Closing Out-year Budget Gap
Board of Regents
November 5, 2021
Projected Colorado High School Graduates

WICHE projects:

+4,600 (+8%) 2019 to 2026

-6,660 (-10%) 2026 to 2037

Colorado High School Graduating Class Population

- **CO High School Completers**
- **Percent of CO High School Completers enrolling at CU**

### Total Completers since FY 2010-11: +18%

### Hispanic Completers since FY 2010-11: +59%

### White (non-Hispanic) Completers since FY 2010-11: 1%

- **Number of students that graduate from high school in Colorado, per year.**

Source: CU Enrollment from CU Diversity Report; CO Department of Education Graduation Statistics; [http://www.cde.state.co.us](http://www.cde.state.co.us)
### CU’s Changing Student Population
Fall 2011 to Fall 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage Change</th>
<th>Increase/Decrease</th>
<th>Initial Range</th>
<th>Final Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students of Color</td>
<td>+79%</td>
<td>+9,289</td>
<td>11,724 to 21,013</td>
<td></td>
</tr>
<tr>
<td>URM</td>
<td>+84%</td>
<td>+6,385</td>
<td>7,608 to 13,993</td>
<td></td>
</tr>
<tr>
<td>Pell Recipients</td>
<td>+16%</td>
<td>+1,795</td>
<td>11,356 to 13,151</td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>+2%</td>
<td>+941</td>
<td>40,396 to 41,337</td>
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</tbody>
</table>

Source: Census Enrollment; Includes undergraduate and graduate level, both degree and non-degree seeking; Pell Recipients from CU Financial Aid; Students of Color include American Indian, Asian, Black, Hispanic, Pacific Islander, & 2 or more ethnicities; URM (Under-Represented Minority) includes American Indian, Black, Hispanic, Pacific Islander Fall 2011 to Fall 2020
Source: Fall 2017-2020 based on census headcount, Fall 2021 based on preliminary census headcount as of 9/3/2021; Boulder limited to degree-seeking students only. Assumes engineering enrollment increase at UCCS and CU Denver.
CU Boulder Enrollment Management

Colorado-First Recruitment
• Enhance outreach to Colorado resident, first-year, transfer, and graduate students through increased in-person and virtual events
• Increase efforts to reach diverse, rural, and first-generation students in their high schools and communities

Remodel Colorado Resident Merit Scholarships
• Increase Esteemed Scholarship merit award amounts to attract and retain Colorado students

Transfer Student Success Committee (TSC)
• 30+ faculty and staff (transfer student advocates) work collaboratively to enhance recruitment, retention and graduation

Increase collaboration with CU Boulder’s colleges/schools/programs
• Recruit, enroll, and retain students using complimentary strategies, developed in partnership with the Office of Admissions and Strategic Relations and Communications
  o Example: Virtual tours with featured content for each college, school and program
CU Boulder Enrollment Management

Examine and eliminate barriers to increase enrollment

- Test-optional admissions policy
- Test-blind scholarship awarding – all first-year merit scholarships
- Emergency grants (HEERF and CU System) to assist students impacted by COVID-19
- Additional grants (financial aid) for Pell-Eligible and First-Generation students
- Increased flexibility and payment plans for students with past-due financial balances
- Removal of some registration “holds” preventing students from registering for courses

Back to Boulder Grants

- Contacted 724 continuing undergraduate students who were not enrolled as of July 30.
- 312 of these students registered for fall (approximately 43%)
- Award amounts ranged from $3,000 - $5,000 – given to students who were near graduation or had financial need (Pell-Eligible)
CU Boulder Revenue and Expenditure Estimates

- Expenditures
- Revenue with Budget Action Plan

<table>
<thead>
<tr>
<th>(In Millions)</th>
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<tbody>
<tr>
<td>$0</td>
</tr>
<tr>
<td>$100</td>
</tr>
<tr>
<td>$200</td>
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<tr>
<td>$1,100</td>
</tr>
<tr>
<td>$1,200</td>
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<tr>
<td>$1,300</td>
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FY 2021-22 FY 2022-23 FY 2023-24 FY 2024-25 FY 2025-26

FOUR CAMPUSSES UNITED
CU Boulder: Closing Remaining Out Year Budget Gap
($ amounts in millions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
<th>Amount (in millions)</th>
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<tbody>
<tr>
<td>FY 2021-22</td>
<td>-1.8%</td>
<td>$19.4</td>
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<tr>
<td>FY 2022-23</td>
<td>-3.3%</td>
<td>$36.7</td>
</tr>
<tr>
<td>FY 2023-24</td>
<td>-4.3%</td>
<td>$49.9</td>
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CU Boulder: Closing the Budget Gap

Enrollment
• $18 to $30 million: Achieving 2026 goal for undergraduate retention of 93%

Revenue Growth
• Enhance existing revenue sources such as:
  o $5 to $7 million: Indirect Cost Recovery growth from increased research
  o $2 to $5 million: Summer and Online enrollment increases
  o $3 to $10 million: Strategic growth in graduate programs

Operational Cost Savings
• $10 to $15 million: Ongoing savings and cost avoidance opportunities, including Financial Futures Initiative

New Budget Model
• $5 to $10 million: New budget model will better align resource needs.
• The new budget model will be implemented in FY 2022-23, and CU Boulder expects improved resource alignment in the following years

Advancement of Strategic Plan
First year engagement initiatives to increase retention
- Mentor collective – peer mentors increase grades and credit hours taken
- Advising
  - Meta-majors – focus student interest to reduce excess course taking with changing majors
  - Mandatory advising – guidance to first year students for building academic resilience increasing retention

Persistence efforts toward graduation rates
- MOSIAC expansion to support underserved students build a sense of community and support network
- New T Rowe Price Career Development Center

Community college engagement to increase transfers
- Expanding relationship with Pueblo CC
- Pre-collegiate, admission and advising active presence
UCCS Revenue and Expenditure Estimates

Expenditures

Revenues with Engineering Enrollment + Internal Resource Allocation

(In Millions)

FY 2021-22  FY 2022-23  FY 2023-24  FY 2024-25  FY 2025-26
UCCS: Closing Remaining Out Year Budget Gap
($ amount in millions)

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Percentage</th>
<th>Amount</th>
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<tbody>
<tr>
<td>FY 2021-22</td>
<td>-2.4%</td>
<td>-$4.0</td>
</tr>
<tr>
<td>FY 2022-23</td>
<td>-2.6%</td>
<td>-$4.5</td>
</tr>
<tr>
<td>FY 2023-24</td>
<td>-2.9%</td>
<td>-$5.3</td>
</tr>
<tr>
<td>FY 2024-25</td>
<td>-3.6%</td>
<td>-$6.7</td>
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Fiscal Years: FY 2021-22, FY 2022-23, FY 2023-24, FY 2024-25, FY 2025-26
UCCS: Closing the Budget Gap

New Incentive Based Budget Model

• Provide a transparent view of direct and indirect costs, showing where the greatest margins and greatest opportunities are to increase revenue
• Identify where targeted savings and cost saving measures can be achieved

$1.1 to $2.3 million: Possible Workforce Adjustments

• Early retirements, position controls
• Amounts represent 10 to 20 positions campus-wide

Other

• $1.5 to $1.8 million: Utilize one-time funds to reduce deferred maintenance commitments
• $0.98 to $2.2 million: Improve spring retention by 1% point
• $200,000 to $400,000: Budgetary savings from increases in utilities efficiencies
• $250,000 to $350,000: Public/Private partnerships, like installing fiber on campus, where the campuses uses 20% and sells the other 80% of capacity

Advancement of Strategic Plan
CU Denver: Enrollment Management

Campus-wide strategic enrollment and student success practices
• Focus on establishing and achieving recruitment, retention, and graduation 2026 strategic goals

Education Advisory Board support
• Leverage research, technology, and support services from EAB to enhance strategic enrollment management, recruitment, persistence, retention, and completion initiatives

Strengthen institutional partnerships and programs
• Geared toward expanding and deepening the outreach, recruitment, and funding of URM, first generation, and low-income undergraduate students
• Example: Partnership with Denver Public Schools to reach Latinx and first-gen students

Integrate living learning communities into residence halls
• To attract prospective students and retain continuing students to improve overall retention rates

Identify, develop, and market programs and stackable academic offerings
• Informed by and well-aligned with workforce development trends to provide affordable learning across lives and careers
CU Denver Revenue and Expenditure Estimates

- Expenditures
- Revenue with Engineering Enrollment + Internal Resource Allocation

(In Millions)

FY 2021-22  |  FY 2022-23  |  FY 2023-24  |  FY 2024-25  |  FY 2025-26

$0  |  $50  |  $100  |  $150  |  $200  |  $250  |  $300  |  $350  |  $400  |  $450  |  $500  |  $550  |  $600  |  $650  |  $700  |  $750  |  $800  |  $850  |  $900  |  $950  |  $1000

University of Colorado Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSSES UNITED
CU Denver: Closing Out Year Budget Gap
($ amount in millions)

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<tr>
<td>FY 2022-23</td>
<td>-2.4%</td>
<td>-$5.7</td>
</tr>
<tr>
<td>FY 2023-24</td>
<td>-2.0%</td>
<td>-$5.1</td>
</tr>
<tr>
<td>FY 2024-25</td>
<td>-1.6%</td>
<td>-$4.2</td>
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Incentive-Based Budget Model

• Utilize the incentive-based budget model to align resources with campus mission, vision, and strategic priorities

Utilize one-time funds to reduce ongoing commitments

• $3.0 million: Utilize upfront cash from unrealized gains to reduce debt service on the Engineering Building
• $1.2 million: Reduce future energy and maintenance costs through an upfront investment in deferred maintenance and sustainability projects

Advancement of Strategic Plan
Risks and Opportunities

Risks

• Short-term and long-term inflation
• Supply chain
• Colorado high school graduate trends
• State funding
• Competition
• Adaptability
• Culture Stagnation

Opportunities

• Underrepresented communities
• High school completers not going to college
• Retention
• Transfer students
• Non-traditional students
• Digital education
• Adaptability
• Culture Change