



# Strategic Resources and Support

UNIVERSITY OF COLORADO **BOULDER**

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ACADEMIC YEAR 2022-2023  
**ANNUAL REPORT**

*COLORADO.EDU/SRS*

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# LETTER FROM THE CHIEF OPERATING OFFICER

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*PATRICK T. O'ROURKE*



Dear CU Boulder campus partners,

Each day, 45,000-plus students, faculty and staff embark on groundbreaking research and teaching and learning that empowers our students to lead, innovate and impact for a lifetime.

Of course, none of that great work simply happens. Instructors lesson plan, teach and inspire. Researchers spend their days on quests for discoveries. And just like the dedicated faculty who are often the face of our mission, thousands of passionate staff work behind the scenes to ensure the building lights come on, budget issues are solved, students are enrolled and supported, technology is robust and secure, and the world knows the impact of CU Boulder.

That's where Strategic Resources and Support (SRS) comes in – playing a critical role in sustaining and elevating our campus mission of education and research. Our SRS team – a collection of nine major divisions and more than 1,700 employees – uses its collective leadership and broad view to manage shared campus resources in a university-first manner that uplifts the entire institution.

We are conveners, leaders and innovators who not only manage the day-to-day operations but also bring our campus together to craft solutions to some of our biggest challenges.

During the 2022-23 academic year, the SRS team worked with partners across campus to:

- Advance diversity, equity and inclusion
- Elevate the health and wellness of our students, faculty and staff
- Address compensation amid a challenging labor market
- Implement a new budget model that sets up our campus for long-term sustainability
- Enhance campus IT security
- Launch a strategic enrollment management plan to chart a course for the future

As we look ahead, this work will continue through a mix of initiatives. We will:

- Use insights from the Faculty and Staff Engagement Survey to enhance employee engagement
- Integrate HR practices around training, performance management, onboarding and compensation
- Continue to enhance our technological infrastructure and capabilities
- Activate our action plans for advancing the campus values of diversity, equity and inclusion
- Continue to promote health and wellness across all our populations
- Make data-informed decisions that best serve our campus

One thing that remains constant from one year to the next is our commitment to serve our students, our community, our state and all of you. My hope is that this report helps illustrate the ways in which that commitment takes shape across SRS each day.

Sincerely,  
Patrick O'Rourke  
Chief Operating Officer





# ABOUT SRS

## **Vision**

CU Boulder will be nationally recognized for its inclusive and innovative learning and working environment.

## **Mission**

SRS provides creative and sustainable services that enable the CU Boulder community of faculty, staff and students to meet their educational and professional objectives

## **Commitments to CU Stakeholders**

- University First Leadership
- Commitment to Shared Governance
- Advocacy for CU Boulder and Higher Education
- Advance the CU System



# SRS UNIT LEADERS



Patrick O'Rourke  
Chief Operating  
Officer



Jennifer McDuffie  
Associate Vice Chancellor,  
Chief of Staff and Interim AVC  
for Enrollment Management



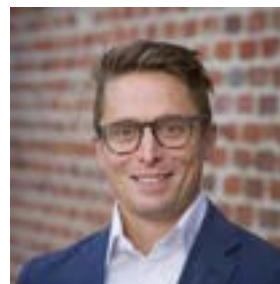
Jess Doty  
Associate Vice Chancellor |  
Health and Wellness Services



Chris Ewing  
Vice Chancellor | Infrastructure  
and Sustainability



Robyn Fergus  
Chief People Officer | Human  
Resources



Todd Haggerty  
Chief Financial Officer |  
Finance and Business  
Strategy



Dan Jones  
Associate Vice Chancellor |  
Integrity, Safety and  
Compliance



Jon Leslie  
Senior Associate Vice  
Chancellor| Strategic Relations  
and Communications



Llen Pomeroy  
Associate Vice Chancellor  
and Title IX Coordinator |  
Institutional Equity and  
Compliance



Marin Stanek  
Vice Chancellor and Chief  
Information Officer |  
Information Technology

# SRS LEADING, INNOVATING, IMPACTING

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Strategic Resources and Support plays a critical role in bringing the chancellor's strategic imperatives and major campus strategic priorities to life. This work entails convening and coordinating cross-functionally with units throughout the university to execute on a number of initiatives that serve and support the campus mission. These pages provide highlights of some of the ways in which SRS supported the campus's strategic priorities over the past year.







# STUDENT SUCCESS



**Buff Undergraduate Success:** The Buff Undergraduate Success Leadership Implementation Team included campus leaders from across the university to inventory and analyze student success programs, recommend priorities for implementation and manage projects to completion. The BUS initiative made important progress on 11 initiatives focused on increasing student retention and creating a sense of belonging for students.



# RESEARCH

**Telling our story:** CU Boulder research changes lives for the better around the world, and our team in Strategic Relations and Communications helps ensure that these research successes are being highlighted in major news organizations every day.

**Creating innovative spaces:** Infrastructure and Sustainability in the spring of 2023 completed construction of a new highly specialized cleanroom space to support the Colorado Shared Instrumentation in Nanofabrication and Characterization (COSINC) Laboratory's micro- and nano-fabrication materials characterization program.



# SUSTAINING AND SUPPORTING OUR COMMUNITY



**Stipends for Staff Council:** SRS worked with Staff Council to prioritize funds needed to provide members with \$1,200 stipends to support their efforts in enhancing the work experience for all CU Boulder staff members.

**Health and Wellness Services transition:** The SRS team coordinated with the chancellor's office, Academic Affairs and Student Affairs to elevate Health and Wellness Services and take a campus-wide, holistic approach to health and well-being. Now part of SRS, Health and Wellness Services has incorporated the Faculty and Staff Assistance Program (FSAP), created a pilot for Wellness Hours and instituted Academic Live Care, removing barriers to medical care for all students, faculty and staff.

**Faculty and Staff Engagement Survey:** Human Resources led the rollout of the Faculty and Staff Engagement Survey, garnering 55% participation among faculty and 76% participation among staff. Human Resources will be coordinating this summer and fall with all colleges, schools and major operating units to assess their survey results and identify actions for continual improvement toward creating positive cultures of care, support and belonging among their teams.

**Strategic Compensation Plan:** Our teams in Human Resources and Finance and Business Services are teaming up with leaders in Academic Affairs to embark on a strategic compensation plan that will set a long-term vision for how we ensure CU Boulder remains an employer of choice in a competitive hiring landscape. Kicked off in late spring 2023, this work will continue into the 2023-24 fiscal year.

**Emergency messaging:** CUPD, the Office of Emergency Management, Strategic Relations and Communications and others responded to community feedback by increasing the footprint for alerting our campus about off-campus incidents and made other upgrades to emergency messaging, including translation of alerts into other languages.

**Executive hiring:** Led by Human Resources, the SRS team has supported numerous colleges, schools and major operating units over the past year in identifying diverse candidate pools and hiring innovative leaders. This includes new deans in Arts and Sciences, Engineering and Business, along with vice chancellors in Student Affairs, Infrastructure and Sustainability, Finance and Business Strategy and Human Resources. This is not to mention the support provided in hiring hundreds of new employees overall during the past year.



# CAMPUS SUCCESS



**Budget Model Redesign:** With the creation of a new budget model, Finance and Business Strategy has begun working with units on implementing the new model and using the new budgeting tool to facilitate this work. The initiative will prove vital to ensuring CU Boulder's long-term fiscal sustainability in an ever-changing higher education landscape.

**New on-campus housing:** Our Infrastructure and Sustainability team is coordinating with Housing to design a pair of new housing buildings in the area of Main Campus north of Boulder Creek that will increase on-campus options for non-freshman undergraduates and graduate students. The team is also working closely with the Office of Government and Community Engagement (OGCE) to ensure our off-campus neighbors are informed and able to provide input on the projects that will go a long way in also supporting student success.

**Community partnerships:** Numerous offices and members of our SRS team – including the COO's office, Finance and Business Strategy and Infrastructure and Sustainability – are working with OGCE and others to nurture community partnerships with the city of Boulder, Xcel Energy, the Boulder Chamber, Boulder Valley School District and others to find regional solutions to issues like attainable housing and sustainable transportation that will make life in Boulder and surrounding communities more accessible to our students, faculty, staff and others in the community.

**Conference Center Hotel:** SRS units were instrumental in bringing the Conference Center Hotel construction project to life with a groundbreaking in January 2023. When completed in 2025, the Limelight Boulder will create a stage for showcasing the innovative research, scholarly work and leadership occurring on our campus and in the community of Boulder.

**IT security:** The Office of Information Technology has undertaken a massive process of increasing IT security on our campus, including system integration and alignment that will improve coordination and collaboration across our campus and ensure our people's personal information and critical research and intellectual property are protected. This work has included, but certainly not been limited to, the Google storage migration, the shift to Microsoft Teams phones and our new secure computing standards.

**Campus Master Plan implementation:** Our Infrastructure and Sustainability team is well on its way toward implementing several of the priority projects identified in the 2021 Campus Master Plan, including the comprehensive renovation of the Hellems Arts and Sciences building and design of the new housing north of Boulder Creek.







# DIVERSITY, EQUITY AND INCLUSION

## **Right Here, Right Now Global Climate**

**Summit:** Strategic Relations and Communications and Infrastructure and Sustainability partnered with United Nations Human Rights, our campus researchers, the Environmental Center and others to convene a summit looking at climate change as a human rights and social justice issue.



**Action plans:** Having partnered with our Office of Diversity, Equity and Inclusion, our SRS units are moving into implementation of their action plans in support of the campus values for diversity, equity and inclusion. Find more information about action planning status, <https://www.colorado.edu/dei/action-plan/action-planning-status>.



**Lactation Room Policy and Paid Parental Leave Policy:** Our staff in Integrity, Safety and Compliance coordinated with several groups across campus to create and update policies that make working at CU Boulder more accessible and welcoming for new parents.





# ENROLLMENT MANAGEMENT

## EMPOWERING STUDENT SUCCESS THROUGH FINANCIAL AID

Enrollment Management and the Office of Financial Aid have demonstrated commitment to supporting students this past spring through the expansion of CU Boulder's CU Promise program. CU Promise reflects our unwavering commitment to fostering student success by addressing financial barriers and enhancing access to higher education. CU Promise plays a pivotal role in creating stable, predictable financial support that empowers students to excel academically.

CU Promise recognizes the direct connection between financial well-being and academic achievement. Extending its reach, the program now offers free tuition and fees to a larger pool of Colorado resident students with significant financial need, benefiting an estimated 3,500 students in 2023-2024 academic year.

The expansion of the CU Promise program includes increased eligibility for Colorado transfer students, allowing students to stay in the program even if their enrollment status changes, and relaxing application deadlines by aligning with other grant programs. These changes aim to make the program more accessible and flexible for a wider range of students, fostering greater inclusivity and support.

In addition to the tuition and fees benefit of CU Promise, students who have Expected Family Contribution of 0 as determined by the Free Application for Federal Student Aid (FAFSA) will qualify for an additional \$5,000 in grant funding. Students must apply for financial aid each year to establish eligibility for the CU Promise program. Undocumented Colorado students are also considered for CU Promise and can apply through the state's aid application, known as the CASFA.

Eligibility criteria for CU Promise for 2023-24 include:

- Colorado resident
- U.S. citizen or eligible non-citizen
- Federal Pell Grant eligible (or eligible ASSET student with significant financial need)
  - Note: Families who are eligible typically have an adjusted gross income of \$65,000 or less.
- Admitted into or enrolled in an undergraduate degree program
- Working on first bachelor's degree

CU Promise is not just a financial aid program; it is a testament to our commitment to student success. By removing financial barriers, we are fostering an inclusive educational environment where students can persist and attain degrees that empower them in their future careers.

Enrollment Management had a number of other highlights including a record breaking number of first year applications and admits, and the most academically talented applicants in recent history. They hosted the Inaugural Mountains, Mesa and Plains event on Friday, April 21; a two-day campus visit experience for admitted students, from rural and small towns of Colorado. EM implemented a billing estimator so prospective students can get a quick, accurate estimate of what it will cost them to attend.

In addition, EM hired an Assistant Vice Chancellor of Admissions and a Director of Financial Aid. The Division also welcomed Pre-Collegiate Programs to the division. We continue to invest in our people, including our new Director of Budget and Finance, new positions in Human Resources, as well as in our campus partners with the launch of the Strategic Enrollment Management plan.



# EM UNITS AT A GLANCE

The Division of Enrollment Management oversees campus's undergraduate and graduate student enrollment initiatives, objectives and goals in collaboration with academic leadership and key stakeholders. The division strives to ensure that recruitment and enrollment plans improve the campus's academic profile, maintain access, promote inclusive excellence, focus on student success outcomes, meet campus recruitment and revenue goals, and diversify the student body.

**Office of Admissions:** The Office of Admissions strives to recruit, admit and enroll a diverse and academically talented student body. The unit comprises 90 full-time staff members across domestic operations, domestic recruitment and international teams.

**Bursar's Office:** The Bursar's Office is the main depository for university funds. It collects and posts most of the payments for tuition, fees, and many auxiliary charges. And it collects and posts payments from many campus departments. The Bursar's Office is made up of four main areas: Office of Cash Management, Student Billing, Student Debt Management and Student Financial Services.

**Office of Financial Aid:** The Office of Financial Aid is committed to assisting students and their families in comprehending the intricacies of financial aid. Their services encompass providing counsel regarding accessible financial aid options, eligibility prerequisites, accurate application procedures, and unique situations. Through interdisciplinary collaboration, OFA guarantees a smooth student journey, while also acting as custodians of financial aid budgets, utilizing data analysis to formulate strategic endeavors. It functions as a key source for need-based support, keeping current with financial aid regulations, and championing student aid funding and conscientious eligibility standards.

**Precollege Outreach and Engagement:** Joining the Enrollment Management Division in July 2023, the Office of Precollege Outreach and Engagement (OPCOE) is home to several outreach programs, equipping first-generation and low-income middle and high school students with academic and social preparation for higher education. These programs, established through statewide partnerships, offer enrichment activities for geographically diverse communities, empowering both students and their families in their educational journeys within the broader CU system.



## ACHIEVEMENTS AND ACCOMPLISHMENTS

# 58,000

### **Total number of visitors last year**

There were also nearly 3,000 admitted students who attended CU Admitted Buff Days and the Colorado Resident Celebration Day.

# 34,000

### **Financial aid notifications**

Financial Aid sent more than 34,000 notifications for the next academic year, a 3.5% increase from the year before.

# 99.4%

### **Percent collected of student receivables**

The Bursar's team supported the transaction of more than \$1.15 billion for FY23.

# 2X

### **The applications during the Transfer Colorado Free Application Days nearly doubled.**

The application days expanded to two weeks, March 1-15.

## IN THE NEWS

- [CU Boulder doubles size of CU Promise free tuition and fees program](#) (April 18)
- [Amy Hutton hired to lead Enrollment Management](#) (August 1)
- [CU Book Access: Important things to know](#) (August 18)
- Brett Cassell, CU Boulder's Bursar, was a featured presenter at the PacWest 2023 Conference. He co-presented on the topic of affordability in higher education.



# FINANCE AND BUSINESS STRATEGY



## **FBS DIALOGUES: SURFACING EXPERIENCES AND FORMULATING ACTIONS TO CREATE A MORE EQUITABLE, DIVERSE AND INCLUSIVE WORKPLACE**

Launched in 2020, the FBS Dialogues Project is a partnership between FBS and the CU Dialogues Program that uses the practice of Dialogue to bring awareness to intersectional equity in our work together. In 2022-23, FBS staff participated in Dialogue Action Groups that formulated action plans aligned with campus Diversity, Equity and Inclusion goals, focused on hiring and retention, cost of living, pay and promotion, and work modality practices.

CFO Todd Haggerty, who joined the Boulder campus in November 2022, expressed surprise and delight to find such a robust DEI initiative thriving within FBS. “It’s not up to just one office on campus to do DEI work; it’s up to all of us,” Haggerty said.

FBS Dialogues was a proud co-sponsor, along with the Center for African and African American Studies (the CAAAS, pronounced “cause”) and the International Film Series, in screening the film *This is [Not] Who We Are* during the 2022 Campus Culture Crawl.

## **THE FELLOWS PROGRAM: SUSTAINING, SUPPORTING AND INSPIRING OUR STAFF**

Launched in 2019 for staff at all levels in FBS, the FBS Fellows professional development program extended participation to staff in Enrollment Management this year. The 2022-23 “Fellows” engaged in structured learning and conversations with staff from across the two units on content such as Growth Mindset, Moods, Speech Acts, Trust, Diversity, Equity and Inclusion, Innovation and more.

COO Pat O'Rourke was invited to draft and share his "Vivid Vision" for SRS with the Fellows, who then drafted Vivid Visions of their own. Aligned with COO O'Rourke's own vision, the Fellows program is designed to build meaningful connections between staff while also building individual agency so that every participant's CU story can be one to celebrate.

## CU BOOK ACCESS: A STUDENT-CENTERED APPROACH TO TEXTBOOKS

Saving on textbooks got easier for University of Colorado Boulder undergraduate students, thanks to the launch of the CU Book Store's Book Access program for Fall 2023. CU Book Access, CU Boulder's equitable access course materials program, provides degree-seeking undergraduate students access to all of their required course materials by the first day of class for a one-time flat-rate price each semester.

CU Book Access allows students more choice when it comes to obtaining required materials, while simultaneously ensuring students have access to the materials they need on the very first day of class at a more affordable price, CU Book Store Director Jessica Carlsen explained.

"We know that retention and persistence outcomes are impacted when students struggle to purchase books at the beginning of the semester, so we're delighted to increase equitable access to materials as well as support student success with this new program." - Jessica Carlsen, CU Book Store Director

As with similar, successful programs at Cornell University and UC Davis, on which CU Book Access is modeled, faculty at CU Boulder still determine which materials will be used in each class, ensuring academic freedom continues.

The launch of CU Book Access is part of a series of measures the university has taken in recent years to make attaining a college degree more affordable. Other examples include CU's tuition guarantee, the elimination of course and program fees and the expansion of CU Promise.





## FBS UNITS AT A GLANCE

FBS staff provide operational support at all levels to advance the University's mission. FBS is led by CU Boulder's chief financial officer and comprises the following primary areas:

**Auxiliary Services:** This group of customer-focused services provides innovative, creative revenue and support solutions for campus and community partners. Auxiliary services include the CU Children's Center, CU Book Store, Imaging Services, Parking Services, Testing and Assessment Center and Campus Vending.

**Budget and Fiscal Planning:** BFP manages the current funds budget for the CU Boulder Campus, actively partnering with academic and administrative leaders to plan, identify and facilitate the allocation of resources necessary for the campus to excel.

**Business Strategy:** The business strategy team works to research, explore and initiate new revenue-generating opportunities for CU Boulder. The AVC for business strategy provides strategic oversight of Real Estate Services, an auxiliary unit responsible for managing 13 properties located on main and east campuses, including residential and research spaces.

**Campus Controller's Office:** CCO maintains and supports CU Boulder's fiscal responsibility through accurate financial accounting and reporting in compliance with laws, regulations and policies. Inclusive of the Research Financial Services department, CCO provides oversight, assistance and training in financial stewardship for the campus.

**CFO's Central Team:** The central team provides administrative, communication and human resources-related support for the whole of the FBS division, including the campus chief financial officer. The central team also coordinates training, professional development, DEI initiatives and engagement opportunities for FBS staff.

**Office of Data Analytics:** ODA strives to foster institutional knowledge by transforming data into actionable intelligence and useful reports the campus can use. In addition to stewarding institutional research, the faculty information system and campus-wide survey data, ODA administers Faculty Course Questionnaires (FCQs) for the University of Colorado Boulder, Denver and Colorado Springs campuses.

# ACHIEVEMENTS AND ACCOMPLISHMENTS

## IN THE NEWS

- New campus budget model implemented July 1 (September 7)
- Enrollment meets long term goals, reflects diversity and student success (Sept 14)
- How does campus budget model work sessions (October 24)
- Todd Haggerty named CU Boulder chief financial officer (August 17)
- Faculty assembly wraps semester talks budget; budget campus curriculum committee (May 8)

# 21,000

### Individual survey responses collected by ODA

ODA collects valuable information about the student, staff and faculty experience throughout the year.

# 56%

### Percentage of written parking notifications that were warnings

Parking Services also re-painted 3,964 lines, the equivalent to 10.3 miles across campus.

# 7,342

### Pieces of Coach Prime gear sold (as of June 30)

The CU Bookstore has a variety of gear, including hats, shirts, and hoodies to celebrate a new coach at CU Boulder.

# 91

### Stakeholders engaged in new budget tool project

The new campus-wide tool will be used to facilitate annual resource planning processes.

# 69,035

### Professional activities reported by faculty for AY 2022

The Faculty Information Systems team records faculty activities including teaching, research, creative works and service via the FRPA app.

# 519,760

### Number of times a hand was washed at the CU Children's Center

The CU Children's Center encourages and supports the overall development of each child in order to support their growth.



# HEALTH AND WELLNESS SERVICES

## COMMITTED TO A CULTURE OF WELL-BEING FOR STUDENTS, STAFF AND FACULTY

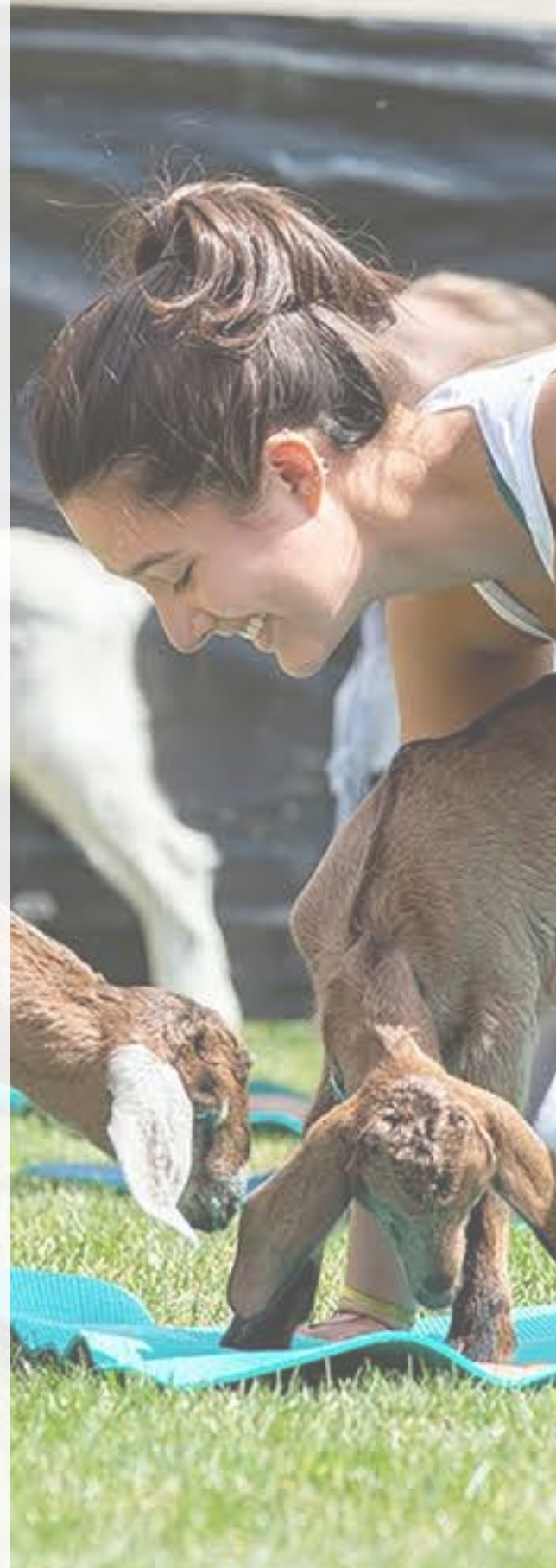
### SUPPORTING STUDENT SUCCESS

Health and Wellness Services has shown its commitment to supporting and enhancing student success by implementing targeted efforts toward building and sustaining a culture and environment that also supports the well-being of our staff and faculty. Employee Wellness and Engagement has a direct impact on student success by helping to create empowered, connected, and resilient employees who approach working with students with care and compassion. Research repeatedly shows that students who engage with and build a relationship with a supportive adult on campus are more likely to succeed academically, persist, and graduate. In order for these relationships with students to thrive, staff and faculty must feel supported by the campus community. Employee Wellness offers programs and events to support and educate employees while also creating opportunities for engagement to build social connections and promote a sense of belonging at CU Boulder.

Through events like the Employee Benefits and Wellness Fair, faculty and staff have the opportunity to learn about resources, services, and programs available to them as campus employees and feel more connected to and supported by the institution. These annual events generate ongoing opportunities for engagement when employees learn about programs and services such as employee fitness classes offered at the campus Recreation Center or Community Acupuncture through Medical Services. These employee services promote a supportive organizational culture that encourages employees to enhance their individual health and well-being, thereby optimizing the potential for the entire campus, including the students they support, to thrive and flourish.

In addition to developing and promoting programming for faculty and staff, Employee Wellness collaborates with colleges and schools across campus and supports them in promoting health and wellness for faculty, staff, and students. Employee Wellness engages and collaborates with faculty across all disciplines to develop partnerships that highlight health and wellness-related research emerging from our campus community. By building meaningful connections and relationships, we are identifying opportunities to advance research, teaching, and training as a health-promoting campus and building a collaborative network of change agents who are committed to the health and wellbeing of our campus community.

Employee Wellness continues to support academic units across campus to further educate and bring awareness to the campus community about well-being and about the programs and services available to students, faculty and staff on how these offerings ultimately promote and support student success.







## HWS UNITS AT A GLANCE

### **Counseling and Psychiatric Services:**

Counseling and Psychiatric Services (CAPS) offers confidential, on-campus mental health and psychiatric services for a variety of concerns such as academics, anxiety, body image, depression, relationships, substance use, and more. CAPS fosters the well-being of students and helps them succeed by providing a full range of clinical services, consultation, and outreach to the campus community. CAPS also offers outstanding training to the next generation of mental health professionals.

### **Disability Services:**

Disability Services is dedicated to providing students with disabilities an equal opportunity to participate in university programs, courses, and activities through reasonable accommodations and services. Disability Services support students, staff and faculty with accommodation requests, implementation, guidance, and general information.

### **Faculty and Staff Assistance Program:**

The Faculty and Staff Assistance Program (FSAP) is dedicated to serving the emotional and psychological needs of the campus community. All FSAP staff are trained as generalist counselors and are equipped to deal with a wide range of personal and work related issues. Clients must be CU Boulder employees to use FSAP services, and services are no cost to all for CU Boulder faculty and staff members.

### **Health Promotion:**

Health Promotion provides outreach and education on a variety of health topics to help students, faculty, and staff make informed decisions about their health and well-being. Health Promotion offers free workshops and programs about a variety of wellness topics, including Peer Wellness Coaching, a free service available to CU Boulder students to help them set and achieve their wellness goals.

### **Medical Services and Administrative Services:**

Medical Services is the primary health care resource for CU Boulder students. Medical Services provides a range of health and wellness services enabling student success through comprehensive care and education. The Administrative Services team oversees all aspects of medical insurance, billing, and medical records at CU Boulder.

### **Office of Victim Assistance:**

OVA provides free and confidential support, consultation, advocacy, and short-term trauma-focused counseling services to CU Boulder students, graduate students, faculty and staff who have experienced a traumatic, disturbing, or life disruptive event. OVA is also a resource for witnesses and secondary survivors.



## ACHIEVEMENTS AND ACCOMPLISHMENTS



# 12,426

### CAPS individual therapy visits

CAPS provides valuable support to students at CU Boulder. They also saw 2,622 visitors at group therapy sessions and outreached to 3,616 campus community members.



# 1,038

### FSAP workshop attendees

FSAP provides support to faculty and staff. They offer department requested workshops and open enrollment sessions. They also offer one on one and family counseling.



# 1,607

### OVA outreach

OVA reaches out to folks who are referred to them. They also consulted with more than 200 members of the community. 2,225 attendees at their presentations.



# 702

### Number of programs hosted by HP

Health Promotion contacted 16,587 students during the year. They created 1,684 Buff Boxes to be passed out and had coaching conversations with 363 students.



# 1,067,131

### Visitors to the rec centers

Second year students visited the Rec Center the most of any academic class this past year. The Rec hosted more than 2,242 group fitness classes.



# 2,770

### Telehealth visits to Medical Services

Medical Services offers a variety of services including physical therapy, flu shots, nutrition services, telehealth options, and COVID care.

## IN THE NEWS

### Top Articles in CUBT

- [5 signs of depression you shouldn't ignore](#) (October 5)
- [5 things everyone should know about fentanyl](#) (August 31)
- [5 essentials for a healthy relationship](#) (February 10)
- [7 things to know about vaping](#) (September 21)
- [4 things everyone should know about xylazine](#) (May 5)
- [5 things everyone should know about study drugs](#) (April 26)
- [3 dating tips everyone should know](#) (September 16)

Published article in About Campus journal:

The interconnection of mental health and academic coaching: A model for recognizing and addressing mental health in an academic coaching context

# HUMAN RESOURCES

## NAVIGATING THE NEW WORLD OF WORK

The department of Human Resources post-pandemic has strived to grow, innovate, and support the ever-changing world of work for our faculty and staff. Whether it was work modality, engagement, resources, or technology, the heart of our work is people—plain and simple.

**The ever present question at hand was, "How do we best support the university in this new world of work?"**

- Candidate and onboarding efforts during a year of exceptionally low unemployment, high inflation, and “the great resignation.” Through these challenging circumstances, HR partnered with hiring units to provide creative solutions to recruit, retain and onboard employees, including filling over 2,700 positions and guiding over 39,000 applicants.
- DEI initiatives are integral to our Talent and Acquisition team. The team uses a model which embeds inclusive search practices into the entire search process from the development of the job ad to interviews to using inclusive language throughout. Additionally, monthly trainings for recruiters and recruitment coordinators take place to continually provide the time and the space for inclusive search practices, processes, tools, and information to be shared and discussed.





- The Office of Federal Contract Compliance Programs (OFCCP) conducted an audit and found CU Boulder to have no apparent violations and no recommendations for future actions. Completing the audit without any fines or other penalties is unusual and demonstrates excellent leadership in this area. The audit results are directly connected to our DEI work and inclusive search processes. The audit showing increased numbers of applicants and hires from historically underrepresented backgrounds year over year. The percentage of employees from underrepresented and historically marginalized populations has also increased every year since 2017.
- HR Service Center, in collaboration with campus partners, built processes and expertise for faculty summer salary around research, teaching, and other activities.
- Robotic Process Automation (RPA) bots have assisted in quality assurance, data integrity, financial and payroll reporting and HCM data auditing. The RPA bots augment the service support provided by the HR Service Center.
- Our CU2CU program has grown to 24 students. The CU2CU program helps first generation work-study student employees navigate college and work, and also prepares them for a career post-college.
- Designed and implemented new leave policies, adjusted the parental leave policy, and liaised with department leaders to guide and adjust leave in an equitable manner to increase and sustain productivity and retention.
- Proactive strategies to retain employees such as the 'Stay Interview.' The stay interview is a short, five-question, conversation a leader conducts with an employee to glean specific actions the supervisor can take to strengthen their relationship with the employee and actions to retain their employee.
- Training such as Leading a Team in a Hybrid Environment, Managing Performance in a Hybrid Environment, Being a High Performing Employee, and Developing and Sustaining Employee Engagement helped provide both employees and supervisors the tools and knowledge to better navigate the new work environment.
- Value of recruiting and retaining faculty and staff through salary and wage increases. This work has continued to progress with across-the-board increases, Equal Pay for Equal Work Act adjustments, one-time payments, and increases for temporary faculty and graduate assistantships as well.



## HR UNITS AT A GLANCE

Human Resources contributes leadership, guidance, tools, and services to support faculty and staff throughout their careers and to cultivate a culture that upholds the campus's strongly held values. HR partners with campus in the achievement of the campus vision and strategic imperatives. During the 2022 fiscal year, the HR team elevated the importance of the candidate/employee experience and drove cultural change.

**CPO Office:** The Office of the Chief People Officer is responsible for the strategic planning and oversight of Human Resources and its functions. The Chief People Officer is a member of the COO's team that utilizes their collective leadership and broad campus view to manage shared campus resources in a manner that serves the entire institution.

**Employee Relations:** Employee Relations is committed to creating and maintaining a positive and productive working environment for all employees. We provide fair and unbiased consultation for employees and supervisors on leave/FMLA, performance management, employee discipline, layoffs/separations, and sanctioning.

**HR Business Operations:** HR Business Operations is our front facing team for community needs. They support our front desk, E-Verify and I-9s, verification of employment, records and intake of any community outreach, walk-in questions and general support of other HR teams.

**HRIT:** HR Information and Technology group supports and manages our many HR systems including those housed and maintained locally and university-wide ERP systems. They consult, develop, configure and provide leadership in guiding HR systems that support HR teams and campus employees.

**HRSC:** The HR Service Center (HRSC) provides transactional and consultative support services for partnered departments including biweekly and monthly payroll, one-time payments, contract appointments, and more. They work with department HR Liaisons to process a variety of requests for all types of employees during their employee lifecycle. They also serve as a subject matter expert for many departments and units throughout campus.

**OED:** Organization and Employee Development (OED) provides training and facilitation for individuals and intact teams throughout the Boulder campus. Our courses range from leadership development to workplace skills, and are designed to build skills and knowledge in workplace trends and needs. Our Organization Development Specialists provide a range of services including strategic planning, problem solving, retreat design and facilitation, team development, and conflict resolution.

**Position Management and Compensation:** Position Management and Compensation provides position description analysis, job title approval, and strategic compensation guidance for staff and research positions.

**Talent Acquisition:** Talent Acquisition provides consultation on hiring, talent acquisition, and talent movement for university staff, classified staff research and faculty positions. We work collaboratively with hiring leaders to post positions, screen candidates, and help leaders to select the best talent to meet their needs.





# ACHIEVEMENTS AND ACCOMPLISHMENTS

## 2,700

### **Jobs filled in 2022-2023**

An increase of 27.7% from 2021. CU Boulder also had 39,900 job applicants in 2022-2023, an increase of 13.6% from the prior year.

## 25,171

### **Tickets processed by the HR Service Center**

The service center provides transactional and support services for partnered departments including payroll, one-time payments, etc.

## 900

### **Staff, faculty and students who completed inclusive talent search**

This training opportunity provides an overview of the faculty search and hiring process and best practices used to conduct an inclusive and compliant search.

## 30

### **Frontline service employees who completed the English as a Second Language course**

Front line employees with the knowledge, skills, and abilities to advance their English language proficiency in the workspace.

## IN THE NEWS

- [CU Boulder addressing employee retention recruitment through compensation strategy.](#) (March 15)
- [Take advantage of professional development opportunities](#) (January 23)
- [Engagement stay interviews register new future work workshops](#) (February 16)
- [Conversations CPO Robyn Fergus](#) (April 13)

## AWARDS

The Talent Acquisition team was selected to receive the 2022 CUPA-HR Inclusion Cultivates Excellence Award.

Andy Horovitz has been selected to participate at the national level in the 2023 CUPA-HR Emerging Leaders program.



# OFFICE OF INFORMATION TECHNOLOGY

## EMPOWERING SUCCESS: HOW THE OFFICE OF INFORMATION TECHNOLOGY IS LEADING THE WAY IN INNOVATION, STUDENT SUPPORT AND CAMPUS CONNECTIVITY.

Over the past year, the Office of Information Technology (OIT) has undertaken several initiatives that highlight its support for colleges/schools and its commitment to enhancing student success. These initiatives include leading a \$10 million National Science Foundation-funded cyberinfrastructure project, improving the Buff Portal experience for admitted students, and implementing Wi-Fi enhancements across campus.



One significant achievement in OIT was being selected to lead a five-year, \$10 million National Science Foundation-funded MATCH initiative or Multi-tier Assistance, Training and Computational Help. This initiative aims to reimagine cyberinfrastructure user support services and delivery to meet the evolving needs of academic scientific researchers. As part of the Advanced Cyberinfrastructure Coordination Ecosystem: Services and Support (ACCESS) program, MATCH proposes a new model for cyberinfrastructure support services by leveraging modern information delivery systems, simplifying user interfaces, and utilizing community experts for training and assistance. This project, led by the CU Boulder Research Computing team, will have a transformative impact on the national research cyberinfrastructure and support scientific research and education.



In addition to the MATCH initiative, the OIT has focused on improving the Buff Portal experience for admitted students. Through extensive business analysis and user research, OIT identified the needs of newly admitted students, such as improved information, clarity on tasks and deadlines, and a sense of celebration and pride about their admission to CU Boulder. By collaborating with various departments and mapping processes, OIT created a seamless transition for students from admission to starting classes, tailoring the experience for different types of students. This improved Buff Portal experience enhances the onboarding process and provides personalized guidance for students, ultimately contributing to their success.



Another area where OIT has made significant strides is in Wi-Fi enhancements across campus. Recognizing the increasing demands for Wi-Fi connectivity, OIT has implemented high-density Wi-Fi designs featuring the latest technology in buildings based on campus community input. Over the past year, fifteen buildings, including residence halls, have undergone Wi-Fi upgrades, resulting in improved signal density, bandwidth and cost savings. Ongoing plans for 10 full building renovations in 2023 demonstrate OIT's commitment to meeting the Wi-Fi needs of the campus community.

Overall, the Office of Information Technology has demonstrated its dedication to supporting colleges/schools and enhancing student success through its involvement in groundbreaking initiatives, improvements to the Buff Portal experience, and ongoing Wi-Fi enhancements. These efforts ensure that CU Boulder remains at the forefront of cyberinfrastructure support, provides students with the necessary resources and guidance for a smooth transition, and meets the growing demand for reliable Wi-Fi connectivity on campus.



# OIT UNITS AT A GLANCE

The goal of the Office of Information Technology (OIT), is to provide the CU Boulder campus with innovative, customer-focused IT support and core IT services. Under the leadership of the Office of the Vice Chancellor for IT and CIO, OIT seeks to foster partnership and collaboration with academic, research, and administrative units in order to create a robust, best-in-class IT environment.

## **Academic Technology and Student Success:**

The Academic Technology and Student Success team provides an ecosystem of digital tools and technology services to enable a connected, adaptable and personalized user experience that supports effective teaching and empowers student success.

## **Finance, Planning and Asset Management:**

Supports OIT and the campus with reliable and strategic asset management, procurement and financial services by leading the collaborative budget and planning process to support the IT needs of campus, generating accurate and actionable reports and analysis, and providing leadership in applying fiscal rules and policies.

**Information Security:** Dedicated to the safeguarding of CU's systems and information through the enablement of secure design grounded in policy and procedure, rigorous management of access and identities, operational review and response to changes in our IT environment, and training for a cyber-smart community, that all together maintain a resilient, risk-conscious posture.

## **IT Infrastructure, Engineering, and User Services:**

Supporting student success and research competitiveness by delivering the digital infrastructure and associated support that enables interactions with technology to be a seamless and reliable experience.

## **Organizational Effectiveness:**

Ensures that OIT provides best-in-class IT service and support by employing, engaging and retaining a talented workforce, fostering meaningful engagement with customers, facilitating the efficient, intake, prioritization and resource management for IT initiatives and adhering to IT service and process management best practices.

## **Research Computing:**

Supports computational research by providing advanced cyberinfrastructure resources, including a supercomputing cluster, cloud computing, storage of research data, a secure compute enclave, high speed data transfer, and consulting services.





## ACHIEVEMENTS AND ACCOMPLISHMENTS

**4,055,813**

**TOTAL CAMPUS ZOOM HOURS**

**99%** of students use  
**Canvas**

The learning management system was used by 35,685 students last year

**539** Classroom Capture  
courses

**PAGEVIEWS FOR OIT.COLORADO.EDU**

**2,573,480** 722,528 Tutorial pageview  
21,800 webform uses

## AWARDS

### Excellence in Student Success

OIT's Student Success Technology Team won this award at the 2023 Salesforce Education Summit for their work on Buff Portal Advising and related Student Success applications

**6,839**

### REPORTED PHISHING EMAILS

Messaging and Collaboration removed 238,952,369 threat messages

## IN THE NEWS

[Teams calls migrations start in January](#)  
(December 13)

[Google storage reduction timeframe extended](#) (April 26)

# INFRASTRUCTURE AND SUSTAINABILITY

## FUELING EDUCATION AND RESEARCH

Infrastructure and Sustainability (I and S) impacts everyone in the CU Boulder community, providing value to the campus from landscaping to major building renovation, all with the goal of fueling education and research. Much of I and S's work includes daily operations that keep the campus machine humming, but the projects the teams tackle bring unique value to campus that garners annual recognition. Below are highlights of I and S work during AY23-24, including efforts around capital construction projects, sustainability and DEI.

### Capital Construction Projects

In the spring of 2023, I and S completed two projects: the Engineering Center North Wing Renovation, which included complete reconstruction within two engineering buildings, and the COSINC Laboratory Addition, which included renovation of a large research lab in the Sustainability, Energy and Environmental Laboratory building.

Work began at the end of the spring 2023 semester on the Hellems Arts and Sciences building, a multi-year project that includes health and safety improvements, accessibility improvements and energy-efficiency upgrades that will help the building attain a LEED Gold rating.

### Sustainability

A big focus within the Planning, Design and Construction team favors the renovation of existing buildings in lieu of the construction of new ones. The team is updating older buildings to be more energy efficient and those that are being constructed are built to at least LEED Gold standards. Hellems will feature window upgrades and foundation repairs while Residence One and Two – two new housing buildings in the planning phase – will feature a new heating system that is more energy efficient.

I and S is also making strides toward the campus's 2050 carbon neutrality goal in its transportation division. At the beginning of the fall 2022 semester, two electric buses joined the Buff Bus fleet, with two more set to hit the streets in the summer of 2023. The team is also working with the City of Boulder on the safe and effective expansion of e-scooters onto campus in an effort to further reduce emissions.

The sustainability team has invested significant time and resources into the Climate Action Plan (CAP), which will focus on mobilizing the university's strengths to advance just and equitable climate solutions that address climate mitigation, adaptation and resilience. With expected completion by fall 2023, the CAP will prepare an action plan following the analysis of specific strategies' costs and existing gaps in the current sustainability framework.

### Focusing on Diversity, Equity and Inclusion

I and S has worked over the past year to finalize an action plan around the campus values of diversity, equity and inclusion. In addition to the internal communications and efforts made to effectively reach its diverse workforce, I and S also supports DEI in the built environment, as seen in the addition of gender neutral bathrooms, the newly implemented lactation room policy and inclusiveness that is being incorporated into renovated spaces and new buildings.



The Office of Infrastructure and Sustainability oversees an annual operating budget of \$98 million. Areas of responsibility include long-range capital planning, architecture, design and construction, the operation and maintenance of all campus facilities and utilities, transportation services, workplace accident prevention and the creation of a safe working environment for campus employees, environmental health and safety, campus logistics, and efforts around sustainability and resiliency.

**Environmental Health and Safety:**

The Department of Environmental Health and Safety works with the campus community as well as local, state and federal agencies to ensure that all environmental health and safety hazards – biological, chemical, radiological, as well as environmental compliance and occupational health and safety are appropriately addressed.

**Facilities Management:**

Facilities Management is responsible for the overall physical development and maintenance of the campus. This unit also encompasses Planning, Design and Construction, which oversees the planning, design and construction of buildings on campus, in support of CU Boulder's academic mission.

**Infrastructure and Sustainability Business Services:**

Infrastructure and Sustainability's Business Services division provides support services to I and S and campus customers through accounting, information systems, desktop support and purchasing.

**Infrastructure and Sustainability Human Resources and Communications:**

Infrastructure and Sustainability Human Resources supports the I and S department by providing quality service and human resources assistance.

**Sustainability:**

This unit is committed to developing and maintaining an environment that enhances human health and fosters a transition toward carbon neutrality.

## ACHIEVEMENTS AND ACCOMPLISHMENTS

### Awards:

- LEED Gold Certification received for 1135 Broadway building. Also won the City of Boulder Landmarks Board award.
- Received a President's Diversity, Equity and Inclusion Grant to launch a GED preparation program for Facilities Management staff.
- Earned grants to purchase the electronic buses and use for the E-Bike program.

### In the News:

- Design of Residence 1 and Residence 2 buildings begins (September 22)
- Lactation space policy (October 17)
- University Climate Change Coalition participation (July 6)
- Climate Action Plan (October 21)
- Construction begins on hotel conference center (January 26)
- Campus Sustainability Awards (April 19)
- Renaming of Fleming building (February 9)
- Hellems renovation begins (May 9)



**2.6 million**

Kilowatt hours of electricity produced by solar power

**530,000**

Miles avoided being driven annually through CU vanpool program

**45 EV stations**

Charging stations available across 8 locations across campus

**1.3 million**

Passengers on the Buff Buses

**4 battery electric buses**

These buses replaced five diesel buses. 15% of the Buff Bus fleet is now electric

**34,890**

Work orders completed by Facilities Management

**2,231**

Tons of waste diverted from the landfill

**712**

Safety and compliance inspections conducted by Environmental Health and Safety

**14%**

Less diesel fuel purchased with the addition of electric Buff Buses



# INSTITUTIONAL EQUITY AND COMPLIANCE



## A YEAR IN REVIEW: STRENGTHENING RELATIONSHIPS AND SUPPORT

The Office of Institutional Equity and Compliance (OIEC) saw an increase in demand for our services this year. OIEC received 1,599 cases from the 2022-2023 academic year, a 3% increase from the previous academic year. Moving beyond the numbers, OIEC is strongly supported by a community of university partners that provide resources and various forms of aid to students, faculty and staff concerned about and impacted by sexual misconduct, discrimination, harassment and retaliation. Building relationships with students, staff and faculty is the foundation that allows OIEC to gather prevalence data that informs our preventative strategies and education, facilitate disability and pregnancy accommodations for employees, respond to reported incidents, mitigate the impact of harmful experiences, and help ensure campus safety.

Throughout the year, OIEC co-chaired the newly formed Sexual Misconduct Task Force charged with developing an integrated and comprehensive approach to gender-based violence prevention for the university.

The work of the Task Force is to recommend innovative strategies that enhance broader protective factors for students early in their college career when the risk for experiencing harm is the highest; this includes helping students seek out social support, establish community connections, and cultivate a sense of mutual accountability in the classroom, residence halls, and social spaces. This effort aims to ensure OIEC employs strategies beyond those specific to gender-based violence to reduce a range of harms and increase student retention.

In addition to the Sexual Misconduct Survey, OIEC has spearheaded numerous changes to implement procedural measures for staff, faculty, students, and the campus community broadly. In November 2022, ADA Compliance implemented the Title II Accommodations Procedures to formalize the process of requesting reasonable accommodations or modifications by individuals living with a disability, experiencing pregnancy, or lactating to enable the individual to participate fully in services, programs, or activities at the university. While ADA Compliance has long provided these accommodations and modifications, the procedures better communicate how to engage in these processes. As part of our ongoing improvement efforts, the Case Resolutions team met with various student groups over the year who expressed a desire for additional resolution options in response to sexual and relationship misconduct and violence. This collaborative approach has allowed us to co-create additional restorative and alternative resolution pathways to address the myriad needs of students who experience harm. This will improve reporting and engagement in our processes, which is another critical aspect of prevention.

In collaboration with campus stakeholders, OIEC guided policy updates that enhance background check processes for employees and admission procedures for students with a disciplinary or criminal history. These efforts have improved existing university processes to provide more transparency and proactive efforts when bringing in new members to the CU Boulder community.

OIEC takes an interdisciplinary approach in responding to and preventing sexual misconduct and identity-based discrimination and harassment. This requires that we participate with all facets of the university community to identify ways to more effectively address and actively engage everyone in reducing harm and improving the social and educational environment.

**Just because  
someone helped  
you home,  
doesn't mean  
they get to help  
themselves.**

**You always need consent.**

 Institutional Equity and Compliance  
UNIVERSITY OF COLORADO BOULDER





## OIEC UNITS AT A GLANCE



The Office of Institutional Equity and Compliance (OIEC), under the leadership of Associate Vice Chancellor and Title IX Coordinator Llen Pomeroy, employs a comprehensive and integrated approach for case resolution, education, assessment, support services, and ADA accommodations to create and foster a safe, inclusive, and accessible campus environment for all members of the CU Boulder community and the general public.

### **Support and Safety Measures**

The Support and Safety Measures unit determines what immediate and long-term measures (which can include academic assistance, housing relocations, no-contact orders and more) are needed to minimize disruptions to education or employment and help keep the involved parties and the campus safe.

### **ADA Compliance**

ADA Compliance provides disability-related information, services, and resources for faculty, staff and visitors. ADA Compliance is responsible for providing reasonable accommodations for faculty and staff, educating the campus community, and promoting equal access and opportunity for those with disabilities. Additionally, ADA Compliance, in conjunction with the Chancellor's Accessibility Committee, addresses the structural accessibility needs of the campus community.

### **Case Resolution**

The Case Resolutions Investigations unit responds to all reports of allegations related to sexual misconduct, intimate partner violence, stalking, protected class discrimination and harassment, and related retaliation by providing information about options for resolution, assistance, and confidential support and by addressing concerns through formal investigation or other remedies-based educational resolution processes.

### **Education and Prevention**

The Prevention, Education, and Assessment staff facilitate programming for various campus audiences to build skills for reducing, recognizing, and responding to harmful behaviors and creating a healthy and productive university environment. Our prevention work is informed by peer-reviewed research and assessment data collected about our educational programs and the campus community to ensure program effectiveness, identify areas of success and those in need of further intervention, and prioritize efforts for enhancing the culture.

*If it seems messed up, it is messed up.*

# DON'T IGNORE IT.

**Get more skills for helping in a sketchy situation.**

Find out how to address harassment, discriminatory actions, unwanted sexual behavior, hazing, abuse in a relationship and stalking.

[colorado.edu/dontignoreit](https://colorado.edu/dontignoreit)

## ACHIEVEMENTS AND ACCOMPLISHMENTS

# 25,333

### **Students and employees who completed online education**

The online education provided by OIEC includes discrimination, harassment, sexual misconduct, and bystander intervention skills.

# 150

### **Total sessions provided by OIEC during the AY 2022-23**

Total attendees in facilitated sessions include 5,441. This includes 3,007 students and 2,434 staff/faculty.

# 686

### **Cases handled by ADA compliance**

ADA Compliance is responsible for providing disability-related information, services, and resources to staff, faculty, and visitors.

## IN THE NEWS

[New sexual misconduct survey data creates road map task force \(Sept 6\)](#)

[Campus announces sexual misconduct task force \(August 26\)](#)

[CU Boulder finalizes Lactation Space Policy \(October 17\)](#)

[Sexual misconduct town hall engages campus community in ongoing issue \(September 28\)](#)

[Safety and violence prevention partners to collaborate on stopping identity-based harm \(April 19\)](#)





## INTEGRITY, SAFETY AND COMPLIANCE

### ADVANCING OUR COMMITMENT TO THE CAMPUS COMMUNITY

For the **CU Boulder Police Department (CUPD)**, 2022-23 was a year to focus on strengthening relationships both on campus and off, to ensure all students, faculty and staff received timely, accurate public safety information. Based on stakeholder feedback, the department began to pilot an expanded alerts area, including areas of high student population in the city of Boulder. CU Boulder opted-in all campus community members with Boulder addresses to the city's emergency notification system and collaborated on a redesign of the university's alerts website to make emergency instructions and information more easily accessible, available and understood.

CUPD evaluated the university's administrative citation program after a year of incorporating an educational approach to lower-level offenses and first-time infractions. This collaboration between CUPD and the Office of Student Conduct and Conflict Resolution has proven successful so far, resulting in learning opportunities for students and lessening the burden on our court system than traditional disciplinary processes.

CUPD continues to recruit, evaluate hiring practices and bolster retention efforts for public safety personnel amid a challenging recruiting environment. This includes a focus on the well-being of CUPD officers and staff.

Officers and staff have embraced progressive training, focusing on understanding bias, learning to communicate more effectively with people with disabilities, and delving deeper into research on recognizing behaviors of concern. CUPD continues to work with the Center for the Study and Prevention of Violence, creating and sharing effective messaging that will lead to better identification, reporting and intervention techniques. CUPD continues to exceed national standards as it upgrades campus safety and security protocols and enacts translation of emergency alerts into languages other than English. Perhaps most notably, the department is poised to achieve national accreditation through the International Association of Campus Law Enforcement Administrators this year.

ISC's **Digital Accessibility Office** conducted approximately 100 accessibility tests of IT applications and websites for campus and system units. A conservative estimate of the cost of outsourcing this work to vendors is \$200,000. More than 1,000 hours of media were captioned, including video content for 64 different courses, exceeding 99% accuracy rate and achieving fast turnaround time to ensure student success. DAO also made direct connections by supporting both system and campus DEI offices with custom training and assisting with events such as the Social Justice Summit. Testing, captioning and outreach are all critical to the campus commitment to supporting CU community with disabilities.

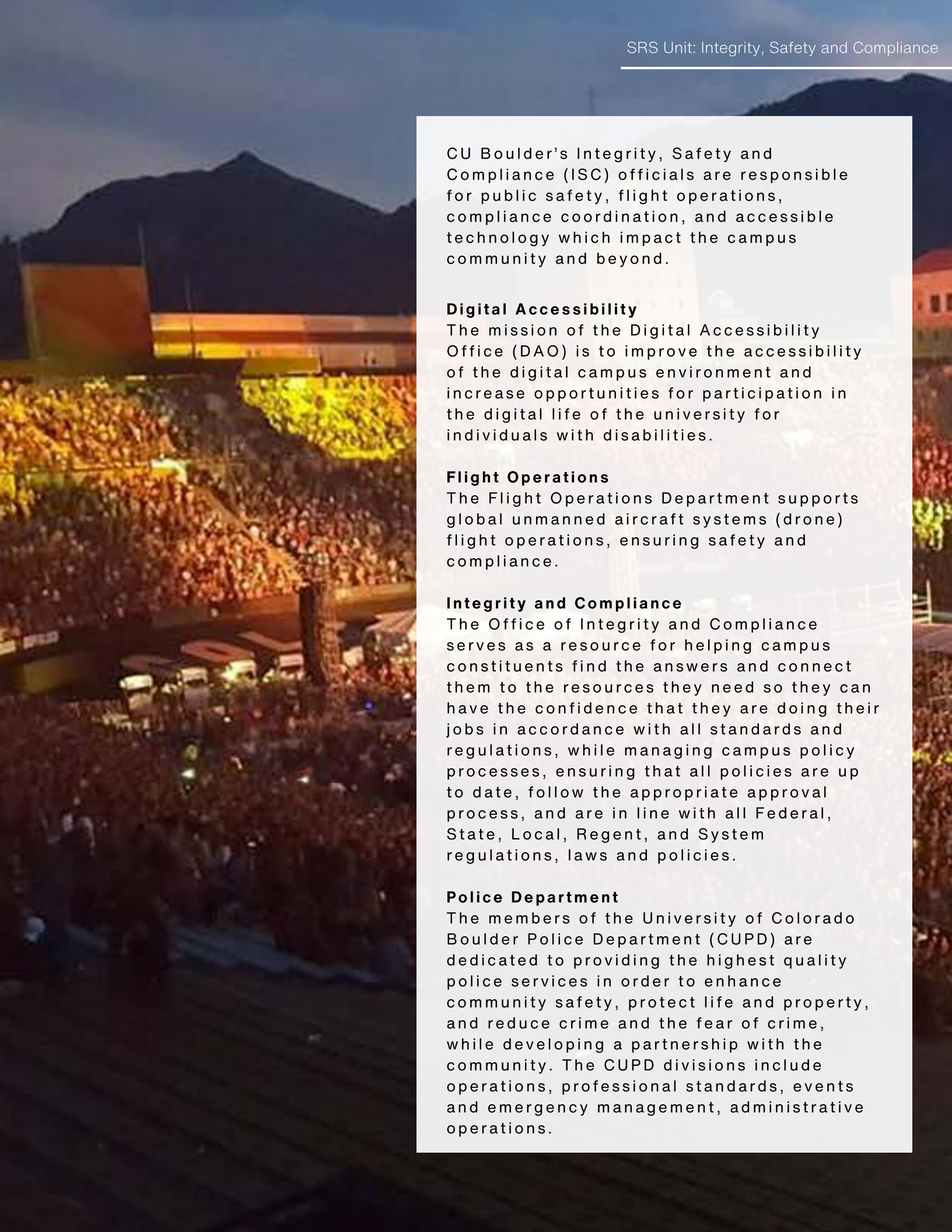
ISC **Flight Operations** engaged in cross-campus collaboration resulting in a significant increase in the number of UAS-certified drone pilots on campus. Twenty geography students (both undergraduate and graduate level) trained in CU Boulder's first embedded UAS pilot training class. In addition, several members of CUPD received pilot training. This training has proven to be extremely beneficial in both academic and operational areas of the university.

CU Boulder's flight operations team assisted researchers using a specially-designed drone to gather samples of greenhouse gases in the Arctic. This groundbreaking use of technology to better understand permafrost environments was featured in the May 2023 issue of WIRED magazine.

The **Integrity and Compliance Office** supported enacting an interim paid parental leave policy which allows all employees to take advantage of the benefit immediately upon their start date with the university. ISC also worked with campus leadership to finalize the campus's new Lactation Space Policy, important to enhancing gender equity and inclusivity and supporting individuals with young children.







CU Boulder's Integrity, Safety and Compliance (ISC) officials are responsible for public safety, flight operations, compliance coordination, and accessible technology which impact the campus community and beyond.

#### **Digital Accessibility**

The mission of the Digital Accessibility Office (DAO) is to improve the accessibility of the digital campus environment and increase opportunities for participation in the digital life of the university for individuals with disabilities.

#### **Flight Operations**

The Flight Operations Department supports global unmanned aircraft systems (drone) flight operations, ensuring safety and compliance.

#### **Integrity and Compliance**

The Office of Integrity and Compliance serves as a resource for helping campus constituents find the answers and connect them to the resources they need so they can have the confidence that they are doing their jobs in accordance with all standards and regulations, while managing campus policy processes, ensuring that all policies are up to date, follow the appropriate approval process, and are in line with all Federal, State, Local, Regent, and System regulations, laws and policies.

#### **Police Department**

The members of the University of Colorado Boulder Police Department (CUPD) are dedicated to providing the highest quality police services in order to enhance community safety, protect life and property, and reduce crime and the fear of crime, while developing a partnership with the community. The CUPD divisions include operations, professional standards, events and emergency management, administrative operations.



## ACHIEVEMENTS AND ACCOMPLISHMENTS

# 16,885

### CUPD total calls taken in 2022

Handled a total of 583 calls to 911.



# 19,196

### Total operational activities

Operational activities include foot patrols, directed patrols, general calls for service, outside agency assists, citizen assists, suspicious activities, traffic stops. Additionally, DUI calls, non-warranted affiliated arrests, welfare checks.

# 562

### Hours flown by CU drones

This is a significant increase in activity over previous years. There are also 58 new pilots trained during 2022-2023 and 63 new visual observers trained.



# 110

### CUPD staffed events

CUPD reviewed more than 1,200 Event Management Forms, had a full command post for 15 events and partnered with 12+ regional police/fire agencies.



# 70

### Total hours of training provided

CUPD hosted several driving, arrest control, active harmer response, understanding bias, interacting with people with disabilities trainings.

# 99%

### Accuracy rate of captioning

DAO captioned over 1,000 hours for 64 different courses.



# 100

### Accessibility tests of IT applications and websites

DAO also provided on-demand and online training to several hundred CU faculty and staff last year.

## IN THE NEWS

- [CU Boulder rolls out new alerts site, notification level](#) (Sept 14)
- [CUPD embraces transparency, launches crime data dashboard](#) (Oct 14)
- [Change to parental leave policy broadens employee eligibility](#) (Oct 17)
- [Coming soon: Option to receive emergency alerts in Spanish, Chinese and more](#) (Nov 30)
- [FSAP Counselors certified to help first responders](#) (Dec 6)

## AWARDS

- CUPD is expected to become the first nationally accredited police department in Boulder County.
- Property and Evidence maintained national accreditation.
- Four FSAP counselors earned the Emergency Responder and Public Safety Certified Clinician certification.





# STRATEGIC RELATIONS AND COMMUNICATIONS

## SHARING CU BOULDER'S LEADERSHIP, INNOVATION, IMPACT WITH THE WORLD

SRC facilitates communications and marketing that support campus communities and CU Boulder's reputation, recruitment, retention/engagement, and advancement goals. During the 2022-23 academic year, SRC delivered on these goals in a number of ways for the colleges, schools, operating units and university as a whole.

### Retention and Engagement

- New student communications model launched in fall 2022, in partnership with Student Affairs, OIT, Enrollment Management, Undergraduate Education and colleges/schools as part of the Buff Undergraduate Success (BUS) initiative
- Employee Passport program launched in fall 2022, in support of employee engagement goals
- Buff Info contact center announced as the "front door" for student questions and support needs
- CU Boulder Today first-year, returning student, graduate student and faculty/staff editions
- Chancellor, SRS, Academic Affairs and DEI strategic communications plans and coordination
- Partnership with Chancellor's event and outreach team, colleges/schools, advancement in support of Commencement communications needs
- Establishment of an SRC advisory board comprising student, faculty, staff, alumni and external experts to provide input on SRC's campus-wide communications and marketing model



### Reputation

- Annual research news, CU Boulder Today and social media distribution model in partnership with colleges, schools, centers, institutes and administrative units across campus
- Right Here, Right Global Climate Summit hosted in collaboration with campus-wide partners and UN Human Rights, with 4,400+ registrants from 99 countries and an education coalition representing 4,200 institutions worldwide
- Communications and visioning support for Conference on World Affairs
- CU Boulder South communications in support of annexation agreement with the City of Boulder
- Executive Op-eds, media placements
- Athletics communications support, including Coach Prime rollout announcement
- Daily and weekly brand listening reports, weekly brand listening dashboard tracking CU Boulder mentions in media, social media

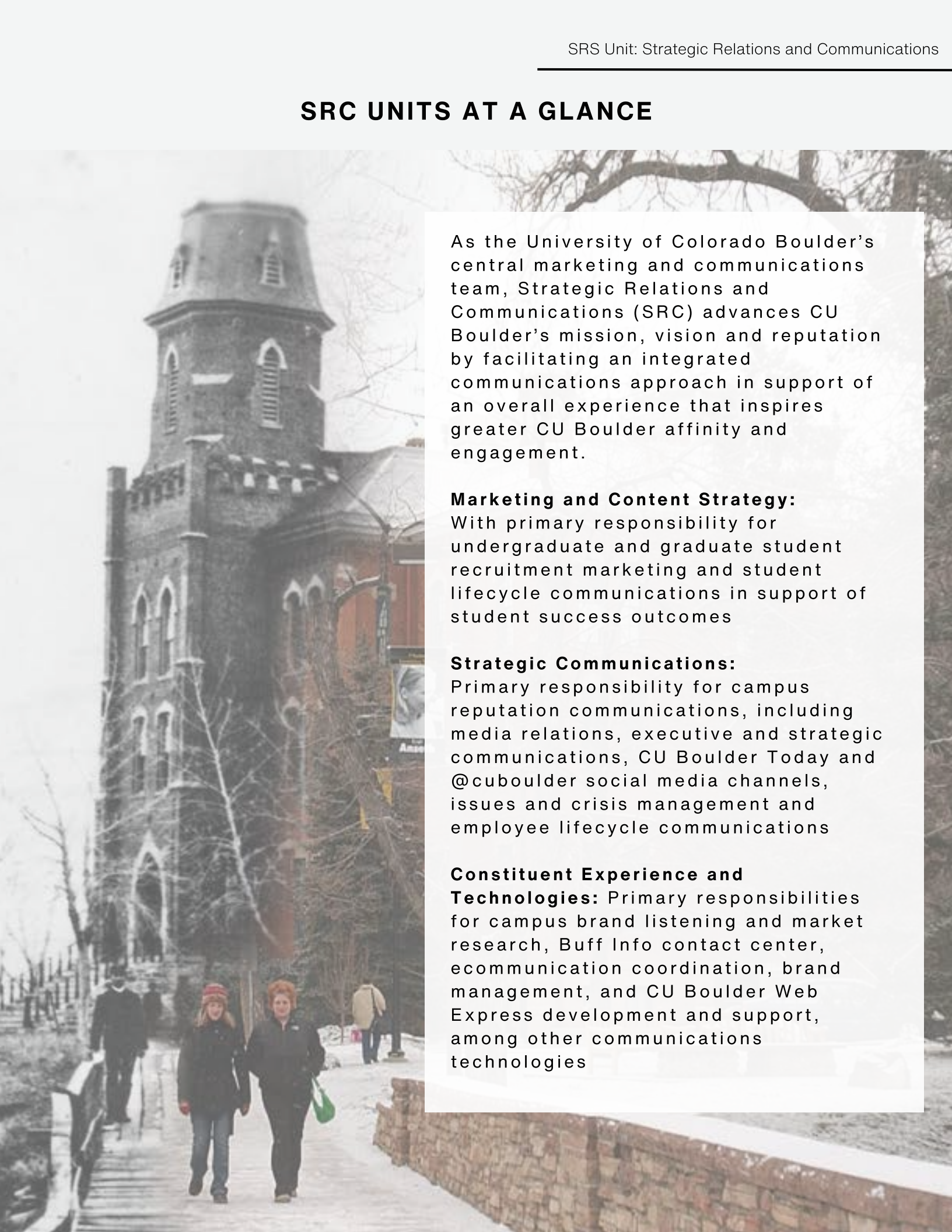
### Recruitment

- Annual admissions marketing paid media and marketing campaign in support of applications, confirmations and matriculation of new students (undergraduate first-year/transfer; graduate)
- Recruitment marketing print, digital and web communications
- Communications support for admissions visit programs
- Support for enrollment management business communications

### Advancement

- Deepening partnerships with Advancement marketing and communications team: Buffs All in Giving Day, Homecoming toolkit, Coloradan magazine and others, campaign development.

## SRC UNITS AT A GLANCE



As the University of Colorado Boulder's central marketing and communications team, Strategic Relations and Communications (SRC) advances CU Boulder's mission, vision and reputation by facilitating an integrated communications approach in support of an overall experience that inspires greater CU Boulder affinity and engagement.

**Marketing and Content Strategy:**

With primary responsibility for undergraduate and graduate student recruitment marketing and student lifecycle communications in support of student success outcomes

**Strategic Communications:**

Primary responsibility for campus reputation communications, including media relations, executive and strategic communications, CU Boulder Today and @cuboulder social media channels, issues and crisis management and employee lifecycle communications

**Constituent Experience and**

**Technologies:** Primary responsibilities for campus brand listening and market research, Buff Info contact center, ecommunication coordination, brand management, and CU Boulder Web Express development and support, among other communications technologies





**1.6  
MILLION**

**Average reach of CU Boulder mentions**

CU Boulder weekly reaches this many people with our content. This places CU Boulder in the top 50% of AAU publics and Pac12 peers. The research news accounts for a large portion of the mentions.

**332,000**

**LinkedIn followers**

Followers on all CU Boulder social media accounts is up. There are 140,000 Instagram followers, 208,000 Facebook followers, and 91,600 Twitter followers.

**23 Million**

**Impressions made during Right Here, Right Now Summit**

The summit attracted a global audience between Nov 28 and Dec 9. It reached 3.4 million users.



**5%**

**New student applications were up over the previous year**

Colorado resident applications were up 4.4% over the previous year. Non-resident applications were up 4.8% over the previous year. This year there are 57,114 total apps.

**8.8%**

**New student confirmations up over the previous year**

Colorado residents confirmations were up 5.9% over the previous year and non-resident confirmations were up 6.3%.

**1.4%**

**Transfer applications were up from the previous year**

Overall transfer applicants were up, including Colorado residents. Their applications were up 20.3% over the previous year. Total transfer applicants is 4,255.

**AWARDS**

- Hermes Award Platinum for Team achievement—Right Here, Right Now Global Climate Summit
- CASE Bronze national award for CMCI Now Magazine
- CASE Bronze national award for School of Education Voices Magazine
- The Colorado chapter of the Public Relations Society of America (PRSA) honored CU Boulder’s Department of Strategic Relations and Communications (SRC) with four Gold Pick Awards and three Silver Pick Awards for exceptional work in the communications field.





College of Media,  
Communication and Information

Environmental Design

College of Music