



UCCS - FY 2016-17 Budget Fact Sheet	
Mandated Technology Changes	Amount
	\$163,474

Note: The request is the same for Scenario's A, B, and C.

Summary

These costs represent participation in the Customer Relations Management system. As UCCS continues to grow, its percentage share increases. This amount also covers the annual cost of the Task Stream Assessment software.

Rationale

These investments in technology allow UCCS to manage and strengthen relationships with its alumni, encouraging alumni support and further build its local, regional and national reputation as a premier educational institution.

Budget Detail

This expense will be covered from projected tuition rate increases as well as enrollment growth. This is a mandated expense and will be a high priority in initiative funding for UCCS. This cost is comprised of \$123,474 for the Customer Relations Management System and \$40,000 for the Task Stream Assessment software.

Recommendation

It is recommended that the Regents approve this request. This is a mandated expense and must be covered.



UCCS - FY 2016-17 Budget Fact Sheet	
Reserve for Risk Pool fluctuations	Amount
	\$176,886

Note: Request is the same for Scenario's A, B, and C.

Summary

This reserve pool will be used to cover fluctuations in insurance premiums that vary year to year dependent upon prior year activities.

Rationale

Trends, as well as prior year incidents, indicate that premiums will increase for UCCS next year. By holding these funds, the campus can more easily adapt to unforeseen needs. A major insurance claim incident that occurred in 2015 will be rolling into the next risk pool calculation. The goal of holding this amount is to ameliorate the risk pool increase for UCCS next fiscal year.

Budget Detail

These funds can be used for covering one-time needs by the campus, further increasing budget flexibility. The risk pool fund is analyzed each year based on experience and the system risk projections. There was a decrease in UCCS's risk pool share in the prior year and this amount recalibrates the risk pool budget so that the anticipated increase in the future can be accommodated by the budget. This amount accounts for nearly half of the decrease in the prior year risk assessment.

In the event that these reserve funds are not needed for this risk pool purpose UCCS intends to transfer them to enrollment contingency needs.

Recommendation

It is recommended that the Regents approve this request. These funds will be used to cover unforeseen one-time expenses or transferred to enrollment contingency.



UCCS - FY 2016-17 Budget Fact Sheet	
Financial Aid for new programs	Amount
	\$487,500

Note: Request is the same for Scenario’s A, B, and C.

Summary

These funds will be used to support Board of Regents’ approved new academic programs, an expanded Chancellor’s merit scholarship program, and expanded intercollegiate athletic programs.

Rationale

This represents a commitment in institutional student aid for our students in new and approved academic programs. For the programs to be successful, to maintain accessibility, and to recognize and assist academically qualified Colorado residential students, UCCS must fund institutional aid.

Budget Detail

This expense will be covered primarily from projected enrollment growth related to the new programs. The Chancellor’s merit scholarship will be funded by tuition rate increases including tuition increases for non-residential students. Because the growth in programs are tied to the aid, this is a mandated expense and will be a high priority in initiative funding for UCCS. The financial aid office will determine the distribution of these funds based on eligibility and program placement of the students who enroll. The academic programs which will be considered for distribution were approved in 2015 and include:

- Bachelor of Science in Exercise Science,
- Bachelor of Science in Engineering Education,
- Bachelor of Arts in Inclusive Elementary Education,
- Master of Accounting, and
- Master of Science in Athletic Training.

The intercollegiate athletic programs include:

- Baseball,
- Women’s lacrosse, and
- Expansion of track and field offerings for both men and women.

Recommendation

It is recommended that the Regents approve this request. This is a mandated expense tied to new program development and thus must be covered.



UCCS - FY 2016-17 Budget Fact Sheet	
Approved new Academic Programs	Amount
	\$949,253

Note: Request is the same for Scenario’s A, B, and C.

Summary

This funding will be used to support direct and indirect costs for new and approved academic programs and the expansion in intercollegiate athletics. The Bachelor of Science in Exercise Science, Bachelor of Science in Engineering Education, Bachelor of Arts in Inclusive Elementary Education, Master of Accounting, and Master of Science in Athletic Training programs were all approved by the Regents in 2015 and are scheduled to begin offering courses in the Fall of 2016. Program additions in athletics include baseball, women’s lacrosse, and the expansion of track and field offerings for both men and women.

Rationale

As new programs are initiated, instructional and operational costs increase and require additional funding to fully implement each program.

Budget Detail

These initiatives will be funded from enrollment growth projected as a result of the new programs. Base allocations will not take place until program parameters and enrollment targets have been verified. Each program has a specific expenditure plan with numbers of faculty, staff, and operating expenses to add but these amounts will not be determined until actual enrollment is realized.

Instructional Costs for New Academic Programs	\$565,625
Instructional Cost for Athletics Expansion	\$386,628
Total	\$949,253

Recommendation

It is recommended that the Regents approve this request. Funding for these new program initiatives is imperative if the campus is to meet the new program objectives.



UCCS - FY 2016-17 Budget Fact Sheet	
Academic Affairs Instructional Support	Amount
	\$762,407

Note: The request is the same for Scenario's A, B, and C.

Summary

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

Rationale

Identified as the growth campus, UCCS continues to strive to meet instructional needs as the campus continues to grow. This funding will meet the needs of overall instructional programming as warranted within all academic affairs units, including support for Weekend University and winter break instruction as well as additional research and library support.

Budget Detail

Funding for this initiative will come from tuition dollars. Of this amount \$550,329 will be used to run courses through Weekend University and during the winter break session that we call "Winterim". These funds will be housed in academic affairs and allocated to the colleges on a one-time basis. Courses will run through a formal review process to ensure they meet enrollment targets. The remaining \$212,078 will support staff in two academic centers and operating in sponsored programs and the library.

Recommendation

It is recommended that the Regents approve this request. Funding of these initiatives is imperative to meet new program objectives.



UCCS - FY 2016-17 Budget Fact Sheet	
Non Academic Unit Initiatives	Amount
	\$777,329

Note: The request is the same for Scenario's A, B, and C.

Summary

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

Rationale

As the UCCS campus has grown at a significant pace over the past several years, emphasis has always been on funding instructional needs. However, it is important to fund all areas of the campus to make sure that student needs are being met. Growth in non-academic service areas has not kept pace with the increase in workload and demand. This investment aims to provide various units with funding to help address these shortfalls and increase non-academic unit effectiveness.

Budget Detail

UCCS is transitioning to a retrospective funding model and these initiatives will not be funded until enrollment has been verified. For this reason, we do not have specific detail from each area. Funding will come from tuition and is estimated go to the following areas:

Administration and Finance	\$305,378
Student Success	\$222,095
Strategic Initiatives	\$ 9,254
University Advancement	\$138,808
Chancellor	\$ 27,761
Information Technology	\$ 74,033
TOTAL	\$777,329

Recommendation

It is recommended that the Regents approve this request. Funding of these initiatives is imperative to meet new student needs as well as compliance issues.



UCCS - FY 2016-17 Budget Fact Sheet		
General Campus Operating	Amount	Percent Change
Scenario A	(\$2,019,089)	-11.2%
Scenario B	(\$1,658,304)	-9.2%
Scenario C	(\$1,105,675)	-6.1%

Summary

General campus operating shows decreases as UCCS balances its budget due to cuts in state support, unmet enrollment growth projections in the current fiscal year, and reallocation of operating to investments necessary to meet the needs of our students as well as address compliance issues.

Rationale

For FY 2015-16 UCCS anticipated a state reduction and built its general operating budget in a way that it could respond to this scenario. While UCCS did grow enrollment in FY 2015-16 the growth was short of its budget targets. Strategic adjustments to operating will assure the campus budget is reflective of the enrollment shift and is balanced.

Budget Detail

Cuts in Scenario A includes \$410,675 for the state funding reduction, approximately \$1,100,000 from multiple units operating budgets using vacancy savings and operating efficiencies, as well as \$482,229 from campus reserves. In order to better manage its campus allocations, UCCS is transitioning to a retrospective funding model in FY 2016-17 (transitional year). In past years, allocations were made to campus units at the beginning of each fiscal year based on anticipated enrollment growth. As robust growth has slowed down, the new approach will allow the campus to allocate funding based on actual results.

Recommendation

It is recommended that the Regents approve this request. This strategy is needed to balance the budget and meet the needs of the campus.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Compliance and Data Integration	\$2,050,000

Summary

Provide support for campus compliance functions, and investments to more fully leverage data and human resources capabilities.

Rationale

This funding will provide ongoing support for compliance-based functions such as building accessibility, remediation of building safety issues, enhanced campus safety technology, sponsored projects accounting, and expanded testing accommodations for disabled students. Funding also supports the strengthening of key strategic areas. These include: implementation of a shared services approach to human resources transactions and use of strategic business partners to inform personnel decisions; intensified budget and fiscal planning support for campus units to extend and consolidate planning horizons; and the integration of business intelligence and data analytics tools and practices into the decision making schema of the university. Investments in these strategic areas will streamline and improve important compliance and personnel processes and enhance the data capabilities of key campus support units. The exact nature of additional staffing requirements is currently being analyzed (FTE are TBD). These investments are both making permanent pilot temporary funding, as well as enhancing existing capabilities.

Budget Detail

Salary and Benefits:	\$1,150,000
Operating:	
Compliance Programming	\$400,000
BI/Data analytics tools	\$500,000
<hr/>	
Total	\$2,050,000

Recommendation

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Diversity and Inclusion	\$600,970

Summary

Provide support for campus diversity and inclusion initiatives.

Rationale

The Boulder campus is committed to improving its campus climate and addressing diversity and inclusiveness issues across campus.

The campus is working with the Office of Diversity, Equity, and Community Engagement (ODECE), Student Affairs, and student groups to develop targeted programs to increase awareness and training across campus. These programs are being developed and will be further defined by the end of the spring 2016 semester. The University intends to allocate nearly half of the funding from the available FY 2016 budget for this purpose.

In addition, the campus is increasing its funding for Pre-Collegiate Outreach programs. These programs allow students from underserved areas of Colorado to participate in summer academic experiences at CU-Boulder. This expansion will allow for us to offer the program in Ft. Morgan, Sterling and to hire a Rural Outreach Program Coordinator.

The expanded New Student Welcome Program has been very successful at helping new students and their families during the students' transition to campus life, and as incoming student numbers grow so does the need for additional support. Student enrollment growth has pressed the limits of Disability Services' ability to meet students' needs and additional funding is needed to maintain reasonable levels of service.

The exact nature of additional staffing requirements to implement these programs are currently being analyzed, (FTE are TBD).

Budget Detail

Salary and Benefits:	\$260,970
Operating:	\$340,000
Total	\$600,970

Recommendation

Approval of the revised budget request for FY 2015-16.



Description	Amount
Technology Infrastructure	\$882,200

Summary

Provide support for campus technology infrastructure and initiatives.

Rationale

Funding will support the upgrade of technology infrastructure that needs to be updated or replaced to meet current and future requirements. This includes the wired and wireless network infrastructure within Norlin Library and replacement and upgrade of necessary equipment within the Library; replace and upgrade of classroom technology, and structural funding requirements for core services provided by campus IT. It will also help to further the campus’s paperless initiative by enabling departments to digitize paper files and systematically decrease the need for space to store paper files.

Budget Detail

Salary and Benefits (estimated 1 FTE):	\$82,200
Operating:	
Library infrastructure:	\$500,000
Classroom technology:	\$100,000
Core IT technology and operations:	\$200,000
<hr/> Total	<hr/> \$882,200

Recommendation

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Facilities Planning	\$850,720

Summary

Provide support for campus planning, design and construction to improve management of the campus's capital operations.

Rationale

Additional funding is necessary to support the campus's ability to effectively manage its portfolio of capital planning, design and construction projects. The findings from the McKinsey study highlighted the need for additional planning and project management support. This includes the need for resources to improve the quality of services provided the campus planning office; adoption of enabling technologies for construction permitting, inspections and design review; process reengineering; and transition to performance based design guidelines. These efforts are expected to be a part of the implementation of recommendations from the McKinsey report. The exact nature of the additional staffing requirements is currently being analyzed, but will involve a combination of project managers, planning office staff, and administrative support (FTE are TBD). These investments are both making permanent pilot temporary funding, as well as enhancing existing capabilities.

Budget Detail

Salary and Benefits : \$850,720

Recommendation

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
CU Connect Technology and Program Development	\$2,000,000

Summary

Provide funding for campus distance learning technology and program support, necessary to support the Boulder campus' participation in the CU Connect online education platform.

Rationale

This funding will provide ongoing support for the continued development and administration of online learning programming, the technology infrastructure needed in distance learning classrooms, and the application of innovative learning technology tools for online students. As online education continues to evolve, it will be necessary to make additional investments in the infrastructure and programming in order to provide up-to-date services. This will in turn enhance both the student experience and increase revenue streams.

Budget Detail

Operating:	
Classroom conversion and upkeep:	\$900,000
Development & Marketing:	\$1,100,000
Total:	\$2,000,000

Recommendation

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Research Development and Foundational Support	\$2,776,150

Summary

Provide funding for campus research development and support, as detailed below.

Rationale

In just the last nine years, research awards have grown by 66 percent to \$425.6 million and as research activity increases so do the requirements for a robust research program. This funding provides infrastructure support for research administration and development support provided by the Office of Research Integrity (which oversees human research protocols, export control, research misconduct, and conflicts of interest), the Office of Animal Research (which provides the facilities and personnel necessary for animal care and compliance related to sponsored research), and the Vice Chancellor for Research (the umbrella organization responsible for overseeing all campus sponsored research functions). This funding will ensure research safety requirements related to animal research, occupational health, and environmental health and safety are continued to be met. Additional funding will be made available to sustain and grow research data services currently provided by the PetaLibrary system and adding competitive advantage for researchers. The exact nature of additional staffing requirements is currently being analyzed (FTE are TBD). These investments are both making permanent pilot temporary funding, as well as enhancing existing capabilities.

Budget Detail

Salaries and Benefits :	\$2,176,150
Operating:	\$600,000
Total	\$2,776,150

Recommendation

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Salary Market Adjustment	\$920,530

Summary

Provide funding for to bring salaries to the market average for employees that earn less than \$15/hour.

Rationale

The University of Colorado Boulder campus has a total of 3,859 full and part-time staff. Of those there are about 590 individuals that earn less than \$15/hour. After adjusting for employees who are interns, residence hall directors receiving room and board, the total employees earning less than \$15/hour is 494. The majority of those employees are in the classified system (462 employees).

The University has historically been required to follow the State's lead in providing increases. The recession which began in 2007, impacted the job seeking behavior of new entrants into the marketplace by slowing the rate of turnover and seeing individuals accept lower pay for positions than the market average. Shortly after the recession began, the State declared a freeze on all pay increases. This further exacerbated the difference between workers' wages and expected market compensation. Workers with the most significant disparities with market expectations were hired between 5 and 15 years ago. The State Department of Personnel Administration currently sets the ranges which guide compensation for the majority of the positions in this analysis. CU-Boulder purchases and utilizes other compensation surveys to supplement the state's analysis.

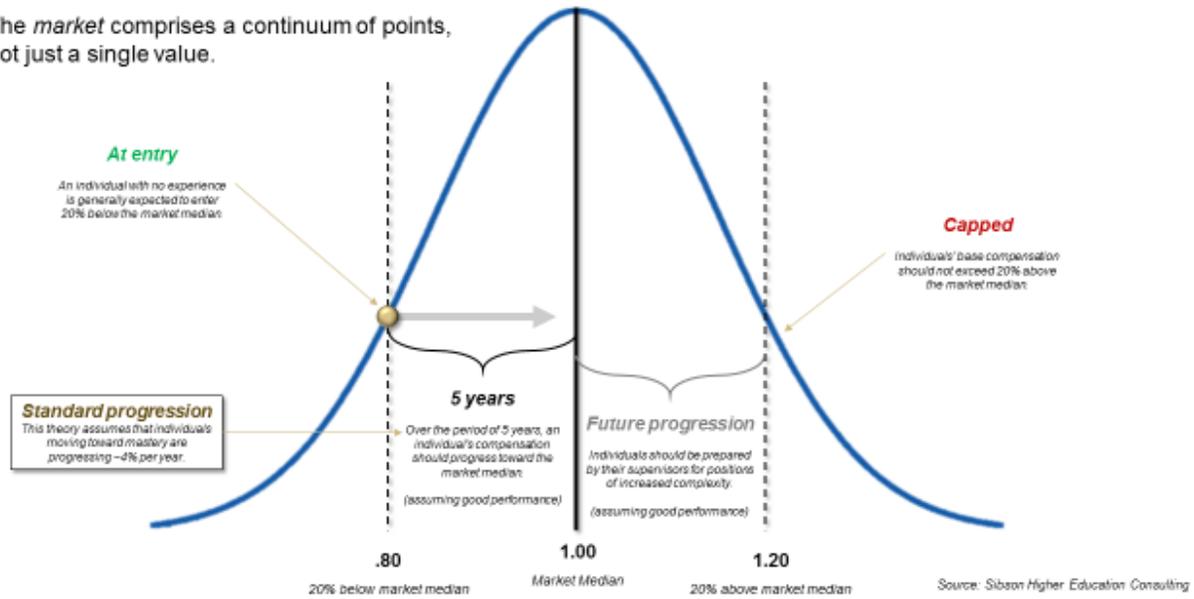
The market is defined by a variety of employers' willingness to pay for a given role. The greater the quantity of salary surveys, the more accurate the estimate of how the market is valuing a given role. Jobs are matched to salary surveys based on *duties*, not *titles*. Compensation ranges are mathematically blended.



Establishing a Fair Market Value

generally accepted compensation theory

The *market* comprises a continuum of points, not just a single value.



Salary compression occurs when the pay of one or more employees is very close to the pay of more experienced employees in the same job. (Society of Human Resource Management)

The Job Classifications where we are seeing compression include:

- Custodian I
- Dining Services II
- Dining Services III
- Dining Services I
- General Labor I
- Custodian II
- Sales Assistant I
- Dining Services IV
- Security I
- Animal Care I
- Early Childhood Educator I
- Materials Handler I
- Early Childhood Educator II



Years Since Most Recent Start Date	EE Count	Lowest Paid	AVG Paid	Highest Paid	Ave % from Market Median	Expected % from Median Based on Exp	% Below Expected Market Rate
0-1 year	97	\$9.55	\$11.37	\$14.57	78%	80%	-2%
1-3 years	99	\$9.55	\$11.57	\$14.24	80%	88%	-8%
3-5 years	62	\$9.91	\$11.87	\$14.36	81%	96%	-15%
5-10 years	98	\$9.83	\$12.04	\$14.99	82%	104%	-22%
10-15 years	70	\$9.83	\$12.21	\$14.87	85%	108%	-23%
15-20 years	40	\$10.17	\$13.13	\$14.78	93%	112%	-19%
20 + years	28	\$12.40	\$14.32	\$14.78	100%	116%	-16%

With regard to **newly hired individuals**, there are several titles that, despite being paid under \$15/hour, are compensated slightly above the market expectation:

- Animal Care I 5% above
- Dining Services III 4% above
- Early Childhood Educator I 5% above
- Security I 4% above

Those that have been employed in a position for less than one year are around 4 percent below market expectations. With a single exception, those individuals with time in a position between 1 – 3 years are around 10 percent less than market expectations. There are substantial wage gaps in the groups with time in position greater than five years.

Budget Detail

Salaries and Benefits: \$920,530, general fund. Total impact is \$2.1 million.

Recommendation:

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Recruitment and Retention	\$2,464,024

Summary

Provide funding to enhance and support student recruitment and retention.

Rationale

Student enrollment growth has created opportunities and pressures on the campus, and funding is needed to add faculty resources within the Library to support STEM instructional and research initiatives as well as department-level leadership in primary source materials curation, preservation, and management. The College of Engineering and Applied Science is expanding its pre-engineering program to ensure students are well-prepared to pursue an engineering degree. The campus Admissions Office has experienced operational cost increases for travel and other expenses that need to be fully funded. The exact nature of additional staffing requirements is currently being analyzed (FTE are TBD). Funding will also be used to communicate and market CU-Boulder’s value proposition to prospective and current students.

Budget Detail

Salaries and Benefits:	\$2,004,424
Operating:	\$459,600
Total	\$2,464,024

Recommendation

Approval of the revised budget request for FY 2015-16.



BOULDER - FY 2015-16 Revised Budget Fact Sheet	
Description	Amount
Enrollment Contingency	\$854,437

Summary

The campus has a long term goal of creating an enrollment contingency reserve equal to 1% of total tuition.

Rationale

The Boulder campus serves over 31,000 students, and is heavily dependent on tuition revenues for its operations. Though the campus has been fortunate in seeing enrollment growth in recent years, there is a recognition that enrollment can be volatile, both in terms of volume and resident/non-resident mix. An enrollment contingency will provide a safety net in the event of the campus not meeting its enrollment (and revenue) targets. The total target, assuming 1% of tuition, would be close to \$7 million.

Budget Detail

An initial investment of \$1.6 million occurred in FY 2015-16, and this incremental amount is intended to continue building towards the ultimate contingency goal, bringing the total to date to approximately \$2.3 million.

Operating expense: \$854,437

Recommendation

Approval of the revised budget request for FY 2015-16.



Boulder - FY 2016-17 Budget Fact Sheet			
Enrollment Growth Funding	Amount		
	Scenario A	Scenario B	Scenario C
	\$6,063,212	\$6,329,828	\$6,712,250

Note: Scenarios B and C also include Indirect Allocations

Summary

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

Rationale

The Boulder Campus is experiencing sustained growth in enrollments. Because enrollment increases create pressure on existing resources, the campus is providing additional funding to the schools and colleges to ensure a quality experience for students. This additional funding is based on student headcount and credit hour growth. The funding provided to the schools and colleges is used largely for direct instructional costs, advising, and unit-based student support.

Enrollment growth also places additional demands on student support areas, administrative support, and infrastructure. To support the incremental needs in these areas, the campus is providing additional funding to support the costs associated with increased student services, academic administration, and campus administration (e.g., registrar, bursar). The funding to these areas will support the Chancellor’s three strategic goals by providing infrastructure investments for our distance and online program expansion; programs to improve student retention; marketing strategies for new and continuing students; and support international student growth.

Budget Detail

The Boulder Campus is projecting growth of 680 new and continuing undergraduate students in fall 2016 compared to fall 2015, a 2.4 percent increase.

The expected funding components of the Enrollment Growth Funding model are:

Direct to Schools and Colleges:	\$6,063,212
Indirect Funding to Campus (scenario B):	\$266,616
<u>Indirect Funding to Campus (scenario C):</u>	<u>\$649,038</u>
Total Enrollment Growth Funding (scenario B):	\$6,329,828
Total Enrollment Growth Funding (scenario C):	\$6,712,250

Recommendation

Approval based on the final approved budget scenario.



Boulder - FY 2016-17 Budget Fact Sheet		
Compression Initiative	Amount	
	Scenario A and B	Scenario C
	\$3,490,369	\$0

Summary

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

Rationale

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

Budget Detail

Faculty and university staff salaries and benefits: \$3,490,369

Recommendation

Approval based on the final approved budget scenario.



Boulder - FY 2016-17 Budget Fact Sheet			
Diversity and Inclusion	Amount		
	Scenario A	Scenario B	Scenario C
	\$0	\$355,000	\$500,000

Summary

The campus would like to expand the FY 2015-16 investments in diversity and inclusion with further investments in FY 2016-17. The various planned amounts above are dependent on the level of state funding.

Rationale

Attracting and retaining a diverse student body are important aspects of the student experience and are directly related to the Chancellor’s goals of student success, reputation, and revenue enhancement. The investments above are for expansion of the highly successful pre-collegiate development program, run by the Office of Diversity, Equity, and Community Engagement (ODECE). This program helps middle and high school students prepare for college and it is specifically targeted towards first generation and/or low income students. Further investments will allow OCECE to expand summer pre-collegiate programs in rural areas such as the San Luis Valley and Garfield County. The proposed programs would allow nearly 200 students to learn about how to achieve success in higher education.

Additional funding would allow for the development of a STEM Outreach summer program and partnerships with local organizations to offer assistance and support for first generation and low income students. If sufficient funding is available, the campus would make additional investments in the initiatives co-developed by ODECE, Student Affairs, and student organizations.

Budget Detail

Operating expenses (scenario B): \$355,000
Operating expenses (scenario C): \$500,000

Recommendation

Recommend approval of this item.



Boulder - FY 2016-17 Budget Fact Sheet			
Technology	Amount		
	Scenario A	Scenario B	Scenario C
	\$0	\$0	\$500,000

Summary

This proposal provides sustained funding for ongoing infrastructure costs related to phone and network operations on campus.

Rationale

In FY 2011-12, Boulder campus telecommunications and network charges, which had numbered in the dozens depending on the type and level of service, were bundled into a single monthly “connectivity” rate covering all services. This consolidation allowed the overall rate to be lowered and created a common good service in the General Fund. There are ongoing costs related to these operations, specifically relating to wireless technology, wireless and network access and security, bandwidth maintenance and improvements, and physical infrastructure such as handsets. Making these investments will allow the campus to remain current with the relevant technologies and mitigate security risks to its network, which impacts all campus constituents.

Budget Detail

Operating Expenses: \$500,000

Recommendation

Approval based on the final approved budget scenario.



Boulder - FY 2016-17 Budget Fact Sheet			
Facilities and Deferred Maintenance	Amount		
	Scenario A	Scenario B	Scenario C
	\$0	\$500,000	\$1,650,000

Summary

Aging campus facilities and a deferred maintenance backlog of over \$500 million require careful planning to determine how and when to deploy scarce resources to renewal and renovation projects. These initiatives will both help plan and provide resources for investments in critical campus infrastructure.

Rationale

Providing up-to-date and efficient space for campus programming ties into the Chancellor’s goals of reputation and student success. Additionally, it ensures the campus is getting the highest and best use out of its infrastructure. Furthermore, investments in increasing space utilization provide opportunities for additional revenue generation through the maintenance of flexible and functional space.

Through the Huron space utilization report, the campus has realized it needs resources for renovation of space in order to maximize the current footprint. A space renewal fund will be created to ensure space utilization is maximized. These funds will help provide space renovation and ensure technology is maximized in our classroom spaces. This will help not only maintain critical facilities, but can help create future cost savings by mitigating facility failure risks and improving energy efficiencies.

The Capital Asset Management Plan (CAMP) initiative was approved by the Board of Regents in 2014 to help the campus address its deferred maintenance needs in General Fund buildings. The first two projects that were approved include the renovations of Carlson Gymnasium and the Engineering complex, are in their initial stages. These two projects will renovate over 100,000 combined square feet of crucial main campus space. Eight further renewal and renovation projects are being analyzed for their facility condition as well as how significant of an impact would the project provide to the student success and experience. The campus put aside \$3 million of continuing funding in the FY 2015-16 budget. In order to properly address the roughly \$500 million in deferred maintenance backlog, the campus needs to set aside additional funds for this initiative as well as ongoing deferred maintenance costs.

Consistent with the CAMP initiative, the campus needs to assess the energy efficiency of its building through the development of an Energy Management Plan. This information will help inform future renovation and renewal projects by providing analytics that will help identify energy-intensive buildings for renovations and other improvements that will increase efficiencies.



Budget Detail

Operating expenses (scenario B): \$500,000 for the Space Renewal Fund.

Operating expenses (scenario C): \$1,650,000 for the CAMP, Energy Management Plan.

Recommendation

Approval based on the final approved budget scenario.



Boulder - FY 2016-17 Budget Fact Sheet			
Education Innovation	Amount		
	Scenario A	Scenario B	Scenario C
	\$0	\$1,066,000	\$1,566,000

Summary

This proposal is to provide investments into the schools and colleges for initiatives that innovate through student success initiatives or through delivery mechanisms. The campus established a criterion for evaluating proposals consistent with the Chancellor’s three strategic goals.

Rationale

Each school and college has been developing their own list of investment priorities for the future. This initiative will provide funding that will allow them to make targeted investments into programs related to academic and student success, revenue generation, and reputation.

College of Music: Investments in student success initiatives including curriculum development, professional development for students, alumni engagement, and partnerships with international organizations with the goal of increasing diversity.

College of Arts and Sciences: Creation of a Social Sciences and Humanities Education Initiative that is predicated on the success and lessons learned from the Sciences Education Initiative successfully undertaken years ago.

Leeds School of Business: Leeds has a Business Minor program that has been growing rapidly since its inception. Further investment in this program would allow the program to expand and provide support that will increase retention and placement, as well as generate revenues and increase the reputation of the school.

College of Engineering and Applied Science: CEAS has been growing rapidly while at the same time increasing its diversity, reputation, and research. Part of the College’s strategic plan is to increase PhD enrollments from approximately 800 to 1400 students. Funding would be used to recruit and retain quality students, through both financial support and academic support. Engineering would also like to expand the Teach Engineering Program, which is a partnership with the School of Education that provides hands-on classroom teaching experience leading towards a teacher’s license.



Budget Detail

Scenario B:

Operating Expenses: \$700,000

Faculty Salaries and Benefits (estimated 3 FTE): 366,000

Total: \$1,066,000

Scenario C:

Scenario B plus:

Faculty Salaries and Benefits (estimated 5 FTE): \$500,000

Total: \$1,566,000

Recommendation

Approval based on the final approved budget scenario.



Boulder - FY 2016-17 Budget Fact Sheet			
Enrollment Contingency	Amount		
	Scenario A	Scenario B	Scenario C
	\$0	\$0	\$520,448

Summary

The campus has a long term goal of creating an enrollment contingency reserve equal to 1% of total tuition.

Rationale

The Boulder campus serves over 31,000 students, and is heavily dependent on tuition revenues for its operations. Though the campus has been fortunate in seeing enrollment growth in recent years, there is recognition that enrollment can be volatile, both in terms of volume and resident/non-resident mix. An enrollment contingency will provide a safety net in the event of the campus not meeting its enrollment (and revenue) targets. The total target, assuming 1% of tuition, would be near \$7 million. An initial investment of \$1.6 million occurred in FY 2015-16, and this incremental amount is intended to continue building towards the ultimate contingency goal.

Budget Detail

Operating expense: \$520,448

Recommendation

Approval based on the final approved budget scenario.



Boulder - FY 2016-17 Budget Fact Sheet		
General Operating	Amount	
	Scenario A and B	Scenario C
	\$8,332,929	\$8,513,305

Summary

The following is a summary of non-compensation operating increases proposed by the Boulder campus for FY 2016-2017.

Rationale

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

- Financial Aid: The campus is committed to both keeping costs affordable and attracting and retaining a diverse and well-qualified student body. The increases in Financial aid include \$2.5 million for the Esteemed Scholars, which offers merit to highly-qualified Colorado residents. In addition, the campus continues to maintain its historic investment in need-based financial aid with an increase commensurate with the tuition increase proposed. This represents the largest operating line increase for FY 2016-17.
- Library expense: Annually, the cost to purchase journals and other literature increase on average eight to 10 percent. The investment of \$900,000 represents the first year since the recession that the campus will be able to maintain its current level of access to journals and online publications.
- Utilities: Falling commodity prices and efficiencies created through recent construction (including the new power plant) have created excess capacity in the utilities budget line.
- ICCA: Increases for system administration support are primarily driven by compensation increases and technology increases.
- Insurance: Boulder campus insurance premiums for FY 2016-17 are expected to increase significantly due to the floods of 2013. The cost of those property damage claims will be realized over the next four years.

Budget Detail

Financial Aid: \$5,215,010
 General Operating: \$488,201
 Library/Utilities/ICCA/Insurance: \$2,629,718 (scenario C: \$2,810,094)
 Total: \$8,332,929 (scenario C: \$8,513,305)

Recommendation

Approval based on the final approved budget scenario.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet	
Initiatives	Amount
Architecture, Undergraduate Program	\$398,744
Public Affairs, Bachelor's in Public Service	
MA, Applied Geography and Geo-Spatial Science	

Note: Request is the same for Scenario's A, B, and C.

Summary

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

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

The School of Public Affairs: The Bachelors of Arts in Public Service was approved by the University of Colorado Board of Regents in November 2015. This degree will be offered entirely online, with expansion to traditional classroom courses as interest warrants.

College of Liberal Arts & Sciences: A Master of Arts in Applied Geography and Geo-Spatial Science was approved by the University of Colorado Board of Regents in April 2014. Geospatial science is a federally recognized STEM area that includes geographic information systems (GIS), computer cartography, remotely sensed image analysis, and spatial statistics.

Rationale

The College of Architecture and Planning BS Architecture degree has been more than meeting enrollment targets and planned benchmarks. Since this program is exceeding its enrollment targets a small increase in CAP's adjunct faculty lines and operating budget is necessary. CLAS also requires an additional instructor to help teach the core classes that these CAP students are taking.

For the School of Public Affairs, the FY 2016-17 budget consists of a .50 clinical faculty member with additional courses taught by adjunct faculty members totaling \$56,600 in instructional costs. A .50 program director along with part time administrative support, including a recruiter and administrative coordinator, total \$106,250 in administrative expenditures. Remaining costs include benefits and operating expenses.



For the Department of Geography and Environmental Sciences in CLAS, additional funds are primarily related to increases in staffing and operational costs associated with the newly renovated computational geospatial sciences lab and the interactive science learning lab.

Budget Detail

Item	Cost
College of Architecture and Planning	\$71,042
School of Public Affairs	\$271,872
College of Liberal Arts and Sciences	\$55,830
Total	\$398,744

Recommendation

It is recommended that the Regents approve this request to fund the approved programs.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet	
Digital Animation	Amount
	\$919,628

Note: Amount is the same for Scenario's A, B, and C.

Summary

These budget allocations are associated with the plan to end the pilot phase for the Digital Animation program in the College of Arts & Media (CAM) beginning in FY 2016-17. This program is traditionally high cost because of the reliance on cutting edge technology including industry-standard workstations, the latest software programs, and sophisticated motion-capture equipment. This action brings the program into main campus and adds the revenue and expense into the general funds budget with no drain on the current tuition revenue.

Rationale

For the past several years, the Digital Animation program was a degree being piloted in extended studies due to its high cost nature. With the program transitioning to main campus, a transfer of fund source from extended studies (fund 30) to main campus (fund 10) occurs and do not reflect additional program costs to the campus as a whole or to resident students in the form of increased tuition. The current proposed main campus program tuition rates compared to the current existing extended studies rates are outlined in the chart below.

Tuition Rates	FY 15-16 Extended Studies Rates	Proposed FY 16-17 Main Campus Rates	Difference
Resident Undergraduate	\$1,012	Up to \$1,012	0%
Non-Resident Undergraduate	\$1,012	\$1,049	3.63%

By bringing the program into main campus from extended campus, the program is anticipating efficiencies and savings to its current program budget totaling \$147,164.

Budget Detail

Item	FTE	Cost
Tenure Track faculty		\$374,549
Lab Manager	1.0	\$47,787
Benefits		\$122,669
Student Lab Monitors		\$47,556
Operating Expenses		\$327,067
Total		\$919,628

Recommendation



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

This change is already been anticipated by the Campus and the College is expecting these resources. It is recommended that the Regents approve this request.



DENVER CAMPUS /ANSCHUTZ MEDICAL CAMPUS- FY 2016-17 Budget Fact Sheet	
Title IX Resources	Amount
	\$160,000

Note: Amount is the same for Scenario's A, B, and C.

Summary

Title IX requires mandatory training and prevention programming for all staff, faculty. This cannot be subsumed by the current Deputy Coordinator who is charged with overseeing investigations. Federal regulations require that training and prevention programs be ongoing for all. Legislation in congress will expand this to mandatory annual campus climate surveys. The new Deputy Coordinator position will be responsible for programming, training, web/social media, awareness and prevention programming and campus climate surveys.

The part time fellow shall be a student (graduate or undergraduate) hired for a defined period each semester to carry out specific work regarding training and prevention or web development or other special projects, as needed.

The operating budget will be used for memberships, expert witnesses, general operating of the office and training.

The Denver and Anschutz Medical Campus will each contribute 1/2 to the Title IX office.

Rationale

A recent Office for Civil Rights of the Department of Education university audit surrounding our efforts suggests the CU Denver|Anschutz has work to do in ensuring that policies are clear and consistent in the scope of mitigating discrimination and outcome. There are significant fines for failing to report a Clery crime and this is likely to become the case when Congressional legislation comes into play. With the recent addition of 14 protected categories added to this portfolio, the Title IX office will become more focused on institutional equity and this type of investment is required to mitigate risk of non-compliance for both campuses. This is considered a mandatory cost and is considered by the campus to be a top priority and necessary for compliance and to meet the President's objectives.

Budget Detail

Item	FTE	Total Cost	Campus Cost
Deputy Title IX Coordinator	1.00	\$97,500	\$48,750
PT Fellow	0.5	\$32,500	\$16,250
Operating		\$30,000	\$15,000
Total		\$160,000	\$80,000

Recommendation

This change is already been anticipated by the campuses and it is recommended that the Regents approve this request.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet	
Architecture Structural Deficit	Amount
	\$250,000

Note: Amount is the same for Scenario's A, B, and C.

Summary

The College of Architecture and Planning (CAP) separated from the Environmental Design program at CU Boulder in 2012 and at the same time created a BS Architecture degree at CU Denver. The campus entered into an agreement with CAP to provide funding for the new program, but needed to use one time funds to bridge the transition for the last three years. At the time of separation in 2012, the campus financial modeling anticipated CAP with an ongoing operating deficit of approximately \$500,000. At this time, the Campus is proposing to permanently fund these ongoing needs of the College. The College of Architecture and Planning has reduced the operating deficit from an original estimate of \$500,000 to approximately \$250,000 by implementing operational efficiencies.

Rationale

The critical consequences for CAP if the structural deficit is not addressed would be substantial cuts to the operations and delivery of the programs. The College of Architecture and Planning has critically evaluated expenditures since 2012.

Budget Detail

This need will be funded through reallocation of existing campus resources

Item	FTE	Cost
Structural Deficit Backfill		\$250,000
Total		\$250,000

Recommendation

This change is already been anticipated by the Campus and it is recommended that the Regents approve this request.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet	
SEHD Undergraduate Instructors	Amount
	\$91,000

Note: Amount is the same for Scenario's A, B, and C.

Summary

The School of Education & Human Development (SEHD) requires continuing budget for one new clinical faculty/senior instructor position to address the large increases in enrollment in our undergraduate program. Faculty are currently spread extremely thin between supporting the undergraduate growth and increased grant activity. The additional faculty line will relieve the current situation and maintain quality of instruction.

Rationale

SEHD is experiencing very large growth in enrollments for the SEHD Bachelor of Arts: Spring 2014 (22 students), Summer 2014 (15 students), Fall 2014 (102 students), Spring 2015 (117 students), Summer 2015 (49 students), Fall 2015 (162 students).

Budget Detail

Item	FTE	Cost
Clinical Faculty	1.0	\$91,000
Total		\$91,000

Recommendation

This change is already been anticipated by the Campus and it is recommended that the Regents approve this request.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet	
Initiatives	Amount*
Engineering Tuition Differential	\$380,358
Business School Tuition Differential	\$475,000

Tuition Differential Initiatives

Summary

The tuition differentials for the Business School and the College of Engineering and Applied Science will generate additional revenue to support each division. Both schools have experienced enrollment growth and this revenue will help the campus to meet the program demands.

Rationale

College of Engineering and Applied Science

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

- Between 2011 and 2015, the faculty in the College of Engineering and Applied Science has increased by 9.8%, compared to student credit hour growth of 18.6% over the same period of time. As a result, faculty levels are growing to be insufficient to adequately meet the needs of the student population. The Campus is recommending \$436,800 for 3.0 tenure track faculty and 1.0 senior instructor to meet the increasing needs of a high demand College
- The Campus is recommending \$18,257 to fully fund an Administrative Assistant III in the Mechanical Engineering department to provide student services and general faculty support that is critical to the success of the department.
- The Campus is recommending \$72,800 for a Desktop Support Technician/Web Developer/Administrator for the College. Currently, the College employs one full time Senior IT Professional and three part-time student employees (Technical Assistants) to manage roughly 30 servers, 400 computers, 8 computer labs (6 used for teaching), 2000 users (including students), as well as printers, 3D printers, software, purchasing, and more. This permanent position is necessary to provide continuity in IT support to a highly technical College. The position will also assist in the redesign and maintenance of the College's website, which serves as an invaluable tool offering a variety of opportunities for communicating information to a worldwide audience.



- Outreach and Recruitment Coordinator/Director: In today’s competitive higher education environment, securing student enrollments will be more challenging than ever before. Consequently, a recruiting director responsible for the development and implementation of a student recruitment/outreach plan is vital to continued growth and essential to attracting new students and meeting the college’s volume targets. The Campus is recommending \$97,500 for this position.
- The Campus is recommending an increase of \$135,360 to allocate salaries to the correct funding source.

The total recommended budget for the College annualized is \$760,717, with the FY 2016-17 impact being \$380,358.

Business School

The Business School has historically been very lean on tenured and tenure-track faculty to meet its teaching requirements. AACSB requirements for faculty sufficiency require that at least 50% of the faculty be academically qualified with an additional 40% to be professionally qualified. While the current faculty level will meet this requirement for its 2016 review, the Business School estimates that 15 tenure track faculty and at least 7 instructors will retire over the next five years. To maintain AACSB faculty sufficiency requirements, the Business School requires funding for new and replacement faculty. The Campus is recommending to fund replacement faculty over next 5 years for \$375,000, but this phases in over 3-5 years so FY 2016-17 impact is \$375,000, automatically increasing without a budget request for 2-4 subsequent years. Further, \$800,000 would be used for additional faculty with 50% funding in FY 2016-17 and full funding subsequently, both to provide the School flexibility, scholarships, and to develop start up packages. The annualized total is \$1,175,000, with the FY 2016-17 impact being \$475,000.

Budget Detail

Item	Cost
College of Engineering and Applied Science	\$380,358
School of Business	\$475,000
Total	\$855,358

Recommendation:

To approve the tuition differentials initiative.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet			
General Operating Budget	Amount		
	Scenario A	Scenario B	Scenario C
	(\$6,567,208)	(\$5,671,480)	(\$3,875,387)

Summary

The following is a summary of non-compensation operating increases proposed by the Denver campus for FY 2016-17.

Rationale

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

- Increase in the agreement with Auraria Higher Education Center (AHEC) to cover the increases in benefits.
- Projected increases for the campus contribution to the partnership agreement with RTD for the Flatiron flyer.
- ICCA: Increases for system administration support are primarily driven by compensation increases and technology increases. ICCA increase is being offset for FY 2016-17 with one time funds from System Office to mitigate the impact of the increases in a budget cut environment.
- Projected increase in the insurance premiums from risk management.
- Campus Cuts will be made as follows:
 - Reduce the Enrollment Contingency by \$2 million
 - Eliminate the Capital Investment budget \$1 million
 - Since linearity was fully implemented in FY 2015-16 eliminate the tuition buy down budget by \$1.4 million.
- Schools and Administration cuts (up to \$2.6 million) may be covered with one time reserves for FY 2016-17 as long as ongoing reductions are planned, and if enrollments come in stronger than anticipated the cut amounts for the Schools and Administration will be revisited in the fall after census.
- Scenario B and C estimated state funding increases will reduce necessary budget cuts.



Budget Detail

Item	Cost
AHEC	\$153,338
RTD Flatiron Flyer	\$5,000
ICCA	\$126,989
Insurance	\$124,792
Enrollment Contingency	(\$2,000,000)
Capital Plan	(\$1,000,000)
Tuition Buy Down	(\$1,402,149)
School/Administrative cuts	(\$2,575,178)
Total	(\$6,567,208)

Recommendation

To approve the FY 2016-17 operating budget.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet		
Denver Tuition	Amount*	Percent Change
	(\$2,810,863)	-2.0%

*Combination of rate and enrollment

Summary

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

For FY 2016-17, the tuition policy for the Denver Campus has the following major strategies:

1. Modest base increases including:
 - a. Complete the equalization of resident undergraduate rates through a 3.63% base increase to the lower level resident rate
 - b. Zero base increase for upper level undergraduates
 - c. 3.63% increase for undergraduate nonresident, same as lower level resident increase
 - d. 3% increase for graduate
2. A “leveling” strategy for graduate rates to decrease the number of rates
3. Tuition differentials for two high demand, high cost schools

Rationale

Base increases

Undergraduate Resident

- As discussed above, the Denver Campus started to eliminate the discrepancy between lower level and upper level undergraduate resident rates in fall 2015. The Campus believes that removing the automatic increase for becoming an upper-classman may help students stay at CU to completion.
- To improve transparency and predictability of the tuition cost of undergraduate education at CU Denver and to make the price more affordable for continuing students, the Campus proposes to finalize the equalization of the per credit hour cost of lower level and upper level courses that was started in FY 2015-16. To do this, lower level base tuition rates will be increased by 3.63% in fall 2016, similar to the fall 2015 increase. The upper level tuition rate will not be held flat.



Undergraduate Nonresident

- Undergraduate nonresident enrollment growth has moderated in the last two years, so a modest increase in tuition is proposed. The revenue from these students helps cover the costs of tuition for resident students so retention is important here as well.
- Undergraduate nonresident tuition would be increased by the same percentage as lower level resident, or 3.63%.

Graduate

- In FY 2105-16, the Denver Campus reduced all graduate rates, both resident and nonresident, by 1% to mitigate the cost impact of implementing a fully linear tuition structure.
- With moderating growth in graduate enrollment, the Campus is proposing a modest 3% base increase in both resident and nonresident graduate tuition.

Graduate “Leveling” Strategy

Currently, the Denver Campus has six separate resident graduate base rates for seven schools and colleges. Many of these rates are very close in cost, and this proposed strategy would smooth these rates to reduce confusion to students, provide billing consistency, and improve transparency and predictability of tuition.

As shown in the table below, the number of base graduate tuition rates would be reduced from six to three. Because the rates are leveled before the base increase is applied, some rates are higher or lower than a 3% increase.

Graduate	Fall 2015	Fall 2016 Leveling	3% Base Increase	Total Percent Increase	Fall 2015	Fall 2016 Leveling	3% Base Increase	Total Percent Increase
	Resident				Nonresident			
CLAS	\$362	\$362	\$373	3.04%	\$1,131	\$1,207	\$1,243	9.90%
SEHD	\$356	\$362	\$373	4.78%	\$1,207	\$1,207	\$1,243	2.98%
CAM	\$442	\$442	\$455	2.94%	\$1,207	\$1,207	\$1,243	2.98%
CEAS	\$442	\$506	\$521	17.87%	\$1,207	\$1,228	\$1,265	4.81%
BUS	\$506	\$506	\$521	2.96%	\$1,228	\$1,228	\$1,265	3.01%
CAP	\$437	\$442	\$455	4.12%	\$1,207	\$1,207	\$1,243	2.98%
SPA	\$504	\$506	\$521	3.37%	\$1,207	\$1,207	\$1,243	2.98%



Tuition Differential Rates

The Denver Campus is proposing tuition differentials for two high demand, high cost schools: the Business School and the College of Engineering and Applied Science. The Campus is proposing differentials that align rates with peer institutions and maintain competitive tuition costs, but that is also easy to communicate to students for computing cost of attendance.

- Undergraduate differential will be \$50 per credit hour for all courses in the Business School and the College of Engineering and Applied Science.
- NEW lower level undergraduate resident students would pay about 20% more than last year's rate, and upper level undergraduate resident students would pay 16% more than the Fall 2015 rate. Undergraduate nonresident students would pay 9% more than the Fall 2015 rate. Increasing the rates in these schools is necessary to bring the tuition in line with relevant peers.
- However, continuing undergraduate resident students will receive tuition offsets to cap the increase from last year, limiting the increase to 10%. In this way, the Denver Campus is able to phase in the rate increase.
- Graduate differential will be \$100 per credit hour for all courses in the Business School and the College of Engineering and Applied Science.
- NEW Engineering graduate resident students would pay 40% more than the Fall 2015 rate, and NEW Business graduate resident students would pay 23% more than the Fall 2015 rate.
- Continuing graduate students will receive tuition offsets to cap the increase from last year, limiting the increase to 10% for resident students and 15% for nonresident.
- Half of the differential tuition revenue will be set aside to provide offsets for continuing majors in the Business School and the College of Engineering and Applied Science in FY 2016-17.



The tables below provide a strong defense for the rates increases in Engineering, to being their rates more in line with peers:

Undergraduate Resident Engineering			
Institution	Base Tuition	Engineering Differential	Total
Portland State	\$3,600	\$1,066	\$4,666
MSU Denver	\$5,222	\$0	\$5,222
UNM	\$5,815	\$360	\$6,175
UA Birmingham	\$7,766	\$0	\$7,766
CU Colorado Springs	\$6,888	\$960	\$7,848
CU Denver	\$7,536	\$1,200	\$8,736
Cleveland State	\$9,636	\$0	\$9,636
Wayne State	\$9,822	\$145	\$9,967
CSU	\$8,301	\$2,088	\$10,389
UI Chicago	\$9,526	\$2,400	\$11,926
CU Boulder	\$9,312	\$3,000	\$12,312
DU	\$28,776	\$0	\$28,776
Average	\$9,350	\$935	\$10,285

Undergraduate Engineering tuition comparisons are 12 credit hours, two terms.

Graduate Resident Engineering			
Institution	Base Tuition	Engineering Differential	Total
UNM	\$4,577	\$0	\$4,577
Portland State	\$6,408	\$900	\$7,308
UA Birmingham	\$7,340	\$0	\$7,340
Cleveland State	\$9,565	\$0	\$9,565
UI Chicago	\$7,654	\$2,494	\$10,148
CU Colorado Springs	\$8,748	\$1,818	\$10,566
CU Denver	\$9,108	\$1,800	\$10,908
CSU	\$9,348	\$1,980	\$11,328
Wayne State	\$10,624	\$1,706	\$12,330
CU Boulder	\$10,530	\$3,150	\$13,680
DU	\$21,582	\$0	\$21,582
Average	\$9,589	\$1,259	\$10,848

Graduate Engineering tuition comparisons are 9 credit hours, two terms.



Business is also now competitive with its differential:

Undergraduate Resident Business			
Institution	Base Tuition	Business Differential	Total
Portland State	\$3,600	\$442	\$4,042
MSU Denver	\$5,222	\$0	\$5,222
UNM	\$5,815	\$240	\$6,055
UA Birmingham	\$7,766	\$0	\$7,766
CU Colorado Springs	\$6,888	\$960	\$7,848
CU Denver	\$7,536	\$1,200	\$8,736
Cleveland State	\$9,636	\$0	\$9,636
CSU	\$8,301	\$2,088	\$10,389
Wayne State	\$9,822	\$886	\$10,708
UI Chicago	\$9,526	\$2,170	\$11,696
CU Boulder	\$9,312	\$4,584	\$13,896
DU	\$28,776	\$0	\$28,776
Average	\$9,350	\$1,047	\$10,398

Undergraduate Business tuition comparisons are 12 credit hours, two terms.

Graduate Resident Business			
Institution	Base Tuition	Business Differential	Total
UA Birmingham	\$7,340	\$0	\$7,340
MSU Denver	\$3,917	\$3,951	\$7,868
UNM	\$4,577	\$3,307	\$7,883
Cleveland State	\$9,565	\$677	\$10,242
CU Colorado Springs	\$8,748	\$1,818	\$10,566
Portland State	\$6,408	\$4,230	\$10,638
CU Denver	\$9,108	\$1,800	\$10,908
Wayne State	\$10,624	\$1,706	\$12,330
UI Chicago	\$7,654	\$6,134	\$13,788
CSU	\$9,348	\$5,310	\$14,658
CU Boulder	\$10,530	\$6,840	\$17,370
DU	\$21,582	\$0	\$21,582
Average	\$9,117	\$2,981	\$12,098

Graduate Engineering tuition comparisons are 9 credit hours, two terms.



DENVER CAMPUS - FY 2016-17 Budget Fact Sheet	
Denver Enrollment	Amount*
	N/A

*Combination of rate and enrollment

Summary

The Denver Campus had experienced four years of actual or budgeted enrollment declines until growth was experienced in Fall of 2014. While the Denver Campus projected conservative enrollment for FY 2015-16, Fall 2015 enrollment declined by 0.3% from Fall 2014 and was 2.1% below budget, with all of the over-the-year decreases coming from nonresidents. The Budget and Finance Office continues to budget conservative enrollment for FY 2016-17 forward.

Rationale

History

On the Denver Campus, growth in undergraduate enrollment was limited from 2011 through 2013, following a decade of steady increases. In fall 2014, undergraduate enrollment increased by 2.6%, buoyed by the second consecutive record high new freshmen class with 17.4% growth and a strong increase of 33.0% in new transfer students over fall 2013. Overall undergraduate growth slowed to 0.5% in fall 2015.

The Campus had projected a 3.5% increase in undergraduate resident enrollment in FY 2015-16. Actual fall 2015 census undergraduate resident enrollment increased by 2.3%, with the third consecutive record high new freshmen class with 3.3% growth countered by a contraction of 5.1% in new transfer students over fall 2014. The Campus had projected a decrease of 3.1% undergraduate nonresidents, but actual fall 2015 undergraduate nonresident enrollment was weaker with a contraction of 9.4% over fall 2014. This was driven by a moderate increase of 2.7% in domestic nonresident students coupled with a strong decline of 19.9% in international nonresident students.

Following declines in graduate students since fall 2010, total graduate enrollment increased by 2.2% from fall 2013 to fall 2014. In fall 2015, resident graduate enrollment declined by 1.4% from fall 2014, making the fifth consecutive year of contractions. Driven by a decrease in international students, nonresident graduate enrollment dropped by 4.2% from fall 2014, leaving total graduate enrollment down 2.0% from fall 2014.

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



credit hour distributions and patterns. Headcount estimates are projected separately from tuition by population type.

FY 2016-17

As mentioned above, fall 2015 experienced a record setting new freshman class, which coupled with an increase in continuing students to mitigate the decline in transfer students. The Campus continues to operate a robust recruitment and marketing campaign to increase resident students, which is reflected in the strong freshmen classes of fall 2013 and 2014 as well as the FY 2016-17 projection. For undergraduate residents, the Campus is forecasting moderate enrollment growth due to the strong increases in new students experienced in the last two years as well as enhanced student recruitment and marketing efforts.

Enrollment of domestic undergraduate nonresidents is projected to grow moderately as large cohorts from fall 2014 and 2015 are anticipated to buoy the level of continuing students. Enrollment of international nonresident students dropped precipitously in fall 2015, as the Campus lost large cohorts of students from Saudi Arabia and Brazil. While the Campus is projecting the number of new nonresident students to be flat, declines in new and transfer students from prior years is anticipated to effect the number of continuing students and result in a stronger decline in undergraduate nonresident enrollment.

Despite seeing enrollment of graduate students on the Denver Campus increase by 2.2% in fall 2014, the recent history of declines returned in fall 2015 with a contraction of 2.0%. Graduate resident students declined by 1.4%. The Campus is projecting the contractions to continue, particularly as the economy and job market continue to recover from the recent recession. Historical enrollment for graduate domestic nonresidents is volatile, having declined by 0.5% in fall 2013, increasing by 12.3% in fall 2014, and remaining flat in fall 2015. Given the instability and uncertainty of this group, the Campus is forecasting very moderate growth in line with long-term averages. Comparatively, growth in international graduates reversed dramatically in fall 2015, having averaged 9.5% per year over from 2006 to 2014 and declining by 8.0% in fall 2015. The Campus is projecting a continued decline in international nonresident students due to uncertainty in the world economy and anticipated declines in continuing students.

Enrollment projection in this transitioning environment is a challenge, but the Campus believes that the assumptions are cautious and is constantly improving the methodology to increase accuracy over time.

Enrollment history and the projection are presented in the following table:



Headcount	Fall 2012 Census	Fall 2013 Census	Fall 2014 Census	Fall 2015 Census	Fall 2016 Projection
Undergraduate Resident	8,357	8,292	8,473	8,666	8,875
Change	(170)	(65)	181	193	209
% Change	-1.99%	-0.78%	2.18%	2.28%	2.41%
Undergraduate Domestic Nonresident	726	748	845	836	847
Change	102	22	97	(9)	11
% Change	16.35%	3.03%	12.97%	-1.07%	1.32%
Undergraduate International Nonresident	683	696	669	536	400
Change	107	13	(27)	(133)	(136)
% Change	18.58%	1.90%	-3.88%	-19.88%	-25.37%
Undergraduate Nonresident Subtotal	1,409	1,444	1,514	1,372	1,247
Change	209	35	70	(142)	(125)
% Change	17.42%	2.48%	4.85%	-9.38%	-9.11%
Total Undergraduate	9,766	9,736	9,987	10,038	10,122
Change	39	(30)	251	51	84
% Change	0.40%	-0.31%	2.58%	0.51%	0.84%
Graduate Resident	3,754	3,500	3,432	3,385	3,322
Change	(329)	(254)	(68)	(47)	(63)
% Change	-8.06%	-6.77%	-1.94%	-1.37%	-1.86%
Graduate Domestic Nonresident	402	400	449	449	452
Change	97	(2)	49	0	3
% Change	31.80%	-0.50%	12.25%	0.00%	0.67%
Graduate International Nonresident	349	387	501	461	424
Change	19	38	114	(40)	(37)
% Change	5.76%	10.89%	29.46%	-7.98%	-8.03%
Graduate Nonresident Subtotal	751	787	950	910	876
Change	116	36	163	(40)	(34)
% Change	18.27%	4.79%	20.71%	-4.21%	-3.74%
Total Graduate	4,505	4,287	4,382	4,295	4,198
Change	(213)	(218)	95	(87)	(97)
% Change	-4.51%	-4.84%	2.22%	-1.99%	-2.26%
Grand Total	14,271	14,023	14,369	14,333	14,320
Change	(174)	(248)	346	(36)	(13)
% Change	-1.20%	-1.74%	2.47%	-0.25%	-0.09%



DENVER CAMPUS /ANSCHUTZ MEDICAL CAMPUS- FY 2016-17 Budget Fact Sheet	
Title IX Resources	Amount
	\$160,000

Note: Amount is the same for Scenario's A, B, and C.

Summary

Title IX requires mandatory training and prevention programming for all staff, faculty. This cannot be subsumed by the current Deputy Coordinator who is charged with overseeing investigations. Federal regulations require that training and prevention programs be ongoing for all. Legislation in congress will expand this to mandatory annual campus climate surveys. The new Deputy Coordinator position will be responsible for programming, training, web/social media, awareness and prevention programming and campus climate surveys.

The part time fellow shall be a student (graduate or undergraduate) hired for a defined period each semester to carry out specific work regarding training and prevention or web development or other special projects, as needed.

The operating budget will be used for memberships, expert witnesses, general operating of the office and training.

The Denver and Anschutz Medical Campus will each contribute 1/2 to the Title IX office.

Rationale

A recent Office for Civil Rights of the Department of Education university audit surrounding our efforts suggests the CU Denver|Anschutz has work to do in ensuring that policies are clear and consistent in the scope of mitigating discrimination and outcome. There are significant fines for failing to report a Clery crime and this is likely to become the case when Congressional legislation comes into play. With the recent addition of 14 protected categories added to this portfolio, the Title IX office will become more focused on institutional equity and this type of investment is required to mitigate risk of non-compliance for both campuses. This is considered a mandatory cost and is considered by the campus to be a top priority and necessary for compliance and to meet the President's objectives.

Budget Detail

Item	FTE	Total Cost	Campus Cost
Deputy Title IX Coordinator	1.00	\$97,500	\$48,750
PT Fellow	0.5	\$32,500	\$16,250
Operating		\$30,000	\$15,000
Total		\$160,000	\$80,000

Recommendation

This change is already been anticipated by the campuses and it is recommended that the Regents approve this request.



ANSCHUTZ MEDICAL CAMPUS - FY 2016-17 Budget Fact Sheet			
Addressing Basic Needs	Amount		
	Scenario A	Scenario B	Scenario C
	\$107,459	\$2,362,057	\$2,541,706

Summary

Based on the current structure and status of the Anschutz Medical Campus base budget, the ongoing funds projected to be generated in the Fiscal Year 2016-17 budget under Scenario A proposal, after Campus-wide initiatives, should be returned to the Schools and Colleges to address base instructional and operational needs.

Rationale

The Anschutz Medical Campus has sustained over \$21 million in state General Fund and tobacco funding cuts up until FY 2012-13. More than half of this amount, \$13 million, was addressed by cutting an already thin and over-burdened administrative infrastructure. In addition, the academic health schools received proportionate reductions in their already low state funding allocations sending most of them even further down the ladder of public schools receiving the lowest state funding in the country. Another \$4 million of the cuts were addressed through revenue offsets, and the remaining \$4 million is being covered by temporary bridge funding from the President’s Office. The state funding has increased by \$11.6 million over the last 3 fiscal years but in Scenario A it is projected to decrease by \$2 million.

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

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

The bottom line of all of these factors is that the additional tuition generated by the Anschutz Medical Campus programs over the last 6 years has gone to cover increased costs for



instruction, mandatory cost increases, inflation, and to offset some of the state and tobacco funding cuts sustained by the campus. Needless to say, tuition is not a strategy that has addressed the campus' loss of state funding or the pressures we face as we look to fund new initiatives.

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

- Schools are making investments in faculty to address accreditation standards to ensure stable delivery of quality programs; to focus on development of new research; curriculum, clinical practice and community initiatives.
- Increases in student stipends and tuition and fee remissions.
- Increases for student mental health.
- Investment in Interprofessional Education, which is when students from two or more professions learn about, from, and with each other to enable effective collaboration and improve health outcome.
- Faculty and administrative support for two new programs MS in Palliative Care – Fall 2016 and the Biomedical Sciences and Biotechnology MS program - Fall 2015. The increase in expenditures for both of these programs are consistent with the plans previously presented and approved by the Regents.
- Increase in expenditures to support 50 Basic Science PhD slots (plus 2 for MSTP)

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

Budget Detail

Item	Cost
Scenario A	\$107,459
Scenario B	\$2,362,057
Scenario C	\$2,541,706

Recommendation

To approve the increases for addressing basic needs.



ANSCHUTZ MEDICAL CAMPUS - FY 2016-17 Budget Fact Sheet	
General Operating Budget	Amount
	\$3,024,022

Note: The amount is the same in Scenario's A, B, and C.

Summary

The following is a summary of non-compensation operating increases proposed by the Denver campus for FY 2016-2017.

Rationale

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

- Due to the increase in the Indirect Cost Recovery revenue a portion of that revenue is given to the units per the Indirect Cost Recovery Policy Distribution.
- Projected increases for the disposal of chemical waste.
- Projected increase in the campus Microsoft license agreement.
- ICCA: Increases for system administration support are primarily driven by compensation increases and technology increases.
- Decrease in insurance premiums that was provided by risk management.

Budget Detail

Item	Cost
Indirect Cost Recovery Policy Distribution	\$3,503,893
Disposal of Chemical Waste	\$7,680
Microsoft License	\$31,659
ICCA	\$507,112
Insurance	(\$1,026,322)
Total	\$3,024,022

Recommendation

To approve the mandatory increases for FY 2016-17.



ANSCHUTZ MEDICAL CAMPUS - FY 2016-17 Budget Fact Sheet		
Tuition and Enrollment	Amount	Percent Change
	\$3,356,799	4.1%

Summary

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

Tuition rate increases, while having a temperate impact on revenue, are limited from a competitive standpoint as schools assess their market to ensure students will retain interest in the Campus. Each year, the schools on the Anschutz Medical Campus set their rates through a precarious decision making process that balances peer competition, needs for academic programs, changes in state funding (e.g., General Fund and Tobacco Master Settlement funds), and the impact on students’ debt. Academic health programs are the most expensive education offered by the University. For FY 16-17, schools and colleges on the Anschutz Medical Campus have proposed program-specific rates based on the market and needs of each program. These are maximum rates that can be lowered if necessary before the start of the term as permitted by Regent Resolution (starting fall 2013).

Rationale

Enrollment

The College of Nursing at the Anschutz Medical Campus offers an undergraduate nursing program. Following a sharp decline in fall 2013, enrollment rebounded in fall 2014, with growth in the traditional Nursing Bachelor of Science program expanding with a new cohort at CU South Denver and a large increase in the RN to Nursing BS program. The College continued to expand the cohort sizes at CU South Denver and launched a new accelerated BS program in fall 2015, leading to a 10.1% increase in undergraduate enrollment. The College is projecting a small decline of 0.8% in undergraduate enrollment, with a small increase anticipated in the BS Nursing program being offset by a decrease in the RN to BS Nursing program in fall 2016.

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

- Colorado School of Public Health: The Colorado School of Public Health anticipates total enrollment growth of 8.3% in FY 2016-17. This is being driven by:



- Master of Public Health (MPH): This program has experienced average growth of 17.8% per year for the last six years. The School anticipates strong enrollment to continue, and projects an increase of 13.2% in this program in fall 2016.
- PhD and Doctor of Public Health (DrPH) programs: Enrollment growth in these programs has averaged 13.3% for the last five years. The School expects strong but slightly tempered growth of 5.6% projected for fall 2016.
- Strong growth from three new programs in the School of Medicine and the Graduate School:
 - MS Anesthesiology is entering its fourth year, and is projecting an increase of 26.9%.
 - MS Biomedical Science and Biotechnology will be in its second year, with enrollment anticipated to more than double.
 - MS Palliative Care is a new program in fall 2016.

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

Headcount	Fall 2013 Census	Fall 2014 Census	Fall 2015 Census	Fall 2016 Projection
School of Medicine	963	1,005	1,031	1,052
% Change	0.10%	4.36%	2.59%	2.04%
School of Dental Medicine	289	316	317	317
% Change	10.73%	9.34%	0.32%	0.00%
College of Nursing	819	859	962	933
% Change	-6.08%	4.88%	11.99%	-3.01%
Skaggs School of Pharmacy and Pharmaceutical Sciences	678	674	650	628
% Change	-2.87%	-0.59%	-3.56%	-3.38%
Colorado School of Public Health	561	630	685	742
% Change	7.88%	12.30%	8.73%	8.32%
Graduate School	396	417	439	462
% Change	3.94%	5.30%	5.28%	5.24%
Anschutz Medical Campus Total	3,706	3,901	4,084	4,134
% Change	0.32%	5.26%	4.69%	1.22%
Total Resident	3,122	3,216	3,343	3,414
% Change	0.35%	3.01%	3.95%	2.12%
Total Nonresident	584	685	741	720
% Change	0.17%	17.29%	8.18%	-2.82%

Tuition

Each school and college at the Anschutz Medical Campus proposes tuition rates individually for each program offered, weighing peer competition, needs for academic programs, changes in state funding, and impact on students. For FY 2016-17, notable rate changes are:

- Graduate School:
 - PhD Basic Sciences: Resident tuition increase of 23.2% and nonresident increase of 9.5%. As almost all of these Graduate School students are fully supported by grants, institutional funds or tuition waivers, the tuition increase will be used for direct student support (maintaining a first year class of 50 PhD students) and program



- support. These tuition rates also apply to nondegree students and students in years 1 and 2 of the Medical Scientist Training/PhD program in the School of Medicine.
- MS Clinical Science and PhD Clinical Science Programs: Resident and nonresident tuition increases of 8.0%. The program's external review committee directed the program to reduce its reliance on Colorado Clinical & Translational Sciences Institute (CCTSI) funds and become revenue neutral for long-term sustainability and the safety of current students. This is the second year of phased increases to reach tuition rates that are sufficient to provide financial security.

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



FY 2016-17 Anschutz Medical Campus Proposed Tuition Rates						
By School and College, By Degree Program	FY 2015-16 Rates		FY 2016-17 Proposed Rates		Change	
	Resident	Non	Resident	Non	Resident	Non
School of Medicine						
Doctor of Medicine, MD	\$35,678	\$61,633	\$36,748	\$62,703	3.0%	1.7%
Doctor of Physical Therapy, DPT	\$481	\$1,008	\$486	\$1,018	1.0%	1.0%
Child Health Associate Physician Assistant, MPAS	\$357	\$773	\$357	\$773	0.0%	0.0%
MS Genetics	\$585	\$1,142	\$609	\$1,189	4.1%	4.1%
MS Anesthesiology	\$620	\$884	\$620	\$884	0.0%	0.0%
School of Dental Medicine						
Doctor of Dental Surgery, DDS	\$33,330	\$58,633	\$34,580	\$59,883	3.8%	2.1%
College of Nursing						
BS Nursing	\$395	\$875	\$415	\$890	5.1%	1.7%
RN to BS Nursing	\$380	\$490	\$395	\$515	3.9%	5.1%
MS Nursing	\$585	\$1,020	\$610	\$1,020	4.3%	0.0%
Doctor of Nursing Practice, DNP	\$585	\$1,020	\$610	\$1,020	4.3%	0.0%
PhD Nursing	\$550	\$1,020	\$575	\$1,020	4.5%	0.0%
Post Master Certificate	\$585	\$1,020	\$610	\$1,020	4.3%	0.0%
School of Pharmacy						
Doctor of Pharmacy, PharmD	\$26,623	\$39,870	\$27,688	\$39,870	4.0%	0.0%
PhD Pharmaceutical Sciences or Toxicology	\$150	\$647	\$152	\$656	1.3%	1.4%
School of Public Health						
Master of Public Health, MPH	\$733	\$1,215	\$770	\$1,215	5.0%	0.0%
MS Biostatistics, Epidemiology, Health Services Research	\$500	\$1,215	\$525	\$1,215	5.0%	0.0%
PhD and Doctor of Public Health, DrPH	\$458	\$1,068	\$481	\$1,068	5.0%	0.0%
Certificate/Non Degree	\$733	\$1,215	\$770	\$1,215	5.0%	0.0%
Graduate School						
MS Clinical Science	\$400	\$1,000	\$432	\$1,080	8.0%	8.0%
MS Modern Human Anatomy	\$681	\$1,109	\$708	\$1,153	4.0%	4.0%
MS Biomedical Science and Biotechnology	\$455	\$1,080	\$478	\$1,134	5.1%	5.0%
MS Palliative Care	\$0	\$0	\$650	\$950	-	-
Medical Scientist Training/PhD	\$328	\$808	\$404	\$885	23.2%	9.5%
PhD Basic Sciences	\$328	\$808	\$404	\$885	23.2%	9.5%
PhD Clinical Science	\$400	\$1,000	\$432	\$1,080	8.0%	8.0%
Non Degree	\$328	\$808	\$404	\$885	23.2%	9.5%

Notes: MD and DDS program nonresident rates reflect accountable student fees.

MD, DDS, and PharmD are annual rates; All others are per credit hour.

Expenditure Strategy

The revenue mix at the Anschutz Medical Campus is challenging with tuition and state funding providing the smallest percentage of mission-based revenue, and completely restricted clinical and research revenues providing the largest sources of funding. Unlike most other schools of medicine, the Anschutz Medical Campus leverages a significant portion of clinical practice funds to support the academic and research missions of the School in the absence of sufficient General Fund. Research grants make up a much larger portion of the revenue than on a traditional



campus, but these restricted funds are earmarked for specific research projects and cannot be used for other purposes.

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

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

Recommendation

Approve the proposed changes for each program, setting them as a maximum and thereby allowing schools and colleges to decrease tuition before the start of the term if feasible.

FY 2016-17 Anschutz Medical Campus Enrollment Projection									
By School and College, By Degree Program	Fall 2015 Census			Fall 2016 Projection			Change Projection over Census		
	Resident	Non	Total	Resident	Non	Total	Resident	Non	Total
School of Medicine	767	264	1,031	809	243	1,052	5.5%	-8.0%	2.0%
Doctor of Medicine, MD	441	193	634	466	180	646	5.7%	-6.7%	1.9%
Medical Scientist Training, PhD	22	8	30	23	8	31	4.5%	0.0%	3.3%
Doctor of Physical Therapy, DPT	165	33	198	179	20	199	8.5%	-39.4%	0.5%
Child Health Associate Physician Assistant, MPAS	114	17	131	114	17	131	0.0%	0.0%	0.0%
MS Genetics	9	3	12	9	3	12	0.0%	0.0%	0.0%
MS Anesthesiology	16	10	26	18	15	33	12.5%	50.0%	26.9%
School of Dental Medicine									
Doctor of Dental Surgery, DDS	239	78	317	239	78	317	0.0%	0.0%	0.0%
College of Nursing	873	89	962	849	84	933	-2.7%	-6.0%	-3.0%
BS Nursing	416	31	447	420	32	452	1.0%	2.1%	1.1%
RN to BS Nursing	54	12	66	47	10	57	-13.0%	-16.7%	-13.6%
MS Nursing	275	29	304	283	28	311	2.9%	-3.4%	2.3%
Doctor of Nursing Practice, DNP	54	3	57	55	2	57	1.9%	-33.3%	0.0%
PhD Nursing	29	10	39	29	10	39	0.0%	0.0%	0.0%
Post Master Certificate	45	4	49	15	2	17	-66.7%	-50.0%	-65.3%
School of Pharmacy	536	114	650	524	104	628	-2.2%	-8.8%	-3.4%
Doctor of Pharmacy, PharmD	520	87	607	508	77	585	-2.3%	-11.5%	-3.6%
PhD Pharmaceutical Sciences or Toxicology	16	27	43	16	27	43	0.0%	0.0%	0.0%
School of Public Health	574	111	685	620	122	742	8.0%	9.9%	8.3%
Master of Public Health, MPH	368	70	438	416	80	496	13.0%	14.3%	13.2%
MS Biostatistics, Epidemiology, Health Services Research	41	2	43	36	2	38	-12.2%	0.0%	-11.6%
PhD and Doctor of Public Health, DrPH	59	13	72	62	14	76	5.1%	7.7%	5.6%
Certificate/Nondegree	106	26	132	106	26	132	0.0%	0.0%	0.0%
Graduate School	354	85	439	373	90	462	5.2%	5.3%	5.2%
MS Clinical Science	49	5	54	42	3	45	-14.3%	-40.0%	-16.7%
MS Modern Human Anatomy	38	7	45	39	7	46	2.6%	0.0%	2.2%
MS Biomedical Science and Biotechnology	6	6	12	22	5	27	266.7%	-16.7%	125.0%
MS Palliative Care	0	0	0	5	14	18	-	-	-
PhD Basic Sciences	230	59	289	230	55	285	0.0%	-6.8%	-1.4%
PhD Clinical Science	21	0	21	20	0	20	-4.8%	-	-4.8%
Non Degree	10	8	18	15	6	21	50.0%	-25.0%	16.7%
Anschutz Medical Campus	3,343	741	4,084	3,414	720	4,134	2.1%	-2.8%	1.2%

Includes School of Public Health enrollment at UNC and CSU



SYSTEM ADMINISTRATION - FY 2016-17 Budget Fact Sheet		
UIS Mandatory Increases	Amount	Percent Change
	\$416,642	8.6%

Summary

UIS goes through a detailed review of each budget line to compare budgets against prior year actuals and review associated contracts to determine cost savings and/or required increases on contractual obligations.

Recurring Contractual Obligations	FY 2017 Amount
Increases	\$717,410
Savings	(\$300,768)
Total Contractual Obligations	\$416,642

In addition to the above commitments, UIS will need to pay a one-time payment to Oracle as a result of contract triggers related to total CU users. This true-up will be \$543,044.

Rationale

UIS has the primary responsibility of delivering Enterprise Resource Planning (ERP) to CU's campuses. As a result, contracts for software and hardware make up 33% of the UIS budget. The technology footprint of UIS will continue to increase as the university adopts Oracle software and companion technology solutions to maintain gains in productivity among students, faculty, and staff.

UIS operations are broken into four categories:

- Enterprise Cloud Services
- Equipment Maintenance
- Software
- Fiber Network

These areas experience mandatory vendor increases that are triggered by volume increases or contract escalators. A description of increases in each are described below.

Enterprise Cloud Services \$22,715

- This increase is for a position that is currently rostered with the Denver Office of Information Technology through an MOU with UIS which covers a position's salary, benefits, and training costs.



Equipment Maintenance (\$169,553)

- 3 equipment maintenance contract reductions or eliminations including
 - A lease for phones that were purchased in FY 2014 and that are scheduled to be paid off June 2016 allowing for the funds to be reallocated.
 - A reduction of the maintenance for the Juniper VPN Appliance
 - Sanity solutions – Compellent hardware and disk maintenance expiration

Software \$581,670

- 14 new software contract purchases including client back-up and ODI (EPM replacement)
- 11 software contract reductions or eliminations
- 18 software contract increases, including significant increases for
 - Recurring cost from FY 2015 initiative request (\$607,000) to support improving the firewall security. The contract for years 2 through 5 are \$211,469 annually.
 - InfoEd is software that helps manage the administrative work involved in research, from concept to closeout or the publishing of the research paper. InfoEd contract costs for annual support of a new development environment required for the upgraded 808.01 version of InfoEd, and for Implementation and Support services separate from the annual license fees for the InfoEd module. We are currently reliant on InfoEd's professional services to provide the updates and bug-fixes while we wait for a regular update schedule.
 - RedHat Linux - CU Boulder Operating System Satellite License true-up. A joint purchase with the Boulder campus. We initially paid half of the annual contract, but now are responsible for the full amount of \$50,000. Red Hat Linux is an open source operating system, providing more reliability and scalability across a range of hardware, architectures, hypervisors and clouds.

Fiber Network (\$18,190)

- Savings related to reduction in CU 4 campus fiber which is being repurposed to be BISON (high speed network link) Link which is a commodity fiber between Boulder and Denver that FRGP Administers and we are becoming a member of BISON to have a higher connectivity between Boulder and Denver with the Data Center moves approaching.

Budget Detail

See the following tables for detailed support.



Item	FY 2016 Continuing Budget	FY 2017 Increase Request	Total
UCD Network Engineer & Training Fees	\$137,300	\$22,715	\$160,015
These are two positions that are currently rostered with the Denver OIT office, paid through a networking MOU which covers salaries and benefits.			

Equipment Maintenance			
Accuvant - A10 Load Balance	\$21,600	\$4,650	\$26,250
Load balancers are used to increase capacity (concurrent users) and reliability of applications. The current PO shows that we have 5 and the annual support is \$3,588 to total \$17,940 and expires 10/14/16. In FY16, to stay within budget we reduced support to next business day, but to have 24/7 support for 5 nodes it will be approximately \$26,000.			
CenturyLink - VOIP Hours	\$6,250	\$3,750	\$10,000
Roll forward used in FY 2016 to bump up to \$11,375 - 50 hours of support cost \$6,250. We are transitioning from CenturyLink to ANM for support services in FY 2016 into FY 2017 via SPO #1000568042.			
Cisco System Inc (Key Gov Finance) Phone System	\$52,953	(\$52,953)	\$0
This lease is for the phones that were purchased in FY 2014 and will be paid off June 2016 thus allowing for the funds to be reallocated.			
Juniper VPN Appliance Hardware/Software Maint	\$7,000	(\$2,000)	\$5,000
Sanity Solutions (Compellent - Hardware and Disk)	\$128,115	(\$123,000)	\$5,115
Compellent hardware is being replaced by Hitachi and will no longer require the full maintenance. New Hitachi equipment will come with 3 years of maintenance. Retaining a small amount for cabling required for unit transition.			
Balance of Equipment	\$418,590		\$418,590
Equipment Maintenance Budget Total	\$634,508	(\$169,553)	\$464,955

New Software			
Bomgar Remote Desktop Software	\$0	\$7,800	\$7,800
This provides remote assistance securely through firewalls to any remote desktop, server, POS system or mobile device. UIS currently has two licenses that will need renewed as well as purchasing two additional licenses for Advancement.			
Business Applications Sharepoint Dev Environment Maturity	\$0	\$3,000	\$3,000
Mirror production environment to ensure compatibility with upgrades/patches/testing - recurring tail for licenses.			
Client Workstation Auto-Back-up Solution	\$0	\$52,724	\$52,724
Software that will backup files on department laptop/desktop and allow to restore - DQ currently in process and this is the recurring tail (estimated).			



Desktop Application Patching	\$0	\$6,000	\$6,000
Additional managed end-points for SCCM licensing - recurring tail of planned purchase in FY 2016.			
Mac System Management (Casper)	\$0	\$5,000	\$5,000
Software to remotely manage Macs and update them. Recurring tail of purchase in FY 2016.			
Password Storage Software	\$0	\$5,000	\$5,000
Recurring tail of planned purchase in FY16 to securely manage various passwords to enterprise applications and databases.			
Sharegate Software Licenses	\$0	\$3,995	\$3,995
Annual recurring licensing fee - migration and governance tool to manage SharePoint 2013 Environment.			
Web Application Testing tools to replace IBM tool	\$0	\$2,000	\$2,000
Recurring tail of planned purchase in FY 2016.			
EDQ Replacement with Oracle Data Quality	\$0	\$31,000	\$31,000
Recurring tail of planned purchase in FY 2016.			
Replacement of EPM with ODI	\$0	\$37,000	\$37,000
Recurring tail of planned purchase in FY 2016.			
Muhimbi Licenses	\$0	\$1,350	\$1,350
Recurring tail of licenses purchased for Elevate.			
Phone System - Required Upgrade	\$0	\$7,405	\$7,405
Recurring tail of phone system upgrade (estimated).			
VPN Upgrade and Expansion for Advancement.	\$0	\$10,000	\$10,000
Recurring tail of VPN Upgrade and Expansion (estimated) - contingent on \$870.			
Salesforce.org	\$0	\$1,200	\$1,200
Two UIS site licenses to enable integrations troubleshooting, was paid in FY 2015 and FY 2016 with one-time funds.			
Total New Software	\$0	\$173,474	\$173,474

Annual Increases to Software			
Automic - UC4 (Job Scheduler)	\$49,994	\$6,770	\$56,764
This is a service that enables the enterprise to schedule and monitor computer batch jobs. In FY 2016 the actual amount paid was \$54,061 and according to the master agreement, signed January 2009, the fees are subject to annual increases not to exceed 5% of previous invoiced annual Maintenance fee. Original calculation based on two year 5% increase, reduced to one year 5% increase.			
Citrix - Go To Meeting	\$25,000	\$2,908	\$27,908
GoToMeeting and Webinar Meeting Licenses - the total paid through March 2016 is \$29,342. Increasing cost to accommodate increase demand for webinars.			
Ellucian Support Inc - Previously Sungard	\$26,781	\$1,620	\$28,401
Maintenance Ellucian International Student and & Scholar Management Stand Alone - if CU extends the maintenance for 3 to 5 years the escalator will be 6% or 5% respectively.			



Firewall Security Hardware/Software Maintenance	\$50,000	\$161,469	\$211,469
This is a recurring cost from a FY 2015 approved initiative request of \$607,000 to support improving the firewall security. The original request consisted of \$204,000 for intrusion prevention software licenses and \$403,000 for Firewall hardware right-size for production and development data centers. In addition to the \$607,000 from initiatives UIS transferred an additional \$85,000. Thus far the initiative shows \$486,847 paid to SHI, the vendor, and \$51,830 paid to CenturyLink for the network/fiber expansion leaving \$153,323 available. The contract shows that Year 1 is \$486,847 and years 2 through 5 are \$211,469 annually.			
GreyHeller - Firewall	\$28,000	\$1,705	\$29,705
12 months support and maintenance ERP Firewall for locations that access CU's Peoplesoft applications, single signon for PeopleSoft.			
IBM Cognos	\$194,250	\$24,849	\$219,099
COGNOS is the software used for the financial reporting system - FY 2016 amount invoiced is \$198,730 which is a 10% increase from FY 2015.			
InfoEd	\$275,000	\$150,000	\$425,000
\$25k is for the annual support of a new DEV environment required for the upgraded 808.01 version of InfoEd. The remaining \$125k is for InfoEd Implementation and Support services, which is separate from the annual license fees for the InfoEd module. eRA/InfoEd is very different from our other enterprise applications; where we have developers in-house for our PeopleSoft HR, FIN and student solutions applications who are able to make system changes, do regular upgrades and patches, and implement bug fixes, etc., in the eRA area, we rely solely on the InfoEd vendor to make any changes to their software, to do integrations, to do conversions, to do bug fixes and to provide necessary updates to keep the software current. As we push InfoEd to a regular update model similar to what we have with our other enterprise solutions, we rely on InfoEd's professional services to provide the updates and bug-fixes.			
Insight - Veeam Backup Software	\$22,448	\$4,000	\$26,448
This is a data protection software that provides backup, replication and a wide range of recovery options for Vmware. In FY 2015 the annual cost was \$26,132.			
Micro-Focus US Silk Performer Support	\$16,400	\$16,309	\$32,709
Silk Performer give the ability to create powerful, realistic load and stress tests from users across a range of application environments. Additional funding request to increase functionality for QA Compatibility Testing.			
Oracle	\$1,945,655	\$1,500	\$1,947,155
Oracle license and service agreements for PeopleSoft Finance, Cash Management, HCM and ePerformance.			
Oracle Seat Expansion Increase	\$80,000	\$80,000	\$160,000
Campus Wide Technologies (e.g. Database) – Currently 86,170 however the Contract is at 90,000, this was negotiated Fall 2014.			
Phire	\$14,700	\$1,507	\$16,207



Phire simplifies and automates the management of changes to the enterprise applications. Phire Architect is an application change management solution building using PeopleTools that helps organizations better control and manage changes that are necessary for PeopleSoft and other large enterprise applications.			
Redhat Linux - CU Boulder O/S Satellite License	\$25,000	\$25,000	\$50,000
A joint purchase with the Boulder campus. We initially paid half of the annual contract, but now are responsible for the full amount of \$50,000. Red Hat Linux is an open source operating system, providing more reliability and scalability across a range of hardware, architectures, hypervisors and clouds.			
SmartBear Software - Load UI	\$9,000	\$1,364	\$10,364
This software allows for reuse of functional application program interface (API) tests that are built in the SmartBear SoupUI and this will help to speed testing and reduce the time it takes to deploy high performance representation state transfer (REST) simple object access protocol (SOAP) web services. Cost in FY 2016 was \$9,400.			
SmartBear Software - Soap UI	\$3,000	\$4,152	\$7,152
This is an open source cross-platform Functional Testing solution. It enables the ability to easily and rapidly create and execute automated functional, regression, compliance, and load tests. Original purchase in FY14 was 9 licenses at \$314 each, Cost of business request for FY15 was \$3k and 10 licenses were purchased at \$499 each (\$4,990 total) via PO #1000445589 and in FY16 13 licenses purchased at \$499 each via PO #1000500878 and the renewal of the 10 licenses (estimating elevator) plus co-terming licenses in March 2016.			



Team Dynamix Project Tool	\$46,100	\$5,250	\$51,350
Project, Portfolio and Service Management Software built for Higher Education. The cost is broken down by Enterprise Users, Team Users and TDClient users. FY 2016 is the 3rd year of the contract and the guaranteed rate of \$46,100. Additional 8 licenses for resource managers at a cost of \$5,250.			
Teneable Network Security	\$7,715	(\$7,715)	\$0
Qualys	\$0	\$10,608	\$10,608
This is not a new line, it is a change in product (replacing Teneable Network Security above)			
Total Annual Increases to Software	\$2,819,043	\$491,296	\$3,310,339

<i>Atlassian - Stash Software License</i>	\$3,000	(\$1,000)	\$2,000
<i>Central Logging Software</i>	\$26,000	(\$3,686)	\$22,314
<i>COGNOS Licenses</i>	\$4,000	(\$4,000)	\$0
<i>Dirsec - Barracuda Appliances</i>	\$5,000	(\$1,000)	\$4,000
<i>Dirsec - Barracuda Virtual Load Balancers</i>	\$4,750	(\$4,750)	\$0
<i>Duo Security Multifactor Phone Authentication</i>	\$8,000	(\$8,000)	\$0
<i>Enterprise Data Backup Software - Data Continuity</i>	\$25,000	(\$25,000)	\$0
<i>Knowledge Front - MailLive Email Monitoring</i>	\$2,160	(\$1,800)	\$360
<i>Microsoft - 5 pack of IT Pro Annual Phone Support</i>	\$5,153	(\$3,864)	\$1,289
<i>Oracle - Identity and Access Management</i>	\$33,650	(\$20,000)	\$13,650
<i>Performance Tuning</i>	\$10,000	(\$10,000)	\$0
Total Reductions to Software	\$126,713	(\$83,100)	\$43,613
Balance of Software	\$558,490		\$558,490
Software Budget Total	\$3,504,246	\$581,670	\$4,085,916

<u>Fiber Network</u>			
CenturyLink QWave	\$175,000	\$3,500	\$178,500
These are the two 1Gb WAVE circuits – one from Grant Street to Hosting.com and the other from Grant Street to e-Fort. The annual cost is about \$174,000 however it may fluctuate a little from month to month.			
CenturyLink QMOE	\$115,500	\$2,310	\$117,810
Monthly charges for CenturyLink Metro Optical Ethernet (OMOE Primary Network). This PO accounts for 6 circuits specifically charged and paid by UIS.			
Hosting Lease	\$212,292		\$212,292
E-Fort (State Fees)	\$133,720		\$133,720
CSU (UCCS/UCD back up)	\$32,000		\$32,000



UCAR	\$30,000	\$8,000	\$38,000
Front Range GigaPop (FRGP) is a consortium of Universities, research organizations, non-profit corporations, government agencies, cities, counties, States, and K-12s that cooperate to share wide area networking services including Internet2, intra-FRGP, commodity Internet, caching, and peering connectivity. The FRGP is one of several Regional Optical Networks (RONs) in the United States. RON members typically enjoy reduced costs, shared expertise, shared services, increased buying power, and economies of scale.			
CU Denver 4 - Campus Fiber	\$42,000	(\$32,000)	\$10,000
We are repurposing this line to be BISON (high speed network link) Link which is a commodity fiber between Boulder and Denver that FRGP Administers and we are becoming a member of BISON to have a higher connectivity between Boulder and Denver with the Data Center moves approaching			
Total Fiber Network	\$740,512	(\$18,190)	\$722,322
Total Contractual Obligations	\$5,016,566	\$416,642	\$5,433,208



SYSTEM ADMINISTRATION - FY 2016-17 Budget Fact Sheet		
ADP Multi-State Taxation	Amount	Percent Change
	\$68,000	0.00%

Summary

In conjunction with the University Controller’s office, Employee Services will implement a multi-state taxation process that allows CU to pay taxes to any state in which we have employees live and work and avoid being out of compliance with taxation requirements. This option offers significant savings and flexibility over hiring an internal FTE, at an estimated salary and benefit of \$86,450, to manage all state contracts and facilitate payments.

Rationale

The university has not implemented a compliance program for employees working out of state. However, the need for compliance has become critical due to 228 CU employees performing work outside of Colorado, 218 campus and 10 System employees. This number is expected to grow as we rely on more flexible employee options to retain talent, lower costs, and seek specific expertise.

States vary in their requirements related to the Affordable Care Act, unemployment insurance, and leave policies. Because we have employees working in every state in the country, there are hundreds of requirement combinations to monitor. Penalties for non-compliance vary widely by state and can be significant.

Budget Detail

A review of vendors was completed and ADP was selected as providing the best combination of services and price. Factors considered included:

- Organization capacity
- Integration with PeopleSoft
- Experience with peer institutions

Additionally, CU was able to utilize savings written into an existing contract approved through The Cooperative Purchasing Network (TCPN).



SYSTEM ADMINISTRATION - FY 2016-17 Budget Fact Sheet		
Patient Centered Outcome Research Institute (PCORI) fee	Amount	Percent Change
	\$39,938	59.5%

Summary

As part of the Patient Protection and Affordable Care Act (ACA), a new fee has been instituted that affects the cost to Employers providing health plans. The Patient Centered Outcome Research Institute (PCORI) fee was \$1.00 per covered life for the FY 2013 plan year (ended June 30, 2013). "Covered life" includes each employee and family member participating in one of the plans of the University of Colorado Health and Welfare Trust. This fee increased to \$2.00 in FY 2014 and will increase to \$3.00 in FY 2017. The fee will continue to be applied (and may be at a higher rate) through June 30, 2019. Payment of this fee is due July 31 of each year for the preceding plan year.

Rationale

The Affordable Care Act imposes a fee on issuers of specified health insurance policies and plan sponsors of certain self-insured health plans to help fund the Patient-Centered Outcomes Research Institute (PCORI). The fee is based on the average number of lives covered under the policy or plan.

The fee applies to policy or plan years ending on or after Oct. 1, 2012, and before Oct. 1, 2019. The fee is paid annually on July 31 each year. By law, this fee cannot be paid from the CU Health and Welfare Trust plan assets or by a vendor on behalf of a plan sponsor. The fee must come from individual employer funds.

Budget Detail

See the following table.



Each employer of the health trust will be charged for their portion of the PCORI fee. For CU, the impact with campus detail is shown below.

Campus	FY 2015 Eligible Employee Count (Average)	FY 2015 Estimated Covered Lives	FY 2016 Estimated Covered Lives	FY 2017 Estimated Covered Lives
Boulder	7,159	14,427	15,345	16,322
Colorado Springs	900	1,813	1,928	2,051
Denver	1,768	3,562	3,789	4,030
Anschutz	5,285	10,652	11,330	12,051
System	442	891	948	1,008
COBRA	141	183	195	207
CU Total	15,695	31,528	33,535	35,669
Fee per Headcount		\$2.00	\$2.00	\$3.00
Fee Impact		\$63,056	\$67,070	\$107,008
Change from FY 2016 to FY 2017				\$39,938



SYSTEM ADMINISTRATION - FY 2016-17 Budget Fact Sheet		
Independent Penetration Testing and Phishing Assessment	Amount	Percent Change
	\$90,578	20%

Summary

Contract with third party vendors to perform an independent penetration test of two university-wide critical services per year and conduct phishing assessments.

Rationale

The university continues to deploy technology at a rapid rate in support of critical business functions. Information Technology systems are vital assets that merit as much recognition and scrutiny as other important assets that support the university mission.

Independent Penetration Testing

Various external entities require the university to perform periodic penetration testing. For example, the Payment Card Industry Data Security Standards require that penetration tests be performed for systems handling credit card data. Additionally, the university's cyber liability insurance requires that we conduct penetration testing of critical systems.

When feasible, IT security staff currently conduct assessments of university systems, ERP systems often require unique skill sets to effectively assess the risk to a system. For example, as part of the Elevate project the university contracted with an expert in PeopleSoft systems for penetration testing. The testing discovered a previously unknown flaw in software provided by Oracle which could have allowed highly-confidential data to be breached. It is important for the university to pursue ongoing and permanent skills so as to be able to consistently perform the penetration testing.

Phishing Assessment

Many universities have reported an increase in the practice of sending e-mails purporting to be from legitimate organizations in order to induce individuals to reveal personal or institutional information; otherwise known as "phishing." For example, the Boulder campus reported an increase in the number of compromised accounts from 6 in FY 2009, to 45 in 2011 and 230 in 2013. All campuses have seen similar concerns. Compromised accounts can be used to send SPAM or additional phishing email messages, or to gain access to campus systems. While technical measures can be deployed to help mitigate the risk of phishing, ultimately the University must rely on individual employees making sound decisions. For this reason, it is important to gauge security awareness and provide "just-in-time" teaching exercises explain the dangers of phishing emails while the actions are fresh in employees' minds and give brief tips for avoiding traps in the future.



Office of Information Security conducted initial proof of concept phishing assessments on the campuses which showed between 12% and 30% of employees and students fell victim to phishing assessments (the rates varied by campus and demographic group). Continuing testing of phishing assessments on the Boulder campus showed a substantial reduction of the number of individuals susceptible to phishing and more importantly a 60% reduction of compromised accounts between FY 2013 and 2015. Sustaining this effort on all campuses will require ongoing funding.

Budget Detail

Description	FY 2015-16 Continuing Budget	FY 2016-17 Changes
SANs Securing the Human	\$48,000	(\$48,000)
Phishing Assessment	-	\$68,000
AppScan	\$5,856	\$2,928
Independent Penetration Testing	-	\$50,000
Identify Finder Maintenance	\$70,000	\$11,150
ISO Staff Training	\$2,000	\$6,500
Total	\$125,856	\$90,578