Challenging times call for diversifying CU's revenue[1]
[2]

Concerning trends in demographics, state funding and enrollment are directing the attention of university leadership to the need to diversify CU's revenue.

CU President Mark Kennedy devoted a presentation[3] to the topic during the Jan. 7 Board of Regents meeting, an abbreviated, remotely held version of the board's annual winter retreat.

Kennedy pointed first to the precipitous drop in state funding that began nearly four decades ago, with higher education now consistently receiving 8%-9% of the state's general fund appropriations. But for the past decade, CU has grown faster than other universities in the state, he said.

"This puts us in a position that makes it hard to compete with the other premier universities across the land," Kennedy said.

CU and other institutions also are facing a declining number of college-age Coloradans, with a CU study predicting a 15% decline in the number of 18-year-olds over the next 15 years. And a growing number of the high school graduates who pursue college education will be in need of financial aid.

The trends demand investment, Kennedy said, in recruiting and outreach efforts such as CU's Pre-Collegiate Program. Financial aid and student advising also must be bolstered.

By CU fulfilling its research and teaching mission, Kennedy said, diversified revenue sources can be achieved. Actions such as a renewed focus on recruiting international students, recruiting and graduating a higher percentage of high school students, reaching nontraditional students and those still needing to complete degrees, offering more non-degree credentials and investing in online education all will help CU thrive in the years to come.

Last week's meeting also featured campus leaders providing updates on the pandemic and its impact on the spring semester, including vaccination timelines:
At CU Boulder[4], spring remote classes begin today, with a modified schedule including some in-person classes set to begin the week of Feb. 15. CU Boulder Interim Chief Operating Officer Patrick O'Rourke said that while the university would play a role in administering vaccines on campus, it will be well into late spring or summer before the general student population and much of the university community will have access. "The vaccination program will have its greatest effect when we're returning next fall, not for this spring," he said. Read more in CU Boulder Today[5]. CU Anschutz Medical Campus[6] Chancellor Don Elliman said the community is well into the state-defined Phase 1B[7], which makes available vaccines to moderate-risk health care workers, first responders and frontline essential workers, among others. CU Denver[8] Chancellor Michelle Marks said the campus still is planning on beginning the spring semester on Tuesday, continuing with a mix of in-person and virtual classes similar to what was offered in the fall. The spring semester also begins Tuesday at UCCS[9], said Chancellor Venkat Reddy, with remote-only classes. Some in-person instruction will begin Feb. 22. Among the pandemic responses is a spring break split into two parts – three days in February and two in March – to discourage student travel.
Kennedy said preliminary spring enrollment figures are in line with what leadership was expecting. "We are optimistic about fall," he added. The regents will hear a detailed enrollment update at the Feb. 11 board meeting.

The president also presented an update[10] on CU's systemwide strategic planning process[11], which was suspended last May because of the pandemic. The plan, which aligns with and does not supplant campus strategic plans, already has established four defining pillars and working groups.

Those working groups will resume activity Jan. 22, completing work on goal-setting and providing action steps, expected by Feb. 19. Those steps then would be prioritized in April in order to be reviewed for potential approval by the Board of Regents in July.

Once in place, the strategic plan will sustain focus on a limited number aspirational goals for top, mutually agreed-to priorities that are vital to achieving CU's mission, Kennedy said. The plan will enable the targeting of limited resources

by encouraging bottom-up innovation, and will highlight CU's leadership in innovation and entrepreneurship.

Immediately following last week's meeting, the board's three newest members were sworn in during a virtual ceremony. Read more here[12].

CU to search for leader for online initiative[13]
[14]

CU will take the next steps on its journey to expand its online education presence and offerings by searching for a permanent leader for the Office of Digital Education (ODE), which provides support services to campus online programs.

CU President Mark Kennedy recently shared the news with ODE staff and others involved in the initiative. He met with the staff and followed up with an email that noted, "We will begin a search for the permanent leader of the Office of Digital Education, one to help focus its role as a service center for the campuses. The academic focus will clearly remain anchored at the campuses, with ODE supporting those efforts by providing services in marketing, student success and more."

Kennedy said the four campus chancellors support the direction.

CU Boulder Interim Chief Operating Officer Patrick O'Rourke will chair the search, which will begin soon. The effort had been led on an interim basis by Scot Chadwick, who served as interim associate vice president for online learning, and Sheana Bull, who served as interim senior faculty fellow for online learning. Bull is returning to her faculty position in the Colorado School of Public Health and Chadwick resigned after completing his assignment.

Kennedy lauded their efforts, saying Chadwick and Bull have "done exceptional work along the key stretches of our journey." Kennedy noted that they were particularly effective in building and developing the ODE team into a high-performing group over the past three years, expanding its charter from serving the online needs of the Denver and Anschutz campuses to its current role as a partner providing services supporting academic units on all four campuses.

As the search proceeds, day-to-day operations continue, as does support for existing programs. CFO Todd Saliman will provide high-level administrative oversight and consultant Gregory Finkelstein of the firm Talent Development will continue his work designing the optimal structure for ODE, in addition to providing oversight of the day-to-day operations.

ODE will continue to work closely with the campuses on establishing online academic programs for the effort and crafting master services agreements that will detail roles, responsibilities and financial details of the relationship between campus units and ODE.

"We continue to home in on a structure that will allow us to ensure that our university has a strong online presence that serves all learners," Kennedy said. "The pandemic's effects accentuate and accelerate the need for us to have a robust online presence. We are making good progress."

Theodosia Cook: My letter to King[15]
[16]

Dear Reverend Dr. Martin Luther King Jr.,

I write to you in the year of 2021 — 53 years after your assassination. In your honor, I have tried to get to know your

writings and thinking and interactions; I have tried to get beyond your most famous speeches. I remember your interactions with Harry Belafonte and a powerful thought you shared with him:

“I've come upon something that disturbs me deeply. We have fought hard and long for integration, as I believe we should have, and I know we will win, but I have come to believe that we are integrating into a burning house. I’m afraid that America has lost the moral vision she may have had, and I’m afraid that even as we integrate, we are walking into a place that does not understand that this nation needs to be deeply concerned with the plight of the poor and disenfranchised. Until we commit ourselves to ensuring that the underclass is given justice and opportunity, we will continue to perpetuate the anger and violence that tears the soul of this nation. I fear I am integrating my people into a burning house.”

BIPOC (Black, Indigenous, and People of Color) people have been screaming about this burning house over the past decade and trying to highlight the inequities in our country so that others might see and become invested in ensuring our country lives up to its lofty ideals.

The Me-Too Movement began in 2006 to raise awareness about women who have been abused. In 2011, the Occupy Wall Street movement highlighted severe economic inequality in our country. After the countless murders of black people and the acquittal of their murderers, the Black Lives Matter Movement started in 2013. In 2016, the Dakota Access Pipeline protests began as a stand for Indigenous rights and climate change.

Most people brush past the fact that all of these movements were led and carried by BIPOC leaders – whose collective efforts have birthed a modern-day civil rights movement. These leaders, like you, have faced harsh opposition and disapproval of their work. In grade school, I was taught that you were loved and one of the greatest Americans ever. Years later, I would learn, according to a 1968 Harris Poll, you had a 75% disapproval rating right before you were assassinated. This country did not love you, did not approve of your actions, and was not supportive of the movement.

You would be surprised, or maybe not, by how many people have rewritten history in their heads by pretending that Americans believed and agreed with you and the methods of other civil rights leaders and protesters. In 1961, when Americans were asked if they approved or disapproved of what the Freedom Riders were doing, the Gallup Organization showed that 61% disapproved; 57% believed that sit-ins and other types of demonstrations by Negroes would hurt their chances of being integrated in the South. Most importantly, in 1963, 60% of people surveyed by the Gallup Organization had unfavorable feelings toward the March on Washington.

Today, we see a very different story.

During this new civil rights movement, protestors have been vilified and gaslighted for their actions – as I am sure was true of your time in leadership. Many have tried to twist your words to harm, sanction and discourage the next generation of freedom fighters who speak with fiery and righteous indignation as you did. We need to remember one of your last speeches, “The Role of Behavioral Scientist in the Civil Rights Movement.”[17] You presented this speech in September 1967 at the annual convention of the American Psychology Association. In it, you stated, “Urban riots must now be recognized as durable social phenomena. They may be deplored, but they are there and should be understood. Urban riots are a special form of violence. They are not insurrections. The rioters are not seeking to seize territory or to attain control of institutions. They are mainly intended to shock the white community.” I understand that to mean if we’re in a burning house, white people may not understand that they too can be engulfed by the flames; we are all in the burning house.

On Jan. 6, 2021, our country witnessed an insurrection composed of predominantly white people, many waving Trump flags, some waving confederate flags, and others hanging nooses outside of the United States Capitol Building. The lack of state or federal law enforcement presence was not surprising to BIPOC people. We could not help but think about the military presence and police power that would have been mobilized to silence the threat of our testimony. We remembered what happened during the last civil rights movement, and, like you, we are more than familiar with the privilege bestowed upon white supremacists in this nation.

Dr. King, you told Harry Belafonte that we should become the ‘fireman’ and not stand by and watch the house burn, but BIPOC people are tired of being gaslighted and tired of having to tell our fellow White Americans to see what is

right in front of them and what history has documented. You knew that turning the cameras on Bull Connor's dogs would dramatize the moment and make a powerful emotional appeal to the decency of Americans with the hope of helping America access transformative empathy.

Many of the civil rights movements of our modern day have tried to use your same tactic to highlight the inequalities in our nation, but I believe what has caused our country to fall to its knees and begin to talk was the insurrection on the 6th because we can now see what happens when white supremacists want to make their country great again. They can run through the Capitol with weapons, zip-ties to abduct, spew hate and defile our democracy – 'Why should we try to be the fireman?' As you've said, "A society is always eager to cover misdeeds with a cloak of forgetfulness, but no society can fully repress an ugly past when the ravages persist into the present. America owes a debt of justice which it has only begun to pay."

Yours for justice,

Theodosia S. Cook
CU system, Chief Diversity Officer

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Staff Councils play critical role in shared governance at CU[21]

[22]

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 university's more than 13,000 staff members to the administration and the regents. Staff councils communicate our staff members' interests and concerns about issues ranging from tuition benefits, parental leave and diversity to safely returning to campus. We want and need to hear from our staff through these vital representative bodies.

We urge all supervisors with staff members interested in serving on staff council to consider the value they're adding to their units – and to CU overall – by supporting their employees who volunteer for these important peer leadership roles. Service on a staff council, whether at the campus or system level, entails a minimal time commitment (three to five hours each month, on average) and enables employees to build skills that transfer back to – and benefit – their primary work.

We want all CU employees to have opportunities to voice suggestions, concerns and perspectives to us and to the Board of Regents. We want you to feel heard and seen and respected. In short, we want you to be as engaged with and passionate about CU as we are.

Learn more about shared governance at CU by visiting your campus website or cu.edu/ucsc[23].

Sincerely,

Mark R. Kennedy, CU President
Phil DiStefano, CU Boulder Chancellor
Don Elliman, CU Anschutz Chancellor
Michelle Marks, CU Denver Chancellor
Venkat Reddy, UCCS Chancellor

Colorado's Equal Pay Act: Campuses preparing for compliance[24]
[25]

The Colorado Equal Pay for Equal Work Act[26] introduces rules intended to address the gender pay gap, increase transparency and protect employees from pay discrimination. It took effect Jan. 1.

The law prohibits sex-based pay discrimination for substantially similar work in terms of skill, effort and responsibility, regardless of job title. The University of Colorado is dedicated to pay equity, and cross-campus project committees have been preparing for the law's implementation. After initial analyses, the act is not expected to result in widespread salary changes, reducing or eliminating jobs, or changes to working titles or job duties.

"We are committed to addressing inequities that we may find," said Felicity O'Herron, Chief Human Resources Officer at the University of Colorado system administration. "In addition, employees will now have greater transparency into job opportunities and pay ranges and will have resources to address any concerns."

About the act

Pay equity and transparency

In enacting protections against sex-based pay discrimination, the law permits pay differences accounting for job-related education, current and previous relevant experience, a seniority system, merit, geographic location, travel as a regular and necessary condition of the job, and a system measuring earnings by quantity or quality of production.

Employees are protected against sex-based pay discrimination, including gender identity, alone or combined with other protected statuses.

Employers cannot prevent employees from discussing, disclosing or inquiring about their pay rate. It also prevents asking job candidates for wage history or using it to determine a wage rate.

Job posting and recordkeeping

New job notice requirements provide ways to learn about job opportunities. It requires posting all open jobs with the hiring rate or salary range, along with benefits and compensation details. This includes temporary and working retiree positions, as well as promotional opportunities.

Implementing the act

A cross-campus project committee has been working to review salaries for pay disparities and developing an approach

to remediate any identified inequities. More details will be provided as the committee's work continues.

Existing university and campus policies and procedures are being reviewed to ensure compliance with the law. All policy changes will be posted before being implemented, and details will be reported to the university community.

Other efforts will ensure all job descriptions are stored and updated. Campuses will develop approaches to collect relevant prior work experience.

For addition details on the Equal Pay Act, visit your campus Equal Pay Act webpage.
CU Boulder[27]CU Denver I CU Anschutz[28]UCCS[29]CU system administration[30]

Top 10 CU on the Air podcasts of 2020[31]

Office of Information Technology launches national search [32]

Grow with ALTEC: Enter to win a free language class[33]
[34]

Add a splash of color to the palette that makes up who you are with the Anderson Language and Technology Center. This spring, the program continues growing to offer 20 classes over six languages and five levels, plus additional time options, all from the comfort of your home.

ALTEC's spring non-credit language classes run Feb.-1 April 8, and meet twice a week at noon or in the evening for remote, live learning. Choose from American Sign Language, French, German, Italian, Japanese and Spanish. Current CU affiliates receive a deep discount and pay just $150.

Visit us online to learn more and discover the ALTEC advantage. Classes fill up quickly; enroll today.

Register now[35].

Visit us online[36] to learn more and discover the ALTEC advantage[37].

Enter to win[38] a free class this spring.

Want a built-in conversation partner? Invite your friends and relatives to learn with you. Better yet, give the gift of languages to your loved ones by purchasing a gift certificate[39] (available via the registration link above).

UCCS recognizes three researchers for hitting career milestones [40]

The new New Year's resolution[41]

How can slumbering squirrels inform astronauts on long-term journeys? [42]

Murnane, Kapteyn honored by National Academy of Inventors [43]

Williams named Vice Chancellor for Communications at CU Denver [44]

In memoriam: Lennie Damrauer[45]

Three newly elected regents officially join the board[46]

Links
[1] https://connections.cu.edu/stories/challenging-times-call-diversifying-cu-s-revenue[2] https://connections.cu.edu/sites/default/files/diversifying_cu_top.jpg[3] https://go.boarddocs.com/co/cu/Board.nsf/files/BWZ2LE02AD52/$file/2021-01-07%20Fulfilling%20CU's%20Mission.pdf[4] https://www.colorado.edu/covid-19[5] https://www.colorado.edu/today/2021/01/07/regents-retreat-brings-discussion-covid-19-vaccines-swearing-new-members[6] https://www.cuanschutz.edu/coronavirus[7] https://covid19.colorado.gov/for-coloradans/vaccine/vaccine-for-coloradans[8] https://ucdenver.edu/safe-return[9] https://covid19.uccs.edu/[10] https://go.boarddocs.com/co/cu/Board.nsf/files/BX2M6P595FB4/$file/010721%20-%20Strategic%20Plan%20PPT%20BOR%20Winter%20Retreat.pdf[11] https://www.cu.edu/strategic-planning/[12] https://connections.cu.edu/stories/three-newly-elected-regents-officially-join-board[13] https://connections.cu.edu/stories/cu-search-leader-online-initiative[14] https://connections.cu.edu/sites/default/files/online-leader-needed_top.jpg[15] https://connections.cu.edu/stories/theodosia-cook-my-letter-king[16] https://connections.cu.edu/sites/default/files/cook_mlk_01.jpg[17] https://www.apa.org/monitor/features/king-challenge[18] https://www.smithsonianmag.com/history/why-martin-luther-king-had-75-percent-disapproval-rating-year-he-died-180968664/[19] https://www.washingtonpost.com/news/the-fix/wp/2016/04/19/black-lives-matters-and-americas-long-history-of-resisting-civil-rights-protesters/[20] https://doi.org/10.1037/h0025715[21] https://connections.cu.edu/stories/staff-councils-play-critical-role-shared-governance-cu[22] https://connections.cu.edu/sites/default/files/ltr_ucsc_top.jpg[23] https://www.cu.edu/ucsc[24] https://connections.cu.edu/stories/colorado-s-equal-pay-act-campuses-preparing-compliance[25] https://connections.cu.edu/sites/default/files/equalpay_top.jpg[26] https://leg.colorado.gov/bills/sb19-085[27] https://www.colorado.edu/hr/colorado-equal-pay-act[28] https://www1.ucdenver.edu/offices/human-resources/equal-pay-for-equal-work-act[29] https://hr.uccs.edu/positions-compensation[30] https://www.cu.edu/employee-services/collaborative-hr-services/cu-system-administration/employee-resources/equal-pay[31] https://connections.cu.edu/stories/top-10-cu-air-podcasts-2020[32] https://connections.cu.edu/stories/office-information-technology-launches-national-search[33] https://connections.cu.edu/stories/grow-altec-enter-win-free-language-class

[34] https://connections.cu.edu/sites/default/files/ucb_altec_01.jpg[35] https://cvent.me/NxqMrn?RefId=Localist+registration+open[36] https://www.colorado.edu/center/altec/altec-language-classes[37] https://www.colorado.edu/center/altec/language-classes/altec-advantage[38] https://forms.gle/3ntX2nhzQ2sbRruS6[39] https://cvent.me/lVeyor?rt=Zq_YjSNfnkaTrW5JW-VFtQ&RefId=ALTEC+Website+Gift[40] https://connections.cu.edu/stories/uccs-recognizes-three-researchers-hitting-career-milestones[41] https://connections.cu.edu/stories/new-new-year-s-resolution[42] https://connections.cu.edu/stories/how-can-slumbering-squirrels-inform-astronauts-long-term-journeys[43] https://connections.cu.edu/people/murnane-kapteyn-honored-national-academy-inventors[44] https://connections.cu.edu/people/williams-named-vice-chancellor-communications-cu-denver[45] https://connections.cu.edu/people/memoriam-lennie-damrauer[46] https://connections.cu.edu/spotlights/three-newly-elected-regents-officially-join-board