University of Colorado Colorado Springs

2020
10 Year Strategic Planning
Stakeholder Discovery Sessions

Facilitated by

JERA
PARTNERSHIPS

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UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
Academic Deans

August 2018

What is Our Purpose?

QUESTIONS	LEARNINGS

Who are we?	• Emerging <u>University</u>
	• Tuition dependent
	   o Operate like a private university
	   o Governed like a public university
	• Career focused (not so much LAS)

What is it that we do?	• Prepare students for successful careers
	   o Educate students <u>and</u> prepare them for <u>careers</u>
	   o Lifelong learning
	• Position our graduates for success
	   o In their personal & professional lives
	• <u>Teach,</u> innovate, collaborate
	• Connect w/community and broader world
	• <u>Research</u>
	   o Struggle to find the right <u>balance</u> between teaching & research

Why does it matter?	• Provide students with…
	   o Almost a "Land Grant" mission
	   o Education transforms lives
	   o Healthy democracy: citizenship
	   o Curiosity/understanding
	   o Career and personal discovery
	• Innovation & research
	   o Research provides the impetus & platform to expand & share knowledge
	• <u>Economic</u> and <u>cultural</u> vitality of region
	• *(Haven't thought enough about incentives… struggle to create incentives)*

Who are our stakeholders?	• Students • Prospective students • Employers • Community • High schools • Community colleges • Parents • Legislators • Local government • Donors • Alumni • Faculty & staff • Southern Colorado • Regents

How do our stakeholders see us?	• Growing • Locals love us • Others don't know us • Commuter school • Engaged in community • Open to partnerships • Typical liberal university • High expectations • Expensive	• Conservative compared to other universities (Boulder) • Not grown up yet (lack infrastructure) • Up-and-coming • Affordable, local option • Hometown school
What is our unique competitive landscape?	*"Co-opetition"*	

	• CTU- CO Tech University
	• UNC- University Northern CO
	• CCS- community colleges
	• CSU- Colorado State University
	  o Fort Collins
	  o Pueblo
	  o Global
	• Online
	  o Phoenix
	  o So. New Hampshire
	  o Walden
	  o Grand Canyon
	  o Arizona State University
	  o Webster
	  o Chamberlain
	• Other CU campuses
	  o Denver
	  o Anschutz
	• Metro State University
	• Regis University
	• Newman University
	• University of Denver
	• Colorado College (for donors)
	• Colorado Mesa University
	• Out-of-state
	  o CA
	  o TX
	  o NM
		• How do we become a Colorado "hub" for higher education?
		• Lifestyle offered here
		• The "gig" economy
		• Changing demographics affect pool
		• Needs of students change
		• Finance for students
		• Legislative support ↓
		• Cost of living
		• Tight job market for employers
		• Denver amenities

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)

• Community
• Student focused
• Good people with good attitude
• University of opportunity
   o Momentum
   o Regional economy boom
   o Growth
   o Place
   o Access & equity
	• Lack of adequate funding/resources; business model that provides program incentives
	• Inadequate levels of:
	   o Space
	   o Resources
	   o Faculty & staff-quality good, quantity bad
	• Student support & success programs
	   o Retention; scheduling issues
	• Parking
	• Systems
	• Processes
	   o HR processes (as example)
	   o HR has outsized role
		• Teaching vs. research
		• Growth or not
		• Identity issues
		• Budget model
		• Operations (data, communication, structure)
			• Financial model that provides program incentives
			• Campus visioning
			   o Link to greater academy
			   o Communication among campus leaders
			• Infrastructure
			   o Staffing levels (staff & faculty)
			   o Research support

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Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
1. Space is not relevant to our current & future programmatic needs	1. Prospective students, parents & faculty perceive our facilities to be aging, out of date & insufficient	1. Develop & fund a strategic building plan
2. We bring people (students) here, but we can't keep as many as we need	2. With a decreasing pool of prospective students, enrollment will drop	2. Interventions for retention that work
3. Staff & faculty continue to lag behind growth (numbers, composition)	3. The university will lack the energy & capacity to innovate, and will see more burnout	3. Appropriate human resources to support programs
4. We are challenged by the integration of research into our mission and operations	4. Faculty frustration will lead to departures	4. Operational support for research
5. Deeper partnerships w/the community (ENT, Hybl)	5. Increasing responsiveness to community needs	5. Identify more opportunities for community engagement

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
1. Devaluing of education	1. Level off (hopefully) • Less funding available	1. Enrollment could level off or decline • Not uniformly across colleges
2. Declining support • State ($, state share of instruction) • Federal (grant dollars)	2. Public education ceases to exist	2. Faculty workload may need to increase
3. UCCS is growing/building new buildings	3. Continue as enrollment increases • Enrollment levels off… • Demographics are shifting	3. More difficult to make progress on integrating research into our mission
4. Universities have to demonstrate relevance to: • Students • Parents • Community • State legislators	4. Relates to #s 1 and 2 • Surviving, but barely	4. University place in society declines
5. Accountability	5. Need for more infrastructure to support increasing calls for accountability	5. May need to reallocate resources (Also applies to 1&2)

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Associate Vice Chancellors & Associate Deans]

November 1, 2018

What is Our Purpose?

QUESTIONS	LEARNINGS
Who are we?	• Educate people according to legislative mission • Regional university serving Southern Colorado and beyond • Colorado Springs community home town university; we aren't separate from the community • Place that cares deeply about our students • Ambitious and open to considering/re-examining all we do • Maturing, growing, developing • Serve wide range of students • Equal opportunists → inclusive and welcoming • Thriving enterprise of knowledge production
What is it that we do?	• Educate students • Educate community practice (inform) • Research for fun and community benefit • Exist for others to succeed • Serve 1st generation and other access-challenged communities • Support students with life skills • Innovate with technologies • Offer performance and culture through arts education • Engine of the local/state economy • We have some sports/community engagement • Alumni connection • Job creation (university and beyond)/workforce development

Why does it matter?	• Creating next generation of scholars/faculty/innovators • Offer opportunity and key to American dream • Offer opportunity to define and achieve your American dream/goals • Education is a great equalizer • Provide opportunities, civic and cultural development to community • Lead by example in community (values of education & sustainability) • Provide, workers, careers, jobs, value of inclusiveness • Provide place to innovate, develop ideas- would not be possible without us • Provide inspiration and pride to the community • We are the community and they are us • Resource for community • Transform lives • Reach extends beyond this region • Economic engine for community- ROI • Strive for continuous improvement – do all this better • Gathering place, bring community together
Who are our stakeholders?	• Students • Citizens of the State of Colorado • Board of Regents and CU System • Federal agencies for research (NSF, NIH, DOD, etc.) • Colorado Springs and surrounding community • Local business community/employers • Donors/philanthropic organizations/foundations • Faculty • Staff • Professional societies • Media • Alumni • Parents • Colorado Commission on Higher Education (CCHE) • Colorado Department of Education (CDE) • Higher Learning Commission (HLC)

How do our stakeholders see us?	• A place for education • Growing/growing too fast • We are the right size "Goldilocks"/just right • They can interact on a personal level with faculty/staff • Positive economic force • Babysitters (from parent perspective) • Place for culture and entertainment • A place to work – livelihood • A safe place to learn and grow • Place to have a career • A critical partner • Not quite a traditional campus yet, hybrid commuter/traditional
What is our unique competitive advantages & disadvantages?	• Location • Support for military students, local & first-generation students • Right size • Personal connections with faculty and staff for students • Bachelor of Innovation • ENT Center for the Arts • Limited by number of degrees we offer • Limited awareness of UCCS as a campus in broader market • Lack of awareness of research expertise of faculty • Limited resources • Relationship with CU System, Board of Regents, losing champion Kyle Hybl (upcoming shift) • Campus has good facilities • Recognized as a safe campus • Growing campus • UCCS is not Boulder • Nimble institution, flexible

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)
• Employees (faculty and staff) • Services, student support • Services for faculty/staff • Environment • Students	• Parking o Cost and availability • Resources- overall lack o Scholarship support o Graduate support o Grant writing o Not enough staff for student career services and advising o Lack of support for existing programs o Need more support for pilot programs o Classroom space • Too stretched o Heavy teaching load • Funding model o No college incentives • Retention o Students fall through cracks o Allowing conditional admits • Communication o Top down o Clearer policies/processes o Too much email • Diversity and inclusion o In actions o Belonging	• Prioritization, messaging about what's important • Infrastructure for data and cross-functions • Internal service mission: identity as a traditional, commuter, research • External visibility – what is UCCS? • Expectations of fiscal responsibilities, labor, practice • Resource allocation • Transparency in process and leadership	• Student life/college experience • Student learning: o Undergraduate research o Pathways o Career o Conditional o Community colleges • More staff o Not enough to do all we do o Grants o Spread thin • Faculty o #s o Mentoring o Diversity o +-+ • Resources o IRB o Grants and grant writing Crisis response o To improve • Marketing and media attention • Parking • Football • Cross-campus communication

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
Colorado Springs growing	Confirmed	• Cost of living for faculty, staff & students • Traffic, commuter challenges • Helps counter decline in high school students nationally • Increased selectivity, diversity
Push for vocational training	Continuing/growing	• Value of liberal arts questioned • Programming to bridge vocational/trade/liberal arts • Strengthened ties to employment outcomes • Pressures students to decide too early
Decrease in external funding	Continuing/growing	• Lack of $ for research • Be more creative in partnerships • Be more unique and competitive
Lack of interpersonal skills and experience in students including lack of self-advocacy with self-absorption	Continuing/growing	• Our resources stretched (example-counseling) • Need more education in non-academic areas • Needier students need more hand holding and attention • Need more coaching → reflected in advising changes
Lack of empathy nationally	Continuing/growing	• Challenging in classroom • Issues in academic freedom, speech
Social media	Unknown…	• Manage and communicate • Staff and faculty need to be much more savvy re: social media

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Communications]

October 30, 2018

What is Our Purpose?

QUESTIONS	LEARNINGS
Who are we?	• A voice for the university that tells stories • Centralized & decentralized staff charged with a similar mission with varying resources • Varying levels of expertise/percentage of position
What is it that we do?	• Gather information to execute tasks (all platforms) • Increase the value of the institution • Story-telling (websites, articles, eComm, social media, etc.) to our stakeholders • Reputations management/grow our sector
Why does it matter?	• Change-makers, influencers, ambassadors • Build community (creates buy-in from stakeholders) • We are often the first "impression" of UCCS • Impacts the current & future identity of the university • Growth slows, fewer students • Help new stories supplant old stories/misconceptions • Groom the next generation

Who are our stakeholders?	↓(Regents)↓
	• **Internal**
	  o Campus community
	    ▪ Staff
	    ▪ Faculty
	    ▪ Students
	      ➢ Vets
	      ➢ Transfer
	      ➢ Intl.
	      ➢ 55+
	      ➢ High school
	      ➢ F/S etc…
	    ▪ Cabinet
	
	• **External**
	  o Colorado Springs
	  o Prospective donors
	  o Alumni
	  o Employers
	  o Law makers
	  o CO & beyond
	  o Community

How do our stakeholders see us?	• **Internal**
	  o Local
	  o Invisible/limited reach
	  o Smart
	  o Growing & confused
	  o Useful
	  o Personal
	  o Lean
	  o Nice to have/justify
	
	• **External**
	  o UCCS
	    ▪ As the mouth of organism
	    ▪ "School on the hill"
	    ▪ Unlimited resources
	    ▪ Monolithic
	    ▪ (Evolving)

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What is our unique competitive landscape?	- Volume of info - Other institutes - Burnout/no interest/lack of time - High population shrinking - Listserv (noise) - Targeted (or not) - Plan? - Part of system?

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)

Internal
• Improved resources→ human & tools
• Collaboration
• Moving toward centralized services
• Strategy (Comms)
• Comms team
• Balance (central/unit)
• Solution-oriented culture (Can-do spirit)
External
• Good Reputation
• Community interest
Other
• News that's getting out
   o Positive stories
	Resources
	• Budget
	• Staff
	• Homegrown systems
	• Students
	Org Structure
	• Lack of centralization
	• Inequity (resources)
	• Lack of collaboration (silos/redundancies)
	Leadership Communication
	• Don't hear from leadership enough
	• Visibility
	• Direction (volume of Comms)
	Tools
	• Listserv ("spammy")
	• Non-integrated systems
	• Data
	Other
	• Compelling story
	• Red tape
	• Entrenched-ness
	• Lack of engaging
	• Internal Audiences
	• As "brand ambassadors"
	• Value of staff
		Themes
		
		1. Decentralized communication/resources
		
		2. Branding confusion; who are we?
		
		3. Leadership/guidance/how to measure success (org. structure)
		
		4. Lack of standardized software
		
		5. Resistance to change (ex.: commuter vs. traditional)
		
		6. Internal collaboration & communication
		  • Are we talking to each other?
		  • Lack of Comms structure (info flow & prioritization)
			• Strong leadership & communication
			  o Data driven
			  o Explanation of key messages (also mission)
			  o Cohesion of messages across departments
			  o Eliminate silos
			• HR as a strategic partner
			  o Allocation of resources
			    ▪ Including staff
			  o Budget & funding
			  o Employee value
			• Implementation tools
			  o Integrated platform
			  o Standards
			  o Buy-in
			• Message consistency & cohesion
			• Vision implementation & tactics
			  o Faculty voice
			  o Student voice
			  o Campus buy-in

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Division Directors]

October 25, 2018

What is Our Purpose?

QUESTIONS	LEARNINGS	
Who are we… as directors?	• Strategizers (thinkers) • Stewards of the institution • Leaders • Implementers • Mediators • A Network	• Solvers • Translators • Risk mitigators • Educators • Mentors • People with personal lives
What is it that we do… as directors?	• Implementors • Serve the purpose of our unit • Supervise, train, evaluate & support students • Stewards of funds • Hire staff and students, accountability • Utilize resources • Policy/procedures	• Liaisons • Collaborate with other directors • Problem-solving • Adapting to change • Support the vision of the university • Provide intelligence and informed feedback from the field to leadership (bridge to leadership)
Why does it matter?	• Essential support to the university • Student success- education, future citizens and workforce • Implementation of efficiency • Continuity, consistency, coherence • Alignment to the mission • Reputation	• Create culture of care, authenticity • Policy, procedures, processes • Run the business side of the house • Represent the face of UCCS • Get things done! • Serve and build community
Who are our stakeholders?	• Students • Senior leadership • Each other • Employees • Community (faculty/staff) • Mentors • Alumni • K-12, school districts • Business/non-profits • Providers/3rd Party vendors	• Media • Other schools/ universities • Governance groups • Student groups and offices • Parents • Mother Earth & future • The "TRUTH" • Compassion • Creativity/innovation • Federal government

How do our stakeholders see us?	• Go to folks at the university
	  o Knowledgeable
	• The red tape (reinforces the tape, +/-)
	• Connectors/collaborators
	  o Gluers (to the culture and goals)
	  o Doers (from a leadership perspective)
	  o Planners
		• Service providers
		• Mentors
		• Some are seen as the <u>problem solvers</u> while others are seen as <u>the executors</u>
		  o Major inconsistency based on where you work
		• External Stakeholders
		  o Stewards of resources
		  o High respect for the university & individual directors

What is our unique competitive landscape?	• Military and low income
	  o Students
	  o Faculty/staff
	• Space
	  o Physicality
	• History
	  o Commuter Campus
	  o Perception of who we are has not changed
	  o Lack of traditional university ties
	    ▪ Not truly understanding who we are (our challenge
	    ▪ Missing symbols of a traditional university and ties it to the community)
		• Limited resources
		  o How we are able to manage them
		• Literally & figuratively the spine…arroyo
		• Folks who have been here for a while created current image/culture, insulated, you don't know what you don't know
		• Elected Board of Regents, compete for resources in the system and state
		• Reputation of Colorado Springs as a conservative town (+/-), but changing
		• Not retaining our students
		• One of the least funded university systems across the country
		• Boulder/Northern Colorado

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)

• People- employees, faculty, students
• Collaborative environment/internal and external
• Reputation = trust (within community)
• Mission, vision and values
• Physical environment and facilities
• Student support & opportunities/student-centered approach
• Sustainable focus
• Benefits, work/life balance?
	• Funding/resources (retaining students) and mission tie to vision and mission
	• Leadership
	  o Lack of communication
	  o Lack of transparency
	• Vision and structure not clear
	• Red tape/processes
	  o Collaboration is weak
	• Employee relations
	  o Job satisfaction
	  o Burnout
		• Who are we? (trying to be all things, not realistic)
		• Where are we going?
		• How do we operate now? (as we decide #1 &#2)
		• Vision of old leadership team vs. new cabinet
			• Resources
			  o Staff
			  o Funding
			  o Programs
			  o Space
			  o Professional development/training
			  o Student support system
			    ▪ Academic deficiencies
			    ▪ Career placement
			    ▪ Mental health
			• Shared planning and vision
			  o Processes
			  o Goals
			  o Follow-up/support for implementation/ accountability
			  o Incentive for the work we do (e.g.: need to break out of "that's the way we do it"/culture at our U)
			• Culture w/ upper leadership and directors
			  o Trust
			  o Transparency
			  o Care
			  o Communications runs both ways
			  o Shared representation in planning
			• Identity
			  o Traditions
			  o Spirit
			  o Voices
			  o Commitment/shared

Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
Lack of vision and communication	• Uncertainty • Fear	• Communication • Vision
Lack of identity	• Inefficiencies • Lack of direction • Confusion	Clarity around identity
Growth of UCCS	Slowing down	Articulate vision for growth
Lack of facilities (classrooms, offices, etc.)	Opportunity to change	Need a plan
New leadership	Where is it headed?	Funding models
System changes	More efficiencies	

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US

↓High school population	• ↑Competition for smaller pool of students
	   ○ Changes in student demographics
	   ○ Student resources/profile
	   ○ Greater consumer approach
		State/publics and private

↓State funding for higher education institutions	Alternative funding options	On job training
↑Social justice		
Questioning the value of higher education & purpose	Value propositions needed	More college prep/remedial education programs
↑Awareness within community		Language away from "4 year" to credits…
↑Business mindset related to higher education	Value propositions needed	
↑Costs of higher education & costs shifting to students		Divert resources to lobbying/advocacy
↓Levels of academic preparation of students (residency, academics, mental health)		Serious about online pedagogy
Climate change		External revenue
↑Distance learning (but not understanding implications)		• Abandoned assets (physical space) • Tuition model
New president and regents, policy makers and governor		
↑Mental health challenges for students and employees		

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Faculty]

October 23, 2018

What is Our Purpose?

QUESTIONS	LEARNINGS
Who are we?	- A collection of educators - Experts in our field - We are developers and individuals who care! - A resource - Undergraduate instruction - Enablers of opportunities - Graduate programs - Professional programs
What is it that we do?	- Train - Educate - Develop critical thinking - Challenge - Research - Maximize the potential of humanity - Developing and disseminating knowledge - Develop and build skills - We shape knowledge and experience
Why does it matter?	- We go beyond expectations to opportunity - Enhances the global and local community and quality of life - Individual prosperity (future benefit, not just $$$) - We create and enhance a place to learn - A collective marketplace of ideas - We provide a "free" sharing of knowledge and connection among stakeholders
Who are our stakeholders?	- Students and families - Community - Regional - Cultural - Sport - Local businesses - Faculty/staff - Other universities/ community colleges - High Schools - Alumni - Donors - Government - Local - State - National - United Nations - Accreditation Boards - Discipline-specific associations - Regents

How do our stakeholders see us?	• A source of pride • An affordable option • A stepping stone to other schools • A source of EXPERTS for the community and other higher education schools • Source of revenue • Source of well-rounded employees (labor force) • A great place to live and work	• Opportunities for collaboration and academic advancement • The growth campus • The blue-collar university • Commuter school • A partner in education • A good educational model • Multifaceted
What is our unique competitive landscape?	• Flexibility in meeting academic programs • Diverse student body (age, background, etc.) • Class size and mentoring communities	• Great place to live and work • Olympic association • Outdoor recreation • Price • Student success

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)
Culture - Friendly staff - Supportive of students - Collegiality - Mentorship of faculty **Leadership** - Skilled - Committed - Principled - Sustainable growth **Curriculum** - Varied programs and course offerings **Students** - Engaged - Diverse - Of varied academic abilities **Faculty** - Quality teaching value - Faculty are supported **Community** - Great engagement with and ties with community/city **Reputation** - Free from scandal (mostly) - Excellent	- Disconnect between faculty and administration - Increased bureaucracy and increased centralized decision-making - Parking and campus transportation - Affects academic work - Funding models that discourage growth & innovation - Non-competitive compensation for staff & faculty- <u>esp. non-tenure track</u> - Unsupported growth - Inadequate student retention and support resources - Corporatization of academic mission - Size of LAS could be potential challenge - Pursuit of shiny objects like Ent Center and Hybl	1. **RCLE & mission** - Role of a university - Focus on education - What is most important for UCCS? - Cannot run a university purely as a business - Importance of core academic mission in investments - Mission- one size doesn't fit all 2. **Resources** - How funds are allocated to colleges - Desire for buildings out- strips our real ability today for them (tuition-bonding) - Classrooms are not flexible- lecture only 3. **Disconnect** - Disconnect between upper administration & faculty - Policies & processes not always clear - Why so many administrators? - Transparency in decision-making by leadership team 4. **Growth** - Continued growth needs <u>areas</u> to be prioritized - Growing pains/ no longer undergrad. serving campus - University studies- tension between growth and standards - How our students understand what a college/university education <u>does</u> for them 5. **Coordination**	**Funding** - Faculty/staff - Graduate students - Scholarships - Research **Vision/Mission** - More communication, especially if it's going to change - Differentiation in the CU system - Clarity - College/dept. plans should be congruent with the campus **Administration (includes Deans and Dept. Chairs)** - Trust - Transparency - Accountability - Culture - Shared governance - Listening, who can make it happen? **Space/Facilities** - Classrooms - Offices - Research - Growth planning - Transportation & parking * All done ethically and with sustainability in mind.

		• The college of LAS- too big, too complicated; makes serving needs of faculty and students difficult • Communication across schools • Why are multiple programs addressing same issue? **6. Community** • Huge number of military-related jobs in town, not connected well enough to those companies • Huge population of vets in town, not enough specialized programs/systems for them • Acceptance criteria • How we serve <u>or</u> meet the needs of a growing Colorado Springs **7. Misc.** • New FCQs • Need update on current 2020 Master Plan • Successes/shortcomings	

Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
↑Research expectation without support	• Unrealistic expectations • Promise of change…	Real monetary & time support to align with research expectations
Non-faculty-driven academic initiatives	Further dilution of our ability to provide solid, basic education	Stop letting outside interests/shiny objects affect academic programs
Enrollment numbers over student quality	• Poorer retention • Reduced quality/rigor • ↓Reputation	• Set & hold (or adhere to) selective admit standards • Better partnerships with Pikes Peak Community College
Lack of attention to automotive crowding	Parking hassles affect students' experiences & reports to others	• Mass transit • On-campus bike-share • Sustainable solutions
Administrative pressure to reduce academic standards	• Regression to the mean • ↓Reputation	Let faculty do the academic work
Advertised ↑collaboration & planning w/faculty	• Seems to go nowhere • "Wizard of Oz" effect ☺	• REAL shared responsibility & transparency • Time well-used ☺

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
Decreasing student preparedness	Hopefully not farther down	Retention
Different ways of learning	Increasingly video, internet	• Textbooks & lectures ineffective • Need to "retool" • Decrease in critical thinking
Funding	Down	Challenge to all we do
Cost	Up	Challenge to students
Automation	↑	Students need to "retool"
"Truth Decay"	↑	We need to address (can we?)
Nontraditional students	↑	• May help? • Need to offer more flexibility
Demand for online education	↑	Need to grow
Work ethic	↓	Need to mentor/educate
Social media, Google	Increasing	Demise of humankind

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Open Session/Strategic Planning]

November 1, 2018

What is Our Purpose?

QUESTIONS	LEARNINGS
Who are we?	- Tier 3 - Regionally ranked - State institution - Undergraduate (majority) - Diverse community - Roles - Student demographics - System of CU - Educational Access - Pockets of Research Excellence - Undergoing transition and identity (perception)
What is it that we do?	- Provide education a place to contribute to a mission - Provide a place to explore the future - Prepare students for a career - Cutting-edge research - Serve our community - Drive economic growth - Provide opportunities for innovation - Access to education - Support function of university community
Why does it matter?	- Provide innovation - Opens avenues - Students want to engage - Return value to state and community - Engaged citizens resulting in social change - Continued personal growth - Cultivate value in careers - Something that matters to them and provide for the life they want - Productivity of staff and faculty - Growth campus for CU System - Tax revenue

Who are our stakeholders?	- Students - Parents - Faculty - Staff - Board of Regents - Colorado Springs community - Legislators - Employers - Donors - CU system - Public health/emergency preparedness (Red Cross) - Alumni
How do our stakeholders see us?	- Economic driver - Fastest growing university in the West - Under-resourced - A means to an end - Opportunity - Too expensive - Partners (strategic) - Access institution/serving a diverse population - Efficient - Responsible - Leader in Southern Colorado - Multi-faceted (varies by perspective) - Innovative - Entrepreneurial - Not filling workforce need - Responsible for all aspects of student well-being and happiness - Collaborative - Donors - A site/resource to support local emergency response - Advisors - The "step child" of the CU System - Adaptable - Non-work/life balance
What is our unique competitive landscape?	- Advantages - Collaboration - Community support - Organizational leadership - Staff/faculty retention → institutional knowledge - Community relationships - Unique programs - Age of campus "Small campus" feel - Cost - Disadvantages - Resources - Decreasing faculty/staff retention - Inability of our students to access resources to support their well-being - Age of campus - Burnout - Length of hiring process - Changing branding "Small campus" feel - Cost - Reputational deficit - Compensation

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)
• Student support and care • Growth mindset • Relationship with community • Providing access • Recognition of both research and teaching • Access to student employment	• Resource management • Processes inhibiting efficiencies • Communication and transparency, R/T priority setting • Tolerating bad behavior/accountability • Development process for donors • Lack of actual "strategic" processes • Transparency and input with/from key stakeholders • Inconsistencies with staffing decisions and staff management • Lack of consistent onboarding/mentoring of new staff • Diversity of student body not adequately reflected within faculty, staff and administration • Limited opportunities for career development • Limited adoption of technology across campus	• Balancing access with student support • Our brand • Our priorities • Promotion and tenure criteria • Understanding of student struggles	• Pathways for professional advancement • Diversity in campus leadership • Pay equity • Connection, collaboration and communication with campus stakeholders • Adequate resources (staff, $, space, services) • Allocate resources to strategic plan with priorities • Clear communication from upper management • Student engagement w/ curriculum decisions • Equity between faculty and staff expectations related to time and productivity

Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
Faculty/staff retention	Worsening	• Resources • Transparency • Priorities • Equitable pay • Increase career development opportunities • Institutional structured mentoring program that is consistent for everyone
Student mental health issues	Worsening/more complicated	• Preventative work/resources/partnerships with K-12 • Creating a culture of wellness
Decreasing civility	Worsening	• Creating a culture of civility • Teaching communication skills • Programs to address these issues
Lack of transparency	Neutral??	• Be transparent • Relate decisions to strategic goals/priorities • Involve stakeholders in discussions • Encourage communication at all levels

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
Declining student well-being	Worsening	• Shift in the way we support students • Not just academic/career preparation focus anymore.
Cost of college/student debt	Increasing cost/debt	Impacts access, retention and reputation as well as perceived value of education.
Shrinking pool of available high school students	Several years of continued decline	• Increased competition for qualified students • Decreased revenue.
Increased perception that higher education does not improve society/ value proposition of higher education	Unknown	• Lost resources • Declining reputation • Need to revise approach.

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Staff Session]

October 25, 2018

What is Our Purpose?

QUESTIONS	LEARNINGS	
Who are we?	• Growing (4 dots) • Innovators (1 dot) • Educators (3 dots) • Planners • Engaged (2 dots) • Forward-thinking • Community (3 dots) • Diverse • Motivated/passionate (3 dots)	• Open • "Doers"/multifocal • Provide service (1 dot) • Committed/proud (1 dot) • Aware • Policy-oriented/ structured • Communicators & listeners (4 dots) • Inclusive (1 dot) • Student-focused (5 dots)
What is it that we do?	• Facilitate the execution of business operations at the university (8 dots) • Interface with a variety of internal and external stakeholders (3 dots) • We provide support to the mission of the university (7 dots) • Fill in the gaps • Support students (3 dots) • Do the unseen work (1 dot) • Enhance our brand (1 dot) • Work year round	• Set/influence emotional climate (community and fun) on campus (1 dot) • Facilitate collaboration between stakeholders (5 dots) • Manage resources creatively, efficiently and effectively (7 dots) • Think about the impact of our actions on other stakeholders (faculty and students) • Support employee engagement
Why does it matter?	• The university's mission could not get done • We ensure the resources are available • We impact students on a 1:1 basis • Creates our identity & culture • Creating workforce leaders of the future • Help students become independent	• We <u>affect</u> the bottom line ○ Retention rates ○ Graduation rates ○ Competition ○ Quality of life ○ Economic impact in community ○ Composite financial index

Who are our stakeholders?	• Students (7 dots) • Staff (4 dots) • Faculty (4 dots) • Donors (4 dots) • Prospective donors • Industry • Community partners (5 dots) • Parents/family (2 dots) • K-12 • Prospective students • Alumni (2 dots) • Community groups • Employers (2 dots) • Media	• Other institutions • Deans/admin (1 dot) • Colleges • Departments • Government (1 dot) • CU System/other campuses • Neighborhoods • Military • Foundations • International organizations • Professional organizations • Student workers • Researchers
How do our stakeholders see us?	• Growing (everyone) (7 dots) • Integral and respected in community (internal & external) (5 dots) • Glue (how students see staff), efficiency • Lean, understaffed & minimal resources (students, staff, faculty) (7 dots) • Scrappy (try new things, creative) (other campuses) (1 dot) • Way out (low income and first-generation students) (1 dot)	• Hard working/role models (students) (4 dots) • Accessible & knowledgeable (faculty & students) (1 dot) • Comfortable, less intimidating (prospective students) • Good investment (undergrad students, parents, business, community) (2 dots) • Economic driver (community, state level) (4 dots)
What is our unique competitive landscape?	• Part of CU system • Online schools like CSU Global • Research-based schools • Colorado College • Pikes Peak Community College (PPCC) • Not going to school (trades, military, employment, career programs, certifications, K-12 early college)	• Community resources • Employer of choice • Other graduate programs • Higher paying organizations/institutions • Corporate world

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)
- Student focused - Positive campus culture of staff (outside the colleges) - Professionalism, diversity, inclusiveness - Strong sense of collaboration - Opportunities for some staff to grow (usually outside of colleges) - Good benefit packages - Beautiful location - Quality education, leadership, experience	- Parking - Cost too high - Availability too low - Complex & unfair process for students in activities and community members - Culture - Hierarchical/resistant to change - Silos/lack of collaboration in some areas (specifically w/budget) - Lack of respect for staff, faculty/staff division - Do more with less mentality and expectation (burnout) - Perceptions of favoritism/nepotism - Undervaluing and not recognizing staff in all departments - Communication/ transparency - Forgetting students!! - Policy and Processes - Slow to change	- HR - Strategic staffing & planning - Compensation - Organizational structure - CU system vs. campus - Campus growth - How are we handling issues that come with growth - Value of staff vs. faculty - Communication across campus (we have silos) - Regarding vision, mission and purpose - Funding and resources (lack of) and how they are allocated - Process and policies are not defined - Recruitment and retention of students	- Parking - Money- compensation - Access to leadership - Accountability (for implementing the change) - Resources – equity, staff, tools, funding - Big data access analytics, tracking (e.g. student outcomes) - Data integration - Communication - Career paths (staff) - Trust

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	○ Dated processes ○ Lack of efficiency ○ Cumbersome process ○ Not student friendly/focused ○ Too many! ○ Redundant • Resources ○ Human (burnout/attrition) ○ Capital ○ Space ○ Career ladders/upward mobility/promotion/stability ○ <u>Understaffed</u> ○ $, people, space- can't keep up with growth ○ Budget model and investments process ○ Hiring process is painful! ○ Onboarding is cumbersome		

Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
Loss of institutional knowledge/retirement of leaders	Fragmentation or collaboration	• Need better succession plans/communication • Documenting processes
Growth	Slowing to incremental	Re-prioritization of roles, budget, etc.
Resource scarcity	Scarcity increasing/reduce service burnout	Alternative funding
Division between faculty and staff	Disconnect or collaboration	• Communication cohort activities • Combined goals (student-focused)
Resistance to change	• Frustration • Loss of good people	Valuing innovation, opinions, outside perspectives
HR challenges – faculty & staff retention	Very reactive vs. proactive	HR as a strategic partner (elevate to Cabinet position)
Communication & collaboration challenges	• More silos • People doing own thing • Redundancy • Lack of efficiency • "Homegrown" systems	Delivered, focused, frequent, transparent communication starting at the top
Imbalance & lack of resources	• Creates animosity • Burnout • People may act unethically • Quality of products goes down	• Strategic investment • Identify inefficiency • Visibility/transparency
Student retention & persistence	Flat or declining	• Define why • Invest & mitigate
Confusion about leadership priorities	• Chaos • Poor morale	Leadership visibility & engagement

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
Colorado Springs city growth	• ↗ new • Economy dependent	• City infrastructure • Affordable housing
Cost of higher education	• Decreasing state funding • Donor dependent • Tuition increases • More research $ • Lower enrollment in specific colleges	• More people involved in revenue generation • New ideas for revenue generation and/or focus on cost effective education
Political unrest & military concerns	Impacts military students & family getting higher education degrees	Peace and love???
Online (free classes & for-profit schools)	Likely increase because of technology/productivity	• Provide these services • Degrees/classes
Outcomes-based pressure from employers, government, parents/family	• Data collection • Evidence-based support and compliance	• We need to measure and report out • Less autonomy • Show benefits
Student needs: mental health, finances, lack of independence, lack of coping, lack of preparedness	All increasing needs for support and services	Need to provide: support, resources, legal/public safety, more $ (financial aid)
Flexible credentialing and classes (online, skills-based, on-demand)	• Increasing • We are losing students • Losing value of traditional higher education	• Impact budget • Retention • Not meeting employer needs • Alumni not employable • Lose relevance
Reduce cost of education/student debt	Losing students to cheaper/more flexible programs	Lose our value, we cannot function
Generation Z is small	• Increased competition • Lower budget • Reputation	• Change funding model • Eliminate programs • Marketing-change it • Increase retention

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Strategic Enrollment Committee]

October 2018

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)

1. Collaboration
2. People:
  • Dedicated
  • Ethic of care
  • Engaged
  • Pride
  • Student-centered
3. Student body
4. Standing/ in community awareness/presence
5. Openness to improve/change from leadership
	• Resistance to change (not a small university anymore)
	• Limited staff & faculty
	• Space limitations
	• Resource limitations
	• Lack of faculty/staff of color (underrepresented)
	• Retention gaps in certain student groups
	• Regents view us through lens of Boulder
	• Retention (esp. need academic plan for 1st year & student lack of knowledge of the system)
	• Too reactive- not proactive enough
	• Hesitant to embrace new/outside ideas
	• Aligned recruitment strategy (macro lens)
		• Resources
		  o Financial
		  o People
		• Data informed…
		  o Terminology
		  o Systems
		  o Audience
		• Who are we?
		  o Where are we going?
		  o Mission, vision, values
		• Communication
		  o Who knows what, when?
		    ▪ All key stakeholders
		• Retention
		
		*Add over agility
			• Clarity of who/what we are
			  o Too many "whys"
			  o Clarifying to the regents
			  o Strategy
			    ▪ Plan
			    ▪ Vision
			  o Culture
			    ▪ Awareness of all different depts./groups
			  o How external stakeholders are involved
			  o How internal stakeholders are involved
			• Importance of research
			  o Opportunities
			  o Resources
			  o Student, research support (proactive)
			• Personnel plan for growth & sustainability
			  o Staff/faculty
			  o Space
			• Ownership of student success

Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
5. Student mental health preparedness • Career focus	5. Counter rotation↑ 5. Staff & faculty load/burnout↓ 5. If implemented, could increase graduation ratios	5. Institutional commitment to resources 5. Communication strategy • Recruited→grad 5. Clearer understanding of resources
4. Desire for better data & use of data	4. ↑Possibility of pulling wrong data 4. Not informed by that data 4. Inability to answer questions being asked	4. Data strategy/plan 4. Defined data 4. Easy to use tools 4. Additional analytics & education
3. Higher reliance on technology	3. Fail to meet student expectations 3. Interpreted systems & data	3. Tech strategy plan 3. Coordinated efforts
2. Greater bureaucracy	2. →Higher demands from • Regents • System	2. Ability to respond with efforts 2. Ability to proactively drive the conversation
1. Charging demographics • Administration		1. Should keep this in mind so it does not become "normal" 1. Diversity should be a conscious effort
0. Alternative funding • Focus advance • Entrepreneurial	0. Recognize Change 0. Funding model changing 0. Less state funding 0. Means increasing demands for fundraising & public private part. (PPP)	0. Increased training & support for advancement efforts 0. Strategic partnerships that we create

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
1. Public devaluing of a college education • Esp. arts/humanities • Emphasis is on career prep 2. Increased expectations for compliance & accountability 3. Increased use of data & tech 4. Increased student needs 5. Attention to free speech & public (in)civility	1. ↓Funding ↓Willingness to pay ↓Enrollment • Students go for CC's or fully online • Liberal arts becoming more scrutinized • "Factory model" of college→ in & out to a career/degree • Criticism that college "brainwashes" students into liberal mindsets • All of this leads to decreased funding & increased scrutiny 2,3,4. More expensive 5. Students don't arrive with these skills ALL → Philanthropy vs. together	1. Raise $ • Tell our story • Demonstrate how we add value to the region o Including economic value • Need to keep working to keep the arts alive (Ent. Center, etc.) • Consider interdisciplinary programs • Need to support co-curr. • Need to tell story & value adds better 2,3,4. • Need more staff • Increased cost to students 5. Faculty and staff need to teach & model civil discourse * Keep working on public/private partnerships (K-12)? • Must be able to prove value →More robust modeling of students creating value in the world • Great example for others

UNIVERSITY OF COLORADO COLORADO SPRINGS

Discovery Session
[Student Session]

October 3, 2018

Four Helpful Lists

WHAT IS RIGHT? (Optimize)	WHAT IS WRONG? (Change)	WHAT IS CONFUSED? (Clarify)	WHAT IS MISSING? (Add)

WHAT IS RIGHT? (Optimize)

Session 1
- Campus climate
  - Safety
  - Location
  - Beauty/location
  - Newness of buildings
- Resources
  - Teachers
  - Student employment
  - Shuttles
  - Library
  - Orientation
  - Tours
  - Push for mental health
- Diversity of activities
  - Clubs
  - Events
- Diversity of courses

Session 2
- Physicality
  - Aesthetic (views/buildings)
  - Layout of campus
- Atmosphere
  - Friendliness, welcoming, helpful
  - Hands-on approach, experiential learning
- Diversity/Inclusive
  - Opportunities to first generation students through Pre-collegiate program
- Academics

WHAT IS WRONG? (Change)

Session 1
- Parking
  - Expensive
  - Lack of space
  - Lighting to and from
  - Accessibility
  - Police and walkways
- Transportation
  - Shuttle schedules
  - Community commuter (bus)
- Food
  - More places to get food
  - Quality of food
- Advising
  - Difficult to track classes
  - Drop date is too early
  - Proper guidance
  - Understaffed
  - Lack of support
- Library
  - No plug-ins for computers or cell phones
- Dorms
  - Too small
- Harassment
  - No guidance
  - Non-supportive
- Transparency
  - For groups and funding

Session 2
- Campus transportation issues

WHAT IS CONFUSED? (Clarify)

Session 1
- Campus Layout
  - Diversity of classes impacts this
- Support from advisors
  - Double-dip classes
  - Graduation audits
  - Registration- right classes based on major
  - Class schedules (e.g. music only on Mondays/ Wednesdays)
  - Advertise specific classes- when they are available
- Commuting and transportation
  - Parking communication
- Culture visibility/sense of community for commuters
- Degree audit
  - Classes available (transparency/updated)

Session 2
- Academics and grading/ degree audits
  - Communication on degree requirements
  - Consistency of grading between teachers
  - Academic advising
- Navigating campus
  - Is there a Downtown campus?
  - Navigating certain buildings (Osbourne)
- Food

WHAT IS MISSING? (Add)

Session 1
- Communication
  - Daily email?
  - Text opt-in
  - QR codes
  - On campus radio station (announcements)
- Multi-cultural Center
  - Bigger space
  - Lack of awareness
  - More acceptance
- Financial aid resources and scholarships available
  - Awareness
- Parking
  - Additional parking to meet student attendance
  - Separate parking for faculty/staff
  - Discounted/free parking for student workers
- Campus life
- Admin/department services
  - Faculty/staff/students shouldn't fight for space in the University Center
  - More electrical and USB plug ins needed in library
  - Better campus map
- School spirit/teams (like football)
- Accommodations

Session 2

- o Small courses/ close relationships with professors
- o Programs offered
- o Affordable

Session 3
- Location (view)
- Resources
- Faculty and staff
- Tuition/affordability
  - o Scholarships
  - o Financial aid
- Rec Center
- Programs
- Infrastructure
- Transfer process was easy & exciting
- UCCS opens students up to many resume building community partnerships

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- o Parking, lack of availability & space, cost, getting a parking ticket when on an all-area parking pass, blocking off road between main campus & ENT center, makes it difficult for people to get to class on time
- Unresponsive campus services
  - o Lodge dining hall closed on weekends
  - o Pay too much for food and books
- Social environment
  - o Different treatment between freshmen and transfer students (orientation, excitement level)
- Inconvenient scholarship deadlines

Session 3
- Parking
- Breakfast not served on weekend leaving full-time residents without a meal
- Degree paths feel too forced
- Wellness Center lacks funding- leaving an unreasonable number of students without care
- Limited space in University Center and other locations limits abilities and outreach of programs
- Financial aid and funding
- Nursing program (rigidity, lack of holistic review)
- Lack of visual arts program
- Freshmen intro experience
  - o GPS not tailored to individual

- o More vegetarian protein options
- Financial
  - o Depositing loans
- Transportation and parking
  - o Shuttle bus schedule
    - Runs at odd times
  - o Parking plan not convenient for those who pay for parking
  - o Parking rules

Session 3
- Majors
  - o Why is ICEC in Bachelor of Innovation?
- Financial Aid
  - o FASFA
  - o Need more assistance
- On-line Academics
  - o Canvas
  - o Mountain Lion Connect
- Socializing
  - o Rec Center opportunities
  - o How to meet new people on campus
- Transfer credits
  - o Credits that are accepted vs. not accepted
- Library resources

- Parking
  - o More on main campus
  - o Parking for food trucks
- Financial Aid
  - o More assistance, direction
  - o More $$$ for all and scholarships for students who don't qualify for basic aid
- Campus Life
  - o Resources and activities for commuters
  - o More events
  - o Greek life or language-inclusion houses
- Housing
  - o Expansion beyond only freshmen, upper-class student housing

Session 3
- A damn football team
- Better parking
- Degree flexibility
- Better/cheaper food
- Better handicap accessibility
- Diversity among professors
- Student growth/activities awareness
- Aligning resident and commuter activities/schedules
- Invest in a gondola from remote parking to campus

Internal Patterns & Trends

PATTERN / TREND	WHERE IT'S HEADED?	WHAT MUST CHANGE?
Session 1		
Increasing diversity	Need for connection, communication, support, resources	More community outreach, clubs, activities, programs
Increase in student population	Need more programs and resources	• Decrease acceptance rate • Expansion • More transportation
Parking/infrastructure	Gridlock, crowded, need more space	Schedule coordination of parking and classes
Lack of support/empathy/sympathy for students' mental health	Lack of support, resources, time	More resources and outreach
Session 2		
Freshman vs. upper classman	Increase of student populations will cause more issues on space & finances	Limit student admission & focus on increasing infrastructure on campus
Food issues		
Increasing student population but lack of space	Causing issues on space and finances, campus advancement	Limit student admission
Poor parking and transportation system		Focus on campus infrastructure
Financial issues		
Increase of innovation		Expand Bachelor of Innovation to all academic areas.
Sharing materials		
Inequality occurring	Lack of ethics system	Have a survey to ask students/staff on how they feel about rules and systems (e.g. student worker dress code inequality between genders and departments)
More emphasis on student/staff safety		
Session 3		
Mental health	Not enough awareness	Funding for Wellness Center
Parking	Stagnant	Gondolas from remote parking to campus

Population	Growth leading to bigger university	University aspects must be proportionate
Relationships	Business vs. personal	Emphasis on connectedness vs. grade
School spirit	Isolated; false info	Hype from the administration
Tuition increase	• Becoming unaffordable • Loans or drop out	• Flexible payment plans • Work with students
Book prices	Escalating	Bill to student account

External Patterns & Trends

PATTERNS / TRENDS	WHERE IT'S HEADED	IMPLICATIONS TO US
Session 1		
Buildings & parking	• Crowding, complicates living and commuting situations • School is going to continue to increase in population every year	• Need to improve transportation • Need to improve living arrangements & build more buildings • Plan for safety & other accommodations • Parking will be further away than ever if we try to expand
Outdoor activities	Need more to engage students	Hiking or sponsored 5K runs
Access to resources, also support for underrepresented students	• Lack of support • Discontent	• Could be more expensive to accommodate • Add internships, TAs • Switching up restaurant menus every month • Exclusivity of Greek life
Increasing student population	• Less faculty and staff • Overworking of staff • Harsher working conditions	• Need to accommodate growth • Increase faculty and staff ratios • More work study for students
Session 2		
Population Increase	Continues to grow	• Campus has to grow o Parking

Technology	Advancing	• Greater opportunities
		  o Faculty needs to be updated
		  o Too much reliance on technology

Money/Budget	• Less people can afford college
	• Inflation
		• Higher tuition, need more support from UCCS
		  o Increase wages
		  o Increased stress
		  o Decreased wellbeing

Degree Flexibility	• Improving • Changing majors	• Stay longer at UCCS • More diverse classes (hybrid)
Social/Political	More complicated	• Greater chance of bias in classrooms o More conflicts
Other: climate change, less campus life compared to other colleges, colleges focus on cosmetics (materialistic) to recruit new students, college has gotten easier on students		

Session 3		
Mental health awareness, indifference growing	Dating-type app for roommate selection	• Student social groups • Need for services
Student growth	• Expanding city • Bigger school/campus	• Higher tuition rates • Non-traditional careers
Prestigious college		• Study abroad • Higher graduation rates
Better student government	• Potential famous guest speakers • Bring music/bands	More student involvement
Tech advancement		Non-traditional careers