



Strategic Resources and Support

UNIVERSITY OF COLORADO **BOULDER**

ANNUAL IMPACT REPORT | 2024





TABLE OF CONTENTS

| | |
|---|---|
| LETTER FROM THE EXECUTIVE VICE CHANCELLOR OF OPERATIONS | 2 |
|---|---|

CAMPUS PRIORITIES

| | |
|---|----|
| CAMPUS SUCCESS | 4 |
| DIVERSITY, EQUITY AND INCLUSION | 13 |
| STUDENT CENTERED CAMPUS COMMUNITY | 18 |
| SUSTAINING AND SUPPORTING OUR COMMUNITY | 23 |
| ACHIEVEMENTS AND ACCOMPLISHMENTS | 31 |

SRS UNITS AT A GLANCE

| | |
|---|----|
| OFFICE OF THE EXECUTIVE VICE CHANCELLOR | 33 |
| ENROLLMENT MANAGEMENT | 36 |
| FINANCE AND BUSINESS STRATEGY | 38 |
| HEALTH AND WELLNESS SERVICES | 40 |
| DEPARTMENT OF HUMAN RESOURCES | 42 |
| OFFICE OF INFORMATION TECHNOLOGY | 44 |
| OFFICE OF INSTITUTIONAL EQUITY AND COMPLIANCE | 46 |
| INFRASTRUCTURE AND RESILIENCE | 48 |
| PUBLIC SAFETY | 50 |
| STRATEGIC RELATIONS AND COMMUNICATIONS | 52 |



Dear CU Boulder campus partners,

We all aspire at CU Boulder to achieve impact. We change the lives of our students by equipping them to be leaders and innovators who will transform our world. We advance our local communities and our state by creating access to world-class educational opportunities and a talented, educated workforce. We impact our nation and world with groundbreaking research that solves some of humanity's most pressing issues.

Just like the dedicated faculty who are often the face of our mission – making breakthrough discoveries and teaching and inspiring our students – our staff in Strategic Resources and Support (SRS) play a critical role in sustaining and elevating our campus mission of education and research.

Their impact encompasses not only the operational excellence of our campus, ensuring we make progress toward our climate commitments, that our financial practices are sound and sustainable, and that our technology is robust and secure. They are also conveners, leaders and innovators who help guide our campus through change. And, perhaps most importantly, they positively impact the lives of every student, faculty and staff member through each part of their journey at CU Boulder – increasing access to the state's flagship university through creative financial aid solutions, enhancing health and well-being, providing support and safety services, and offering professional development and personal growth opportunities that uplift our people in their pursuits.

As we navigate the evolving higher education landscape, the constant that remains year after year is our commitment to serve our students, our community, our state and all of you. This impact report is intended to highlight just a few examples of the ways our staff in SRS embody that commitment each day.

PATRICK O'ROURKE

Executive Vice Chancellor of Operations



SRS Leading, Innovating, Impacting

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 describe the impact of some of the ways in which SRS supported the campus's strategic priorities over the past year.

CAMPUS SUCCESS



BRAND LISTENING, MARKET RESEARCH TO MEASURE CU BOULDER'S BRAND

Assessing the brand gap requires us to listen for the space between what CU Boulder promises and believes about our institution and how our constituencies perceive it.

For the first time since the pandemic, Strategic Relations and Communications (SRC) was able to field a survey assessing views on CU Boulder and other universities across the state. Respondents were registered voters, and the sample was representative of all of Colorado's legislative districts. CU Boulder leads the pack in awareness across the state, with a 5 percent higher recall than the next closest institution.

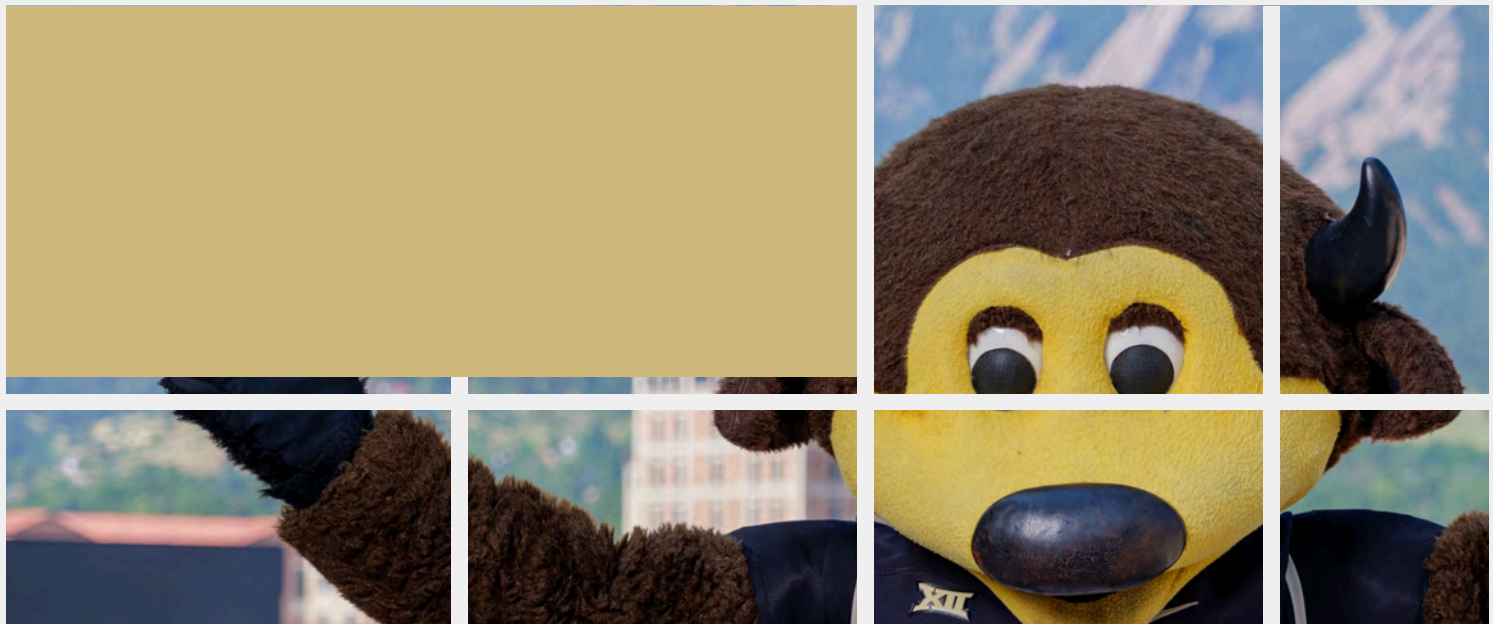
Respondents said they trusted the university to produce important research findings, graduate students with the skills they need to succeed and provide statewide pride through successful college sports programs.

CU Boulder is seen as a driver of local and statewide economic impact, and its work in space and biosciences leads the way in building those positive perceptions. Knowing that CU Boulder's core mission resonates and is trusted, SRC can focus on increasing positive sentiment through the integrated marketing and communications the team produces with campuswide colleagues.

Point-in-time surveys like the one above give SRC a sense of how CU Boulder is doing over time; SRC also leverages brand listening to help understand how the campus is doing daily and where CU Boulder could be doing better.

Over the past year, CU Boulder's reach (the total of the conversations about CU Boulder) has expanded, driven in part by Colorado Athletics but also by interesting stories about climate research, key moments in the search for a new chancellor and campus safety incidents.

SRC leverages brand listening to find moments where things can be improved (safety, experiences and more) and moments to celebrate (faculty awards, student experiences and key moments in the campus's life). Assessing trends over time lets SRC know how CU Boulder shows up in the statewide conversation and among its AAU and other higher education peers.



DATA & ANALYTICS (D&A) ADMISSIONS DAILY DASHBOARD

The new Admissions Daily Dashboard, launched this admissions cycle, offers real-time data on undergraduate applications, admissions, confirmations and withdrawals to Enrollment Management. This fully automated tool, updated twice daily, provides insights into the admissions funnel, such as metrics by high school and region. This is the first fully automated dashboard managed by D&A.

By leveraging Snowflake, the dashboard integrates data from multiple sources and eliminates the need for time-consuming, manual updates from weekly batch data. This enhancement significantly improves the quality of information available to the Enrollment Management team, streamlining their efforts and allowing for more informed decision-making throughout the admissions process. The dashboard exemplifies the power of automation in data management.

”

“In a year of extraordinary difficulties due to the FAFSA delays and the impact on our students, having this in-depth dashboard was critical to our success. Leveraging this information multiple times a day, the Enrollment Management team, including myself, had the data we needed to make time sensitive decisions to ensure the future success of CU Boulder and our students. I am grateful to the development team for their hard work in making this dashboard possible, as it was a major lift in a short period of time. The development team deserves significant credit for their part in making our Fall '24 enrollment a smashing success. This dashboard will continue to be a critical part of our enrollment strategy for years to come.”

- Amy Hutton

Associate Vice Chancellor for Enrollment Management





ENHANCING OUR IT SECURITY STANDARDS

The Office of Information Security (OIT) continues to improve the process by which new computers are deployed to meet the baseline security standards for university-owned computers and is working toward the goal of having all CU endpoints aligned with the standards by October 2025. These standards safeguard university computing assets, reduce risks to intellectual property, drive enterprise effectiveness, mitigate software audit risks and support a broad range of employees, all while maintaining flexibility for teaching, research and creative work. In the past year, OIT developed Marketplace purchasing for standards-aligned Dell and Apple computers, developed self-directed setup experiences, defined an exception request process, implemented a requirement for Endpoint Detection and Response (EDR) software, and is now rolling out a method for campus units to inventory their machines and self-assess their compliance.

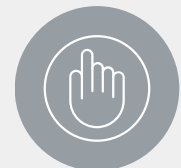
How can we best ensure university computers meet baseline security standards?

Automated Compliance Checks



Streamlines compliance checks, reduces manual effort, but may require additional development and maintenance.

Manual Compliance Checks



Requires more time and resources, but offers greater flexibility and control.

ONE BUDGETING TOOL TO ASSIST THEM ALL: A NEW HOPE

“The budget should serve as a tool for accomplishing our mission...”
Academic Futures, 2018

The year is 2021. One hundred forty-four individuals across 38 CU Boulder campus entities surface the same request during financial stakeholder interviews: a common, campus-wide budgeting tool.

In the years that had gone before, CU Boulder colleges, departments, offices, units, etc., had developed unique methods and shadow systems to manage their portion of the collective campus budget of over \$2 billion. The disparate nature of budgeting at CU Boulder was described by stakeholders as “siloeed,” “intensely manual,” “likely redundant” and “inefficient.”

Clearly, a more unified approach would better support the teaching, scholarship and research mission of our campus.

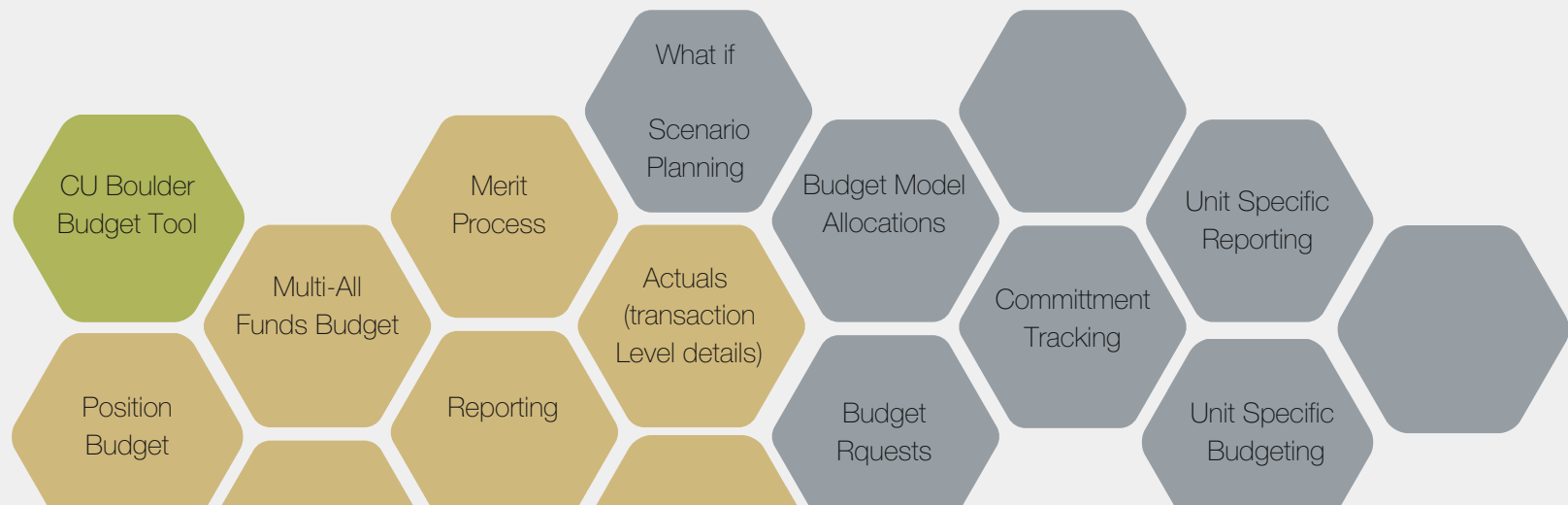
Employing a cloud-based software tool across the entire campus would be a big lift, to be sure, but the benefits were undeniable: strategic planning integrated into existing annual budgeting processes and reduced retroactive budget planning. The software tool could draw easily from multiple sources of campus data to deliver more powerful reports, dashboards and visualizations, making it easier to understand campus finances at a glance. In a time when building financial resilience is key, use of a common tool across campus would free up precious time and resources for other important work.

How the new tool came to be designed and implemented in a scant 13 months is a pretty thrilling tale.

A core team composed of nine staff from Academic Affairs and Budget & Fiscal Planning engaged stakeholders in an ambitious project sprint that encompassed tool selection, collecting and synthesizing over 170 user stories, designing and building custom components of the tool, product testing, and the launch of a robust suite of training guides and resources. The result? All campus budgets entered into the newly designed tool in July 2024.

Certainly, there were challenges along the way. Despite the hardships, the promise of a common budgeting tool and the transformation it supports can now be realized.

And there is still work to be done. The core team is tracking key performance indicators with an eye toward future enhancements and training and development opportunities that will continue to build unified, best budgeting practices across campus.





SUPPORTING THE STRATEGIC JOURNEY

Over the past year, the Office of Operational Excellence has supported 17 campus-wide projects. These projects span each division within SRS and have an impact on the entire campus. Projects have included research and guidance for translation services, developing a compensation philosophy, organizational structuring and transitions, and recommendations for services and campus standards. OOE has also served a key role on the Transformation and Financial Resilience campus initiative by supporting HR Blueprint, campus engagement and wellness, and the campus compensation strategy. In each of these projects, OOE staff help to increase the campus's organizational effectiveness by facilitating intentional change management, building organizational capacity, and focusing on continuous improvement while working toward the goal of operational excellence in SRS.

A focus on strategic management has carried ideas into concrete recommendations and actions for services that support the campus mission. Developing a comprehensive framework for strategic management has improved alignment with priorities, increased the use of best practices for project management and enhanced decision-making. The strategic management phases summarized in the visual below have a set of corresponding actions that add discipline to our process and increase our chances of achieving our goals.

SIX PHASES OF STRATEGIC MANAGEMENT





SUSTAINABILITY AND CLIMATE ACTION

CU Boulder’s new Climate Action Plan, finalized in April 2024, focuses on mobilizing the university’s strengths to advance just and equitable climate solutions that address climate mitigation, adaptation and resilience – calling for a 50% reduction in greenhouse gas emissions by 2030 and carbon neutrality by no later than 2050.

The Office of Infrastructure and Resilience (formerly Infrastructure and Sustainability), in partnership with numerous contributors around campus, is executing a number of projects that will help us achieve the goals of the CAP, such as transforming older buildings into energy-efficient structures. The Hellems Arts & Sciences building, for example, will feature upgrades that significantly reduce the building’s energy use intensity (EUI), while Residence One – a new residential building – will feature a low-temperature hot water system that will be incorporated into the campus’s larger decarbonization efforts.

SUCCESS METRICS

- 5 – Megawatts of new solar energy production to be added to the local grid through a virtual net metering agreement with Denver-based Pivot Energy
- 1.1 – Megawatt ground-mounted solar array approved for a two-acre site on East Campus
- 2 – Electric buses added to the Buff Bus fleet, helping advance goals of electrifying our campus fleet of vehicles and reduce emissions
- 109 – EUI projected for the future Chemistry and Applied Math building, which will make it the most energy efficient research building on campus
- 35 – EUI projected for Hellems after renovations, a reduction of 69%

GRANTS RECEIVED
FOR GEOTHERMAL
ENERGY STUDIES

\$700,000

PUBLIC
COMMENTS
REVIEWED AND
INCORPORATED
INTO THE CAP

600+

BUILDINGS TO BE
UPGRADED THROUGH
EFFICIENCY PROJECT
APPROVED BY BOARD
OF REGENTS

18



TAKING STEPS TOWARD CU BOULDER'S FIRST INTEGRATED MARKETING AND COMMUNICATION PLAN

Leading with an eye toward automating and scaling the creation of personalized content, Strategic Relations & Communications (SRC) implemented several reputation-building marketing and communication pilots in the 2023-24 academic year. The pilots brought together multiple specialty areas in the field of communication—public relations, strategic communication, marketing, crisis communication—to align them into a unified approach for content creation and delivery.

Partnering with the Research and Innovation Office (RIO)—as well as communicators in research centers and institutes across campus—SRC led the development of a unified approach to creating and delivering content that bolsters CU Boulder's reputation as a leader in research.

The measurement and analysis of audience engagement reinforced the decision to expand integrated marketing and communication efforts to include additional campus partners on its newly formed Executive Leadership Communication Board. Aligning executive leaders and communication teams in SRC, the Research & Innovation Office, Enrollment Management, Student Affairs, Diversity, Equity and Inclusion, Advancement, colleges/schools, and online with differing areas of focus, audiences and points of engagement sets the foundation for CU Boulder to build and sustain an intentional and consistent perception of CU Boulder.



TRANSITIONING TO CU BOULDER'S FIRST NEW CHANCELLOR IN 15 YEARS

CLOSING CHAPTER

In September 2023, Philip DiStefano announced his plans to step down after serving 15 years as chancellor. SRC led communications announcing the leadership change along with a farewell tour through June 2024. Simultaneously, SRC worked with CU system colleagues to support campus communications in the national search for a new chancellor, which culminated in the April 2024 announcement of Justin Schwartz. Looking at the attention the chancellor received on social media for the year, the Big 12 press conference with DiStefano and Athletic Director Rick George garnered the most online mentions. DiStefano's retirement announcement was just outpaced by the announcement of the press conference.

Among CU Boulder leadership, DiStefano received the most media attention, accounting for 73% of all leadership mentions. Approximately 47% of DiStefano's coverage mentioned his retirement. Notably, DiStefano secured a national placement in the New York Times with his commentary on the NCAA NIL deal. DiStefano's retirement earned 44 trade and state media mentions.

NEW BEGINNINGS

SRC has successfully led communications to introduce Chancellor Justin Schwartz to the campus, launching a 100-day strategic communications plan in late June, including multiple earned, owned and outreach tactics. The hiring of Schwartz garnered 28 news mentions, and social listening shows a notable uptick in mentions once he officially started the position July 1.

The new chancellor's LinkedIn account also has one of the largest followings among Big 12 presidents and chancellors, with more than 23,000 followers and counting.



DIVERSITY, EQUITY & INCLUSION





Creating a Culture of Compliance

The Office of Compliance, Ethics and Policy (OCEP) strives to create a culture of compliance on campus. A couple of key areas to highlight are the implementation of impact statements for campus policies and youth protection. These two initiatives are key examples of taking a proactive approach to compliance on our campus.



Impact Statement Implementation

One of the key roles of the office is to provide oversight and manage the campus policy program. As such, this past year, OCEP worked with campus partners to implement impact statements to provide more context and answer important questions related to a policy. Prior to this year, when a policy went through the approval process, campus required a justification statement to explain the background and why the policy was being proposed or revised. The impact statement provides a standard template and questions the policy owner must answer to make it easier for the folks providing feedback to understand the policy and what impact may occur because of the policy.

A key element of the impact statement includes an equity review of the policy. This aligns with shared equity leadership as it is the responsibility of the policy owner, as well as those reviewing and providing feedback, to thoughtfully examine the policy to ensure that CU Boulder is not implementing policies that create structural inequities. This process is new and will be used for all new and revised policies.

Keeping Future Buffs Safe

Each summer CU Boulder hosts or rents out space to groups hosting programs for youth on our campus. The programs range from one day events to weeklong summer camps. These programs offer the youth in our community incredible opportunities to learn, perform and play while also being on the campus. OCEP continues to improve the structures and processes designed to keep youth visiting our campus safe. This year, OCEP worked diligently to revise the Child Protection Policy into a new version titled the Youth Protection Policy. The goal of the policy is to clarify the responsibilities for those hosting youth programs on our campus. It provides clear expectations for our staff, faculty, students and volunteers who have oversight of these programs. This new policy and the structural changes we have made will continue to provide a safe, educational and fun experience for our future Buffs.

SUCCESS
METRICS

11,152
CAMPERS SERVED

108
YOUTH PROGRAMS HOSTED



HEALTH EQUITY

Health equity plays a significant role in our students' academic performance, well-being and future opportunities. Health and Wellness Services has invested in coaching programs, LGBTQ+ services and other programs to foster a supportive and inclusive environment that enables all our students to succeed.

SUCCESS METRICS

STUDENT HEALTH
CENTER APPROVED TO
ACCEPT MEDICAID
GIVING ACCESS TO

1,700

ADDITIONAL STUDENTS

\$4,500 WORTH OF
PLAN B WAS
DISTRIBUTED WITHIN
6 MONTHS

647

STUDENTS

DISABILITY SERVICES
COACHING PROGRAM

55

STUDENTS PARTICIPATED

1,627 Buff Boxes containing free health and wellness supplies were distributed to residence hall students, including:

- 457 boxes for stress and sleep
- 435 boxes for sexual health
- 383 boxes for general well-being
- 352 boxes for harm reduction



HOUSING EQUITY

Amid rising housing costs in the region, CU Boulder is working to enhance equity by increasing housing options on our campus, thus ensuring more of our students, faculty and staff are able to live in the community where they study and work. This is a multi-pronged effort that will come to life in many ways, including new on-campus residence buildings, creation of new transit-oriented communities off campus and the potential to leverage unique opportunities like public-private partnerships.

SUCCESS METRICS

330-350

NEW ON-CAMPUS BEDS EXPECTED TO COME ONLINE WHEN THE NEW RESIDENCE 1 BUILDING (CURRENTLY UNDER CONSTRUCTION) OPENS IN 2026.

5

AGING RESIDENCE HALLS THAT WILL BE RENOVATED THANKS TO THE CONSTRUCTION OF RESIDENCE 1 WHEN IT OPENS IN 2026

8.85

ACRES OF PROPERTY PURCHASED IN LOUISVILLE TO BUILD A TRANSIT-ORIENTED, MIXED-USE DEVELOPMENT THAT INCLUDES HOUSING FOR FACULTY, STAFF AND POSSIBLY GRADUATE STUDENTS

1,100

APPROXIMATE NUMBER OF POTENTIAL HOUSING UNITS FOR FACULTY, STAFF, GRADUATE STUDENTS AND UPPER DIVISION UNDERGRADUATE STUDENTS AT CU BOULDER SOUTH ONCE THE CITY OF BOULDER'S FLOOD MITIGATION PROJECT IS COMPLETE



MAKING PROGRESS ON OUR DIVERSITY, EQUITY AND INCLUSION PRACTICES IN INFRASTRUCTURE AND RESILIENCE

The Office of Infrastructure and Resilience (I&R) has worked over the past year to finalize an assessment plan around the campus values of diversity, equity and inclusion and has held multiple staff appreciation events as a way to engage and thank front line staff. In addition to the internal communication and efforts made to effectively reach its diverse workforce, I&R also supports DEI in the built environment, as seen in the addition of gender neutral restrooms and inclusiveness that is being incorporated in both new construction and renovations like the ones taking place at the Hellems Arts and Sciences building.

SUCCESS METRICS

- 12 members on I&R Inclusive Excellence Committee
- 90 participants attended screenings of This is Not Who We Are
- 49 participants in Extreme Ownership leadership development program
- 200 participants in financial literacy series (PERA and Medicare workshops) provided with translation services
- 25 participants in I&R Mentoring Program
- 22% increase in vanpool ridership
- 2 all staff (~600 people) appreciation events, with multiple smaller gatherings throughout the year



STUDENT CENTERED CAMPUS COMMUNITY



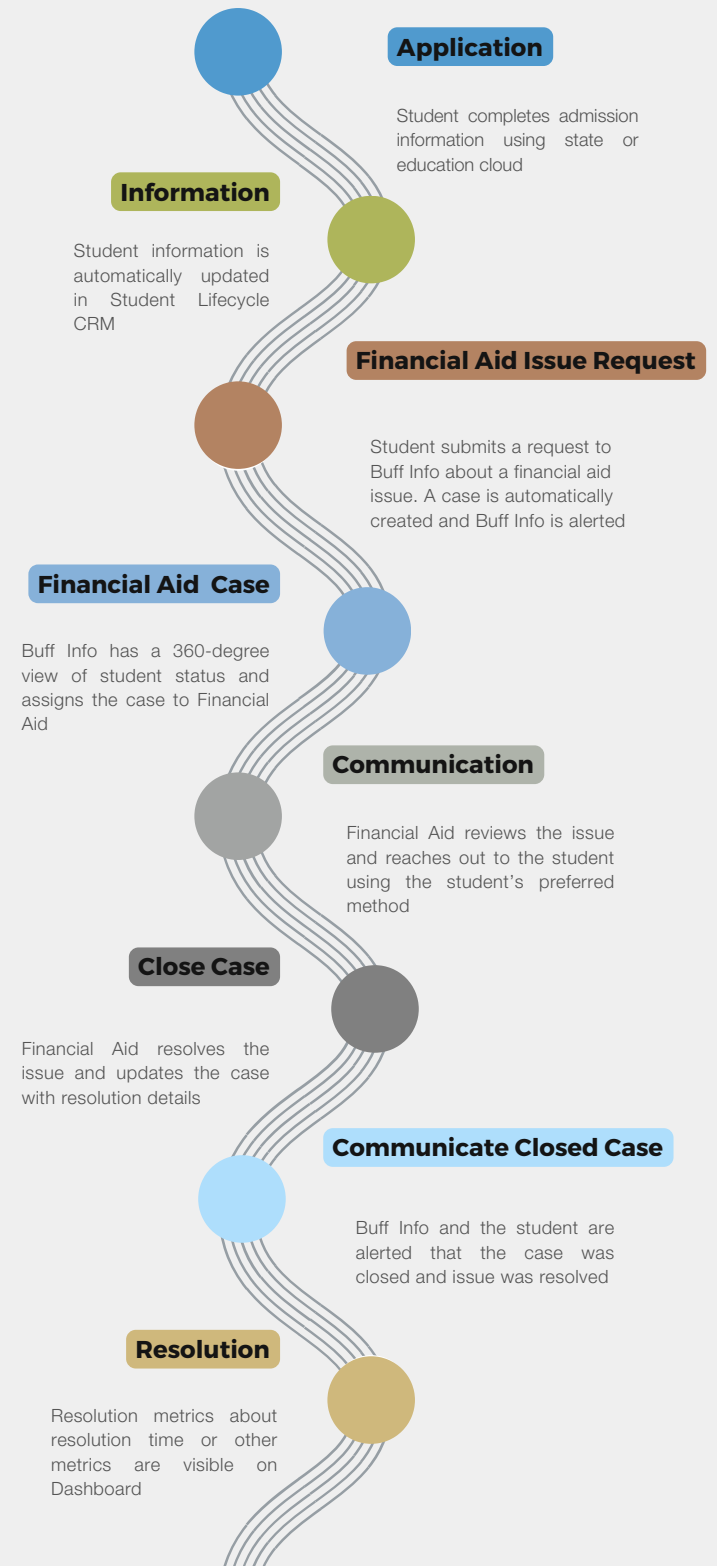
5-YEAR INITIATIVE TO ENHANCE STUDENT SUCCESS AND STREAMLINE SUPPORT

To better align resources that support student success, OIT led a campus-wide initiative to create the Learner Lifecycle Constituent Relationship Management (LL CRM), a holistic 5-year strategy aimed at empowering every learner throughout their entire journey by providing the right support and information to those who need it, when they need it. There is much to discover in the years ahead, but during the first year, we developed a roadmap to move the campus from fragmented solutions to a cohesive system that enhances student visibility, experience and operational efficiency.

This approach will streamline student support, bolster data security and foster a sustainable technology ecosystem. Governance is ensured by a steering committee and cross-functional leadership representing all university areas, committed to learning from and listening to students.



CRM Workflow Example: Student Prospect Pathway





FREE APPLICATION FOR FEDERAL STUDENT AID (FAFSA)

Enrollment Management Navigates FAFSA Delays, Extends Deadlines and Supports Students with Millions in Aid

Last fall, the Department of Education announced the opening of the Free Application for Federal Student Aid (FAFSA) would be delayed from October until December due to the FAFSA Simplification Act, which aimed to reduce the number of questions and save time for students and families. This delay caused significant challenges for students and families throughout the academic year as schools did not receive data until mid-March, which delayed aid notifications until early April. In response, the Office of Financial Aid, within the Division of Enrollment Management, provided guidance and support to students, maintaining consistent communication and offering customer support, advising appointments and informational events.

Additionally, the Office of Admissions extended the fall 2024 first-year confirmation date from May 1 to June 1 to allow prospective students more time to apply for and receive aid awards to help inform their decision on where to enroll. Throughout the summer, the Office of Financial Aid continued to assist students with FAFSA adjustments, and the Bursar's Office extended the first tuition bill posting date and payment date to align with financial aid disbursements, providing students and families more time to pay. These efforts helped CU Boulder support students, offer millions in aid and enroll a strong incoming class for the fall 2024 semester.

SUCCESS METRICS

- Total aid offered through financial aid notification (grants, federal loans and work study) for 2024-2025: \$262.2 million. 15.75% increase over last year.
- 18,941 enrolled CU Boulder students completed the 2024-2025 FAFSA. (1.3% increase compared to last year).
- 12% of incoming students participate in CU Promise, which covers tuition and fees for students with significant financial need; 21% of students overall participate.
- Largest number of Colorado residents in a new, fall term undergraduate cohort. CU Boulder enrolled 4,017 Colorado resident first-year students and 1,046 resident transfer students for a total of 5,063 new Colorado resident undergraduate students.
- Record retention rates propelled CU Boulder's total fall enrollment up 3.4% (1,275 students) to 38,428.
- In overall enrollment, students from minoritized communities increased from 26.9% to 27.7%



STRATEGIC ENROLLMENT MANAGEMENT (SEM) PLAN

CU Boulder Unveils Strategic Enrollment Management Plan to Ensure Long-Term Success and Sustainability

The Enrollment Management Division has developed a 3-5 year Strategic Enrollment Management (SEM) Plan and is preparing for implementation starting as early as Spring 2025. This plan aims to ensure long-term enrollment success and sustainability for the university. As higher education faces challenges like changing perceptions of the value of a college degree and a projected 10% decline in traditional college-age high school graduates by 2026, CU Boulder must adopt innovative strategies to attract, retain and graduate students. Opportunities include growth in undergraduate applications and increased diversity among high school graduates over the next decade. The SEM Plan focuses on three key objectives: operational efficiency, access and affordability, and fiscal sustainability. It aims to streamline operations, improve access for Colorado students and ensure financial stability by aligning resources with student outcomes. The plan includes 10 strategic goals, divided into Enrollment Management Led Goals and Enrollment Management Endorsed Goals, to adapt to changes in student enrollment and campus priorities.

SUCCESS METRICS

- First-year applications have grown 156% since 2013. First-year enrollment has grown 29% since 2013.
- Transfer applications have grown 35% since 2013. Transfer enrollment has grown 22% since 2013.
- Over 40% of CU Boulder's revenue comes from student tuition and fees. Total billed in the academic year 2023-2024 was \$1.25 billion.
- Record retention rates propelled CU Boulder's total fall enrollment up 3.4% (1,275 students) to 38,428.
- In overall enrollment, students from minoritized communities increased from 26.9% to 27.7%

STUDENT SUCCESS AND WELL-BEING

Student success and well-being are essential aspects of education, encompassing not just academic achievements but also the physical, emotional and social health of students. Health and Wellness departments work together to provide support resources and messaging related to health and well-being. These efforts play a crucial role in helping students make informed decisions about their own well-being and promote a holistic approach.



Awareness

11 articles were published with over 200,000 blog views.

The H&W Instagram channel (HealthyBuffs) has 9,264 followers. This year, the content has 1,198,500 impressions and 686,282 video views.



Engagement

The Student Health center saw an increase of 1,541 visits compared to the previous academic year.

7,137 web visits for alcohol and other drugs (AOD) classes, trainings, workshops and presentations.



Experience

92% of students surveyed at CAPS said they either agreed or somewhat agreed that the services they received helped them improve their overall academic success.

87% of students surveyed who visited CAPS said that the services provided helped them stay in school



Learning

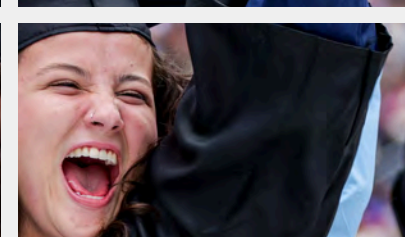
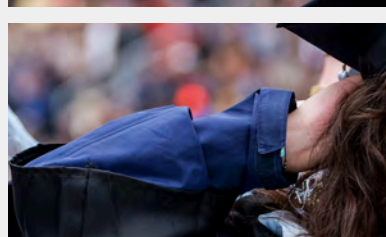
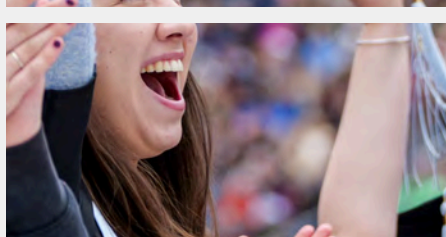
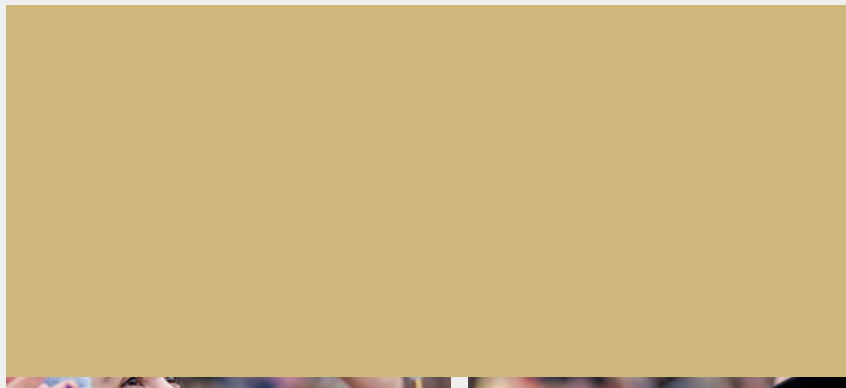
Disability Services served 10.5% of the student population by providing both academic and non-academic accommodations (4,323 students).



Environment

1,781 boxes of naloxone were distributed across campus.

352 boxes of harm reduction supplies delivered to students living in residence halls.



SUSTAINING AND SUPPORTING OUR COMMUNITY



COMMUNITY WELL-BEING

The concern for well-being extends to faculty and staff members who support and guide students. Programs that support the success of our students, staff and faculty can increase academic, personal and professional development. These programs help our community navigate and make progress toward their wellness, academic and professional goals.

SUCCESS METRICS

- 1,658 employees attended WorkWell Wagon events.
- 1,018 employees participated in Financial Fitness sessions.
- 745 employees participated in WorkWell yoga classes.
- 675 employees attended the Health & Wellness Summit and HealthierU at CU Employee Benefits Fair.
- 700 students and families participated in the Take Care Street Fair over Family Weekend.
- More than 12,000 contacts with students, staff and faculty through events, outreach, training and early intervention programs.





COMPENSATION PROJECT

In partnership with academic and finance colleagues, Human Resources led the implementation of a compensation philosophy, framework and best practices that will guide and expand transparency and pay equity for the campus community.

The project focused on advancing the campus goals of recruiting, advancing and retaining employees in order to remain a competitive employer in the state and across higher education. Outputs from the project include the development of a compensation philosophy to guide and align our present and future compensation work, a compensation analysis that incorporates employee benefits, and the promotion of best practices on campus. A clear process and pathway to the campus-wide compensation strategy was also established. This project will impact the following groups.

4,303

UNIVERSITY STAFF

790

LECTURERS

1,239

TENURED & TENURE TRACK
FACULTY

515

TEACHING & CLINICAL
TRACK FACULTY

1,474

RESEARCH ASSISTANTS
(GRADUATE STUDENTS)

1,503

TEACHING ASSISTANTS
(GRADUATE STUDENTS)



FINANCIAL FITNESS MONTH

In partnership with Health & Wellness Services and our financial partners, TIAA and Elevations Credit Union, HR facilitated campus-wide financial literacy classes to enhance fiscal awareness and to positively impact mental well-being.

| | | | |
|----------------------|-------|------------------------------|----|
| SESSIONS HELD | 26 | VENDORS | 6 |
| AVERAGE PARTICIPANTS | 39 | HIGHEST SESSION PARTICIPANTS | 91 |
| EMPLOYEES ATTENDED | 1000+ | | |

MOST ATTENDED SESSIONS:

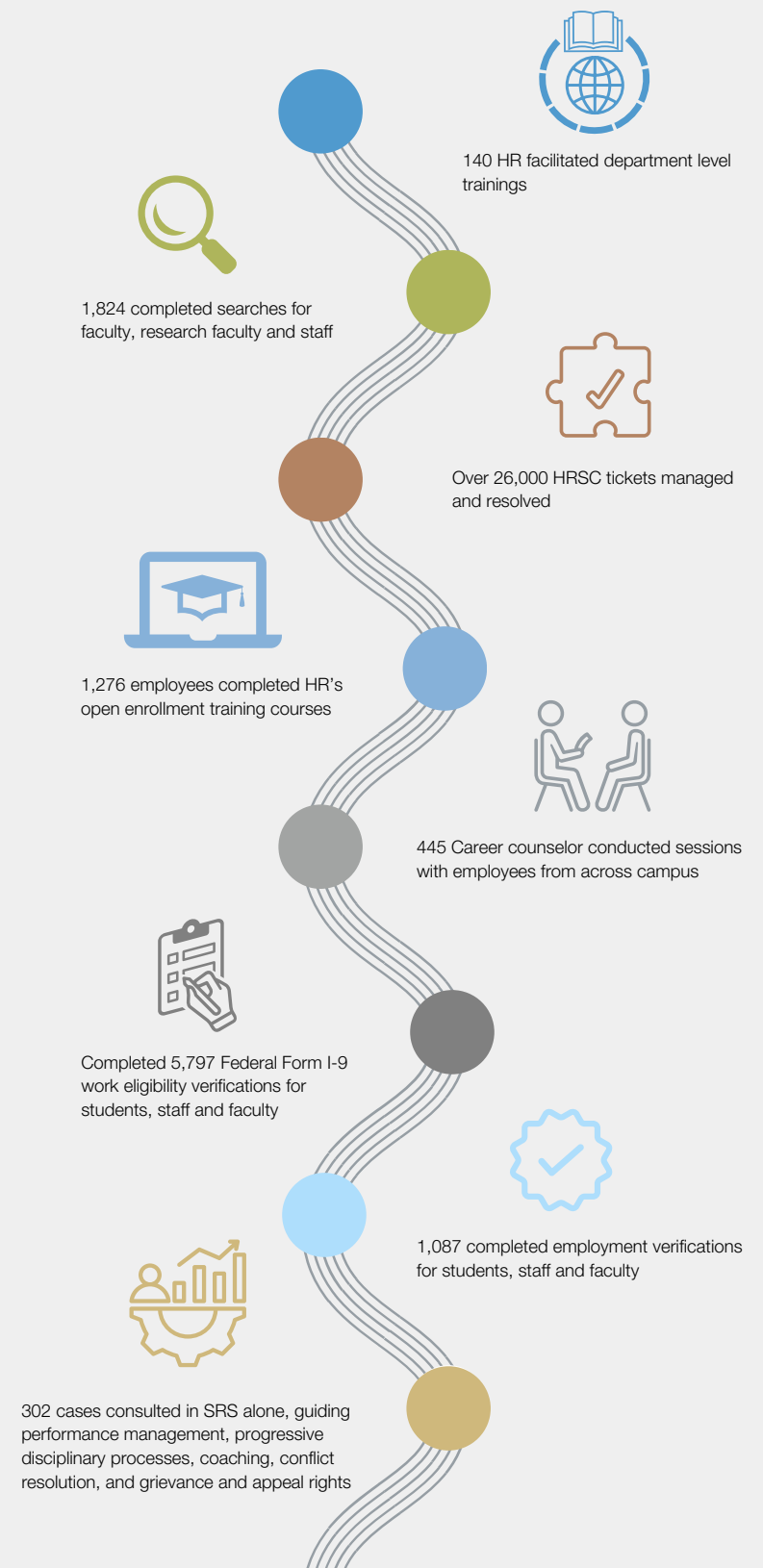
- Home buying like a pro with Elevations
- Dealing with market volatility with TIAA
- Paycheck for life
- 80% of CU Boulder employees found content relevant to them
- 63% of employees have additional knowledge to improve upon their financial wellness



EMPLOYEE EXPERIENCE

The Department of Human Resources played a pivotal role in shaping and elevating the employee experience. Demonstrated through recruitment, professional development trainings, career counseling sessions, and technical and professional support, HR enhanced the overall well-being and work experience of our CU Boulder employees.

By continually evolving to meet the needs of our employees and departments, we created a sense of belonging and agency that allowed employees to learn, grow and flourish in their roles at the university. We want faculty and staff to feel valued, supported and engaged to carry out the mission and vision of CU Boulder.





OIEC ANNUAL DATA: IMPACTS AND OUTCOMES

The Office of Institutional Equity and Compliance (OIEC) plays a crucial role in creating a safe, more inclusive campus by driving awareness, education and support for students, faculty and staff and responding to behaviors prohibited by university policy. Through its prevention education programs, OIEC builds skills and helps foster a culture of inclusion and harm reduction related to issues of discrimination, harassment and sexual misconduct.

OIEC's annual data reflects that campus communities are increasingly engaged in reporting and utilizing resources for support and safety. It provides a snapshot of how the office increases access to educational and professional opportunities, helping to provide more of our community members a greater sense of inclusion, support and belonging.



SUCCESS METRICS

- 7,000 – Campus community members engaged by the Prevention Education & Assessment team through 186 facilitated workshops across campus.
- 1,215 – Campus constituents engaged through 37 outreach events to increase understanding of these issues and available support and reporting options.
- 2,447 – Number of fall 2023 first-year students living in Williams Village, both CEAS and non-CEAS, who were surveyed by OIEC Assessment in partnership with the College of Engineering and Applied Science to explore the social factors and experiences related to sexual assault.
- 35% – Increase in reporting related to protected-class discrimination and harassment in the case resolutions unit in OIEC.
- 632 – Referrals followed up on during the 2023-2024 fiscal year by the Support and Safety Measures unit, an increase of 6% over the previous year
- ADA Compliance opened 868 matters between July 1, 2023 and June 30, 2024. Of these 868 matters, ADA Compliance had contact with 467 individuals relating to accommodations to ensure access to the workplace and campus activities.

RE-ENVISIONING THE CONFERENCE ON WORLD AFFAIRS TO SUSTAIN AND INCREASE ENGAGEMENT

76 Years and Counting:

In April 2024, the Conference on World Affairs (CWA) continued its long-standing tradition of convening a wide array of experts for discussions on today's big issues. CWA explored themes of leadership and global equity, all while looking ahead to the next century. With 70+ panels over three days, CWA drew a crowd of 1,500-plus in-person and online attendees from across the country. Scott Dikkers, co-founder of The Onion, kicked things off with a deep dive into the world of misinformation, mixing serious insights with a dose of humor. The conference closed with CU football's Deion "Coach Prime" Sanders sharing insights with students on what life's lessons have taught him and the qualities of leadership.



Looking Forward:

Following a yearlong visioning effort led by Strategic Relations and Communications (SRC), the core of CWA's programming will remain a partnership between the university and the community. SRC will partner with the Office of Public Outreach and Engaged Scholarship and the Office of Faculty Affairs to recruit for the newly created role of CWA faculty programming director.

The faculty programming director will identify and recruit faculty contributors for CU Boulder strategic events, which will connect our on-campus expertise and research with issues of public significance.



Teaming Up:

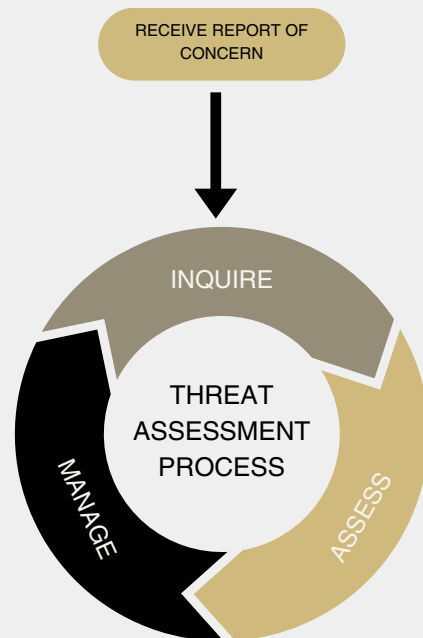
SRC has created a new Strategic Events Team that will be dedicated to organizing and executing large-scale public-facing reputation building events. In addition to leading the planning for CWA, the Strategic Events Team will work with partners across campus on key events each academic year to provide support and create and promote quality programming that engages students, faculty and staff and amplifies CU Boulder's reputation as a premier public research university.



YEAR ONE OF THE DIVISION OF PUBLIC SAFETY

The Division of Public Safety, created through a reorganization in early 2024, comprises four departments that work seamlessly to enhance public safety through education, enforcement and engagement. The CU Boulder Police Department, Events & Emergency Management, Threat Assessment and Flight Operations team members work tirelessly to ensure the safety and well-being of our vibrant, diverse campus community. They provide resources and services that empower the campus community to make informed decisions about their personal safety.

The Threat Assessment team, formed in early 2024, has built strong partnerships with campus public safety partners. Using a coordinated approach to identify and address potential concerns about students, faculty, staff and non-affiliates, they also facilitate connections to resources and ensure a prompt, effective response.

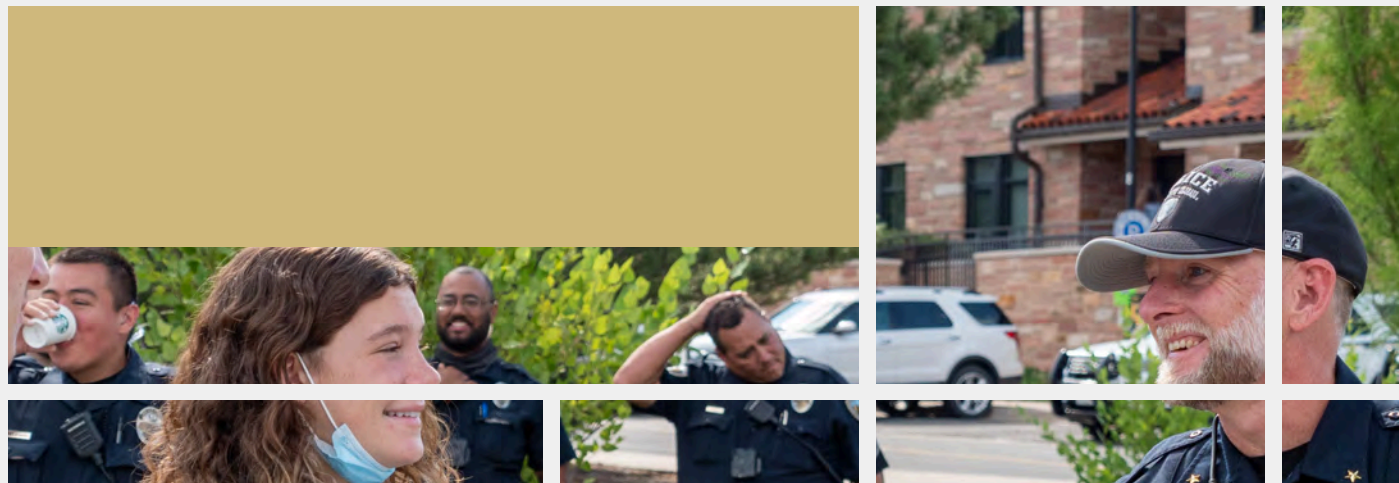


Flight Operations trained 350 unmanned aircraft systems (drone) pilots. These skilled pilots played a crucial role in supporting important climate research and enhancing campus security measures during large events.

In 2023, CU Boulder Police Department (CUPD) patrol officers handled nearly 20,000 operational activities, ranging from proactive patrols to responding to calls for service. Community Safety Officials walked 7,500 miles annually while patrolling the campus, while Residential Service Officers conducted patrols in the residence halls. These teams provide a visible, approachable presence as well as education on and enforcement of lower-level offenses.

Events & Emergency Management supported 144 events by meticulously planning and coordinating security staffing and implementing public safety measures. Hundreds of thousands of event attendees safely experienced athletics events, creative performances and academic conferences that engaged and benefited the entire Boulder community.

DPS is also bolstered by three embedded positions: a co-responder, a victim advocate and a public safety data analyst. These roles provided essential support, ensuring that those experiencing trauma or impacted by crime receive the care and assistance they need.



PEOPLE

BEN OTOTIVO | HEALTH AND WELLNESS

PRESIDENT'S DEI AWARD

JESSICA LADD-WEBERT | HEALTH AND WELLNESS

CU BOULDER CENTER FOR STUDENT INVOLVEMENT AWARD: CU SUPPORTIVE STAFF MEMBER OF THE YEAR

ERIN HUTCHINSON | INFORMATION TECHNOLOGY

2024-25 NATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY BUSINESS OFFICERS (NACUBO) FELLOWS PROGRAM.

CHRIS PACHECO | ENROLLMENT MANAGEMENT

ROBERT L. STEARNS AWARD

DAMONTÁ MADDEN | ENROLLMENT MANAGEMENT

RMACAC'S 2024 INDIVIDUAL RISING STAR

KIM DIAWARA | ENROLLMENT MANAGEMENT

COLLEGESOURCE OUTSTANDING COMMUNITY PARTICIPATION

BRETT CASSELL | ENROLLMENT MANAGEMENT

COALITION OF HIGHER EDUCATION ASSISTANCE ORGANIZATIONS (COHEAO) ACHIEVEMENT AWARD

AWARDS

HEALTH EQUITY LEADER | HEALTH AND WELLNESS

MEDICAL SERVICES ACCREDITATION | HEALTH AND WELLNESS

FROM PERFORMATIVE TO PROACTIVE | HUMAN RESOURCES

LEVERAGING AUTOMATION TO IMPROVE THE ONLINE FLEXIBLE COURSE EXPERIENCE | INFORMATION TECHNOLOGY

MULTICAMPUS SECURITY LOG MONITORING

ADMISSIONS TRANSFER TEAM | ENROLLMENT MANAGEMENT

GRANTS/RESEARCH

BOULDER COMMUTER CONNECTIONS PROGRAM GRANT | INFRASTRUCTURE AND RESILIENCE

CLEAN FLEET VEHICLE TECHNOLOGY GRANT PROGRAM | INFRASTRUCTURE AND RESILIENCE

GRANTS FOR GEOTHERMAL STUDIES | INFRASTRUCTURE AND RESILIENCE

NEW EV CAR SHARE AT WILLIAMS VILLAGE (GRAND AND REBATE-FUNDED) | INFRASTRUCTURE AND RESILIENCE

RESEARCH COMPUTING TEAM PARTICIPATES IN FEDERAL PILOT ADVANCING AI RESEARCH | INFORMATION TECHNOLOGY

COLORADO PREVENTING IDENTITY-BASED VIOLENCE GRANT PROGRAM | DIVISION OF PUBLIC SAFETY

LAW ENFORCEMENT RECRUITMENT, RETENTION AND TUITION GRANT PROGRAM | DIVISION OF PUBLIC SAFETY

POST IN-SERVICE GRANT | DIVISION OF PUBLIC SAFETY



SRS UNITS AT A GLANCE



Executive Vice Chancellor of Operations

The SRS Division taps into its collective leadership and broad campus view to manage resources that serve the entire university. Through close alignment and support for the division's collective work, the team works to implement improvements quickly and efficiently for the entire campus. SRS also optimizes resources in mission-critical areas by ensuring collaborative, holistic solutions to complex challenges.



Patrick O'Rourke

Executive Vice Chancellor of Operations

Patrick O'Rourke is responsible for the operation of the Strategic Resources and Support (SRS) team, which provides operational support for the campus in human resources, information technology, enrollment management, budget and finance, strategic communications, compliance and security, institutional equity and compliance, health and wellness services, and infrastructure and resilience.

Previously, O'Rourke served as Vice President, University Counsel and Secretary of the CU Board of Regents from 2012 through 2020, where he was responsible for coordinating the university's legal affairs and assisting the board in its governance role. Before serving in that role, he was responsible for overseeing the university's litigation. He teaches as an adjunct faculty member at the University of Colorado School of Law and the Colorado School of Public Health on the Anschutz Medical Campus.

O'Rourke received his undergraduate degree from Creighton University and his law degree from The Georgetown University Law Center. He is active in the community and has served as a board member of the Denver School of Science and Technology, the Center for Legal Inclusiveness and the Colorado Judicial Institute.



Deputy Executive Vice Chancellor of Operations & Senior Compliance and Policy Officer

The staff in the Office of the Executive Vice Chancellor oversee campus compliance and policy, strategic project management, and administrative and communication services in support of the SRS units.



Dr. Jennifer B. McDuffie

Deputy Executive Vice Chancellor of Operations
& Senior Compliance and Policy Officer

Dr. Jennifer McDuffie serves as the Deputy Executive Vice Chancellor of Operations and the Senior Compliance and Policy Officer. In this role she oversees the Office of Compliance, Ethics and Policy; the Office of Operational Excellence; the administration of the EVC office; and the day-to-day operations of Strategic Resources and Support.

During the past year, the team has provided strategic leadership that helped align SRS with the university's overall mission and goals, improved efficiency and effectiveness of campus operations through process optimization, technology adoption and resource management. They have also established a compliance framework to ensure adherence to regulations and mitigate potential risks, and they have implemented a strategic plan to change the culture of compliance and accountability over the next few years.





OFFICE OF COMPLIANCE, ETHICS AND POLICY

The Office of Compliance, Ethics and Policy is a partner and collaborator in the campus community that advocates for the highest standard of ethical conduct and compliance with all laws, rules, regulations and university policies. Through the thoughtful design and implementation of services, the office works to meet compliance requirements and ensure ethical standards are upheld across the university. This is done by promoting an environment anchored in the university values, providing opportunities for employees to identify and understand requirements, and supporting units with compliance responsibilities.

EXECUTIVE VICE CHANCELLOR (EVC) SUPPORT TEAM

The EVC Support Team enhances the efficiency and effectiveness of the office by providing exceptional administrative support. We are dedicated to fostering a seamless workflow through proactive communication, meticulous organization and unwavering professionalism. By anticipating needs and facilitated support we ultimately drive the success of our organization.

OFFICE OF OPERATIONAL EXCELLENCE

The Office of Operational Excellence serves as a resource for Strategic Resources and Support units and works to implement the Executive Vice Chancellor of Operations vision by increasing organizational effectiveness through cross-functional project collaborations, intentional change management, and building organizational capacity through change and improvement efforts.

Enrollment Management

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.



Dr. Amy Hutton

Associate Vice Chancellor | Enrollment Management

Amy oversees Admissions, Student Financial Services, Precollege Outreach and Engagement, Enrollment Business Solutions and Enrollment Management Marketing and Communications. Dr. Hutton is an internationally recognized expert in the intersection of Enrollment Management and Data Analytics, with many peer-reviewed publications, presentations and accolades.

Hutton has bachelor's degrees in music and communications from DePauw University; a master's degree in theatre pedagogy from Virginia Commonwealth University; and a doctorate in education research and evaluation from Virginia Commonwealth.





OFFICE OF ADMISSIONS

The Office of Admissions strives to recruit, admit and enroll a diverse and academically talented student body.

PRECOLLEGE OUTREACH AND ENGAGEMENT

The Office of Precollege Outreach and Engagement 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.

OFFICE OF SCHOLARSHIP SERVICES

Established this past year, the Office of Scholarship Services coordinates scholarships across campus, enhancing visibility and advocacy to support students and meet the university's enrollment goals.

ENROLLMENT BUSINESS SOLUTIONS

The Enrollment Business Solutions Unit, established last year, leads and coordinates strategic initiatives within the division, including the Strategic Enrollment Management (SEM) Plan.

ENROLLMENT MANAGEMENT MARKETING AND COMMUNICATIONS

Centralized in September 2023, the Enrollment Management Marketing and Communications unit coordinates and aligns communication and marketing strategies across the Enrollment Management units.

BURSAR'S OFFICE

The Bursar's Office manages university funds and processes payments for tuition, fees and auxiliary charges.

OFFICE OF FINANCIAL AID

The Office of Financial Aid assists students in securing funding for their education through scholarships, grants, loans, and work-study programs.

Finance and Business Strategy

Finance and Business Strategy (FBS) is CU Boulder's go-to resource for decision-making and business planning. FBS staff provide operational support at all levels to advance the university's mission.

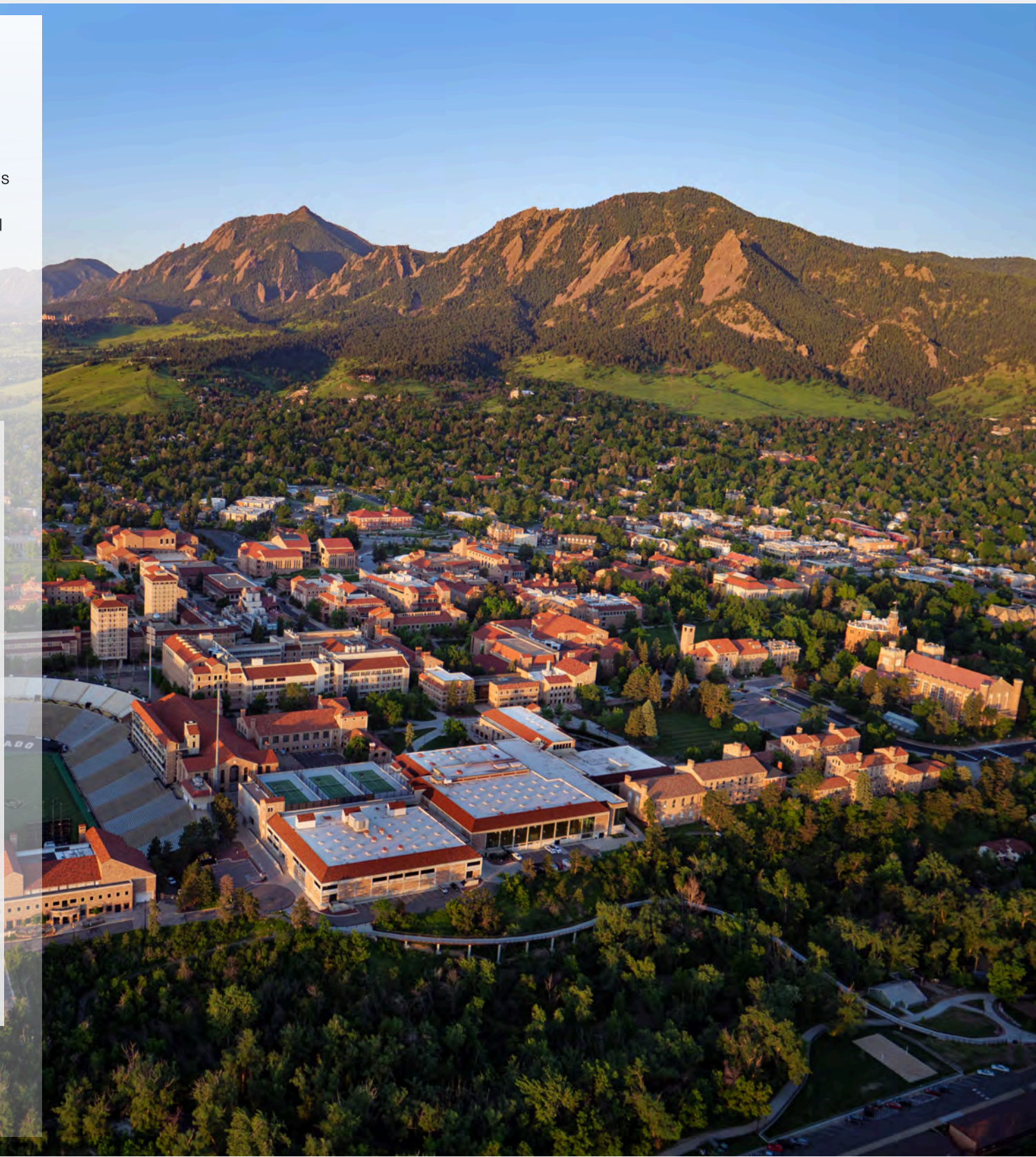


Todd Haggerty

Vice Chancellor | Finance and Business Strategy

Prior to joining CU Boulder, Todd served as the chief financial officer at both the University of Colorado Denver and for the Colorado Department of Higher Education. He also served as senior policy specialist with the National Conference of State Legislatures.

Throughout his career, Todd has led efforts to improve financial processes, increase transparency, strengthen long-range planning, enable data to inform decisions and better align resources to support strategic priorities, including student success and scholarship. Todd holds a bachelor's degree from Metropolitan State University of Denver and a master's of public administration from the University of Colorado Denver. Todd likes math and thinks you should, too.





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.

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.

FBS CENTRAL TEAM

The central team provides administrative, communication and human resources-related support for the whole of the FBS division, including the vice chancellor. The central team also coordinates training, professional development, diversity, equity and inclusion initiatives, and engagement opportunities for FBS staff.

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.

BUSINESS STRATEGY

The business strategy team works to research, explore and initiate new revenue-generating opportunities for CU Boulder. The AVC for business strategy also 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.

Health and Wellness Services

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.



Jess Doty

Associate Vice Chancellor | Health & Wellness Services

Jess Doty was appointed as CU Boulder's Associate Vice Chancellor of Health and Wellness Services in April 2023. During her tenure Jess has helped reevaluate and restructure the university's commitment to health and well-being.

Throughout her 10 years of service, Doty has demonstrated her passion for expanding access, removing barriers and creating more diverse and inclusive spaces for students, staff and faculty across campus. As an active member of the American College Health Association (ACHA), Student Affairs Administrators in Higher Education (NASPA) and the Health Care Compliance Association (HCAA), she has elevated CU Boulder's place in the national landscape of work involving health and well-being by networking with colleagues and campuses across the country.





DISABILITY SERVICES

Disability Services supports students with disabilities by providing reasonable accommodations, services and opportunities to participate in university programs, courses and activities.

COUNSELING AND PSYCHIATRIC SERVICES

Counseling and Psychiatric Services provides free and confidential mental health services to support students through counseling, psychiatry, workshops, therapy groups and crisis support.

FACULTY AND STAFF ASSISTANCE PROGRAM

The Faculty and Staff Assistance Program provides free mental health services to support staff and faculty members through individual and couples counseling, support groups and workshops.

MEDICAL SERVICES

Medical Services provides a wide range of comprehensive healthcare services for students, staff and faculty, including primary care, physical therapy and integrative care, sexual and reproductive health, and more.

WORKWELL

WorkWell collaborates with campus partners to oversee and coordinate health and wellness programs aimed at supporting staff and faculty.

ADMINISTRATIVE SERVICES

Administrative Services oversees student health requirements, including insurance, immunizations, billing and medical records.

HEALTH PROMOTION

Administrative Services oversees student health requirements, including insurance, immunizations, billing and medical records.

OFFICE OF VICTIM ASSISTANCE

The Office of Victim Assistance provides free and confidential support, consultations, advocacy and short-term trauma counseling for all CU Boulder students, staff and faculty who have experienced or witnessed a traumatic event.



Department of Human Resources

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.



Robyn Fergus

Vice Chancellor | Department of Human Resources

Robyn Fergus is an accomplished human resources leader with over two decades of experience in the education sector. Robyn has a proven track record of driving strategic HR initiatives that enhance organizational performance and foster inclusive workplace cultures.

Prior to her role at CU Boulder, Robyn was Vice President for Human Resources at Colorado State University, where she led transformative HR practices and championed employee engagement strategies. Her extensive experience also includes serving as Human Resources Director for Denver Public Schools and a variety of HR leadership roles within K-12 and the private sector, where she championed talent acquisition, training and development, performance management programs, labor and employee relations and total rewards strategies.





OED

Organization & 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 they 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.

VC'S OFFICE

The Office of the Vice Chancellor for Human Resources is responsible for the strategic planning and oversight of Human Resources and its functions. The vice chancellor is a member of the vice chancellor for business strategy team that utilizes their collective leadership and broad campus view to manage shared campus resources in a manner that serves the entire institution.

POSITION MANAGEMENT & COMPENSATION

Position Management & 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. The office works collaboratively with hiring leaders to post positions, screen candidates and help leaders to select the best talent to meet their needs.

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. We 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.

EMPLOYEE RELATIONS

Employee Relations is committed to creating and maintaining a positive and productive working environment for all employees. The office provides 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 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.

Office of Information Technology

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



Marin Stanek

Vice Chancellor | Information Technology

Marin provides strategic IT leadership for the Office of Information Technology (OIT), which includes Research Computing, Data & Analytics, and Enterprise Technology for Learner Success as well as enterprise IT services, support and resources.

Before joining CU Boulder, she worked at Colorado State University, the University of Wisconsin-Madison and the University of Wisconsin-Extension. She has also taught a higher education information technology course to graduate students in CU Boulder's School of Education. She has a doctorate in educational administration from the University of Wisconsin-Madison.





INFORMATION SECURITY

Safeguards 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.

DATA & ANALYTICS

Partners with campus teams to enhance data use across the university by providing services such as data provisioning, reporting, integration, automation and database administration, while using advanced analytics to turn complex questions into actionable insights through analysis, predictive modeling, data visualization, assessment and surveys, thereby helping campus programs make data-driven decisions.

IT INFRASTRUCTURE, ENGINEERING, USER SERVICES

Supports 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.

FINANCE, PLANNING & ASSET MANAGEMENT

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

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.

DIGITAL EXPERIENCE & TECH FOR LEARNER SUCCESS

Provides an ecosystem of digital tools and technology services to enable a connected, accessible and personalized user experience that supports effective teaching and empowers learner success.

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.



Office of Institutional Equity and Compliance

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.



Llen Pomeroy

Associate Vice Chancellor & Title IX Coordinator
Office of Institutional Equity and Compliance

Llen Pomeroy is responsible for addressing and preventing protected-class discrimination, harassment and sexual misconduct for the campus. Llen also oversees CU Boulder's Americans with Disabilities Act (ADA) compliance program charged with providing disability-related services, resources and accommodations to staff, faculty and visitors. Under Llen's leadership, OIEC has dedicated staff members in the areas of case resolutions, education, assessment, support services and ADA compliance.

Llen holds a juris doctorate from New York University School of Law and a bachelor's degree from Brown University.





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.

Infrastructure and Resilience

Infrastructure and Resilience 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.

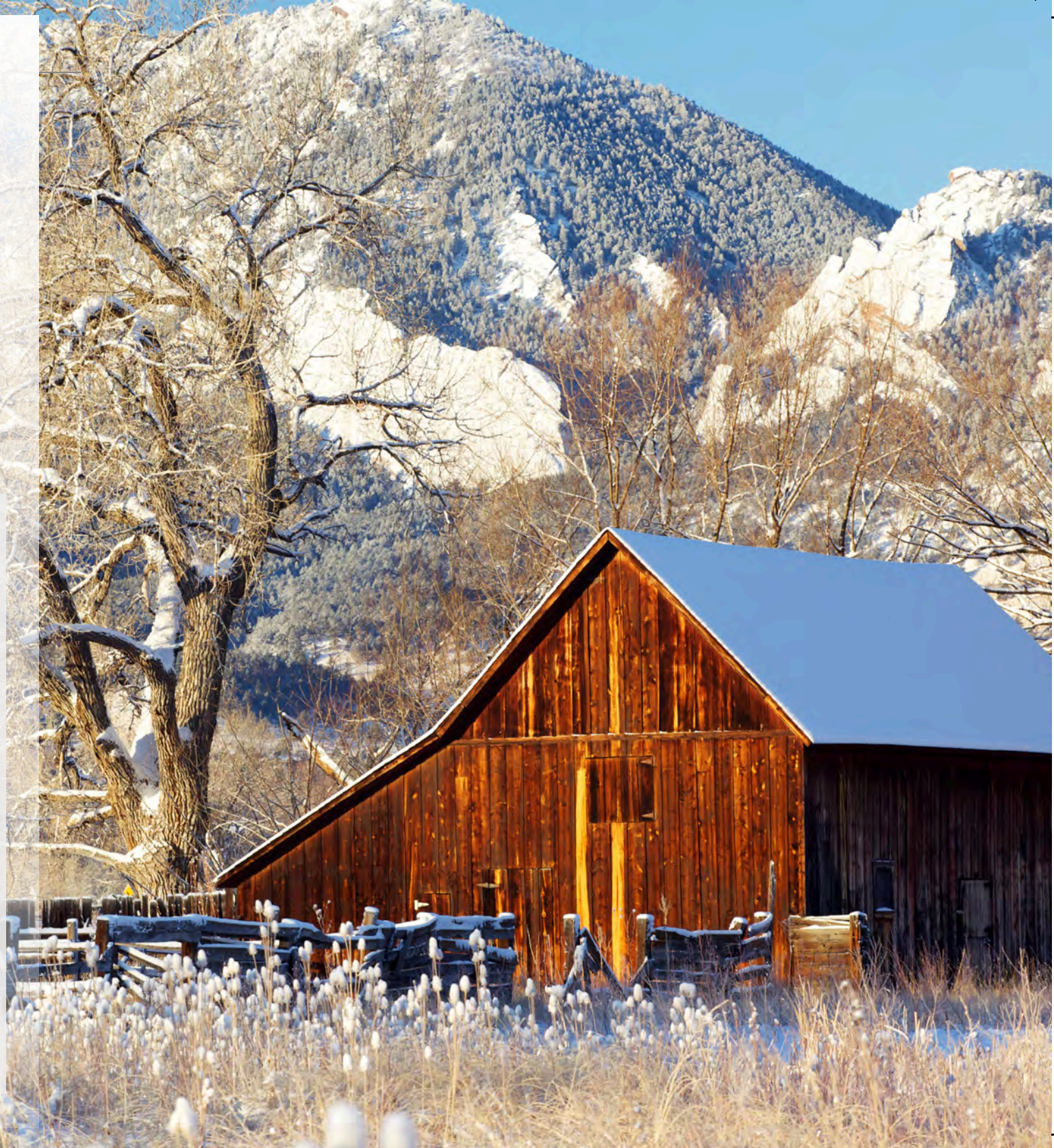


Chris Ewing

Vice Chancellor | Infrastructure and Resilience

Chris Ewing manages over 12 million square feet of campus facilities. Prior to being promoted, Ewing served as the Assistant Vice Chancellor for Planning, Design and Construction. He joined CU Boulder in 2008 as Project Administrator/Owner Representative, acting as a liaison between project design and construction teams and campus clients. Before joining CU Boulder, he worked at Replidyne Inc., Growth Management Consulting and Boulder Associates Architects.

Ewing has a bachelor's degree in environmental design (architecture) from the University of Colorado Boulder and a Master of Business Administration (MBA) from Colorado State University. His interests include camping, hiking, travel, reading and spending time with his family.





I&R BUSINESS SERVICES

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

I&R HUMAN RESOURCES

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

I&R SUSTAINABILITY

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

ENVIRONMENTAL HEALTH & 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 & Construction, which oversees the planning, design and construction of buildings on campus in support of CU Boulder's academic mission.

Division of Public Safety

CU Boulder's Division of Public Safety strives to facilitate and coordinate a culture that supports the campus's commitment to maintain the highest level of ethics, integrity and safety in the conduct of its operations. DPS services enhance community safety, protect life and property and foster safe, secure and ethical practices. DPS focuses on building relationships, caring for people and continually improving upon safety operations.



Marlon Lynch

Associate Vice Chancellor | Public Safety

Lynch's career progression includes 30 years of police and public safety experience in the municipal and public and private campus environments to include health systems. He is an accomplished police and public safety professional who currently serves as the chairperson and commissioner for the Commissioned Agency on Law Enforcement Accreditation (CALEA) and is a past president of the International Association of Campus Law Enforcement Administrators (IACLEA).





POLICE DEPARTMENT

The University of Colorado Boulder Police Department (CUPD) is a full-service, nationally accredited police agency providing community-based public safety services to a diverse community of nearly 50,000 students, faculty and staff 24 hours a day, seven days a week, all year long.

EVENTS & EMERGENCY MANAGEMENT

Events & Emergency Management plans and coordinates public safety and security for large events on campus, and it provides for mitigation, preparedness, response and recovery of natural and man-made disasters occurring on or near the campuses of CU Boulder.

FLIGHT OPERATIONS

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

THREAT ASSESSMENT

Threat Assessment personnel lead the efforts of the university's threat assessment evaluation program and processes. In consultation with the Behavioral Intervention Team and Students of Concern Team, this office is responsible for receiving, evaluating and addressing reports of concerning behavior, specifically regarding targeted violence.



Strategic Relations and Communications

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.

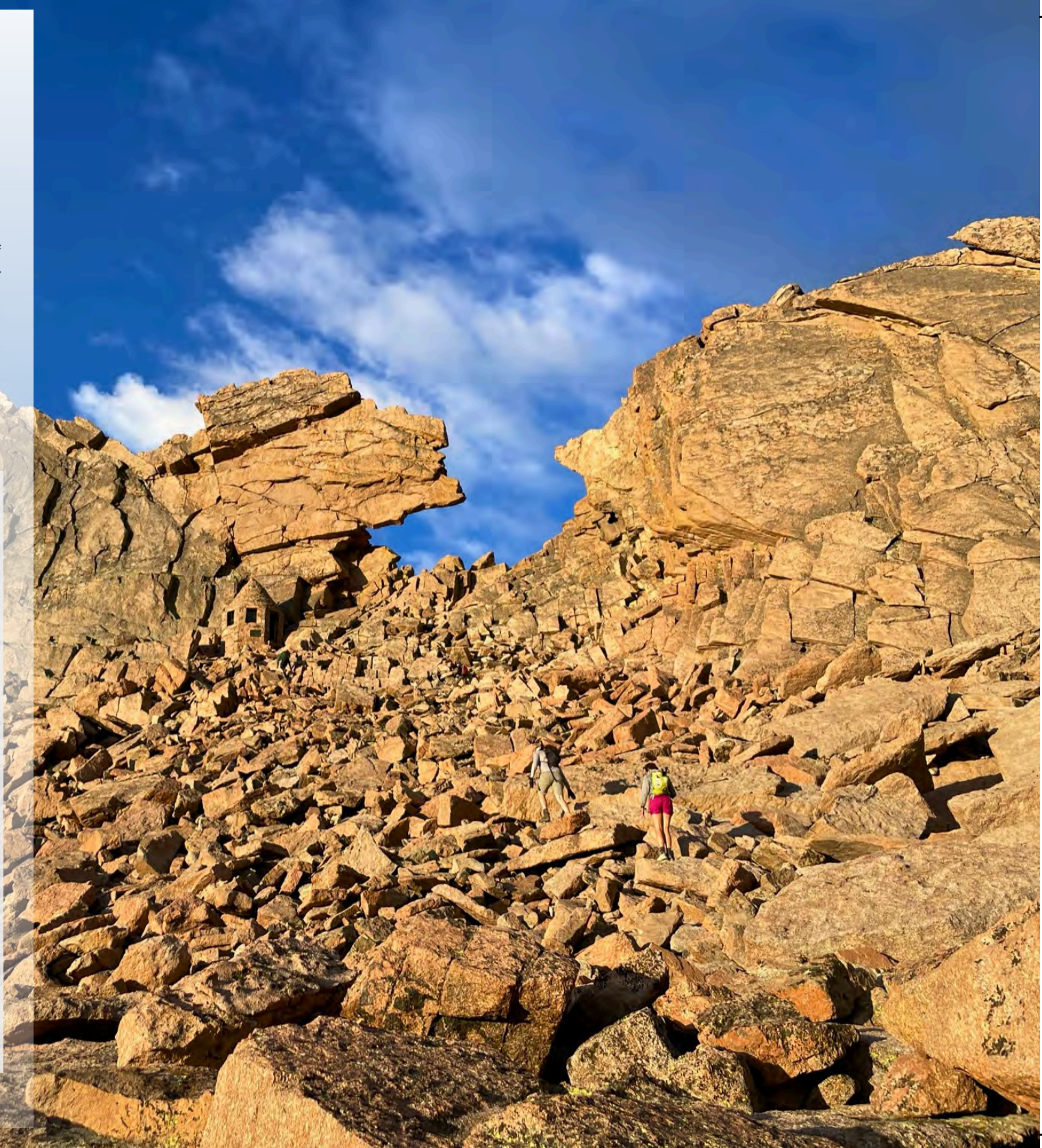


Jon Leslie

Vice Chancellor | Strategic Relations and Communications

Jon Leslie serves as Vice Chancellor of Strategic Relations and Communications. Jon and his team lead campus-wide communications that support CU Boulder students, faculty and staff and inspire affinity for our university.

Jon has been with CU Boulder since 2004. He has played an integral role in the university's marketing and strategic communications efforts, including the launch and rollout of the campus Be Boulder platform. He has held the roles of associate vice chancellor for strategic relations and communications, assistant vice chancellor for strategic marketing, assistant vice chancellor for campus communications and digital engagement and associate vice chancellor of marketing and content strategy prior to his current role.





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.



