

FY 2020-21 Efficiencies

April 1, 2022

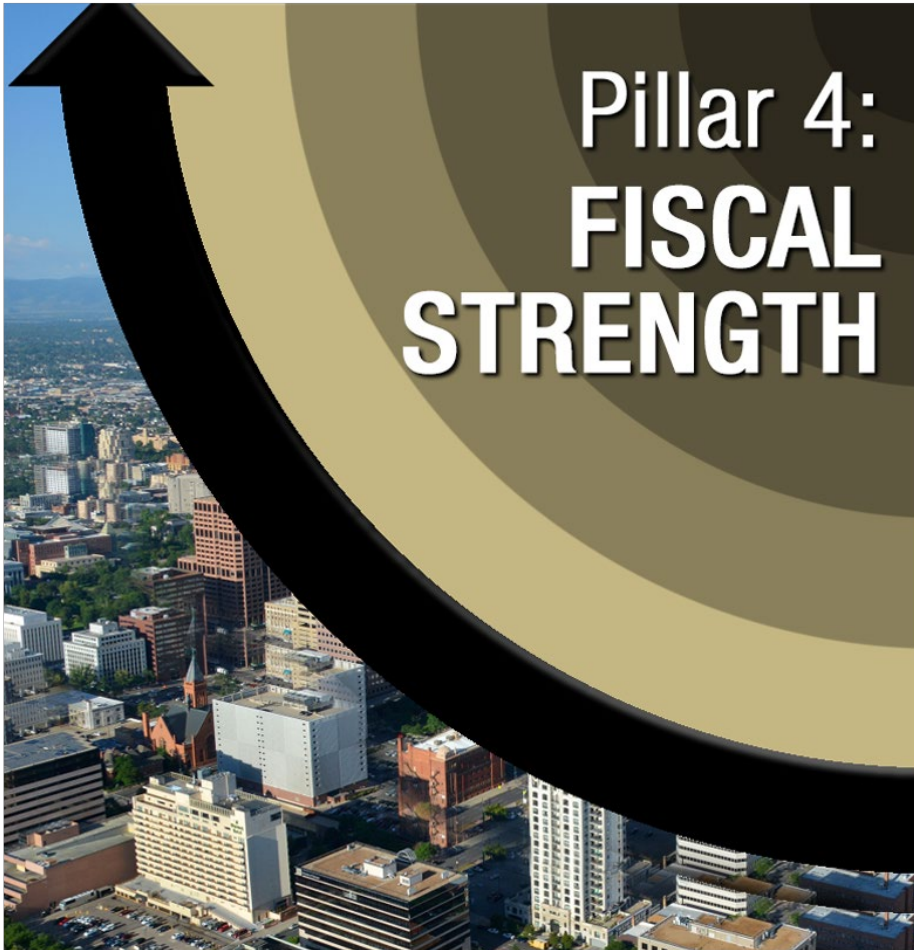
FOUR CAMPUSES UNITED
ALL FOUR:**ONE**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Introduction



- The university reports annually on its ongoing efforts to increase efficiency and deliver greater value. These efforts result in savings to students, departments, campuses and employees.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

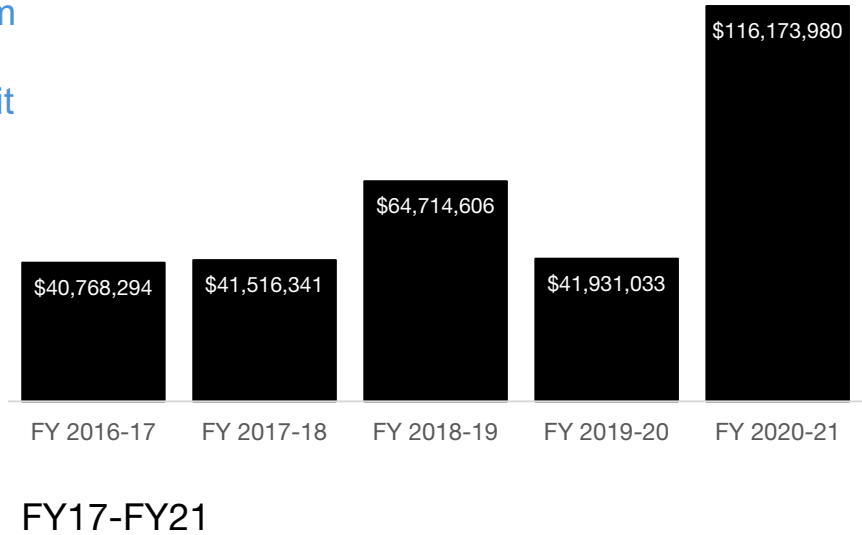
Efficiency Efforts

- Student savings achieved by creating processes that provide flexibility and ease for “exceptions” that would normally require additional steps and time.
- As CU has adapted to the changes brought on by COVID we have evaluated our space, equipment, processes to determine what our changing structures need.
 - Found efficiencies by using technology to meet with each other, sending and signing documents electronically, and consolidating functions and teams.
 - Also seen savings by evaluating leased spaces and incorporating them into University buildings.
- Continue to implement energy saving efficiency measures at Denver|Anschutz and Colorado Springs, including updating building temperature setpoints based on occupancy at both campuses, and direct-sourcing of natural gas at Denver|Anschutz.

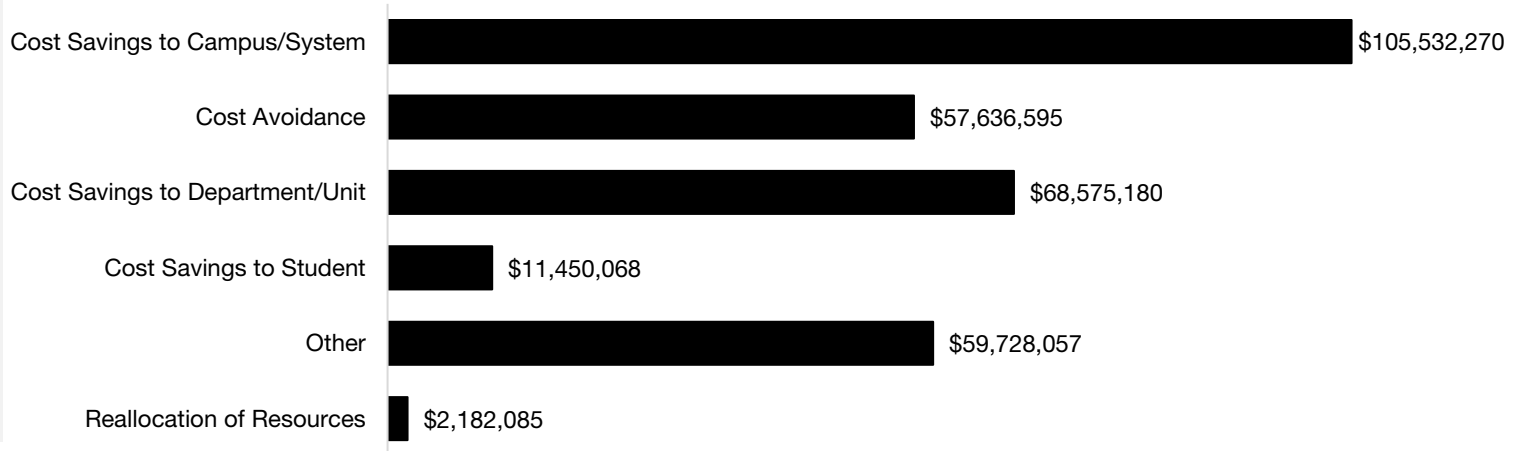


- The university reports annually on its ongoing efforts to increase efficiency and deliver greater value. These efforts result in savings to students, departments, campuses and employees.

- Cost Savings to Campus/System
- Cost Savings to Department/Unit
- Cost Avoidance
- Cost Savings to Student
- Other



\$305 million
FY 2017 to FY 2021



Source: CU System Budget & Finance, Operating Efficiencies Report

FY 2020-21 CU Efficiencies Overview

Efficiency Type	Actions	Estimated Savings
Cost Avoidance	53	\$9,551,078
Cost Savings to Campus/ System	103	\$35,410,439
Cost Savings to Department/ Unit	269	\$23,026,926
Cost Savings to Student	11	\$1,538,058
Reallocation of Resources	3	\$5,000
Other	20	\$46,642,478
TOTAL	459	\$116,173,980

Redirect Savings to Area of Need outside Department/Unit	19	\$2,388,198
Redirect Savings to Area of Need within Department/Unit	132	\$31,624,233
Reduce Ongoing Costs of Operation	191	\$26,285,910
Other	117	\$55,875,640
TOTAL	459	\$116,173,980



CU Boulder

FOUR CAMPUSES UNITED
ALL FOUR: **ONE**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FY 2020-21 Boulder Efficiencies

Efficiency Type	Actions	Estimated Savings
Cost Avoidance	10	\$390,529
Cost Savings to Campus/ System	6	\$428,755
Cost Savings to Department/ Unit	49	\$2,052,583
Cost Savings to Student	7	\$374,868
Other	12	\$5,646,896
TOTAL	84	\$8,893,631

Redirect Savings to Area of Need outside Department/Unit	6	\$339,000
Redirect Savings to Area of Need within Department/Unit	27	\$1,197,727
Reduce Ongoing Costs of Operation	33	\$1,715,436
Other	18	\$5,641,469
TOTAL	84	\$8,893,631



Boulder Efficiencies – Financial Futures Update

The Boulder campus continues its Financial Futures initiative which started in fall 2018.

- Since 2018, there have been over 600 ideas submitted, engaging more than 340 project owners, and 165 approved projects in various implementation phases.
- \$75.6 million in net return on all revenue generation, cost savings, and cost avoidance projects.
 - Of this \$75.6 million, Boulder realized \$2.4 million in efficiencies from Financial Futures projects.
 - The additional revenues and savings will be realized across all fund types, and at various campus levels.



Boulder Efficiencies

Students

- Students that had challenges preventing them from signing up for the standard tuition payment plan can now self-enroll in a new system-maintained payment plan.
 - Removes hours of manual tracking and manual transactions while allowing students to remain in good financial standing, enroll in a payment plan, and enroll for the next semester.
 - The estimated annual savings is \$10,000.

Space and Infrastructure

- Real Estate Services (RES) re-worked a variety of leases to provide campus with reduced lease payments, or additional revenue generation.
 - RES extended antenna leases to AT&T and Verizon at increased levels and renegotiated a ground lease, more than doubling an existing lease which had been tied to inflation.
 - RES helped terminate an external property lease without penalty, so the department could relocate to a campus location.
 - In total the FY 2020-21 campus savings is \$176,688.



Boulder Efficiencies - Operational

Operational

- The Children's Center implemented a several changes to reduce operating costs.
 - Eliminated an expensive outside music class vendor and will look for other relationships.
 - Discontinued using a food contractor and asking parents to provide lunch for their kids.
 - The Center is actively pursuing grants to help fund operations.
 - The total combined savings and revenue generation is estimated at \$86,902. (*Financial Futures project*)

Leveraging Technology

- Centralized campus call center student resources enabling a less complicated experience for students and campus departments.
 - The new centralized resource handled more than 12,000 calls through the first eight months of the year.
 - The estimated annual savings is \$151,030.



Boulder Efficiencies – Research Efficiencies

- The Center for Translational Research worked in coordination with Venture Partners to seek out every startup company and augment their ability to win Small Business Innovative Research awards and Small Business Technology Transfer awards.
 - Annual revenue is estimated at \$628,969. (*Financial Futures Project*)



CU Denver | Anschutz

FOUR CAMPUSES UNITED
ALL FOUR: **ONE**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FY 2020-21 Denver|Anschutz Efficiencies

Efficiency Type	Actions	Estimated Savings
Cost Avoidance	20	\$4,014,115
Cost Savings to Campus/ System	17	\$2,710,154
Cost Savings to Department/ Unit	121	\$5,329,556
Reallocation of Resources	1	\$5,000
Other	2	\$77,912
TOTAL	161	\$12,136,738

Redirect Savings to Area of Need outside Department/Unit	2	\$1,000
Redirect Savings to Area of Need within Department/Unit	55	\$3,463,608
Reduce Ongoing Costs of Operation	92	\$8,393,226
Other	12	\$278,904
TOTAL	161	\$12,136,738



Denver|Anschutz Efficiencies – Space and Infrastructure

- Continued energy efficiency measures.
 - Including Xcel Energy rebates for energy savings initiatives.
 - Savings from purchasing natural gas directly from suppliers.
 - Replacing inefficient lighting with LED lighting.
 - Recommissioning of HVAC systems in order to optimize performance and energy efficiency.
 - Energy savings from decreasing average building temperatures one degree in the winter and increasing average temperatures two degrees in the summer.
 - Resulting in a savings of \$3.1 million.
- Savings from not using the Inter Campus Shuttle since the start of the pandemic.



Denver|Anschutz Efficiencies - Operational

- Personnel savings as a result of restructuring and reorganizing administrative areas, eliminating positions through attrition.
 - Resulting in a \$1.5 million savings.
- Reduction of general operational expenses as a result of reduced printing/printers, elimination of copier and shredder contracts, elimination of phone lines and implementation of more efficient standardized operating procedures.
 - Resulting in \$623,000 annual cost savings.
- Reduction in travel, professional development, and event savings as a result of the pandemic.
 - Producing a \$2.9 million one-time cost avoidance.



Denver|Anschutz Efficiencies – Leveraging Technology

- Utilizing electronic security access controls, alarms, and CCTV for existing and new buildings, and avoiding external contractors' costs.
 - Achieved a \$1.0 million cost savings.
- Implementing paperless initiatives, including electronic signature routing and electronic leave tracking.
 - Resulting in a cost savings of \$115,000.
- Utilizing virtual platforms to transition in-person meetings and events to virtual platforms.
 - Events include recruitment fairs, information sessions and wellness programs.
 - Resulting in a savings of \$183,000.



Colorado Springs

FOUR CAMPUSES UNITED
ALL FOUR: **ONE**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Colorado Springs Efficiencies

Efficiency Type	Actions	Estimated Savings
Cost Avoidance	6	\$30,800
Cost Savings to Campus/ System	5	\$19,421
Cost Savings to Department/ Unit	56	\$667,304
Cost Savings to Student	4	\$1,163,190
Reallocation of Resources	2	\$0
Other	0	\$0
TOTAL	73	\$1,880,715

Redirect Savings to Area of Need outside Department/Unit	0	\$0
Redirect Savings to Area of Need within Department/Unit	19	\$299,730
Reduce Ongoing Costs of Operation	50	\$1,316,685
Other	4	\$264,300
TOTAL	73	\$1,880,715



Colorado Springs Efficiencies

Cost Savings to Students

- Health and Wellness initiatives to install Water Bottle Filler Stations with a cost savings of \$264,000.
- Kraemer Family Library continues to develop textbook reserves for students, and The Office of Veteran Affairs continues Books for Battle Buddies.

Space and Infrastructure

- Replaced existing lightbulbs with LED bulbs in the Health & Wellness Aquatics Center, South Fitness Center and Rec Center Gymnasiums C & D.
- Facilities upgraded light bulbs to LEDs in the Gateway Garage and the El Pomar Clock tower.
- The Office of Research consolidated all employees in one central space in Main Hall.



Colorado Springs Efficiencies

Operational Efficiencies

- The UCCS Bookstore and Copy Center merged 2 positions into 1 saving \$19,000.
- Parking and Transportation created time saving file uploads for fee schedules, password resets and the ability for departments to purchase visitor parking passes electronically as opposed to manual processes.
- Kraemer Family Library discontinued Late Fees, converted to Adobe sign, and migrated hard copies to digital versions allowing time for other critical tasks.

Leveraging Technology

- The Health & Wellness Center implemented Mediat EMR which imports vaccination information from CIIS. They also migrated counseling wait lists from paper to electronic using Electronic Health Record.
- The Department of Student Life moved 40% of marketing and advertising to digital signage and social media.
- OSPRI partnered with Lewis Burke & Assoc. to streamline sponsored program funding webinars and information.



System Administration

FOUR CAMPUSES UNITED
ALL FOUR: **ONE**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FY 2020-21 System Administration Efficiencies

Efficiency Type	Actions	Estimated Savings
Cost Avoidance	17	\$5,115,634
Cost Savings to Campus/ System	75	\$32,252,109
Cost Savings to Department/ Unit	43	\$14,977,482
Reallocation of Resources	0	\$0
Other	6	\$40,917,670
TOTAL	141	\$93,262,896

Redirect Savings to Area of Need outside Department/Unit	11	\$2,048,198
Redirect Savings to Area of Need within Department/Unit	31	\$26,663,168
Reduce Ongoing Costs of Operation	16	\$14,860,563
Other	83	\$49,690,966
TOTAL	141	\$93,262,896



System Administration Efficiencies – Operational

- Employee Services reviewed cleaned up, and restructured pricing for the 401(a), 403(b) and Student Employee Retirement Plans. Benefiting CU employees directly.
 - Resulting in a \$1.97 million savings.
- UIS converted to a Tableau CU-wide contract resulting in a cost avoidance of \$180,000.
- Restructuring 1800 Grant, the System Administration building, to accommodate a hybrid working model and provide space for the three departments leasing space to move in.
 - Resulting in elimination of leased space savings about \$685,000.



System Administration Efficiencies – Operational

- Treasurer continued their efforts in negotiating fee reductions for investment managers, pursuing unclaimed property receipts, and upgrading Moody's rating from Aa2 to Aa1.
 - Overall FY 2020-21 action resulted in \$24.0 million debt cash flow savings.
- Rebalancing of portfolios allowed for accumulated savings of investments of \$34.7 million.



Appendix

FOUR CAMPUSES UNITED
ALL FOUR: **ONE**



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Boulder Efficiencies - Students

- Due to COVID, the campus Buff OneCards office shifted its operations to a digital as apposed to in-person model.
 - Buff OneCards are now produced and mailed to students instead of being distributed at the residence hall or created in person during move-in.
 - Students must submit a photo digitally, decreasing in-person line times and any mistakes in carding. This allows students to fully participate in the welcome experience.
 - The cost of mailing is offset by the reduced cost in the envelopes used to previously distribute cards to students.
 - The card office was able to hire three less student staff over a three-week period on top of the cost savings of checking photo ID's and distributing cards during move-in.
 - The estimated annual savings is \$22,500.



Boulder Efficiencies

Cost Savings to Students

- Continuing education courses can now charge their course materials directly to their tuition and fee bill through the Bursar's office.
 - Process was implemented to include all continuing education students.
 - The estimated annual savings is \$88,000.

Space and Infrastructure

- RES completed a real estate property swap saving the campus the cost to purchase outright the additional property that is in proximate to the campus.
 - The new properties, purchased at a net cost of \$385,000 will generate a projected \$1.1 million in net operating income over the next five years.
- Parking services utilized in-house resources to fix potholes, seal cracks and stripe parking lots avoiding the cost of using contractors.
 - The estimated annual savings for all projects is \$20,000.



Boulder Efficiencies

Operational

- Parking Services moved off-peak parking permits to an online self-service platform and assumed management of the Graduate Family Housing parking lots.
 - The combined savings is \$140,000. (*Financial Futures project*)
- By leveraging existing applications (PeopleSoft, Campus Solutions and OnBase) Student Affairs found a software solution for Veteran and Military Affairs (VMA) to manage military benefits for students.
 - This was a joint project with UIS and the Registrar to build bundle software.
 - The estimated annual savings is \$100,000.

Leveraging Technology

- Facilities management installed sensors in the garbage bins which notify the collection crew if a dumpster does not need to be emptied.
 - The new process cut the original collections process in half and an estimated annual savings of \$40,000.



Boulder Efficiencies – Leveraging Technology

- The Office and Information and Technology (OIT) migrated over 900 users from on-premise storage to OneDrive, decreasing usage of on-premise storage by 10TB.
 - Avoided adding another 5TB of data to on-premise storage by starting users out on OneDrive.
 - Annual savings are estimated at \$110,000. (*Financial Futures project*)
- Human Resources (HR) has enhanced the leave platform to incorporate assistance with on-the-job injuries. Streamlining and improved the leave process.
- HR has centralized the recruitment and hiring process for temporary staff in the Avature tracking system. Applicants are now tracked and communicated with centrally instead of by the individual units.
- HR can provide units with quick referrals of eligible employees from existing pools of applicants to enable quick filling of positions and relieving burdens on units for finding temporary talent.
- Hiring, offer letters, and appointment entry processes have been removed from individual units, and are now centralized duties in the HR office.
 - The estimated annual savings is \$383,926.



Boulder Efficiencies – Research Efficiencies

- To optimize and standardize core facility and lab operations, we expanded the use of the Stratocore Core Facility Management Software (PPMS) 100%.
 - PPMS streamlines user management, accounting of equipment usage, invoicing, incident tracking, and compliance by auto executing Service Level Agreements, among other benefits.
 - Resulted in at least 60% reduction in efforts in lab management.
 - Compliance has also increased since terms and conditions for accessing labs are embedded in the software - reducing the need to sign separate Service Agreements.
 - The estimated annual savings is \$362,155 (*Financial Futures Project*)
- The Cooperative Institute for Research in Environmental Sciences (CIRES) collaborated with CU Data Analytics, to connect existing proprietary publication and performance review tools to CU Boulder Elements.
 - Providing efficient access to trusted data for CIRES peer reviewed papers.
 - The estimated annual savings is \$5,716.

