Closing Out-year Budget Gap
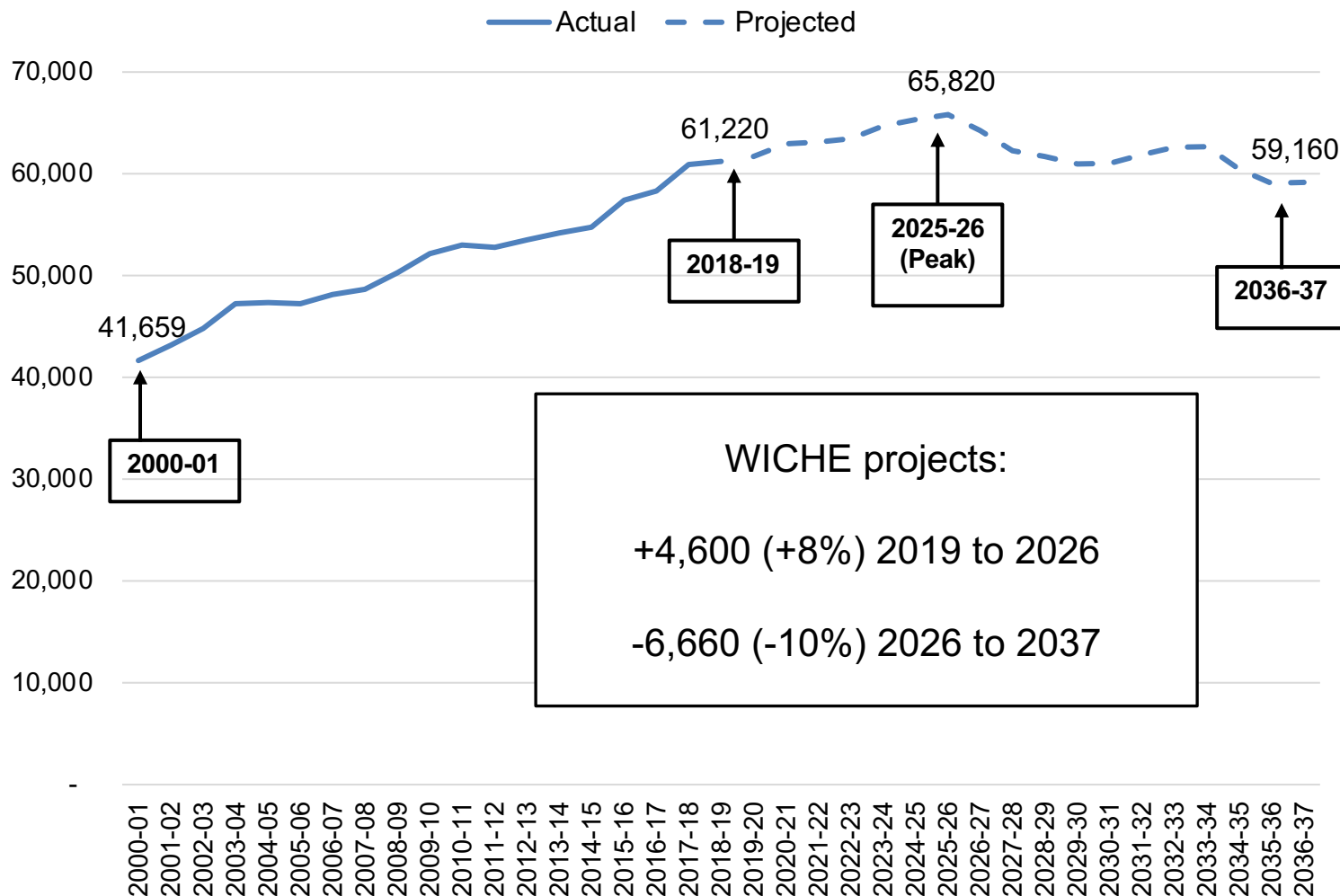## Board of Regents
November 5, 2021

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Projected Colorado High School Graduates

Legend: Actual (solid line) — Projected (dashed line)

Chart values:
- 2000-01: 41,659
- 2018-19: 61,220
- 2025-26 (Peak): 65,820
- 2036-37: 59,160

Box labels: 2000-01, 2018-19, 2025-26 (Peak), 2036-37

WICHE projects:

+4,600 (+8%) 2019 to 2026

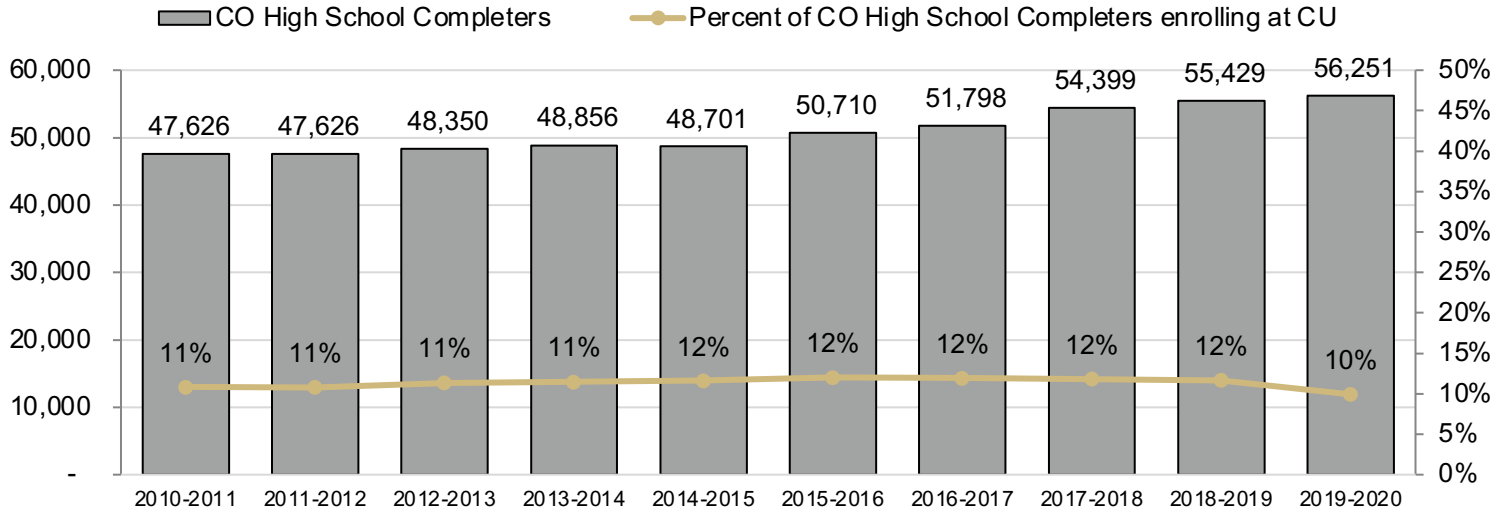-6,660 (-10%) 2026 to 2037

+47%
2000-01 to 2018-19

-3%
2018-19 to 2036-37

- Actual number of students that graduate from high school in Colorado thru 2018-19

- Projected graduates from 2019-20 to 2036-37

- Includes graduates from both public and private high schools

X-axis labels: 2000-01, 2001-02, 2002-03, 2003-04, 2004-05, 2005-06, 2006-07, 2007-08, 2008-09, 2009-10, 2010-11, 2011-12, 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019-20, 2020-21, 2021-22, 2022-23, 2023-24, 2024-25, 2025-26, 2026-27, 2027-28, 2028-29, 2029-30, 2030-31, 2031-32, 2032-33, 2033-34, 2034-35, 2035-36, 2036-37

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Colorado High School Graduating Class Population

CO High School Completers ●—— **Percent of CO High School Completers enrolling at CU**

Bar chart values (CO High School Completers):
- 2010-2011: 47,626 — 11%
- 2011-2012: 47,626 — 11%
- 2012-2013: 48,350 — 11%
- 2013-2014: 48,856 — 11%
- 2014-2015: 48,701 — 12%
- 2015-2016: 50,710 — 12%
- 2016-2017: 51,798 — 12%
- 2017-2018: 54,399 — 12%
- 2018-2019: 55,429 — 12%
- 2019-2020: 56,251 — 10%

New Resident Freshman (Fall Term)

—— **Non-Minority** —— **Minority** —— **URM**

Non-Minority:
- Fall 2010: 3,472
- Fall 2011: 3,609
- Fall 2012: 3,493
- Fall 2013: 3,573
- Fall 2014: 3,467
- Fall 2015: 3,481
- Fall 2016: 3,595
- Fall 2017: 3,703
- Fall 2018: 3,724
- Fall 2019: 3,657
- Fall 2020: 3,201

Minority:
- Fall 2010: 1,410
- Fall 2011: 1,549
- Fall 2012: 1,649
- Fall 2013: 1,913
- Fall 2014: 2,142
- Fall 2015: 2,175
- Fall 2016: 2,501
- Fall 2017: 2,483
- Fall 2018: 2,717
- Fall 2019: 2,813
- Fall 2020: 2,381

URM:
- Fall 2010: 932
- Fall 2011: 901
- Fall 2012: 948
- Fall 2013: 1,117
- Fall 2014: 1,234
- Fall 2015: 1,334
- Fall 2016: 1,514
- Fall 2017: 1,528
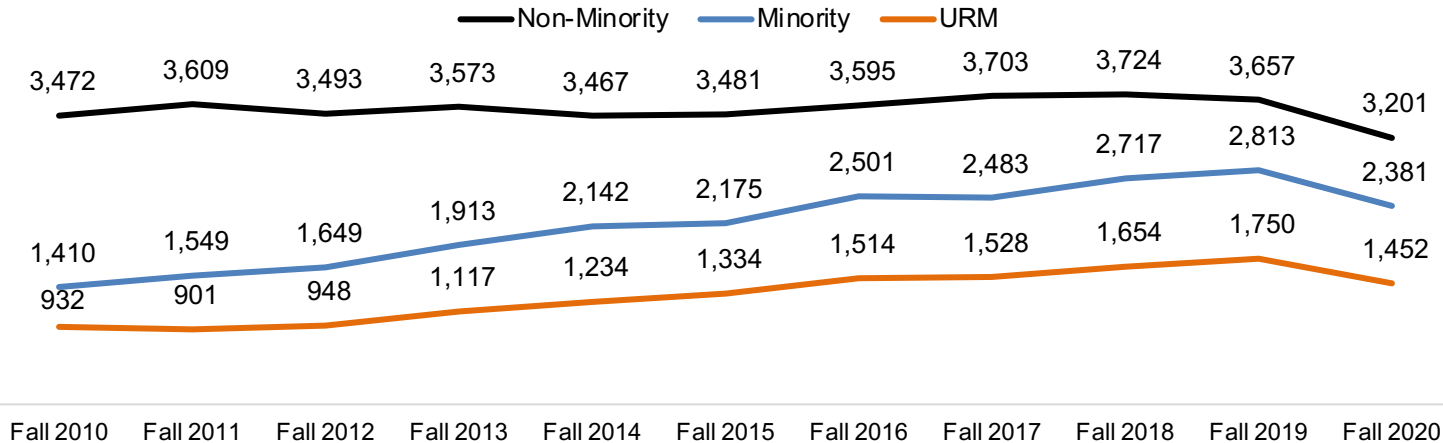- Fall 2018: 1,654
- Fall 2019: 1,750
- Fall 2020: 1,452

+18%
Total Completers since FY 2010-11

+59%
Hispanic Completers since FY 2010-11

1%
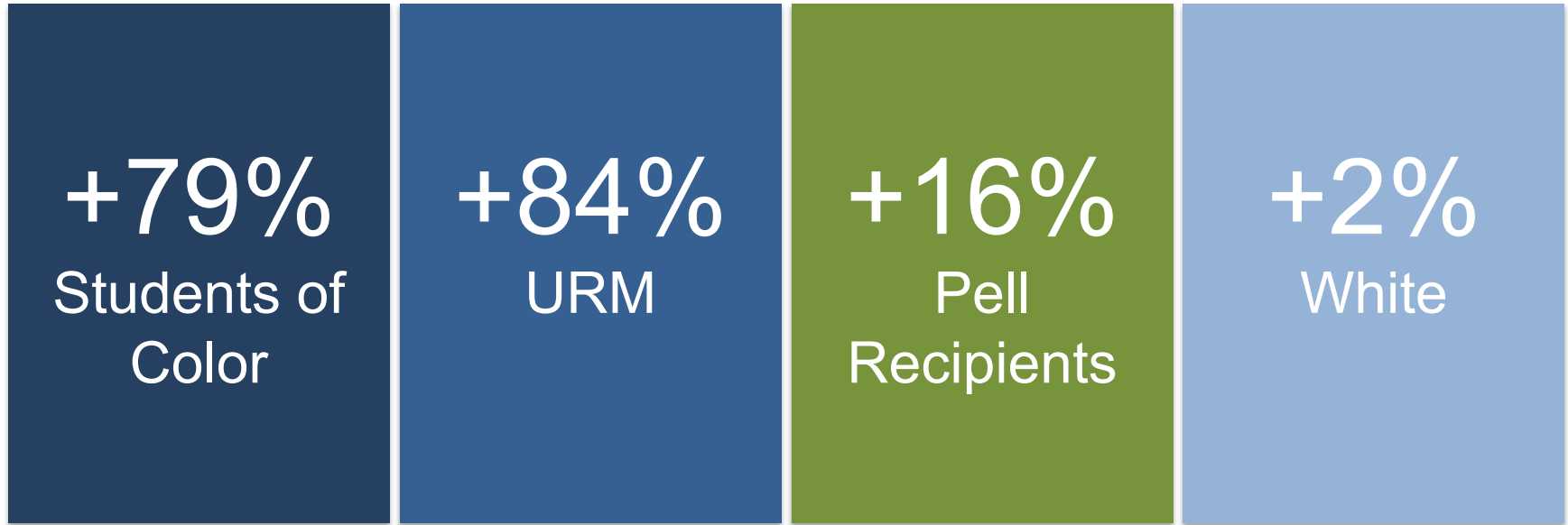White (non-Hispanic) Completers since FY 2010-11

- Number of students that graduate from high school in Colorado, per year.

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CU's Changing Student Population
Fall 2011 to Fall 2020

+79% Students of Color	+84% URM	+16% Pell Recipients	+2% White
+9,289 11,724 to 21,013	**+6,385** 7,608 to 13,993	**+1,795** 11,356 to 13,151	**+941** 40,396 to 41,337

Source: Census Enrollment; Includes undergraduate and graduate level, both degree and non-degree seeking; Pell Recipients from CU Financial Aid;
Students of Color include American Indian, Asian, Black, Hispanic, Pacific Islander, & 2 or more ethnicities
URM (Under-Represented Minority) includes American Indian, Black, Hispanic, Pacific Islander
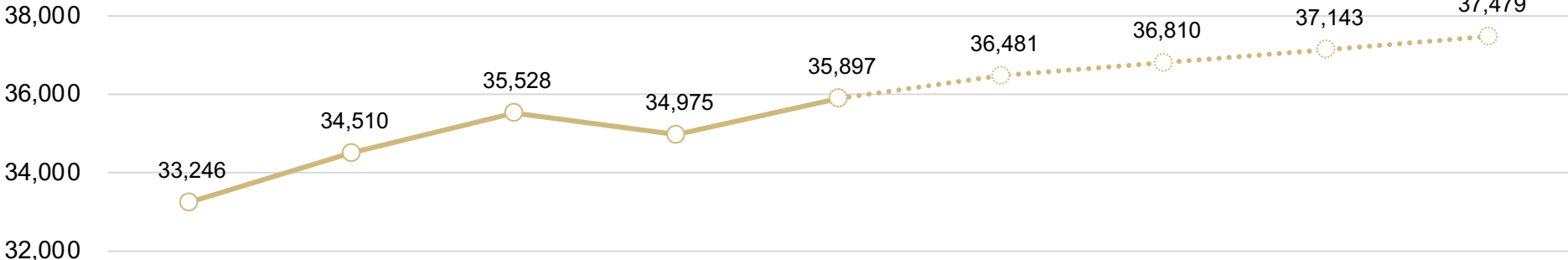Fall 2011 to Fall 2020

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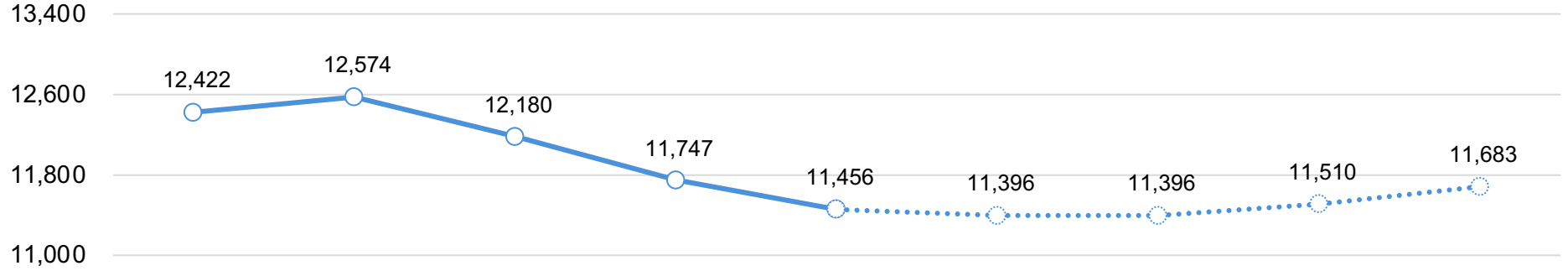
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Enrollment
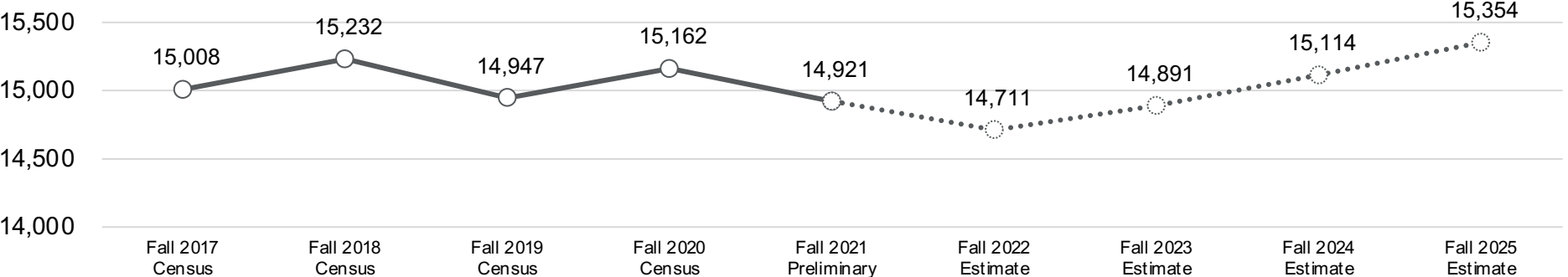## Fall 2017 to Preliminary Fall 2021 + 5 Year Projection

Boulder

	Value
Fall 2017 Census	33,246
Fall 2018 Census	34,510
Fall 2019 Census	35,528
Fall 2020 Census	34,975
Fall 2021 Preliminary Census	35,897
Fall 2022 Estimate	36,481
Fall 2023 Estimate	36,810
Fall 2024 Estimate	37,143
Fall 2025 Estimate	37,479

UCCS

	Value
Fall 2017 Census	12,422
Fall 2018 Census	12,574
Fall 2019 Census	12,180
Fall 2020 Census	11,747
Fall 2021 Preliminary Census	11,456
Fall 2022 Estimate	11,396
Fall 2023 Estimate	11,396
Fall 2024 Estimate	11,510
Fall 2025 Estimate	11,683

CU Denver

	Value
Fall 2017 Census	15,008
Fall 2018 Census	15,232
Fall 2019 Census	14,947
Fall 2020 Census	15,162
Fall 2021 Preliminary Census	14,921
Fall 2022 Estimate	14,711
Fall 2023 Estimate	14,891
Fall 2024 Estimate	15,114
Fall 2025 Estimate	15,354

Source: Fall 2017-2020 based on census headcount, Fall 2021 based on preliminary census headcount as of 9/3/2021; Boulder limited to degree-seeking students only
Assumes engineering enrollment increase at UCCS and CU Denver.

CU Boulder

CU Boulder Enrollment Management

Colorado-First Recruitment

- Enhance outreach to Colorado resident, first-year, transfer, and graduate students through increased in-person and virtual events

- Increase efforts to reach diverse, rural, and first-generation students in their high schools and communities

Remodel Colorado Resident Merit Scholarships

- Increase Esteemed Scholarship merit award amounts to attract and retain Colorado students

Transfer Student Success Committee (TSC)

- 30+ faculty and staff (transfer student advocates) work collaboratively to enhance recruitment, retention and graduation

Increase collaboration with CU Boulder's colleges/schools/programs

- Recruit, enroll, and retain students using complimentary strategies, developed in partnership with the Office of Admissions and Strategic Relations and Communications
    - Example: Virtual tours with featured content for each college, school and program

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CU Boulder Enrollment Management

Examine and eliminate barriers to increase enrollment
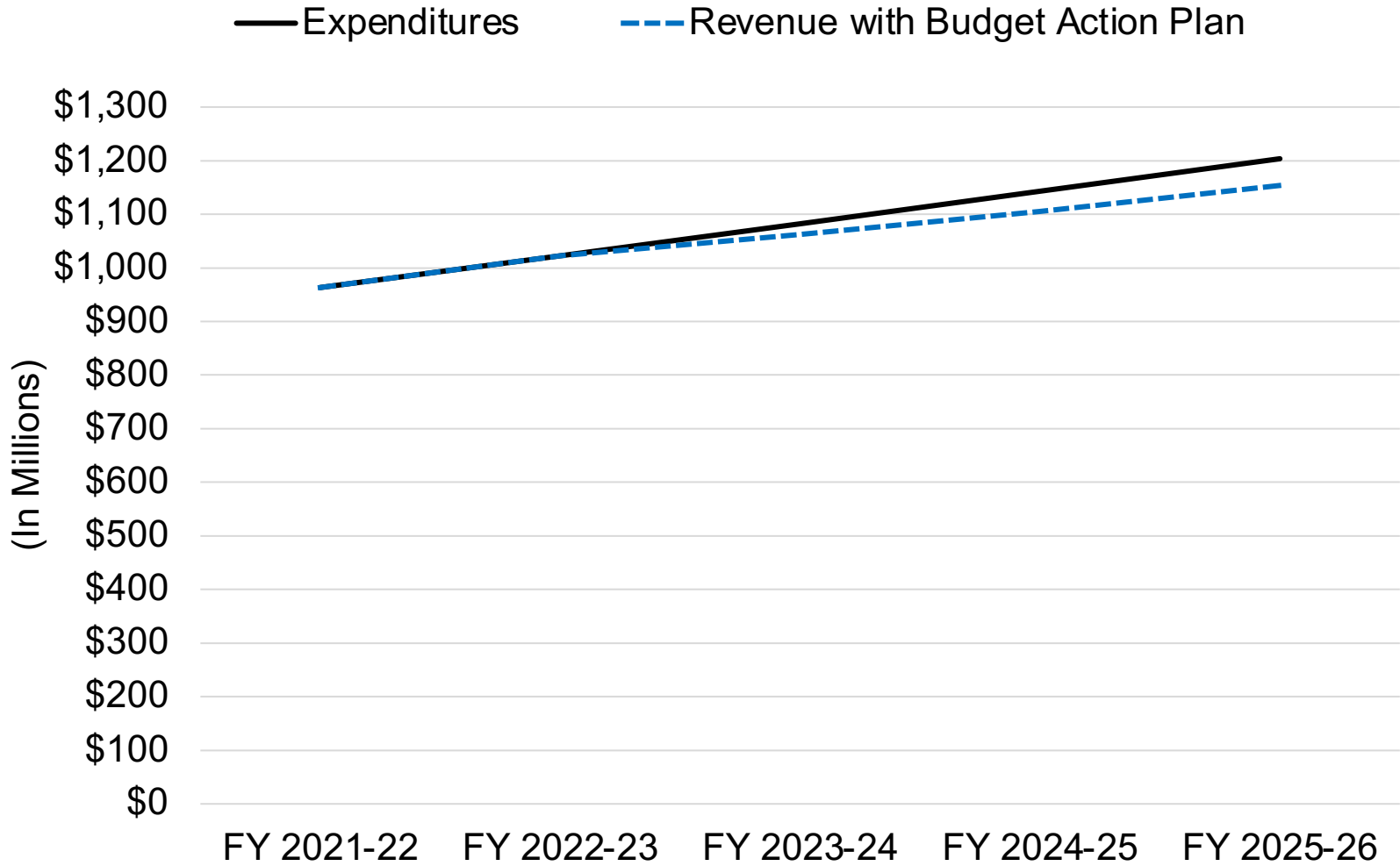
- Test-optional admissions policy

- Test-blind scholarship awarding – all first-year merit scholarships

- Emergency grants (HEERF and CU System) to assist students impacted by COVID-19

- Additional grants (financial aid) for Pell-Eligible and First-Generation students

- Increased flexibility and payment plans for students with past-due financial balances

- Removal of some registration "holds" preventing students from registering for courses
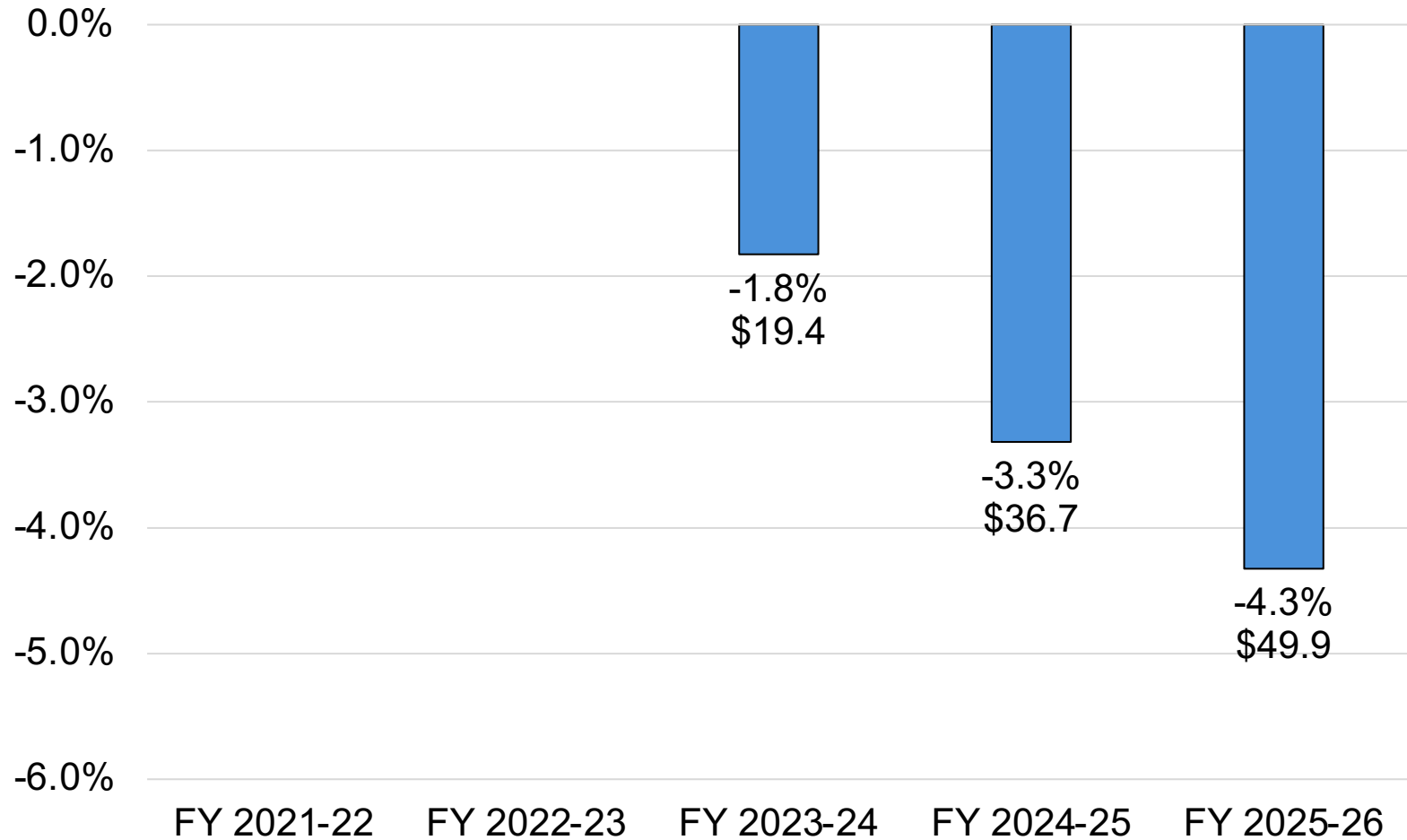
Back to Boulder Grants

- Contacted 724 continuing undergraduate students who were not enrolled as of July 30.

- 312 of these students registered for fall (approximately 43%)

- Award amounts ranged from $3,000 - $5,000 – given to students who were near graduation or had financial need (Pell-Eligible)

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CU Boulder Revenue and Expenditure Estimates

Legend: —— Expenditures   - - - Revenue with Budget Action Plan

Y-axis (In Millions): $0, $100, $200, $300, $400, $500, $600, $700, $800, $900, $1,000, $1,100, $1,200, $1,300

X-axis: FY 2021-22, FY 2022-23, FY 2023-24, FY 2024-25, FY 2025-26

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CU Boulder: Closing Remaining Out Year Budget Gap
($ amounts in millions)

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
			-1.8% $19.4	-3.3% $36.7	-4.3% $49.9

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CU Boulder: Closing the Budget Gap

Enrollment

- $18 to $30 million: Achieving 2026 goal for undergraduate retention of 93%

Revenue Growth

- Enhance existing revenue sources such as:
  - $5 to $7 million: Indirect Cost Recovery growth from increased research
  - $2 to $5 million: Summer and Online enrollment increases
  - $3 to $10 million: Strategic growth in graduate programs

Operational Cost Savings

- $10 to $15 million: Ongoing savings and cost avoidance opportunities, including Financial Futures Initiative

New Budget Model

- $5 to $10 million: New budget model will better align resource needs.
- The new budget model will be implemented in FY 2022-23, and CU Boulder expects improved resource alignment in the following years

Advancement of Strategic Plan

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UCCS: Enrollment Management

First year engagement initiatives to increase retention
- Mentor collective – peer mentors increase grades and credit hours taken
- Advising
  - Meta-majors – focus student interest to reduce excess course taking with changing majors
  - Mandatory advising – guidance to first year students for building academic resilience increasing retention

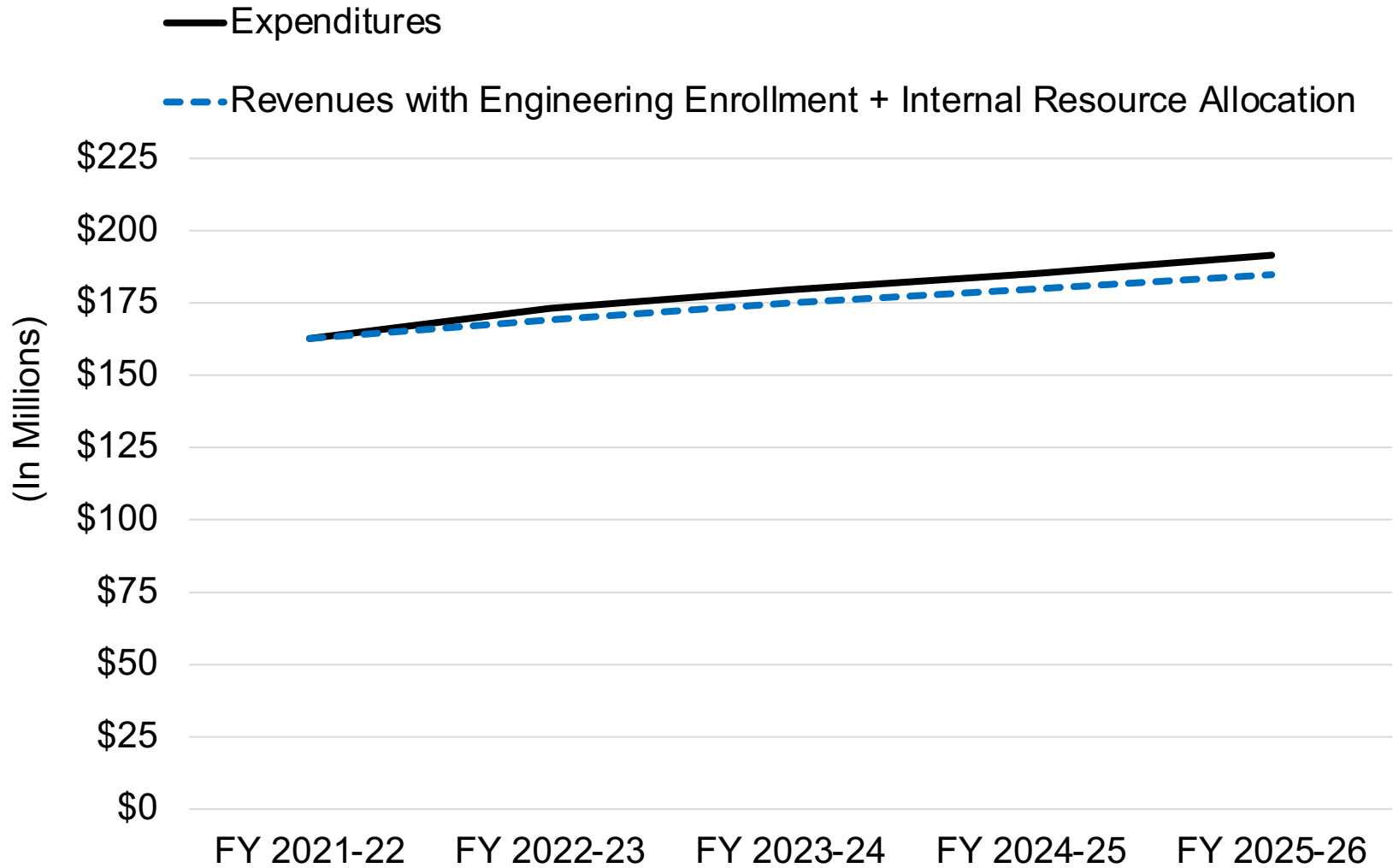**Persistence efforts toward graduation rates**
- MOSIAC expansion to support underserved students build a sense of community and support network
- New T Rowe Price Career Development Center

Community college engagement to increase transfers
- Expanding relationship with Pueblo CC
- Pre-collegiate, admission and advising active presence

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UCCS Revenue and Expenditure Estimates

——— Expenditures

- - - Revenues with Engineering Enrollment + Internal Resource Allocation

(In Millions)

$225
$200
$175
$150
$125
$100
$75
$50
$25
$0

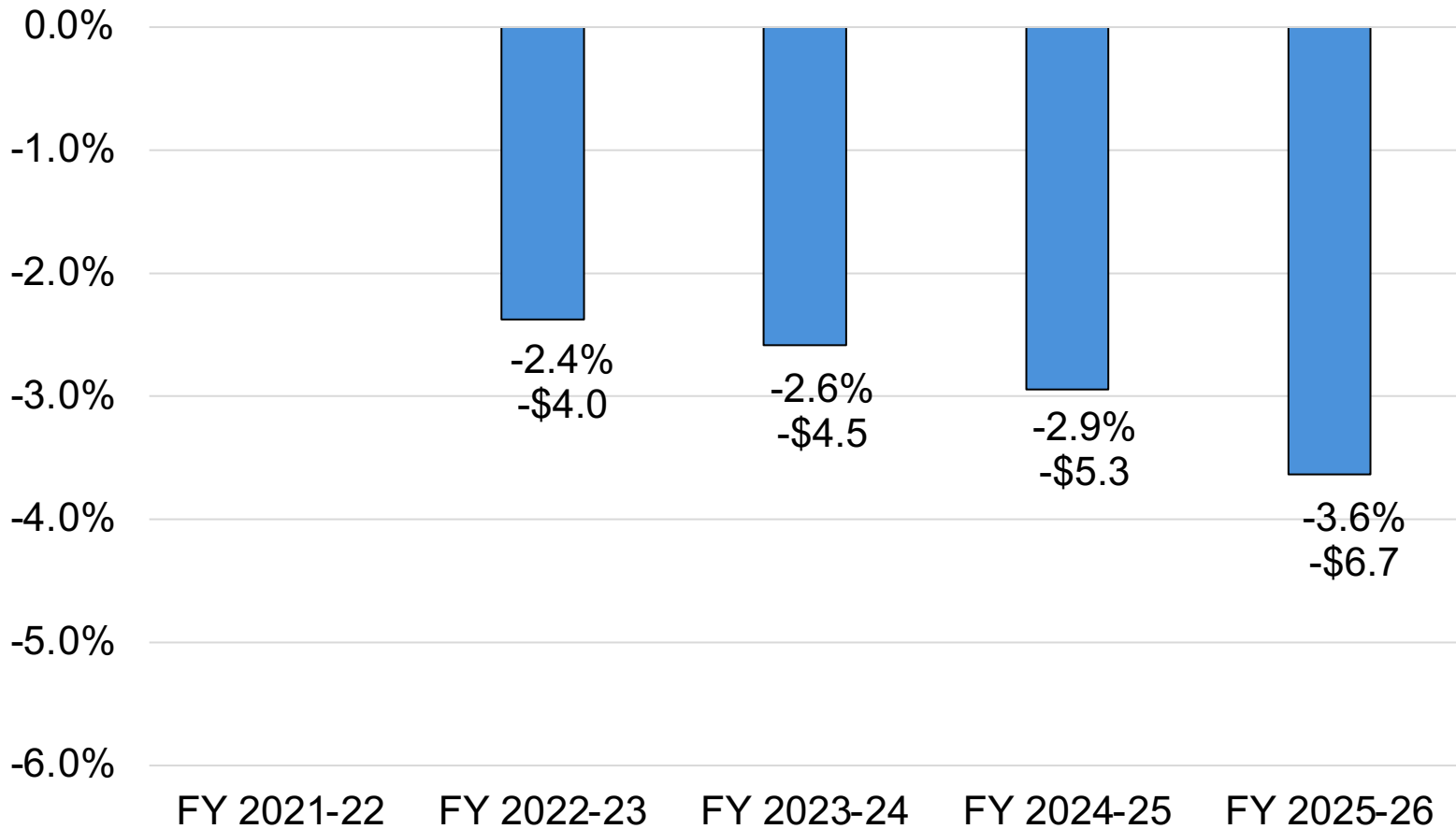FY 2021-22   FY 2022-23   FY 2023-24   FY 2024-25   FY 2025-26

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UCCS: Closing Remaining Out Year Budget Gap
($ amount in millions)

Bar chart showing:

Fiscal Year	Percentage	Amount
FY 2021-22	—	—
FY 2022-23	-2.4%	-$4.0
FY 2023-24	-2.6%	-$4.5
FY 2024-25	-2.9%	-$5.3
FY 2025-26	-3.6%	-$6.7

UCCS: Closing the Budget Gap

New Incentive Based Budget Model

- Provide a transparent view of direct and indirect costs, showing where the greatest margins and greatest opportunities are to increase revenue

- Identify where targeted savings and cost saving measures can be achieved

$1.1 to $2.3 million: Possible Workforce Adjustments

- Early retirements, position controls

- Amounts represent 10 to 20 positions campus-wide

Other

- $1.5 to $1.8 million: Utilize one-time funds to reduce deferred maintenance commitments

- $0.98 to $2.2 million: Improve spring retention by 1% point

- $200,000 to $400,000: Budgetary savings from increases in utilities efficiencies

- $250,000 to $350,000: Public/Private partnerships, like installing fiber on campus, where the campuses uses 20% and sells the other 80% of capacity

Advancement of Strategic Plan

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CU Denver

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CU Denver: Enrollment Management

Campus-wide strategic enrollment and student success practices
- Focus on establishing and achieving recruitment, retention, and graduation 2026 strategic goals

Education Advisory Board support
- Leverage research, technology, and support services from EAB to enhance strategic enrollment management, recruitment, persistence, retention, and completion initiatives

Strengthen institutional partnerships and programs
- Geared toward expanding and deepening the outreach, recruitment, and funding of URM, first generation, and low-income undergraduate students
- Example: Partnership with Denver Public Schools to reach Latinx and first-gen students

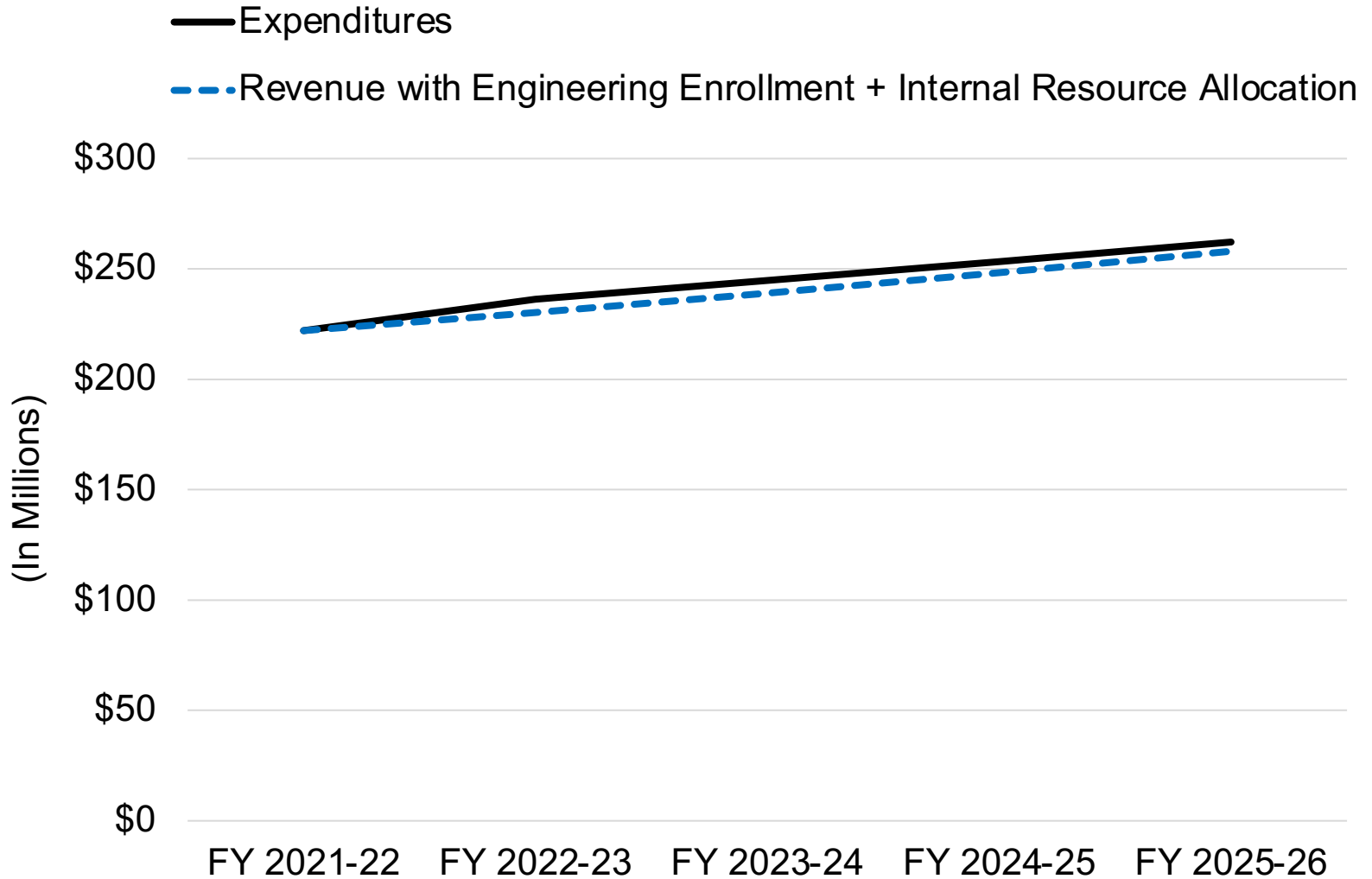**Integrate living learning communities into residence halls**
- To attract prospective students and retain continuing students to improve overall retention rates

Identify, develop, and market programs and stackable academic offerings
- Informed by and well-aligned with workforce development trends to provide affordable learning across lives and careers

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CU Denver Revenue and Expenditure Estimates

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CU Denver: Closing Out Year Budget Gap
($ amount in millions)

Bar chart showing budget gap by fiscal year:
- FY 2021-22: (no value shown)
- FY 2022-23: -2.5% / -$5.8
- FY 2023-24: -2.4% / -$5.7
- FY 2024-25: -2.0% / -$5.1
- FY 2025-26: -1.6% / -$4.2

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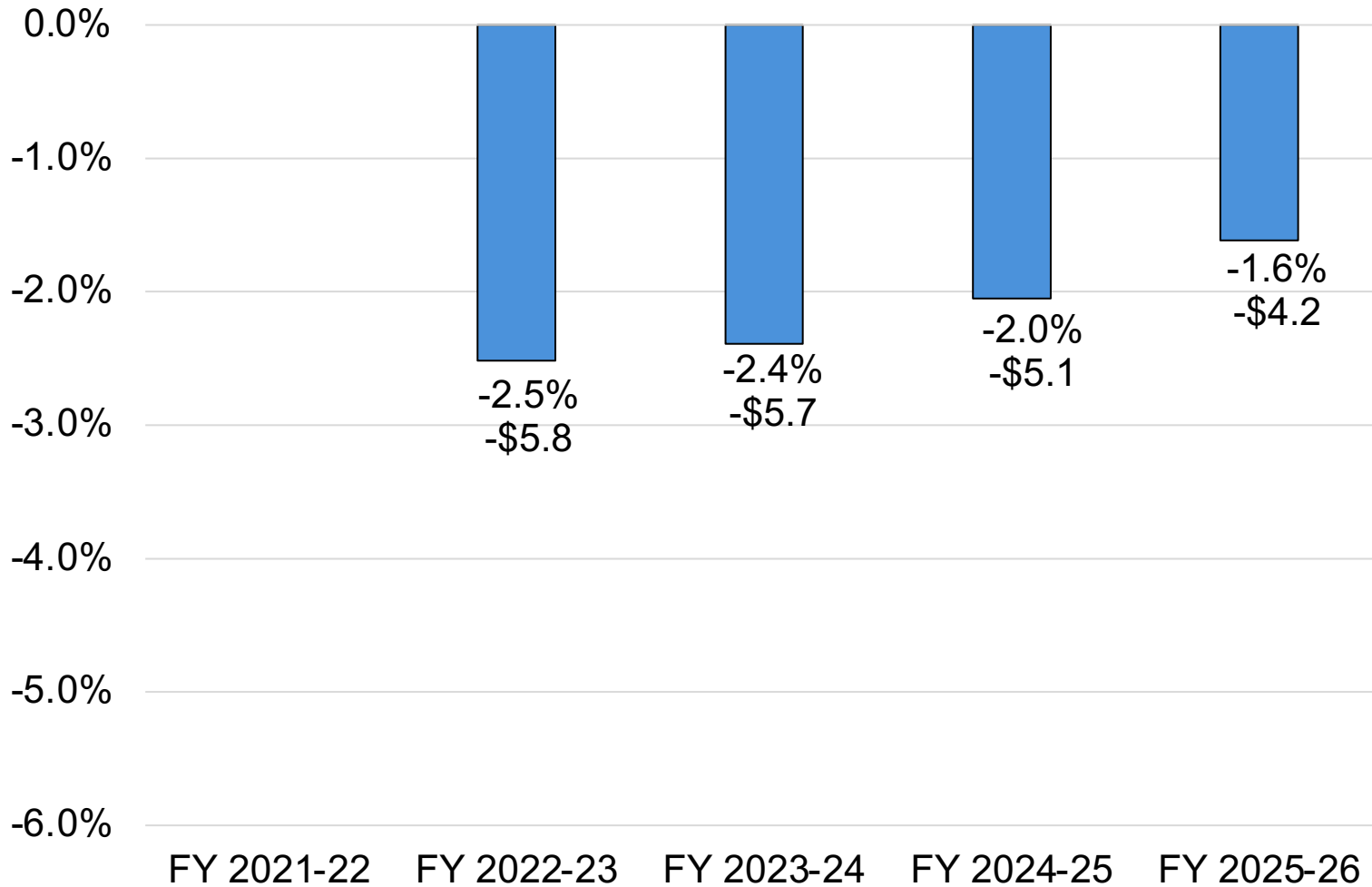
CU Denver: Closing the Budget Gap

Incentive-Based Budget Model

- Utilize the incentive-based budget model to align resources with campus mission, vision, and strategic priorities

Utilize one-time funds to reduce ongoing commitments

- $3.0 million: Utilize upfront cash from unrealized gains to reduce debt service on the Engineering Building
- $1.2 million: Reduce future energy and maintenance costs through an upfront investment in deferred maintenance and sustainability projects

Advancement of Strategic Plan

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Risks and Opportunities

Risks

- Short-term and long-term inflation

- Supply chain

- Colorado high school graduate trends

- State funding

- Competition

- Adaptability

- Culture Stagnation

Opportunities

- Underrepresented communities

- High school completers not going to college

- Retention

- Transfer students

- Non-traditional students

- Digital education

- Adaptability

- Culture Change

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