

Innovating for the Future

2021 – 2026 Strategic Plan

CU Board of Regents Retreat
July 2025



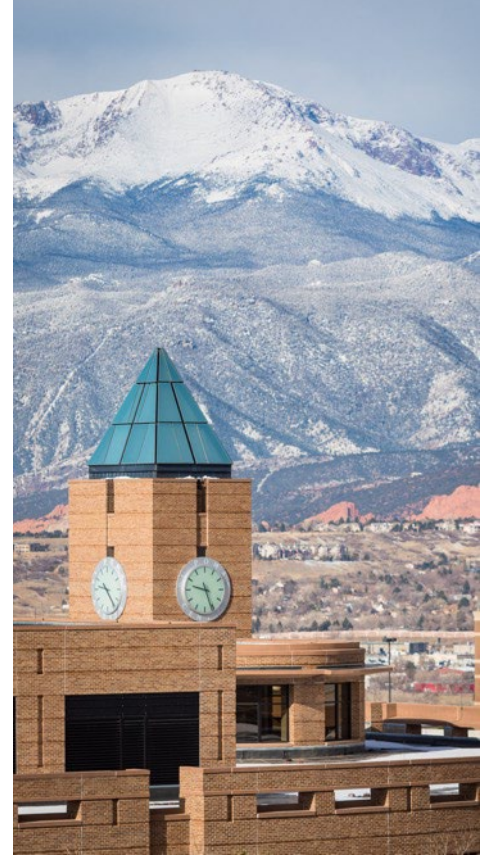
University of Colorado

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 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.

Previous Strategic Plan Presentations

- <https://www.cu.edu/strategic-plan/board-regents-presentations>

Board of Regents Presentations



2025



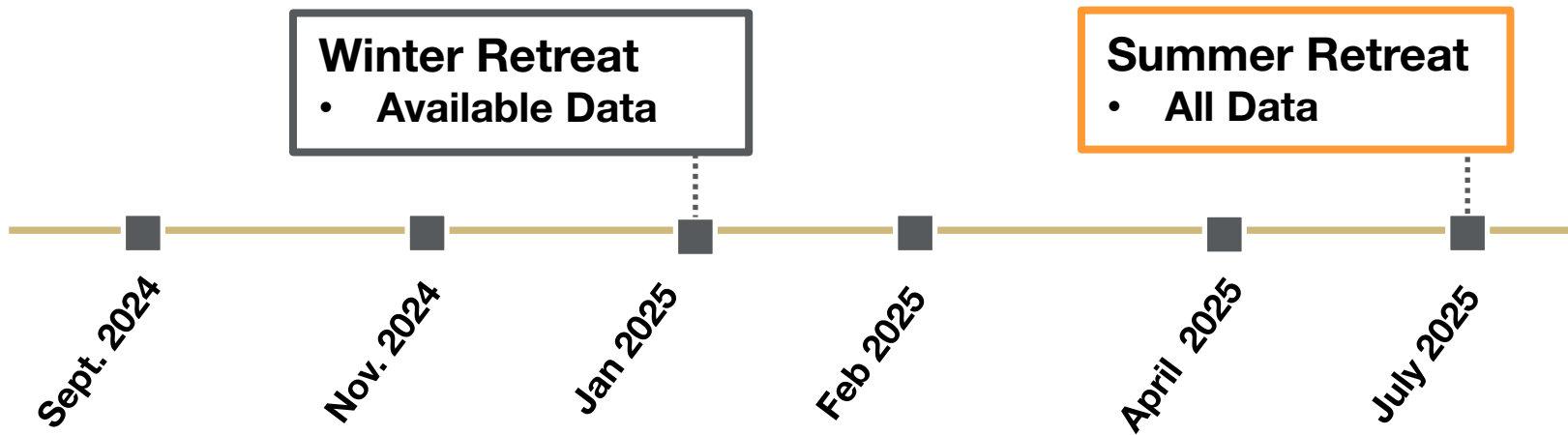
2024



2023



FY 2024-25 Strategic Metrics Reporting Timeline



Annual Reporting

Pillar	Final	Strategic Plan Metrics with Goals
1	January	4-Year Graduation Rate (First-Time Freshmen)
1	January	6-Year Graduation Rate (First-Time Freshmen)
1	January	4-Year Graduation Rate (URM)
1	January	6-Year Graduation Rate (URM)
1	January	Freshman Retention Rates (First-Time Freshmen)
1	January	Freshman Retention Rates (URM)
1	July	Percentage of students, faculty, & staff who participate in mental health trainings
2	July	*Sponsored research (Awards + Gifts)
2	July	*Patients Served
3	July	*URM Faculty Retention
3	July	*URM Staff Retention
3	July	*Percent of new faculty (veteran)
3	July	*Percent of new faculty (URM)
3	July	*Percent of new staff (veteran)
3	July	*Percent of new staff (URM)
3	January	Percent of new students (military affiliation)
3	January	Percent of new students (URM)
4	July	*Gifts & Fundraising
4	January	Other revenue per FTE
4	May	Facility Condition Index
4	May	Energy Use Intensity
4	May	Greenhouse Gas Emissions

* Preliminary Final, subject to fiscal year end reconciliation. Sponsored research, patients served, and employee metrics data as of 5/31/2025.

PILLAR 1: Affordability & Student Success



Mental Health Training – CU Boulder

Annual Mental Health Trainings					
	2021-22 (Baseline)	2022-23	2023-24	2024-25	2026 Goal
Undergraduate Students	99.0%	99.1%	99.2%	99.5%	100%
Graduate Students	6.9%	9.6%	19.1%	23.4%	75%
Faculty & Staff	12.3%	22.6%	28.6%	41.7%	75%



Annual progress goal achieved
(annual improvement):
Yes

Action Steps

1. Encourage/incentivize students to participate in either a First Year Academic Experience seminar or the online orientation Health and Wellness module, with a goal of having at least one of these experiences during their time at CU Boulder
2. Encourage/incentivize faculty/staff/graduate students to participate in mental health and wellness training modules, workshops and counseling services
3. Develop a comprehensive approach to suicide prevention
4. Launch the mental health collaborative



Mental Health Training – UCCS

Annual Mental Health Trainings					
	2021-22 (Baseline)	2022-23	2023-24	2024-25	2026 Goal
Students	4.7%	6.7%	9.3%	8.4%	25%
Faculty	4.9%	5.8%	16.8%	6.8%	27.5%
Staff	10.5%	27.3%	46.6%	21.7%	44%



Annual progress goal achieved
(annual improvement):

No

Action Steps

1. Established online QPR training to help faculty, staff and students identify students struggling with mental health issues
2. Continued with preventative, resilience and peer support programs/trainings



Mental Health Training – CU Denver

Annual Mental Health Trainings					
	2021-22 (Baseline)	2022-23	2023-24	2024-25	2026 Goal
Students	0.8%	1.5%	0.5%	0.3%	15%
Faculty & Staff	7.3%	7.9%	11.8%	6.0%	25%



Annual progress goal achieved
(annual improvement):
Students=No
Employees=No

Action Steps

1. Expand current mental health training to additional students, faculty and staff
2. Improve coordination of mental health services on campus
3. Conduct cabinet and deans training regarding mental health issues experienced by BIPOC community members



Mental Health Training – CU Anschutz

Annual Mental Health Trainings					
	2021-22 (Baseline)	2022-23	2023-24	2024-25	2026 Goal
Students, Faculty & Staff	51%	36%	12%	18%	24%



Annual progress goal achieved
(annual improvement):
Yes

Action Steps

1. Expand current mental health first aid training to additional students, faculty and staff
2. Improve coordination of mental health efforts on campus

*Staff includes postdocs and residents

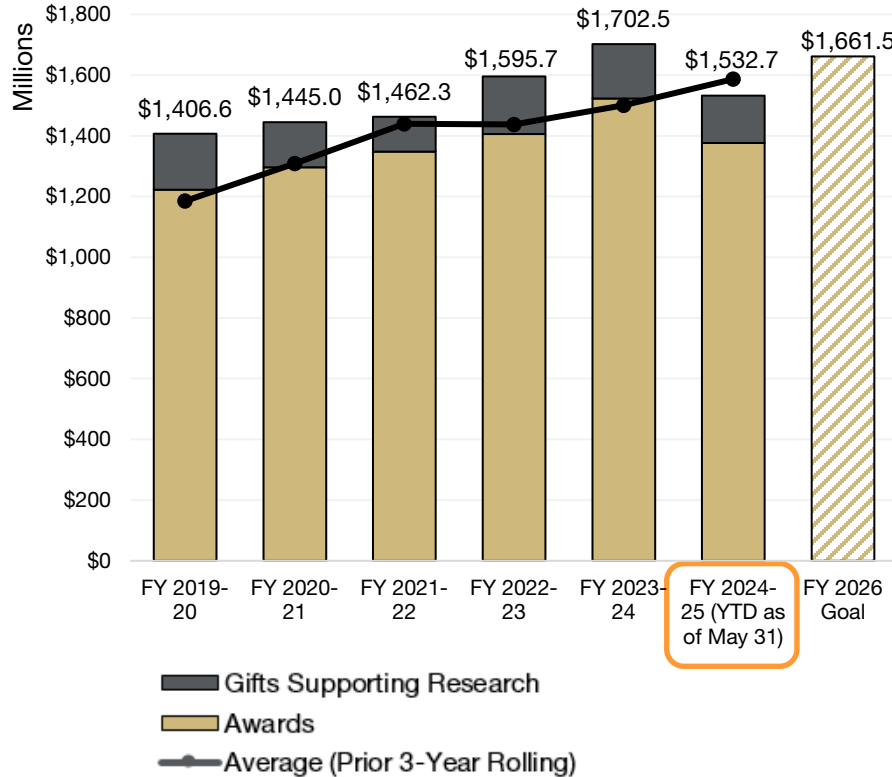
Source: CU Anschutz Office of Budget, Planning and Campus Strategy. Data received 6/26/25.

PILLAR 2: Discovery & Impact



Discovery & Impact : Progress to 2026 Goal (YTD 5/31/25 – Final end of July)

CU Total Sponsored Research (Awards + Gifts)



Campus	FY 2024-25 (thru May 2025)	FY 2026 Goal
CU Boulder	\$691.8M	\$800M
UCCS	\$8.8M	\$13.5M
CU Denver	\$26.2M	\$23M
CU Anschutz	\$805.9M	\$825M
Total	\$1,532.6M	\$1,661.5M

96.6%

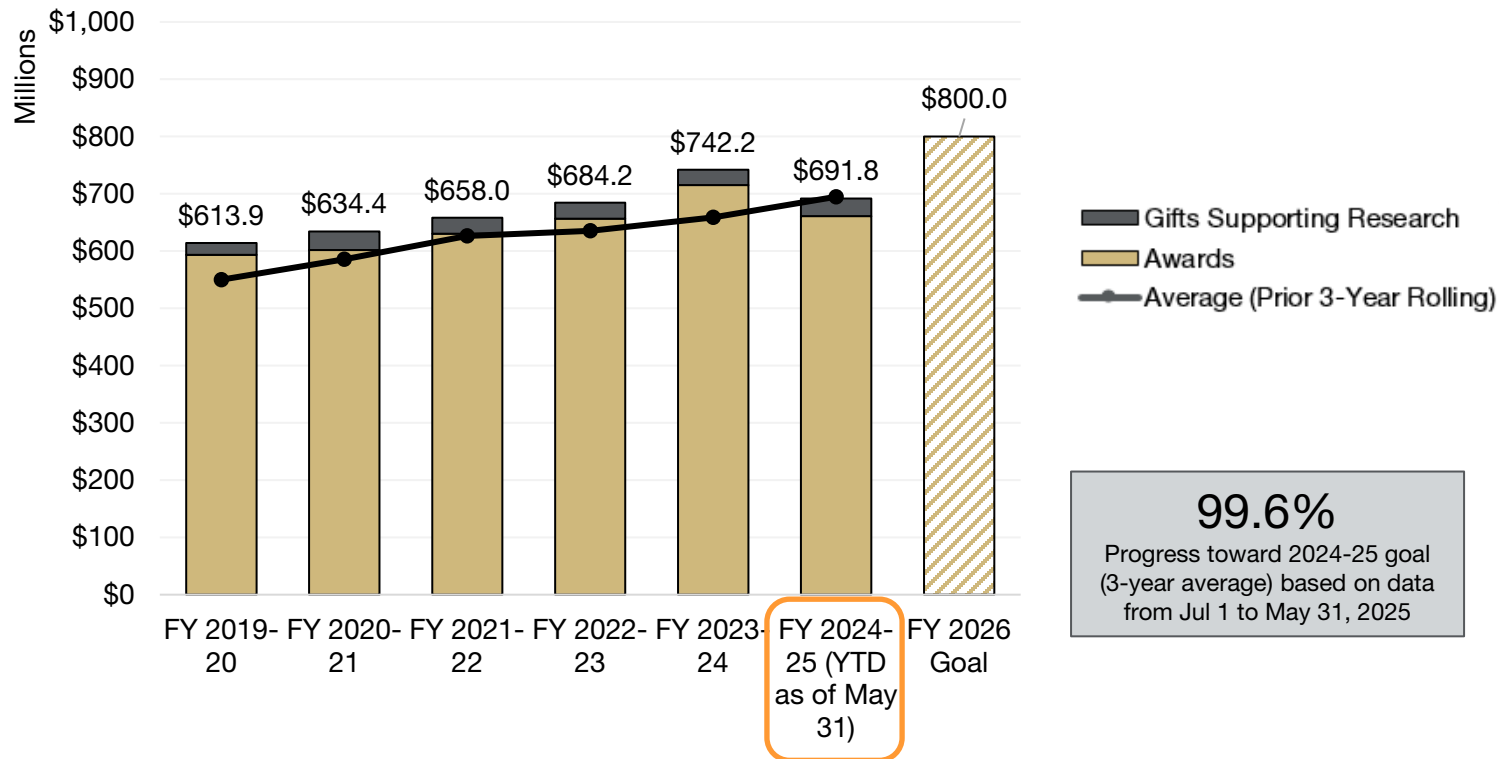
Progress toward 2024-25 goal
(3-year average) based on data
from Jul 1 to May 31, 2025

Source: Data provided by campus budget & finance offices.

"Gifts Supporting Research" only reflect gifts from Boulder & Anschutz. Denver and UCCS do not include gifts supporting research in goals.



Boulder Sponsored Research (Awards + Gifts)



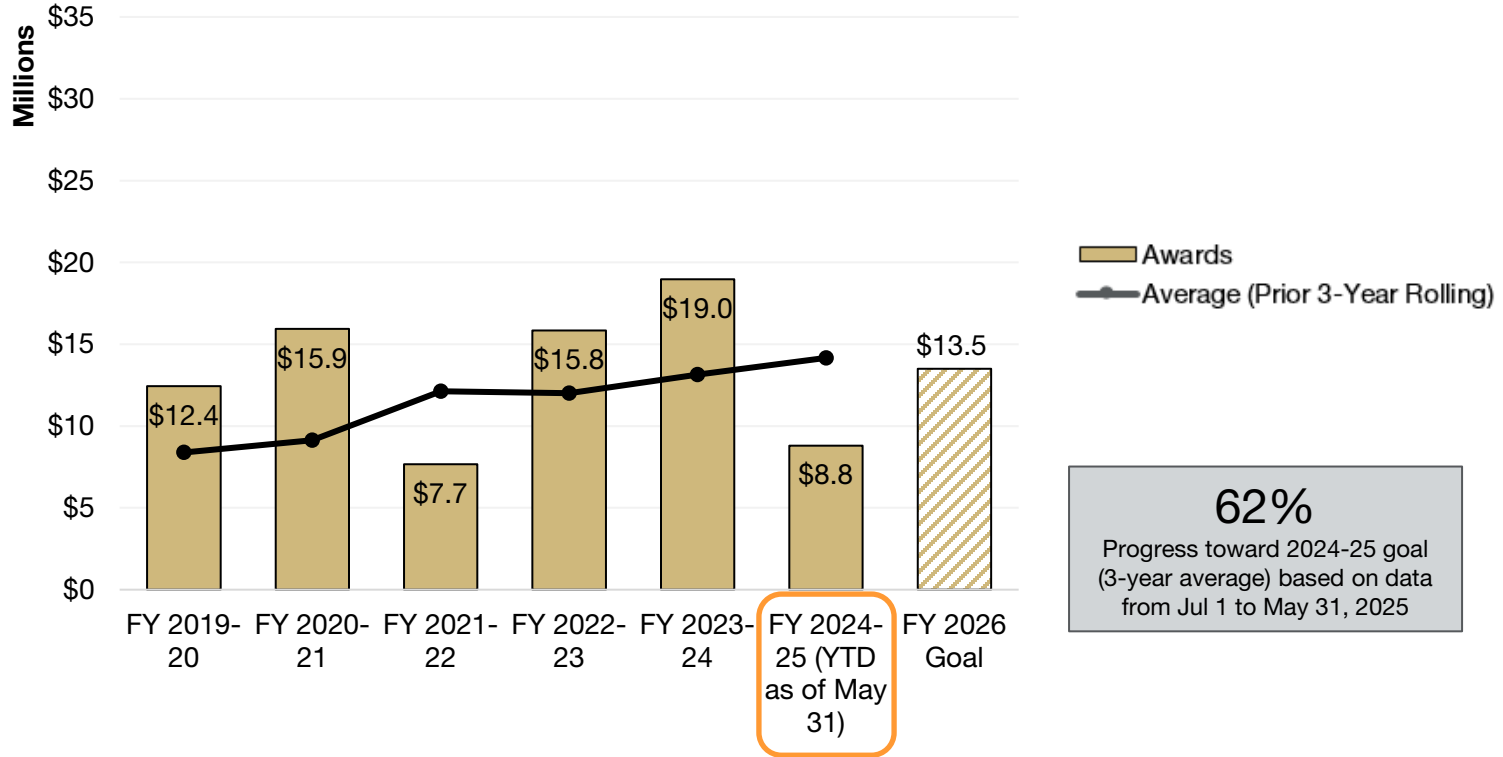
Source: CU Boulder, Office of the Vice Chancellor for Budget & Finance. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.



PILLAR 2

Discovery & Impact : Progress to 2026 Goal (YTD 5/31/25 – Final end of July)

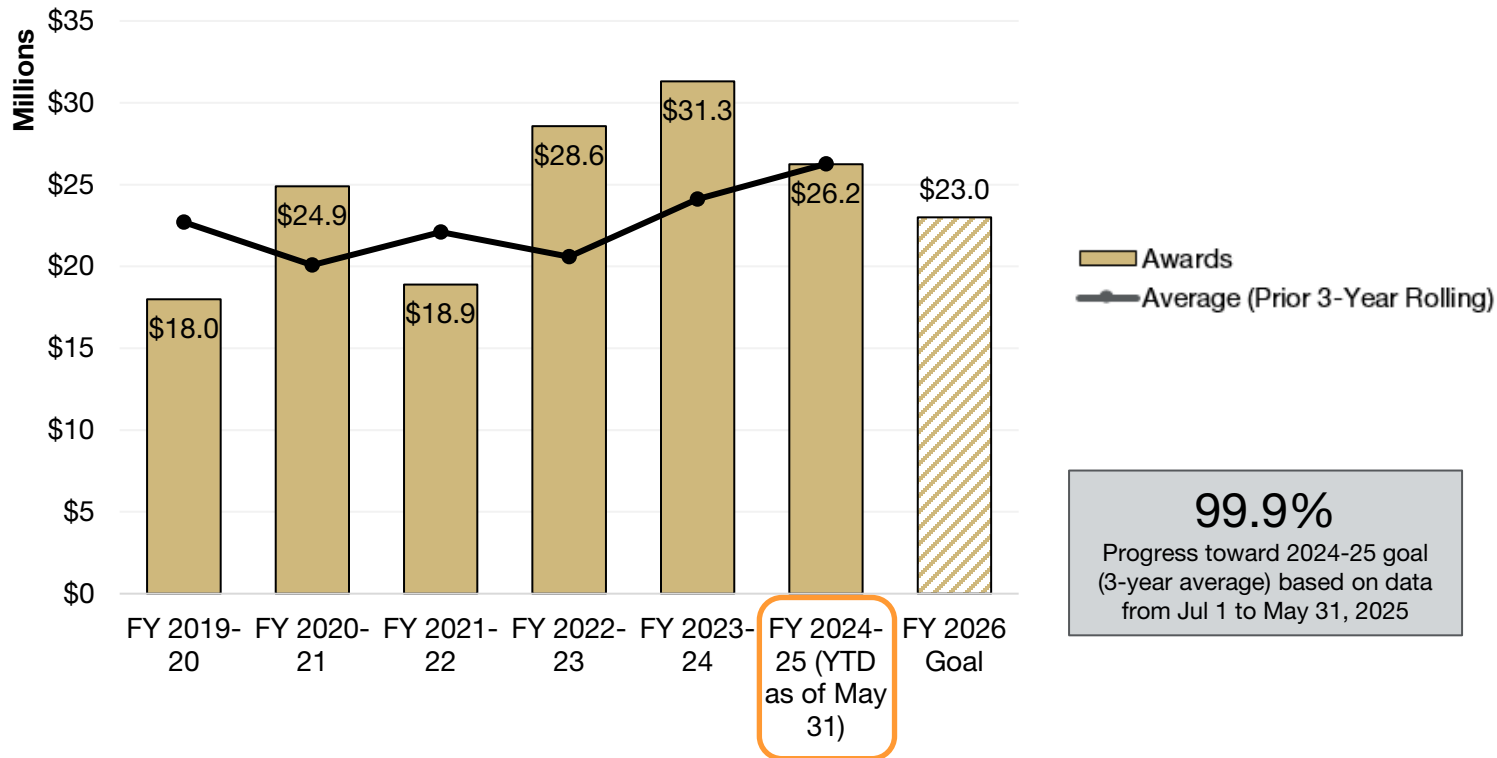
UCCS Sponsored Research (Awards Only)



Source: UCCS Office of Budget & Planning. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.



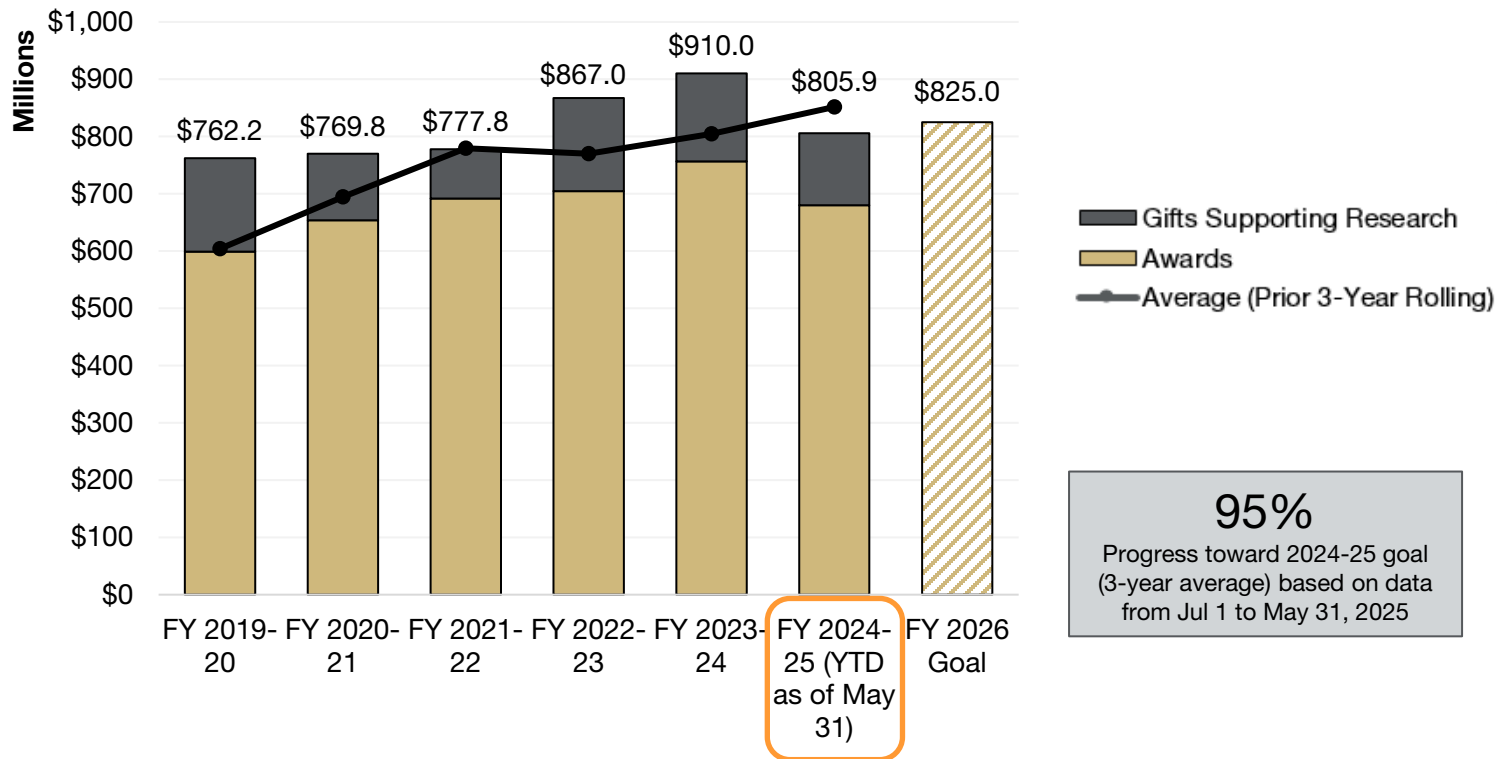
Denver Sponsored Research (Awards Only)



Source: CU Denver, Office of the Vice Chancellor Finance & Administration. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.



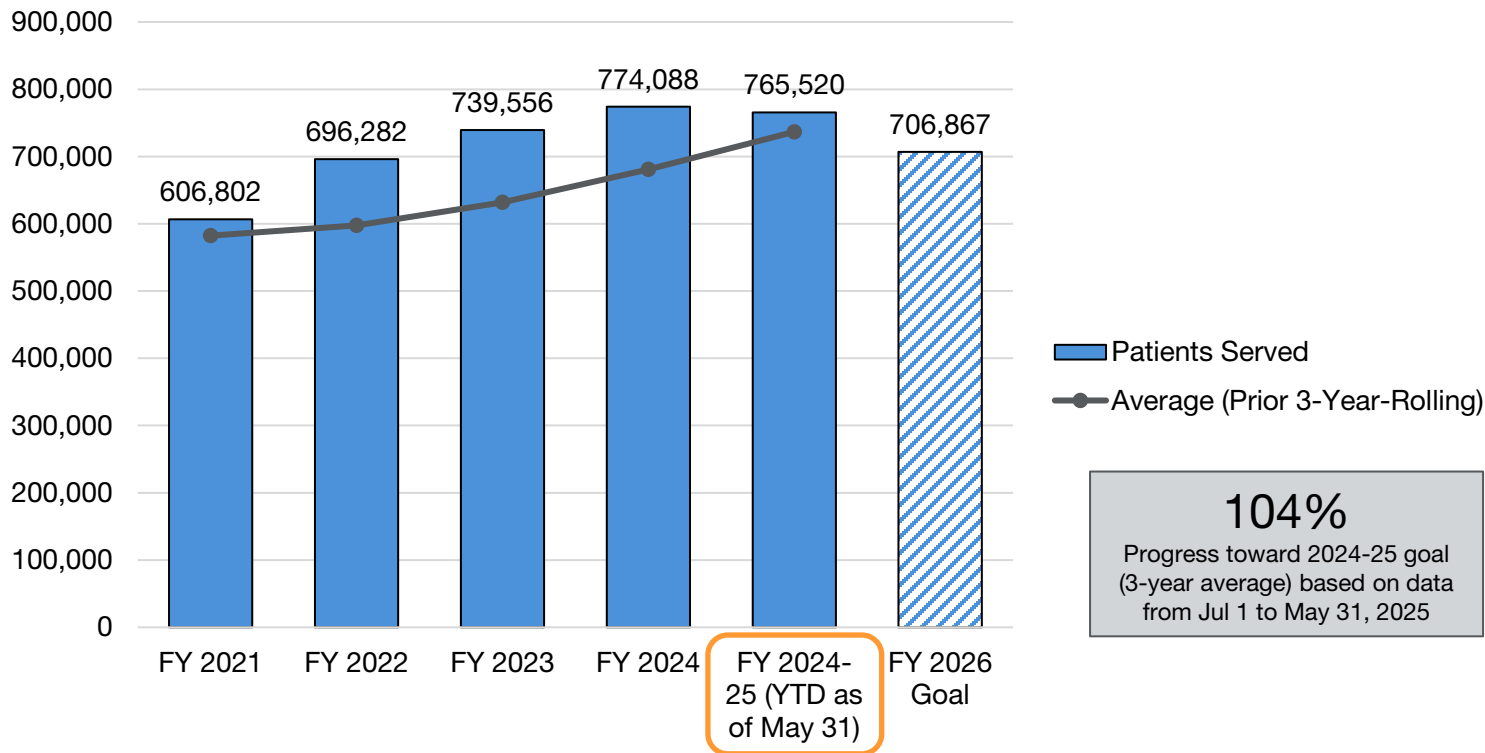
Anschutz Sponsored Research (Awards + Gifts)



Source: CU Anschutz, Office of Budget, Planning and Campus Strategy. Note: Boulder & Anschutz gifts supporting research are not reflected prior to FY 2018-19.



Patients Served by Anschutz Clinical Faculty



PILLAR 3: **Diversity, Inclusion, Equity & Access**



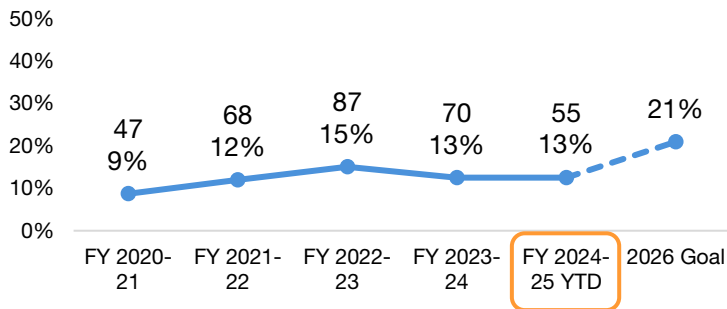
University of Colorado
Boulder



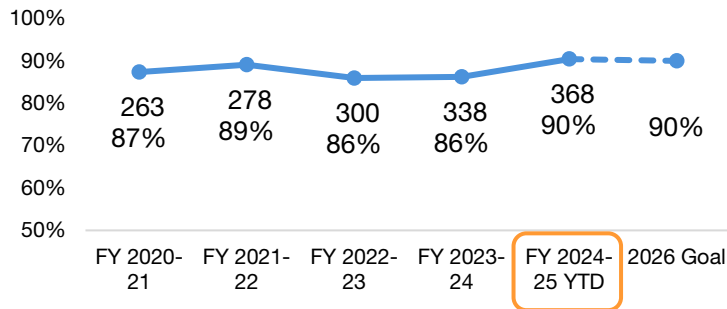
Boulder URM – Faculty Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

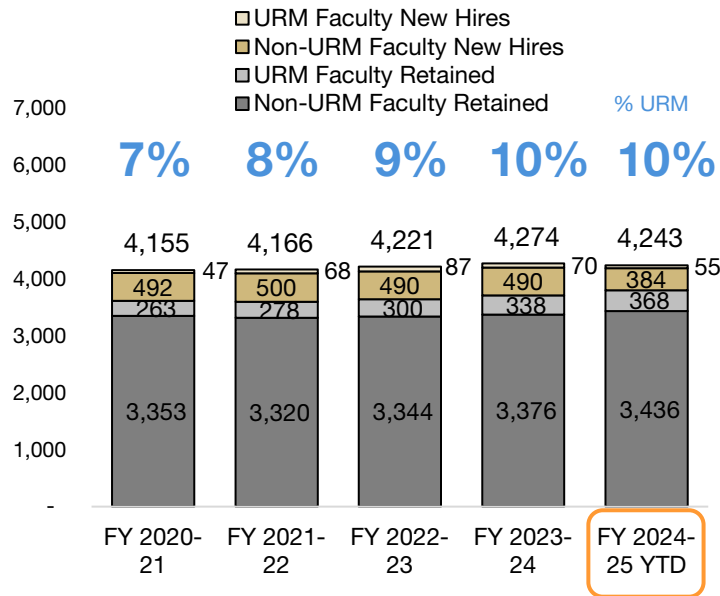
Boulder | % URM Faculty New Hires



Boulder | URM Faculty Retention



Boulder | Faculty Population
(Retained + New Hires)



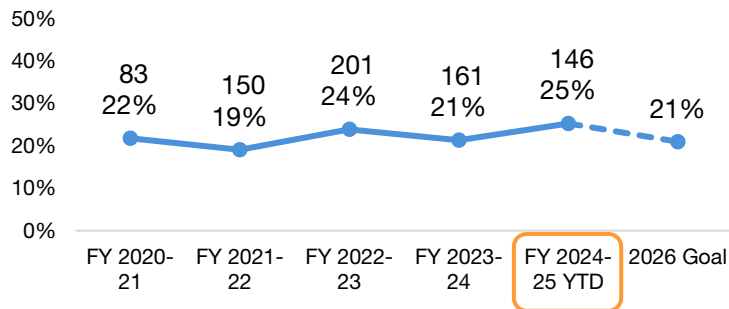
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



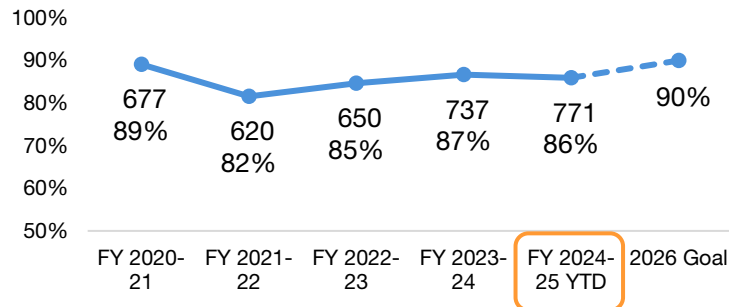
Boulder URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

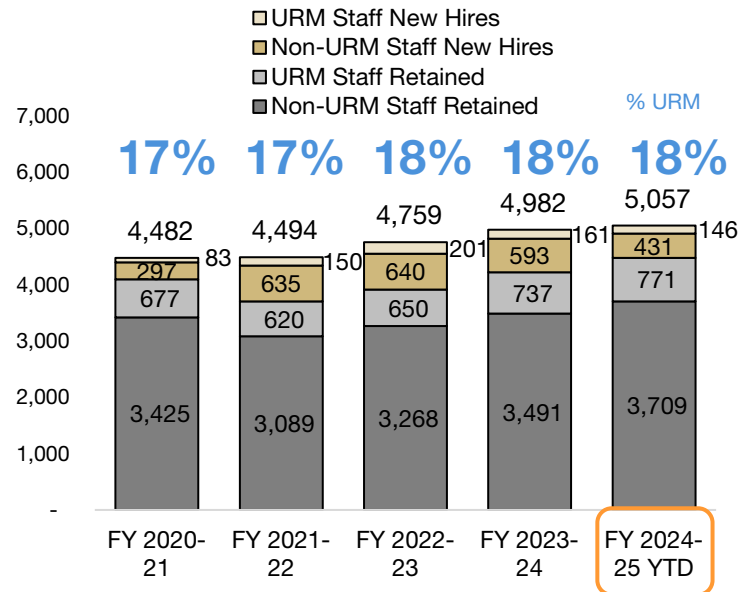
Boulder | % URM Staff New Hires



Boulder | URM Staff Retention



Boulder | Staff Population
(Retained + New Hires)



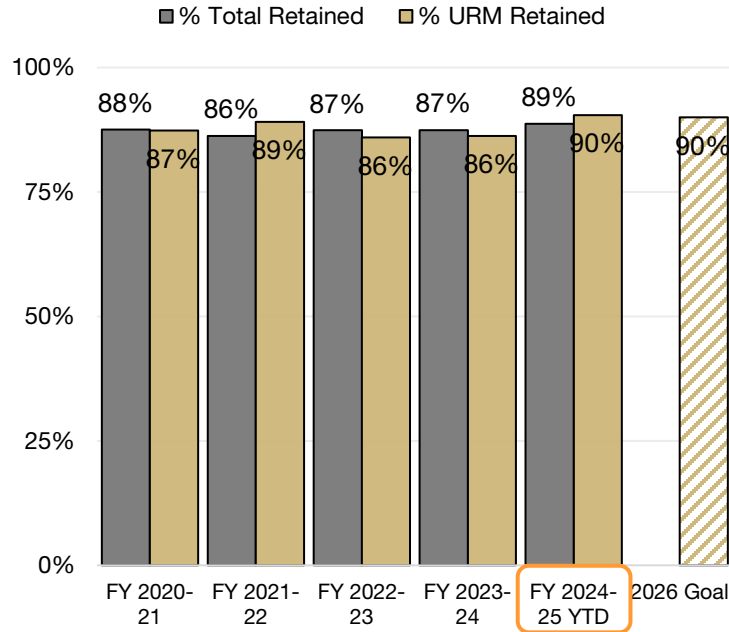
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



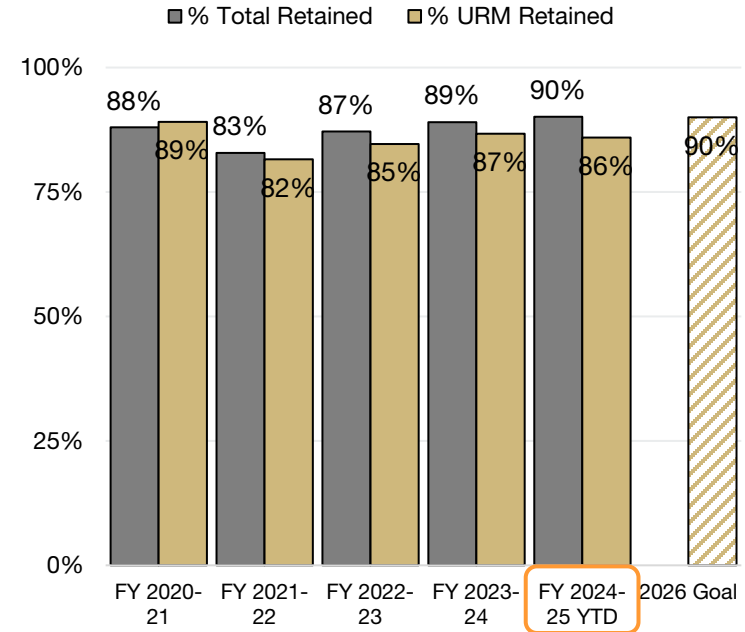
Boulder – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: **Pending** Staff: **Pending**

Boulder | Faculty Retention Rates



Boulder | Staff Retention Rates



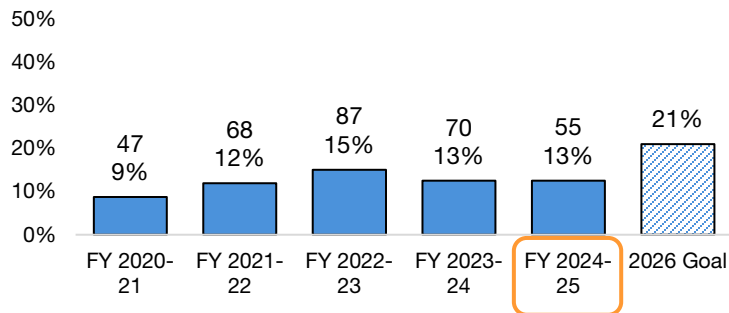
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



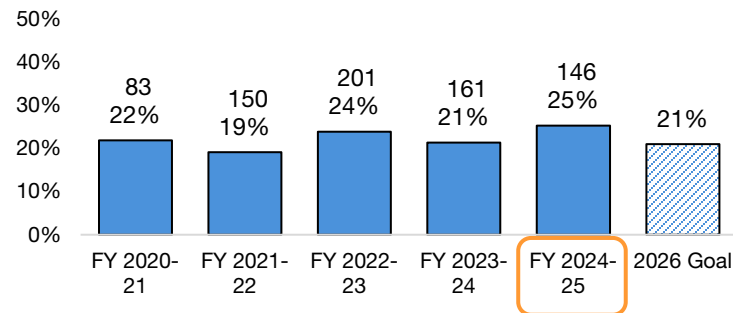
Boulder – New Faculty & Staff

Annual progress goal achieved (annual improvement):
URM Faculty: **Pending** URM Staff: **Pending**
Veteran Faculty: **Pending** Veteran Staff: **Pending**

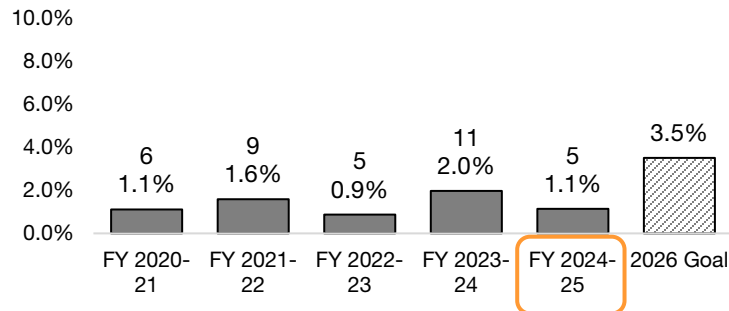
Boulder | % URM Faculty New Hires



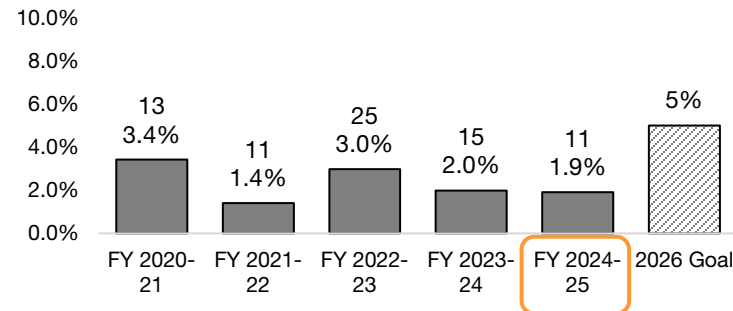
Boulder | % URM Staff New Hires



Boulder | % Veteran Faculty New Hires



Boulder | % Veteran Staff New Hires



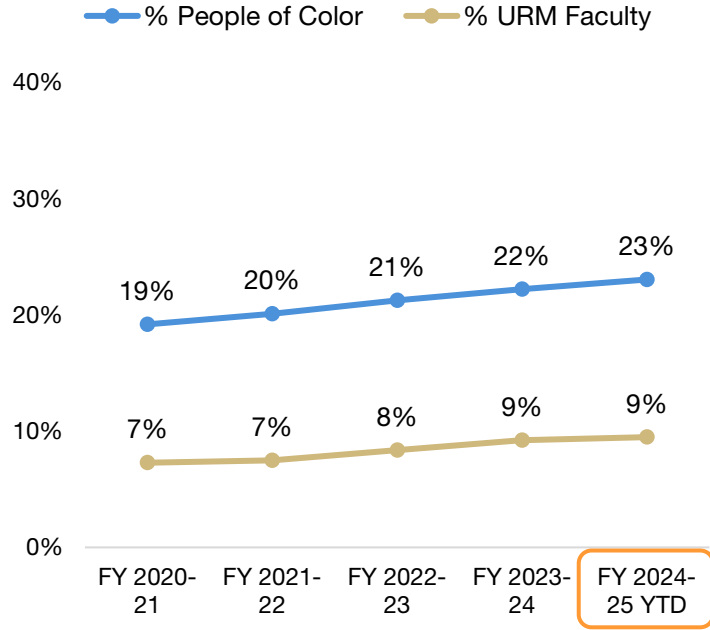
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.
Veteran includes people who have served in the US Armed Forces



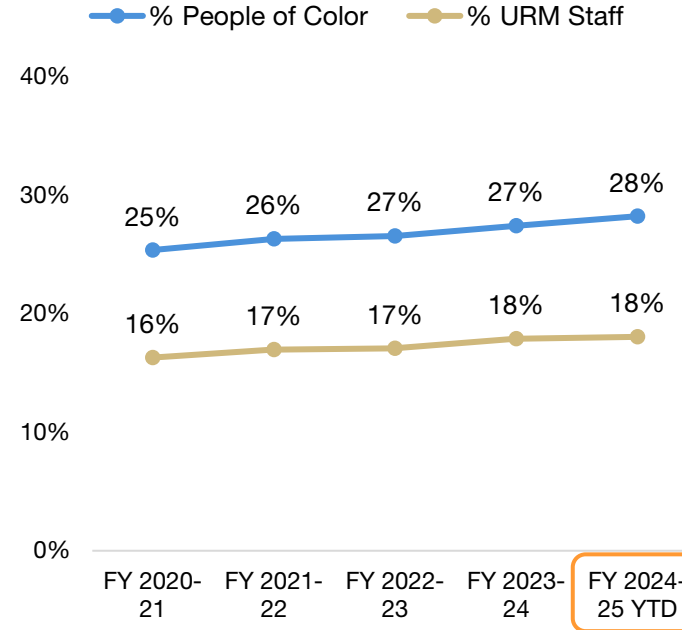
Boulder – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

Boulder | % URM and % POC Faculty



Boulder | % URM and % POC Staff



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Boulder URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



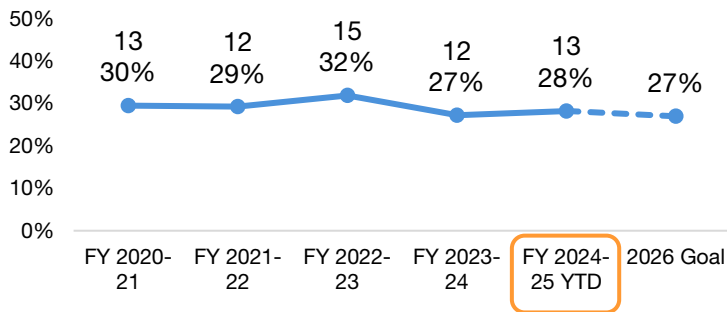
University of Colorado
Colorado Springs



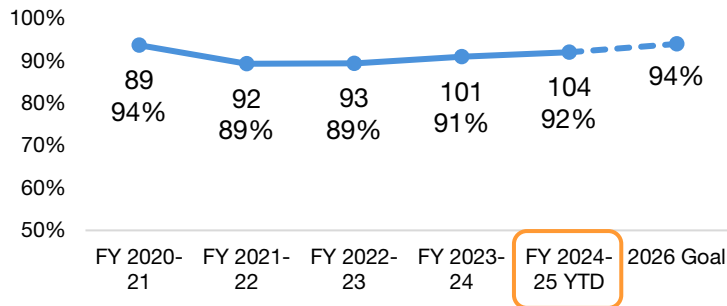
UCCS URM – Faculty Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

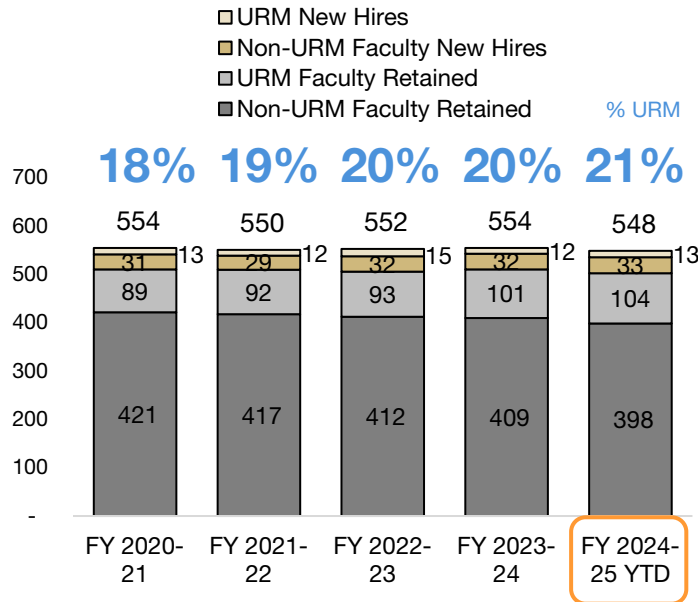
UCCS | % URM Faculty New Hires



UCCS | URM Faculty Retention



UCCS | Faculty Population
(Retained + New Hires)



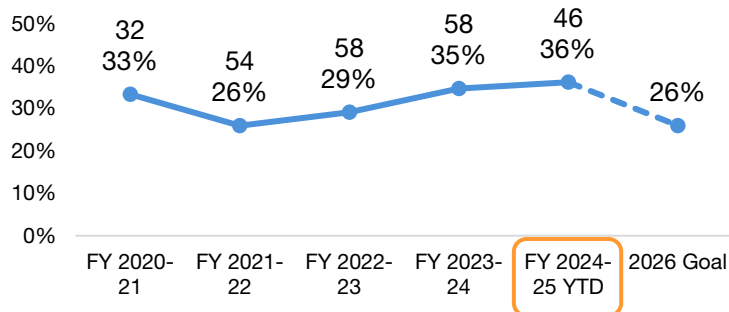
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
UCCS URM is defined to include all non-white and non-unknown race ethnicities.



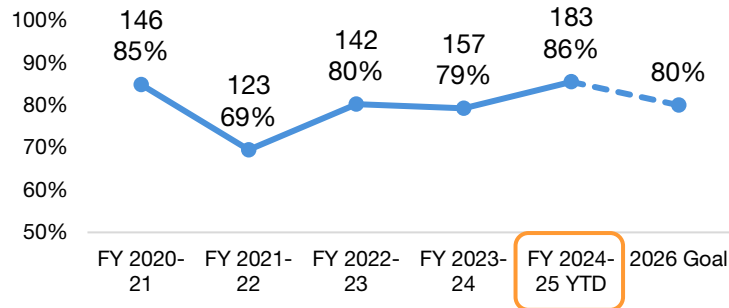
UCCS URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

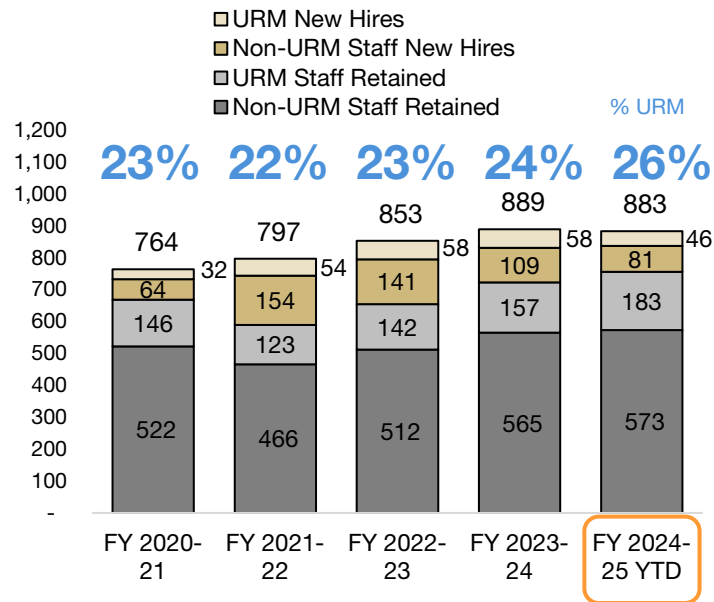
UCCS | % URM Staff New Hires



UCCS | URM Staff Retention



UCCS | Staff Population
(Retained + New Hires)



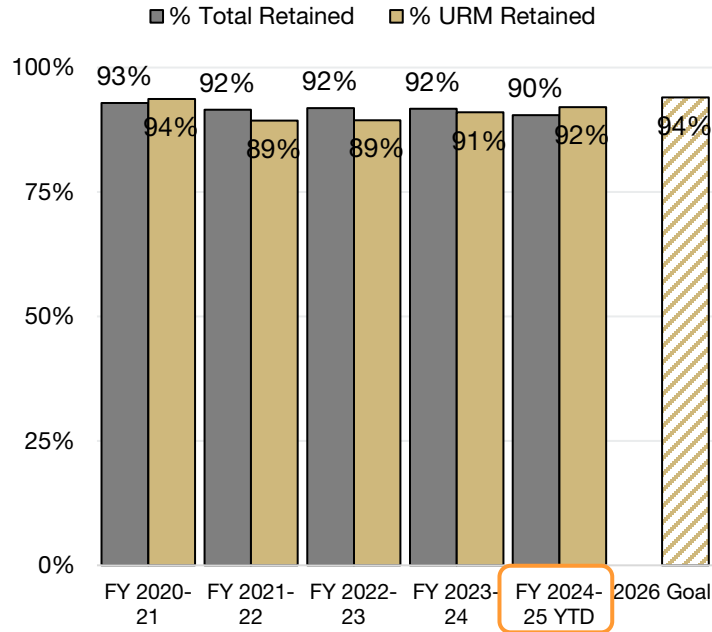
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
UCCS URM is defined to include all non-white and non-unknown race ethnicities.



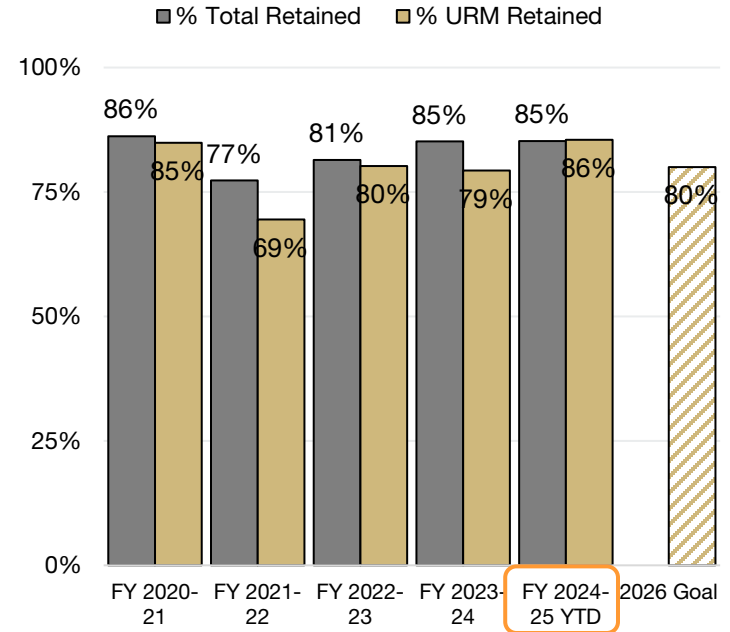
UCCS – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: **Pending** Staff: **Pending**

UCCS | Faculty Retention Rates



UCCS | Staff Retention Rates



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
UCCS URM is defined to include all non-white and non-unknown race ethnicities.



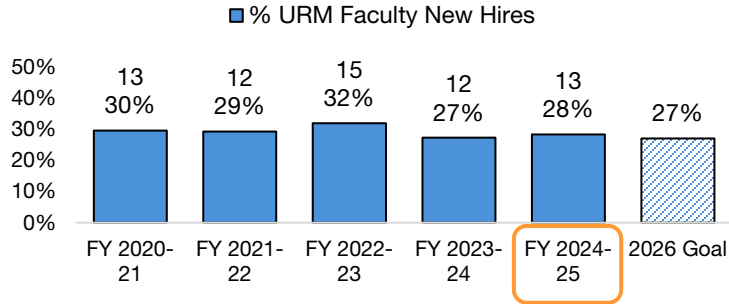
UCCS – New Faculty & Staff

Annual progress goal achieved (annual improvement):

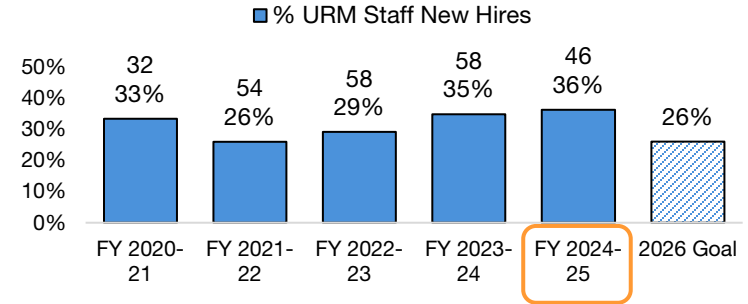
URM Faculty: **Pending** URM Staff: **Pending**

Veteran Faculty: **Pending** Veteran Staff: **Pending**

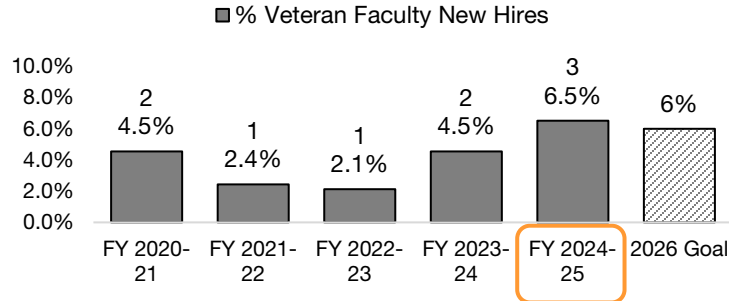
UCCS | % URM Faculty New Hires



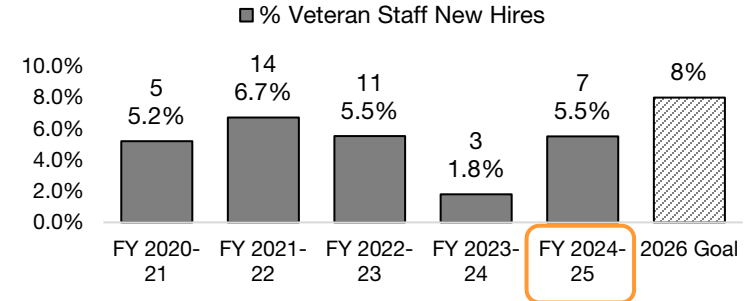
UCCS | % URM Staff New Hires



UCCS | % Veteran Faculty New Hires



UCCS | % Veteran Staff New Hires



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25

UCCS URM is defined to include all non-white and non-unknown race ethnicities.

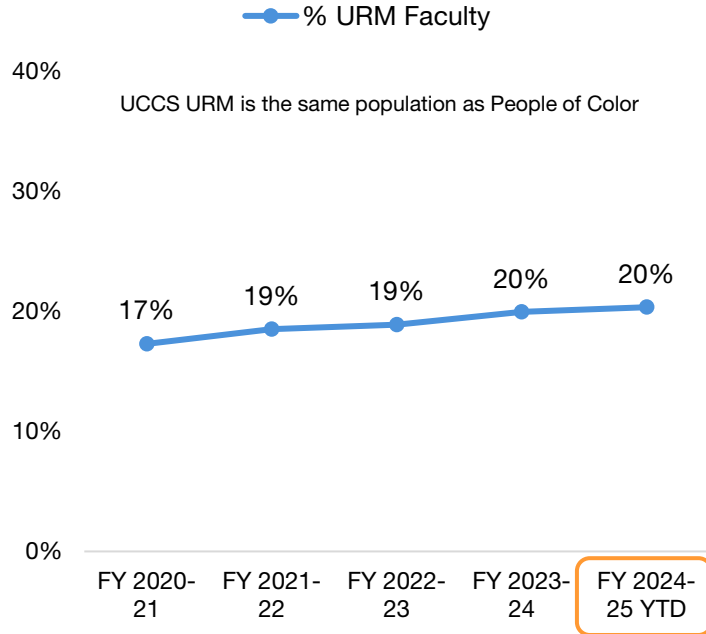
Veteran includes people who have served in the US Armed Forces



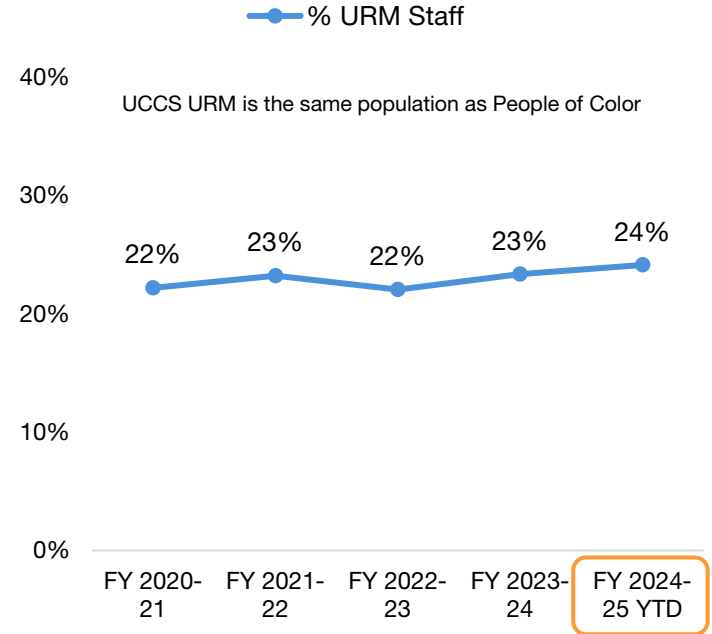
UCCS – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

UCCS | % URM and % POC Faculty



UCCS | % URM and % POC Staff



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
UCCS URM is defined to include all non-white and non-unknown race ethnicities.



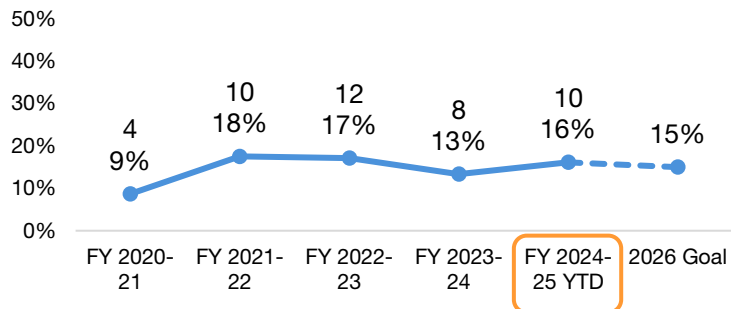
Denver



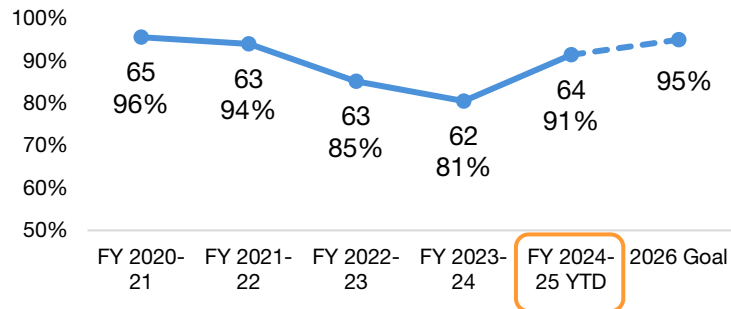
Denver URM – Faculty Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

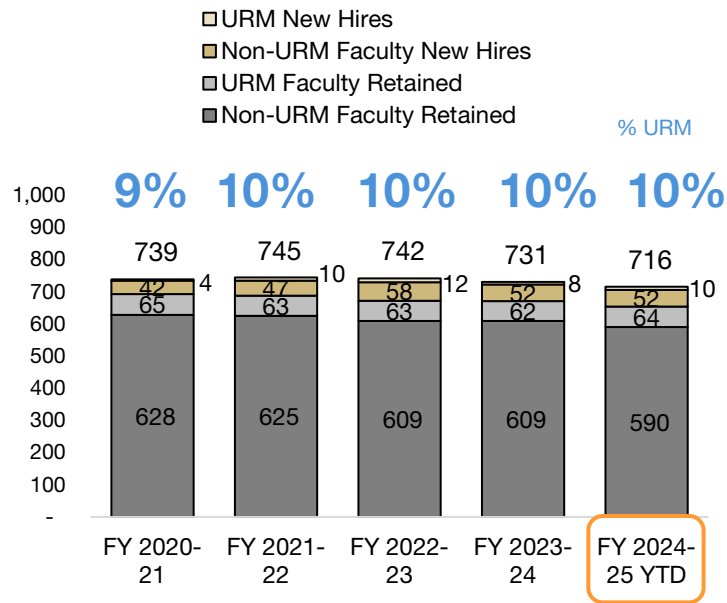
Denver | % URM Faculty New Hires



Denver | URM Faculty Retention



Denver | Faculty Population
(Retained + New Hires)



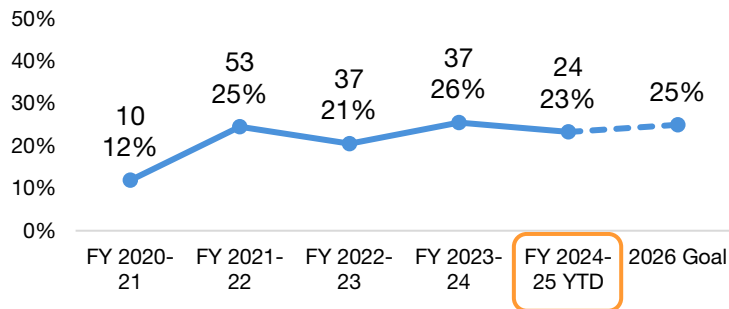
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.



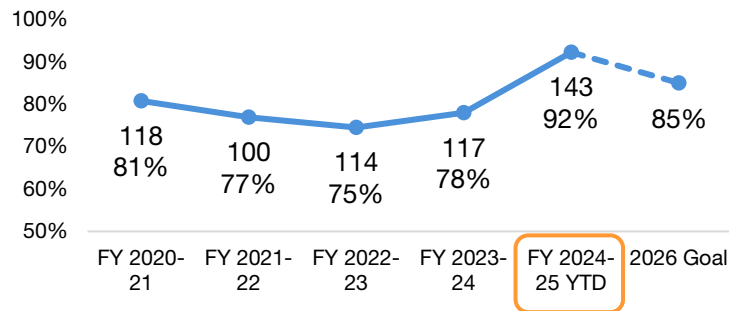
Denver URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

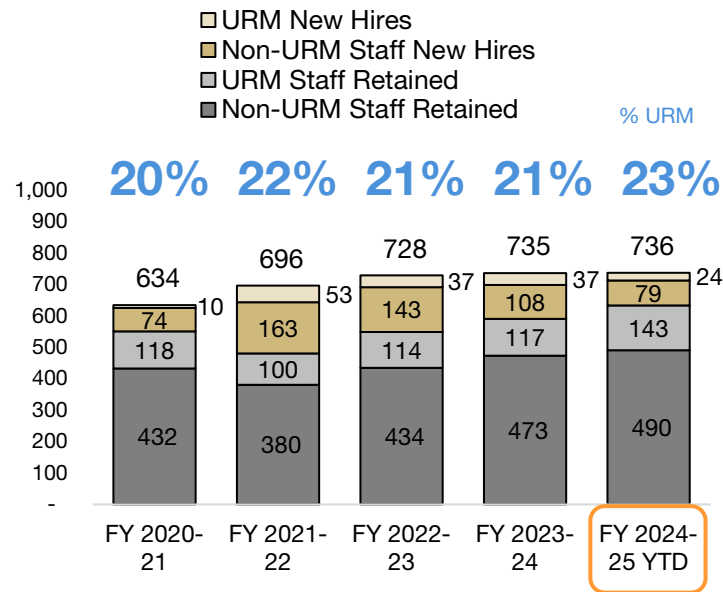
Denver | % URM Staff New Hires



Denver | URM Staff Retention



Denver | Staff Population
(Retained + New Hires)



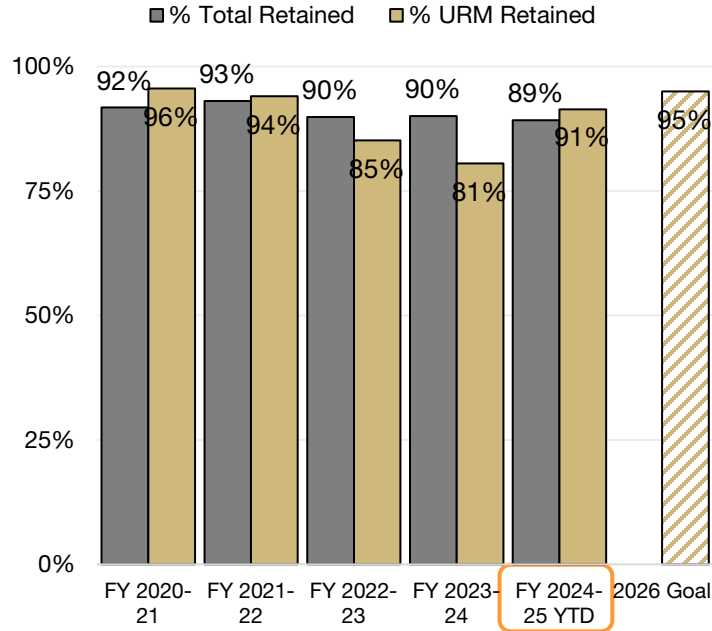
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.



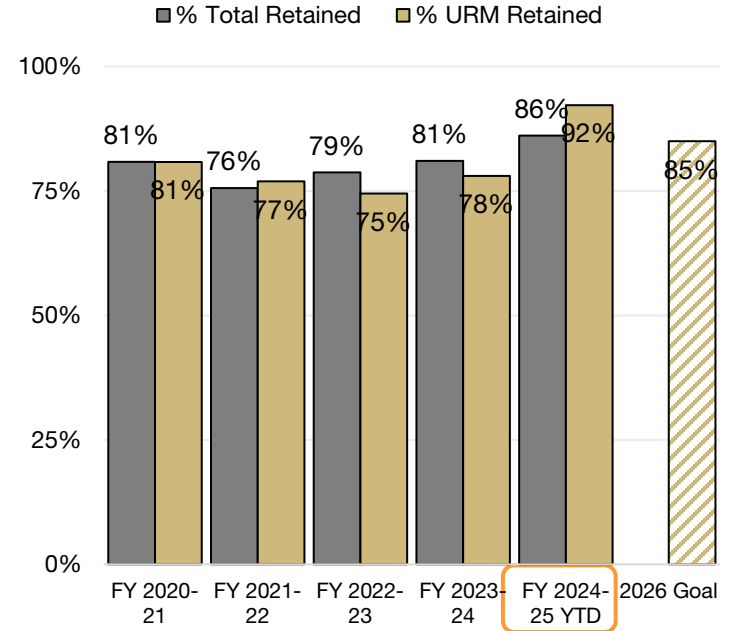
Denver – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: **Pending** Staff: **Pending**

Denver: Faculty Retention Rates



Denver: Staff Retention Rates



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.



Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (YTD 5/31/25 – Final end of July)

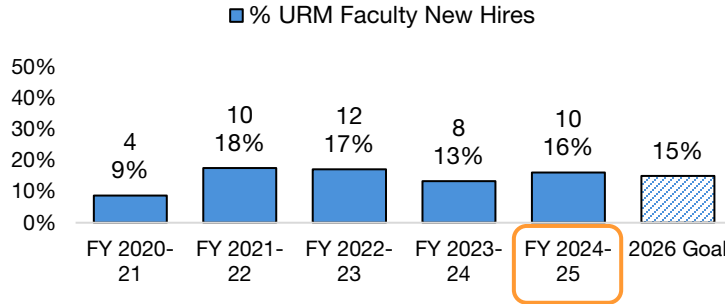
Denver – New Faculty & Staff

Annual progress goal achieved (annual improvement):

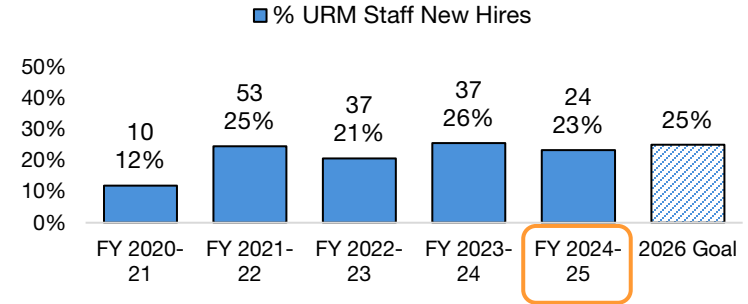
URM Faculty: **Pending** URM Staff: **Pending**

Veteran Faculty: **Pending** Veteran Staff: **Pending**

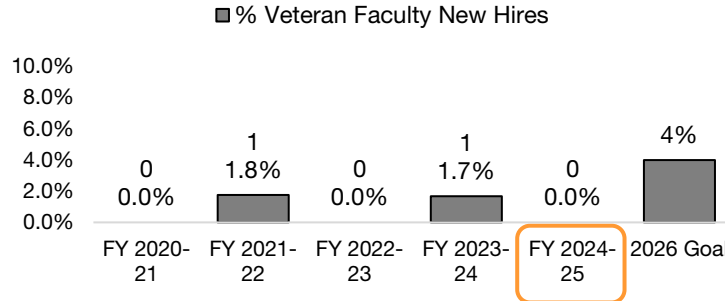
Denver | % URM Faculty New Hires



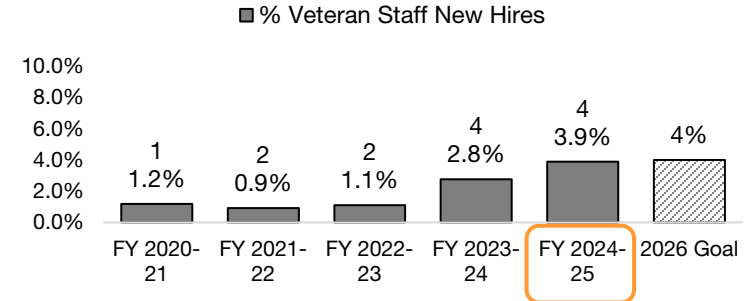
Denver | % URM Staff New Hires



Denver | % Veteran Faculty New Hires



Denver | % Veteran Staff New Hires



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25

Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.

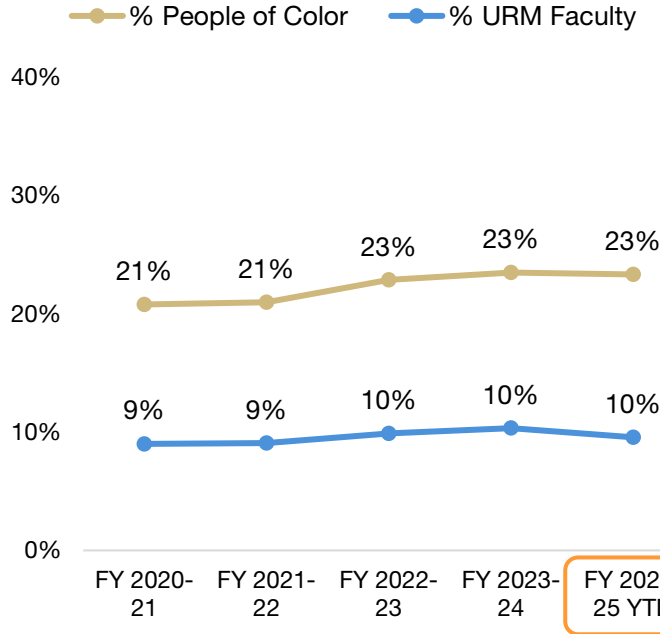
Veteran includes people who have served in the US Armed Forces



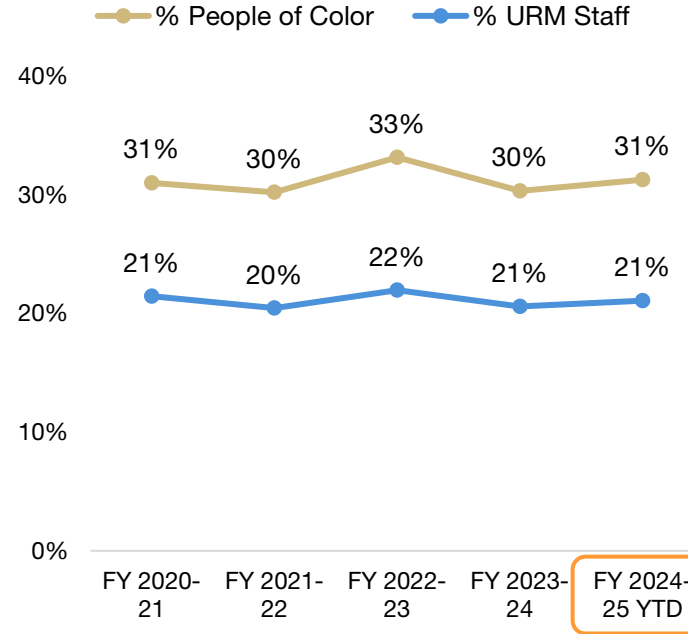
Denver – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

Denver | % URM and % POC Faculty



Denver | % URM and % POC Staff



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Denver URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander.



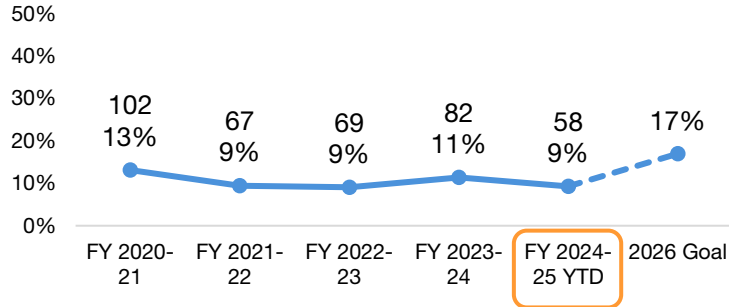
Anschutz



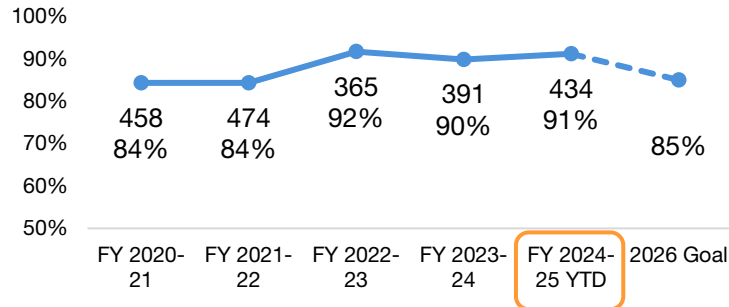
Anschutz URM – Faculty Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

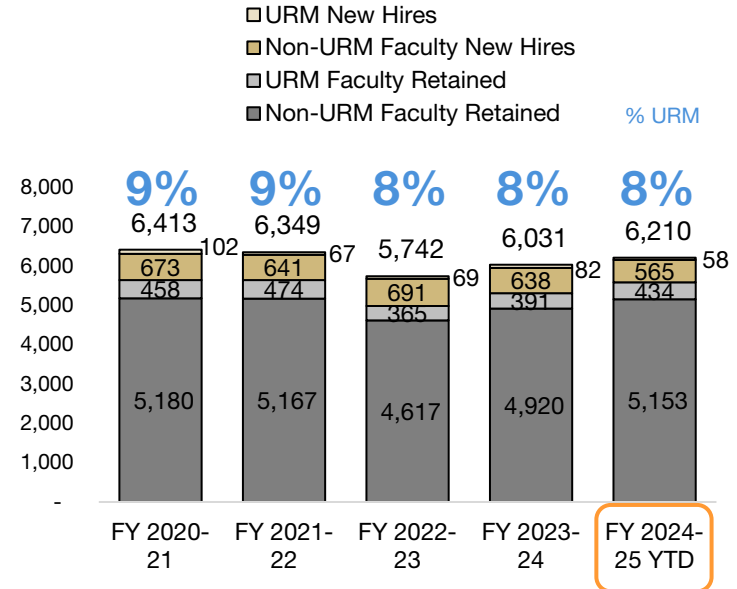
Anschutz | % URM Faculty New Hires



Anschutz | URM Faculty Retention



Anschutz | Faculty Population (Retained + New Hires)



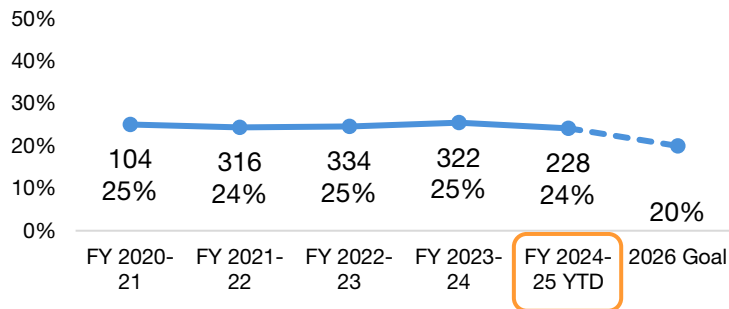
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



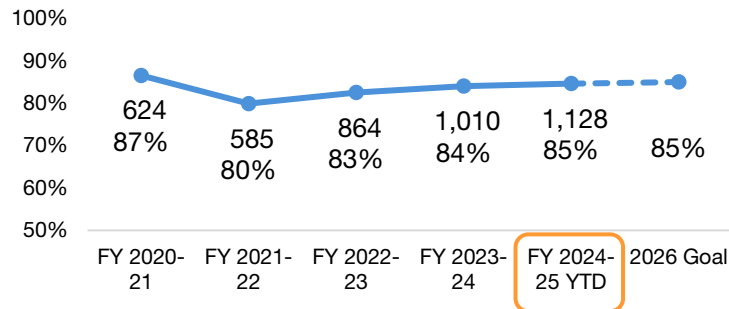
Anschutz URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

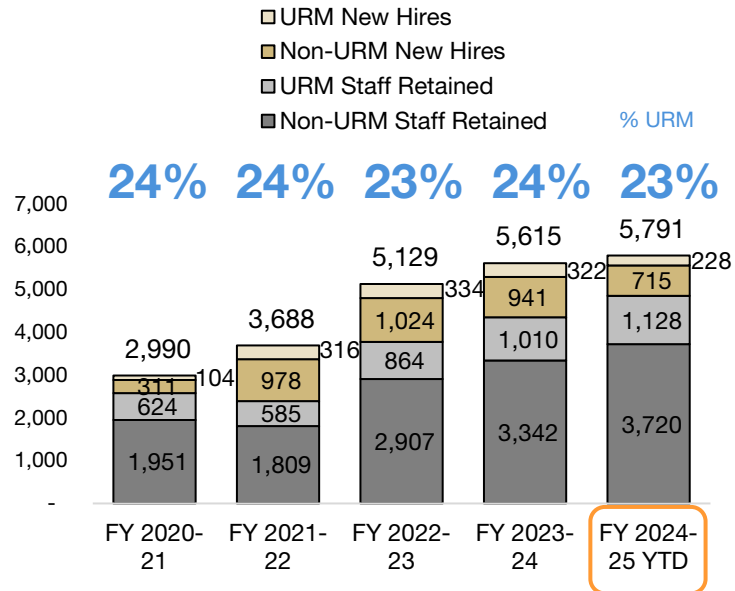
Anschutz | % URM Staff New Hires



Anschutz | URM Staff Retention



Anschutz | Staff Population
(Retained + New Hires)



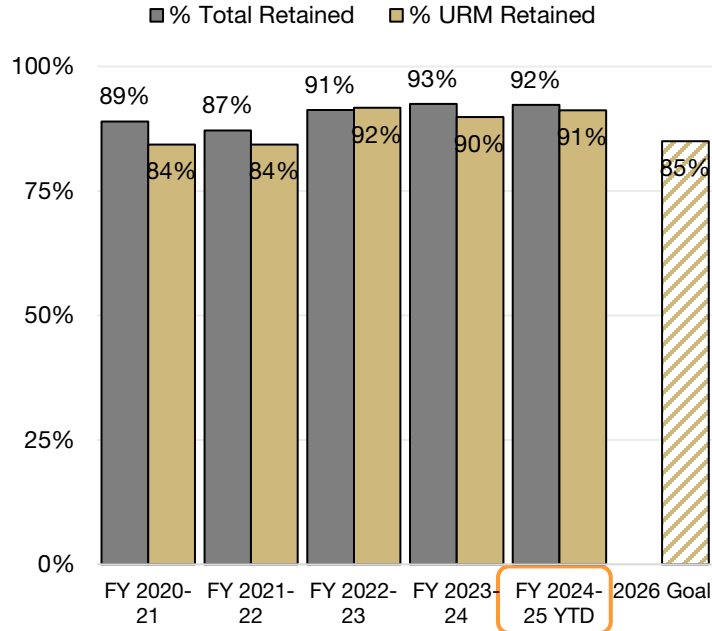
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



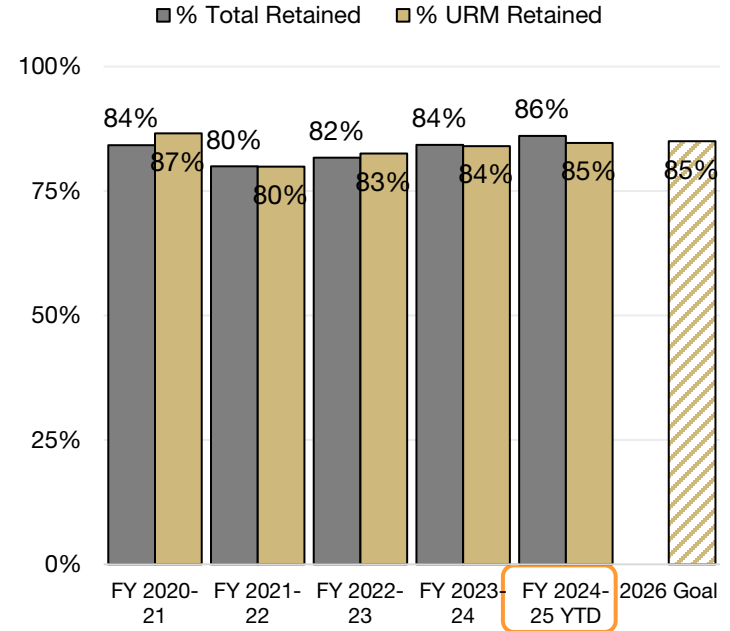
Anschutz – Faculty & Staff Retention

Annual progress goal achieved
(annual improvement):
Faculty: **Pending** Staff: **Pending**

Anschutz | Faculty Retention Rates



Anschutz | Staff Retention Rates



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



Diversity, Inclusion, Equity & Access: Progress to 2026 Goal (YTD 5/31/25 – Final end of July)

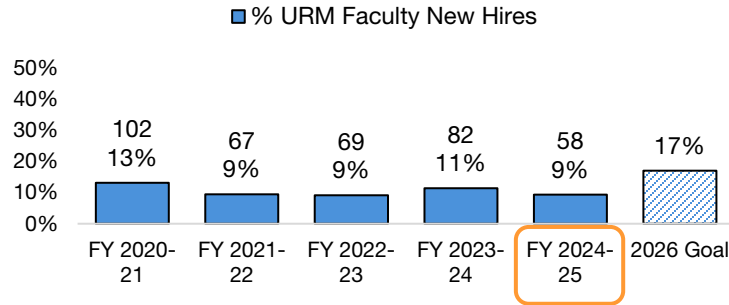
Anschutz – New Faculty & Staff

Annual progress goal achieved (annual improvement):

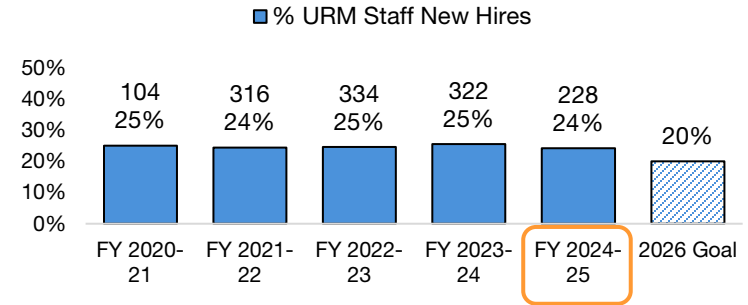
URM Faculty: **Pending** URM Staff: **Pending**

Veteran Faculty: **Pending** Veteran Staff: **Pending**

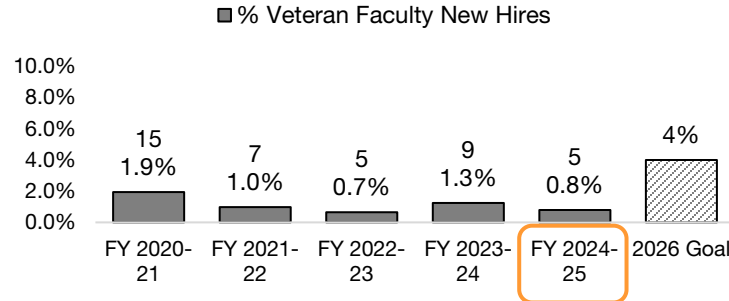
Anschutz | % URM Faculty New Hires



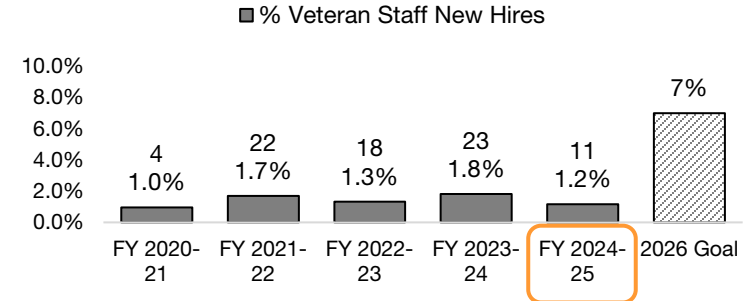
Anschutz | % URM Staff New Hires



Anschutz | % Veteran Faculty New Hires



Anschutz | % Veteran Staff New Hires



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25

Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

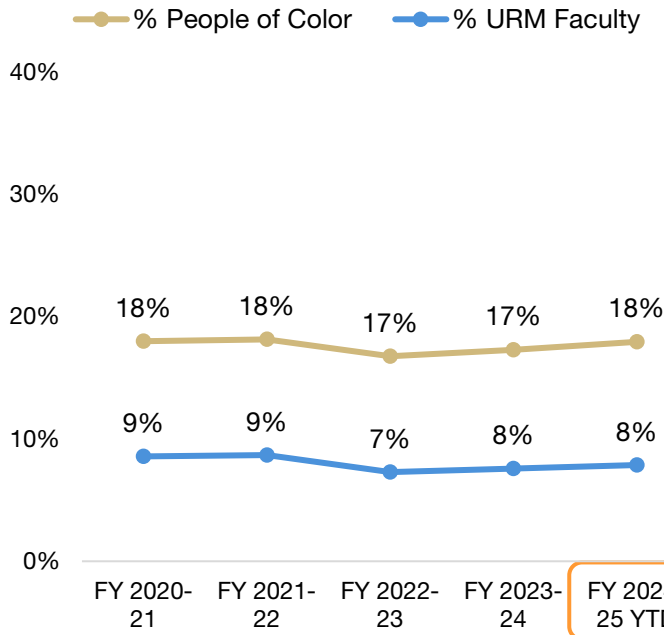
Veteran includes people who have served in the US Armed Forces



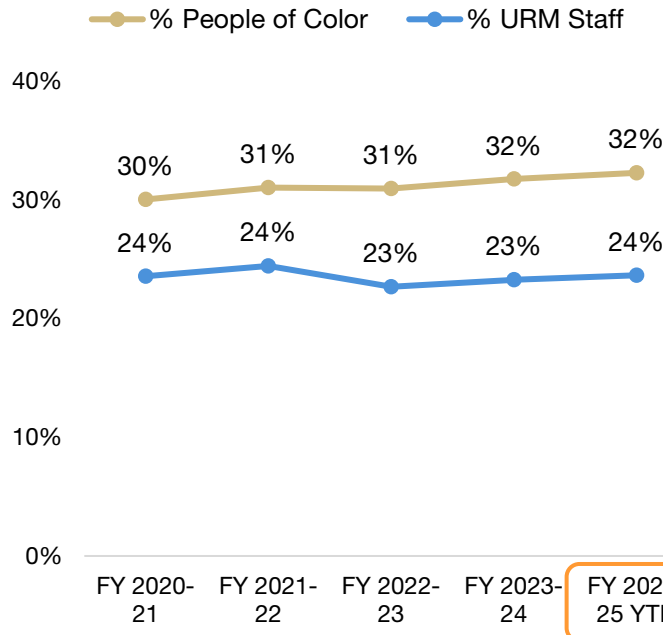
Anschutz – Faculty and Staff Population

Percentages displayed are as of the start of each fiscal year

Anschutz | % URM and % POC Faculty



Anschutz | % URM and % POC Staff



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
Anschutz URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

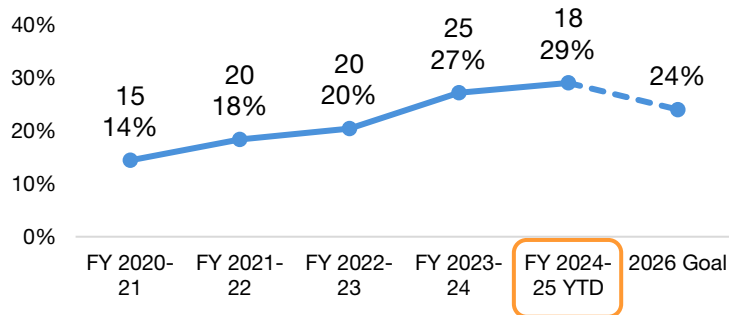
System Administration



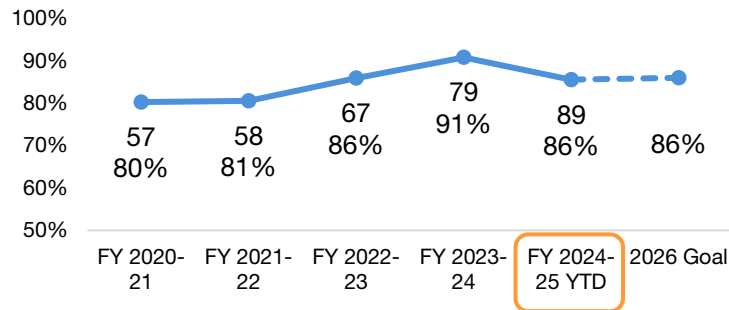
System URM – Staff Retention & New Hires Summary

Annual progress goal achieved (annual improvement):
New Hires: **Pending** Retention: **Pending**

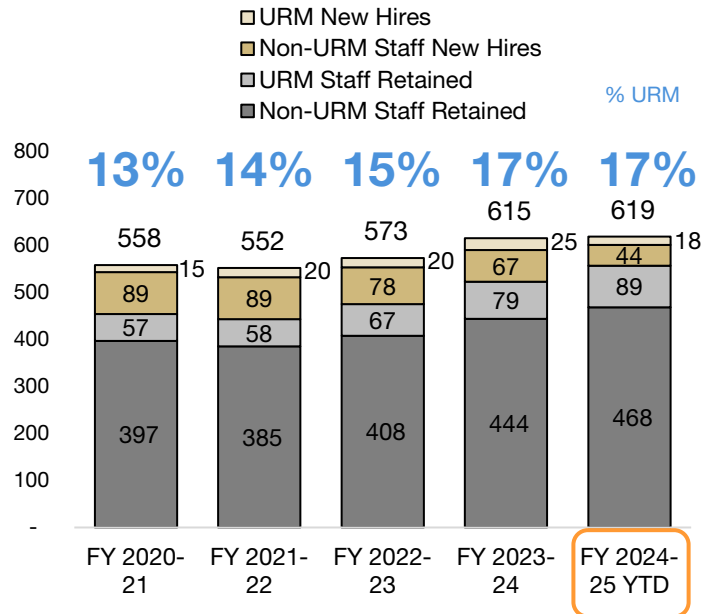
System | % URM Staff New Hires



System | URM Staff Retention



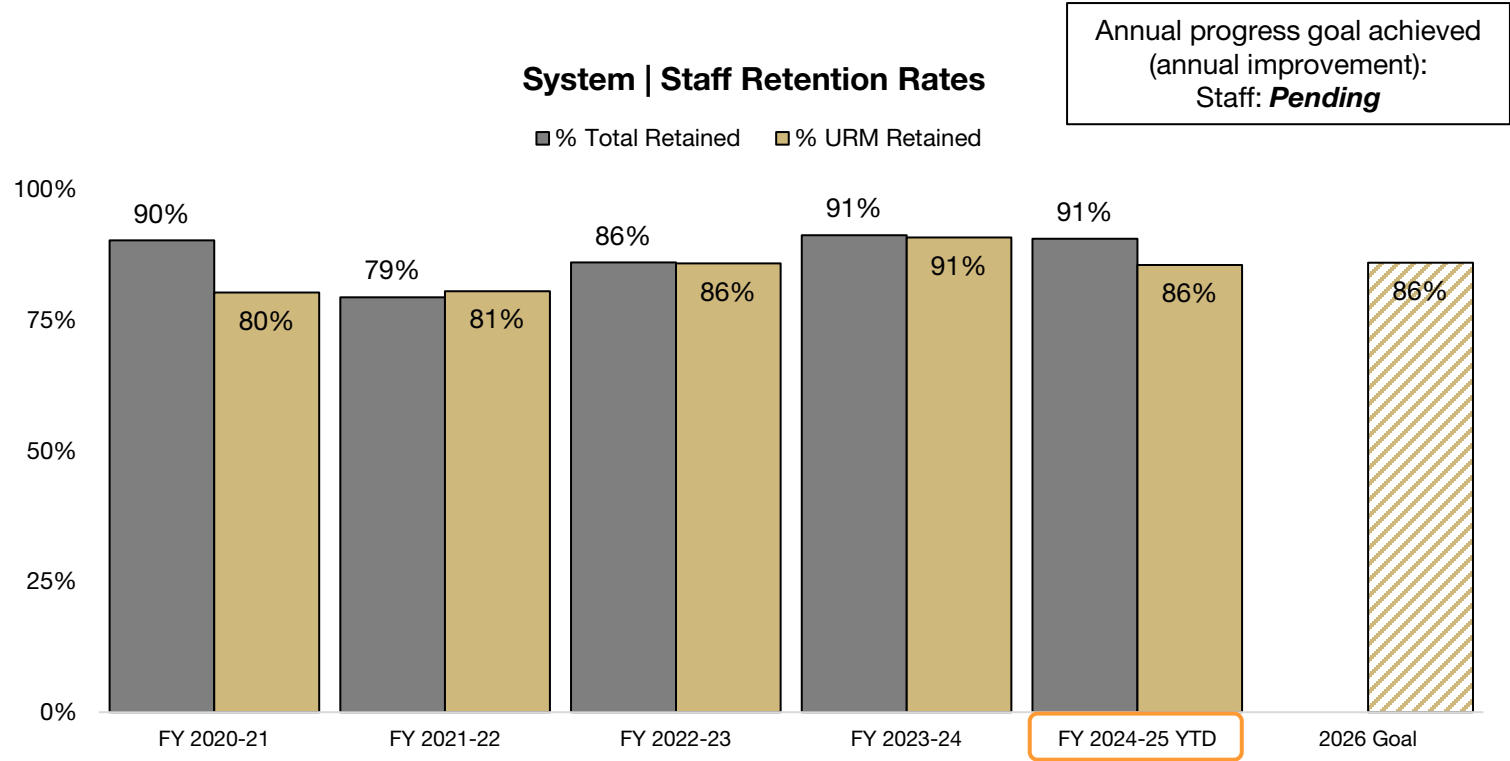
System | Staff Population
(Retained + New Hires)



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



System Administration – URM Staff Retention



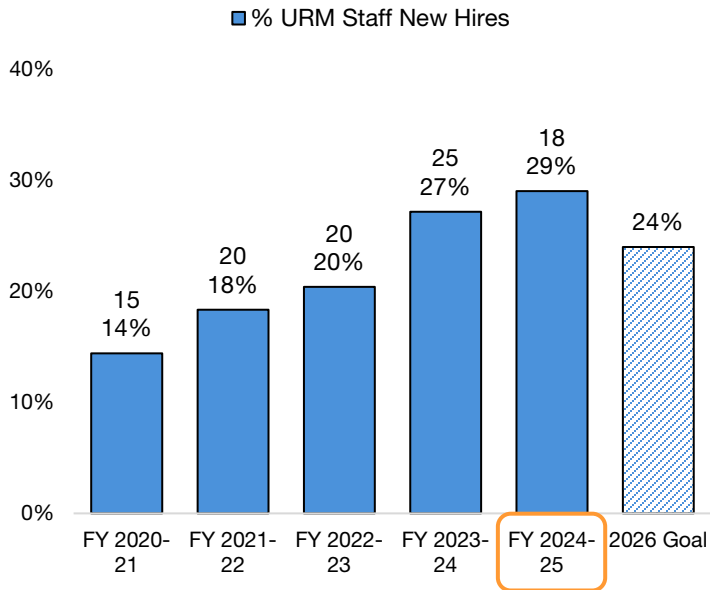
Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.



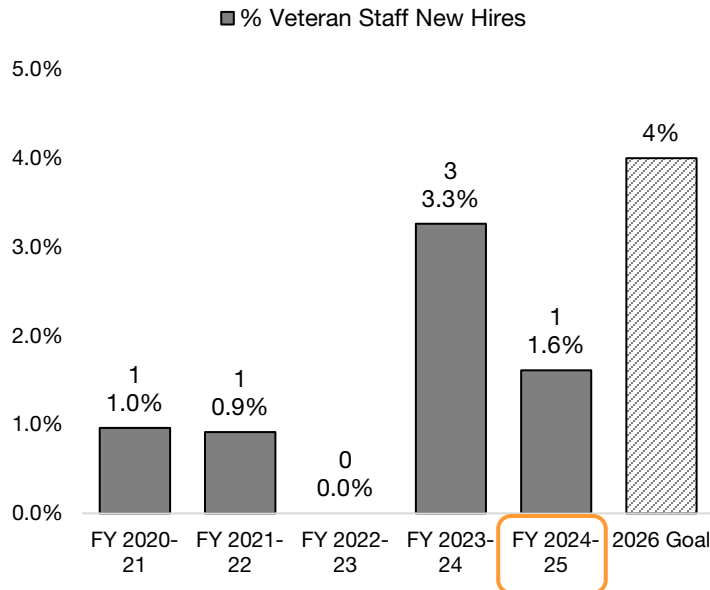
System Administration – New Staff

Annual progress goal achieved (annual improvement):
URM Staff: **Pending** Veteran Staff: **Pending**

System | % URM Staff New Hires



System | % Veteran Staff New Hires

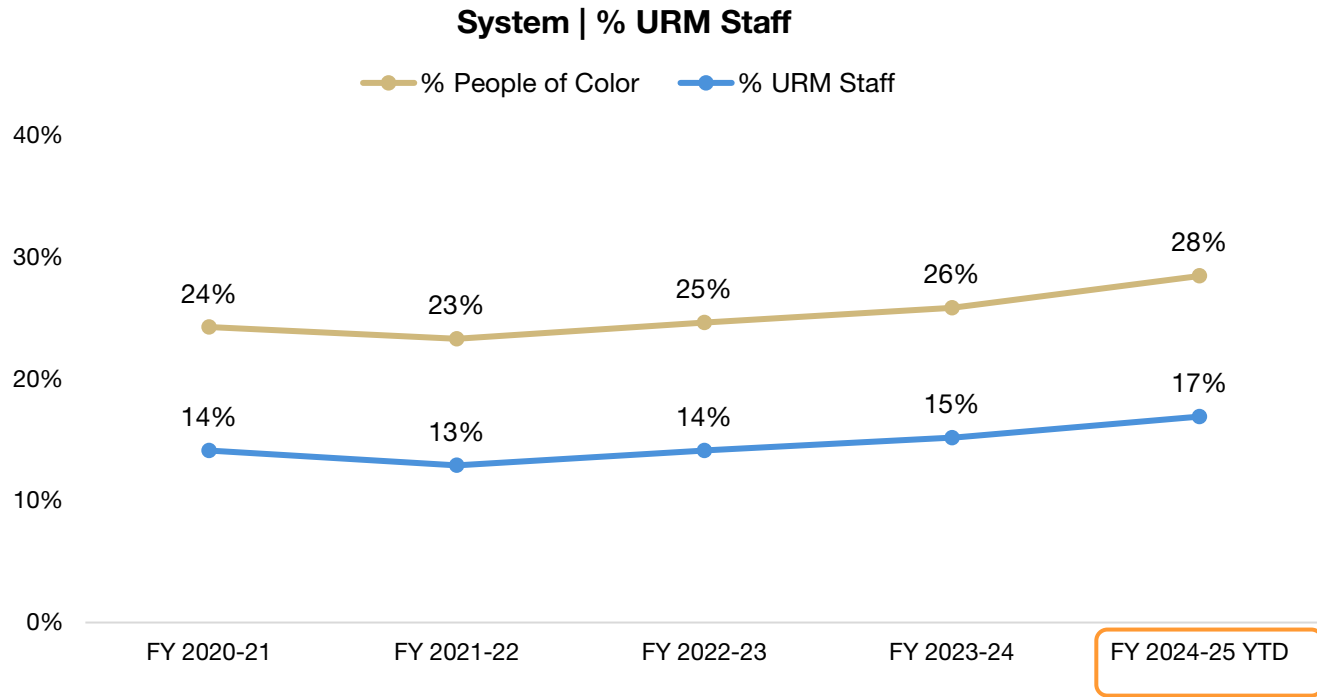


Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.
Veteran includes people who have served in the US Armed Forces



System Administration – Staff Population

Percentages displayed are as of the start of each fiscal year



Source: CU System Office of Institutional Research. Data excludes supplemental and other faculty. *FY 2024-25 (YTD) data are through 5/31/25
System Admin URM includes Hispanic/Latino, Black/African American, American Indian, and Pacific Islander, plus those in "More than one race" who fall in any of these categories.

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

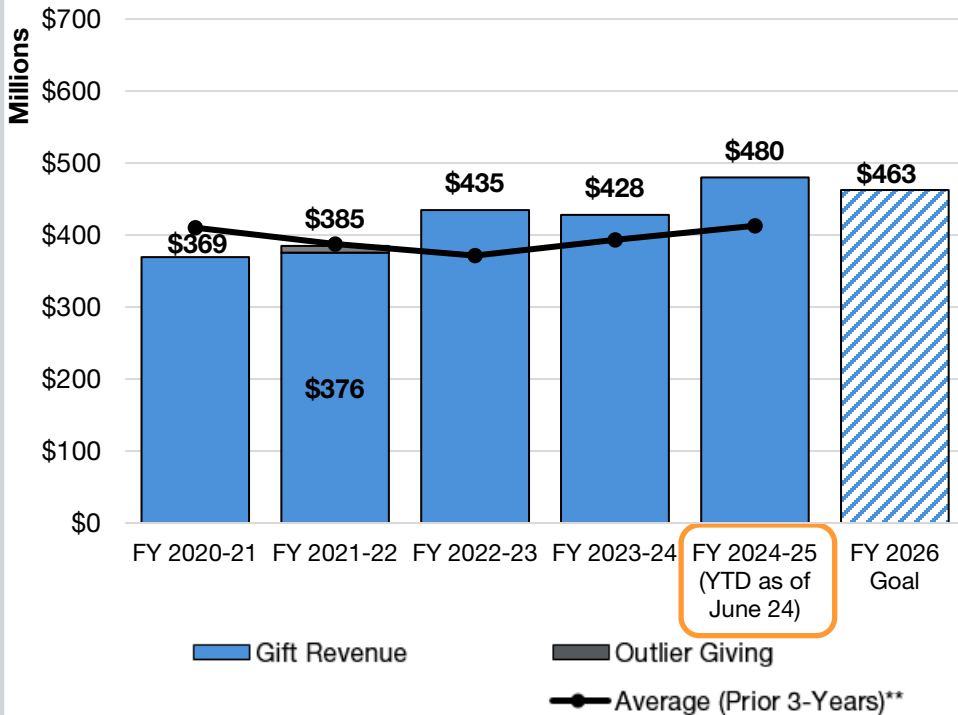
What is “Other Revenue per Employee”?

- 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 6/24/25 – Final in July)

CU Total Gifts & Fundraising



Campus	FY 2024-25 (as of 6/24)	FY 2026 Goal
CU Boulder	\$206.6M	\$192M
UCCS	\$15.6M	\$25.5M
CU Denver	\$26.4M	\$20M
CU Anschutz	\$231.5M	\$225M
Total	\$482.5M	\$462.5M

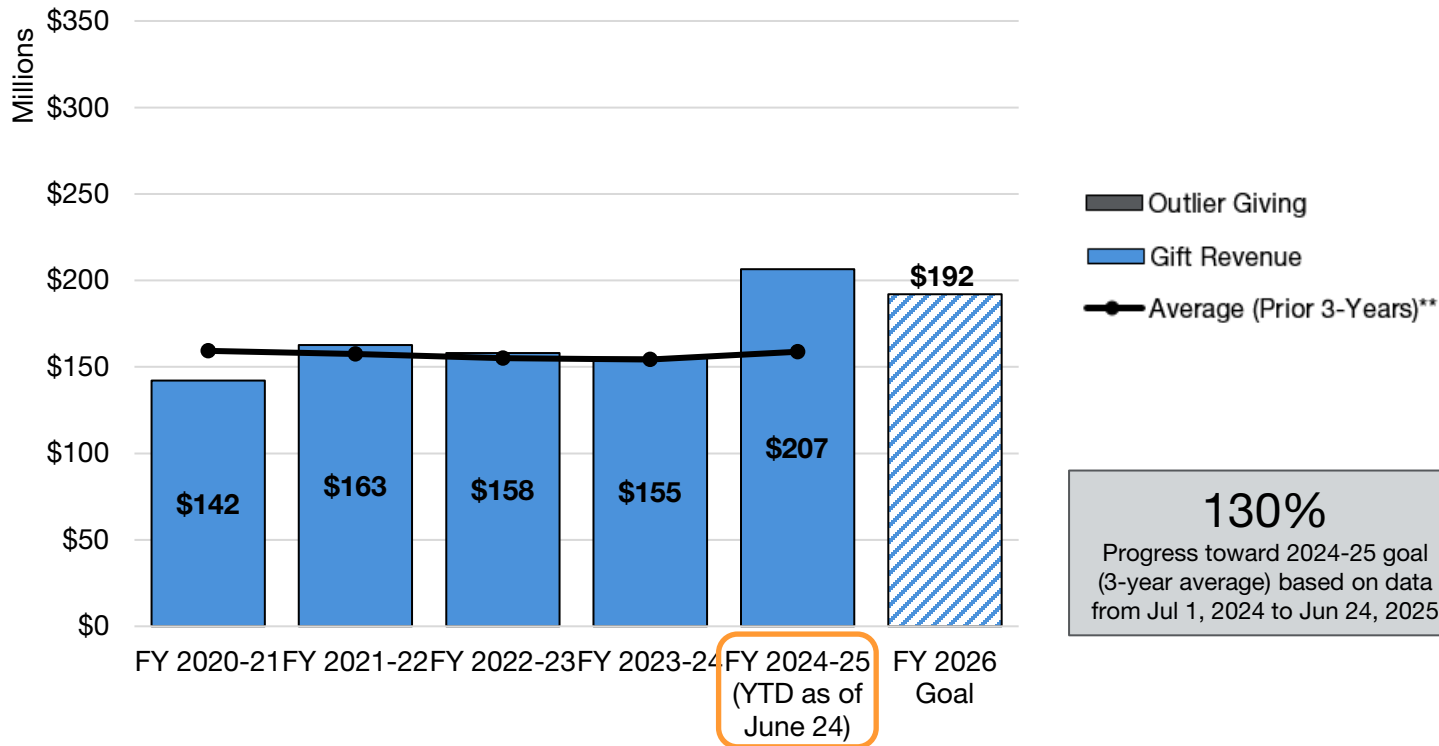
Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 6/24/2025. Fiscal year-end gifts are still being processed and excludes private support through the sponsored research offices for June 2025.

** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 6/24/25 – Final in July)

Boulder Gifts & Fundraising



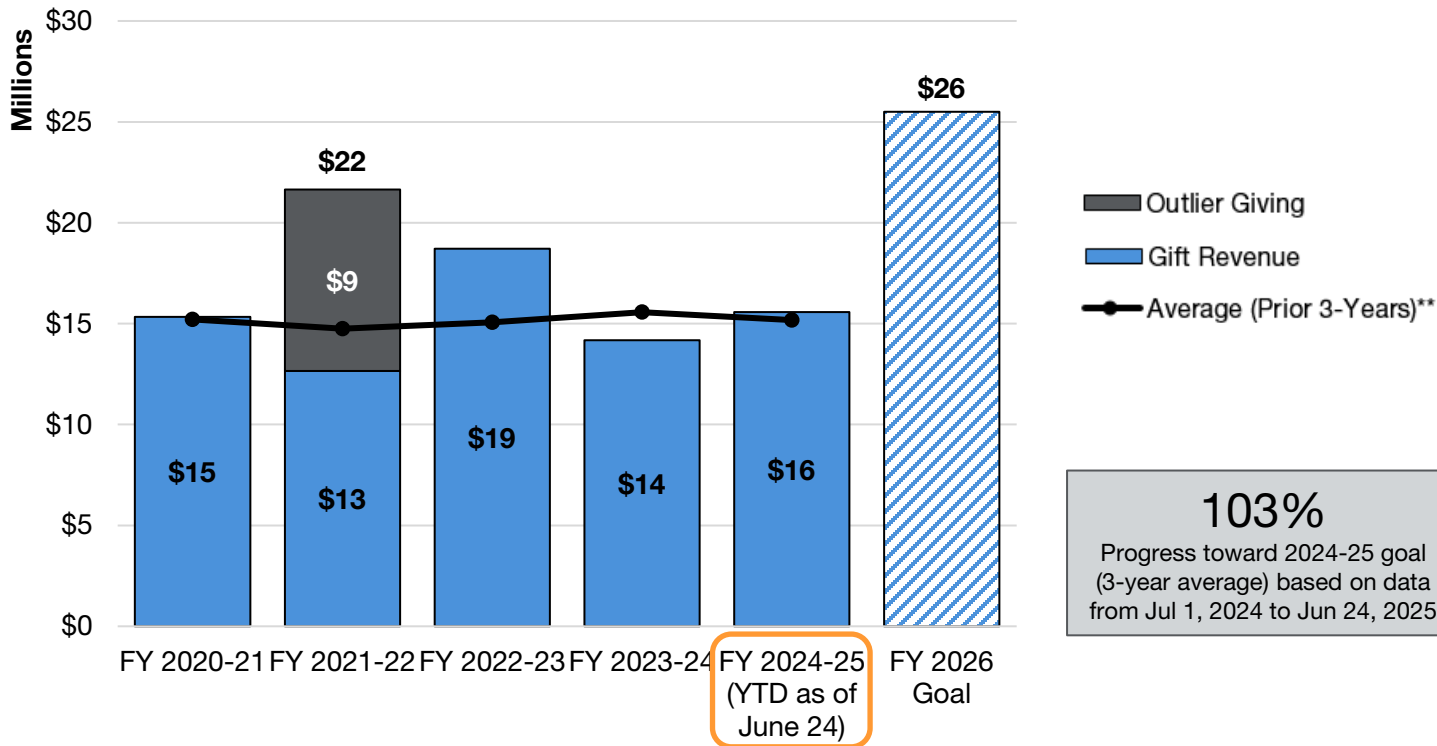
Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 6/24/2025. Fiscal year-end gifts are still being processed and excludes private support through the sponsored research offices for June 2025.

** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 6/24/25 – Final in July)

UCCS Gifts & Fundraising

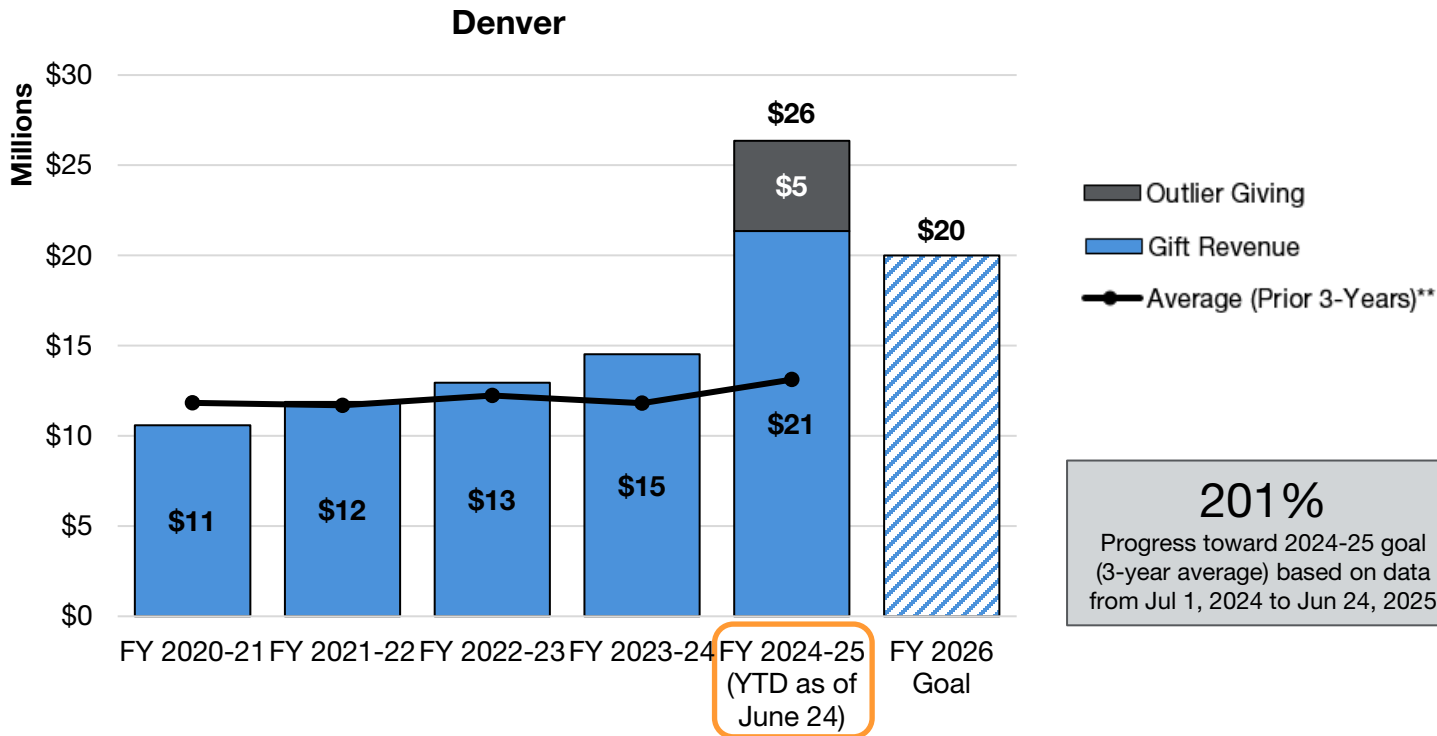


Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 6/24/2025. Fiscal year-end gifts are still being processed and excludes private support through the sponsored research offices for June 2025.

** 3-Year Average calculation excludes Outlier Giving



Denver Gifts & Fundraising



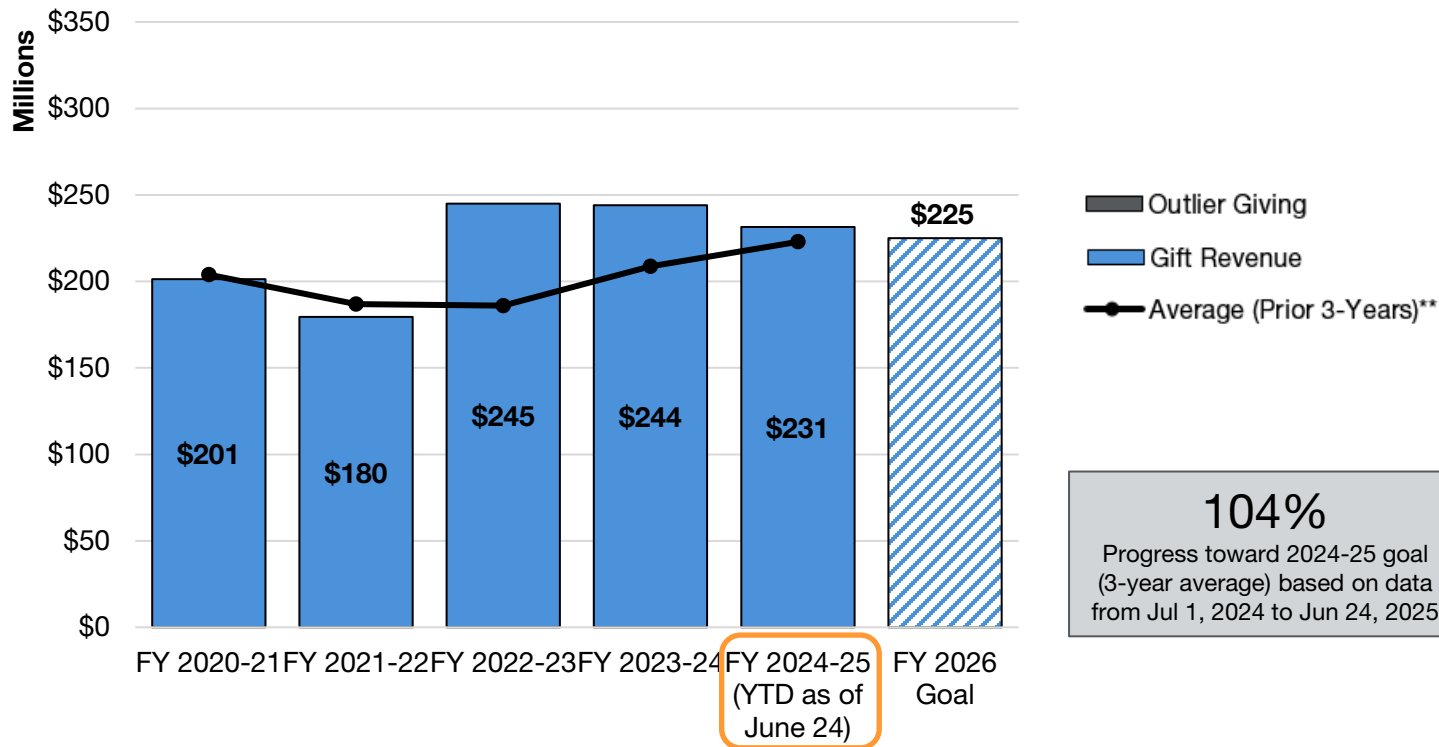
Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 6/24/2025. Fiscal year-end gifts are still being processed and excludes private support through the sponsored research offices for June 2025.

** 3-Year Average calculation excludes Outlier Giving



Fiscal Strength: Progress to 2026 Goal (YTD as of 6/24/25 – Final in July)

Anschutz Gifts & Fundraising



Source: CU Advancement, Advancement Intelligence Reporting. Preliminary as of 6/24/2025. Fiscal year-end gifts are still being processed and excludes private support through the sponsored research offices for June 2025.

** 3-Year Average calculation excludes Outlier Giving

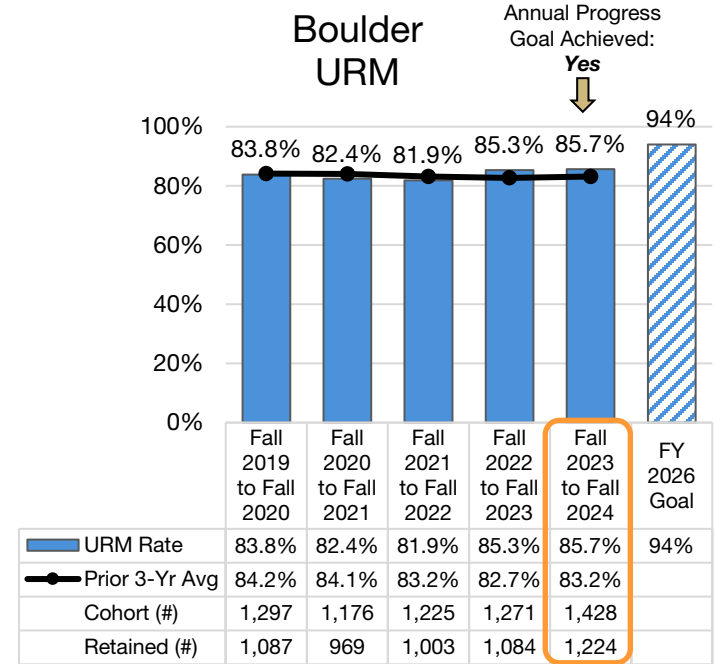
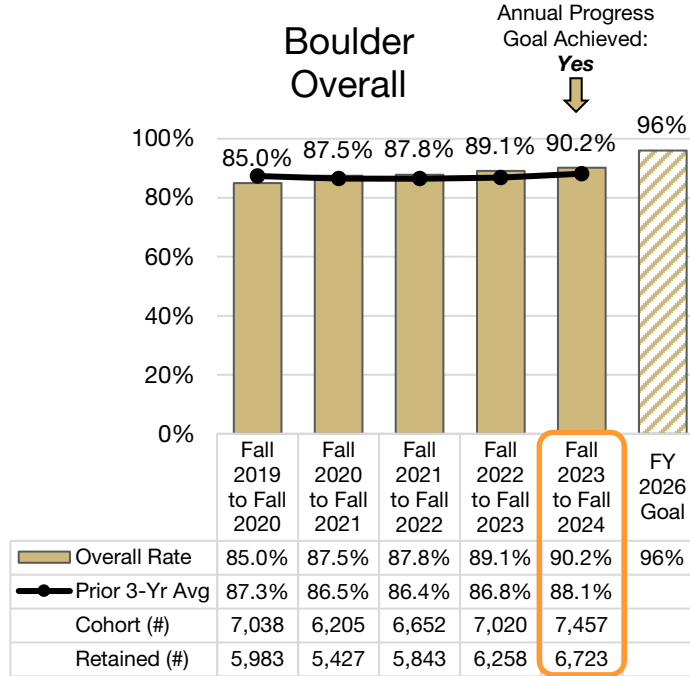
Appendix: Historical Actuals Previously Presented

PILLAR 1:

Affordability & Student Success



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.

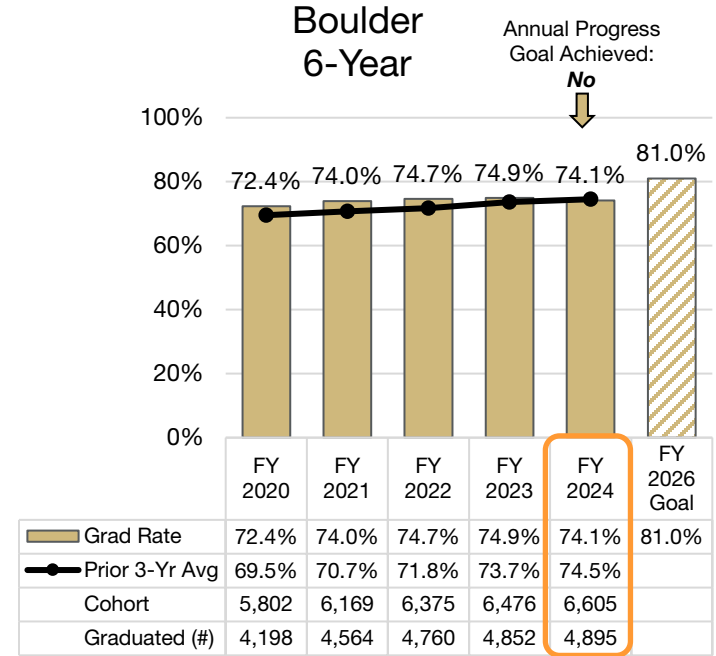
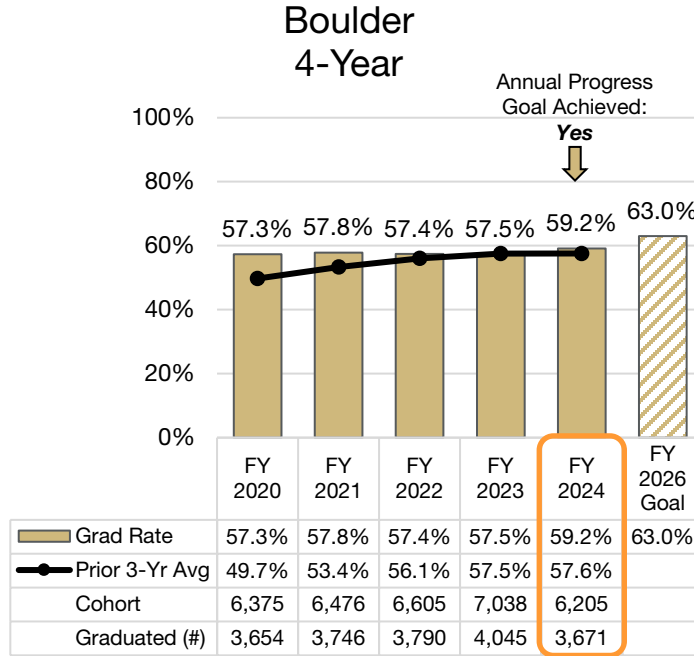
URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

Source: CU System & Campus Offices of Institutional Research

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



Boulder Graduation Rates (First-Time Freshman)



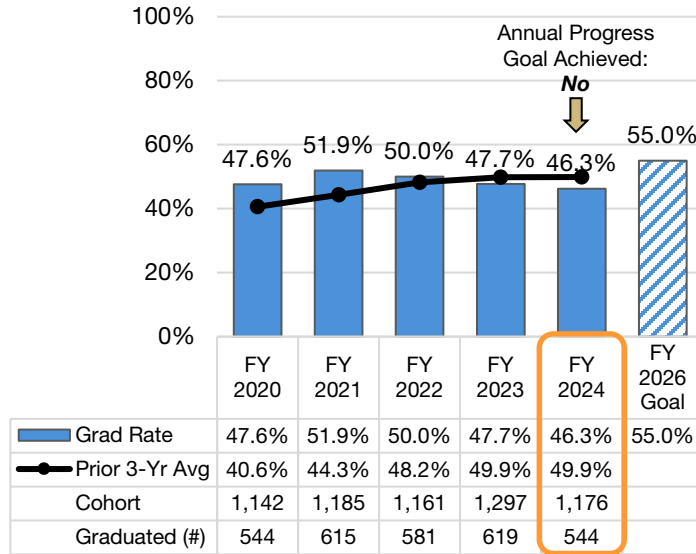
The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research



Boulder Graduation Rates (URM)

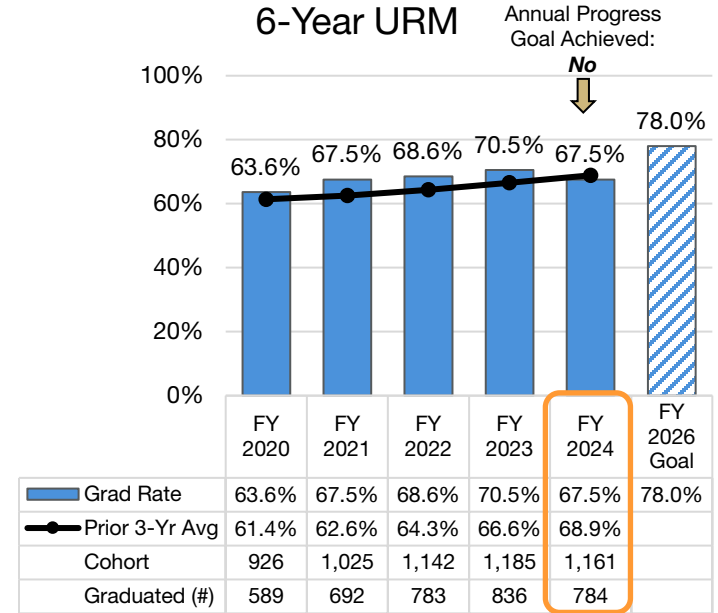
Boulder 4-Year URM



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.

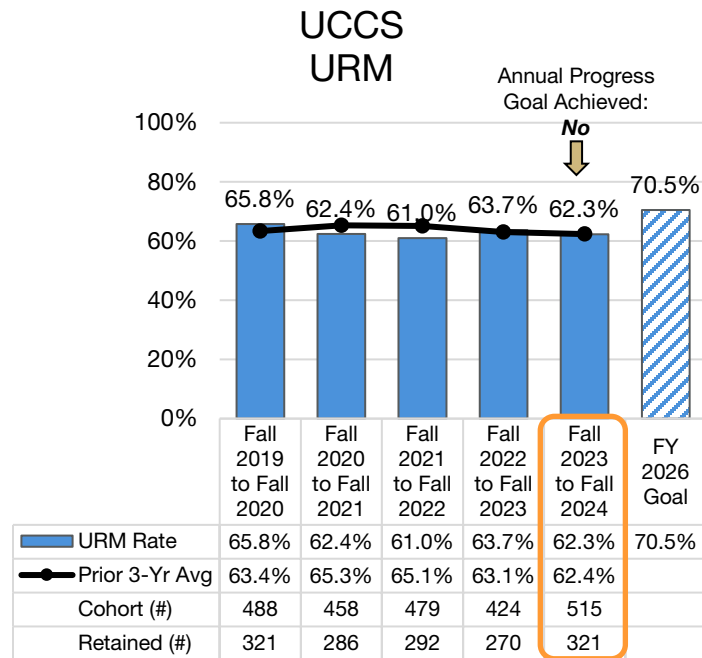
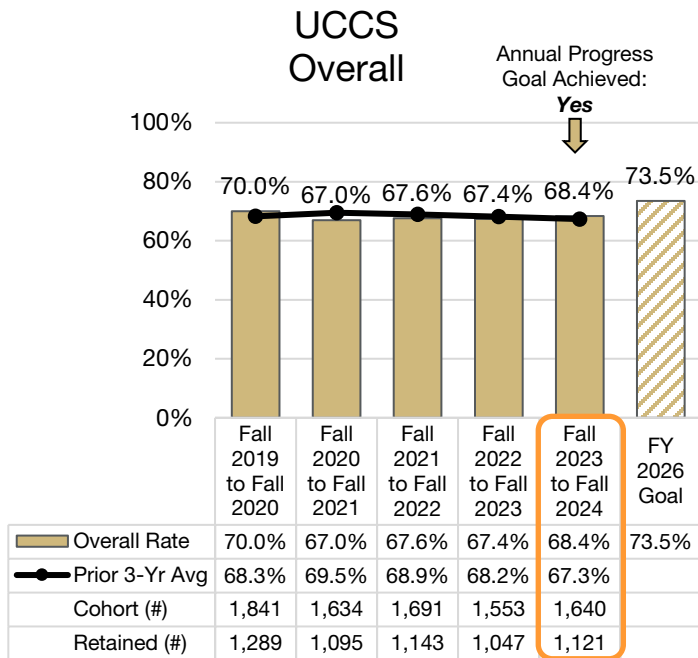
Source: CU System & Campus Offices of Institutional Research

Boulder 6-Year URM





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.

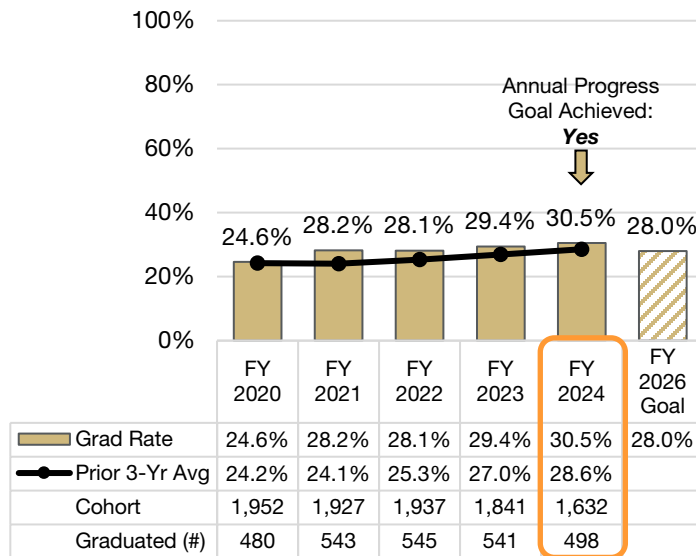
Source: CU System & Campus Offices of Institutional Research. All years revised with updated cohort definitions and exclusions.

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

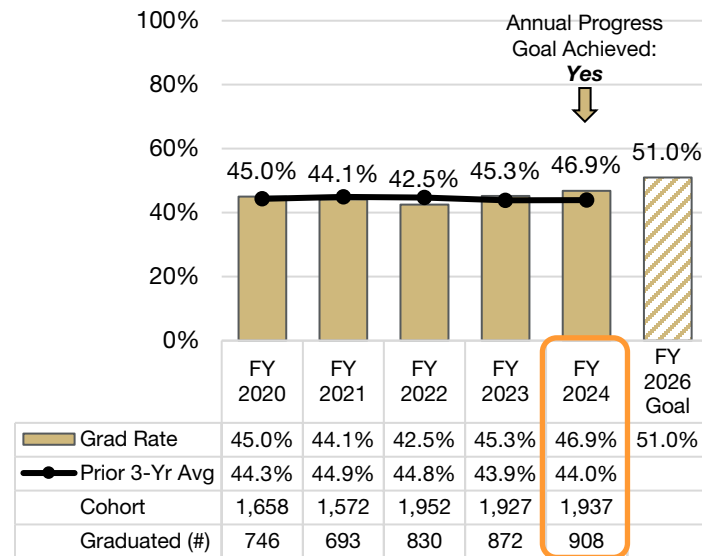


UCCS Graduation Rates (First-Time Freshman)

UCCS
4-Year



UCCS
6-Year

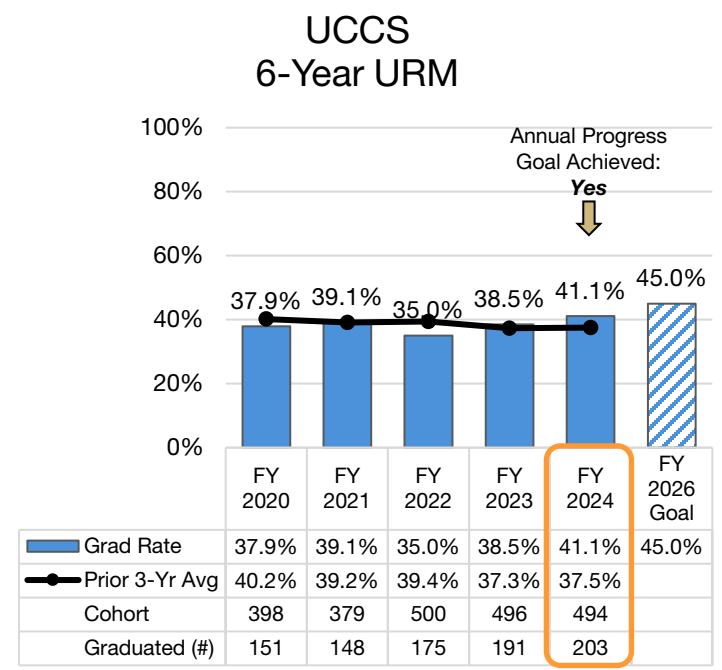
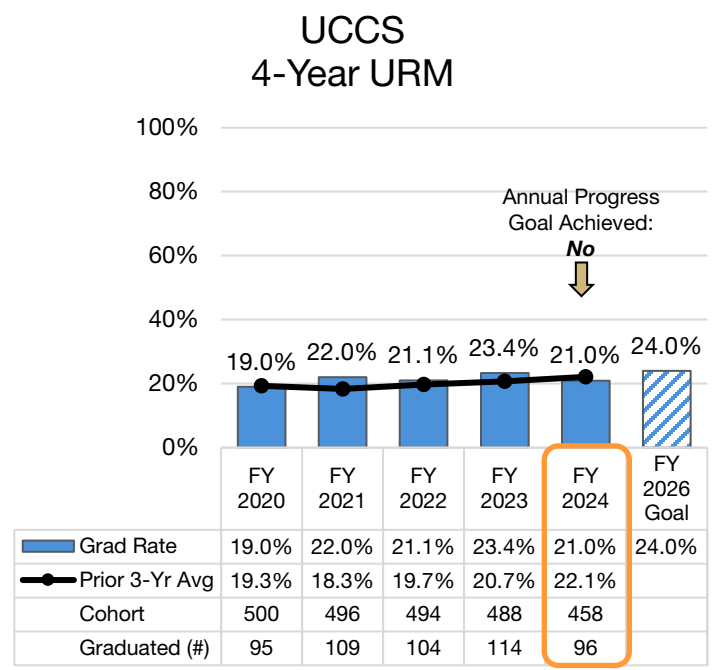


The graduation rate is based on first-time, full-time freshmen.
 The year indicates the completion year of the entering fall cohort.
 The rate is the percentage of students who earned a degree within four/six years.

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



UCCS Graduation Rates (URM)

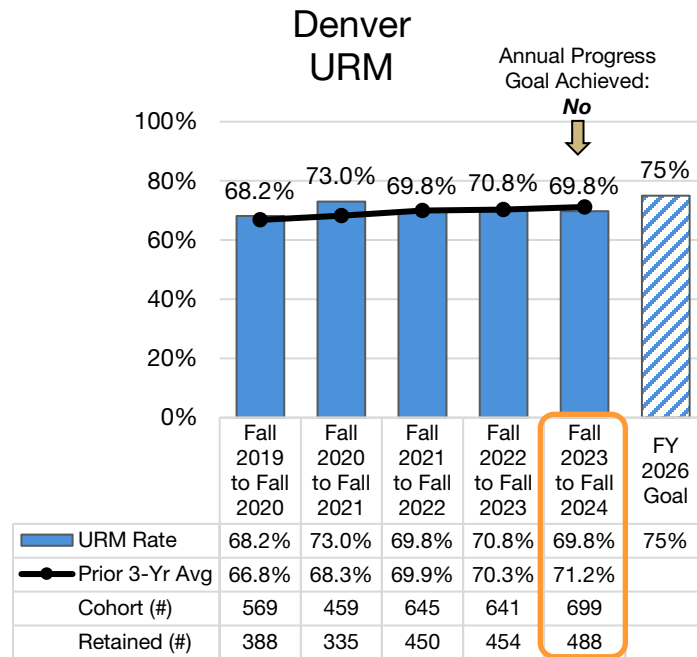
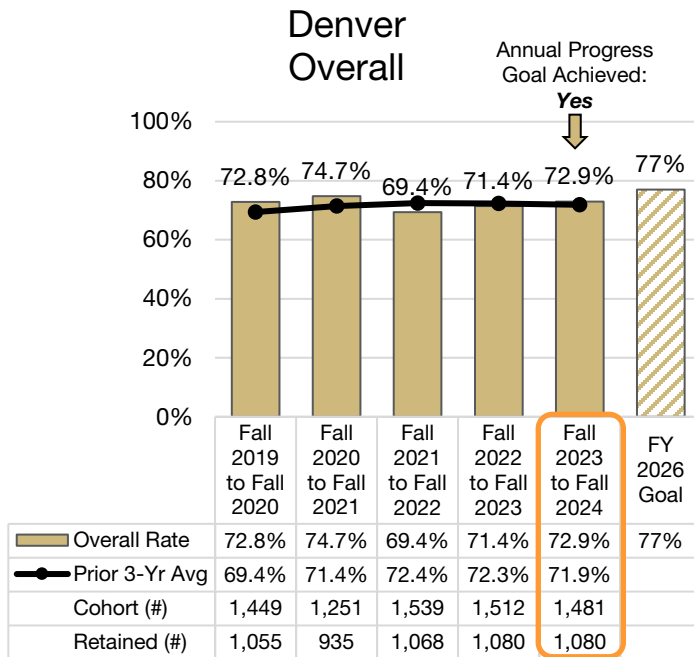


The graduation rate is based on first-time, full-time freshmen.
The year indicates the completion year of the entering fall cohort.
The rate is the percentage of students who earned a degree within four/six years.
URM is defined here to include Hispanic, Black, American Indian, and Pacific Islander.

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



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.

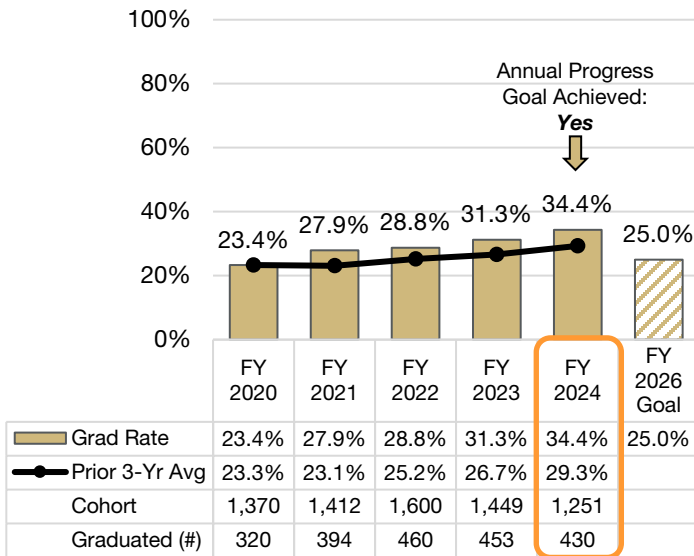
Source: CU System & Campus Offices of Institutional Research

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

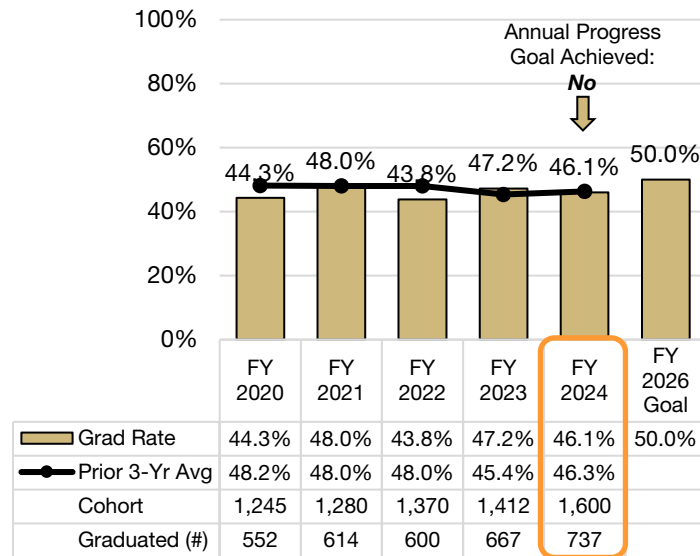


Denver Graduation Rates (First-Time Freshman)

Denver
4-Year



Denver
6-Year



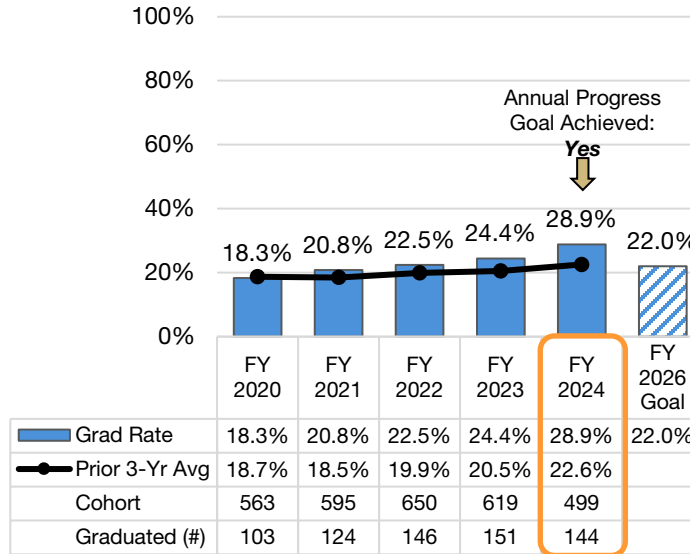
The graduation rate is based on first-time, full-time freshmen.
The year indicates the completion year of the entering fall cohort.
The rate is the percentage of students who earned a degree within four/six years.

Source: CU System & Campus Offices of Institutional Research



Denver Graduation Rates (URM)

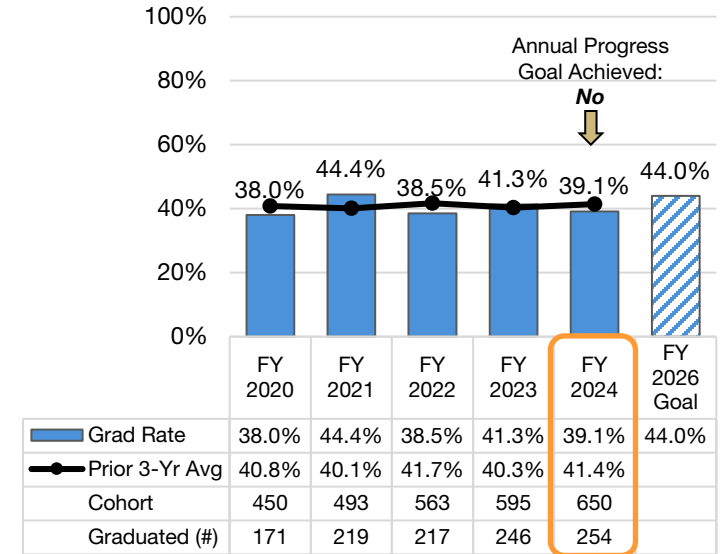
Denver 4-Year URM



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 6-Year URM



PILLAR 2: Discovery & Impact

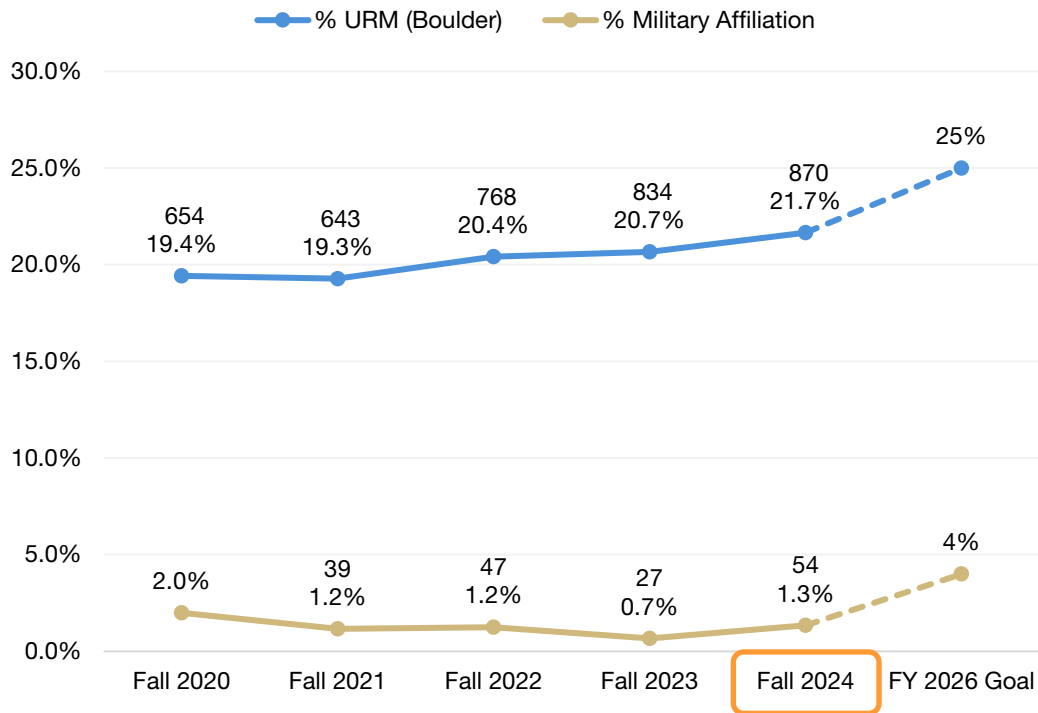
PILLAR 3:

Diversity, Inclusion, Equity & Access



Boulder - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved
(annual improvement):

URM (Boulder): **Yes**
Military Affiliation: **Yes**

Source: CU System & Campus Offices of Institutional Research.

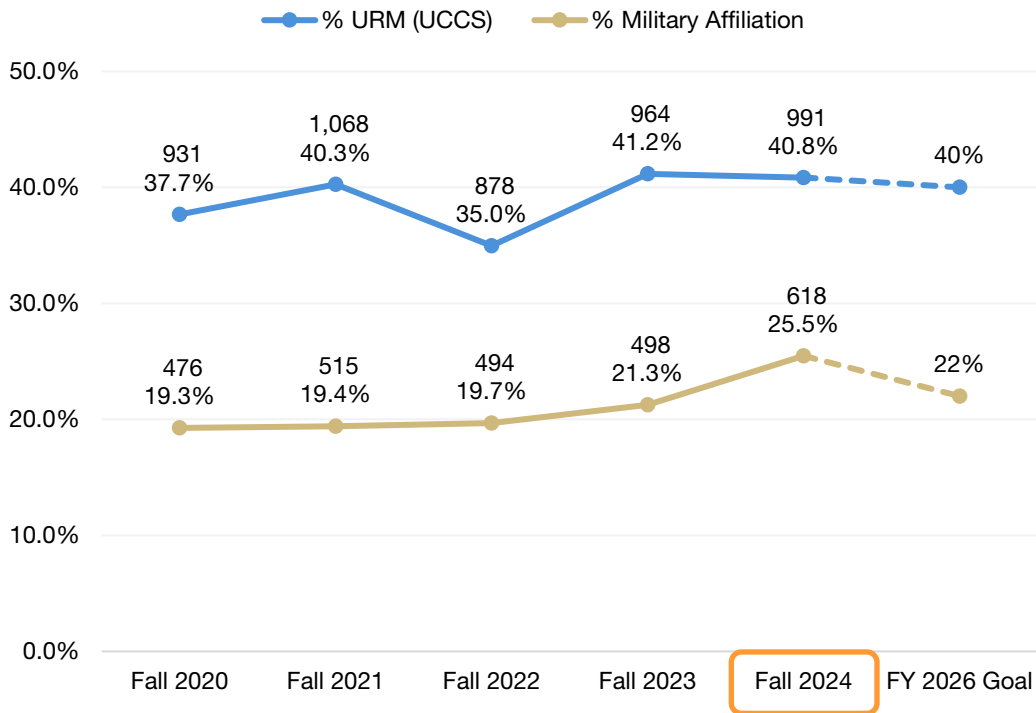
Boulder URM is defined to include Hispanic, Black, American Indian. Boulder new students based on new resident degree-seeking freshman.

Veteran includes people who have served in the US Armed Forces



UCCS - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved
(annual improvement):

URM (UCCS): No
Military Affiliation: Yes

Note on Fall 2022 & 2023: An increased number of “unknown” race/ethnicity selections at UCCS is due to an issue related to Salesforce and CU-SIS data integration. Data is under review.

Source: CU System & Campus Offices of Institutional Research.

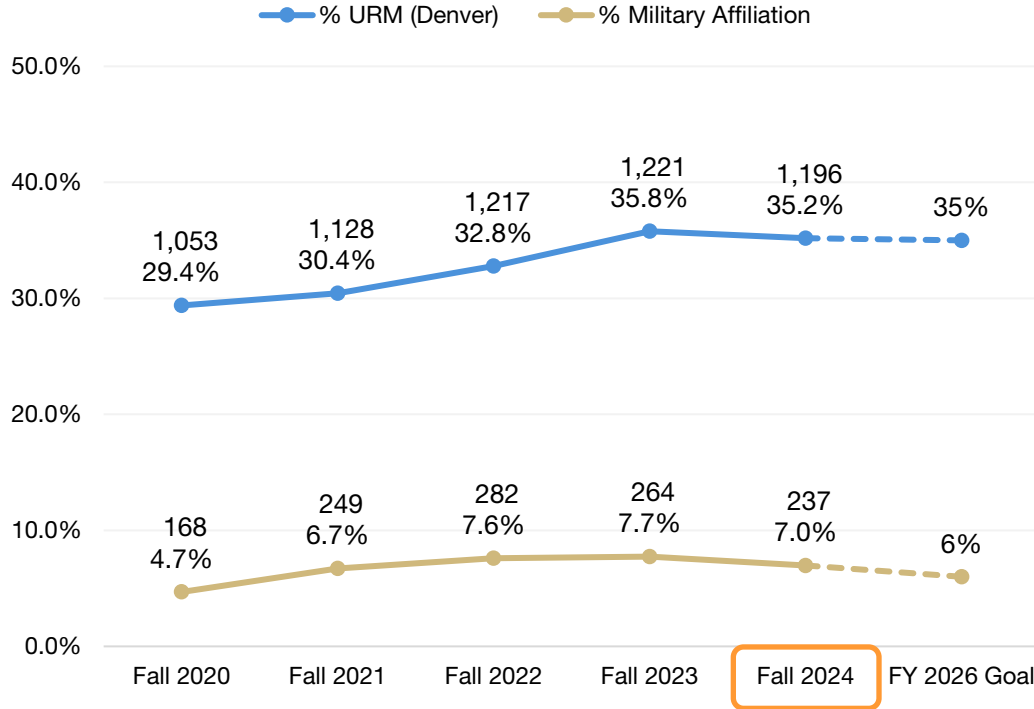
UCCS URM (BIPOC) = Black, Indigenous, People of Color (includes all non-white, non-international). UCCS new students based on new degree-seeking undergraduate students.

Veteran includes people who have served in the US Armed Forces



Denver - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved
(annual improvement):

URM (Denver): **No**
Military Affiliation: **No**

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.

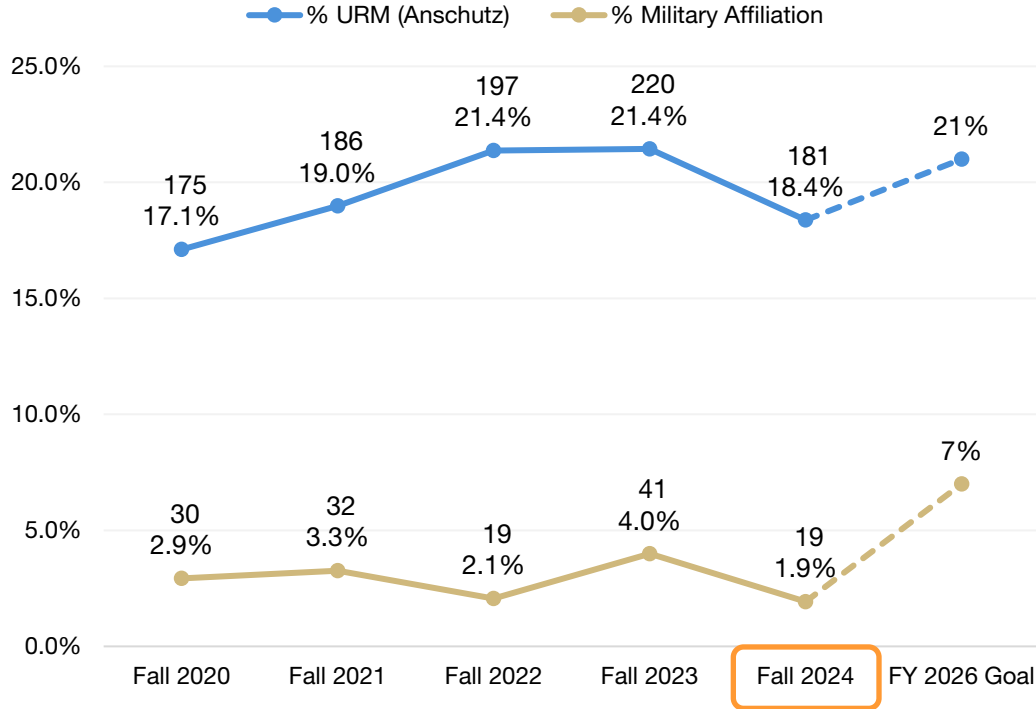
Veteran includes people who have served in the US Armed Forces



Diversity, Inclusion, Equity & Access : Progress to 2026 Goal (Final – Presented January 2025)

Anschutz - Percent of New Students

Charts display the percentage of new students



Annual progress goal achieved
(annual improvement):

URM (Anschutz): **No**

Military Affiliation: **No**

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 “Other Revenue per Employee”?

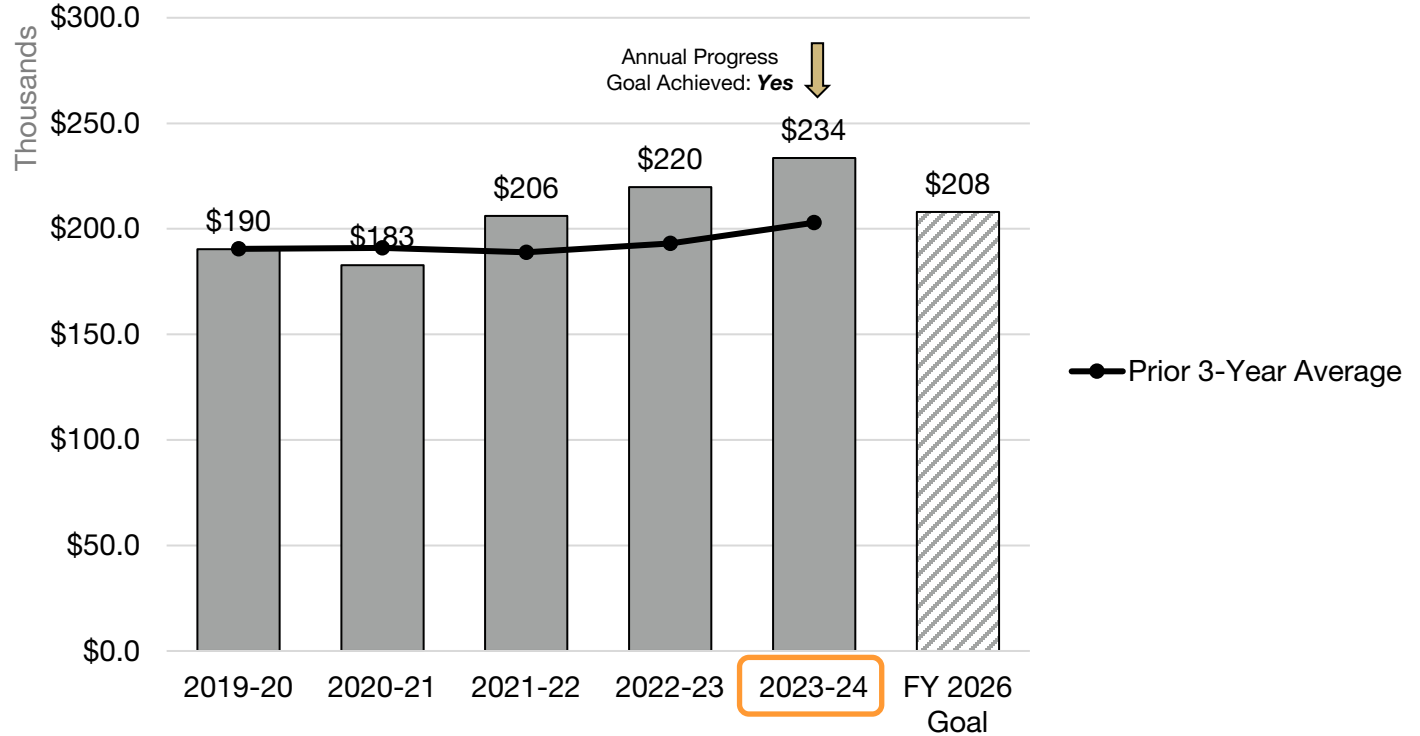
- All revenue, except state funding and undergraduate resident tuition
 - This amount is then divided by the total number of employees (FTE)



Fiscal Strength: Progress to 2026 Goal (Final – Presented January 2025)

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.

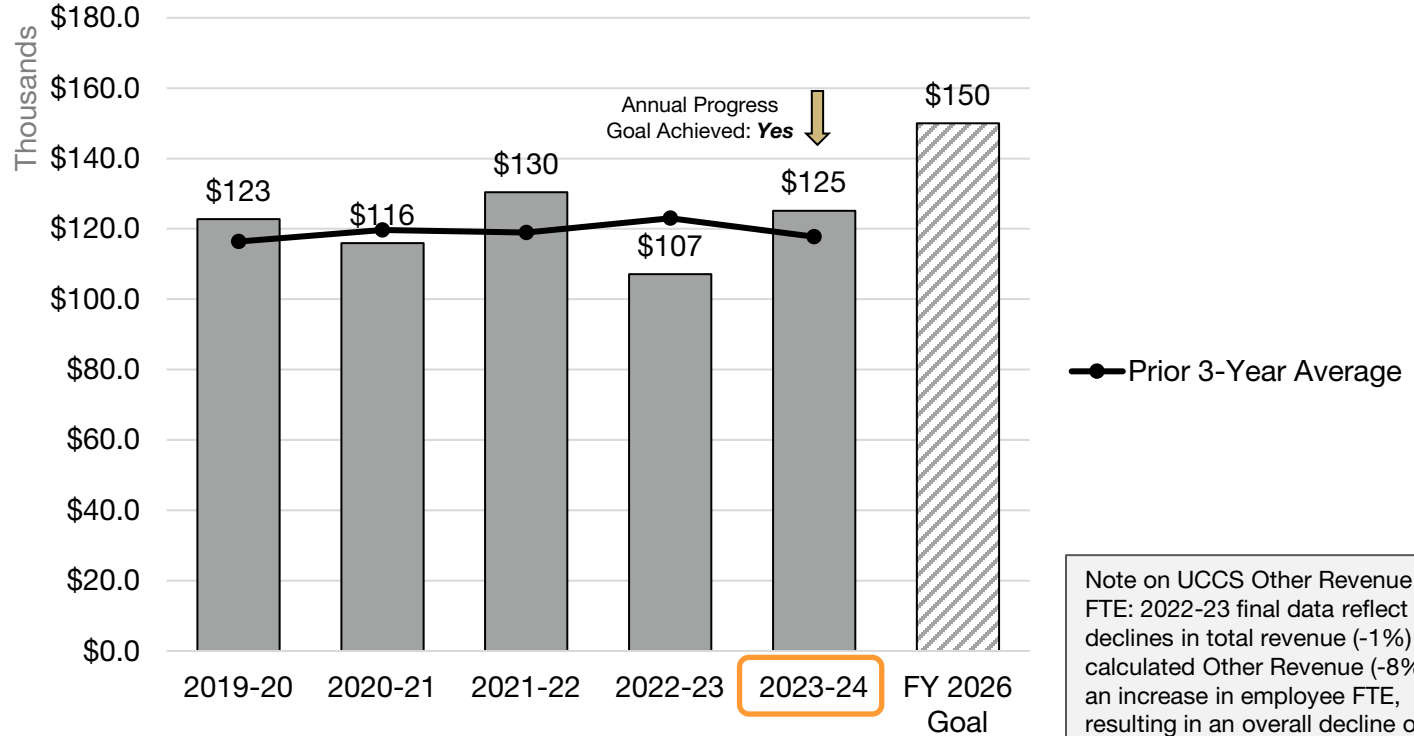
Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



Fiscal Strength: Progress to 2026 Goal (Final – Presented January 2025)

Other Revenue per Employee – UCCS

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



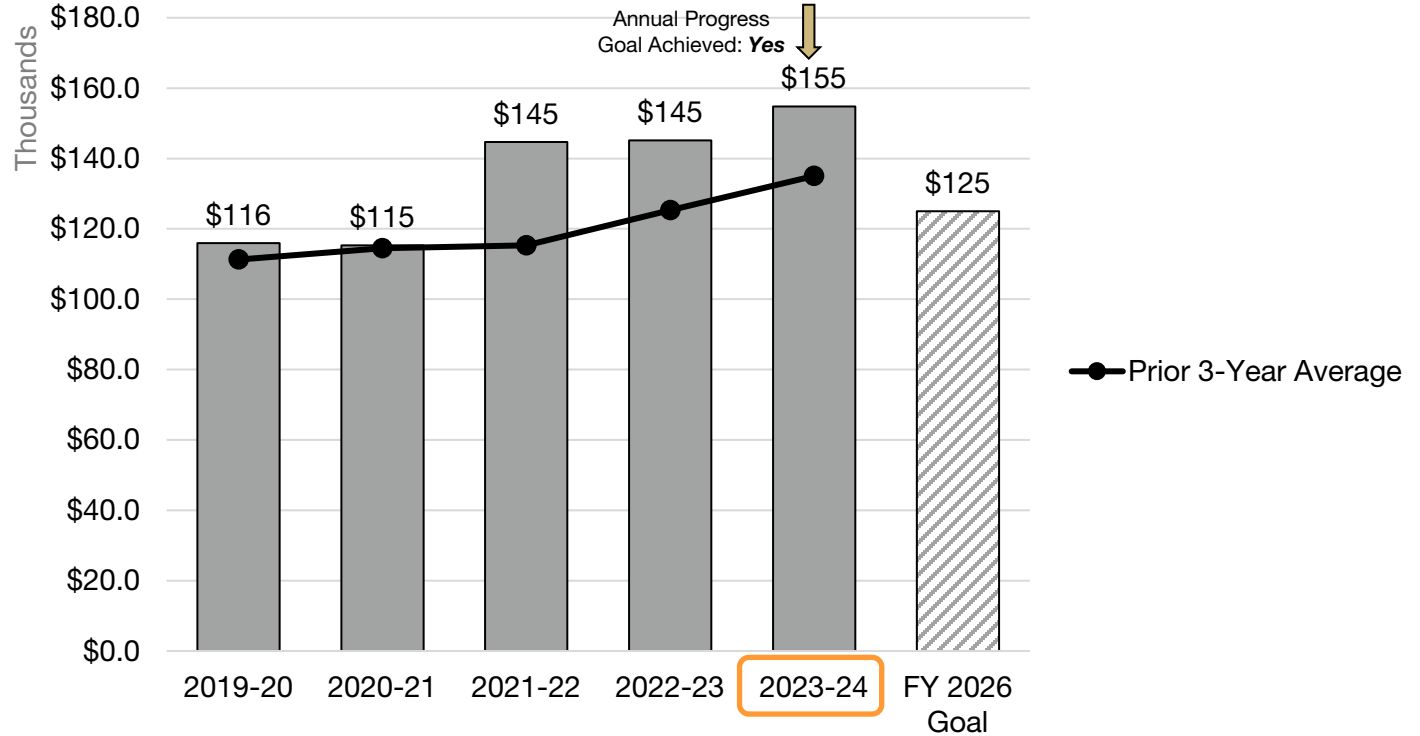
Source: CU System Institutional Research, based on final annual financial statements.

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



Other Revenue per Employee – Denver

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

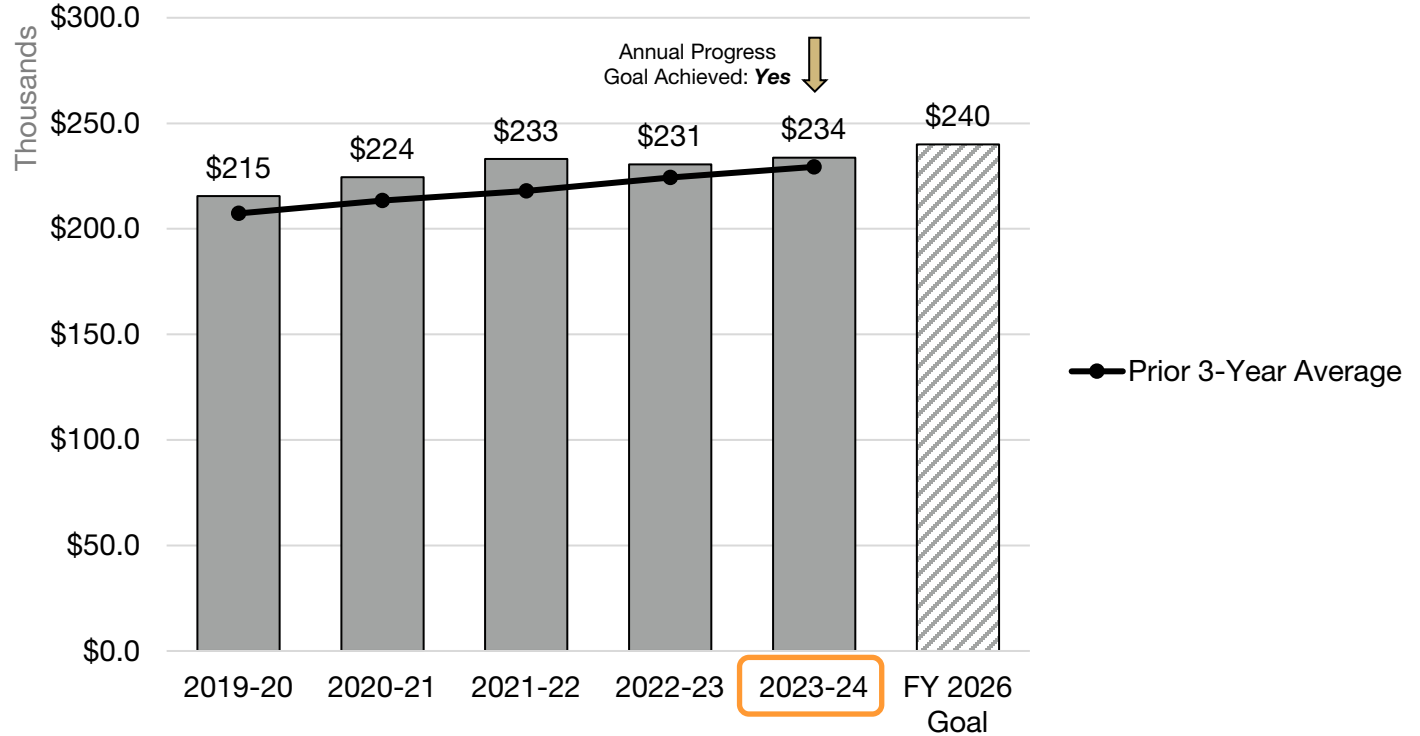




Fiscal Strength: Progress to 2026 Goal (Final – Presented January 2025)

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 Nov 2024. Employee FTE based on IPEDS Human Resources survey. Other Revenue is calculated from Total Revenue less State Funding and Undergraduate Resident Tuition Revenue



What is “EUI”?

- EUI, or Energy Use Intensity, expresses a building’s energy use as a function of its size. EUI is expressed as energy per square foot per year.

What is “GHG”?

- Greenhouse gas (GHG) is measured in metric tons of carbon dioxide equivalent or MTCO₂e. This unit represents an amount of a GHG whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide based on the global warming potential of the gas.

What is “FCI”?

- The Facilities Condition Index (FCI) measures the cost of remedying a building’s deficiencies compared to the building’s current replacement value. The target FCI is 85.
- If a building FCI is below 85, the building deficiencies are broadly described as deferred maintenance, or any outstanding maintenance or repair needs that have been delayed, typically because of budget constraints.

Energy Use Intensity (EUI)

Energy per square foot per year

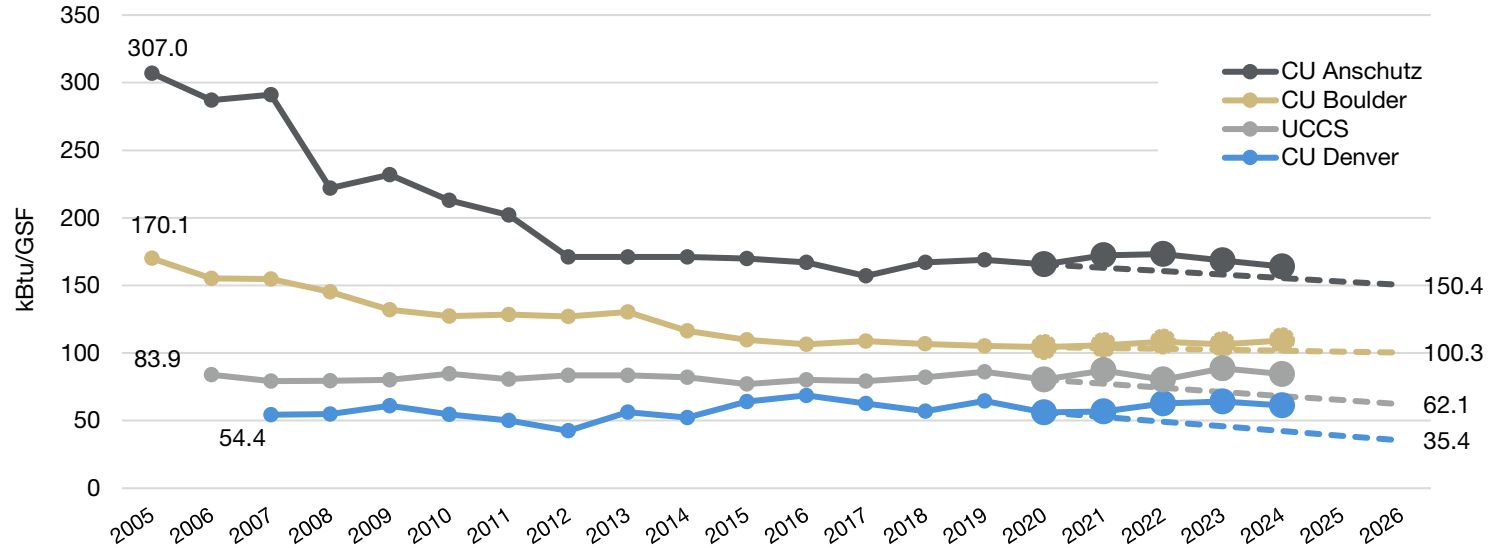
What is “EUI”?

EUI, or Energy Use Intensity, expresses a building’s energy use as a function of its size. EUI is expressed as energy per square foot per year.



Fiscal Strength: Progress to 2026 Goal (Final – Presented May 2025)

Energy Use Intensity – Progress Toward Goals



	2024 Actuals (kBtu/GSF)	2026 Goals (kBtu/GSF)	
CU Anschutz	164.0	150.4	51% Reduction
CU Boulder	109.3	100.3	41% Reduction
UCCS	84.3	62.1	26% Reduction
CU Denver	61.3	35.4	35% Reduction

Greenhouse Gas Emissions (GHG)

Metric tons of carbon dioxide

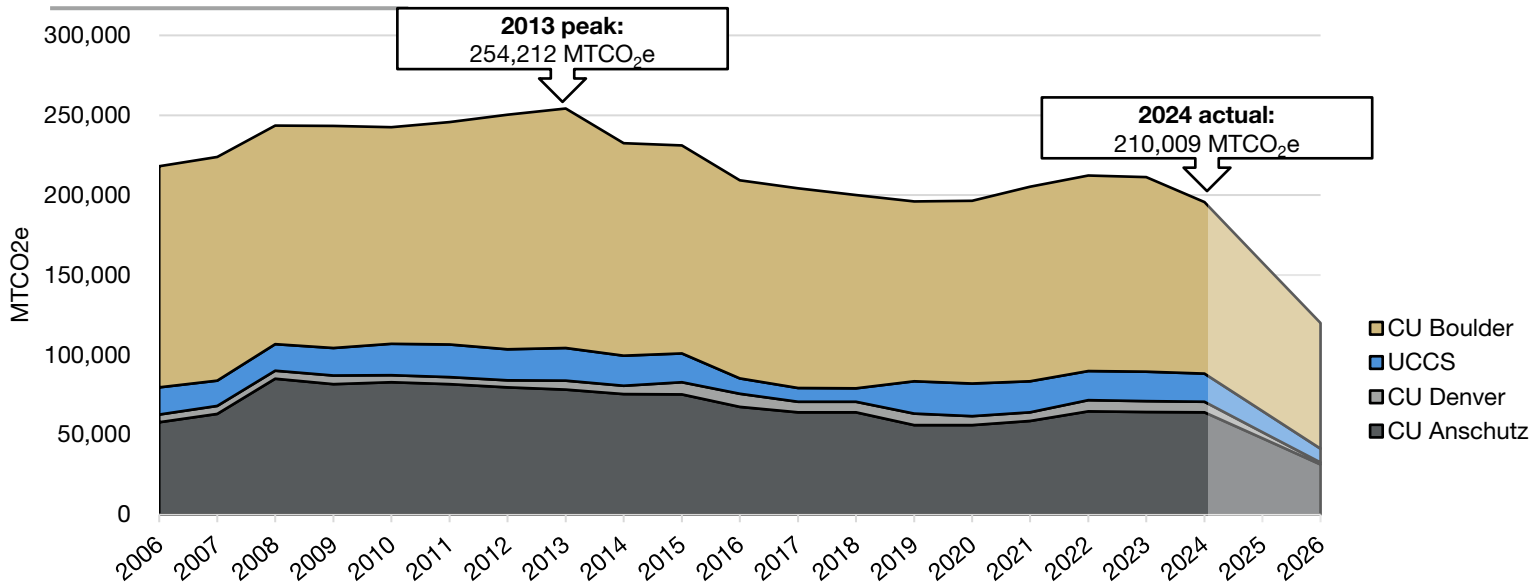
What is “GHG”?

Greenhouse gas (GHG) is measured in metric tons of carbon dioxide equivalent or MTCO₂e. This unit represents an amount of a GHG whose atmospheric impact has been standardized to that of one unit mass of carbon dioxide based on the global warming potential of the gas.



Fiscal Strength: Progress to 2026 Goal (Final – Presented May 2025)

Greenhouse Gas Emissions (MTCO₂e) – Progress Toward Goal



	2024 Actuals (MTCO ₂ e)	2026 Goals (MTCO ₂ e)	
CU Boulder	121,704	78,653	42% Reduction from 2005
UCCS	17,636	8,634	49% Reduction from 2006
CU Denver	6,578	1,233	71% Reduction from 2006
CU Anschutz	64,091	31,433	40% Reduction from 2005

Notes:

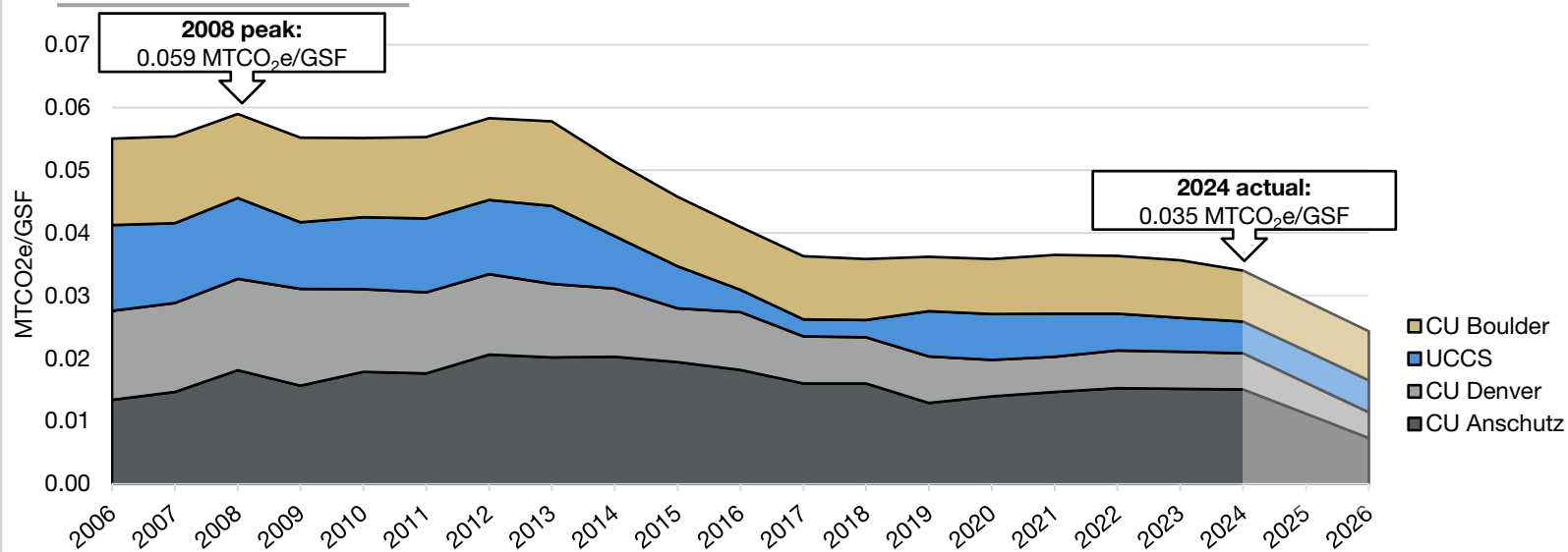
UCCS, CU Denver, and CU Anschutz data through 2024. CU Boulder data through 2023.

Data reflects Scope 1 and 2 emissions; does not include Scope 3.



Fiscal Strength: Progress to 2026 Goal (Final – Presented May 2025)

Greenhouse Gas Emissions (MTCO₂e/GSF) – Progress Toward Goal



	Actuals (MTCO ₂ e/GSF)	2026 Goals (MTCO ₂ e/GSF)	
CU Boulder	0.009	0.008	42% Reduction from 2005
UCCS	0.005	0.007	49% Reduction from 2006
CU Denver	0.006	0.004	71% Reduction from 2006
CU Anschutz	0.015	0.007	40% Reduction from 2005

Notes:

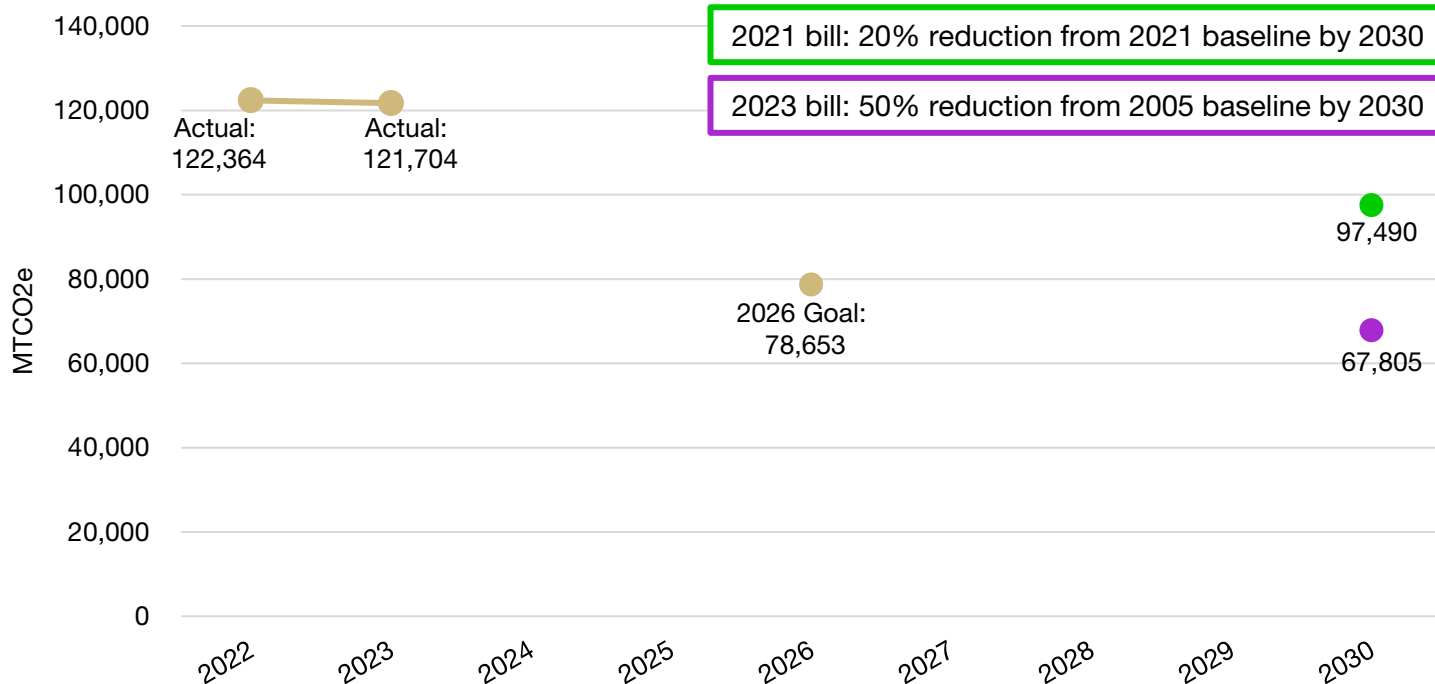
UCCS, CU Denver, and CU Anschutz data through 2024. CU Boulder data through 2023.

Data reflects Scope 1 and 2 emissions; does not include Scope 3.

By this metric, UCCS achieved 2026 goal in 2023.



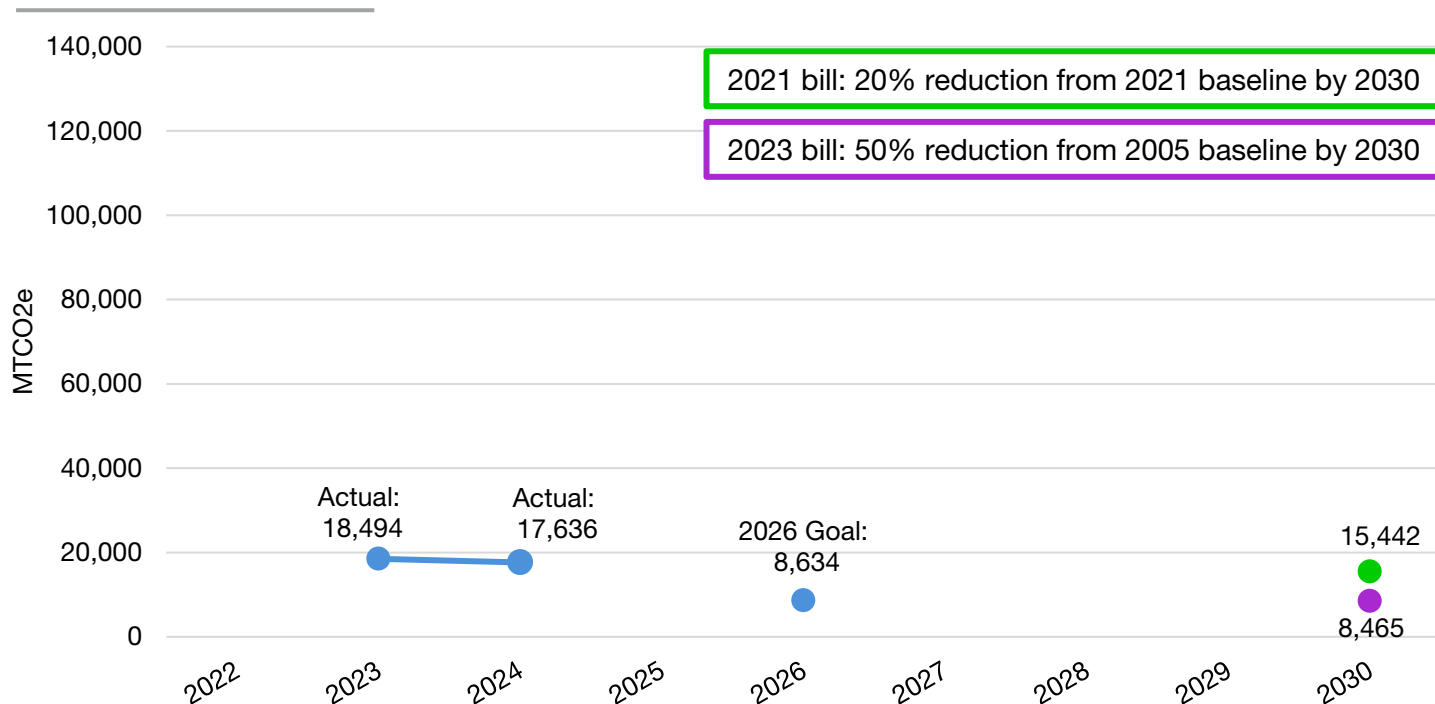
Greenhouse Gas Emissions Reduction Goals – CU Boulder



Note: CU Boulder's 2026 goal exceeds the 2021 legislative goal.



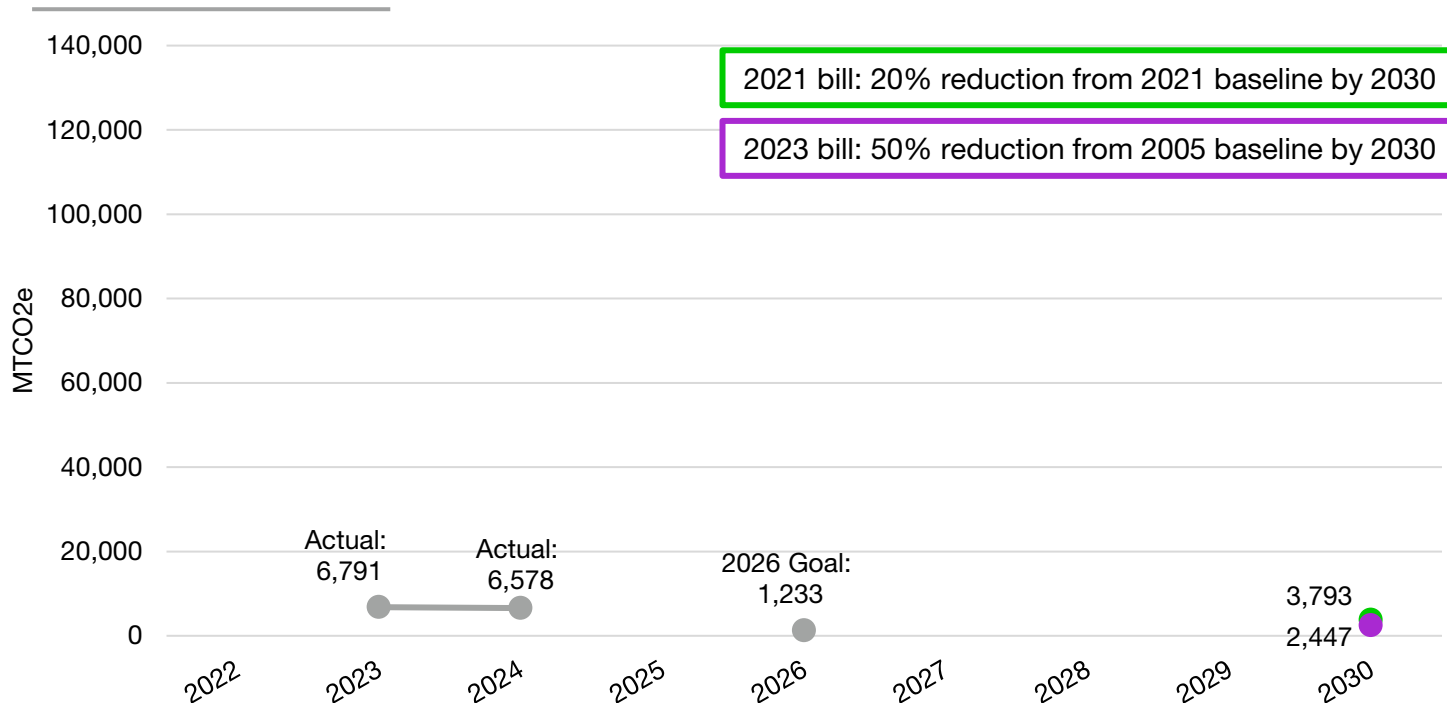
Greenhouse Gas Emissions Reduction Goals – UCCS



Note: UCCS's 2026 goal exceeds the 2021 legislative goal.



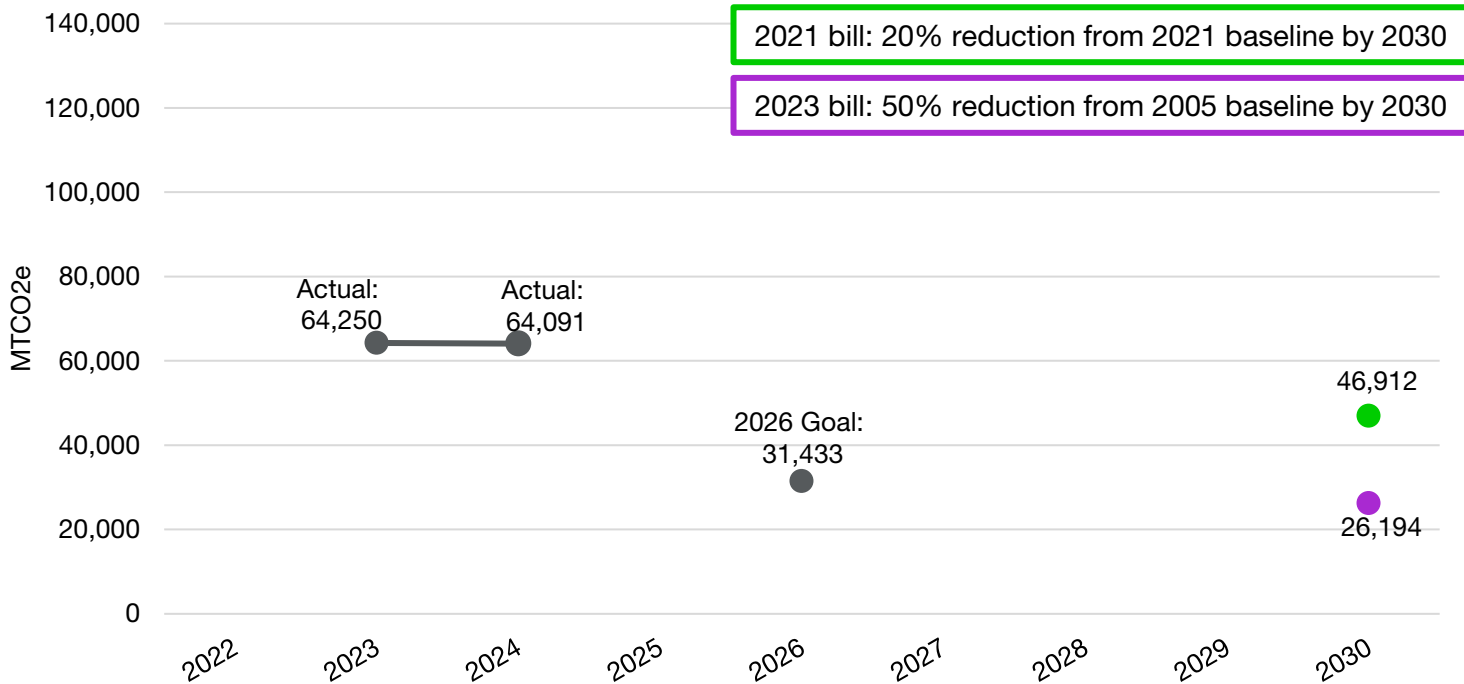
Greenhouse Gas Emissions Reduction Goals – CU Denver



Note: CU Denver's 2026 goal exceeds the 2021 and 2023 legislative goals.



Greenhouse Gas Emissions Reduction Goals – CU Anschutz



Note: CU Anschutz's 2026 goal exceeds the 2021 legislative goal.

Facilities Condition Index (FCI)

Campus average index of building condition

What is “FCI”?

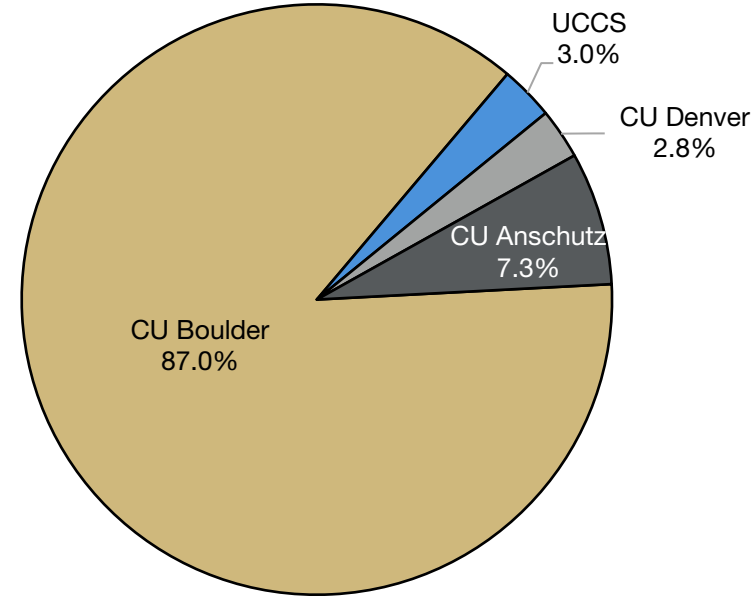
- The Facilities Condition Index (FCI) measures the cost of remedying a building’s deficiencies compared to the building’s current replacement value. The target FCI is 85.
- If a building FCI is below 85, the building deficiencies are broadly described as deferred maintenance, or any outstanding maintenance or repair needs that have been delayed, typically because of budget constraints.



Facilities Condition Index – Deferred Maintenance

Total Deferred Maintenance Backlog

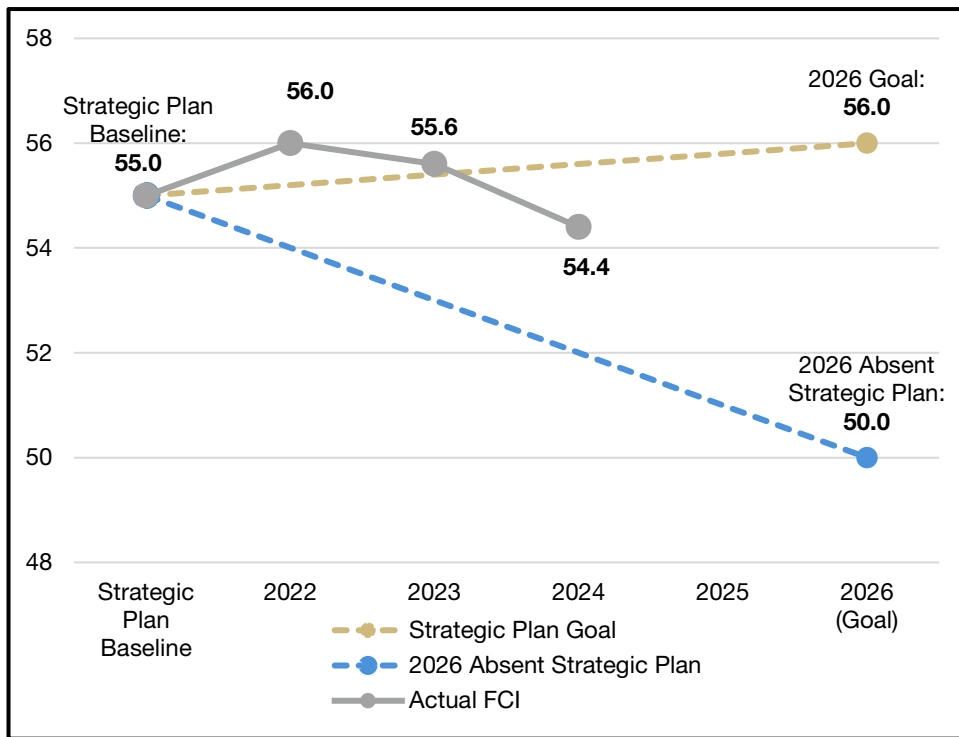
Campus	2022	2023	2024
Boulder	\$1.25 billion	\$1.30 billion	\$1.36 billion
General Fund	\$752.6 million	\$780.5 million	\$815.5 million
Non-General Fund	\$497.6 million	\$517.3 million	\$540.5 million
UCCS	\$41.4 million	\$52.2 million	\$46.0 million
General Fund	\$34.7 million	\$40.3 million	\$36.5 million
Non-General Fund	\$6.7 million	\$11.9 million	\$9.5 million
Denver	\$18.5 million	\$42.8 million	\$43.1 million
General Fund	\$17.8 million	\$39.9 million	\$40.2 million
Non-General Fund	\$638,550	\$2.9 million	\$2.9 million
Anschutz	\$60.9 million	\$107.5 million	\$113.6 million
General Fund	\$44.3 million	\$75.1 million	\$95.4 million
Non-General Fund	\$16.6 million	\$32.4 million	\$18.1 million
Total	\$1.39 billion	\$1.50 billion	\$1.56 billion
General Fund	\$864.3 million	\$935.9 million	\$987.6 million
Non-General Fund	\$523.4 million	\$564.5 million	\$571.0 million



Note: Campus deferred maintenance backlog numbers reflect the cost to achieve a campus average Facility Condition Index (FCI) score of 85%.



Facilities Condition Index Action Steps – CU Boulder



Current FCI for all reported campus buildings = 54.4%

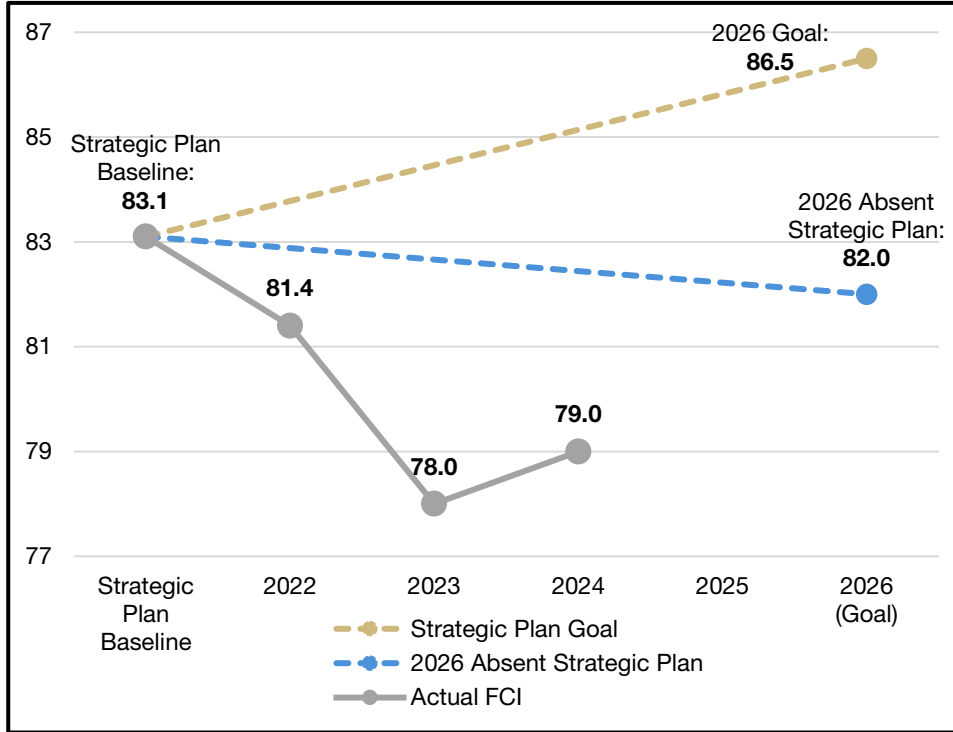
- 97 buildings below 85% FCI (+2 from 2024)
- 13 buildings above 85% FCI (-2 from 2024)

Notes: Campus FCI data does not reflect projects recently completed or in construction. Building condition re-assessments lag project completion by a year.

Inflation has increased cost of deferred maintenance backlog.



Facilities Condition Index Action Steps – UCCS

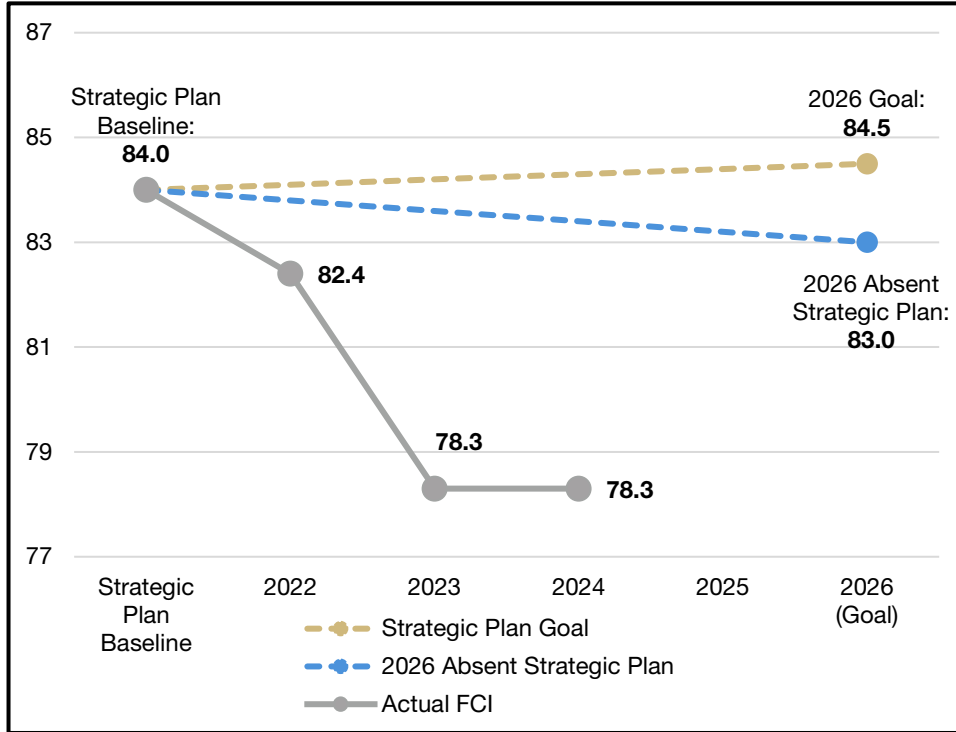


Current FCI reported for all campus buildings = 79.0%

- 46 buildings below 85% FCI (+6 from 2024)
- 27 buildings above 85% FCI (-7 from 2024)



Facilities Condition Index Action Steps – CU Denver

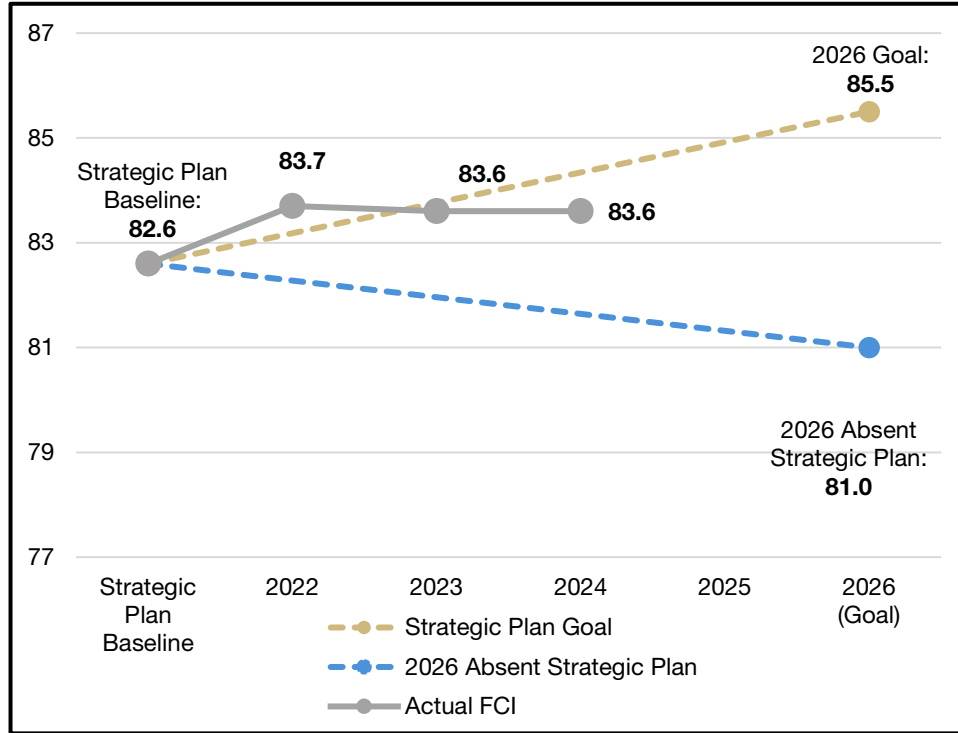


Current FCI reported for all campus buildings = 78.3%

- 2 buildings below 85% FCI (no change from 2024)
- 2 buildings above 85% FCI (no change from 2024)



Facilities Condition Index Action Steps – CU Anschutz



Current FCI reported for all campus buildings = 83.6%

- 17 buildings below 85% FCI (+7 from 2024)
- 8 buildings above 85% FCI (-7 from 2024)