

Strategic Plan Refresh: Fall 2025 Engagement Summary Report

Background

On Sept. 16, 2025, Chancellor Christensen shared four core concepts to frame a refresh of the CU Denver 2030 Strategic Plan:

1. Make education work for all through access, equity, and student outcomes
2. Prioritize discovery and innovation through research and creative works that impact our communities
3. Cultivate a campuswide innovation ecosystem focused on excellence and efficiency in everything we do
4. Drive toward a flourishing university community rooted in belonging and meaningful work

The chancellor invited feedback from the campus community on these core concepts, and he also requested input to further develop these ideas through the identification of “stepping stones” and metrics.

At the Chancellor’s direction, the Strategic Plan Operations Team (SPOT) developed a process for collecting feedback through local conversations across the CU Denver campus, as well as forums for staff, faculty, and students from across the campus to come together and provide feedback specific to their experience. SPOT [developed a website](#) for this effort and created resources to support local conversations, including a facilitation guide for leading local conversations and a Qualtrics form for submitting individual or group feedback.

Feedback on the process was organized around the following four questions:

- **Alignment:** Do you agree that these core concepts—taken together—move CU Denver in the right direction?
- **Public Service Mission:** What does it mean for us as CU Denver to fulfill our public service responsibility?
- **2030 Vision:** What do we, as a university, need to do to actualize these core concepts by 2030?
- **Milestones & Success Measures:** How will we know if we have achieved the 2030 vision as articulated in the core concepts?

Communication

Information about the Strategic Plan (SP) Refresh was communicated through campuswide communications as well as through targeted emails to campus leaders (e.g. vice chancellors, associate vice chancellors, deans, associate deans).

SPOT members leveraged the existing Strategic Plan Engagement and Advocacy Committee (SPEAC) as well to share information about the SP Refresh. Sixteen meetings were held with SPEAC members and their leaders—most often vice chancellors, deans or AVCs along with members of their broader leadership teams—in October, reaching more than 70 individuals. During these meetings, SPOT members provided guidance, shared resources and offered support. In addition, SPOT members reached out to units not represented on SPEAC (i.e. University Communications, Office of Equity).

Feedback Collection

Campus Conversations

Campus conversations were hosted the week of October 20, 2025. At the request of shared governance leaders on campus, faculty and staff sessions were held separately to ensure that the unique perspectives of each group would be heard. Leaders from Faculty Assembly and Staff Council co-hosted these sessions and supported feedback collection. Approximately 160 staff attended the Oct. 21 staff campus conversation and approximately 40 faculty attended the Oct. 22 faculty conversation. A student session (Oct. 25) was co-hosted by SGA and attended by 25 student leaders. In addition to collecting qualitative feedback, poll data was collected during these sessions as a pulse check on the core concepts.

You Belong Here! Symposium

The You Belong Here! Symposium was hosted by the Office Access and Campus Engagement (ACE) and the Inclusive Excellence Council (IEC) on Oct. 29. Breakout sessions during the symposium included a session related to the fourth core concept, on meaningful work and belonging. A total of 100 participants engaged in discussion about these topics and shared feedback.

Local Conversations

Schools, colleges, and units were encouraged to leverage existing groups and meeting structures to gather feedback for the SP Refresh. While many leaders organized their own local engagements, eight units requested support from SPOT to facilitate some level of conversation (UComm, CAM, Library, CAP, CLAS, SEHD, BUS, CII). Some SPOT-supported conversations included an entire unit, and others were culminating discussions to share

and discuss feedback from smaller, team-level discussions. As in the campus conversations, poll data was collected during most of these sessions as a pulse check on the core concepts.

Feedback collected from local conversations was shared with SPOT via feedback forms and/or through the Qualtrics form. Two units (CLAS and CEDC) designed their own forms for collecting local feedback, which was shared with SPOT.

Individual Feedback

Throughout the process from October through November, SPOT solicited additional feedback from individuals through the website form, and 62 individuals responded with feedback.

Inputs Summary

This table summarizes the information sources for this process:

Date	Information Source	N (approx.)
10/21/2025	Staff Campus Conversation	160
10/22/2025	Faculty Campus Conversation	40
10/24/2025	Student Campus Conversation	25
10/28/2025	UComm - Feedback Session	35
10/29/2025	You Belong Here Symposium: Meaningful Work Session	50
10/29/2025	You Belong Here Symposium: Belonging Session	50
11/7/2025	CAM - Feedback Session	70
11/11/2025	Auraria Library - Feedback Session	36
11/14/2025	CLAS - Feedback Session	50
Nov. 2025	CLAS - Feedback Forms	79
11/17/2025	CAP - Feedback Session	15
11/17/2025	BUS - Feedback Session	45
11/19/2025	SP Team - Feedback Session	6
12/3/2025	SEHD - Feedback Session	90
Oct.-Nov. 2025	Qualtrics Form (62 individuals, 243 people represented in groups)	305
Dec. 2025	CEDC – Data from the college	25
TOTAL*		1,081

**Note: There is potential duplication across categories, e.g. Staff campus conversation and unit-level conversations*

Feedback Analysis

SPOT members reviewed the feedback from the sources above in a six-hour working session on Dec. 4. They assessed feedback from each of the four question prompts (i.e. alignment, public service mission, 2030 vision, milestones and success measures) and curated summaries of excerpts on each theme. Conflicting viewpoints were also noted, suggesting areas that may require further clarification from leadership. SPOT also began

identifying quotes that either surfaced or affirmed values that CU Denver leadership may want to take into account when developing the final refreshed strategic plan. Finally, SPOT identified potential milestones (“stepping stones”) and success measures in the feedback for consideration by leadership.

To validate and summarize the feedback collected, SPOT is leveraging AI to provide a summary analysis of process feedback, which will be shared with the Strategic Plan Leadership Team in December 2025.