Fulfilling CU’s Mission

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

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

PILLAR 1: Affordability & Student Success
The University of Colorado is devoted to helping our students reach their full potential. The focus areas within this pillar encourage the intellectual, personal and professional development of our students.

PILLAR 2: Discovery & Impact
At the University of Colorado, we believe research and healthcare are keystones to advancing knowledge, inspiring innovation, fostering creativity and improving the quality of life for Coloradans.

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

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

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

Regent Meeting
- New Hires
- Employee Retention

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

Focus Areas:
- Student Retention
- Employee Retention
- Research, Scholarship, & Creative Work
- Partnerships
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)

4-Year Graduation Rates

- FY 2018: 49.8%
- FY 2019: 53.0%
- FY 2020: 57.3%
- FY 2021: 57.8%
- FY 2022: 57.4%
- FY 2026 Goal: 63%

6-Year Graduation Rates

- FY 2018: 70.8%
- FY 2019: 69.0%
- FY 2020: 72.4%
- FY 2021: 74.0%
- FY 2022: 74.0%
- FY 2026 Goal: 81%

Annual Progress
Goal Achieved: Yes

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)

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

Source: CU Boulder
Boulder 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
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

Source: CU Boulder
UCCS Graduation Rates (First-Time Freshman)

4-Year Graduation Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>4-Year</th>
<th>Average (Prior 3-Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>24.5%</td>
<td>24.5%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>23.1%</td>
<td>23.1%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>24.6%</td>
<td>24.6%</td>
</tr>
<tr>
<td>FY 2021</td>
<td>28.2%</td>
<td>28.2%</td>
</tr>
<tr>
<td>FY 2022</td>
<td>27.7%</td>
<td>27.7%</td>
</tr>
<tr>
<td>FY 2026 Goal</td>
<td>28%</td>
<td>28%</td>
</tr>
</tbody>
</table>

Annual Progress Goal Achieved: Yes

6-Year Graduation Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>6-Year</th>
<th>Average (Prior 3-Years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>44.6%</td>
<td>44.6%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>45.2%</td>
<td>45.2%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>45.0%</td>
<td>45.0%</td>
</tr>
<tr>
<td>FY 2021</td>
<td>44.1%</td>
<td>44.1%</td>
</tr>
<tr>
<td>FY 2022</td>
<td>41.7%</td>
<td>41.7%</td>
</tr>
<tr>
<td>FY 2026 Goal</td>
<td>51%</td>
<td>51%</td>
</tr>
</tbody>
</table>

Annual Progress Goal Achieved: No

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
Affordability & Student Success: Progress to 2026 Goal (Final: New)

UCCS Graduation Rates (URM)

- **4-Year Graduation Rates (URM)**
  - FY 2018: 18.0%
  - FY 2019: 19.0%
  - FY 2020: 19.0%
  - FY 2021: 21.9%
  - FY 2022: 24%
  - FY 2026 Goal: 38.0%

- **6-Year Graduation Rates (URM)**
  - FY 2018: 38.0%
  - FY 2019: 41.3%
  - FY 2020: 38.0%
  - FY 2021: 39.3%
  - FY 2022: 34.6%
  - FY 2026 Goal: 45%

*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

Source: UCCS
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

Source: UCCS
Affordability & Student Success: Progress to 2026 Goal (Final: New)

Denver Graduation Rates (First-Time Freshman)

Denver: 4-Year Graduation Rates

- FY 2018: 21.4%
- FY 2019: 24.5%
- FY 2020: 23.3%
- FY 2021: 27.9%
- FY 2022: 28.8%
- FY 2026 Goal: 25%

Denver: 6-Year Graduation Rates

- FY 2018: 47.9%
- FY 2019: 51.7%
- FY 2020: 44.3%
- FY 2021: 48.0%
- FY 2022: 43.8%
- FY 2026 Goal: 50%

Annual Progress Goal Achieved: Yes

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
Affordability & Student Success: Progress to 2026 Goal (Final: New)

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.

Source: CU Denver
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.

Source: CU System & Campus Offices of Institutional Research

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.**

Source: CU Denver
PILLAR 2: Discovery & Impact
Boulder Sponsored Research (Awards + Gifts)

<table>
<thead>
<tr>
<th>Sponsored Research (Awards + Gifts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millions</td>
</tr>
<tr>
<td>$511</td>
</tr>
</tbody>
</table>

**Action Steps**

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

Source: CU System & Campus Offices of Institutional Research. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.
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

Source: CU System & Campus Offices of Institutional Research. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.
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 and Grand Challenge teams in PI training

Source: CU System & Campus Offices of Institutional Research. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.
Discovery & Impact: Progress to 2026 Goal (YTD as of 11/30/22 – Final end of July)

Anschutz Sponsored Research (Awards + Gifts)

<table>
<thead>
<tr>
<th>Sponsored Research (Awards + Gifts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$516</td>
</tr>
<tr>
<td>$825</td>
</tr>
</tbody>
</table>

**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

Source: CU System & Campus Offices of Institutional Research. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.
Patients Served by Anschutz Clinical Faculty

<table>
<thead>
<tr>
<th>Year</th>
<th>Patients Served</th>
<th>Average (Prior 3-Year-Rolling)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>561,124</td>
<td></td>
</tr>
<tr>
<td>FY 2019</td>
<td>593,949</td>
<td></td>
</tr>
<tr>
<td>FY 2020</td>
<td>591,990</td>
<td></td>
</tr>
<tr>
<td>FY 2021</td>
<td>606,802</td>
<td></td>
</tr>
<tr>
<td>FY 2022</td>
<td>696,282</td>
<td></td>
</tr>
<tr>
<td>FY 2023</td>
<td>390,925</td>
<td></td>
</tr>
<tr>
<td>Goal (thru Nov 30)</td>
<td>706,867</td>
<td></td>
</tr>
</tbody>
</table>

**Action Steps**

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

Source: CU Anschutz, 12/19/2022
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.

**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.

**Annual progress goal achieved (annual improvement):**

- **URM (Boulder): Yes**
- **Military Affiliation: No**

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

<table>
<thead>
<tr>
<th></th>
<th>Fall 2018</th>
<th>Fall 2019</th>
<th>Fall 2020</th>
<th>Fall 2021</th>
<th>Fall 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>URM (UCCS)</td>
<td>783</td>
<td>582</td>
<td>634</td>
<td>496</td>
<td>469</td>
</tr>
<tr>
<td>Military Affiliation</td>
<td>1164</td>
<td>1121</td>
<td>1136</td>
<td>883</td>
<td>40%</td>
</tr>
</tbody>
</table>

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

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.

Annual progress goal achieved (annual improvement):
URM (UCCS): No
Military Affiliation: Yes
Denver - Percent of New Students

Charts display the percentage of new students

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

Annual progress goal achieved (annual improvement):

- URM (Denver): Yes
- Military Affiliation: Yes

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

<table>
<thead>
<tr>
<th>Year</th>
<th>% URM (Anschutz)</th>
<th>% Military Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2018</td>
<td>145 (17%)</td>
<td>32 (4%)</td>
</tr>
<tr>
<td>Fall 2019</td>
<td>128 (15%)</td>
<td>26 (3%)</td>
</tr>
<tr>
<td>Fall 2020</td>
<td>175 (17%)</td>
<td>30 (3%)</td>
</tr>
<tr>
<td>Fall 2021</td>
<td>186 (19%)</td>
<td>32 (3%)</td>
</tr>
<tr>
<td>Fall 2022</td>
<td>197 (21%)</td>
<td>19 (2%)</td>
</tr>
<tr>
<td>FY 2026</td>
<td>21%</td>
<td>7%</td>
</tr>
</tbody>
</table>

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 
  o This amount is then divided by the total number of employees (FTE)
Fiscal Strength: Progress to 2026 Goal (YTD as of 12/4/22 – Final end of July)

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
Fiscal Strength: Progress to 2026 Goal (YTD as of 12/4/22 – Final end of July)

UCCS Gifts & Fundraising

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
Fiscal Strength: Progress to 2026 Goal (YTD as of 12/4/22 – Final end of July)

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**

### Denver: Gift Revenue

- **Goal:** $20 Million
- **Sum of FY 2022-23 (thru Dec 4):** $20 Million
- **3-Year Average:** $14 Million

### Action Steps

1. **Conducted a readiness study for new capital campaign in 2022,** including an internal and external assessment. Awaiting final report.

2. **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)

3. **Retention of current staff remains a priority due to aggressive labor market**
Fiscal Strength: Progress to 2026 Goal (YTD as of 12/4/22 – Final end of July)

Anschutz 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

1. Goals to be focused on major gifts solicitation
**Fiscal Strength: Progress to 2026 Goal** *(Final: New)*

### Other Revenue per Employee – Boulder

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

#### Action Steps

1. **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

2. **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

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**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.
Fiscal Strength: Progress to 2026 Goal (Final: New)

Other Revenue per Employee – UCCS
Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>Prior 3-Year Average</th>
<th>FY 2026 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>$113</td>
<td>$150</td>
</tr>
<tr>
<td>2017-18</td>
<td>$118</td>
<td></td>
</tr>
<tr>
<td>2018-19</td>
<td>$118</td>
<td></td>
</tr>
<tr>
<td>2019-20</td>
<td>$123</td>
<td></td>
</tr>
<tr>
<td>2020-21</td>
<td>$116</td>
<td></td>
</tr>
<tr>
<td>2021-22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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

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 – Denver

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Other Revenue per Employee - Denver</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-17</td>
<td>$106 Thousands</td>
</tr>
<tr>
<td>2017-18</td>
<td>$113 Thousands</td>
</tr>
<tr>
<td>2018-19</td>
<td>$115 Thousands</td>
</tr>
<tr>
<td>2019-20</td>
<td>$116 Thousands</td>
</tr>
<tr>
<td>2020-21</td>
<td>$115 Thousands</td>
</tr>
<tr>
<td>2021-22</td>
<td>$145 Thousands</td>
</tr>
<tr>
<td>FY 2026 Goal</td>
<td>$125 Thousands</td>
</tr>
</tbody>
</table>

**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

Source: CU System Institutional Research, based on final annual financial statements. Denver/Anschutz financial detail provided by campus controller in Dec 2022. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue.
Fiscal Strength: Progress to 2026 Goal (Final: New)

Other Revenue per Employee – Anschutz

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

<table>
<thead>
<tr>
<th>Year</th>
<th>Prior 3-Year Average</th>
<th>2016-17</th>
<th>2017-18</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22</th>
<th>FY 2026 Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>$197</td>
<td>$211</td>
<td>$214</td>
<td>$215</td>
<td>$224</td>
<td>$233</td>
<td>$240</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Annual Progress
Goal Achieved: Yes

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

Source: CU System Institutional Research, based on final annual financial statements. Denver/Anschutz financial detail provided by campus controller in Dec 2022. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue.
Campus 2026 Strategic Plan Goal Summary
## Goals - Boulder

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

* Revised Goal
## Goals - UCCS

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

* Revised Goal
### Goals - Denver

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

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Goal</th>
<th>FY 2021</th>
<th>FY 2022</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Percentage of faculty who participate in mental health trainings</td>
<td>66.0%</td>
<td>-</td>
<td>24.0%*</td>
</tr>
<tr>
<td>1</td>
<td>Percentage of staff who participate in mental health trainings</td>
<td>13.0%</td>
<td>-</td>
<td>24.0%</td>
</tr>
<tr>
<td>1</td>
<td>Percentage of students who participate in mental health trainings</td>
<td>24.0%</td>
<td>-</td>
<td>24.0%</td>
</tr>
<tr>
<td>2</td>
<td>Sponsored research (Awards + Gifts)</td>
<td>$770.3M</td>
<td>$777.7M</td>
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<td>2</td>
<td>Patients served by Anschutz clinical faculty</td>
<td>606.8K</td>
<td>696.3K</td>
<td>706.9K</td>
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<tr>
<td>3</td>
<td>Percent of new faculty (veteran)</td>
<td>1.9%</td>
<td>1.4%</td>
<td>4.0%</td>
</tr>
<tr>
<td>3</td>
<td>Percent of new faculty (URM)</td>
<td>12.9%</td>
<td>9.4%</td>
<td>17.0%</td>
</tr>
<tr>
<td>3</td>
<td>Percent of new staff (veteran)</td>
<td>1.2%</td>
<td>1.8%</td>
<td>7.0%</td>
</tr>
<tr>
<td>3</td>
<td>Percent of new staff (URM)</td>
<td>25.1%</td>
<td>24.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>3</td>
<td>Percent of new students (military affiliation)</td>
<td>3.3%</td>
<td>2.1%</td>
<td>7.0%</td>
</tr>
<tr>
<td>3</td>
<td>Percent of new students (URM)</td>
<td>19.0%</td>
<td>21.4%</td>
<td>21.0%</td>
</tr>
<tr>
<td>4</td>
<td>Gifts &amp; Fundraising</td>
<td>$201.3M</td>
<td>$179.6M</td>
<td>$225M</td>
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<td>Energy Use Intensity</td>
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<td>-</td>
<td>152</td>
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<td>4</td>
<td>Greenhouse Gas Emissions</td>
<td>55,973</td>
<td>-</td>
<td>54,469</td>
</tr>
</tbody>
</table>

* Revised Goal