UCDALI Meeting with Jennifer Sobernet, Strategic Plan Implementation
10/20/21

In attendance: *V. Shyu, D. Debay, L. Potter, P. Laird, J. Bihun, B. Pugliano, M. Darbehestri, M. Karger (PM on plan), L. Fried, B. Bierer, E. Baker, T. Spehn, J. Fox, K. Klimczak (brand refresh), J. Hansberry*

Karen Klimczak: Univ Communications Team
- Brand Refresh Overview for CU Denver
- Strategic Plan launched in Jan 2021 3 points identified (roadmap for plan/goals; revenue streams/investment opps; branding (how do we tell the story)
- Need to better articulate CU Denver's position
- Our students are savvier post-pandemic, so Why CU Denver?
- Discovery/Research (what should we focus on? Surveys/focus groups with faculty, students, alumni); Engagement; Communications (report out via website)
- Leads to "Brand Promise"—tell story in creative way with new messages
- How to measure? Perception, how well known, setting baseline this fall

- May be keeping "CU in the City" but not sure until we ask for people's perception of that

- Outside consultants are brought in—how much $? @ $300,000 of communications money rerouted (already committed to communications)

- VS: Don't we rebrand every couple of years?

- KK: the work we do should last 10 years (effort around a brand); previous iterations come from executive ldrshp requests

    o Pandemic is making this an important time to rebrand for CU Denver to be competitive
    o Making a commitment to not redo this any time soon (moving forward, can we agree to stick with the name with the biggest resonance)
    o Branding Campaigns to help enrollment
  JS: we need to find our "niche" to distinguish ourselves in the marketplace and drive that home for the next decade

JS: Strategic Plan taken to Regents in June 2021
8 taskforces
5 goals: How to achieve them?
- Meg Wheatley—importance of self-organizing and co-creating results we want to see
    o Organically, at local level, bring work into a reality
Spring 2021: Agreed on strategic direction

Prioritize our work

Summer 2021: collected more data after going through 8 vision teams about priorities and pacing; then talked to cabinet, Deans, shared governance, fac/staff throughout Aug 2021

Sept 2021: Came up roadmaps to goals
Roadmap: 3 years of projects within each of the goals (though flexible for moving things around based on community feedback

Year 1: Empowering Actions
- o Some build up infrastructure; some generate revenue
- o Capacity building highlighted during this meeting—asked to do more during pandemic; first need to take care of ourselves and prepare for heavy lift ahead
- o Streamline processes; restructure units; fill vacancies post hiring "chill;" create role clarity

Year 1 GOALS
Become equity -serving institution; plan to diversify our faculty
- o Campus climate survey
- o Equity minded PD for university LEADERS (admin)—yr 2 for rest of campus

University for Life
- o Monique Snowden—strategic enrollment; retention plan
- o Develop interdisciplinary programs; computing, etc

Internationally known for research and creative activity
- o Currently have interim Chief Research Officer
- o Seed money to develop "two grand challenges"

Open innovation district in Downtown Denver
- o Bring industry, civic partners, community into university more
- o Increases Exp Lrng and research opportunities
- o Design NEW interdisciplinary engineering/computing/tech building

"Best Place to Work" Institution
- o HR to work with strategic planning (HR shared with AMC and HR is underresourced)
- o = pay/=work act (developing recommendations to improve IRC faculty experience)

By end of Fall 2021—start reporting on project milestones
University success metrics specific to us (community driven)

DISCUSSION
PL: Fundraising and advancement; diversity serving institutions
- o We also have 2 Faculty driven and faculty-initiated groups: UCDALI & ThinqStudio

2 Grand challenges—interdisciplinary issues that may be urban-related; Provost-hosted symposia to come together and hear ideas on how to bring together interdisciplinary issues
- o Include new academic programs; student involvement; experiential learning, etc

VS: Chief People Officer position; what is it?
AVCFA position: will be searched again (in Provost's plans)

JS: CU Denver HR-centric team; how do we have someone who focuses on CU Denver culture of belonging (goal 5 work)—create team to create changes in policies/procedures; talent development; exit interviews, etc—position to do cultural change

VS: UCDALI did approach equal pay issues, but never learned details from those working on this; please communicate more on this issue

PL: Hiring plan for research faculty part of strategic plan goals

JS: UCDALI can help create hiring plan for teaching faculty ("just as important" as research goal)

VS: Where does faculty fall into the plan for enrollment/retention?
       --have Monique Snowden come talk to UCDALI

JS: "It is what you (IRC) do that helps our students progress"