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Colorado Springs - FY 2017-18 Budget Fact Sheet	
Financial Aid	**$1,891,080**

Summary

These funds will be used to support the Chancellor's Merit Scholarship program, Intercollegiate Athletics and the Peak Scholarship program as well as fund inflationary increases to institutional aid.

Rationale

This represents our commitment to recognize and support those students who are high academic achievers and to support our student athletes with the expansion of the track and field program. This funding request also demonstrates our continued commitment to accessibility.

Budget Detail

The majority of this request will be funded from enrollment growth with the balance coming from tuition rate increases. Because the growth projections are directly tied to the financial commitment of the Chancellor's Merit Scholarship and the Peak Scholarship programs, this is a mandated expense and will be a top priority for UCCS to fund. The inflationary increase maintains the purchasing power of the aid funds by covering tuition rate and enrollment increases. To maintain accessibility, we need to continue to fund institutional aid.

Scholarship	**Current Budget**	**$ Increase**	**% Increase**
Intercollegiate Athletics	$1,217,982	$150,000	12.3%
Chancellor's Merit Scholarship (year 2)	$2,306,013	$1,282,457	55.6%
Peak Scholarship	$689,107	$87,150	12.6%
Inflation for enrollment growth		$371,473	
Total Increase	$4,213,102	$1,891,080	44.9%

Increase on Total Institutional Aid	$8,730,904	$1,891,080	21.7%

Colorado Springs - FY 2017-18 Budget Fact Sheet	
Approved New Academic Programs	**$436,972**

Summary

This funding will be used to support direct and indirect costs for new and approved academic programs and the expansion in intercollegiate athletics. There are continued costs in year two for programs approved by the Regents in 2015 as well as two newly approved programs and the expansion of the track and field program in Intercollegiate Athletics.

Rationale

As new programs are initiated, instructional and operational costs increase and require additional funding to fully implement each program until program enrollments reach capacity to be more self-sustaining.

Budget Detail

These initiative funds are expected from enrollment growth projected from the new programs. Base allocations will not take place until program parameters and enrollment targets are verified. Each program has a specific expenditure plan with numbers of faculty, staff, and operating expenses to add but these amounts will not be determined until actual enrollment is realized. Exercise Science is expecting to add 1.0 FTE tenure track faculty, 1.0 FTE non-tenure track faculty, and 1.0 FTE classified staff, student hourly and other operating funds. Sports Management expects to add lecture funds, hourly, marketing and office support, a chair stipend and partial funding (0.3 FTE) for a future tenure-track faculty line. Education will add 1.0 FTE in tenure track faculty. Engineering (IYSE) will add 1.0 FTE in non-tenure track faculty, student aid, course development, marketing, and LAS support funding.

Year 2 Programs:	
Beth El-Exercise Science	$222,254
Business-Sports Management	$61,647
Education-Inclusive Elementary Education	$69,096
Year 1 Programs:	
Engineering-Data Analytics & System Engineering	$78,671
Bachelor of Innovation-Music	$5,304

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Colorado Springs- FY 2017-18 Budget Fact Sheet	
Academic Affairs Instructional Support	**$915,361**

Summary

This request is to support on-going instructional needs within the Academic Affairs units.

Rationale

UCCS continues to strive to meet instructional needs as the campus continues to grow. The campus has increased its overall student enrollments by 58.7 percent from 2006 to 2016 and student populations are anticipated to continue growing in the future. This funding will meet the needs of overall instructional programming as warranted within all academic affairs units, including support for the Bachelor of Innovation program and Gateway Program Seminar.

Budget Detail

Funding for this initiative will come from enrollment growth. The allocation of these funds is based on a discipline weighting multi-state cost study done by NCHEMS and SHEEO, in an effort to recognize high cost programs at the campus. Actual distribution of these funds is not determined until final enrollment is realized so determination of specific faculty or staff hires has not been identified. However, it is estimated that this initiative could add up to 10 FTE across the colleges. Below is an illustration of the estimated allocation based on enrollment growth of about 5%.

Business	$109,075
Education	$56,377
Engineering	$121,132
Letters Arts and Sciences	$459,827
Beth El	$92,910
Public Affairs	$36,183
Bachelor of Innovation	$16,567
Gateway Program Seminar	$23,290

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Colorado Springs - FY 2017-18 Budget Fact Sheet	
Non Academic Unit Initiatives	**$1,045,822**

Summary

Funding for this initiative will support on-going Student Success, Administration and Finance, University Advancement, Strategic Initiatives and Chancellor indirect costs.

Rationale

As the UCCS campus has grown at a significant pace over the past several years, emphasis has been on funding instructional needs. However, it is important to fund all areas of the campus to make sure the campus is meeting its student's needs. Growth in non-academic service areas has not kept pace with the increase in workload and demand. For example, UCCS has one academic advisor for 600 students and the national average is closer to one advisor for every 300 students. This investment aims to continue to provide various units with funding to help address these shortfalls and increase non-academic unit effectiveness.

Budget Detail

Funding for this initiative comes from enrollment growth and is only allocated to the divisions when actual enrollment is verified. A portion of the allocation comes directly from program proforma for indirect (non-academic) costs, while the balance calculates from percentage of division operating budgets. Specific allocations are in the process of being identified but could add up to 16 new staff positions on campus. Allocations expected by area are outlined below:

Program Area	FTE	Amount
Academic Affairs	1.5	$104,583
Library	1.0	$73,207
Administration & Finance	5.5	$345,122
Student Success	4.0	$250,997
Advancement	1.0	$52,291
Marketing	1.5	$94,124
Chancellor	0.5	$31,375
Information Technology	1.0	$83,666
Strategic Initiatives	0.0	$10,458
Total Estimate	16.0	$1,045,822

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Colorado Springs - FY 2017-18 Budget Fact Sheet	
Campus Initiatives	**$1,167,904**

Summary

Funding for this initiative will support on-going Academic Affairs initiatives and operating costs for Ent Center for the Arts, an uncompensated merit pool for faculty, university staff and classified staff and funding for classroom furniture.

Rationale

UCCS continues to take a strategic approach when analyzing needs of the campus as we have seen consistent growth and available funding has not always met these needs. These campus initiatives would help to address various issues in Academic Affairs from prior years. It would also fund base operating needs for the new Ent Center for the Arts building as well as continue to address compression issues for our employees.

Budget Detail

Funding for these initiatives will come from enrollment growth and tuition rate increases. Of this whole amount, $183,423 will be used for faculty uncompensated merit, $117,418 for university staff uncompensated merit and $36,091 for classified staff uncompensated merit. $45,000 will be utilized to build a base budget for the purpose of classroom furniture replacement and $328,701 for the Ent Center for the Arts operational needs. These operational needs include the addition of 1.0 FTE in professional staff, 1.0 FTE in Audio Visual Technology staff, operating funds and utilities. The remaining $457,271 will address prioritized issues within Academic Affairs. Final distribution of this amount will not happen until actual enrollments are realized and analyzed but may add 3.0 to 6.0 faculty FTE dependent on which college or program receives funding.

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Colorado Springs - FY 2017-18 Budget Fact Sheet			
General Operating	Amount		
	Scenario A	Scenario B	Scenario C
	$2,515,080	$2,431,618	$2,225,437

Summary

General campus operating shows increases in all scenarios. Any inflationary increase is based on the level of state support that we will receive and the balance is held for retrospective funding allocations.

Rationale

UCCS moved to a retrospective funding model and therefore funds are set aside each fiscal year to be allocated upon verification of success of campus enrollment initiatives. If we are able to obtain more in state funding, then a higher inflationary increase to operating will be allocated; if we see a cut in state support, there will be no inflationary increases in operating.

Budget Detail

General operating increases will be derived from a combination of state support, tuition rate increases and enrollment growth and will depend on the level of each. General operating will see a 1.5% inflationary increase in scenario A, or $167,620; .5% in scenario B, or $55,874; and no inflationary increase in scenario C. Operating also holds the operating budgets generated from course and program fee revenue. Increases for those budgets are calculated on estimated enrollment growth. This generates a $400,000 increase that will be used for the intended uses of the course and program fees. In addition, $1.7M is in a holding account pending allocation to colleges and non-academic units following a specific methodology. Each unit submitted requests at campus budget reviews held in December. Each Dean or Vice Chancellor has an opportunity to fund priorities upon notification of the approved allocations. A complete list of compiled requests for faculty lines, staff lines, or other operating needs is available from the Budget and Planning office. Request totals were $4.0M for positions and $1.9M for operating needs for a total request of $5.9M

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Boulder - FY 2017-18 Budget Fact Sheet	
Enrollment Growth Funding	**$7,625,477**

Summary

Funds will be invested in the Schools and Colleges experiencing undergraduate enrollment growth, to ensure that students achieve academic success. Funding will be made available to support costs associated with enrollment growth, especially in academic and student support areas.

Rationale

The Boulder Campus is experiencing sustained growth in enrollments. Because enrollment increases create pressure on existing resources, the campus is providing additional funding to the schools and colleges to ensure a quality experience for students. This additional funding is based on student headcount and credit hour growth. The funding is distributed based on a formula that considers headcount growth within schools and colleges and where those increased student numbers are taught. The funding provided to the schools and colleges is used largely for direct instructional costs, advising, and unit-based student support. The enrollment growth funding model has been in place for two years and FY 2017-18 will be the third year of implementation. In FY 2016-17, new funding based on undergraduate enrollment growth was allocated to College of Arts & Sciences (35 percent), College Engineering & Applied Science (35 percent), Leeds School of Business (24 percent), and Program in Environmental Design (6 percent). In addition, funding to support the expansion of business course offerings for non-business majors. The investment in this program will allow for an expansion of its current offerings to undergraduate students. The allocation for FY 2018 will not be finalized until Spring 2017. Additional information about specific enrollment in schools and colleges is needed.

Enrollment growth also places additional demands on student support areas, academic support, and infrastructure. To support the incremental needs in these areas, the campus is providing additional funding for the costs associated with increased student services and academic support, including the Ombuds Office, Learning Assistant (LA) Program, Boulder Connect, and faculty professional development programming (LEAP). The funding to these areas will provide infrastructure investments for distance and online program expansion, and programs to improve the quality of education for undergraduates, recruit and prepare math, science, and engineering majors for careers in teaching, and facilitate small-group learning interaction.

Budget Detail

The underlying basis of the undergraduate enrollment growth funding model is to provide financial incentives and support for undergraduate enrollment growth. The Boulder campus is projecting growth of 760 new and continuing undergraduate students in fall 2017 compared to fall 2016, a 2.88 percent increase. The specific allocation of resources will be determined as we gain more information about the specific majors and areas of focus will be for our increased enrollment population, however it is anticipated that the growth will be in higher than average cost programs.

Total Enrollment Growth Funding: $7,625,477

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Boulder - FY 2017-18 Budget Fact Sheet	
Compression Initiative	**$5,275,797**

Summary

The campus is proposing funding for four major areas of salary concern facing employees: salary compression and equity needs; graduate student teaching faculty (TA) stipends; front-line service worker compensation; and structural salary adjustments for faculty.

Rationale

Salary Compression and Equity:
Salary compression and equity concerns occur when new hires come in at or even above the salaries of existing employees doing the same job. This can result from both internal compensation policies and external market forces. Because the state economy has limited the campus to relatively small compensation pools, or even salary freezes, in recent years, faculty and staff salaries have not kept up with the markets for their peers. This results in both new hires having similar salaries to existing employees, and can result in large faculty retention packages when the campus chooses to match salary offers from other institutions. A 0.75 percent salary pool will be used to address these issues by bringing the salaries for existing employees more in line with the market and with their peers. The campus has a process in Human Resources for evaluating requests for compression to ensure such requests meet the definition.

Graduate Student Teaching Faculty (TA) Stipends:
The rising costs of living for the Boulder area have created increased financial pressures on graduate student teaching faculty. The Boulder campus undertook an analysis of graduate student teaching faculty stipends, to evaluate and propose an appropriate stipend level for teaching assistants. Based on this analysis, the campus is implementing a three-year phase-in of stipend increases with the first year intended to provide a 5.9 percent increase in their stipend amount from $19,073 to $20,208. The next two years of the three-year phase-in will eventually bring the stipend amount to $22,763, a cumulative increase of 27.1 percent from the stipend paid in FY 2015-16. Upon completion of this phased implementation, the campus has committed to work with the graduate students to examine the stipend level again.

Frontline Service Worker Compensation:
Campus departments with frontline service jobs have reported an increased inability to recruit and retain employees in entry-level frontline service job classifications such as

Custodian, Animal Care, Dining Services, Materials Handler, and Security positions. Despite efforts to recruit and retain these employees through trainee programs and performance-based pay adjustments, vacancies and turnover remain high. Average staff turnover for CU Boulder typically ranges between 11.5 percent and 12.5 percent, but turnover in these frontline service positions is significantly higher. For example, in 2016 the turnover for Custodian I was 20.4 percent, Security I was 28.0 percent, and Animal Care I was 37.5 percent. This funding would allow us to provide an entry level salary of $12.10 in those positions and ensure that current employees in the same job family would have salaries increased by an equivalent percentage to maintain internal equity and avoid further compression issues. In addition, the campus convened a working group in the last year to analyze the support provided to these positions. The campus will also invest in an apprentice program and transportation programs to improve employee engagement.

Structural Salary Adjustments for Faculty
The campus is investing $200,000 to address funding shortfalls for faculty promotions and grants of tenure.

Budget Detail

The amounts below reflect the estimated salary and benefit cost for each major area. No new FTE will be added from these pools, but this initiative will impact approximately 1,300 graduate student teaching faculty, and more than 1,100 faculty and staff.

Salary Compression and Equity	$3,331,632
Graduate Student Stipend	$1,089,418
Frontline Service Worker Investments	$654,747
Faculty Structural Salary Adjustments	$200,000
Total Compression Initiative	$5,275,797

Boulder - FY 2017-18 Budget Fact Sheet	
Research Growth Support	**$915,123**

Summary

Provide funding stabilization for the growth and development of campus research activities through ongoing investments in the units that provide direct support for these activities: the Office of Contracts and Grants, the Research and Innovation Office (RIO), Technology Transfer Office (TTO), and Office of Animal Resources.

Rationale

As research activities continue to grow on the Boulder campus, so do the requirements for a robust research program. However, the availability of ongoing budget funding lags the timing of these needs and the campus has dealt with this challenge by providing one-time funding as a stopgap measure. This funding reflects the shoring up of these one-time funding sources with ongoing budget resources, available from increases in the indirect cost recovery reimbursements to the campus.

- The Office of Contracts and Grants (OCG) prepares and submits proposals, including budgets, for external research funding. This office negotiates and accepts sponsored research agreements, provides guidance and monitoring throughout the life of an award, and ensures final project closeout. In 2016, the OCG helped with the submission of 2,187 proposals and 1,867 awards with award funding of $436.8 million reflecting a 70% growth in research awards since 2006. The funding received for FY 2017-18 will shore up ongoing funding for support functions within the OCG that are funded from one-time sources.
- The Research and Innovation Office (RIO) provides seed funding to help faculty launch innovative and collaborative research, scholarship, and creative works. Since 2006, seed funding has been provided to 238 faculty researchers and research teams with several of these providing preliminary results for external research funding proposals. Awards for the current year range from $30,000 to $50,000 each and span disciplines from Psychology (*Connecting Everyday Experience and Cognitive Development: The Case of Less-Structured Time and Children's Self-directed Executive Function*) to Mechanical Engineering (*Smart Morphing Electronics for Soft Robots and Biomedical Applications*) to Chemistry (*Demonstration of a high-signal soft-ionization quantitative method for on-line aerosol mass spectrometry*). Though all areas of research are included, the 2017 seed funding program is prioritizing proposals for research relevant to "big data" which is the generation, analysis, use, and application of large and complex datasets, requiring new and/or non-traditional tools for data collection, curation,

analysis, transfer, visualization, querying, and protection/security. The funding for FY 2017-18 will provide ongoing budget for RIO's seed funding program.

- As the Technology Transfer Office (TTO) has undergone reorganization, there have been changes to positions resulting in a net increase in salary requirements within the Chemistry and Chemical Engineering area. Technology Transfer functions in Chemistry and Chemical Engineering address campus goals for alternative revenue (licensing income), reputation (as a national leader in innovation), and student success (last year, approximately 6-12 CU graduates followed their inventions into leadership roles in the university startups from Chemistry/ChemEng). The funding for FY 2017-18 will cover this salary gap and assure appropriate resources are available to support this area.
- The Office of Animal Resources (OAR) has been receiving one-time funding support to cover ongoing operating expenses necessary for the effective operation of this office. The OAR provides high quality animal care, veterinary care, and support for the research and teaching missions of the University of Colorado Boulder.

Budget Detail

The proposed FY 2017-18 funding for each of the research growth and development support activity areas are shown below. There are no additional FTE that will be added as a result of these investments, and funding will come from increases in the indirect cost recovery reimbursements to the campus.

Office of Contracts and Grants	\$300,000
RIO Seed Funding	\$500,000
Technology Transfer Office	\$81,747
Office of Animal Resources	\$33,376
Total Research Growth Support	\$915,123

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Boulder - FY 2017-18 Budget Fact Sheet	
Academic Innovation	**$1,095,594**

Summary

As the Boulder campus has grown, so have the demands for additional infrastructure to support the academic mission and to build capacity for academic innovation. The investments in this initiative would provide support for administrative functions that are currently covered by faculty effort (e.g. financial, human resources); for support of the rapidly growing Business Minor program; integration of a campus-wide admissions tool; and promotion of academic programs.

Rationale

The Boulder campus has been transitioning to a unified admissions application for undergraduate and graduate admissions. Previously, the graduate admissions process was decentralized and in many cases, a highly manual process. With the integration of the Slate admissions application software, this will free up faculty time for review of graduate applications, speed up the application review timeline, and provide a campus-wide solution to serve students. Investments in the Office of Strategic Relations for communication, engagement, and marketing will result in improved reputation and awareness in statewide and national markets. These investments will provide ongoing staff support of growing social media communications, executive-level communications, strategic marketing initiatives, and crowdfunding program management. The investments are particularly important as the campus faces increasing competition for resident and non-resident students, and seeks to grow its professional Master's degrees and online programs. The campus made one-time investments in these areas and have determined that the investments were successful. As a result, we are moving the investments into our continuing budget. The campus has experienced significant enrollment growth in recent years and investments in programmatic support has not kept pace. This funding will reduce the amount of faculty time spent on manual back-office tasks by providing staff and technology solutions to perform or automate these tasks.

Budget Detail

The proposed FY 2017-18 funding for each of the academic innovation and support activities are shown below.

Admissions application software	$95,594
Strategic Relations	500,000
Academic Support	500,000
Total Academic Innovation	$1,095,594

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Boulder - FY 2017-18 Budget Fact Sheet			
	Amount		
Facilities & Deferred Maintenance	Scenario A	Scenario B	Scenario C
	$3,492,390	$1,692,390	-$33,956

Summary

Aging campus facilities and a growing deferred maintenance backlog require careful and deliberate planning to build resource capacity for addressing these needs. While the construction of new buildings remains a critical need for a growing campus, investments in the adequate maintenance and upgrade of existing facilities may allow for a longer planning horizon before new facilities become necessary to replace deteriorating structures. Additionally investments to increase the utilization of our space will help ensure that our facilities are being used to their highest potential.

Rationale

Providing up-to-date and efficient space for campus programming ties into the Chancellor's goals of reputation and student success. Moreover, it ensures the campus is getting the highest and best use out of its infrastructure. Investments in increasing space utilization provide opportunities to avoid additional costs of construction through the maintenance of flexible and functional existing space.

The campus continues to focus on maximizing resources for renovation of existing space in order to optimize use of the current footprint. Funding will help provide space renovation and ensure classroom technology is suitable for current pedagogy and modality. These investments help to maintain critical facilities, and can create future cost savings by mitigating facility failure risks and improving energy efficiencies. They also ensure we are providing centrally funded resources for renewal and replacement.

Deferred maintenance continues to create pressures on the campus as the backlog grows. In order to address current backlog for General Fund buildings, the campus has set a goal of funding 1 percent of the replacement cost of these buildings, or about $27 million annually The current funding is a little less than half of this goal. The campus must set aside funds dedicated to facilities and deferred maintenance in order to properly address the campus deferred maintenance needs. The campus is planning an update on its deferred maintenance backlog to the capital subcommittee in March 2017 and is in the process of finalizing an updated analysis of its needs.

Budget Detail

The budget for this investment is tied to the amount of projected state funding for each scenario:

Operating expenses (scenario A): $3,492,390
Operating expenses (scenario B): $1,692,390
Operating expenses (scenario C): -$33,956

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Boulder - FY 2017-18 Budget Fact Sheet			
Enrollment Contingency	**Amount**		
	Scenario A	**Scenario B**	**Scenario C**
	$1,181,743	**$1,181,743**	**$617,000**

Summary

The campus has a long-term goal of creating an enrollment contingency reserve equal to 1 percent of total tuition. This reserve is intended to provide relief against potential future fluctuations in enrollment.

Rationale

The Boulder campus serves nearly 32,000 students, and is heavily dependent on tuition revenues for its operations. An enrollment contingency will provide a safety net in the event the campus is not meeting its enrollment (and revenue) targets. Tuition revenue comprises 38 percent of the FY 2016-17 Current Funds budget and 79 percent of the Education & General Fund budget. Though the campus has been fortunate to see enrollment growth in recent years, there is a recognition that enrollment can be volatile, both in terms of volume and resident/non-resident mix. In FY 2011-12 the campus experienced an $11.5 million budget shortfall from lower-than-expected student enrollments and residency conversions. The total target, assuming 1.0 percent of tuition, would be approximately $6.4 million. The investments to-date have brought the enrollment contingency reserve to .38 percent of projected FY 2017-18 tuition. This incremental amount would continue building towards the ultimate contingency goal, bringing the reserve level to .54 percent of tuition.

Budget Detail

Expected increase to operating of $1,181,743 (Scenarios A & B; $617,000 for Scenario C).

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Boulder - FY 2017-18 Budget Fact Sheet		
Operating Increases	Amount	Percent Change
	$10,054,918	3.4%

Summary

The following is a summary of non-compensation operating increases proposed by the Boulder campus for FY 2017-2018.

Rationale

Boulder's operating increases include mandatory cost increases and other institutional priorities that are ongoing in nature:

- Financial Aid: The campus is committed to both keeping costs affordable and attracting and retaining a diverse and well-qualified student body. The increases in institutional Financial Aid include a $557,000 investment into a new Transfer Scholarship program. In addition, the campus continues to maintain its historic investment in need-based financial aid with an increase commensurate with the tuition increase proposed. This represents the largest operating line increase for FY 2018.
- General Operating: General operating increases include dedicated costs associated with the campus Indirect Cost Reimbursement (ICR) distribution policy that allocates a portion of campus ICR back to the research unit, costs associated with instructional fees that grow based on enrollment increases, and campus IT connectivity inflationary costs.
- Library expense: Annually, the cost to purchase journals and other literature increases on average eight to 10 percent. The investment of $960,602 represents a 6.41 percent increase and is the second year since the recession that the campus will be able to maintain its current level of access to journals and online publications.
- Utilities: Falling commodity prices and efficiencies created through recent construction (including the new power plant) have helped to keep utility costs low.
- ICCA: Increases for system administration support are primarily driven by compensation increases and technology investments.
- Insurance: Boulder campus insurance premiums increased significantly in FY 2017 due to the floods of 2013. The cost of those property damage claims continue to be realized.

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Budget Detail

Line Item	**Scenario A**	**Scenario B**	**Scenario C**
Financial Aid	3,669,464	3,669,464	3,669,464
General Operating	2,214,359	2,214,359	2,214,359
Library Collections	960,602	960,602	960,602
ICCA	2,452,443	2,452,443	2,452,443
Insurance	758,050	758,050	758,050
TOTAL OPERATING	$10,054,918	$10,054,918	$10,054,918

Denver Campus - FY 2017-18 Budget Fact Sheet	
Tuition Differential Rates	**$1,935,114**

In FY 2016-17, the CU Denver Campus proposed tuition differentials for two high-demand, high-cost schools: the Business School and the College of Engineering and Applied Science. The proposed differentials help to align tuition rates with peer institutions and maintain competitive tuition costs, but that are also easy to communicate to students for computing cost of attendance. For both colleges, the total undergraduate differential was proposed to be $50 per credit hour and the graduate differential was proposed to be $100 per credit hour. These differential tuition rates were to be phased in over two years. The first year of the differential tuition rate was approved by the Board of Regents, and differential tuition rates of $25 per credit hour for undergraduate and $50 per credit hour for graduate were implemented in FY 2016-17. The CU Denver Campus is now requesting the 2nd year of tuition differentials for these two schools.

- Undergraduate differential tuition will increase by $25 per credit hour for a total of $50 per credit hour for all courses in the Business School and the College of Engineering and Applied Science in FY 17-18.

- Undergraduate resident students will pay about 10.3% more than last year's rate for these courses. Undergraduate nonresident students will pay about 5.4% more than last year's rate for these courses.

- Graduate differential tuition will increase by $50 per credit hour for a total of $100 for all courses in the Business School and the College of Engineering and Applied Science in FY 17-18.

- Graduate resident students will pay approximately 8.8% more than the Fall 2016 rate for these courses. Graduate nonresident students will pay about 3.8% more than last's year's rate for these courses.

Tuition Differential Initiatives

Business School $1,280,983

The Business School has historically been very lean on tenured and tenure-track faculty to meet its teaching requirements. The Association to Advance Collegiate Schools of Business (AACSB) accreditation requirements for faculty sufficiency require that at least 50% of the faculty be academically qualified with an additional 40% to be professionally qualified. While the current faculty level will meet this requirement for its 2017 review, the Business School estimates that 15 tenure track faculty and 7 instructors will retire over the next five years. To maintain AASCB faculty sufficiency requirements, the Business School requires funding for new and replacement faculty. Market price for new and replacement tenure track faculty in the Business School has increased dramatically. The average hiring cost for assistant professors in Business at research institutions is between $180,000 and $195,000. CU Denver's current average salary for assistant professors is $146,000.

College of Engineering and Applied Science (CEAS) $654,131

CU Denver is recommending a number of initiatives to be funded from revenue generated by the College's tuition differential:

- Between 2011 and 2015, the number of faculty in the College of Engineering and Applied Science has increased by 9.8%, compared to student credit hour growth of 18.6% over the same period of time. As a result, faculty levels are becoming insufficient to adequately meet the needs of the student population. CU Denver is recommending 3.0 tenure track faculty and 1.0 senior instructor to meet the increasing needs of growing enrollment in this college.
- In addition, three support positions are recommended:
    - Administrative Assistant III in the Mechanical Engineering department: This position will provide student services and general faculty support that is critical to the success of the department.
    - Desktop Support Technician/Web Developer/Administrator: Currently, the college employs one full-time Senior IT Professional and three part-time student employees (Technical Assistants) to manage 30 servers, 400 computers, 8 computer labs (6 used for teaching), 2000 users (including students), as well as printers, 3D printers, software, purchasing, and more. This permanent position is necessary to provide continuity in IT support for the college's highly technical programs. The position will also assist in the redesign and maintenance of the college's website, which serves as an invaluable tool for communicating information to a worldwide audience, including potential students.
    - Outreach and Recruitment Coordinator/Director: In today's competitive higher education environment, securing student enrollments is more challenging than ever. Consequently, a recruiting director responsible for the development and implementation of a student recruitment/outreach plan is vital to continued growth and essential to attracting new students and meeting the college's enrollment goals.

Position Title	FTE	Cost	Description
Tenure Track	3	$339,300	Assistant Professors
Senior Instructor	1	$97,500	Teach Engineering courses
Admin Asst	1	$60,000	Student Services support
Desktop Support	1	$59,831	Help with college website and Technology support in the College
Outreach Coordinator	1	$97,500	Help in recruiting students

Denver Campus - FY 2017-18 Budget Fact Sheet	
New Program MOUs	**$90,923**

Summary

When the Board of Regents approves new degree programs on the CU Denver Campus, a Memorandum of Understanding is created to document the funds that will be provided in subsequent years to support the new degree until full implementation, and to identify the responsibilities of the school or college. This initiative provides the funds needed for new programs that have been approved in recent years, as long as programs are meeting their enrollment targets.

Architecture and Planning: In September 2012, the Board of Regents approved a new Bachelor of Science degree program in the College of Architecture and Planning (CAP) to start in the fall of 2013. A small increase in CAP's adjunct faculty lines and operating budget is needed to address growth in the undergraduate program. The College of Liberal Arts and Sciences (CLAS) also requires an additional instructor to help teach the core classes these CAP students are taking.

College of Liberal Arts & Sciences: A Master of Statistics was approved by the Board of Regents in November 2016. The College of Liberal Arts and Sciences requested to split the approved M.S. degree in Applied Mathematics into two degrees: (1) the existing Applied Mathematics degree and (2) an additional M.S. degree in Statistics.

Rationale

The College of Architecture and Planning B.S. degree in Architecture has been exceeding its enrollment targets and planned benchmarks since it started in Fall 2013. Enrollment has increased from 100 students the first year to more than 300 this year. To accommodate this growth, these funds will support a small increase in CAP's adjunct faculty lines and operating budget, as well as an additional instructor to help teach the core classes in CLAS that these CAP students take.

Statistics is currently a very successful track within the M.S. However, currently students have to take the core courses in applied mathematics, limiting the number of elective courses they can take in statistics. By adding an M.S. in Statistics and separating it from the M.S. degree in Applied Mathematics, students are able to focus more of their credit hours on statistics courses. Because we already had a track in Statistics, this change requires only minimal additional costs to help support a program coordinator, program director, marketing and scholarships.

Budget Detail

Item	Cost
College of Architecture and Planning (Adjunct Faculty)	$43,791
College of Liberal Arts and Sciences (Program Administration)	$47,132
Total	**$90,923**

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

Denver Campus- FY 2017-18 Budget Fact Sheet	
Undergraduate Student Success	**$1,450,000**

Summary

The CU Denver budget is heavily dependent on tuition and fees, which means that increasing enrollment and retention are key to achieving long-term financial stability and sustainability. The campus is planning targeted, strategic investments to help it improve student success and achieve financial sustainability. This initiative is focused on undergraduate student success to improve student enrollment, retention and graduation rates. CU Denver plans to invest in three main areas: implementing the Education Advisory Board (EAB) Student Success Collaborative, which will diagnose student interactions and touchpoints within the university and apply best practices and predictive analytics to better support, retain and graduate our students;
Improving the undergraduate advising system through the hiring and training of additional advisors; and increasing undergraduate institutional financial aid to attract high-potential/high-need freshmen and transfer students.

Rationale

Because the CU Denver budget is heavily dependent on tuition (80% of its general fund budget comes from tuition and fees), enrollment and retention are key factors in the campus's ability to achieve long-term financial stability and sustainability. While successful recruitment efforts have led to four successive years of record freshman enrollment, the pipeline to graduation needs improvement. Last year 68% of the freshmen class returned as sophomores. Our highest campus priority is to improve undergraduate student retention to and through graduation. In addition to being the right thing to do, it is also a revenue strategy. Funds will support undergraduate student success initiatives in three areas: EAB Student Success Collaborative, undergraduate student advising, and undergraduate institutional financial aid.

1. Student Success Collaborative – CU Denver has engaged the services of the EAB in a Student Success Collaborative to diagnose the institution's student interactions and touchpoints, apply best practices and predictive analytics from over 200 US colleges and universities, and employ workflow and communication tools to better support, retain and graduate students. These efforts will include reducing redundancies and simplifying student navigation of academic plans and administrative processes, among other strategies. Implementing these strategies will require investments in personnel and support systems.

2. Advising: Evidence shows that a continuity of advisors corresponds directly to student retention and graduation rates. The single-most cited observation by students during Chancellor Horrell's 2016 listening tour was the need to improve undergraduate advising. A campus working group on advising has recommended that CU Denver strive to approach the National Academic Advising Association standard of student-to-advisor ratio of no more than 300:1. CU Denver's current ratios range from 125:1 to 750:1, depending on the school or college. This will require the hiring and training of more undergraduate advisors in high-need areas. In addition, to achieve consistency in advising across different program area, extra training will be provided to current advisors. This investment allows us to hire 5 additional advisors. While this will not bring us fully in line with the recommended ratios, it makes progress toward that goal.

3. Undergraduate financial aid: CU Denver serves a large number of first generation college students – many of whom come from the bottom two income quintiles. CU Denver continues to attract high-potential/high-need freshmen and transfer students and our goal is to provide as many of these students as possible with an affordable, high quality college education. Providing adequate financial aid is a critical aspect of making that possible. CU Denver currently dedicates 7% of our tuition revenue to institutional financial aid—this is insufficient. Over time, CU Denver intends to move toward directing 10% of tuition revenue to institutional financial aid. This additional investment will bring the total to 8%.

Budget Detail

Item	**Cost**
Student Success Initiatives	$500,000
Undergraduate Advisors	$450,000
Undergraduate Financial Aid	$500,000
Total	**$1,450,000**

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

Denver Campus - FY 2017-18 Budget Fact Sheet	
Graduate Program Stabilization and Growth	**$675,000**

Summary

As Colorado's only public urban research university, it is critical that CU Denver has robust graduate programs. In addition to meeting labor market demands, these programs add considerably to attracting and retaining high-quality faculty members who engage graduate students in their research and scholarly activities. Enrollment in graduate programs fluctuates with economic cycles and the competition for quality graduate students has become increasingly challenging. As a result, CU Denver's graduate student enrollment has been steadily declining. CU Denver intends to address this through a three-prong strategy: 1) hiring a recruiter specifically for graduate programs; 2) making available stipends to attract and support graduate students; and 3) providing matching funds for new research grants.

Rationale

The General Assembly has allowed the role and mission of higher education institutions across the state to evolve and change. Metro State University of Denver is now offering master's degrees in programs that directly compete with CU Denver's, including Business Administration, Health Administration, Professional Accountancy, and Teacher Education. They have a Master's degree in Social Work that is not duplicative.

In the past several years, CU Denver has focused its outreach and recruitment efforts on undergraduate students. While undergraduate enrollment has increased by 8% since FY 2010-11, graduate enrollment, which has not benefitted from similar outreach efforts, has decreased by 13% during that same time. We will address this important market segment by hiring a recruiter specifically for graduate programs for approximately $100,000 with any additional funds used to support this position.

An issue frequently identified by our faculty as well as prospective and current graduate students is the lack of resources for graduate student stipends. This negatively impacts our ability to attract and retain quality students and faculty. At many of our competitor research institutions, prospective graduate students are offered stipends as part of their recruitment. Campus leaders believe that by allocating funds for graduate stipends, CU Denver can increase its competitiveness in attracting quality graduate students locally, nationally, and internationally while providing important support for the faculty's research and scholarly activities.

In order to attract quality graduate students to CU Denver, be competitive in retaining top-notch faculty, and strengthen our reputation as a research university, CU Denver needs to continue to grow its sponsored research activity. This requires additional university resources to commit to matching funds that can be used as faculty members compete for new research grants. Currently CU Denver has $150,000 for this purpose; however, that is not sufficient to cover the number of grants for which our faculty apply. At present, vacancy savings is used to cover any additional grants that are awarded. Dedicating additional funds to this endeavor will enable faculty members to seek and receive additional sponsored research grants, and will demonstrate to them the university's commitment to support their scholarly work. It will also make CU Denver more attractive to prospective graduate students, particularly in the STEM areas. This initiative would increase research matching funds by 167% or $250,000.

Budget Detail

Item	**Cost**
Recruiter and Support for Graduate Programs	$125,000
Stipends for Graduate Students	$300,000
Research Matching Funds	$250,000
Total	**$675,000**

Denver Campus - FY 2017-18 Budget Fact Sheet	
Operations Infrastructure	**$225,000**

Summary

Operational excellence is key to the success of CU Denver and its students. While there are many areas in our infrastructure that need additional resources, CU Denver is prioritizing investments in Human Resources and Advancement.

CU Denver shares its Human Resources department with CU Anschutz Medical Campus. This combined entity does not have not sufficient staff to adequately provide services to all current and future employees. This investment will be pooled with the Anschutz Medical Campus funds to hire additional personnel in the areas of compliance, hiring, and training.

Another of CU Denver's campus goals is to increase its philanthropic contributions, most immediately in the areas of scholarships and support for capital projects. CU Denver has a very effective but lean Advancement team. In order to launch a scholarship campaign and increase cultivation of major donors, additional resources are needed.

Rationale

The demand for Human Resources services, both in volume and scope, has increased significantly at both the Denver and Anschutz campuses. Over the past twelve years, faculty and staff headcounts have grown by approximately 50% and the need for recruitment services, employee relations consulting and compliance with new employment laws and regulations has expanded. Through this time period, the total number of Human Resources staff has been essentially flat. Additionally, we are implementing Elevate which includes a new HCM module in PeopleSoft. The Human Resources staff has worked tirelessly to keep up with the increased workload but the situation is no longer tenable and must be addressed with added resources.

Historically, the CU Foundation paid for and managed the staff who supported CU Denver in fundraising. Approximately three years ago, the CU Denver Advancement team moved to the campus and became an integral part of the university. While this has been an incredibly successful change, we need additional resources to support our philanthropic goals. These include launching a scholarship campaign and expanding our cultivation of major donors. This investment in personnel and the scholarship campaign costs will allow us to begin to address this need.

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Budget Detail

Item	Cost
Human Resource Positions	$100,000
Advancement Resources (Personnel and Scholarship Campaign Costs)	$125,000
Total	**$225,000**

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

Denver Campus - FY 2017-18 Budget Fact Sheet	
Faculty and Academic Resources	**$350,000**

Summary

CU Denver attracts high-quality faculty who are committed to student success and the pursuit of scholarly excellence. Because such faculty, particularly in STEM and business disciplines, are in high demand, they become attractive targets for other universities who can offer more competitive packages. These often include higher salaries, start-up funds, and administrative support. These resources will be used to provide market adjustments to retain select faculty and provide administrative support in academic departments that are particularly understaffed.

Rationale

To maintain our high academic quality, CU Denver needs to provide salaries that will attract and retain faculty in highly competitive fields. Adding staff support helps to ensure that faculty can focus on what they do best: teaching, research and scholarly activities.

Budget Detail

Item	Cost
Faculty Salary resources and academic support	$350,000
Total	**$350,000**

University of Colorado
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Denver Campus - FY 2017-18 Budget Fact Sheet			
Strategic Initiatives	**Amount**		
	Scenario A	**Scenario B**	**Scenario C**
	$1,880,720	**$1,119,773**	**$151,219**

Summary

CU Denver will use these Strategic Initiative funds on one-time investments that are directly related to the five campus priorities: Student Success, Scholarly Preeminence, Community Impact, Inclusive Excellence, and Resource Enhancement. The amount available will vary given the three scenarios anticipated with state funding. These funds will be tied to achieving specific objectives and outcomes that align with and support the CU Denver Strategic Priorities.

Rationale

The campus needs to set aside these strategic initiative funds and only invest them in one-time items so that compensation increases approved by the Board of Regents in Years 2 and 3 can be accommodated.

Budget Detail

Item	Cost
Strategic Initiatives	$1,880,720
Total	**$1,880,720**

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

Denver CAMPUS - FY 2017-18 Budget Fact Sheet		
General Operating Budget Increases	**Amount**	**Percent Change**
Scenario A-C	**$1,322,971**	**2.9%**

Summary

The following is a summary of non-compensation operating increases proposed by the CU Denver campus for FY 2017-2018.

Rationale

CU Denver's operating increases include mandatory cost increases and other institutional obligations including:

- CU Denver's agreement with Auraria Higher Education Center (AHEC) which includes increases for compensation increases and controlled maintenance
- ICCA increases for system administration support primarily driven by compensation increases and technology increases
- Projected increase in the insurance premiums from risk management
- Lower operating budget due to decreased revenue from the Emmanuel Gallery

Budget Detail

Item	FTE	Cost
AHEC		$520,976
ICCA		$556,373
Insurance		$296,493
Lower operating budget for Emmanuel Gallery		($50,925)
Total		**$1,322,917**

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

Denver Campus - FY 2017-18 Budget Fact Sheet		
Denver Tuition Rate	**Tuition Revenue Increase***	**Percent Change**
Scenario A-C	**$5,656,748**	**4.1%**

*Combination of tuition rate and projected enrollment changes

Summary

Over the last few years, CU Denver implemented a number of tuition policies to help stabilize revenue on the campus, increase transparency to students, and help simplify the tuition structure. As of FY 2015-16, the campus had fully implemented a linear tuition structure for both undergraduates and graduates so students are paying for each credit hour they take. In addition, we now have a “charge by course” model, in which undergraduate students are charged for the courses they take rather than the career level of student (lower division, upper division) and graduate students are charged the school or college’s tuition rate for the courses they take rather than based on their major. Lastly, the campus equalized the per-credit-hour cost of lower-division and upper-division courses.

For FY 2016-17, CU Denver is proposing modest tuition increases of 3.18 % for undergraduate resident and 3.0% for undergraduate nonresident rates. The campus is proposing zero increase for graduate rates.

Rationale

The campus strives to keep tuition rate increases low to ensure that cost of attendance remains competitive with peers and affordable for individuals and families.

- With undergraduate enrollment moderating, CU Denver is proposing modest increases of 3.18% for undergraduate resident and 3.0% for undergraduate nonresident rates.
- With moderate increases in resident graduate enrollment and declining non-resident graduate enrollment, CU Denver is proposing zero increase in both resident and nonresident graduate tuition rates.

Tuition Differential Rates

In FY 2016-17, CU Denver proposed tuition differentials for two high-demand, high-cost schools: the Business School and the College of Engineering and Applied Science. The proposed differentials help to align tuition rates with peer institutions and maintain competitive tuition costs, but that are also easy to communicate to students for computing cost of attendance. For both colleges, the total undergraduate differential was proposed to be $50 per credit hour and the graduate differential was proposed to be $100 per credit hour. These differential tuition rates were to be phased in over two years. The first year of the differential tuition rate was approved by the Board of Regents, and differential tuition rates of $25 per credit hour for undergraduate and $50 per credit hour for graduate were implemented in FY 2016-17. CU Denver is now requesting the 2nd year of tuition differentials for these two schools.

- Undergraduate differential tuition will increase by $25 per credit hour for a total of $50 per credit hour for all courses in the Business School and the College of Engineering and Applied Science in FY 17-18.

- Undergraduate resident students will pay about 10.3% more than last year's rate for these courses. Undergraduate nonresident students will pay about 5.4% more than last year's rate for these courses.

- Graduate differential tuition will increase by $50 per credit hour for a total of $100 for all courses in the Business School and the College of Engineering and Applied Science in FY 17-18.

- Graduate resident students will pay approximately 8.8% more than the Fall 2016 rate for these courses. Graduate nonresident students will pay about 3.8% more than last's year's rate for these courses.

University of Colorado
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Denver Campus - FY 2017-18 Budget Fact Sheet		
Denver Enrollment Projection	**Tuition Revenue Increase***	**Percent Change**
Scenario A- C	**$5,656,748**	**4.1%**

*Combination of tuition rate and projected enrollment changes

Summary

Following a total enrollment decline of 0.3% in Fall 2015, with all of the year-over-year decreases coming from resident graduate students and nonresident undergraduate and graduate students, CU Denver projected an enrollment decline for FY 2016-17. In Fall 2016, enrollment increased by 3.1% over Fall 2015 and was 3.0% above budget. The Budget and Finance Office continues to budget conservative enrollment increases for FY 2017-18 forward given historical trends and concerns about international enrollment declines.

Rationale

History

The Budget and Finance Office analyzes each student category at CU Denver and proposes distinct enrollment trends for each level and residency category. With the recent completion of a fully linear tuition structure and the implementation of charging by the course, the current projection model focuses more heavily on forecasting course credit hours rather than headcount. A projection of total credit hours should be more predictive of tuition revenue as each credit hour is paid at the full rate, and headcount forecasts do not solely account for changes in credit hour distributions and patterns. Headcount estimates are projected separately from tuition by population type.

Undergraduate

At CU Denver, growth in undergraduate enrollment moderated from 2011 through 2013, following a decade of steady increases. In Fall 2014, undergraduate enrollment increased by 2.6%, buoyed by the second consecutive record-high new freshman class with 17.4% growth and a strong increase of 33.0% in new transfer students over Fall 2013. Following a small increase of 0.5% in total undergraduate enrollment in Fall 2015, total undergraduate enrollment grew by 4.6% in Fall 2016.

The campus had projected a 2.4% increase in undergraduate resident enrollment in FY 2016-17. At Fall 2016, census undergraduate resident enrollment had increased by

4.3%, with growth of 3.0% in new freshmen and an increase of 4.0% in new transfer students over Fall 2015. The Campus had projected a decrease of 9.4% in undergraduate nonresidents, but actual Fall 2016 undergraduate nonresident enrollment was much stronger with growth of 6.1% over Fall 2015. This was driven by strong growth of 9.7% in domestic nonresident students coupled with a small increase of 0.9% in international nonresident students. With strong growth in both resident and domestic nonresident new students, the Denver campus saw the fourth consecutive record-breaking freshman class with an increase of 4.9% in Fall 2016 over Fall 2015.

Graduate

Total graduate enrollment decreased by 2.0% in Fall 2015, continuing relatively consistent declines in graduate students since Fall 2010. In Fall 2016, resident graduate enrollment grew by 1.5% from Fall 2015, marking the first increase in enrollment in this category since Fall 2010. Driven by a decrease in both domestic and international students, nonresident graduate enrollment dropped by 11.5% from Fall 2015, leaving total graduate enrollment down 2.4% from Fall 2015.

FY 2017-18 Projections

Undergraduate

As mentioned above, Fall 2016 experienced a record-setting new freshman class, coupled with increases in new transfers and continuing students. CU Denver continues a robust recruitment and marketing campaign to increase resident students, which is reflected in the strong freshman class sizes since Fall 2013. For the FY 2017-18 projection for undergraduate residents, moderate enrollment growth is forecasted as we expand our recruiting efforts in local school districts and community colleges.

Enrollment of domestic undergraduate nonresidents is projected to experience relatively strong growth as large cohorts from Fall 2014 through 2016 are anticipated to buoy the level of continuing students. Enrollment of international nonresident students dropped precipitously in Fall 2015, as large cohorts of students from Saudi Arabia and Brazil did not return. While this population stabilized in Fall 2016 due to an uptick in new transfer students, we are projecting declines as smaller cohorts of new and transfer students from prior years continue to affect the number of continuing students and because of the uncertainty in the world economy and potential changes in federal immigration policy.

Graduate

The recent history of declines in graduate students on the CU Denver Campus continued in Fall 2016 with a contraction of 2.4%. While graduate resident students increased by 1.5% in Fall 2016, we are projecting the contractions to return, particularly as the economy and job market are expected to continue to show strength. Historical enrollment for graduate domestic nonresidents is volatile, having declined by 0.5% in Fall 2013, increasing by 12.3% in Fall 2014, remaining flat in Fall 2015, and dropping by 11.8% in Fall 2016. Given the instability and uncertainty of this group, the Campus is forecasting a decline in FY 17-18 from the prior year and very moderate growth in the out years in line with long-term averages. Comparatively, growth in international graduates reversed dramatically in Fall 2015, having averaged 9.5% per year over from 2006 to 2014 and declining by 8.0% in Fall 2015 and 3.5% in Fall 2016. We are projecting a continued strong decline in international nonresident graduate students due to uncertainty in the world economy, federal immigration policy and anticipated declines in continuing students.

Enrollment projection in this transitioning environment is a challenge, but we believe that our assumptions are cautious. We are constantly improving our methodology to increase the accuracy of our projections over time. We are investing in strategies focused on recruitment and retention in all categories.

Enrollment history and projections for 2017-18 are presented in the table on the following page.

Headcount	Fall 2013 Census	Fall 2014 Census	Fall 2015 Census	Fall 2016 Census	Fall 2017 Projection
Undergraduate Resident	8,292	8,473	8,666	9,037	9,291
Change	(65)	181	193	371	254
% Change	-0.78%	2.18%	2.28%	4.28%	2.81%
Undergraduate Domestic Nonresident	748	845	834	915	984
Change	22	97	(11)	81	69
% Change	3.03%	12.97%	-1.30%	9.71%	7.54%
Undergraduate International Nonresident	696	669	536	541	400
Change	13	(27)	(133)	5	(141)
% Change	1.90%	-3.88%	-19.88%	0.93%	-26.06%
Undergraduate Nonresident Subtotal	1,444	1,514	1,370	1,456	1,384
Change	35	70	(144)	86	(72)
% Change	2.48%	4.85%	-9.51%	6.28%	-4.95%
Total Undergraduate	**9,736**	**9,987**	**10,036**	**10,493**	**10,675**
Change	(30)	251	49	457	182
% Change	-0.31%	2.58%	0.49%	4.55%	1.73%
Graduate Resident	3,500	3,432	3,385	3,436	3,400
Change	(254)	(68)	(47)	51	(36)
% Change	-6.77%	-1.94%	-1.37%	1.51%	-1.05%
Graduate Domestic Nonresident	400	449	449	396	404
Change	(2)	49	0	(53)	8
% Change	-0.50%	12.25%	0.00%	-11.80%	2.02%
Graduate International Nonresident	387	501	461	445	401
Change	38	114	(40)	(16)	(44)
% Change	10.89%	29.46%	-7.98%	-3.47%	-9.89%
Graduate Nonresident Subtotal	787	950	910	841	805
Change	36	163	(40)	(69)	(36)
% Change	4.79%	20.71%	-4.21%	-7.58%	-4.28%
Total Graduate	**4,287**	**4,382**	**4,295**	**4,277**	**4,205**
Change	(218)	95	(87)	(18)	(72)
% Change	-4.84%	2.22%	-1.99%	-0.42%	-1.68%
Grand Total	**14,023**	**14,369**	**14,331**	**14,770**	**14,880**
Change	(248)	346	(38)	439	110
% Change	-1.74%	2.47%	-0.26%	3.06%	0.74%

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Anschutz Medical Campus - FY 2017-18 Budget Fact Sheet			
	Amount		
1% Compression	Scenario A	Scenario B	Scenario C
	$1,156,956	$0	$0

Summary

The campus is proposing a 1% salary pool to address salary compression issues for faculty and university staff.

Rationale

Salary compression occurs when new hires join the institution at, or above, the salaries of existing employees doing the same job, and is a result of both internal compensation policies and external market forces. In recent years the state economy has limited the campus to relatively small compensation pools (or even salary freezes) and therefore faculty and university staff salaries have not kept pace with the markets for their peers. This results in both new hires having similar salaries to existing employees and can result in large faculty retention packages when the campus chooses to match salary offers from other institutions. A 1% salary pool will be used to address these compression issues by bringing the salaries for existing employees more in line with the market.

Budget Detail

Faculty and university staff salaries and benefits: $1,156,956.

- Of the 84 established pay ranges for consolidated and Anschutz University Staff, 43 (51%) have varying degrees of such equity concerns, particularly in the more competitive professions identified above.
- The amounts authorized for the pool since the recession have fallen just short of the growth in the competitive labor market, which has created market lag for many jobs and left little or nothing to address equity concerns or recognize superior performers in a meaningful way.
- Key business functions have been affected the most, as market growth has been the greatest for jobs such as finance, information technology, human resources and research professionals.

- When salary adjustments for current staff do not keep up with the need to recruit new talent in a competitive labor market, we begin to see salaries clustered at different parts of the pay ranges, i.e., larger groups of employees earn the same salaries regardless of differences in the nature of work, performance or length of service to the university.

While, ideally, the annual pool would be established and funded in the future based on the detailed marked analysis and an additional increment to address equity and merit, the additional 1% requested would begin to eliminate some of the clustering that has built up over time.

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Anschutz Medical Campus - FY 2017-18 Budget Fact Sheet	
Bioengineering	**$124,773**

Summary

Since the program's inception, enrollment growth in the Bioengineering undergraduate program has been slower than anticipated, resulting in forecasted ongoing net operating losses.

Analysis/Background

The University of Colorado Denver Campus gained approval to offer a BS degree in Bioengineering within the College of Engineering and Applied Science (the College) from the Board of Regents of the University of Colorado (approved September 2012) and the Colorado Commission on Higher Education (approved September 2012).

The Bioengineering program received startup support in the form of one-time funds, pledged for fiscal years 2011 through 2015. During this time, enrollment in the undergraduate program has grown at a slower rate than originally projected. The slower than anticipated enrollment growth, coupled with one-time startup funding that has ceased, has resulted in forecasted ongoing net operating deficiencies.

In an effort to achieve sustainability into the future, the department has proposed undergraduate program fees, and has implemented graduate and undergraduate tuition differentials. These measures alone, however, are not enough. Therefore, the Campus is requesting a budget change, which would make a portion of the one-time startup funds a permanent commitment. With the aforementioned changes, breakeven for the Bioengineering program is approximately 270 students.

Historical Degree Program Performance	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017 (est.)
Graduate Student Headcount	41	57	60	59	63	60
Undergraduate Student Headcount	0	0	32	63	89	110
Total	**41**	**57**	**92**	**122**	**152**	**170**

University of Colorado
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Budget Detail

Item	FTE	Cost
Scenario A	1	$124,773
Scenario B	1	$124,773
Scenario C	1	$124,773

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Anschutz Medical Campus - FY 2017-18 Budget Fact Sheet			
Addressing Basic Needs	**Amount**		
	Scenario A	**Scenario B**	**Scenario C**
	$1,619,019	**$1,189,791**	**$0**

Summary

Based on the current structure and status of the Anschutz Medical Campus base budget, the ongoing funds projected to be generated in the Fiscal Year 2017-18 budget under Scenario A proposal, after Campus-wide initiatives, should be returned to the Schools and Colleges to address base instructional and operational needs.

Analysis/Background

The Anschutz Medical Campus sustained over $21 million in state (General Fund and Tobacco) funding cuts from FY 2007-08 to FY 2012-13. More than half of this amount, $13 million, was addressed by cutting an already thin and over-burdened administrative infrastructure. In addition, the academic health schools received proportionate reductions in their already low state funding allocations sending most of them even further down the ladder of public schools receiving the lowest state funding in the country. Another $4 million of the cuts were addressed through revenue offsets and the remaining $4 million is being addressed by funding from the President's Office. State/Tobacco funding has increased by $14 million over the last 4 fiscal years, but is projected to decrease by $1.3 million under Scenario A.

Academic health programs are the most expensive education offered by the University. Small class sizes and individual instruction along with high-tech laboratory and clinical education facilities drive the costs of these programs ever higher. As a result, when new enrollments are added to these programs, the incremental instructional costs of bringing on additional students are higher than other academic programs. Even if enrollment growth were to remain flat, health care still experiences higher inflation than other areas of the economy which affects the cost of education. This means that more of the tuition generated through enrollment growth goes towards instruction costs with less available for investments into campus initiatives or to cover previous state funding cuts.

In addition, enrollment constraints such as limited clinical placements, accreditation policies, and the availability of high-tech facilities like simulation restrict the University's ability to grow enrollments dramatically as a strategic approach to address state funding reductions. Tuition rate increases, while available as a minor strategy, are limited from a competitive standpoint and also due to the impact they have on driving up already high student debt. Each year, the schools and colleges on the Anschutz Campus set their rates through a precarious decision making process that balances peer competition, needs for academic programs, changes in state funding (e.g., General Fund and tobacco fund changes), and the impact on students.

The bottom line of all of these factors is that the additional tuition generated by the Anschutz Medical Campus programs over the last 6 years has gone to cover increased costs for instruction, mandatory cost increases, inflation, and to offset some of the state and tobacco funding cuts sustained by the campus. Needless to say, tuition is not a strategy that has addressed the campus' loss of state funding or the pressures we face as we look to fund new initiatives.

Some of the uses of the basic needs are, but not limited to:

- Schools are making investments in faculty to address accreditation standards to ensure
  - stable delivery of quality programs;
  - to focus on development of new research; curriculum,
  - clinical practice and community initiatives.
- Increases in student stipends and tuition and fee remissions.
- Increases for student mental health.
- Investment in Interprofessional Education, which is when students from two or more professions learn together to enable effective collaboration and improve health outcome.

Because the campus is balancing on Addressing Basic Needs, the amount change for Scenarios A, B and C based on the fluctuations in State Funds in Scenarios A-C.

Budget Detail

Item	Cost
Scenario A	$1,619,019
Scenario B	$1,189,791
Scenario C	$0

University of Colorado
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ANSCHUTZ MEDICAL CAMPUS - FY 2017-18 Budget Fact Sheet	
General Operating Budget	**$585,329**

Summary

The following is a summary of non-compensation operating increases proposed by the CU Anschutz Medical Campus for FY 2017-2018.

Rationale

Anschutz's operating increases include mandatory cost increases and other institutional priorities that are ongoing in nature:

- As a result of limited growth in the Indirect Cost Recovery revenue, a lesser portion of that revenue is given to the units per the Indirect Cost Recovery Policy Distribution.
- Tobacco revenue is projected to decrease from prior year amounts, resulting in corresponding expense reductions.
- ICCA: Increases for system administration support are primarily driven by compensation increases and technology increases.
- Projected increase in the insurance premiums from risk management.

Budget Detail

Item	Cost
Indirect Cost Recovery Policy Distribution	($741,981)
Cancer Center Tobacco Grant	($300,000)
ICCA	$1,211,219
Insurance	$416,091
Total (General Operating)	**$585,329**

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ANSCHUTZ MEDICAL CAMPUS - FY 2017-18 Budget Fact Sheet		
Tuition and Enrollment	**$5,160,087**	**6.0%**

Summary

Each year, schools and colleges on the CU Anschutz Medical Campus provide enrollment projections to the CU Denver | Anschutz Budget Office where these projections are reviewed and consolidated. Enrollment constraints including limited statewide clinical placements in the community, accreditation policies, and the availability of specialty classrooms restrict the University's ability to grow health professional enrollments dramatically as a strategic approach to state funding reductions. Since these enrollment decisions are made annually and are widely dependent on several different outside sources, out-year projections are not provided by this Campus.

Tuition rate increases, while having a temperate impact on revenue, are limited from a competitive standpoint as schools assess their market to ensure students will retain interest in the Campus. Each year, the schools on the CU Anschutz Medical Campus set their rates through a precarious decision making process that balances peer competition, needs for academic programs, changes in state funding (e.g., General Fund and Tobacco Master Settlement funds), and the impact on students' debt. Academic health programs are the most expensive education offered by the University. For FY 17-18, schools and colleges on the Anschutz Medical Campus have proposed program-specific rates based on the market and needs of each program. These are maximum rates that can be lowered if necessary before the start of the term as permitted by Regent Resolution (starting fall 2013).

Rationale

Enrollment

The College of Nursing at the CU Anschutz Medical Campus offers an undergraduate nursing program. Following a sharp decline in fall 2013, enrollment rebounded in fall 2014, with growth in the traditional Nursing Bachelor of Science program expanding with a new cohort at CU South Denver and a large increase in the RN to Nursing BS program. The College continued to expand the cohort sizes at CU South Denver and launched a new accelerated BS program in fall 2015. Enrollment contracted by 6.6%, with smaller than anticipated cohorts in both undergraduate programs. The College is projecting a moderate increase of 2.3% in undergraduate enrollment, with growth anticipated in both programs.

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There are over 20 graduate programs offered through the six schools and colleges at the CU Anschutz Medical Campus. Enrollment projections are submitted for each program and residency category. Of particular note are the following programs:

- Colorado School of Public Health: The Colorado School of Public Health anticipates total enrollment growth of 1.7% in FY 2017-18. This is being driven by:
    - Master of Public Health (MPH): While this program has experienced average growth of 16.7% per year for the last six years, the School anticipates a decrease of 7.5% in this program in fall 2017. The School is evaluating cohort size and faculty capacity, which is anticipated to slow growth of new admissions to the program.
    - Offsetting this are projected increases in PhD and Doctor of Public Health (DrPH) programs. Enrollment growth in these programs has averaged 10.7% for the last six years. The School expects strong growth of 25.7% projected for fall 2016.
- Strong growth from two new programs in the School of Medicine and the Graduate School:
    - MS Anesthesiology is entering its fifth year, and is projecting an increase of 22.6%.
    - MS Palliative Care will be in its second year, with enrollment anticipated to more than double.

The following table shows enrollment projections for each school and college (please see last page for more detail):

Headcount	Fall 2014 Census	Fall 2015 Census	Fall 2016 Census	Fall 2017 Projection
School of Medicine	1,005	1,031	1,069	1,096
% Change	4.36%	2.59%	3.69%	6.30%
School of Dental Medicine	316	317	318	318
% Change	9.34%	0.32%	0.32%	0.32%
College of Nursing	859	962	938	981
% Change	4.88%	11.99%	-2.49%	1.98%
Skaggs School of Pharmacy and Pharmaceutical Sciences	674	650	656	647
% Change	-0.59%	-3.56%	0.92%	-0.46%
Colorado School of Public Health	630	685	709	721
% Change	12.30%	8.73%	3.50%	5.26%
Graduate School	417	439	477	494
% Change	5.30%	5.28%	8.66%	12.53%
Anschutz Medical Campus Total	**3,901**	**4,084**	**4,167**	**4,257**
% Change	5.26%	4.69%	2.03%	4.24%
Total Resident	3,216	3,343	3,407	3,494
% Change	3.01%	3.95%	1.91%	4.52%
Total Nonresident	685	741	760	763
% Change	17.29%	8.18%	2.56%	2.97%

Tuition

Each school and college at the CU Anschutz Medical Campus proposes tuition rates individually for each program offered, weighing peer competition, needs for academic programs, changes in state funding, and impact on students. For FY 2017-18, notable rate changes are:

- School of Medicine, Child Health Associate Physician Assistant (CHAPA) Program: The CHAPA Program is transitioning to a new curricular model to be launched in 2018. The new model is a block-based, rather than a course-based model. To align tuition with this block-based model and to provide more predictable costs throughout the program, a flat-rate tuition structure is proposed to begin phasing in for new students effective FY 2017-18. The flat-rate tuition is cost neutral over the course of the program compared to credit hour-based tuition, and existing students would continue to pay tuition per credit hour. The program is also proposing to increase tuition by 5% above the cost neutral annual rate for incoming students. The program has not increased tuition in five years, and has eliminated all program fees and covered costs with existing resources. Despite being ranked in the top 5 physician assistant programs in the country, the cost for the CHAPA program is the second lowest among the top ten programs in the country.
- Graduate School, MS Clinical Science and PhD Clinical Science Programs: Resident and nonresident tuition increases of 7.4%. The program's external review committee directed the program to reduce its reliance on Colorado Clinical & Translational Sciences Institute (CCTSI) funds and become revenue neutral for long-term sustainability and the safety of current students. This is the third year of phased increases to reach tuition rates that are sufficient to provide financial security.

Please see the following table for proposed tuition rates for each program.

FY 2017-18 Anschutz Medical Campus Proposed Tuition Rates (maximum)						
By School and College, By Degree Program	FY 2016-17 Rates		FY 2017-18 Proposed Rates		Change	
	Resident	Non	Resident	Non	Resident	Non
School of Medicine						
Doctor of Medicine, MD*	$36,748	$62,703	$38,218	$65,211	4.0%	4.0%
Doctor of Physical Therapy, DPT	$486	$1,018	$501	$1,049	3.0%	3.0%
Child Health Associate Physician Assistant, MPAS Year 1			$34,270	$35,984	-	-
Child Health Associate Physician Assistant, MPAS Year 2 and 3	$357	$773	$357	$773	0.0%	0.0%
MS Genetics	$609	$1,189	$627	$1,225	3.0%	3.0%
MS Anesthesiology	$620	$884	$620	$884	0.0%	0.0%
School of Dental Medicine						
Doctor of Dental Surgery, DDS	$34,580	$59,883	$36,309	$61,612	5.0%	2.9%
College of Nursing						
BS Nursing	$410	$890	$425	$900	3.7%	1.1%
RN to BS Nursing	$395	$505	$400	$515	1.3%	2.0%
MS Nursing	$610	$1,020	$635	$1,030	4.1%	1.0%
Doctor of Nursing Practice, DNP	$610	$1,020	$635	$1,030	4.1%	1.0%
PhD Nursing	$575	$1,020	$600	$1,020	4.3%	0.0%
Post Master Certificate	$610	$1,020	$635	$1,030	4.1%	1.0%
School of Pharmacy						
Doctor of Pharmacy, PharmD	$27,688	$39,870	$29,000	$39,870	4.7%	0.0%
PhD Pharmaceutical Sciences or Toxicology	$152	$656	$157	$676	3.3%	3.0%
School of Public Health						
Master of Public Health, MPH	$755	$1,215	$800	$1,215	6.0%	0.0%
MS Biostatistics, Epidemiology, Health Services Research	$515	$1,215	$546	$1,215	6.0%	0.0%
PhD and Doctor of Public Health, DrPH	$472	$1,068	$500	$1,215	5.9%	13.8%
Certificate/Non Degree	$755	$1,215	$800	$1,215	6.0%	0.0%
Graduate School						
MS Clinical Science	$432	$1,080	$464	$1,160	7.4%	7.4%
MS Modern Human Anatomy	$708	$1,153	$708	$1,153	0.0%	0.0%
MS Biomedical Science and Biotechnology	$478	$1,134	$500	$1,185	4.6%	4.5%
MS Palliative Care	$650	$950	$650	$950	0.0%	0.0%
Medical Scientist Training/PhD	$404	$885	$424	$905	5.0%	2.3%
PhD Basic Sciences	$404	$885	$424	$905	5.0%	2.3%
PhD Clinical Science	$432	$1,080	$464	$1,160	7.4%	7.4%
Non Degree	$404	$885	$424	$905	5.0%	2.3%

Notes: MD and DDS program nonresident rates reflect accountable student fees.
MD, CHAPA Year 1, DDS, and PharmD are annual rates; All others are per credit hour.
*Rate for MD 1 only. Annual rate for MD 2 through 4 is $36,748.

Expenditure Strategy

The revenue mix at the Anschutz Medical Campus is challenging with tuition and state funding providing the smallest percentage of mission-based revenue, and completely restricted clinical and research revenues providing the largest sources of funding. Unlike most other schools of medicine, the Anschutz Medical Campus leverages a significant portion of clinical practice funds to support the academic and research

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missions of the School in the absence of sufficient General Fund. Research grants make up a much larger portion of the revenue than on a traditional campus, but these restricted funds are earmarked for specific research projects and cannot be used for other purposes.

Due to modest tuition growth and new state funds, some campus-wide initiatives are proposed, which are described in separate fact sheets.

The remaining funds are required to address basic needs in the schools and colleges, which is also described in a fact sheet.

FY 2017-18 Anschutz Medical Campus Enrollment Projection

By School and College, By Degree Program	Fall 2016 Census			Fall 2017 Projection			Change Projection over Census		
	Resident	Non	Total	Resident	Non	Total	Resident	Non	Total
School of Medicine	**818**	**251**	**1,069**	**852**	**244**	**1,096**	**4.2%**	**-2.8%**	**2.5%**
Doctor of Medicine, MD	482	174	656	499	171	670	3.5%	-1.7%	2.1%
Medical Scientist Training, PhD	29	9	38	33	8	41	13.8%	-11.1%	7.9%
Doctor of Physical Therapy, DPT	164	37	201	174	29	203	6.1%	-21.6%	1.0%
Child Health Associate Physician Assistant, MPAS	113	19	132	113	19	132	0.0%	0.0%	0.0%
MS Genetics	6	5	11	8	4	12	33.3%	-20.0%	9.1%
MS Anesthesiology	24	7	31	25	13	38	4.2%	85.7%	22.6%
School of Dental Medicine									
Doctor of Dental Surgery, DDS	**240**	**78**	**318**	**232**	**86**	**318**	**-3.3%**	**10.3%**	**0.0%**
College of Nursing	**844**	**94**	**938**	**859**	**122**	**981**	**1.8%**	**29.8%**	**4.6%**
BS Nursing	402	40	442	409	39	448	1.7%	-2.5%	1.4%
RN to BS Nursing	24	13	37	32	10	42	33.3%	-23.1%	13.5%
MS Nursing	307	26	333	297	39	336	-3.3%	50.0%	0.9%
Doctor of Nursing Practice, DNP	57	4	61	61	2	63	7.0%	-50.0%	3.3%
PhD Nursing	29	11	40	22	32	54	-24.1%	190.9%	35.0%
Post Master Certificate	25	0	25	38	0	38	52.0%	-	52.0%
School of Pharmacy	**546**	**110**	**656**	**539**	**108**	**647**	**-1.3%**	**-1.8%**	**-1.4%**
Doctor of Pharmacy, PharmD	526	87	613	517	87	604	-1.7%	0.0%	-1.5%
PhD Pharmaceutical Sciences or Toxicology	20	23	43	22	21	43	10.0%	-8.7%	0.0%
School of Public Health	**572**	**137**	**709**	**612**	**109**	**721**	**7.0%**	**-20.4%**	**1.7%**
Master of Public Health, MPH	382	101	483	379	68	447	-0.8%	-32.7%	-7.5%
MS Biostatistics, Epidemiology, Health Services Research	34	3	37	41	2	43	20.6%	-33.3%	16.2%
PhD and Doctor of Public Health, DrPH	60	10	70	75	13	88	25.0%	30.0%	25.7%
Certificate/Nondegree	96	23	119	117	26	143	21.9%	13.0%	20.2%
Graduate School	**387**	**90**	**477**	**400**	**94**	**494**	**3.4%**	**4.4%**	**3.6%**
MS Clinical Science	51	3	54	52	2	54	2.0%	-33.3%	0.0%
MS Modern Human Anatomy	40	11	51	43	10	53	7.5%	-9.1%	3.9%
MS Biomedical Science and Biotechnology	23	7	30	25	5	30	8.7%	-28.6%	0.0%
MS Palliative Care	9	7	16	20	16	36	122.2%	128.6%	125.0%
PhD Basic Sciences	233	55	288	230	55	285	-1.3%	0.0%	-1.0%
PhD Clinical Science	21	0	21	15	0	15	-28.6%	-	-28.6%
Non Degree	10	7	17	15	6	21	50.0%	-14.3%	23.5%
Anschutz Medical Campus	**3,407**	**760**	**4,167**	**3,494**	**763**	**4,257**	**2.6%**	**0.4%**	**2.2%**

Includes School of Public Health enrollment at UNC and CSU

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System Administration - FY 2017-18 Budget Fact Sheet	
Information Technology Contracts and Renewals	**$1,415,393**

Summary

University Information Systems (UIS) conducts an annual detailed review of each budget line to compare budget expenditures against prior year actuals and reviews associated licensing contracts to determine cost savings and/or required increases due to contractual obligations. In total the additional expense for information technology contracts and renewals in FY 2017-18 is $1,415,393.

Rationale

Mandatory Contractual Software Licenses - $1,128,208

- Oracle Growth: Finance Applications is tied to the Operating Revenues of the university. The amount reflected includes the FY 2017-18 estimated growth true-up and the recurring FY 2016-17 growth true-up amount.
- Oracle Growth: CU-Wide Technology (Database, RAC, Partitioning, IdM, etc.) is tied to total FTE (student, faculty, staff); any annual increases in reported operating revenues or FTE triggers a true-up of one-time licensing and recurring maintenance costs.
- Hyland Singularity to OnBase is the recurring component of purchases made in FY 2016-17 using temporary funds provided by the campuses. The amount requested for FY 2017-18 is the increment needed after repurposing the existing $80,000 Singularity license budget.
- GreyHeller PeopleMobile is a CU-Wide accessibility product that was approved and temporarily funded in FY 2016-17. The recurring costs begin in FY 2017-18.
- ERP Software License Increases are pre-dominantly Cognos, Ellucian and CollegeSource.

End of Life Equipment Replacement (Year 1 of 4) - $282,629

In February 2016 campus CFOs agreed to implement a 4-year plan from FY 2017-18 to FY 2020-21, to fund the UIS technology service continuity roadmap. UIS reallocated $400,000 of continuing budget in FY 2017-18 to begin the model and will fund FY 2017-18 capacity growth and technology refresh from reserves.

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Internal Audit Service Contracts - $4,556

Internal Audit requires an increase in its operating budget to accommodate additional costs for its service contracts. Internal Audit hosts the University's EthicsPoint confidential hotline. They also have license fees associated with the electronic workpaper software. The vendors that are managing these two service contracts have increased their rates.

Budget Detail

This table below shows the detail of the software licenses maintenance that is being requested.

Mandatory Contractual Software Licenses	
Oracle Growth: Finance Applications	$640,347
Oracle Growth: CU-Wide Technology (Database, RAC, Partitioning, IdM, etc.)	$355,000
Hyland Singularity to OnBase	$49,960
GreyHeller PeopleMobile	$43,581
ERP Software License Increases	$39,320
Total Mandatory Contractual Software Licenses	$1,128,208
End of Life Equipment Replacement (Year 1 of 4)	$282,629
Internal Audit Service Contracts (see detail below)	$4,556
Total	$1,415,393

Internal Audit Software License Detail			
	FY 2017 Budget	**FY 2018 Increase**	**FY 2018 Total**
EthicsPoint Confidential Hotline	$16,101	$2,756	$18,857
Electronic Workpaper	$11,580	$1,800	$13,380
Total Request	**$27,681**	**$4,556**	**$32,237**

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System Administration - FY 2017-18 Budget Fact Sheet	
Vice President for Diversity Expenses	**$480,000**

Summary

In September 2016, the Board of Regents adopted a resolution to create the position of Vice President for Diversity, citing a strong commitment to diversity, in all of its forms, as a key factor in the success of the University. The position shall be a direct report to the President and be located at the 1800 Grant System Administration Offices. In total the expenses for the office of the VP for Diversity are approximately $480,000 in FY 2017-18 and include 2.0 FTE as well as an operating budget.

Rationale

This expenditure is in response to BOR action. On November 4, 2016 a position description was presented at the Board of Regents meeting which outlined the following responsibilities:

- Development and oversight of system-wide policies (Regent Policies and Administrative Policy Statements) that promote diversity and inclusion;
- Development and oversight of system-wide initiatives (outreach programs and precollegiate programs) that promote diversity and inclusion;
- Collaboration with institutional administrators, including campus chief diversity officers, to coordinate programs that relate to student, faculty, and staff;
- Provide leadership and oversight to ensure compliance with the University of Colorado’s federal, state, and local compliance obligations;
- Provide leadership and coordinate the development of an institutional strategic diversity plan;
- Coordinate system-wide efforts to retain diverse students, faculty and staff; and
- Provide regular institutional reports to the Board of Regents.

Additionally, an Executive Assistant and an operating budget will be necessary for the VP of Diversity to fulfil the desires expressed by the Board related to this position.

Budget Detail

A survey of similar positions at peer institutions s was conducted to develop the salary for the VP of Diversity position. A total of four professional organizations submitted compensation ranges for this position which resulted in the $258,935 amount for VP salary. Additionally it is assumed that an experienced Executive Assistant would have a salary of $84,000. Benefit amounts on these salaries are included at 34 percent. Lastly, an operating budget of $20,000 per year is included for these positions for expenses that include but are not limited to office equipment, supplies and travel.

Position	Salary	Benefits	Total Comp	FTE
VP for Diversity	$258,935	$88,038	$346,973	1.0
Executive Assistant	$84,000	$28,560	$112,560	1.0
Operating			$20,000	

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System Administration - FY 2017-18 Budget Fact Sheet	
eComm Center of Excellence Expenses	**$173,850**

Summary

The CU eComm program provides campuses, schools, colleges, units and departments a unified platform for electronic communications with university constituents. For the FY 2017-18 budget year, University Relations and the CU-Boulder Office of Information Technology (OIT) Center of Excellence have partnered to complete and manage the CU eComm implementation and management. This partnership has resulted in the need for renewal of licenses as well as project management, staffing, and additional operating needed to manage the Customer Relations Management (CRM) software being used by the eComm program at a total cost of $173,850 in FY 2017-18.

Rationale

In November 2016 Boulder OIT Center of Excellence presented its new funding model for eComm. Previously, the billing was calculated using a cost sharing model, but going forward OIT will be using a traditional rate setting model. Under the rate setting model there will be two rates: 1) Student Success; and 2) eComm. System Administration will be utilizing eComm services and licenses and the rate will be allocated based on the number of licenses that System Administration maintains.

The eComm Center of Excellence will subsequently bill each campus for licenses purchased at the campus level on an annual basis. While this change in the billing process is occurring, $100,000 is required to cover the cost of the 40 licenses that System Administration maintains. Additionally, $73,850 is required to support the fund balance applied to the FY 2017-18 rates, as well as to accommodate purchasing of additional licenses.

Budget Detail

The current budget of $60,000 for System Administration licenses is well below the FY 2016-17 actual costs of $154,560. The FY 2017-18 increase of $100,000 will fully support System Administration’s FY 2017-18 eComm program cost and renew these licenses. The license costs are increasing by 3.4 percent increase over the prior year.

The additional $73,850 is to continue the FY 2015-16 fund balance credit applied to the FY 2017-18 rates and provide flexibility to add new license requests to departments that have shown interest.

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System Administration - FY 2017-18 Budget Fact Sheet	
UIS Support for Employee Services Support	**$653,050**

Note: The additional cost of mid-year adjustments is $403,850. The continuation of mid-year adjustments as well as the new costs above, UIS Applications for Employee Service Support totals, $1,056,900.

Summary

Implementation of PeopleSoft 9.2 HCM and Finance (Elevate) requires additional central support within University Information Systems (UIS), and Employee Services (ES). In FY 2017-18 the new cost is $653,050 while annualization of mid-year approvals from the current fiscal year are $403,850 ($1,056,900 total).

Rationale

The Elevate Executive Committee approved the PeopleSoft application support teams after reviewing system staffing models at peer institutions and evaluating the performance of the Student application team. These support positions form a PeopleSoft application team that mirrors the support team put in place after the upgrade of the CU Student Information System. Once in place, UIS will have application support teams for Human Capital and Grants applications in addition to the current teams for Student and Finance applications. There are a number of components that require expenditures. These are further detailed in the budget detail section below. Two factors are driving the need for additional support:

- The need to “right size” the support team in order to maintain the level of services required to sufficiently operate a university-wide Human Capital Management application.
- Campus operations are redesigning business processes to conform to the functionality provided by PeopleSoft applications. This allows the university to ensure compliance with state and federal mandates, and prepares the University for the eventual move to off-premise, or ‘cloud’, hosted software.

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Budget Detail

The table below details the positions and software maintenance approved.

FY 2017-18 ICCA (Salaries and Benefits)			
	FTE	One-Time Needs	Ongoing Need
UIS: Director of HCM Systems*	1.0		$43,225
UIS HCM Core Application Manager	1.0		$108,800
UIS: Payroll Application Manager*	1.0		$63,175
UIS: Benefits Application Manager*	1.0		$63,175
UIS: PeopleSoft Administrator	1.0		$128,000
UIS: Grants Application Director*	1.0		$121,500
ES: Payroll Director*	1.0		$36,575
Oracle Cash Management	n/a		$35,000
UC4 Connector	n/a		$17,600
Server Chassis and Blades	n/a		$16,000
Incremental Storage	n/a		$20,000
UIS: Business Analysts (3)	3.0	$259,350	
ES: HCM Support (2)	2.0	$66,500	
TOTAL	**12.0**	**$325,850**	**$653,050**

FY 2016-17 Mid-Year ICCA (Salaries and Benefits)			
	FTE	One-Time Needs	Ongoing Need
UIS: Director of HCM Systems*	1.0		$129,675
UIS: Payroll Application Manager*	1.0		$63,175
UIS: Benefits Application Manager*	1.0		$63,175
UIS: Grants Application Director*	1.0		$38,100
ES: Payroll Director*	1.0		$109,725
UIS: Business Analysts (3)	3.0	$129,675	
ES: HCM Support (2)	2.0	$66,500	
TOTAL	**10.0**	**$196,175**	**$403,850**

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System Administration - FY 2017-18 Budget Fact Sheet	
Information Security Software and Maintenance Contracts	**$35,350**

Summary

System Administration's Office of Information Security works with the Security Advisory Committee to protect the university's computing and information assets as well as ensuring compliance with information-related privacy and security laws and regulations. Software needs and maintenance contract costs are increasing by $35,350 in FY 2017-18.

Rationale

Identity Finder Maintenance Increase

The university continues to deploy technology at a rapid rate in support of critical business functions. Information Technology systems are vital assets that merit as much recognition and scrutiny as other important assets that support the university mission. The increase in this expense is due to an increase in the annual maintenance cost. Funding will allow the Office of Information Security to continue to provide a set of tools for desktop users and server administrators to locate and remove private data on the desktops and servers. Information technician security staff will have a central management console to monitor compliance with private data security standards.

BitSight security ratings

The BitSight platform uses public data, observed security incidents, and remote network assessments to generate objective security ratings. This objective security rating is valuable as it will use show give visibility into the university's security posture over time, based on externally accessible data. The information will provide the security staff and leadership an independent benchmark of the CU's security program. Information will also be used to identify areas of improvement and benchmark performance relative to peers.

These expenditures help contribute to the University's overall information security platform helping to mitigate any data breaches or other information security incidents from happening.

Budget Detail

This table below shows the detail of the software and maintenance contracts that are being requested.

	FY 2017 Amount	FY 2018 Increase	FY 2018 Total
Identity Finder Maintenance	$81,150	$8,350	$89,500
BitSight Security Ratings	$0	$27,000	$27,000
Total	**$81,150**	**$35,350**	**$116,500**