CU Metrics

CU System Office of the Vice President for Budget and Finance
Presented to the University of Colorado Board of Regents
July 11, 2019
• Affordability & Access
• Student Success
• Fiscal Sustainability
• Reputation & Impact
Affordability & Access

**Metrics with Goals**
- Tuition & Mandatory Fee Rate
- Institutional Aid
- Telehealth interactions (Anschutz Only)

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

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

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

**4-Year Graduation Rate**
(First-Time Freshman)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOULDER</td>
<td>45%</td>
<td>52%</td>
</tr>
<tr>
<td>UCCS</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>DENVER</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>ANSCHUTZ</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**6-Year Graduation Rate**
(First-Time Freshman)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOULDER</td>
<td>69%</td>
<td>80%</td>
</tr>
<tr>
<td>UCCS</td>
<td>43%</td>
<td>53%</td>
</tr>
<tr>
<td>DENVER</td>
<td>45%</td>
<td>60%</td>
</tr>
<tr>
<td>ANSCHUTZ</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Retention Rate**
(First-Time Freshman)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOULDER</td>
<td>88%</td>
<td>93%</td>
</tr>
<tr>
<td>UCCS</td>
<td>66%</td>
<td>72%</td>
</tr>
<tr>
<td>DENVER</td>
<td>67%</td>
<td>75%</td>
</tr>
<tr>
<td>ANSCHUTZ</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Degrees Awarded**
(Degree Recipients)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOULDER</td>
<td>7,486</td>
<td>9,000</td>
</tr>
<tr>
<td>UCCS</td>
<td>2,376</td>
<td>2,838</td>
</tr>
<tr>
<td>DENVER</td>
<td>3,792</td>
<td>4,424</td>
</tr>
<tr>
<td>ANSCHUTZ</td>
<td>1,418</td>
<td>1,482</td>
</tr>
</tbody>
</table>
Fiscal Sustainability

**Metrics with Goals**
- Enrollment (FTE)
- Other Revenue
- Online Enrollment
- Gift Revenue
- Emergency Tuition Stabilization Plan Ratio

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

### Enrollment (Total FTE)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2021 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>29,321</td>
<td>32,000</td>
</tr>
<tr>
<td>UCSS</td>
<td>9,930</td>
<td>10,724</td>
</tr>
<tr>
<td>Denver</td>
<td>11,338</td>
<td>12,570</td>
</tr>
<tr>
<td>Anschutz</td>
<td>5,960</td>
<td>6,256</td>
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</tbody>
</table>

### Other Revenue (excludes state and resident tuition)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2020 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>$1.3B</td>
<td>$1.9B</td>
</tr>
<tr>
<td>UCSS</td>
<td>$134M</td>
<td>$190M</td>
</tr>
<tr>
<td>Denver</td>
<td>$176M</td>
<td>$216M</td>
</tr>
<tr>
<td>Anschutz</td>
<td>$1.6B</td>
<td>$2.1B</td>
</tr>
</tbody>
</table>

### Online Enrollment (Unduplicated Headcount)

<table>
<thead>
<tr>
<th></th>
<th>2017 Baseline</th>
<th>2020 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>8,424</td>
<td>11,281</td>
</tr>
<tr>
<td>UCSS</td>
<td>6,519</td>
<td>7,040</td>
</tr>
<tr>
<td>Denver</td>
<td>8,772</td>
<td>17,636</td>
</tr>
<tr>
<td>Anschutz</td>
<td>1,864</td>
<td>2,397</td>
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</table>

### Gift Revenue (in millions)

<table>
<thead>
<tr>
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<th>2017 Baseline</th>
<th>2020 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>$137.1M</td>
<td>$180M</td>
</tr>
<tr>
<td>UCSS</td>
<td>$15M</td>
<td>$25M</td>
</tr>
<tr>
<td>Denver</td>
<td>$19.5M</td>
<td>$25M</td>
</tr>
<tr>
<td>Anschutz</td>
<td>$203M</td>
<td>$220M</td>
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</table>

### Stabilization Plan Ratio (Percent of E&G Revenues)

<table>
<thead>
<tr>
<th></th>
<th>FY 2018 Baseline</th>
<th>GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>3.4%</td>
<td>4.0%</td>
</tr>
<tr>
<td>UCSS</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Denver</td>
<td>2.9%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Anschutz</td>
<td>4.0%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>
Metrics with Goals

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

Related Metrics

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

CU Favorability Rating (Colorado Poll)

<table>
<thead>
<tr>
<th></th>
<th>2017 BASELINE</th>
<th>2023 GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALL FOUR CAMPUSES</td>
<td>74%</td>
<td>80%</td>
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</table>

Research Funding (in millions)

<table>
<thead>
<tr>
<th>Campus</th>
<th>2017 BASELINE</th>
<th>2023 GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOULDER</td>
<td>$507.9M</td>
<td>$615M</td>
</tr>
<tr>
<td>UCCS</td>
<td>$10.2M</td>
<td>$12M</td>
</tr>
<tr>
<td>DENVER</td>
<td>$25.9M</td>
<td>$27.5M</td>
</tr>
<tr>
<td>ANSCHUTZ</td>
<td>$490.3M</td>
<td>$619.9M</td>
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</table>

Patents Awarded (U.S. Patent and Trademark Office)

<table>
<thead>
<tr>
<th>Campus</th>
<th>2017 BASELINE</th>
<th>2023 GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOULDER</td>
<td>22</td>
<td>40</td>
</tr>
<tr>
<td>UCCS</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>DENVER</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>ANSCHUTZ</td>
<td>33</td>
<td>43</td>
</tr>
</tbody>
</table>
Affordability & Access

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

Tuition & Fees
(Inflation Adjusted)

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

CU Boulder

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCCS</td>
<td>$13,569</td>
<td>$13,797</td>
<td>$13,864</td>
<td>$14,226</td>
<td>$14,204</td>
</tr>
<tr>
<td></td>
<td>$3,155</td>
<td>$3,027</td>
<td>$3,476</td>
<td>$3,741</td>
<td>$3,843</td>
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<tr>
<td></td>
<td>$10,414</td>
<td>$10,768</td>
<td>$10,386</td>
<td>$10,463</td>
<td>$10,361</td>
</tr>
<tr>
<td></td>
<td>$11,840</td>
<td>$11,726</td>
<td>$11,959</td>
<td>$11,708</td>
<td>$11,395</td>
</tr>
</tbody>
</table>

CU Denver

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$15,299</td>
<td>$15,056</td>
<td>$15,315</td>
<td>$15,313</td>
<td>$15,238</td>
</tr>
<tr>
<td></td>
<td>$3,459</td>
<td>$3,330</td>
<td>$3,356</td>
<td>$3,606</td>
<td>$3,843</td>
</tr>
<tr>
<td></td>
<td>$11,840</td>
<td>$11,726</td>
<td>$11,959</td>
<td>$11,708</td>
<td>$11,395</td>
</tr>
</tbody>
</table>

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

Click for Online Data

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

* CU Boulder Undergraduate Resident Tuition Guarantee
*May include some medical school funding.

Note: FY17 state appropriations, student FTE and FY18 Tuition & Fees are from the CU Boulder Office of Planning, Budget and Analysis, via the Association of American Universities. Data updated Dec 2018.
If only resident students at UCCS are included, State Appropriations per Resident FTE is $2,775.
Note: FY17 state appropriations and student FTE are the most recent IPEDS data available for peers. CU Denver FY17 state appropriation is from budget data book (actual) and FY17 student FTE is from CDHE student FTE data submission. Tuition & Fees direct from campus websites. Chart updated Dec 2018.
Note: FY17 state appropriations and student FTE are the most recent IPEDS data available for peers. CU Anschutz FY17 state appropriation is from budget data book (actual) and FY17 student FTE is from CDHE student FTE data submission. Tuition & Fees direct from campus websites. Chart updated Dec 2018.
## Out-of-Pocket Costs - Boulder
(Average Cost of Attendance minus Average Grant Aid (Inflation Adjusted))

### Adjusted Gross Income (Household)

<table>
<thead>
<tr>
<th>Income Range</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-$32,499</td>
<td>$17,288</td>
<td>$16,775</td>
<td>$15,534</td>
<td>$15,589</td>
<td>$19,944</td>
</tr>
<tr>
<td>$32,500-$59,999</td>
<td>$17,775</td>
<td>$17,000</td>
<td>$17,300</td>
<td>$17,150</td>
<td>$19,159</td>
</tr>
<tr>
<td>$60,000-$99,999</td>
<td>$17,589</td>
<td>$17,465</td>
<td>$17,150</td>
<td>$17,300</td>
<td>$18,600</td>
</tr>
<tr>
<td>$100,000-$139,999</td>
<td>$24,599</td>
<td>$23,173</td>
<td>$23,000</td>
<td>$22,750</td>
<td>$24,840</td>
</tr>
<tr>
<td>$140,000 and up</td>
<td>$27,421</td>
<td>$27,286</td>
<td>$27,086</td>
<td>$27,086</td>
<td>$28,336</td>
</tr>
</tbody>
</table>

### Source:
CU System Office of Budget & Finance; 2017 dollars; Adjusted Gross Income (Household).
### Out-of-Pocket Costs - UCCS
(Average Cost of Attendance minus Average Grant Aid (Inflation Adjusted))

<table>
<thead>
<tr>
<th>Adjusted Gross Income (Household)</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. $0-$32,499</td>
<td>$19,460</td>
<td>$19,984</td>
<td>$20,478</td>
<td>$20,922</td>
<td>$21,510</td>
</tr>
<tr>
<td>2. $32,500-$59,999</td>
<td>$20,922</td>
<td>$21,510</td>
<td>$22,057</td>
<td>$21,966</td>
<td>$21,465</td>
</tr>
<tr>
<td>3. $60,000-$99,999</td>
<td>$22,057</td>
<td>$21,465</td>
<td>$21,966</td>
<td>$21,465</td>
<td>$20,630</td>
</tr>
<tr>
<td>4. $100,000-$139,999</td>
<td>$23,742</td>
<td>$24,656</td>
<td>$24,049</td>
<td>$24,461</td>
<td>$23,860</td>
</tr>
<tr>
<td>5. $140,000 and up</td>
<td>$25,470</td>
<td>$25,047</td>
<td>$24,710</td>
<td>$25,450</td>
<td>$25,024</td>
</tr>
</tbody>
</table>

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

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

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

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

Cost of Attendance (COA) includes
- Tuition & Fees,
- Housing,
- Food,
- Books and
- Miscellaneous Expenses

CU Boulder

<table>
<thead>
<tr>
<th>Year</th>
<th>Total COA</th>
<th>Tuition and Fees</th>
<th>Other Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014</td>
<td>$29,766</td>
<td>$18,402</td>
<td>$11,364</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$29,730</td>
<td>$18,200</td>
<td>$11,530</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$28,904</td>
<td>$17,372</td>
<td>$11,531</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$29,213</td>
<td>$17,362</td>
<td>$11,851</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$29,279</td>
<td>$17,193</td>
<td>$12,086</td>
</tr>
</tbody>
</table>

CU Denver

<table>
<thead>
<tr>
<th>Year</th>
<th>Total COA</th>
<th>Tuition and Fees</th>
<th>Other Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014</td>
<td>$24,457</td>
<td>$14,050</td>
<td>$10,407</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$24,163</td>
<td>$13,650</td>
<td>$10,513</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$23,857</td>
<td>$13,054</td>
<td>$10,803</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$24,540</td>
<td>$13,501</td>
<td>$11,039</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$24,664</td>
<td>$13,406</td>
<td>$11,258</td>
</tr>
</tbody>
</table>

UCCS

<table>
<thead>
<tr>
<th>Year</th>
<th>Total COA</th>
<th>Tuition and Fees</th>
<th>Other Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2014</td>
<td>$25,397</td>
<td>$15,887</td>
<td>$9,510</td>
</tr>
<tr>
<td>FY 2015</td>
<td>$26,378</td>
<td>$16,607</td>
<td>$9,770</td>
</tr>
<tr>
<td>FY 2016</td>
<td>$26,081</td>
<td>$16,278</td>
<td>$9,803</td>
</tr>
<tr>
<td>FY 2017</td>
<td>$26,724</td>
<td>$16,587</td>
<td>$10,136</td>
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<tr>
<td>FY 2018</td>
<td>$26,611</td>
<td>$16,410</td>
<td>$10,201</td>
</tr>
</tbody>
</table>

THIS METRIC LEADS

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

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

Click for Data Online

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSSES UNITED
Total Aid for Students with Documented Need
(Total Aid Package compared to Tuition & Fees)

Boulder

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

FY 2014
FY 2015
FY 2016
FY 2017
FY 2018

Adjusted Gross Income (Household)

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

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

Affordability & Access

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

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

**Total Aid for Students with Documented Need**
(Total Aid Package compared to Tuition & Fees)

**UCCS**

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

<table>
<thead>
<tr>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,433</td>
<td>$5,433</td>
<td>$5,168</td>
<td>$5,168</td>
<td>$5,168</td>
</tr>
<tr>
<td>$4,130</td>
<td>$4,130</td>
<td>$4,130</td>
<td>$4,130</td>
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<tr>
<td>$1,590</td>
<td>$1,590</td>
<td>$1,590</td>
<td>$1,590</td>
<td>$1,590</td>
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<tr>
<td>$1,002</td>
<td>$1,002</td>
<td>$1,002</td>
<td>$1,002</td>
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<td>$1,319</td>
<td>$1,319</td>
<td>$1,319</td>
<td>$1,319</td>
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<td>$6,198</td>
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<td>$6,198</td>
<td>$6,198</td>
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<td>$4,557</td>
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<td>$4,557</td>
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<td>$866</td>
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<td>$866</td>
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<td>$1,259</td>
<td>$1,259</td>
<td>$1,259</td>
<td>$1,259</td>
<td>$1,259</td>
</tr>
<tr>
<td>$2,056</td>
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<td>$2,175</td>
<td>$2,175</td>
<td>$2,175</td>
<td>$2,175</td>
<td>$2,175</td>
</tr>
</tbody>
</table>

**Adjusted Gross Income (Household)**

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

**Click for Data Online**

**Four Campuses United**

2018.09
Affordability & Access

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

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

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

Click for Data Online
Institutional Financial Aid

(in millions)

- Boulder
- Colorado Springs
- Denver
- Anschutz

$107 to $202

FY 2010 to FY 2018:

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

+$95.3 M (+89%)

Institutional Aid FY 2010 to FY 2018:

THIS METRIC LEADS

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

Source: SURDS Financial Aid

Click for Data Online

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

2018.12

21
• This is the average amount a student owes from their college loans after completing a bachelor’s degree.
Affordability & Access

- This is the percentage of students that have failed to make payments on student loan debt and are considered “in default.”

- This shows how well a student’s degree allows them to earn an adequate salary to pay off their student loans (lower % is better).

Alumni Earnings Compared to Annual Debt Payment Ratio

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

6% Annual Student Loan Payment of Average Annual Earnings

This metric leads student loan default rates.

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

*Per CU System wide Alumni Survey FY 2009 - FY 2018  **CDHE SURDS 2017  ***Assumes Standard 10 year repayment at 4.14%
The number of high school students taking a college course per year. This includes all types of concurrent enrollment.

+104%
From FY 2012 to FY 2018, enrollment in high school concurrent nearly doubled

20%
CU Concurrent Enrollment of Statewide Total

<table>
<thead>
<tr>
<th>Year</th>
<th>CU Denver</th>
<th>UCCS</th>
<th>CU Boulder</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2012</td>
<td>4,547</td>
<td>711</td>
<td>3,775</td>
</tr>
<tr>
<td>FY2013</td>
<td>5,333</td>
<td>849</td>
<td>4,418</td>
</tr>
<tr>
<td>FY2014</td>
<td>5,606</td>
<td>1,181</td>
<td>4,378</td>
</tr>
<tr>
<td>FY2015</td>
<td>6,880</td>
<td>1,933</td>
<td>4,878</td>
</tr>
<tr>
<td>FY2016</td>
<td>7,847</td>
<td>2,476</td>
<td>5,297</td>
</tr>
<tr>
<td>FY2017</td>
<td>8,734</td>
<td>2,392</td>
<td>6,287</td>
</tr>
<tr>
<td>FY2018</td>
<td>9,269</td>
<td>2,284</td>
<td>6,918</td>
</tr>
</tbody>
</table>

Source: CDHE High School Concurrent Report
The number of middle and high school students participating in CU’s Pre-Collegiate Development Program per year, serving over 150 middle and high schools.

2,800+
CU serves nearly 1,000 middle school and 2,000 high school students per year through this program.

Source: 2018-19 CU PCDP Report; CU System Office of Institutional Research; Office of Academic Affairs;
Patients Served by CU Anschutz Clinical Faculty

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

+23%
FY 2015 to FY 2018

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

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Front Range (Central)</td>
<td>335,814</td>
<td>350,358</td>
<td>381,290</td>
<td>403,557</td>
</tr>
<tr>
<td>Front Range (South)</td>
<td>40,834</td>
<td>44,205</td>
<td>50,447</td>
<td>57,441</td>
</tr>
<tr>
<td>Front Range (North)</td>
<td>26,453</td>
<td>27,775</td>
<td>30,065</td>
<td>29,986</td>
</tr>
<tr>
<td>Eastern (E)</td>
<td>5,396</td>
<td>5,595</td>
<td>5,976</td>
<td>5,983</td>
</tr>
<tr>
<td>Mountain (M)</td>
<td>7,215</td>
<td>7,222</td>
<td>7,887</td>
<td>8,991</td>
</tr>
<tr>
<td>Northwest (NW)</td>
<td>5,185</td>
<td>5,276</td>
<td>5,650</td>
<td>6,234</td>
</tr>
<tr>
<td>Southern (S)</td>
<td>3,404</td>
<td>3,520</td>
<td>3,909</td>
<td>4,175</td>
</tr>
<tr>
<td>Southwest (SW)</td>
<td>2,874</td>
<td>3,046</td>
<td>3,355</td>
<td>3,691</td>
</tr>
<tr>
<td>Out-of-State or Unknown</td>
<td>27,684</td>
<td>28,016</td>
<td>29,696</td>
<td>41,066</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>454,859</strong></td>
<td><strong>475,013</strong></td>
<td><strong>518,275</strong></td>
<td><strong>561,124</strong></td>
</tr>
</tbody>
</table>
$184 million
Difference between FY2019 state appropriation and FY2001 appropriation grown by inflation

State Funding

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

**THIS METRIC LEADS**
Budget Growth, Enrollment, Tuition, Average Student Debt

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

Click for Data Online
State Funding per Resident Student

-53%
FY 2001 to FY 2019
CU State Funding per Resident Student

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

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

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

Affordability & Access

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

Click for Data Online
State Funding National Comparison

- Educational Appropriations per SFTE, 2018

48th
Colorado’s Rank in Higher Education Funding Among U.S. States

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

Colorado is ranked 48th in Public Funding
Affordability & Access

Goals
CU Boulder Goals

Tuition & Fees

Goal = CPI

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

<table>
<thead>
<tr>
<th>FY 2016</th>
<th>FY 2017*</th>
<th>FY 2018*</th>
<th>FY 2019*</th>
<th>FY 2020*</th>
</tr>
</thead>
<tbody>
<tr>
<td>$16,645</td>
<td>$16,923</td>
<td>$17,170</td>
<td>$17,433</td>
<td>$17,493</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016-17</th>
<th>2017-18</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>$142.3M</td>
<td>$152.7M</td>
<td>$190.4M</td>
</tr>
</tbody>
</table>

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

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

Strategies

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

Tuition & Fees
Goal = CPI

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$3,459</td>
<td>$3,330</td>
<td>$3,356</td>
<td>$3,606</td>
<td>$3,848</td>
</tr>
<tr>
<td>SFTE</td>
<td>$11,840</td>
<td>$11,726</td>
<td>$11,959</td>
<td>$11,708</td>
<td>$11,395</td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$15,299</td>
<td>$15,056</td>
<td>$15,315</td>
<td>$15,313</td>
<td>$15,238</td>
</tr>
</tbody>
</table>

Institutional Financial Aid

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2017-18</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$16.1M</td>
<td>$18.3M</td>
<td>$19.2M</td>
</tr>
<tr>
<td>SFTE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All dollars adjusted for inflation
Challenges

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

Strategies

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

Tuition & Fees
Goal = CPI

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>FY 2019</th>
<th>FY 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$10,414</td>
<td>$10,768</td>
<td>$10,836</td>
<td>$10,750</td>
<td>$10,463</td>
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<tr>
<td>T&amp;F</td>
<td>$3,155</td>
<td>$3,029</td>
<td>$3,014</td>
<td>$3,476</td>
<td>$3,741</td>
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</table>

Institutional Financial Aid

- 2016-17: $12M
- 2017-18: $15M
- 2023 Goal: $13.4M

All dollars adjusted for inflation
UCCS Goals

Challenges

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

Strategies

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

- **FY 2017**: 347
- **FY 2018**: 1,130
- **FY 2023 Goal**: 2,830

**Institutional Financial Aid**

- **2016-17**: $13.7M
- **2017-18**: $16.3M
- **2023 Goal**: $14.4M
Challenges

• Costs from increasing rules and regulations reduces the ability to invest in goals (Institutional Financial Aid and Telehealth)

• Unstable nature of federal funding (Institutional Financial Aid)

• Contracting complexity and reimbursement policies (Telehealth)

Strategies

• Leverage technology, process and innovation to create efficiencies (Institutional Financial Aid and Telehealth)

• Increase access and ensure affordability without requiring additional student interactions by using available student data (Institutional Financial Aid)

• Develop and/or expand regional services, and new locations (Telehealth)
- The graduation rate is based on first-time, full-time freshmen.
- The year indicates the entering fall cohort;
- The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research; 2017 baseline data based on fall 2011 cohort;
### Boulder - 6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>71%</td>
</tr>
<tr>
<td>Resident</td>
<td>73%</td>
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<tr>
<td>Non-Resident</td>
<td>67%</td>
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<tr>
<td>Non-Minority</td>
<td>72%</td>
</tr>
<tr>
<td>Minority</td>
<td>66%</td>
</tr>
<tr>
<td>URM</td>
<td>62%</td>
</tr>
<tr>
<td>First Generation</td>
<td>62%</td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>59%</td>
</tr>
</tbody>
</table>

### UCCS - 6-Year Graduation Rates

<table>
<thead>
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<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
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</tr>
<tr>
<td>Resident</td>
<td>45%</td>
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<tr>
<td>Non-Resident</td>
<td>43%</td>
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<tr>
<td>Non-Minority</td>
<td>47%</td>
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<tr>
<td>Minority</td>
<td>39%</td>
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<tr>
<td>URM</td>
<td>38%</td>
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<tr>
<td>First Generation</td>
<td>41%</td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>40%</td>
</tr>
</tbody>
</table>

### Denver - 6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>48%</td>
</tr>
<tr>
<td>Resident</td>
<td>49%</td>
</tr>
<tr>
<td>Non-Resident</td>
<td>44%</td>
</tr>
<tr>
<td>Non-Minority</td>
<td>52%</td>
</tr>
<tr>
<td>Minority</td>
<td>44%</td>
</tr>
<tr>
<td>URM</td>
<td>40%</td>
</tr>
<tr>
<td>First Generation</td>
<td>42%</td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>43%</td>
</tr>
</tbody>
</table>
Six-year graduation rate is based on first-time, full-time freshmen.

The year indicates the entering fall cohort;

The rate is the percentage of students who earned a degree within six years.

Source: CU System & Campus Offices of Institutional Research; IPEDS 2017;
Six-Year Graduation Rate – Peer Comparison
Fall 2011 First-Time Full-Time Cohort

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

Source: CU System & Campus Offices of Institutional Research; IPEDS 2017;
Transfer Student Graduation Rates

**Boulder**
- 3-Year: 61%, 65%, 63%, 68%, 62%, 68%, 65%, 42%
- 4-Year: 59%, 66%, 50%, 62%, 50%, 44%, 43%, 41%
- 5-Year: 59%, 56%, 50%, 55%, 50%, 44%, 43%, 41%
- First-Time 4-Year: 42%, 43%, 41%, 44%, 43%, 41%, 41%, 41%

**UCCS**
- 3-Year: 61%, 61%, 61%, 56%, 50%, 50%, 47%, 41%
- 4-Year: 57%, 57%, 57%, 57%, 57%, 57%, 57%, 57%
- 5-Year: 51%, 51%, 51%, 51%, 51%, 51%, 51%, 51%
- First-Time 4-Year: 41%, 38%, 37%, 37%, 37%, 37%, 37%, 37%

**Denver**
- 3-Year: 61%, 57%, 57%, 57%, 57%, 57%, 57%, 57%
- 4-Year: 55%, 57%, 57%, 57%, 43%, 50%, 50%, 43%
- 5-Year: 50%, 50%, 50%, 50%, 43%, 50%, 50%, 43%
- First-Time 4-Year: 40%, 38%, 41%, 43%, 38%, 40%, 40%, 40%

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

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

The rate is the percentage of students who earned a degree within 4 years, through final summer term.

Transfers by level (all CU campuses)*: 
- 30% Freshman
- 39% Sophomore
- 23% Junior
- 9% Senior

Source: CU System & Campus Offices of Institutional Research; *Cohort splits based on Fall 2014 transfer cohorts.
Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year.

- The year indicates the entering fall cohort;
- The rate is the percentage of students enrolled the following fall term.

**Retention Rate (First-Time Freshman)**

<table>
<thead>
<tr>
<th>Campus</th>
<th>2017 Baseline</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>88%</td>
<td>93%</td>
</tr>
<tr>
<td>UCCS</td>
<td>66%</td>
<td>72%</td>
</tr>
<tr>
<td>Denver</td>
<td>67%</td>
<td>75%</td>
</tr>
<tr>
<td>Anschutz</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Goal**

- Boulder: 88%
- UCCS: 66%
- Denver: 72%
- Anschutz: N/A

**Source:** CU System & Campus Offices of Institutional Research; 2017 baseline data based on fall 2016 cohort.
### Freshman Retention Rates

#### Fall 2017 First-Time Full-Time Cohort

#### Boulder

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>88%</td>
</tr>
<tr>
<td>Resident</td>
<td>90%</td>
</tr>
<tr>
<td>Non Resident</td>
<td>85%</td>
</tr>
<tr>
<td>Non-Minority</td>
<td>88%</td>
</tr>
<tr>
<td>Minority</td>
<td>86%</td>
</tr>
<tr>
<td>URM</td>
<td>85%</td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>84%</td>
</tr>
<tr>
<td>First Generation</td>
<td>84%</td>
</tr>
</tbody>
</table>

#### UCCS

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>69%</td>
</tr>
<tr>
<td>Resident</td>
<td>70%</td>
</tr>
<tr>
<td>Non Resident</td>
<td>64%</td>
</tr>
<tr>
<td>Non-Minority</td>
<td>71%</td>
</tr>
<tr>
<td>Minority</td>
<td>65%</td>
</tr>
<tr>
<td>URM</td>
<td>63%</td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>64%</td>
</tr>
<tr>
<td>First Generation</td>
<td>65%</td>
</tr>
</tbody>
</table>

#### Denver

<table>
<thead>
<tr>
<th>Category</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>72%</td>
</tr>
<tr>
<td>Resident</td>
<td>73%</td>
</tr>
<tr>
<td>Non Resident</td>
<td>66%</td>
</tr>
<tr>
<td>Non-Minority</td>
<td>69%</td>
</tr>
<tr>
<td>Minority</td>
<td>72%</td>
</tr>
<tr>
<td>URM</td>
<td>68%</td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>64%</td>
</tr>
<tr>
<td>First Generation</td>
<td>65%</td>
</tr>
</tbody>
</table>

---

*Source: CU System & Campus Offices of Institutional Research*
Student Success

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

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

Freshman Retention Rate – Peer Comparison

Cohort Fall 2016

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

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

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

<table>
<thead>
<tr>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>12,654</td>
<td>13,542</td>
<td>13,861</td>
<td>14,279</td>
<td>14,306</td>
<td>13,887</td>
<td>14,177</td>
<td>14,479</td>
<td>15,072</td>
<td>15,422</td>
</tr>
<tr>
<td>UCCS</td>
<td>936</td>
<td>926</td>
<td>953</td>
<td>1,073</td>
<td>1,158</td>
<td>1,244</td>
<td>1,318</td>
<td>1,401</td>
<td>1,418</td>
<td>1,436</td>
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<td>Denver</td>
<td>3,088</td>
<td>3,245</td>
<td>3,603</td>
<td>3,558</td>
<td>3,697</td>
<td>3,487</td>
<td>3,613</td>
<td>3,605</td>
<td>3,792</td>
<td>3,785</td>
</tr>
<tr>
<td>Anschutz</td>
<td>1,620</td>
<td>1,623</td>
<td>1,895</td>
<td>1,925</td>
<td>1,861</td>
<td>2,018</td>
<td>2,096</td>
<td>2,219</td>
<td>2,376</td>
<td>2,344</td>
</tr>
</tbody>
</table>

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

Source: CU System & Campus Offices of Institutional Research; [Click for Data Online]
The number of credits an undergraduate student completes per term. On average, for an undergraduate student to finish in 4 years, starting with no credits, they would need to pursue a degree by taking 15+ credits in first term.

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

Transfer Students Starting Fall Percent Taking 15+ Credits in First Term

Source: CU System Office of Institutional Research; Based on end-of-term enrollment, credit hours attempted;
The number of credits an undergraduate student completes in the first year (fall-spring-summer). On average, for an undergraduate student to finish in 4 years, starting with no credits, they would need to pursue a degree by taking 30+ credits in first fiscal year.

First Year = Fall + Spring + Summer

This metric leads:
Degrees Awarded, Graduation Rates, Retention Rate, Average Time to Degree, Average Student Debt, Student Loan Default Rates

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

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

CU Boulder
- 2013: 52%
- 2014: 52%
- 2015: 56%
- 2016: 54%
- 2017: 54%

CU Denver
- 2013: 29%
- 2014: 25%
- 2015: 29%
- 2016: 30%
- 2017: 32%

UCCS
- 2013: 38%
- 2014: 42%
- 2015: 41%
- 2016: 44%
- 2017: 44%

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

Transfer Students Starting Fall
Percent Taking 30+ Credits in First Year
Student Success

Goals
4-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2011</th>
<th>Cohort Fall 2012</th>
<th>Cohort Fall 2013</th>
<th>Cohort Fall 2014</th>
<th>Goal Cohort Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>45%</td>
<td>47%</td>
<td>46%</td>
<td>50%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Retention Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2016</th>
<th>Cohort Fall 2017</th>
<th>Goal Cohort Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>88%</td>
<td>88%</td>
<td>93%</td>
</tr>
</tbody>
</table>

6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2011</th>
<th>Cohort Fall 2012</th>
<th>Goal Cohort Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%</td>
<td>71%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Degree Recipients

<table>
<thead>
<tr>
<th>2016-17</th>
<th>2017-18</th>
<th>Goal 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>7,486</td>
<td>7,857</td>
<td>9,000</td>
</tr>
</tbody>
</table>
**Challenges**

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

**Strategies**

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

CU Denver Goals

### 4-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2011</th>
<th>Cohort Fall 2012</th>
<th>Cohort Fall 2013</th>
<th>Cohort Fall 2014</th>
<th>Goal Cohort Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>22%</td>
<td>24%</td>
<td>21%</td>
<td>27%</td>
</tr>
</tbody>
</table>

### 6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2011</th>
<th>Cohort Fall 2012</th>
<th>Goal Cohort Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>45%</td>
<td>48%</td>
<td>60%</td>
</tr>
</tbody>
</table>

### Retention Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2016</th>
<th>Cohort Fall 2017</th>
<th>Goal Cohort Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>67%</td>
<td>72%</td>
<td>75%</td>
</tr>
</tbody>
</table>

### Degree Recipients

<table>
<thead>
<tr>
<th></th>
<th>2016-17</th>
<th>2017-18</th>
<th>Goal 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3,792</td>
<td>3,785</td>
<td>4,424</td>
</tr>
</tbody>
</table>
Challenges
• Competing demands on students
• Traditional program delivery structure
• Confusing systems and business processes

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

UCCS Goals

4-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2011</th>
<th>Cohort Fall 2012</th>
<th>Cohort Fall 2013</th>
<th>Cohort Fall 2014</th>
<th>Goal Cohort Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>24%</td>
<td>25%</td>
<td>25%</td>
<td>27%</td>
</tr>
</tbody>
</table>

6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2011</th>
<th>Cohort Fall 2012</th>
<th>Goal Cohort Fall 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>43%</td>
<td>45%</td>
<td>53%</td>
</tr>
</tbody>
</table>

Retention Rates

<table>
<thead>
<tr>
<th>Cohort Fall 2016</th>
<th>Cohort Fall 2017</th>
<th>Goal Cohort Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>66%</td>
<td>69%</td>
<td>72%</td>
</tr>
</tbody>
</table>

Degree Recipients

<table>
<thead>
<tr>
<th>2016-17</th>
<th>2017-18</th>
<th>Goal 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,376</td>
<td>2,344</td>
<td>2,838</td>
</tr>
</tbody>
</table>

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

49

FOUR CAMPUSSES UNITED
2019.06.28
Challenges

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

Strategies

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

2016-17: 1,418
2017-18: 1,436
Goal 2023: 1,482
Challenges

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

Strategies

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

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

+19%
FY 2009 to FY 2018

Source: CU System Office of Institutional Research

Total Enrollment (FTE)

FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18
---|---|---|---|---|---|---|---|---|---
Boulder | 27,473 | 28,008 | 27,510 | 27,331 | 26,826 | 26,868 | 27,396 | 28,281 | 29,321
Colorado Springs | 7,256 | 7,475 | 7,887 | 8,271 | 8,889 | 9,275 | 9,401 | 9,930 | 10,218
Denver | 6,793 | 11,199 | 11,575 | 11,365 | 11,085 | 10,777 | 10,993 | 11,338 | 11,606
Anschutz Medical Campus | 10,298 | 4,403 | 4,699 | 4,974 | 5,148 | 5,226 | 5,532 | 5,577 | 5,960
Goal | 48,957 | 50,866 | 51,260 | 51,558 | 51,330 | 51,761 | 53,197 | 54,209 | 56,549 | 58,313

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

**+83%**

Since FY 2009-10

Source: CU System Office of Institutional Research

Denver and Anschutz are combined in FY 2010 to FY 2012
Since FY 2009-10

+115%

Source: CU System Office of Institutional Research

Click for Data Online

Denver and Anschutz are combined in FY 2010 to FY 2012

Fiscal Sustainability

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

Fiscal Sustainability

Online Credit Hours

Source: CU System Office of Institutional Research

University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSSES UNITED

2019.07
Online Enrollment (Enrolled Exclusively Online)

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

Source: CU System Office of Institutional Research

+36% Since FY 2009-10

Click for Data Online

Fiscal Sustainability

Denver and Anschutz are combined in FY 2010 to FY 2012

FOUR CAMPUSSES UNITED

67

2019.07
+120% Since FY 2009-10

Source: CU System Office of Institutional Research
Fiscal Sustainability

- Total CU Revenue minus state funding and resident UG tuition revenue, by campus.

- This shows how CU is working to diversify its revenue sources to offset reliance on state funding and resident tuition.

CU System

+32%
Since FY 2014-15

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

Click for Data Online

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

69

2018-19 Budgeted
• Total CU Revenue minus state funding and resident UG tuition revenue, by campus.

• This shows how CU is working to diversify its revenue sources to offset reliance on state funding and resident tuition.

CU System
+32%
Since FY 2014-15

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

- Total amount of funding CU received from its donors.

**CU System**

+15% Over Prior Year

+115% Since FY 2007-08

Source: CU System Office of Budget & Finance, Advancement CASE Report, June 2019
Incoming Undergraduate Transfer Students

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

Source: CU System Office of Institutional Research

Click for Data Online
Fiscal Sustainability

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

+8%
Total Completers since FY 2008-09

+60%
Hispanic Completers since FY 2008-09

-11%
White (non-Hispanic) Completers since FY 2008-09

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

Colorado High School Graduating Class Population

New Resident Freshman (Fall Term)

- Non-Minority
- Minority

Fall 2009: 1,268
Fall 2010: 1,410
Fall 2011: 1,549
Fall 2012: 1,649
Fall 2013: 1,913
Fall 2014: 2,142
Fall 2015: 2,175
Fall 2016: 2,501
Fall 2017: 2,483
Fall 2018: 2,717
MOOCs, or **massive open online courses**, are open-access, non-credit classes offered through Coursera available at no cost to participants. The platform combines interactive content and an expanded community of peers, enabling universities to develop and deliver quality access to higher education for students in classrooms and across the globe.

### 2,223,765 enrollments

- **Cumulative across 194 countries**
  - 32% from North America
  - 24% from Europe
  - 30% from Asia

### 132 Courses

- 132 courses offered

### 2.2+ Million Course enrollments

- 2.2+ Million course enrollments

### 31 Departments & Programs

- 31 departments & programs

### 26 Specializations

- 26 specializations

### 67 Faculty Members

- 67 faculty members

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

Learners’ ratings of course material quality as Excellent or Good
The annual dollar amount that CU spends updating and maintaining its existing buildings and facilities.

$102.7m
FY 2014 to FY 2018

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

CU Systemwide: $134.1
CU Boulder: $100.9
UCCS: $4.2
CU Denver | Anschutz: $29.0

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

- **Boulder**: 80 percent of buildings on the Boulder campus have a reported maintenance backlog.

- **Colorado Springs**: 83 percent have a reported maintenance backlog.

- **Denver & Anschutz Medical Campus**: More than 50 percent of general fund buildings have a backlog.

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

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Buildings with Backlog</th>
<th>Buildings without Backlog</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boulder</td>
<td>7</td>
<td>74</td>
</tr>
<tr>
<td>Colorado Springs</td>
<td>2</td>
<td>16</td>
</tr>
<tr>
<td>Anschutz</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Denver</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>

Total Backlog (GF buildings):
- Boulder - $457.2 mil
- Anschutz - $32.2 mil
- Colorado Springs - $89.5 mil
- Denver - $18.5 mil
The university reports annually on its ongoing efforts to increase efficiency and delivery greater value. These efforts result in savings to students, departments, campuses and employees.

$154 million
FY 2015 to FY 2018

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

FY 2015 through FY 2018

Cost Savings to Campus/System $73,234,687
Cost Savings to Department/Unit $29,187,824
Cost Avoidance $26,364,399
Cost Savings to Student $13,441,089
Other $9,464,067
Reallocation of Resources $2,558,803
Fiscal Sustainability

- A financial industry created calculation that demonstrates an institution’s financial health and wellbeing.

- CFI is based on four financial ratios: Primary Reserve Ratio, Net Operating Revenues Ratio, Return on Net Assets Ratio, Viability Ratio.

Source: CU System Controller's Office

This metric leads
Credit Rating

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

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

---

### Credit Rating

<table>
<thead>
<tr>
<th>Moodys</th>
<th>Fitch</th>
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</thead>
<tbody>
<tr>
<td>Aaa</td>
<td>AAA</td>
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<tr>
<td><strong>Aa1</strong></td>
<td><strong>AA+</strong></td>
</tr>
<tr>
<td>Aa2</td>
<td>AA</td>
</tr>
<tr>
<td>Aa3</td>
<td>AA-</td>
</tr>
<tr>
<td>A1</td>
<td>A+</td>
</tr>
<tr>
<td>A2</td>
<td>A</td>
</tr>
<tr>
<td>A3</td>
<td>A-</td>
</tr>
<tr>
<td>Baa1</td>
<td>BBB+</td>
</tr>
<tr>
<td>Baa2</td>
<td>BBB</td>
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<tr>
<td>Baa3</td>
<td>BBB-</td>
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<tr>
<td>Ba1</td>
<td>BB+</td>
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<td>Ba2</td>
<td>BB</td>
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<td>BB-</td>
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<td>B+</td>
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<td>RD/D</td>
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</table>

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

Goals
# CU Boulder Goals

## Enrollment (FTE)

- **FY 2017**
  - Undergraduate: 25,532
  - Graduate: 3,789
  - Total: 29,321

- **FY 2018**
  - Undergraduate: 26,454
  - Graduate: 3,935
  - Total: 30,389

- **Goal 2023**
  - Undergraduate: 27,500
  - Graduate: 4,500
  - Total: 32,000

## Online Enrollment

- **FY 2017**
  - 8,424

- **FY 2018**
  - 8,431

- **2018-19**
  - 8,924

- **2023 Goal**
  - 11,281
Emergency Tuition Stabilization Plan Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>3.4%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>3.5%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>3.6%</td>
</tr>
<tr>
<td>FY 2023</td>
<td>4.0%</td>
</tr>
</tbody>
</table>
Challenges

• Increasing competition for students as enrollment declines nationally and as out-of-state institutions recruit Colorado resident students

• External factors affecting non-resident student enrollment and federal research funding (e.g., economic health, political environment)

• Aging advancement technologies and requirements of a highly personalized fundraising strategy challenge the ability to maximize private support

Strategies

• Focus on the needs of transfer students through more seamless transfer process, advising, and access to scholarships and aid

• Launch innovative certificate and degree programs driven by workforce needs, such as scalable online degrees (e.g., MS-EE)

• Develop and expand new and diverse research partnership opportunities

• Build a strategic engagement and fundraising model to create long-term philanthropic relationships; actively participate in evolution of advancement technology across CU
**Enrollment (FTE)**

- **FY 2017**
  - Undergraduate: 8,773
  - Graduate: 2,565
  - Total: 11,338

- **FY 2018**
  - Undergraduate: 9,041
  - Graduate: 2,565
  - Total: 11,606

- **Goal 2023**
  - Undergraduate: 9,959
  - Graduate: 2,611
  - Total: 12,570

**Online Enrollment**

- **FY 2017**
  - 8,772

- **FY 2018**
  - 9,607

- **2018-19**
  - 10,273

- **2023 Goal**
  - 17,636
Emergency Tuition Stabilization Plan Ratio

- FY 2018: 2.9%
- FY 2019 Budgeted: 3.9%
- FY 2020 Budgeted: 4.0%
- FY 2023 Goal: 4.0%
CU Denver Goals

Other Revenue

- 2015-16: $173M
- 2016-17: $176M
- 2017-18: $200M
- 2018-19 Budgeted: $190M
- 2023 Goal: $216M

Gifts & Fundraising

- FY 2017: $19.5
- FY 2018: $21.0
- FY 2023 Goal: $25.0
Challenges

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

Strategies

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Undergraduate</th>
<th>Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>8,887</td>
<td>1,043</td>
</tr>
<tr>
<td>FY 2018</td>
<td>9,059</td>
<td>1,159</td>
</tr>
<tr>
<td>Goal 2023</td>
<td>9,598</td>
<td>1,127</td>
</tr>
</tbody>
</table>

### Online Enrollment

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>6,519</td>
</tr>
<tr>
<td>FY 2018</td>
<td>7,183</td>
</tr>
<tr>
<td>2018-19</td>
<td>7,561</td>
</tr>
<tr>
<td>2023 Goal</td>
<td>7,040</td>
</tr>
</tbody>
</table>
Fiscal Sustainability

UCCS Goals

Emergency Tuition Stabilization Plan Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>4.0%</td>
</tr>
<tr>
<td>FY 2019 Budgeted</td>
<td>4.0%</td>
</tr>
<tr>
<td>FY 2020 Budgeted</td>
<td>4.0%</td>
</tr>
<tr>
<td>FY 2023 Goal</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

University of Colorado

FOUR CAMPUSES UNITED
Other Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>$128M</td>
</tr>
<tr>
<td>2016-17</td>
<td>$139M</td>
</tr>
<tr>
<td>2017-18</td>
<td>$146M</td>
</tr>
<tr>
<td>2018-19 Budgeted</td>
<td>$165M</td>
</tr>
<tr>
<td>2023 Goal</td>
<td>$190M</td>
</tr>
</tbody>
</table>

Gifts & Fundraising

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>$17.8</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$16.7</td>
</tr>
<tr>
<td>FY 2023 Goal</td>
<td>$25.0</td>
</tr>
</tbody>
</table>
**Challenges**

- **Enrollment**
  - Student demographics and course load
  - Competitive funding for grad students
  - Need new online goal

- **Gifts & Fundraising**
  - Small, young alumni base
  - Strong focus on friends of the university as prospective donors

**Strategies**

- **Enrollment**
  - Targeted program marketing
  - Alternative access pathways
  - New approach to grad funding
  - Implement online resolution

- **Gifts & Fundraising**
  - Expand donor base
  - Build a strong culture of alumni giving with young alumni
  - Build formal strategic partnerships with the community
  - Fuel Success and Essential CU campaign
Fiscal Sustainability

CU Anschutz Goals

Enrollment (FTE)

- Undergraduate
- Graduate

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>Goal 2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>5,361</td>
<td>5,484</td>
<td>5,629</td>
</tr>
<tr>
<td>Graduate</td>
<td>599</td>
<td>616</td>
<td>629</td>
</tr>
</tbody>
</table>

Online Enrollment

<table>
<thead>
<tr>
<th></th>
<th>FY 2017</th>
<th>FY 2018</th>
<th>2018-19</th>
<th>2023 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,864</td>
<td>1,888</td>
<td>1,981</td>
<td>2,397</td>
</tr>
</tbody>
</table>
Emergency Tuition Stabilization Plan Ratio

- FY 2018: 4.0%
- FY 2019 Budgeted: 4.0%
- FY 2020 Budgeted: 4.0%
- FY 2023 Goal: 4.0%
Other Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015-16</td>
<td>$1,607M</td>
</tr>
<tr>
<td>2016-17</td>
<td>$1,744M</td>
</tr>
<tr>
<td>2017-18</td>
<td>$1,959M</td>
</tr>
<tr>
<td>2018-19 Budgeted</td>
<td>$2,022M</td>
</tr>
<tr>
<td>2023 Goal</td>
<td>$2,100M</td>
</tr>
</tbody>
</table>

Gifts & Fundraising

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>$203.2</td>
</tr>
<tr>
<td>FY 2018</td>
<td>$252.5</td>
</tr>
<tr>
<td>FY 2023 Goal</td>
<td>$220.0</td>
</tr>
</tbody>
</table>
Challenges

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

Strategies

• Continue to evaluate and develop new and diversified revenue streams (Other Revenue)
• Focus on principal and major gifts and continue engagement and acquisition of patient benefactors (Gifts and Fundraising)
Reputation & Impact
Poll Question: “Please tell me if you have a very favorable opinion, somewhat favorable, somewhat unfavorable, or very unfavorable opinion of The University of Colorado.”

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

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

- Total amount of funding received for research projects

$1.05B
FY 2017-18 Total Awards

+111%
Since FY 2000-01

Source: CU System Office of Institutional Research, Campuses

THIS METRIC LEADS
Gift Revenue, Patents Awarded

Click for Data Online
$8.3 Billion
CU Campuses Alone

$12.3 Billion
CU Campuses + Anschutz Campus Hospitals

Source: CU System Office of Budget & Finance; Economic Impact Study available on cu.edu/cu-data
Patents are a key way for CU to protect inventions made by its researchers. The university, as owner of inventions made by its faculty, students, and staff, can license patents to companies that know how to turn the invention into commercial products or services. Ideally, developing a "raw" invention into products and services desired by the public creates jobs, increases government tax revenues, and provides additional revenue to the inventor and university through patent licensing fees.

CU Boulder

- FY2017: 22
- FY2018: 23
- 2023 Goal: 40

CU Anschutz

- FY2017: 33
- FY2018: 39
- 2023 Goal: 43

**CU Research & Innovation Office**
[www.colorado.edu/researchinnovation/](http://www.colorado.edu/researchinnovation/)

**CU Innovations**
[www.ucdenver.edu/anschutz/about/cuinnovations/](http://www.ucdenver.edu/anschutz/about/cuinnovations/)
### Alumni Satisfaction Ratings

<table>
<thead>
<tr>
<th>Group</th>
<th>Very Favorable</th>
<th>Somewhat Favorable</th>
<th>Unfavorable</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Alumni</td>
<td>73%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>CU Boulder</td>
<td>74%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>UCCS</td>
<td>71%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>CU Denver</td>
<td>67%</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>CU Anschutz</td>
<td>72%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>18-34</td>
<td>67%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>35-49</td>
<td>74%</td>
<td>22%</td>
<td></td>
</tr>
<tr>
<td>50+</td>
<td>81%</td>
<td>17%</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>75%</td>
<td>21%</td>
<td></td>
</tr>
<tr>
<td>Hispanic</td>
<td>72%</td>
<td>23%</td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>67%</td>
<td>28%</td>
<td></td>
</tr>
<tr>
<td>African American</td>
<td>67%</td>
<td>26%</td>
<td></td>
</tr>
</tbody>
</table>

**96% Favorable All Alumni**

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

• The reported satisfaction of CU graduates from having earned a degree from CU.
Reputation & Impact

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

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

Student Diversity

% Minority  % URM

11% 18% 19% 20% 22% 23% 25% 26% 27% 28% 29%

12% 13% 13% 14% 15% 15% 16% 17% 18% 19%

Fall 2009 Fall 2010 Fall 2011 Fall 2012 Fall 2013 Fall 2014 Fall 2015 Fall 2016 Fall 2017 Fall 2018
Reputation & Impact

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

Student Diversity
Percentage Minority

Boulder
- Undergraduate
- Graduate

Colorado Springs
- Undergraduate
- Graduate

Denver
- Undergraduate
- Graduate

Anschutz Medical Campus
- Graduate/Professional

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

Click for Data Online

University of Colorado
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSSES UNITED
2019.05
• Percentage of enrolled undergraduate students that are recipients of Federal Pell.

24% Pell of Undergraduates

Source: CU Diversity Report, CU System Office of Institutional Research
Faculty & Staff Diversity
Percentage Minority

Boulder
- Faculty & Staff Diversity Trends:
  - Fall 2011: 17% Faculty, 17% Staff
  - Fall 2012: 17% Faculty, 23% Staff
  - Fall 2013: 19% Faculty, 24% Staff
  - Fall 2014: 24% Faculty, 24% Staff
  - Fall 2015: 19% Faculty, 19% Staff
  - Fall 2016: 18% Faculty, 22% Staff
  - Fall 2017: 17% Faculty, 22% Staff
  - Fall 2018: 17% Faculty, 22% Staff

UCCS
- Faculty & Staff Diversity Trends:
  - Fall 2011: 14% Faculty, 13% Staff
  - Fall 2012: 13% Faculty, 19% Staff
  - Fall 2013: 13% Faculty, 20% Staff
  - Fall 2014: 20% Faculty, 21% Staff
  - Fall 2015: 18% Faculty, 13% Staff
  - Fall 2016: 13% Faculty, 21% Staff
  - Fall 2017: 16% Faculty, 22% Staff
  - Fall 2018: 16% Faculty, 23% Staff

Denver | Anschutz
- Faculty & Staff Diversity Trends:
  - Fall 2011: 16% Faculty, 16% Staff
  - Fall 2012: 16% Faculty, 16% Staff
  - Fall 2013: 16% Faculty, 16% Staff
  - Fall 2014: 17% Faculty, 22% Staff
  - Fall 2015: 17% Faculty, 22% Staff
  - Fall 2016: 16% Faculty, 22% Staff
  - Fall 2017: 16% Faculty, 22% Staff
  - Fall 2018: 16% Faculty, 24% Staff

Source: CU Diversity Report, CU System Office of Institutional Research
CU for Colorado brings together all of CU’s nearly 800 outreach programs and health care services, which extend from the four campuses to people and places across the state.

Source: CU System Office of University Relations

http://cuforcolorado.cu.edu/

Click for Data Online
Reputation & Impact

Goals
CU Favorability Rating

- 2013: 68%
- 2015: 68%
- 2017: 69%
- 2018: 74%
- 2019: 79%
- 2023 Goal: 80%
Challenges

• Favorability percentage is already high for category and increases on high base are incremental

• Significant influx of newcomers to Colorado who are unaware of CU and state’s higher education landscape

• Negative communications about higher education in general (ex. costs and student debt) affect CU results

Strategies

• Engage in statewide outreach to raise profile of CU around state

• Target marketing, particularly digital, to newcomers

• Directly counter negative perceptions with focused communications
Research Funding

- 2016-17: $507.9M
- 2017-18: $511.1M
- 2023 Goal: $615.0M

Patents Awarded

- FY2017: 22
- FY2018: 23
- 2023 Goal: 40
Challenges

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

Strategies

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

- 2016-17: $25.9M
- 2017-18: $18.8M
- 2023 Goal: $27.5M
Challenges

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

Strategies

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

- 2016-17: $10.2M
- 2017-18: $6.9M
- 2023 Goal: $12.0M
Challenges

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

Strategies

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

Research Funding

- 2016-17: $490.3M
- 2017-18: $516.2M
- 2023 Goal: $619.9M

Patents Awarded

- FY2017: 33
- FY2018: 39
- 2023 Goal: 43
Challenges

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

Strategies

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