



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
FY 16-17 State Support Cut-Reserve	\$1,515,002	n/a	\$1,515,002	n/a

### **Summary**

Expected fluctuations in annual state support amounts require thoughtful and strategic planning. Due to a forecasted decline in state support in FY 2016-17, UCCS will use this amount for one-time purposes in FY 2015-16 rather than allocating it to on-going needs.

### **Strategic Objective**

Specifically UCCS will use these funds on the North Nevada Infrastructure project thereby decreasing the amount that is needed for debt service. The reduction in the debt service is achieved through utilizing these cash funds to reduce the principal amount which in turn reduces future annual payments.

### **Analysis**

Lowering the amount of debt service reduces the general fund amount required for a thirty year payment. This allows us to fund important instructional needs on campus including reducing reliance on lecturers through the addition of tenure track faculty.

### **Recommendation**

Approve. This request meets a demonstrated need and is targeted to be directed to the needs of the UCCS campus strategic plan.



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Student Response Team- Compliance Needs	\$300,000	n/a	\$300,000	n/a

**Summary**

Federal regulations around Title IX and the Clery Act are generating thoughtful deliberations about the type of positions that need to be added in the Dean of Students area and the University Counseling Center. This is the first of a multi-year plan to invest in best practice models around these complex issues.

**Strategic Objective**

Investing in staff for the Dean of Students office (1.0 FTE, \$56,250) and the Counselling Center (2.66 FTE, \$243,750) will allow UCCS to achieve a goal of meeting best practices in higher education for managing student crisis situations.

**Analysis**

Nationwide, if campuses want to continue to receive federal funds there is no choice but to provide the services that are expected as a best practice. Adding these services increases the ability of the campus to provide higher levels of support for and respond to the needs of our growing student population.

According to the international association for counseling services the staff to student ratio is 1.0 FTE for every 1000 to 1500 students. At UCCS there are currently 5.6 FTE for actual clinical service hours while the need based on 1500 students is 7.4 FTE and based on 1,000 is 11 FTE. This initiative adds 2.66 FTE clinicians for a total of 8.26 FTE in the Counseling Center.

This also impacts the Dean of Students office, the Student Health Center, the Office of Harassment and Discrimination and Residence Life and Housing. Each of these areas is also below the national recommended averages. Due to the student population at UCCS getting younger every year, these units are facing a new and unique set of challenges.

**Recommendation**

Approve. This request meets a demonstrated need to meet best practices in responding to student needs.



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Campus Infrastructure	\$900,500	n/a	\$750,500	n/a

**Summary**

The designated growth campus continues to develop the North Nevada corridor and main campus. This request includes funding for the operations of the Visual and Performing Arts building (VAPA), North Nevada Infrastructure debt service, an increase to the Capital Renewal fund, the creation of a new Classroom/Common Space furniture replacement fund and rent for general fund lecture space in the auxiliary operated residence halls.

**Strategic Objective**

This investment plan will allow us to support the growth of our campus and student body population and be responsible for the maintenance and preservation of our physical campus at a high standard.

**Analysis**

**Scenario A**

VAPA opens in 2018. Of the total \$900,500, \$350,500 is the first installment to establish the operating budget for this project. In FY 2015-16 and 2016-17, this amount will be used to decrease the amount borrowed for the North Nevada Infrastructure (NNI). The investment also includes the debt service amount for NNI at \$225,000. This request also includes a \$100,000 increment to the campus Capital Renewal/Controlled Maintenance fund as well as a \$50,000 allocation to the new Classroom/Common Space furniture replacement fund. Lastly, it includes a \$175,000 allocation to cover the rental cost of space for general fund activities in the residence halls.

**Scenario A Minus**

Remove the funding increase of \$100,000 for the campus Capital Renewal/Controlled Maintenance fund as well as the \$50,000 allocation to the new Classroom/Common Space furniture replacement fund. All other funding allocations remain the same.



<b>Campus Infrastructure</b>		
<b>Description</b>	<b>Scenario A</b>	<b>Scenario A Minus</b>
Visual and Performing Arts Building Operating Funds	\$350,500	\$350,500
North Nevada Infrastructure Debt Service	\$225,000	\$225,000
Campus Capital Renewal and Controlled Maintenance	\$100,000	\$0
Classroom/Common Space Furniture Replacement	\$50,000	\$0
Rental Cost for Instruction use of Residence Halls	\$175,000	\$175,000
<b>Totals</b>	<b>\$900,500</b>	<b>\$750,500</b>

**Recommendation**

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



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Salary Initiatives	\$460,000	n/a	\$460,000	n/a

**Summary**

This investment provides a second round of funding for the market/equity/grievance salary adjustment pool and funding to suspend the campus salary sweep policy.

**Strategic Objective**

This investment plan allows the campus to continue to address market, equity and grievance salary adjustments for faculty and university staff. It also eliminates a structural budget deficit created as a result of previous year budget cuts.

**Analysis**

As UCCS continues to outpace its strategic plan goals it is important from a competitive perspective that the campus compensates its faculty and staff at least to 100% of the average salaries of our peer institutions. \$360,000 of this request is the second year of the salary initiative. UCCS plans for this initiative to continue through FY 2018-19.

As UCCS grows, the need to replace vacant staff positions quickly becomes more important so that student needs and services continue uninterrupted. With \$100,000, a current UCCS campus policy that sweeps one month of salary from vacant positions can be suspended so that these replacements and interim solutions may be more quickly funded.

**Recommendation**

Approve. This request meets a demonstrated need and allows us to further improve faculty and university staff salaries on campus.



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Enrollment Initiatives	\$1,836,844	n/a	\$1,702,913	n/a

**Summary**

This investment includes an addition to the campus enrollment contingency, enrollment growth funding at the Beth El College of Nursing and Health Sciences, an addition to Campus Strategic Initiatives, Royal Enrollment Management, and accounts for anticipated expenses associated with enrollment growth.

**Strategic Objective**

These investments allow for immediate reaction to needs for additional classes or sections depending on enrollment patterns or addresses any tuition shortfall if enrollment targets are not met. It also allocates funding to recognize significant enrollment growth in Beth El, and expands the marketing area supported by Royal.

**Analysis**

**Scenario A**

Campus is becoming much more deliberate in forecasting enrollment. Due to the unpredictability of student behavior it is wise to have the ability to respond to actual circumstances and this \$1,288,754 request provides this operational flexibility. The \$200,000 allocation for Beth El provides for previously unfunded enrollment growth needs that the college had been funding from one-time resources. The \$280,000 addition to the marketing budget increases the target area for enrollment growth supported by Royal. The balance is for UCCS to provide additional technology solutions to aid in enrollment growth.

**Scenario A Minus**

Decrease the funding for Campus Strategic Initiatives by \$60,466 and the enrollment contingency by \$73,465.

**Recommendation**

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



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Chancellor's Areas	\$56,000	n/a	\$41,440	n/a

**Summary**

This investment includes year 3 of funding for the campus compliance director and an amount to fully fund a position in the Office of Harassment and Discrimination (ODH).

**Strategic Objective**

This plan will allow UCCS to support the growing compliance needs and additional complexities on our campus.

**Analysis**

**Scenario A**

As our campus continues to grow and federal mandates increase, there is a commitment to build a structure focused on "best practices". In order to protect the best interest of UCCS and the University of Colorado, it is necessary to formalize these critical functions. Of the total amount, \$21,466 is salary and benefits for a promotion in ODH which professionalizes this position. The remaining \$34,534 is the third of a three-year initiative to fully fund a campus compliance director. The search for this position is currently underway. The intent is to build a strong centralized compliance team to manage the increased compliance requirements in higher education.

**Scenario A Minus**

Do not fully fund the ODH position (reduce amount by \$14,560). This will strain the current investigative services available on campus.

**Recommendation**

Approve. This request meets a demonstrated need and improves the ability to meet federal requirements and begin implementing best practices.



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Academic Affairs	\$1,524,306	n/a	\$1,127,986	n/a

**Summary**

This investment plan includes 5.8 FTE Tenure Track faculty, 0.5 in non-tenure track faculty and 1.5 FTE staff for other departments within Academic Affairs as well as support for Academic Affairs administration, the Colleges of Business, Education, Engineering, and Letters, Arts, and Sciences and the School of Public Affairs, and the Library.

**Strategic Objective**

This investment plan will allow UCCS to support the growth of its student body population and support the addition of two new academic programs.

**Analysis**

**Scenario A**

This investment plan addresses critical needs in faculty and staff support as well as operating for existing and new programs. The College of Business is launching a Master’s of Science in accounting (pending approval) and this allocation includes operating and non-tenure track faculty support. The College of Education is proceeding with plans for a new Bachelor’s degree (one TT line) as well as increasing support staff (two, 0.5 FTE lines) per accreditation recommendations. The College of Engineering allocation includes a new TT line, LAS includes two TT lines and a staff position, and Public Affairs includes a new TT line. The Library allocation includes a significant materials budget increase to meet student and faculty demand. The allocation also includes funding for an Associate Vice Chancellor for Academic Affairs and program support for the GPS-Navigator program.

**Scenario A Minus**

Reduce investment by \$396,320 which will impact UCCS’s ability to fulfil its teaching mission and respond to and meet the needs of a growing student population.

**Recommendation**

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



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Administration and Finance	\$471,556	n/a	\$348,951	n/a

**Summary**

This investment request includes expanded services within the Administration and Finance area to help keep pace with the needs and demands of the campus due to enrollment growth and campus expansion. This investment includes 7.41 FTE of new staff in VCAF office, Facilities, Resource Management, Police, Green House, and the Counseling Center.

**Strategic Objective**

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

**Analysis**

**Scenario A**

Increased demands in reporting and compliance as well as a need to develop a sustainable staffing infrastructure, requires allocations for additional staff in the Accounting and Budget Offices (2.0 FTE). Enrollment growth and the developing geographic area of campus has increased the need for additional staff in Facilities (2.0FTE) and Police (1.66 FTE). Other allocations will support the VCAF Office (1.0), Green House (.75 FTE), and University Counseling Center.

**Scenario A Minus**

Reduces ability to staff in critical areas that will impact our ability to respond to and meet the needs of a growing student population and a more complex reporting environment. Specifically, additional staff in the VCAF office and a manager in Facility Services will not be funded.

**Recommendation**

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



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Student Success	\$417,022	n/a	\$308,596	n/a

**Summary**

This investment request includes expanded services within the Student Success areas to help keep pace with the needs and demands of the campus due to enrollment growth and campus expansion. This investment includes 5.0 FTE of new staff in Admissions and Records, Student Life and Leadership, Veteran and Military Student Affairs (VMSA), the Career Center and the Dean of Students (DOS) office. An increase in operating funds for the UCCSlead and Chancellor’s Leadership Class is also included.

**Strategic Objective**

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

**Analysis**

**Scenario A**

Student enrollment growth not only puts demands on the academic units of the campus but also places a strong necessity on the need for comprehensive student success units. This investment plan would help to enhance key support positions within student success to give our students the best opportunity to succeed. This investment plan includes a case manager position in the DOS office, two positions in VMSA to further support our military population, a student life and leadership coordinator, and an admissions examiner.

**Scenario A Minus**

Reduces the ability to add staff in critical areas that will impact our ability to respond to and meet the needs of a growing student population.

**Recommendation**

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



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
University Advancement	\$240,590	n/a	\$178,037	n/a

**Summary**

In support of our existing University Advancement units including Marketing, University Relations, Special Events and Alumni Relations, campus has been broadening the entire marketing strategy for the past several years to increase the visibility of UCCS. One-time funds have been utilized to cover on-going expenditures in past fiscal years that should be built into the base operating budget.

**Strategic Objective**

This investment plan will allow UCCS to advance the strategies that have been implemented over the past 4 years to increase enrollment growth potential and further strengthen its local, regional, national, and international reputation.

**Analysis**

**Scenario A**

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

**Scenario A Minus**

Re-evaluate priorities and determine which critical needs to eliminate upon applying a 26 percent reduction to the initiative.

**Recommendation**

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



UCCS - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Information Technology	\$129,524	n/a	\$95,848	n/a

**Summary**

This investment request increases funding for an IT position (1.00 FTE at \$95,000) and \$20,000 to handle multiple staff promotions. Lastly, a \$14,524 investment augments the operating budget.

**Strategic Objective**

In order to develop a sustainable staffing infrastructure, this allocation provides for an addition of a new staff position and reclassification of current positions. This strengthens the ability of the Information Technology department to deliver the services required and desired by our student and employee population.

**Analysis**

**Scenario A**

Past and future enrollment growth necessitate investment in our human and technology infrastructure. Students demand the latest technology to help them succeed in their academic endeavors. Staff and faculty face frequent changes in the CU systems that are used. We rely on technology and need the resources for the experts to support it.

**Scenario A Minus**

Unable to staff in critical areas that will impact our ability to respond to and meet the needs of a vibrant, engaged and ever changing technology driven campus. Specifically an IT professional position may be reduced to an entry level information technology staff position. This limits the ability to build the sustainable staffing structure.

**Recommendation**

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



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Compliance Initiatives</b>	<b>\$945,085</b>		<b>\$945,085</b>	

**Summary**

This proposal focuses on the on-going compliance effort and will increase staff and operating funds \$945,085.

**Strategic Objective**

The campus has fiduciary and regulatory compliance needs that spread through every campus organization. It is essential to provide adequate staff support to manage the myriad rules and regulations ranging from the federal government to internal CU policies. Residual effects of compliance investments could provide opportunities to further efforts on optimizing operations and workflows.

Funding for positions and operating costs would be placed in departments that have the highest compliance needs. Areas with high compliance activities include legal, accessibility, human resources, financial, student services, research administration, Title IX, Environmental Health & Safety, and financial aid.

**Analysis**

The campus receives federal funding and is subject to myriad rules and regulations that impact operations ranging from department-located support staff to central administrative offices. In addition to federal rules and regulations, the campus must adhere to State, local, University and campus laws and policies. This requires the campus to be a compliance-minded organization with many of the faculty and staff positions across the campus requiring compliance awareness in order to perform day-to-day duties. An investment in a compliance heavy department can defray potential non-compliance findings which can carry a hefty financial penalty up into the millions of dollars in some cases. In addition, by consolidating compliance efforts and investments the campus expects over time to realize a more efficient and effective approach to compliance issues.

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Esteemed Scholars Merit Aid Program</b>	<b>\$2,500,000</b>		<b>\$2,500,000</b>	

**Summary**

Fiscal Year 2016 is the third year of a campus-wide Esteemed Scholars undergraduate merit aid program. In total, the campus will fully fund \$2.5 million for a third cohort of Esteemed Scholars.

**Strategic Objective**

Merit aid is a direct recruitment strategy to attract highly qualified resident students.

**Analysis**

The state of Colorado no longer funds a merit financial aid program. At the height of the state program in 2002-03, CU-Boulder received more than \$2 million to help recognize high achieving resident students. This program decreased over the years and was unfunded in 2009-10.

The Esteemed Scholars program was implemented in fall 2013 in order to further the Boulder campus' continued commitment to Colorado and recognize top Colorado students for their academic achievements. This program has over 1,500 Colorado students participating from the first two cohorts. The yield from these highly qualified students during the first two years of the program have met or exceeded expectations.

The annual costs of the program are anticipated to be \$2.5 million, and the program's total cost will be \$10 million after the four-year phased-in implementation.

Undergraduate resident students comprise approximately 53% of the total student enrollment and 31% of tuition revenues. To remain competitive nationally in keeping the best Colorado high school students in Colorado, CU-Boulder developed a merit scholarship awarding program, which many other nationally recognized public institutions of higher education have already in place. The Esteemed Scholar program is not a replacement for the strong commitment to providing need based aid.

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



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

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Capital Asset Management Plan</b>	<b>\$3,000,000</b>		<b>\$830,973</b>	
<b>Controlled Maintenance</b>	<b>\$600,000</b>		<b>\$600,000</b>	

**Summary**

The campus proposes to invest \$3 million to address the aging buildings on the Boulder campus as outlined in the Capital Asset Management Plan (CAMP) that presented to the campus and Board of Regents in fall 2014. The \$600K also will be invested into our aging buildings by augmenting capital renewal operating funds and capital planning, design, and construction project management staff.

**Strategic Objective**

There are limited funding streams to maintain campus facilities. CAMP is designed to tackle upgrading a portion of facilities.

**Analysis**

The campus has an estimated deferred maintenance backlog exceeding \$425M. Over the last decade, the state has had minimal dollars available to support controlled maintenance. As a result, the burden of maintaining campus academic buildings is falling to the campus. The campus has made strategic investments in deferred maintenance over the last five years. For example, in 2012-13, the campus self-funded the renovation of Ekeley, an academic building that would have been funded from the state under the traditional capital improvement funding model. As the state of Colorado moves away from supporting the campus infrastructure, the CAMP has been developed to help move the campus in a direction to better take care of its facilities. The first two building projects approved by the Board of Regents are Carlson and a portion of the Engineering Complex.

A national standard for deferred maintenance investment is to invest two percent of current replacement value annually. The Boulder campus has established a goal of investing one percent of replacement value totaling \$25 million. Currently the campus invests \$8.9 million annually.

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>School/College Direct Funding</b>	<b>\$6,572,370</b>		<b>\$6,572,370</b>	

**Summary**

\$6.6 million will be invested in prior and planned enrollment growth in primarily Engineering and the new College of Media, Communication and Information (CMCI).

**Strategic Objective**

The campus is in a growth mode for high demand programs within Engineering and College of Media Communications Information (CMCI). This funding will support the prior and projected growth by funding marginal instructional and academic support costs.

**Analysis**

Engineering is experiencing unprecedented demand for its programs with 25-28 percent enrollment growth in both its undergraduate and PhD programs since 2007. The program has experienced an increase of 1,000 students during that time period. The new CMCI was planned to accommodate 50 new students and is expected to exceed 200 students in Fall 2015.

Funding to support instructional and academic support costs are needed.

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Information Technology</b>	<b>\$650,000</b>		<b>\$650,000</b>	

**Summary**

Funding of \$650,000 will be used to support campus departments' desktop support needs.

**Strategic Objective**

The campus has over 7,000 faculty and staff with the majority having computer work stations. The campus is consolidating its desktop support efforts. This consolidation will result in long-term savings for new equipment and capitalize on shared infrastructure support across campus.

**Analysis**

Desktop support is currently highly decentralized and inefficient. With this investment, a common base level of support for campus employees and a consolidated approach to purchasing desktop computers will be developed. The long-term savings are unknown at this time but the expectation is that through consolidated bulk purchases the campus will achieve significant savings.

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Enrollment Contingency</b>	<b>\$1,583,851</b>		<b>\$1,428,670</b>	

**Summary**

Funding of \$1,583,851 will be used to as an enrollment contingency to backfill swings in enrollment.

**Strategic Objective**

An enrollment contingency will provide a safety net for enrollment fluctuations. The campus would like to build up an enrollment contingency to approximately \$6 million over a multi-year period.

**Analysis**

The campus has 30,000 students. Tuition is the largest funding source for the campus at over \$500 million annually. An enrollment contingency will provide a buffer for times when enrollment volume and mix do not meet projections. A few years ago, the campus utilized its modest enrollment contingency of \$2 million and actually could have used a larger enrollment contingency balance to cover the enrollment shortfall fiscal impact.

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Diversity Initiatives</b>	<b>\$635,000</b>		<b>\$635,000</b>	

**Summary**

Funding of \$635,000 will be used to support campus diversity programming that has been previously funded on a temporary basis.

**Strategic Objective**

Diversity programming is an integral part of meeting the campus' role and mission. The Chancellor and the Regents have identified diversity and the efforts associated with creating an inclusive campus to be a top priority. These investments will support both students and employees.

**Analysis**

This initiative will provide ongoing funds to the Office of Diversity, Equity, and Community Engagement to help support the campus goals of creating an inclusive environment. This investment will provide ongoing support to the ODECE, pre-collegiate programs, and the Colorado Diversity Initiative. These investments will make permanent the initial investments that were made several years ago.

**Recommendation**

The Boulder campus recommends Scenario A.



<b>Boulder - FY 2015-16 Budget Fact Sheet</b>				
<b>Item</b>	<b>Scenario A</b>	<b>Percent Change</b>	<b>Scenario A Minus</b>	<b>Percent Change</b>
<b>Enrollment – Online, Retention, Strategy</b>	<b>\$3,728,665</b>		<b>\$3,728,665</b>	

**Summary**

Funding of \$3.7 million will be used to support campus online, retention and international student enrollment initiatives.

**Strategic Objective**

The Chancellor has established three strategic goals for the campus including: student success, enhancing reputation, and the creation of new revenues. These investments will support these key 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 supporting international enrollment growth.

**Analysis**

The Chancellor has set the strategic direction for the campus to enhance and expand its online and distance education efforts. This initiative will provided necessary infrastructure investments to create the studio space necessary for capturing distance courses as well as provide instructional design support for the transformation of current traditional courses to a distance format.

The student retention initiative requires investments to enhance the student experience. Investments in a new advising platform, new faculty-student mentoring programs, and a new enhanced online and in person orientation program are some of the investments that will be supported with this initiative. The investments for student retention overlap with online and international student initiatives and will move in parallel since desired all investments are targeting the same outcomes.

The broad reach of these investments should touch many departments across campus, including but not limited to, admissions, office of international education, student affairs, academic dean’s and other support offices, Provost office, institutional research office, undergraduate education office, graduate school office in addition to self-supporting auxiliary departments, such as Housing.

**Recommendation**

The Boulder campus recommends Scenario A.



## Initiative Fact Sheets

Presented to University of Colorado

Board of Regents

Denver Campus

February 20, 2015

Campus Initiatives	Request	Page
Staff positions and Operating	\$849,451	2
MOU Undergraduate Program in Architecture	\$178,017	5
MOU Graduate School Integrative and Systems Biology	\$29,340	6
MOU Undergraduate in Bioengineering	\$550,622	8
Faculty positions	\$976,350	9
Student Recruitment	\$175,000	12
Market Adjustment for The Wildlife Experience Staff	\$55,000	13
International College of Beijing Refinance	\$463,249	14
University Honors and Leaders program	\$105,000	15
Office of Research Services investment funding	\$200,000	16
Capital Investment	\$1,591,846	17
Tuition Fact Sheet	n/a	18
Enrollment Fact Sheet	n/a	22



Denver - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Staff Positions and Operating	\$849,451	N/A	\$849,451	N/A

**Summary**

This request is for:

- A Title IX Coordinator to be split with the Anschutz Medical Campus
- Two Administrative Assistants in the College of Engineering and Applied Sciences (CEAS)
- A Graduate Admissions Specialist in CEAS
- Three staff in the College of Arts and Media (CAM) to assist in human resources and payroll
- An increase in the operating budget for CAM
- .50 FTE for Student Services Coordinator for SPA
- Online out of state enrollment growth for SPA
- One FTE to help with the Event Management for the new Student Commons building
- Three FTEs in Facilities to help with running the Student Commons building
- One FTE in the Finance Office to assist in internal review
- Operating budget increase for the Ombuds office, and
- A Procurement Director to be split with the Anschutz Medical Campus

**Analysis/Background**

A Title IX Coordinator to be split with the Anschutz Medical Campus

Every school or school district that receives federal funding is required to designate and/or adequately train at least one employee to coordinate the recipient's Title IX responsibilities. Title IX regulations also require that the names and contact information of each Title IX Coordinator be made public by the educational institution.

Two Administrative Assistants in the College of Engineering and Applied Sciences (CEAS)

A Graduate Admissions Specialist in CEAS

The positions, listed in priority, are critical to the mission of the College of Engineering and Applied Sciences (CEAS). Enrollment in the college has increased. CEAS is offering more programs, and research proposals, research expenditures and research awards have all increased significantly. Gift revenues, development efforts and accomplishments are increasing. The number of staff FTE in CEAS has remained unchanged since FY 2010-2011. The college is booming, but the current budget allocation does not reflect that. The mission of the college is to provide a quality education, but it has reached capacity and a prolonged shortage of staff will harm the quality of the education that it can provide to students.



Three staff in the College of Arts and Media (CAM) to assist in human resources and payroll

An increase in the operating budget for CAM

The College of Arts and Media (CAM) is a young unit that started off with a skeleton staff. As the enrollment and faculty numbers increased significantly, CAM's administration did not. The administrative infrastructure is not enabled for effective management. Dissatisfaction of faculty due to slow or non-existent follow through, payroll and hiring problems and general lack of administrative support for faculty and students are commonplace. Focused administrative support personnel will alleviate these issues and allow CAM to run smoothly and efficiently while increasing enrollments and boosting student success. The new Dean was given a charge to build enrollments, grow endowments, and increase visibility within the University and the region. CAM's current operating budget sustains only the most basic functions. The increase in operating will be used to drive-up enrollments through concerted advertising, travel, consulting and other timely efforts specifically geared to increase status among national peers and the requisite visibility.

.50 FTE Student Service Coordinator for School of Public Affairs (SPA)

The Student Service coordinator would be funded  $\frac{1}{2}$  with initiatives and the other  $\frac{1}{2}$  with student fee monies. The Student Service Coordinator would assist the Graduate/PhD student advisors (2 employees with 475 Graduate/PhD students) with their increased responsibility in retention efforts such as contacting students who don't enroll after being admitted or those not re-enrolling once they have started the program to find out why and how SPA could assist them in continuing. The duties of this area have also grown with SPA's efforts to proactively monitor enrollments overall and by course (cancel or add sections), marketing classes, increased effort by SPA in career planning with students for which these employees do the majority of advising for retention efforts. An additional position is needed to handle all the work that has been added to this area with the implementation of ISIS, additional requirements from the Registrar's office, the decentralization of the Graduate student admissions and career progression.

Online out of state enrollment growth for School of Public Affairs (SPA)

SPA anticipates additional growth of 10% annually over FY 13-14 to the online out of state population which will increase revenue to the campus from those outside of Colorado. By providing the same faculty, the same degree, the same quality online at 120% of in-state tuition plus SPA's national ranking SPA will continue to capture this growing market of students. These funds will be used to make investments in their online classes.

One FTE to help with the Event Management for the new Student Commons building

Three FTEs in Facilities to help with running the Student Commons building

As a result of the increase of university wide events in the Student Commons Building, it is critical to secure permanent funds to staff an events position. The 2.0 FTE Event Management for Denver Campus in the Facilities department including permitting and setting up for events, no additional inventory required, would cost \$21 per hour versus \$91 per hour for vendors. Additionally, these positions will assist with snow removal, respond to emergencies and assist with access issues. The 1.0 FTE HVACR Tech needed for HVACR calls and to train existing zone staff to respond to HVACR service calls.

One FTE in the Finance Office to assist in internal review

Internal Review position will perform specialized/targeted internal reviews on the Denver|Anschutz Medical Campus at the direction of the Internal Review Manager. Areas of evaluation include but are not limited to adequacy of fiscal policies and procedures, propriety of financial transactions, quality control, financial/regulatory compliance reviews and diagnostics of financial trends.



Operating budget increase for the Ombuds Office

Increase the Ombuds operating budget for office supplies, printing, telecomm/toll, centralized server, dues/memberships, instructional supplies, official functions, conferences, training fees and administrative travel/training. The current budget doesn't cover all of the needs that they currently have. They have been using one time funds to cover their operating budget, which isn't a sustainable model. An increase in their operating will cover their current costs.

A Procurement Director to be split with the Anschutz Medical Campus

This proposal aims to establish a Procurement Director for CU Denver. A Director of Procurement would be hired to have the authority to deal directly with Leadership, the Legal Office, and all schools, colleges, and units. The Director would be responsible for routing and authorizing all personal services RFPs, bids, and contracts, large operating contracts, and capital contracts and leases. The Director would monitor all MOUs in the University, including those between academic units and administrative units, and including new programs. The Director would not duplicate functions of the PSC but would complement the PSC. The Director would not circumvent current approvals, or signatories, but rather establish a consistent process, utilize published templates, and ensure appropriate approvals including Legal, Finance, Budget, and Leadership. The Director would not handle any contracts managed by the Office of Grants and Contracts, anything purchased by the Procurement Card, travel related purchases, or operating purchases under \$100,000.

Table

Item	FTE	Cost
Title IX Coordinator to be split with the Anschutz Campus	1.0	\$78,600
Administrative Assistant III in CEAS	1.0	\$51,746
Administrative Assistant III in CEAS	1.0	\$51,746
Graduate Admissions Specialist in CEAS	1.0	\$47,005
HR Director in CAM	1.0	\$85,150
Accounting Technician in CAM	1.0	\$49,400
Payroll Tech in CAM	1.0	\$45,500
Operating budget in CAM		\$70,000
.50 FTE Student Services Coordinator in SPA	.50	\$23,400
Online Out of State enrollment		\$50,000
Event Staff for Student Commons	1.0	\$60,840
Event Management Personnel	1.0	\$44,881
Event Management Personnel	1.0	\$38,844
HVACR Technician	1.0	\$62,962
Internal Review Full-Time Position	1.0	\$10,000
Operating budget in Ombuds Office		\$16,713
Procurement Director to be split with the Anschutz Campus	1.0	\$62,500
<b>TOTAL</b>		<b>\$849,451</b>

Recommendation

It is recommended by the Campus that these critical positions are approved so that investments can be made into the human infrastructure in the campus. Such investments have not been made on the Denver Campus in several years.



Denver - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Undergraduate Program in Architecture	\$178,017	N/A	\$178,017	N/A

**Summary**

In September 2012, the Board of Regents approved a new Bachelor of Science degree program in the College of Architecture and Planning (CAP) to start in the fall of 2012. The program now requires teaching support consisting of an additional instructor position and an additional undergraduate student advisor for CAP. A small increase in CAP’s operating budget is also necessary to address growth in the undergraduate program. The College of Liberal Arts also requires an additional instructor to help teach the core classes that these CAP students are taking.

**Analysis/Background**

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

Tenure/tenure-track faculty resources are needed to meet accreditation requirements. Also an additional administrative staff is needed to help with the program. With the growing number of students enrolled in the BS Architecture program it is necessary for the college to employ a second undergraduate student advisor. The BS Arch degree has been more than meeting enrollment targets and planned benchmarks. The incumbent in this position will meet individually with undergraduate students to assist with program plans and course enrollment.

**Table**

Item	FTE	Cost
Instructor for the ARCH Department	1.0	\$62,337
Administrative Staff - CAP	1.0	\$67,930
Operating Expense – CAP		\$7,500
Instructor Salary - CLAS		\$40,250
<b>Total</b>		<b>\$178,017</b>

**Recommendation**

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 - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Graduate School Integrative and Systems Biology	\$29,340	N/A	\$29,340	N/A

**Summary**

The Department of Integrative Biology of the College of Liberal Arts and Sciences at the University of Colorado Denver developed a Ph.D. Program in Integrative and Systems Biology and received approval from the Colorado Board of Regents (approved April 18, 2012) and the Colorado Commission on Higher Education (approved August 2, 2012). Although housed in the Department of Integrative Biology, faculty participants will come from academic units across the institution including the Denver Campus and the Anschutz Medical Campus. This state-of-the-field, multi-disciplinary program is designed to enable faculty and students to study complex biological systems and problems that require collaborative scientific expertise from fields within and outside of biology. A Ph.D. program in Integrative and Systems Biology is unique to Colorado and thus provides distinction to the University.

**Analysis/Background**

Scholars will be trained to be experts in their area of research and to collaborate with scientists in other fields. Graduates will be able to teach complex material effectively and to communicate results and interpretations of studies. The program has been designed so that graduates will become employed at other universities and academic research centers, in private industry, and in governmental agencies, creating an international network of cutting-edge researchers connected to the institution.

The Greater Denver Area has been rapidly growing in population size, and this has been reflected in increasing enrollment in the Denver Campus, and disproportionately increasing numbers of enrolled majors in Integrative Biology. The Denver Campus is becoming the CU campus of choice for many biology students; a number of these students are and will be seeking graduate level training. Steady population growth is anticipated to continue: Denver has achieved national recognition as a highly livable city, and the state of Colorado is recognized for its quality of life. The institution must be positioned to accommodate a new generation of students, especially those bound to the region by personal and professional reasons, seeking a high quality graduate educational experience in the Denver Metropolitan Area.

Due to the nature of Ph.D. studies, it is expected that students will be enrolled full-time in the program so that they can immerse themselves in their studies and research. Financial support will be made available to students in order to provide stipends, benefits, and tuition and fees. Unlike academic programs at the undergraduate and master’s degree level, it is nearly impossible for part-time students to complete a doctoral program successfully.

Because of program growth, funds are needed to cover stipends and other student supports.



**Table**

<b>Item</b>	<b>FTE</b>	<b>Cost</b>
Stipends		\$18,600
Student tuition and fee support		\$9,230
Recruitment support		\$1,600
<b>Total</b>		<b>\$29,340</b>

**Recommendation**

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 - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Undergraduate Program in Bioengineering	\$550,622	N/A	\$550,622	N/A

**Summary**

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

**Analysis/Background**

Based upon the enrollment and budgetary assumptions in the financial model, the budget to the Department shall be increased at the start of the fiscal year as shown. Funding allocations to support the expense budget will be provided by the Denver Campus, with some budget supported by College instructional program fee revenue. The positions below are based on the financial model and will be used to support a hiring plan of faculty and staff supporting the Program.

**Table**

Item	FTE	Cost
1.0 Associate Professor; 1.0 Professor; 2.0 Senior Instructors	4.0	\$458,240
Teaching Assistants		\$15,300
Laboratory Support		\$77,082
<b>Total</b>		<b>\$550,622</b>

**Recommendation**

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 - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Faculty Positions	\$976,350	N/A	\$976,350	N/A

**Summary**

This request is for:

- An Assistant Professor in College of Architecture
- Additional salary for the Business School Dean salary to be more competitive in the market
- Two Assistant Professors in the College of Engineering and Applied Sciences
- Funding for more lecturers in the College of Engineering and Applied Sciences
- Three Assistant Professors in the College of Liberal Arts and Sciences
- Funding to convert lecturers into Instructors in the College of Liberal Arts and Sciences
- Two Clinical Assistant Professors in the School of Human Development
- A Public Administration Instructor in the School of Public Affairs
- Resources for Online Out-of-State Enrollment in the School of Public Affairs
- Faculty Development Director

**Analysis/Background**

An Assistant Professor in College of Architecture and Planning

This request is for a tenure-track faculty position in the Department of Architecture. This will help address the growth in the Architecture Department due to the new BS in Architecture, which is growing more rapidly than anticipated. In fall 2014, the BS Arch majors totaled 212 students versus a target enrollment headcount of 188. The BS Arch program is teaching 1,132 more student credit hours fall 2014 compared to fall 2013. Early indications are that the program will exceed the enrollment target of 260 students in the fall 2015 semester. The graduate enrollments are now stable (4819 at census in fall 2014, compared to 4817 in fall 2013), and they are exceeding the undergraduate projections.

Additional funds for the Business School Dean salary line to be more competitive in the market

After 15 years in the role, Dean Ambron is retiring and the Business School is searching for a new dean. The Campus anticipates from the national and local data on salaries for business school deans, that a supplement to the current dean’s salary will be needed in order to be competitive in the market. The current salary at CU Denver is below all national and peer median salaries.

Two Assistant Professors in the College of Engineering and Applied Sciences

Funding for more lecturers in the College of Engineering and Applied Sciences

These new positions in College of Engineering and Applied Sciences (CEAS) are critical to the mission of the college. Since fall 2010 student credit hours have grown from 9,540 to current enrollment of 12,015 which is an increase of 25.9%. The number of engineering majors has also grown from 1,031 in fall 2010 to current enrollments of 1,351, which is an increase of 31%. CEAS number of classes has also grown during that time frame by 4.5%. CEAS is offering more



programs, and research proposals, research expenditures, and research awards have all increased significantly. The College is “booming” but they have reached capacity and the shortage of faculty will harm the quality of instruction and eventually lead to enrollment declines.

#### Three Assistant Professors in the College of Liberal Arts and Sciences

Assistant Professors are being requested for the largest departments in the college, which have the most majors and/or generate more student semester credit hours than other departments (Mathematics) and the departments that serve our growing International College of Beijing student population in Denver (Economics and Communication).

#### Funding to convert lecturers into Instructors in the College of Liberal Arts and Sciences

English, Math and Physics classes have had long wait lists, requiring these departments to fill positions on short notice to teach additional sections, which is a less than desirable process. Funding benefits will allow the conversion of sections taught by lecturers into a group of sections taught by an instructor. Such conversions will provide chairs in these departments the ability to hire one or two well-qualified full-time individuals who will contribute significantly to the department in addition to teaching rather than the 8-10 lecturers who are temporary faculty.

#### Two Assistant Professors in the School of Education and Human Development

Currently the School of Education and Human Development (SEHD) is not meeting the Council for Accreditation of Counseling and Related Educational Programs (CACREP) standard for accreditation of the School's Counseling program: For any calendar year the number of credit hours delivered by noncore faculty must not exceed the number of credit hours delivered by core faculty. For academic year 2012-13 the site visit team calculated a ratio of 42% by core and 58% by adjuncts, thus not meeting the standard. Hiring two new positions should bring a ratio of 51% by core and 49% by noncore, just meeting the standard.

#### A Public Administration Instructor in the School of Public Affairs and resources for Online Out-of-State Enrollment

The Public Administration/Affairs Instructor in School of Public Affairs (SPA) will replace seven lecturers, will cover four sabbaticals in FY 15-16, and ensure that SPA meets accreditation standards. This Instructor will also provide dependable coverage for research funded buyouts and drive down average cost of the Public Administration program while improving quality.

#### Faculty Development Director

The Director of the Center for Faculty Development (CFD) is a motivated faculty leader who will help advance faculty development on the downtown Denver campus. Recognizing the many challenges and opportunities the university faces, the Center for Faculty Development Director will provide visionary leadership, inspired direction, sensitive guidance, and modeling of excellence in the faculty role. The Director will provide dedicated and innovative support to faculty at all stages of their career. Under the Director's guidance, the Center will inspire and support faculty in their roles as teachers, scholars, mentors and campus leaders. The Center supports these activities through individual consultation and mentoring, in-person and virtual workshops, grant opportunities, dossier review, academic leadership support and professional development resources. The Director will serve as a conduit for national research and state-of-the-art practice in exemplary Faculty Development Centers and function as a catalyst on the CU Denver campus for new initiatives to advance faculty development.



**Table**

<b>Item</b>	<b>FTE</b>	<b>Cost</b>
Assistant Professor CAP	1.0	\$106,500
Additional Salary for Business School Dean		\$71,500
2 Assistant Professors and lecturers CEAS	2.0	\$148,000
2 Assistant Professors SEHD	2.0	\$182,000
Instructor SPA		\$16,050
3.0 Assistant Professors, conversion from Lecturers to Instructors CLAS	3.0	\$387,300
Faculty Development director	1.0	\$65,000
<b>Total</b>		<b>\$976,350</b>

**Recommendation**

It is recommended by the Campus that these critical positions are approved so that investments can be made into the human infrastructure in the campus. Such investments have not been made on the Denver Campus in several years.



**Denver - FY 2015-16 Budget Fact Sheet**

Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
<b>Student Recruitment</b>	<b>\$175,000</b>	<b>N/A</b>	<b>\$175,000</b>	<b>N/A</b>

**Summary**

After several years of modest enrollment decline, CU Denver has experienced growth in new freshmen and new transfers because of a contract with Royall & Company.

**Analysis/Background**

A success in recent years for increasing Colorado residents at CU Denver, Royall & Company will now execute a student marketing program described below to the out of state markets. Previously Royall had been looking at the in state markets, on behalf of the University of Colorado Denver. The following services are included with each program:

- Targeting recommendations for optimal results (including, as applicable, list recommendations and list order placement)
- Strategic campaign development: messaging, sequencing, interplay between paper and electronic media
- Creative development: copy and design, including multiple versions, electronic and paper
- Production of printed materials
- Development and hosting of program response sites
- Exchange of data via secure FTP
- Mailing and mail tracking
- Email deployment and delivery tracking
- Interim and final analyses
- Use of Royall’s propriety methods and systems

**Table**

Item	FTE	Cost
Contract Increase		\$175,000
<b>Total</b>		<b>\$175,000</b>

**Recommendation**

Approve funding for Royall for the out of state markets.



Denver - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Market Adjustment for The Wildlife Experience Staff	\$55,000	N/A	\$55,000	N/A

**Summary**

As the University of Colorado assessed its potential auxiliary performance against the salaries that had been provided by The Wildlife Experience, it was determined that those salaries were low compared to colleagues at the University of Colorado. However, in order to ease the transition with The Wildlife Experience and to ensure financial stability, salaries were kept low, and most staff were hired at the very start of the range, even though most are experienced staff in these positions.

**Analysis/Background**

Although business pro forma are still being developed on each line of business at CU South Denver, this relatively small increase is requested to ensure stability at CU South Denver and peer compatibility of staff hired from the Wildlife Experience. In the future, after the transition cycle has been completed, if revenues are not sufficient to cover these salaries, then business adjustments will be considered to address shortfalls. Business adjustments should be made if the revenues are not sustained, and such shortfalls should not be borne by staff in lower income categories.

There are 17 people at CU South Denver who should have salaries adjusted. A 7% increase for these people for a total of \$55,000 would be on top of the 3% pool requested for a compensation pool. This would allow these staff to have up to a 10% increase in July 2015 instead of a 3%.

**Table**

Item	FTE	Amount
Market Adjustment for The Wildlife Experience Staff		\$55,000
<b>Total</b>		<b>\$55,000</b>

**Recommendation**

Approve funding for market increase for the Wildlife Experience Staff.



Denver - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
International College of Beijing Refinance	\$463,249	N/A	\$463,249	N/A

**Summary**

An extensive analysis has been conducted on the historical impacts of not running the International College of Beijing as a true extended studies program in the College of Liberal Arts and Sciences. The Campus proposes to use main campus revenue from tuition earned from applicable international students to cover the cost of administrative services for those students, so that the College can invest extended studies revenues into the program.

**Analysis/Background**

This action would hard fund a portion of the Office of International Affairs (OIA) that is currently being funded with International College of Beijing (ICB) funds extended studies revenues. This proposal seeks to better align activity and services such as international recruitment, marketing with the intended beneficiary, e.g. recruiting international students into main campus programs.

Nearly all recruitment travel and marketing materials are currently paid by ICB funds. Over the past year, OIA staff and activities have been successful at supporting the ICB program. OIA recruitment efforts have increased international student enrollments by 9% in fall 2014 (state average is 7%). OIA has enhanced orientation and other activities to support international students' success once they arrive.

The Campus seeks to align OIA's funding sources to the activities and services delivered for main campus, ICB, and other stakeholders. The result will be a more accurate ICB budget and the ability for CLAS to invest in its faculty and programs to ensure effective services for ICB students.

**Table**

Item	FTE	Amount
International College of Beijing Refinance		\$463,249
<b>Total</b>		<b>\$463,249</b>

**Recommendation**

Approve the use of main campus funds to support the International College of Beijing which drives significant main campus tuition revenue.



**Denver - FY 2015-16 Budget Fact Sheet**

Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
University Honors and Leaders Program	\$105,000	N/A	\$105,000	N/A

**Summary**

This request is for additional funding for instructional costs and scholarships for the University Honors and Leaders program.

**Analysis/Background**

University Honors and Leaders (UHL) instructional costs include the costs associated with compensating professors or their schools/colleges for their teaching in the UHL program. These costs will total \$142,000 for FY 2014-15. Current course buyout arrangements vary across schools and colleges, with the College of Liberal Arts and Science receiving a flat rate of \$6000 per course, the Business School \$9000 per course, and other schools and colleges receiving 10% of a faculty member's salary (up to a cap of \$9000).

As a result of this compensation scheme, certain units provide significant subsidies to the UHL program while others receive full replacement cost. The Campus is requesting that the UHL instructional budget be increased by \$25,000 to allow these inequities to be addressed and to more adequately compensate the schools and colleges for faculty time. This additional budget would increase the average reimbursement by \$1,500 and bring the compensation of College of Liberal Arts Sciences and Business School faculty members more into line, on a percentage of salary basis, with the reimbursements being paid to other schools and colleges.

Annual UHL student survey data reveals that the scholarships offered by the UHL program play a major role in attracting to the program and to CU Denver exceptional students who have a range of high-quality college options. The UHL scholarship has been constant at \$2,000 per year since the program's inception in 2008-2009. CU Denver tuition for a resident freshman taking a 15-hour load has increased, over this same period. If scholarship funds had been increased commensurate with tuition, the current scholarship payment would be \$2,760 per year. Making up this differential is difficult therefore the per-student scholarship is requested to be increased to \$2,500 for the 2015-16 academic year. The cost of this adjustment would be \$80,000.

**Table**

Item	FTE	Amount
Instructional Costs		\$25,000
Scholarships		\$80,000
<b>Total</b>		<b>\$105,000</b>

**Recommendation**

Approve funding for increased instructional costs and scholarships.



Denver - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Office of Research Services Increased Discretionary Funding	\$200,000	N/A	\$200,000	N/A

**Summary**

This request is to increase investment funding to attract new, productive, research and creative activities for the Office of Research Services (ORS) to \$200,000.

**Analysis/Background**

ORS wants to involve greater numbers of faculty scholarly activities and, as a result, to increase funding and external recognition for CU Denver. This request asks (1) that ORS discretionary funding be made permanent and (2) that it be increased to \$200,000 per year.

The funds will be used to attract new, productive, research- and creative activities-oriented faculty. It certainly will allow ORS to fulfill better its role in creating a necessary cultural shift in the research and creative activities environment at CU Denver.

**Table**

Item	FTE	Amount
Investment Funding		\$200,000
<b>Total</b>		<b>\$200,000</b>

**Recommendation**

Recommend make \$200,000 part of the Campus's ongoing budget.



Denver - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Capital Investment	\$1,591,846	N/A	\$339,248	N/A

**Summary**

The projected revenue for the Denver Campus is strong for the first time in several years. Therefore, a portion of the funds are proposed to be allocated into a capital budget for future building growth, or for other Chancellor priorities yet to be determine.

In addition, many requests from schools, colleges and departments could not be funded. Some funds may be needed as budget finalization occurs in the spring, to address other priorities that have not yet been identified.

**Table**

Item	FTE	Amount
Capital Investment		\$1,591,846
<b>Total</b>		<b>\$1,591,846</b>

**Recommendation**

Please approve these funds for a Chancellor reserve.



Denver FY 2015-16 Budget Fact Sheet

Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Denver Tuition	\$10,005,134	7.7%	None	
		Combination of rate and enrollment		

Summary

The Denver Campus is poised to implement some exciting improvements in its tuition rate policy to help stabilize revenue on the Campus, increase transparency to students, and to achieve a revenue-sharing model so that schools and colleges can be more incentivized to increase revenue through enrollment and sophisticated rate setting over time. Although the revenue-sharing model has not been officially approved, the Campus is in a feedback process to determine if it can implement a pilot model in FY 2015-16. So far, there is support for the overall concept, and Budget and Finance is working with schools, colleges, and support departments to determine the operational effects if such a model were to be implemented, and how different types of schools could be affected over time. We do know that changing a revenue model is nearly impossible to implement in a year of declining revenue, therefore the Campus is seriously considering implementing these compounding factors in FY 2015-16 while state funds are still reasonable and enrollment can help tuition growth be stronger. The major components of the FY 2015-16 tuition strategy is as follows:

1. Implement charge by course
2. Fully implement linearity
3. Eliminate the discrepancy between lower level and upper level rates over two years
4. Establish a new budget model contingency to ensure no school or college is affected during implementation

Throughout this paper, several enhancements are included to offset impact to students. These include:

1. Zero base increase for upper level undergraduates
2. Tuition offset for undergraduates taking 18 credit hours
3. Decreasing the base rate increase for graduate students
4. Tuition offsets for graduate students significantly affected by linearity

In summary:

Student Type	Base Rate Increase	Enhancements
Undergraduate Lower Level	3.7%	Linearity, tuition offset to 6%
Undergraduate Upper Level	0%	Already linear
Graduate	-1%	Tuition offset



This tuition proposal, if implemented in its entirety, would achieve the following goals:

1. Provide billing consistency so students taking the same courses pay the same rate.
2. Encourage cross-campus collaborations by no longer requiring that one of the collaborating schools sets the rates or gains the revenue.
3. Eliminate the incentive that exists on the Denver Campus to develop courses in extended studies. Courses best suited for the main campus model should remain in main campus.
4. Implement equal revenue sharing for both main campus and extended studies models.
5. Over time, create a model that increases revenue sharing for Denver Campus schools that are contributing to tuition revenue growth (through enrollment, demand, and market tuition rates).
6. Over time, create an incentive for initiative development for schools that need subsidy so that they can participate more in the revenue sharing activity.
7. Increase transparency of expenses in central administration, in schools and colleges, and in extended studies programs.
8. Increase transparency in student billing allowing students to see each course taken.
9. Eliminate the financial disincentive for juniors which is always on top of the Regent-approved base tuition rate increase.

Because of the interconnectivity required in this model, Option B is not recommended. The Campus strongly recommends achieving the flattening of upper level and lower level undergraduate tuition in two years. With all the caps and different rates that exist for different cohorts today (see next table below) it is difficult for students to know specifically what their rate is. Extending the conversion beyond two years will be confusing to a new cohort of students. And lower level students should not have to bear the increase more than two years.

### **Analysis/Background**

CU Denver proposes to begin a “charge by course” model beginning in fall 2015. Undergraduate students will be charged for the courses they take rather than the career level of student they are (lower level, upper level). For graduate students, tuition would no longer be charged based on the major of the student or the campus where they are enrolled, rather they will be charged the school or college’s tuition rate for the courses they take.

Currently, undergraduate students pay different rates for the exact same class if they are lower level or upper level. Graduate students pay different rates for the same class based on where their home major is based. The charge by course model ensures that students pay equitably for the courses they are taking and that the students in one class are paying the same rate. Students will see all of their courses listed on their bill.

In order to implement a revenue-sharing model on the Denver Campus, either now or in the near future, revenue must be able to be allocated by course so the revenue can be allocated to the school or college teaching the course. This is how extended studies works today.

In order to achieve this goal of charge by course, “linearity” must be fully implemented. That is, students must be charged for each credit hour they take. Each credit hour taken must be paid for; flat or discounted credit hours will no longer exist in the tuition structure.



## Undergraduate

### Resident

- The Denver Campus has struggled to understand why continuing students are leaving the Campus. This is difficult to identify as departing students are problematic to survey. Our preliminary understanding is that this phenomenon is occurring at other Colorado institutions. Limited survey data suggests that for the most part these students are leaving higher education and returning to the work force, not going to another institution.
- Although many of the solutions for retaining continuing students cannot be affected by tuition rates, the Campus believes that if it removes the automatic increase for becoming an upper-classman, this may help some students be able to stay at CU to completion.
- The financial disincentive in the upper level tuition rate should be eliminated. 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 equalize the per credit hour cost of lower level and upper level courses over two years. To do this, lower level base tuition rates will be increased by 3.7% in fall 2015 with the same percentage increase planned for fall 2016. The upper level tuition rate will not be increased for two years.
- Because CU Denver will begin charging by course in fall 2015, all tuition will be linear. That is, all students will pay for every credit hour taken.
- Lower level students that would have experienced a total tuition growth of more than 6% due to the combination of the base increase and linearity (essentially, sophomores taking 18 or more credit hours in both fall terms) will receive a tuition offset to reduce tuition to a 6% increase. Therefore, no students will see an increase over 6%, in compliance with Senate Bill 14-001.
- Students that would have experienced tuition growth exceeding the Senate Bill 14-001 cap or the Financial Accountability Plan cap of 9% will receive tuition offsets to reduce tuition increases to these percentages. The table below shows the maximum tuition growth that students are capped at by cohort.

	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Students Returning from Fall 2011	9.0%	9.0%	6.0%	6.0%
Students Returning from Fall 2012	0.0%	9.0%	6.0%	6.0%
Students Returning from Fall 2013	0.0%	0.0%	6.0%	6.0%
Students Returning from Fall 2014	0.0%	0.0%	0.0%	6.0%

- An estimated 60 students in fall 2015 and 80 in spring 2016 are anticipated to receive a tuition offset. This represents approximately 0.6% and 0.8% of total undergraduate resident students, respectively. Tuition offsets are not anticipated to be needed past FY 2015-16.

	Fall 2015	Spring 2016	Summer 2016
Lower Level	45	64	0
Upper Level	14	17	0
Total Undergraduate	59	81	0



### 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 3.7%.
- Tuition for nonresident students is already linear.

### Graduate

- As of fall 2014, graduate resident tuition rates are linear through 11 credit hours and after 14, and graduate nonresident tuition rates are linear through 12 credit hours and after 15. A lack of linearity results in the campus providing free credit hours to certain students. As discussed above, the new charge by course model requires linear tuition as students pay for each course they take. The Campus recommends fully implementing linearity in fall 2015.
- The campus proposes to mitigate the cost impact due to linearity by modestly decreasing the base rate. This will communicate to graduate students that although they need to pay for all the credit hours they are taking, the base rate is being decreased to assist them. With years of declining graduate resident enrollment, this is a good faith effort to attempt to improve recruitment and retention, which could only be in a year of strong enrollment overall.
- Graduate tuition, both resident and nonresident, would be decreased by 1%.
- In FY 2015-16, \$500,000 would be allocated from graduate tuition revenue to provide tuition offsets to students in programs that require a high level of credit hour enrollment and are more affected by linearity. These funds would be distributed to schools and colleges.
- Formal tuition offsets or percent increase caps would not continue as of FY 2015-16.



Denver FY 2015-16 Budget Fact Sheet

Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Denver Enrollment	N/A			

Summary

The Denver Campus had experienced four years of actual or budgeted enrollment declines until growth was experienced in Fall of 2014. Spring 2015 was able to confirm this modest growth. Not knowing for certain if this growth is an anomaly or the beginning of an upward trend, Budget and Finance has attempted to project a conservative enrollment for FY 2015-16 for the Denver Campus.

Analysis/Background

History

On the Denver Campus, growth in undergraduate enrollment was weak from 2011 through 2013, following a decade of steady increases. However, fall 2014 indicates that the recent trend is evaporating. The Campus had projected a 2.2% decline in undergraduate resident enrollment in FY 2014-15. Actual fall 2014 census undergraduate resident enrollment increased by 2.2%, buoyed by the second consecutive record high new freshmen class with 17.5% growth and a strong increase of 26.2% in new transfer students over fall 2013. The Campus had projected growth of 1.7% undergraduate nonresidents, but actual fall 2014 undergraduate nonresident enrollment growth was stronger at 4.8% over fall 2013. This was driven by a large increase of 13.0% in domestic nonresident students coupled with a decline of 3.9% in international nonresident students. The Campus is still experiencing weakness in returning students, where fall 2014 declined by 4.5% overall compared to fall 2013.

Graduate enrollment on the Denver Campus has flattened since the economy started to improve, as students went back to work. In fall 2014, resident graduate enrollment declined by 1.9% from fall 2013, making the fourth consecutive year of contractions. However, nonresident graduate enrollment grew by 20.7% from fall 2013, leaving total graduate enrollment up 2.2% from fall 2013. This represents the first year of growth in total graduate students on the Denver Campus since fall 2010. The campus had forecasted a 3.9% decline in graduate enrollment in FY 2014-15.

The Budget and Finance Office has a dedicated Tuition Projection Director to analyze each student category on the Denver Campus and propose distinct enrollment trends for each level and residency category. As the Campus achieves a fully linear tuition structure for undergraduates (see Tuition Fact Sheet), the projection model will more heavily focus on forecasting 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 then computed using historical trends of average credit hours by population type.



## FY 2015-16

As mentioned above, fall 2014 experienced a record setting new freshman class and strong growth in transferring students, which mitigated the decline in continuing students. The Campus continues to operate a robust recruitment and marketing campaign to increase resident students, which is reflected in the strong fall 2014 class as well as the FY 2015-16 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 grew by 13.0% in fall 2014, which may be an indication that enhanced marketing initiatives for new students may be proving effective. However, this growth is being offset by declines in continuing students due to smaller cohorts from prior years. Enrollment of international nonresident students experienced its first decline in seven years in fall 2014, as growth in new students was more than offset by a large decrease in continuing students. While the Campus is projecting modest growth in new nonresident students to continue, weakness in new and transfer students from prior years is anticipated to effect the number of continuing students and result in a decline in undergraduate nonresident enrollment.

Following three consecutive years of declines, enrollment of graduate students on the Denver Campus increased by 2.2% in fall 2014. However, weakness continued in graduate resident students, which declined by 1.9%. 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 but increasing by 12.3% in fall 2014. Given the instability and uncertainty of this group, the Campus is forecasting moderate growth in line with long-term averages. Comparatively, growth in international graduates has been relatively strong, having averaged 9.5% per year over the last nine years. The Campus is projecting modest growth due to continued uncertainty regarding future graduate student enrollments.

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



Headcount	Fall 2012 Census	Fall 2013 Census	Fall 2014 Census	Fall 2015 Estimate
Undergraduate Resident	8,357	8,292	8,473	8,772
Change	(170)	(65)	181	480
% Change	-1.99%	-0.78%	2.18%	5.79%
Undergraduate Domestic Nonresident	726	748	845	826
Change	102	22	97	78
% Change	16.35%	3.03%	12.97%	10.43%
Undergraduate International Nonresident	683	696	669	641
Change	107	13	(27)	(55)
% Change	18.58%	1.90%	-3.88%	-7.90%
Undergraduate Nonresident Subtotal	1,409	1,444	1,514	1,467
Change	209	35	70	23
% Change	17.42%	2.48%	4.85%	1.59%
<b>Total Undergraduate</b>	<b>9,766</b>	<b>9,736</b>	<b>9,987</b>	<b>10,239</b>
Change	39	(30)	251	503
% Change	0.40%	-0.31%	2.58%	5.17%
Graduate Resident	3,754	3,500	3,432	3,405
Change	(329)	(254)	(68)	(95)
% Change	-8.06%	-6.77%	-1.94%	-2.71%
Graduate Domestic Nonresident	402	400	449	469
Change	97	(2)	49	69
% Change	31.80%	-0.50%	12.25%	17.25%
Graduate International Nonresident	349	387	501	523
Change	19	38	114	136
% Change	5.76%	10.89%	29.46%	35.14%
Graduate Nonresident Subtotal	751	787	950	992
Change	116	36	163	205
% Change	18.27%	4.79%	20.71%	26.05%
<b>Total Graduate</b>	<b>4,505</b>	<b>4,287</b>	<b>4,382</b>	<b>4,397</b>
Change	(213)	(218)	95	110
% Change	-4.51%	-4.84%	2.22%	2.57%
<b>Grand Total</b>	<b>14,271</b>	<b>14,023</b>	<b>14,369</b>	<b>14,636</b>
Change	(174)	(248)	346	613
% Change	-1.20%	-1.74%	2.47%	4.37%



Over the recent long term, in summary, overall growth has been minimal. However, there has been substantial growth in nonresident enrollment at both the undergraduate and graduate levels. The following table shows long term enrollment change for the Denver Campus.

	Fall 2009	Fall 2014	% Change
Undergraduate Resident	8,503	8,473	-0.4%
Undergraduate Nonresident	846	1,514	79.0%
<b>Total Undergraduate</b>	<b>9,349</b>	<b>9,987</b>	<b>6.8%</b>
Graduate Resident	4,227	3,432	-18.8%
Graduate Nonresident	617	948	53.6%
<b>Total Graduate</b>	<b>4,844</b>	<b>4,380</b>	<b>-9.6%</b>
Total Resident	12,730	11,905	-6.5%
Total Nonresident	1,463	2,462	68.3%
<i>Domestic</i>	822	1,292	57.2%
<i>International</i>	641	1,170	82.5%
<b>Total Denver Campus</b>	<b>14,193</b>	<b>14,367</b>	<b>1.2%</b>



# Initiative Fact Sheets

Presented to University of Colorado

Board of Regents

Anschutz Medical Campus

February 20, 2015

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Anschutz Medical Campus - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Staff Positions	\$517,862	N/A	\$517,862	N/A

**Summary**

This request is for:

- A Title IX Coordinator to be split with the Denver Campus
- Two FTE InfoEd – Electronic Research Administration (eRA) positions
- Two Facilities Inspectors
- A Compliance Specialist – Chemical, Biologics and Pharmaceuticals
- One FTE in the Finance Office to assist in internal audits
- Regulatory Committee Chairs
- A Procurement Director to be split with the Denver Campus.

**Analysis/Background**

A Title IX Coordinator to be split with the Denver Campus

Every school or school district that receives federal funding is required to designate and/or adequately train at least one employee to coordinate the recipient's Title IX responsibilities. Title IX regulations also require that the names and contact information of each Title IX Coordinator be made public by the educational institution.

Two FTE InfoEd – Electronic Research Administration (eRA) Positions

These positions troubleshoot and resolve as many problems as possible regarding access to and use of the InfoEd eRA application. These roles assist with the technical implementation of the InfoEd ERA application in support of Sponsored Research and Regulatory Compliance at CU Denver and Anschutz Medical Campus. Specifically, these roles oversee and manage ongoing maintenance of InfoEd modules; develop a solid understanding of InfoEd modules from both technical and functional perspectives; configure and establish workflow logic, routing, and custom forms within the InfoEd application; and provide technical support to the appropriate Institutional Research offices as needed.

Two Facilities Inspectors

Electrical Inspector and Plumbing Inspector for the Building Department if the legislation passes to have University of Colorado Denver perform all of their own electrical and plumbing inspections as well as those for UCH and CHCO (together the hospitals would cover two-thirds of the cost for the 2 Inspector positions). Currently, CU Denver's annual project volume is \$45 million. Based on the State Electrical and Plumbing permitting costs, CU Denver is projected to pay \$308,000 for these services. CU Denver's cost to hire two Inspector II positions is \$42,962.

One FTE Compliance Specialist

Compliance Specialist to handle records on chemical, biologics, and pharmaceuticals in the Environmental Health and Safety Department. Recent issues have identified the lack of inventory needed for compliance oversight to sustain the program. Also recent DEA issues have highlighted need for centralized oversight of pharmaceuticals as licenses are now decentralized.



One FTE in the Finance Office to assist in internal review

Internal Review position will perform specialized/targeted internal reviews on the Denver Anschutz Medical Campus at the direction of the Internal Review Manager. Areas of evaluation include but not limited to adequacy of fiscal policies and procedures, propriety of financial transactions, quality control, financial/regulatory compliance reviews, and diagnostics of financial trends. Existing funding was used to the extent possible, only \$20,000 more is needed (split between two campuses) to create a full-time position with benefits.

Regulatory Committee Chairs

Funding for the salary support for the chairs of the animal use committee, the institutional biosafety committee, and the various radiation safety committees. These committees are required under the applicable regulations so the committee function is key to facilitating research. The chairs need to have the appropriate skill set to function in this role and their work is key to the effective functioning of each committee. To date these positions have been funded on carry forward but this is not a sustainable model.

One FTE Procurement Director

This proposal aims to establish a Procurement Director for CU Denver|Anschutz. A Director of Procurement would be hired to have the authority to deal directly with leadership, the Legal Office, and all schools, colleges, and units. The Director would be responsible for routing and authorizing all personal services RFPs, bids, and contracts, large operating contracts, and capital contracts and leases. The Director would monitor all MOUs in the University, including those between academic units and administrative units, and including new programs. The Director would not duplicate functions of System's Procurement Services Center (PSC) but would complement the PSC. The Director would not circumvent current approvals, or signatories, but rather establish a consistent process, utilize published templates, and ensure appropriate approvals including Legal, Finance, Budget, and leadership. The Director would not handle any contracts managed by the Office of Grants and Contracts, anything purchased by the Procurement Card, travel related purchases, or operating purchases under \$100,000. The primary reason for this proposal is to reduce risk for the University. The Finance Office processed 297 non-revenue contracts in FY 2011-12 for a total of \$1.4 billion. In addition, the Office processed 393 revenue contracts totaling \$5.7 million. The current tracking system for all of these contracts is a 9 column spreadsheet. It seems that there are areas with very strong oversight in the procurement process, but also some areas with little oversight. Consistency in the rigor in contract development seems to be an area we can improve.

Table

Item	FTE	Cost
Title IX Coordinator to be split with the Denver Campus	1.0	\$78,600
InfoEd – Electronic Research Administration (eRA)	2.0	\$161,994
Facilities Inspector	.67	\$42,962
Compliance Specialist	1.0	\$79,000
Internal Review Full-Time Position	1.0	\$10,000
Regulatory Committee Chairs		\$82,856
Procurement Director	1.0	\$62,500
<b>TOTAL</b>	<b>6.67</b>	<b>\$517,862</b>



### **Recommendation**

It is recommended by the Campus that these critical positions are approved so that investments can be made into the human infrastructure in the campus. These investments have been supported by the schools and colleges.



**Anschutz Medical Campus - FY 2015-16 Budget Fact Sheet**

Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
<b>Center for Personalized Medicine and Biomedical Informatics</b>	<b>\$9,488,000</b>	<b>N/A</b>	<b>\$9,488,000</b>	<b>N/A</b>

**Summary**

Personalized Medicine is a rapidly developing field of health care that integrates each person’s unique clinical, genetic, and environmental attributes to: 1) identify those at risk and develop disease prevention strategies; 2) diagnose disease at an earlier stage, at which it may be more easily controlled or reversed; 3) predict the course of disease; 4) determine the most efficacious and cost-effective type of treatment; 5) empower both the patient and physician with the right information to make optimal medical decisions; and 6) provide opportunities to control costs within a healthcare system by reducing treatment errors and by accurately targeting preventive measures. Biomedical Informatics is the “data integration, discovery, and decision support engine” that allows one to understand large data sets and utilize the unique and evolving tools of biomedical sciences in Personalized Medicine.

**Analysis/Background**

Create a Center for Personalized Medicine and Biomedical Informatics for the purposes of improving clinical care and outcomes through the use of genetic testing and molecular analysis which will be used to tailor individual care to predicted responses. The program in Biomedical Informatics and Personalized Medicine is designed to exploit Big Data techniques to discover new types of breakthroughs in medicine that are more effective, and apply these advances to enhance the care of our patients.

This Center is funded by the School of Medicine/University Physicians Inc, the Children’s Hospital of Colorado, and the University of Colorado Health System. One time funds of \$200,000 each year for the length of the project are being used to support the administrative infrastructure of the Center for Biomedical Informatics and Personalized Medicine which includes leadership time and effort required to research and plan Center strategic initiatives, coordinate with Center Governance and other Campus entities, and execute approved strategies according to Center’s partnering agreements. Tuition and state funding will not be used for this project. Other than the one time funds, the funding is coming from University Physicians Inc, the Children’s Hospital of Colorado, and the University of Colorado Health System. The Center’s operating components: Molecular Diagnostics, DNA Banking, Health Data Compass, and the Personalized Medicine Division, will also contribute a percentage of their revenue in support of these efforts.

**Funding from the partners for the next 4 fiscal years is as follows:**

Fiscal Year – MOU with Partners	Amount
FY 15-16	\$9,488,000
FY 16-17	\$6,676,000
FY 17-18	\$8,434,000
FY 18-19	\$6,905,000



**Table**

<b>Item</b>	<b>Amount</b>
Center for Personalized Medicine and Biomedical Informatics	\$9,488,000
<b>TOTAL</b>	<b>\$9,488,000</b>

**Recommendation**

Approve since there is a MOU with the partners for the revenue and expenditures for Center for Personalized Medicine and Biomedical Informatics.



Anschutz Medical Campus - FY 2015-16 Budget Fact Sheet				
Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
Police	\$661,714		\$661,714	

**Summary**

The Police budget has remained the same as it was on the 9<sup>th</sup> avenue campus and has only grown by cost of living. Investments are needed in the Police to help address the growing Anschutz Medical Campus which resides on 230 acres. There have been over 18 new buildings in the last 10 years. The request is for:

- Three Police Officer I
- Administrative Assistant II
- Records/Property/Evidence Manager
- Electronic Specialist II
- Market Adjustment for Officers' pay
- Operating Budget Adjustment

**Analysis/Background**

**Three Police Officer I**

There are numerous factors that have added to the demand for police services. On the 9<sup>th</sup> Avenue Campus, all investigations were handled by Denver Police Department. Since moving to the Anschutz Medical Campus, all police reports are investigated and filed with the District Attorney's Office by Anschutz Medical Campus detectives. Investigations frequently result in arrests, which subsequently require search and production of records warrants. In addition, the Police Department serves related warrants, process crime scenes, interview suspects and witnesses, process arrests, including transporting to the Aurora Municipal Detention Facility, and participate in the intake process at the detention center, all culminating in countless hours in court. All traffic, including traffic accidents, must be investigated by the department. In 2014, the department handled 121 accidents and 77 hit and runs, all requiring an investigation. The Police Department is required by law to perform these duties, many of which have court ordered or Rules of Evidence time constraints, with the same number of detectives the Police Department had in 2004. The result requires the use of officers assigned to patrol, thus removing officers from their patrol duties on the campus.

**Administrative Assistant II**

Due to the addition of Emergency Management, Electronic Security, and the Security Badging Office to the Police Department in 2005, the department was increased to 64 employees, however, it continues to operate with one position responsible for all administrative support. This position, reclassified last year to an HR/Budget Manager, receives no relief from the overwhelming duties and responsibilities. The complexities of the job today are significantly more sophisticated and time consuming than 10 years ago. In the absence of the HR/Budget manager, there is no dedicated administrative back up person to process payroll, timekeeping, and meet purchasing



needs. Currently, a Police Commander manages special event scheduling. This new position would assume these responsibilities. This would be an appropriate use for this position and reduce unnecessary work from the commander. Presently, an Administrative Sergeant is responsible for tracking training certifications to ensure all employees are current with federal and state mandated requirements. The U.S. Department of Education and the Colorado Peace Officer Training Board mandate the training is documented, tracked, and scheduled annually. This necessitates data entry and monitoring for expirations that the Administrative Sergeant must perform. This new administrative position would be responsible for the data entry and monitoring, therefore, freeing up time for the sergeant to manage operational areas of the department. This position would provide information to the sergeant for training needs/requirements. In addition to supporting the workload of the HR/Budget manager, this position would provide assistance to the Chief of Police and Command Staff of the department. Currently, there is no administrative assistance available in the department.

### Records/Property/Evidence Manager

The Records/Property/Evidence Manager would be responsible for accounting for all police incident and offense reports, ensuring proper classification pursuant to the Clery Act, creation of a Crime Log that must be updated daily with copies available upon demand for the past 60 days, consolidating the master name index to ensure 100% accuracy for name sharing between hundreds of law enforcement agencies and noting and correcting all errors in the process. Every call for service generates an electronic report. There are thousands of these reports each year that require review to ensure the electronic report was classified correctly under the Clery Act. Historically, the Emergency Communication Director and two supervisors attempt to perform these functions. This is a task that requires about 0.75 FTE to perform. As such, they cannot keep up and still manage and supervise the Emergency Communication Center, especially since the supervisors are working supervisors. The increase in reports and other such duties of the Records Section has exceeded capacity to manage. The Administrative Sergeant also manages the Property and Evidence Section where thousands of items including drugs, money, and weapons are accounted for and maintained. Every item must be inventoried and accounted for by police reports. The transfer of this responsibility to this manager position would be efficient and effective given the relationship between police reports and evidence. This also frees up the Administrative Sergeant to perform required operational duties.

### Electronic Specialist II

In 2008, when the Electronic Security Division was initially created, it alleviated the need to contract with ADT saving the University over \$250,000 annually. The initial staffing began with two technicians and rapidly increased to four with the reallocation of existing positions from elsewhere in the Police Department to address the demand for services. With the growing Anschutz Medical Campus, the current technicians cannot keep up with all the demands for service. Additionally, the increased need to protect HIPPA, FERPA and other privacy materials will be achieved by this position. The current camera system needs to be upgraded. This position is critical in the replacement, relocation, or retro fitting of legacy cameras deemed to be reusable. Integration with the new network video recorders would eliminate the old recorders and testing.



Market Adjustment for Officers Pay

Local law enforcement agencies offer higher pay and the Anschutz Police Officers are leaving to go to them. No agency pays less for three years+ of continued, valued service than the Anschutz Campus Police Department. A CU Boulder Police Department assessment of the cost of hiring and training one police officer was estimated at \$43,000. It takes approximately 15 months from the time a position is advertised until a Police Officer is hired, trained, and performing on his/her own. When staffed at a minimum level, as is currently the case, the loss of even one officer is catastrophic.

Operating budget

The police operating budget has remained flat despite increase in expenses. One time funds have been used to cover these increased costs but that isn't a sustainable model. Additionally, the increase would allow for the opportunity to upgrade and replace aged and outdated security system equipment along with the computers in the department.

Table

Item	FTE	Amount
Three Police Officer I	3.0	\$198,900
Administrative Assistant II	1.0	\$45,370
Records/Property/Evidence Manager	1.0	\$78,000
Electronic Specialist II	1.0	\$66,300
Market Adjustment for Officers pay	0.0	\$82,856
Operating Budget	0.0	\$190,288
<b>TOTAL</b>	<b>6.0</b>	<b>\$661,714</b>

Recommendation

Approve the increase in the Police budget because it is strongly supported by the schools and college's Senior Administrators of the Anschutz Campus.



**Anschutz Medical Campus FY 2015-16 Budget Fact Sheet**

Item	Scenario A	Percent Change	Scenario A Minus	Percent Change
<b>Addressing Basic Needs</b>	<b>\$6,646,818</b>	<b>N/A</b>	<b>\$3,889,868</b>	<b>N/A</b>

**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 2015-16 budget under Scenario A proposal, after Campus-wide initiatives, should be returned to the Schools and Colleges to address base instructional and operational needs.

**Background/Analysis**

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 \$5.6 million over the last two fiscal years.

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 six years has gone to cover increased costs for instruction, mandatory cost increases, inflation, and to offset some of the state funding cuts sustained by the campus. Needless to say, tuition is not a strategy that has addressed the campus’ loss of state funding or the pressures we face as we look to fund new initiatives.



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

- College of Nursing plans for a second cohort of undergraduate nursing students at South Denver. This will require investments in faculty.
- 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.
- School of Dental Medicine will hire an Analyst that has a specific and required skillset to codify reporting and proprietary changes in the AxiUm Software Modules. AxiUm is the federally certified Electronic Dental Patient Health Record for the majority of dental schools in the United States. This position will serve to manipulate and write code into the modules for better analytics and decision-making by leadership.
- Increases in student stipends and tuition and fee remissions.
- School of Medicine plans to hire one additional person to support business intelligence/finance activities.
- Additional investments in the Center for Advancing Professional Excellence (CAPE) within the School of Medicine. CAPE offers programs to emphasize and help advance patient safety, standardized physical education & assessment, inter-professional and team education, and relationship-centered communication.
- Increases for student mental health and AHEC housing.
- Funding for recruitment of a Bioethics and Humanities Director.
- Increases for the School of Medicine’s Maintenance of Certification program – which is required for faculty to remain board certified in their field.
- Salary and Benefits for the new Dean of the School of Medicine along with funding for any replacement or reorganization that may result.
- Contingency funds for anticipated additional costs associated with the Colorado Branch Campus.

**Table**

<b>Expenses</b>	<b>Scenario A</b>	<b>Scenario A minus</b>
Addressing Basic Needs	\$6,646,818	\$3,889,868

**Recommendation**

Allow these funds to be returned to the schools and colleges so that the basic costs of education can be covered.



**Anschutz FY 2015-16 Budget Fact Sheet**

Item	Option A	Percent Change	Scenario A Minus	Percent Change
<b>Tuition and Enrollment</b>	<b>\$7,310,685</b>	<b>7.4%</b>	<b>\$7,310,685</b>	<b>7.4%</b>

**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 15-16, 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). The undergraduate resident rate increase in the College of Nursing will not exceed 6%.

**Analysis/Background**

**Enrollment**

The College of Nursing at the Anschutz Medical Campus offers an undergraduate nursing program. Following a large fall 2012 cohort, enrollment declined expectedly by 13.4% in fall 2013 and returned to a similar level seen in fall 2011. 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. For FY 2015-16, the College is expanding the cohort sizes at CU South Denver and launching a new accelerated BS program. Due to these initiatives and the size of the cohorts currently in the program, the College is projecting undergraduate enrollment to increase by 14.6% in fall 2015.

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:



- School of Medicine, Doctor of Medicine (MD): The School continues to grow this program with new cohorts at the University of Colorado School of Medicine Colorado Springs Branch. This branch opened fall 2014, and will allow for an additional 24 students in the program per year.
- Colorado School of Public Health: The Colorado School of Public Health anticipates total enrollment growth of 11.1% in FY 2015-16. This is being driven by:
  - Master of Public Health (MPH): This program has experienced average growth of 19.5% per year for the last five years. The School anticipates strong enrollment to continue, and projects an increase of 17.0% in this program in fall 2015.
  - PhD and Doctor of Public Health (DrPH) programs: Enrollment growth in these programs has averaged 13.1% for the last four years, which the School expects to continue with strong growth of 12.7% projected for fall 2015.

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

Headcount	Fall 2012 Census	Fall 2013 Census	Fall 2014 Census	Fall 2015 Projection
School of Medicine	962	963	1005	1,053
Change	-	1	42	48
% Change	-	0.10%	4.36%	4.78%
School of Dental Medicine	261	289	316	319
Change	-	28	27	3
% Change	-	10.73%	9.34%	0.95%
College of Nursing	872	819	859	913
Change	-	(53)	40	54
% Change	-	-6.08%	4.88%	6.29%
Skaggs School of Pharmacy and Pharmaceutical Sciences	698	678	674	665
Change	-	(20)	(4)	(9)
% Change	-	-2.87%	-0.59%	-1.34%
Colorado School of Public Health	520	561	630	700
Change	-	41	69	70
% Change	-	7.88%	12.30%	11.14%
Graduate School	381	396	417	435
Change	-	15	21	18
% Change	-	3.94%	5.30%	4.32%
Anschutz Medical Campus Total	3,694	3,706	3,901	4,085
Change	-	12	195	184
% Change	-	0.32%	5.26%	4.72%
Total Resident	3,111	3,122	3,216	3,427
Change	-	11	94	211
% Change	-	0.35%	3.01%	6.55%
Total Nonresident	583	584	685	658
Change	-	1	101	(27)
% Change	-	0.17%	17.29%	-3.88%



## 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 2015-16, notable rate changes are:

- All Graduate School programs (excluding MS Modern Human Anatomy and MS Clinical Science): Resident tuition increase of 29.3% and nonresident increase of 9.9%. 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 students in years 1 and 2 of the Medical Scientist Training/PhD program in the School of Medicine.
  - MS Clinical Science Program: Resident tuition increase of 97.6% and nonresident increase of 36.1%. 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. The current tuition rate is not sufficient to provide this financial security.
- School of Medicine, MS Anesthesiology Program: Tuition increase of 31.9% for both resident and nonresident. The increase is proposed to remain competitive with peer public institution while maintaining its status as one of the most affordable anesthesiology programs in the nation.

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

## 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.



FY 2015-16 Anschutz Medical Campus Proposed Tuition Rates						
By School and College, By Degree Program	FY 2014-15 Rates		FY 2015-16 Proposed Rates		Change	
	Resident	Non	Resident	Non	Resident	Non
<b>School of Medicine</b>						
Doctor of Medicine, MD	\$34,639	\$60,594	\$35,678	\$61,633	3.0%	1.7%
Medical Scientist Training/PhD	\$253	\$735	\$328	\$808	29.6%	9.9%
Doctor of Physical Therapy, DPT	\$467	\$993	\$481	\$1,008	3.0%	1.5%
Child Health Associate Physician Assistant, MPAS	\$357	\$773	\$357	\$773	0.0%	0.0%
MS Genetics	\$557	\$1,088	\$585	\$1,142	5.1%	5.0%
MS Anesthesiology	\$470	\$670	\$620	\$884	31.9%	31.9%
<b>School of Dental Medicine</b>						
Doctor of Dental Surgery, DDS	\$32,125	\$57,428	\$33,330	\$58,633	3.8%	2.1%
<b>College of Nursing</b>						
BS Nursing	\$382	\$868	\$395	\$875	3.5%	0.8%
RN to BS Nursing	\$368	\$490	\$380	\$490	3.3%	0.0%
MS Nursing	\$560	\$1,020	\$585	\$1,020	4.5%	0.0%
Doctor of Nursing Practice, DNP	\$560	\$1,020	\$585	\$1,020	4.5%	0.0%
PhD Nursing	\$525	\$1,020	\$550	\$1,020	4.8%	0.0%
Post Master Certificate	\$560	\$1,020	\$585	\$1,020	4.5%	0.0%
<b>School of Pharmacy</b>						
Doctor of Pharmacy, PharmD	\$25,599	\$39,280	\$27,135	\$39,870	6.0%	1.5%
PhD Pharmaceutical Sciences or Toxicology	\$148	\$637	\$150	\$647	1.5%	1.5%
<b>School of Public Health</b>						
Master of Public Health, MPH	\$708	\$1,215	\$733	\$1,215	3.5%	0.0%
MS Biostatistics, Epidemiology, Health Services Research	\$483	\$1,215	\$500	\$1,215	3.5%	0.0%
PhD and Doctor of Public Health, DrPH	\$442	\$1,068	\$458	\$1,068	3.6%	0.0%
Certificate/Nondegree	\$708	\$1,215	\$733	\$1,215	3.5%	0.0%
<b>Graduate School</b>						
MS Clinical Science	\$253	\$735	\$500	\$1,000	97.6%	36.1%
MS Modern Human Anatomy	\$655	\$1,066	\$681	\$1,109	4.0%	4.0%
MS Biomedical Science and Biotechnology						
PhD Basic Sciences	\$253	\$735	\$328	\$808	29.6%	9.9%
PhD Clinical Science						
Nondegree	\$253	\$735	\$328	\$808	29.6%	9.9%

Notes: MD and DDS program nonresident rates reflect accountable student fees.  
 MD, DDS, and PharmD are annual rates; All others are per credit hour.



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OFFICE OF THE VICE PRESIDENT FOR BUDGET AND FINANCE

### **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 2015-16 Anschutz Medical Campus Enrollment Projection									
By School and College, By Degree Program	Fall 2014 Census			Fall 2015 Projection			Change Projection over Census		
	Resident	Non	Total	Resident	Non	Total	Resident	Non	Total
<b>School of Medicine</b>	<b>754</b>	<b>251</b>	<b>1,005</b>	<b>811</b>	<b>242</b>	<b>1,053</b>	<b>7.6%</b>	<b>-3.6%</b>	<b>4.8%</b>
Doctor of Medicine, MD	439	182	621	468	185	653	6.6%	1.6%	5.2%
Medical Scientist Training, PhD	25	10	35	27	8	35	8.0%	-20.0%	0.0%
Doctor of Physical Therapy, DPT	161	28	189	175	20	195	8.7%	-28.6%	3.2%
Child Health Associate Physician Assistant, MPAS	111	20	131	116	14	130	4.5%	-30.0%	-0.8%
MS Genetics	8	4	12	8	4	12	0.0%	0.0%	0.0%
MS Anesthesiology	10	7	17	17	11	28	70.0%	57.1%	64.7%
<b>School of Dental Medicine</b>									
Doctor of Dental Surgery, DDS	<b>237</b>	<b>79</b>	<b>316</b>	<b>249</b>	<b>70</b>	<b>319</b>	<b>5.1%</b>	<b>-11.4%</b>	<b>0.9%</b>
<b>College of Nursing</b>	<b>778</b>	<b>81</b>	<b>859</b>	<b>849</b>	<b>64</b>	<b>913</b>	<b>9.1%</b>	<b>-21.0%</b>	<b>6.3%</b>
BS Nursing	364	31	395	430	31	461	18.1%	0.0%	16.7%
RN to BS Nursing	66	5	71	72	1	73	9.1%	-80.0%	2.8%
MS Nursing	246	29	275	253	20	273	2.8%	-31.0%	-0.7%
Doctor of Nursing Practice, DNP	45	1	46	51	1	52	13.3%	0.0%	13.0%
PhD Nursing	28	10	38	28	10	38	0.0%	0.0%	0.0%
Post Master Certificate	29	5	34	15	1	16	-48.3%	-80.0%	-52.9%
<b>School of Pharmacy</b>	<b>565</b>	<b>109</b>	<b>674</b>	<b>562</b>	<b>103</b>	<b>665</b>	<b>-0.5%</b>	<b>-5.5%</b>	<b>-1.3%</b>
Doctor of Pharmacy, PharmD	545	87	632	539	81	620	-1.1%	-6.9%	-1.9%
PhD Pharmaceutical Sciences or Toxicology	20	22	42	23	22	45	15.0%	0.0%	7.1%
<b>School of Public Health</b>	<b>535</b>	<b>95</b>	<b>630</b>	<b>593</b>	<b>107</b>	<b>700</b>	<b>10.8%</b>	<b>12.6%</b>	<b>11.1%</b>
Master of Public Health, MPH	334	67	401	392	77	469	17.4%	14.9%	17.0%
MS Biostatistics, Epidemiology, Health Services Research	35	2	37	36	3	39	2.9%	50.0%	5.4%
PhD and Doctor of Public Health, DrPH	50	13	63	57	14	71	14.0%	7.7%	12.7%
Certificate/Nondegree	116	13	129	108	13	121	-6.9%	0.0%	-6.2%
<b>Graduate School</b>	<b>347</b>	<b>70</b>	<b>417</b>	<b>363</b>	<b>72</b>	<b>435</b>	<b>4.6%</b>	<b>2.9%</b>	<b>4.3%</b>
MS Clinical Science	57	3	60	57	3	60	0.0%	0.0%	0.0%
MS Modern Human Anatomy	31	10	41	35	8	43	12.9%	-20.0%	4.9%
MS Biomedical Science and Biotechnology	0	0	0	8	2	10	-	-	-
PhD Basic Sciences	227	54	281	228	56	284	0.4%	3.7%	1.1%
PhD Clinical Science	17	0	17	17	0	17	0.0%	-	0.0%
Nondegree	15	3	18	18	3	21	20.0%	0.0%	16.7%
<b>Anschutz Medical Campus</b>	<b>3,216</b>	<b>685</b>	<b>3,901</b>	<b>3,427</b>	<b>658</b>	<b>4,085</b>	<b>6.6%</b>	<b>-3.9%</b>	<b>4.7%</b>

Includes School of Public Health enrollment at UNC and CSU



**System Administration FY 2015-16 Budget Fact Sheet**

Item Description	FY 2016 Request	Percent Change
eComm Program	\$65,500	n/a

**Summary**

This request is for an investment in the eComm program, specifically, an administrator for the newly implemented eComm initiative. The primary responsibilities of this administrator will be development of eComm tools in the new platform, management in the CRM, supporting system administration and campus departments in their use of the tool, training for system and campus users, and data support (data processing, analytic reports, batch data integrations, etc.).

**Analysis/Background**

The CU eComm program provides schools, colleges, departments and units a unified web-based solution for electronic communications with alumni, donors, parents, student, faculty and staff. It was initiated by CU leadership in 2009 to ensure a consistent approach to communications, achieve efficiencies of scale, comply with federal CAN-SPAM legislation and address issues of data accuracy and currency.

eComm’s existing software is sunsetting and needs to be replaced. The selected replacement software, a Salesforce product, will provide industry-leading solutions and will also be part of a larger Constituent Relationship Management (CRM) initiative systemwide. eComm will be the first Salesforce application to support communicators systemwide. The Salesforce solution will drive the university’s engagement efforts, increase the amount of accurate and current data we have on our nearly 1 million CU constituents and provide greater support to CU’s fundraising and communication efforts. This additional staff is needed to maximize the utilization and effectiveness of the eComm program and its successor software platform. If this position is not funded it will be difficult to achieve the goals associated with a unified approach for electronic communications with CU community.

<b>Estimated FY 2016 Salary and Benefits</b>		
<b>Component</b>	<b>FTE</b>	<b>Amount</b>
Salary	1.0	\$50,000
<u>Benefits</u>	<u>n/a</u>	<u>\$15,500</u>
Total	1.0	\$65,500



**System Administration FY 2015-16 Budget Fact Sheet**

Item Description	FY 2016 Request	Percent Change
ACA Compliance	\$65,500	n/a

**Summary**

Implementing the Patient Protection and Affordable Care Act (ACA) will require Employee Services to run monthly queries to determine which CU employees are eligible for medical coverage. Employee Services will need to offer medical benefits and monitor the time eligibility time frame for each individual. These new requirements result in the need for additional staff resources.

**Analysis/Background**

Under the employer shared responsibility provision of the Patient Protection and Affordable Care Act (ACA), 26 U.S.C.A. §4980H, the University must offer medical benefits that provide minimum essential coverage to its “full-time” employees or be liable for a significant yearly tax. A “full-time employee” is defined as a common law employee who is employed on average at least 30 hours per week. Therefore, any university employee who works an average of 30 hours per week over a defined period of time (look-back period) will be eligible for employer medical benefits during a subsequent stability period. The university has chosen 12 months as its look-back period. If an employee worked on average at least 30 hours per week (or 130 hours per month) during the 12-month look-back period, the university must treat the employee as a full-time employee during the subsequent 12-month stability period regardless of the employee’s actual number of hours worked during the stability period.

For all variable hour employees who have a biweekly or monthly salary and for all employees that have at least one hourly appointment, Employee Services will conduct a look-back period from April of the current year to May of the previous year. The employee’s hours will be counted and averaged over the 12-month look-back period. The proposed regulations implementing 26 U.S.C.A. §4980H prevent a period without credited hours of service from restarting an employee’s initial measurement period. If an employee has a break in service for a period of more than 26 consecutive weeks, the university can treat the employee as having terminated employment and rehired as a new employee. 78 FR 218-01. If the break is less than 26 consecutive weeks, the measurement and stability period that would have applied to the employee had the employee not experienced the break in service would continue to apply upon the employee’s resumption of service. Additionally, the university cannot use employment break periods of at least four consecutive weeks (e.g. summer break) to decrease an employee’s average number of hours worked. The regulations provide that the university must either exclude the break period when determining an employee’s average hours during the measurement period or credit the employee with the employee’s average weekly hours for the employment break.



Any employee deemed eligible will be given the chance to enroll in medical benefits for the employee and dependent children during open enrollment and can keep the medical benefit for the entire fiscal year.

In addition to the annual look-back period, Employee Services will conduct a look-back review for any otherwise benefit-ineligible employee reaching a one-year anniversary in the month following the anniversary date. Any employee who worked on average at least 30 hours a week (or 130 hours a month) during the first year of employment will be offered medical coverage for the following year. After the anniversary look-back, the employee will be added to the annual look-back process.

<b>Estimated FY 2016 Salary and Benefits</b>		
<b>Component</b>	<b>FTE</b>	<b>Amounts</b>
Salary	1.0	\$50,000
<u>Benefits</u>	<u>n/a</u>	<u>\$15,500</u>
Total	1.0	\$65,500



**System Administration FY 2015-16 Budget Fact Sheet**

Item Description	FY 2016 Request	Percent Change
Internal Audit	\$313,614	n/a

**Summary**

In consultation with the Chair of the Regent Audit Committee, Internal Audit is making a continuing budget request for one of two professional exempt positions to be added to the department and market adjustments and incentives for existing auditors over two years FY 2015 and FY 2016. The initial phase of this request approved and implemented in FY 2015 and consisted of one new auditor and a market based salary adjustment. This FY 2016 request represents the second and final year of investment for staff and market based adjustments.

**Analysis/Background**

*Staff Positions*

Internal Audit has been staffed at between 10 and 12 positions since FY 2009. During that time, Internal Audit had a 13<sup>th</sup> authorized but unfilled position due to budget considerations. The risks facing the university have grown substantially since 2009, most notably in the area of information technology and compliance. In 2014, the department has three approved IT audit positions and no specific compliance position. Internal assessments have found that this level of staffing will not be adequate to address current and future risks. Therefore, Audit requires an additional position to the existing headcount.

*Market Rate Compensation*

Beginning in FY 2015, Employee Services identified employees' salary in relation to the market salary. All salaries are grouped within an appropriate range – Quartile 1 identifies those employees who are lower than market salary and those in Quartile 4 are above the market salary. This is informational as CU does not have formal rules surrounding university staff merit increases. However, efforts are focused on adjusting those salaries below the first quartile.

Internal Audit Staff received the first phase of market based salary adjustments in FY 2015. The adjustment addressed 9 staff members whose salary was below the first quartile minimum. The second phase of adjustments will be used to bring those staff to the second quartile in most cases.

Component	FTE	Amounts
Audit Manager	1.0	\$100,000
Market/ Incentive	n/a	\$139,100
<u>Benefits@ 30% / 31%</u>	n/a	\$74,214
Total	1.0	\$313,614



**System Administration FY 2015-16 Budget Fact Sheet**

Item Description	FY 2016 Request	Percent Change
PeopleSoft	\$98,250	n/a

**Summary**

A review of the UIS portfolio in February 2014 provided data to show that the staffing resources of PeopleSoft Administrators in 20 percent below current operating needs. Specifically, there is need for an additional 1.0 FTE to meet increasing workload needs, bring total staffing to 5.0 FTE in this area. This addition is critical for future success of UIS projects and operations.

**Analysis/Background**

The PeopleSoft Administrator resources make up 80% of project and operational work, with nearly every project requiring a PeopleSoft Administrator resource. A PeopleSoft Administrator staff of 5.0 FTE will allow UIS to respond to unexpected business needs requiring PeopleSoft Administrator resources, such as the eCRM project which arose in FY 2015, and will allow UIS to be forward leaning and responsive, such as in areas of mobile applications. This area is a critical and growing need for UIS and all Oracle-based institutions.

<b>Estimated FY 2016 Salary and Benefits</b>		
<b>Component</b>	<b>FTE</b>	<b>Amounts</b>
Salary	1.0	\$75,000
Benefits	n/a	\$23,250
Total	1.0	\$98,250



**System Administration FY 2015-16 Budget Fact Sheet**

Item Description	FY 2016 Request	Percent Change
University Counsel	\$542,914	n/a

**Summary**

University Counsel is making a continuing budget request to make adjustments for individuals identified by Human Resources as having below market salaries.

**Analysis/Background**

Beginning in FY 2015, Employee Services identified employees' salary in relation to the market salary. All salaries are grouped within an appropriate range – Quartile 1 identifies those employees who are lower than market salary and those in Quartile 4 are above the market salary. This is informational as CU does not have formal rules surrounding university staff merit increases. However, efforts are focused on adjusting those salaries below the first quartile.

This request will allow for approximately 18 University Counsel employees, identified as below quartile 1 in relation to the market, to receive salary increases up to second quartile. The intended impact of the market adjustment will be to address equity concerns and retain valuable employees. Employee retention is critical for University Counsel as it is often more costly and inefficient to manage increased staff turnover and attrition.

**Table**

Office of University Counsel Staff Adjustments	Amount
(1) Actual Salary of OUC staff below Quartile 1 minimum (16 staff)	\$1,243,178
(2) Actual Salary of OUC staff in Quartile 1 (2 staff)	\$113,000
(3) Total	\$1,356,178
(4) Salary Equivalent to move staff into Quartile 2	\$1,770,617
(5) Adjustment requested (difference between lines 4 and 3)	\$414,439
(6) Benefits @ 31%	\$128,476
<b>Total amount requested</b>	<b>\$542,914</b>