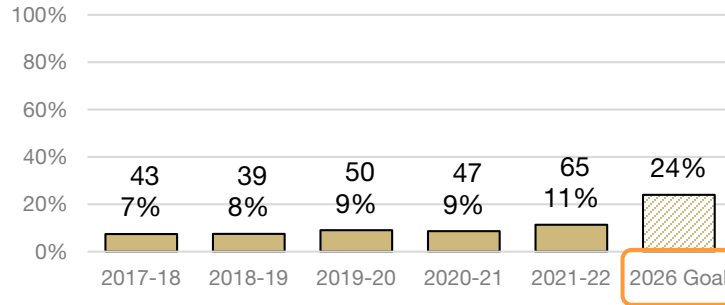Charts display the percentage of retained faculty and staff

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.
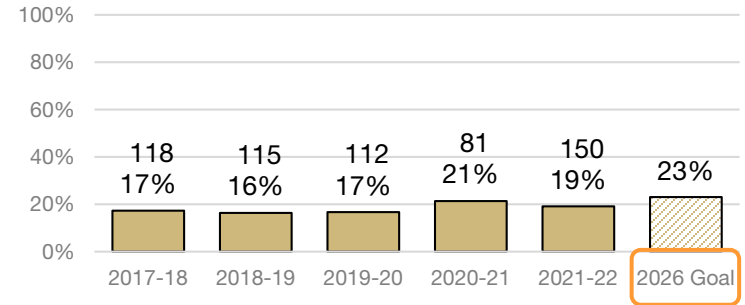Veteran includes people who have served in the US Armed Forces

Boulder – New Faculty & Staff

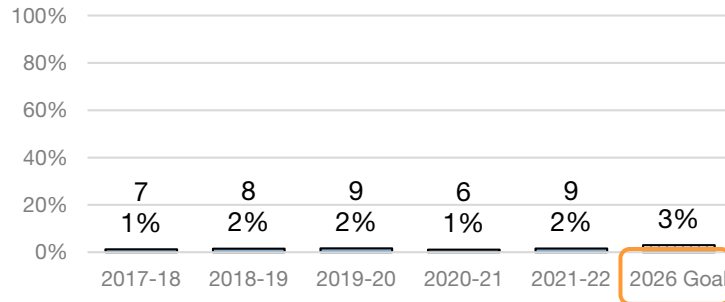Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year

% URM Faculty New Hires

	2017-18	2018-19	2019-20	2020-21	2021-22	2026 Goal
Count	43	39	50	47	65	
%	7%	8%	9%	9%	11%	24%

% URM Staff New Hires

	2017-18	2018-19	2019-20	2020-21	2021-22	2026 Goal
Count	118	115	112	81	150	
%	17%	16%	17%	21%	19%	23%

% Veteran Faculty New Hires

	2017-18	2018-19	2019-20	2020-21	2021-22	2026 Goal
Count	7	8	9	6	9	
%	1%	2%	2%	1%	2%	3%

% Veteran Staff New Hires

	2017-18	2018-19	2019-20	2020-21	2021-22	2026 Goal
Count	18	17	20	14	13	
%	3%	2%	3%	4%	2%	7%

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
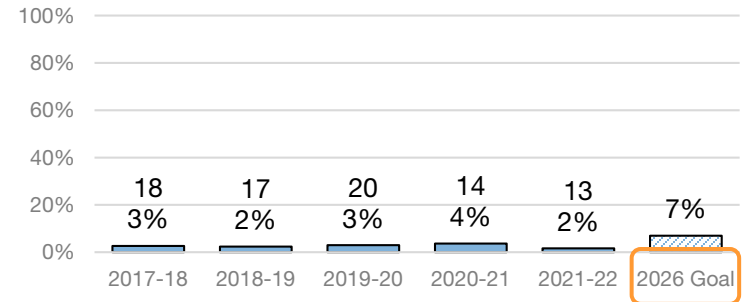
Action Steps – Faculty

- 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

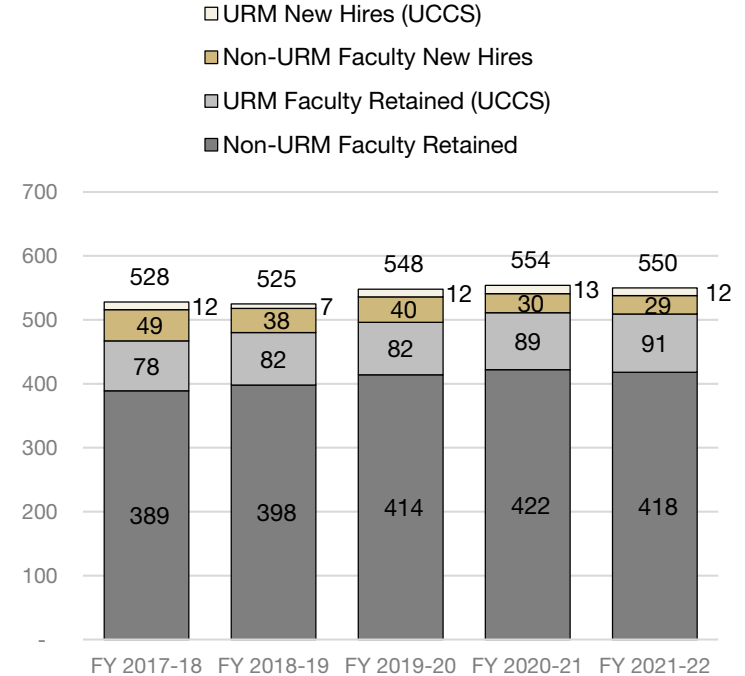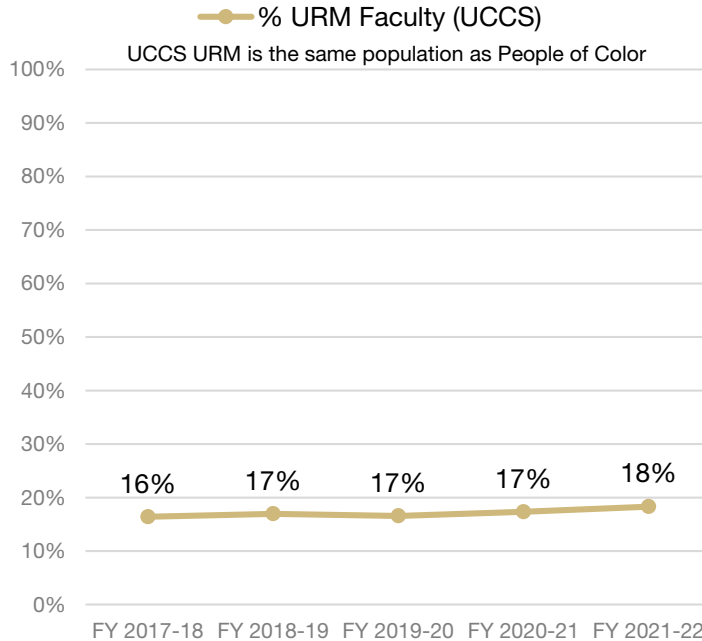- Create partnerships with local groups to support staff on campus and in the community

UCCS

University of Colorado
Colorado Springs

2021 – 2026 Strategic Plan

PILLAR 3

UCCS – Faculty Population

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

% URM Faculty (UCCS)

UCCS URM is the same population as People of Color

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
% URM	16%	17%	17%	17%	18%

☐ URM New Hires (UCCS)
☐ Non-URM Faculty New Hires
☐ URM Faculty Retained (UCCS)
■ Non-URM Faculty Retained

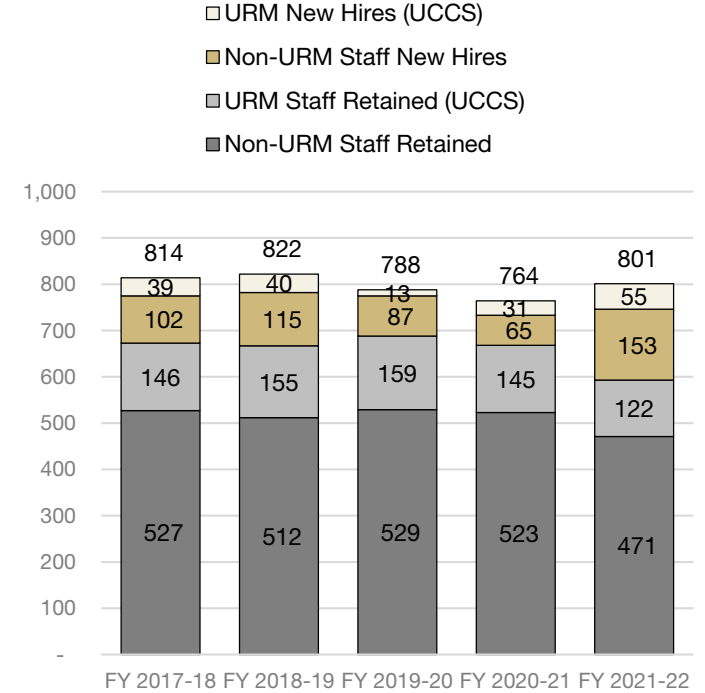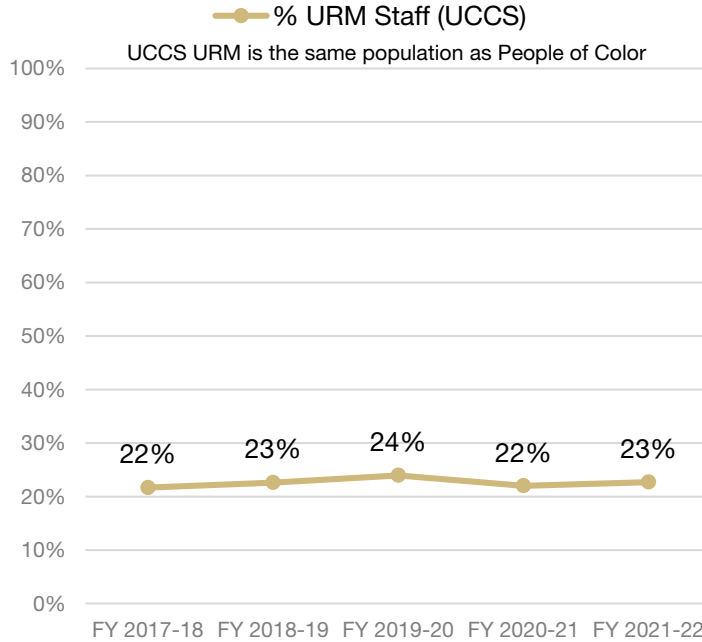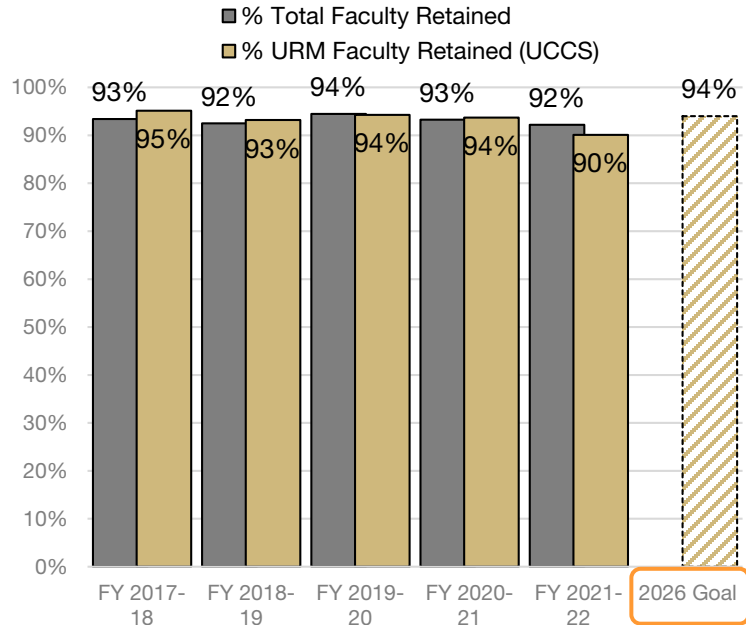|	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	528	525	548	554	550
URM New Hires (UCCS)	12	7	12	13	12
Non-URM Faculty New Hires	49	38	40	30	29
URM Faculty Retained (UCCS)	78	82	82	89	91
Non-URM Faculty Retained	389	398	414	422	418

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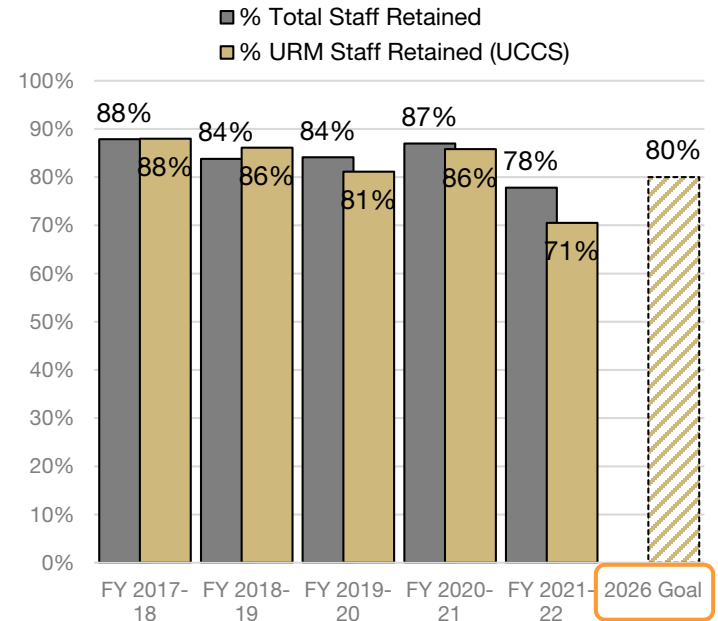Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

UCCS – Staff Population

Charts display the number and percentage of staff

% URM Staff (UCCS)

UCCS URM is the same population as People of Color

- □ URM New Hires (UCCS)
- ■ Non-URM Staff New Hires
- □ URM Staff Retained (UCCS)
- ■ Non-URM Staff Retained

Line chart values (% URM Staff):
- FY 2017-18: 22%
- FY 2018-19: 23%
- FY 2019-20: 24%
- FY 2020-21: 22%
- FY 2021-22: 23%

Bar chart values:

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	814	822	788	764	801
URM New Hires (UCCS)	39	40	13	31	55
Non-URM Staff New Hires	102	115	87	65	153
URM Staff Retained (UCCS)	146	155	159	145	122
Non-URM Staff Retained	527	512	529	523	471

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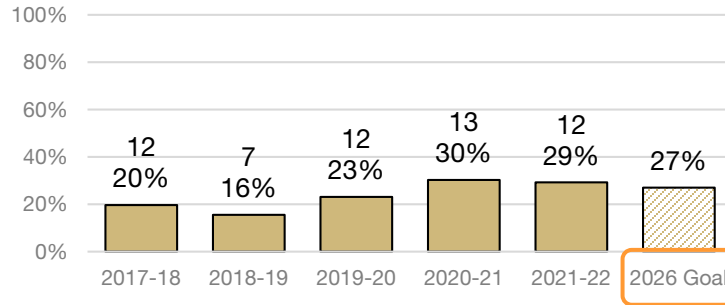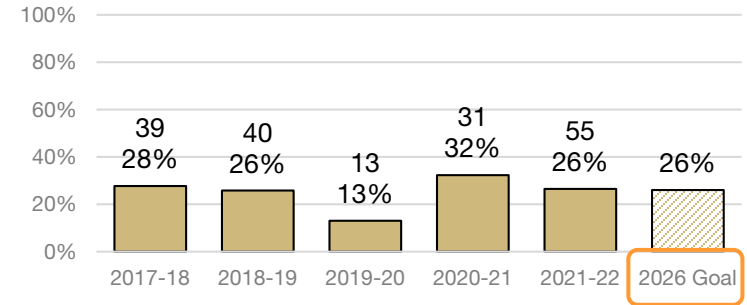Veteran includes people who have served in the US Armed Forces

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

UCCS – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

Faculty Retention Rates
■ % Total Faculty Retained
■ % URM Faculty Retained (UCCS)

Staff Retention Rates
■ % Total Staff Retained
■ % URM Staff Retained (UCCS)

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: Progress to 2026 Goal (Revised Data and Goals)

UCCS – New Faculty & Staff

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

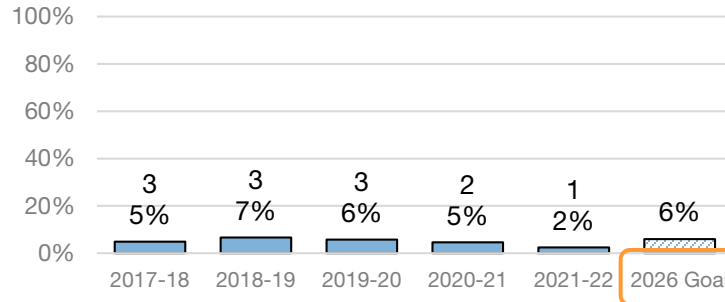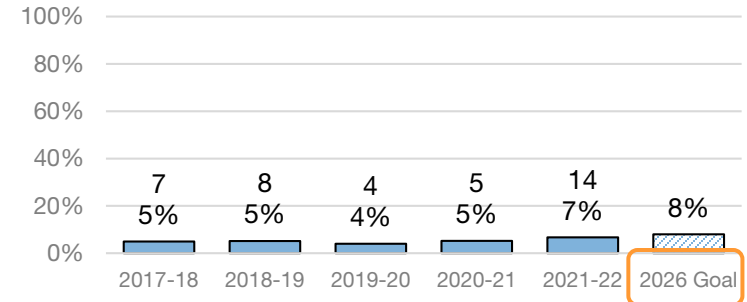### % URM Faculty New Hires

Year	Number	Percentage
2017-18	12	20%
2018-19	7	16%
2019-20	12	23%
2020-21	13	30%
2021-22	12	29%
2026 Goal		27%

% URM Staff New Hires

Year	Number	Percentage
2017-18	39	28%
2018-19	40	26%
2019-20	13	13%
2020-21	31	32%
2021-22	55	26%
2026 Goal		26%

% Veteran Faculty New Hires

Year	Number	Percentage
2017-18	3	5%
2018-19	3	7%
2019-20	3	6%
2020-21	2	5%
2021-22	1	2%
2026 Goal		6%

% Veteran Staff New Hires

Year	Number	Percentage
2017-18	7	5%
2018-19	8	5%
2019-20	4	4%
2020-21	5	5%
2021-22	14	7%
2026 Goal		8%

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

2021 – 2026 Strategic Plan

PILLAR 3

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
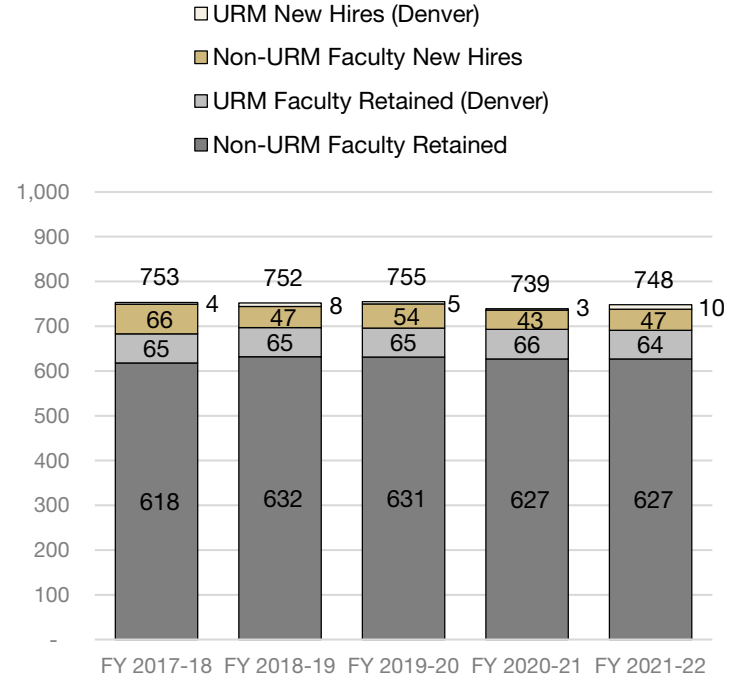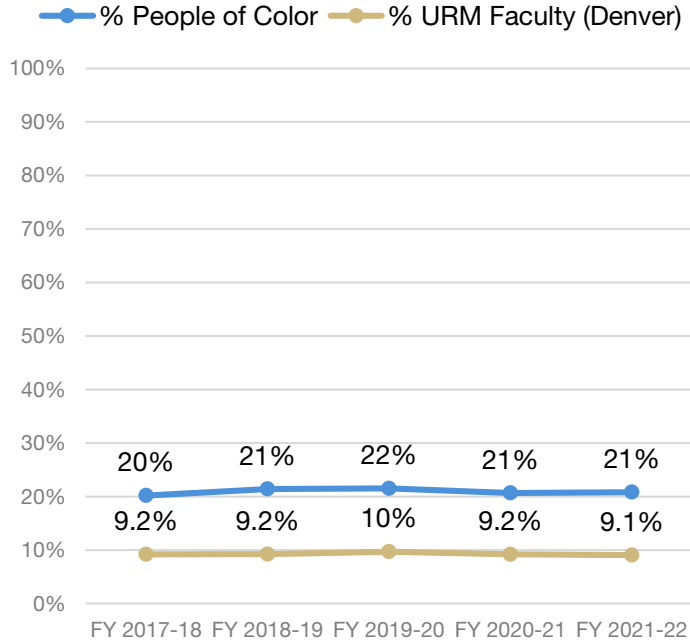
Action Steps – Staff

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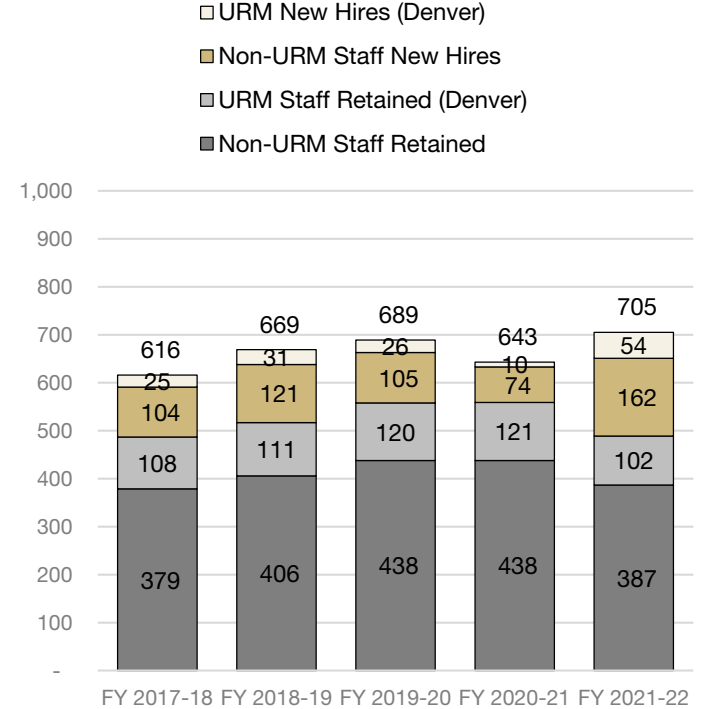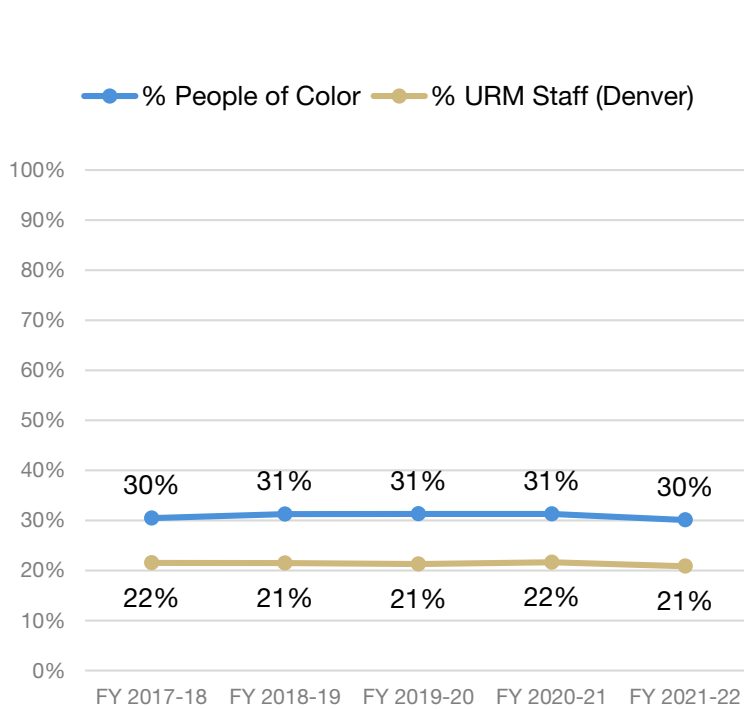
—●— % People of Color   —●— % URM Faculty (Denver)

☐ URM New Hires (Denver)
☐ Non-URM Faculty New Hires
☐ URM Faculty Retained (Denver)
■ Non-URM Faculty Retained

2021 – 2026 Strategic Plan

PILLAR 3

Denver – Staff Population

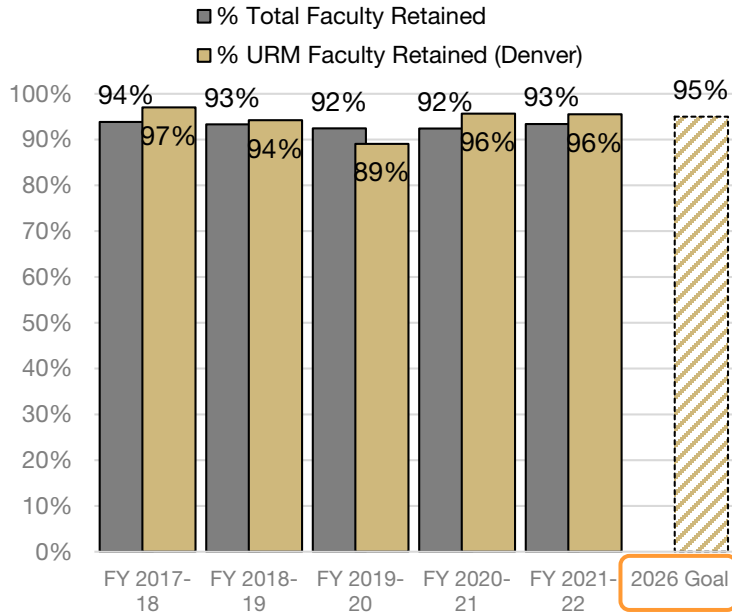Chart displays the number and percentage of staff

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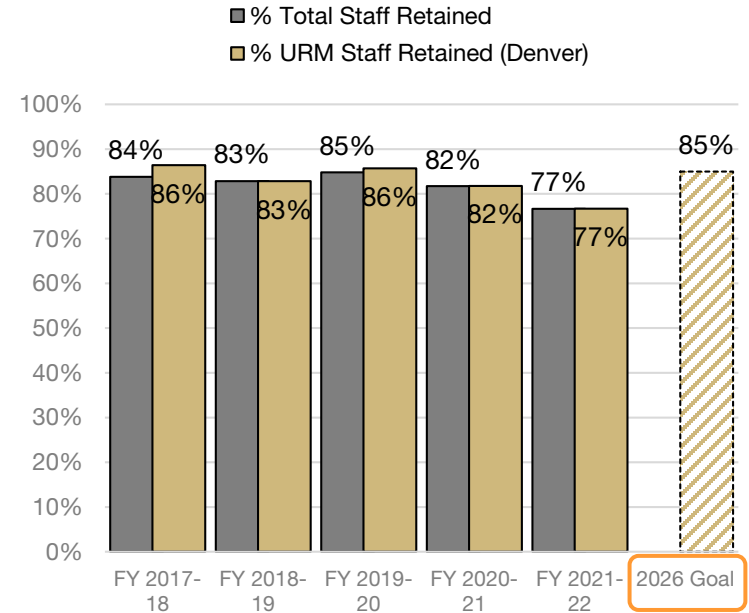Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

Denver – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

Faculty Retention Rates

- ■ % Total Faculty Retained
- ☐ % URM Faculty Retained (Denver)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	2026 Goal
% Total Faculty Retained	94%	93%	92%	92%	93%	
% URM Faculty Retained	97%	94%	89%	96%	96%	95%

Staff Retention Rates

- ■ % Total Staff Retained
- ☐ % URM Staff Retained (Denver)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	2026 Goal
% Total Staff Retained	84%	83%	85%	82%	77%	
% URM Staff Retained	86%	83%	86%	82%	77%	85%

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

2021 – 2026 Strategic Plan

PILLAR 3

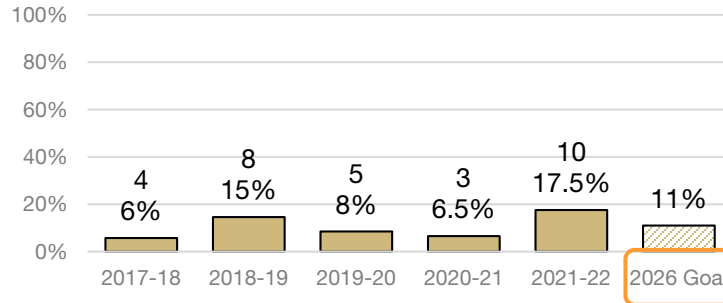# Denver – Faculty & Staff Retention Action Steps

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

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

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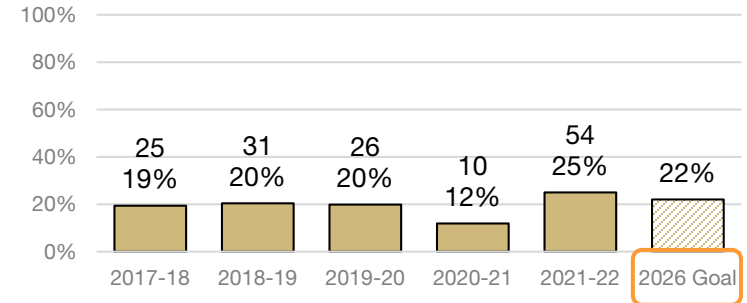
2021 – 2026 Strategic Plan

PILLAR 3

Denver – New Faculty & Staff

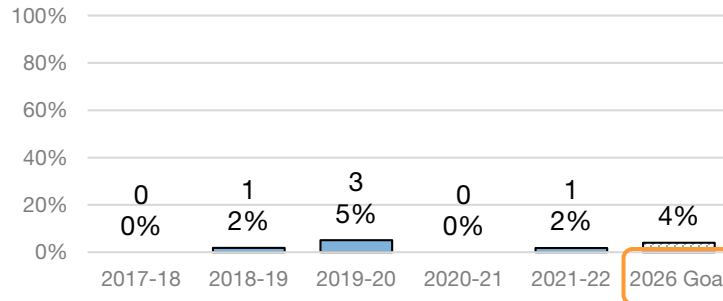Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year
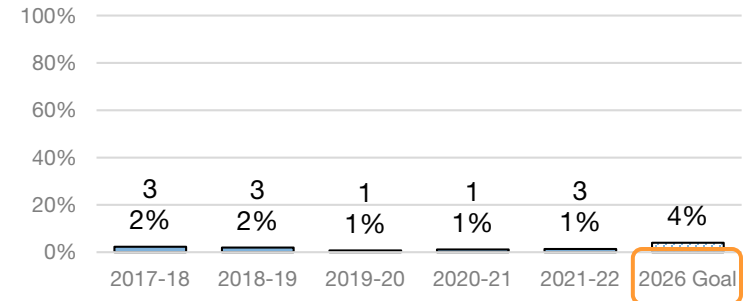
% URM Faculty New Hires

Year	Number	Percent
2017-18	4	6%
2018-19	8	15%
2019-20	5	8%
2020-21	3	6.5%
2021-22	10	17.5%
2026 Goal		11%

% URM Staff New Hires

Year	Number	Percent
2017-18	25	19%
2018-19	31	20%
2019-20	26	20%
2020-21	10	12%
2021-22	54	25%
2026 Goal		22%

% Veteran Faculty New Hires

Year	Number	Percent
2017-18	0	0%
2018-19	1	2%
2019-20	3	5%
2020-21	0	0%
2021-22	1	2%
2026 Goal		4%

% Veteran Staff New Hires

Year	Number	Percent
2017-18	3	2%
2018-19	3	2%
2019-20	1	1%
2020-21	1	1%
2021-22	3	1%
2026 Goal		4%

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 – New Faculty & Staff Action Steps

- Continue recruitment outreach efforts for underrepresented minorities and veterans.

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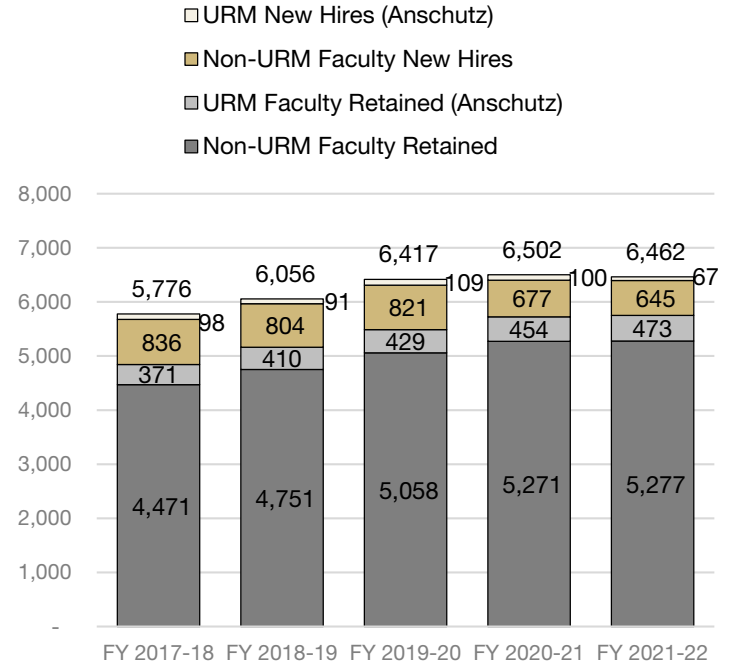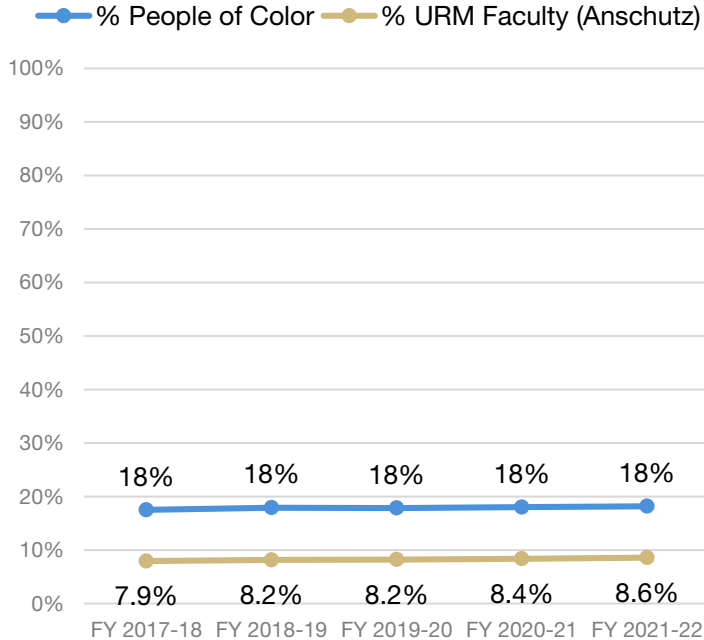
2021 – 2026 Strategic Plan

PILLAR 3

Anschutz – Faculty Population

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

Legend (left chart): —— % People of Color   —— % URM Faculty (Anschutz)

Legend (right chart):
- URM New Hires (Anschutz)
- Non-URM Faculty New Hires
- URM Faculty Retained (Anschutz)
- Non-URM Faculty Retained

Left chart — % People of Color:
- FY 2017-18: 18%
- FY 2018-19: 18%
- FY 2019-20: 18%
- FY 2020-21: 18%
- FY 2021-22: 18%

Left chart — % URM Faculty (Anschutz):
- FY 2017-18: 7.9%
- FY 2018-19: 8.2%
- FY 2019-20: 8.2%
- FY 2020-21: 8.4%
- FY 2021-22: 8.6%

Right chart — Faculty counts:

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	5,776	6,056	6,417	6,502	6,462
URM New Hires (Anschutz)	98	91	109	100	67
Non-URM Faculty New Hires	836	804	821	677	645
URM Faculty Retained (Anschutz)	371	410	429	454	473
Non-URM Faculty Retained	4,471	4,751	5,058	5,271	5,277

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.
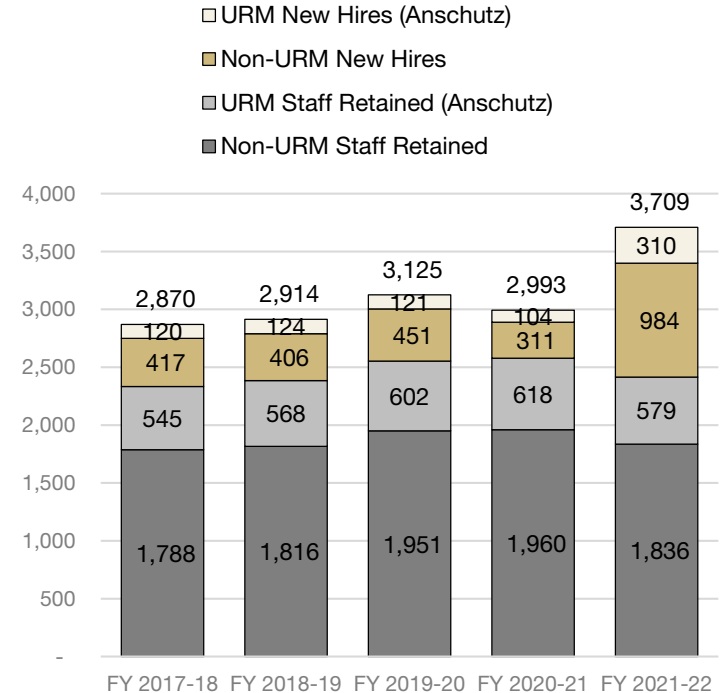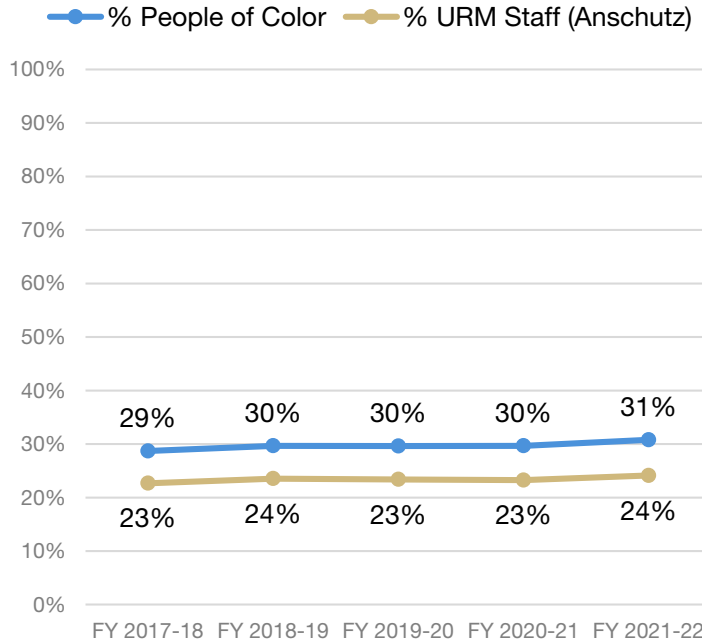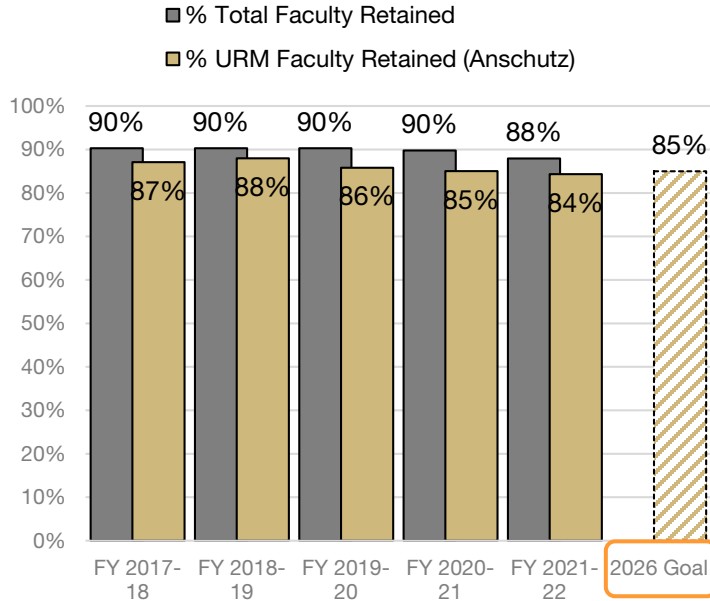Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

Anschutz – Staff Population

Charts display the number and percentage of staff

Legend (left chart): —●— % People of Color —●— % URM Staff (Anschutz)

Left chart — % People of Color values: 29%, 30%, 30%, 30%, 31%
% URM Staff (Anschutz) values: 23%, 24%, 23%, 23%, 24%
(FY 2017-18, FY 2018-19, FY 2019-20, FY 2020-21, FY 2021-22)

Legend (right chart):
- ☐ URM New Hires (Anschutz)
- ☐ Non-URM New Hires
- ☐ URM Staff Retained (Anschutz)
- ■ Non-URM Staff Retained

Category	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	2,870	2,914	3,125	2,993	3,709
URM New Hires (Anschutz)	120	124	121	104	310
Non-URM New Hires	417	406	451	311	984
URM Staff Retained (Anschutz)	545	568	602	618	579
Non-URM Staff Retained	1,788	1,816	1,951	1,960	1,836

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.
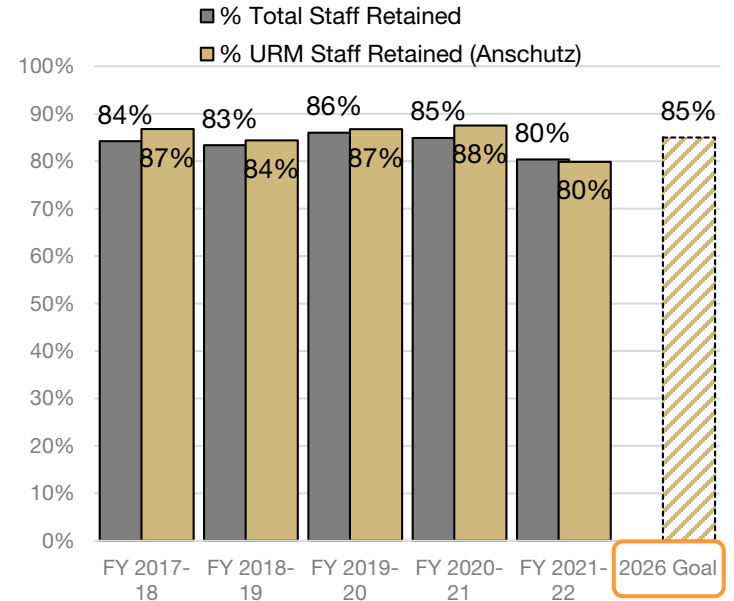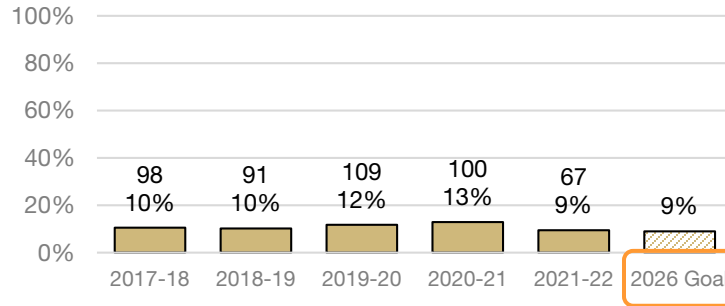Veteran includes people who have served in the US Armed Forces

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

Anschutz – Faculty & Staff Retention

Charts display the percentage of retained faculty and staff

Faculty Retention Rates

■ % Total Faculty Retained
■ % URM Faculty Retained (Anschutz)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	2026 Goal
% Total Faculty Retained	90%	90%	90%	90%	88%	85%
% URM Faculty Retained	87%	88%	86%	85%	84%	

Staff Retention Rates

■ % Total Staff Retained
■ % URM Staff Retained (Anschutz)

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	2026 Goal
% Total Staff Retained	84%	83%	86%	85%	80%	85%
% URM Staff Retained	87%	84%	87%	88%	80%	

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
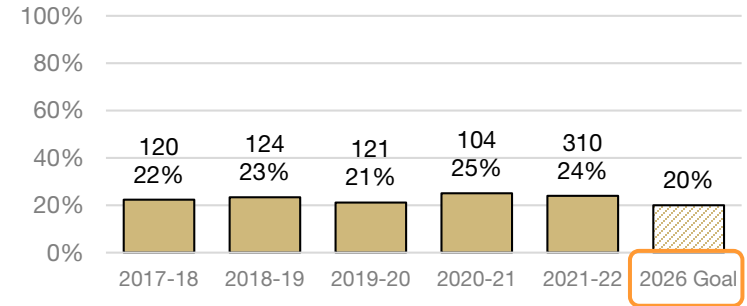
2021 – 2026 Strategic Plan

PILLAR 3

Anschutz – New Faculty & Staff

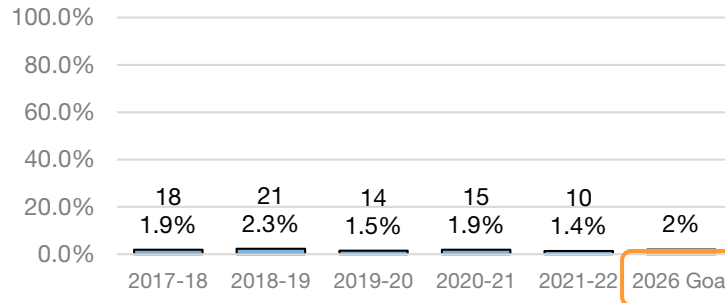Charts display the number and percentage of URM & Veteran new Faculty & Staff for the fiscal year
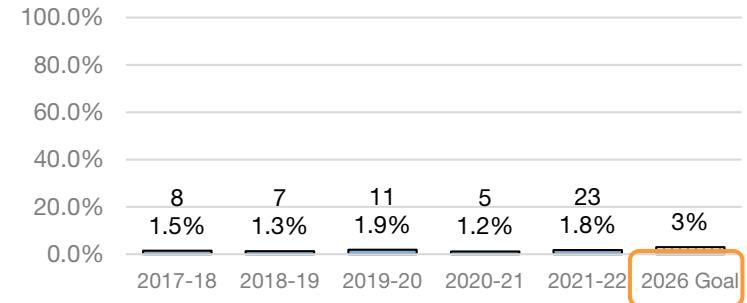
% URM Faculty New Hires

Year	Number	Percent
2017-18	98	10%
2018-19	91	10%
2019-20	109	12%
2020-21	100	13%
2021-22	67	9%
2026 Goal		9%

% URM Staff New Hires

Year	Number	Percent
2017-18	120	22%
2018-19	124	23%
2019-20	121	21%
2020-21	104	25%
2021-22	310	24%
2026 Goal		20%

% Veteran Faculty New Hires

Year	Number	Percent
2017-18	18	1.9%
2018-19	21	2.3%
2019-20	14	1.5%
2020-21	15	1.9%
2021-22	10	1.4%
2026 Goal		2%

% Veteran Staff New Hires

Year	Number	Percent
2017-18	8	1.5%
2018-19	7	1.3%
2019-20	11	1.9%
2020-21	5	1.2%
2021-22	23	1.8%
2026 Goal		3%

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 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

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.
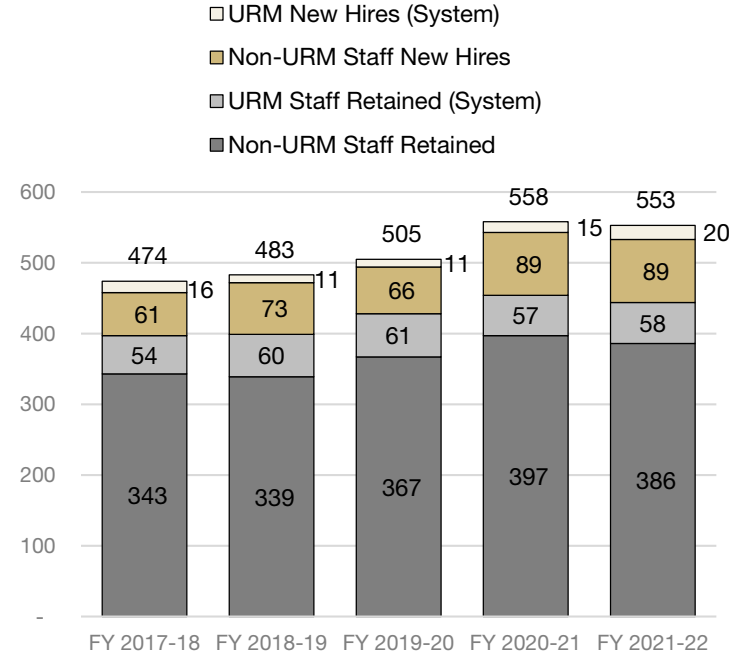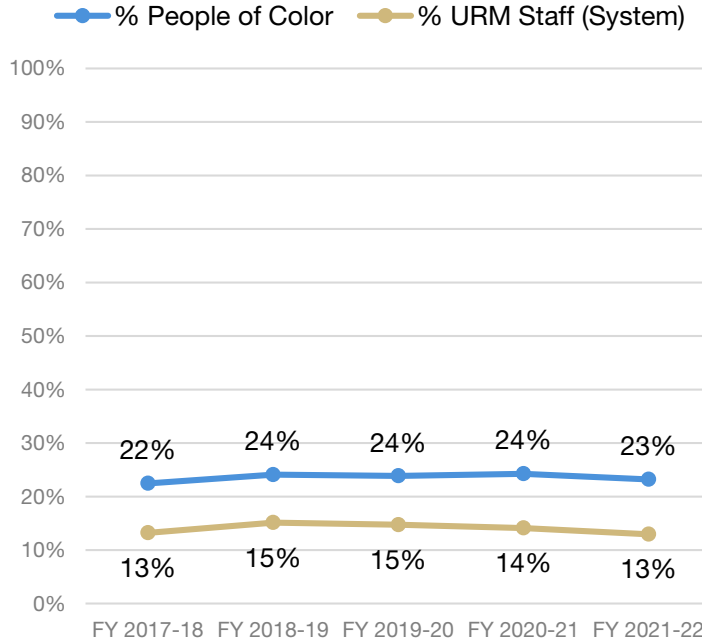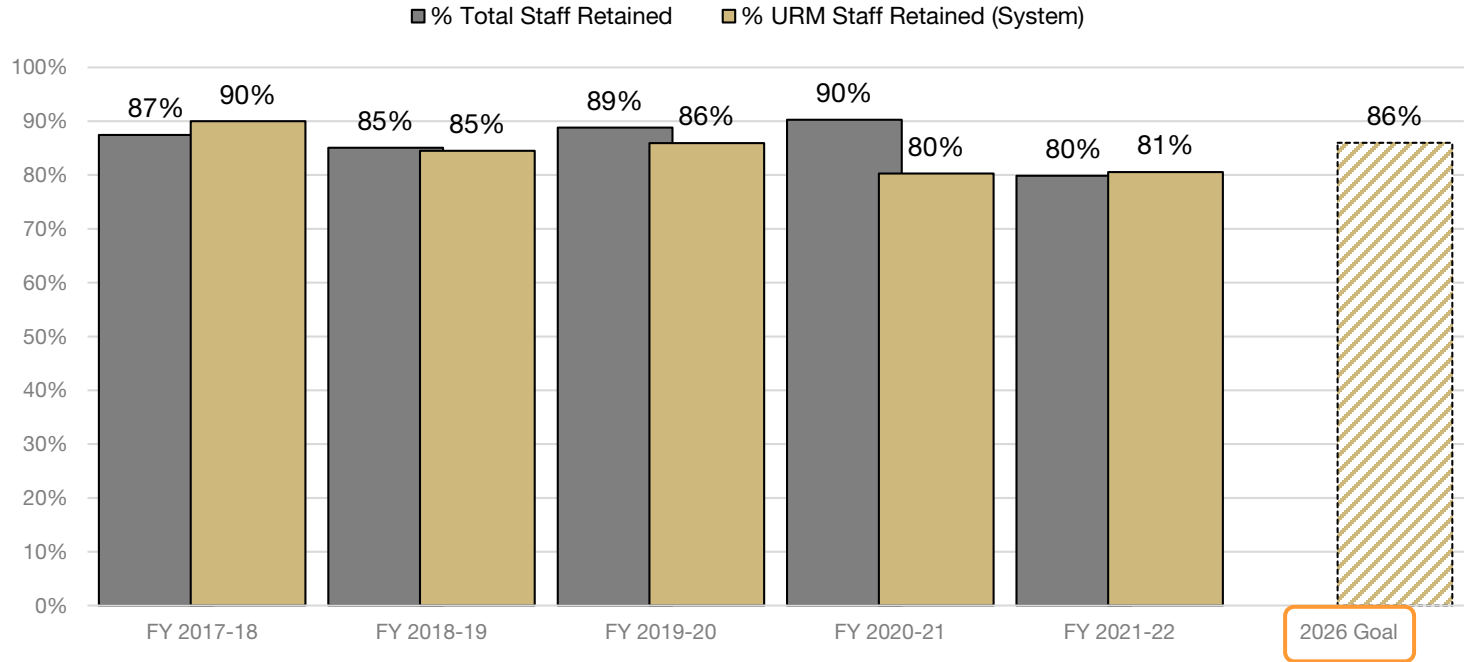
University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

System Administration

2021 – 2026 Strategic Plan

PILLAR 3

System Administration – Employee Population

Chart displays the percentage of staff

% People of Color   **% URM Staff (System)**

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
% People of Color	22%	24%	24%	24%	23%
% URM Staff (System)	13%	15%	15%	14%	13%

☐ URM New Hires (System)
☐ Non-URM Staff New Hires
☐ URM Staff Retained (System)
■ Non-URM Staff Retained

	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Total	474	483	505	558	553
URM New Hires (System)	16	11	11	15	20
Non-URM Staff New Hires	61	73	66	89	89
URM Staff Retained (System)	54	60	61	57	58
Non-URM Staff Retained	343	339	367	397	386

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.
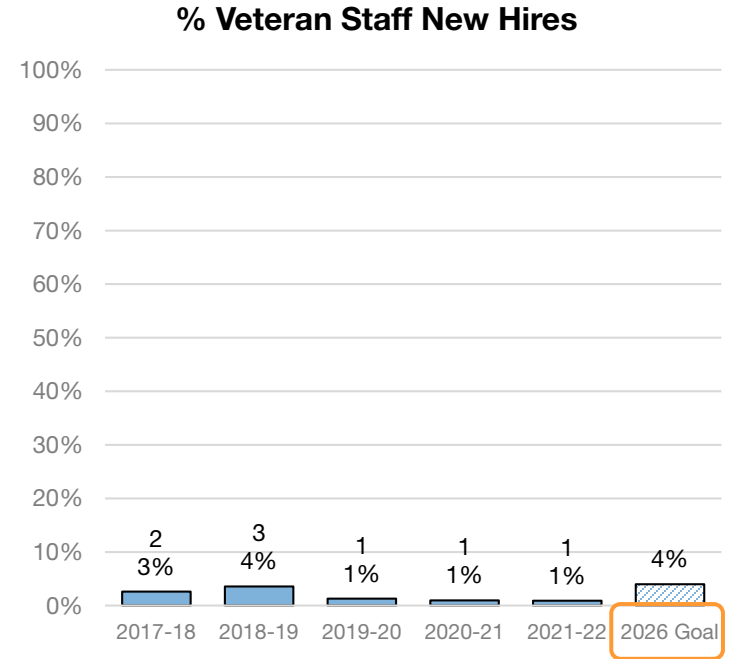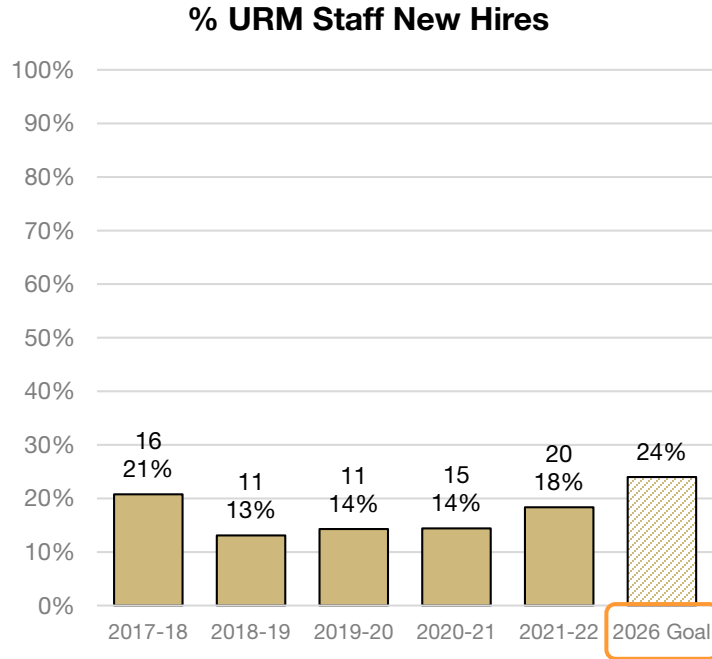Veteran includes people who have served in the US Armed Forces

2021 – 2026 Strategic Plan

PILLAR 3

System Administration – URM Staff Retention

Chart displays the number of retained and newly hired staff

■ % Total Staff Retained   ■ % URM Staff Retained (System)

FY 2017-18: 87% / 90%
FY 2018-19: 85% / 85%
FY 2019-20: 89% / 86%
FY 2020-21: 90% / 80%
FY 2021-22: 80% / 81%
2026 Goal: 86%

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

2021 – 2026 Strategic Plan

PILLAR 3

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

Year	Number	Percent
2017-18	16	21%
2018-19	11	13%
2019-20	11	14%
2020-21	15	14%
2021-22	20	18%
2026 Goal		24%

% Veteran Staff New Hires

Year	Number	Percent
2017-18	2	3%
2018-19	3	4%
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 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
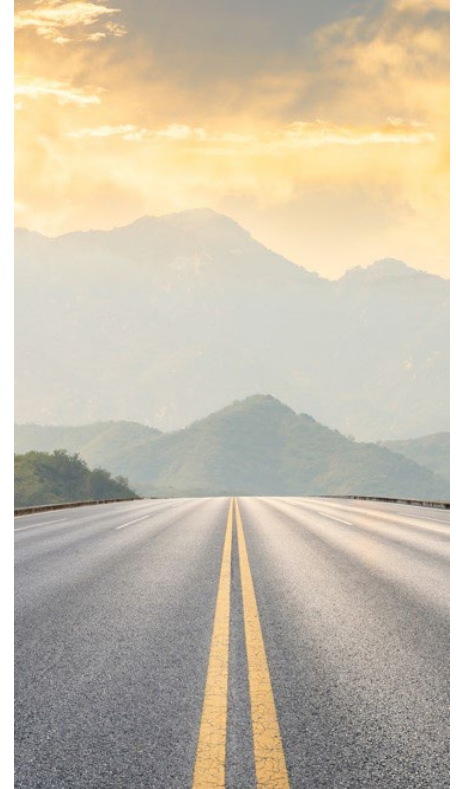
Breakout Group Table Assignments

TABLE 2
- Regent Chavez
- Regent VanDriel
- SVP Radovich Piper
- Staff Council Chair Hurt

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

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 5
- Regent Rennison
- Regent McNulty
- VP Salazar
- VP Dinegar
- Faculty Council Chair O'Bryant