Executive Summary
UCCS Healthy Campus Efficiency and Effectiveness

Purpose

This report synthesizes qualitative feedback gathered from faculty, staff, and students from the January 2026 Healthy Campus feedback survey. This survey aimed to collect campus perspective on ways UCCS could creatively consolidate resources, reduce costs, and identify new revenue streams. The survey provided an opportunity for students, faculty, and staff to share ideas and suggestions anonymously. The findings and suggestions provided in the survey may inform strategic decision-making as UCCS advances work under the Healthy Campus Initiative. While these suggestions offer a valuable starting point, any resulting recommendations will be reviewed by the University Leadership Team and in partnership with leaders in the impacted areas to determine context and to assess feasibility and alignment with institutional priorities.

Survey Details

Respondents: 73 faculty, 91 staff, and 4 students

Questions:

Question 1: Please share any ideas you may have to create efficiencies within the university that could lead toward enhanced efficiency and financial savings.

Question 2: The System Office has tasked us with thinking about what we might be able to outsource or share with our sister campuses and the System Office. What suggestions and ideas do you have on how we might do this?

Question 3: Along with being more effective and efficient with current resources, UCCS must focus on new and diversified revenue streams. What ideas do you have on directions for new and diversified revenue?

Question 4: Beyond these three questions, what other ideas or feedback would you like to share?

Methodology:

All open-ended survey responses were examined using an iterative, qualitative discourse analysis approach grounded in methods described by Cook et al. (2025), Gee (2025), and Nguyen & Welch (2025). The process included an initial manual review of every comment to identify repeated phrases, clause structures, and frequently used concepts, followed by AI-assisted thematic coding that highlighted linguistic patterns such as repetition, emphasis, contrasts, and notable absences within and across respondent groups. Each question was then analyzed separately by faculty, staff, and student group to surface population-specific themes, recurring language, and divergent viewpoints. A cross-population synthesis identified shared themes, points of alignment or tension, and implications for institutional decision-making. All AI-generated patterns were manually validated against the raw dataset to ensure accuracy, representation, and reliability. This mixed-method, discourse-driven approach enabled a transparent and rigorous synthesis of high-volume qualitative feedback into actionable insights.

Analysis

A collection of 198 survey responses was reviewed. This review comprised over 600 qualitative responses to the four questions by three different populations. Through this process it was clear, that woven across all four survey questions is a strong sense of alignment: regardless of role, campus members want systems that work, decision-making that is transparent, structures that are coherent, and a student experience that is supported rather than strained.

Respondents consistently emphasized that efficiency begins with fixing processes and systems, people are central to the university, and that the university's long-term fiscal health is inseparable from enrollment, retention, and the daily lived experience of students. Similarly, participants clearly distinguished between sharing systemwide tools

and platforms, which is broadly supported and outsourcing relationship-based services, which raises concerns about quality and trust. This is reflected in the contextual analysis of the response by each category and the suggestions received.

What did we learn

Across all responses, the campus community has an understanding of what they desire in terms of campus financial health, efficiency, and opportunities for improvement. Although each group brings its own vantage point that is shaped by their role on campus, the themes that emerged are deeply aligned. Together, they illustrate a campus community that is committed to solving problems, strengthening systems, and improving student experience as the university navigates financial constraints, organizational change, and evolving expectations.

Across all respondent groups Four Main Themes Emerged:

1. Campus community members repeatedly emphasized that software, IT tools, and digital processes are fragmented, redundant, and inconsistent. Many suggested that UCCS could reduce costs and improve service by standardizing systems, reducing separate licenses, and creating centralized service hubs.
2. Faculty and staff agree that academic offerings and course scheduling should be more efficient, predictable, and aligned with student needs.
   This included:
   - More fully online degrees
   - Predictable, multi-semester scheduling
   - Greater alignment with community workforce needs
   - Improved pipelines from Pikes Peak State College and K–12 schools
3. While perspectives differ, there was a consistent attention on administrative layers, consultant use, and the need for clearer processes, transparency, and role clarity. Faculty often focus on administrative size and decision-making, while staff emphasize standardized workflows and reduced duplication
4. All population groups recommended ideas around revenue through space, partnerships and program growth.
   This included:
   - Expanded events, camps, summer utilization, and rentals
   - Improved use of underutilized facilities
   - Strengthened community, industry, and philanthropic partnerships
   - Growth in adult, online, and graduate programs

Further Findings
Key Insights by Question
Q1: Efficiencies
Respondents most frequently emphasized:
- Consolidating or coordinating IT, marketing, HR, and web services
- Improving data quality and eliminating redundant systems
- Reviewing administrative layers and decision-making structures
- Streamlining academic processes such as curriculum, scheduling, and program alignment
- Staff emphasized "on the ground" operational improvements (paperless workflows, shared lab spaces, energy savings)
- Faculty focused on campus-wide governance and data integrity.

Q2: Opportunities to Outsource or Share Services
Respondents shared a strong agreement on:

- Systemwide procurement and licensing
- Desire for clarity on what is already shared with the CU System
- Consolidation of software licenses, sharing systems across campuses, and reducing duplication.
- There was also a sense of caution around outsourcing any student-facing or academic services. Concerns center on potential impacts on service quality, campus culture, and workforce stability.
- There was a mixed views on custodial, dining, and IT outsourcing

Q3: New Revenue Strategies
The campus community identified several high-potential opportunities:
- Expansion of fully online programs, micro-credentials, professional certificates
- Increased facility usage for events, conferences, camps, and summer programs
- Stronger partnerships with Pikes Peak State College, K–12, military, and local employers
- Increased fundraising, donor engagement, and naming opportunities
- Shared views that program innovation, community engagement, and strategic space use are central to long-term revenue growth.

Q4: Other Feedback
Comments in this open category centered on:
- The need for clear, consistent communication during budget processes
- Transparent decision-making and rationale for past investments

Distinctive Themes by Population
Faculty-Specific Insights
Faculty responses concentrated on structural and governance issues that impact academic work and long-term planning.

Faculty emphasized:
- The need to reduce duplicated administrative layers
- Concerns about consultant spending and leadership organization
- Support for shared systems that reduce administrative burden
- Caution against outsourcing services that shape the student experience
- The importance of transparency in budget decisions, prioritization, and communication

Faculty frequently raise concerns about:
- Administrative size and consultant use
- Data quality issues that hinder planning
- Protecting academic integrity and student experience
- Strengthening graduate programs and research capacity

Many faculty framed efficiency as an academic integrity issue, emphasizing that coherent structures and predictable processes are necessary to uphold quality teaching and scholarship.

Staff-Specific Insights
Staff offered the most detailed descriptions of workflow challenges and system breakdowns.

Staff highlighted:
- Concerns about workload, burnout, and adequate staffing in service-heavy areas

- Outdated or inconsistent processes that slow work and create confusion
- Duplication across units for basic transactions (HR, procurement, IT, finance)
- Unclear or shifting policies leading to bottlenecks and rework
- A desire for shared tools, streamlined systems, and clearer direction

Staff emphasize:
- More coordination and centralization in operations
- Paperless processes and workflow modernization
- Consistency across units (HR, Finance, IT, Web, Advising)
- Better communication, transparency, and expectations

Staff responses reflect their position as the primary operators of campus systems—those who see inefficiencies most directly and who feel the impact of unclear or inconsistent processes.

Student-Specific Insights
Students focused on tangible, lived experience factors that affect their ability to succeed each day.

Student themes included:
- Food access, especially after hours or on weekends
- Campus cleanliness and safety
- Reliable technology, WiFi, and classroom spaces
- Clear communication and reduced administrative friction (billing, financial aid, event registration)
- More opportunities for community-building, belonging, and engagement
- Pathways to scholarships, internships, and regional employers
- Better marketing and visibility

Students consistently connect these day-to-day experiences to retention, wellbeing, and the broader sense of whether UCCS is meeting student needs.

Healthy Campus Efficiency and Effectiveness Recommendations

1. Fix Systems
Respondents overwhelming identified revision of processes and systems to address structural efficiencies as an important step before reducing frontline capacity. Suggested actions included:
- Prioritize automation, simplification, consolidation, and elimination of duplication.
- Demonstrate visible savings from system fixes before making people-impacting decisions.
- When reductions are necessary, explain why systems alone were insufficient.

2. Protect the Student Experience
Across all groups, UCCS's mission, grounded in teaching, learning, and wrap-around student support, such as advising, research, food access, safety, and career readiness, are seen as critical to the infrastructure and success of the university. Suggestions included:
- Student experience investments, including teaching, research opportunities, and critical student services are revenue-protecting, not optional.
- Decisions that degrade daily student life (academic programming, access to resources and services) must be thoroughly evaluated for cost and risk.
- Academic quality and student wellbeing are central to enrollment and retention.

3. Shared Systems
Responses reflect the perspective of those who operate and engage with the university's systems day to day, often placing high value on clear processes, consistency, and operational efficiency.
- Strong preference for sharing software, analytics, compliance tools, and enterprise systems.
- Heightened scrutiny for outsourcing people-intensive, trust-based services.
- Require clear quality, accountability, and service-level standards for any shared or outsourced service.

4. Enrollment, Retention, and Smooth Access Pathways are the Primary Revenue Strategy
All populations converged on the prioritization of growth strategies that bring and keep students, rather than relying on short-term or speculative revenue.
- Focus on pipelines (concurrent enrollment, transfer, adult learners).
- Invest in workforce-aligned degree programs, certificates, and applied learning.
- Remove internal barriers that cause students and partners to disengage.

5. Shrink With Purpose, Not Drift
Respondents are not averse to change, just not for change sake alone. Decisions to reduce personnel and programs need to be made through data informed strategies that are aligned to the mission and future vision for the university.
- Use clear criteria tied to mission, student demand, workforce needs, and cost.
- Avoid erosion through incremental underfunding or perpetual "one-time" extensions.
- Pair reductions with reinvestment in priority areas.

6. Be Intentional in Decision Making
Staff and faculty responses focused on reducing unnecessary layers and empowering those closest to the work to make timely decisions.
- Clarify ownership and decision authority.
- Reduce approval chains that slow work and increase frustration.
- Trust frontline expertise while maintaining accountability.

7. Use Transparency as a Strategic Tool
Transparency emerged as a critical tool across all groups. With a focus on communicating priorities, constraints, tradeoffs, and decisions clearly and consistently, even when the message is difficult.
- Share the "why," not just the "what."
- Close feedback loops by showing how input informed decisions.
- Normalize honesty about challenges and course corrections.

8. Evaluate Decisions Through a Student Lens
All groups but especially students emphasized that for every major decision, we will ask: "What changes for students?"
- If the answer is confusion, reduced access, or worse experience, mitigation is required.
- Use student experience as a decision filter, not an afterthought.
- Students' success should be viewed through the lens of access, clarity, and student's daily lived experience.

9. Prioritize Near-Term Wins That Build Momentum
Faculty and Staff desire prioritization of visible, achievable improvements that demonstrate progress while addressing longer-term structural change.

- Fix known pain points (dining access, systems, processes).
- Show early results to sustain engagement and trust.
- Balance urgency with long-term discipline.
- Visible action builds confidence in the broader strategy.

10. Treat Culture of Care as an Operating Principle
All populations want to see alignment in decisions, structures, and behaviors with the values and mission of UCCS.
- Care means clarity, fairness, and consistency.
- Care means protecting people from avoidable chaos.
- Care means stewarding the institution for the future *without sacrificing the present.*

Specific Actions Underway
In response to the feedback survey that requested transparent and consistent communication, the follow resources were developed:
- The Healthy Campus Website which is comprised of budget information, campus communication around healthy campus, inquiry form, and resources
- To help mitigate uncertainty and provide consistent information, the Senior Leadership Team (SLT) has created an ongoing catalog of FAQs that have come directly from the campus community.
- To ensure continuous communication, there is a UCCS News Weekly Update that provides healthy campus updates and resources.

The Senior Leadership Team will be hosting a series of Townhalls to create the space for transparent and accessible information. Each of these Town Halls will be followed by college and division open forums.
- Budget Model Overview: Our Philosophy Shift
  Monday, March 9 from 2:00–3:00 p.m.
- Open Q&A
  Tuesday, March 17 from 9:00–10:00 a.m.
- UCCS of the Future
  Wednesday, April 1 from 9:30–10:30 a.m.

In addition, from the survey data The Senior Leadership Team identified opportunities to:
- Evaluate software licenses on campus
- Evaluate leadership positions over the past five years (AVC and above)
- Encourage all areas to examine processes and practices that could be revised for increased efficiency