



Leaning into the Future

2020 – 2025 Draft Strategic Process Plan Overview
Aligning and Elevating Campuses

Listening *Phase*
August 29, 2019



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ALL FOUR:**ONE**



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Meeting Objectives

- Engage Key Stakeholders
- Review Proposed Process
- Review Proposed Timeline
- Listen & Solicit Input



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Who Are We?

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.



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Who We Are



- Four exceptional campuses
- 36,000 employees
- 67,000 degree seeking students
- 16,000 degrees per year
- 250,000 alumni in Colorado
- 475,000 alumni worldwide
- \$12.35 billion annual economic impact on Colorado
- Five Nobel Laureates
- Fostered 190 startups
- Leading global experts in: Business, Alzheimer's Research, Space Exploration, and Mental Health



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Where Are We Headed?

VISION

The University of Colorado will be a premier, accessible and transformative public university that provides a quality and affordable education with outstanding teaching, learning, research, service, and health care. Through collaboration, innovation, technology and entrepreneurship, CU will expand student success, diversity and the economic foundation of the State of Colorado.



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Why a System Strategic Plan?

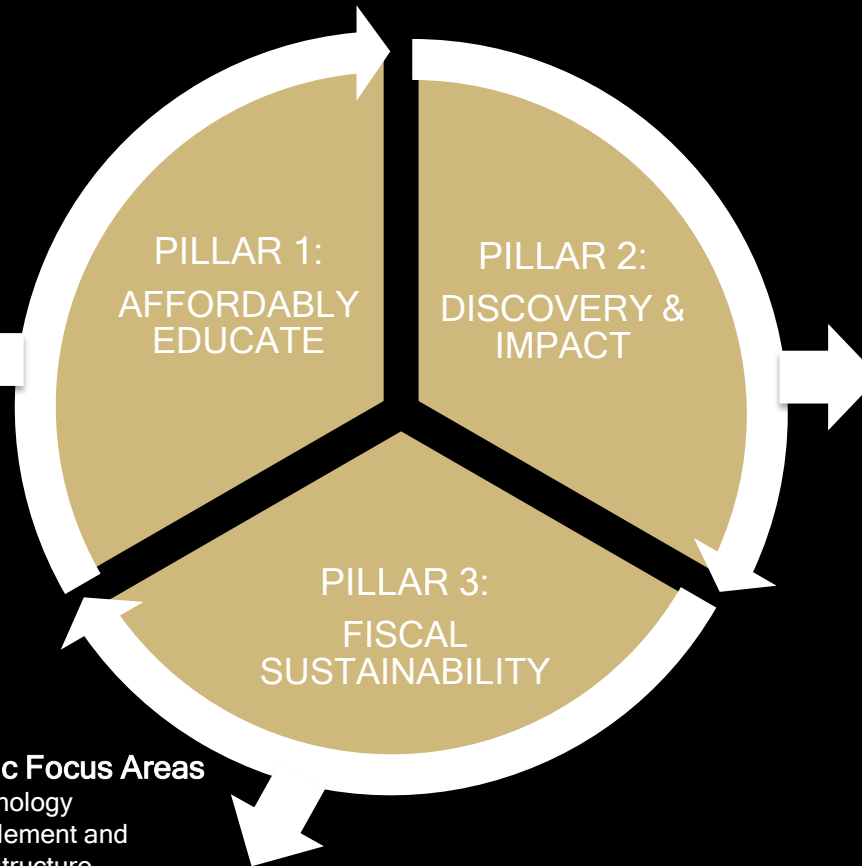
- Align all elements of governance - regents, system, campuses
- Complete previous system strategic planning effort
- Make the case for CU with the state
- Shine light on areas of success and need alike
- Optimize collaboration
- Fully leverage technology
- Answer intractable challenges - deferred maintenance
- Lean into the Fourth Industrial Revolution



University of Colorado Strategic Pillars & Focus Areas

Strategic Focus Areas

- Grad Rates and Retention (CU Boulder, Colorado Springs, and Denver)
- Diversity and Access
- Wellness and Mental Health
- Innovation in Academic Offerings



Strategic Focus Areas

- Scholarly/Creative Work and Graduate Programs
- Healthcare (CU Anschutz)

Strategic Focus Areas

- Technology Enablement and Infrastructure
- Expand Collaborations and Partnerships
- Facilities and Deferred Maintenance



University of Colorado Strategic Pillars & Focus Areas



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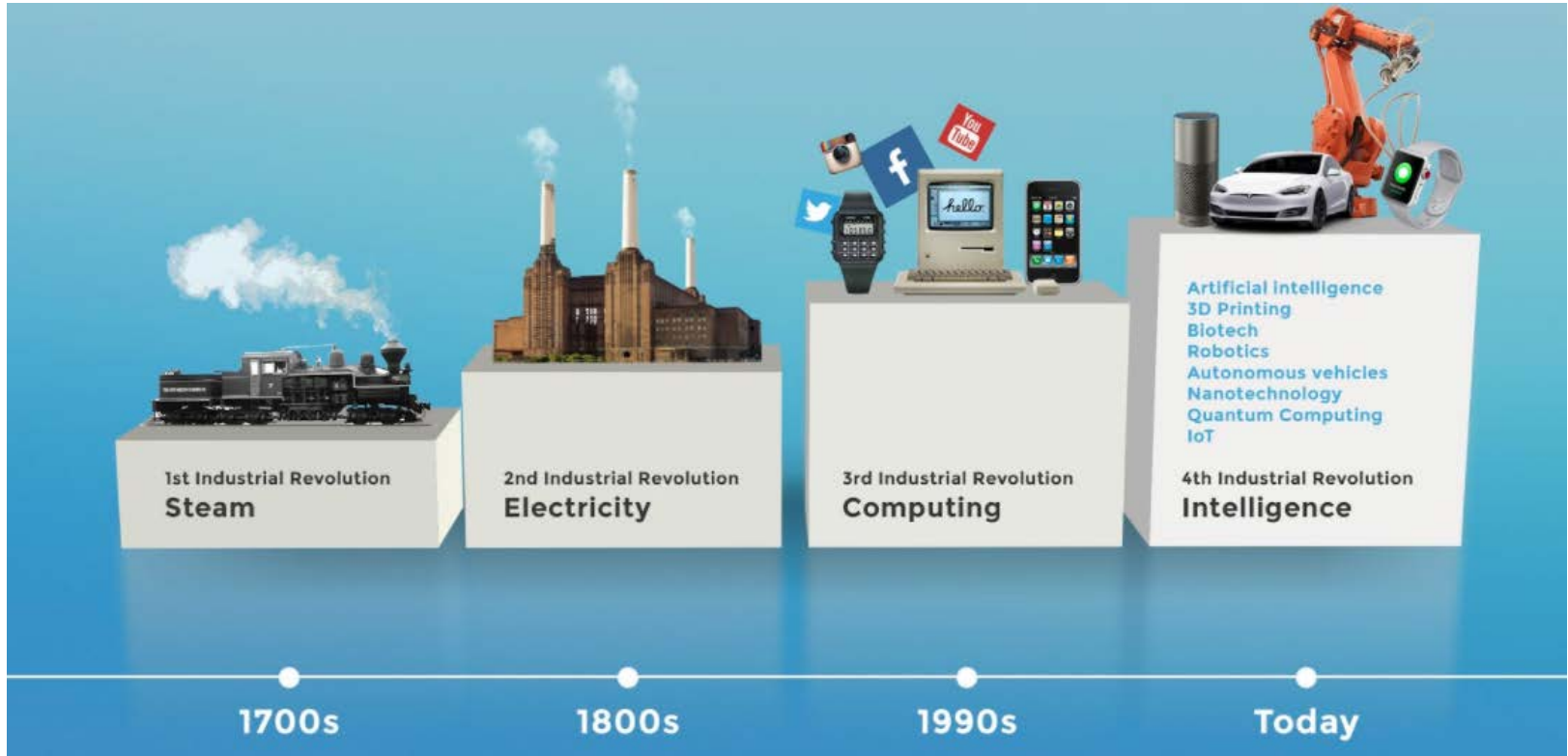
4IR drives need for more bachelors degrees



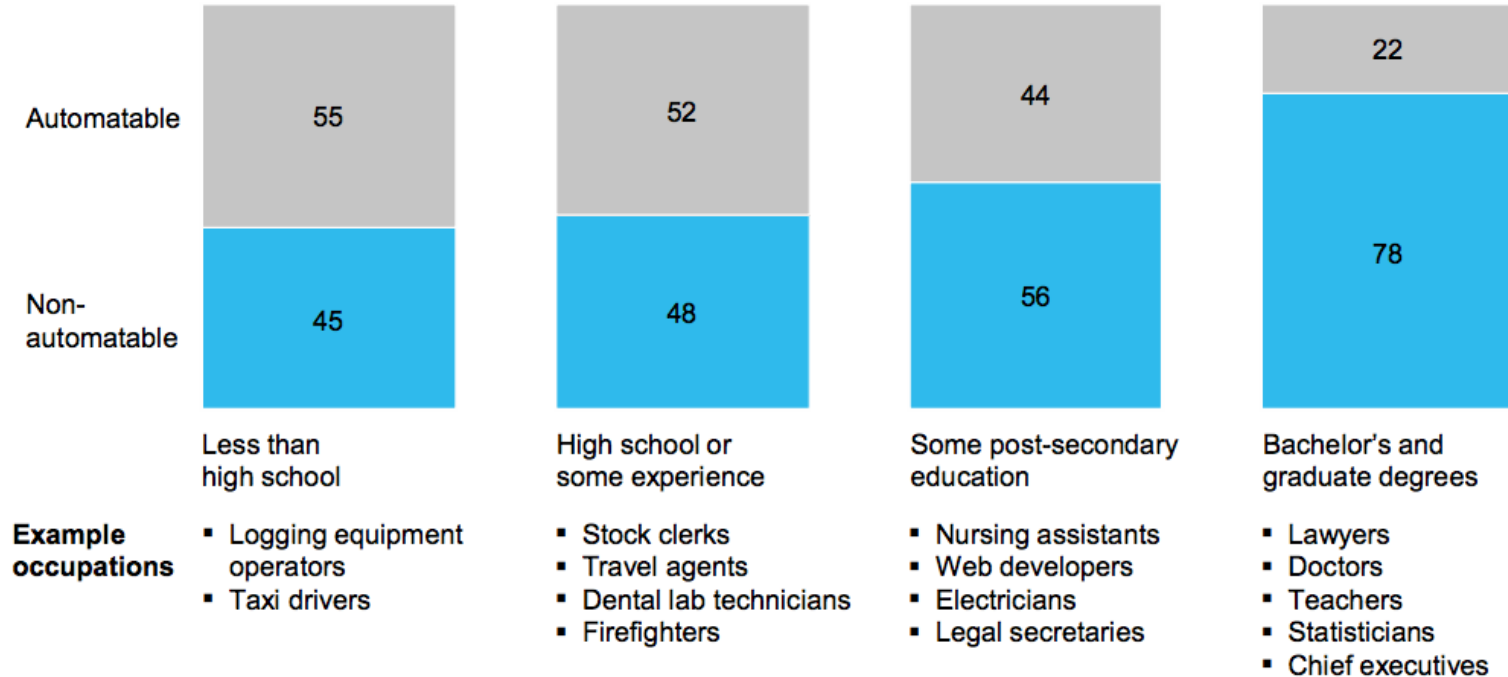
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Fourth Industrial Revolution accelerating tech disruption



Automation will hit jobs not requiring bachelor's hardest



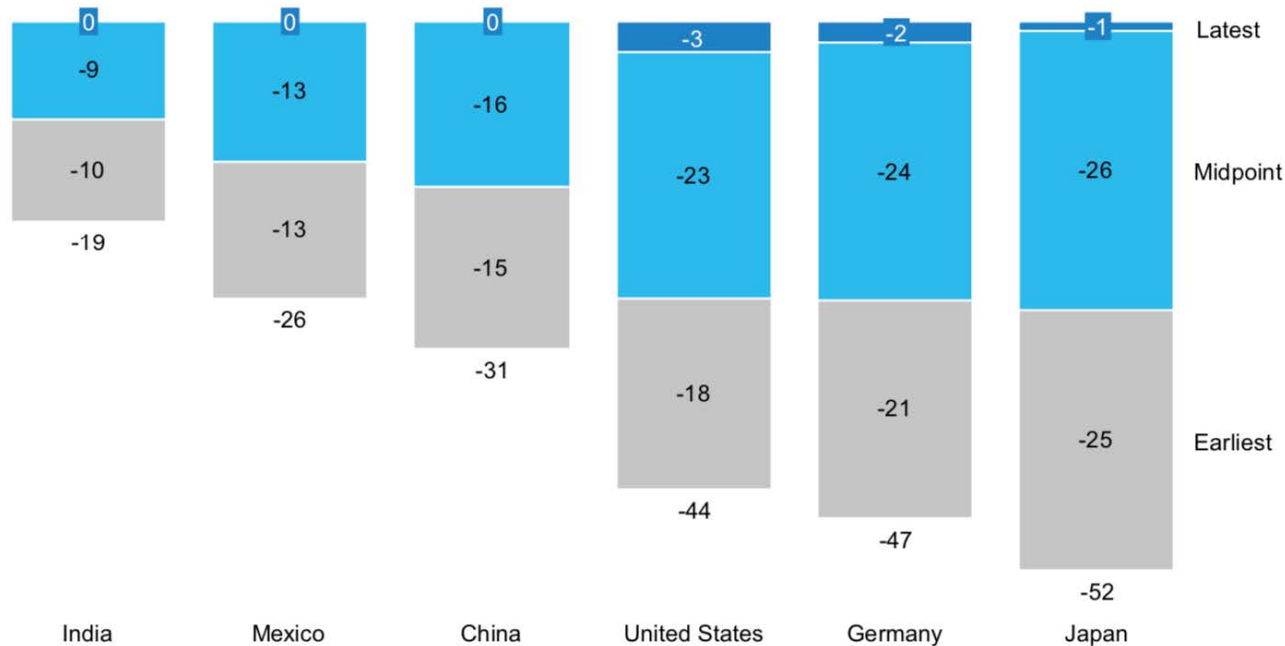
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Automation could replace 44% of U.S. jobs by 2030

Projected impact on total employment in midpoint automation scenario, 2016–30

% of FTE hours with potential to be automated, midpoint scenario (range of automation scenarios, latest to earliest)



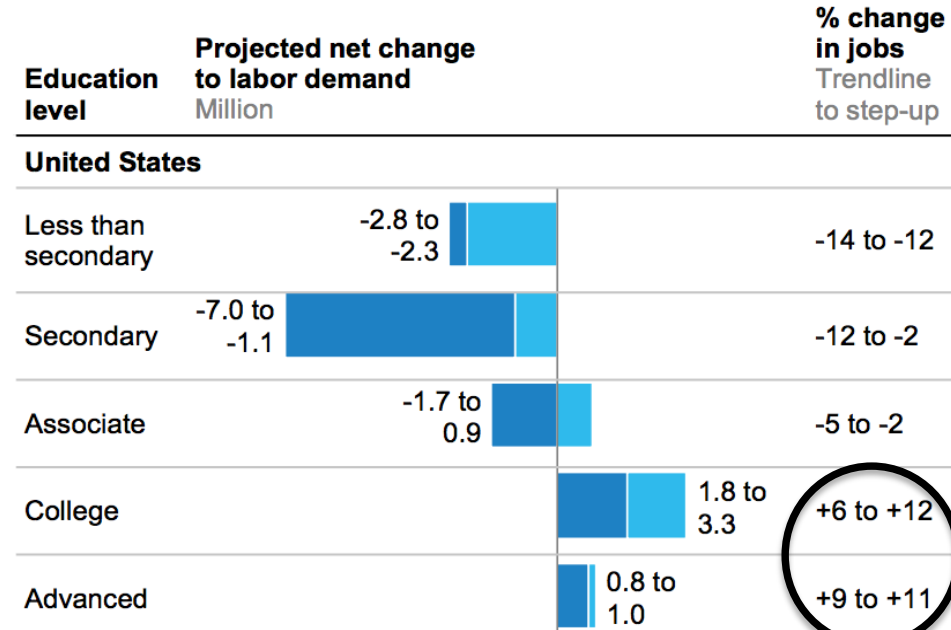
NOTE: Numbers may not sum due to rounding.

Source: Jobs Lost, Jobs Gained: Workforce Transitions in a Time of Automation — McKinsey, December 2017

Requirements of new jobs and skill upgrades drives demand for 4 vs. 2-Year degrees

Net change in total employment by education required, 2016–30 (not to scale)

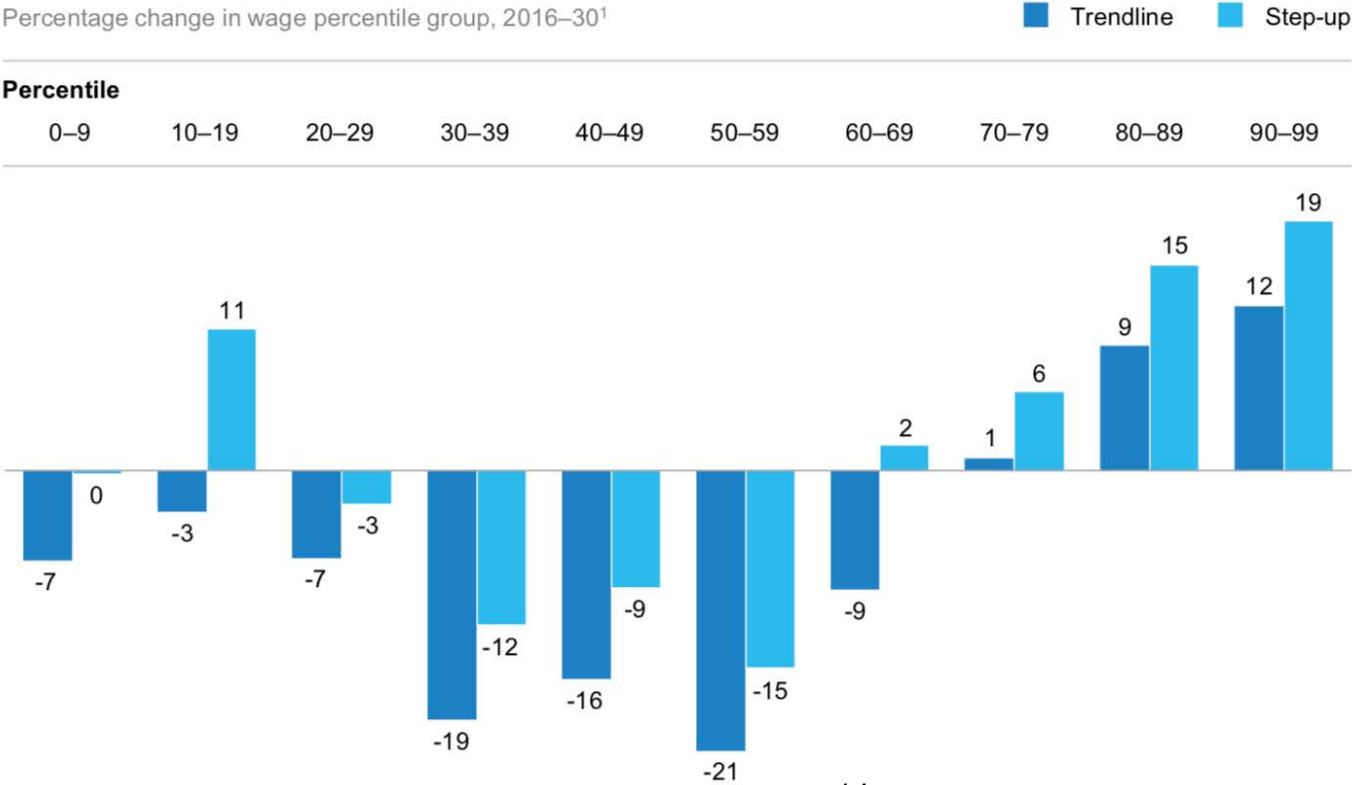
■ Trendline
■ Step up



Predicted wider gap suggests need for more bachelors

In the United States, high wage jobs see the most growth and middle wage jobs decline the most

Percentage change in wage percentile group, 2016–30¹



**On-campus alone will not meet need for
bachelors or allow CU to grow**

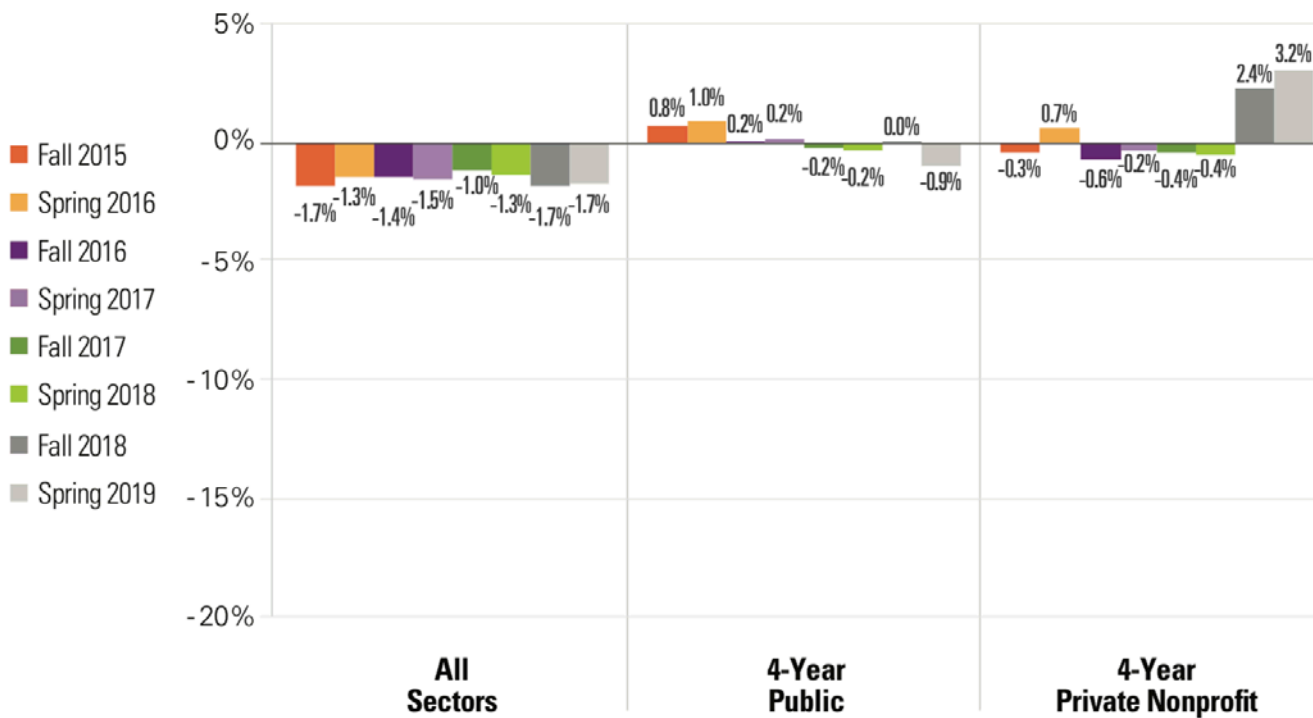


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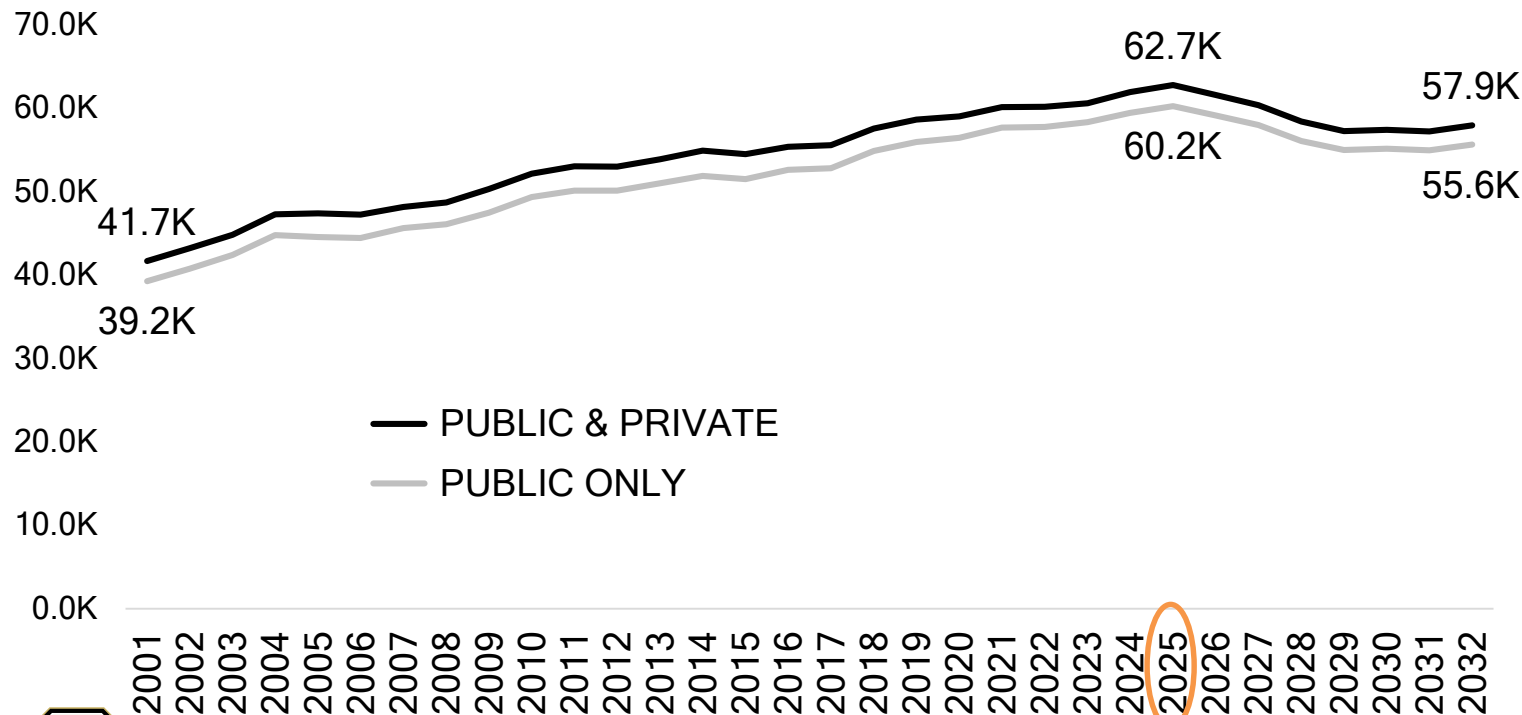
Seventh year of decline in national on-campus enrollment

Figure 1: Percent Change from Previous Year, Enrollment by Sector (Title IV,



Source: National Center Clearinghouse Research Center, Spring 2019 Term Enrollment Estimates

Colorado high school graduates peak in 2025 following national dip in 2026



Less
childbirths
following
2007-08
financial
crisis



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Only by bold, future focused steps has CU risen to prominence. Established:

- Medical school in 1883, absorbed DU's in 1910, took over Fitzsimons Army Medical Center
- Extension Center in Denver in 1912, started teaching in Colorado Springs in 1945
- LASP in 1948, a decade before NASA
- CIRES in 1967, the oldest and largest NOAA cooperative institute

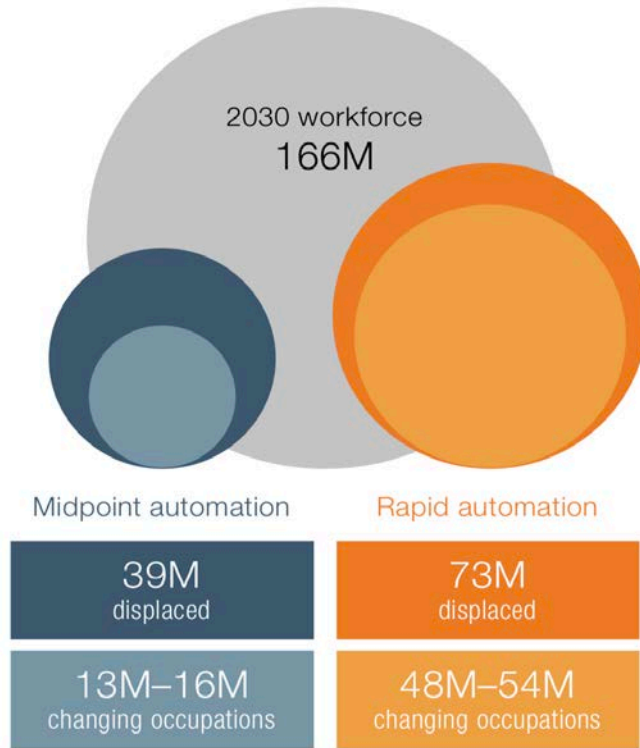
Expand lifelong learning offerings



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Up to 33% of workforce may need to switch occupations



No longer will higher education be one (degree earned) and done (for life).



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From degrees to credentials

From students to learners

- Credentials, badges, micro-masters
- Stackable, perhaps to degree
- Support nontraditional students and lifelong learners
- Building on credentials from others



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Stackable Credentials

Vertical stacking



Horizontal stacking



Value-added stacking



Innovation in academic offerings



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Adaptive learning leadership essential
to catch up online and keep up on-
campus



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Learning anatomy supported by AR is much more effective than a standard cadaver-based course



ZYGO

Medically accurate & visually beautiful anatomy models for VR and AR.

3D anatomy models from the most trusted name in the industry. Complete male and female virtual reality collections or individual anatomical VR anatomy.

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Leverage technology and data



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Data Driven Innovation



Need rapid testing
cycle for new teaching
methods and
credentials

Apple WATCH
SERIES 3

Students want mobile,
perhaps watch-friendly
service options



Expand partnerships - research, experiential learning, lifelong learning



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Prudent to expand sources of research funding

THE WALL STREET JOURNAL

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<https://www.djreprints.com>.

<https://www.wsj.com/articles/its-time-to-start-worrying-about-the-national-debt-11566569998>

IDEAS | ESSAY

It's Time to Start Worrying About the National Debt

Expecting economic growth to rescue the U.S. from unprecedented federal deficits is a dangerous gamble, as history shows.



ILLUSTRATION: ANDREA UGNI

By Valerie Ramey

Aug. 23, 2019 10:19 am ET

The Washington Post

Business

With deficit rising, worries grow the U.S. may be out of tools if recession hits

! Add to list

By Jeff Stein and

Jonnelle Marte

August 21

The U.S. federal deficit will expand by about \$800 billion more than previously expected over the next decade, as recent increases in spending are on track to push the nation into levels of debt unseen since the end of World War II, the Congressional Budget Office said Wednesday.

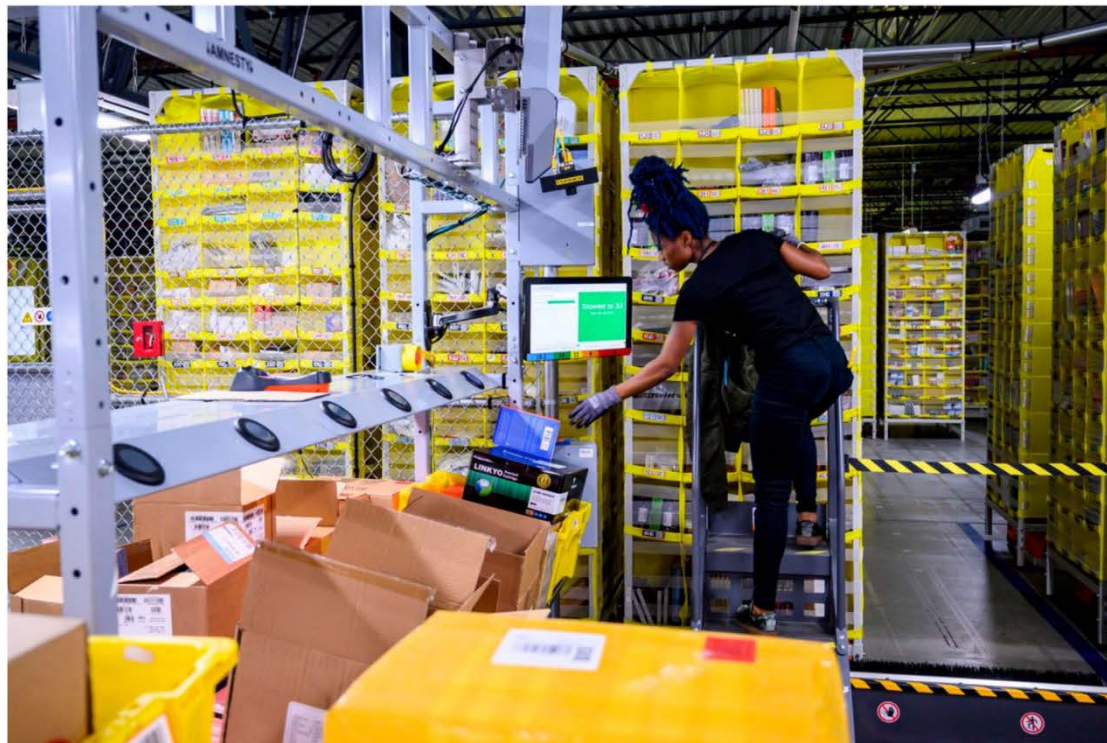
The annual U.S. deficit will come close to hitting \$1 trillion in 2019, an unusually high number during a period of economic growth, the CBO added. Driving that number is spending as well as a large tax cut in corporate and individual income taxes passed by Republicans in 2017.

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BUSINESS

Amazon to Retrain a Third of Its U.S. Workforce

As technology reshapes roles, the online retailer plans to train 100,000 workers in new skills, from machine learning to nursing



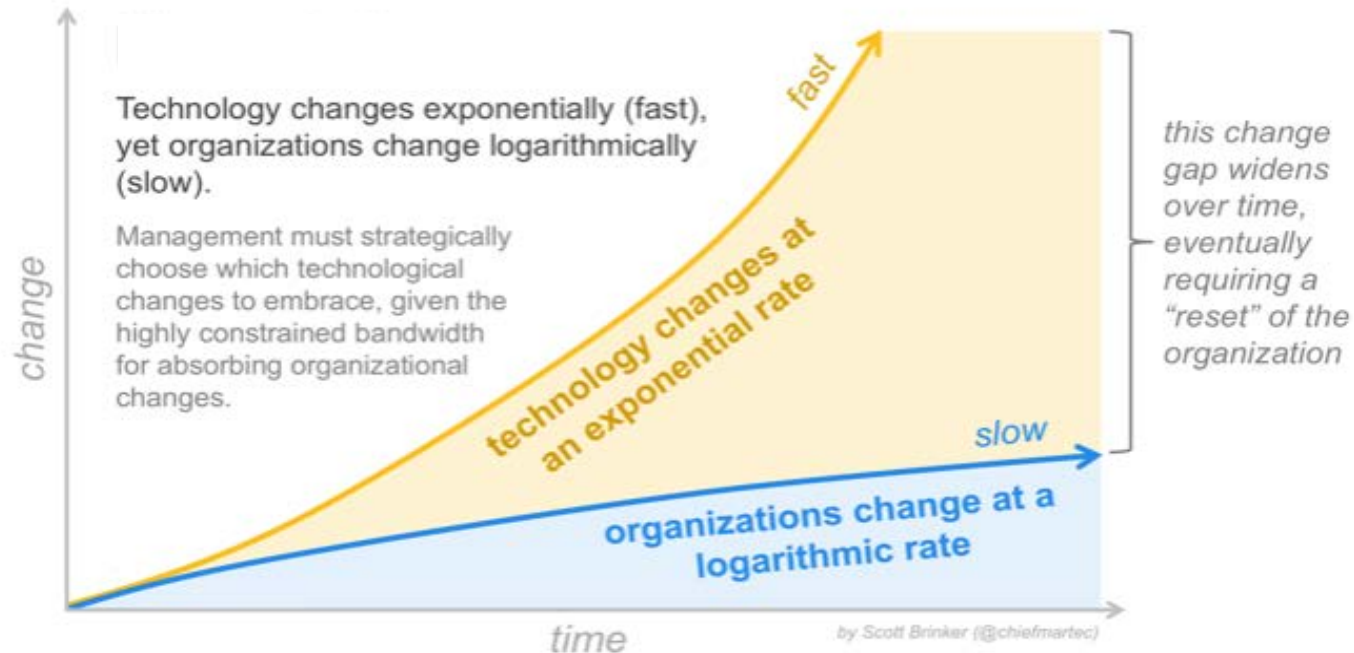
A worker at a distribution station at the 855,000-square-foot Amazon fulfillment center in Staten Island, N.Y. PHOTO: JOHANNES EISELE/AGENCE FRANCE-PRESSE/GETTY IMAGES

Experiential learning opportunities

Employment for graduates

Provide lifelong learning to employees

Success depends on adapting to technological change



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1982 Kodak
#28 on
Fortune
500

PICTURE A
BRAND-NEW WORLD!



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FROM KODAK

Rochester NY

It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.

Charles Darwin



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CU Strategic Plan – *what it is*

CU Strategic Plan Definition - Creates a roadmap that focuses the university's strategic priorities over the next five years and beyond

- Develops means to leverage enterprise wide opportunities
- Recognizes the unique attributes of each campus while also identifying opportunities to advance the entire CU system
- Articulates metrics that measure progress over time
- Identifies and addresses current and future trends affecting the university
- Informs investment and resource allocation priorities

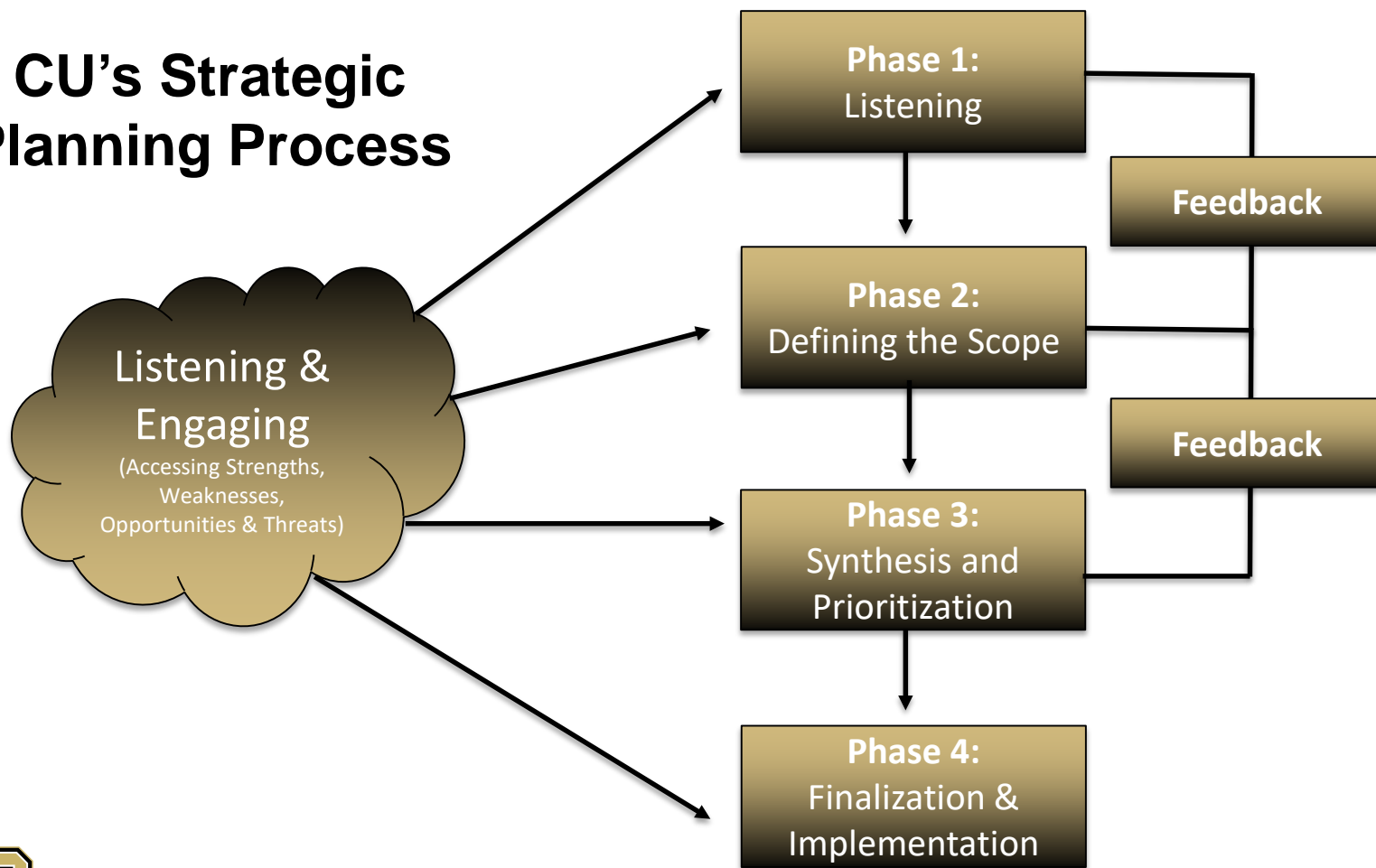


CU Strategic Plan – *does not*

- Replicate or replace campus strategic plans
- Ignore unique campus attributes and strengths
- Get into campus level execution
- Contain more than 10 focus areas



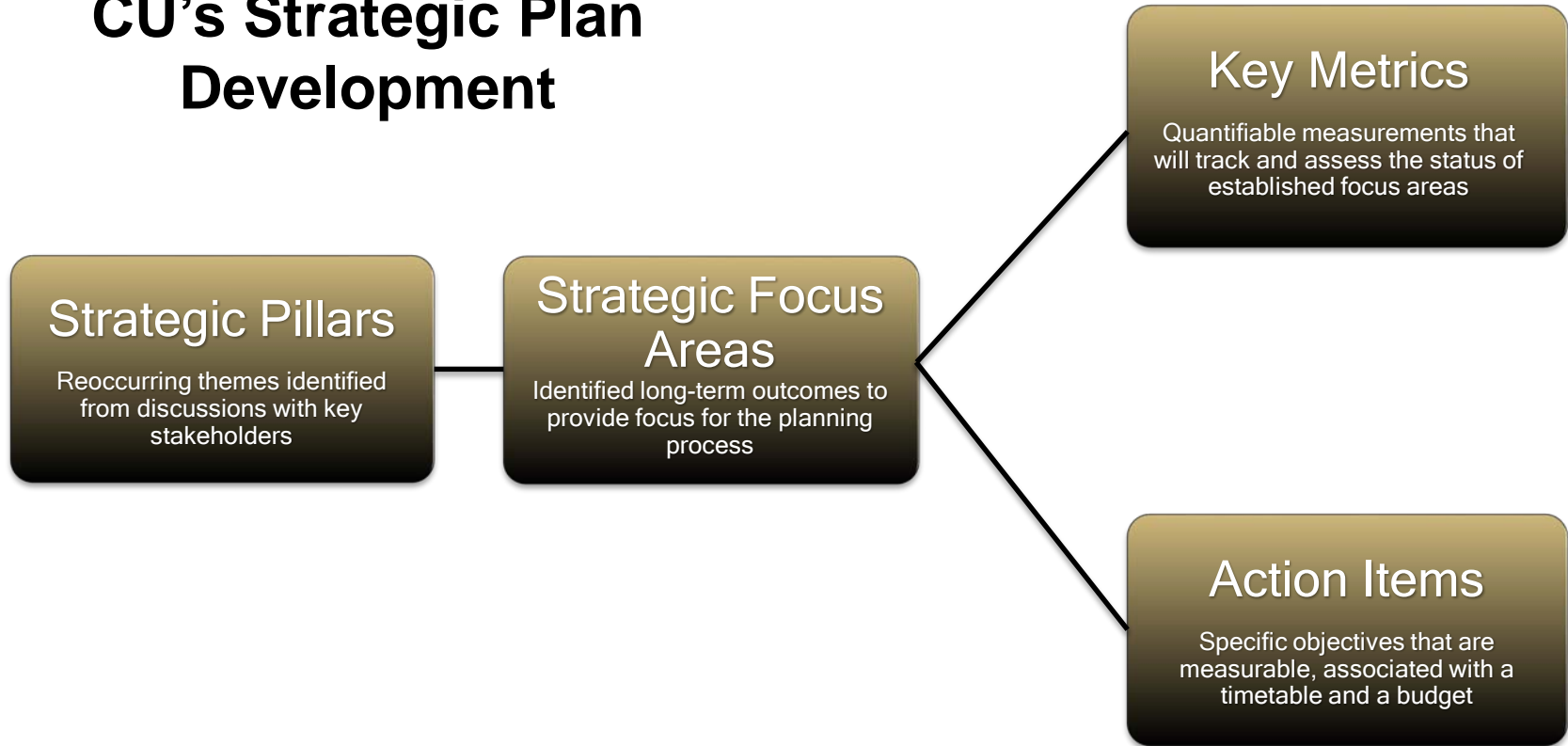
CU's Strategic Planning Process



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CU's Strategic Plan Development



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CU Strategic Plan – *what is in it?*

Focuses on three overarching strategic pillars for the success and sustainability of CU

Affordably Educate



Discovery & Impact



Fiscal Sustainability



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CU Strategic Plan – *AFFORDABLY EDUCATE*

- Innovation in Academic Offerings
- Diversity and Access
- Wellness and Mental Health
- Graduation Rates and Retention (CU Boulder, Colorado Springs and Denver)

PROCESS

- How do we define and measure success in each?
- What are the best and most promising practices that would allow us to become a national leader in each?
- How can the System facilitate success in these areas (e.g., facilitating transfer of knowledge, removing bureaucratic barriers, celebrating and sharing successes across the System)



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CU Strategic Plan – *DISCOVERY & IMPACT*

- Scholarly/Creative Work and Graduate Programs
- Healthcare (CU Anschutz)

PROCESS

- How do we define and measure success and impact in discovery?
- What are the best and most promising practices that would allow us to elevate our international standing?
- How can the System facilitate success in this (e.g., facilitating transfer of knowledge and collaboration where appropriate, removing bureaucratic barriers, celebrating and sharing successes across the System)?



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CU Strategic Plan – *FISCAL SUSTAINABILITY*

- Technology Enablement and Infrastructure
- Expand Collaborations and Partnerships
- Facilities and Maintenance

PROCESS

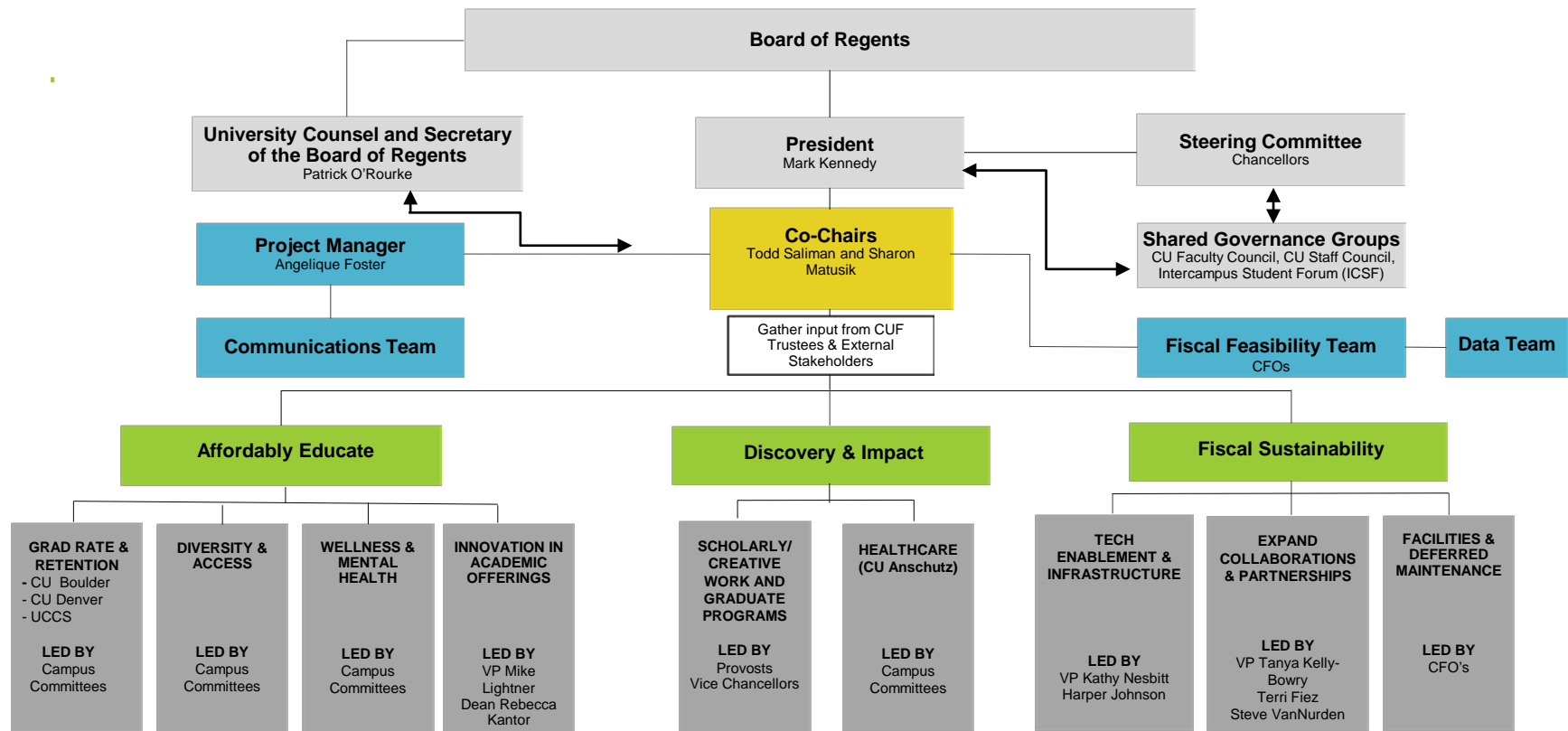
- How do we define and measure success and impact in fiscal sustainability?
- What are the best and most promising practices that would allow us to be a national leader among public institutions of higher education in this area?
- How can the System facilitate success in this (e.g., exploring innovative partnerships and/or investments at the System level, removing bureaucratic barriers to success)?



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Structure identifies campus based strategic priorities as well as those across the entire organization where opportunities exist to elevate, align and advance the CU campuses and system as a whole

Phase 1: Listening

- Step 1: July - Early August 2019: Gather Regent and chancellor input on priorities
- Step 2: July - November 2019: Process Development
- Step 3: August 20, 2019: Steering committee and VPs review and discuss proposed structure, timeline and strategic pillars and focus areas
- Step 4: Late August - Early September: Shared governance groups and Regents' Governance Committee meetings
- Step 6: September 12-13, 2019: Regent approval of timeline, structure and general strategic pillars and focus areas

Input will be gathered throughout the process



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Phase 2: Defining the Scope

- Step 1: Early October 2019: Strategic planning committee kickoff meeting
- Step 2: October - November 2019: Strategic focus areas goal development
- Step 3: November 06 - 07, 2019: Regents' discussion, feedback and approval of strategic focus area goals
- Step 4: November 2019 - March 2020: Key metrics and action items generation for strategic focus areas
- Step 5: February 13 - 14, 2020: Strategic plan process update, discussion and feedback with Regents'
- Step 6: TBD: Base and sensitivity cases from fiscal feasibility committee



Phase 3: Synthesis and Prioritization

- Step 1: March 2020: Input from fiscal feasibility committee
- Step 2: March 11, 2020: Strategic plan process update, discussion and feedback with Regents'
- Step 3: March 2020: Full strategic planning committee prioritization meeting
- Step 4: April 2 - 3, 2020: Strategic plan process update, discussion and feedback with Regents'
- Step 3: April - May 2020: Distillation by strategic planning team



Phase 4: Finalization & Implementation

- Step 1: May - July 2020: Engagement dialogue with stakeholders
- Step 2: July Regent Retreat: Regent discussion, feedback and approval
- Step 3: TBD: Publication
- Step 4: Fall 2020 - 2025: Implementation & Ongoing Assessment of strategic plan



Questions?



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Our Ask to You

- Provide feedback on pillars and focus areas (slides 40 - 42) by close of business, **September 23, 2019** to CUStratPlan@cu.edu
- Incorporate continuing conversations regarding the strategic planning process into future meeting agendas



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