

Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Retreat
January 2024



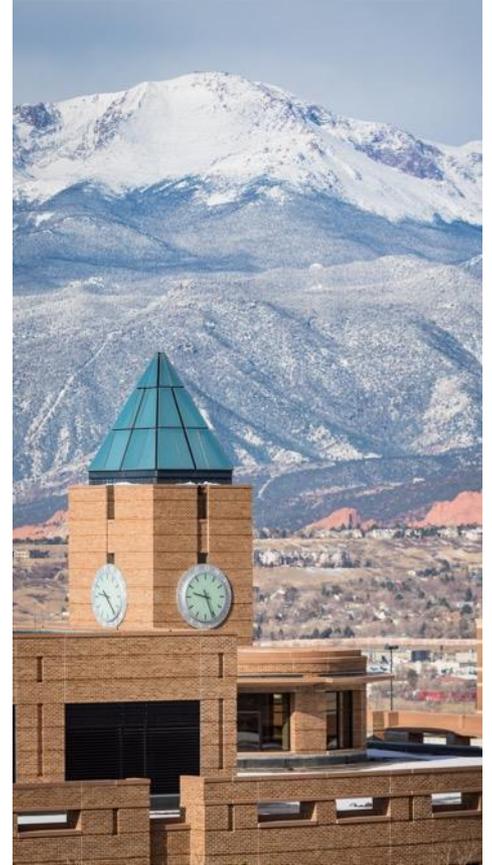
University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

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 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 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 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.

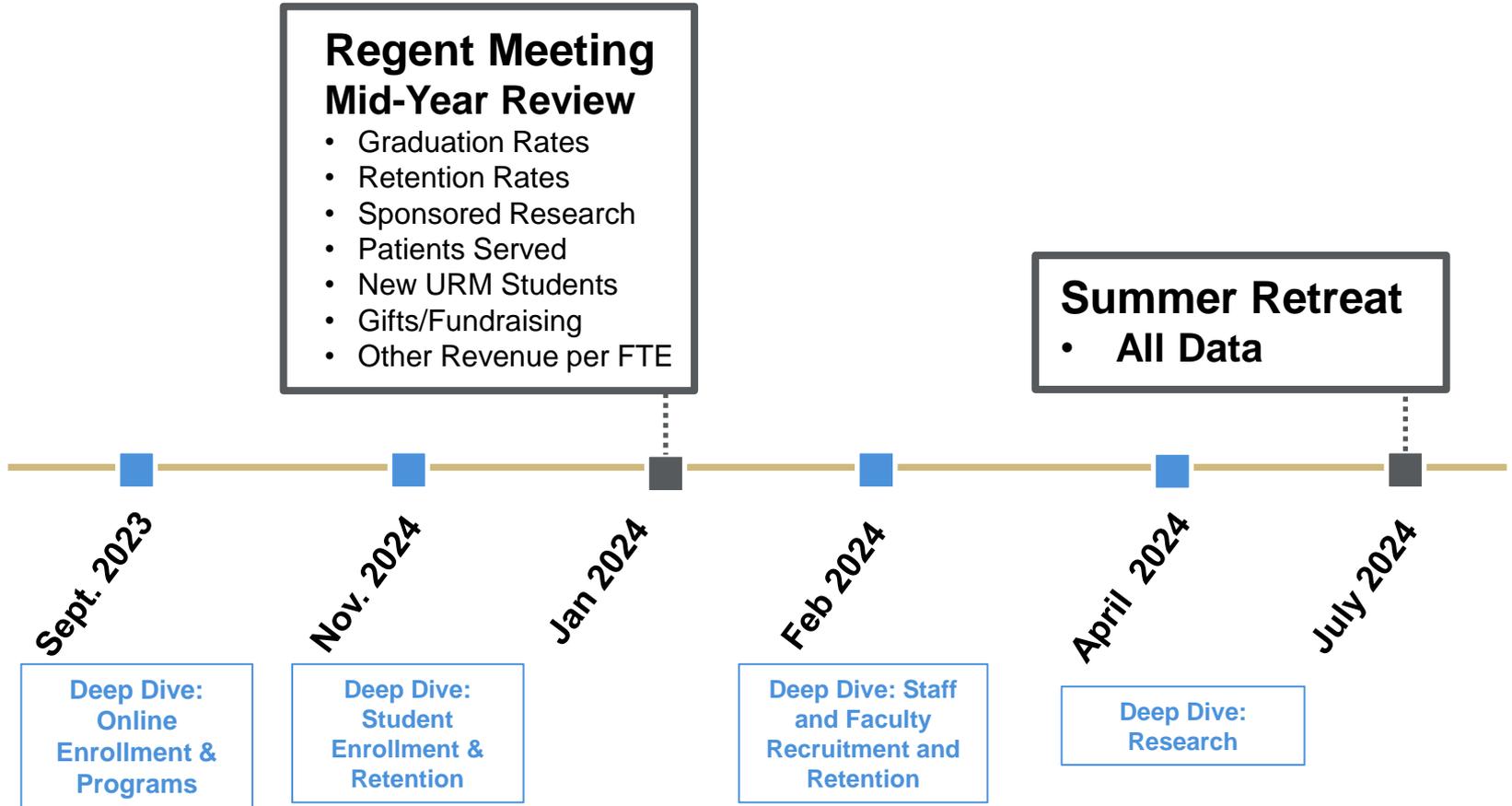
PILLAR 2



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.

FY 2023-24 Strategic Metrics Reporting Timeline



Mid-Year Review – Jan 2024

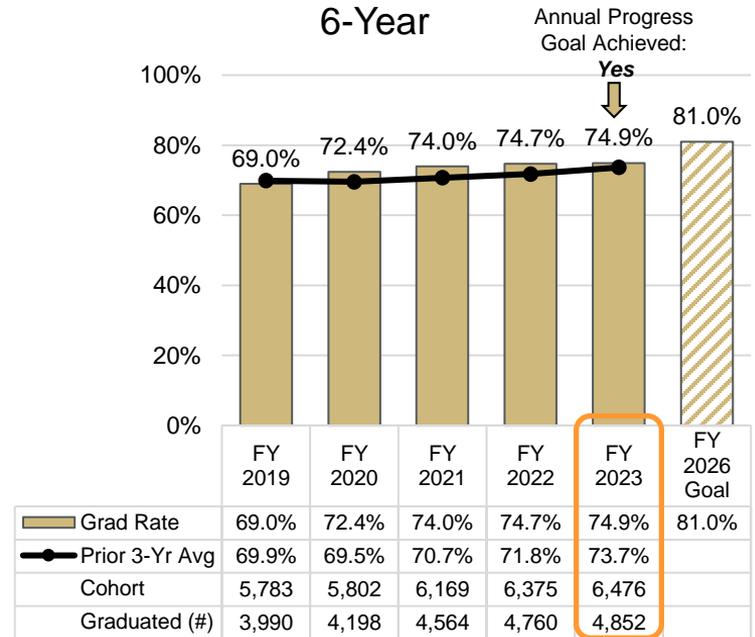
- Student Retention* & Graduation Rates
- Sponsored Research
- Patients Served*
- New URM Students
- Gifts/Fundraising
- Other Revenue per FTE

* Deep Dive - November 2023

PILLAR 1: Affordability & Student Success



Boulder Graduation Rates (First-Time Freshman)



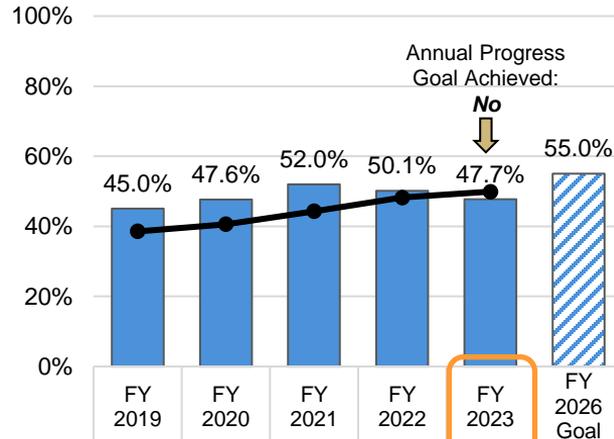
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research



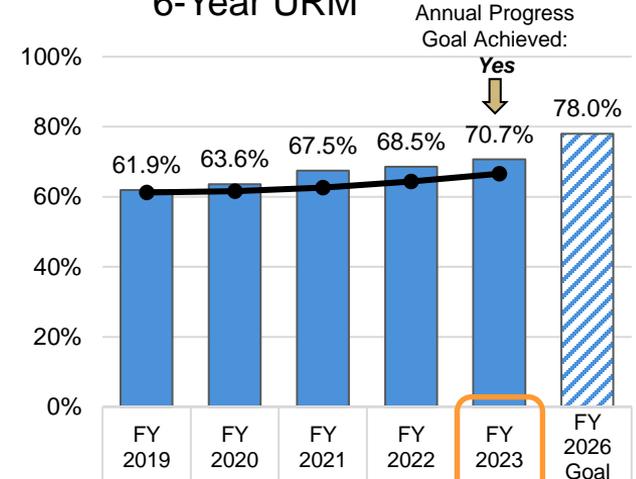
Boulder Graduation Rates (URM)

4-Year URM



Grad Rate	45.0%	47.6%	52.0%	50.1%	47.7%	55.0%
Prior 3-Yr Avg	38.6%	40.6%	44.3%	48.2%	49.9%	
Cohort	1,024	1,143	1,183	1,160	1,296	
Graduated (#)	461	544	615	581	618	

6-Year URM



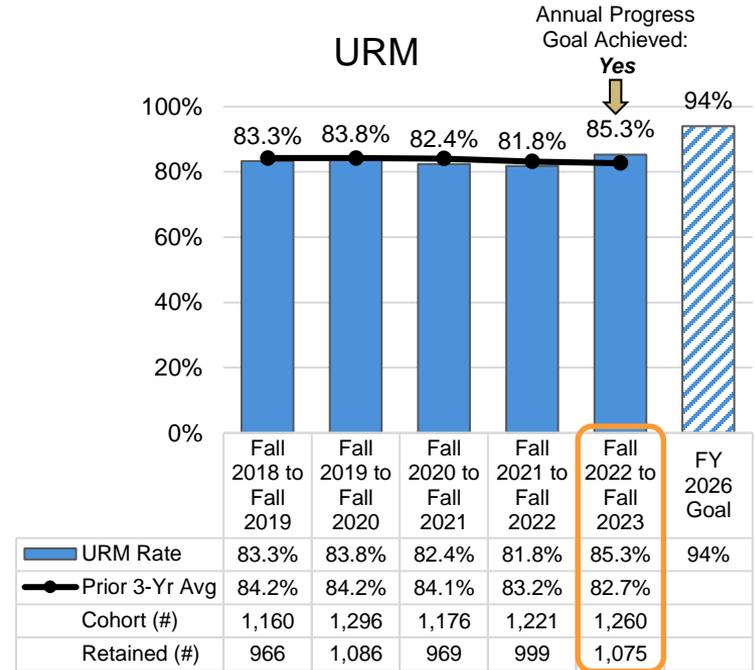
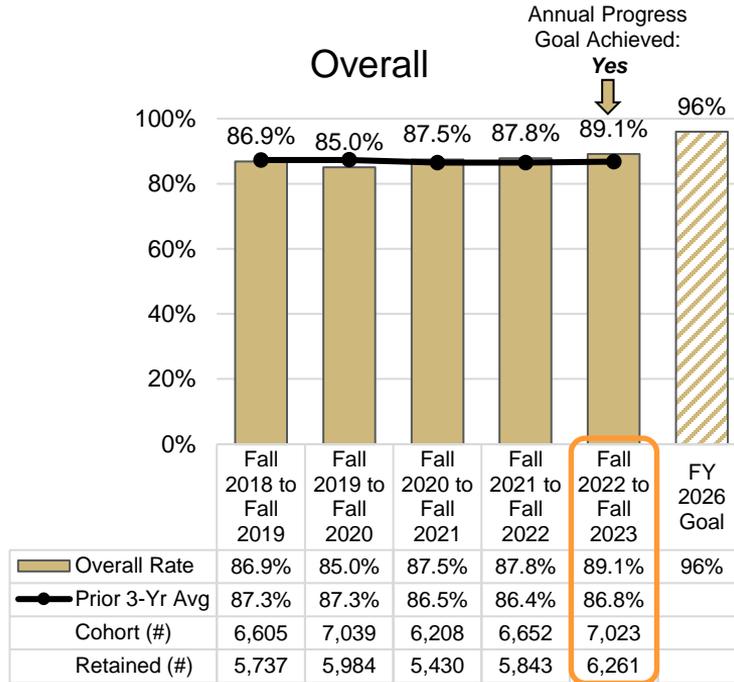
Grad Rate	61.9%	63.6%	67.5%	68.5%	70.7%	78.0%
Prior 3-Yr Avg	61.2%	61.6%	62.6%	64.3%	66.5%	
Cohort	901	926	1,024	1,143	1,183	
Graduated (#)	558	589	691	783	836	

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 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.

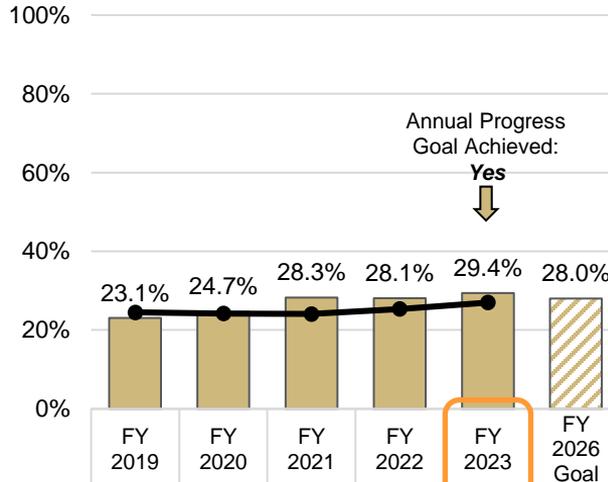
Source: CU System & Campus Offices of Institutional Research

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



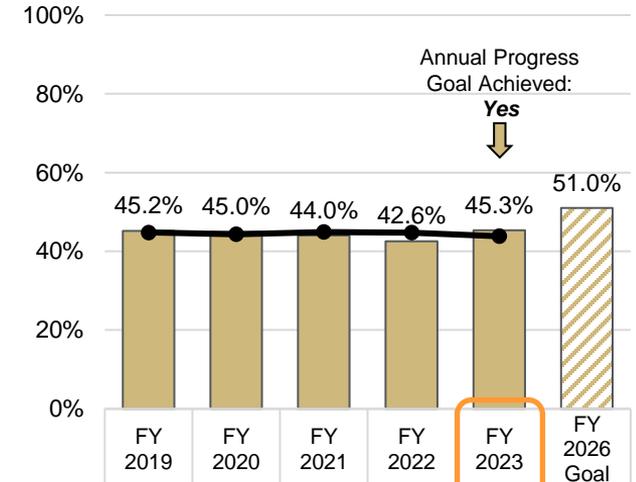
UCCS Graduation Rates (First-Time Freshman)

4-Year



Grad Rate	23.1%	24.7%	28.3%	28.1%	29.4%	28.0%
Prior 3-Yr Avg	24.5%	24.2%	24.1%	25.3%	27.0%	
Cohort	1581	1958	1930	1936	1845	
Graduated (#)	365	483	546	544	543	

6-Year



Grad Rate	45.2%	45.0%	44.0%	42.6%	45.3%	51.0%
Prior 3-Yr Avg	44.8%	44.3%	44.9%	44.7%	43.9%	
Cohort	1515	1659	1581	1958	1930	
Graduated (#)	685	746	696	834	875	

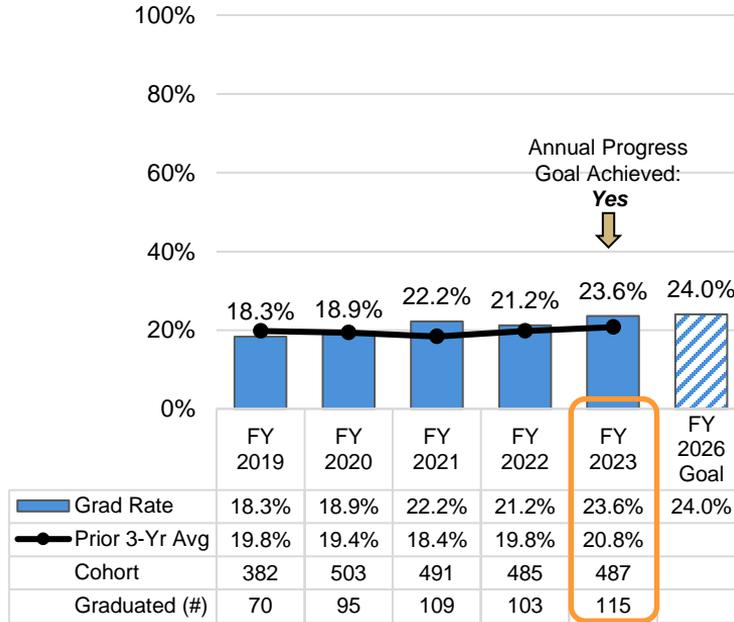
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.

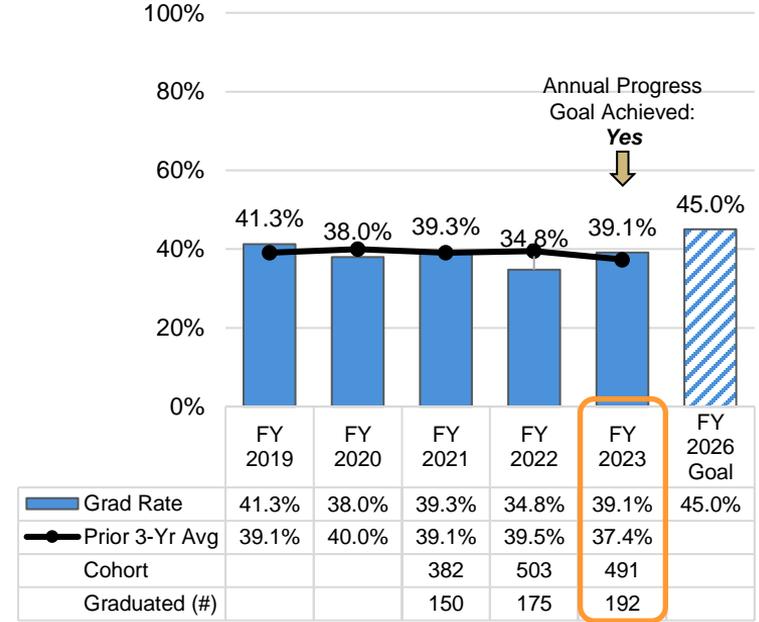


UCCS Graduation Rates (URM)

4-Year URM



6-Year URM

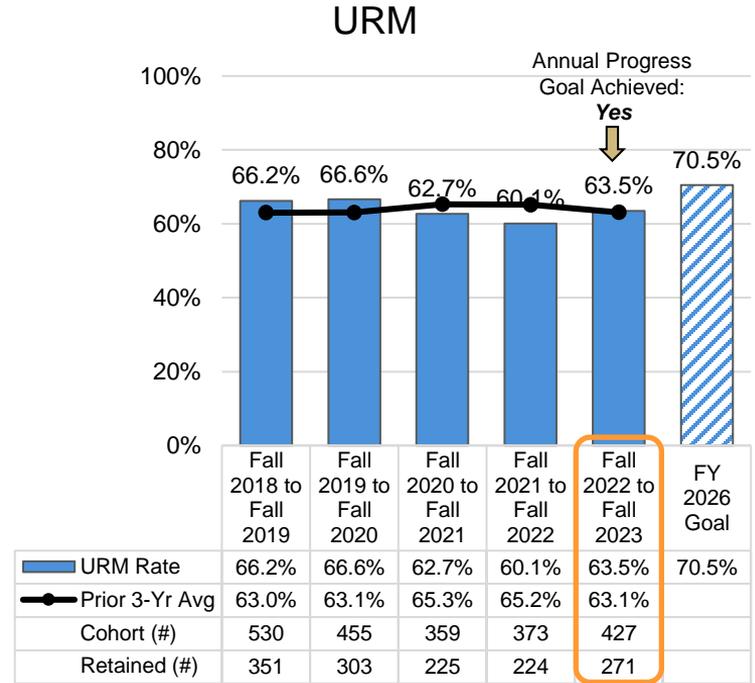
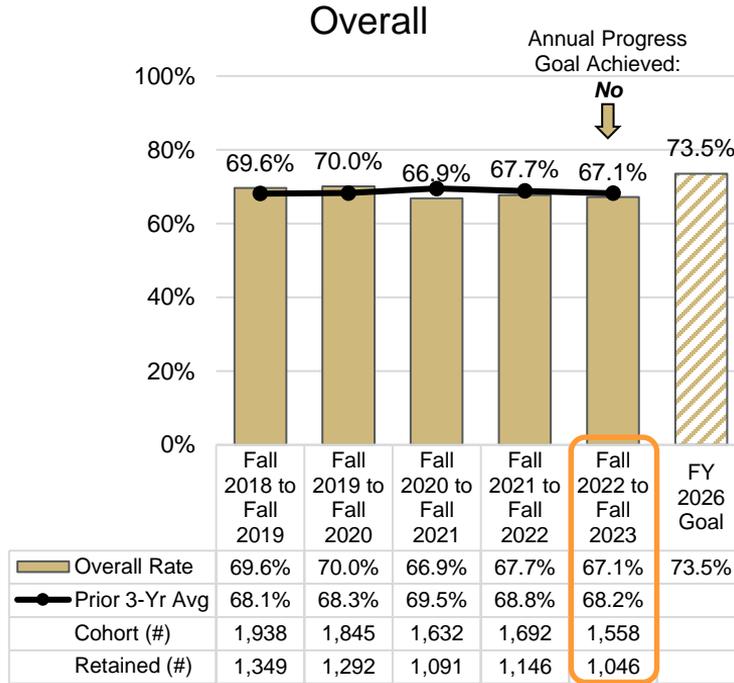


The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.
 URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.



UCCS Freshman Retention Rates



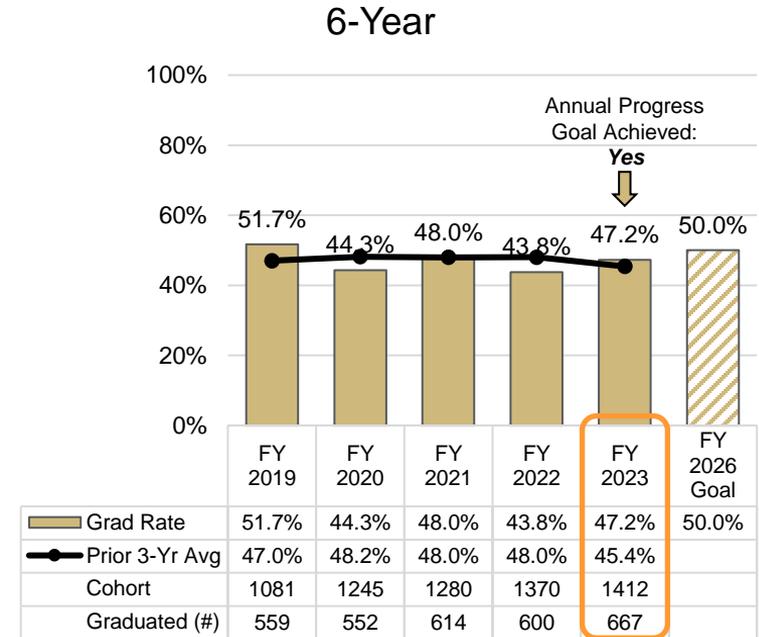
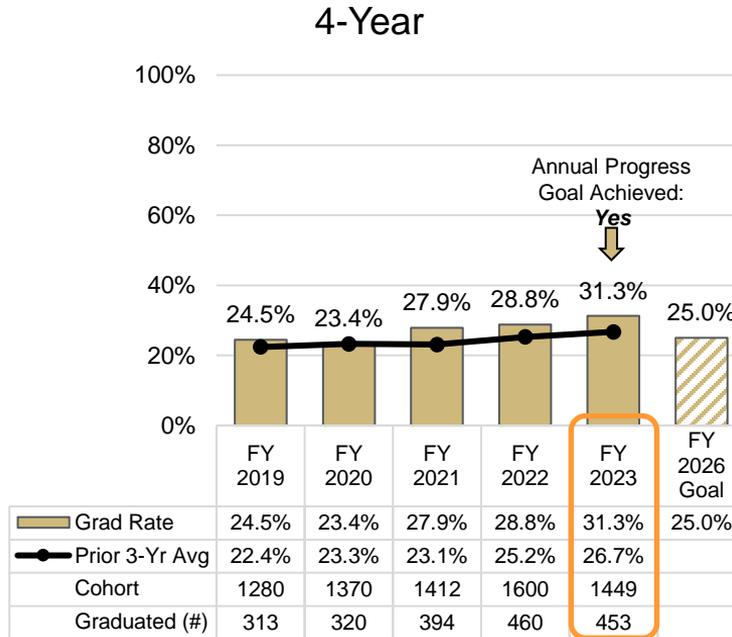
Freshman retention rates are based on first-time, full-time freshmen returning for their sophomore year. The year indicates the entering fall cohort and year retained. The rate is the percentage of students enrolled the following fall term. URM is defined here to include Hispanic, Black, American Indian,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

Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.

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



Denver Graduation Rates (First-Time Freshman)



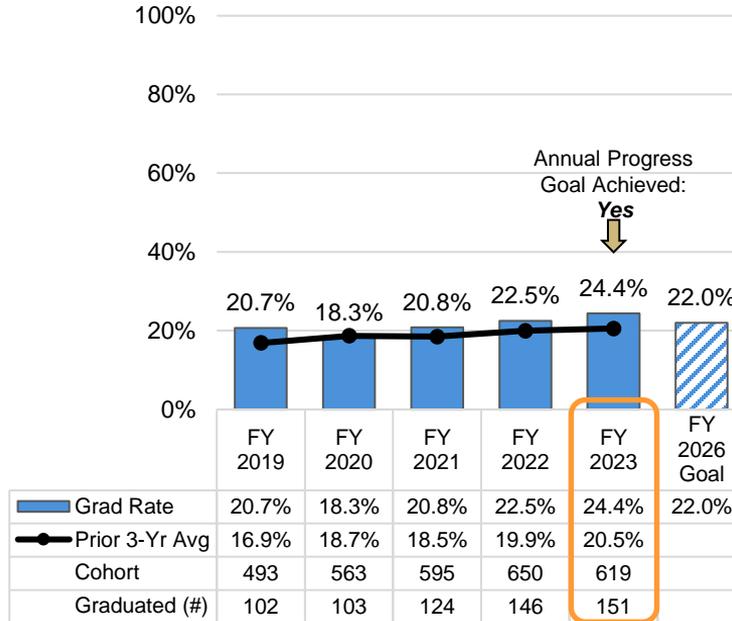
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research

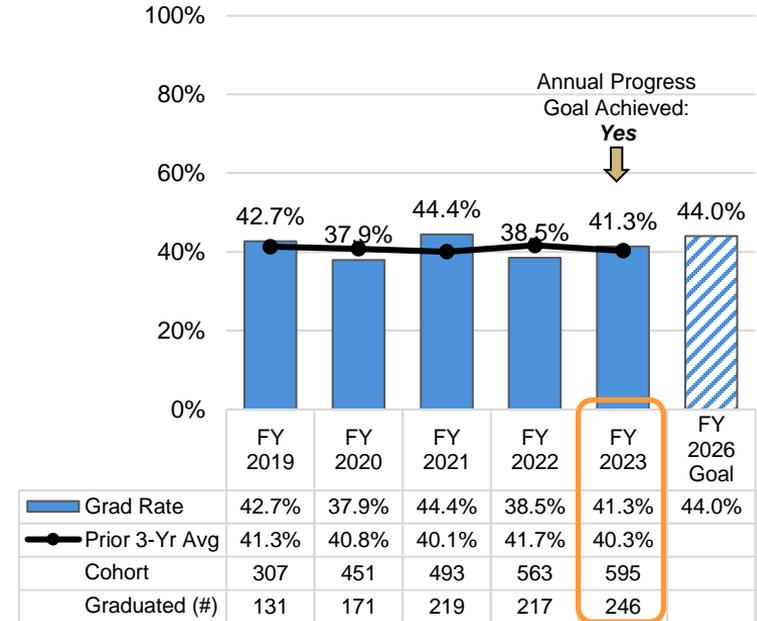


Denver Graduation Rates (URM)

4-Year URM



6-Year URM

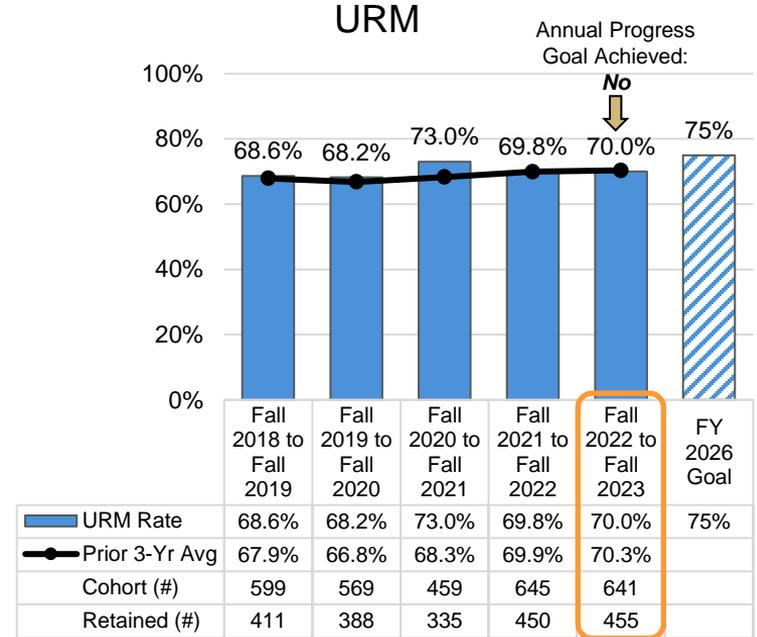
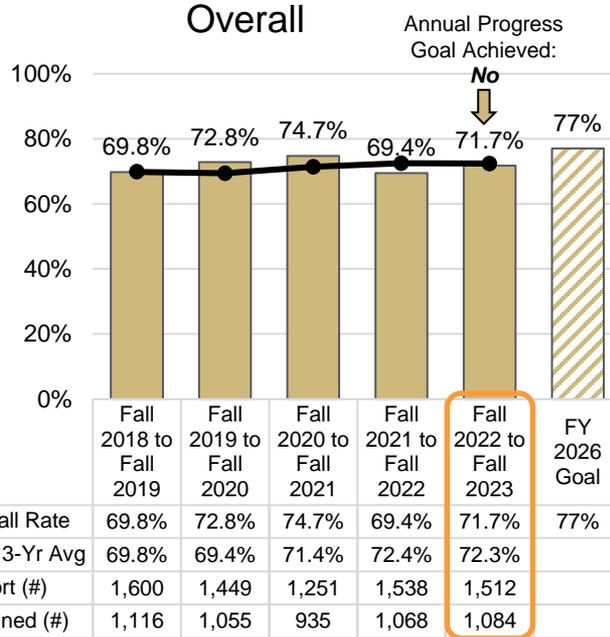


The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.
 URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research



Denver 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

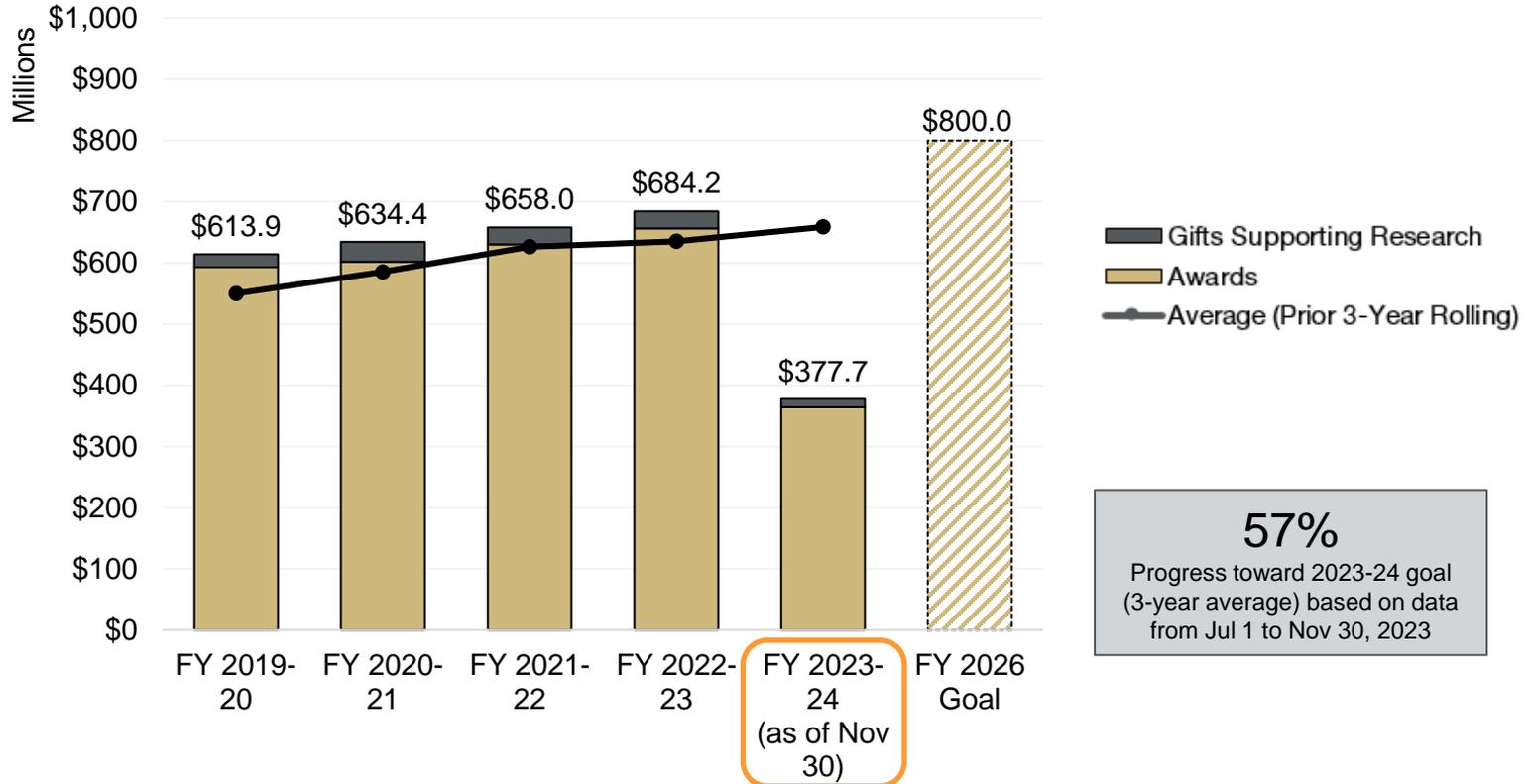
FY 2026 Goal is based on Fall 2024 to Fall 2025 retention

PILLAR 2: Discovery & Impact



Discovery & Impact : Progress to 2026 Goal (YTD as of 11/30/23 – Final end of July)

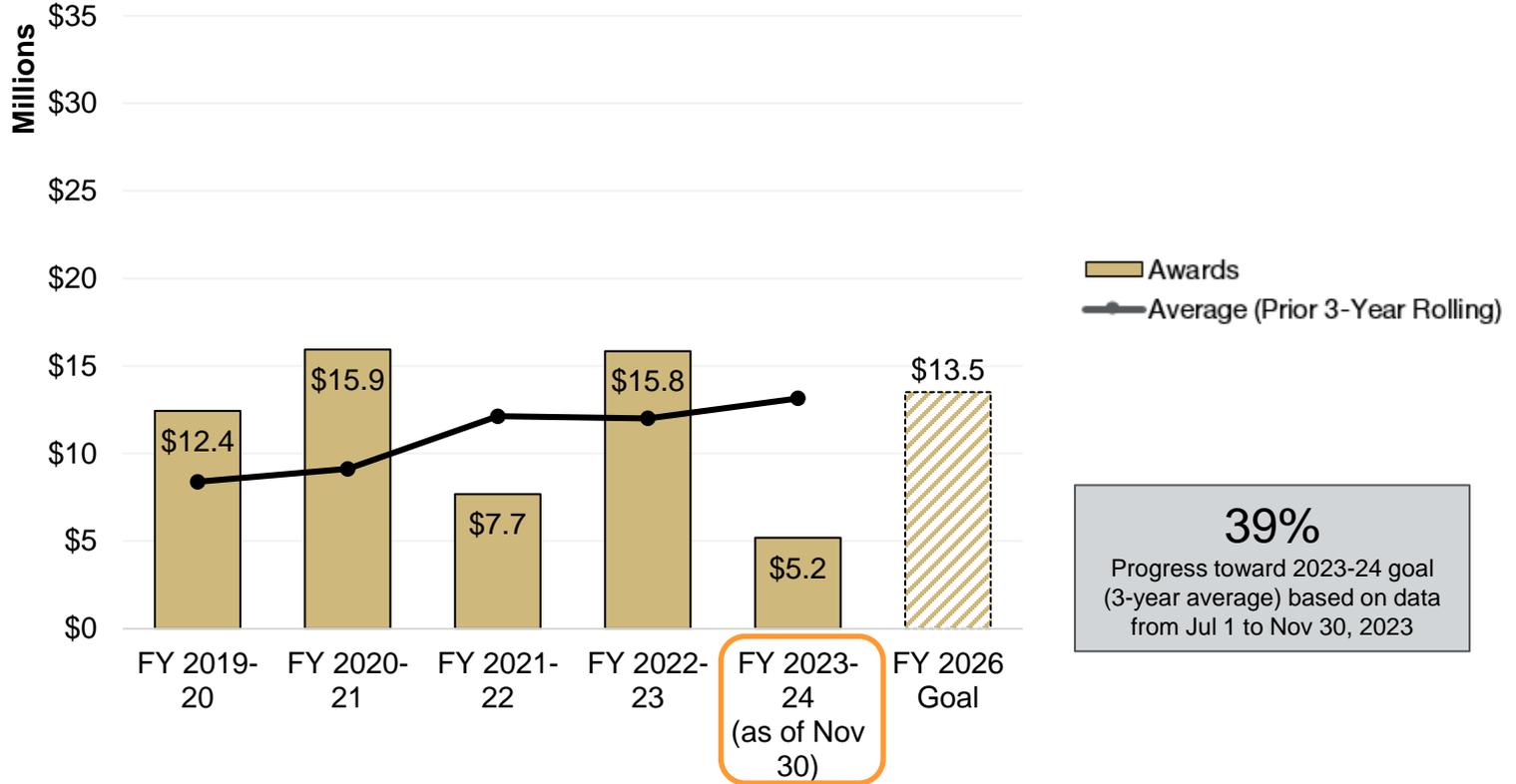
Boulder Sponsored Research (Awards + Gifts)



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



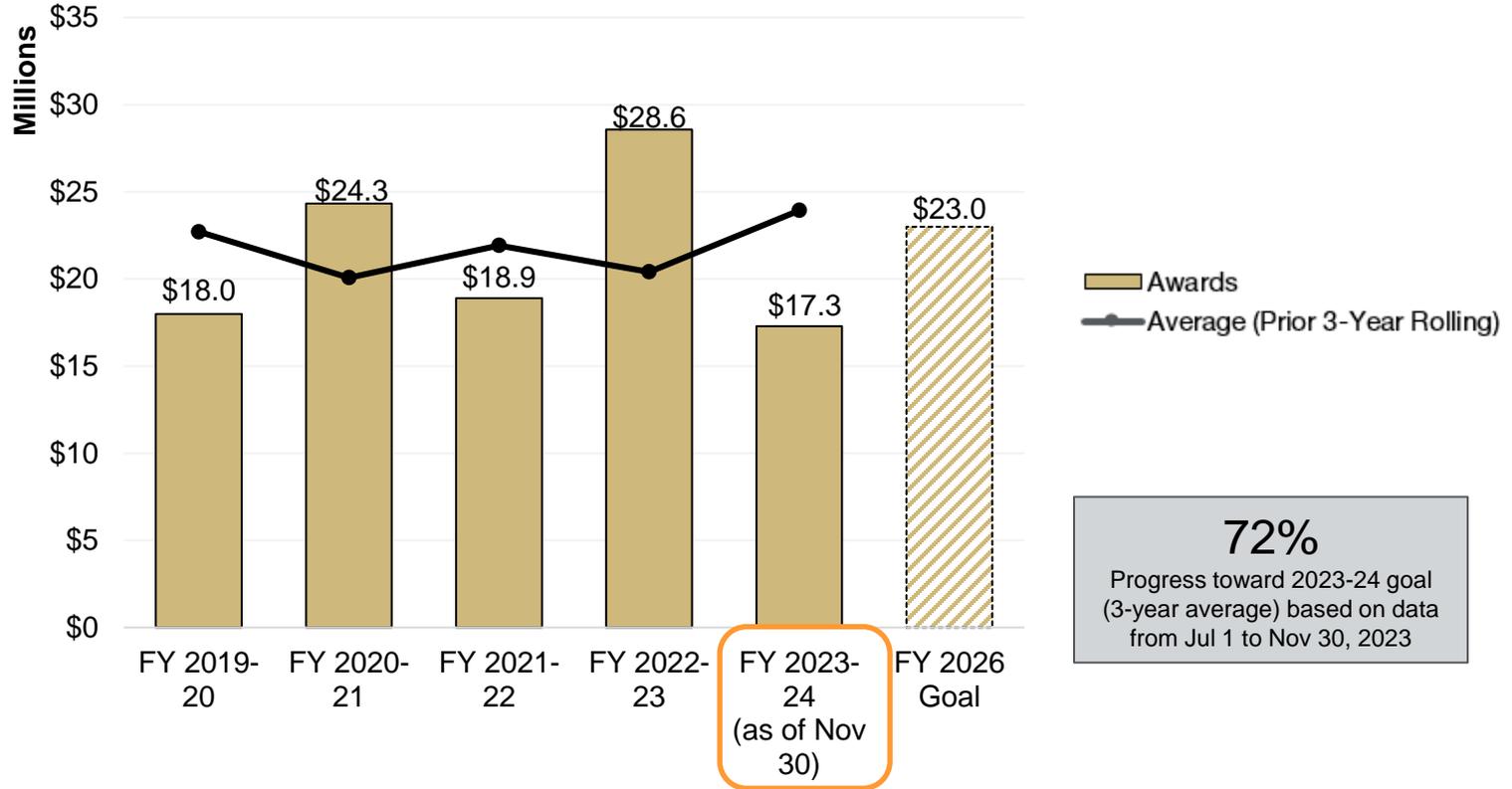
UCCS Sponsored Research (Awards Only)



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



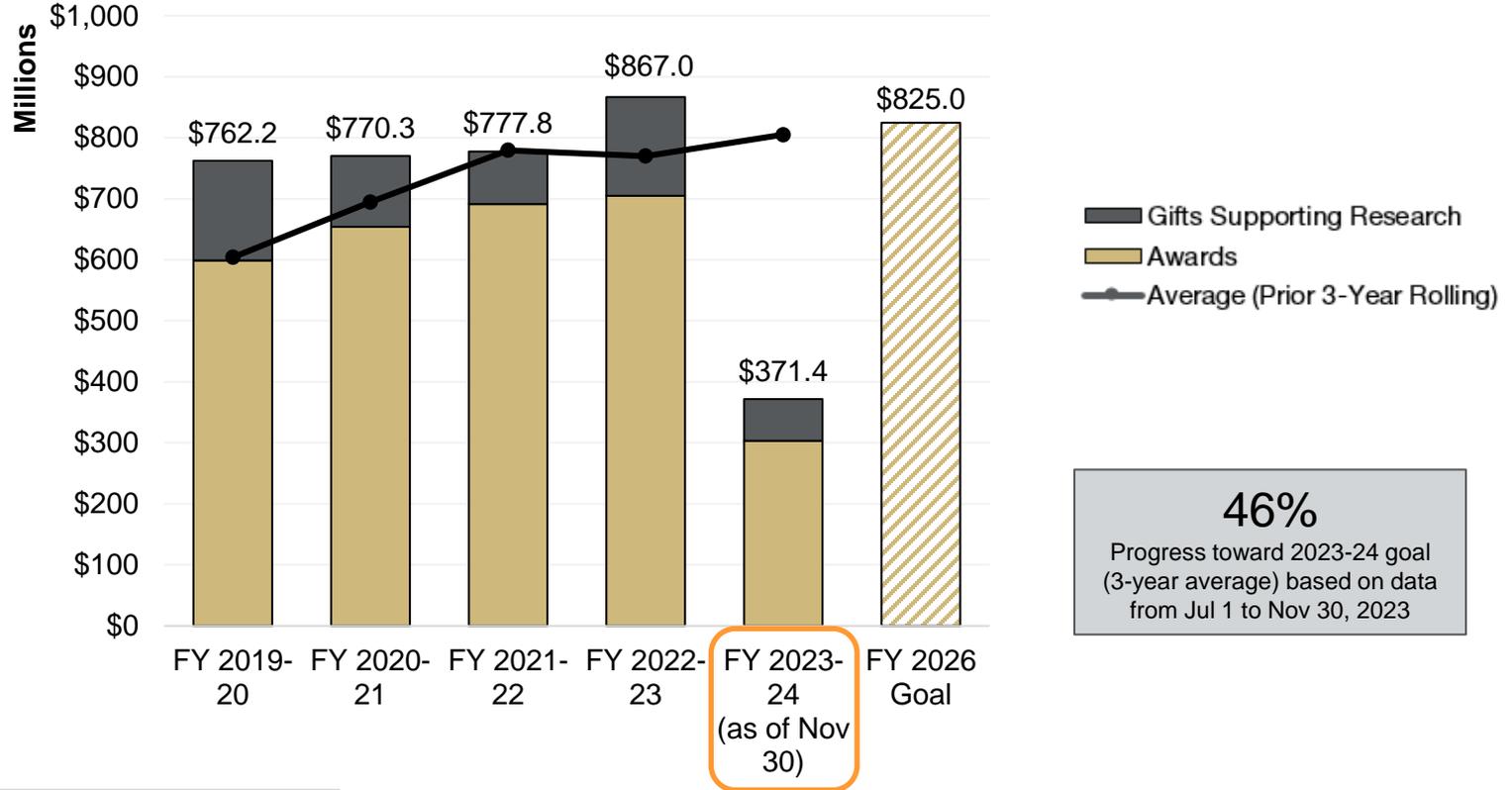
Denver Sponsored Research (Awards Only)



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



Anschutz Sponsored Research (Awards + Gifts)

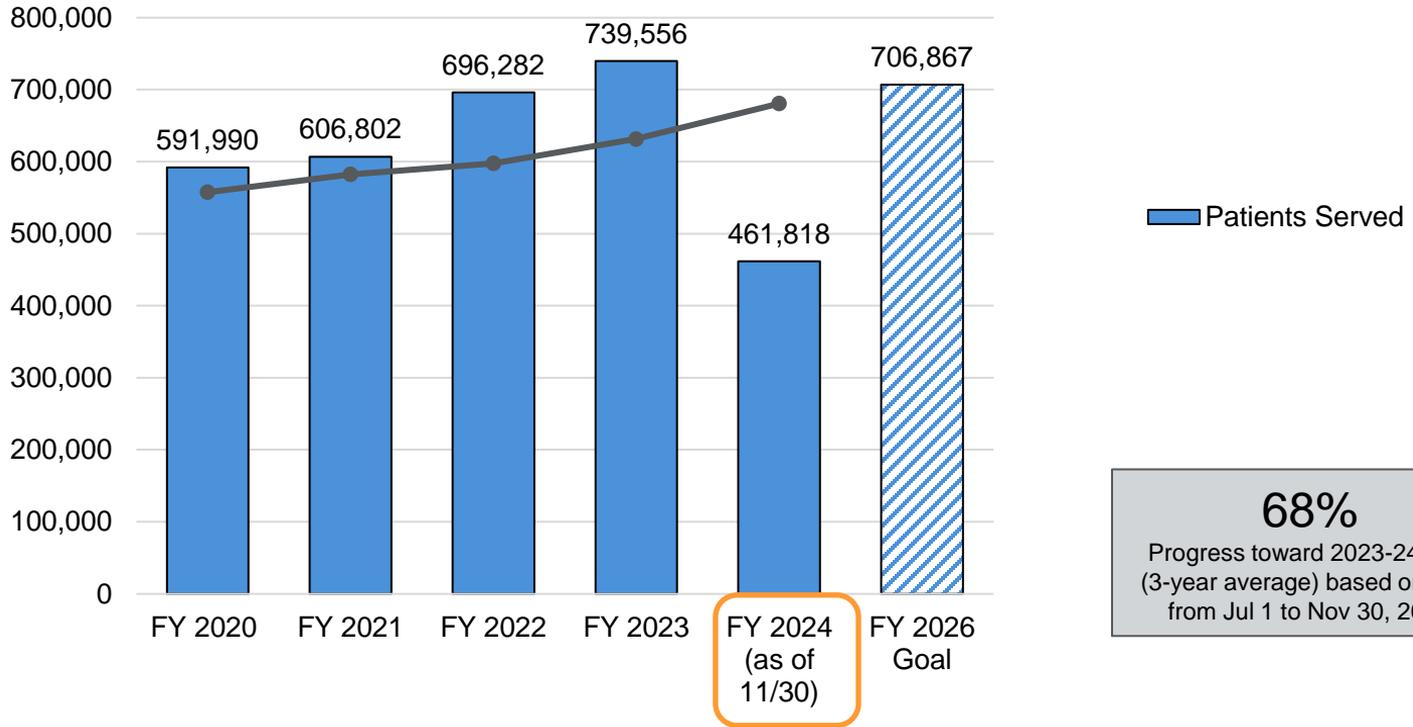


Source: CU System & Campus Offices of Institutional Research. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.



Discovery & Impact : Progress to 2026 Goal (YTD as of 11/30/23 – Final end of July)

Patients Served by Anschutz Clinical Faculty



Source: CU Anschutz, 12/19/2022

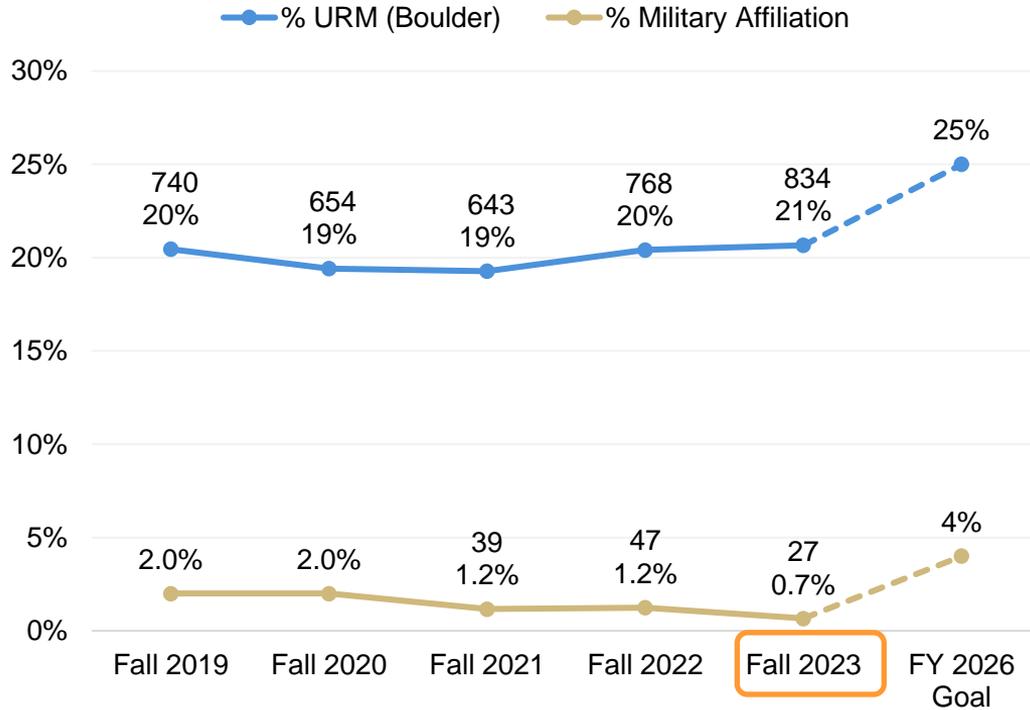
PILLAR 3: Diversity, Inclusion, Equity & Access



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**

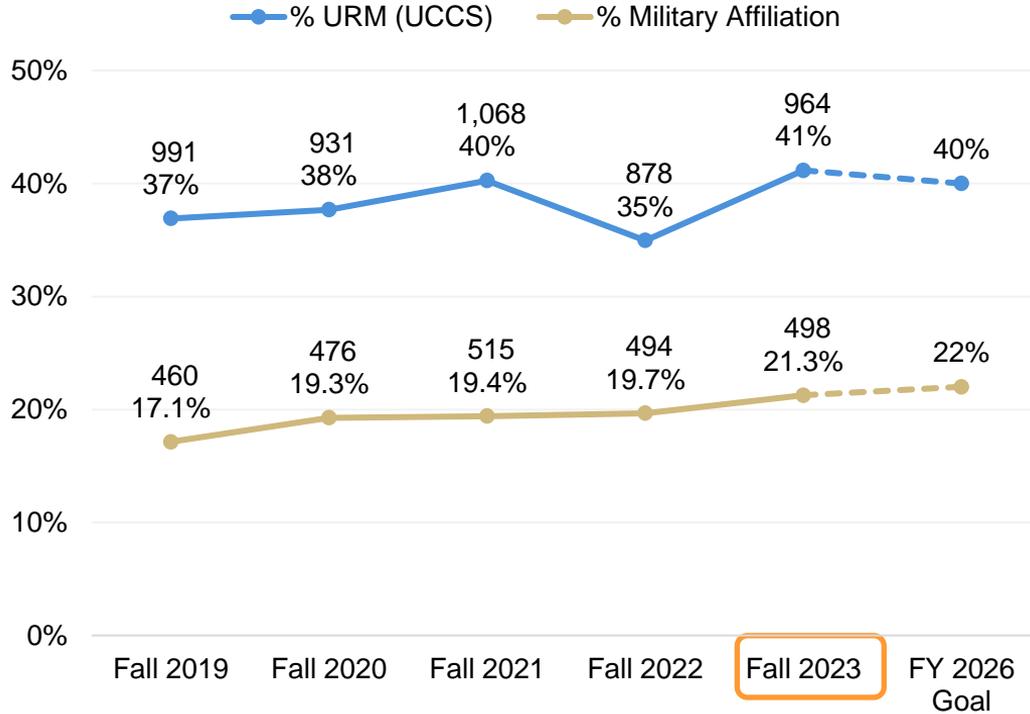
Source: CU System & Campus Offices of Institutional Research.
 Boulder URM is defined to include Hispanic, Black, American Indian. Boulder new students based on new resident degree-seeking freshman.
 Veteran includes people who have served in the US Armed Forces



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): **Yes**
 Military Affiliation: **Yes**

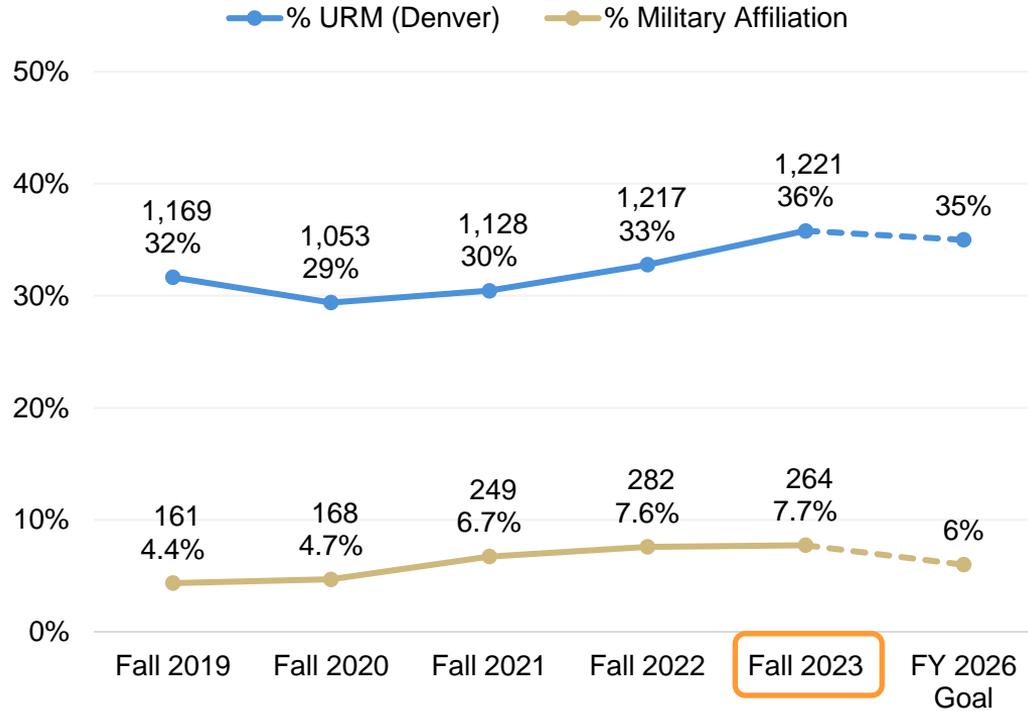
Source: CU System & Campus Offices of Institutional Research. Data revised from previous publication for consistent population and source. UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international). UCCS new students based on new degree-seeking undergraduate students. 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**

Source: CU System & Campus Offices of Institutional Research.

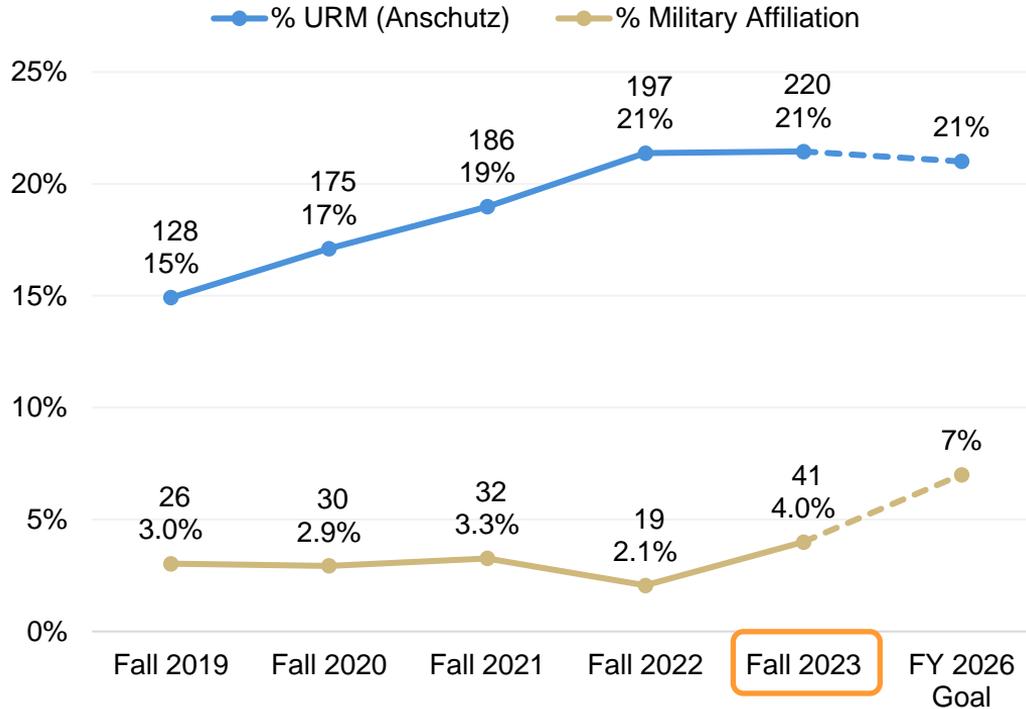
Denver URM is defined to include Hispanic, Black, American Indian, Pacific Islander. Denver new students based on new degree-seeking students, all levels.

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: **Yes**

Source: CU System & Campus Offices of Institutional Research.

Anschutz URM is defined to include Hispanic, Black, American Indian, Pacific Islander. Anschutz new students based on new degree-seeking students, all levels. 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

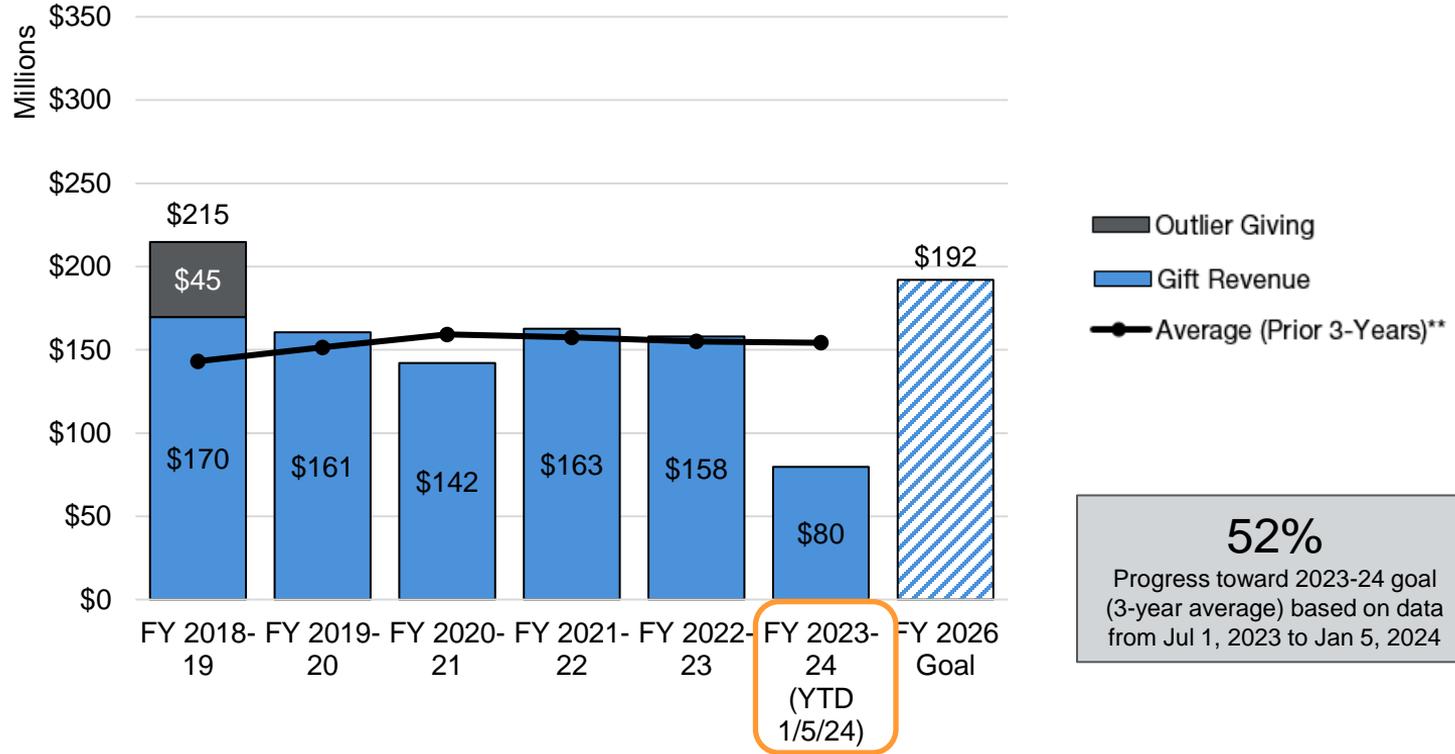
What is “Other Revenue per Employee”?

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



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/24 – Final end of July)

Boulder Gifts & Fundraising



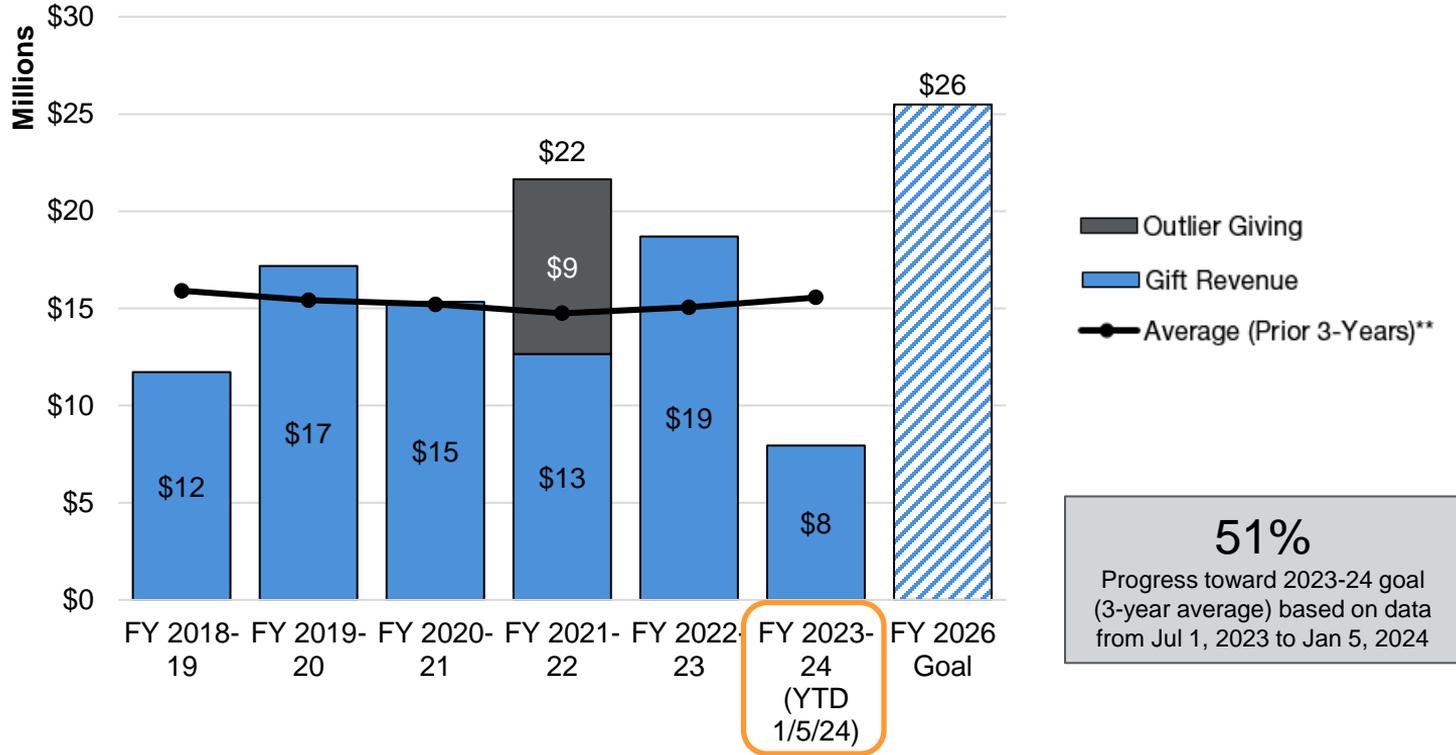
52%
 Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jan 5, 2024

Source: CU Advancement, Advancement Intelligence Report 1/5/2024
 ** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/24 – Final end of July)

UCCS Gifts & Fundraising



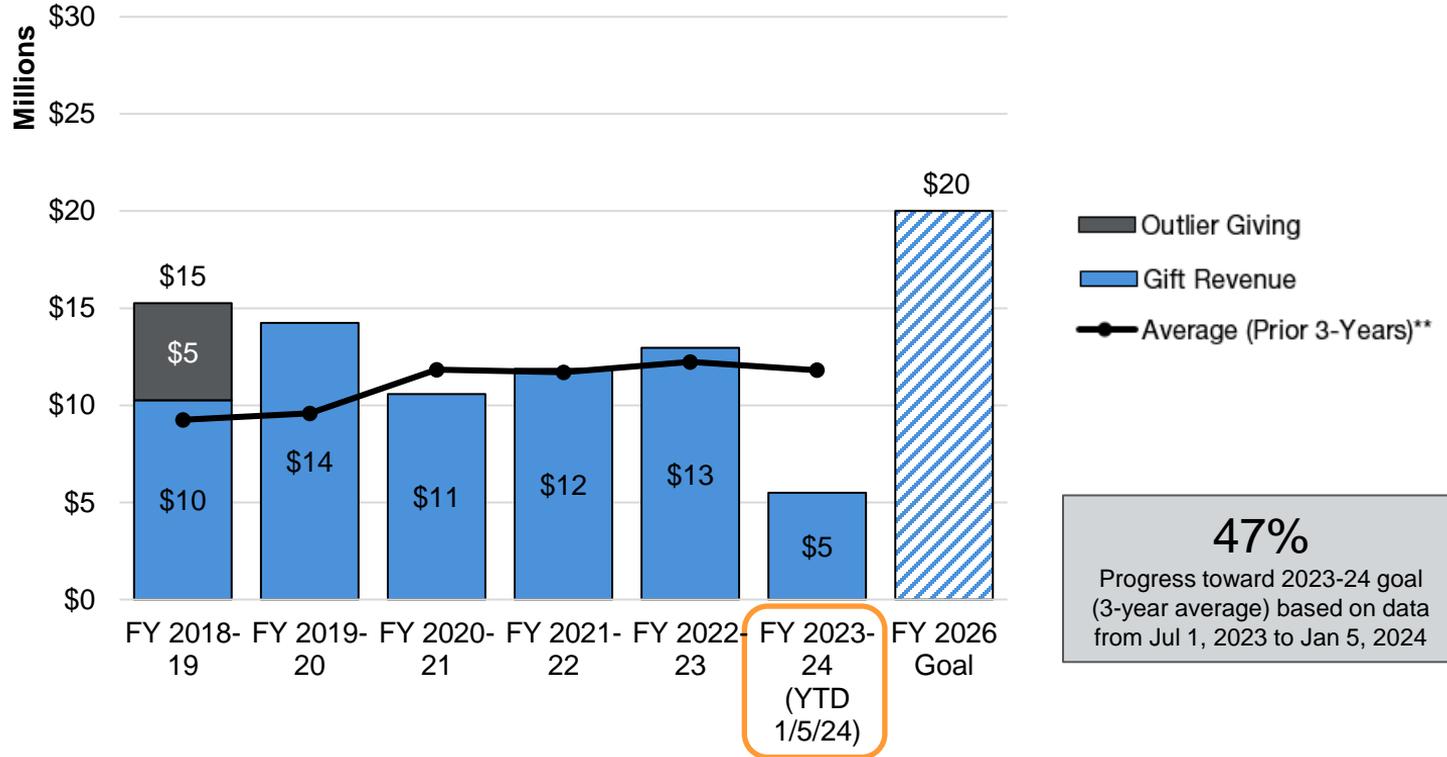
51%
 Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jan 5, 2024

Source: CU Advancement, Advancement Intelligence Report 1/5/2024
 ** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/24 – Final end of July)

Denver Gifts & Fundraising



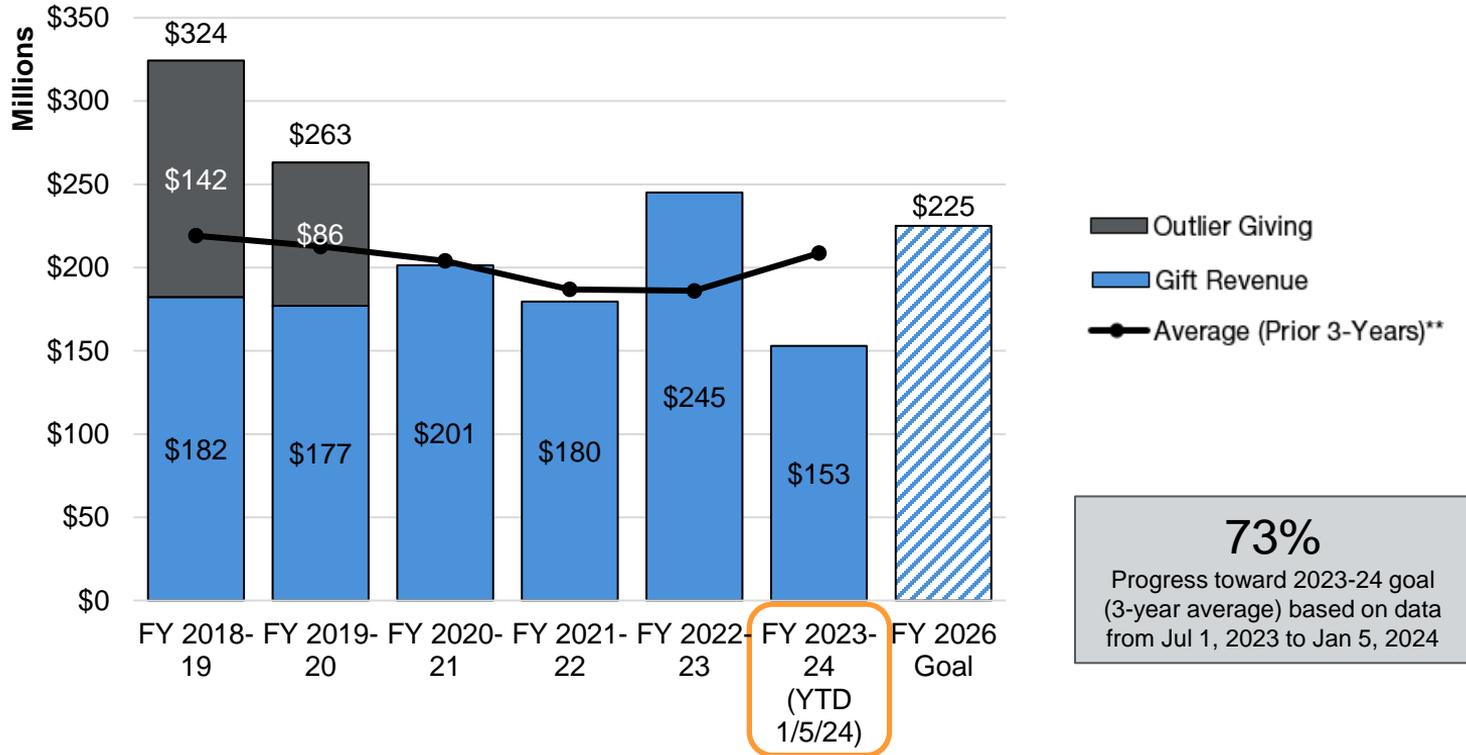
47%
 Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jan 5, 2024

Source: CU Advancement, Advancement Intelligence Report 1/5/2024
 ** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 1/5/24 – Final end of July)

Anschutz Gifts & Fundraising



73%
 Progress toward 2023-24 goal (3-year average) based on data from Jul 1, 2023 to Jan 5, 2024

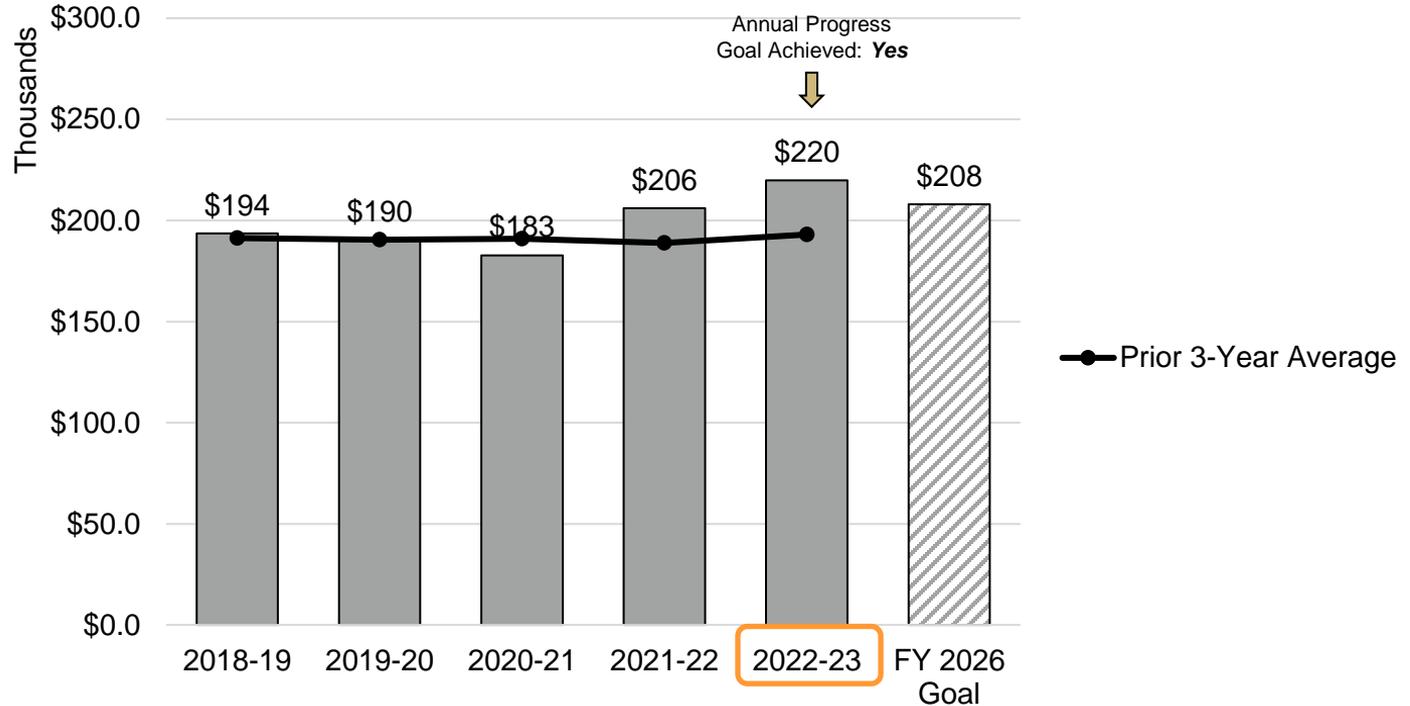
Source: CU Advancement, Advancement Intelligence Report 1/5/2024
 ** 3-Year Average calculation excludes Outlier Giving



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



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

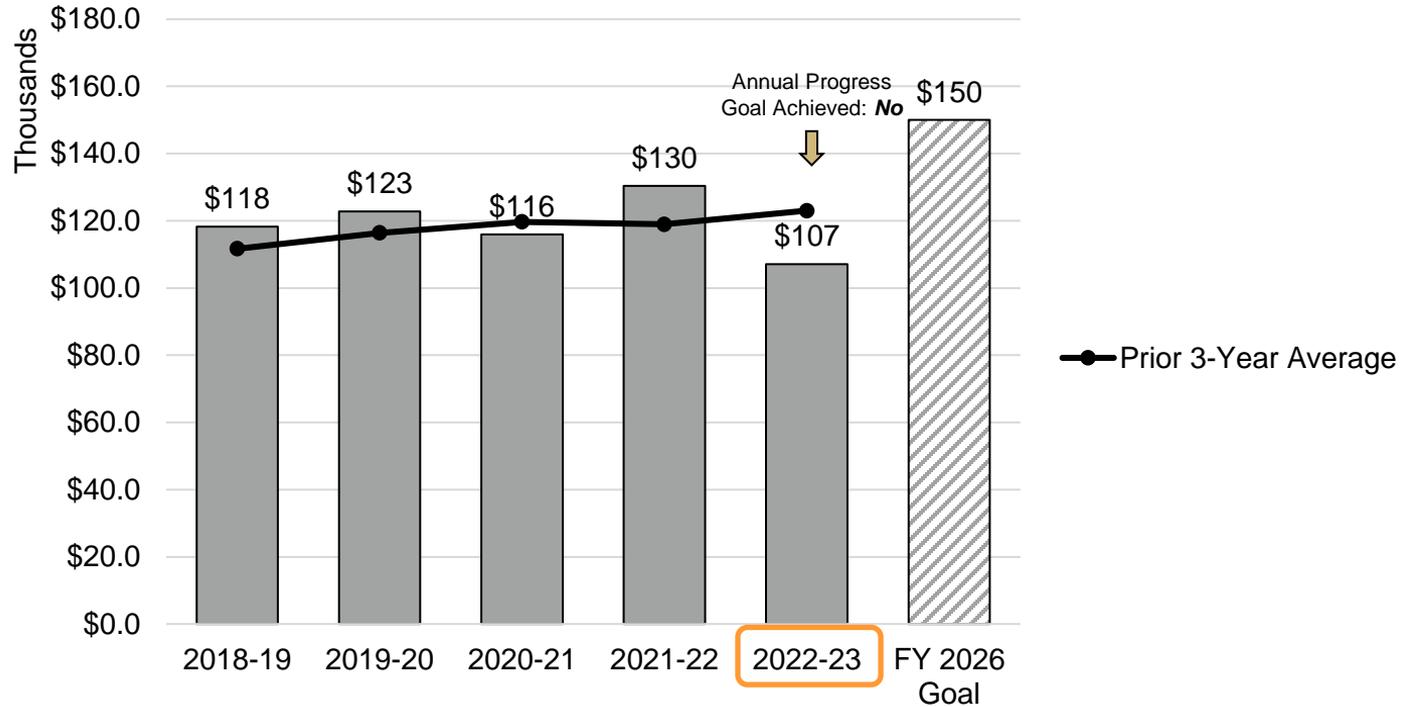
Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



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



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

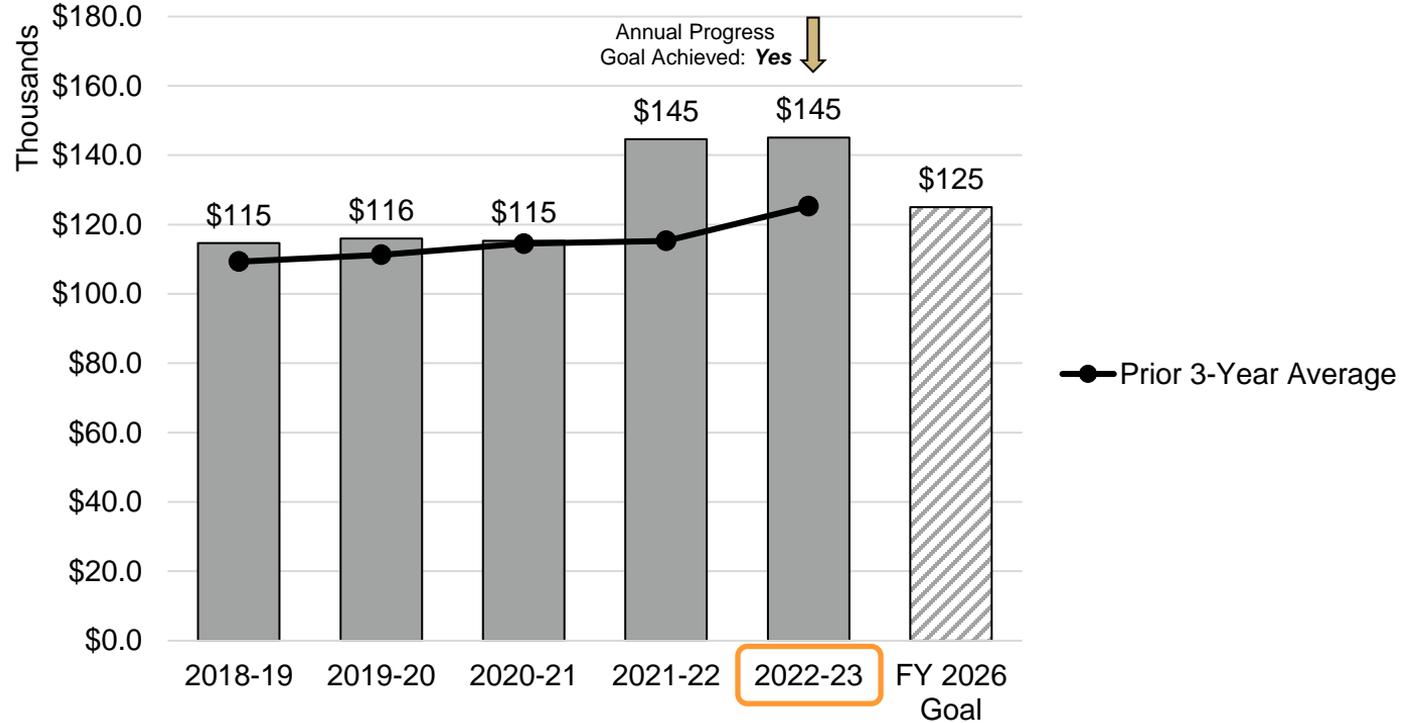
Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



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

Other Revenue per Employee – Denver

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



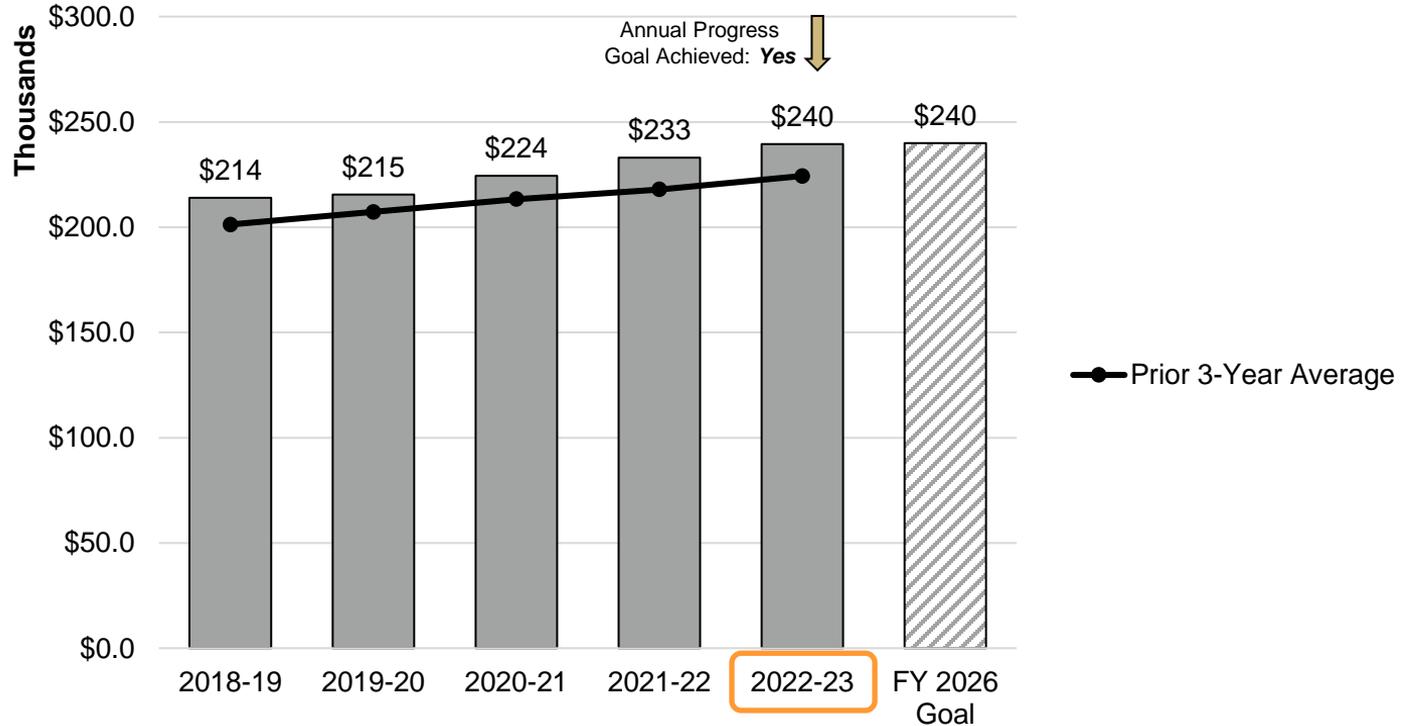
Source: CU System Institutional Research, based on final annual financial statements. Denver/Anschutz financial detail provided by campus controller in Dec 2022. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident 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



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