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

Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Campus Compliance Officer Position	**$42,570**	**N/A**	**$42,570**	**N/A**

Summary

In order to better coordinate campus compliance situations, the creation of a centralized compliance office is underway. This will be the first year of a three-year investment.

Strategic Objective

This investment plan will allow us to support the growth and additional complexities of our campus.

Analysis

As our campus continues to grow and we increase partnerships with other entities (Anschutz Medical Campus, City of Colorado Springs Urban Renewal, Peak Vista), so do the complexities of these relationships. In order to protect the best interest of UCCS and the University of Colorado, it is necessary to formalize this function. This will create efficiencies and ensure that all facets of compliance are evaluated in a centralized location.

Recommendation

Approve. This request meets a demonstrated need and is targeted at institutional compliance, a desirable strategic purpose.

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

Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Women's Golf	**$92,000**	**N/A**	**$92,000**	**N/A**

Summary

Adding women's golf will put UCCS in a strong Title IX position compared to our enrollment mix and regional distribution of women's sports.

Strategic Objective

This investment plan will allow us to remain compliant with Title IX expectations and allow us to explore the opportunity of adding other sports to support enrollment goals and enhance student life.

Analysis

After reviewing current recommendations, the addition of women's golf will allow UCCS to potentially offer other men's sports such as baseball, wrestling, or men's and women's lacrosse while maintaining compliance with Title IX.

Recommendation

Approve. This request meets a demonstrated need and is targeted to meet the needs of the campus' growth and enrollment strategies.

University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Colorado Springs - FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Academic Affairs Investments	**$2,066,050**	**4.7%**	**$2,066,050**	**4.7%**

Summary

This investment plan includes 8.0 FTE Tenure Track faculty, 3.0 FTE Non-Tenure Track faculty, and 4.5 FTE staff for all departments within Academic Affairs as well as support for graduate student internships, research and library materials.

Strategic Objective

This investment plan will allow us to support the growth of our student body population.

Analysis

The Colorado Springs campus has continued to produce enrollment growth, with particularly strong growth in non-resident students. Fall 2012 and spring 2013 enrollments were slightly higher than projected. Fall 2013 applications are at record levels for the second consecutive year and it is projected that the campus will reach the 10,000 on-campus student milestone in fall 2013. This investment plan addresses critical needs in faculty and staff support. The increase in faculty will allow us to meet the demands in those programs who have demonstrated the additional need. The increase in staff is essential to further research production and to help support the student learning laboratories in the Clinical Simulation Learning Center and the science lab. A portion of the investment plan would be used to bolster our online initiative. Student growth has also placed more demand on library materials. Due to higher inflationary cost increases in library materials, the same funding no longer holds the same buying power. To support our students' academic missions, it is necessary to increase funding for library materials.

Recommendation

Approve. This request meets a demonstrated need and is targeted to meet the needs of the campus' enrollment growth.

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Colorado Springs - FY 2013-14 Budget Fact Sheet							
Item		**Market**	**Percent Change**		**Market Plus**	**Percent Change**
Student Success Investments		**$300,918**	**2.5%**		**$300,918**	**2.5%**

Summary

This investment plan would be used to fund critical support positions within Student Success to help support enrollment growth and for the expansion of the CSTEME (Center for Science, Technology, Engineering, and Mathematics Education) program within the Pre Collegiate program.

Strategic Objective

This investment plan will allow us to support the growth of our student body population and to strengthen relationships with potential future scholars.

Analysis

Student enrollment growth not only puts demands on the academic units of the campus but also places a strong necessity on the need for comprehensive student success units. This investment plan would help to enhance key support positions within student success to give our students the best opportunity for success. This investment plan would also address the need to develop partnerships between K-12 education and the pipeline into higher education by integrating the CSTEME program into an already successful Pre Collegiate program.

Recommendation

Approve. This request meets a demonstrated need and is targeted to meet the needs of the campus' enrollment growth and continued commitment to educating future generations.

University of Colorado
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Colorado Springs - FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Increase Marketing Potential	**$200,000**	**10.5%**	**$200,000**	**10.5%**

<u>Summary</u>

Campus has been broadening the entire marketing strategy for the past several years to increase the visibility of UCCS. Non-permanent funds have been utilized to cover on-going expenditures that should be built into the base.

<u>Strategic Objective</u>

This investment plan will allow us to advance the strategies that have been implemented over the past 3 years to increase enrollment growth potential and further strengthen our local, regional, national, and international reputation.

<u>Analysis</u>

As the designated growth campus for the CU system, UCCS has established dynamic enrollment strategies to reach our goals. Marketing plays a significant role in achieving the desired outcomes outlined in our strategic plan.

<u>Recommendation</u>

Approve. This request meets a demonstrated need and is targeted to support the campus' enrollment strategies outlined in the strategic plan.

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Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Strengthen IT services	**$75,000**	**1.8%**	**$75,000**	**1.8%**

Summary

With enrollment growth and the expansion of the campus, necessary investments are needed to support campus infrastructure. This investment item will help to strengthen information technology services.

Strategic Objective

Provide necessary IT services required and desired by our student and employee population.

Analysis

As we continue to grow, we must invest in our infrastructure. This small investment will support IT services.

Recommendation

Approve. This request meets a demonstrated need and is targeted to meet the needs of the campus' enrollment growth.

University of Colorado
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Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Maintain & Improve Campus Services	**$462,669**	**3.7%**	**$462,669**	**3.7%**

Summary

This investment plan includes expanded services within the Administration and Finance arena to help keep up with the needs and demands of the campus due to enrollment growth and campus expansion.

Strategic Objective

This plan will allow us to meet the growing needs of campus constituents enabling us to cultivate a vibrant, attractive and engaged campus community.

Analysis

Our enrollment growth and expansion of programs has increased the need for services campus-wide. Campus and classroom activities are now planned at all times of the day and seven days of the week. Due to this increased demand, there is a necessity to increase service to the different areas of campus where events are planned. This investment plan will allocate funding to Facilities Services and Public Safety and will create an Event Service Center for general fund activity that will coordinate services.

Recommendation

Approve. This request meets a demonstrated need and is targeted to meet the needs of the campus' enrollment growth.

University of Colorado
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Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Institutional Financial Aid	**$834,437**	**11%**	**$2,296,857**	**42%**

Summary

The additional increase in institutional financial aid is to help with increased tuition rates and enrollment growth so as to sustain the purchasing power of the existing student aid allocation.

Strategic Objective

To maintain purchasing power in financial aid, allowing UCCS to champion accessibility to higher education for our students.

Analysis

Due to our enrollment growth, there is additional need for institutional financial aid. UCCS plans to retain a piece of proposed new tuition revenue to help cover costs for tuition rate increases and for projected enrollment growth. This amount has also been incremented so as not to lose purchasing power.

In the market plus plan, additional funds will be provided beyond maintenance of purchasing power for strategic packaging opportunities for enhanced enrollment growth and greater retention.

Recommendation

Approve. This request meets a demonstrated need and is targeted to meet the needs of the campus' enrollment growth and continued commitment to educating future generations.

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Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Enrollment Growth		**5%**		**5%**

Summary

This target follows goals established in the recently approved Campus Strategic Plan.

Strategic Objective

Increase marginal revenues faster than marginal expenditures by capitalizing on enrollment growth.

Analysis

The overall campus enrollment target is 5%. However, detailed analysis has been completed on targeting specific populations such as non-resident and international students to maximize revenue generation. In addition, improving campus retention rates is an integral component of this enrollment strategy.

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Colorado Springs - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Tuition		**6%/4%**		**8%/4%**

Summary

Market - this represents a 6% increase for all resident students and a 4% increase for non-resident students. Undergraduate resident rates are linear at UCCS.

Market Plus - this represents an 8% increase for all resident students and a 4% increase for non-resident students. Undergraduate resident rates are linear at UCCS.

Strategic Objective

Market and Market Plus-maintain accessibility

Analysis

Market - prefer to minimize tuition rate increases while supporting the human and capital infrastructure needs of a growing campus.

Market Plus - allows for a significant increase to institutional financial aid to minimize impact to students.

Recommendation

Approve. This request meets a demonstrated need.

Denver - FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Student Behavior Case Manager	**$84,500**	**N/A**	**$84,500**	**N/A**

Summary

With growth in student headcount comes a normal increase in student behavior issues. Heretofore, these issues have been managed on a part-time basis by the Dean of Students and the Director of Student Life. The Student Behavior Case Manager is an essential position that addresses the campus need to have a full-time staff member focus on and manage the number of student behavior issues that has grown with campus enrollment. In addition, the Denver campus desires to increase resources in this area in light of recent violence and threats of violence locally and nationally on campuses and within communities.

Analysis/Background

The Student Behavior Case Manager position is critical to the work of the Student Life and Dean of Students area. The Student Case Manager will focus on minimizing the impact of an incident or a student's behavior on her/himself, faculty and staff, other students, as well as their academic career and the CU Denver community. The campus has seen an increase in cases over the past 9 months.

The Case Manager will report directly to the Associate Vice Chancellor for Student Life and Dean of Students and work with the CARE (Campus Assessment Response Evaluation) team to aid students that are in distress or crisis situations. The Case Manager will provide a regular opportunity for communication between the relevant offices and departments, ensuring that all the resources of the University of Colorado Denver are available to students in crisis. Additionally, in this role, the Student Behavior Case Manager will manage report intake, monitor and track student behavior, and conduct case reviews of students. The position will also develop and provide a comprehensive campus education and awareness plan for the student behavior assessment processes.

Recommendation

Approve one Student Behavior Case Manager position. This position will address a critical need and help mitigate the result of an incident or student's behavior on the individual, faculty and staff, and other students in the University of Colorado Denver community.

Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Accreditation Compliance for Business School	**$447,200**	**N/A**	**$447,200**	**N/A**

Summary

At the last Business School accreditation visit in the Spring of 2011, the Association to Advance Collegiate Schools of Business (AACSB) team changed its rules regarding faculty qualifications that had applied to the school by a former agreement since 1995. Faculty must be either academically qualified or professionally qualified. In order to maintain accreditation compliance, the CU Denver Business School must adapt to these changes.

Analysis/Background

The CU Denver Business School has relied on full-time instructors to cover its teaching needs. Although this has been a very effective approach in terms of the quality of teaching and service provided to students, the AACSB standards are now written to discourage the use of full-time instructors who are not "academically qualified" according to the accreditation standards. In order for the Business School to meet current accreditation standards, they will need to hire two new tenure-track faculty positions and invest some on-going funds to help existing instructors become "academically qualified" under the new standards. This includes providing instructors more training/professional conference opportunities and memberships in national professional organizations.

Table

Item	Cost
2 Faculty positions	$347,200
Bring instructors up to the accreditation standard of professionally qualified	$100,000
Total	$447,200

Recommendation

Approve two new faculty as well as operating costs for training instructors. This request will allow the Business School to keep in compliance with the AACSB accreditation standards.

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Denver - FY 2013-14 Budget Fact Sheet						
Item		**Market**	**Percent Change**		**Market Plus**	**Percent Change**
Veterans Students Expansion		**$104,575**	**N/A**		**$104,575**	**N/A**

Summary

This request is for permanent support for Director and Administrative Assistant for growth of the Veterans Student services area.

Analysis/Background

The Office of Veterans Affairs was established in 2008 with only one full-time Manager. In FY 2011-12, investments were made to increase Veterans Student Affairs status on campus. Over time, the University has seen the veterans' student population increase from 649 in fall of 2011, to 900 in fall 2012 (a 39% increase), with anticipation that this population will continue to increase at the same rate in the future. The veterans students' current retention rate is very high at 80%.

Future goals of the Veterans Affairs office include the hiring of a veteran counselor, expanding veteran programming, enlarging student orientation, and hosting veteran student awards and appreciation activities.

This position was funded with non-permanent funds starting in FY 2012-13 and ongoing funds are needed to sustain the position.

Recommendation

Approve adding a veteran counselor and expanding operating funds to help serve the growing veteran population.

University of Colorado

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
College of Architecture and Planning Hiring Needs	**$166,423**	**N/A**	**$166,423**	**N/A**

Summary

In September 2012, the Board of Regents approved a new Bachelor of Science degree program in the College of Architecture and Planning to start in the fall of 2012. The program requires teaching support consisting of one tenured faculty position and one tenure-track faculty position, offset by replacement savings of two studio lecturers and four seminar lecturers in implementation of the new program.

Analysis/Background

The College of Architecture and Planning was approved to offer a Bachelor of Science degree program that will accompany the current graduate program in this discipline operating on the Denver campus. For the past 20 years, undergraduate education in architecture in Colorado has been delivered by the College of Architecture and Planning under the terms of the Memorandum of Agreement between the Boulder and Denver campuses of the University of Colorado. Following comprehensive internal and external reviews of the College of Architecture and Planning, the Chancellors of the Denver and Boulder campuses decided to accept the recommendations of the review committee as well as those of the Provosts of both campuses and move to separate the relationship. This separation gave the opportunity for CU Denver to deliver an undergraduate pre-professional architecture program.

The program plan for the Board of Regents clarified that program tuition will cover program costs starting in year four. In the beginning, the program requires non-permanent resources to support the budget while the college develops the program. In addition, tenure/tenure-track faculty resources are needed to meet accreditation requirements.

Table

Item	FTE	Amount
Tenured Faculty	1.0	$82,000
Tenure-Track Faculty	1.0	$75,000
Benefits at 29%		$45,530
Savings from reducing 2 studio lecturers and 4 seminar lecturers, plus benefits		($36,107)
Total Need		$166,423

Recommendation

Approve adding faculty for this program. These resources meet a demonstrated need and will allow the success of this new program.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Bachelor of Arts, Teaching, Learning, and Development	**$160,417**	**N/A**	**$160,417**	**N/A**

Summary

The School of Education and Human Development (SEHD) at the University of Colorado Denver campus is proposing to the Regents to offer a Bachelor of Arts (BA) degree with a major in Teaching, Learning, and Development beginning in fall 2013. This request would fund a Program Director, Advisor, Site Supervisors, and operating expenses.

Analysis/Background

Currently there is only one baccalaureate program in Colorado (UNC) that offers the choice of licensure in early childhood education, elementary education, or special education with a BA in Liberal Arts. In contrast to the UNC program, the CU Denver education degree program will not require students to be employed as paraprofessionals and will have a focus on the social science of education. As the economy improves and Colorado moves to replace baby-boomer teachers who retire, there will be an unprecedented need for new teachers.

The program plans to enroll approximately 10 freshmen and 30 transfer students in the first year. This will increase to a total annual headcount of 225 students at full implementation. At full implementation the program will graduate 62 students each year. New hires required to implement the BA program include a program director, an undergraduate advisor, and site supervisors (one for every 30 students in the program).

Most of the costs associated with the new program will be covered from reallocation of existing resources within the School of Education and Human Development. However, the following investments are needed for the program.

Table

Item	Cost
Program Director	$122,880
Advisor (.50 FTE)	$21,262
Site Supervisors	$10,000
Operating Expense	$6,275
Total	**$160,417**

Recommendation

Fund these resources in the School of Education and Human Development so that the new bachelor degree program can be successful.

Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
College of Liberal Arts and Sciences Faculty Hiring Plan	**$528,223**	**N/A**	**$993,280**	**N/A**

Summary

The departments in the College of Liberal Arts and Sciences (CLAS) on the University of Colorado Denver campus are understaffed relative to comparable public institutions in the region. Given the level of student demand, CLAS programs serve a larger number of students per tenure-track faculty than most peer institutions.

Analysis/Background

In the fall of 2012, the Department of Integrative Biology at CU Denver served 1,117 active majors with 16 tenure-track faculty. An additional 835 students were declared pre-health-care majors, all requiring multiple Biology courses (122 students per TTF). In comparison, in early 2012, Colorado State University had a Department of Biology with 28 tenure-track faculty members and a total of 1,379 active students in three majors - Biology, Botany, and Zoology (49 students per TTF). Similarly, the Department of Psychology at CU Denver has 16 tenure-track faculty members that serve 775 B.S. and B.A. students (48 students per TTF), yet Colorado State University had a Department of Psychology with 26 tenure-track faculty and 950 BS majors (36 students per TTF). This example can be provided over and over in programs throughout CU Denver's College of Liberal Arts and Sciences.

In addition, the English Department at CU Denver is struggling to continue to offer its one online degree program due to shortage of qualified faculty, and the Economics Department needs to offer 18 additional Economics course sections next year to keep up with projected growth in number of students. The Chemistry Department at CU Denver is short in several areas including Organic, Physical, Biochemistry and Analytical Chemistry. The Chemistry Department has seen significant increases in enrollment in the undergraduate classes over the past years, and enrollments in organic chemistry have doubled in the past decade given CU Denver's growing reputation of being a stellar pre-health institution. The Physical Chemistry Department currently has no tenure-track faculty. These additional hires will allow students to be taught by more experienced tenured faculty members and reduce the pressure currently felt by the high growth programs in CLAS.

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Table

Item	Cost	Where Funded
Assistant Professor – English Writing Online Support	$83,840	Market Ongoing
Assistant Professor – Biology	$86,400	$82,943 Market Ongoing, $3,457 Market Plus Ongoing
Instructor – Economics	$86,400	Market Ongoing
Assistant Professor – Psychology	$86,400	Market Ongoing
Assistant Professor - Biochemistry	$86,400	Market Plus Ongoing
3 Assistant Professors – Chemistry	$259,200	$188,640 from Market non-permanent, $70,560 from Market Plus ongoing
Economics	$304,640	Market Plus Ongoing
Total	**$993,280**	

Recommendation

Approve funds requested under Market proposal. Some costs will be covered with non-permanent funds with hopes that revenue in FY 2014-15 will be sufficient to cover with ongoing budget. This will help the CLAS departments serve a large number of students with adequate tenure-track faculty more similar to peer institutions.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
College of Liberal Arts and Sciences Teaching Assistants from Growing Classes	**$0**	**N/A**	**$979,772**	**N/A**

Summary

This funding need for the College of Liberal Arts and Sciences (CLAS) for Teaching Assistants (TAs) and Research Assistants (RAs) is to support continued high-quality academic learning in larger classes in lower-level undergraduate courses due to increased enrollments. These resources would also encourage additional graduate enrollment by offering more competitive Teaching Assistant packages.

Analysis/Background

As a result of increased student enrollments, CLAS has adapted by moving to larger classes in the 1000 and 2000 level courses. It is essential to provide additional Teaching Assistant support for faculty members so the students continue to receive high-quality academic experiences in these larger classes. The additional Teaching Assistants will allow the College to provide more recitation sections and will allow instructors to continue to assign essays and papers to students in large classes. The Teaching Assistant support also provides an essential retention strategy for CLAS courses that have high failure and withdrawal rates (e.g., General Chemistry and General Biology). By providing more and better teaching support in these classes, retention rates for undergraduates will improve. Additionally, the increased Teaching Assistant support provides for increased graduate student recruitment and retention. CLAS has experienced significant declines in graduate enrollment over the past several years, partly due to stipend packages that are no longer competitive.

Table

Item	**Cost**
Anthropology - 3 Teaching Assistants	$33,468
Integrative Biology for learning assistants, TAs, laboratory TAs, PhD leadership for TAs	$336,118
Chemistry to add Learning Assistants and a Master TA	$148,000
Communication Department to offer graduate students $12,000	$53,000
Economics needs 21 TAs for the year, not enough current funds to cover	$33,000
Ethnic Studies needs to add 5 new TAs	$15,810
Geography and Environmental Sciences increase to 16 TAs and add a lead TA	$36,840
History Department needs to increase salary for TAs	$25,000
Mathematical and Statistical Sciences to increase salaries, add 4 new TAs, add 2 Master TAs	$175,000
Philosophy to add a TA	$7,000
Political Science needs 4 additional TAs	$28,000
Psychology needs to expand TA hours	$88,536
Total	**$979,772**

Recommendation

This request cannot be funded within the current budget. It is included in the Market Plus scenario. However, it would greatly help with the student instruction and retention in the College of Liberal Arts and Sciences.

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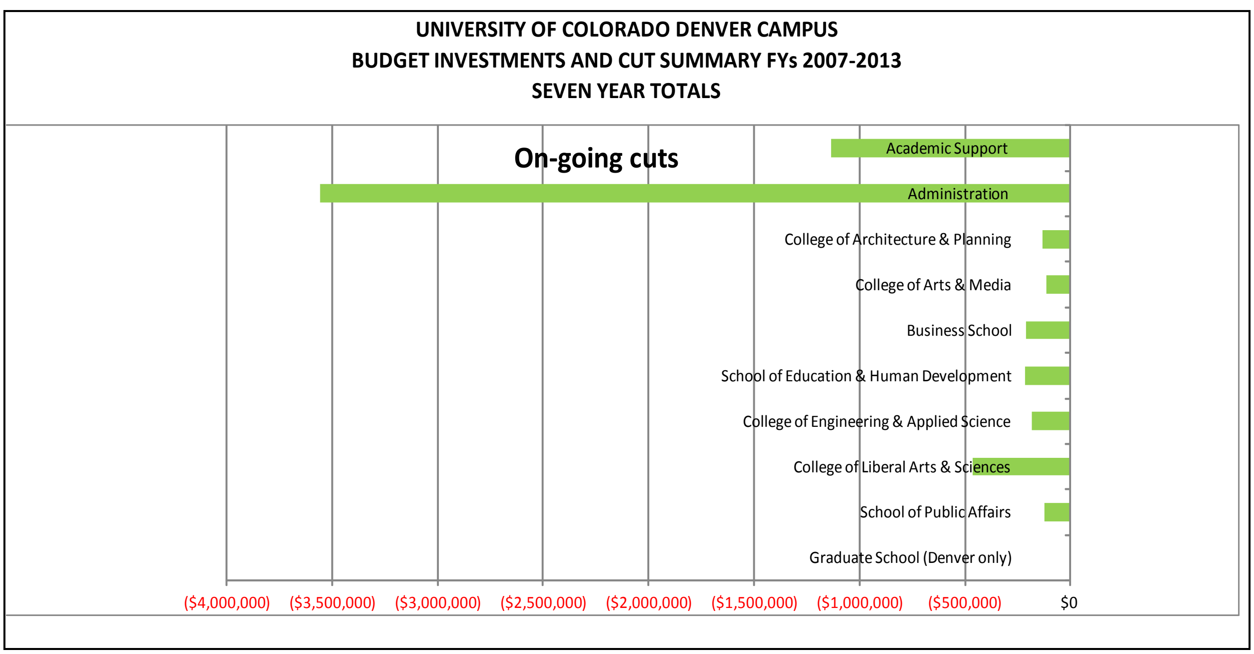
Denver - FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**		**Market Plus**	**Percent Change**
Central Administration Resource Investments	**$0**	**N/A**		**$754,775**	**N/A**

Summary

Under the Market scenario for the University of Colorado Denver campus, funding has been prioritized for mandatory costs and essential needs in the schools and colleges. However, there is also significant strain in central administrative areas such as Student Affairs, Financial Aid, Bursar, Budget, Finance, procurement, Facilities, Planning, Information Technology, Education Support Services, and many others. If additional ongoing funding became available under the Market Plus, $754,775 would be allocated to these central administration areas for investments in critically needed positions.

Analysis/Background

During the recession, the majority of the reductions on the Denver campus were absorbed by central administration:



Specific resource needs have developed in central administration, largely in regards to enrollment management. Please see the table below for some estimate current needs.

Item	Area	Cost
Parent Engagement Position	Student Affairs	$25,800
Reassignments to facilitate Parent Engagement Position	Student Affairs	$28,310
Director of P-12 Outreach	Student Affairs	$101,910
Two new recruiters	Student Affairs	$103,200
Customer relationship management position	Student Affairs	$69,660
New Student Orientation	Student Affairs	$117,292
Internal Reviewer to reduce error, audit findings, and risk	Finance	$111,117
Training on fiscal certifications, audit results, oversight management	Budget and Finance	$5,336
Accountant I for Leases, Security, Reconciliations	Finance	$64,500
Business Services Professional to assist with ISIS issues and third-party sponsors	Bursar	$56,250
Business Professional for new and existing program reviews	Policy and Fiscal Analysis	$71,400
Total		**$754,775**

Recommendation

These resources cannot be funded under the Market proposal, but will be considered when other funding becomes available.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
AHEC Controlled Maintenance	**$512,149**	**N/A**	**$512,149**	**N/A**

Summary

The three institutions that share the Auraria campus, University of Colorado Denver, Community College of Denver, and Metropolitan State University of Denver have agreed that they would make continuing investments into controlled maintenance for the Auraria Campus.

Analysis/Background

Since the State has not been able to fund controlled maintenance projects for any of the state buildings for a long time and only minimal investments have been made by the three institutions sharing the Auraria Campus, it was decided that there were areas of the campus infrastructure that had significant risks and high potential for failure; life safety purposes and high potential for program (building) disruption. Given this information, the three institutions decided that an investment into controlled maintenance projects should be a priority. An extensive list of needs was reviewed, prioritized, then allocated across the three institutions. The amount provided is the obligation for the University of Colorado Denver campus.

Although these funds are being requested under Market; the obligation is ongoing. The campus would need to come up with ongoing funds to cover this obligation in FY 2014-15, and into the future, plus increases as the obligation grows.

Table

Auraria Deferred Maintenance Schedule									
	2012	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**Total**
AHEC Controlled Maintenance (Planned)	1,949,088	2,651,988	4,000,741	4,982,112	3,119,423	4,062,476	6,709,433	3,082,246	30,557,507
CU Denver Portion (33.5%)	**653,139**	**888,681**	**1,340,648**	**1,669,506**	**1,045,319**	**1,361,336**	**2,248,331**	**1,032,861**	**10,239,821**

Recommendation

Temporarily fund this controlled maintenance obligation on the Denver campus, since non-permanent funds are what is available this year. In the future, ongoing funds would be needed.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Mitigate Permanent Cuts with Non-permanent Funds	**$1,133,271**	**N/A**	**$0**	**N/A**

Summary

The tuition increases requested under Market are not sufficient to cover ongoing costs. $1.13 million of potential ongoing cuts are reflected in the Market proposal, and these will be temporarily filled with non-permanent state funds in order to see if FY 2014-15 revenue will be sufficient to cover them.

Analysis/Background

In addition to tuition growth, the Denver campus has applied a potential ongoing budget reduction in order to balance the Market proposal. Although there are sufficient non-permanent funds to cover the shortfall, there are not enough ongoing funds to cover essential needs and mandatory costs. This was largely caused by the FY 2012-13 tuition budget not being met, as illustrated below. The tuition shortfall for FY 2012-13 will be covered by the campus $2 million enrollment contingency, the restoration of the FY 2012-13 state funding cut ($700,000), and holding back investments in certain strategic investments planned for this fiscal year ($665,000).

The Market Proposal reduces ongoing funds by $1,133,271, and then utilizes non-permanent state funds to prevent the cuts until FY 2014 enrollments and tuition revenues can be assessed.

Table

FY 12-13 Modeled Revenue over FY 12-13 Budget

	FY 12-13 Budget	**FY 12-13 January Estimate**	**FY 12-13 Growth**	Percent Growth
Undergraduate Resident	$57,498,897	$57,036,187	($462,710)	-0.80%
Undergraduate Nonresident	$29,893,679	$29,002,534	($891,145)	-2.98%
Graduate Resident	$24,384,565	$22,112,229	($2,272,336)	-9.32%
Graduate Nonresident	$13,220,400	$13,481,937	$261,537	1.98%
Total	**$124,997,541**	**$121,632,887**	**($3,364,654)**	**-2.69%**

Recommendation

Allow the use of non-permanent state funds to delay ongoing cuts in operating and personnel until FY 2014-15 enrollment is known.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Educational Support Classroom Upgrades	**$632,265**	**N/A**	**$632,265**	**N/A**

Summary

Investments in existing classroom infrastructure to upgrade both equipment and licensed software are required to bring these areas up to current standards. Investments in new equipment for an enhanced learning environment.

Analysis/Background

This request was initiated for FY 2012-13 but could not be funded in that year. Since then, the demand for technology improvements is even more critical on the Denver campus. Now that non-permanent state funds have become available, this request would provide funding for:

- Mobile videoconferencing units
- Computers/upgrades for shared classrooms
- Increased annual software licenses
- Classroom updates required for installation of the computers and other AV equipment
- FTEs to provide Helpdesk support for computer support in shared classrooms
- Purchase/maintenance of video bridge for distant classes
- Computer lab upgrades
- Lecture capture software (Panopto) licenses and equipment

Table

Item	Cost
67 Computers/upgrades for Shared Classrooms	$109,009
Update 67 Classrooms and audio visual room cooling system	$71,599
Upgrade of Audio Visual Equipment in classrooms	$160,819
2 FTEs to provide Helpdesk support	$132,838
2 Mobile Videoconferencing Units	$36,000
Video bridge for distant classes	$18,800
Computer lab upgrades	$82,200
Lecture capture software (Panopto) licenses	$21,000
Total	**$632,265**

Recommendation

Approve this request to meet a demonstrated need in upgrading classroom technology, using one-time state funds expected in FY 2013-14.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Financial Aid	**$305,241 Ongoing** **$281,388 Non-permanent**	**2.4% Ongoing**	**$798,000 Ongoing $1,614,659 Non-permanent State Funds $1,055,650 Non-permanent Market Initiatives**	**6.2% Ongoing**

Summary

This request is to refine the current contribution of financial aid that was started in FY 2012-13 in order to ensure returning students did not experience tuition rate increases over 9% due to linearity. In addition, it proposes the use of non-permanent funds for institutional aid in order to increase the percent of students who can be awarded according to policy.

Analysis/Background

Starting for FY 2012-13, the Board of Regents for the University of Colorado approved moving to a linear tuition schedule, or adjusting the tuition window, for undergraduate students. Prior to FY 2012-13, the campus had a linear tuition structure to 12 credit hours for undergraduate resident students. The goal is that within three years, students will experience the same increase per credit hour, regardless of how many credit hours taken. To achieve linearity in three years, undergraduate resident tuition for 13 to 18 credit hours will increase by double-digits for one to three years. FY 2013-14 is the second year of the three-year plan.

Currently a majority (67%) of resident undergraduate students at the Denver campus takes 13 credit hours or less, so the impact of the higher increases due to linearity will not affect most students; future linearity adjustments will impact even fewer students. For FY 2013-14, resident students taking credit hour levels not affected by linearity would see a single-digit increase (as proposed). Due to linearity in FY 2012-13, 33% of students saw rate increases ranging from 10% to 18%, and in FY 2013-14, approximately 5% of all undergraduate resident students (those taking 16 credits/term) will see a 13% increase, based on the Market scenario. Another 6% of all undergraduate resident students (those taking 17-18 credits/term) will see a 20% increase.

Financial aid in the form of a buydown for resident, undergraduate continuing students experiencing more than a 9% increase due to linearity was provided for FY 2012-13, and is still requested for FY 2013-14. Therefore, only resident undergraduate new students will be charged the full new rates and continuing students would see no more than a 9% increase, assuming they are in the same level (lower or upper division) and take the same number of credit hours they did in the prior year.

It is estimated that $1,136,000 was added to financial aid contributions for this purpose in FY 2012-13. In FY 2013-14, the amount increases by $305,241, as shown on the System budget template for the Denver campus. The Market Plus option increases tuition higher so the buydown is higher as well. These are considered ongoing funds at this time.

In addition, the campus is requesting non-permanent funds for institutional aid in order to increase the percent of students who can be awarded according to policy. Under the Market proposal, this would be $281,388, and would be approximately $4,225,357 under Market Plus.

For FY 2012-13, the Financial Aid Office implemented a packaging strategy for students in an effort to gain increased recruitment in freshmen and increased retention in other undergraduates. The packaging policy intended to decrease grants to nonresidents and spread more to residents in the next tier of eligibility, offset nonresidents with increased Perkins, add Perkins loans to the aid mix for resident students (previously only applied to nonresidents), and add a benefit for Level 2 residents.

However, due to limited resources, only 56% of students who met these criteria received non-loan aid before the state and institutional aid “ran out.” Therefore, the Denver campus aims to pilot more financial aid approaches to see if enrollment can be increased using non-permanent funds. Ongoing funds will be needed to sustain these programs. If these initiatives are successful, the additional enrollment should be able to fund these investments as ongoing costs. Overall, a net positive bottom line is expected from these programs. If that does not occur, they will be discontinued.

Table

Denver Campus Tuition	**FY 12-13 Updated Estimate**	**FY 13-14 Estimate**
Base Funding for Institutional Financial Aid for tuition buydown for linearity rate changes	$1,136,000	$1,136,000
Additional incremental change to Financial Aid under Market tuition rates		$305,241
Non-permanent funds for Financial Aid packaging - Market		$281,388
Non-permanent funds for Financial Aid packaging – Market Plus New State Funds		$1,614,659
Non-permanent funds for Financial Aid packaging – Market Plus Initiatives		$1,055,650

Recommendation

Under the Market proposal, it is recommended that financial aid be increased by $305,241 to ensure undergraduate, resident continuing students do not experience more than a 9% increase due to linearity. Use non-permanent funds of $281,388 to increase the percent of students who receive the financial aid package intended by the campus.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
College of Liberal Arts & Sciences (CLAS) Advisors	**$0**	**N/A**	**$459,500/yr $919,000 for two years**	**N/A**

Summary

Additional advisors and support staff are needed in the College of Liberal Arts and Sciences (CLAS) Academic Advising Office to meet the 50% increase in students in the last 12 years.

Analysis/Background

In the past twelve years, the total number of students served in the CLAS Academic Advising Office has increased by over 50%. Given the additional 5 new advisors since 2001, for a current total of 9, there are roughly 636 advisees per CLAS advisor, compared to the national average advisor caseload across four-year institutions of 295 advisees. If CLAS brought academic advising up to the national standard, an additional 10 advisors would be needed, plus 3 additional support staff. This would also require augmenting current technological capability to an entirely electronic document management system, improving on-line advising resources, web resources, and social media applications. Hiring 5 new advisors and upgrading technology would reduce the caseload per advisor to 409, still 128 more than the national average. The enhanced technological capabilities would equip advisors and the operation with the ability to store, index, and access documents more efficiently and to query data for assessment purposes. Since every undergraduate passes through the college in completing core requirements, this is not just a CLAS issue. What really matters to students—whether in the classroom, the financial aid office or the advising office—is face-to-face contact with a human being who cares about their success. Adequate resources for advising are crucial to the quality of the student experience, student success, and retention of students.

Table

Item	Cost Per	Number Needed	Total
Academic Advisors	$55,000	5	$275,000
Benefits	$13,500	5	$67,500
Classified support staff	$45,000	2	$90,000
Benefits	$13,500	2	$27,000
Total			**$459,500**
For Two Years			**$919,000**

Recommendation

This request meets a demonstrated need but it cannot be funded under the current Market proposal.

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Denver - FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Administrative Assistants in the College of Engineering and Applied Sciences	**$0**	**N/A**	$447,408	**N/A**

Summary

Three administrative assistants are needed in the College of Engineering and Applied Sciences to address administrative resource needs in the departments.

Analysis/Background

The most critical need at this time in the College of Engineering and Applied Sciences is for administrative assistance in the departments of the College. Department workloads exceed staff resources and one additional position is needed in each department. The College believes it has experienced turnover in its staff administration due to the strain on specific positions. For the College to thrive, these resources are needed to support the budgeting, accounting, and human resource needs in the College.

The calculations below assume that if non-permanent sources were available, an amount equivalent of three years could be provided to the school to assist them with these needs. At that time, ongoing funding options could be considered.

Table

Item	Area	Cost
Administrative Assistant III	Computer Science and Engineering	$49,712
Administrative Assistant III	Electrical Engineering	$49,712
Administrative Assistant III	Mechanical Engineering	$49,712
Number of years to be covered with one- time funds		3
Total		$447,408

Recommendation

The resources cannot be funded under the Market proposal, but will be considered when other funding becomes available.

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Denver - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Denver Tuition and Enrollment	**See tables below**		**See tables below**	

Summary

The Denver campus has experienced recent enrollment declines which have resulted in lower tuition than originally expected for FY 2012-13 and FY 2013-14. Although the Governor's November 1, 2012 Budget Request includes a $30 million increase for statewide higher education, which translates to approximately $9 million for the CU System, and approximately $2 million for the Denver campus, institutions have been cautioned to treat the increase as one-time funds. Although the funds may last longer than one year, it is probable that in the next few years a reduction would occur due to growth in other state programs, primarily K-12 education. However, budget stability on the Denver campus can continue to be attributed to conservative financial planning, increased nonresident enrollment, cost containment, modest tuition increases, and efficiencies made to ensure the campus continues to make progress toward its strategic objectives.

Analysis/Background

State Funding

- Assuming the FY 2013-14 increases are one-time, ongoing state appropriations for the Denver campus have from 25% to 9% of total funding between FY 2001 and FY 2013.
- The combined total budget reduction through FY 2011-12 from State funding cuts for the Denver campus alone was $11.3 million.

Enrollment

Recent History

- The Campus projected a 1.7% enrollment decline for undergraduate residents in FY 2012-13, but as of fall 2012 census, experienced a decline of 2.0%.
- Strong growth was projected for nonresident students, but actual growth was not quite as strong as projected.
- Graduate enrollment declined 4.5% from fall 2011.

Although there have been declines in the past year or two, undergraduate enrollment growth over the past 5 years is still strong:

	Fall 2007	Fall 2012	Change
Undergraduate All	8,191	9,767	19.2%
Undergraduate Resident	7,538	8,329	10.5%
Undergraduate Nonresident	566	1,398	147%

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FY 13-14 Enrollment Projection

The Budget and Finance Office on the Denver campus analyzes each student category and proposes a distinct enrollment growth for each level and residency category. Each category and its growth for FY 13-14 are shown in the table below.

Student Type	**Fall Terms**			
Tuition-Bearing Headcount	**Fall 2010 Census**	**Fall 2011 Census**	**Fall 2012 Census**	**Projected Fall 2013**
Undergraduates	**9,682**	**9,726**	**9,767**	**9,811**
Undergraduate Number Change	524	44	41	44
Undergraduate Percent Change	5.7%	0.5%	0.4%	0.4%
Undergraduate Residents, Degree Seeking	8,644	8,483	8,329	8,134
Percent Undergraduate Residents, Degree Seeking	89.3%	87.2%	85.3%	82.9%
Undergraduate Nonresidents, Degree Seeking	982	1,192	1,398	1,639
Non-Degree Residents	48	43	29	29
Non-Degree Nonresidents	8	8	11	8
Total Undergraduate Residents	8,692	8,526	8,358	8,163
Total Undergraduate Nonresidents	990	1,200	1,409	1,648
Total Undergraduate Residents Percent Change	N/A	-1.91%	-1.97%	-2.33%
Total Undergraduate Nonresidents Percent Change	N/A	21.21%	17.42%	16.95%
Graduate s	**4,980**	**4,719**	**4,506**	**4,300**
Graduate Number Change	31	(261)	(213)	(206)
Graduate Percent Change	0.6%	-5.2%	-4.5%	-4.6%
Graduate Residents, Degree Seeking	3,964	3,851	3,544	3,389
Percent Graduate Residents, Degree Seeking	85.4%	86.4%	83.4%	83.6%
Graduate Nonresidents, Degree Seeking	680	606	705	665
Non-Degree Residents	293	233	211	201
Non-Degree Nonresidents	43	29	46	46
Total Graduate Residents	4,257	4,084	3,755	3,590
Total Graduate Nonresidents	723	635	751	710
Total Graduate Residents Percent Change	N/A	-4.1%	-8.1%	-4.4%
Total Graduate Nonresidents Percent Change	N/A	-12.2%	18.3%	-5.4%
Grand Total – Undergraduates and Graduates	**14,662**	**14,445**	**14,273**	**14,111**
Percent Change Grand Total	**3.9%**	**-1.5%**	**-1.2%**	**-1.1%**

Tuition Strategy

Linearity

In the spring of 2012, the University of Colorado Regents approved the move toward a completely linear tuition structure over three years, focusing the increase in tuition specifically to achieve linearity for undergraduate students. Linearity means that students pay for every credit hour taken, with no "flat spot" (i.e., ranges of credit hours that equal the same price). Starting in FY 2012-13, the first year of the pursuit towards linearity, students now pay for every credit hour from 13–15, but total credit hours 16–18 remain the same price as 15 credit hours.

The majority (67%) of resident undergraduate students at the Denver campus takes 13 credit hours or less,[1] so the impact of the higher increases do not affect most students. In FY 2012-13, 33% of students saw rate increases ranging from 10% to 18%. However, due to institutional aid, these increases were held to 9%. The Denver Campus aims to continue to pursue the linearity plan established last year, by requesting for FY 2013-14 that the credit hour range through 17 pays for each credit hour taken, and that for FY 2014-15 that credit hour range through 18 and beyond pays for each credit hour taken.[2]

Therefore, in FY 2013-14, under the Market proposal, approximately 5% of all undergraduate resident students (those taking 16 credits/term) will see a 13% increase. Another 6% of all undergraduate resident students (those taking 17-18 credits/term) will see a 20% increase. That is, approximately 11% of all undergraduate resident students (those taking at least 16 credits/term) will see a 13%-20% increase. However, rate increases will be capped at 9% for undergraduate resident returning students, provided the same term load and student level. Therefore, only new students will be charged the full new rates.

For nonresident undergraduate rates, plans are for linearity to occur also over three years. Nonresident undergraduate students taking more than 12 credit hours saw FY 2012-13 increases up to a 7.5% increase due to linearity adjustments. Graduate resident students taking 9 or more credit hours received up to a 3.5% rate increase to approach linearity in FY 2012-13. For nonresident graduate students taking more than 9 credit hours had up to a 5% rate increase. It is hoped that graduate rates can achieve linearity through 9 credits by fall 2013.

Base Increases

- In FY 2012-13, the Regents approved a base rate increase (the increase not including linearity) of 0.8% for resident undergraduates. FY 2013-14 rates are proposed below.
- Nonresident undergraduate students taking up to 12 credit hours experienced a 2% base rate increase in fall 2012.
- Most graduate resident students saw no tuition rate increases in fall 2012.
- Nonresident graduate students taking up to 9 credits had a 1% base rate increase.

For FY 13-14, tuition was calculated based on the necessary amount to balance mandatory costs. In addition, $1.13 million in cuts were contemplated, because funding all mandatory costs resulted in too high of a tuition rate to propose under the Market scenario. Since the state appropriations are to be considered one-time funds, they will be used to delay or mitigate such cuts until it can be seen if fall 2013 enrollments continue to be down or are recovering (see applicable Fact Sheet). Therefore, the following rates are proposed:

[1]Estimated January 2012
[2]Credit hours taken over 18 are already linear.

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Market Proposal

Student Type	Base Rate Recommendations	Linearity Progress Recommendations
Resident Undergraduate	6% Increase	Linear to 17 credits (currently linear to 15)
Nonresident Undergraduate	5% Increase	Linear to 14 credits (currently linear to 13)
Resident Graduate	1% Increase	Linear to 9 credits (currently linear to 8, 9 for SEHD)
Nonresident Graduate	3% Increase	Linear to 10 credits (currently linear to 9)

Under the Market proposal, the average weighted growth rate for undergraduate resident, before buy down is 7.2%, or 6.5% including the tuition linearity buydown. The average weighted growth rate for undergraduate nonresident is 6.9%. The average weighted growth rate for graduate resident is 1.6% and 4.7% for graduate nonresidents.

A Market Plus scenario (not recommended) would increase tuition higher:

Market Plus

Student Type	Base Rate Recommendations	Linearity Progress Recommendations
Resident Undergraduate	9% Increase	Linear to 17 credits (currently linear to 15)
Nonresident Undergraduate	9% Increase	Linear to 14 credits (currently linear to 13)
Resident Graduate	5% Increase	Linear to 9 credits (currently linear to 8, 9 for SEHD)
Nonresident Graduate	6% Increase	Linear to 10 credits (currently linear to 9)

For FY 12-13, graduate resident rates over 9 credit hours are protected from increasing more than a combination of 4% due to base rate and linearity. In the Market Plus model above, the same cap has been applied for FY 13-14. For FY 14-15, an analysis will be conducted to determine the impact of reconciling all the credit hours loads so they pay the same rate.

Expenditure Strategy

Due to flattening enrollment growth but increasing needs in administration and academic programs, it is likely that ongoing revenue growth will not be sufficient to address all campus needs. In order to address this dilemma, the Vice Chancellor for Administration and Finance has asked all schools and colleges to outline their true needs for FY 2013-14. This list of needs clearly illustrates what would be necessary to provide a high-quality education, particularly in comparison to peers, for each school and college on the Denver Campus. While all these needs cannot be funded in FY 2013-14, especially since state funding increases must be considered one-time funds, the Market and Market Plus proposals address many of these needs.

<u>Recommendation</u>

Approve this Market proposal tuition to address critical needs and mandatory costs.

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Boulder - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Compliance Personnel	**$185,500**		**$185,500**	

Summary

This proposal funds two compliance positions created with funding totaling $185,500.

Strategic Objective

The campus has fiduciary and regulatory compliance needs that spread through the campus organizations. It is essential to provide adequate staff support to manage the myriad rules and regulations ranging from the federal government to internal CU policies. The two positions would be placed in departments that have the highest compliance needs. Areas with high compliance activities include Accounting and Business Support, Human Resources, areas with the Provost's office, legal, student services, research, and financial aid.

Analysis

The campus receives federal funding and is subject to myriad rules and regulations that impact operations ranging from department-located support staff to central administrative offices for accounting, financial aid, and human resources. In addition to federal rules and regulations, the campus must adhere to State, local, University and campus laws and policies. This requires the campus to be a compliance-minded organization with many of the faculty and staff positions across the campus requiring compliance awareness in order to perform day-to-day duties. The central campus offices in particular can have a high compliance aspect to their day-to-day duties because central campus offices often are identified as the responsible party to ensure campus-wide compliance. An investment in a compliance heavy department can defray potential non-compliance findings which can carry a hefty financial penalty up into the millions of dollars in some cases.

Recommendation

The Boulder campus recommends the market proposal.

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Boulder - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Undergraduate Merit Aid Program	**$462,377**		**$0**	
Undergraduate Merit Aid Program	**$2.0M**	**State Non-permanent Funding**	**$5.0M**	**State Non-permanent Funding**

Summary

Fiscal Year 2014 is the first year of a newly established campus-wide undergraduate merit aid program.

Strategic Objective

Merit aid is a direct recruitment strategy to attract the best resident students.

Analysis

In the past, the State of Colorado funded a merit aid program. At the height of the program (in 2002-03), CU-Boulder received more than $2M to help us recognize high achieving students. This program decreased over the years and was unfunded in 2009-10. During Fiscal Year 2013, the Esteemed Scholars program was established to be effective fall 2013 in order to further the Boulder campus' continued commitment to Colorado and recognize top Colorado students for their academic achievements.

Undergraduate resident students comprise approximately 53% of the total student enrollment and 31% of tuition revenues. To remain competitive nationally in keeping the best Colorado high school students in Colorado, UCB developed a merit scholarship awarding program, which many other nationally recognized public institutions of higher education have already in place. The campus has estimated that the first year of this program to cost $2.5M on-going and is not a replacement for the strong commitment to providing need based aid.

The scholarships are named for former CU-Boulder presidents and are awarded based on high school grade point average and national college admissions examinations score from either the ACT or SAT. The following is a table of the merit scholarship awards for entering Colorado resident freshman students:

Award	GPA	Test Score	Amount	Renewal Criteria
President Joseph A. Sewall Award	4.0	33 ACT or 1440 SAT	$5,000 per year	Renewable for a total of 4 years. Requires a minimum 3.00 cumulative GPA and completion of 28 credit hours per academic year.
President Horace M. Hale Award	4.0	31 ACT or 1350 SAT	$3,500 per year	
President James H. Baker Award	3.9	28 ACT or 1240 SAT*	$2,500 per year	
	3.8	30 ACT or 1310 SAT		

Recommendation

The Boulder campus recommends the market scenario. Non-permanent state funding will be used to fund the first year of the program. The non-permanent state funding available in Fiscal Year 2014 will be used to fund the next year of the program.

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Boulder - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Deferred Maintenance	**$750,000**		**$151,813**	
Facilities Infrastructure	**$1,000,000**	**State Non-permanent funding**	**$2,000,000**	**State Non-permanent funding**

Summary

The campus proposes to invest $750,000 ongoing funding to address deferred maintenance needs. In addition, the campus will use $1.0M funding to address deferred maintenance in general fund, academic, buildings.

Strategic Objective

There are limited funding streams for deferred maintenance so the non-permanent funds from the State provide an opportunity to invest in our facilities.

Analysis

The campus' has an estimated deferred maintenance backlog exceeding $320M of its General Fund buildings. The state has had minimal dollars available controlled maintenance in the last decade. As a result, the burden of maintaining campus academic buildings is falling to the campus. The campus has made strategic investments in deferred maintenance over the last five years. In FY 2013 self-funded the renovation of Ekeley an academic building that should have been funded from the state. As the state moves away from supporting the campus infrastructure, an ongoing plan for maintaining our campus buildings must be developed. This request helps move the campus in that direction.

A national standard for deferred maintenance investment is 2% to 3% of current replacement value, of which CU-Boulder exceeds $2 billion. This standard far exceeds the resources available to the campus. However, in consultation with the board in 2011, the campus established a goal investing of 0.5% of current replacement value by 2016. This request helps move the campus toward that goal.

Recommendation

The Boulder campus recommends the market proposal. This proposal provides ongoing funding for controlled maintenance needs.

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Boulder - FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Centralized Computing Services	**$854,812**	**State Non-permanent Funding**	**$1.5M**	**State Non-permanent Funding**

Summary

Non-permanent funding of $854,812 will be invested to support the transition to a centralized computing data center.

Strategic Objective

The campus is in the process of investing in a centralized data center. This data center will provide technology support services more efficiently. As the campus moves to a centralized data center, space will be vacated that needs to be renovated. This proposal would support funding the renovation of space.

Analysis

Currently, computing is decentralized throughout the campus with departments hosting their own servers. A primary purpose of the data center is to replace the many department-located servers with expected efficiencies resulting from energy savings and a lower overall on-going maintenance and upkeep. Additionally, the centralized computing environment will provide for higher levels of data security and back-up capabilities for the campus.

There is a start-up cost to making this transition. The non-permanent funding would be used to facilitate departments transitioning their current department-located servers and refurbishing the vacated server locations that will be repurposed to address department space needs.

Recommendation

The Boulder campus recommends the market proposal.

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Boulder - FY 2013-14 Budget Fact Sheet						
Item		**Market**	**Percent Change**		**Market Plus**	**Percent Change**
Academic Technology/Administrative Technology Investments		**$0**			**$1,350,461**	**State Non-permanent Funding**

Summary

If the State is able to fund the campus beyond the expected $3.8M, non-permanent funding we will use $1M to fund academic technology investments and $350,641 to fund administrative technology investments.

Strategic Objective

The campus relies on technology-enhanced classrooms, computer classrooms, and other technology-enabled learning spaces to fulfill its academic mission. In addition we rely heavily on administrative technology to help assist the campus in operating very efficiently.

Analysis

In a recent inventory, it was determined that the campus has well over 600 teaching and learning spaces. The quality of technology infrastructure ranges from the newest smart classroom technology set-up to just a chalk board with the majority of the spaces' technology falling somewhere in between. Technology investments for a learning space can range from $5,000 to over $50,000 for the equipment alone depending on level of technology and may require a space build-out to accept the technology, which can average $8,000 to $15,000 per space. Funding of $1.0M would be used to fund equipment (and space build-out as needed) for the teaching and learning spaces that have been prioritized by a campus-wide committee deemed to have the highest need.

In addition to the academic technology, administrative technology, such as Oracle, and subsystems require periodic updates to newer versions. Funding of $350,461 would be used to defray the upgrade implementation costs of these items.

Recommendation

The Boulder campus recommends funding this proposal if funding becomes available.

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Boulder - FY 2013-14 Budget Fact Sheet

Item	Market	Percent Change	Market Plus	Percent Change
Tuition	**$20.3 million**	**3.4%**	**$21.5 million**	**3.6%**

Summary

The Boulder campus has two FY2013-2014 tuition plans for consideration:

1. 1.9 percent increase for all base tuition rates. In addition, resident undergraduates will be charged for 12 credit hours for full-time status, up from 11.25 today.
2. 9.9 percent increase for resident undergraduate students and 1.9 percent increase for all non-resident students and resident graduate students.

Strategic Objective

With declining support from the state, changes in technology, increasing competitiveness in attracting students and an increasing demand for our faculty from other institutions, aging facilities, the university needs revenue for investment. It must find ways to generate revenue while becoming more effective. At the direction of the Chancellor, the Boulder campus is embarking on several initiatives to change how business is done. First, the Chancellor is convening an Innovative Advisory Committee. The Chancellor has invited business leaders to advise the campus on how to think differently about higher education; to examine the possibilities for new revenue streams; and to discuss change management and best practices for guiding the campus through change. Second, the campus is creating an Office of Performance Excellence. This Office will help transform the campus culture into one of continuous improvement. Processes will be examined and streamlined, expenses will be reduced and the revenue will be redirected into the organization for further improvement and investment in necessary technologies. Finally, the campus has examined the data about student behavior over the last years. Through that analysis it was determined that nearly 80 percent of resident students who do not choose to attend the Boulder campus are choosing to attend institutions that are out of state or private and more expensive. As a result, the campus created the Esteemed Scholars program to provide an incentive for Colorado's best and brightest students to attend the Boulder campus. The first recipients of this award will enter in the Fall 2013 semester.

Analysis

The University remains committed to ensuring an affordable and accessible education to Colorado residents. This request represents a 1.9 percent increase in its base rates for all students. In addition, Colorado resident students will pay for 12 credit hours, up from 11.25 credit hours today. The university will continue to not charge students for additional credit hours above 12. This means that more than 90 percent of our students are receiving credit hours for free.

On a per student basis, Boulder spends near the peer average for instruction, which is the campus' core mission, while we spend much less than all others on administration. In all the other categories of expense, we are well below the peer average.

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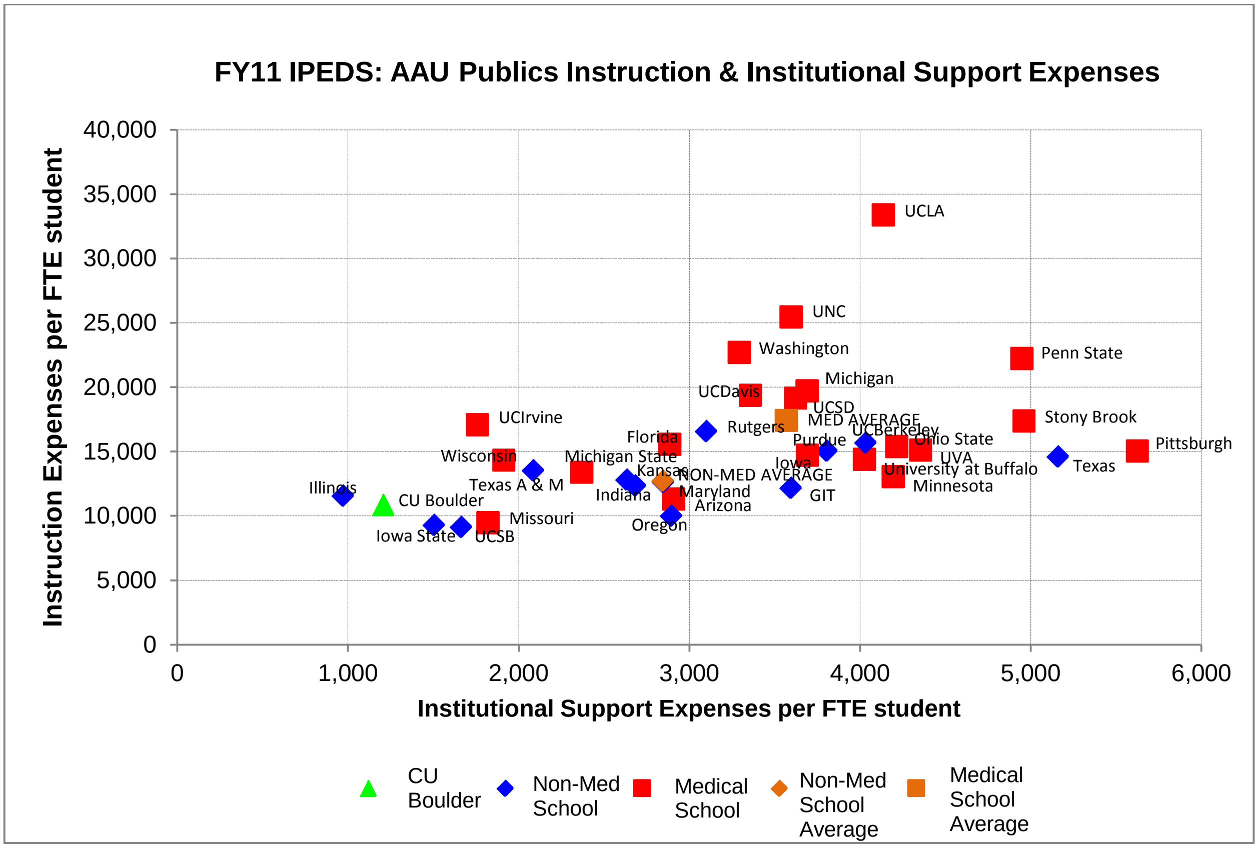

Recommendation

The Boulder campus recommends the market proposal. The market proposal provides revenue growth to support a 3.4 percent increase in expenditures. The University is continuing to keep costs low while making necessary investments.

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Anschutz Medical Campus FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Biomedical Waste and Radioactive Licensing	**$149,000**	**N/A**	**$149,000**	**N/A**

Summary

Funding is needed to address increased costs associated with disposal of biomedical waste in the campus vivarium and increased radioactive permitting and monitoring from expansion of radioactive imaging equipment.

Analysis/Background

A comprehensive inspection during 2011 and 2012 by Metro Waste Water produced a report of the waste water discharge from the research towers on the Anschutz Medical Campus. Recommendations from this report require the University to change the way in which it is disposing of certain materials in the vivarium. While these practices had been approved by Metro Waste Water initially, changes in their regulations now require the University to adjust our disposal practices. These new methods have increased the disposal costs by $50,000.

The expansion of the University's research imaging facilities through the Colorado Translational Research Imaging Center (C-TRIC) has increased the costs associated with permitting through the Colorado Department of Public Health and Environment as well as increased related radioactive waste disposal from the cyclotron and PET/CT. These additional costs have increased by approximately $99,000.

Recommendation

Approve. This request meets a demonstrated compliance need and is targeted at institutional compliance.

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

Anschutz Medical Campus FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
School of Medicine Clinical Branch Location	**$3,000,000**	**N/A**	**$3,000,000**	**N/A**

<u>Summary</u>

The University of Colorado School of Medicine is establishing a branch in Colorado Springs and El Paso County to broaden clinical training opportunities for third- and fourth-year medical students. The University of Colorado Colorado Springs (UCCS) has been a strong supporter of this effort.

<u>Analysis/Background</u>

The branch, assuming it is approved by the medical school's accrediting agency, is expected to benefit the Colorado Springs community, the CU School of Medicine and the University of Colorado Colorado Springs (UCCS).

- The community can expect that some of the students who train in Colorado Springs will stay or return there to practice in that location. The opportunity to both practice and teach medical students may attract physicians to the community. The branch could make it easier for students in El Paso County to attend medical school. There may be an economic benefit, as young professionals are attracted to the area. The branch can add to the educational prestige of an area that already is home to UCCS, Colorado College, Air Force Academy, other colleges and universities and the community college system.
- For UCCS, the branch would mean opportunities for interprofessional healthcare education, the emerging direction in healthcare training, with the Beth-El College of Nursing and Health Sciences. It may offer research opportunities for faculty and students. Administrative offices for the branch will be located in the Lane Center for Academic Health Sciences at UCCS, which also will provide classroom space. The branch brings a new dimension of the CU education system to this part of Colorado.
- The CU School of Medicine intends to increase the number of students it accepts and trains, and therefore the number of doctors it produces, a benefit to Colorado. As a state institution, the medical school welcomes the chance to expand activities around the state. Colorado Springs also offers the medical school the chance to work with community physicians to join the 2,000 volunteer faculty who help train our students. Students get additional training sites and a broader range of physicians to learn from. The branch will encourage innovative education models.
- The revenue available from University of Colorado Hospital covers the anticipated costs of the third- and fourth-year instruction costs associated with this program expansion. The costs associated with the expansion of the first- and second-year cohorts will be covered by the School of Medicine.

<u>Recommendation</u>

Approve. This expenditure will enable the School of Medicine to broaden clinical training opportunities for third- and fourth-year medical students.

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

Anschutz Medical Campus FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**		**Market Plus**	**Percent Change**
Additional Staff in the Office of Grants and Contracts	**$300,000**	**N/A**		**$72,891 Ongoing Funds $227,109 Non-permanent Funds Market Plus Initiatives**	**N/A**

Summary

The subcontracting area within the Office of Grants and Contracts has been working at FTE levels held prior to campus consolidation; however, the volume in this area has grown substantially since this time. Last year the 3 staff in this area drafted approximately 650 subcontracts and amendments for approximately $41,000,000. The billing staff for the Office of Grants and Contracts has suffered from similar workload pressure for the dramatic growth in grants and contracts at the Anschutz Medical Campus. Overstretched staffing in the Grants and Contracts increases the length to time it takes to process sub-contracts and bill agencies which is a customer service issue for faculty researchers. In addition, strained resources also increase the possibility of compliance issues. This investment would provide up to 4 new staff members for these under-staff, but critical areas.

The Market Plus option increases operating expenses on the same amount of revenue; therefore, there are not enough ongoing funds in that option to fully fund this initiative. In that calculation, one time funds from Market Plus Initiatives are applied in FY 2013-14 to implement the additional staff in the Office of Grants and Contracts.

Table

Additional Staff - Grants and Contracts	$300,000

Recommendation

These are ongoing needs that should be funded under Compliance Needs for the Market proposal.

University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Anschutz Medical Campus FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Addressing Basic Needs	**$562,354 Ongoing Funds $1,441,694 Non-permanent State Funds**	**N/A**	**$0 Ongoing Funds $1,441,694 Non-permanent State Funds**	**N/A**

Summary

Based on the current structure and status of the Anschutz Medical Campus base budget, the ongoing and one-time state funds projected to be generated in the Fiscal Year 2013-14 budget under the Market proposal should be returned to the Schools and Colleges to address base instructional needs.

Background/Analysis

The Anschutz Medical Campus has sustained over $21 million in state general fund and tobacco funding cuts over the last 4 fiscal years. 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. $4 million of the cuts were addressed through revenue offsets, and the remaining $4 million is being covered by bridge funding from the President's Office.

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 drives 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. 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 state funding cuts.

In addition, enrollment constraints such as limited clinical placements, accreditation policies, and the availability of high-tech facilities like CAPE 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 reductions), and the impact on students.

Currently the Anschutz Medical Campus has a $4 million deficit in on-going support for its base budget. As mentioned above, this deficit is currently being covered with a five year pledge of bridge funding from the President's initiative fund. Fiscal Year 2013-14 will be the fourth year of that five year pledge. The President pledged these funds as a means to stabilize the impact of the significant funding cuts to the Anschutz Medical Campus that began in FY 2010-11 after the state's backfill of ARRA funding stopped.

The bottom line of all of these factors is that the additional tuition generated by the Anschutz Medical Campus programs over the last 4 years has gone to cover increased costs for instruction, mandatory cost increases, inflation, and to offset some of the state 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.

The Anschutz Medical Campus budget is currently balanced using two sources of one time funds: state funds appropriated in FY 2013-14 and the bridge funds from the CU System Office that expire in FY 2014-15. While the Campus is preparing for the eventual loss of these funds by exploring various long-term strategies, in the meantime these funds are needed to prevent budget reductions within the schools and colleges.

Table

Expenses	**Market**	**Market Plus**
Strategic Plan Initiatives - Addressing Basic Needs – Ongoing Funds	$862,353	$0
Non-permanent Investments - New State Funds – Addressing Basic Needs	$1,441,694	$1,441,694

Recommendation

Allow these funds to be returned to the schools and colleges and do not mandate them for centralized projects.

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

Anschutz Medical Campus FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Biomedical Informatics	**$923,285**	**N/A**	**$3,000,000**	**N/A**

<u>Summary</u>

The future of biomedical research and clinical care centers on the concept of personalized medicine. In order for the University of Colorado to continue its competitive edge in the arena of biomedical research and superior clinical care, investments in a Center for Biomedical Informatics is necessary. Total need on the University side over the next 3 years is estimated at $5 million, with another $5 million coming from partners and affiliated hospitals. Immediate need over the near term is $1 million.

<u>Analysis/Background</u>

> "Medicine and science are at an inflection point between detail description of biology and quantitative understanding of disease. The fundamental problem is, there's not enough overlap between clinical information and research data. With biomedical informatics, we can create an integrated clinical enterprise. The goal is to integrate a rapidly expanding range of biological, clinical and behavioral data that would drive the development of more precise medicine at an individual level."
>
> -- David Schwartz M.D., Chair, Department of Medicine
> University of Colorado School of Medicine

The future of biomedical research and clinical care centers on the concept of personalized medicine. Personalized medicine is the latest, cutting-edge method by which scientists and clinicians use patient data to identify, understand, and treat disease at the molecular and genetic level. In order for the University of Colorado to continue its competitive edge in the arena of biomedical research and superior clinical care, investments in this area are needed.

A new center of bioinformatics will acquire, maintain, deliver, analyze and mine high-density, multi-dimensional bio-medical information and data that drives our research and clinical enterprises. Our enterprises have become so information intensive that we must develop and advance our ability to acquire, maintain, protect, analyze and apply that information. Biomedical informatics expertise is necessary to realize the promise of personalized medicine, which has already begun to transform patient care, and productively develop and implement the remarkable new technologies for data acquisition that are propelling our research.

Biomedical informatics is the interdisciplinary study and pursuit of effective use of data, information and knowledge for scientific inquiry, problem solving, decision making and communications. The field's components include: bioinformatics (applying informatics to the study of molecules); imaging informatics (applying informatics to the study of cells and tissues); medical informatics (applying informatics to the diagnosis, prognosis and treatment of patients and the delivery of healthcare); and public health informatics (applying informatics to the study of populations).

The full endeavor requires 1) the creation of a Center for Biomedical Informatics under the Vice Chancellor for Health Affairs, with corresponding divisions of Biomedical Informatics and Personalized Medicine in the Department of Medicine and a bio-statistics core in the School of Public Health, 2) developing a clinical data warehouse with the University of Colorado Hospital and Children's Hospital Colorado, 3) developing a bio-bank storage facility used to archive biological samples for use in research.

The total estimated cost for a new Center is estimated at $10 million, with half of the funding coming from partners and affiliates and half coming from the University. The immediate need of the campus is $1 million with the balance necessary within the next 3 years.

Recommendation

The balance from the continued FY 2012-13 supplemental request remaining in the Market option will be used to fund $923,285 toward this initiative, with an additional requested of $2,076,715 if funds become available.

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

Anschutz Medical Campus FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Market Plus Initiatives	**$0**	**N/A**	**$2,856,208**	**N/A**

Summary

As noted in the Fact Sheet on Addressing Basic Needs, the Anschutz Medical Campus has little to no revenue beyond its current basic operating needs to address new initiatives. Many of these investments are years overdue. Funding to address new initiatives or increased costs must be secured through further cuts in other program areas, or initially sustained on one-time funds garnered through overall budgetary savings. Many new initiatives over the last few years have been covered by the schools through alternative revenue sources such as clinical income or auxiliary reserves. Below are brief summaries of several important initiatives/investments needed at the Anschutz campus. In the event additional state funding or indirect cost revenues were available we would invest them in these areas.

Analysis/Background

Inter-professional Education - $1.1 million -

Interprofessional Education (IPE) is a team-based educational collaboration among healthcare professional students, and has been shown to increase the overall care to the patients. The health care industry is moving in the direction to make this a core competency of all medical professionals. Accreditation organizations are also looking at the inclusion of IPE curriculum as a factor in their evaluation. The longitudinal, IP curriculum is being integrated into preclinical and clinical training for ALL University of Colorado health profession students and will establish, teach and evaluate campus-wide student competencies in teamwork, collaborative interprofessional practice and quality and safety, with a particular focus on vulnerable and underserved populations. A pilot grant has been funding the initial curriculum at the Anschutz campus, but is ending in FY 2013-14. This investment will continue and strengthen the program for the Anschutz Medical Campus programs.

Clinical Trials System - $785,950 -

With the growth in clinical trials protocols at the Anschutz Medical Campus at University Hospital and Children's Hospital Colorado, the University along with the affiliated hospitals are looking at establishing a new Clinical Trials Office to better manage this growing and important research area. In order to achieve increased efficiencies and to ensure compliance with FDA regulations and fiscal policies, which govern clinical trials protocols, a new clinical trials information system is needed. This amount represents the University's estimated one-third share of the new system with the affiliates picking up the balance. Last year the Anschutz Medical Campus participated in over 1000 active federal and private clinical trial protocols that generated total revenue of $27 million. The Anschutz Campus expects to see significant growth in this are in the future.

Autoclaves -$880,000 -

As the research buildings on the Anschutz Campus age, the initial investment of certain equipment is reaching the end if it's useful life. This is now the case for the autoclaves and rack dishwashers that are used to sterilize research instruments and glassware used in laboratory research. Most of this equipment has a useful life of around 10 years, 15 years at the maximum. Research Building 1 opened its doors in June of 2004, making it 9 years old this summer. As this equipment ages, the cost of maintenance and replacement parts increases significantly. This investment would cover the current maintenance costs for the 150+ units that are currently housed in the research areas at the Anschutz Campus and also start a fund to pay for replacement equipment as units fail completely.

Staff for Vice Chancellor for Health Affairs - $85,000 –

The Vice Chancellor for Health Affairs is the office responsible for the oversight of cross-school and interdisciplinary programs at the Anschutz Medical Campus. Examples include the Area Health Education Centers (AHEC), Interprofessional Education (IPE) Office, and BioEthics and Humanities Program. This Office has been staffed at very minimum levels over the last five year and with growth in the program areas needs the investment of an additional staff member to handle programmatic and financial demands.

Table

Market Plus Initiatives	
Inter-professional Education	$1,105,258
Clinical Trials System	$785,950
Autoclaves	$880,000
Staff for Vice Chancellor of Health Affairs	$85,000
Total	$2,856,208

Recommendation

There is not adequate funding under the "Market" options to fund this need. If additional funding is made available through increased state funding, we would use those resources toward addressing some of these needs.

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

System Administration - FY 2013-14 Budget Fact Sheet					
Item	**Market**	**Percent Change**		**Market Plus**	**Percent Change**
Legal Assistant (compliance) University Counsel OEP Salaries	**$14,124 $18,078 w/Ben**	**1.0%**		**n/a**	

Summary

This position was employed with the Office of University Counsel on a fellowship, with salary paid by University of Chicago Law School through August 2012. At that time, the employee was preparing to search for new employment. Because the employee has proved to be a valuable contributor to the legal team, University Counsel identified $15,806 from existing salary savings, which along with $15,000 contributed by the UCB Chancellor's Office (approved) and a new request for $14,124 from ICCA to make up a full $45,000 salary.

Analysis/Background

This position is necessary to assist with legal work on Boulder campus, including essential support of the compliance function and management of liability for employment and student issues. The campus office has been understaffed for several years, and has been using law students to bridge the gap when available. There has been an influx in work at the campus office due in part to its elevated profile and increased positive perception by campus constituents, which has occurred concomitantly with a decrease in litigation and associated costs at the system level.

Table

Source	Amount
University Counsel	$15,806
Boulder Campus	$15,000
New ICCA request	$14,124
TOTAL	**$45,000**

Recommendation

Approve. This request meets a demonstrated need and is targeted at institutional compliance, a desirable strategic purpose.

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

University of Colorado System-wide FY 2013-14 Budget Fact Sheet				
Item	**Market**	**Percent Change**	**Market Plus**	**Percent Change**
Faculty/Exempt Professional Compensation Pool	**$26,552,068**	**3.1%**	**$28,820,354**	**3.6%**

Summary

Faculty/Exempt Professional Salaries - University leadership recommends a 3.1% merit salary pool for faculty, officers, and exempt professionals at each campus and system administration. Merit will be the prevailing factor in all recommended salary adjustments.

Faculty/Exempt Professional Benefits - Leadership also recommends that the employer's contribution to faculty and exempt professional, health, life, and dental insurance will continue to follow the contribution rate set by state for classified employees.

Analysis/Background

Faculty

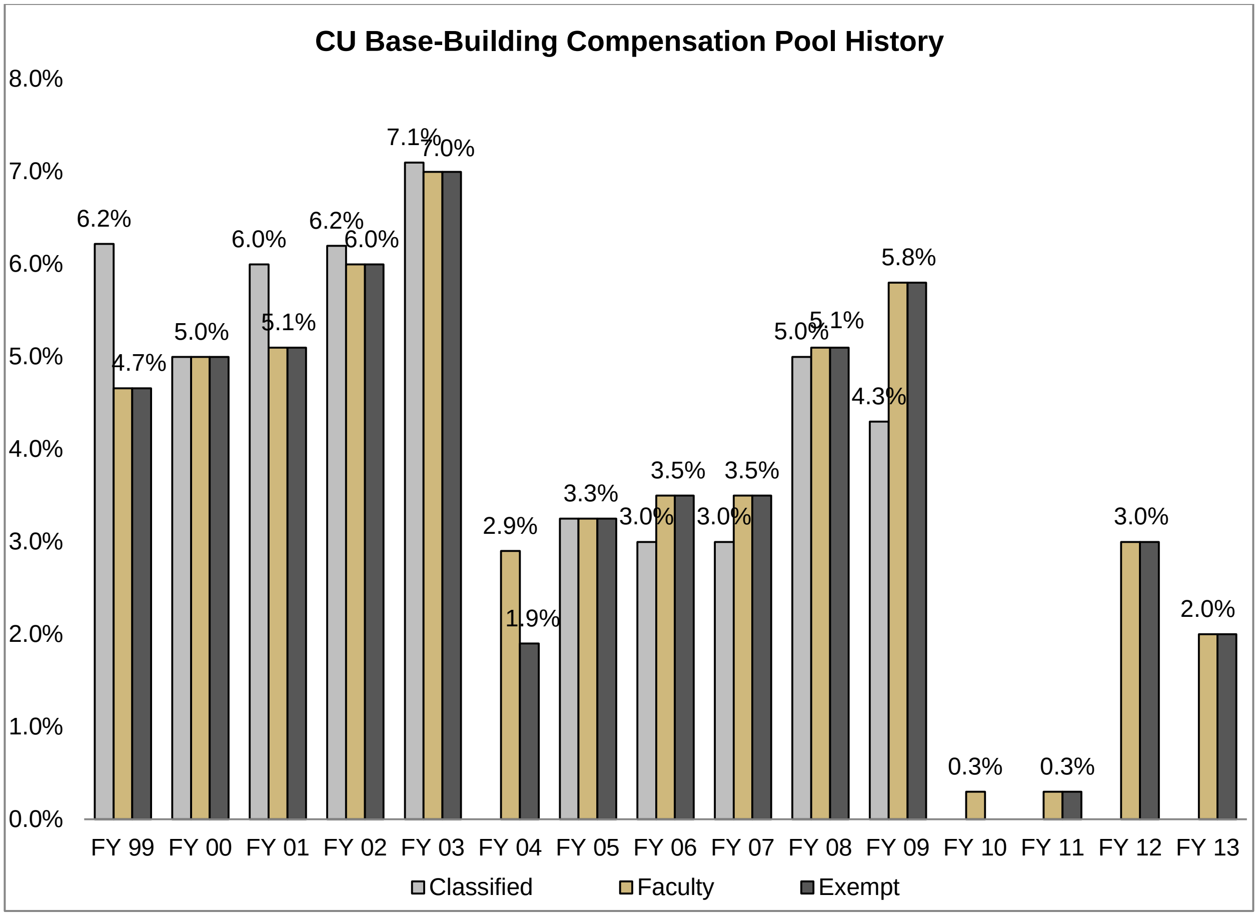
Compensation (salaries and benefits) for a full professor remains below compensation at peer institutions for all campuses. Associate and assistant professors are generally closer to their peers, with the exception of Colorado Springs, where all ranks are below peers. The Colorado Springs campus has been working to close this gap in recent years, with some progress being made. The Boulder campus, however, has been losing ground relative to other peers. Since FY 2008-09, the salary gap between Boulder and public AAU institutions has grown each year, and now exceeds $7,000.

Exempt Professional

Nearly half of CU professional positions have comparable counterparts in the private sector outside of higher education. For most positions with a comparable benchmark, average CU salaries are below the market salary, with more than half greater than 10% under the market salary.

In requesting a compensation pool that equals the Governor's recommendation for classified state workers – although it falls short of the current Joint Budget Committee increase – we hope to keep pace with the marketplace for our highly-educated faculty and skilled professional staff.

Below is a table that shows the history of compensation pools approved by the Board of Regents, as well as the history of classified employee increases.



Recommendation

Approve. This request meets the desirable strategic purpose of maintaining quality and continuity of operations.