



# FY 2015-16 Budget Proposals

February 20, 2015



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Office of the Vice President for Budget & Finance

# System Wide Budget Priorities

- Minimize tuition increases.
- Clearly identify changes in operation cost drivers, such as utilities.
- Classified staff compensation policy of 3.0% (1.0% COLA + 2.0% Merit).
- Non-classified merit pool of 3.0%.
  - Cabinet members salary limitations same as FY 2014-15.
- Strategic initiatives to advance each campus strategic plan.



# Mandatory Costs

- Classified staff compensation at 2.0%;
- Classified staff benefits pursuant to JBC Policy;
- Professional staff PERA (AED & SAED) change required by law;
- Operating, utilities and insurance required increases; and
- Inter-Campus Cost Allocation (ICCA) supports system operations.



# Summary of Presentation

- Mandatory spending is identified and budget options have been developed.
- Budget and tuition decision will be made in the Spring.
- Leadership is recommending Scenario A.
- Main spending areas in Scenario A:
  - Mandatory costs;
  - Compensation and benefits; and
  - Strategic initiatives

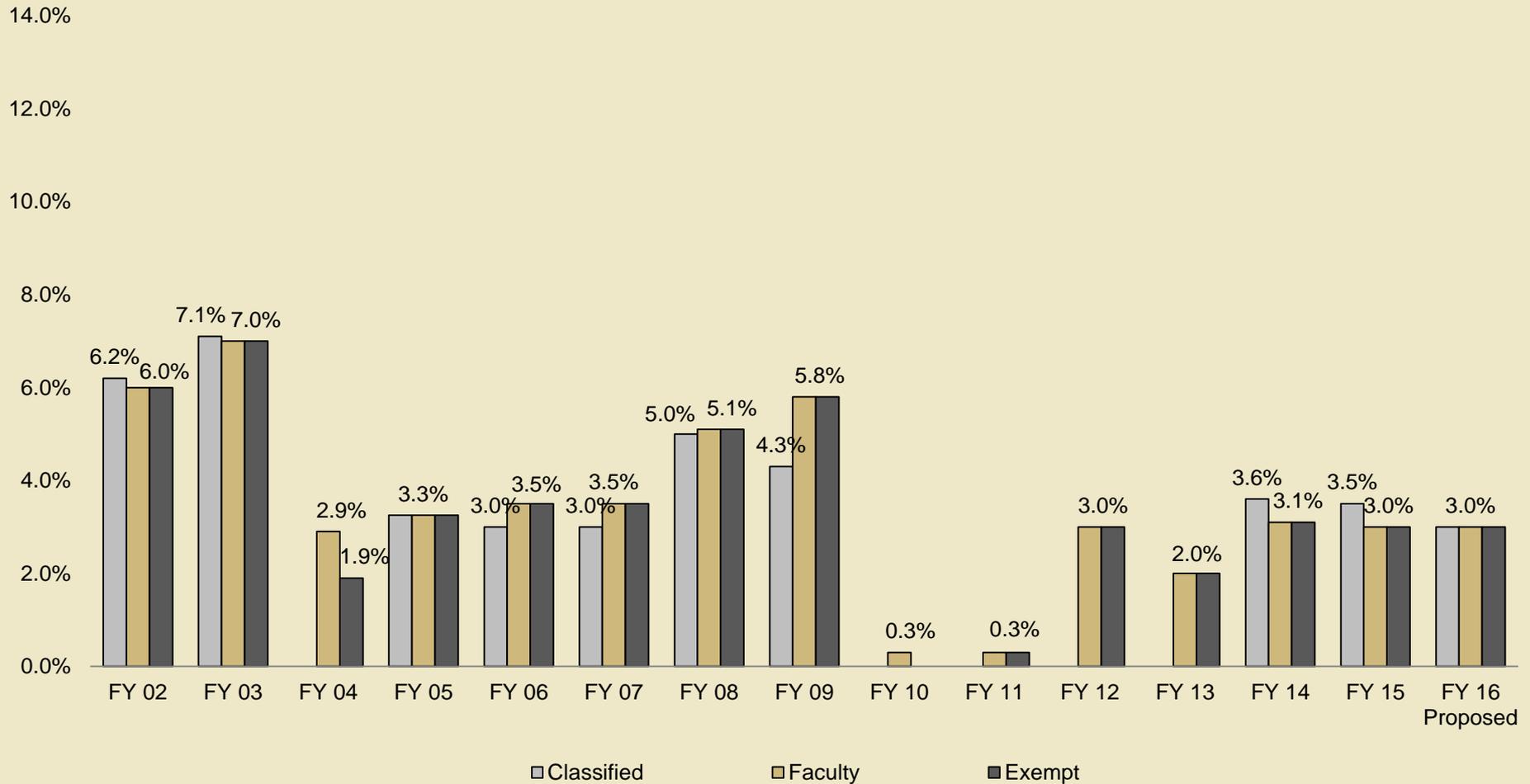


# Compensation and Benefits

- Mandatory: 2.0% salary for classified and 0% for faculty and exempt.
- Scenario A and Scenario A Minus: 3.0% salary for classified and 3.0% for faculty and exempt.

|                 |                        | Classified Salaries | Classified Benefits | Non Classified Salaries | Non Classified Benefits | Total        |
|-----------------|------------------------|---------------------|---------------------|-------------------------|-------------------------|--------------|
| <b>UCCS</b>     | Mandatory              | \$186,752           | \$294,496           | \$0                     | \$70,966                | \$552,214    |
|                 | Scenario A and A Minus | \$280,034           | \$294,496           | \$1,966,069             | \$1,383,039             | \$3,923,638  |
| <b>Denver</b>   | Mandatory              | \$230,502           | \$227,813           | \$0                     | \$0                     | \$458,315    |
|                 | Scenario A and A Minus | \$345,753           | \$249,711           | \$2,642,124             | \$1,006,476             | \$4,244,064  |
| <b>Boulder</b>  | Mandatory              | \$1,235,700         | \$743,466           | \$0                     | \$578,042               | \$2,557,208  |
|                 | Scenario A and A Minus | \$1,853,550         | \$999,870           | \$7,445,195             | \$3,282,699             | \$13,581,314 |
| <b>Anschutz</b> | Mandatory              | \$432,494           | \$446,960           | \$0                     | \$0                     | \$879,454    |
|                 | Scenario A and A Minus | \$648,740           | \$489,128           | \$2,814,205             | \$1,097,220             | \$5,049,293  |
| <b>Total</b>    | Mandatory              | \$2,085,448         | \$1,712,735         | \$0                     | \$649,008               | \$4,447,191  |
|                 | Scenario A and A Minus | \$3,128,077         | \$2,033,205         | \$14,867,593            | \$6,769,434             | \$26,798,309 |

# Base-Building Compensation Pool History



# Statewide Tuition Increases FY 15 and FY 16

| Institution   | Last Year                                 | Current Year                              |                |               | Proposed                                  |                |               |
|---|---|---|----------------|---------------|---|----------------|---------------|
|   | FY 2013-14<br>Tuition<br>(30 credit hrs.) | FY 2014-15<br>Tuition<br>(30 credit hrs.) | \$<br>Increase | %<br>Increase | FY 2015-16<br>Tuition<br>(30 credit hrs.) | \$<br>Increase | %<br>Increase |
| Metropolitan State University of Denver             | \$4,691                                   | \$4,973                                   | \$282          | 6.0%          |   |                |               |
| Colorado State University Pueblo                    | \$5,494                                   | \$5,824                                   | \$330          | 6.0%          |   |                |               |
| Fort Lewis College                                  | \$5,232                                   | \$5,544                                   | \$312          | 6.0%          |   |                |               |
| Adams State University                              | \$4,872                                   | \$5,160                                   | \$288          | 5.9%          |   |                |               |
| Colorado Mesa University                            | \$6,438                                   | \$6,812                                   | \$374          | 5.8%          |   |                |               |
| Western State Colorado University                   | \$5,275                                   | \$5,539                                   | \$264          | 5.0%          |   |                |               |
| Colorado State University                           | \$7,494                                   | \$7,868                                   | \$374          | 5.0%          |   |                |               |
| University of Northern Colorado                     | \$5,748                                   | \$6,024                                   | \$276          | 4.8%          |   |                |               |
| Colorado Community College System                   | \$3,585                                   | \$3,747                                   | \$162          | 4.5%          |   |                |               |
| University of Colorado Denver ( <i>lower div.</i> ) | \$8,460                                   | \$8,760                                   | \$300          | 3.5%          | \$9,090                                   | \$330          | 3.7%          |
| University of Colorado Denver ( <i>upper div.</i> ) | \$9,098                                   | \$9,420                                   | \$322          | 3.5%          | \$9,420                                   | \$0            | 0.0%          |
| University of Colorado Boulder                      | \$8,760                                   | \$9,048                                   | \$288          | 3.3%          | \$9,320                                   | \$272          | 3.0%          |
| University of Colorado Colorado Springs             | \$7,470                                   | \$7,710                                   | \$240          | 3.2%          | \$7,980                                   | \$270          | 3.5%          |
| Colorado School of Mines                            | \$14,400                                  | \$14,790                                  | \$390          | 2.7%          |   |                |               |

Source: Colorado Department of Higher Education

NOTE: The Undergraduate Resident tuition figures identified above are considered "Base Tuition Rates" (30 credit hours) and do not include tuition differentials, etc.

# Statewide Tuition and Fee Increases FY 15 and FY 16

| Institution  | Last Year  | Current Year                                       |                |               | Proposed   |                |               |
|--|--|--|----------------|---------------|--|----------------|---------------|
|  | FY 2013-14<br>Tuition and Fees<br>(30 credit hrs.) | FY 2014-15<br>Tuition and Fees<br>(30 credit hrs.) | \$<br>Increase | %<br>Increase | FY 2015-16<br>Tuition and Fees<br>(30 credit hrs.) | \$<br>Increase | %<br>Increase |
| University of Northern Colorado                      | \$7,168  | \$7,733  | \$565          | 7.9%          |  |                |               |
| Adams State University                               | \$7,449  | \$8,015  | \$566          | 7.6%          |  |                |               |
| Western State Colorado University                    | \$7,343  | \$7,874  | \$531          | 7.2%          |  |                |               |
| Colorado State University Pueblo                     | \$7,327  | \$7,834  | \$507          | 6.9%          |  |                |               |
| Colorado State University                            | \$9,313  | \$9,897  | \$584          | 6.3%          |  |                |               |
| Colorado Mesa University                             | \$7,206  | \$7,625  | \$419          | 5.8%          |  |                |               |
| Metropolitan State University of Denver              | \$5,744  | \$6,070  | \$326          | 5.7%          |  |                |               |
| University of Colorado Colorado Springs              | \$8,659  | \$9,143  | \$484          | 5.6%          | \$9,428  | \$285          | 3.1%          |
| Fort Lewis College                                   | \$6,923  | \$7,252  | \$329          | 4.8%          |  |                |               |
| Colorado Community College System (CCD)              | \$4,385  | \$4,580  | \$195          | 4.4%          |  |                |               |
| Colorado Community College System (ACC)              | \$3,759  | \$3,925  | \$166          | 4.4%          |  |                |               |
| University of Colorado Boulder                       | \$10,347   | \$10,789   | \$442          | 4.3%          | \$11,086   | \$297          | 2.8%          |
| University of Colorado Denver ( <i>lower div.</i> )* | \$9,476  | \$9,838  | \$362          | 3.8%          | \$10,439   | \$601          | 6.1%          |
| University of Colorado Denver ( <i>upper div.</i> )* | \$10,114   | \$10,498   | \$384          | 3.8%          | \$10,769   | \$271          | 2.5%          |
| Colorado School of Mines                             | \$16,485   | \$16,918   | \$433          | 2.6%          |  |                |               |

Source: Colorado Department of Higher Education

**NOTES:**

Undergraduate Resident Tuition figures identified above are considered "Base Tuition Rates" (30 credit hours) and do not include tuition differentials, etc. Mandatory fees paid by all students. Course or program specific fees are additional and not included here.

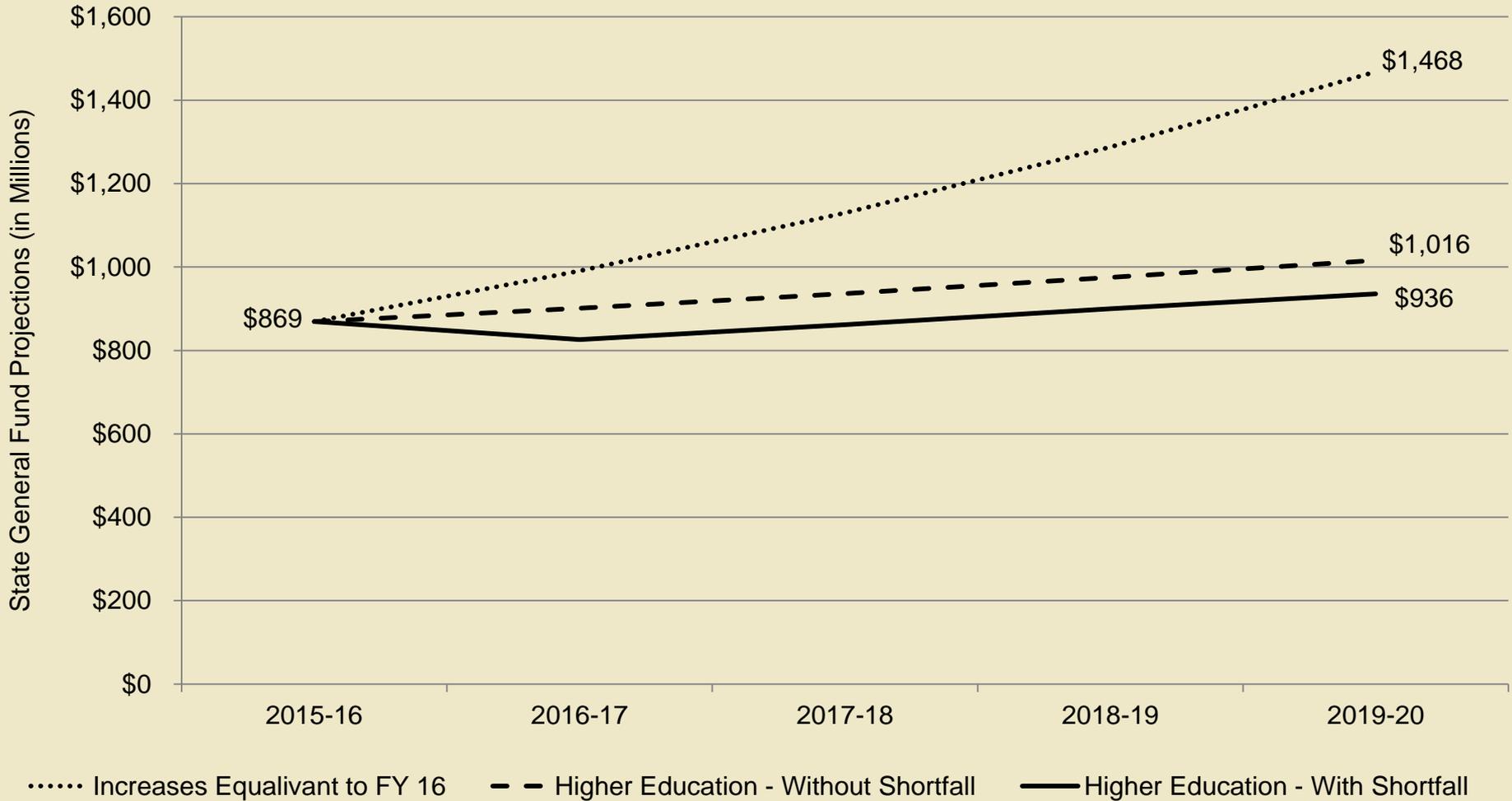
\* University of Colorado Denver totals in FY 2015-16 include the Wellness Center Fee (subject to referendum). Absent the Wellness Center Fee, the University of Colorado Denver totals in FY 2015-16 would be: \$10,199 (\$361 or 3.7% increase) for lower division and \$10,529 (\$31 or 0.03% increase) for upper division.

# Scenario A and Scenario A Minus

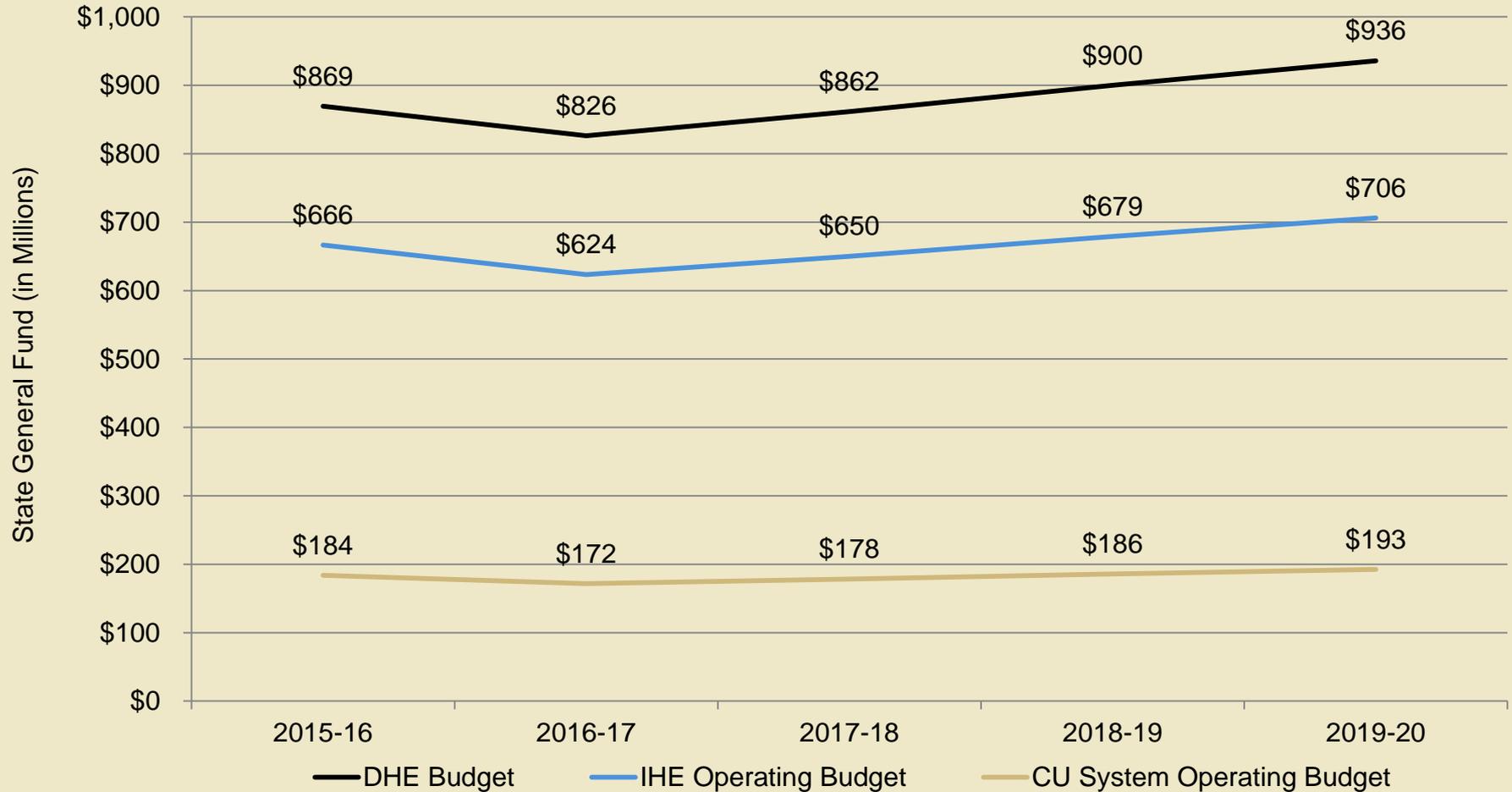
- Scenario A
  - Assumes 10% increase from state in FY 2015-16
  - State mandated costs; 3.0% classified salary increase (1.0% COLA + 2.0 % Merit);
  - Faculty and exempt merit pool 3.0%;
  - Financial Aid;
  - Most service and quality levels being offered will be maintained; and
  - Advances limited number of strategic objectives.
- Scenario A Minus
  - Assumes 5.0% increase from state in FY 2015-16
  - More limited investment in strategic objectives.



# State Funding Outlook for Higher Education



# What does State Funding Outlook mean for CU?



Note: Operating Budget amounts do not include State funding for financial aid.



# Budget Assumptions

|  | FY 15-16 | FY 16-17 | FY 17-18 | FY 18-19 | FY 19-20 |
|--|----------|----------|----------|----------|----------|
| <b>Revenue/Tuition</b>   |          |          |          |          |          |
| Internal State Funding Allocation  | 10.0%    | -6.6%    | 3.9%     | 4.2%     | 3.7%     |
| Undergraduate Resident Tuition Rate Targets                                    | 3.5%     | 4.0%     | 4.0%     | 4.0%     | 4.0%     |
| <b>Expenditures</b>  |          |          |          |          |          |
| Compensation Pool (Classified)   | 3.0%     | 3.0%     | 3.0%     | 3.0%     | 3.0%     |
| Compensation Pool (Faculty/Exempt)   | 3.0%     | 3.0%     | 3.0%     | 3.0%     | 3.0%     |
| Health Life Dental (Classified)  | 6.0%     | 6.0%     | 6.0%     | 6.0%     | 6.0%     |
| Health Life Dental (Faculty/Exempt)  | 6.0%     | 6.0%     | 6.0%     | 6.0%     | 6.0%     |
| PERA (AED and SAED)  | varies   | 0.9%     | 0.5%     | flat     | flat     |
| ICCA Campus Allocation - <i>due to weighting, amounts will shift by campus</i> | varies   | 2.0%     | 3.5%     | 4.0%     | 2.5%     |
| Risk Management - <i>amounts will vary by campus</i>                           | varies   | 2.0%     | 2.0%     | 2.0%     | 2.0%     |

# Colorado Springs Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# UCCS Highlights

- State funding increase of 10% is \$2.0 million for UCCS.
- UCCS continues to demonstrate a dedicated commitment to attracting quality students.
- Overall enrollment for fall 2015 met campus targets at 11,132 main campus students.
- Outreach to community partners continues to strengthen the interest in the future of UCCS as an economic anchor of the city.
- Capital projects are progressing as planned.



# Current Budget Year Update, UCCS

- Actual enrollments are near original estimates.
- Enrollment mix will determine if revenue goals are met.
- Capital renewal fund is allowing essential improvements in classroom and general student space.



# UCCS Enrollment

| Headcount Enrollment*          | FY 2014-15<br>Budgeted | FY 2014-15<br>Revised | FY 2015-16<br>Projection | FY 2016-17<br>Projection | FY 2017-18<br>Projection | FY 2018-19<br>Projection | FY 2019-20<br>Projection |
|--------------------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Resident Undergraduate         | 8,260                  | 8,187                 | 8,474                    | 8,694                    | 8,920                    | 9,152                    | 9,320                    |
| Non-Resident Undergraduate (1) | 1,054                  | 1,192                 | 1,350                    | 1,385                    | 1,421                    | 1,458                    | 1,496                    |
| Resident Graduate              | 1,582                  | 1,460                 | 1,511                    | 1,550                    | 1,591                    | 1,632                    | 1,674                    |
| Non-Resident Graduate          | 231                    | 293                   | 346                      | 355                      | 364                      | 373                      | 383                      |
| Total Resident                 | 9,842                  | 9,647                 | 9,985                    | 10,244                   | 10,511                   | 10,784                   | 11,064                   |
| Total Non-Resident (2)         | 1,285                  | 1,485                 | 1,696                    | 1,740                    | 1,785                    | 1,832                    | 1,879                    |
| <b>Total Headcount</b>         | <b>11,127</b>          | <b>11,132</b>         | <b>11,681</b>            | <b>11,984</b>            | <b>12,296</b>            | <b>12,615</b>            | <b>12,944</b>            |

\* Includes degree and non-degree seeking students with state reportable hours (in class and online).

- (1) Fall 14 non-resident enrollment includes 404 Western Undergraduate Exchange students that pay 150% of resident tuition rates. This is 34% of the non-resident undergraduate population.
- (2) Fall 14 total non-resident enrollment includes 313 international students or 21% of the total.

# UCCS Expenditures, FY 2015-16

| Expenses                             | FY 2014-15<br>Original<br>Budget | FY 2015-16       |                    |             |                    |             |
|--------------------------------------|----------------------------------|------------------|--------------------|-------------|--------------------|-------------|
|                                      |                                  | Mandatory        | Scenario A         |             | Scenario A Minus   |             |
| Operating Expense                    | Total                            | \$ Change        | \$ Change          | % Change    | \$ Change          | % Change    |
| Compensation                         |                                  |                  |                    |             |                    |             |
| Salary Faculty and Graduate Students | \$37,002,167                     | \$0              | \$1,258,802        | 3.4%        | \$1,258,802        | 3.4%        |
| Salary Exempt                        | \$20,533,072                     | \$0              | \$707,260          | 3.4%        | \$707,260          | 3.4%        |
| Salary Classified and Hourly         | \$9,337,594                      | \$186,752        | \$280,034          | 3.0%        | \$280,034          | 3.0%        |
| Benefits - Faculty and Exempt        | \$15,820,637                     | \$70,966         | \$1,383,039        | 8.7%        | \$1,383,039        | 8.7%        |
| Benefits - Classified                | \$3,910,887                      | \$267,550        | \$294,496          | 7.5%        | \$294,496          | 7.5%        |
| Other                                | \$4,227,943                      | \$20,000         | \$75,694           | 1.8%        | \$75,694           | 1.8%        |
| Institutional Financial Aid          | \$6,823,349                      | \$0              | \$1,117,707        | 16.4%       | \$1,117,707        | 16.4%       |
| General Operating                    | \$15,499,332                     | \$0              | \$1,148,160        | 7.4%        | \$1,148,160        | 7.4%        |
| Controlled Maintenance               | \$912,080                        | \$0              | \$27,362           | 3.0%        | \$27,362           | 3.0%        |
| Library Expense                      | \$1,586,868                      | \$0              | \$126,899          | 8.0%        | \$126,899          | 8.0%        |
| Utilities                            | \$2,918,058                      | \$145,903        | \$145,903          | 5.0%        | \$145,903          | 5.0%        |
| ICCA                                 | \$3,791,912                      | \$142,254        | \$518,983          | 13.7%       | \$518,983          | 13.7%       |
| Insurance                            | \$1,105,744                      | \$55,287         | \$55,287           | 5.0%        | \$55,287           | 5.0%        |
| <i>Operating Expense Total</i>       | <i>\$123,469,643</i>             | <i>\$888,712</i> | <i>\$7,139,626</i> | <i>5.8%</i> | <i>\$7,139,626</i> | <i>5.0%</i> |

# UCCS Expenditures, FY 2015-16

| Expenses                               | FY 2014-15<br>Original<br>Budget | FY 2015-16       |                     |              |                     |              |
|--|----------------------------------|------------------|---------------------|--------------|---------------------|--------------|
|  |                                  | Mandatory        | Scenario A          |              | Scenario A Minus    |              |
| Campus Initiatives                     | Total                            | \$ Change        | \$ Change           | % Change     | \$ Change           | % Change     |
| FY 2016-17 State Support Cut Reserve   | \$0                              | \$0              | \$1,515,002         |              | \$1,515,002         |              |
| Student Response Team Compliance Needs | \$0                              | \$0              | \$300,000           |              | \$300,000           |              |
| Campus Infrastructure                  | \$0                              | \$0              | \$900,500           |              | \$750,500           |              |
| Salary Initiatives                     | \$0                              | \$0              | \$460,000           |              | \$460,000           |              |
| Enrollment Initiatives                 | \$0                              | \$0              | \$1,836,844         |              | \$1,702,313         |              |
| Chancellor's areas                     | \$0                              | \$0              | \$56,000            |              | \$41,440            |              |
| Academic Affairs                       | \$0                              | \$0              | \$1,524,306         |              | \$1,127,986         |              |
| Administration and Finance             | \$0                              | \$0              | \$471,556           |              | \$348,951           |              |
| Student Success                        | \$0                              | \$0              | \$417,022           |              | \$308,596           |              |
| University Advancement                 | \$0                              | \$0              | \$240,590           |              | \$178,037           |              |
| Information Technology                 | \$0                              | \$0              | \$129,524           |              | \$95,848            |              |
| <i>Campus Initiatives Total</i>        | <i>\$0</i>                       | <i>\$0</i>       | <i>\$7,851,344</i>  |              | <i>\$6,828,673</i>  |              |
| <b>Total Estimated Budget</b>          | <b>\$123,469,643</b>             | <b>\$888,712</b> | <b>\$14,990,970</b> | <b>12.1%</b> | <b>\$13,968,299</b> | <b>11.3%</b> |

# UCCS Expenditures Overview, Scenario A

- Campus investments in Student Response Team begin to address mandatory compliance needs.
- Investments also include funding for human and physical infrastructure to meet the needs of a growing campus.
- Requesting a second year of a 1/2 percent for a market/grievance/equity pool to further address salary issues.



# UCCS Tuition, FY 2015-16

| Projected Tuition Revenue Sources                    | FY 2014-15<br>Original<br>Budget<br>(Current Rate) | FY 2015-16 Proposed Rate |            |                     | Comments  |
|--|--|--------------------------|------------|---------------------|---|
|  |  | Mandatory<br>Costs       | Scenario A | Scenario A<br>Minus |   |
| <b>Resident Undergraduate Tuition Rate</b>           | \$7,710  | \$7,710                  | \$7,980    | \$7,980             | 0% rate change for Beth El Nursing & Health Sciences students                                   |
| Dollar Change  |  | \$ 0                     | \$270      | \$270               |   |
| Percent Change                                       |  | 0%                       | 3.50%      | 3.50%               |   |
| <b>Non-Resident Undergrad Tuition Rate</b>           | \$20,250   | \$20,250                 | \$20,850   | \$20,850            |   |
| Dollar Change  |  | \$ 0                     | \$600      | \$600               |   |
| Percent Change                                       |  | 0%                       | 2.96%      | 2.96%               |   |
| <b>Resident Graduate Tuition Rate</b>                | \$9,274  | \$9,274                  | \$11,340   | \$11,340            | Implementing linear structure. 1-9 CH=0% increase; students at 10+CH will be assisted if needed |
| Dollar Change  |  | \$ 0                     | \$2,066    | \$2,066             |   |
| <b>Non-Resident Graduate Tuition Rate</b>            | \$29,400   | \$29,400                 | \$30,270   | \$30,270            |   |
| Dollar Change  |  | 0%                       | \$870      | \$870               |   |
| <b>International Undergraduate Charge (incoming)</b> | \$20,250   | \$20,250                 | \$20,850   | \$20,850            |   |
| Dollar Change  |  | \$ 0                     | \$600      | \$600               |   |
| Percent Change                                       |  | 0%                       | 2.96%      | 2.96%               |   |

# UCCS Revenues, FY 2015-16

| General Fund Revenue Increases                | Original Budget      | Mandatory           | Scenario A          | Scenario A Minus    |
|---|----------------------|---------------------|---------------------|---------------------|
|   | FY 2014-15           | FY 2015-16          |                     |                     |
| Tuition                                       |                      |                     |                     |                     |
| Resident Undergraduate                        | \$60,358,594         | \$1,977,061         | \$3,777,843         | \$3,777,843         |
| Non-Resident Undergraduate                    | \$18,682,289         | \$5,705,420         | \$6,326,961         | \$6,326,961         |
| Resident Graduate                             | \$11,589,710         | (\$442,708)         | \$53,413            | \$53,413            |
| Non-Resident Graduate                         | \$3,733,594          | \$1,825,751         | \$1,971,646         | \$1,971,646         |
| Fees  | \$4,715,502          | \$246,120           | \$246,120           | \$246,120           |
| State Revenue                                 | \$20,453,418         | \$2,045,342         | \$2,045,342         | \$1,022,671         |
| Indirect Cost Reimbursement                   | \$1,365,900          | \$0                 | \$0                 | \$0                 |
| Other Revenue                                 | \$2,570,636          | \$569,645           | \$569,645           | \$569,645           |
| <b>Total Projected Revenue Increase</b>       | <b>\$123,469,643</b> | <b>\$11,926,631</b> | <b>\$14,990,970</b> | <b>\$13,968,299</b> |
| Fiscal Year Revenue Over/(Under) Expenditures | \$0                  | \$11,037,919        | \$0                 | \$0                 |

## Comments:

Mandatory revenue is generated from enrollment growth.

Scenario A includes enrollment growth of 4.9% and tuition rates as noted in tuition table.

Scenario A Minus Gap will be filled by decreasing Campus Infrastructure investment by \$150,000 and reduce other campus initiatives by 26% or \$872,671.



# UCCS Expenditures, Out-Years

| Expenses                                  | Scenario A Out-Year Projections |             |                    |             |                    |             |                    |             |
|---|---------------------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
|   | FY 2016-17                      |             | FY 2017-18         |             | FY 2018-19         |             | FY 2019-20         |             |
| Operating Expense                         | \$ Change                       | % Change    | \$ Change          | % Change    | \$ Change          | % Change    | \$ Change          | % Change    |
| Compensation                              |                                 |             |                    |             |                    |             |                    |             |
| Salary Faculty and Graduate Students      | \$1,204,358                     | 3.1%        | \$1,183,960        | 3.0%        | \$1,219,480        | 3.0%        | \$1,256,064        | 3.0%        |
| Salary Exempt                             | \$676,651                       | 3.2%        | \$657,507          | 3.0%        | \$677,235          | 3.0%        | \$697,552          | 3.0%        |
| Salary Classified and Hourly              | \$288,530                       | 3.0%        | \$297,183          | 3.0%        | \$306,100          | 3.0%        | \$315,283          | 3.0%        |
| Benefits - Faculty and Exempt             | \$1,264,957                     | 7.4%        | \$1,404,879        | 7.6%        | \$1,422,850        | 7.2%        | \$1,436,901        | 6.7%        |
| Benefits - Classified                     | \$282,123                       | 6.7%        | \$283,735          | 6.3%        | \$299,226          | 6.3%        | \$301,226          | 5.9%        |
| Other                                     | \$87,632                        | 2.0%        | \$99,780           | 2.3%        | \$105,085          | 2.3%        | \$110,604          | 2.4%        |
| Institutional Financial Aid               | \$524,681                       | 6.6%        | \$559,835          | 6.6%        | \$597,343          | 6.6%        | \$637,365          | 6.6%        |
| General Operating                         | \$774,409                       | 4.7%        | \$766,258          | 4.4%        | \$784,057          | 4.3%        | \$839,458          | 4.4%        |
| Controlled Maintenance                    | \$37,934                        | 4.0%        | \$29,321           | 3.0%        | \$30,201           | 3.0%        | \$31,106           | 3.0%        |
| Library Expense                           | \$103,314                       | 6.0%        | \$109,877          | 6.0%        | \$116,868          | 6.1%        | \$124,314          | 6.1%        |
| Utilities                                 | \$153,197                       | 5.0%        | \$160,859          | 5.0%        | \$168,901          | 5.0%        | \$177,346          | 5.0%        |
| ICCA                                      | \$86,218                        | 2.0%        | \$153,899          | 3.5%        | \$182,040          | 4.0%        | \$118,326          | 2.5%        |
| Insurance                                 | \$23,221                        | 2.0%        | \$23,685           | 2.0%        | \$24,159           | 2.0%        | \$24,642           | 2.0%        |
| Base Building from Prior Year Initiatives | \$190,090                       | 2.4%        | \$272,208          | 3.0%        | \$383,129          | 3.0%        | \$521,565          | 3.0%        |
| <i>Operating Expense Total</i>            | <i>\$5,697,315</i>              | <i>4.1%</i> | <i>\$6,002,986</i> | <i>4.1%</i> | <i>\$6,316,674</i> | <i>4.1%</i> | <i>\$6,591,752</i> | <i>4.0%</i> |

# UCCS Expenditures, Out-Years

| Expenses                             | Option A Out-Year Projections |             |                    |             |                     |             |                    |             |
|--------------------------------------|-------------------------------|-------------|--------------------|-------------|---------------------|-------------|--------------------|-------------|
|                                      | FY 2016-17                    |             | FY 2017-18         |             | FY 2018-19          |             | FY 2019-20         |             |
| Campus Initiatives                   | \$ Change                     | % Change    | \$ Change          | % Change    | \$ Change           | % Change    | \$ Change          | % Change    |
| FY 2016-17 State Support Cut Reserve | (\$1,515,002)                 |             | \$0                |             | \$0                 |             | \$0                |             |
| Student Response Team Compliance     | \$75,383                      |             | \$278,622          |             | \$164,101           |             | \$151,324          |             |
| Campus Infrastructure                | \$393,515                     |             | \$399,521          |             | \$219,597           |             | \$50,000           |             |
| Salary Initiatives                   | \$380,000                     |             | \$400,000          |             | \$420,000           |             | \$0                |             |
| Enrollment Initiatives               | \$679,371                     |             | \$679,677          |             | \$733,363           |             | \$888,517          |             |
| Chancellor's areas                   | \$20,098                      |             | \$32,888           |             | \$53,147            |             | \$36,373           |             |
| Academic Affairs                     | \$547,064                     |             | \$895,217          |             | \$1,446,635         |             | \$990,066          |             |
| Administration and Finance           | \$169,239                     |             | \$276,942          |             | \$447,528           |             | \$306,285          |             |
| Student Success                      | \$149,667                     |             | \$244,915          |             | \$395,773           |             | \$270,864          |             |
| University Advancement               | \$86,346                      |             | \$141,297          |             | \$228,331           |             | \$156,268          |             |
| Information Technology               | \$46,485                      |             | \$76,069           |             | \$122,924           |             | \$84,128           |             |
| <i>Campus Initiatives Total</i>      | <i>\$1,032,166</i>            |             | <i>\$3,425,148</i> |             | <i>\$4,231,399</i>  |             | <i>\$2,933,825</i> |             |
| <b>Total Estimated Budget</b>        | <b>\$6,729,481</b>            | <b>4.9%</b> | <b>\$9,428,134</b> | <b>6.5%</b> | <b>\$10,548,073</b> | <b>7.1%</b> | <b>\$9,525,577</b> | <b>7.0%</b> |



# UCCS Tuition, Out-Years

| Projected Tuition Revenue Sources                    | Scenario A Out-Year Projections |          |          |          | Comments  |
|--|---------------------------------|----------|----------|----------|---|
|  | FY 16-17                        | FY 17-18 | FY 18-19 | FY 19-20 |   |
| <b>Resident Undergraduate Tuition Rate</b>           | \$8,310                         | \$8,640  | \$9,000  | \$9,360  | 4% increase   |
| Dollar Change  | \$330                           | \$330    | \$360    | \$360    |   |
| Percent Change                                       | 4.14%                           | 3.97%    | 4.17%    | 4.00%    |   |
| <b>Non-Resident Undergrad Tuition Rate</b>           | \$21,690                        | \$22,560 | \$23,460 | \$24,390 | 4% increase   |
| Dollar Change  | \$840                           | \$870    | \$900    | \$930    |   |
| Percent Change                                       | 4.03%                           | 4.01%    | 3.99%    | 3.96%    |   |
| <b>Resident Graduate Tuition Rate</b>                | \$13,770                        | \$15,450 | \$16,068 | \$16,710 | Linear adjustments continue to FY 18. FY 19 & 20, 4% increase |
| Dollar Change  | \$2,430                         | \$1,680  | \$618    | \$642    |   |
| <b>Non-Resident Graduate Tuition Rate</b>            | \$31,470                        | \$32,730 | \$34,050 | \$35,400 | 4% increase   |
| Dollar Change  | \$1,200                         | \$1,260  | \$1,320  | \$1,350  |   |
| <b>International Undergraduate Charge (incoming)</b> | \$21,690                        | \$22,560 | \$23,460 | \$24,390 | 4% increase   |
| Dollar Change  | \$840                           | \$870    | \$900    | \$930    |   |
| Percent Change                                       | 4.03%                           | 4.01%    | 3.99%    | 3.96%    |   |

# UCCS Revenues, Out-Years

| Projected<br>General Fund Revenue Increases  | Scenario A Out-Year Projection |                    |                    |                    |
|--|--------------------------------|--------------------|--------------------|--------------------|
|  | FY 16-17                       | FY 17-18           | FY 18-19           | FY 19-20           |
| Tuition                                      |                                |                    |                    |                    |
| Resident Undergraduate                       | \$4,267,900                    | \$4,593,362        | \$4,920,342        | \$5,252,814        |
| Non-Resident Undergraduate                   | \$1,843,621                    | \$1,749,572        | \$1,863,781        | \$1,983,047        |
| Resident Graduate                            | \$756,780                      | \$842,426          | \$890,933          | \$950,439          |
| Non-Resident Graduate                        | \$475,903                      | \$415,962          | \$445,596          | \$474,446          |
| Fees   | \$129,002                      | \$132,357          | \$135,796          | \$139,327          |
| State Revenue                                | (\$1,515,002)                  | \$782,444          | \$868,784          | \$807,357          |
| Indirect Cost Reimbursement                  | \$0                            | \$0                | \$0                | \$0                |
| Other Revenue                                | \$51,188                       | (\$12,389)         | \$52,569           | \$53,936           |
| <b>Total Projected Revenue Increase</b>      | <b>\$6,009,392</b>             | <b>\$8,503,734</b> | <b>\$9,177,801</b> | <b>\$9,661,366</b> |
| Fiscal Year Revenue Over/(Under) Expenditure | (\$720,089)                    | (\$924,400)        | (\$1,370,272)      | \$135,789          |
| Total Revenue Over/(Under) Expenditure       | (\$720,089)                    | (\$1,644,489)      | (\$3,014,761)      | (\$2,878,971)      |

**Comments:**

Decrease in other revenue in FY 2017-18 is due to reduction in ID revenue for Theatreworks rent in University Hall. Theatreworks moves to VAPA in FY 2018.

FY 2017 through FY 2020 includes enrollment growth of 2.6% and tuition rate increases of 4% except where noted on Tuition table.



# Closing Future Budget Gaps, UCCS

- Continue to expand business partnerships within the community.
- Work to assure tuition increases do not negatively impact access to UCCS for Colorado residents.
- Continue to utilize program prioritization in the program proposal and expansion process
  - As enrollments increase, continue careful strategic investments in instructional capacity and support services
  - Continue to explore and implement shared services opportunities amongst departments and colleges



# Closing Future Budget Gaps, UCCS

- Expand degree completion opportunities through a combination of increased on-line, weekend, and evening classes.
- Expand auxiliary fund opportunities that may provide a greater revenue share to the campus.
- As we have previously done, as a last resort, UCCS may need to consider postponing compensation increases to balance serious budget shortfalls.



# 5 year Capital Improvement Plan, UCCS

## Visual and Performing Arts -- \$60.0M Total

- Prior Appropriation: \$39.4M (\$18.0M state + \$21.4M cash)
- FY 2015-16 Request: \$20.6M (\$9.6M state + \$11.0M cash)

## South Hall -- \$33.8M Total

- FY 2015-16 Request: \$2.4M (\$2.4M state)
- FY 2016-17 Request: \$31.4M (\$31.4M state)

## Renovation of Engineering Building -- \$27.7M Total

- FY 2016-17 Request: \$6.6M (\$6.6M state)
- FY 2017-18 Request: \$21.1M (\$21.1M state)



# Future Use of Unobligated Funds, UCCS

- General campus unobligated funds will be used for the North Nevada infrastructure project and enrollment contingency.
- Unit unobligated funds are generally used for equipment purchases, small remodeling projects, and bridge funds for future hires.



# Boulder Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Boulder Highlights

- State funding increase of 10% is \$6.3 million for Boulder.
- Student Success
  - Investing in diversity and improving campus climate
  - Creating a new advising system
  - Investing in programs to improve retention
  - Financial Aid
    - Merit Aid: Esteemed Scholars Program
    - Need-Based Aid
- Diversify Revenue Sources
  - Be Boulder. anywhere initiative
  - Industry collaboration



# Boulder Highlights (cont.)

- Enhance quality and reputation
  - Entrepreneurial investments
  - Be Boulder marketing initiative
- Investing in current infrastructure
  - Capital Asset Management Plan
  - Energy Savings Company's (ESCO)
  - Space Audit



# Current Budget Year Update, Boulder

- Enrollment
  - FY 2015 enrollment – 30,323
  - Enrollment exceeded budget expectations
  - International enrollment continues strong growth
- Research
  - Research awards in FY 2014 – \$412 million
  - Research awards in FY 2015 – on pace with prior year



# Boulder Enrollment

| Headcount Enrollment       | FY 2014-15 Budgeted | FY 2014-15 Revised | FY 2015-16 Projection | FY 2016-17 Projection | FY 2017-18 Projection | FY 2018-19 Projection | FY 2019-20 Projection |
|----------------------------|---------------------|--------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Resident Undergraduate     | 15,659              | 15,623             | 15,741                | 15,870                | 16,005                | 16,090                | 16,169                |
| Non-Resident Undergraduate | 9,197               | 9,570              | 9,492                 | 9,562                 | 9,627                 | 9,742                 | 9,863                 |
| Domestic                   | 8,247               | 8,584              | 8,514                 | 8,577                 | 8,635                 | 8,738                 | 8,847                 |
| International              | 950                 | 986                | 978                   | 985                   | 992                   | 1,004                 | 1,016                 |
| Resident Graduate          | 3,183               | 3,248              | 3,248                 | 3,248                 | 3,248                 | 3,248                 | 3,248                 |
| Non-Resident Graduate      | 1,758               | 1,882              | 1,882                 | 1,882                 | 1,882                 | 1,882                 | 1,882                 |
| Domestic                   | 558                 | 638                | 638                   | 638                   | 638                   | 638                   | 638                   |
| International              | 1,200               | 1,244              | 1,244                 | 1,244                 | 1,244                 | 1,244                 | 1,244                 |
| Total Resident             | 18,842              | 18,871             | 18,989                | 19,118                | 19,253                | 19,338                | 19,417                |
| Total Non-Resident         | 10,955              | 11,452             | 11,374                | 11,444                | 11,509                | 11,624                | 11,745                |
| <b>Total Headcount</b>     | <b>29,797</b>       | <b>30,323</b>      | <b>30,363</b>         | <b>30,562</b>         | <b>30,762</b>         | <b>30,962</b>         | <b>31,162</b>         |

Includes degree and non-degree seeking students with state reportable hours (in class and online).

FY2014-15 revised is as reported to the Board of Regents, September 2014.

Budgeted international students are estimates and assumed to remain proportional to domestic students in the future



# Boulder Expenditures, FY 2015-16

| Expenses                             | FY 2014-15<br>Original<br>Budget | FY 2015-16          |                     |             |                     |             |
|--------------------------------------|----------------------------------|---------------------|---------------------|-------------|---------------------|-------------|
|                                      |                                  | Mandatory           | Scenario A          |             | Scenario A Minus    |             |
| Operating Expense                    | Total                            | \$ Change           | \$ Change           | % Change    | \$ Change           | % Change    |
| Compensation                         |                                  |                     |                     |             |                     |             |
| Salary Faculty and Graduate Students | \$185,035,650                    | \$0                 | \$5,551,069         | 3.0%        | \$5,551,069         | 3.0%        |
| Salary Exempt                        | \$63,137,550                     | \$0                 | \$1,894,126         | 3.0%        | \$1,894,126         | 3.0%        |
| Salary Classified and Hourly         | \$61,784,990                     | \$1,235,700         | \$1,853,550         | 3.0%        | \$1,853,550         | 3.0%        |
| Benefits - Faculty and Exempt        | \$98,039,991                     | \$578,042           | \$3,282,699         | 3.3%        | \$3,282,699         | 3.3%        |
| Benefits - Classified                | \$21,998,402                     | \$743,466           | \$999,870           | 4.5%        | \$999,870           | 4.5%        |
| Other                                |                                  |                     |                     |             |                     |             |
| Institutional Financial Aid (1)      | \$58,940,151                     | \$2,500,000         | \$5,275,073         | 8.9%        | \$5,275,073         | 8.9%        |
| General Operating (2)                | \$82,386,562                     | \$3,710,000         | \$4,215,635         | 5.1%        | \$4,215,635         | 5.1%        |
| Controlled Maintenance               | \$8,864,709                      | \$0                 | \$600,000           | 6.8%        | \$600,000           | 6.8%        |
| Library Expense                      | \$12,514,721                     | \$0                 | \$600,000           | 4.8%        | \$600,000           | 4.8%        |
| Utilities                            | \$22,633,399                     | \$339,501           | \$339,501           | 1.5%        | \$339,501           | 1.5%        |
| ICCA                                 | \$22,695,905                     | \$809,849           | \$1,846,872         | 8.1%        | \$1,846,872         | 8.1%        |
| Insurance                            | \$4,090,258                      | \$250,000           | \$250,000           | 6.1%        | \$250,000           | 6.1%        |
| <i>Operating Expense Total</i>       | <i>\$642,122,288</i>             | <i>\$10,166,558</i> | <i>\$26,708,395</i> | <i>4.2%</i> | <i>\$26,708,395</i> | <i>4.2%</i> |

(1) Includes Esteemed Scholars funding year 3 of \$2.5 million.

(2) New building operations for Sustainability, Energy, and Environment Complex \$1.21 million, and research infrastructure, such as animal care and export control, \$2.5 million are supported by the ICR increase of \$3.71 million.

# Boulder Expenditures, FY 2015-16

| Expenses                                 | FY 2014-15<br>Original<br>Budget | FY 2015-16          |                     |             |                     |             |
|--|----------------------------------|---------------------|---------------------|-------------|---------------------|-------------|
|  |                                  | Mandatory           | Scenario A          |             | Scenario A Minus    |             |
| Campus Initiatives                       | Total                            | \$ Change           | \$ Change           | % Change    | \$ Change           | % Change    |
| One-Time                                 |                                  |                     |                     |             |                     |             |
| Capital Assets Management Plan           | \$0                              | \$0                 | \$3,000,000         |             | \$830,973           |             |
| Enrollment Contingency                   | \$0                              | \$0                 | \$1,583,851         |             | \$1,428,670         |             |
| On-Going                                 |                                  |                     |                     |             |                     |             |
| Former CUSG Student Fee Funded Program   | \$0                              | \$0                 | \$844,819           |             | \$0                 |             |
| Diversity Initiatives                    | \$0                              |                     | \$635,000           |             | \$635,000           |             |
| School/College Direct Funding            | \$0                              | \$6,572,370         | \$6,572,370         |             | \$6,572,370         |             |
| Enrollment - Online, Retention, Strategy | \$0                              | \$0                 | \$3,728,665         |             | \$3,728,665         |             |
| Entrepreneurial Efforts                  | \$0                              | \$0                 | \$325,000           |             | \$325,000           |             |
| Compliance                               | \$0                              | \$0                 | \$945,085           |             | \$945,085           |             |
| Information Technology                   | \$0                              | \$0                 | \$650,000           |             | \$650,000           |             |
| <i>Campus Initiatives Total</i>          | <i>\$0</i>                       | <i>\$6,572,370</i>  | <i>\$18,284,790</i> |             | <i>\$15,115,763</i> |             |
| <b>Total Estimated Budget</b>            | <b>\$642,122,288</b>             | <b>\$16,738,928</b> | <b>\$44,993,185</b> | <b>7.0%</b> | <b>\$41,824,158</b> | <b>6.5%</b> |

# Boulder Expenditures Overview, Scenario A

- Esteemed Scholars Program
  - Third year investment of four year commitment
- Former CUSG Fee Funded Programs
- Diversity funding
  - Make permanent investments in Office of Diversity, Equity, and Community Engagement
  - Pre-collegiate program funding
- School/College funding for enrollment growth



# Boulder Expenditures Overview, Scenario A (cont.)

- Capital Asset Management Plan
- Entrepreneurial Efforts
- Compliance
- Dedicated desktop support



# Boulder Tuition, FY 2015-16

| Projected Tuition Revenue Sources                    | FY 2014-15 Original Budget (Current Rate) | FY 2015-16 Proposed Rate |            |                  | Comments  |
|--|---|--------------------------|------------|------------------|---|
|  |   | Mandatory Costs          | Scenario A | Scenario A Minus |   |
| <b>Resident Undergraduate Tuition Rate</b>           | \$9,048                                   | \$9,048                  | \$9,320    | \$9,320          | Rate increase 3% for Scenario A & A Minus, 0% for Mandatory Costs |
| Dollar Change  |   | \$0                      | \$272      | \$272            |   |
| Percent Change                                       |   | 0%                       | 3%         | 3%               |   |
| <b>Non-Resident Undergrad Tuition Rate</b>           | \$31,410                                  | \$31,410                 | \$32,352   | \$32,352         | Rate increase 3% for Scenario A & A Minus, 0% for Mandatory Costs |
| Dollar Change  |   | \$0                      | \$942      | \$942            |   |
| Percent Change                                       |   | 0%                       | 3%         | 3%               |   |
| <b>Current Resident Graduate Tuition Rate</b>        | \$10,224                                  | \$10,224                 | \$10,530   | \$10,530         | Rate increase 3% for Scenario A & A Minus, 0% for Mandatory Costs |
| Dollar Change  |   | \$0                      | \$306      | \$306            |   |
| <b>Non-Resident Graduate Tuition Rate</b>            | \$27,522                                  | \$27,522                 | \$28,348   | \$28,348         | Rate increase 3% for Scenario A & A Minus, 0% for Mandatory Costs |
| Dollar Change  |   | \$0                      | \$826      | \$826            |   |
| <b>International Undergraduate Charge (incoming)</b> | \$32,910                                  | \$32,910                 | \$35,398   | \$35,398         | Rate increase 3% for Scenario A & A Minus, 0% for Mandatory Costs |
| Dollar Change  |   | \$0                      | \$2,488    | \$2,488          |   |
| Percent Change                                       |   | 0%                       | 8%         | 8%               |   |



# Boulder Revenues, FY 2015-16

| Projected<br>General Fund Revenue Increases                | Original Budget    | Mandatory         | Scenario A        | Scenario A<br>Minus |
|--|--------------------|-------------------|-------------------|---------------------|
|  | FY 2014-15         | FY 2015-16        |                   |                     |
| Tuition  |                    |                   |                   |                     |
| Resident Undergraduate                                     | \$154,151,783      | \$1,789,690       | \$8,677,883       | \$8,677,883         |
| Non-Resident Undergraduate                                 | \$277,505,043      | \$16,199,264      | \$24,151,173      | \$24,151,173        |
| Resident Graduate  | \$34,323,442       | \$0               | \$1,029,703       | \$1,029,703         |
| Non-Resident Graduate                                      | \$36,288,008       | \$0               | \$1,088,640       | \$1,088,640         |
| International Undergraduate (included in non-res UG total) | \$27,750,504       | \$1,619,926       | \$2,415,117       | \$2,415,117         |
| Fees   | \$16,519,003       | (\$2,267)         | (\$2,267)         | (\$2,267)           |
| State Revenue  | \$63,380,528       | \$6,338,053       | \$6,338,053       | \$3,169,026         |
| Indirect Cost Reimbursement                                | \$55,111,376       | \$3,710,000       | \$3,710,000       | \$3,710,000         |
| Other Revenue  | \$4,843,105        | \$0               | \$0               | \$0                 |
| <b>Total Projected Revenue Increase</b>                    | <b>642,122,288</b> | <b>28,034,740</b> | <b>44,993,185</b> | <b>41,824,158</b>   |
| Fiscal Year Revenue Over/(Under) Expenditures              | \$0                | \$11,295,812      | \$0               | \$0                 |

**Comments:** Tuition revenue variances from FY2014-15 original budget to estimated actuals are included within the FY2015-16 figures. International Undergraduate tuition revenue is an estimate. Tuition rate changes in out-years is estimated to be approximately 3%. International undergraduate tuition revenue is estimated based on the proportion of international heads for the estimated fall 2015 undergraduate headcount, which is 10% of undergraduate nonresidents. ICR revenue increase is due in part to the increased ICR rate on research activity, and ICR in out years is estimated to remain constant. State revenue estimates were provided the System Office.

# Boulder Expenditures, Out-Years

| Expenses                                  | Scenario A Out-Year Projections |             |                     |             |                     |             |                     |             |
|---|---------------------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
|   | FY 2016-17                      |             | FY 2017-18          |             | FY 2018-19          |             | FY 2019-20          |             |
| Operating Expense                         | \$ Change                       | % Change    | \$ Change           | % Change    | \$ Change           | % Change    | \$ Change           | % Change    |
| Compensation                              |                                 |             |                     |             |                     |             |                     |             |
| Salary Faculty and Graduate Students      | \$5,717,602                     | 3.0%        | \$5,889,130         | 3.0%        | \$6,065,804         | 3.0%        | \$6,247,778         | 3.0%        |
| Salary Exempt                             | \$1,950,950                     | 3.0%        | \$2,009,479         | 3.0%        | \$2,069,763         | 3.0%        | \$2,131,859         | 3.0%        |
| Salary Classified and Hourly              | \$1,909,156                     | 3.0%        | \$1,966,431         | 3.0%        | \$2,025,424         | 3.0%        | \$2,086,187         | 3.0%        |
| Benefits - Faculty and Exempt             | \$3,621,338                     | 3.6%        | \$3,698,192         | 3.5%        | \$3,266,767         | 3.0%        | \$3,364,770         | 3.0%        |
| Benefits - Classified                     | \$1,050,287                     | 4.6%        | \$843,593           | 3.5%        | \$743,273           | 3.0%        | \$765,571           | 3.0%        |
| Other                                     |                                 |             |                     |             |                     |             |                     |             |
| Institutional Financial Aid               | \$3,920,597                     | 6.1%        | \$3,994,139         | 5.9%        | \$2,070,525         | 2.9%        | \$2,149,865         | 2.9%        |
| General Operating                         | \$479,690                       | 0.6%        | \$1,151,453         | 1.3%        | \$1,088,186         | 1.2%        | \$471,201           | 0.5%        |
| Controlled Maintenance                    | \$0                             | 0.0%        | \$0                 | 0.0%        | \$1,500,000         | 15.8%       | \$1,803,975         | 16.5%       |
| Library Expense                           | \$650,736                       | 5.0%        | \$683,273           | 5.0%        | \$717,436           | 5.0%        | \$753,308           | 5.0%        |
| Utilities                                 | \$804,051                       | 3.5%        | \$832,193           | 3.5%        | \$861,320           | 3.5%        | \$891,466           | 3.5%        |
| ICCA                                      | \$490,856                       | 2.0%        | \$876,177           | 3.5%        | \$1,036,392         | 4.0%        | \$673,655           | 2.5%        |
| Insurance                                 | \$214,513                       | 4.9%        | \$225,239           | 4.9%        | \$236,500           | 4.9%        | \$248,326           | 5.0%        |
| Base Building from Prior Year Initiatives | \$385,684                       | 2.1%        | \$548,457           | 1.9%        | \$699,954           | 1.8%        | 848,058             | 1.7%        |
| <i>Operating Expense Total</i>            | <i>\$21,195,460</i>             | <i>3.2%</i> | <i>\$22,717,756</i> | <i>3.3%</i> | <i>\$22,381,344</i> | <i>3.1%</i> | <i>\$22,436,019</i> | <i>3.1%</i> |

# Boulder Expenditures, Out-Years

| Expenses                                 | Scenario A Out-Year Projections |             |                     |             |                     |             |                     |             |
|--|---------------------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|
|  | FY 2016-17                      |             | FY 2017-18          |             | FY 2018-19          |             | FY 2019-20          |             |
| Campus Initiatives                       | \$ Change                       | % Change    | \$ Change           | % Change    | \$ Change           | % Change    | \$ Change           | % Change    |
| One-Time                                 |                                 |             |                     |             |                     |             |                     |             |
| Capital Assets Management Plan           | \$4,000,000                     |             | \$4,000,000         |             | \$4,000,000         |             | \$4,000,000         |             |
| Enrollment Contingency                   | \$800,000                       |             | \$1,800,000         |             | \$1,800,000         |             | \$1,800,000         |             |
| On-Going                                 |                                 |             |                     |             |                     |             |                     |             |
| School/College Direct Funding            | \$4,240,085                     |             | \$4,001,463         |             | \$3,736,852         |             | \$3,431,217         |             |
| Enrollment - Online, Retention, Strategy | \$800,000                       |             | \$500,000           |             | \$500,000           |             | \$500,000           |             |
| <i>Campus Initiatives Total</i>          | <i>\$9,840,085</i>              |             | <i>\$10,301,463</i> |             | <i>\$10,036,852</i> |             | <i>\$9,731,217</i>  |             |
| <b>Total Estimated Budget</b>            | <b>\$31,035,545</b>             | <b>4.5%</b> | <b>\$33,019,219</b> | <b>4.6%</b> | <b>\$32,418,196</b> | <b>4.3%</b> | <b>\$32,167,236</b> | <b>4.1%</b> |



# Boulder Tuition, Out-Years

| Projected Tuition Revenue Sources                    | Scenario A Out-Year Projections |          |          |          | Comments  |
|--|---------------------------------|----------|----------|----------|---|
|  | FY 16-17                        | FY 17-18 | FY 18-19 | FY 19-20 |   |
| <b>Resident Undergraduate Tuition Rate</b>           | \$9,600                         | \$9,888  | \$10,184 | \$10,490 | Rate increase 3% for all future years   |
| Dollar Change  | \$280                           | \$288    | \$296    | \$306    |   |
| Percent Change                                       | 3%                              | 3%       | 3%       | 3%       |   |
| <b>Non-Resident Undergrad Tuition Rate</b>           | \$33,322                        | \$34,322 | \$35,352 | \$36,412 | Rate increase 3% for all future years   |
| Dollar Change  | \$970                           | \$1,000  | \$1,030  | \$1,060  |   |
| Percent Change                                       | 3%                              | 3%       | 3%       | 3%       |   |
| <b>Resident Graduate Tuition Rate</b>                | \$10,846                        | \$11,172 | \$11,508 | \$11,854 | Rate increase 3% for all future years   |
| Dollar Change  | \$316                           | \$326    | \$336    | \$346    |   |
| <b>Non-Resident Graduate Tuition Rate</b>            | \$29,198                        | \$30,074 | \$30,976 | \$31,906 | Rate increase 3% for all future years   |
| Dollar Change  | \$850                           | \$876    | \$902    | \$930    |   |
| <b>International Undergraduate Charge (incoming)</b> | \$37,960                        | \$40,598 | \$43,316 | \$44,616 | Rate increase 3% for all future years; \$1,500 supplemental charge FY16-17 through FY18-19. |
| Dollar Change  | \$2,562                         | \$2,638  | \$2,718  | \$1,300  |   |
| Percent Change                                       | 7%                              | 7%       | 7%       | 3%       |   |

# Boulder Revenues, Out-Years

| Projected<br>General Fund Revenue Increases   | Scenario A Out-Year Projection |                   |                   |                   |
|---|--------------------------------|-------------------|-------------------|-------------------|
|   | FY 16-17                       | FY 17-18          | FY 18-19          | FY 19-20          |
| Tuition                                       |                                |                   |                   |                   |
| Resident Undergraduate                        | \$7,010,703                    | \$8,025,894       | \$8,736,965       | \$9,009,652       |
| Non-Resident Undergraduate                    | \$17,116,462                   | \$17,861,620      | \$18,961,917      | \$18,212,626      |
| Resident Graduate                             | \$1,049,335                    | \$1,092,412       | \$1,125,185       | \$1,158,940       |
| Non-Resident Graduate                         | \$1,121,299                    | \$1,154,938       | \$1,189,567       | \$1,225,274       |
| International Undergraduate                   | \$1,711,646                    | \$1,786,162       | \$1,896,192       | \$1,821,263       |
| Fees  | \$247,751                      | \$251,467         | \$170,160         | \$171,861         |
| State Revenue                                 | (\$4,694,649)                  | \$2,424,618       | \$2,692,167       | \$2,501,817       |
| Indirect Cost Reimbursement                   | \$0                            | \$0               | \$0               | \$0               |
| Other Revenue                                 | \$96,862                       | \$108,679         | \$121,168         | \$129,245         |
| <b>Total Projected Revenue Increase</b>       | <b>\$21,947,763</b>            | <b>30,919,628</b> | <b>32,997,129</b> | <b>32,409,415</b> |
| Fiscal Year Revenue Over/(Under) Expenditures | (\$9,087,782)                  | (\$2,099,591)     | \$578,933         | \$242,179         |
| Total Revenue Over/(Under) Expenditures       | (\$9,087,782)                  | (\$11,187,372)    | (\$10,608,440)    | (\$10,366,261)    |



# Closing Future Budget Gaps, Boulder

- Cost Containment
  - Paperless Initiative
  - Business partner model for back-office support
  - Delay investments in capital asset management plan
  - Increase investment in ESCO's
- Revenue Generation
  - Fundraising
  - Increase partnerships with industry
  - Increase collaborations across departments
  - Revenue generation
- As a last resort, Boulder may need to consider postponing compensation increases to balance serious budget shortfalls.



# 5 year Capital Improvement Plan, Boulder

## Systems Biotechnology Academic Wing -- \$201.5M Total

- Prior Appropriation: \$173.2M (\$6.0M state + \$152.2M cash + \$15M fed)
- FY 2015-16 Request: \$28.2M (\$20.2M state + \$8.0M cash)

## Aerospace & Energy System Bldg-- \$75.0M Total

- FY 2015-16 Request: \$75.0M (\$28.3M state + \$46.7M cash)

## Hellems Capital Renewal -- \$27.2M Total

- FY 2016-17 Request: \$27.2M (\$27.2M state)

## Henderson Capital Renewal -- \$8.1M Total

- FY 2016-17 Request: \$8.1M (\$8.1M state)

## Guggenheim Capital Renewal -- \$6.4M Total

- FY 2016-17 Request: \$6.4M (\$6.4M state)



# Future Use of Unobligated Funds, Boulder

- Capital Asset Management Plan
- Aerospace building
- Scholarships
- Strategic property
- Start-up funds
- One-time funding for new college and enrollment shifts
- Investments that support the campus Grand Challenge Initiative



# Denver Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Denver Highlights

- State funding increase of 10%; \$2.6 million for the Denver Campus.
- Enrollment is projected to increase 6.9% from FY 2014-15 budget.
- Fully implement linearity.
- Over two years will make all years in undergraduate the same price: proposed 3.7% undergraduate base rate increase for resident lower level and 0% for undergraduate resident upper level.
- Implement 1% graduate base rate decrease to combat impacts of linearity.
- Implement charge by course.
- Bioengineering tuition differential for their students.



# Current Budget Year Update, Denver

- Fall 2014 census undergraduate resident enrollment increased by 2.2%.
- Second consecutive record high new freshmen class with 17.4% growth.
- Strong increase of 33.0% in new transfer students.
- First year of growth in total graduate students since 2010.



# Denver Enrollment

| Headcount Enrollment*      | FY 2014-15<br>Budgeted | FY 2014-15<br>Revised | FY 2015-16<br>Projection | FY 2016-17<br>Projection | FY 2017-18<br>Projection | FY 2018-19<br>Projection | FY 2019-20<br>Projection |
|----------------------------|------------------------|-----------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Resident Undergraduate     | 8,110                  | 8,473                 | 8,772                    | 8,772                    | 8,772                    | 8,772                    | 8,772                    |
| Non-Resident Undergraduate | 1,469                  | 1,514                 | 1,467                    | 1,467                    | 1,467                    | 1,467                    | 1,467                    |
| Domestic                   | 760                    | 845                   | 826                      | 826                      | 826                      | 826                      | 826                      |
| International              | 709                    | 669                   | 641                      | 641                      | 641                      | 641                      | 641                      |
| Resident Graduate          | 3,310                  | 3,432                 | 3,405                    | 3,405                    | 3,405                    | 3,405                    | 3,405                    |
| Non-Resident Graduate      | 808                    | 950                   | 992                      | 992                      | 992                      | 992                      | 992                      |
| Domestic                   | 407                    | 449                   | 469                      | 469                      | 469                      | 469                      | 469                      |
| International              | 401                    | 501                   | 523                      | 523                      | 523                      | 523                      | 523                      |
| Total Resident             | 11,420                 | 11,905                | 12,177                   | 12,177                   | 12,177                   | 12,177                   | 12,177                   |
| Total Non-Resident         | 2,277                  | 2,464                 | 2,459                    | 2,459                    | 2,459                    | 2,459                    | 2,459                    |
| <b>Total Headcount</b>     | <b>13,697</b>          | <b>14,369</b>         | <b>14,636</b>            | <b>14,636</b>            | <b>14,636</b>            | <b>14,636</b>            | <b>14,636</b>            |

\* Includes degree and non-degree seeking students with state reportable hours (in class and online).

# Denver Expenditures, FY 2015-16

| Expenses                             | FY 2014-15<br>Original<br>Budget | FY 2015-16         |                    |             |                    |             |
|--------------------------------------|----------------------------------|--------------------|--------------------|-------------|--------------------|-------------|
|                                      |                                  | Mandatory          | Scenario A         |             | Scenario A Minus   |             |
| Operating Expense                    | Total                            | \$ Change          | \$ Change          | % Change    | \$ Change          | % Change    |
| Compensation (1)                     |                                  |                    |                    |             |                    |             |
| Salary Faculty and Graduate Students | \$58,710,880                     | \$0                | \$1,862,103        | 3.2%        | \$1,862,103        | 3.2%        |
| Salary Exempt                        | \$26,000,744                     | \$0                | \$780,021          | 3.0%        | \$780,021          | 3.0%        |
| Salary Classified and Hourly         | \$11,525,099                     | \$230,502          | \$345,753          | 3.0%        | \$345,753          | 3.0%        |
| Benefits - Faculty and Exempt        | \$20,963,643                     | \$0                | \$1,006,476        | 4.8%        | \$1,006,476        | 4.8%        |
| Benefits - Classified                | \$3,309,982                      | \$227,813          | \$249,711          | 7.5%        | \$249,711          | 7.5%        |
| Mandatory Transfers/Other            | \$13,411,486                     | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| Institutional Financial Aid          | \$12,054,076                     | \$0                | \$500,000          | 4.1%        | \$500,000          | 4.1%        |
| General Operating                    | \$23,113,008                     | \$914,893          | \$930,013          | 4.0%        | \$930,013          | 4.0%        |
| Controlled Maintenance               | \$1,008,392                      | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| Library Expense                      | \$3,611,669                      | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| Utilities                            | \$954,410                        | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| ICCA                                 | \$5,180,644                      | \$184,475          | \$206,420          | 4.0%        | \$161,448          | 3.1%        |
| Insurance                            | \$483,782                        | \$142,156          | \$142,156          | 29.4%       | \$142,156          | 29.4%       |
| <i>Operating Expense Total</i>       | <i>\$180,327,815</i>             | <i>\$1,699,839</i> | <i>\$6,022,653</i> | <i>3.3%</i> | <i>\$5,977,681</i> | <i>3.3%</i> |

(1) Faculty compensation includes amount for promotions

# Denver Expenditures, FY 2015-16

| Expenses  | FY 2014-15<br>Original<br>Budget | FY 2015-16         |                     |             |                     |             |
|---|----------------------------------|--------------------|---------------------|-------------|---------------------|-------------|
|   |                                  | Mandatory          | Scenario A          |             | Scenario A Minus    |             |
| Campus Initiatives                                  | Total                            | \$ Change          | \$ Change           | % Change    | \$ Change           | % Change    |
| MOU Undergraduate in Bioengineering                 | \$0                              | \$0                | \$550,622           |             | \$550,622           |             |
| MOU Graduate School Integrative and Systems Biology | \$0                              | \$0                | \$29,340            |             | \$29,340            |             |
| MOU Undergraduate Program in Architecture           | \$0                              | \$0                | \$178,017           |             | \$178,017           |             |
| Faculty positions                                   | \$0                              | \$0                | \$976,350           |             | \$976,350           |             |
| Staff positions and Operating                       | \$0                              | \$0                | \$849,451           |             | \$849,451           |             |
| International College of Beijing Refinance          | \$0                              | \$0                | \$463,249           |             | \$463,249           |             |
| Office of Research Services investment funding      | \$0                              | \$0                | \$200,000           |             | \$200,000           |             |
| University Honors and Leaders program               | \$0                              | \$0                | \$105,000           |             | \$105,000           |             |
| New Budget Model Contingency                        | \$0                              | \$0                | \$2,000,000         |             | \$2,000,000         |             |
| Student Recruitment                                 | \$0                              | \$0                | \$175,000           |             | \$175,000           |             |
| Market Adjustment for The Wildlife Experience Staff | \$0                              | \$0                | \$55,000            |             | \$55,000            |             |
| Capital Investment and Chancellor Initiative        | \$0                              | \$0                | \$1,591,846         |             | \$389,412           |             |
| Online Investment                                   | \$0                              | \$0                | \$0                 |             | \$0                 |             |
| <i>Campus Initiatives Total</i>                     | <i>\$0</i>                       | <i>\$0</i>         | <i>\$7,173,875</i>  |             | <i>\$5,921,277</i>  |             |
| <b>Total Estimated Budget</b>                       | <b>\$180,327,815</b>             | <b>\$1,699,839</b> | <b>\$13,196,528</b> | <b>7.3%</b> | <b>\$11,898,958</b> | <b>6.6%</b> |

# Denver Expenditures Overview, Scenario A

- Mandatory Costs.
- Increased costs for Auraria.
- Make investments in critical staff and faculty positions.
- Continue investments in Architecture undergraduate program, Graduate School Integrative and Systems Biology, and undergraduate program in Bioengineering.
- Execute a student marketing program for out of state markets.
- Market adjustments for The Wildlife Experience Staff.



# Denver Expenditures Overview, Scenario A (cont.)

- Invest in International College of Beijing administrative services.
- Investment in the University Honors and Leaders program for scholarships and instructional costs.
- Increase investment funding to attract new, productive, research and creative activities for the Office of Research Services.
- Capital budget for future building growth, or for other Chancellor priorities yet to be determined.
- Although \$8.5 million of initiative requests were received across the campus, principles and priorities learned through the academic prioritization process assisted in targeting funds in the most efficient and productive ways. Allocations were not made “across-the-board.”



# Denver Tuition, FY 2015-16

| Projected Tuition Revenue Sources          | FY 2014-15<br>Original<br>Budget<br>(Current Rate) | FY 2015-16 Proposed Rate |            |                     | Comments  |
|--|--|--------------------------|------------|---------------------|---|
|  |  | Mandatory<br>Costs       | Scenario A | Scenario A<br>Minus |   |
| <b>Resident Undergraduate Tuition Rate</b> | \$8,760  | \$9,090                  | \$9,090    | \$9,090             | Current UG Resident tuition rates are linear up to 17 and over 18 credit hours. Proposed UG Resident rate includes completion of linearity and a 3.7% base increase for lower level and 0% for upper level. |
| Dollar Change                              |  | \$330                    | \$330      | \$330               |   |
| Percent Change                             |  | 3.7%                     | 3.7%       | 3.7%                |   |
| <b>Non-Resident Undergrad Tuition Rate</b> | \$27,030   | \$28,020                 | \$28,020   | \$28,020            | Proposed rate includes a 3.7% base increase, with smaller increases for WUE students.   |
| Dollar Change                              |  | \$990                    | \$990      | \$990               |   |
| Percent Change                             |  | 3.7%                     | 3.7%       | 3.7%                |   |
| <b>Resident Graduate Tuition Rate</b>      | \$9,702  | \$10,860                 | \$10,860   | \$10,860            | Current Grad Resident tuition rates are linear up to 11 and over 14 credit hours. Proposed rate includes a 1.0% base decrease and completion of linearity.  |
| Dollar Change                              |  | \$1,158                  | \$1,158    | \$1,158             |   |
| <b>Non-Resident Graduate Tuition Rate</b>  | \$29,668   | \$33,930                 | \$33,930   | \$33,930            | Current Grad Nonresident tuition rates are linear up to 12 and over 15 credit hours. Proposed rate includes a 1.0% base decrease and completion of linearity.   |
| Dollar Change                              |  | \$4,242                  | \$4,242    | \$4,242             |   |

# Denver Revenues, FY 2015-16

| Projected<br>General Fund Revenue Increases  | Original Budget      | Mandatory           | Scenario A          | Scenario A<br>Minus |
|--|----------------------|---------------------|---------------------|---------------------|
|  | FY 2014-15           | FY 2015-16          |                     |                     |
| Tuition                                      |                      |                     |                     |                     |
| Resident Undergraduate                       | \$61,828,874         | \$7,713,447         | \$7,713,447         | \$7,713,447         |
| Non-Resident Undergraduate                   | \$33,134,941         | (\$9,302)           | (\$9,302)           | (\$9,302)           |
| Resident Graduate                            | \$21,755,499         | (\$291,444)         | (\$291,444)         | (\$291,444)         |
| Non-Resident Graduate                        | \$14,761,338         | \$2,592,433         | \$2,592,433         | \$2,592,433         |
| Fees   | \$12,873,956         | \$494,891           | \$494,891           | \$494,891           |
| State Revenue                                | \$25,951,401         | \$2,595,140         | \$2,595,140         | \$1,297,570         |
| Indirect Cost Reimbursement                  | \$3,000,000          | \$0                 | \$0                 | \$0                 |
| Other Revenue                                | \$7,021,806          | \$101,363           | \$101,363           | \$101,363           |
| <b>Total Projected Revenue Increase</b>      | <b>\$180,327,815</b> | <b>\$13,196,528</b> | <b>\$13,196,528</b> | <b>\$11,898,958</b> |
| Fiscal Year Revenue Over/(Under) Expenditure |                      | \$11,496,689        | \$0                 | \$0                 |



# Denver Expenditures, Out-Years

| Expenses                                      | Scenario A Out-Year Projections |             |                    |             |                    |             |                    |             |
|---|---------------------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
|   | FY 2016-17                      |             | FY 2017-18         |             | FY 2018-19         |             | FY 2019-20         |             |
| Operating Expense                             | \$ Change                       | % Change    | \$ Change          | % Change    | \$ Change          | % Change    | \$ Change          | % Change    |
| Compensation                                  |                                 |             |                    |             |                    |             |                    |             |
| Salary Faculty and Graduate Students          | \$1,917,189                     | 3.0%        | \$1,974,705        | 3.0%        | \$2,033,946        | 3.0%        | \$2,094,965        | 3.0%        |
| Salary Exempt                                 | \$803,423                       | 3.0%        | \$827,526          | 3.0%        | \$852,351          | 3.0%        | \$877,922          | 3.0%        |
| Salary Classified and Hourly                  | \$356,126                       | 3.0%        | \$366,809          | 3.0%        | \$377,814          | 3.0%        | \$389,148          | 3.0%        |
| Benefits - Faculty and Exempt                 | \$1,232,525                     | 5.6%        | \$1,306,476        | 5.6%        | \$1,384,865        | 5.7%        | \$1,467,956        | 5.7%        |
| Benefits - Classified                         | \$290,682                       | 8.2%        | \$310,153          | 8.1%        | \$330,853          | 8.0%        | \$352,857          | 7.9%        |
| Mandatory Transfers/Other                     | \$0                             | 0%          | \$0                | 0%          | \$0                | 0%          | \$0                | 0%          |
| Institutional Financial Aid                   | \$200,000                       | 1.6%        | \$200,000          | 1.6%        | \$200,000          | 1.5%        | \$100,000          | 0.8%        |
| General Operating                             | \$360,926                       | 1.5%        | \$378,972          | 1.6%        | \$397,921          | 1.6%        | \$417,817          | 1.7%        |
| Controlled Maintenance                        | \$0                             | 0%          | \$0                | 0%          | \$0                | 0%          | \$0                | 0%          |
| Library Expense                               | \$0                             | 0%          | \$0                | 0%          | \$0                | 0%          | \$0                | 0%          |
| Utilities                                     | \$0                             | 0%          | \$0                | 0%          | \$0                | 0%          | \$0                | 0%          |
| ICCA  | \$111,094                       | 2.0%        | \$198,302          | 3.5%        | \$234,563          | 4.0%        | \$152,466          | 2.5%        |
| Insurance                                     | \$12,519                        | 2.0%        | \$12,769           | 2.0%        | \$13,025           | 2.0%        | \$13,285           | 2.0%        |
| Base Building from Prior Year Initiatives (2) | \$56,424                        | 0.8%        | \$88,117           | 1.1%        | \$93,760           | 1.0%        | \$99,573           | 0.9%        |
| <i>Operating Expense Total</i>                | <i>\$5,340,908</i>              | <i>2.9%</i> | <i>\$5,663,829</i> | <i>3.0%</i> | <i>\$5,919,098</i> | <i>3.0%</i> | <i>\$5,965,989</i> | <i>2.9%</i> |

(2) Initiative expenses primarily involving personnel ("faculty positions," "staff positions," and "market adjustment for The Wildlife Experience staff") are adjusted 3% per year to create a merit pool.

# Denver Expenditures, Out-Years

| Expenses                        | Scenario A Out-Year Projections |             |                    |             |                    |             |                    |             |
|---------------------------------|---------------------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
|                                 | FY 2016-17                      |             | FY 2017-18         |             | FY 2018-19         |             | FY 2019-20         |             |
|                                 | \$ Change                       | % Change    | \$ Change          | % Change    | \$ Change          | % Change    | \$ Change          | % Change    |
| <b>Campus Initiatives</b>       |                                 |             |                    |             |                    |             |                    |             |
| Faculty positions               | \$500,000                       |             | \$600,000          |             | \$650,000          |             | \$500,000          |             |
| Staff positions and Operating   | \$500,000                       |             | \$500,000          |             | \$550,000          |             | \$500,000          |             |
| On Line Investment              | \$0                             |             | \$150,000          |             | \$200,000          |             | \$300,000          |             |
| <i>Campus Initiatives Total</i> | <i>\$1,000,000</i>              |             | <i>\$1,250,000</i> |             | <i>\$1,400,000</i> |             | <i>\$1,300,000</i> |             |
| <b>Total Estimated Budget</b>   | <b>\$6,340,908</b>              | <b>3.3%</b> | <b>\$6,913,829</b> | <b>3.5%</b> | <b>\$7,319,098</b> | <b>3.5%</b> | <b>\$7,265,989</b> | <b>3.4%</b> |

# Denver Tuition, Out-Years

| Projected Tuition Revenue Sources          | Scenario A Out-Year Projections |          |          |          | Comments |
|--|---------------------------------|----------|----------|----------|----------|
|  | FY 16-17                        | FY 17-18 | FY 18-19 | FY 19-20 |          |
| <b>Resident Undergraduate Tuition Rate</b> | \$9,422                         | \$9,799  | \$10,191 | \$10,599 |          |
| Dollar Change                              | \$332                           | \$377    | \$392    | \$408    |          |
| Percent Change                             | 3.7%                            | 4.00%    | 4.00%    | 4.00%    |          |
| <b>Non-Resident Undergrad Tuition Rate</b> | \$29,043                        | \$30,205 | \$31,413 | \$32,670 |          |
| Dollar Change                              | \$1,023                         | \$1,162  | \$1,208  | \$1,257  |          |
| Percent Change                             | 3.7%                            | 4.00%    | 4.00%    | 4.00%    |          |
| <b>Resident Graduate Tuition Rate</b>      | \$11,077                        | \$11,299 | \$11,525 | \$11,756 |          |
| Dollar Change                              | \$217                           | \$222    | \$226    | \$231    |          |
| Percent Change                             | 2.00%                           | 2.00%    | 2.00%    | 2.00%    |          |
| <b>Non-Resident Graduate Tuition Rate</b>  | \$34,609                        | \$35,301 | \$36,007 | \$36,727 |          |
| Dollar Change                              | \$679                           | \$692    | \$706    | \$720    |          |
| Percent Change                             | 2.00%                           | 2.00%    | 2.00%    | 2.00%    |          |

# Denver Revenues, Out-Years

| Projected<br>General Fund Revenue Increases  | Scenario A Out-Year Projection |                    |                    |                    |
|--|--------------------------------|--------------------|--------------------|--------------------|
|  | FY 16-17                       | FY 17-18           | FY 18-19           | FY 19-20           |
| Tuition                                      |                                |                    |                    |                    |
| Resident Undergraduate                       | \$2,781,693                    | \$2,892,961        | \$3,008,679        | \$3,129,026        |
| Non-Resident Undergraduate                   | \$1,325,026                    | \$1,378,027        | \$1,433,148        | \$1,490,474        |
| Resident Graduate                            | \$429,281                      | \$437,867          | \$446,624          | \$455,557          |
| Non-Resident Graduate                        | \$347,075                      | \$354,017          | \$361,097          | \$368,319          |
| Fees   | \$401,065                      | \$413,097          | \$425,490          | \$438,255          |
| State Revenue                                | (\$1,922,242)                  | \$992,769          | \$1,102,318        | \$1,024,379        |
| Indirect Cost Reimbursement                  | \$0                            | \$0                | \$0                | \$0                |
| Other Revenue                                | \$105,093                      | \$108,960          | \$112,970          | \$117,127          |
| <b>Total Projected Revenue Increase</b>      | <b>\$3,466,991</b>             | <b>\$6,577,697</b> | <b>\$6,890,326</b> | <b>\$7,023,136</b> |
| Fiscal Year Revenue Over/(Under) Expenditure | (\$2,873,917)                  | (\$336,132)        | (\$428,772)        | (\$242,853)        |
| Total Over/(Under) Expenditure               | (\$2,873,917)                  | (\$3,210,049)      | (\$3,638,821)      | (\$3,881,674)      |



# Closing Future Budget Gaps, Denver

- In FY 16-17, the Campus plans to use one-time funds from the reserve to prevent any cuts from investments made in FY 15-16, if a temporary lull in state funds occurs.
- The Denver Campus intends to keep tuition rate growth modest so as not to encourage a decline in enrollment.
- Linearity will help stabilize out year revenue.
- Online expansion is expected to create more enrollment as flexibility increases.
- Denver Campus is working with AHEC to implement LEAN processes for operational savings.



# Closing Future Budget Gaps, Denver (cont.)

- On campus operational efficiencies are considered every year.
- As a last resort, Denver Campus may need to consider postponing compensation increases to balance serious budget shortfalls.



# 5 year Capital Improvement Plan, Denver

## North Classroom Bldg Renovation -- \$31.9M Total

- FY 2015-16 Request: \$31.9M (\$20.5M state + \$11.3M cash)

## Engineering & Physical Sci. Bldg Renovation -- \$41.3M Total

- FY 2016-17 Request: \$41.3M (\$20.7M state + \$20.7M cash)

## Pre-Health Wing (addition to Science Wing) -- \$19.86M Total

- FY 2016-17 Request: \$19.86M (\$9.9M state + \$9.9M cash)

## CU Denver Building Renovation – CAP -- \$42.4M Total

- FY 2018-19 Request: \$42.4M (\$21.2M state + \$21.2M cash)



# Future Use of Unobligated Funds, Denver

- Denver Campus is projecting tuition revenue to exceed budget by \$4 million.
- Enrollment contingency of \$2 million is likely not to be needed.
- Start up for new Business School Dean recruitment.
- Start up for new Graduate School Dean.
- North Classroom requires a match of \$11 million and this depleted major reserves. Need to invest more into special project reserves for next priorities of Engineering & Physical Science project and Pre-Health Instructional Lab Wing.
- Chancellor initiatives.



# Anschutz Medical Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Anschutz Medical Campus Highlights

- State funding increase of 10% for Anschutz is \$5.7 million.
- Continued decline in Tobacco funding of \$751,670.
- Overall enrollment is projected to increase by 4.7% from FY 2014-15 budget.
- Revenue increases from UPI, University Health System, and Children's Hospital Colorado for the Center for Personalized Medicine and Biomedical Informatics.
- Increase in Indirect Cost Reimbursement.



# Current Budget Year Update, Anschutz Medical Campus

- Fall 2014 census enrollment increased by 5.3%
- Strong increase of 17.3% in nonresident enrollment from Fall 2013
- Undergraduate enrollment increased 7.6% due to the new BS Nursing cohort at CU South Denver
- Revenue increase from UPI, University Health System, and Children's Hospital Colorado for the Center for Personalized Medicine and Biomedical Informatics began in FY 14-15



# Anschutz Medical Campus Enrollment

As of January 12, 2015

|   | Fall 2014 Budget |              |              | Fall 2014 Census |              |              | Fall 2015 Projection |              |              | Change Projection over Census |               |              |
|---|------------------|--------------|--------------|------------------|--------------|--------------|----------------------|--------------|--------------|-------------------------------|---------------|--------------|
|   | Resident         | Non-resident | Total        | Resident         | Non-resident | Total        | Resident             | Non-resident | Total        | Resident                      | Non-resident  | Total        |
| <b>School of Medicine</b>                   | <b>798</b>       | <b>212</b>   | <b>1,010</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                      | 463              | 165          | 628          | 439              | 182          | 621          | 468                  | 185          | 653          | 6.6%                          | 1.6%          | 5.2%         |
| Medical Scientist Training, PhD             | 25               | 8            | 33           | 25               | 10           | 35           | 27                   | 8            | 35           | 8.0%                          | -20.0%        | 0.0%         |
| Doctor of Physical Therapy, DPT             | 169              | 21           | 190          | 161              | 28           | 189          | 175                  | 20           | 195          | 8.7%                          | -28.6%        | 3.2%         |
| Child Health Associate Physician Asst, MPAS | 118              | 14           | 132          | 111              | 20           | 131          | 116                  | 14           | 130          | 4.5%                          | -30.0%        | -0.8%        |
| MS Genetics                                 | 8                | 4            | 12           | 8                | 4            | 12           | 8                    | 4            | 12           | 0.0%                          | 0.0%          | 0.0%         |
| MS Anesthesiology                           | 15               | 0            | 15           | 10               | 7            | 17           | 17                   | 11           | 28           | 70.0%                         | 57.1%         | 64.7%        |
| <b>School of Dental Medicine</b>            |                  |              |              |                  |              |              |                      |              |              |                               |               |              |
| Doctor of Dental Surgery, DDS               | <b>240</b>       | <b>77</b>    | <b>317</b>   | <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>807</b>       | <b>63</b>    | <b>870</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                                  | 373              | 29           | 402          | 364              | 31           | 395          | 430                  | 31           | 461          | 18.1%                         | 0.0%          | 16.7%        |
| RN to BS Nursing                            | 79               | 3            | 82           | 66               | 5            | 71           | 72                   | 1            | 73           | 9.1%                          | -80.0%        | 2.8%         |
| MS Nursing                                  | 246              | 20           | 266          | 246              | 29           | 275          | 253                  | 20           | 273          | 2.8%                          | -31.0%        | -0.7%        |
| Doctor of Nursing Practice, DNP             | 61               | 1            | 62           | 45               | 1            | 46           | 51                   | 1            | 52           | 13.3%                         | 0.0%          | 13.0%        |
| PhD Nursing                                 | 35               | 10           | 45           | 28               | 10           | 38           | 28                   | 10           | 38           | 0.0%                          | 0.0%          | 0.0%         |
| Post Master Certificate                     | 13               | 0            | 13           | 29               | 5            | 34           | 15                   | 1            | 16           | -48.3%                        | -80.0%        | -52.9%       |
| <b>School of Pharmacy</b>                   | <b>563</b>       | <b>116</b>   | <b>679</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                  | 538              | 87           | 625          | 545              | 87           | 632          | 539                  | 81           | 620          | -1.1%                         | -6.9%         | -1.9%        |
| PhD Pharmaceutical Sciences or Toxicology   | 25               | 29           | 54           | 20               | 22           | 42           | 23                   | 22           | 45           | 15.0%                         | 0.0%          | 7.1%         |

Includes degree and non-degree seeking students with state reportable hours only hours (in class and online).

# Anschutz Medical Campus Enrollment

As of January 12, 2015

|  | Fall 2014 Budget |              |              | Fall 2014 Census |              |              | Fall 2015 Projection |              |              | Change Projection over Census |              |              |
|--|------------------|--------------|--------------|------------------|--------------|--------------|----------------------|--------------|--------------|-------------------------------|--------------|--------------|
|  | Resident         | Non-resident | Total        | Resident         | Non-resident | Total        | Resident             | Non-resident | Total        | Resident                      | Non-resident | Total        |
| <b>School of Public Health</b>                           | <b>540</b>       | <b>75</b>    | <b>615</b>   | <b>535</b>       | <b>95</b>    | <b>630</b>   | <b>593</b>           | <b>107</b>   | <b>700</b>   | <b>10.8%</b>                  | <b>13.1%</b> | <b>11.1%</b> |
| Master of Public Health, MPH                             | 307              | 43           | 350          | 334              | 67           | 401          | 392                  | 77           | 469          | 17.3%                         | 15.2%        | 17.0%        |
| MS Biostatistics, Epidemiology, Health Services Research | 24               | 4            | 28           | 35               | 2            | 37           | 36                   | 3            | 39           | 3.4%                          | 50.0%        | 5.9%         |
| PhD and Doctor of Public Health, DrPH                    | 48               | 10           | 58           | 50               | 13           | 63           | 57                   | 14           | 71           | 13.6%                         | 9.2%         | 12.7%        |
| Certificate/Nondegree                                    | 161              | 18           | 179          | 116              | 13           | 129          | 108                  | 13           | 121          | -6.9%                         | 0.0%         | -6.2%        |
| <b>Graduate School</b>                                   | <b>332</b>       | <b>77</b>    | <b>409</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                                      | 40               | 1            | 41           | 57               | 3            | 60           | 57                   | 3            | 60           | 0.0%                          | 0.0%         | 0.0%         |
| MS Modern Human Anatomy                                  | 30               | 6            | 36           | 31               | 10           | 41           | 35                   | 8            | 43           | 12.9%                         | -20.0%       | 4.9%         |
| MS Biomedical Science and Biotechnology                  | 0                | 0            | 0            | 0                | 0            | 0            | 8                    | 2            | 10           | -                             | -            | -            |
| PhD Basic Sciences                                       | 224              | 65           | 289          | 227              | 54           | 281          | 228                  | 56           | 284          | 0.4%                          | 3.7%         | 1.1%         |
| PhD Clinical Science                                     | 13               | 0            | 13           | 17               | 0            | 17           | 17                   | 0            | 17           | 0.0%                          | -            | 0.0%         |
| Non Degree   | 25               | 5            | 30           | 15               | 3            | 18           | 18                   | 3            | 21           | 20.0%                         | 0.0%         | 16.7%        |
| <b>Anschutz Medical Campus</b>                           | <b>3,280</b>     | <b>620</b>   | <b>3,900</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.

Includes degree and non-degree seeking students with state reportable hours only.



# Anschutz Medical Campus Expenditures, FY 2015-16

| Expenses                             | FY 2014-15<br>Original<br>Budget | FY 2015-16         |                    |             |                    |             |
|--------------------------------------|----------------------------------|--------------------|--------------------|-------------|--------------------|-------------|
|                                      |                                  | Mandatory          | Scenario A         |             | Scenario A Minus   |             |
| Operating Expense                    | Total                            | \$ Change          | \$ Change          | % Change    | \$ Change          | % Change    |
| Compensation (1)                     |                                  |                    |                    |             |                    |             |
| Salary Faculty and Graduate Students | \$56,059,598                     | \$0                | \$1,681,787        | 3.0%        | \$1,681,787        | 3.0%        |
| Salary Exempt                        | \$37,747,260                     | \$0                | \$1,132,418        | 3.0%        | \$1,132,418        | 3.0%        |
| Salary Classified and Hourly         | \$21,624,708                     | \$432,494          | \$648,740          | 3.0%        | \$648,740          | 3.0%        |
| Benefits - Faculty and Exempt        | \$17,417,407                     | \$0                | \$1,097,220        | 6.3%        | \$1,097,220        | 6.3%        |
| Benefits - Classified                | \$7,887,602                      | \$446,960          | \$489,128          | 6.2%        | \$489,128          | 6.2%        |
| Mandatory Transfers/Other            | \$36,394,176                     | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| Institutional Financial Aid          | \$3,855,341                      | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| General Operating                    | \$13,775,014                     | \$80,689           | \$408,146          | 3.0%        | \$408,146          | 3.0%        |
| Controlled Maintenance               | \$514,000                        | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| Library Expense                      | \$2,011,074                      | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| Utilities                            | \$16,256,919                     | \$0                | \$0                | 0.0%        | \$0                | 0.0%        |
| ICCA                                 | \$12,616,391                     | \$445,777          | \$497,797          | 3.9%        | \$389,124          | 3.1%        |
| Insurance                            | \$3,471,387                      | (\$249,317)        | (\$249,317)        | -7.2%       | (\$249,317)        | -7.2%       |
| <i>Operating Expense Total</i>       | <i>\$229,630,877</i>             | <i>\$1,156,603</i> | <i>\$5,705,919</i> | <i>2.5%</i> | <i>\$5,597,246</i> | <i>2.4%</i> |

(1) Faculty compensation includes amount for promotions

# Anschutz Medical Campus Expenditures, FY 2015-16

| Expenses  | FY 2014-15<br>Original<br>Budget | FY 2015-16          |                     |              |                     |             |
|---|----------------------------------|---------------------|---------------------|--------------|---------------------|-------------|
|   |                                  | Mandatory           | Scenario A          |              | Scenario A Minus    |             |
| Campus Initiatives  | Total                            | \$ Change           | \$ Change           | % Change     | \$ Change           | % Change    |
| Center for Personalized Medicine and Biomedical Informatics | \$0                              | \$9,488,000         | \$9,488,000         |              | \$9,488,000         |             |
| Staff positions   | \$0                              | \$0                 | \$517,862           |              | \$517,862           |             |
| Police  | \$0                              | \$0                 | \$661,714           |              | \$661,714           |             |
| Addressing Basic Needs                                      | \$0                              | \$0                 | \$6,646,818         |              | \$3,889,868         |             |
| <i>Campus Initiatives Total</i>                             | <i>\$0</i>                       | <i>\$9,488,000</i>  | <i>\$17,314,394</i> |              | <i>\$14,557,444</i> |             |
| <b>Total Estimated Budget</b>                               | <b>\$229,630,877</b>             | <b>\$10,644,603</b> | <b>\$23,020,313</b> | <b>10.0%</b> | <b>\$20,154,690</b> | <b>8.8%</b> |

# Anschutz Medical Campus Tuition, FY 2015-16

As of January 12, 2015

| <i>MD, DDS, and PharmD are annual rates;<br/>All others are per credit hour</i> | FY 2014-15 Rates |              | FY 2015-16<br>Proposed Rates |              | Change   |              | Dollar Change |              |
|---|------------------|--------------|------------------------------|--------------|----------|--------------|---------------|--------------|
|   | Resident         | Non-resident | Resident                     | Non-resident | Resident | Non-resident | Resident      | Non-resident |
| <b>School of Medicine</b>   |                  |              |                              |              |          |              |               |              |
| Doctor of Medicine, MD  | \$34,639         | \$60,594     | \$35,678                     | \$61,633     | 3.0%     | 1.7%         | \$1,039       | \$1,039      |
| Doctor of Physical Therapy, DPT   | \$467            | \$993        | \$481                        | \$1,008      | 3.0%     | 1.5%         | \$14          | \$15         |
| Child Health Associate Physician Assistant, MPAS                                | \$357            | \$773        | \$357                        | \$773        | 0.0%     | 0.0%         | \$0           | \$0          |
| MS Genetics   | \$557            | \$1,088      | \$585                        | \$1,142      | 5.1%     | 5.0%         | \$29          | \$54         |
| MS Anesthesiology   | \$470            | \$670        | \$620                        | \$884        | 31.9%    | 31.9%        | \$150         | \$214        |
| <b>School of Dental Medicine</b>  |                  |              |                              |              |          |              |               |              |
| Doctor of Dental Surgery, DDS   | \$32,125         | \$57,428     | \$33,330                     | \$58,633     | 3.8%     | 2.1%         | \$1,205       | \$1,205      |
| <b>College of Nursing</b>   |                  |              |                              |              |          |              |               |              |
| BS Nursing  | \$382            | \$868        | \$395                        | \$875        | 3.5%     | 0.8%         | \$14          | \$7          |
| RN to BS Nursing  | \$368            | \$490        | \$380                        | \$490        | 3.3%     | 0.0%         | \$12          | \$0          |
| MS Nursing  | \$560            | \$1,020      | \$585                        | \$1,020      | 4.5%     | 0.0%         | \$25          | \$0          |
| Doctor of Nursing Practice, DNP   | \$560            | \$1,020      | \$585                        | \$1,020      | 4.5%     | 0.0%         | \$25          | \$0          |
| PhD Nursing   | \$525            | \$1,020      | \$550                        | \$1,020      | 4.8%     | 0.0%         | \$25          | \$0          |
| Post Master Certificate   | \$560            | \$1,020      | \$585                        | \$1,020      | 4.5%     | 0.0%         | \$25          | \$0          |
| SOM, Accountable Student Fee  |                  | \$25,955     |                              | \$25,955     |          | 0.0%         |               | \$0          |
| SODM, Accountable Student Fee   |                  | \$25,303     |                              | \$25,303     |          | 0.0%         |               | \$0          |
| CON, COF Stipend Rate per CH  |                  | \$75         |                              | \$75         |          | 0.0%         |               | \$0          |

Notes: MD and DDS program nonresident rates reflect accountable student fees.  
All tuition rates are rounded to the nearest dollar.



# Anschutz Medical Campus Tuition, FY 2015-16

As of January 12, 2015

| <i>MD, DDS, and PharmD are annual rates;<br/>All others are per credit hour</i> | FY 2014-15 Rates |              | FY 2015-16<br>Proposed Rates |              | Change   |              | Dollar Change |              |
|---|------------------|--------------|------------------------------|--------------|----------|--------------|---------------|--------------|
|   | Resident         | Non-resident | Resident                     | Non-resident | Resident | Non-resident | Resident      | Non-resident |
| <b>School of Pharmacy</b>   |                  |              |                              |              |          |              |               |              |
| Doctor of Pharmacy, PharmD  | \$25,599         | \$39,280     | \$27,135                     | \$39,870     | 6.0%     | 1.5%         | \$1,536       | \$590        |
| PhD Pharmaceutical Sciences or Toxicology                                       | \$148            | \$637        | \$150                        | \$647        | 1.5%     | 1.5%         | \$2           | \$10         |
| <b>School of Public Health</b>  |                  |              |                              |              |          |              |               |              |
| Master of Public Health, MPH  | \$708            | \$1,215      | \$733                        | \$1,215      | 3.5%     | 0.0%         | \$25          | \$0          |
| MS Biostatistics, Epidemiology, Health Services<br>Research                     | \$483            | \$1,215      | \$500                        | \$1,215      | 3.5%     | 0.0%         | \$17          | \$0          |
| PhD and Doctor of Public Health, DrPH   | \$442            | \$1,068      | \$458                        | \$1,068      | 3.6%     | 0.0%         | \$16          | \$0          |
| Certificate/Non Degree  | \$708            | \$1,215      | \$733                        | \$1,215      | 3.5%     | 0.0%         | \$25          | \$0          |
| <b>Graduate School</b>  |                  |              |                              |              |          |              |               |              |
| MS Clinical Science   | \$253            | \$735        | \$500                        | \$1,000      | 97.6%    | 36.1%        | \$247         | \$265        |
| MS Modern Human Anatomy   | \$655            | \$1,066      | \$681                        | \$1,109      | 4.0%     | 4.0%         | \$26          | \$43         |
| MS Biomedical Science and Biotechnology   |                  |              |                              |              |          |              |               |              |
| Medical Scientist Training/PhD  | \$253            | \$735        | \$328                        | \$808        | 29.6%    | 9.9%         | \$75          | \$73         |
| PhD Basic Sciences  | \$253            | \$735        | \$328                        | \$808        | 29.6%    | 9.9%         | \$75          | \$73         |
| PhD Clinical Science  | \$253            | \$735        | \$328                        | \$808        | 29.6%    | 9.9%         | \$75          | \$73         |
| Non Degree  | \$253            | \$735        | \$328                        | \$808        | 29.6%    | 9.9%         | \$75          | \$73         |

All tuition rates are rounded to the nearest dollar.

# Anschutz Medical Campus Revenues, FY 2015-16

| Projected<br>General Fund Revenue Increases   | Original Budget      | Mandatory           | Scenario A          | Scenario A<br>Minus |
|---|----------------------|---------------------|---------------------|---------------------|
|   | FY 2014-15           | FY 2015-16          |                     |                     |
| Tuition                                       |                      |                     |                     |                     |
| Resident Undergraduate                        | \$6,148,148          | \$899,583           | \$899,583           | \$899,583           |
| Non-Resident Undergraduate                    | \$781,282            | \$352,844           | \$352,844           | \$352,844           |
| Resident Graduate                             | \$49,981,053         | \$4,495,431         | \$4,495,431         | \$4,495,431         |
| Non-Resident Graduate                         | \$18,930,866         | \$1,562,827         | \$1,562,827         | \$1,562,827         |
| Fees  | \$10,748,350         | \$350,037           | \$350,037           | \$350,037           |
| State Revenue                                 | \$57,312,463         | \$5,731,246         | \$5,731,246         | \$2,865,623         |
| Tobacco Revenue                               | \$13,251,670         | (\$751,670)         | (\$751,670)         | (\$751,670)         |
| Indirect Cost Reimbursement                   | \$60,477,415         | \$795,015           | \$795,015           | \$795,015           |
| Other Revenue                                 | \$11,999,630         | \$9,585,000         | \$9,585,000         | \$9,585,000         |
| <b>Total Projected Revenue Increase</b>       | <b>\$229,630,877</b> | <b>\$23,020,313</b> | <b>\$23,020,313</b> | <b>\$20,154,690</b> |
| Fiscal Year Revenue Over/(Under) Expenditures | \$0                  | \$12,375,710        | \$0                 | \$0                 |

**Comments:** Additional revenue in other revenue for the Center for Personalized Medicine and Biomedical Informatics . This is a five year project that started in FY 20014- 2015 with revenue coming from UPI, University Health System and Children's Hospital Colorado.

# Anschutz Medical Campus Expenditures Overview, Scenario A

- Mandatory costs increases.
- Operating increases for leases, site licenses.
- Proposed tuition rates are set as a maximum, and this will be reflected in the Regent's resolution. Out year projections are not provided by this Campus.
- Investment in the human infrastructure of the campus by hiring critical staff positions.
- Create a Center for Personalized Medicine and Biomedical informatics for the purpose of improving clinical care.



# Anschutz Medical Campus Expenditures Overview, Scenario A (cont.)

- Investment in the Police budget to address critical staffing safety issues, strongly supported by all schools.
- Address base instructional and operational needs of the Anschutz Schools and College.



# Anschutz Medical Campus Expenditures, Out-Years

| Expenses                                      | Scenario A Out-Year Projections |             |                    |             |                    |             |                    |             |
|---|---------------------------------|-------------|--------------------|-------------|--------------------|-------------|--------------------|-------------|
|   | FY 2016-17                      |             | FY 2017-18         |             | FY 2018-19         |             | FY 2019-20         |             |
| Operating Expense                             | \$ Change                       | % Change    | \$ Change          | % Change    | \$ Change          | % Change    | \$ Change          | % Change    |
| Compensation                                  |                                 |             |                    |             |                    |             |                    |             |
| Salary Faculty and Graduate Students          | \$1,782,695                     | 3.0%        | \$1,836,176        | 3.0%        | \$1,891,261        | 3.0%        | \$1,947,999        | 3.0%        |
| Salary Exempt                                 | \$1,200,363                     | 3.0%        | \$1,236,374        | 3.0%        | \$1,273,465        | 3.0%        | \$1,273,465        | 3.0%        |
| Salary Classified and Hourly                  | \$640,892                       | 3.0%        | \$660,119          | 3.0%        | \$679,922          | 3.0%        | \$700,320          | 3.0%        |
| Benefits - Faculty and Exempt                 | \$1,326,150                     | 7.2%        | \$1,422,722        | 7.2%        | \$1,525,599        | 7.2%        | \$1,627,915        | 7.1%        |
| Benefits - Classified                         | \$368,639                       | 4.4%        | \$394,410          | 4.5%        | \$421,837          | 4.6%        | \$451,023          | 4.7%        |
| Mandatory Transfers/Other                     | \$0                             | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        |
| Institutional Financial Aid                   | \$0                             | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        |
| General Operating                             | \$0                             | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        |
| Controlled Maintenance                        | \$0                             | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        |
| Library Expense                               | \$0                             | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        |
| Utilities                                     | \$0                             | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        | \$0                | 0.0%        |
| ICCA  | \$268,434                       | 2.0%        | \$479,154          | 3.5%        | \$566,771          | 4.0%        | \$368,401          | 2.5%        |
| Insurance                                     | \$64,441                        | 2.0%        | \$65,730           | 2.0%        | \$67,045           | 2.0%        | \$68,386           | 2.0%        |
| Base Building from Prior Year Initiatives (2) | \$35,387                        | 0.2%        | \$36,449           | 0.2%        | \$37,542           | 0.1%        | \$38,669           | 0.1%        |
| <i>Operating Expense Total</i>                | <i>\$5,687,001</i>              | <i>2.4%</i> | <i>\$6,131,134</i> | <i>2.5%</i> | <i>\$6,463,442</i> | <i>2.6%</i> | <i>\$6,476,178</i> | <i>2.6%</i> |

(2) Initiative expenses primarily involving personnel ("staff positions" and "police") are adjusted 3% per year to create a merit pool.

# Anschutz Medical Campus Expenditures, Out-Years

| Expenses   | Scenario A Out-Year Projections |             |                     |             |                    |             |                     |             |
|--|---------------------------------|-------------|---------------------|-------------|--------------------|-------------|---------------------|-------------|
|  | FY 2016-17                      |             | FY 2017-18          |             | FY 2018-19         |             | FY 2019-20          |             |
| Campus Initiatives                                       | \$ Change                       | % Change    | \$ Change           | % Change    | \$ Change          | % Change    | \$ Change           | % Change    |
| Ctr for Personalized Medicine and Biomedical Informatics | (\$2,812,000)                   |             | \$1,758,000         |             | (\$1,529,000)      |             | (\$6,905,000)       |             |
| Addressing Basic Needs                                   | \$5,000,000                     |             | \$5,000,000         |             | \$5,000,000        |             | \$5,000,000         |             |
| <i>Campus Initiatives Total</i>                          | <i>\$2,188,000</i>              |             | <i>\$6,758,000</i>  |             | <i>\$3,471,000</i> |             | <i>-\$1,905,000</i> |             |
| <b>Total Estimated Budget</b>                            | <b>\$7,875,001</b>              | <b>3.1%</b> | <b>\$12,889,134</b> | <b>4.9%</b> | <b>\$9,934,442</b> | <b>3.6%</b> | <b>\$4,571,178</b>  | <b>1.6%</b> |

# Plans for Closing the Budget Gap, Anschutz Medical Campus

- 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.
- 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.
- Health care experiences higher inflation. This means that more of tuition goes towards instruction costs with less available for investments into campus initiatives or to cover state funding cuts.



# Plans for Closing the Budget Gap, Anschutz Medical Campus (cont.)

- The Anschutz Medical Campus has enrollment constraints due to limited clinical placements, accreditation policies, high student debt, and the availability of simulation.
- Anschutz Medical Campus is protected to some degree by HB 14-1319, which ensures some share of state funds is received by academic health campuses.
- Like all other institutions, if state funds decline, serious efficiencies in programs and operating costs will have to be considered.



# 5 year Capital Improvement Plan, Anschutz Medical Campus

Interdisciplinary Bldg Phase 1 & Data Center -- \$48.8M Total

- FY 2015-16 Request: \$48.8M (\$24.4M state + \$24.4M cash)



# Future Use of Unobligated Funds, Anschutz Medical Campus

- Revenues on the Anschutz Medical Campus are collected by the schools and colleges. To the extent revenues are above the budget, these funds can be invested into reserves as long as schools submit a spending plan.
- If revenues are below budget, schools must manage to the reduced revenue.



# System Administration



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Future Use of Unobligated Funds, System Administration

- Deferred Maintenance, Campus Infrastructure, Bonded Debt Reduction
- Advancement
- CUREF Collaboration
- CRM Technology Support
- UIS Hardware Renewal
- Coordinated Marketing Program
- Operating Reserve



# System Wide Recommendation – Scenario A

- 3.0% pool for salary and benefits for classified staff and faculty and exempt staff.
- Limited campus initiatives that advance mission.
- Prudent allocation of new state funding.
- Tuition changes as outlined in prior slides.

