

Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Retreat
January 2023



University of Colorado

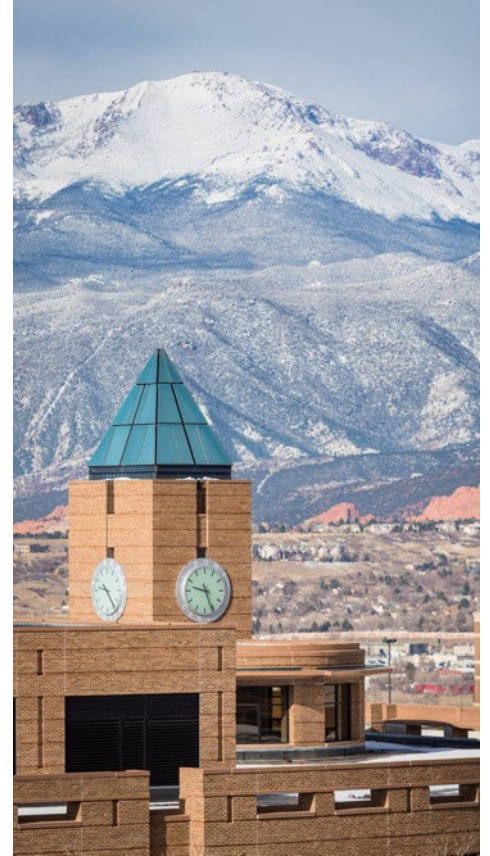
Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Updated 1-11-23

Fulfilling CU's Mission

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

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



STRATEGIC PILLARS

PILLAR 1



Affordability & Student Success

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

PILLAR 2



Discovery & Impact

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

PILLAR 3



Diversity, Inclusion, Equity & Access

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

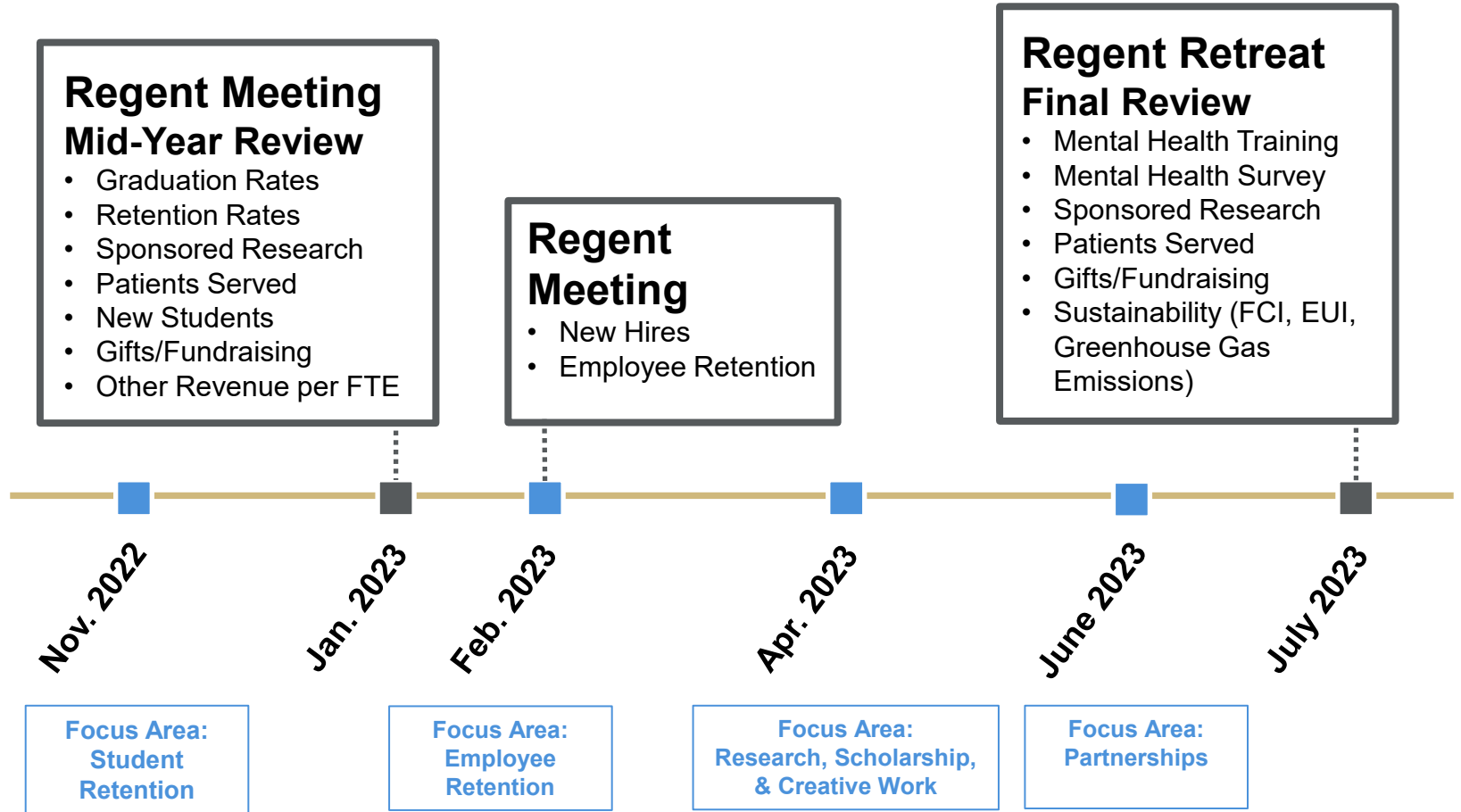
PILLAR 4



Fiscal Strength

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

FY 2022-23 Strategic Metrics Reporting Timeline



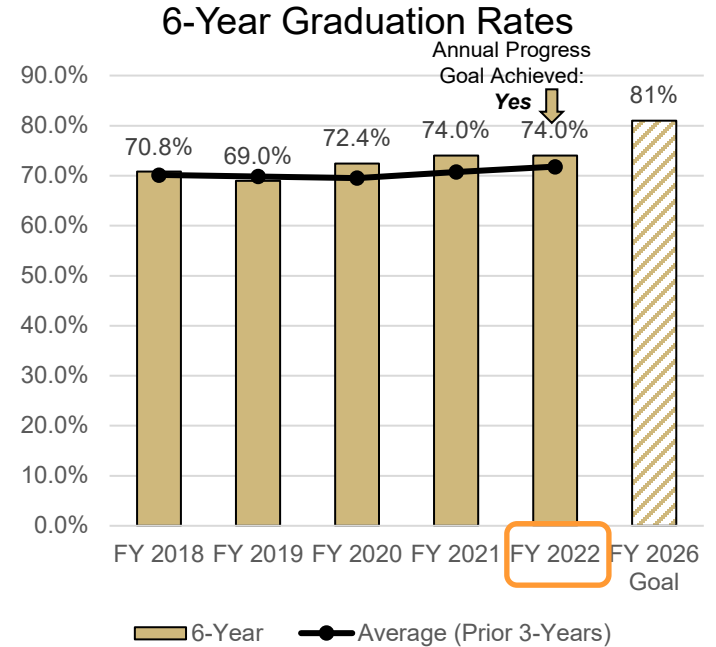
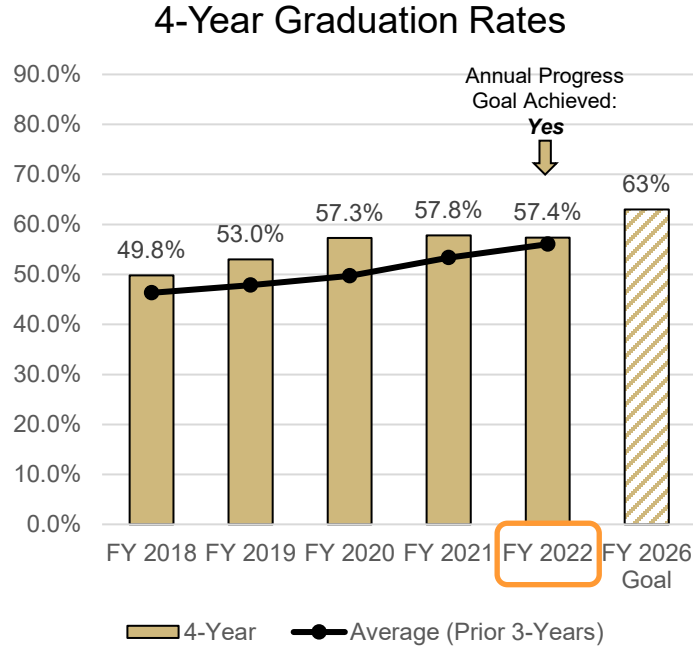
Mid-Year Review – Jan 2023

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

PILLAR 1: Affordability & Student Success



Boulder Graduation Rates (First-Time Freshman)



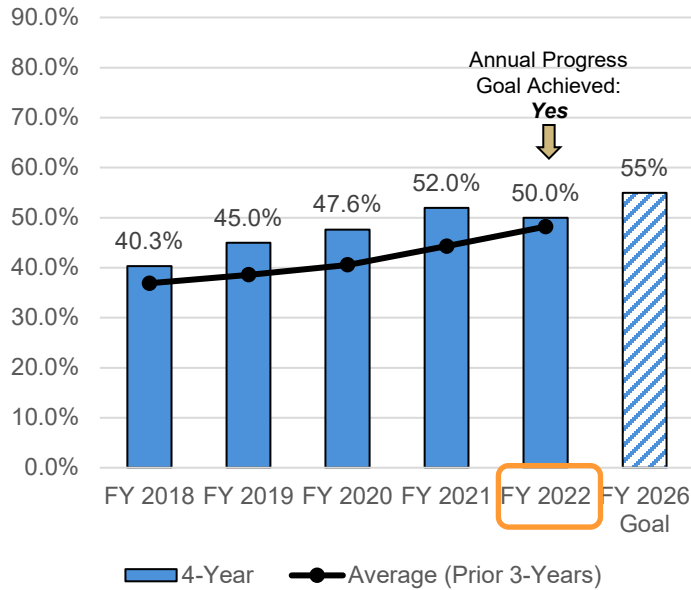
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

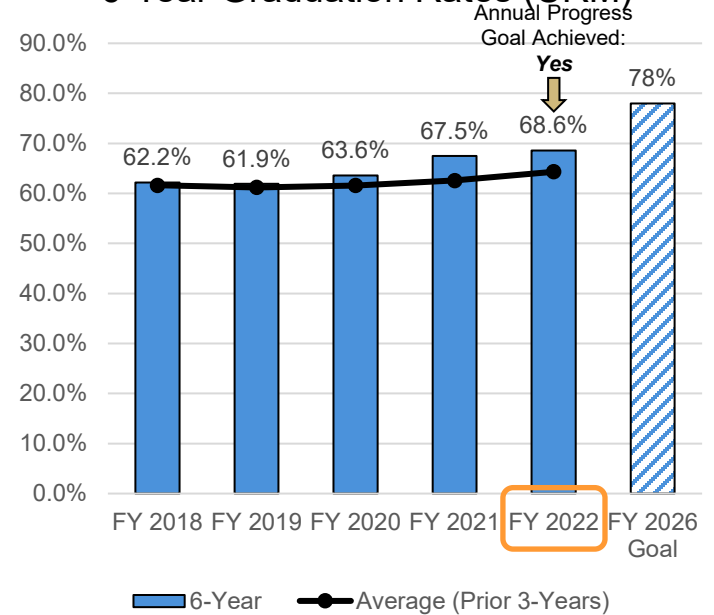


Boulder Graduation Rates (URM)

4-Year Graduation Rates (URM)



6-Year Graduation Rates (URM)



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

Source: CU System & Campus Offices of Institutional Research

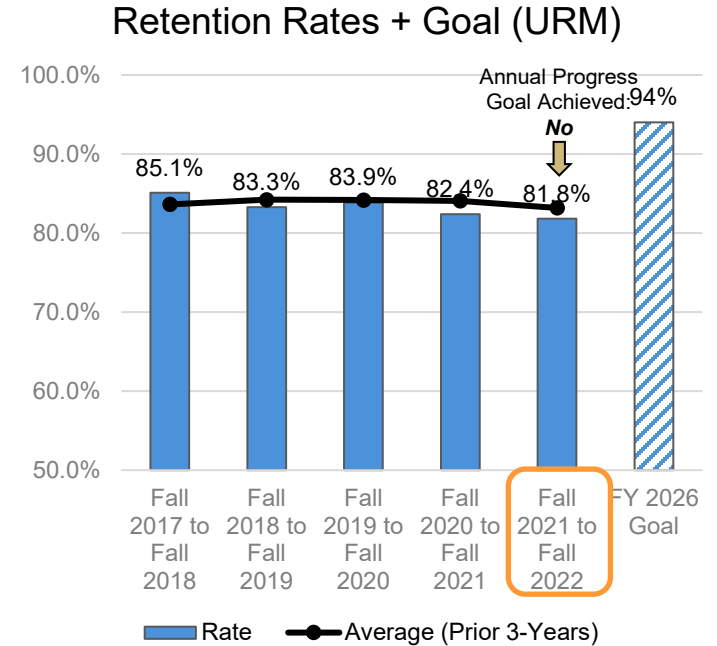
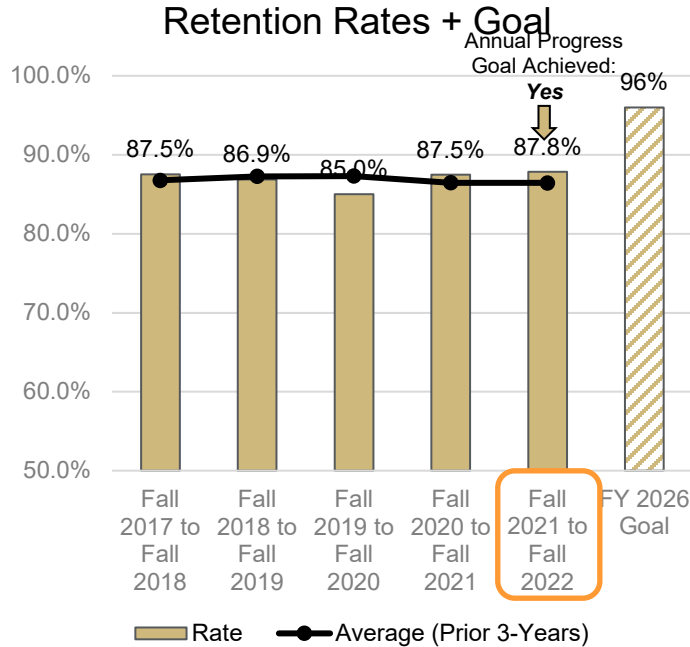


Boulder Graduation Rates – Action Steps

1. Continue widespread use of predictive analytics to identify students who need support
2. Enhance recruitment partnerships with academic programs
3. Expand Writing Center services
4. Develop and implement Common Curriculum
5. Increase access to First Year Experience or Living Learning Community



Boulder Freshman Retention Rates



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

Source: CU System & Campus Offices of Institutional Research

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



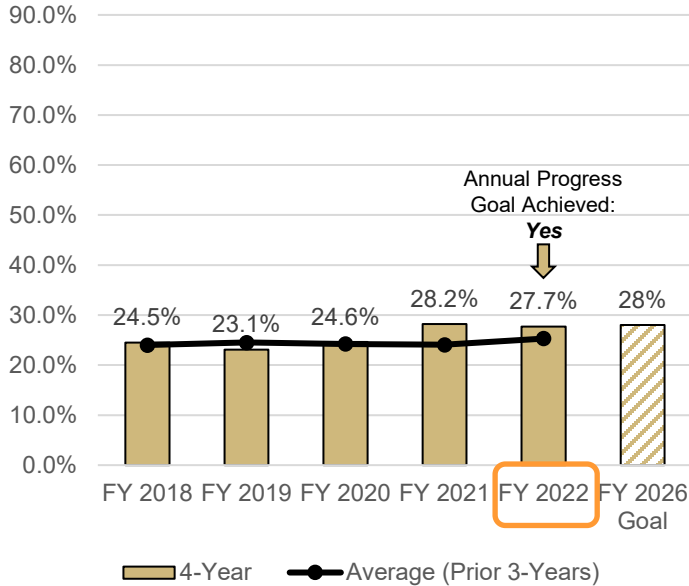
Boulder Retention Rates – Action Steps

1. Strengthen first year academic advising network
2. Enhance recruitment partnerships with academic programs
3. Continue widespread use of predictive analytics to identify students who need support
4. Develop and implement Common Curriculum
5. Increase access to First Year Experience or Living Learning Community

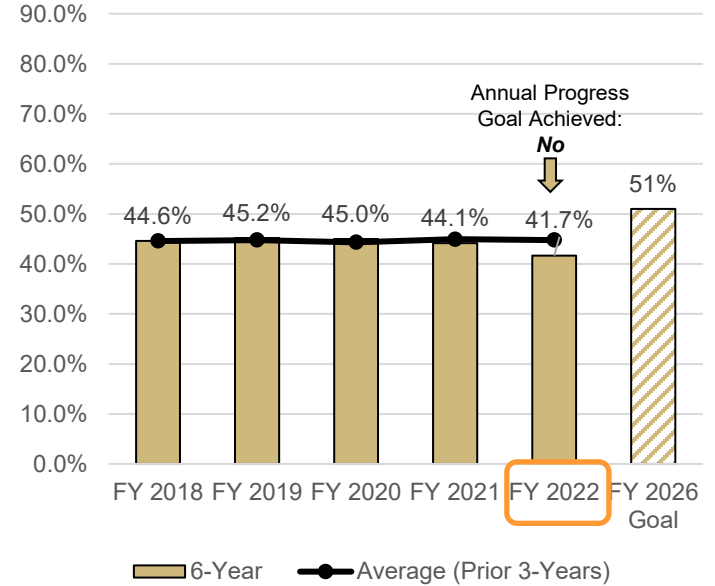


UCCS Graduation Rates (First-Time Freshman)

4-Year Graduation Rates



6-Year Graduation Rates



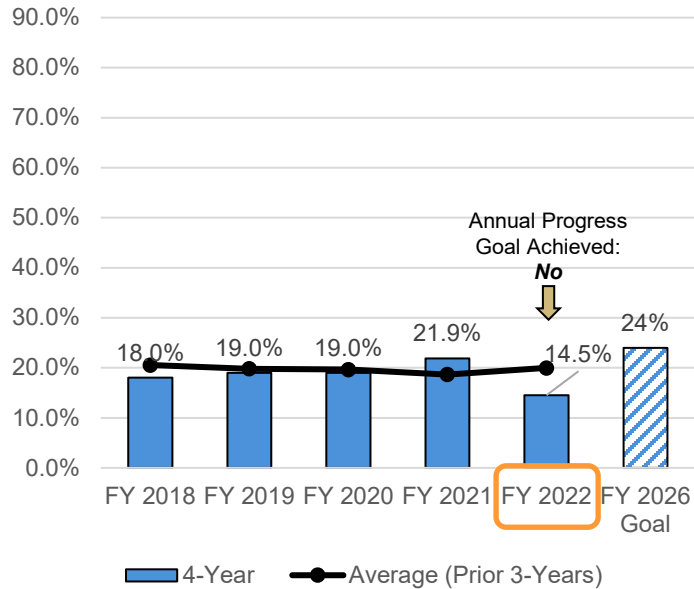
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

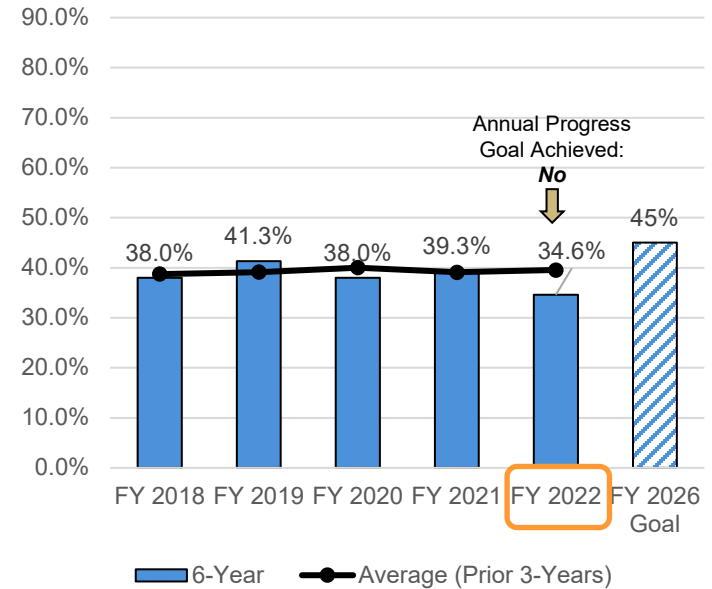


UCCS Graduation Rates (URM)

4-Year Graduation Rates (URM)



6-Year Graduation Rates (URM)



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

Source: CU System & Campus Offices of Institutional Research



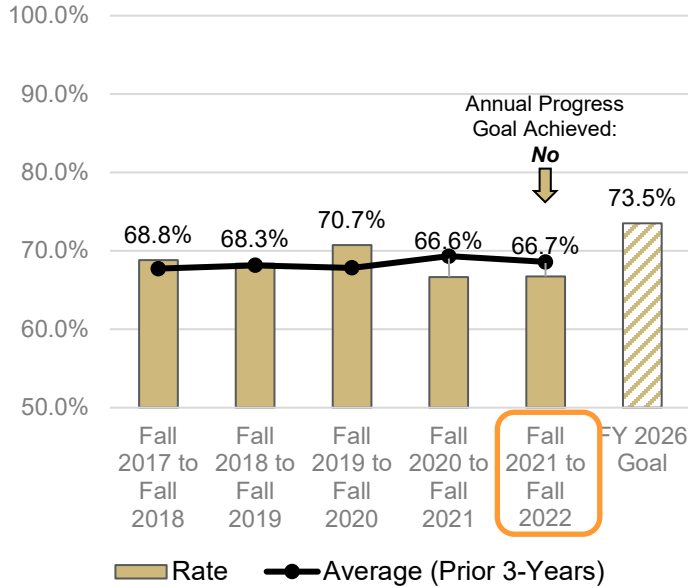
UCCS Graduation Rates – Action Steps

1. New CRM and Early Alert
2. Chancellor's merit scholarship
3. Peer Mentor program
4. Multicultural Office for Student Access, Inclusiveness and Community (MOSAIC) and Campus Affinity Building
5. Meta majors advising

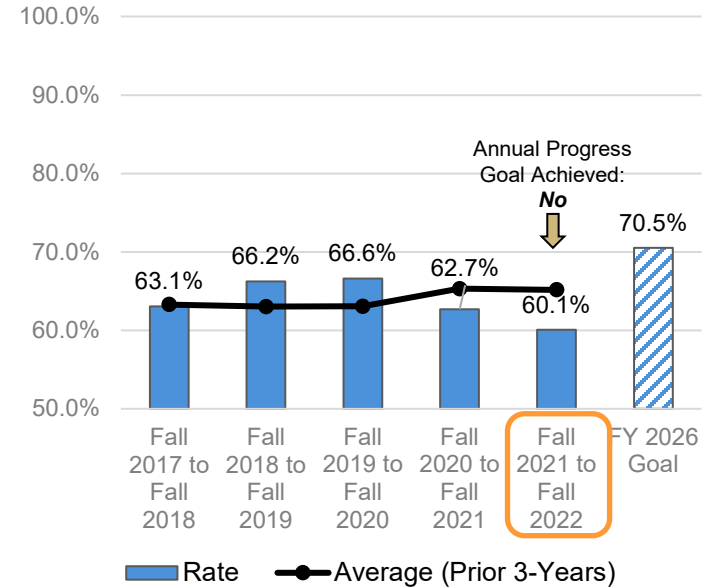


UCCS Freshman Retention Rates

Retention Rates + Goal



Retention Rates + Goal (URM)



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

Source: CU System & Campus Offices of Institutional Research

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



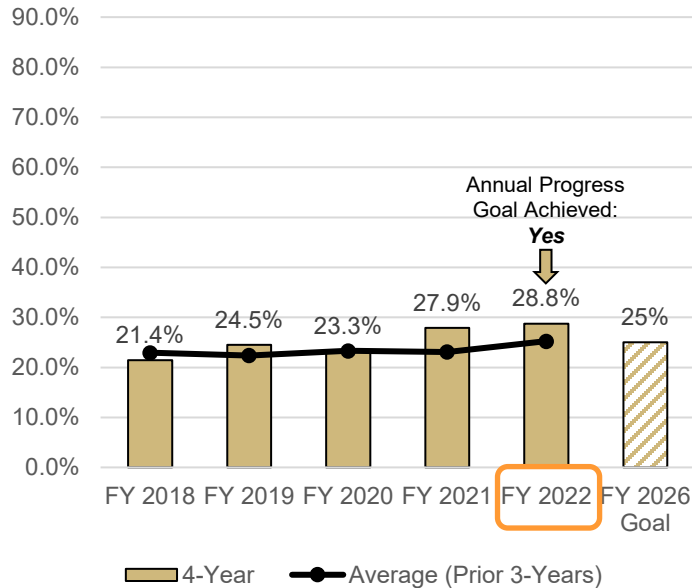
UCCS Retention Rates – Action Steps

1. Mandatory advising; Academic Coaching
2. GPS curriculum
3. Campus Affinity Building
4. Multicultural Office of Student Access, Inclusiveness and Community (MOSAIC)
5. Learning communities

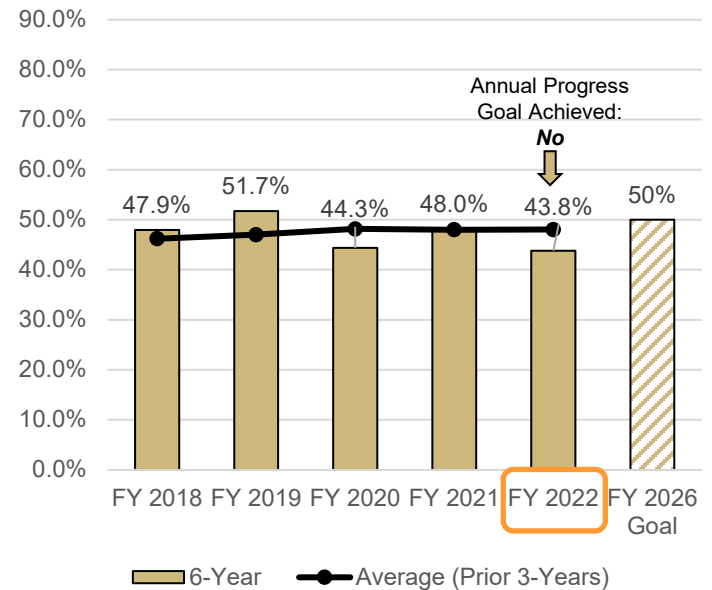


Denver Graduation Rates (First-Time Freshman)

Denver: 4-Year Graduation Rates



Denver: 6-Year Graduation Rates



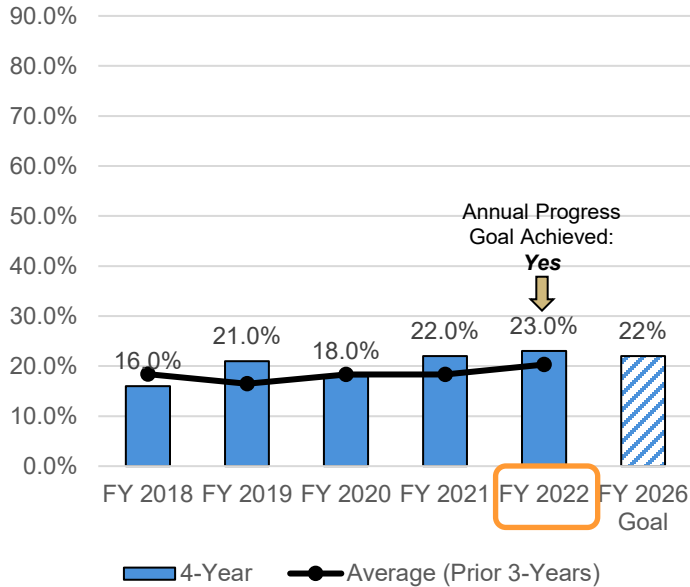
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

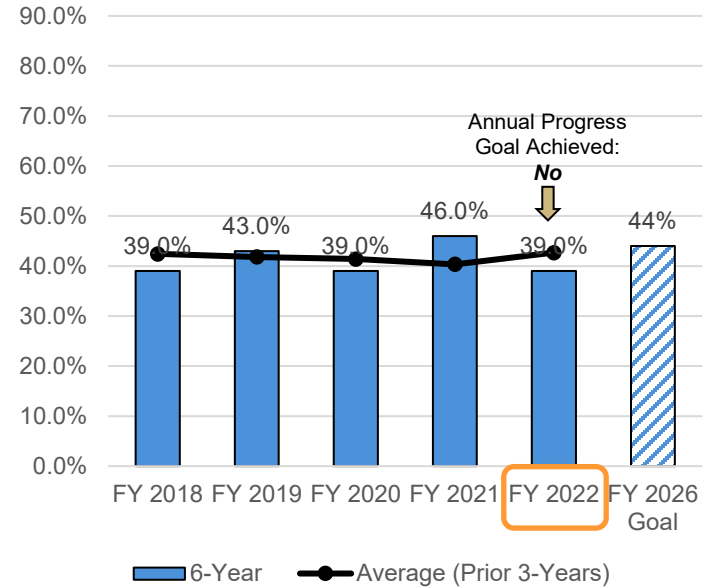


Denver Graduation Rates (URM)

4-Year Graduation Rates (URM)



6-Year Graduation Rates (URM)



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

Source: CU System & Campus Offices of Institutional Research



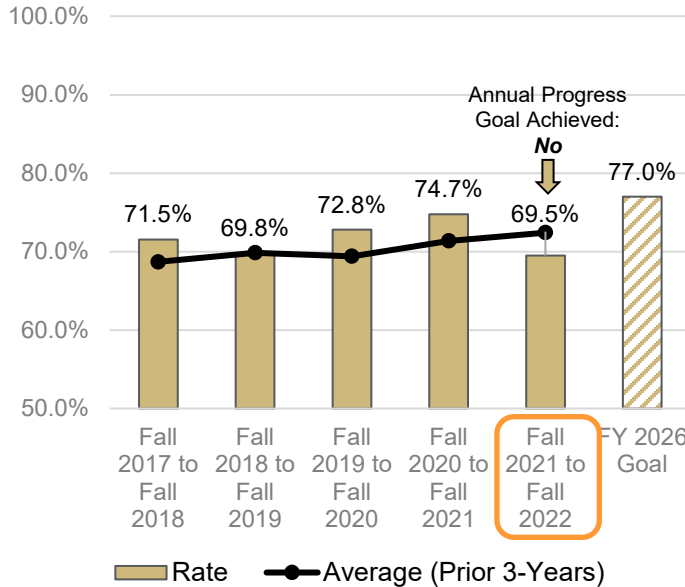
Denver Graduation Rates – Action Steps

1. Coordinating **Educationally Purposeful Peer Interactions (EPPI) Working Group** involving 15+ student peer mentoring and support entities across campus, producing consistent, quality peer support across mentoring and academic support programs.
2. Created **pathways and clear degree maps for transfer students** to ensure transfer students graduate on time and maximize their credits, including new pathways with Denver Public Schools, Community College of Denver, and MSU Denver.
3. **Prioritizing curricular and co-curricular strategies to encourage faculty and staff to improve educational outcomes for first-generation students, students of color, and low-income students.** Faculty who have already completed micro-credential in Inclusive Teaching through the Inclusive Pedagogy Academy reduced DFW rates overall by 7% and closed equity gaps for students of color.
4. **Developed new dashboards and identified new technologies to enhance student graduation strategies and close equity gaps**, identifying areas of focus for intervention efforts directed at underperforming groups.

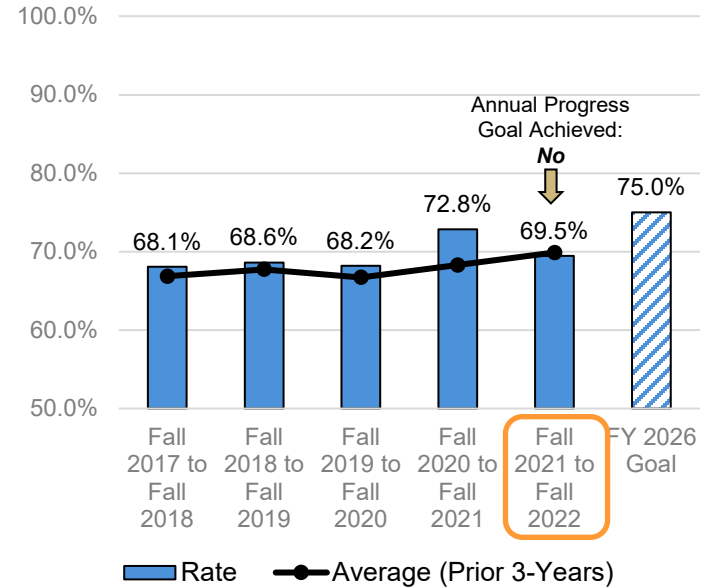


Denver Freshman Retention Rates

Retention Rates + Goal



Retention Rates + Goal (URM)



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

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



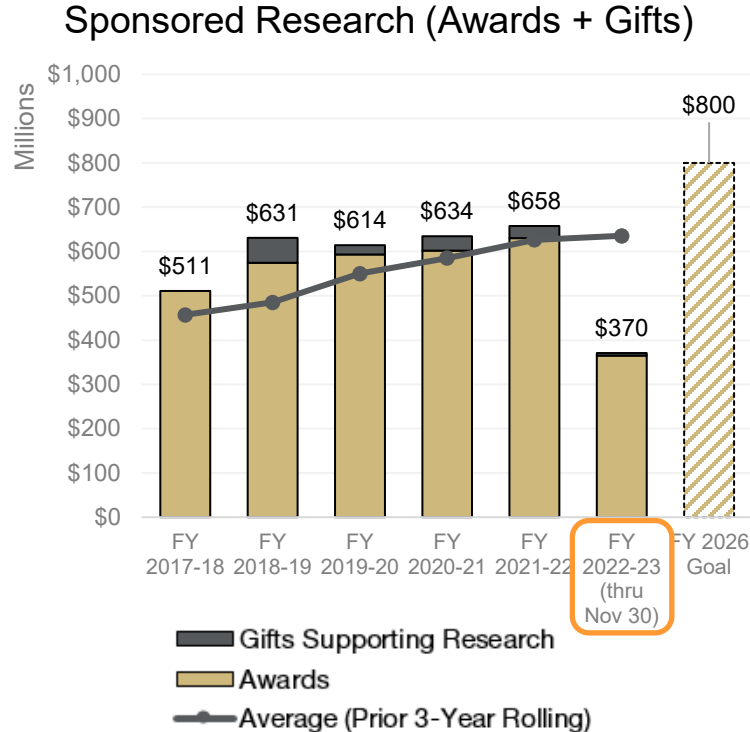
Denver Retention Rates – Action Steps

1. **Launched cross-office pilot** with Learning Resources Center, First Year Experiences, Student Success, Milo’s Rising Scholars, **to provide 1:1 coaching and wrap-around academic support services** for first year students entering with less academic preparation (GPA <3.15).
2. **Implemented Early Action**, a practice that allows faculty to identify students who may need extra support to succeed in their courses.
3. **Designed First Year Experiences program** to provide a supportive learning environment for new students that are starting college (first-time, full-time and new transfers), facilitating academic preparedness, sense of belonging, self-efficacy, and growth mindset.
4. **Analyzed first year student re-enrollment barriers and developed strategies** to lift holds in order to drive re-enrollment.

PILLAR 2: Discovery & Impact



Boulder Sponsored Research (Awards + Gifts)



Action Steps

1. Grow national security research
2. Grow collaboration with AMC to enhance NIH funding



UCCS Sponsored Research (Awards Only)



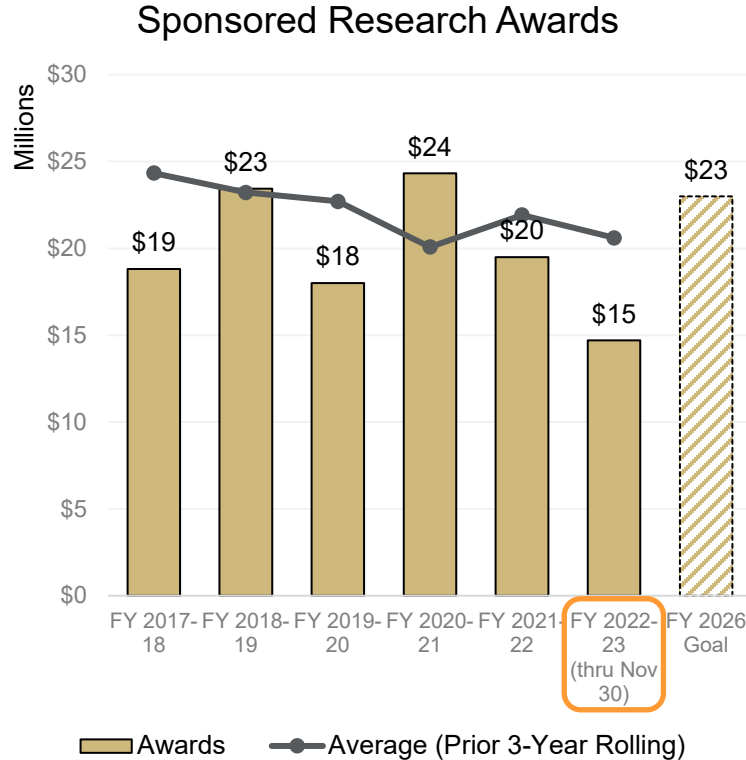
Action Steps

Growing sponsored program awards, supporting sustained peer-review dissemination outputs, and concerted efforts to steadily increase the number of Ph.D. graduates especially in our two themes of cross-cutting research:

1. Partner and grow the National (Cyber) Security Research Initiative with CU Boulder and our own community stakeholders
2. Partner and grow the Health Wellness and Resilience Research Initiative with CU Denver/Anschutz and our own community stakeholders



Denver Sponsored Research (Awards Only)

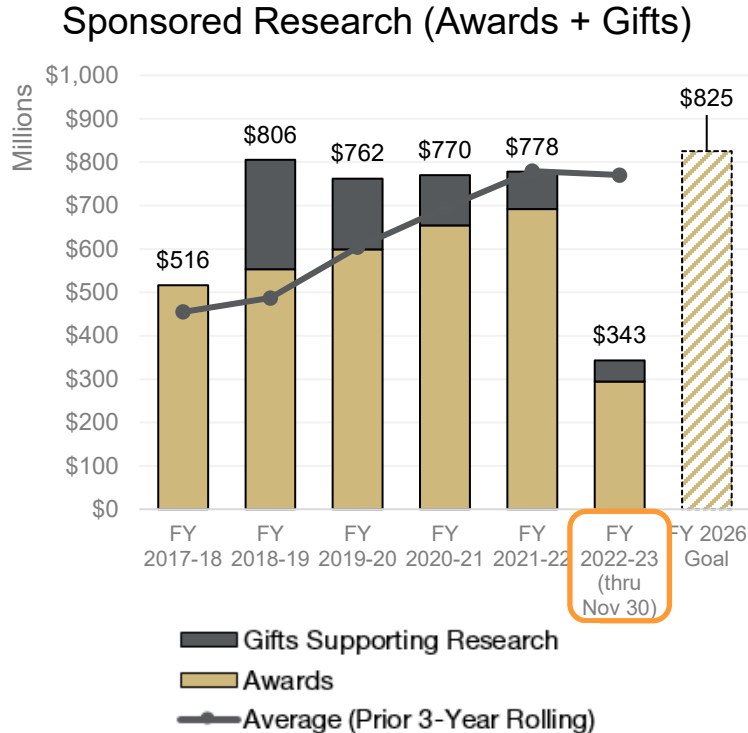


Action Steps

1. AVC for Research/Chief Research Officer began August 1, 2022
2. Grand Challenge Initiatives
 - 2022: Awards made, faculty team work underway
 - 2023: Program underway, awards planned in May
3. Major restructuring of seed grants programs completed
4. Contract with Hanover Research to support 30 faculty and Grand Challenge teams in PI training



Anschutz Sponsored Research (Awards + Gifts)



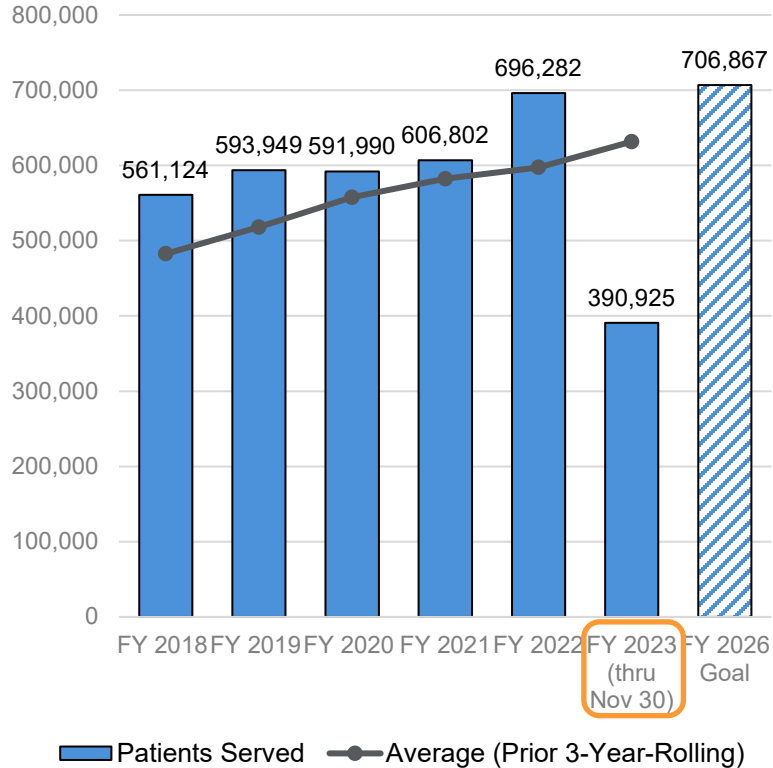
Action Steps

1. High profile recruitments in health artificial intelligence and bioinformatics, and bioengineering investments
2. COVID research and clinical trials
3. Mental health research expansion
4. Innovation/Industry — collaboration growth
5. Collaborative/Program project grants seed programs
6. AB Nexus collaboration with Boulder



Discovery & Impact : Progress to 2026 Goal (YTD as of 11/30/22 – Final end of July)

Patients Served by Anschutz Clinical Faculty



Source: CU Anschutz, 12/19/2022

Action Steps

1. Expand services to additional populations (e.g., URM, FQHC)
2. Increase marketing efforts
3. Increase telehealth services and remote patient monitoring

PILLAR 3: Diversity, Inclusion, Equity & Access



New Strategic Metric - Employee Retention

Strategic Plan Metric Development Process

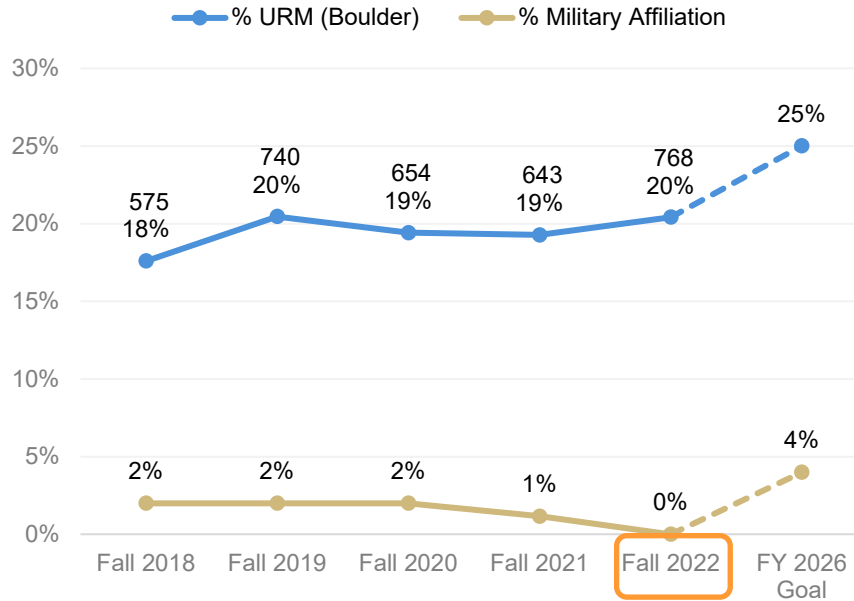
- Present New Employee Retention Metric February 2023
 - Two new campus goals
 - URM Faculty Retention Rate
 - URM Staff Retention Rate
 - URM defined by campus in the strategic plan
 - Deliverables
 - Recommendation of New Employee Retention Metric
 - Recommendation of two campus goals and campus action steps
-



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

Boulder - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (Boulder): Yes

Military Affiliation: No

Action Steps

1. Increase outreach (in person, digital, publications, CRM) to underrepresented students and veterans through enhanced campus partnerships
2. Use of College Board's Segment Analysis Service (Landscape) and predictive analytics in ODA to continuously build the top of the recruitment funnel
3. Enhance recruitment partnerships academic programs
4. Continue to enhance the recruitment relationship Veteran and Military Affairs and programs external to CU Boulder that serve veteran students and further develop recruitment strategies to increase the number of veteran students

Source: CU System & Campus Offices of Institutional Research.

Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

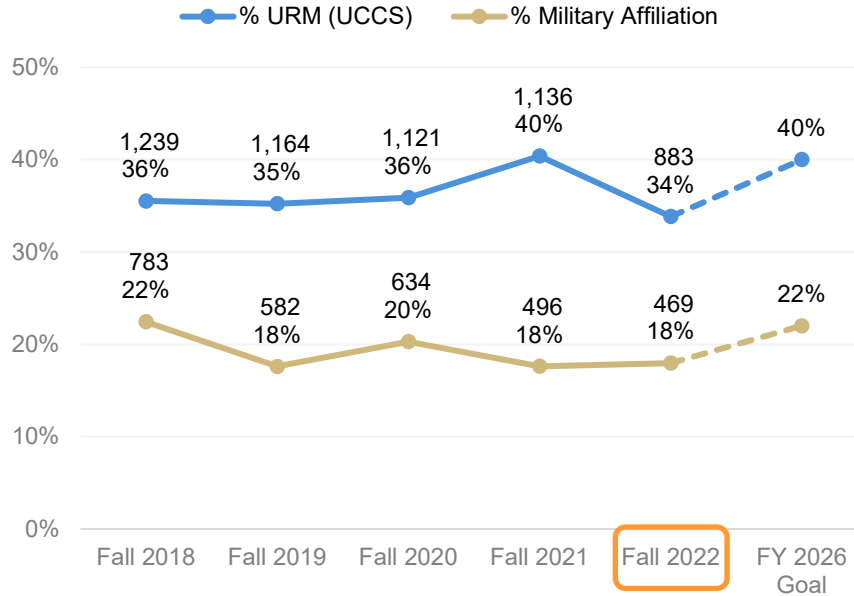
Veteran includes people who have served in the US Armed Forces



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

UCCS - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (UCCS): No

Military Affiliation: Yes

Action Steps

1. Support and enhance ongoing efforts from the Division of Enrollment Management in partnership with the Division of DEI.
2. Expand current financial and scholarship opportunities to support greater access to new students.
3. Develop and implement goals through the Inclusive Excellence and Belonging action plan to promote diverse student access.
4. Elevate the impact of existing DEI efforts to foster a culture of belonging.

Source: CU System & Campus Offices of Institutional Research.

Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

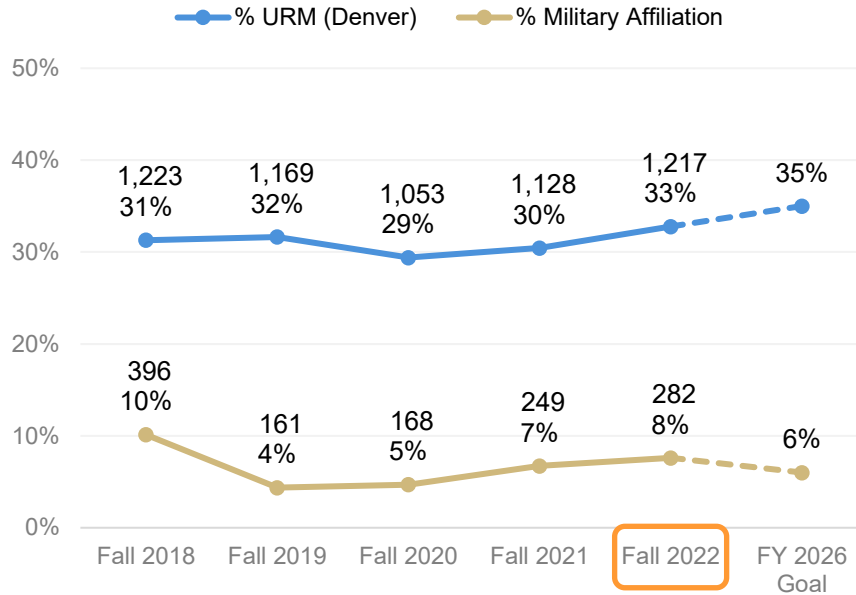
Veteran includes people who have served in the US Armed Forces



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

Denver - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (Denver): Yes

Military Affiliation: Yes

Action Steps

1. Direct efforts to recruit and retain a diverse student population
2. Enhance student support services for underrepresented student populations
3. Implement actions/plans from CU Denver's equity task force

Source: CU System & Campus Offices of Institutional Research.

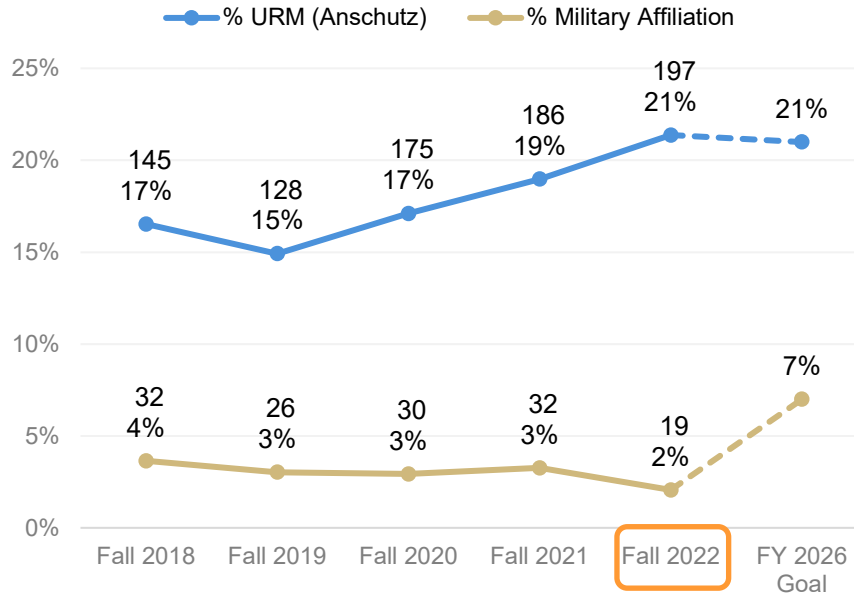
Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces



Anschutz - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved (annual improvement):

URM (Anschutz): Yes

Military Affiliation: No

Action Steps

1. Maintain and elevate student recruitment strategies through partnership of the Office of Student Affairs and the Office of Diversity, Equity, and Inclusion
2. Enhance our culture of belonging for students
3. Development of Center for Health Equity in phase 2 planning with community advisory board
4. Student driven initiatives Black Student Collective (40+ Black and ally students)
5. Integration of student disability services office into campus-wide DEI structure

Source: CU System & Campus Offices of Institutional Research.

Boulder URM is defined to include Hispanic, Black, American Indian. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international)

Veteran includes people who have served in the US Armed Forces

PILLAR 4: Fiscal Strength



What is “Gifts/Fundraising”?

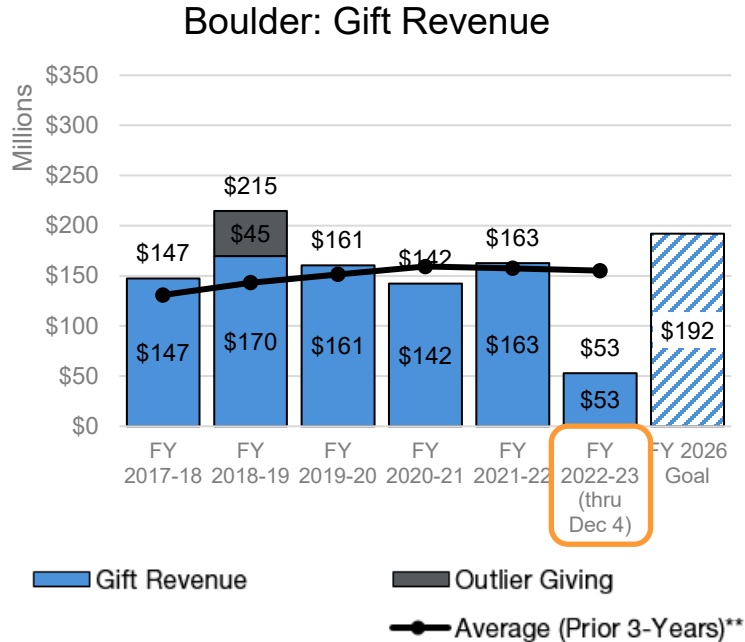
- Includes gifts or fundraising by the university and individual campuses. Also includes the CU Foundation, planned gifts, and non-governmental support to the Office of Contracts & Grants

What is “Other Revenue per Employee”?

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



Boulder Gifts & Fundraising



Action Steps

1. Target incremental investment resourced by continuing existing CUF funding allocation model and implementation of emerging CUF incremental funding model
2. Rehire vacant advancement roles, restoring 20% of fundraising capacity and re-aligning engagement and communications capacity to strategy
3. Sustain productivity and accelerate engagement and pipeline growth through individual- to campus-level performance and individual, industry and philanthropic foundation portfolio management

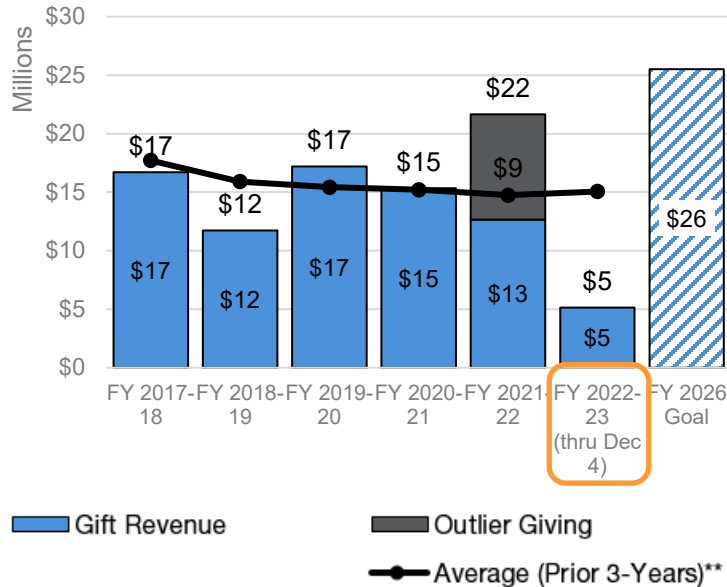
Source: CU Advancement, Advancement Intelligence Report 12/5/2022, data as of 12/4/2022
 Excludes private support through OCG for 11/22

** 3-Year Average calculation excludes Outlier Giving



UCCS Gifts & Fundraising

UCCS: Gift Revenue



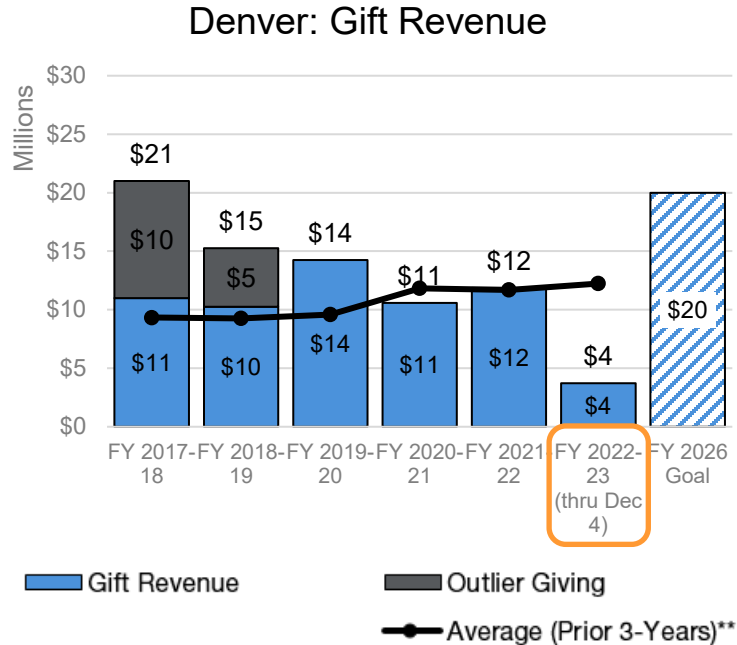
Action Steps

1. Achieve annual fundraising goals through the achievement of donor outreach; proposal and stewardship metrics. Strong focus on pipeline development and keen attention to seven-figure opportunities and partnerships is needed to see annual philanthropic support each year.

Source: CU Advancement, Advancement Intelligence Report 12/5/2022, data as of 12/4/2022
 Excludes private support through OCG for 11/22
 ** 3-Year Average calculation excludes Outlier Giving



Denver Gifts & Fundraising



Source: CU Advancement, Advancement Intelligence Report 12/5/2022, data as of 12/4/2022
 Excludes private support through OCG for 11/22

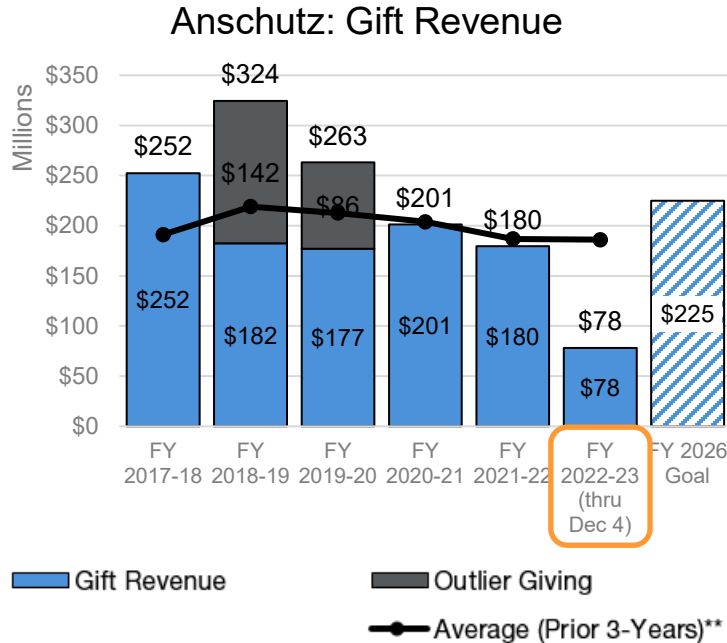
** 3-Year Average calculation excludes Outlier Giving

Action Steps

- Conducted a readiness study for new capital campaign in 2022, including an internal and external assessment. Awaiting final report.
- Invest in our philanthropic operations:
 - New AVC for Alumni, Communication and Stewardship
 - New Principal Gift Officer
 - Associated Director of Planned Giving (Full-time provided by System Advancement)
 - Elevated expertise of the Major Gift Officers: Sr. Director (Engineering) and Sr. Director (Bus)
- Retention of current staff remains a priority due to aggressive labor market



Anschutz Gifts & Fundraising



Action Steps

- Goals to be focused on major gifts solicitation

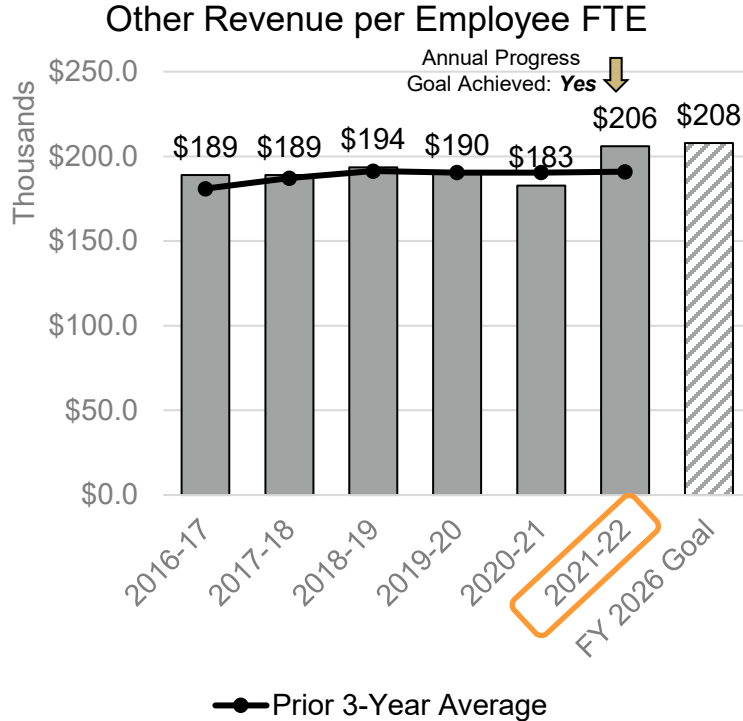
Source: CU Advancement, Advancement Intelligence Report 12/5/2022, data as of 12/4/2022
 Excludes private support through OCG for 11/22

** 3-Year Average calculation excludes Outlier Giving



Other Revenue per Employee – Boulder

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



Action Steps

- Continue to identify revenue-generating opportunities
 - Focusing on student success through BUS-LIT with the goals of improving recruitment, retention and graduation rates
 - Partnered with Verto Education and making other efforts to increase transfer student enrollment
 - Focused efforts, such as AB NEXUS and increasing grant writers, to grow the research enterprise and increase research awards
- Support auxiliary units as they restore operations/opportunities post-pandemic
 - Provided support to student fee-funded operations due to lower fee revenue from a late spring start
 - Re-structured debt, in coordination with Treasury, to provide debt service payment relief

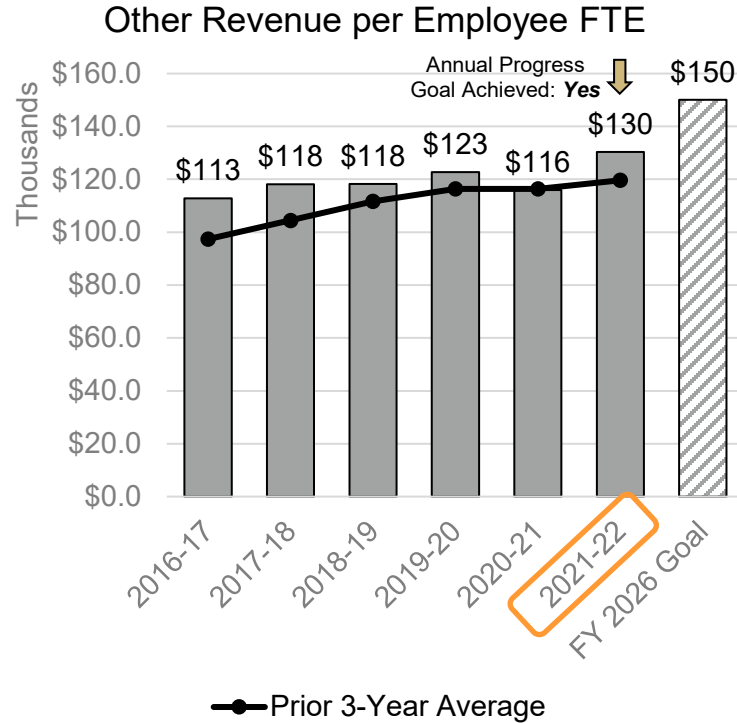
Source: CU System Institutional Research, based on final annual financial statements.

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



Other Revenue per Employee – UCCS

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



Action Steps

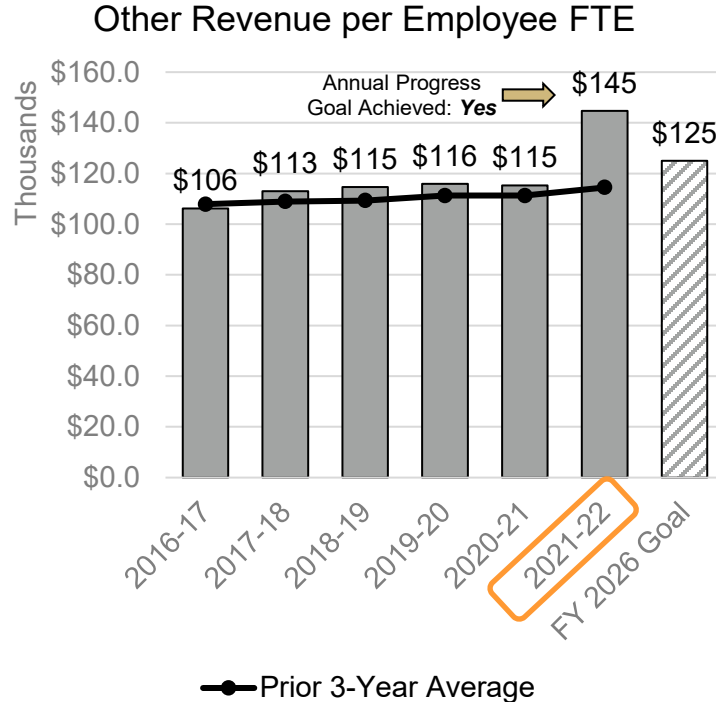
Auxiliary growth at 2%, restricted at 3% per year and employee FTE at 0.5% per year. This has an increasing effect on total revenue. Following are areas that could impact our “Other Revenue” goal:

1. Online initiative, non-res growth, P3 partnerships (Cyber, ENT, Hybl, Lane)
 - Non-resident growth in tuition revenue has increased 2% since FY 2018-19
 - Newly renovated O’Neil Cybersecurity Education and Research Center opened in May
 - Six research labs
 - State-of-the-art classrooms



Other Revenue per Employee – Denver

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



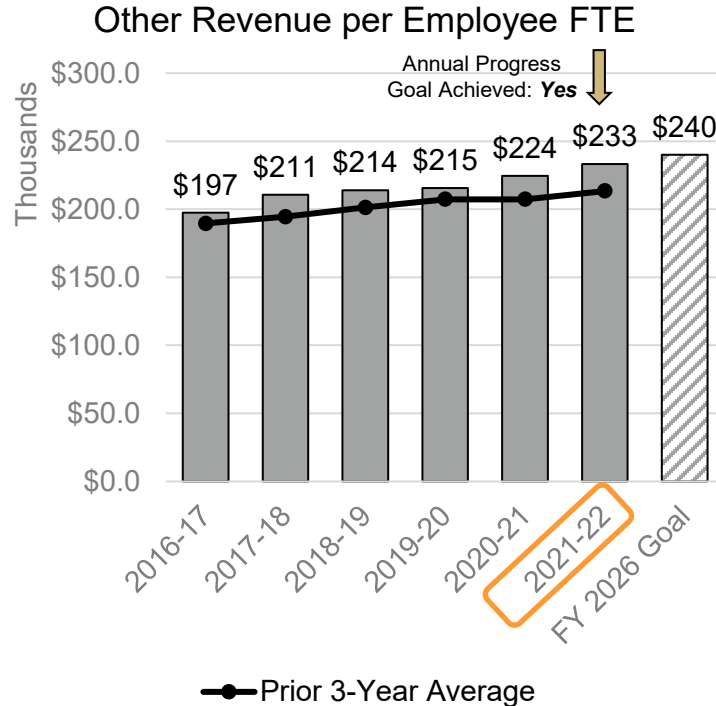
Action Steps

1. Leverage CU Denver's budget model, which incentivizes schools and colleges to diversify revenue sources
 - Budget model has been used for the last five years, leading to an increase in graduate, non-resident, and continuing professional education revenue
2. Increase post-traditional and out of state enrollment
 - Strong growth in out-of-state and graduate enrollment in last two years
3. Grow funded research and partnerships
 - Moving forward with construction of Engineering Building
 - Currently in process of identifying and selecting research grant challenges



Other Revenue per Employee – Anschutz

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



Action Steps

1. Continue development of innovations

- CU Innovations
 - Bringing industry, entrepreneurs and investors together to help researchers create biomedical technology
- Gates Institute
 - Matching gifts to advance novel therapeutics clinical trials
- Data-driven Health Outcomes
 - Transforming data and analysis from bench to bedside

Campus 2026 Strategic Plan Goal Summary

Goals - Boulder

Pillar	Goal	FY 2021	FY 2022	Goal
1	4-Year Graduation Rate (First-Time Freshmen)	57.8%	57.4%	63.0%*
1	6-Year Graduation Rate (First-Time Freshmen)	74.0%	74.0%	81.0%*
1	4-Year Graduation Rate (URM)	52.0%	50.0%	55.0%*
1	6-Year Graduation Rate (URM)	67.5%	68.6%	78.0%*
1	Freshman Retention Rates (First-Time Freshmen)	87.5%	87.8%	96.0%*
1	Freshman Retention Rates (URM)	82.4%	81.8%	94.0%*
1	Percentage of new students (UG and GR) who participate in mental health trainings	99.0%	-	-
1	Percentage of continuing students (UG and GR) who participate in mental health trainings	15.0%	-	-
1	Percentage of undergraduate students who participate in mental health trainings	-	-	100.0%
1	Percentage of graduate students who participate in mental health trainings	-	-	75.0%*
1	Percentage of faculty who participate in mental health trainings	12.0%	-	75.0%*
1	Percentage of staff who participate in mental health trainings	12.0%	-	75.0%*
2	Sponsored research (Awards + Gifts)	\$634M	\$658M	\$800M
3	Percent of new faculty (veteran)	1.1%	1.6%	3.5%*
3	Percent of new faculty (URM)	8.3%	11.0%	21.0%*
3	Percent of new staff (veteran)	3.7%	1.7%	5.0%*
3	Percent of new staff (URM)	19.7%	18.0%	21.0%*
3	Percent of new students (military affiliation)	1.2%	0.0%	4.0%*
3	Percent of new students (URM)	19.3%	20.4%	25.0%*
4	Gifts & Fundraising	\$142M	\$163M	\$192M
4	Other revenue per FTE	\$183K	\$206K	\$208K
4	Facility Condition Index	56	-	56
4	Energy Use Intensity	106	-	100
4	Greenhouse Gas Emissions	114,450	-	107,056

* Revised Goal

Goals - UCCS

Pillar	Goal	FY 2021	FY 2022	Goal
1	4-Year Graduation Rate (First-Time Freshmen)	28.2%	27.7%	28.0%*
1	6-Year Graduation Rate (First-Time Freshmen)	44.1%	41.7%	51.0%
1	4-Year Graduation Rate (URM)	21.9%	14.5%	24.0%*
1	6-Year Graduation Rate (URM)	39.3%	34.6%	45.0%
1	Freshman Retention Rates (First-Time Freshmen)	66.6%	66.7%	73.5%*
1	Freshman Retention Rates (URM)	62.7%	60.1%	70.5%*
1	Percentage of faculty who participate in mental health trainings	4.9%	-	27.5%*
1	Percentage of staff who participate in mental health trainings	10.5%	-	44.0%*
1	Percentage of students who participate in mental health trainings	4.7%	-	25.0%*
2	Sponsored research (Awards)	\$15.9M	\$7.7M	\$13.5M*
3	Percent of new faculty (veteran)	4.7%	2.4%	6.0%*
3	Percent of new faculty (URM)	30.2%	29.3%	27.0%*
3	Percent of new staff (veteran)	5.2%	6.7%	11.0%*
3	Percent of new staff (URM)	32.3%	26.4%	22.0%*
3	Percent of new students (military affiliation)	17.6%	18.0%	22.0%
3	Percent of new students (URM)	40.4%	33.8%	40.0%*
4	Gifts & Fundraising	\$15.3M	\$12.7M	\$25.5M*
4	Other revenue per FTE	\$115K	\$130k	\$150K*
4	Facility Condition Index	87.3	-	87.5*
4	Energy Use Intensity	50	-	62
4	Greenhouse Gas Emissions	21,879	-	20,219

* Revised Goal

Goals - Denver

Pillar	Goal	FY 2021	FY 2022	Goal
1	4-Year Graduation Rate (First-Time Freshmen)	27.9%	28.8%	25.0%
1	6-Year Graduation Rate (First-Time Freshmen)	48.0%	43.8%	50.0%
1	4-Year Graduation Rate (URM)	22.0%	23.0%	22.0%
1	6-Year Graduation Rate (URM)	46.0%	39.0%	44.0%
1	Freshman Retention Rates (First-Time Freshmen)	74.7%	69.5%	77.0%*
1	Freshman Retention Rates (URM)	72.8%	69.5%	75.0%*
1	Percentage of faculty who participate in mental health trainings	0.9%	-	15.0%
1	Percentage of staff who participate in mental health trainings	5.3%	-	25.0%
1	Percentage of students who participate in mental health trainings	5.3%	-	25.0%
2	Sponsored research (Awards)	\$24.3M	\$18.9M	\$23.0M
3	Percent of new faculty (veteran)	0.0%	1.8%	4.0%
3	Percent of new faculty (URM)	6.5%	17.5%	15.0%*
3	Percent of new staff (veteran)	1.2%	1.4%	4.0%
3	Percent of new staff (URM)	11.9%	25.0%	25.0%*
3	Percent of new students (military affiliation)	6.7%	7.6%	6.0%
3	Percent of new students (URM)	30.4%	32.8%	35.0%
4	Gifts & Fundraising	\$10.6M	\$11.9M	\$20.0M*
4	Other revenue per FTE	\$115K	\$162K	\$125K*
4	Facility Condition Index	84	-	Pending
4	Energy Use Intensity	54	-	Pending
4	Greenhouse Gas Emissions	4,273	-	Pending

* Revised Goal

Goals - Anschutz

Pillar	Goal	FY 2021	FY 2022	Goal
1	Percentage of faculty who participate in mental health trainings	66.0%	-	24.0%*
1	Percentage of staff who participate in mental health trainings	13.0%	-	24.0%
1	Percentage of students who participate in mental health trainings	24.0%	-	24.0%
2	Sponsored research (Awards + Gifts)	\$770.3M	\$777.7M	\$825.0M
2	Patients served by Anschutz clinical faculty	606.8K	696.3K	706.9K
3	Percent of new faculty (veteran)	1.9%	1.4%	4.0%
3	Percent of new faculty (URM)	12.9%	9.4%	17.0%
3	Percent of new staff (veteran)	1.2%	1.8%	7.0%
3	Percent of new staff (URM)	25.1%	24.0%	20.0%
3	Percent of new students (military affiliation)	3.3%	2.1%	7.0%
3	Percent of new students (URM)	19.0%	21.4%	21.0%
4	Gifts & Fundraising	\$201.3M	\$179.6M	\$225M
4	Other revenue per FTE	\$224.5K	\$241.9K	\$240K
4	Facility Condition Index	83.9	-	85.5*
4	Energy Use Intensity	162	-	152
4	Greenhouse Gas Emissions	55,973	-	54,469

* Revised Goal