Innovating for the Future
2021 – 2026 Strategic Plan

CU Board of Regents Meeting
April 27, 2023
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

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

**Focus Area:**
- Student Retention

**Regent Meeting**
- New Hires
- Employee Retention

**Focus Area:**
- Employee Retention

**Regent Meeting**
- Research Awards

**Focus Area:**
- Research, Scholarship, & Creative Work

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

**Focus Area:**
- Partnerships
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

**Source:** Data provided by campus budget offices. 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:** Data provided by campus budget offices.
Discovery & Impact: Progress to 2026 Goal (YTD as of 3/31/23 – Final end of July)

Denver Sponsored Research (Awards Only)

Action Steps

1. Increase external funding for research and creative works, including by enhancing efforts to secure new federal support
2. Promote the launch of distinctive, cross-disciplinary research centers at CU Denver through support of Grand Challenge initiative teams
3. Manage seed funding programs to stimulate research and creative works
4. Following hire of full-time chief research officer in August 2022, build staff and support operations in Office of Research Services to better serve and support faculty research

Source: Data provided by campus budget offices.
Discovery & Impact: Progress to 2026 Goal (YTD as of 3/31/23 – Final end of July)

Anschutz Sponsored Research (Awards + Gifts)

<table>
<thead>
<tr>
<th>FY</th>
<th>Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-19</td>
<td>$805.7</td>
</tr>
<tr>
<td>2019-20</td>
<td>$762.2</td>
</tr>
<tr>
<td>2020-21</td>
<td>$770.3</td>
</tr>
<tr>
<td>2021-22</td>
<td>$777.8</td>
</tr>
<tr>
<td>2022-23 (thru 3/31/23)</td>
<td>$573.7</td>
</tr>
<tr>
<td>2026 Goal</td>
<td>$825.0</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: Data provided by campus budget offices. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.
Breakout Group Discussions
Breakout Group – Subject Matter Experts

CU Boulder
- **Phil DiStefano, PhD.,** Chancellor
- **Massimo Ruzzene, PhD.,** Vice Chancellor for Research & Innovation and Dean of the Institutes
- **Sona Dimidjian, PhD.,** Director, Renée Crown Wellness Institute, Sapp Family Endowed Chancellor’s Chair for Research Excellence

CU UCCS
- **Venkat Reddy, PhD.,** Chancellor
- **Nancy Marchand-Martella, PhD.,** Provost

CU Denver
- **Michelle Marks, PhD.,** Chancellor
- **Phillip DeLeon, PhD.,** Associate Vice Chancellor for Research
- **Dan Maxey, PhD.,** Chief of Staff

CU Anschutz
- **Terri C. Carrothers,** Executive Vice Chancellor for Administration and Finance
- **Thomas (Tom) Flaig, MD.,** Vice Chancellor for Research
- **Lori Sussel, PhD.,** Research Director
## Breakout Group Table Assignments

<table>
<thead>
<tr>
<th>TABLE 1</th>
<th>TABLE 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Chair Smith&lt;br&gt;• Regent James&lt;br&gt;• Regent Gallegos&lt;br&gt;• President Saliman&lt;br&gt;• VP Hueth&lt;br&gt;• ICSF Chair Brown</td>
<td>• Vice Chair Montera&lt;br&gt;• Regent VanDriel&lt;br&gt;• SVP Dinegar&lt;br&gt;• VP O’Herron&lt;br&gt;• CCO Simons&lt;br&gt;• Faculty Council Chair O’Bryant</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TABLE 3</th>
<th>TABLE 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Regent Chavez&lt;br&gt;• Regent Rennison&lt;br&gt;• VP Lightner&lt;br&gt;• SDO Diaz Bonacquisti&lt;br&gt;• VP Howard&lt;br&gt;• Staff Council Co-Chair Hurt&lt;br&gt;• ICSF Vice Chair Clark</td>
<td>• Regent Spiegel&lt;br&gt;• Regent McNulty&lt;br&gt;• VP Marturano&lt;br&gt;• SVP Radovich Piper&lt;br&gt;• VP Salazar&lt;br&gt;• Staff Council Co-Chair Slinkard</td>
</tr>
</tbody>
</table>