

FY 2023-24 Budget and Fee Proposals

February 9, 2023



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Tuition and Fee Assumptions

- Undergraduate Resident Tuition Rates
 - CU Boulder
 - Scenario A = 4.0%, Scenario B = 4.0%, and Scenario C = 4.0%
 - CU Denver
 - Scenario A = 5.0%, Scenario B = 5.0%, and Scenario C = 4.0%
 - UCCS
 - Scenario A = 6.0%, Scenario B = 5.0%, and Scenario C = 4.0%
 - CU Anschutz
 - Scenario A = 4.0%, Scenario B = 4.0%, and Scenario C = 4.0%
- Proposed fees vary by campus



Compensation Assumptions

- Compensation
 - Classified = 5.0% in all Scenarios based on state requirement
 - CU Boulder = 4.0% merit pool
 - CU Denver = 5.0% combination of merit pool & pool for compression, retention and equity
 - UCCS = 3.5% (Scenario A) or 4.0% (Scenario B & C) combination of merit pool & pool for compression, retention and equity
 - CU Anschutz = 4.0% merit pool
 - Plus 4.0% pool for compression, retention and equity



Minimum Wage Assumptions

- All campuses are increasing base hourly wages for staff and students

	Staff*		Students	
Fiscal Year	2022-23	2023-24	2022-23	2023-24
CU Boulder	\$15.00	\$18.00	\$15.00	\$16.00
UCCS	\$15.00	\$15.75	\$14.00	\$15.00
CU Denver	\$15.87	\$17.29	\$15.87	\$17.29
CU Anschutz	\$15.00	\$15.75	\$15.00	\$15.75

*Staff hourly increases are aligned to COWINS agreement rates at \$15.75 for FY 2023-24.



Budget Assumptions, FY 2023-24

	Governor's Request FY 23-24 (Scenario A)	FY 23-24 (Scenario B)	Consensus Request FY 23-24 (Scenario C)
Revenue/Tuition			
Additional State Funding to CU System	6.3%	9.4%	13.8%
Percent Increase in State Funding	6.8%	9.7%	14.3%
Undergraduate Resident Tuition Rate Targets			
UCCS	6.0%	5.0%	4.0%
CU Denver	5.0%	5.0%	4.0%
CU Boulder* and CU Anschutz	4.0%	4.0%	4.0%
Expenditures			
Compensation Pool — Classified (System-wide)	5.0%	5.0%	5.0%
Compensation Pool — Faculty/Exempt (Boulder/Anschutz)	4.0%	4.0%	4.0%
Compensation Pool — Faculty/Exempt (Denver)**	5.0%	5.0%	5.0%
Compensation Pool — Faculty/Exempt (UCCS)**	3.5%	4.0%	4.0%
Compression, Retention, and Equity Pool	varies by campus 0.0% - 4.0%		
Health Life Dental – HLD (Classified and Faculty/Exempt)	7.9%	7.9%	7.9%
FAMLI	0.45%	0.45%	0.45%
ICCA	varies by campus		
Risk Management	varies by campus		

*CU Boulder four-year guarantee for incoming FY 2023-24 freshman and transfer cohort only.

**Combination of Merit Pool & Pool for compression, retention and equity.



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Previous Compensation

FY 2019-20

- 3.0% classified
- 3.0% non-classified

FY 2020-21

- No salary increase
- Furloughs for many staff and faculty

FY 2021-22 (Shift to calendar year compensation cycle, non-classified)

- 3.0% non-classified increase effective January 1, 2022
- 3.0% classified increase
- 3.0% CU Anschutz non-classified increase effective July 1, 2021

FY 2022-23

- 3.0% classified
- 3.0% non-classified
- 3.0% CU Anschutz compression and retention



Estimated Cost for 1.0% Merit Pool, FY 2023-24

- \$ 9.32 million estimated salary cost systemwide
- \$ 2.57 million estimated benefits cost systemwide

Campus	Boulder	UCCS	Denver	Anschutz	System	Total
Classified Salaries	\$408,140	\$69,510	\$49,180	\$133,595	\$2,196	\$662,621
Non Classified Salaries	\$4,461,629	\$877,807	\$1,333,170	\$1,579,839	\$404,820	\$8,657,265
Salaries Total	\$4,869,769	\$947,317	\$1,382,350	\$1,713,434	\$407,016	\$9,319,886
Classified Benefits	\$159,583	\$13,381	\$10,820	\$28,398	\$791	\$212,973
Non Classified Benefits	\$1,427,275	\$162,588	\$286,740	\$335,818	\$145,735	\$2,358,156
Benefits Total	\$1,586,858	\$175,969	\$297,560	\$364,216	\$146,526	\$2,571,129

Campus	Boulder	UCCS	Denver	Anschutz	System	Total
Salaries and Benefits Total	\$6,456,627	\$1,123,286	\$1,679,910	\$2,077,650	\$553,542	\$11,891,015

Statewide Tuition Increases FY 2023-24

Institution	Current Year	Proposed		
	FY 2022-23 Tuition (30 credit hrs.)	FY 2023-24 Tuition (30 credit hrs.)	\$ Increase	% Increase
Adams State University	\$6,072			
Colorado Community College System	\$4,692			
Colorado Mesa University	\$8,852			
Colorado School of Mines	\$17,520			
Colorado State University	\$9,903			
Colorado State University Pueblo	\$8,338			
Fort Lewis College	\$7,200			
Metropolitan State University of Denver	\$8,446			
University of Colorado Boulder (First Time students)*	\$11,520	(A, B, C) \$11,981	\$461	4.0%
University of Colorado Boulder (Continuing students)**	varies by cohort	varies by cohort	\$0	0.0%
University of Colorado Colorado Springs	\$9,539	(A) \$10,111	\$572	6.0%
		(B) \$10,016	\$477	5.0%
		(C) \$9,921	\$382	4.0%
University of Colorado Denver	\$10,830	(A, B) \$11,370	\$540	5.0%
		(C) \$11,250	\$420	3.9%
University of Northern Colorado	\$8,289			
Western State Colorado University	\$6,936			

*CU Boulder four-year guarantee for incoming FY 2023-24 freshman and transfer cohort only.

**0.0% Tuition and Mandatory Fee increase for continuing cohorts within period of guarantee.



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Student Fee Changes Over Time

Undergraduate Resident Mandatory Fee History (30 Credit Hours)							
Institution	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Adams State University	\$3,704	\$3,704	\$3,704	\$3,704	\$3,704	\$3,704	
Colorado Community College System (CCD)	\$1,055	\$1,335	\$1,415	\$1,462	\$1,203	\$1,244	
Colorado Community College System (MCC)	\$186	\$186	\$145	\$147	\$147	\$176	
Colorado Mesa University	\$872	\$900	\$963	\$963	\$1,050	\$1,110	
Colorado School of Mines	\$2,216	\$2,314	\$2,412	\$2,450	\$2,378	\$2,520	
Colorado State University	\$2,480	\$2,520	\$2,475	\$2,513	\$2,622	\$2,656	
Colorado State University Pueblo	\$2,385	\$2,472	\$2,509	\$2,728	\$2,466	\$2,575	
Fort Lewis College	\$1,888	\$2,002	\$1,815	\$1,840	\$1,948	\$2,016	
Metropolitan State University of Denver	\$1,290	\$1,421	\$1,914	\$1,728	\$1,741	\$1,816	
University of Colorado Boulder*	\$1,838	\$1,804	\$1,772	\$1,738	\$1,766	\$1,586	pending
University of Colorado Colorado Springs	\$1,591	\$1,613	\$1,613	\$1,630	\$1,642	\$1,489	\$1,610
University of Colorado Denver	\$1,538	\$1,495	\$1,547	\$1,637	\$1,380	\$970	pending
University of Northern Colorado	\$2,171	\$2,322	\$2,390	\$2,466	\$2,539	\$2,615	
Western State Colorado University	\$3,178	\$3,490	\$3,813	\$3,830	\$3,830	\$3,877	

Note: Mandatory fees paid by all students. Course or program specific fees are additional and not included here.

*CU Boulder four-year guarantee for incoming FY 2023-24 freshman and transfer cohort only.

Statewide Tuition and Fee Increases FY 2023-24

Institution	Current Year	Proposed		
	FY 2022-23 Tuition and Fees (30 credit hrs.)	FY 2023-24 Tuition and Fees (30 credit hrs.)	\$ Increase	% Increase
Adams State University	\$9,776			
Colorado Community College System (CCD)	\$5,936			
Colorado Community College System (MCC)	\$4,868			
Colorado Mesa University	\$9,962			
Colorado School of Mines	\$20,040			
Colorado State University	\$12,559			
Colorado State University Pueblo	\$10,913			
Fort Lewis College	\$9,216			
Metropolitan State University of Denver	\$10,261			
University of Colorado Boulder*	\$13,106	(A,B,C) pending	pending	pending
University of Colorado Colorado Springs	\$11,029	(A) \$11,721 (B) \$11,626 (C) \$11,531	\$692 \$597 \$502	6.3% 5.4% 4.5%
University of Colorado Denver	\$11,800	(A,B,C) pending	pending	pending
University of Northern Colorado	\$10,904			
Western State Colorado University	\$10,813			

*CU Boulder four-year guarantee for incoming FY 2023-24 freshman and transfer cohort only.

FY 2023-24 Budgetary Risks System-wide

- State funding
- Enrollment challenges
- Market pressure on compensation
- Inflationary increases on mandatory costs
- Increasing need for institutional financial aid and student support services to meet the needs of a more diverse student population
- Deferred maintenance
- Information technology needs



A scenic mountain valley with a sun flare and lens effects. The sun is low in the sky, creating a warm, golden glow and several circular lens flare patterns. The valley is filled with dense evergreen forests, and the mountainsides are rugged and rocky. The sky is blue with scattered white clouds. The overall mood is bright and natural.

CU Boulder



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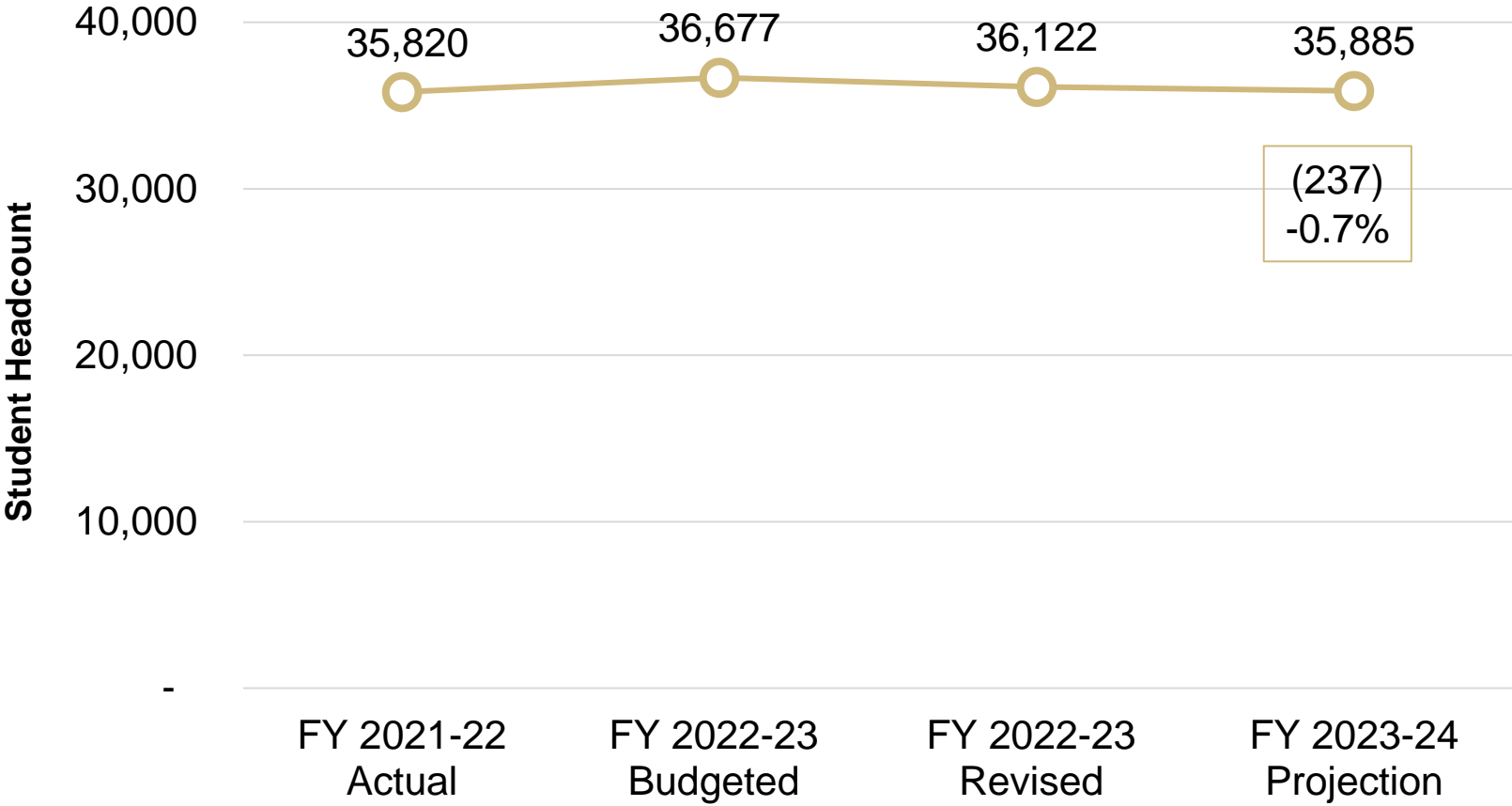
CU Boulder Enrollment Projections FY 2023-24

Fall 2023 undergraduate enrollment projected to be very close to fall 2022, while graduate enrollment will be lower

- Overall enrollment projected to decrease -0.7%
 - Undergraduate enrollment projected to decrease -0.2%, with incoming resident students down from the high fall 2022 level
 - Continuing undergraduate and transfer enrollments both projected to be in-line with fall 2022
 - Graduate enrollment is projected to be down -2.5% from fall 2022
 - The full reduction is in continuing students as a result of the large number of new professional Masters students from fall 2021 who will have graduated



CU Boulder – Enrollment



CU Boulder – Enrollment, Current Year Adjustment

Estimated Headcount Enrollment	FY 2022-23 Budgeted	FY 2022-23 Fall Census	Enrollment Change	Percent Change
Resident Undergraduate	16,899	16,668	(231)	-1.4%
Non-Resident Undergraduate	13,097	12,915	(182)	-1.4%
Domestic	12,067	11,948	(119)	-1.0%
International	1,030	967	(63)	-6.1%
Resident Graduate	3,883	3,683	(200)	-5.2%
Non-Resident Graduate	2,798	2,856	58	2.1%
Domestic	1,398	1,227	(171)	-12.2%
International	1,400	1,629	229	16.4%
Total Undergraduate	29,996	29,583	(413)	-1.4%
Total Graduate	6,681	6,539	(142)	-2.1%
Total Resident	20,782	20,351	(431)	-2.1%
Total Non-Resident	15,895	15,771	(124)	-0.8%
Total Enrollment	36,677	36,122	(555)	-1.5%



CU Boulder – Enrollment Projection

Headcount Enrollment*	FY 2022-23 Revised	FY 2023-24 Projection	Count Change	Percent Change
Resident Undergraduate	16,668	16,580	(88)	-0.5%
Non-Resident Undergraduate	12,915	12,930	15	0.1%
Domestic	11,948	12,090	142	1.2%
International	967	840	(127)	-13.1%
Resident Graduate	3,683	3,650	(33)	-0.9%
Non-Resident Graduate	2,856	2,725	(131)	-4.6%
Domestic	1,227	1,445	218	17.8%
International	1,629	1,280	(349)	-21.4%
Total Undergraduate	29,583	29,510	(73)	-0.2%
Total Graduate	6,539	6,375	(164)	-2.5%
Total Resident	20,351	20,230	(121)	-0.6%
Total Non-Resident	15,771	15,655	(116)	-0.7%
Total Enrollment	36,122	35,885	(237)	-0.7%

Of the revised 36,122 total students in FY 2022-23, 10,383 are new and 25,739 are retained.

Of the projected 35,885 total students in FY 2023-24, 10,305 are new (-0.8% decrease) and 25,580 are retained (-0.6% decrease).

Note:

*Includes degree seeking students with state reportable hours only.

CU Boulder FY 2023-24 Budget Highlights

Tuition and Compensation

- 4.0% tuition plus mandatory fee increase for incoming undergraduate resident and non-resident students
- 0.0% tuition and mandatory fee increase for continuing undergraduate students through guarantee
- 4.0% tuition increase for graduate students
- 4.0% merit pool
- Minimum wage increases staff and student workers

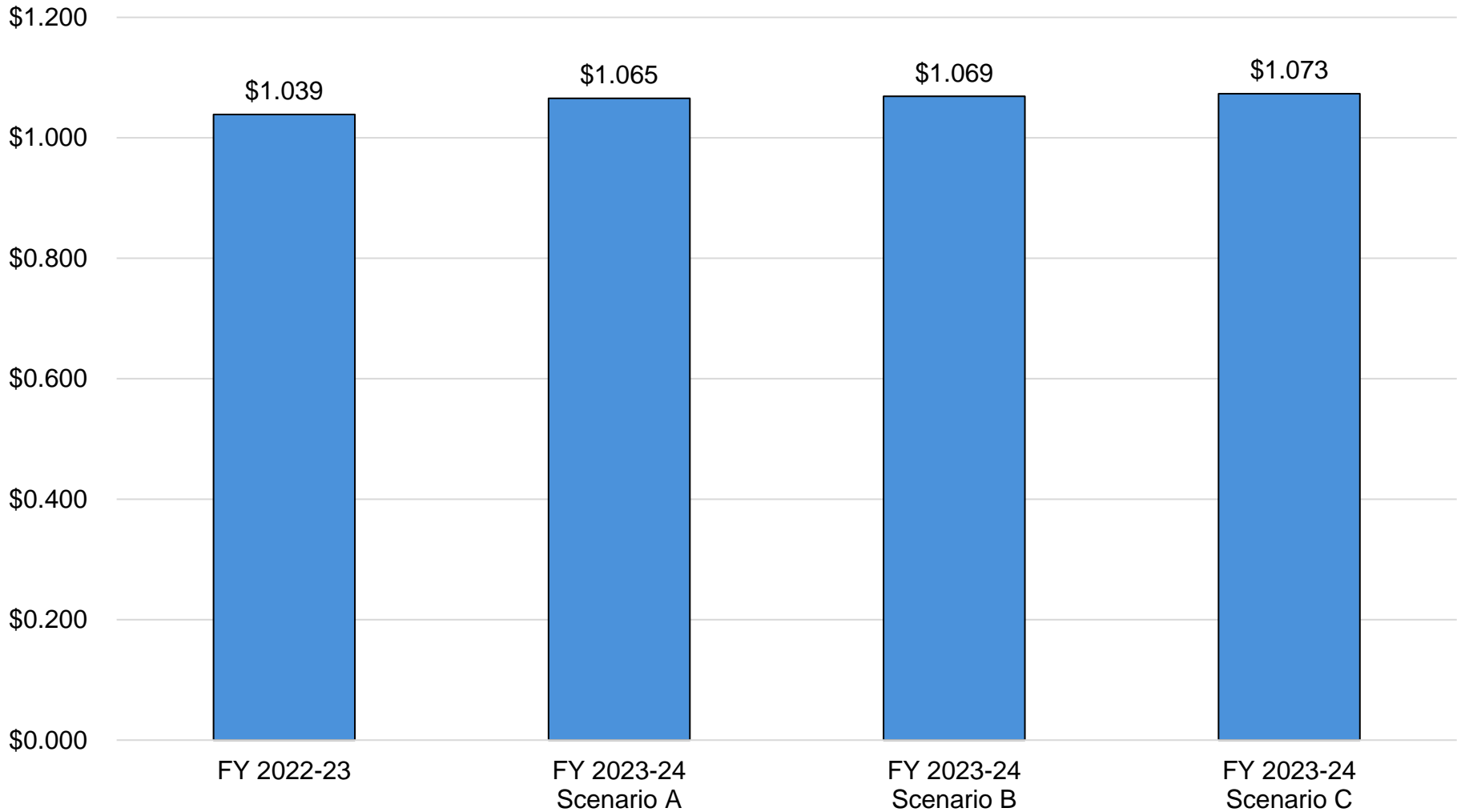
Strategic Budgetary Investments

- Increased funding for institutional financial aid
- Ongoing support for the Chancellor's Diversity Initiative
- Incremental funding distributed to Schools, Colleges, academic and administrative support units to fund academic, strategic and operational needs through new budget model



CU Boulder Fiscal Year E&G Budget Comparisons

(in billions)



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CU Boulder Expenditures (Change), FY 2023-24

Expenses	FY 2022-23 Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Operating Expense		\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation							
Salary Faculty	\$268,224,769	\$10,728,991	4.0%	\$10,728,991	4.0%	\$10,728,991	4.0%
Salary Exempt	\$171,592,754	\$6,863,710	4.0%	\$6,863,710	4.0%	\$6,863,710	4.0%
Salary Classified and Hourly	\$47,159,358	\$2,294,515	4.9%	\$2,294,515	4.9%	\$2,294,515	4.9%
Integrate FY 2021-22 Comp Increase		\$1,400,000		\$1,400,000		\$1,400,000	
Benefits - Faculty and Exempt	\$140,014,709	\$11,130,204	7.9%	\$11,130,204	7.9%	\$11,130,204	7.9%
Benefits - Classified and Hourly	\$19,040,462	\$1,287,682	6.8%	\$1,287,682	6.8%	\$1,287,682	6.8%
Mandatory Transfers/Other	\$0	\$0		\$0		\$0	
General Operating	\$160,272,871	(\$15,452,860)	-9.6%	(\$12,031,542)	-7.5%	(\$7,685,301)	-4.8%
Deferred Maintenance	\$21,941,025	\$0	0.0%	\$0	0.0%	\$0	0.0%
Library Materials	\$17,254,713	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$24,740,947	\$0	0.0%	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$132,069,590	\$1,981,351	1.5%	\$1,981,351	1.5%	\$1,981,351	1.5%
ICCA	\$27,175,482	\$1,205,743	4.4%	\$1,205,743	4.4%	\$1,205,743	4.4%
Insurance*	\$9,073,815	\$0	0.0%	\$0	0.0%	\$0	0.0%
Operating Expense Total	\$1,038,560,495	\$21,439,336	2.1%	\$24,860,654	2.4%	\$29,206,895	2.8%

*Insurance increase to be paid from campus reserves for 2023-24.

CU Boulder Expenditures, FY 2023-24 (Cont.)

Expenses	FY 2022-23 Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Campus Initiatives							
Chancellors DEI		\$1,000,000		\$1,000,000		\$1,000,000	
Minimum Wage		\$3,239,417		\$3,239,417		\$3,239,417	
Faculty Compensation		\$1,200,000		\$1,200,000		\$1,200,000	
Initiatives Subtotal	\$0	\$5,439,417		\$5,439,417		\$5,439,417	
Total Estimated Budget	\$1,038,560,495	\$1,065,439,248	2.6%	\$1,068,860,566	2.9%	\$1,073,206,807	3.3%



CU Boulder Targeted Investments

- \$1.0 million: Chancellor's Diversity Initiative may include:
 - Affinity Groups
 - Program Manager hired to grow, support and assess affinity groups; office to provide programming support and resources for employee engagement opportunities centered on commitment to justice, equity, diversity, inclusion and community
 - DEI Impact Grants
 - Program Manager hired to administer and assess seed grant program for DEI initiatives that operationalize academic and administrative unit goal; funds for summer 2023 and AY 2023-24 initiatives to be distributed in March 2023
 - Faculty Mentoring
 - IDEA Plan recommendation implementation, including expanding existing capacity of Faculty Affairs to offer range of mentoring activities
 - Leadership Development
 - Organize resources for DEI-focused education and development focusing on strategic planning, organizational change, and competency building (e.g., experts, toolkits, etc.)



CU Boulder Targeted Investments (Cont.)

- \$3.2 million: Minimum Wage Adjustments

The current campus base minimum wage is \$15.00/hour.

- \$1.8 million adjustment - Staff
 - Campus plans to bring all classified, exempt and temporary staff up to \$18.00/hour
 - A 1.0% compression estimate for those employees already at, or near \$18.00/hour is included in the cost
- \$1.4 million adjustment - Student Workers
 - Campus plans to bring all student workers up to \$16.00/hour



CU Boulder Targeted Investments (Cont.)

- \$1.2 million: Faculty Compensation Initiatives
 - CU Boulder is continuing to invest in several faculty compensation initiatives, including the Faculty Diversity Action Plan, faculty retention and compression.
 - These investments are designed to:
 - Achieve the University's commitment to, and goal of improving diversity among faculty and in our campus community;
 - Retain outstanding faculty;
 - Address market pressures;
 - Maintain promotion and tenure adjustments; and
 - Better align with peers



CU Boulder Tuition, FY 2023-24

Projected Tuition Revenue Sources	FY 2022-23 Original Budget (Current Rate)	FY 2023-24			Comments
		Scenario A	Scenario B	Scenario C	
Resident Undergraduate Tuition Rate (new students)	\$11,520				Rate increase 4.0% for options A-C
Dollar Change		\$461	\$461	\$461	
Percent Change*		4.0%	4.0%	4.0%	
Proposed Resident Undergraduate Tuition Rate		\$11,981	\$11,981	\$11,981	
Non-Resident Undergraduate Tuition Rate (new students)	\$38,770				Rate increase 4.0% for options A-C
Dollar Change		\$1,551	\$1,551	\$1,551	
Percent Change*		4.0%	4.0%	4.0%	
Proposed Non-Resident Undergraduate Tuition Rate		\$40,321	\$40,321	\$40,321	
Resident Graduate Tuition Rate	\$12,528				Rate increase 4.0% for options A-C
Dollar Change		\$501	\$501	\$501	
Percent Change**		4.0%	4.0%	4.0%	
Proposed Resident Graduate Tuition Rate		\$13,029	\$13,029	\$13,029	
Non-Resident Graduate Tuition Rate	\$33,174				Rate increase 4.0% for options A-C
Dollar Change		\$1,327	\$1,327	\$1,327	
Percent Change**		4.0%	4.0%	4.0%	
Proposed Non-Resident Graduate Tuition Rate		\$34,501	\$34,501	\$34,501	
International Undergraduate Tuition Rate	\$40,670				Rate increase 4.0% for options A-C
Dollar Change		\$1,627	\$1,627	\$1,627	
Percent Change**		4.0%	4.0%	4.0%	
Proposed Resident Graduate Tuition Rate		\$42,297	\$42,297	\$42,297	

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**0.0% Tuition and Mandatory Fee increase for continuing cohorts within period of guarantee.



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CU Boulder Tuition Revenue, FY 2023-24

CU Boulder - FY 2023-24 Tuition Revenue Change				
Tuition	Revenue		Rate	Enrollment
Resident Undergraduate	\$6,570,567		\$2,480,138	\$4,090,429
Non-Resident Undergraduate	\$12,786,405		\$6,270,385	\$6,516,020
Resident Graduate	(\$4,869,949)		\$2,002,221	(\$6,872,170)
Non-Resident Graduate	\$793,566		\$2,825,162	(\$2,031,596)
International Undergraduate*	\$1,010,126		\$495,360	\$514,766
Tuition Revenue	\$15,280,589		\$13,577,906	\$1,702,683

*Included in non-resident undergraduate total (non-add).



CU Boulder Revenues (Change), FY 2023-24

Projected General Fund Revenue Increases	Original Budget	Scenario A	Scenario B	Scenario C
	FY 2022-23	FY 2023-24		
Tuition				
Resident Undergraduate	\$216,841,004	\$6,570,567	\$6,570,567	\$6,570,567
Non-Resident Undergraduate	\$496,195,671	\$12,786,405	\$12,786,405	\$12,786,405
Resident Graduate	\$57,337,806	(\$4,869,949)	(\$4,869,949)	(\$4,869,949)
Non-Resident Graduate	\$72,660,646	\$793,566	\$793,566	\$793,566
International Undergraduate	\$39,199,458	\$1,010,126	\$1,010,126	\$1,010,126
Student Fees	\$8,892,341	pending	pending	pending
State Revenue	\$102,376,033	\$6,293,474	\$9,714,792	\$14,061,033
Indirect Cost Reimbursement	\$77,737,507	\$4,532,372	\$4,532,372	\$4,532,372
Other Revenue	\$6,519,487	\$772,318	\$772,318	\$772,318
Total Projected Revenue Increase	\$1,038,560,495	\$26,878,753	\$30,300,071	\$34,646,312
Revenue Over/(Under) Expenditures	\$0	\$0	\$0	\$0

CU Boulder FY 2023-24 Fee Proposals

Fee Name	Charge Frequency ⁽¹⁾	FY 2023 Current Rate	FY 2024 Proposed Rate	Dollar Change	Percent Change
Course Specific Fees					
Instructional Program Fees					
<i>all course and program fees eliminated effective fall 2018</i>					
Student Activity Fees					
CUSG Student Activity Fee	per semester	\$399.76	pending	pending	pending
Housing & Dining Fees³					
Residence Hall standard room & board	per semester	\$8,073.00	\$8,476.00	\$403.00	5.0%
Bear Creek apartments	per semester	\$5,090.00	\$5,344.00	\$254.00	5.0%
Graduate and Family Housing apartments	per month	\$1,458.00	\$1,501.00	\$43.00	2.9%

Notes:

- 1) Annual, Per-term, Per Course, Per Credit hour, etc.
- 2) Any increase contingent on upcoming student government activity and campus reviews. An update will be provided at a following BOR meeting.
- 3) Rates listed are for standard double in residence halls; two bedroom/one bath in Bear Creek; and two-bedroom furnished apartment in Athens/Marine Court.

CU Boulder FY 2023-24 Fee Detail

- Student Activity Fees
 - CUSG Student Activity fee will be finalized through regular legislative process
- Housing & Dining Fees
 - 5.0% increase: Residence halls and Bear Creek apartments
 - 2.9% increase: Graduate and family housing apartments



FY 2023-24 Budgetary Risks, CU Boulder

- Enrolling smaller than planned incoming class
- Potential for larger increases in mandatory costs, such as utilities and insurance
- Continued and growing need for student services outside the classroom, such as mental health and wellness support
- Ongoing concern with deferred maintenance backlog
- Technology infrastructure to maintain evolving needs
- Growth of health insurance related costs
- Effect of inflation and higher interest rates on campus master plan
- State funding



A scenic mountain valley with a sun flare and lens effects. The sun is low in the sky, creating a warm, golden glow and several circular lens flare patterns. The valley is filled with dense evergreen forests, and the mountainsides are rugged and rocky. The sky is blue with scattered white clouds. The overall mood is bright and natural.

Colorado Springs



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Current Year Budget Update, UCCS

- Despite slight decrease in enrollments during the fall semester, tuition revenue projections remain constant due to enrollment mix
- Spring registration activity is down -2.9% compared to prior spring
 - The further decline in spring enrollment will impact the current year budget. Dependent on the revenue shortfall, the plan is to use reserves to balance.
- Personnel turnover and hiring challenges continue to negatively impact operations, including:
 - Food services
 - Transportation services
 - Custodial services
 - Budget & Planning services

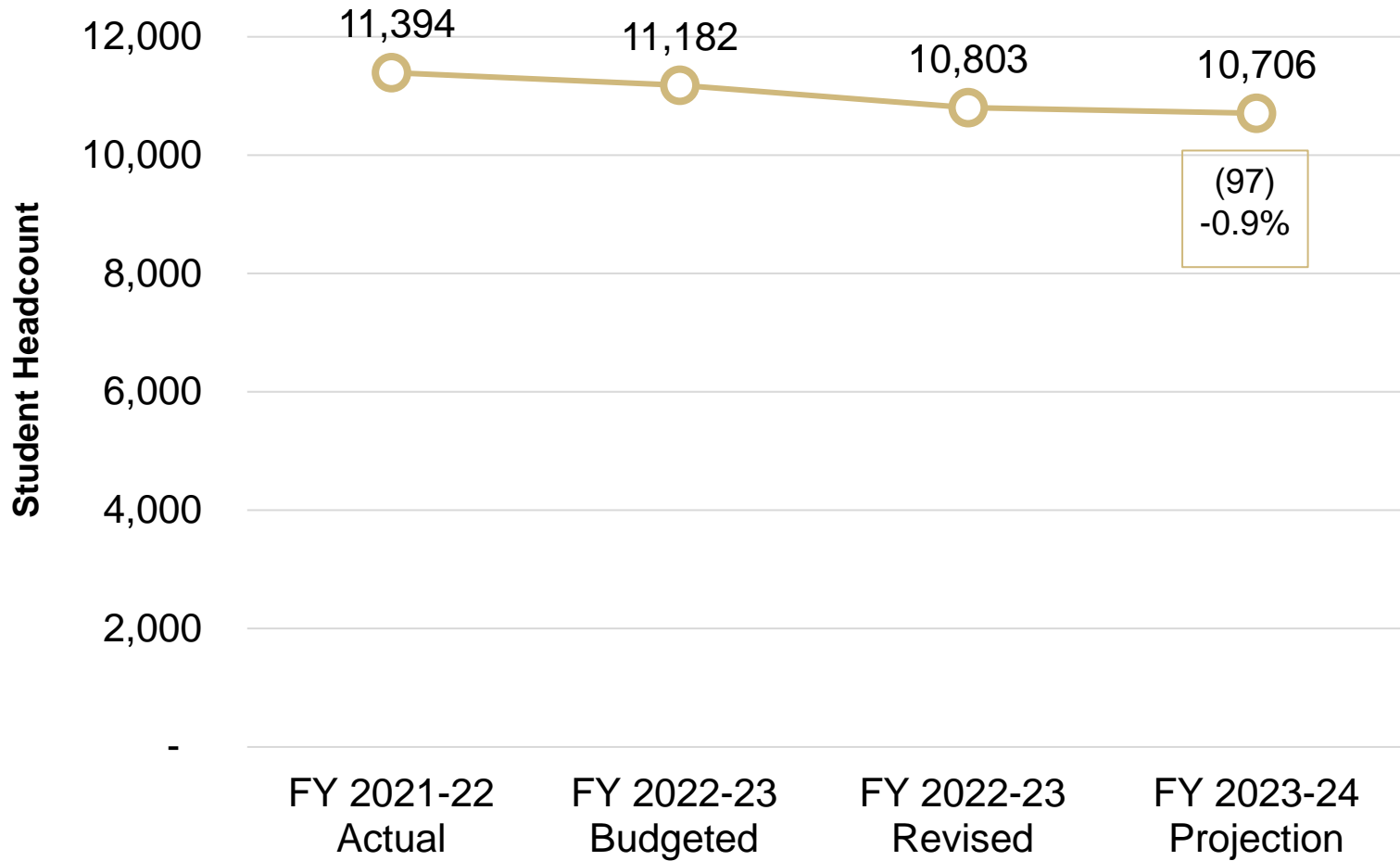


UCCS Enrollment Projections

- Overall enrollment projected to decline -0.9% in fall 2023
 - Projected decline in resident undergraduate and graduate enrollment
 - Increased competition for resident undergraduate students
- Non-resident undergraduate enrollment projected to increase 8.3%
- Projections show international population (at all levels) returning post pandemic
- Projections will be further updated in March/April
 - Better leading indicators for new freshmen available late February
- With New Vice Chancellor of Enrollment Management, developing new enrollment strategies, including marketing, financial aid packaging and tuition rate structure



UCCS – Enrollment



UCCS – Enrollment, Current Year Adjustment

Estimated Headcount Enrollment	FY 2022-23 Budgeted	FY 2022-23 Adjusted	Enrollment Change	Percent Change
Resident Undergraduate	7,951	7,803	(148)	-1.9%
Non-Resident Undergraduate	1,365	1,206	(159)	-11.6%
Domestic	1,303	1,151	(152)	-11.7%
International	62	55	(7)	-11.3%
Resident Graduate	1,581	1,554	(27)	-1.7%
Non-Resident Graduate	285	240	(45)	-15.8%
Domestic	213	179	(34)	-16.0%
International	72	61	(11)	-15.3%
Total Undergraduate	9,316	9,009	(175)	-1.8%
Total Graduate	1,866	1,794	(204)	-12.4%
Total Resident	9,532	9,357	(175)	-1.8%
Total Non-Resident	1,650	1,446	(204)	-12.4%
Total Enrollment	11,182	10,803	(379)	-3.4%



UCCS – Enrollment Projection

Headcount Enrollment*	FY 2022-23 Revised	FY 2023-24 Projection	Count Change	Percent Change
Resident Undergraduate	7,803	7,600	(203)	-2.6%
Non-Resident Undergraduate	1,206	1,306	100	8.3%
Domestic	1,151	1,226	75	6.5%
International	55	80	25	45.5%
Resident Graduate	1,554	1,560	6	0.4%
Non-Resident Graduate	240	240	0	0.0%
Domestic	179	159	(20)	-11.2%
International	61	81	20	32.8%
Total Undergrad	9,009	8,906	(103)	-1.1%
Total Graduate	1,794	1,800	6	0.3%
Total Resident	9,357	9,160	(197)	-2.1%
Total Non-Resident	1,446	1,546	100	6.9%
Total Enrollment	10,803	10,706	(97)	-0.9%

Of the revised 10,803 total students in FY 2022-23, 3,133 are new and 7,670 are retained.

Of the projected 10,706 total students in FY 2023-24, 3,212 (2.5% increase) are new students and 7,494 (2.3% decrease) are retained.

Note:

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

UCCS FY 2023-24 Budget Highlights

Tuition and Compensation

- Tuition projections range from 4.0% to 6.0% for all populations, depending on amount of state support
- 3.5% to 4.0% combination of merit pool and pool for compression, retention and equity for faculty and university staff
- Increase in hourly minimum wages for staff and students

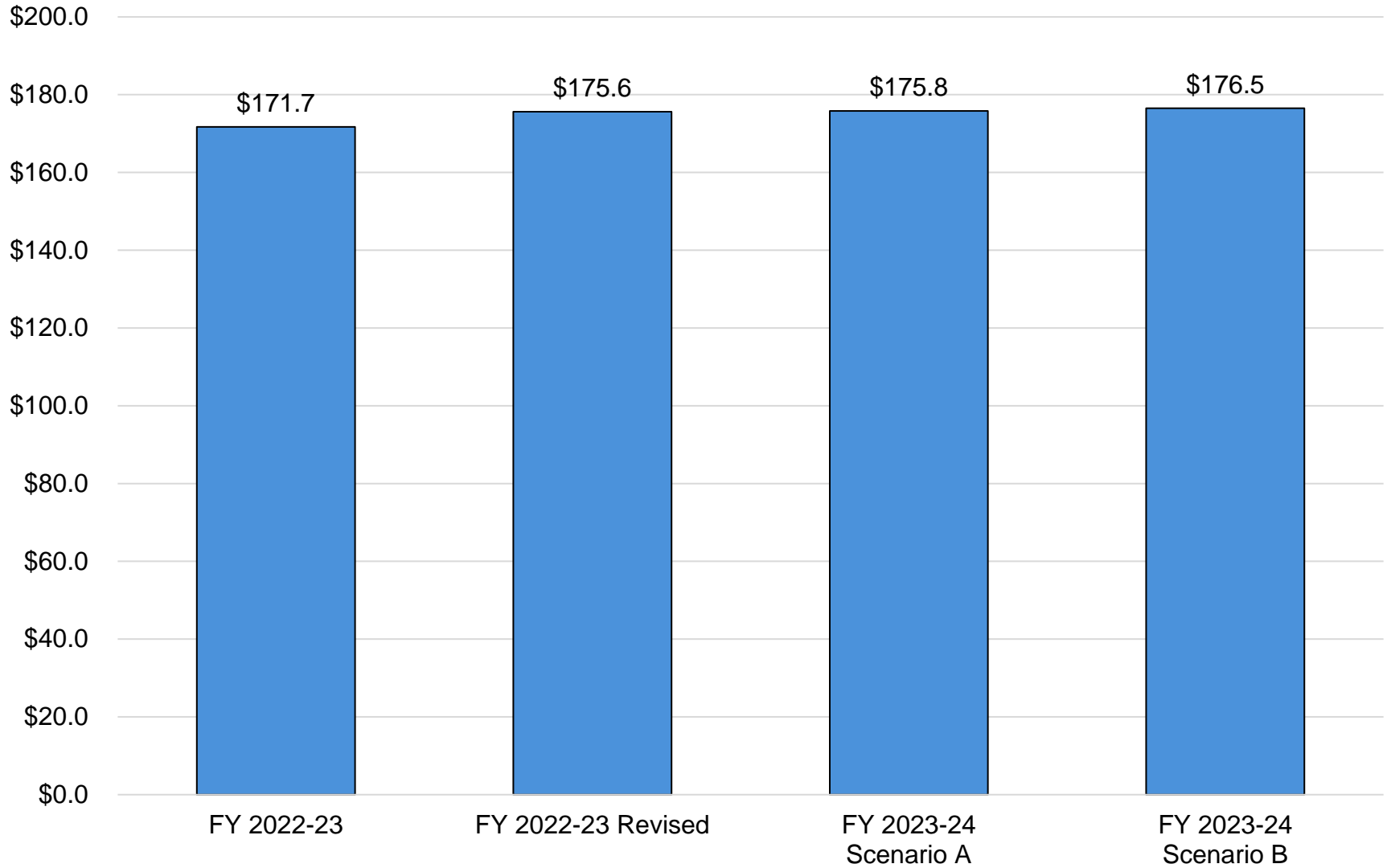
Budget Outlook

- State funding increase in planning scenarios does not cover mandatory cost increases or service level expectations
- Costs continue to increase at rates higher than projected revenues resulting in budget shortfall and requiring budget cuts



UCCS Fiscal Year E&G Budget Comparisons

(in millions)



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

UCCS Expenditures (Change), FY 2023-24

Expenses	FY 2022-23 Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Operating Expense		\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation*							
Salary Faculty	\$52,402,583	\$208,851	0.4%	\$480,937	0.9%	\$903,523	1.7%
Salary Exempt	\$32,376,484	(\$161,948)	-0.5%	\$23,005	0.1%	\$300,062	0.9%
Salary Classified and Hourly	\$9,674,884	\$73,965	0.8%	\$58,003	0.6%	\$70,112	0.7%
Integrate FY 2021-22 Comp Increase		\$525,000		\$525,000		\$525,000	
Benefits - Faculty and Exempt	\$28,999,132	\$1,860,764	6.4%	\$1,888,762	6.5%	\$2,005,401	6.9%
Benefits - Classified and Hourly	\$4,673,411	\$215,949	4.6%	\$197,540	4.2%	\$193,238	4.1%
Mandatory Transfers/Other	\$4,034,143	\$215,000	5.3%	\$215,000	5.3%	\$215,000	5.3%
General Operating	\$14,336,016	(\$1,313,753)	-9.2%	(\$1,294,301)	-9.0%	(\$1,230,840)	-8.6%
Deferred Maintenance	\$1,276,523	(\$44,638)	-3.5%	(\$42,799)	-3.4%	(\$36,795)	-2.9%
Library Materials	\$1,947,274	\$25,865	1.3%	\$28,812	1.5%	\$38,428	2.0%
Utilities	\$3,007,654	\$90,230	3.0%	\$90,230	3.0%	\$90,230	3.0%
Institutional Financial Aid	\$14,302,819	\$724,688	5.1%	\$177,577	1.2%	\$128,894	0.9%
ICCA	\$4,358,638	\$124,426	2.9%	\$124,426	2.9%	\$124,426	2.9%
Insurance	\$308,802	\$62,557	20.3%	\$62,557	20.3%	\$62,557	20.3%
Operating Expense Total	\$171,698,363	\$2,606,956	1.5%	\$2,808,658	1.6%	\$3,498,726	2.0%

*Compensation shown here reflects a 3.0% Merit Pool in Scenario A and 3.5% Merit Pool in Scenario B & C plus 0.5% Pool for compression, retention and equity as a campus budget initiative. Compensation will include some combination of these parts totaling 3.5% in Scenario A and 4.0% in Scenario B & C.



UCCS Expenditures, FY 2023-24 (Cont.)

Expenses	FY 2022-23 Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Campus Initiatives							
Minimum Wage		\$861,300		\$861,300		\$861,300	
Compression, Retention and Equity*		\$451,420		\$453,434		\$453,434	
Campus Initiatives Total		\$1,312,720		\$1,314,734		\$1,314,734	
Total Estimated Budget	\$171,698,363	\$3,919,676	2.3%	\$4,145,264	2.4%	\$4,813,460	2.8%

*Compensation shown here reflects a 3.0% Merit Pool in Scenario A and 3.5% Merit Pool in Scenario B & C plus plus 0.5% Pool for compression, retention and equity as a campus budget initiative. Compensation will include some combination of these parts totaling 3.5% in Scenario A and 4.0% in Scenario B & C.



UCCS Targeted Investments

- \$0.9 million: Minimum Wage Adjustments
 - Increase base wage from \$15.00 to \$15.75/hour for lecturers
 - Increase base wage from \$14.00 to \$15.00/hour for students
 - Increase university staff minimum salaries (amount varies)
 - Increase calculated based on job type/family



UCCS FY 2023-24 Balancing

- Conducting comprehensive review of needs and priorities at campus level, as well as review by divisions and colleges
 - Multi-year approach with involvement of campus stakeholder groups to realign resources
- Examining different methodologies to allocate budget reductions
 - To balance FY 2023-24 budget, UCCS will allocate reductions across the campus. These could include:
 - Further operating reductions
 - Eliminated positions
 - Reductions to spending for deferred maintenance and library materials



UCCS Tuition, FY 2023-24

Projected Tuition Revenue Sources	FY 2022-23 Original Budget (Current Rate)	FY 2023-24			Comments
		Scenario A	Scenario B	Scenario C	
Resident Undergraduate Tuition Rate	\$9,539				
Dollar Change		\$572	\$477	\$382	
Percent Change*		6.0%	5.0%	4.0%	
Proposed Resident Undergraduate Tuition Rate		\$10,111	\$10,016	\$9,921	
Non-Resident Undergraduate Tuition Rate	\$25,671				
Dollar Change		\$1,539	\$1,299	\$1,029	
Percent Change*		6.0%	5.1%	4.0%	
Proposed Non-Resident Undergraduate Tuition Rate		\$27,210	\$26,970	\$26,700	
Resident Graduate Tuition Rate	\$13,837				
Dollar Change		\$851	\$707	\$563	
Percent Change**		6.2%	5.1%	4.1%	
Proposed Resident Graduate Tuition Rate		\$14,688	\$14,544	\$14,400	
Non-Resident Graduate Tuition Rate	\$29,732				
Dollar Change		\$1,780	\$1,492	\$1,204	
Percent Change**		6.0%	5.0%	4.0%	
Proposed Non-Resident Graduate Tuition Rate		\$31,512	\$31,224	\$30,936	

UCCS Tuition Revenue, FY 2023-24 (6%)

UCCS - FY 2023-24 Tuition Revenue Change				
Tuition	Revenue		Rate	Enrollment
Resident Undergraduate	(\$9,191)		\$3,960,554	(\$3,969,745)
Non-Resident Undergraduate	\$3,904,260		\$1,554,399	\$2,349,861
Resident Graduate	\$681,608		\$802,439	(\$120,831)
Non-Resident Graduate	(\$120,611)		\$226,072	(\$346,683)
Tuition Revenue	\$4,456,066		\$6,543,463	(\$2,087,397)



UCCS Tuition Revenue, FY 2023-24 (5%)

UCCS - FY 2023-24 Tuition Revenue Change				
Tuition	Revenue		Rate	Enrollment
Resident Undergraduate	(\$668,504)		\$3,301,241	(\$3,969,745)
Non-Resident Undergraduate	\$3,652,944		\$1,303,083	\$2,349,861
Resident Graduate	\$546,456		\$667,287	(\$120,831)
Non-Resident Graduate	(\$158,474)		\$188,209	(\$346,683)
Tuition Revenue	\$3,372,422		\$5,459,819	(\$2,087,397)



UCCS Tuition Revenue, FY 2023-24 (4%)

UCCS - FY 2023-24 Tuition Revenue Change				
Tuition	Revenue		Rate	Enrollment
Resident Undergraduate	(\$1,329,005)		\$2,640,740	(\$3,969,745)
Non-Resident Undergraduate	\$3,387,556		\$1,037,695	\$2,349,861
Resident Graduate	\$411,293		\$532,124	(\$120,831)
Non-Resident Graduate	(\$195,331)		\$151,352	(\$346,683)
Tuition Revenue	\$2,274,513		\$4,361,910	(\$2,087,397)



UCCS Revenues (Change), FY 2023-24

Projected General Fund Revenue Increases	Original Budget	Scenario A	Scenario B	Scenario C
	FY 2022-23	FY 2023-24		
Tuition				
Resident Undergraduate	\$73,542,117	(\$9,191)	(\$668,504)	(\$1,329,005)
Non-Resident Undergraduate	\$26,540,303	\$3,904,260	\$3,652,944	\$3,387,556
Resident Graduate	\$15,216,373	\$681,608	\$566,314	\$430,954
Non-Resident Graduate	\$4,536,218	(\$120,611)	(\$158,474)	(\$195,331)
Student Fees	\$4,788,523	\$0	\$0	\$0
State Revenue	\$40,661,551	\$2,263,610	\$3,552,984	\$5,319,286
Cybersecurity Sunset	\$2,800,000	(\$2,800,000)	(\$2,800,000)	(\$2,800,000)
Indirect Cost Reimbursement	\$1,134,602	\$0	\$0	\$0
Other Revenue	\$2,478,676	\$0	\$0	\$0
Total Projected Revenue Increase	\$171,698,363	\$3,919,676	\$4,145,264	\$4,813,460
Revenue Over/(Under) Expenditures	\$0	\$0	\$0	\$0



UCCS FY 2023-24 Fee Proposals

Fee Name	Charge Frequency	FY 2023 Current Rate	FY 2024 Proposed Rate	Dollar Change	Percent Change
<i>Instructional Program Fees</i>					
<i>College of Nursing and Health Sciences</i>					
PreLicensure UG Nursing Students -					
*Nursing Program Books and Resources	Per Course	*\$3,464	*\$0	*-\$3,464	*-100%
		**\$298	**\$2,549	**\$2,251	**755%
**ATI Resources and Standardized Testing Fee		\$3,762		-\$1,213	-32%

*Adoption of the new ATI platform will reduce costs for books and other resources. **The estimated program savings to students is \$1,213, -32%.***



UCCS FY 2023-24 Fee Proposal Detail

- ATI Resources and Standardized Testing Fee
 - ***The Nursing Undergraduate Student Advisory Council and the students on the College Testing fee Review Committee were unanimous in support of this proposal***
 - The current testing fee covers three specialty standardized tests and one exit exam to simulate the RN NCLEX required for licensure
 - The transition to the ATI platform will provide standardized testing and course resources integrated throughout the Nursing curriculum
 - The adoption of the ATI platform will decrease the cost of other resources used by faculty and students due to the inclusion of necessary books and course materials throughout the students' program



UCCS FY 2023-24 Fee Proposals (Cont.)

Fee Name	Charge Frequency	FY 2023 Current Rate	FY 2024 Proposed Rate	Dollar Change	Percent Change
Student Activity Fees					
Transportation and Safety Fee ¹	Per Semester	\$108.75/\$54.37	\$117.67/\$58.83	\$8.92/\$4.46	8.2%
Athletics Fee ¹	Credit Hour	\$10.20	\$11.04	\$0.84	8.2%
Green Action Fund Fee ¹	Per Semester	\$5.25/\$2.63	\$5.68/\$2.84	\$0.43/\$0.21	8.2%/8.0%
Family Development Center Bond Fee ¹	Per Semester	\$10.62/\$5.31	\$11.49/\$5.72	\$0.87/\$0.41	8.2%/7.7%
Family Development Center Operating Fee ¹	Per Semester	\$3.19/\$1.59	\$3.45/\$1.72	\$0.26/\$0.13	8.2%
Media Fee ¹	Credit Hour	\$0.56	\$0.60	\$0.04	7.1%
Wellness Center Fee ¹	Per Semester	\$63.72/\$31.86	\$68.94/\$34.47	\$5.22/\$2.61	8.2%
Campus Recreation Center Bond Fee ¹	Per Semester	\$169.92/\$84.96	\$183.85/\$91.93	\$13.93/\$6.97	8.2%
Student Recreation Fee ¹	Credit Hour	\$1.06	\$1.14	\$0.08	7.5%
University Center Bond Fee ¹	Per Semester	\$35.05/\$17.52	\$37.92/\$18.96	\$2.87/\$1.44	8.2%
	Credit Hour	\$10.09	\$10.92	\$0.83	8.2%
Student Activities Fee ¹	Per Semester	\$14.87/\$7.43	\$16.09/\$8.04	\$1.22/\$0.61	8.2%

Notes:

1) Inflationary increase of 8.2%, based on October CPI. CPI to be update based on final 2022 calendar year CPI.



UCCS FY 2023-24 Fee Proposal Detail

- Student Activity Fees
 - Increase all mandatory student fees by rate of inflation, around 8% increase from prior year, varies by individual fee
 - Needed to address increased cost of goods and personnel, in order to maintain expected levels of service



UCCS FY 2023-24 Fee Proposals (Cont.)

Fee Name	Charge Frequency	FY 2023 Current Rate	FY 2024 Proposed Rate	Dollar Change	Percent Change
<i>Housing & Dining Fees</i>					
First Year VAV (includes meals and parking)					
Average	Per Semester	\$6,767	\$7,035	\$268	4.0%
Example: VAV Two Shared Bedrooms in a Suite	Per Semester	\$6,549	\$6,789	\$240	3.7%
Alpine Apartments (includes parking , no meals)					
Average	Per Semester	\$6,122	\$6,369	\$247	4.0%
Example: 4-Bedroom Apartment	Per Semester	\$4,999	\$5,199	\$200	4.0%

UCCS FY 2023-24 Fee Proposal Detail

- Housing & Dining Fees
 - Request to increase housing rates by 4.0%
 - Increase in line with competitor rates in area
 - First-year housing rates include meal plan options and parking options.
 - Amenities such as cable/internet, laundry facilities, utilities and furniture are included, which may not be included in off campus options.



FY 2023-24 Budgetary Risks, UCCS

- The recent trend in declining overall enrollment has created budgetary challenges.
- Cost of institutional aid to attract and retain students from underrepresented backgrounds
- Budget constraints impact ability to attract and retain faculty and staff
- Service expectations continue to be impacted
- State funding



A scenic mountain valley with a sun flare and lens effects. The sun is low in the sky, creating a warm, golden glow and several circular lens flare patterns. The valley is filled with dense evergreen forests, and the mountainsides are rugged and rocky. The sky is blue with scattered white clouds. The overall mood is bright and natural.

CU Denver



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Current Year Budget Update, CU Denver

- Total enrollment under budget by -2.5% (as of fall 2022 census).
Notable areas of change include:
 - Undergraduate resident enrollment -0.2% under budget and graduate resident enrollment -9.9% under budget
 - Total nonresident enrollment over budget by 9.2%, driven by strong increases in both undergraduate and graduate international nonresident students
- Annualized tuition and fee revenue coming in slightly below budget
- Total revenue and expenditures tracking to budget

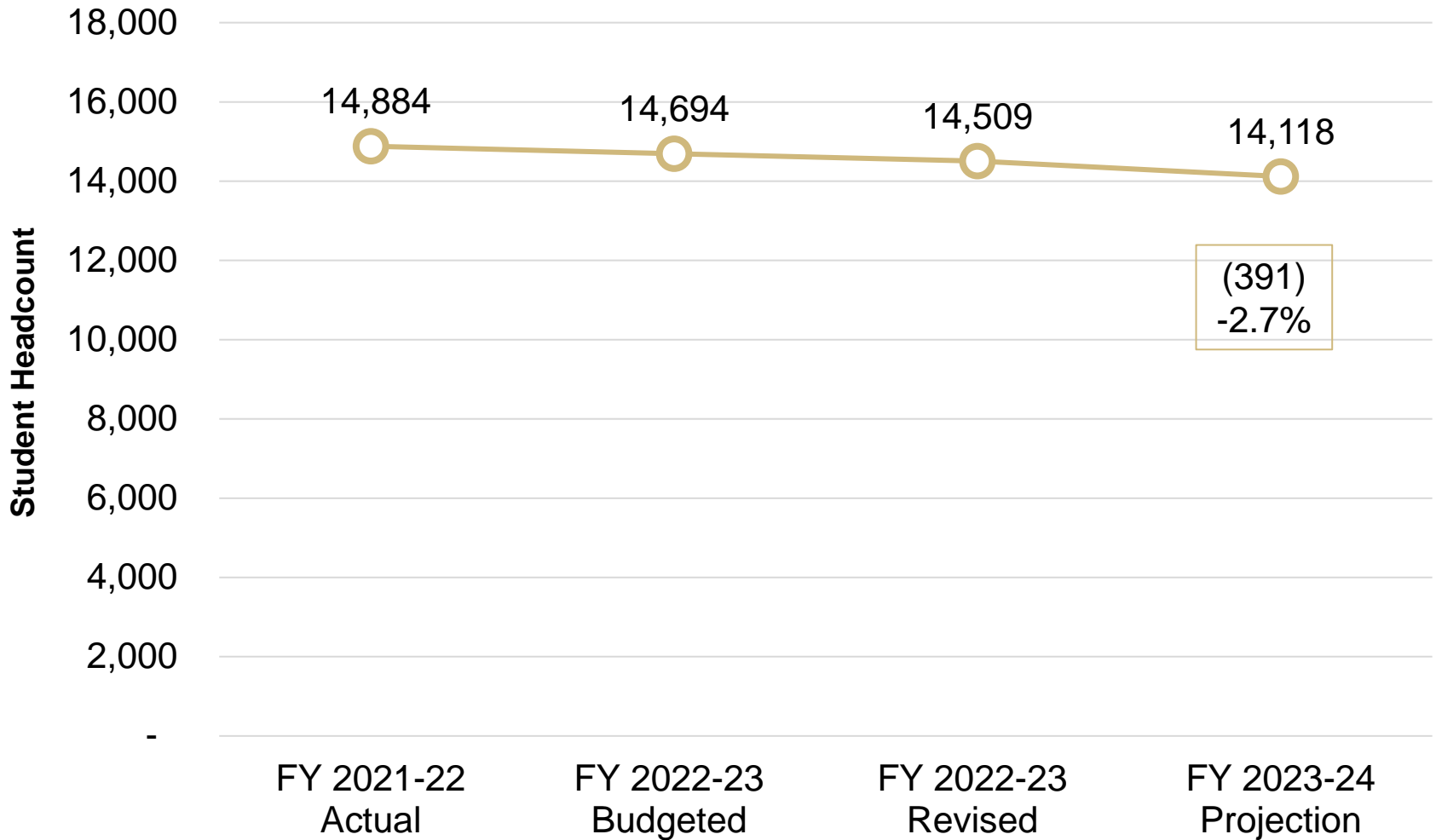


CU Denver Enrollment Projections

- Overall decrease of -2.7% in enrollment for FY 2023-24
- Undergraduate enrollment projected to decline -2.3%
 - New freshmen enrollment anticipated to remain in line with fall 2022
 - New transfers expected to decrease, following recent trends
 - Continuing undergraduates projected to decline given pandemic-related enrollment decreases experienced since fall 2020
- Graduate enrollment projected to decrease -3.5%
 - Number of new graduate students returning to pre-pandemic levels
 - Total number of continuing graduate students anticipated to decline as larger cohorts graduate



CU Denver – Enrollment



CU Denver– Enrollment Current Year Adjustment

Estimated Headcount Enrollment	FY 2022-23 Budgeted	FY 2022-23 Adjusted	Enrollment Change	Percent Change
Resident Undergraduate	8,493	8,480	(13)	-0.2%
Non-Resident Undergraduate	1,408	1,450	42	3.0%
Domestic	1,045	1,053	8	0.8%
International	363	397	34	9.4%
Resident Graduate	3,881	3,496	(385)	-9.9%
Non-Resident Graduate	912	1,083	171	18.8%
Domestic	503	508	5	1.0%
International	409	575	166	40.6%
Total Undergraduate	9,901	9,930	29	0.3%
Total Graduate	4,793	4,579	(214)	-4.5%
Total Resident	12,374	11,976	(398)	-3.2%
Total Non-Resident	2,320	2,533	213	9.2%
Total Enrollment	14,694	14,509	(185)	-1.3%



CU Denver – Enrollment Projection

Headcount Enrollment*	FY 2022-23 Adjusted Base	FY 2023-24 Projection	Count Change	Percent Change
Resident Undergraduate	8,480	8,271	(209)	-2.5%
Non-Resident Undergraduate	1,450	1,429	(21)	-1.4%
Domestic	1,053	1,024	(29)	-2.8%
International	397	405	8	2.0%
Resident Graduate	3,496	3,291	(205)	-5.9%
Non-Resident Graduate	1,083	1,127	44	4.1%
Domestic	508	519	11	2.2%
International	575	608	33	5.7%
Total Undergraduate	9,930	9,700	(230)	-2.3%
Total Graduate	4,579	4,418	(161)	-3.5%
Total Resident	11,976	11,562	(414)	-3.5%
Total Non-Resident	2,533	2,556	23	0.9%
Total Enrollment	14,509	14,118	(391)	-2.7%

Of the revised 14,509 total students in FY 2022-23, 3,951 are new and 10,558 are retained.

Of the projected 14,118 total students in FY 2023-24, 3,772 are new (-4.5% decrease) and 10,346 (-2.0% decrease) are retained.

Note:

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



CU Denver FY 2023-24 Budget Highlights

Tuition and Compensation

- Tuition projections range from 4.0% to 5.0% for all populations, depending on amount of state support
- 5.0% combination of merit pool and pool for compression, retention and equity for faculty and university staff

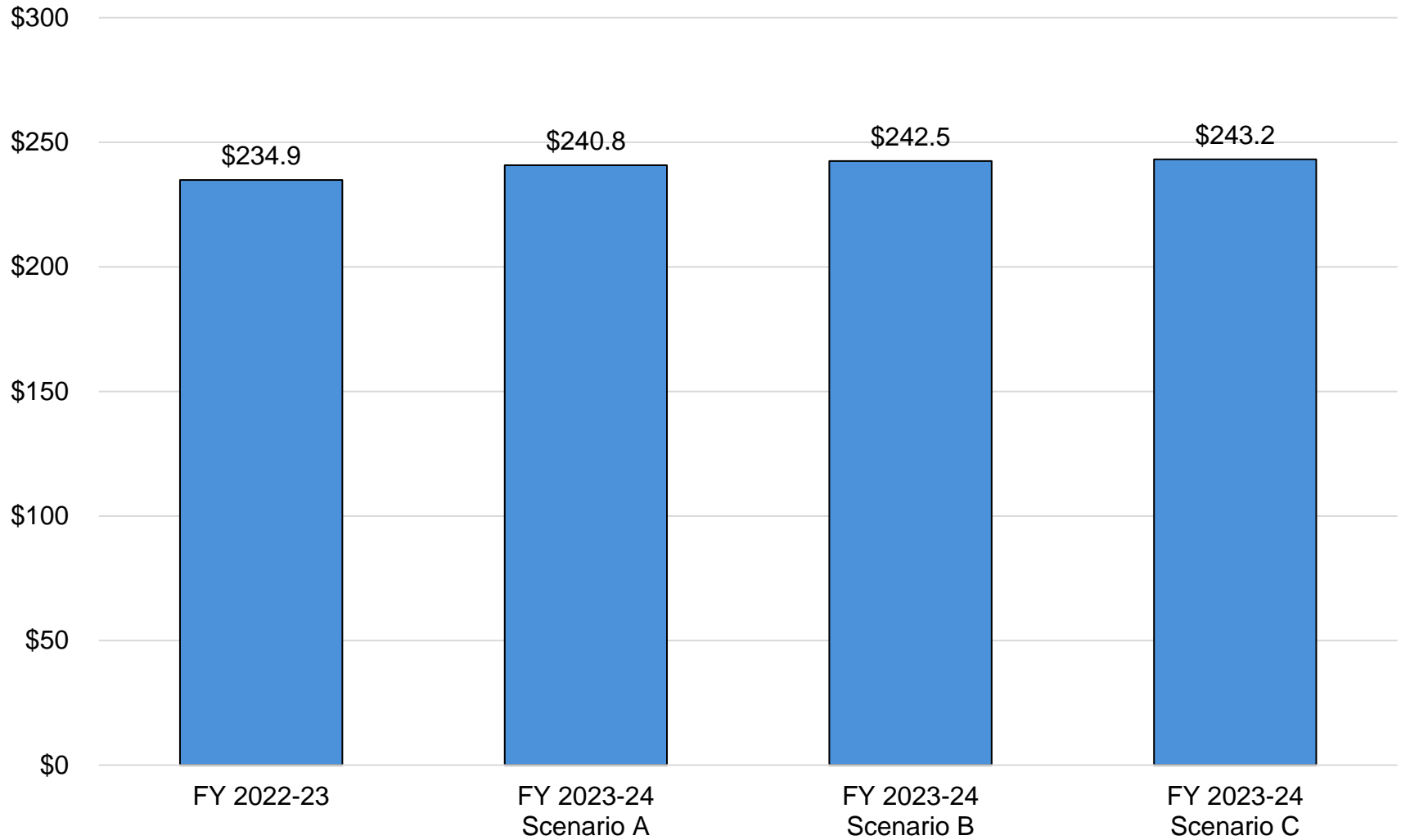
Budget Outlook

- Ongoing commitment to investment in affordability & access for students through increase in Institutional Financial Aid to keep pace with tuition and fee rate changes
- Estimated mandatory cost increases, including ICCA, HLD, FAMLI, Denver minimum wage, AHEC, and other operating increases and compensation increases exceed anticipated revenue growth resulting in general operating budget shortfall



CU Denver Fiscal Year E&G Budget Comparisons

(in millions)



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CU Denver Expenditures (Change), FY 2023-24

Expenses	FY 2022-23 Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Operating Expense		\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation*							
Salary Faculty	\$68,713,250	\$2,540,320	3.7%	\$2,540,320	3.7%	\$2,540,320	3.7%
Salary Exempt	\$51,796,617	\$1,631,960	3.2%	\$1,631,960	3.2%	\$1,631,960	3.2%
Salary Classified and Hourly	\$8,173,543	\$423,900	5.2%	\$423,900	5.2%	\$423,900	5.2%
Integrate FY 2021-22 Comp Increase		\$525,000		\$525,000		\$525,000	
Benefits - Faculty and Exempt	\$37,374,178	\$2,419,310	6.5%	\$2,419,310	6.5%	\$2,419,310	6.5%
Benefits - Classified and Hourly	\$4,647,412	\$235,430	5.1%	\$235,430	5.1%	\$235,430	5.1%
Mandatory Transfers/Other	(\$1,767,084)	\$21,210	-1.2%	\$21,210	-1.2%	\$21,210	-1.2%
General Operating**	\$39,148,104	(\$6,068,270)	-15.5%	(\$4,423,363)	-11.3%	(\$3,579,772)	-9.1%
Deferred Maintenance	\$0	\$0		\$0		\$0	
Library Materials	\$4,167,960	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$934,591	\$260,120	27.8%	\$260,120	27.8%	\$260,120	27.8%
Institutional Financial Aid	\$15,315,143	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$5,289,521	\$224,458	4.2%	\$224,458	4.2%	\$224,458	4.2%
Insurance	\$1,074,926	\$29,651	2.8%	\$29,651	2.8%	\$29,651	2.8%
Operating Expense Total	\$234,868,161	\$2,243,089	1.0%	\$3,887,996	1.7%	\$4,731,587	2.0%

*Compensation shown here reflects a 3.0% Merit Pool plus 2.0% Pool for compression, retention and equity as a campus budget initiative. Compensation will include some combination of these parts totaling 5.0%.

**Operating shortfall shown as reduction to General Operating. Campus may also use one-time funds to balance.



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CU Denver Expenditures, FY 2023-24 (Cont.)

Expenses	FY 2022-23 Original Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Operating Expense		\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Campus Initiatives							
Financial Aid		\$605,000		\$605,000		\$484,000	
Compression, Retention and Equity*		\$3,108,110		\$3,108,110		\$3,108,110	
Campus Initiatives Total		\$3,713,110		\$3,713,110		\$3,592,110	
Total Estimated Budget	\$234,868,161	\$5,956,199	2.5%	\$7,601,106	3.2%	\$8,323,697	3.5%

*Compensation shown here reflects a 3.0% Merit Pool plus 2.0% Pool for compression, retention and equity as a campus budget initiative. Compensation will include some combination of these parts totaling 5.0%.



CU Denver Targeted Investments

- \$0.5 to \$0.6 million: Financial Aid
 - Align tuition increase to financial aid budget to maintain affordability and remove financial barriers for individuals and families most susceptible to changes in economic conditions
 - 5% tuition increase: \$605,000 (Scenario A & B)
 - 4% tuition increase: \$484,000 (Scenario C)



CU Denver FY 2023-24 Balancing

- Launched multi-year, collaborative Strategic Realignment of Resources process
 - Strong faculty and staff involvement from across campus
- Currently vetting and refining budget reduction items with campus and shared governance leadership, ensuring alignment with campus strategic plan
- Initial proposals fall into following categories:
 - Phased retirements
 - Elimination of vacant positions
 - Reductions to operating budgets
 - Course efficiencies
 - Technology efficiencies



CU Denver Tuition, FY 2023-24

Projected Tuition Revenue Sources	FY 2022-23 Original Budget (Current Rate)	FY 2023-24			Comments
		Scenario A	Scenario B	Scenario C	
Resident Undergraduate Tuition Rate	\$10,830				
Dollar Change		\$540	\$540	\$420	
Percent Change*		5.0%	5.0%	3.9%	
Proposed Resident Undergraduate Tuition Rate		\$11,370	\$11,370	\$11,250	
Non-Resident Undergraduate Tuition Rate	\$32,490				
Dollar Change		\$1,620	\$1,620	\$1,290	
Percent Change*		5.0%	5.0%	4.0%	
Proposed Non-Resident Undergraduate Tuition Rate		\$34,110	\$34,110	\$33,780	
Resident Graduate Tuition Rate	\$12,870				
Dollar Change		\$630	\$630	\$510	Proposing increase to graduate Business tuition differential of \$25 per credit hour.
Percent Change**		4.9%	4.9%	4.0%	
Proposed Resident Graduate Tuition Rate		\$13,500	\$13,500	\$13,380	
Non-Resident Graduate Tuition Rate	\$39,990				
Dollar Change		\$2,010	\$2,010	\$1,590	Proposing increase to graduate Business tuition differential of \$25 per credit hour.
Percent Change**		5.0%	5.0%	4.0%	
Proposed Non-Resident Graduate Tuition Rate		\$42,000	\$42,000	\$41,580	
International Undergraduate Tuition Rate	\$34,110				
Dollar Change		\$1,710	\$1,710	\$1,350	
Percent Change**		5.0%	5.0%	4.0%	
Proposed Resident Graduate Tuition Rate		\$35,820	\$35,820	\$35,460	



CU Denver Tuition Revenue, FY 2023-24 (5%)

CU Denver - FY 2023-24 Tuition Revenue Change			
Tuition	Revenue	Rate	Enrollment
Resident Undergraduate	\$1,940,355	\$3,606,067	(\$1,665,712)
Non-Resident Undergraduate	\$2,201,167	\$1,576,111	\$625,056
Resident Graduate	(\$3,780,705)	\$1,416,484	(\$5,197,189)
Non-Resident Graduate	\$5,589,231	\$1,026,518	\$4,562,713
International Undergraduate	N/A	N/A	N/A
Tuition Revenue	\$5,950,048	\$7,625,180	(\$1,675,132)



CU Denver Tuition Revenue, FY 2023-24 (4%)

CU Denver - FY 2023-24 Tuition Revenue Change				
Tuition	Revenue		Rate	Enrollment
Resident Undergraduate	\$1,139,625		\$2,805,337	(\$1,665,712)
Non-Resident Undergraduate	\$1,870,252		\$1,245,196	\$625,056
Resident Graduate	(\$3,977,138)		\$1,220,051	(\$5,197,189)
Non-Resident Graduate	\$5,416,690		\$853,977	\$4,562,713
International Undergraduate	N/A		N/A	N/A
Tuition Revenue	\$4,449,429		\$6,124,561	(\$1,675,132)



CU Denver Revenues (Change), FY 2023-24

Projected General Fund Revenue Increases	Original Budget	Scenario A	Scenario B	Scenario C
	FY 2022-23	FY 2023-24		
Tuition				
Resident Undergraduate	\$83,109,324	\$1,940,355	\$1,940,355	\$1,139,625
Non-Resident Undergraduate	\$35,102,780	\$2,201,167	\$2,201,167	\$1,870,252
Resident Graduate	\$30,440,901	(\$3,780,705)	(\$3,780,705)	(\$3,977,138)
Non-Resident Graduate	\$14,587,547	\$5,589,231	\$5,589,231	\$5,416,690
Student Fees	\$9,587,405	(\$757,848)	(\$757,848)	(\$757,848)
State Revenue	\$51,034,559	\$763,999	\$2,408,906	\$4,632,116
Indirect Cost Reimbursement	\$3,575,127	\$0	\$0	\$0
Denver AHEC Library Funding	\$5,941,972	\$0	\$0	\$0
Other Revenue	\$1,488,546	\$0	\$0	\$0
Total Projected Revenue Increase	\$234,868,161	\$5,956,199	\$7,601,106	\$8,323,697
Revenue Over/(Under) Expenditures	\$0	\$0	\$0	\$0



CU Denver FY 2023-24 and Auraria Fees

Fee Name	Charge Frequency ⁽¹⁾	FY 2023 Current Rate	FY 2024 Proposed Rate	Dollar Change	Percent Change
<i>Student Activity Fees</i>					
Auraria Campus Fee	Per Semester	\$120.20	pending		
CU Denver Wellness Center Fee	Per Credit Hour	\$12.00	\$12.34	\$0.34	2.8%
<i>Housing and Dining Rates</i>					
Standard Double	Per Semester	\$4,825.00	pending		
Standard Meal Plan	Per Semester	\$2,175.00	pending		



CU Denver FY 2023-24 and Auraria Fee Detail

- Student Activity Fees
 - Auraria Campus Fee – Pending (by April)
 - CU Denver Wellness Center Fee – \$0.34 increase per credit hour, from \$12.00 to \$12.34

- Housing and Dining Rates
 - Housing rate increase – Pending (by April)
 - Dining rate increase – Pending (by April)



FY 2023-24 Budgetary Risks, CU Denver

- On-going budget imbalance and need to realign resources to advance the strategic plan
- Inflationary pressures pushing up mandatory cost increases
- Market pressures on compensation levels
- An ever-increasing reliance on tuition revenue paired with market pressure to limit tuition rate increases
- Recent enrollment growth in more volatile student populations, such as graduate and non-resident
- Reduced ability to maintain competitive financial aid packages in future years could impact enrollment
- State funding



CU Anschutz



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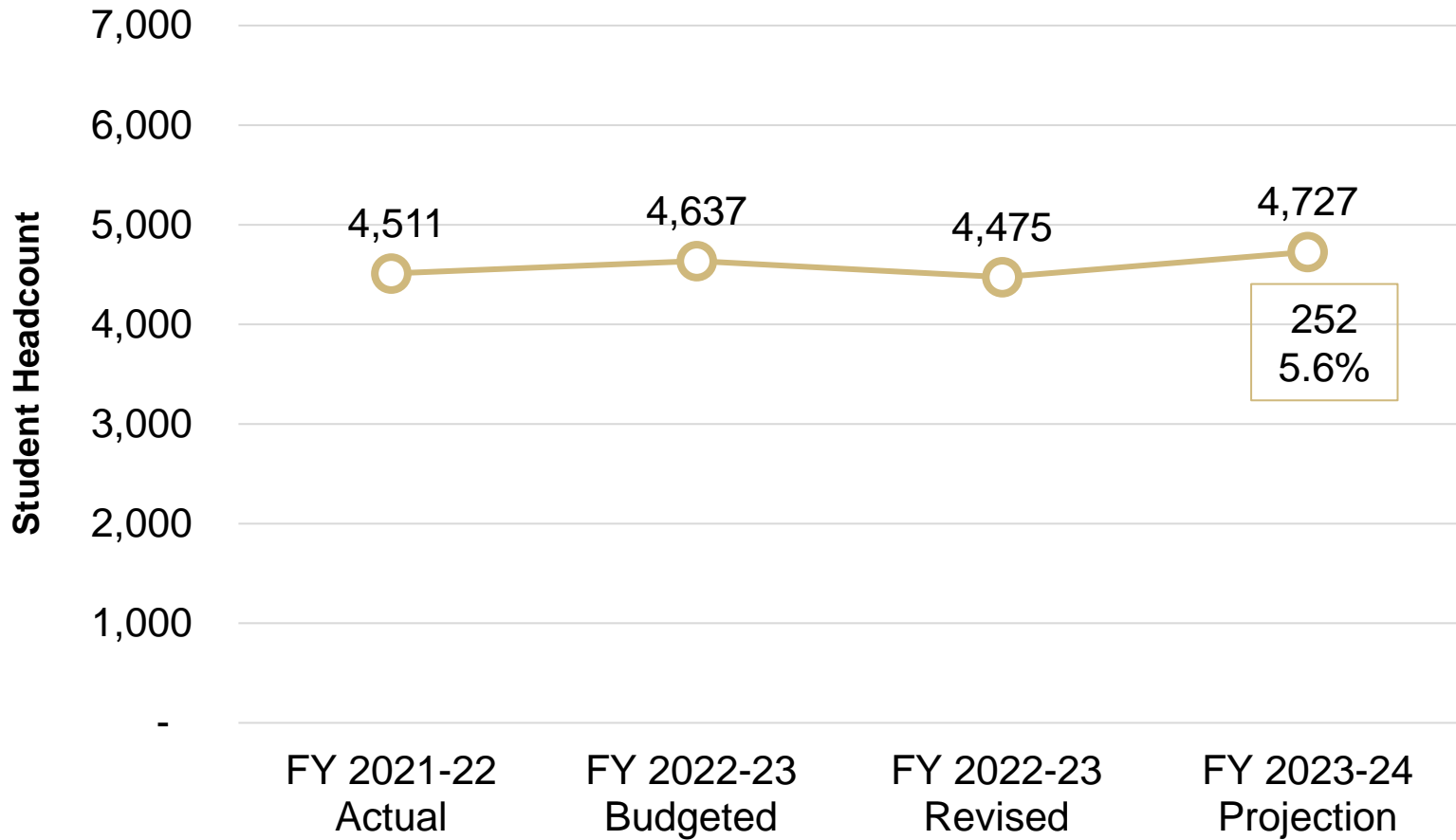
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CU Anschutz Enrollment Projections

- FY 2023-24 enrollments projected to be 5.6% higher than FY 2022-23 census
 - Enrollment growth projected across all levels and residencies
- College of Nursing targeting enrollment growth in undergraduate BS program
- School of Pharmacy planning for 2.7% overall enrollment increase
 - Enrollment in new Cannabis Science and Medicine track under Masters in Pharmaceutical Sciences projected to grow 26.8%
 - PharmD enrollments projected to decline -2.1%, consistent with national decline in number of applications to pharmacy schools
- PhD of Public Health planning for 14.3% increase



CU Anschutz – Enrollment



CU Anschutz – Enrollment Current Year Adjustment

Estimated Headcount Enrollment*	FY 2022-23 Budgeted	FY 2023-24 (census)	Enrollment Change	Percent Change
Resident Undergraduate	461	442	(19)	-4.1%
Non-Resident Undergraduate	53	43	(10)	-18.9%
Domestic				
International				
Resident Graduate	3,115	3,011	(104)	-3.3%
Non-Resident Graduate	1,008	979	(29)	-2.9%
Domestic				
International				
Total Undergraduate	3,576	3,453	(123)	-3.4%
Total Graduate	1,061	1,022	(39)	-3.7%
Total Resident	3,576	3,453	(123)	-3.4%
Total Non-Resident	1,061	1,022	(39)	-3.7%
Total Headcount	4,637	4,475	(162)	-3.5%

Notes:

*Includes School of Public Health enrollment at UNC and CSU

In addition to headcount changes, there are changes in credit hour load that may affect tuition revenue

International student data is not forecasted, actuals are reported in census



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CU Anschutz – Total Students

Headcount Enrollment*	FY 2022-23 Census	FY 2023-24 Projection	Count Change	Percent Change
Resident Undergraduate	442	529	87	19.7%
Non-Resident Undergraduate	43	60	17	39.5%
Domestic				
International				
Resident Graduate	3,011	3,095	84	2.8%
Non-Resident Graduate	979	1,043	64	6.5%
Domestic				
International				
Total Undergraduate	485	589	104	21.4%
Total Graduate	3,990	4,138	148	3.7%
Total Resident	3,453	3,624	171	5.0%
Total Non-Resident	1,022	1,103	81	7.9%
Total Headcount	4,475	4,727	252	5.6%

Of the revised 4,475 total students in FY 2022-23, 1,007 are new and 3,468 are continuing.

Of the projected 4,727 total students in FY 2023-24, 1,053 are new (4.6% increase) and 3,674 are continuing (5.9% increase).

Notes:

*Includes School of Public Health enrollment at UNC and CSU

In addition to headcount changes, there are changes in credit hour load that may affect tuition revenue

International student data is not forecasted, actuals are reported in census



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CU Anschutz FY 2023-24 Budget Highlights

Tuition and Compensation

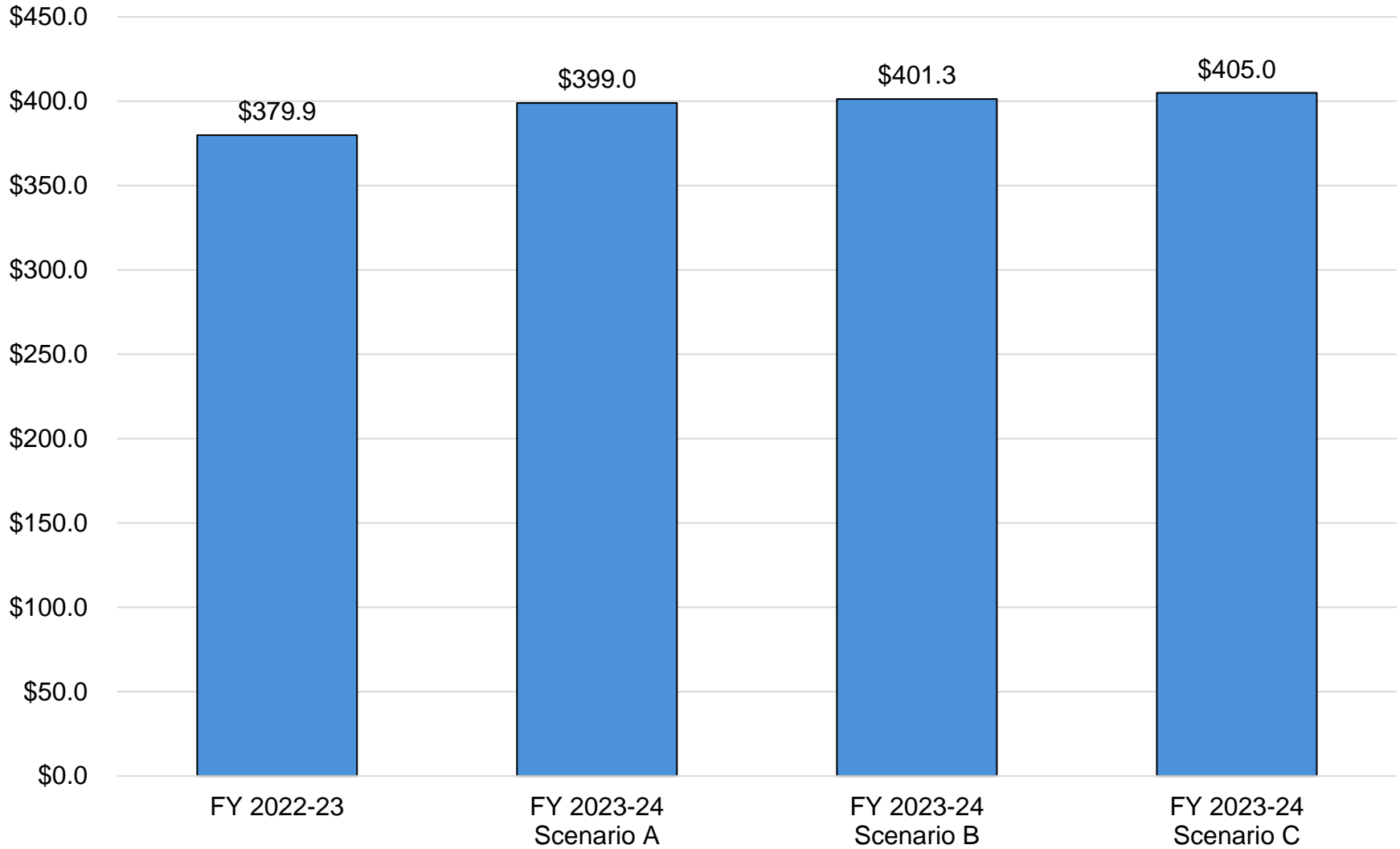
- Tuition revenues projected to grow by \$3.8 million, or 3.7% over FY 2022-23 budget
- Proposed tuition rates set as a maximum, which will be reflected in Regent resolution
- 4.0% merit pool for Faculty and University staff
- 4.0% pool for Compression, Retention, and Equity initiative to retain Faculty and University Staff

Budget Outlook

- Mandatory operating cost increases

CU Anschutz Fiscal Year E&G Budget Comparisons

(in millions)



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CU Anschutz Expenditures (Change), FY 2023-24

Expenses	FY 2022-23 Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
Operating Expense		\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation							
Salary Faculty	\$69,206,900	\$2,768,276	4.0%	\$2,768,276	4.0%	\$2,768,276	4.0%
Salary Exempt	\$88,776,946	\$3,551,078	4.0%	\$3,551,078	4.0%	\$3,551,078	4.0%
Salary Classified and Hourly	\$14,183,051	\$731,641	5.2%	\$731,641	5.2%	\$731,641	5.2%
Integration of FY 2021-22 Comp Increase		\$1,050,000		\$1,050,000		\$1,050,000	
Benefits - Faculty and Exempt	\$52,859,023	\$3,825,216	7.2%	\$3,825,216	7.2%	\$3,825,216	7.2%
Benefits - Classified and Hourly	\$6,439,117	\$519,007	8.1%	\$519,007	8.1%	\$519,007	8.1%
Mandatory Transfers/Other	\$58,880,845	(\$6,554,964)	-11.1%	(\$4,180,110)	-7.1%	(\$530,847)	-0.9%
General Operating	\$53,466,698	\$3,894,407	7.3%	\$3,894,407	7.3%	\$3,894,407	7.3%
Deferred Maintenance	\$4,077,173	\$0	0.0%	\$0	0.0%	\$0	0.0%
Library Materials	\$3,627,412	\$119,500	3.3%	\$119,500	3.3%	\$119,500	3.3%
Utilities	\$4,548,746	\$0	0.0%	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$5,914,706	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$13,613,740	\$1,156,057	8.5%	\$1,156,057	8.5%	\$1,156,057	8.5%
Insurance	\$4,278,512	\$355,485	8.3%	\$355,485	8.3%	\$355,485	8.3%
Operating Expense Total	\$379,872,869	\$11,415,703	3.0%	\$13,790,557	3.6%	\$17,439,820	4.6%



CU Anschutz Expenditures, FY 2023-24 (Cont.)

Expenses	FY 2022-23 Original Budget	FY 2023-24					
		Scenario A		Scenario B		Scenario C	
		\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Operating Expense							
Campus Initiatives							
Compression, Retention, and Equity (Faculty and University Staff) 4.0%		\$7,662,628		\$7,662,628		\$7,662,628	
Campus Initiatives Total		\$7,662,628		\$7,662,628		\$7,662,628	
Total Estimated Budget	\$379,872,869	\$19,078,331	5.0%	\$21,453,185	5.6%	\$25,102,448	6.6%

CU Anschutz Targeted Investments

- \$7.7 million: 4.0% Compression, Retention and Equity Pool for Faculty and University Staff
 - A large percentage of Anschutz employees work in healthcare. These professionals are in increasingly high demand.
 - External competition in terms of job opportunities and compensation
 - Employees have been on front line of COVID-19 pandemic, other viral epidemics and healthcare impacts for past three years
 - It is important to keep pace with compression and market adjustments to retain faculty and staff, recruit top talent and continue to serve Colorado's healthcare needs by educating future healthcare providers and scientists
 - Continued increases in inflation and increased employee-paid benefit costs have compounded base salary shortfalls and continue to set Anschutz faculty and staff behind market



CU Anschutz Tuition, FY 2023-24

Projected Tuition Revenue Sources	FY 2022-23 Original Budget (Current Rate)	FY 2023-24			Scenario A Out-Year Projection
		Scenario A	Scenario B	Scenario C	
Resident Undergraduate Tuition Rate (Nursing)	\$13,620				Rate Assumes 30 Credit hours
Dollar Change		\$540	\$540	\$540	
Percent Change*		4.0%	4.0%	4.0%	
Proposed Resident Undergraduate Tuition Rate		\$14,160	\$14,160	\$14,160	
Non-Resident Undergraduate Tuition Rate (Nursing)	\$29,400				Rate Assumes 30 Credit hours
Dollar Change		\$1,170	\$1,170	\$1,170	
Percent Change*		4.0%	4.0%	4.0%	
Proposed Non-Resident Undergraduate Tuition Rate		\$30,570	\$30,570	\$30,570	
Resident Graduate Tuition Rate (Doctor of Medicine, MD)	\$43,450				Doctor of PT, 3.0% Child Health Associate, PA, 6.0% MS Genetics, 3.0% MS Anesthesiology, 4.0%
Dollar Change		\$1,304	\$1,304	\$1,304	
Percent Change**		3.0%	3.0%	3.0%	
Proposed Resident Graduate Tuition Rate		\$44,754	\$44,754	\$44,754	
Non-Resident Graduate Tuition Rate (Doctor of Med, MD)	\$69,405				Doctor of PT, 3.0% Child Health Associate, PA, 6.0% MS Genetics, 3.0% MS Anesthesiology, 4.0% Nonres = Accountable student
Dollar Change		\$1,304	\$1,304	\$1,304	
Percent Change**		1.9%	1.9%	1.9%	
Proposed Non-Resident Graduate Tuition Rate		\$70,709	\$70,709	\$70,709	
Resident Graduate Tuition Rate (Doctor of Dental Surgery DDS)	\$41,344				
Dollar Change		\$1,240	\$1,240	\$1,240	
Percent Change*		3.0%	3.0%	3.0%	
Proposed Resident Undergraduate Tuition Rate		\$42,584	\$42,584	\$42,584	
Non-Resident Graduate Tuition Rate (Doctor of Dental, DDS)	\$66,647				Nonres = Accountable student
Dollar Change		\$1,240	\$1,240	\$1,240	
Percent Change*		1.9%	1.9%	1.9%	
Proposed Non-Resident Undergraduate Tuition Rate		\$67,887	\$67,887	\$67,887	

CU Anschutz Tuition, FY 2023-24 (Cont.)

Projected Tuition Revenue Sources	FY 2022-23 Original Budget (Current Rate)	FY 2023-24			Scenario A Out-Year Projection
		Scenario A	Scenario B	Scenario C	
Resident Graduate Tuition Rate (Doctor of Pharmacy, PharmD)	\$32,470				PhD Pharm or Toxicology, 4.0%
Dollar Change		\$1,299	\$1,299	\$1,299	
Percent Change**		4.0%	4.0%	4.0%	
Proposed Resident Graduate Tuition Rate		\$33,769	\$33,769	\$33,769	
Non-Resident Graduate Tuition Rate (Doctor of Pharmacy, PharmD)	\$41,265				PhD Pharm or Toxicology, 4.0%
Dollar Change		\$1,651	\$1,651	\$1,651	
Percent Change**		4.0%	4.0%	4.0%	
Proposed Non-Resident Graduate Tuition Rate		\$42,916	\$42,916	\$42,916	
Resident Graduate Tuition Rate (Master of Public Health)	\$850				MS Biostatistics, Epidemiology, Health Services Research, 3.0% PhD Public Health, 3.0% Certificate/Non-Degree, 3.0% Per Credit Hour Rate
Dollar Change		\$26	\$26	\$26	
Percent Change**		3.1%	3.1%	3.1%	
Proposed Resident Graduate Tuition Rate		\$876	\$876	\$876	
Non-Resident Graduate Tuition Rate (Master of Public Health)	\$1,379				MS Biostatistics, Epidemiology, Health Services Research, 3.0% PhD Public Health, 3.0% Certificate/Non-Degree, 3.0% Per Credit Hour Rate
Dollar Change		\$41	\$41	\$41	
Percent Change**		3.0%	3.0%	3.0%	
Proposed Non-Resident Graduate Tuition Rate		\$1,420	\$1,420	\$1,420	

CU Anschutz Tuition Revenue, FY 2023-24

CU Anschutz - FY 2023-24 Tuition Revenue Change			
Tuition	Revenue	Rate	Enrollment
Resident Undergraduate	\$775,578	\$282,514	\$493,064
Non-Resident Undergraduate	\$112,861	\$70,289	\$42,572
Resident Graduate	\$1,009,773	\$1,346,918	(\$337,145)
Non-Resident Graduate	\$1,884,880	\$748,943	\$1,135,937
International Undergraduate	N/A	N/A	N/A
Tuition Revenue	\$3,783,092	\$2,448,664	\$1,334,428



CU Anschutz Revenues (Change), FY 2023-24

Projected General Fund Revenue Increases	Original Budget	Scenario A	Scenario B	Scenario C
	FY 2022-23	FY 2023-24		
Tuition				
Resident Undergraduate	\$8,688,544	\$775,578	\$775,578	\$775,578
Non-Resident Undergraduate	\$2,039,762	\$112,861	\$112,861	\$112,861
Resident Graduate	\$58,332,594	\$1,009,773	\$1,009,773	\$1,009,773
Non-Resident Graduate	\$33,234,607	\$1,884,880	\$1,884,880	\$1,884,880
Student Fees	\$14,363,109	\$362,836	\$362,836	\$362,836
State Revenue	\$93,574,841	\$5,568,039	\$7,942,893	\$11,592,156
Tobacco	\$15,206,425	\$0	\$0	\$0
Marijuana	\$6,825,000	\$0	\$0	\$0
Indirect Cost Reimbursement	\$132,129,417	\$9,364,364	\$9,364,364	\$9,364,364
Other Revenue	\$15,478,571	\$0	\$0	\$0
Total Projected Revenue Increase	\$379,872,869	\$19,078,331	\$21,453,185	\$25,102,448
Revenue Over/(Under) Expenditures	\$0	\$0	\$0	\$0



CU Anschutz FY 2023-24 Fees

Fee Name	Charge Frequency ⁽¹⁾	FY 2023 Current Rate	FY 2024 Proposed Rate	Dollar Change	Percent Change
<i>Student Activity Fees</i>					
RTD College Pass Program	Per Term	\$37.70	\$37.70	\$0	0.0%
<i>Mandatory Insurance Fees</i>					
Health Insurance for Students (1)	Annual	\$6,120.00	pending		

Notes:

(1) Rates are still being negotiated.

- RTD Fee – No change
- Student Health Insurance – Pending (by April)



FY 2023-24 Budgetary Risks, CU Anschutz

- Enrollments constrained due to limited clinical preceptor sites and accreditation policies
- Continued national trend of decreased enrollments in pharmacy schools
 - Competition for students due to oversupply of schools
- Maintenance and replacement of aging infrastructure, including capital and IT infrastructure, demands larger portion of campus funds
- Prevalent inflationary factors
 - Continued need to evaluate faculty and staff salary levels in order to stay competitive and reduce costly turnover
 - Continue to offer work model flexibility, if appropriate, where possible
 - Continued exposure to price fluctuations for mandatory goods and services purchased in support of campus missions
- State funding

