



State of System Report

President Mark Kennedy

Faculty Senate

April 22, 2021

FOUR CAMPUSES UNITED
ALL FOUR:ONE



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus





Thank you for your extra effort to deliver on our mission during a challenging year

16

EV



17

EV

Happy Earth Day

1800 Grant



Delivering on our Mission

- **Response to Pandemic – Economic Downturn**
 - **Federal Government Engagement**



February 5, 2021

5th Letter Related to Stimulus Funding Organized by CU

Dear Senators Bennet and Hickenlooper and Representatives DeGette, Perlmutter, Lamborn, Buck, Neguse, Crow and Boebert:

On behalf of our institutions and the communities we serve, we thank you for your ongoing support of higher education as we continue to grapple with the cascading effects of the global COVID-19 pandemic. Both the *Coronavirus Aid, Relief, and Economic Security (CARES) Act* as well as the recently passed *Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA)* have provided much-needed relief for our students, faculty, staff and communities in the face of unprecedented disruptions to our educational and research



Active Engagement with Congressional Delegation on Stimulus Funding Vital to Navigating Pandemic



Delivering on our Mission

- **Response to Pandemic – Economic Downturn**
 - Federal Government Engagement
 - **State Government Engagement**
 - **Vaccination for student facing faculty and staff**

Staff Councils play critical role in shared governance at CU

President, chancellors highlight value of volunteering



By Staff // Issue: January 14, 2021 // Categories: CU Boulder, UCCS, CU Denver, CU Anschutz Medical Campus, CU South Denver, CU System, Faculty, Staff



At CU, we recognize our people are our greatest asset. Our faculty and staff are essential to our mission and are critical members of the CU community. As such, it is important that you have input in the governance of this university.

A longstanding bedrock of CU – and one of the university's guiding principles – shared governance fosters greater transparency, communication and ownership among all involved and in doing so, it strengthens the university for every member of our community. It's also an important professional development opportunity for faculty, staff and students, cultivating skills that enable individuals to grow professionally and personally – again, something that ultimately strengthens CU.

Granted authority by the Board of Regents, CU's elected staff councils represent the

Responding to Share Governance Priorities

- Vaccination preference for student facing faculty and staff
- 30-day notice on return to work
- Tuition benefit – advance registration for classes



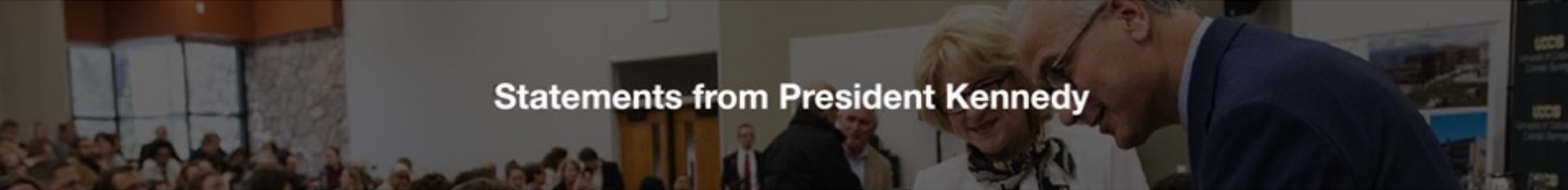
February 1, 2021

Organized Letter to Governor Requesting Vaccination Preference for Student Facing Faculty and Staff

Dear Governor Polis,

Thank you for your leadership in Colorado during the last year of COVID-19. We appreciate your commitment to making decisions in the best interest of all Coloradans. Around the country and world, Colorado has been a leader in COVID-19 testing and identifying clear priorities for the initial steps of the vaccine roll out. By focusing on those 70+, we are proud that Colorado is first vaccinating those in our communities who are most at risk. We are also pleased to hear the state vaccination program will soon expand to other targeted populations.

We respectfully request that targeted employees at institutions of higher education also be included in the definition of “frontline workers in education” relative to level 1B, as has been done in about half the states.



Statements from President Kennedy

FEBRUARY 26, 2021

Statement Regarding Gov. Polis Prioritizing Vaccines for Student-facing Faculty and Staff

Returning to a more in-person experience will benefit our students, faculty and staff and reduce the social isolation so many have experienced over the past year. We applaud Gov. Polis for making this a priority.



As Colorado's supply of the COVID vaccine has increased, we are grateful to Gov. Polis and his team for expanding the 1B.4 prioritization phase slated for late March 2021 to include student-facing faculty and staff at colleges and universities statewide. This is a critical step in addressing the significant challenges the pandemic has caused for our campus communities. Returning to a more in-person experience will benefit our students, faculty and staff and reduce the social isolation so many have experienced over the past year. We applaud Gov. Polis for making this a priority.



Delivering on our Mission

- **Response to Pandemic – Economic Downturn**
 - Federal Government Engagement
 - **State Government Engagement**
 - Vaccination for student facing faculty and staff
 - **Funding**

OPINION > OPINION COLUMNISTS • Opinion, Opinion Columnist

Mark Kennedy: University of Colorado is adapting in wake of COVID, but needs state's financial support



By **MARK KENNEDY** | The Associated Press

November 29, 2020 at 7:08 a.m.

 20

As many of us struggle with pandemic fatigue, I am reminded of running the mile as a member of the Pequot Lakes High School track team in Minnesota. As I completed the third of four laps, I debated whether to lay down on the ground and writhe in pain or press on. Suddenly I got a second wind. I was filled with renewed energy and nearly sprinted the last lap, setting the school record. We all need a second wind to emerge from this pandemic and prepare for what lies ahead.

It is wonderful to see vaccines advancing, including one developed by Moderna, for which the CU Anschutz Medical Campus hosted clinical trials. Though the end may be in sight, much effort will be required before it arrives.

We at CU have learned and adapted this year as we delivered on our missions to teach and discover while keeping our communities safe. We will continue to collaborate closely with public health professionals as we close out our fall semester and look toward spring. Beyond the urgent matters of the moment, we must recognize the coronavirus has not changed the future, only accelerated its arrival. None of us has the luxury of waiting for COVID to be fully under control before we prepare for tomorrow.

State Budget Update

- \$81.8 million increase for operating funding (\$19.0 million, **7.9% increase at CU**)
- \$18.5 million increase for financial aid
- \$16.0 million increase at the CU Anschutz School of Medicine for Medicaid Upper Payment Limit funding to help with Aurora Health Public Commons development



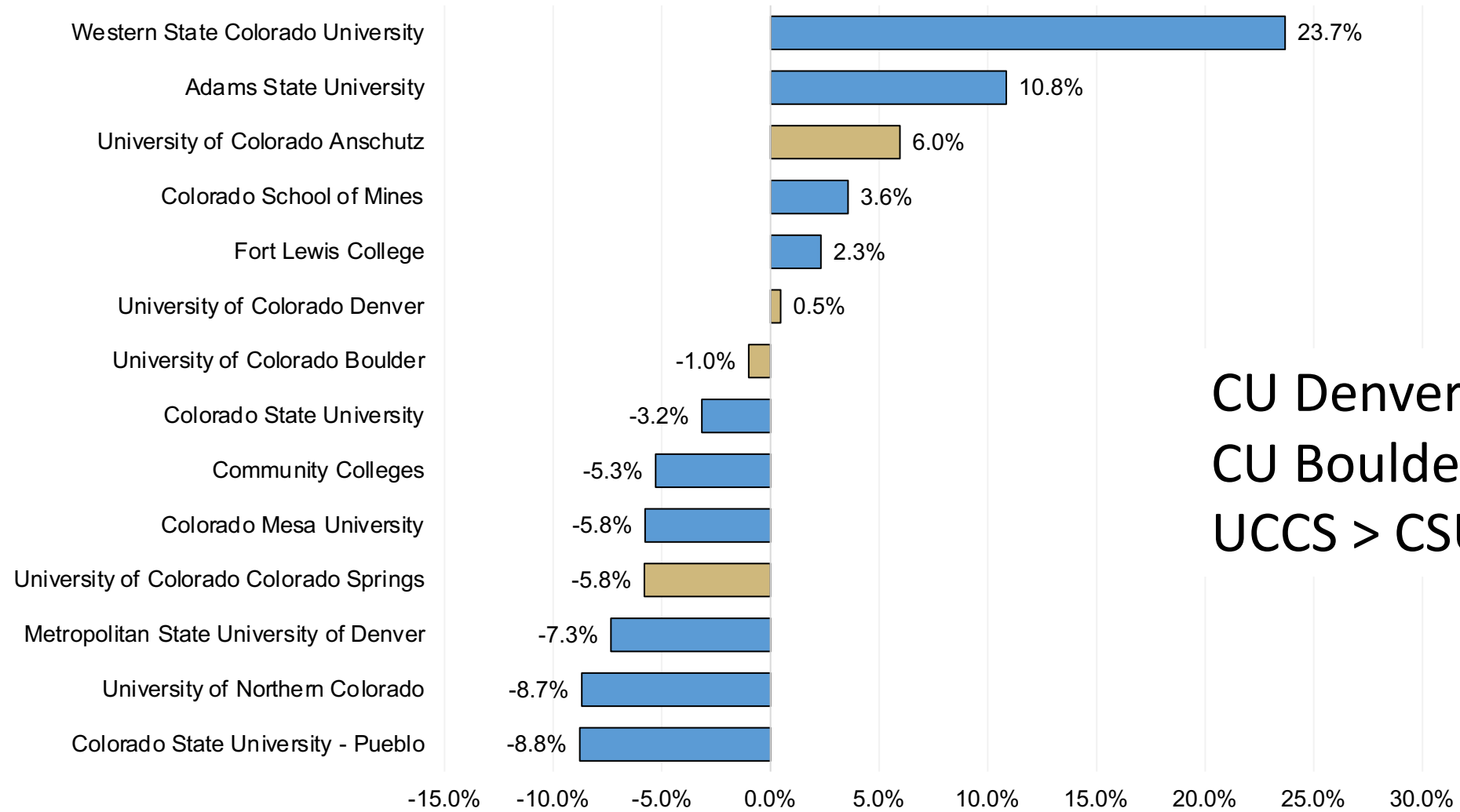
\$14.1 million state funding for CU Boulder Hellems Building Renovation (includes year 1 and year 2 of four-year project)



Delivering on our Mission

- **Response to Pandemic – Economic Downturn**
 - Federal Government Engagement
 - State Government Engagement
 - Vaccination for student facing faculty and staff
 - Funding
- **Enrollment**

Spring Census Headcount % Change 2020 to 2021



CU Denver > MSU
CU Boulder > CSU
UCCS > CSU Pueblo

Source: CDHE Census Headcount;
Spring 2020 and Spring 2021 Estimates



Delivering on our Mission

- **Response to Pandemic – Economic Downturn**
 - Federal Government Engagement
 - State Government Engagement
 - Vaccination for student facing faculty and staff
 - Funding
 - Enrollment
- **Compensation**
 - **Lifted all Furloughs**
 - **2.0% temporary compensation for Faculty and Exempt Staff (July 1 to Dec 31)**
 - **January 1, 2022 merit pool approved contingent on achievement of specified fall census enrollment**



Delivering on our Mission

- **Response to Pandemic – Economic Downturn**
 - Federal Government Engagement
 - State Government Engagement
 - Vaccination for student facing faculty and staff
 - Funding
 - Enrollment
 - Compensation
 - **All campuses returning primarily to in-person in fall**



CU Anschutz strongly considering mandatory vaccination consistent with their medical protocols when vaccines fully approved by FDA CU Anschutz
No decision yet on other campuses



Delivering on our Mission

- Response to Pandemic – Economic Downturn
- **Strategic Planning Update**

Power of Systemwide Strategic Plan

- **Aligns Regents, administration and campuses towards a sustained focus on a limited number of mutually agreed aspirational goals vital to achieving mission**
 - **Executed through campus specific strategic plan**



ALIGNMENT WITH CU SYSTEM STRATEGIC PLANNING

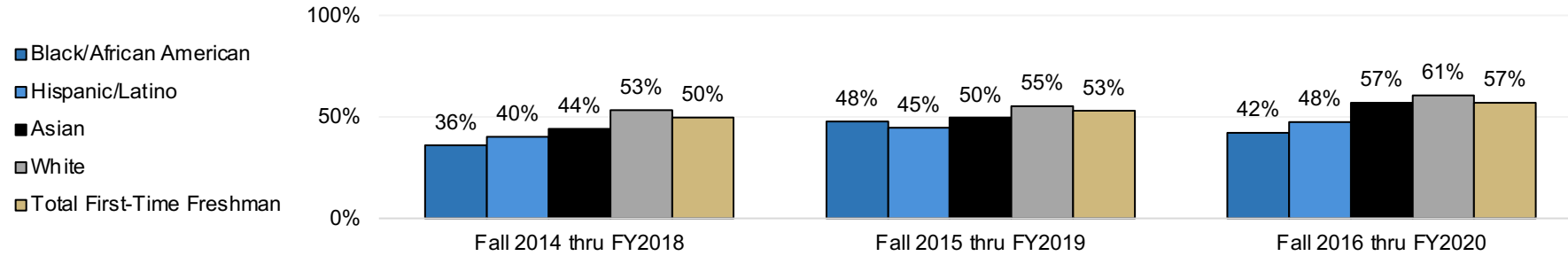
- ✓ Diversity, inclusion, equity, and access
- ✓ Campus wellness and mental health
- ✓ Healthcare
- ✓ Collaboration and partnership
- ✓ Research and scholarship



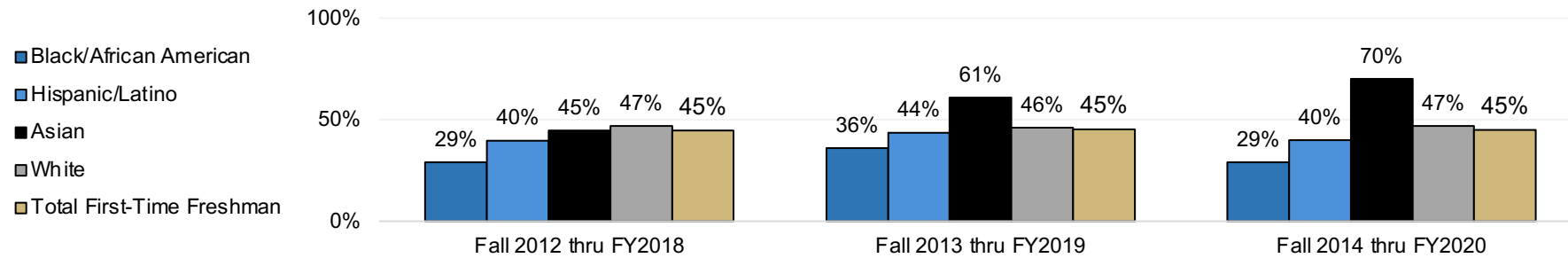
- **Pillar 1: Affordability & Student Success**
 - **Graduation Rate & Retention: (4 yr., 6 yr., 1st yr. retention) – overall, URM**

CU Diversity vs Colorado

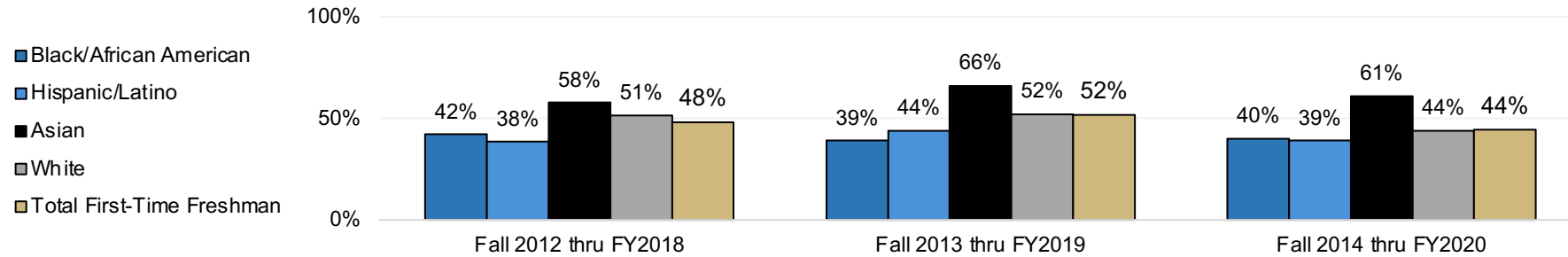
Boulder 4-Year Graduation Rates



UCCS 6-Year Graduation Rates



Denver 6-Year Graduation Rates



Sources: Graduation Rates from campus institutional research offices.
Cohorts based on first-time full-time freshman cohort.

System Strategic Planning Metrics: Graduation and Retention for URM

4-Year Graduation Rate for Under-Represented Minorities

6-Year Graduation Rate for Under-Represented Minorities

Retention Rate for Under-Represented Minorities

First-time Full-time Freshman

- **Pillar 1: Affordability & Student Success**

- Graduation Rate & Retention: (4 yr., 6 yr., 1st yr. retention) – overall, URM
- **Wellness & Mental Health: mental health training; wellness culture survey**

- **Pillar 1: Affordability & Student Success**
 - Graduation Rate & Retention: (4 yr., 6 yr., 1st yr. retention) – overall, URM
 - Wellness & Mental Health: mental health training; wellness culture survey
 - **Innovation in Learning & Teaching Initiative**
 - **Hybrid program offerings**
 - **Non-degree credentials**
 - **Adaptive learning tools**
 - **VR, AR**

- **Pillar 1: Affordability & Student Success**
 - Graduation Rate & Retention: (4 yr., 6 yr., 1st yr. retention) – overall, URM
 - Wellness & Mental Health: mental health training; wellness culture survey
 - Innovation in Learning & Teaching Initiative
- **Pillar 2: Discovery & Impact**
 - **Sponsored Research Funding (Awards)**
 - **Campuses continue to focus on and value non-funded research**



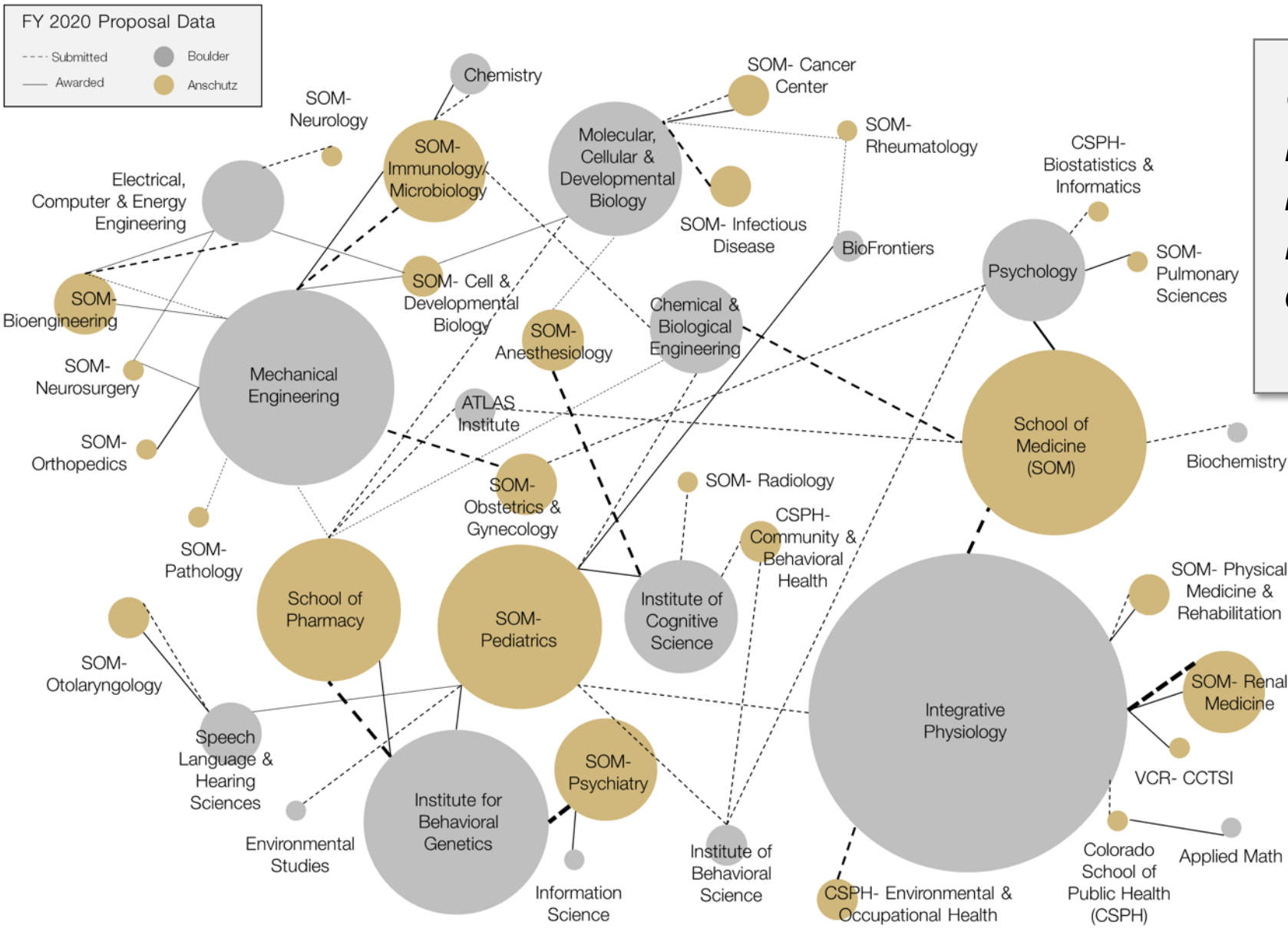
By expanding research collaborations between the University of Colorado **Anschutz** and **Boulder** campuses, the AB Nexus will generate knowledge that improves human well-being and spurs innovation and economic development.



[LEARN MORE](#)

AB Nexus

ABNEXUS



Generate knowledge that improves human well-being and spurs innovation and economic development

ABNexus Off to the Races...

Results to Date

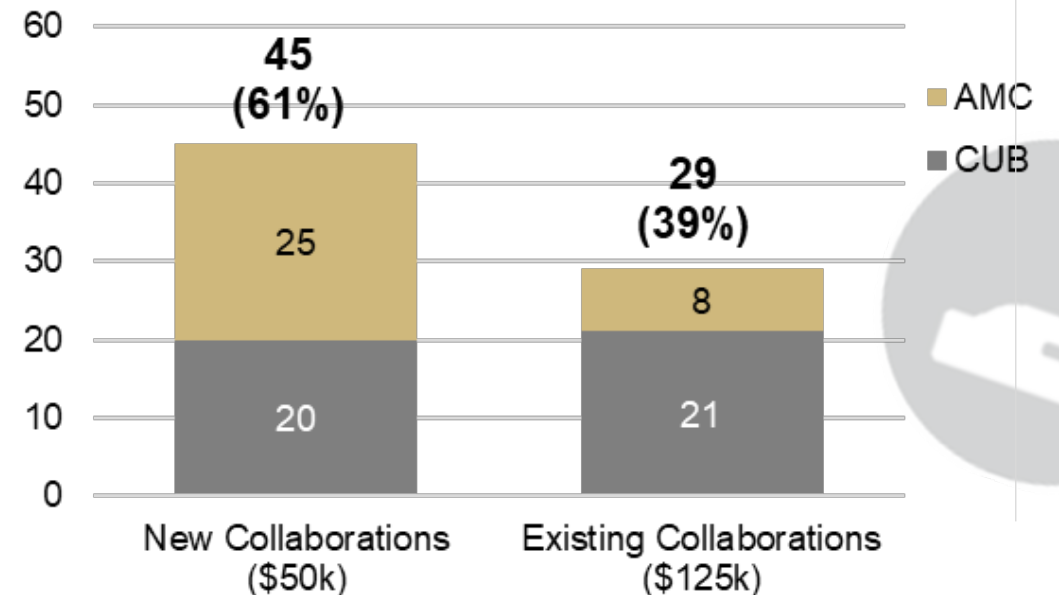
- Master Collaboration Agreement executed between campuses
 - Expedites joint proposal review by offices of grants and contracts
 - No F&A on first \$25k of direct costs for intercampus proposals
- Awarded \$675K in collaborative grants
- Increased externally awarded collaborative proposals over historical baseline values
 - \$2M increase in FY 2020
 - On pace to realize \$3M in FY 2021

Goal: Grow external Funding by \$29M by 2024

Proposal Analysis

- 74 full proposals received
- 61% New Collaborations (\$50k)
- Even participation across campuses

Proposals by Campus and Award Track





Diversified Funding Streams

- University Affiliated Research Center
- Industry collaborations
- US government solicitations
- World-class faculty hires



CU Support

- President Kennedy's national security advisory board
- CU Boulder investment
- Lobbying efforts
- Involve all campuses
 - Space medicine at CU Anschutz
 - Manufacturing at CU Denver
 - Cyber at UCCS

CU NSI



Donor Investment

- World-class faculty hires in strategic areas of investment
- Specialized defense acquisition-trained staff hires
- Research seed funding
- New facilities, secure systems, etc.



SPACECOM in Colorado

- Colorado Springs current location for provisional headquarters
- Colorado military spouse support bill
- US Senate Space Force Caucus
- Defense Innovation Board

National Security Institute

Develop and transition foundational research to mission application in the national security domain for Department of Defense and Intelligence Community.

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 - Innovation in Learning & Teaching Initiative
- **Pillar 2: Discovery & Impact**
 - Sponsored Research Funding (Awards)
 - **Healthcare: Patients Served by CU Anschutz Clinical Faculty**

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 - Healthcare: Patients Served by CU Anschutz Clinical Faculty
- **Pillar 3: Diversity, Inclusion, Equity & Access**
 - **Diversity of Faculty, Staff, Students – URM and veterans**

Diversity Faculty, Staff and Students

Percent New Faculty Hires from Under-Represented Minorities

Percent New Faculty Hires that are Veterans

Percent New Staff Hires from Under-Represented Minorities

Percent New Staff Hires that are Veterans

Percent New Students from Under-Represented Minorities

Percent New Students that are Veterans

Also tracking number of hires

- **Pillar 1: Affordability & Student Success**
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- **Pillar 3: Diversity, Inclusion, Equity & Access**
 - Diversity of Faculty, Staff, Students – URM and veterans
 - **Belonging Survey – civility, accepting people with different ideas, harassment**
 - **Survey to be administered by all campuses annually beginning in fall**

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- **Pillar 4: Fiscal Strength**
 - **Collaboration and Partnerships: fundraising; complementary income / employee**

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- **Pillar 4: Fiscal Strength**
 - Collaboration and Partnerships: fundraising; complementary income / employee
 - **Deferred Maintenance and Sustainability: Facility Condition, energy use intensity, greenhouse gas**

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 - **Transformation and Innovation Program**

Exploring Opportunities for System to Highlight and Support Campus Innovation and Entrepreneurship

- Faculty Fellow (10% time) reporting to Mike Lightner
 - Brad Bernthal
 - University of Colorado Law School — Associate Professor
 - Silicon Flatirons — Entrepreneurship Initiative Director
 - Supported by a graduate student



October 8, 2020 / 0

President to direct CU Foundation funds to augment mental health services on campuses

Demand during pandemic prompts action



By Staff // Issue: October 8, 2020 // Categories: CU Boulder, UCCS, CU Denver, CU Anschutz Medical Campus, CU System, Faculty, Staff

CU President Mark Kennedy and the CU Foundation Board of Directors are stepping up to provide more funding for mental health services on the four campuses, a need driven in large measure by the pandemic.

The CU Foundation is providing \$2 million, which Kennedy will direct evenly to the four campuses. The board's finance committee approved the move on Tuesday, and final approval is expected from the full CU Foundation board soon.

"The chancellors let me know that mental health services for students, faculty and staff are in high demand as a result of the multiple



CU President Mark Kennedy

Selective Investment in Innovation Funds to Advance Identified Priorities

October 15, 2020 / 0

DEI Innovation Fund will augment campuses, system diversity efforts

President Kennedy, CU Foundation Board of Directors team for \$5 million boost



By Staff // Issue: October 15, 2020 // Categories: CU Boulder, UCCS, CU Denver, CU Anschutz Medical Campus, CU System, Faculty, Staff



Diversity, equity and inclusion (DEI) efforts at the university got a boost after CU President Mark Kennedy collaborated with the CU Foundation Board of Directors to create a \$5 million DEI Innovation Fund that provides resources for initiatives on each campus and at system administration.

Timeline for Completing Strategic Plan

- January 2021 – Reactivated Working Groups
- Submittal of Deliverable 3: Recommended Goals & Action Steps
 - April 09 – CU Boulder, UCCS – Campus Plans Completed
 - May 14, 2021 – CU Anschutz, CU Denver – Campus Plans in Process
- May 18 - Review of Recommended Goals & Action Steps by Steering Committee
- May / June – Review status with Regents
- July 12 – 14, 2021 – Present Final Plan at Regent Retreat



Delivering on our Mission

- Response to Pandemic – Economic Downturn
- Strategic Planning Update
- **Key Hires**

Vice President of Communications

- Thanks to Faculty Council Member Carmen Stavrositu for serving on committee
- 210 applications, committee interviewed 12, identified top five, I picked three
- Three finalists interviewed next week, including by faculty / staff reps

Vice President, Chief Technology and Transformation Officer

- This week committee identified 9 candidates to interviews - Good diversity
- Interviews take place May 3-4 to define top five from which I will pick finalists
- Finalists will meet with several constituency groups, including faculty / staff

ODE Lead

- Thanks to Faculty Council Member Maja Krakowski for serving on committee
- Russell Reynolds and committee meet today to discuss traits / search strategy
- Anticipate will begin recruiting candidates in early-May



Delivering on our Mission

- Response to Pandemic – Economic Downturn
- Strategic Planning Update
- Key Hires
- **Diversity, Equity and Inclusion**
 - **Upgrading DEI Leadership**

University Leadership

Theodosia Cook Chief Diversity Officer

Theodosia Cook joined the University of Colorado as chief diversity officer for the four-campus university system in May 2020. Theodosia helps develop and implement system-wide policies and initiatives that promote diversity, equity, and inclusion.

She coordinates and collaborates with chief diversity officers, faculty, and administrators on each of the campuses. She also leads efforts to ensure diversity is effectively represented in CU's strategic and annual planning.

Cook has led diversity and inclusion efforts for faculty, staff, students, and alumni at Dartmouth College. Before working in higher education, Theodosia resided in the K-12 space as a Professional Development Lead Teacher, Curriculum Writer for culturally relevant teaching, and a union representative.

She has served as an advisory board member for the Posse Foundation and Friends and Returned Peace Corps Volunteers of Guyana. Theodosia holds a BA in Political Science from Sewanee: The University of the South and an MA in Education Leadership from Teachers College, Columbia University.



Theodosia Cook
Chief Diversity Officer

CU Anschutz Medical Campus

Education ▾

Research

Innovation

Patient Care

News ▾

About ▾

COVID-19 ▾

View CU Anschutz updates and resources on the coronavirus (COVID-19).

[Home](#) / [News](#) / [Regina D. Richards Named Associate Vice Chancellor of Diversity, Equity, Inclusion and Community Engagement](#)

Community

Regina D. Richards Named Associate Vice Chancellor of Diversity, Equity, Inclusion and Community Engagement

She will focus on expanding health equity, outreach and support initiatives both on campus and in the community

Staff | June 23, 2020



Antonio Farias. Photo credit: University of Florida

February 15, 2021

University of Colorado Denver Names National Leader Antonio Farias Vice Chancellor for Diversity, Equity, and Inclusion



DEI Leadership

- **CU Boulder**
 - Searching for new Senior Vice Chancellor of DEI
- **UCCS**
 - EDI team conducting listening sessions on campus
 - Leadership considering how best to build out the EDI office
- Each campus has an advisory council on DEI
- CDO Cook regularly meets with campus DEI Leads
 - I occasionally join discussion



Delivering on our Mission

- Response to Pandemic – Economic Downturn
- Strategic Planning Update
- Key Hires
- **Diversity, Equity and Inclusion**
 - Upgrading DEI Leadership
 - **Closing Graduation Rate Equity Gap**

President's Initiative Funds / DEI Innovation Fund Close Graduation Rate Equity Gap

- **\$2.0 million from Initiative Funds, \$1 million from DEI Innovation Fund**



April 20, 2021

University of Colorado Denver Invests \$4 Million for
Equity, Diversity, and Inclusion Efforts

The money will go toward investments to aid CU Denver in becoming an
equity-serving institution





Delivering on our Mission

- Response to Pandemic – Economic Downturn
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- **Diversity, Equity and Inclusion**
 - Upgrading DEI Leadership
 - Closing Graduation Rate Equity Gap
 - **Diversifying Faculty & Staff**

Leading from the Top – Diversifying Staff

- Formed a Cabinet that included the VPs and 25 additional leaders –14 women, five of whom are people of color.
- **Of the eight individuals I have been involved in hiring, five are women, five are people of color, four URM and all were the most qualified candidates for their positions.**
- Bias-awareness training for all system search committees.

Message from Chancellor Marks



Dear Lynx Community,

It is with great pleasure that I announce we have selected CU Denver's new Provost and Executive Vice Chancellor for Academic and Student Affairs. Constancio Nakuma, PhD, a dedicated educator with nearly 30 years of higher education experience, will join us after a successful 19-year tenure at Clemson University, where he currently serves as Associate Provost for Academic Affairs.

In addition to his administrative role at Clemson, Constancio is a professor of French/Linguistics in the Department of Languages and has served as a senior associate dean of academic affairs and department chair. Prior to Clemson, he was an associate professor and program director at the University of Tennessee, Knoxville. He also served as a lecturer at Saint Mary's University, Halifax, Nova Scotia, where he obtained an MBA degree.



Throughout his career, Constancio has demonstrated success in academic leadership, strategic planning at the departmental, collegiate, and provost levels, as well as financial management and budgeting. He has experience with academic program assessment, development and assessment of student learning outcomes, development and implementation of academic curricula, and faculty recruitment and development. Among other achievements, Constancio has created multidisciplinary degree programs between humanities and STEM, health, and business fields that have been successful in attracting and engaging students along their educational journeys.

A multilingual teacher/scholar, he has been educated in Africa, Europe, and North America. Constancio received his bachelor's from the University of Ghana-Legon, Accra, Ghana; his master's from Université Paris X-Nanterre, France; and his PhD from Sorbonne Nouvelle.

New CU Denver Provost Constancio Nakuma

President's Initiative Funds – Diversity Faculty & Staff

- **\$324,000 (\$108,000 annually for three years)**
- **Diverse Doctorates in Business Program**
- The business schools at the University of Colorado Boulder, Denver, and Colorado Springs campuses are working together to increase the diversity of business academics by encouraging more underrepresented undergraduate students at CU to consider pursuing a Ph.D. in a business discipline.

DEI Innovation Fund – Diversity Faculty & Staff

System

- **Oregon Search Advocate program** at System and campuses that enhances equity, validity, and diversity in university hiring.
- **CIMER, Center for the Improvement of Mentored Experiences** in Research develops, implements and evaluates mentor and mentee training using theoretically-grounded, evidence-based, and culturally-responsive training interventions and investigations.

CU Boulder - Faculty Diversity Action Plan

- Provost harvesting 25% of revenue from Associate vacancies and 35% of revenue from Full professor vacancies to fund Faculty Diversity Action Plan
- Plan seek to meet academic needs with intense DEI recruiting best practices
- In first year, an additional 10 faculty from underrepresented groups were hired or are in negotiation
- Supplementing with mentoring and cohort programming
- Goal – seeking to make significant progress relative to AAU Public peer group in 2-4 recruiting cycles



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- **Diversity, Equity and Inclusion**
 - Upgrading DEI Leadership
 - Closing Graduation Rate Equity Gap
 - Diversifying Faculty & Staff
 - **Diversifying Students**
 - **Affordable**

Affordability & Student Success

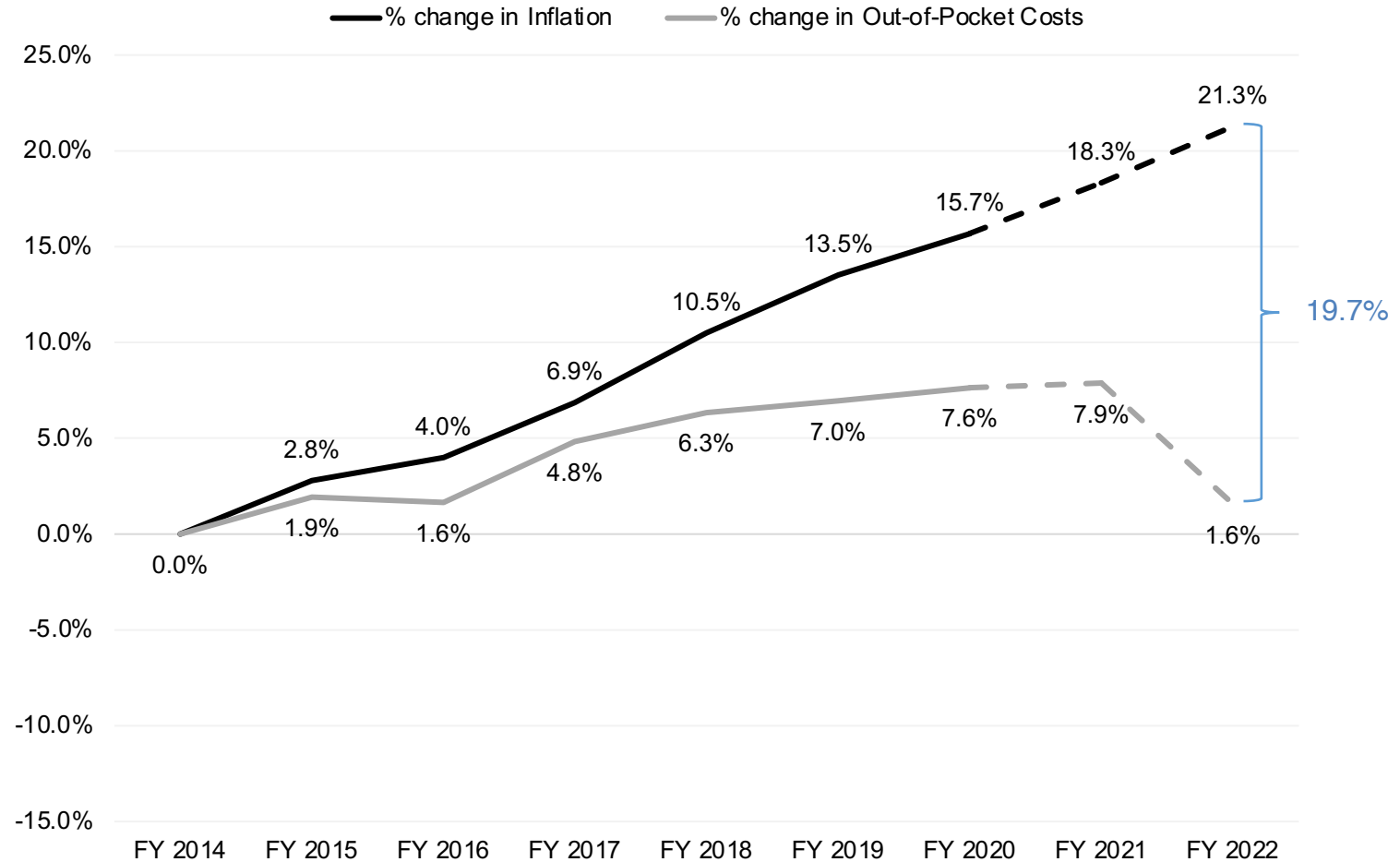
- Average Cost of Attendance (COA) minus average grant aid package
- Grant aid is the sum of federal, state, institutional aid and other scholarships;
- Includes resident undergraduates applying for financial aid.

Source: CU System Office of Budget & Finance; Est. 2022 dollars;

[Click for Data Online](#)

Projected Out-of-Pocket Costs for FY 2022 Nearly 20% Below FY 2014

(with HEERF III and Tuition Buydown)
Resident students applying for financial aid (all income groups)



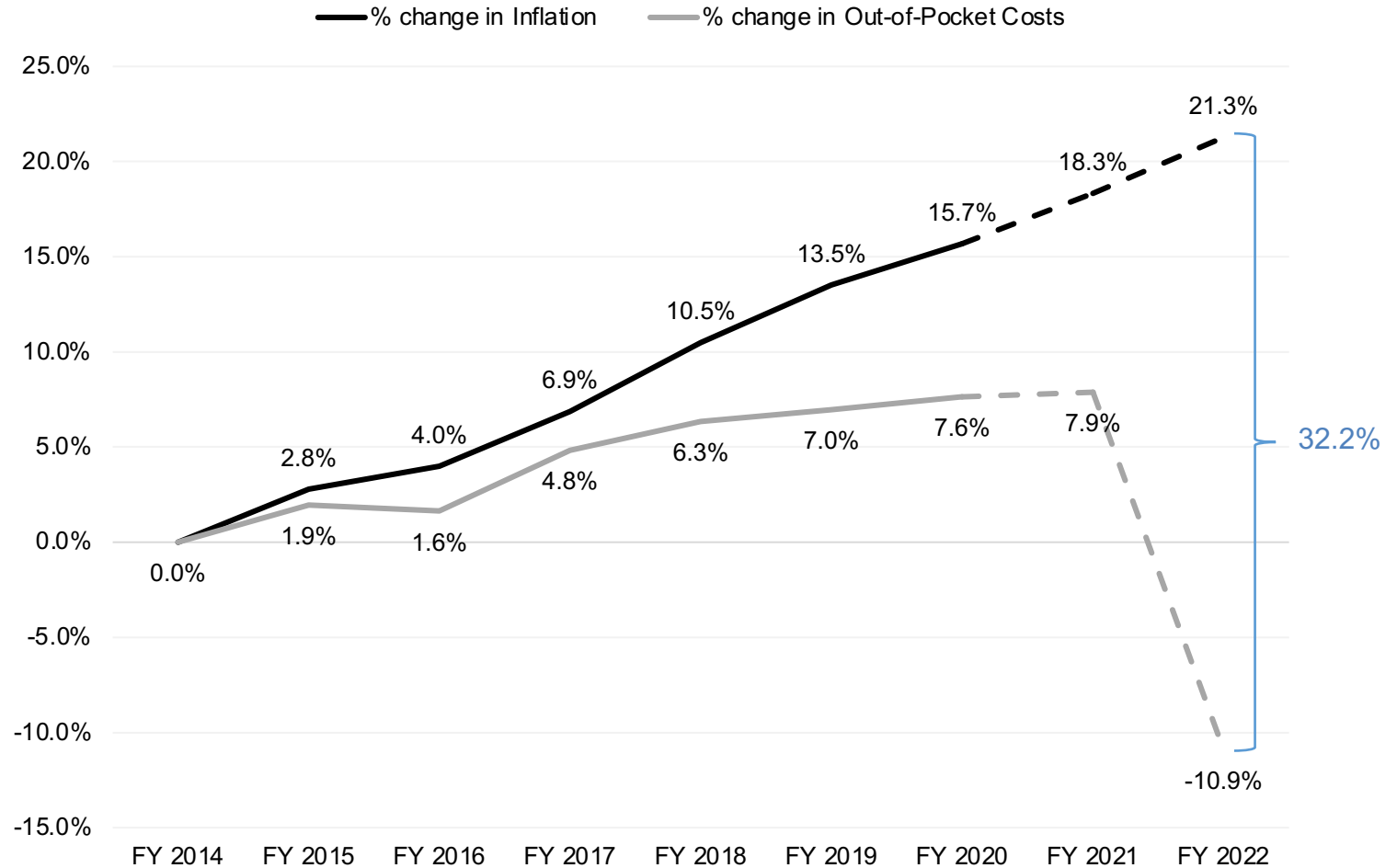
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Projected Out-of-Pocket Costs FY 2021-22

(with HEERF III, Tuition Buydown, Double Pell, Stimulus with a Purpose)
Resident students applying for financial aid (all income groups)



President's Initiative Funds – Student Diversity

- **Charles J. Blackwood Memorial Endowed Scholarship at the CU School of Medicine \$1.0 million (\$500,000 annually for two years)** – An endowment initiative partnership with the Mile High Medical Society, CU School of Medicine, CU Foundation, and CU Anschutz Advancement, that provides scholarships for Black/African American students and increasing diversity and talent in the student population.
- **Dentistry Student Diversity Scholarships \$2.25 million (\$750,000 annually for three years)** – Funding for the School of Dental Medicine was necessary because an audit found that they were insufficiently funded.
- **Pre-collegiate Program \$1.0 million annually** – Supporting the campus's efforts to increase diverse student enrollment through the state while increasing the postsecondary ready students entering the CU campuses.

DEI Innovation Fund – Diversity Student Body

CU Anschutz

- **\$250,000 - Expand Pipeline Programs**

State Representative
LESLIE HEROD
Colorado State Capitol
200 East Colfax Avenue, Room 307
Denver, CO 80203
Office: 303-866-2959
Email: leslie.herod.house@state.co.us



Chair:
Appropriations Committee
Legal Services Committee

Member:
Joint Budget Committee

COLORADO
HOUSE OF REPRESENTATIVES

State Capitol
Denver
80203

April 13th, 2021

The Honorable Jason Crow
3300 S Parker Rd #100
Aurora, CO 80014

Dear Congressman Crow,

I am pleased to offer strong support for the University of Colorado Anschutz Medical Campus' Community Project Funding request to improve access for underrepresented students to health and STEM-fields. Minority students in Denver and Aurora face enormous structural barriers to accessing careers in health and medicine. Improving their access will require a concerted effort on the part of many institutions within our communities. The university is taking an important step by seeking to grow its programs to support and nurture the interest of underrepresented K-12 and undergraduate students early in their educational careers.

The CU Anschutz Medical Campus produces a large percentage of the state's new healthcare workforce each year – graduating nearly 1,500 students as physicians, nurses, dentists, pharmacists, physician's assistants, and other allied health professionals. Their student

State Legislative Advocacy – Diversifying Student Body

- **HB21-1067 Optional Use of National Test Scores**
- **SB21-029 Colorado American Indian Tribes In-State Tuition**
 - In-state tuition to American Indians students from tribes with historical ties to Colorado
 - **If all existing out-of-state students qualify, it would result in a \$7.4 million reduction in tuition**

Campus Action – Diversifying Student Body

- CU Boulder
 - Bias training about reading of application
 - Yearlong curriculum on DEI
- CU Denver and CU Anschutz Strategic Plans seek to bolster pathways to health careers
- CU Denver joined the National Equity Transfer Initiative and will work in partnership with Arapahoe Community College to increase transfer and graduation rates for underrepresented students



Delivering on our Mission

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 - Closing Graduation Rate Equity Gap
 - Diversifying Faculty & Staff
 - Diversifying Students
 - **Belonging**

President's Initiative Funds -- Belonging

- **\$200,000 Belonging Survey**
- **\$300,000 Addressing Food Insecurity**

STORY

December 3, 2020

Bolstering efforts to fight student food insecurity

President Kennedy directs \$300,000 toward issue



By Staff / Issue: December 3, 2020 / Categories: CU Boulder, UCCS, CU Denver, CU Anschutz Medical Campus, CU System, Faculty, Staff



Students across CU experiencing food insecurity will get a boost after President Mark Kennedy designated \$300,000 from his office to support campus efforts to address the issue.

DEI Innovation Fund – Belonging

- **UCCS: \$300,000 Expansion of MOSIAC** Foster an increasing sense of community for underrepresented ethnic minority students and LBGTQ communities.
- **Anschutz: \$300,000 Hired Director, Equity Curriculum and Training**
- **Anschutz: \$80,000 Hired Director, Disability Access and Inclusion Program**
- **Anschutz: \$10,000 The John Lewis Good Trouble Award**



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 - **LGBTQ+**

Statements from President Kennedy

JUNE 15, 2020

Statement from CU President Kennedy on Supreme Court Decision on Civil Rights

Our people are our most important asset at CU, and this decision confirms what we have always believed and have codified in university policy.



The decision today by the United States Supreme Court that civil rights law barring sex discrimination in the workplace applies to gay, lesbian and transgender workers affirms and aligns with the University of Colorado's values, as well as with its policies that protect employees on the basis of sexual orientation, gender identity and gender expression.

Our people are our most important asset at CU, and this decision confirms what we have always believed and have codified in university policy – that discrimination has no place at our university.



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 - LGBTQ+
 - **DACA**

Support for DACA Students

- In October 2019, the CU System joined more than 160 colleges and universities from 32 states and DC on an [amicus brief](#) urging the Supreme Court to uphold DACA.



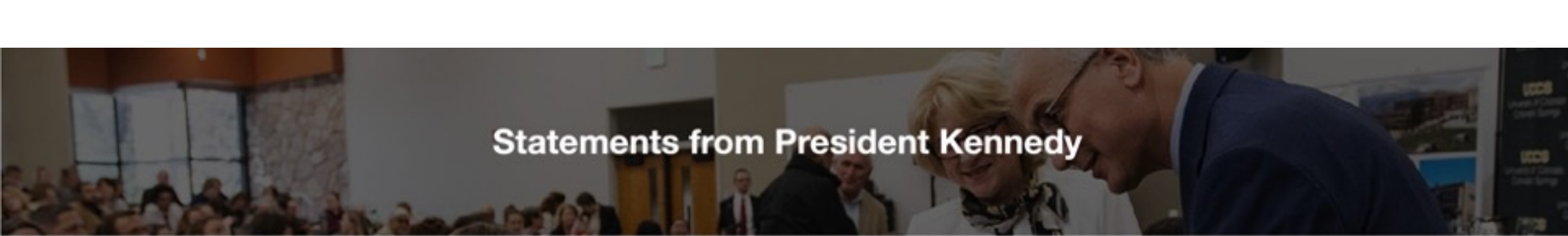
April 10, 2020

Dear Colorado United States Senators and Representatives:

In the midst of our national COVID-19 crisis, we want to express our deep concern of how this crisis is also impacting DACA recipients and Dreamers. As presidents and chancellors of public and private institutions of higher education in Colorado, we are reaching out to ask for your support in anticipation of the Supreme Court's decision on DACA in the next few months.

Our schools vary in size, student body, and mission, but all of our institutions recognize and value the contributions of these individuals to our campuses, community, and country. As higher education leaders, we firmly believe in investing in the success of all students, regardless of immigration status, and we urge you to enact permanent legislative protection for Dreamers and to ensure that the administration does not arrest, detain, or deport these individuals following an adverse Supreme Court decision.

As Members of Congress representing Colorado, we respectfully ask that you join us in supporting DACA recipients during this challenging time. Specifically, we urge you to:



Statements from President Kennedy

JUNE 18, 2020

Statement on U.S. Supreme Court's decision on DACA



We at the University of Colorado are pleased that our DACA students will be able to continue their educational journeys with us. They are valued members of our community who add a unique perspective and enrich the diversity of our campuses.

We are strong believers in the power and promise of a college education, so we are glad that our DACA students will be able to realize that promise and continue their contributions to our university, their communities, our state and nation.

- *Mark Kennedy, President*
- *Philip DiStefano, Chancellor, University of Colorado Boulder*
- *Don Elliman, Chancellor, University of Colorado Anschutz Medical Campus*
- *Dorothy Horrell, Chancellor, University of Colorado Denver*
- *Venkat Reddy, Chancellor, University of Colorado Colorado Springs*



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 - LGBTQ+
 - DACA
 - **International Students**

International Students Enhance our Campuses and our Learning

CU's more than 4,000 international students are vital members of the university community.





University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus



COLORADO SCHOOL OF MINES
EARTH • ENERGY • ENVIRONMENT

April 22, 2020

Dear Senators Bennet and Gardner and Representatives DeGette, Neguse, Tipton, Buck, Lamborn, Crow and Perlmutter:

We urge you to provide the State Department and U.S. Citizenship and Immigration Services with the resources and funding necessary to clear visa backlogs so international students and researchers can continue their studies and research on our campuses.

Recruiting and retaining global talent is critical to sustaining America's global competitiveness. The usual flow of the best and brightest international graduate students and postdocs has been interrupted because the coronavirus crisis has curtailed their ability to obtain visas and travel. This is causing significant strain on our nation's scientific workforce in the short-term and will have long-term implications for restarting research. National higher education associations estimate at least a 25 percent decline in international student enrollment next year, and that is expected to be even higher at many institutions. At our three institutions combined, a 25 percent decline in international enrollment would result in a \$44 million revenue loss and further damage our research enterprise. The Congressional Research Service (CRS) predicts reduced international enrollment could have long-term workforce consequences in science and engineering fields.

Supporting International Students – May / June 2020

In May/June 2020, supported efforts by CU to engage the Colorado congressional delegation, along with several Colorado Chambers of Commerce, in support of the **Optional Practical Training (OPT)** benefit for international students that allows up to two years of training experience in a field directly related to their major. OPT helps CU recruit the best and brightest international students to study at its campuses.



July 13, 2020

Dear Senators Bennet and Gardner and Representatives DeGette, Neguse, Tipton, Buck, Lamborn, Crow and Perlmutter:

We write to express deep concern about the recent Immigration and Customs Enforcement (ICE) guidance to limit the ability of international students to choose the most appropriate course modality for their needs during the pandemic. This policy deprives our institutions of the flexibility necessary to make responsible decisions about reopening safely in ways consistent with our academic missions, student bodies, and campus and local public health environments. **We urge Congress to ensure that the Department of Homeland Security and the Department of State allow any international student with a valid visa to continue their education regardless of whether a student is receiving his or her education online, in person, or through a combination of both, whether inside or outside the United States, during this unprecedented global health emergency.**

CU's request to Department of Homeland Security to withdraw July 6 directive on international students

International students are critical and valued members of the University of Colorado community, and the concern and confusion the ruling has caused – particularly amid the uncertainty of the pandemic – hurts our international students and our communities.



The University of Colorado is joining our national higher education associations (through the American Council on Education), as well as Colorado colleges and universities and peers nationally, to request the Department of Homeland Security to withdraw the July 6 Immigration and Customs Enforcement directive regarding international students. The university is also reviewing opportunities to join amicus briefs.

International students are critical and valued members of the University of Colorado community, and the concern and confusion the ruling has caused – particularly amid the uncertainty of the pandemic – hurts our international students and our communities.

We are carefully and deliberately planning a safe reopening of our campuses in the fall, and ask that international students with a valid visa be allowed to continue their educational journeys.

Mark Kennedy, President

University of Colorado

Philip DiStefano, Chancellor

University of Colorado Boulder

Don Elliman, Chancellor

University of Colorado Anschutz Medical Campus

Michelle Marks, Chancellor

University of Colorado Denver

Venkat Reddy, Chancellor

University of Colorado Colorado Springs

Supporting International Students - October 2020

- In October 2020, supported efforts by CU to engage the Colorado congressional delegation in support for flexibility on **mode of instruction** during Congress's negotiations on the FY 2021 National Defense Authorization Act.
- In October 2020, supported efforts by CU's four campuses to submit public comments opposing a proposed rule from the Trump Administration that would impose **limits to degree completion** for international students. Each of CU's campuses four released statements opposing the proposed policy: CU Boulder [statement](#), CU Denver | Anschutz [statement](#), UCCS [statement](#).
- Supported CU efforts urging the Colorado congressional delegation to call on the Trump Administration to rescind the proposed rule and maintain the current **duration of status** policy.

Supporting International Students - January 2021

- In January 2021, CU secured letters from several Colorado Chambers of Commerce to the U.S. Department of State in order to seek an exemption for CU researchers, including a world-renowned researcher in quantum information science, from entry restrictions imposed by the Trump Administration.

JANUARY 21, 2021

Statement on Recent Executive Orders

We are pleased with decisions that will affect some of our faculty and staff, as well as international students and those in the DACA program, who will be able to continue their educational journeys.



The executive orders issued yesterday by President Biden improve the educational prospects for many University of Colorado students and enhance our workplace for faculty and staff. We are pleased with decisions that will affect some of our faculty and staff, as well as international students and those in the DACA program, who will be able to continue their educational journeys. We affirmed our support for them when previous orders were issued, so we are pleased to be able to reiterate that support for these valued members of the CU community.

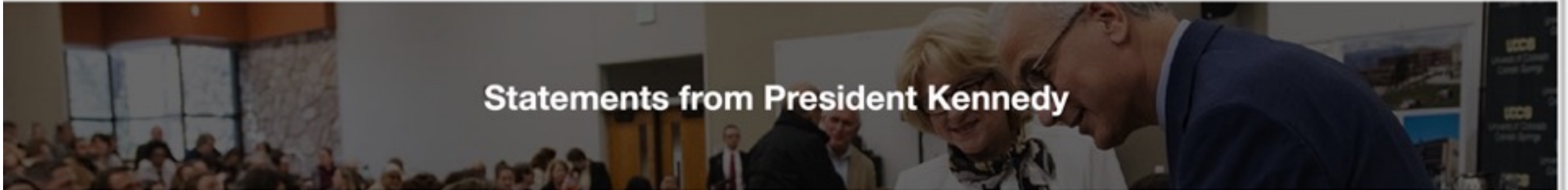
Supporting International Students – March / April 2021

During meetings in March/April 2021, President Kennedy urged members of the Colorado congressional delegation to call on the Biden Administration to **resolve visa processing issues for foreign students** so they may attend CU campuses during the upcoming Fall 2021 semester. President Kennedy's messaging echoed a letter led by the American Council on Education.



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 - LGBTQ+
 - DACA
 - International Students
 - **Asian America**



Statements from President Kennedy

MARCH 19, 2021

Standing with the Asian American Community, Today and Every Day

At CU, we stand in solidarity with the AAPI community.



Anti-Asian racism and violence has increased during the pandemic, culminating in the Atlanta shootings earlier this week. At the [@CUSystem](#), we stand in solidarity with the AAPI community. [#StopAsianHate](#) (Posted via Twitter)

Belonging – Other Actions

All Campuses

- Adopted use of force policies per CO Law
- Advisory committees for security departments

CU Boulder

- Renamed Temporary Building 1 the Al & Vera Ramirez Building in honor of Professor Emeritus Al Ramirez and his late wife, Vera, who advocated for campus programs and initiatives to support underrepresented students, faculty and staff.
- Renamed its Education Building the Lucile Berkeley Buchanan Jones Building in tribute to the first African American woman to graduate from CU Boulder. Jones was barred from taking part in the commencement ceremony in 1918.

System

- Planning to implement a process for faculty / staff exit interviews, once human resource staff frees up after pay equity implementation
- System level indigenous land recognition



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 - Belonging
 - **Pay Equity**

President's Initiative Funds – Pay Equity

- **Human Resources – Pay Equity Analysis \$315,000** – Engagement of a consultant to identify best practices and options for a consistent methodology to ensure that employees performing similar work, regardless of sex and other protected class, are paid equally. (One-year funding – FY 2019-20)

Pay Equity

- Salary analysis
- Policy review
- Complaint process
- Transition to operations
 - Recruiting guidelines
 - Compensation codes and philosophy
 - Experience tracking
- Communications



Pay Equity - Salary analysis

	CU Boulder	CU Denver Anschutz	UCCS	System
Faculty and staff population	7,837	12,230	1,148	489
Lower limit outliers, per initial Aon analysis (in total & as a percentage)	92 (1.17%)	206 (1.6%)	10 (0.87%)	6 (1.22%)

Pay Equity - Communications

- Select faculty and staff communications related to project work areas
- Project updates will be provided monthly to document project progress

Topic	Key Message(s)	Delivery method	Target release date
EPA updates	<ul style="list-style-type: none"> • Highlight initial Aon analysis • Stress how small population size (less than 2% affected) • Stress HR analysis for accuracy, allowable factors 	CU Connections, Campus publications	May
EPA updates	<ul style="list-style-type: none"> • Detail size of affected population following HR analysis • Outline actions being taken to address inequities 	CU Connections, Campus publications	June - July
Complaint process	<ul style="list-style-type: none"> • Overview of EPA complaint process for each campus • Visual process map and relevant links to campus sites 	CU Connections, Campus publications	August
Experience tracking	<ul style="list-style-type: none"> • Experience as a factor of pay and how CU will track it • Integration into hiring, performance reviews, etc. 	CU Connections, Campus publications	September
Policy updates	<ul style="list-style-type: none"> • Regent policy and APS changes 	CU Connections	Oct - Dec



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 - Pay Equity
 - **Other**

President's Initiative Funds – Other DEI

- **System DEI Office \$500,000 annually** – This position will coordinate diversity-oriented programs and initiatives while working closely with senior leadership and campus diversity officers in developing institutional vision and strategy for the university's diversity goals.
- **System \$171,000 annually – Academic Affairs – Diversity Initiatives – Faculty, Students, and Conference**– Support of the diversity summit expenses, student/faculty/staff diversity efforts, and the President Diversity award, which recognizes significant achievements in developing a culturally and intellectually diverse university community reflective of inclusive excellence.
- **System \$75,000 Prison Education Program** – a regent-supported, faculty-led effort to extend educational opportunities to Colorado prisons is moving forward.
- **UCCS: \$400,000 Center for the Study of Government and the Individual**

DEI Innovation Fund – System – Training

- CU contracted with DiversityEDU to upgrade DEI-related online training for employees
- CU joined Stanford's VMware Leadership Innovation Lab that provides research-grounded workshops to advance women's leadership
- Mediation Training
 - The training will support participants in becoming a certified mediator
 - The intention of the training is to support DEI, Compliance and HR professionals to become unbiased mediators when they are asked to step in and support conflict and harm at the system and on our campuses and to help ensure that all protected classes feel included at CU
- Sponsorship of the National Conference on Race and Ethnicity in American Higher Education (NCORE)

DEI Actions – Outreach and Engagement

- System CDO Cook and AVP for Engagement Tony Salazar have increased outreach to diverse communities.
 - Nonprofit Roundtables
 - CU Denver Social Justice Teach Ins
 - CU Boulder Spring Diversity & Inclusion Summit
 - CU System Social Justice Summit, Revolutionizing Systems for Equity: If Not Now, When?
- Engaging with Denver metro Anchor Institution discussions
- Represented CU as an invited speaker for Salesforce’s Leading Through Change webinar (March 2021), “Driving Equity & Access Through Higher Education Admissions.”
- Organized and hosted a [Constitution Day video](#) in September 2020 – with three other major university presidents that comprised a diverse panel based on gender, race and political background – on the importance of the Constitution to our universities and nation.

Other DEI Actions (1)


- Appointed a diverse committee to examine CU's relationship with Colorado Correctional Industries; its recommendations for the future of this business relationship were implemented.
- The CU Anschutz Medical Campus has designated \$10 million in funding over five years for the development of a Center for Health Equity to help eliminate disparities in health and health care because of race, gender, age, socioeconomic status or geography. The center's activities will include research, community engagement and education.
- Fundraising staff systemwide identified more than 100 DEI-related allocations that provide giving opportunities – 662 gifts from 410 unique donors have been made to these allocations totaling \$759,756.
- CU Denver's HSI designation is possibly imminent

Other DEI Actions (2)

- The President's Diversity & Inclusive Excellence Grant funds innovative projects that promote diversity and inclusive excellence throughout CU.
- President's Diversity Awards recognize significant achievements of faculty, staff, students, and academic or administrative units in developing a culturally and intellectually diverse university community reflective of inclusive excellence.

Other DEI Actions (3)

- In collaboration with Senior VP and CFO Todd Saliman and the campuses, System CDO Cook is cataloging a select number of DEIA programs, including their objectives and how progress is measured. Such information will help enhance our annual system DEI report.
- CU Boulder one of 55 green universities with FIRE
- Incoming first-year students receive an email from the Board of Regents about the importance of free speech at CU
- Commencing quarterly DEI meetings with each campus to monitor progress



Faculty Senate

April 22, 2021

FOUR CAMPUSES UNITED
ALL FOUR:ONE



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Appendix

- **Stimulus Funding**

Federal Relief HEERF Funds

- HEERF I \$36.8 million
 - Student Share \$18.4 million – Fully allocated
 - Institution Share \$18.4 million – Fully allocated
- HEERF II \$62.0 million
 - Student Share \$18.4 million – Fully budgeted, being allocated
 - Institution Share \$43.6 million – Fully budgeted, reviewing federal guidance
- HEERF III \$108.8 million
 - Student Share \$54.4 million – Fully budgeted, awaiting federal guidance
 - Institution Share \$54.4 million – Fully budgeted, awaiting federal guidance

HEERF Student Share Funds Summary

Federal Student Share	HEERF I	HEERF II	HEERF III
Amount Available	\$18,421,069	\$18,421,069	\$54,403,489
Number of Students	11,655	12,764 (estimate)	30,904 (estimate)
Average Student Award	\$1,581	\$1,443 (estimate)	\$1,760 (estimate)

Note: Some share of HEERF Institutional Share may be directed towards grants to students not reflected here.

Use of HEERF Institutional Share Funds

- HEERF I - \$18.4 million
 - Student housing and dining credits and refunds
 - COVID related expenses, testing, PPE, other supplies
- HEERF II - \$43.6 million
 - Student housing and dining credits and refunds
 - COVID related expenses, testing, PPE, other supplies
- *HEERF III - \$54.4 million
 - One-time institutional tuition buydown FY 2021-22
 - **2.0% temporary compensation for Faculty and Exempt Staff (July 1 to Dec 31)**
 - Revenue Loss and Expenses Incurred Restoring ETSP
 - Auxiliary Revenue Loss and Student Aid

Appendix

- Stimulus Funding
- **National Graduation Rate Equity Gap**

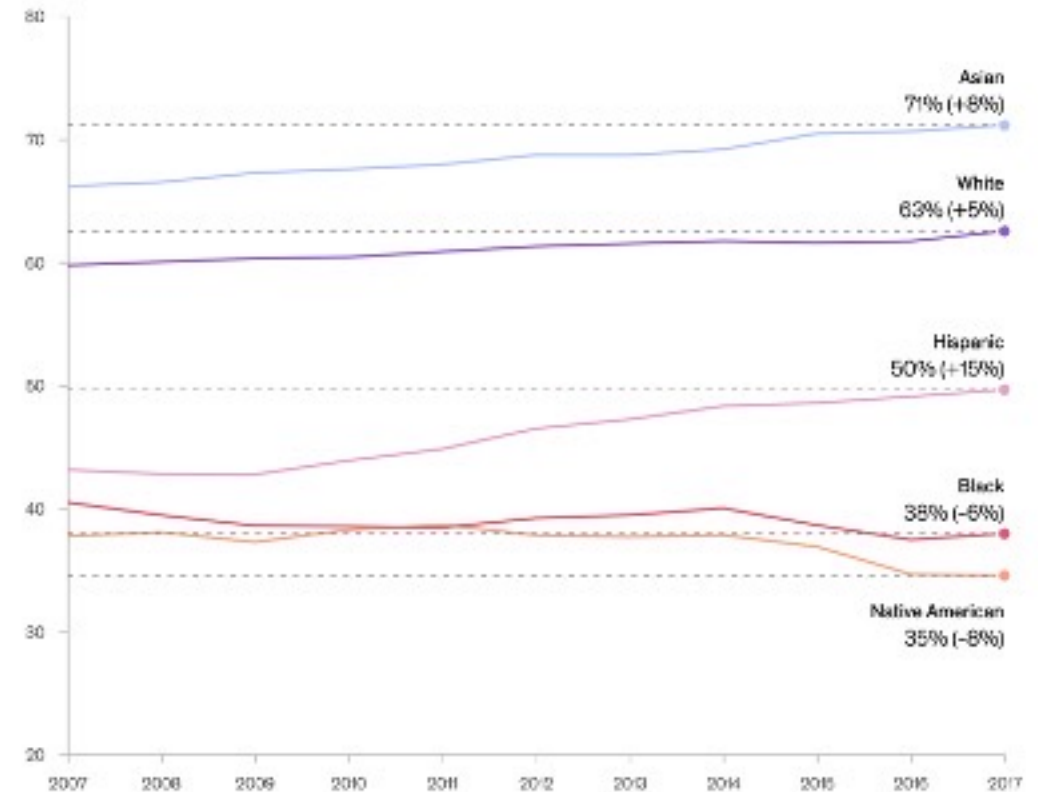
National Graduation Rate Equity Gap Generally Wider Than CU

There are also clear racial disparities. **Asian** and **white** students graduate in higher numbers than their **Hispanic** and Native American peers. Even as Hispanic graduation rates are closing the gap, they still lag rates among Asian and white students. Meanwhile, completion rates* for **Black** and **Native American** students continue to fall, suggesting more needs to be done to support underrepresented minorities, especially as higher-education becomes more important with the future of work.

*Completion rates are for full-time, first-time degree or certificate-seeking students, excluding transfers; 150 percent time.

Completion rate, 2007-17

% of 4-year students graduating within 6 years



Appendix

- Stimulus Funding
- National Graduation Rate Equity Gap
- **System Strategic Plan – Wellness and Mental Health Metrics**

System Strategic Plan Metric : Mental Health Training

- Percentage of students, faculty and staff that participates in mental health training

System Strategic Plan Metric : Mental Health Survey Questions

Student Question 1: I feel that students' mental health and well-being is a priority at my college/university. (ACHA, N3Q2B)

Student Question 2: At my college/university, I feel that the campus climate encourages free and open discussion about students' mental health and well-being. (ACHA, N3Q2C)

Student Question 3: Leaders at the university are actively engaged in promoting and role modeling mental health and wellness. (add to ACHA)

Faculty / Staff Question 1: My university cares about my mental health and wellbeing. (NFSHA, Q2)

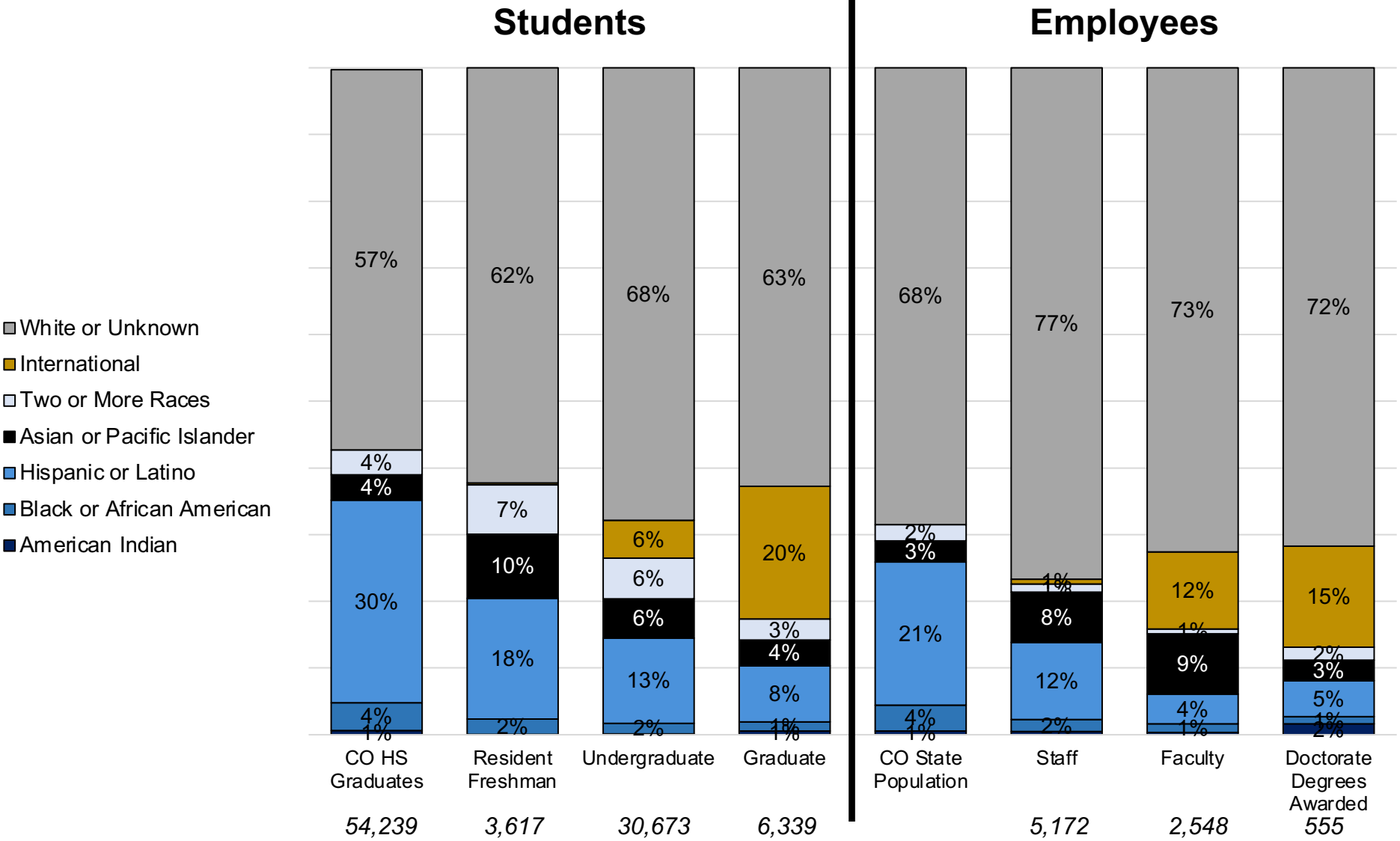
Faculty / Staff Question 2: My university promotes a culture of mental health and wellness. (NFSHA, Q13)

Faculty / Staff Question 3: Leaders at the university are actively engaged in promoting and role modeling mental health and wellness. (add to NFSHA)

Appendix

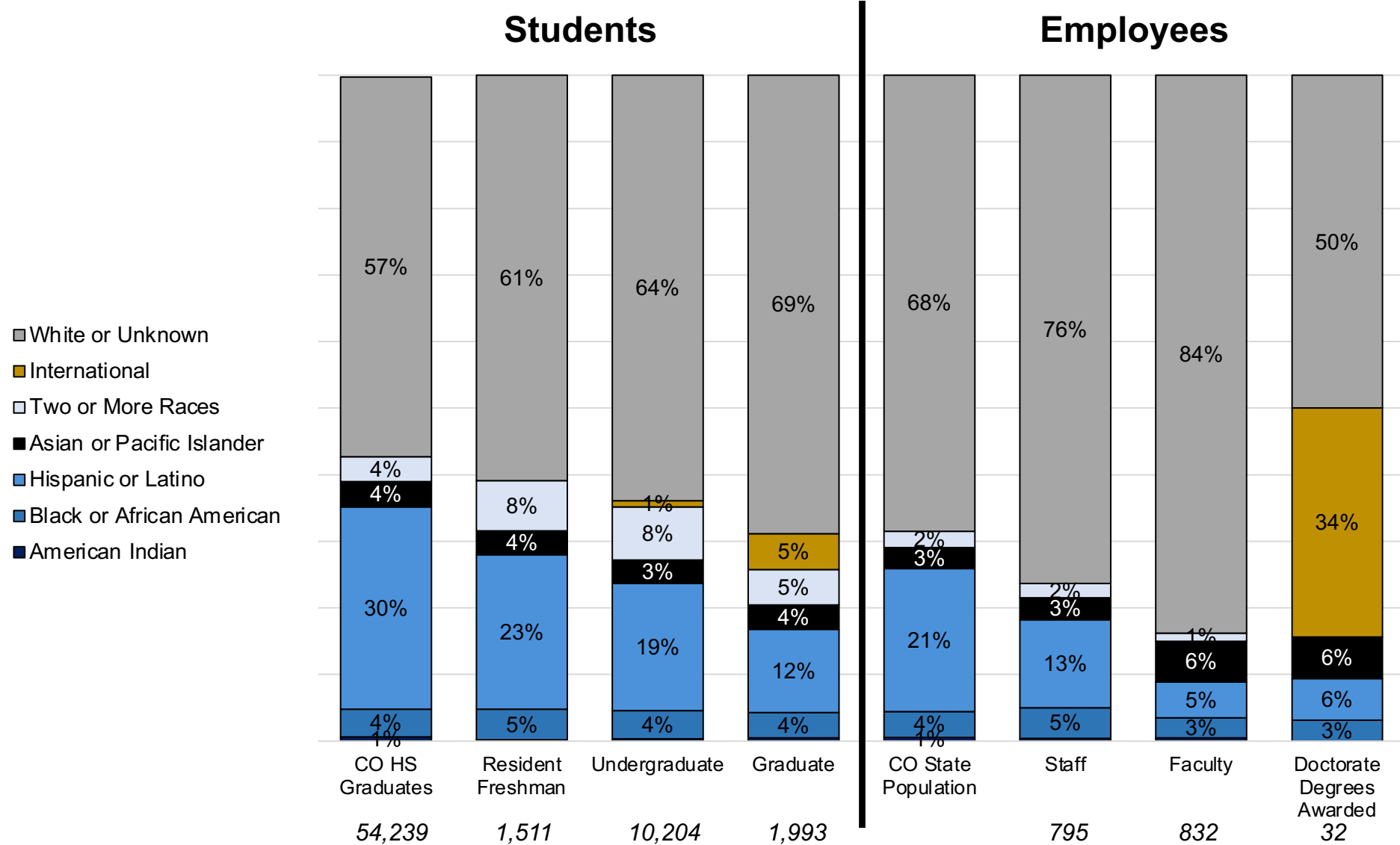
- Stimulus Funding
- National Graduation Rate Equity Gap
- System Strategic Plan – Wellness and Mental Health Metrics
- **Diversity of Faculty, Staff and Students**

CU Boulder Diversity vs Colorado



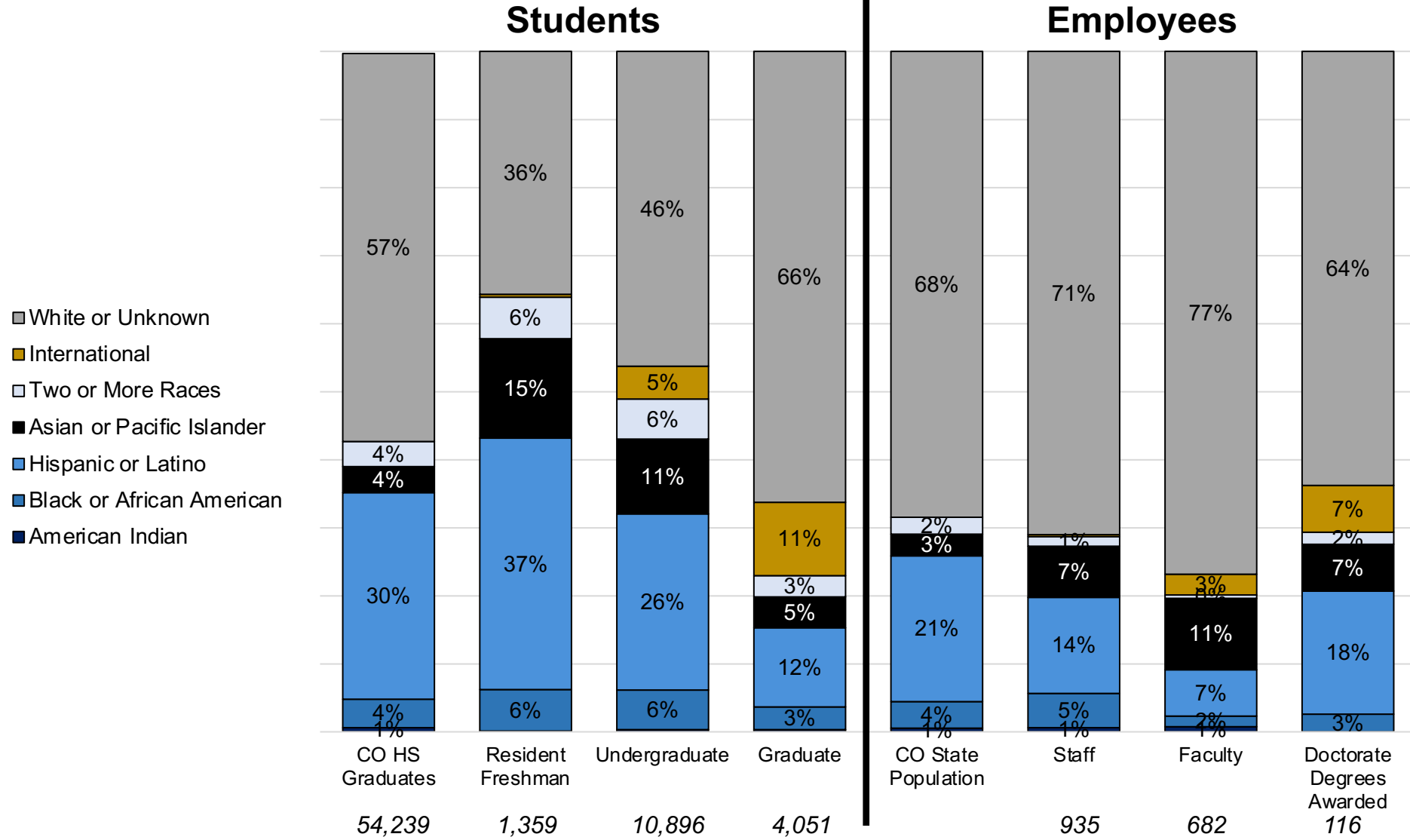
Sources: Charts are 100% scale. Student and Employee Diversity from CU Diversity Report (Fall 2019). High School Completers from the Colorado Department of Education (2018-19). CU Resident Freshman from CU Diversity Report (Fall 2019), excludes non-resident aliens with resident tuition classification. State Population from 2018 Census. CU Degrees awarded (2018-19).

UCCS Diversity vs Colorado



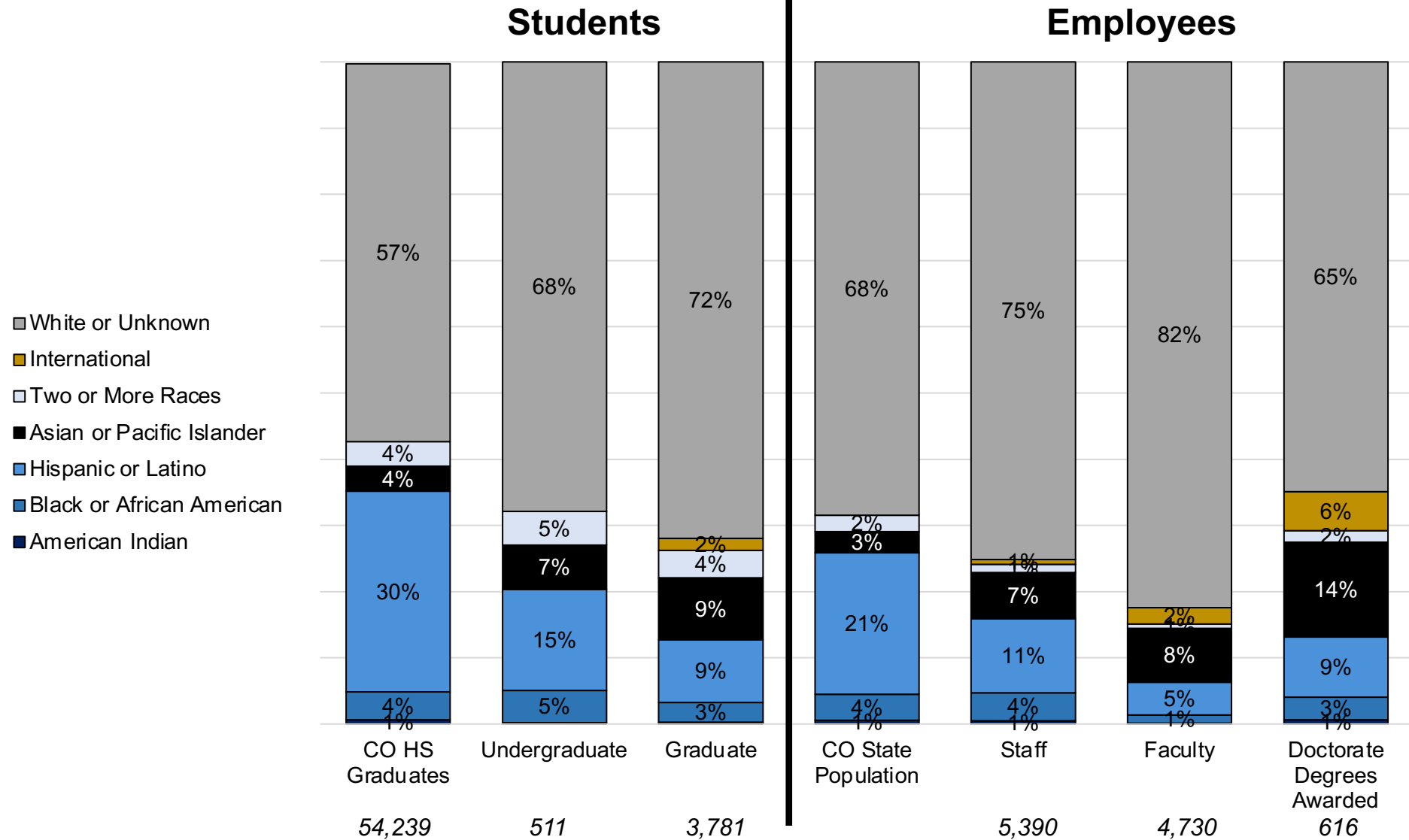
Sources: Charts are 100% scale. Student and Employee Diversity from CU Diversity Report (Fall 2019). High School Completers from the Colorado Department of Education (2018-19). CU Resident Freshman from CU Diversity Report (Fall 2019), excludes non-resident aliens with resident tuition classification. State Population from 2018 Census. CU Degrees awarded (2018-19).

CU Denver Diversity vs Colorado



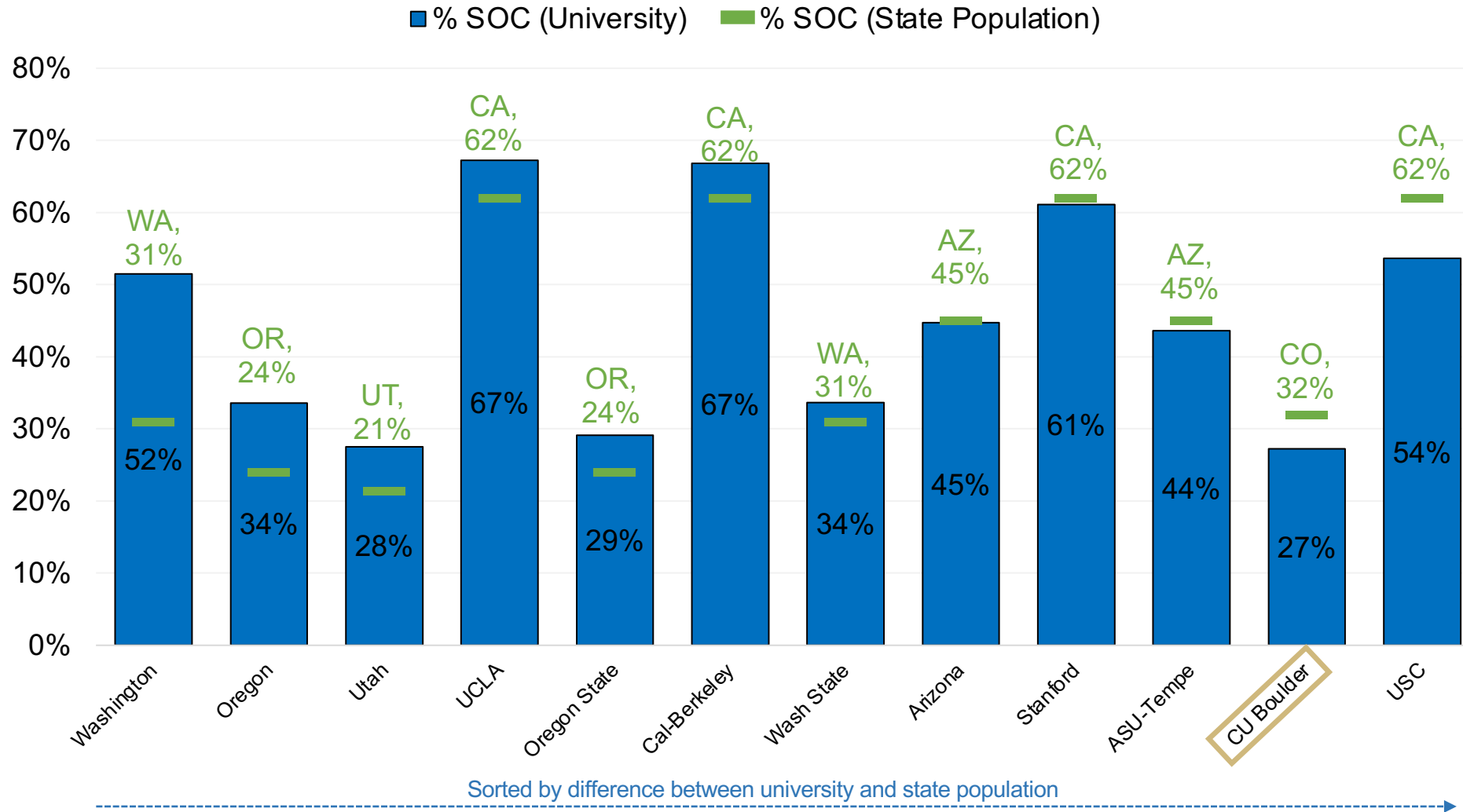
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CU Anschutz Diversity vs Colorado



Sources: Charts are 100% scale. Student and Employee Diversity from CU Diversity Report (Fall 2019). High School Completers from the Colorado Department of Education (2018-19). State Population from 2018 Census. CU Degrees awarded (2018-19).

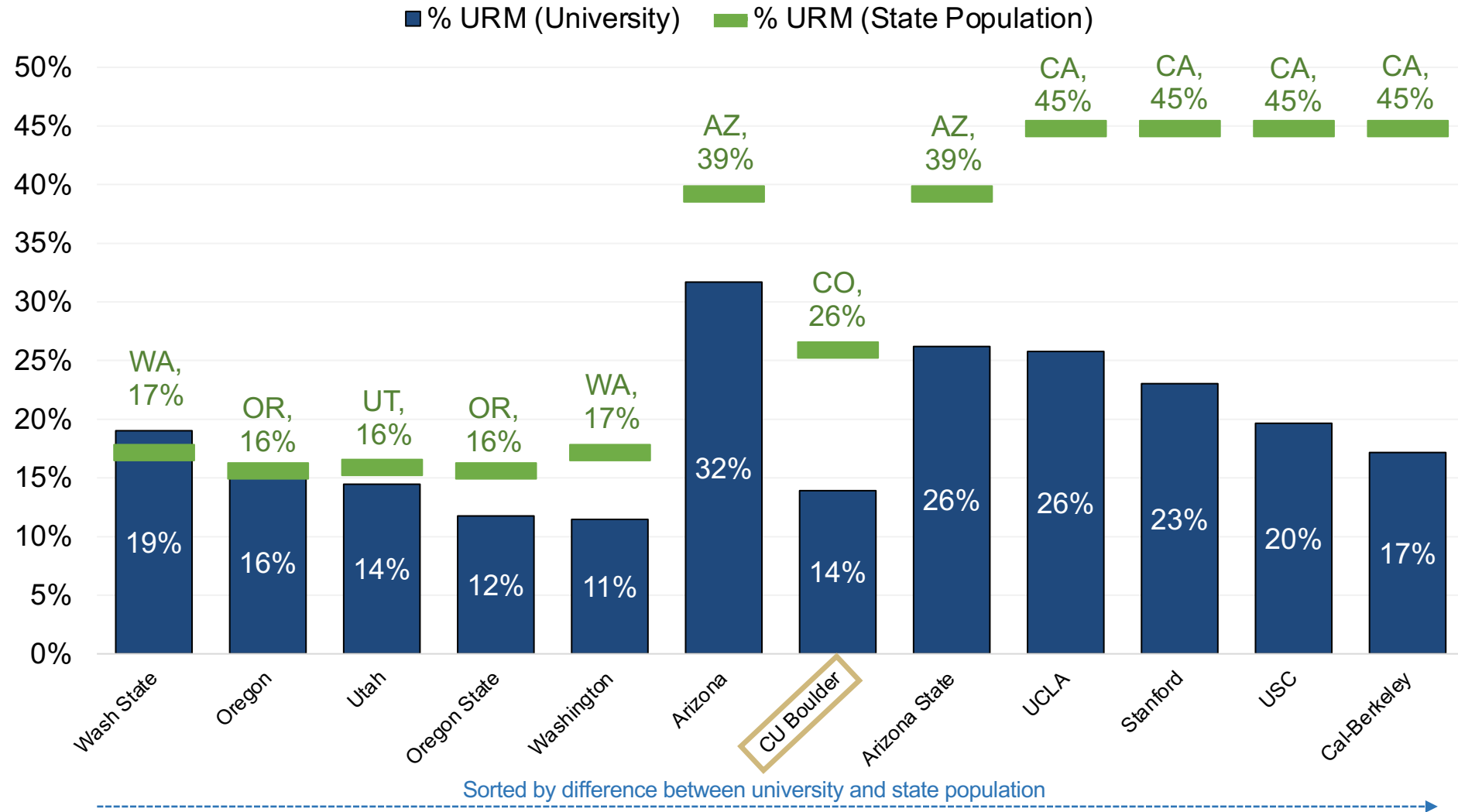
% Students of Color—Undergraduates vs State Population PAC-12 Universities



Source: IPEDS Fall Enrollment 2018, Undergraduates Only; US Census 2018; Chart by CU System Office of Institutional Research

% URM—Undergraduates vs State Population PAC-12 Universities

URM includes:
 • American Indian,
 • Black,
 • Hispanic

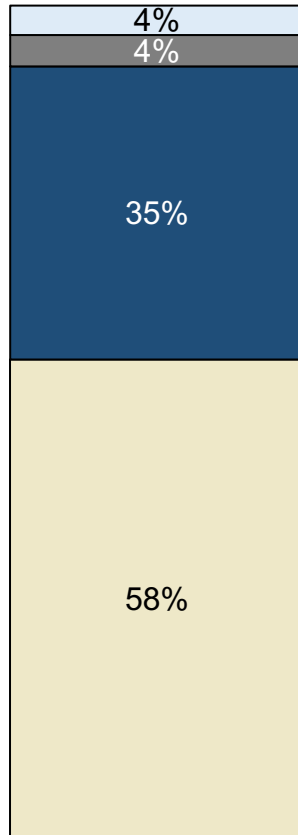


Source: IPEDS Fall Enrollment 2018, Undergraduates Only; US Census 2018; Chart by CU System Office of Institutional Research

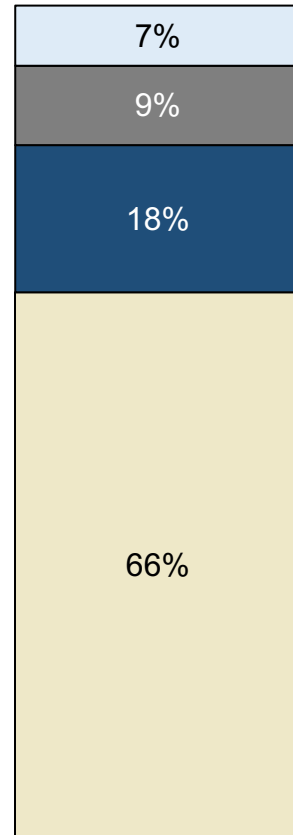
CO High School Graduates vs CU Resident Freshman

Diversity by Race/Ethnicity

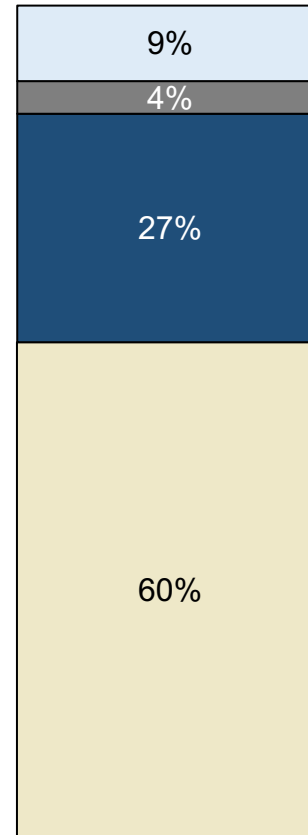
CO HS Graduates



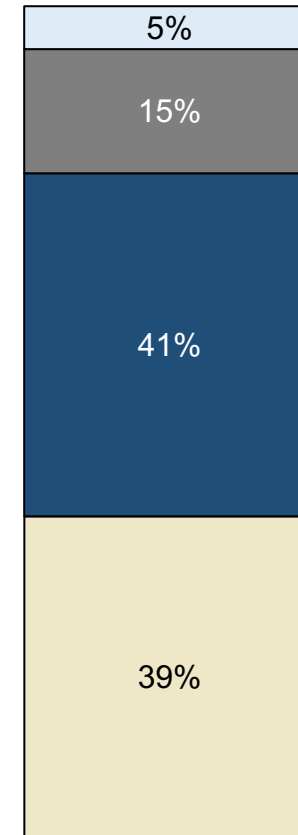
Boulder



UCCS



Denver



- Two or More
- Asian/ Pacific Islander
- URM
- White

Campus (All) ▾

Student Level

(All) ▾

Ethnicity

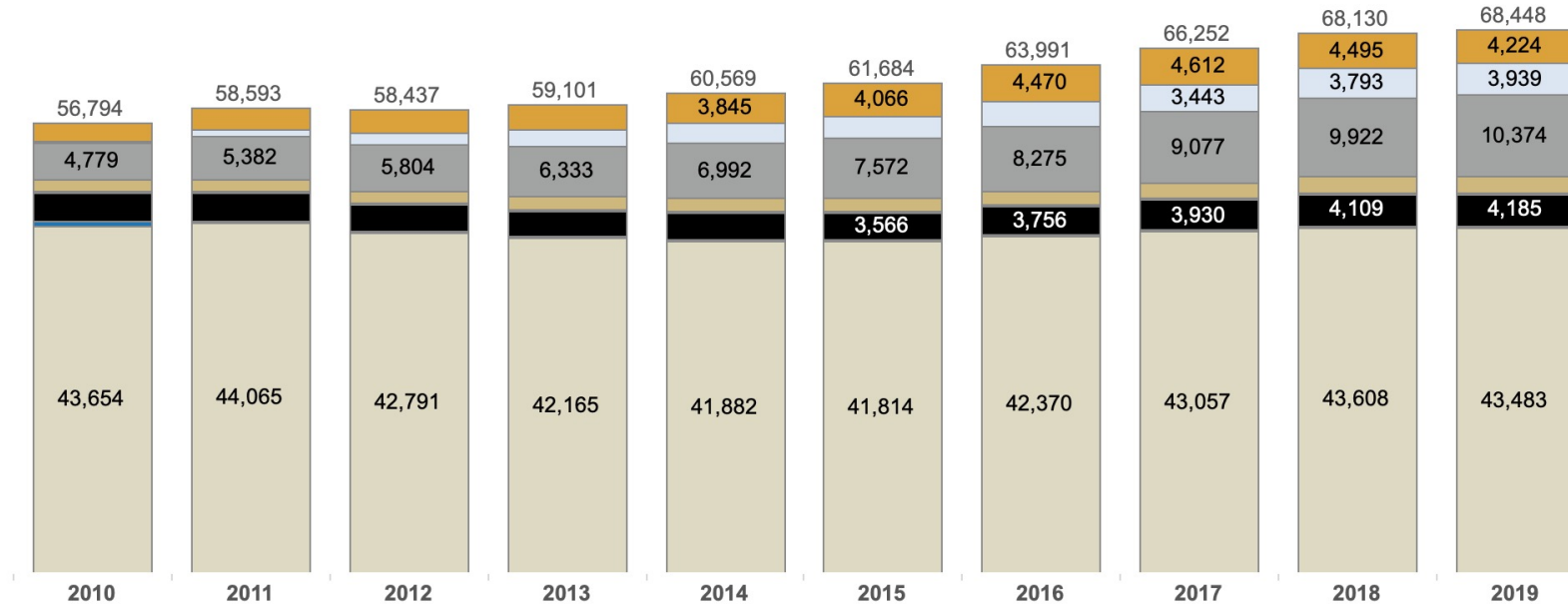
(All) ▾

Display

Count ▾

Category

- International
- More than one race
- Hispanic/Latino
- Black/African American
- Native Hawaiian/Pacific Isl...
- Asian
- American Indian/Alaska N...
- White/Unknown



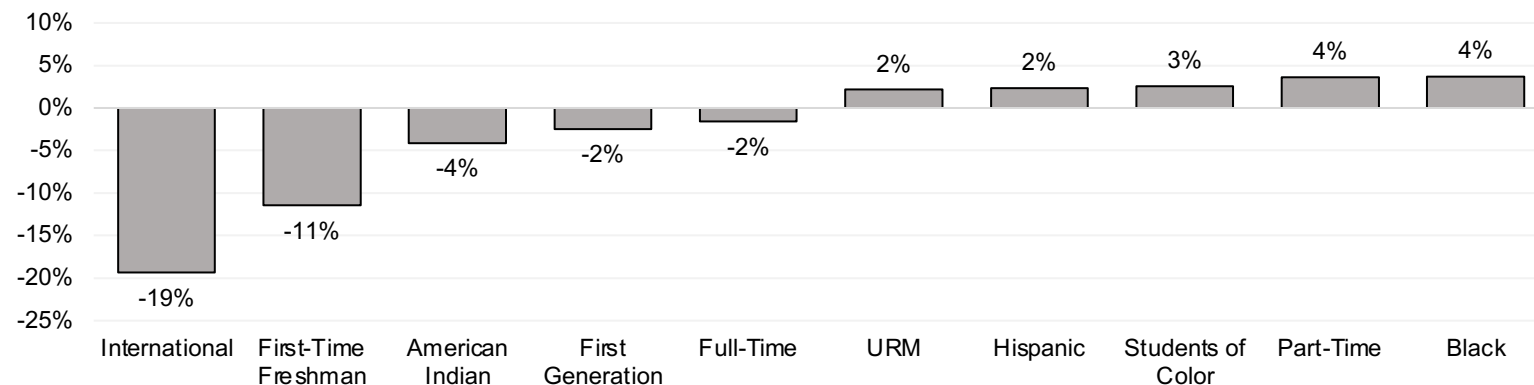
Student Level	Category	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Undergraduate	Asian	3,028	2,833	2,698	2,621	2,723	2,810	2,941	3,078		
	Native Hawaiian/Pacific Islander		23	41	59	62	54	60	59		
	Black/African American	1,349	1,267	1,238	1,283	1,273	1,317	1,411	1,484		
	Hispanic/Latino	3,964	4,483	4,860	5,302	5,899	6,431	7,063	7,742		
	American Indian/Alaska Native	454	273	224	180	154	150	138	118		
	More than one race		788	1,317	1,788	2,211	2,434	2,701	2,979		
	White/Unknown	32,249	32,664	31,780	31,514	31,229	31,180	31,629	32,205		
	International	1,005	1,275	1,505	1,754	2,140	2,284	2,634	2,733		
Graduate	Asian	754	757	750	743	732	756	815	852		
	Native Hawaiian/Pacific Islander	0	7	13	11	17	13	15	12		
	Black/African American	292	322	314	315	333	314	334	387		
	Hispanic/Latino	815	899	944	1,031	1,093	1,141	1,212	1,335		
	American Indian/Alaska Native	129	103	106	95	75	62	60	73		
	More than one race	0	95	155	209	270	322	401	464		
	White/Unknown	11,405	11,401	11,011	10,651	10,653	10,634	10,741	10,852		

For more information and detailed notes, see the full version of the CU Diversity Report. Available at: www.cu.edu/office-academic-affairs/diversity-reports.

Beginning in 2010-11 academic year, new federal regulations were implemented by all CU campuses that changed the way that race/ethnicity is collected. The following categories were added: Native Hawaiian/Pacific Islander and More than one Race.

Student Enrollment – Fall 2019 to Fall 2020

% Change Fall 2019 to Fall 2020



	Boulder		UCCS		Denver		Anschutz		CU Total			
	Fall 2019	Fall 2020	Fall 2019	Fall 2020	Fall 2019	Fall 2020	Fall 2019	Fall 2020	Fall 2019	Fall 2020	1 Yr #	1 Yr %
First-Time Freshman	7,113	6,326	1,918	1,698	1,404	1,216	-	-	10,435	9,240	(1,195)	-11.5%
Students of Color	8,973	9,301	4,093	4,066	6,261	6,385	1,156	1,261	20,483	21,013	530	2.6%
URM	5,783	5,947	2,746	2,743	4,506	4,577	662	726	13,697	13,993	296	2.2%
Hispanic	4,317	4,457	2,193	2,202	3,295	3,349	434	469	10,239	10,477	238	2.3%
Black	913	955	510	503	974	1,001	172	205	2,569	2,664	95	3.7%
American Indian	553	535	43	38	237	227	56	52	889	852	(37)	-4.2%
International	2,936	2,228	202	168	963	877	69	90	4,170	3,363	(807)	-19.4%
First Generation	4,947	4,705	2,960	3,172	5,300	5,002	-	-	13,207	12,879	(328)	-2.5%
Full-Time	33,609	32,751	8,569	8,256	10,916	11,020	3,743	3,918	56,837	55,945	(892)	-1.6%
Part-Time	2,358	2,690	3,611	3,491	4,031	4,142	549	604	10,549	10,927	378	3.6%

Source: CU Diversity Report; Colorado percentage from the State Demography Office, 2018

Appendix

- Stimulus Funding
- National Graduation Rate Equity Gap
- System Strategic Plan – Wellness and Mental Health Metrics
- Diversity of Faculty, Staff and Students
- **Belonging Survey Questions**

System Strategic Plan Metric – Belonging Survey: Culture of Civility

CWC Survey

Undergraduates Q20: The following behaviors are examples of problematic behaviors that sometimes occur in the academic environment / campus workplace.

*Since you have been a student at CU, have you experienced any of these behaviors in the context of your CU-related activities, for instance, **in the classroom (as a student or as an assistant), lab, office hours, group work, conferences, advising sessions, presentations, at your on-campus CU job, online, etc.?** (Please select all that apply) *If you have not experienced any of these behaviors, please select the last box: "I have not experienced any of these behaviors."**

Culture of Civility

- Being shouted or yelled at
- Non-verbal behaviors/gestures like eye-rolling, making faces in response to you
- Excessive criticism in front of others
- Someone constantly interrupting or talking over you
- Being mocked, scorned, ridiculed, or treated with contempt
- Condescension or dismissive remarks
- Being deliberately ignored or excluded
- Hostile electronic communication
- Inappropriate jokes/humor (verbal or written)
- Insults or derogatory remarks
- Someone plagiarizing your work
- Someone taking credit for your work/ideas
- Complaints being made about you to others behind your back
- Your property being vandalized, destroyed or stolen
- Your academic work being undermined or impeded
- Rumors being spread about you
- Threatened physical contact
- Unwanted physical contact
- Unjustified denial of access to resources
- Threats to your financial support
- Someone sabotaging the timely completion of your degree
- I have not experienced any of these behaviors.

Culture of Civility

Metric

- Each Campus would disaggregate their data to identify the three most pressing behaviors to address
- Over the course of this strategic plan cycle they would focus on decreasing the presence of these behaviors

System Strategic Plan Metric – Belonging Survey: Accepting People with Different Ideas

- **CWC Survey**

- ***In the classroom, I am comfortable expressing ideas or opinions without fear it will affect how people treat me.***
- The question uses the rating below. We need to allow campuses to use this year's survey as their benchmark to then determine the percentage shift needed for their campus.

Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Somewhat agree (4)	Agree (5)	Strongly agree (6)
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System Strategic Plan Metric – Belonging Survey: Harassment

CWC Survey

Q43 I feel like my concerns would be taken seriously by CU Boulder if I reported a problem related to identity-based discrimination or harassment (attributed to protected classes such as race, sexual orientation, gender, disability, political affiliation, etc.), or sexual misconduct, intimate partner abuse (including domestic/dating violence), or stalking.

Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Somewhat agree (4)	Agree (5)	Strongly agree (6)
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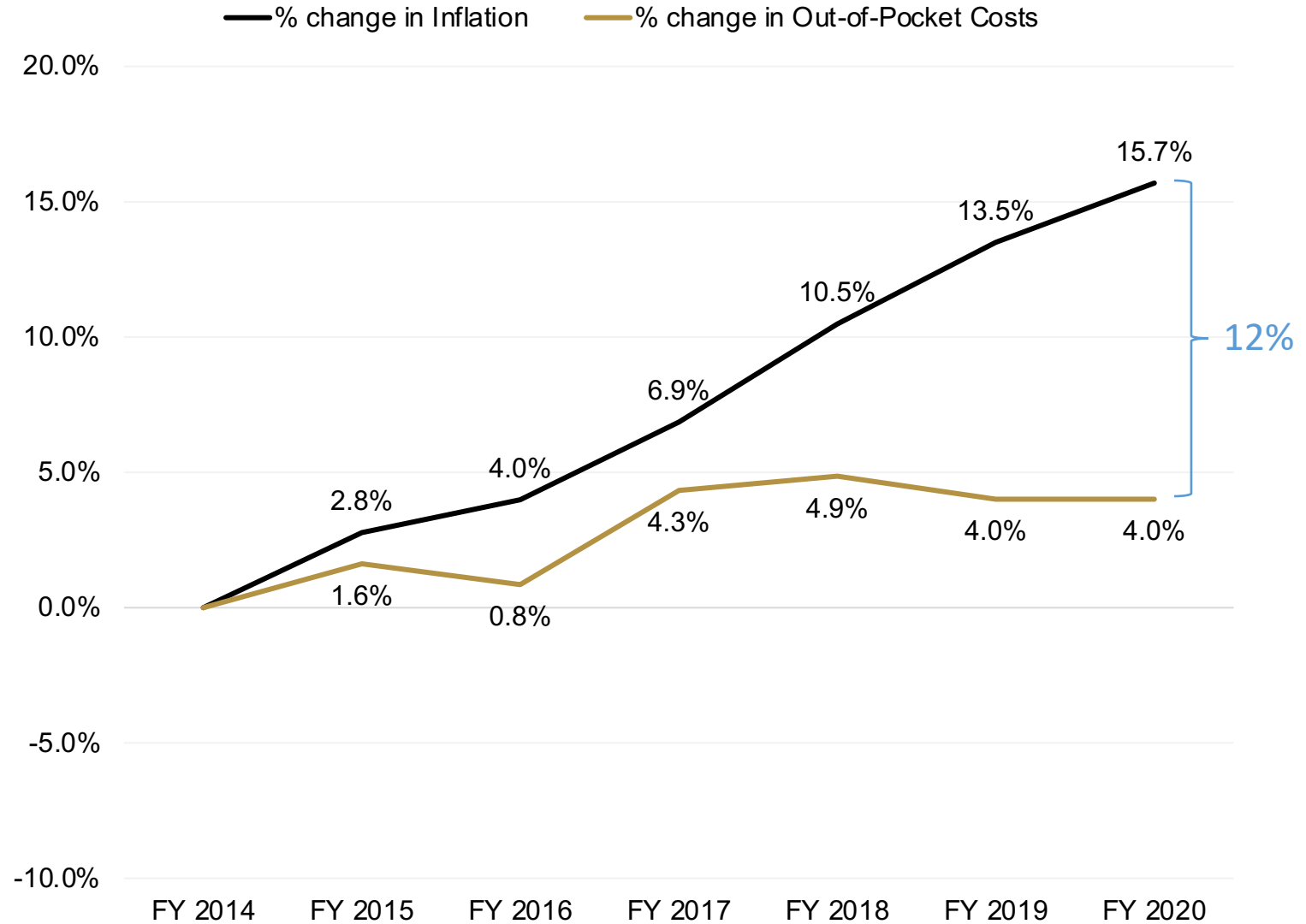
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- **Diversifying Student Body - Affordability**

Out-of-Pocket Costs – CU System

Resident students applying for financial aid with income < \$100,000

- Average Cost of Attendance (COA) minus average grant aid package
- Grant aid is the sum of federal, state, institutional aid and other scholarships;
- Includes resident undergraduates applying for financial aid.



CU Promise Programs

CU Boulder, CU Denver and UCCS cover the student share of tuition and fees for the majority of resident undergraduate Pell eligible students

Campus	# of Pell Students with Tuition And Fees Covered in FY 2019-20
Boulder	2,696 (1,790 CU Promise only)
Denver	1,887
UCCS	1,529

Free Tuition to Over 6,000 CU Students

Federal Legislative Advocacy – Diversifying Student Body

Investments in Education and Research:

- Doubling Federal Pell Grant maximum to \$13,000

CU-specific FY 2022 Advocacy with Congressional Delegation:

- Pre-collegiate and undergraduate pipeline programs to bring more student from underrepresented backgrounds into health professions
- Develop courses and hire faculty to advance CU's efforts to address equity gaps in STEM enrollment, retention and completion for underrepresented groups
- Pre-collegiate programming and outreach to low-income and first-generation students from rural communities including Fort Morgan and the San Luis Valley

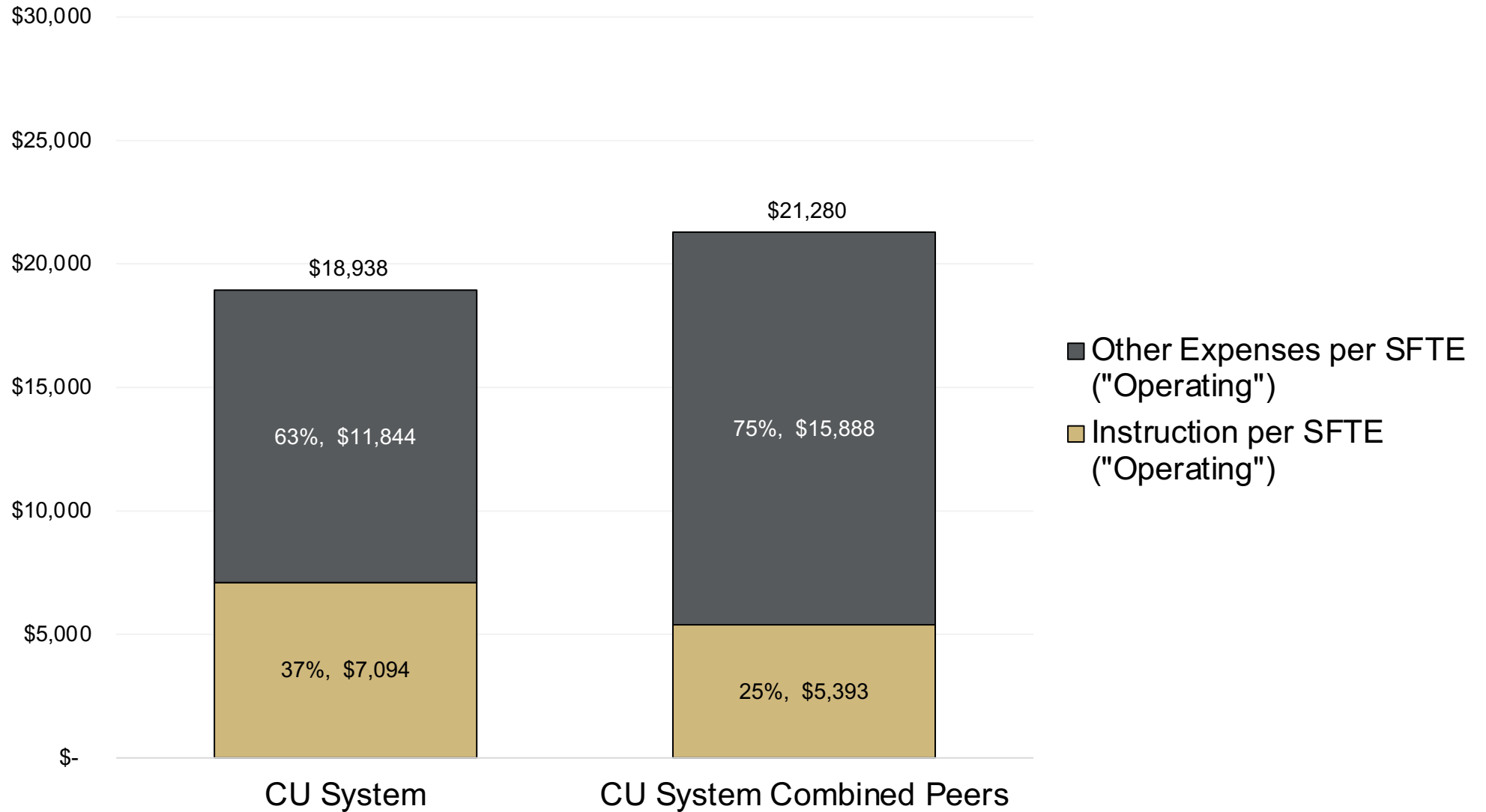
State Advocacy – Stimulus with a Purpose

- Request state federal relief funds for URM, first generation and low-income students.
- Collaborative effort with all Colorado institutions
- Allocations to institutions based on enrollment of students below 250% of Pell and first generation
- Proposed to include graduate students
- Total cost \$500 million of which about \$120 million would come to CU
- Dollar amounts will change during process

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- **Operating Expenses Compared to Peers**

CU Campuses vs Peers / Operating Expenses per SFTE



Source: IPEDS Finance Survey, 2018 Expenditures (All funds); Peer Group includes combined campus peers; Excludes CU Anschutz; Operating Expenditures include things like instruction, student services, and scholarships. To estimate operating funds from total funds, the methodology on the right is used.

$$\left[\frac{\text{State Appropriation + Tuition Revenue}}{\text{IPEDS Revenue (All Funds)}} \right] * \text{Total IPEDS Expenditures (All Funds) per SFTE} = \text{Estimated Operating Expenditures per SFTE}$$