

FOUR CAMPUSES UNITED  
**ALL FOUR:COLORADO**

**FY 2018-19 Budget and Fee Proposals**  
February 8, 2018



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Summary



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Aligning Budget with Strategic Priorities

- System wide and campus strategic priorities tied to metrics, benchmarks and goals will be completed this spring.
- Future budget requests will clearly tie budget recommendations to the advancement of strategic goals.
- The FY 2018-19 budget reflects the goals and priorities discussed by the President, Chancellors and Regents in the past.
- Campus strategic priorities will differ based on role and mission.



# Budget Priorities

- Minimize tuition increases (maintain Boulder Guarantee)
- Compensation 3.0 percent (consistent with Governor's Request)
- Advance Governor's budget request
- Initiatives to advance each campus strategic plan
- Transparency





# Tuition & Fee Increases

- 1.2% - CU Denver
- 2.6% - UCCS
- 4.0% - CU Boulder  
*(Freshman and Transfer only)*
- 0.0% - CU Boulder  
*(continuing students)*



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Mandatory Costs

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



# Compensation and Benefits

Scenario A based on Governor's Budget Request for FY 2018-19.

		Classified Salaries	Classified Benefits	Non Classified Salaries	Non Classified Benefits	Total
UCCS	Mandatory	\$360,622	\$187,645	\$289,678	\$575,424	\$1,413,369
	Scenario A	\$366,181	\$187,496	\$2,361,772	\$946,829	\$3,862,278
Denver	Mandatory	\$300,177	\$118,744	\$0	\$642,624	\$1,061,545
	Scenario A	\$300,177	\$118,744	\$3,183,150	\$1,217,447	\$4,819,518
Boulder	Mandatory	\$1,806,289	-\$1,103	\$0	\$0	\$1,805,186
	Scenario A	\$1,806,289	-\$1,103	\$9,756,861	\$798,861	\$12,360,908
Anschutz	Mandatory	\$503,151	\$216,747	\$0	\$739,338	\$1,459,235
	Scenario A	\$503,151	\$314,358	\$3,660,418	\$1,449,457	\$5,927,383
System	Mandatory	\$15,396	\$5,235	\$0	\$0	\$20,631
	Scenario A	\$15,396	\$5,235	\$894,945	\$304,281	\$1,219,858
Total	Mandatory	\$2,985,635	\$527,267	\$289,678	\$1,957,386	\$5,759,966
	Scenario A	\$2,991,194	\$624,729	\$19,857,146	\$4,716,875	\$28,189,945

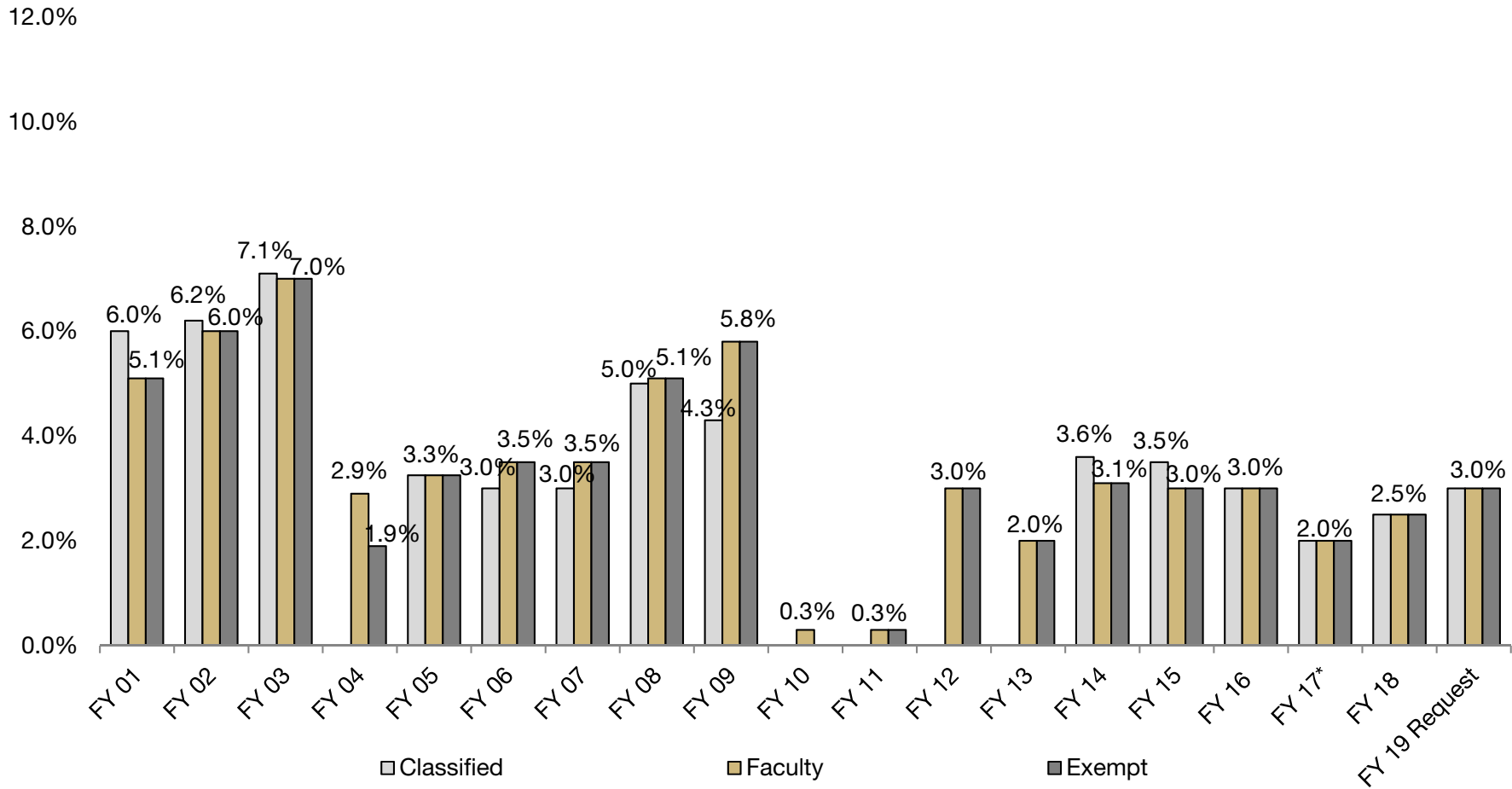


University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Base-Building Compensation Pool History



\*FY 17 - CU Denver one-time, non-base building. System Administration was 1.77%.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED



# Statewide Tuition and Fee Increases FY 18 and FY 19

Institution	Last Year	Current Year			Proposed		
	FY 2016-17 Tuition (30 credit hrs.)	FY 2017-18 Tuition (30 credit hrs.)	\$ Increase	% Increase	FY 2018-19 Tuition (30 credit hrs.)	\$ Increase	% Increase
University of Northern Colorado	\$8,888	\$9,545	\$657	7.39%			
Colorado Mesa University	\$8,395	\$8,972	\$577	6.87%			
Western State Colorado University	\$9,194	\$9,802	\$608	6.61%			
Fort Lewis College	\$8,105	\$8,608	\$503	6.21%			
Metropolitan State University of Denver	\$6,930	\$7,353	\$423	6.10%			
Colorado State University Pueblo	\$9,519	\$10,090	\$571	6.00%			
Colorado Community College System (MCC)	\$4,291	\$4,523	\$232	5.41%			
Colorado State University	\$11,052	\$11,632	\$580	5.25%			
Colorado Community College System (CCD)	\$5,131	\$5,392	\$261	5.09%			
University of Colorado Denver	\$10,741	\$11,258	\$517	4.81%	\$11,395	\$137	1.22%
University of Colorado Boulder*	\$11,531	\$12,086	\$555	4.81%	\$12,534	\$448	3.71%
University of Colorado Colorado Springs	\$9,863	\$10,201	\$338	3.43%	\$10,463	\$262	2.57%
Adams State University	\$9,153	\$9,440	\$287	3.14%			
Colorado School of Mines	\$17,842	\$18,386	\$544	3.05%			

\* 4 Year Guarantee for incoming FY 2018-19 Freshman & Transfer cohort only.

**0.0%** Tuition and Mandatory Fee increase for continuing cohorts.

Boulder mandatory fees still being determined, but will meet the requirements of the 4% tuition and mandatory fee guarantee.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Statewide Tuition Increases FY 18 and FY 19

Institution	Last Year	Current Year			Proposed		
	FY 2016-17 Tuition (30 credit hrs.)	FY 2017-18 Tuition (30 credit hrs.)	\$ Increase	% Increase	FY 2018-19 Tuition (30 credit hrs.)	\$ Increase	% Increase
Adams State University	\$5,736	\$5,736	\$0	0.00%			
Colorado Community College System	\$4,107	\$4,337	\$230	5.60%			
Colorado Mesa University	\$7,572	\$8,100	\$528	6.97%			
Colorado School of Mines	\$15,690	\$16,170	\$480	3.06%			
Colorado State University	\$8,716	\$9,152	\$436	5.00%			
Colorado State University Pueblo	\$7,269	\$7,705	\$436	6.00%			
Fort Lewis College	\$6,360	\$6,720	\$360	5.66%			
Metropolitan State University of Denver	\$5,693	\$6,062	\$369	6.48%			
University of Colorado Boulder*	\$9,768	\$10,248	\$480	4.91%	\$10,730	\$482	4.70%
University of Colorado Colorado Springs	\$8,280	\$8,610	\$330	3.99%	\$8,850	\$240	2.79%
University of Colorado Denver	\$9,420	\$9,720	\$300	3.18%	\$9,900	\$180	1.85%
University of Northern Colorado	\$6,906	\$7,374	\$468	6.78%			
Western State Colorado University	\$6,312	\$6,624	\$312	4.94%			

\* 4 Year Guarantee for incoming FY 2018-19 Freshman & Transfer cohort only.  
**0.0% Tuition and Mandatory Fee** increase for continuing cohorts.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Student Fee Changes Over Time

Undergraduate Resident Mandatory Fee History (30 Credit Hours)						
Institution	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Adams State University	\$2,577	\$2,855	\$3,126	\$3,417	\$3,704	N/A
Western State Colorado University	\$2,068	\$2,335	\$2,607	\$2,881	\$3,178	N/A
Colorado State University	\$1,819	\$2,029	\$2,257	\$2,336	\$2,480	N/A
Colorado State University Pueblo	\$1,819	\$2,029	\$2,123	\$2,250	\$2,385	N/A
Colorado School of Mines	\$2,085	\$2,128	\$2,128	\$2,152	\$2,216	N/A
University of Northern Colorado	\$1,420	\$1,709	\$1,794	\$1,982	\$2,171	N/A
Fort Lewis College	\$1,691	\$1,708	\$1,745	\$1,745	\$1,888	N/A
University of Colorado Boulder*	\$1,587	\$1,741	\$1,779	\$1,763	\$1,849	TBD
University of Colorado Colorado Springs	\$1,189	\$1,433	\$1,448	\$1,583	\$1,591	\$1,613
University of Colorado Denver	\$1,016	\$1,078	\$1,299	\$1,321	\$1,538	\$1,495
Metropolitan State University of Denver	\$1,053	\$1,097	\$1,198	\$1,237	\$1,291	N/A
Colorado Community College System (CCD)	\$800	\$833	\$1,001	\$1,024	\$1,055	N/A
Colorado Mesa University	\$768	\$813	\$823	\$823	\$872	N/A
Colorado Community College System (MCC)	\$177	\$180	\$182	\$184	\$186	N/A

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

\*CU Boulder 4 Year Guarantee for incoming FY 2018-19 Freshman & Transfer cohort only.

**0.0% Tuition and Mandatory Fee increase for continuing cohorts.**

Mandatory fees still being determined, but will meet the requirements of the 4% tuition and mandatory fee guarantee.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Scenario A vs. Scenario B

FY 2018-19		Scenario A (November Request)	Scenario B
State Funding	Higher Ed Share	\$59.1 million	\$34.5 million
	CU Share	\$18.9 million	\$11.8 million



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Budget Assumptions

	FY 18-19 (Scenario A)	FY 18-19 (Scenario B)	FY 19-20	FY 20-21	FY 21-22	FY 22-23
<b>Revenue/Tuition</b>						
State Funding Allocation to CU System (varies by campus)	9.72%	5.0%	4.0%	4.0%	4.0%	4.0%
Undergraduate Resident Tuition Rate Targets						
UCCS	2.8%	3.8%	4.0%	4.0%	4.0%	4.0%
Denver	1.9%	2.8%	3.0%	3.25%	3.5%	3.5%
Boulder*	4.0%	4.0%	4.0%	3.5%	3.5%	3.5%
<b>Expenditures</b>						
Compensation Pool (Classified/Faculty/Exempt)	3.0%		3.0%	3.0%	3.0%	3.0%
Health Life Dental (Classified/Faculty/Exempt)	5.5%		6.4%	7.2%	7.7%	8.0%
PERA (AED and SAED)**	varies		1.7% Total	1.7% Total	flat	flat
ICCA Campus Allocation – <i>due to weighting, amounts will shift by campus</i>	varies		3.6%	4.1%	4.1%	4.1%
Risk Management - <i>amounts will vary by campus***</i>	varies		2.0%	2.0%	2.0%	2.0%

\* CU Boulder's rate is Tuition and Mandatory Fee increase for incoming Freshman and Transfers cohort only.

\*\* PERA's Proposal for 2.0% employer share increase in January 2020 plus net to gross assessment.

\*\*\*Supplemental payments will be required to maintain risk pools.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Anschutz Medical Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus



# Anschutz Medical Campus Highlights

- State funding increase of \$5.6 million, which is a 8.4 percent increase.
- Reductions in Tobacco Master Settlement revenues will likely result in a \$746k cut, which is a 4.8 percent decrease.
- Overall enrollment is projected to increase by 3.2 percent from FY 17 budget.
- Growth in Grants and Contracts, which results in a revenue increase from Indirect Cost Reimbursements.



# Current Year Budget Update, Anschutz Medical Campus

- Current year enrollments are above projections and budget. Areas of strength compared to budget include:
  - Undergraduate Nursing
  - PharmD
  - Master of Public Health
- Indirect Cost Recovery is coming in higher than budgeted amount
- Tobacco Master Settlement revenues are anticipated to come in lower than budgeted amount
- Increased investment in consolidated Human Resources Office to enhance skillsets in recruitment, compensation analysis and training
- Initiated new Budget Model process – we anticipate a transition to an all funds model with ongoing strategic investment dollars, and increased campus support for controlled maintenance and renovation



# Anschutz Medical Campus Expenditures Overview, Scenario A

- Mandatory cost increases.
- Proposed tuition rates are set as a maximum, and this will be reflected in the Regent's resolution. Out year projections are not provided and will be determined by market.
- Modest increase in compensation pools.



# Anschutz Medical Campus Enrollment

	Fall 2017 Census			Fall 2018 Projection			Fall 2018 Projection		
	Resident	Non-Resident	Total	Resident	Non-Resident	Total	Resident	Non-Resident	Total
<b>School of Medicine</b>	<b>839</b>	<b>261</b>	<b>1,100</b>	<b>855</b>	<b>245</b>	<b>1,100</b>	<b>1.91%</b>	<b>-6.13%</b>	<b>0.00%</b>
Doctor of Medicine, MD	486	189	675	499	179	678	2.67%	-5.29%	0.44%
Medical Scientist Training, PhD	33	9	42	30	8	38	-9.09%	-11.11%	-9.52%
Doctor of Physical Therapy, DPT	177	28	205	176	27	203	-0.56%	-3.57%	-0.98%
Child Health Associate Physician Assistant, MPAS	110	20	130	112	19	131	1.82%	-5.00%	0.77%
MS Genetics	7	6	13	8	4	12	14.29%	-33.33%	-7.69%
MS Anesthesiology	26	9	35	30	8	38	15.38%	-11.11%	8.57%
<b>School of Dental Medicine</b>									
Doctor of Dental Surgery, DDS	<b>231</b>	<b>85</b>	<b>316</b>	<b>227</b>	<b>95</b>	<b>322</b>	<b>-1.73%</b>	<b>11.76%</b>	<b>1.90%</b>
<b>College of Nursing</b>	<b>879</b>	<b>82</b>	<b>961</b>	<b>863.94</b>	<b>79.86</b>	<b>943.8</b>	<b>-1.71%</b>	<b>-2.61%</b>	<b>-1.79%</b>
BS Nursing	442	27	469	416.8	37	453.8	-5.70%	37.04%	-3.24%
RN to BS Nursing	15	10	25	22	3	25	46.67%	-70.00%	0.00%
MS Nursing	280	21	301	270.9	30.1	301	-3.25%	43.33%	0.00%
Doctor of Nursing Practice, DNP	75	13	88	72.24	7.76	80	-3.68%	-40.31%	-9.09%
PhD Nursing	41	9	50	50	2	52	21.95%	-77.78%	4.00%
Post Master Certificate	26	2	28	32	0	32	23.08%	-1	14.29%
<b>School of Pharmacy</b>	<b>532</b>	<b>120</b>	<b>652</b>	<b>547</b>	<b>110</b>	<b>657</b>	<b>2.82%</b>	<b>-8.33%</b>	<b>0.77%</b>
Doctor of Pharmacy, PharmD	516	97	613	525	89	614	1.74%	-8.25%	0.16%
PhD Pharmaceutical Sciences or Toxicology	16	23	39	22	21	43	37.50%	-8.70%	10.26%



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Anschutz Medical Campus Enrollment

	Fall 2017 Census			Fall 2018 Projection			Fall 2018 Projection		
	Resident	Non-Resident	Total	Resident	Non-Resident	Total	Resident	Non-Resident	Total
<b>School of Public Health</b>	<b>606</b>	<b>129</b>	<b>735</b>	<b>675</b>	<b>130</b>	<b>805</b>	<b>11.39%</b>	<b>0.78%</b>	<b>9.52%</b>
Master of Public Health, MPH	414	91	505	447	86	533	7.97%	-5.49%	5.54%
MS Biostatistics, Epidemiology, Health Services Research	27	5	32	31	5	36	14.81%	0.00%	12.50%
PhD and Doctor of Public Health, DrPH	58	11	69	71	14	85	22.41%	27.27%	23.19%
Certificate/Nondegree	107	22	129	126	25	151	17.76%	13.64%	17.05%
<b>Graduate School</b>	<b>391</b>	<b>109</b>	<b>500</b>	<b>391</b>	<b>89</b>	<b>480</b>	<b>0.00%</b>	<b>-18.35%</b>	<b>-4.00%</b>
MS Clinical Science	43	5	48	45	1	46	4.65%	-80.00%	-4.17%
MS Modern Human Anatomy	34	15	49	40	10	50	17.65%	-33.33%	2.04%
MS Biomedical Science and Biotechnology	30	6	36	25	5	30	-16.67%	-16.67%	-16.67%
MS Palliative Care	17	10	27	16	12	28	-5.88%	20.00%	3.70%
PhD Basic Sciences	229	70	299	230	55	285	0.44%	-21.43%	-4.68%
PhD Clinical Science	25	0	25	20	0	20	-20.00%	-	-20.00%
Non Degree	13	3	16	15	6	21	15.38%	100.00%	31.25%
<b>Anschutz Medical Campus</b>	<b>3,478</b>	<b>786</b>	<b>4,264</b>	<b>3,559</b>	<b>748.86</b>	<b>4,308</b>	<b>2.33%</b>	<b>-4.73%</b>	<b>1.03%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Anschutz Medical Campus Expenditures, FY 2018-19

Expenses	FY 2017-18 Original Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
Operating Expense	Total	\$ Change	\$ Change	% Change	\$ Change	% Change
Compensation						
Salary Faculty and Graduate Students	\$66,771,595	\$0	\$2,003,148	3.0%	\$2,003,148	3.0%
Salary Exempt	\$55,242,324	\$0	\$1,657,270	3.0%	\$1,657,270	3.0%
Salary Classified and Hourly	\$17,559,417	\$503,151	\$503,151	2.9%	\$503,151	2.9%
Benefits - Faculty and Exempt	\$34,262,082	\$739,338	\$1,449,457	4.2%	1,449,457	4.2%
Benefits - Classified & Staff Tuition Waiver	\$7,169,773	\$216,747	\$314,358	4.4%	\$314,358	4.4%
Mandatory Transfers/Other	\$43,599,416	\$0	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$3,855,341	\$0	\$0	0.0%	\$0	0.0%
General Operating	\$16,865,048	\$0	(\$590,318)	-3.5%	(\$590,318)	-3.5%
Library Expense	\$2,645,472	\$0	\$0	0.0%	\$0	0.0%
Utilities	\$13,682,428	\$0	\$0	0.0%	\$0	0.0%
ICCA	\$13,463,958	\$0	\$963,044	7.2%	\$963,044	7.2%
Insurance*	\$1,600,560	\$0	\$2,071,030	129.4%	\$23,852	1.5%
<b>Operating Expense Total</b>	<b>\$276,717,414</b>	<b>\$1,459,235</b>	<b>\$8,371,139</b>	<b>3.0%</b>	<b>\$6,323,961</b>	<b>2.3%</b>

Note: Risk Management Insurance Fund allocations are increasing to ensure long-term stability for the fund. Campuses may allocate URM increases using different funding sources.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED



# Anschutz Medical Campus Expenditures

Expenses	FY 2017-18 Original Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
Campus Initiatives	Total	\$ Change	\$ Change	% Change	\$ Change	% Change
(1) Addressing Basic Needs		\$0	\$265,935		\$0	
<b>Campus Initiatives Total</b>		<b>\$0</b>	<b>\$265,935</b>		<b>\$0</b>	
<b>Total Estimated Budget</b>	<b>\$276,717,414</b>	<b>\$1,459,235</b>	<b>\$8,637,074</b>	<b>3.1%</b>	<b>\$6,323,961</b>	<b>2.3%</b>



# Anschutz Medical Campus Tuition, FY 2018-19

Projected Tuition Revenue Sources	FY 2017-18 Original Budget (Current Rate)	FY 2018-19 Proposed Rate		Comments
		Mandatory Costs	Scenario A	
<b>Resident Doctor of Medicine, MD Resident Tuition Rate</b>	\$37,850	\$39,364	\$39,364	Child Health Associate PA 5.0% MS Genetics 3.0%
Dollar Change		\$1,514	\$1,514	
Percent Change		4.00%	4.00%	
<b>Non-Resident Doctor of Medicine, MD Tuition Rate</b>	\$63,805	\$65,319	\$65,319	Child Health Associate PA 5.0% MS Genetics 3.0% Nonres = Accountable student
Dollar Change		\$1,514	\$1,514	
Percent Change		2.37%	2.37%	
<b>Doctor of Dental Surgery, DDS Resident Tuition Rate</b>	\$36,205	\$37,653	\$37,653	
Dollar Change		\$1,448	\$1,448	
Percent Change		4.00%	4.00%	
<b>Non-Resident Doctor of Dental Surgery, DDS Tuition Rate</b>	\$61,508	\$62,956	\$62,956	Nonres = Accountable student
Dollar Change		\$1,448	\$1,448	
Percent Change		2.40%	2.40%	
<b>Resident Nursing Undergraduate Tuition Rate</b>	\$12,750	\$13,110	\$13,110	Rates assume 30 credit hours
Dollar Change		\$360	\$360	
Percent Change		2.82%	2.82%	
<b>Non-Resident Nursing Undergraduate Tuition Rate</b>	\$27,000	\$27,450	\$27,450	Rates assume 30 credit hours
Dollar Change		\$450	\$450	
Percent Change		1.67%	1.67%	



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Anschutz Medical Campus Tuition, FY 2018-19

Projected Tuition Revenue Sources	FY 2017-18 Original Budget (Current Rate)	FY 2018-19 Proposed Rate		Comments
		Mandatory Costs	Scenario A	
<b>Resident Doctor of Pharmacy, PharmD Tuition Rate</b>	\$29,000	\$30,160	\$30,160	PhD Pharm or Toxicology 3.8%
Dollar Change		\$1,312	\$1,312	
Percent Change		4.7%	4.7%	
<b>Non-Resident Doctor of Pharmacy, PharmD Tuition Rate</b>	\$39,870	\$39,870	\$39,870	
Dollar Change		\$0	\$0	
Percent Change		0.0%	0.0%	
<b>Resident Master of Public Health Tuition Rate</b>	\$23,340	\$24,510	\$24,510	MS Biostatistics, etc. 5.0% PhD Public Health 5.1% Certificate/Non-degree 5.0% Rates assume 30 credit hours
Dollar Change		\$1,170	\$1,170	
Percent Change		5.0%	5.0%	
<b>Non-Resident Master of Public Health Tuition Rate</b>	\$36,450	\$39,360	\$39,360	Rates assume 30 credit hours
Dollar Change		\$2,910	\$2,910	
Percent Change		8.0%	8.0%	

Individual program rates detailed in their entirety in the campus tuition tables attached to the BOR resolution.

\*Starting in Fall 2018, Integrative & Systems Biology PhD students will be assessed Denver campus rates per their enrollment rather than the Anschutz PhD Basic Sciences program rate.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Anschutz Medical Campus Revenues, FY 2018-19

Projected General Fund Revenue Increases	Original Budget	Mandatory	Scenario A	Scenario B
	FY 2017-18	FY 2018-19		
Tuition				
Resident Undergraduate	\$6,849,613	\$599,080	\$599,080	\$599,080
Non-Resident Undergraduate	\$4,969,182	(\$194,215)	(\$194,215)	(\$194,215)
Resident Graduate	\$57,090,873	\$3,402,828	\$3,402,828	\$3,402,828
Non-Resident Graduate	\$21,159,060	(\$822,337)	(\$822,337)	(\$822,337)
Fees	\$9,272,855	(\$190,824)	(\$190,824)	(\$190,824)
State Revenue	\$67,012,716	\$5,609,283	\$5,609,283	\$3,296,170
Tobacco Revenue	\$15,465,812	(\$745,755)	(\$745,755)	(\$745,755)
Indirect Cost Reimbursement	\$70,269,620	\$0	\$979,014	\$979,014
Other Revenue	\$24,627,683	\$0	\$0	\$0
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$276,717,414</b>	<b>\$7,658,060</b>	<b>\$8,637,074</b>	<b>\$6,323,961</b>
Fiscal Year Revenue Over/(Under) Expenditure	\$0	\$6,198,825	\$0	\$0



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Anschutz Medical Campus FY 2018-19 Student Fee Proposals

- The Graduate School is eliminating two fees:
  - Clinical Sciences Course Fee: Eliminate fee of \$250 per course. This course is no longer offered.
  - Modern Human Anatomy Program Fee: Fee expenses will be supported by tuition revenue.
- Student Health Insurance is currently under negotiations.



# Anschutz Medical Campus FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency <sup>(1)</sup>	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b>Course Specific Fees</b>					
CLSC 7500, Practical Application Techniques Clinical Investigation	Per Course	\$250.00	\$0.00	\$(250.00)	-100.0%
<b>Instructional Program Fees</b>					
Modern Human Anatomy Program Fee	Per Term	\$500.00	\$0.00	\$(500.00)	-100.0%
<b>Mandatory Insurance Fees</b>					
Health Insurance for Students (1)	Annual	\$3,949.00	TBD	TBD	TBD

Notes:

(1) Not to exceed amount. Rates are still being negotiated.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED



# Anschutz Medical Campus Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$2,063,242	3.0%	\$2,125,140	3.0%	\$2,188,894	3.0%	\$2,254,561	3.0%
Salary Exempt	\$1,706,988	3.0%	\$1,758,197	3.0%	\$1,810,943	3.0%	\$1,865,272	3.0%
Salary Classified and Hourly	\$541,877	3.0%	\$558,133	3.0%	\$574,877	3.0%	\$592,124	3.0%
Benefits - Faculty and Exempt	\$2,285,539	6.4%	\$2,735,790	7.2%	\$3,136,431	7.7%	\$3,509,544	8.0%
Benefits - Classified & Staff Tuition Waiver	\$478,984	6.4%	\$573,344	7.2%	\$657,307	7.7%	\$735,501	8.0%
Mandatory Transfers/Other	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Institutional Financial Aid	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
General Operating	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Controlled Maintenance	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Library Expense	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Utilities	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
ICCA	\$519,372	3.6%	\$612,801	4.1%	\$637,926	4.1%	\$664,081	4.1%
Insurance	\$73,432	2.0%	\$74,900	2.0%	\$76,398	2.0%	\$77,926	2.0%
<b>Prior Year Campus Initiatives</b>	<b>\$7,978</b>	<b>3.0%</b>	<b>\$8,217</b>	<b>3.0%</b>	<b>\$8,464</b>	<b>3.0%</b>	<b>\$8,718</b>	<b>3.0%</b>
<b>Operating Expense Total</b>	<b>\$7,677,412</b>	<b>2.7%</b>	<b>\$8,446,522</b>	<b>2.9%</b>	<b>\$9,091,240</b>	<b>3.0%</b>	<b>\$9,707,726</b>	<b>3.1%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Closing Future Budget Gaps, Anschutz Medical Campus

- The Anschutz Medical Campus has enrollment constraints due to limited clinical placements, accreditation policies, high student debt, and the availability of simulation.
- On campus operational efficiencies are considered every year.
- Continued growth and diversification of revenue streams, including gift opportunities and CU Innovation initiatives.



# 5 year Capital Improvement Plan, Anschutz

## Personalized Medicine & Behavioral Health -- \$242.0M Total

- FY 2017-18 Approved: \$32.3M (\$32.3M cash)
- FY 2018-19 Request: \$156.7M (\$12.4M state + \$144.3M cash)
- FY 2019-20 Request: \$31.3M (\$19.9M state + \$11.4M cash)
- FY 2018-19 Request: \$21.9M (\$21.9M state)

## College of Nursing & Student Services Renov. -- \$16.3M Total

- FY 2018-19 Request: \$16.3M (\$8.15M state + \$8.15M cash)

## Health Sci. Library & Education Buildings -- \$11.1M Total

- FY 2020-21 Request: \$11.1M (\$8.3M state + \$2.8M cash)



# Future Use of Unobligated Funds, Anschutz Medical Campus

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



# Colorado Springs Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# UCCS Highlights

- State funding increase of \$2,579,736, a 10.31 percent increase
- Continue to demonstrate a commitment to attracting quality students from historically underserved populations
- Modest enrollment increases are anticipated in FY 2019
- Established a strategic enrollment working group and committee structure to focus specifically on retention and graduation rates
- Students from all 50 states are enrolled and over 2,000 are military affiliated in Fall 2017





# Current Year Budget Update, UCCS

- Overall, actual enrollments to date are under budget for undergraduate students and over budget for graduate students
- Revenues are estimated to come in slightly lower than originally projected for FY 2018
- While non-resident enrollment has increased overall, international enrollment decreased again in the current year. Careful monitoring of this population is an ongoing active priority
- UCCS campus and community partners celebrated the grand opening of the ENT Center for the Arts



# UCCS Expenditures Overview, Scenario A

- Continued investment in campus funded financial aid, mandated technology needs and training, additional staff to meet student needs based on growth in population
- Investments in new approved academic programs and academic affairs-instructional support
- Additional investment in capital renewal fund
- 3.0 percent increase in salary pools for all employees and increases in benefits including retirement, health, life, and dental
- Final installment for ENT Center operations to cover utilities



# UCCS Enrollment

Headcount Enrollment*	FY 2015-16	FY 2016-17	FY 2017-18		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	Actuals		Budgeted	Revised	Projections				
Resident Undergraduate	8,470	8,934	9,399	9,094	9,276	9,461	9,651	9,844	10,041
Non-Resident Undergraduate	1,137	1,254	1,319	1,345	1,372	1,399	1,427	1,456	1,485
Domestic	1,012	1,152	1,240	1,261	1,286	1,312	1,338	1,365	1,392
International	125	102	79	84	86	87	89	91	93
Resident Graduate	1,438	1,479	1,556	1,601	1,633	1,666	1,699	1,733	1,768
Non-Resident Graduate	250	350	368	395	403	411	419	428	436
Domestic	111	221	258	273	278	284	290	296	301
International	139	129	110	122	124	127	129	132	135
Total Resident	9,907	10,413	10,955	10,695	10,909	11,127	11,350	11,577	11,808
Total Non-Resident	1,388	1,604	1,687	1,740	1,775	1,810	1,847	1,883	1,921
<b>Total Headcount</b>	<b>11,295</b>	<b>12,017</b>	<b>12,642</b>	<b>12,435</b>	<b>12,684</b>	<b>12,937</b>	<b>13,196</b>	<b>13,460</b>	<b>13,729</b>

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



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS Expenditures, FY 2018-19

Expenses	FY 2017-18 Original Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
Operating Expense	Total	\$ Change	\$ Change	% Change	\$ Change	% Change
Compensation						
Salary Faculty and Graduate Students	\$43,612,001	\$174,906	\$1,479,536	3.4%	\$1,479,536	3.4%
Salary Exempt	\$25,663,750	\$114,772	\$882,236	3.4%	\$882,236	3.4%
Salary Classified and Hourly	\$10,082,647	\$360,622	\$366,181	3.6%	\$366,181	3.6%
Benefits - Faculty and Exempt	\$21,160,652	\$575,424	\$946,829	4.5%	\$946,829	4.5%
Benefits - Classified & Staff Tuition Waiver	\$3,876,177	\$187,645	\$187,496	4.8%	\$187,496	4.8%
Mandatory Transfers/Other	\$2,655,172	\$23,428	\$204,892	7.7%	\$278,285	10.5%
Institutional Financial Aid	\$10,132,561	\$102,662	\$228,957	2.3%	\$228,957	2.3%
General Operating	\$23,181,093	\$0	-\$230,278	-1.0%	-\$184,327	-0.8%
Controlled Maintenance	\$1,114,442	\$0	\$100,000	9.0%	\$100,000	9.0%
Library Expense	\$1,793,512	\$0	\$35,542	2.0%	\$35,542	2.0%
Utilities	\$2,951,643	\$0	\$0	0.0%	\$0	0.0%
ICCA	\$5,472,574	\$450,829	\$450,829	8.2%	\$450,829	8.2%
Insurance*	\$942,589	\$0	\$36,297	3.9%	\$36,297	3.9%
<b>Operating Expense Total</b>	<b>\$152,638,813</b>	<b>\$1,990,288</b>	<b>\$4,688,517</b>	<b>3.1%</b>	<b>\$4,807,861</b>	<b>3.1%</b>

Note: Risk Management Insurance Fund allocations are increasing to ensure long-term stability for the fund. Campuses may allocate URM increases using different funding sources.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS Expenditures, FY 2018-19 (cont.)

Expenses	FY 2017-18 Original Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
<b>Campus Initiatives</b>						
(1) Financial Aid Year 3 Chancellor's Scholarship		\$1,050,484	\$1,050,484		\$1,050,484	
(2) Campus Mandatory Funding Items		\$0	\$683,696		\$683,696	
(3) Approved New Academic Programs		\$0	\$632,773		\$632,773	
(4) Non-Academic Unit Initiatives		\$0	\$477,355		\$477,355	
Campus Initiatives Total		<b>\$1,050,484</b>	<b>\$2,844,308</b>		<b>\$2,844,308</b>	
<b>Total Estimated Budget</b>	<b>\$152,638,813</b>	<b>\$3,040,772</b>	<b>\$7,532,825</b>	<b>4.9%</b>	<b>\$7,652,169</b>	<b>5.0%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS Tuition, FY 2018-19

Projected Tuition Revenue Sources	FY 2017-18 Original Budget (Current Rate)	FY 2018-19 Proposed Rate			Comments
		Mandatory Costs	Scenario A	Scenario B	
<b>Resident Undergraduate Tuition Rate</b>	\$8,610	\$8,700	\$8,850	\$8,940	<i>Fresh/Soph = 2.8% Junior/Senior LAS/SPA/EDUC = 2.9% BUS/EAS=2.8% BETH EL = 0.0%</i>
Dollar Change		\$90	\$240	\$330	
Percent Change		1.0%	2.8%	3.8%	
<b>Current Non-Resident Undergrad Tuition Rate</b>	\$22,590	\$23,250	\$23,280	\$23,460	<i>Fresh/Soph = 3.1% Junior/Senior LAS/SPA/EDUC = 3.1% BUS/EAS=3.0% BETH EL = 3.0%</i>
Dollar Change		\$660	\$690	\$870	
Percent Change		2.9%	3.1%	3.9%	
<b>Current Resident Graduate Tuition Rate</b>	\$15,150	15,480	15,600	15,750	<i>ALL AT 3.0% Assumes 30 credit hours</i>
Dollar Change		\$330	\$450	\$600	
Percent Change		2.2%	3.0%	4.0%	
<b>Current Non-Resident Graduate Tuition Rate</b>	\$32,790	\$33,750	\$33,780	\$34,080	<i>ALL AT 3.0% Assumes 30 credit hours</i>
Dollar Change		\$960	\$990	\$1,290	
Percent Change		2.9%	3.0%	3.9%	



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS Revenues, FY 2018-19

Projected General Fund Revenue Increases	Original Budget	Mandatory	Scenario A	Scenario B
	FY 2017-18	FY 2018-19		
Tuition				
Resident Undergraduate	\$77,941,485	(\$1,303,798)	\$1,593,335	\$2,285,907
Non-Resident Undergraduate	\$23,313,954	\$1,054,280	\$1,717,927	\$1,913,036
Resident Graduate	\$12,397,211	\$1,453,159	\$761,748	\$871,181
Non-Resident Graduate	\$4,074,814	(\$560,155)	\$833,697	\$876,336
Fees	\$6,117,962	\$0	\$116,241	\$116,241
State Revenue	\$25,108,300	\$2,579,736	\$2,579,736	\$1,659,327
Indirect Cost Reimbursement	\$1,134,602	\$0	\$0	\$0
Other Revenue	\$2,550,484	(\$182,450)	(\$69,859)	(\$69,859)
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$152,638,812</b>	<b>\$3,040,772</b>	<b>\$7,532,825</b>	<b>\$7,652,169</b>
Fiscal Year Revenue Over/(Under) Expenditure		\$0	\$0	\$0



# UCCS FY 2018-19 Student Fee Proposals

## Program, Course and Instructional fees

### Anthropology Department

- Fee reduction for ANTH 2220 Experimental and ANTH 3500 Ethnographic Methods.
- Fee increase for ANTH 3170/3190 Field Practicum Course Fees for specialized software licenses and consumables related to replacement of field equipment.
- New fee for ANTH 4210 Advanced Laboratory Methods for GIS and Trimble software licenses and course specific consumables.

### College of Business

- New structure for Professional Golf Management Course fees dictated by PGA.
- Change in scope of the Business program fee which includes the addition of career advising and teaching assistants as acceptable expenses.

### Communications Department

- Allow COMM 3277 to benefit from the Communication Program Fee.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED



# UCCS FY 2018-19 Student Fee Proposals

## Health Sciences

- Increase fee to help offset costs to invest in equipment, software upgrades, supplemental instruction and future costs for use of the Nursing Simulation Lab.
- New fee for the Master of Science in Athletic Training (MSAT) to assist with costs for supplies and equipment required by the Commission on Accreditation of Athletic Training.

## Education Department

- Student proposed increase to the SPED/CURR/IECE/TED/ IELM program fee to offset end of program costs for fingerprinting, background checks, Praxis tests, EdTPA, and application fees. The increase will allow the elimination of the \$50.00 COE application fee.

## Engineering Department

- Restructure the EAS program fee. MAE and ECE fees will increase. Assist with the maintenance and replacement of lab equipment, instructional software licenses and instructional support for students.



# UCCS FY 2018-19 Student Fee Proposals

## Student Activities Fees

- As requested by students, the Student Government Association (SGA) proposes the new Media Fee. This mandatory student fee will allow financial independence for the Scribe newspaper and UCCS Radio from the SGA and Student Activity Fee. The fee helps prepare for the increase in minimum wage for the proper compensation of student employees. Fee is pending student approval in spring 2018 elections.
- Through the Office of Sustainability, students request to extend the Green Action Fund Fee from Spring 2018 to Springs 2023. Pending approval in spring 2018 elections.
- SGA proposes a 2.2% inflationary increase of the Athletics Fee from \$9.00 to \$9.20 as permitted when fee was created.
- SGA requests a change in scope to the Transportation and Safety Fee to include supporting alternate modes of transportation such as the city bus service.



# UCCS FY 2018-19 Student Fee Proposals

## Housing and Dining Services

- Increase housing rates by 2.9% for first year students. The lowest rate is \$4,900, which includes meals and parking.
- Increase housing rates by 3% for upper classmen. The rate for upper-class apartments is \$4,558 and includes parking.
- These rates are competitive with off campus housing options.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b>Course Specific Fees</b>					
ANTH 2220 Experimental Anthropology	Head count	\$120.00	\$50.00	(\$70.00)	-41.0%
ANTH 3170/3190 Field Practicum	Head count	\$20.00	\$100.00	\$80.00	20.0%
ANTH 3500 Ethnographic Methods	Head count	\$75.00	\$30.00	(\$45.00)	-40.0%
ANTH 4210 Advanced Laboratory Methods	Head count		\$30.00	\$30.00	100.0%
<b>Professional Golf Management Program Total<sup>1</sup></b>					
		\$4,280.00	\$3,965.00	(\$315.00)	-7.4%
PGMT 1003	per Semester	n/a	\$835.00	\$835.00	new
PGMT 1203	per Semester	n/a	\$440.00	\$440.00	new
PGMT 1303	per Semester	n/a	\$500.00	\$500.00	new
PGMT 2203	per Semester	n/a	\$660.00	\$660.00	new
PGMT 2303	per Semester	n/a	\$500.00	\$500.00	new
PGMT 3203	per Semester	n/a	\$880.00	\$880.00	new
PGMT 3303	per Semester	n/a	\$150.00	\$150.00	new
<b>Notes:</b>					
1) PGMT Course fees are dictated by the PGA Curriculum. The following PGMT course fees will begin the Fall 2018 semester. Each fee begins as the succession of classes continue and will progress as the student progresses through the PGA Curriculum.					



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b><i>Instructional Program Fees</i></b>					
HSCI Program Fee	Credit Hour	\$2.00	\$5.00	\$3.00	40.0%
MSAT Program Fee	Credit Hour	n/a	\$15.00	\$15.00	new
SPED/CURR/IECE/TED/IELM Fee	Credit Hour	\$10.00	\$20.00	\$10.00	50.0%
<b><i>EAS Program Fee</i></b>					
MAE and ECE courses <sup>1</sup>	Credit Hour	\$15.00	\$30.00	\$15.00	50.0%
<b><i>Student Activity Fees</i></b>					
Media Fee	Credit Hour	n/a	\$0.53	\$0.53	new
Athletics Fee	Credit Hour	\$9.00	\$9.20	\$0.20	2.2%
<b><i>Housing and Dining Fees</i></b>					
<b>First Year Villages (includes meals and parking)</b>					
Average		\$5,823.00	\$5,991.00	\$168.00	2.9%
Example: VAV Triple Occupancy		\$4,800.00	\$4,900.00	\$100.00	1.0%
<b>Alpine Apartments (includes parking, no meals)</b>					
Average	per Term	\$5,392.00	\$5,554.00	\$162.00	3.0%
Example: 4 bedroom		\$4,425.00	\$4,558.00	\$133.00	1.0%
Notes:					
1) The EAS program fee includes MAE, ECE and CS courses. This proposal calls for a restructure of the existing fee that will not include CS courses.					



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b>Instructional Program Fees</b>					
<b>College of Letters, Arts and Sciences</b>					
Communication Program / COMM 3277 <sup>1</sup>	<i>per Semester</i>	\$30	\$30	\$0	0.0%
<b>College of Business</b>					
Business Program Fee <sup>2</sup>	Credit Hour	\$5	\$5	\$0	0.0%
<b>Student Activity Fees</b>					
Green Action Fee <sup>3</sup>	Head Count	\$5	\$5	\$0	0.0%
Transportation and Safety Fee <sup>4</sup>	Head Count	\$94/\$94/\$47	\$94/\$94/\$47	\$0	0.0%
<b>Notes:</b>					
<p>1) The proposal requests that COMM 3277 be added to the list of classes that are being charged this existing fee.</p> <p>2) The Business Program fee requests additional uses of the fee for support of the career advising office and Teaching Assistants</p> <p>3) The request is to extend the sunset of the fee from Spring 2018 to Spring 2023.</p> <p>4) The proposal requests a change in scope of the fee to include supporting alternate modes of transportation such as the City bus service.</p>					



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS Expenditures Out-Years, Scenario A

Expenses	Scenario A Out-Year Projections							
	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$1,352,746	3.0%	\$1,393,328	3.0%	\$1,435,128	3.0%	\$1,478,182	3.0%
Salary Exempt	\$796,380	3.0%	\$820,271	3.0%	\$844,879	3.0%	\$870,225	3.0%
Salary Classified and Hourly	\$417,953	4.0%	\$326,003	3.0%	\$335,784	3.0%	\$345,857	3.0%
Benefits - Faculty and Exempt	\$1,569,631	7.1%	\$1,870,492	7.9%	\$1,967,166	7.7%	\$2,201,182	8.0%
Benefits - Classified & Staff Tuition Waiver	\$329,158	8.1%	\$390,962	8.9%	\$368,352	7.7%	\$412,172	8.0%
Other	\$96,890	3.4%	\$112,304	3.8%	\$119,316	3.9%	\$124,090	3.9%
Institutional Financial Aid	\$753,192	7.3%	\$666,883	6.0%	\$706,896	6.0%	\$749,309	6.0%
General Operating	\$459,016	2.0%	\$702,295	3.0%	\$723,364	3.0%	\$745,065	3.0%
Controlled Maintenance	\$100,000	8.2%	\$100,000	7.6%	\$100,000	7.1%	\$100,000	6.6%
Library Expense	\$54,872	3.0%	\$56,518	3.0%	\$58,213	3.0%	\$59,960	3.0%
Utilities	\$147,582	5.0%	\$154,961	5.0%	\$162,709	5.0%	\$170,845	5.0%
ICCA	\$213,243	3.6%	\$251,602	4.1%	\$261,918	4.1%	\$272,657	4.1%
Insurance	\$48,944	5.0%	\$51,392	5.0%	\$53,961	5.0%	\$56,659	5.0%
<b>Operating Expense Total</b>	<b>\$6,339,606</b>	<b>4.0%</b>	<b>\$6,897,011</b>	<b>4.1%</b>	<b>\$7,137,686</b>	<b>4.0%</b>	<b>\$7,586,202</b>	<b>4.0%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# UCCS Expenditures Out-Years, Scenario A

Expenses	Scenario A Out-Year Projections			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
<b>Campus Initiatives</b>	<b>\$ Change</b>	<b>\$ Change</b>	<b>\$ Change</b>	<b>\$ Change</b>
(1) Financial Aid Chancellor's Scholarship	\$1,024,186	\$556,316	\$611,948	\$673,142
(2) Campus Mandatory Funding Items	\$394,000	\$515,000	\$415,000	\$215,000
(3) Approved New Academic Programs	\$759,328	\$1,138,991	\$1,480,689	\$1,924,895
(4) Non-Academic Unit Initiatives	\$572,826	\$859,239	\$1,117,011	\$1,452,114
Campus Initiatives Total	<b>\$2,750,340</b>	<b>\$3,069,546</b>	<b>\$3,624,647</b>	<b>\$4,265,152</b>
<b>Total Estimated Budget</b>	<b>\$9,089,946</b>	<b>\$9,966,558</b>	<b>\$10,762,333</b>	<b>\$11,851,354</b>





# UCCS Tuition, Out-Years

Projected Tuition Revenue Sources	Scenario A Out-Year Projections				Comments
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	
<b>Resident Undergraduate Tuition Rate</b>	\$9,204	\$9,572	\$9,955	\$10,353	ALL AT 4.0%
Dollar Change	\$354	\$368	\$383	\$398	
Percent Change	4.00%	4.00%	4.00%	4.00%	
<b>Current Non-Resident Undergrad Tuition Rate</b>	\$24,130	\$25,095	\$26,099	\$27,143	ALL AT 4.0%
Dollar Change	\$850	\$965	\$1,004	\$1,044	
Percent Change	4.00%	4.00%	4.00%	4.00%	
<b>Current Resident Graduate Tuition Rate</b>	\$16,224	\$16,873	\$17,548	\$18,250	ALL AT 4.0%
Dollar Change	\$624	\$649	\$675	\$702	
Percent Change	4.00%	4.00%	4.00%	4.00%	
<b>Current Non-Resident Graduate Tuition Rate</b>	\$35,131	\$36,536	\$37,997	\$39,517	ALL AT 4.0%
Dollar Change	\$1,351	\$1,405	\$1,461	\$1,520	
Percent Change	4.00%	4.00%	4.00%	4.00%	



# UCCS Revenues, Out-Years

Projected General Fund Revenue Increases	Scenario A Out-Year Projections			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Tuition				
Resident Undergraduate	\$4,203,224	\$5,517,194	\$5,982,632	\$6,257,294
Non-Resident Undergraduate	\$1,593,874	\$1,700,573	\$1,828,264	\$1,932,425
Resident Graduate	\$850,999	\$926,177	\$988,695	\$1,040,368
Non-Resident Graduate	\$324,429	\$348,484	\$371,871	\$396,078
Fees	\$162,089	\$166,303	\$170,627	\$175,063
State Revenue	\$1,107,521	\$1,151,822	\$1,197,895	\$1,245,811
Indirect Cost Reimbursement	\$0	\$0	\$0	\$0
Other Revenue	\$60,735	\$62,314	\$63,934	\$65,596
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$8,302,871</b>	<b>\$9,872,867</b>	<b>\$10,603,918</b>	<b>\$11,112,635</b>
Fiscal Year Revenue Over/(Under) Expenditure	(\$787,075)	(\$93,691)	(\$158,415)	(\$738,719)
Total Revenue Over/(Under) Expenditure		(\$880,766)	(\$1,039,181)	(\$1,777,900)



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Closing Future Budget Gaps, UCCS

- Reduce capital renewal funds impacting the ability to react to building needs in a timely fashion and limiting essential improvements in classroom and general student space
- Work to assure tuition increases do not negatively impact access to UCCS for Colorado residents
- Continue to examine program prioritization in the program proposal and expansion process
  - Increasing enrollments require strategic investments in instructional capacity and support services
  - Continue to explore and implement shared service opportunities amongst departments and colleges
- Continue to expand business partnerships within the community
- As has previously occurred and as a last resort, consider postponing salary increases to balance serious budget shortfalls



# 5 year Capital Improvement Plan, UCCS

## Renovation of Engineering Building (EAS) -- \$32.7M Total

- FY 2018-19 Request: \$8.4M (\$8.4M state)
- FY 2019-20 Request: \$24.3M (\$24.3M state)



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Future Use of Unobligated Funds, UCCS

- Online initiative.
- General campus unobligated funds will continue to be used to support North Nevada infrastructure project costs.
- Unit unobligated funds are generally used for start up packages, equipment purchases, small remodeling projects, conference registrations, travel expenses, or bridge funds for future hires.



# Denver Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Current Year Budget Update, Denver

- Tuition and fee revenue coming in above budget.
- Enrollment is above budget in most enrollment categories. Notable areas of strength relative to budget include:
  - New undergraduate non-resident domestic transfers.
  - Undergraduate and graduate international non-resident students. The Campus was cautious and budgeted a large decrease in these categories in FY 2017-18, which did not materialize.
- Indirect cost reimbursements from research activities are coming in ahead of budget.
- Expenditures are tracking to budget.



# CU Denver FY 2018-19 Budget Highlights

- Anticipates a \$3.1 million increase in state funding
- Strength in continuing undergraduate enrollment due to work on student success initiatives
- Growth in undergraduate enrollments and a decrease in graduate enrollments compared to FY 2017-18 projections
- Tuition increase limited to 1.85% for undergraduate resident students
- Anticipate a 3.0% base-building salary increases
- Funds increases in insurance premiums for risk management, custodial contracts, AHEC, and ICCA





# Denver Expenditures Overview, Scenario A

Reflecting fiscal prudence and a need to contain costs, CU Denver's expense budget proposal focuses on core needs:

## Compensation

- 3.0% base-building increase and 5.5% increase in benefit costs

## Mandatory Cost Increases

- Increases for ICCA primarily driven by merit pool and technology increases.
- Auraria Higher Education Center (AHEC) costs that include increases for compensation and controlled maintenance
- Insurance premiums
- Re-negotiation of custodial contracts, which are projected to increase because of voter approved increases to minimum wage



# Denver Expenditures, FY 2018-19

Expenses	FY 2017-18 Original Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
Operating Expense		\$ Change	\$ Change	% Change	\$ Change	% Change
Compensation						
Salary Faculty and Graduate Students	\$66,276,974	\$0	\$2,208,309	3.30%	\$2,208,309	3.3%
Salary Exempt	\$32,494,687	\$0	\$974,841	3.00%	\$974,841	3.0%
Salary Classified and Hourly	\$10,005,911	\$300,177	\$300,177	3.00%	\$300,177	3.0%
Benefits - Faculty and Exempt	\$30,251,521	\$642,624	\$1,217,447	4.00%	\$1,217,447	4.0%
Benefits - Classified & Staff Tuition Waiver	\$3,652,936	\$118,744	\$118,744	3.30%	\$118,744	3.3%
Mandatory Transfers/Other	\$6,789,384	\$0	\$0	0.00%	\$0	0.0%
Institutional Financial Aid	\$11,216,962	\$0	\$0	0.00%	\$0	0.0%
General Operating*	\$29,204,922	\$0	\$687,577	2.40%	\$687,577	2.4%
Controlled Maintenance	\$0	\$0	\$0	0.00%	\$0	0.00%
Library Expense	\$3,612,973	\$0	\$0	0.00%	\$0	0.0%
Utilities	\$954,410	\$0	\$0	0.00%	\$0	0.0%
ICCA	\$6,046,153	\$0	\$394,796	6.50%	394,796	6.5%
Insurance**	\$852,828	\$0	\$485,093	56.90%	485,093	56.9%
<b>Operating Expense Total</b>	<b>\$201,359,662</b>	<b>\$1,061,545</b>	<b>\$6,386,984</b>	<b>3.2%</b>	<b>\$6,386,984</b>	<b>3.17%</b>

\*General Operating budget includes \$800,000 in initiative money for Institutional Financial Aid

\*\*Note: Risk Management Insurance Fund allocations are increasing to ensure long-term stability for the fund. Campuses may allocate URM increases using different funding sources.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Denver Tuition, FY 2018-19

Projected Tuition Revenue Sources	FY 2017-18 Original Budget (Current Rate)	FY 2018-19 Proposed Rate			Comments
		Mandatory Costs	Scenario A	Scenario B	
<b>Current Resident Undergraduate Tuition Rate</b>	\$9,720				Proposed UG Resident rate includes a 2.0% base increase.
Dollar Change		\$180	\$180	\$270	
Percent Change		1.85%	1.85%	2.78%	
Proposed Resident Undergraduate Tuition Rate		\$9,900	\$9,900	\$9,990	
<b>Current Non-Resident Undergrad Tuition Rate</b>	\$29,910				Proposed UG Nonresident rate includes a 2.0% base increase.
Dollar Change		\$600	\$600	\$810	
Percent Change		2.01%	2.01%	2.71%	
Proposed Non-Resident Undergraduate Tuition Rate		\$30,510	\$30,510	\$30,720	
<b>Current Resident Graduate Tuition Rate</b>	\$11,190				Proposed G Resident rate includes a 1.0% base increase
Dollar Change		\$120	\$120	\$210	
Percent Change		1.07%	1.07%	1.88%	
Proposed Resident Graduate Tuition Rate		\$11,310	\$11,310	\$11,400	
<b>Current Non-Resident Graduate Tuition Rate</b>	\$37,290				Proposed G Nonresident rate includes a 1.0% base increase
Dollar Change		\$360	\$360	\$750	
Percent Change		0.97%	0.97%	2.01%	
Proposed Non-Resident Graduate Tuition Rate		\$37,650	\$37,650	\$38,040	



# Denver Revenues, FY 2018-19

Projected General Fund Revenue Increases	Original Budget	Mandatory	Scenario A	Scenario B
	FY 2017-18	FY 2018-19		
Tuition				
Resident Undergraduate	\$78,613,078	\$3,067,933	\$3,067,933	\$3,677,890
Non-Resident Undergraduate	\$30,159,139	(\$35,758)	(\$35,758)	\$187,127
Resident Graduate	\$23,162,925	\$196,964	\$196,964	\$370,573
Non-Resident Graduate	\$13,655,578	(\$287,163)	(\$287,163)	(\$160,735)
Fees	\$14,965,556	\$269,756	\$269,756	\$269,756
State Revenue	\$30,812,059	\$3,175,252	\$3,175,252	\$2,042,373
Indirect Cost Reimbursement	\$3,357,082	\$0	\$0	\$0
Other Revenue	\$6,634,245	\$0	\$0	\$0
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$201,359,662</b>	<b>\$6,386,984</b>	<b>\$6,386,984</b>	<b>\$6,386,984</b>
Fiscal Year Revenue Over/(Under) Expenditure		\$0	\$0	\$0



# Denver FY 2018-19 Student Fee Proposals

## **Program, Course and Instructional Fees**

The following schools and colleges are requesting an inflationary increase in Major Supplement and/or Instructional Program Fees:

- Business School
- College of Liberal Arts and Sciences
- School of Public Affairs

## **College of Arts & Media**

- Expand the allowable use of the Major Supplement Fee to include advising support and major-specific events and services, such as college convocation and commencement, internship fairs, and mentoring programs.
- Expand the allowable use of the Instructional Program Fee to include remodeling and maintenance of student fee funded lab space, and course-related activities and events such as field trips and student exhibitions.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Denver FY 2018-19 Student Fee Proposals

## Program, Course and Instructional Fees

### College of Liberal Arts & Sciences

- Increase of 4.3% to raise the biology lab coordinator position from 60% to full time to accommodate offering additional lab sections through the integrative biology department.

### College of Architecture and Planning

- Increase instructional fee by 29.7% for staffing needs in the Design Fabrication labs and provide funding for renewal and replacement of lab equipment.
  - Enrollment has increased by over 55% over the last 5 years with the start of the undergraduate program, which necessitated the opening of new lab space.
  - The additional staff and student monitors will increase accessibility, training and specialized workshops as supported by students.



# Denver FY 2018-19 Student Fee Proposals

## Student Activity Fees

*The Student Fee Review Committee (SFRC) closely reviews all requests across student services areas and has recommended approval of the following:*

- Combine six student activity fees into one new Student Life fee. This new fee includes the same offices and services as the separate fees. This change is revenue neutral to the campus.
  - This change increases transparency, simplifies student billing, and streamlines internal business processes.
  - This revenue neutral change will result in a modest increase for some part-time students and a modest decrease for some full-time students.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Denver FY 2018-19 Student Fee Proposals

## Auraria Fees

- Decrease RTD by \$3.00 to \$102.00. The fixed dollar contract is spread across total Auraria enrollment.
- Inflationary increase for the following Auraria Campus fees:
  - The Auraria Bond fee
  - The Auraria Energy Renewal fee
  - The Auraria Student Facilities fee





# Denver FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency <sup>(1)</sup>	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b><i>Instructional Program Fees</i></b>					
Business School, Major Supplement Fee	Per Term	\$64.68	\$66.49	\$1.81	2.8%
Business School, Instructional Program Fee	Per Credit Hour	\$17.51	\$18.00	\$0.49	2.8%
College of Arts & Media, Major Supplement Fee	Per Term	\$137.21	\$137.21	\$0.00	0.0%
College of Arts & Media, Instructional Program Fee	Per Credit Hour	\$25.96	\$25.96	\$0.00	0.0%
College of Architecture and Planning, Instructional Program Fee	Per Credit Hour	\$26.99	\$35.00	\$8.01	29.7%
College of Liberal Arts & Sciences, Major Supplement Fee	Per Term	\$81.60	\$83.88	\$2.28	2.8%
College of Liberal Arts & Sciences, Instructional Program Fee	Per Credit Hour	\$11.15	\$11.63	\$0.48	4.3%
School of Public Affairs, Undergraduate Major Supplement Fee	Per Term	\$151.79	\$156.04	\$4.25	2.8%
School of Public Affairs, Graduate Major Supplement Fee	Per Term	\$132.60	\$136.31	\$3.71	2.8%
School of Public Affairs, Instructional Program Fee	Per Credit Hour	\$5.94	\$6.11	\$0.17	2.9%

(1) Annual, Per-term, Per Course, Per Credit hour Etc.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Denver FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency <sup>(1)</sup>	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b>Student Activity Fees</b>					
Student Life Fee (2)	Per Term	n/a	\$210.00	\$210.00	new
Student Services Fee	Per Term (3)	\$186.45	\$0.00	-\$186.45	-100.0%
Student Activity Fee	Per Term	\$26.53	\$0.00	-\$26.53	-100.0%
Cultural Events Fee	Per Term	\$4.00	\$0.00	-\$4.00	-100.0%
Student Newspaper Fee	Per Term	\$4.00	\$0.00	-\$4.00	-100.0%
Student Spirit Fee- Club Sports	Per Term	\$8.90	\$0.00	-\$8.90	-100.0%
Student Spirit Fee- Lynx Mascot	Per Term	\$1.10	\$0.00	-\$1.10	-100.0%
<b>Auraria Campus Fees</b>					
Auraria Bond Fee	Per Term	\$65.73	\$67.83	\$2.10	3.2%
Auraria Energy Renewal Fee	Per Term	\$5.14	\$5.30	\$0.16	3.1%
Auraria RTD College Pass Program Fee (subject to referendum)	Per Term	\$105.00	\$102.00	-\$3.00	-2.9%
Auraria Student Facilities Fee	Per Term	\$5.18	\$5.35	\$0.17	3.3%

(1) Annual, Per-term, Per Course, Per Credit hour Etc.

(2) The new Student Life Fee is in lieu of the individual student activity fees identified for elimination here.

(3) The Student Services Fee is charged on a per credit hour basis but illustrated as Per Term here for consistency with the new Student Life Fee.



# Denver Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$2,054,558	3.00%	\$2,116,195	3.00%	\$2,179,681	3.00%	\$2,245,072	3.00%
Salary Exempt	\$1,004,086	3.00%	\$1,034,208	3.00%	\$1,065,235	3.00%	\$1,097,192	3.00%
Salary Classified and Hourly	\$309,183	3.00%	\$318,458	3.00%	\$328,012	3.00%	\$337,852	3.00%
Benefits - Faculty and Exempt	\$2,014,014	6.40%	\$2,410,775	7.20%	\$2,763,819	7.70%	\$3,092,606	8.00%
Benefits - Classified & Staff Tuition Waiver	\$241,388	6.40%	\$288,941	7.20%	\$331,255	7.70%	\$370,661	8.00%
Mandatory Transfers/Other	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Institutional Financial Aid	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
General Operating	\$298,925	1.00%	\$301,914	1.00%	\$304,933	1.00%	\$307,983	1.00%
Controlled Maintenance	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Library Expense	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
Utilities	\$0	0.00%	\$0	0.00%	\$0	0.00%	\$0	0.00%
ICCA	\$231,874	3.60%	\$273,586	4.10%	\$284,803	4.10%	\$296,480	4.10%
Insurance	\$26,758	2.00%	\$27,294	2.00%	\$27,839	2.00%	\$28,396	2.00%
<b>Operating Expense Total</b>	<b>\$6,180,786</b>	<b>2.98%</b>	<b>\$6,771,371</b>	<b>3.17%</b>	<b>\$7,285,577</b>	<b>3.30%</b>	<b>\$7,776,242</b>	<b>3.41%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Denver Revenues, Out-Years

Projected General Fund Revenue Increases	Scenario A Out-Year Projections			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Tuition				
Resident Undergraduate	\$3,817,924	\$3,853,258	\$4,156,861	\$4,451,757
Non-Resident Undergraduate	\$325,783	\$534,640	\$608,267	\$673,963
Resident Graduate	\$507,091	\$676,203	\$730,483	\$779,220
Non-Resident Graduate	\$170,495	\$293,397	\$319,538	\$342,057
Fees	\$0	\$0	\$0	\$0
State Revenue	\$1,359,493	\$1,413,873	\$1,470,428	\$1,529,245
Indirect Cost Reimbursement	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$6,180,786</b>	<b>\$6,771,371</b>	<b>\$7,285,577</b>	<b>\$7,776,242</b>
<b>Fiscal Year Revenue Over/(Under) Expenditures</b>	<b>\$6,180,786</b>	<b>\$6,771,371</b>	<b>\$7,285,577</b>	<b>\$7,776,242</b>
<b>Total Revenue Over/(Under) Expenditure</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Denver Tuition, Out-Years

Projected Tuition Revenue Sources	Scenario A Out-Year Projections				Comments
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	
<b>Resident Undergraduate Tuition Rate</b>	\$10,148	\$10,326	\$10,455	\$10,486	
Dollar Change	\$248	\$178	\$129	\$31	
Percent Change	2.50%	1.75%	1.25%	0.30%	
<b>Non-Resident Undergrad Tuition Rate</b>	\$31,273	\$31,820	\$32,218	\$32,315	
Dollar Change	\$763	\$547	\$398	\$97	
Percent Change	2.50%	1.75%	1.25%	0.30%	
<b>Resident Graduate Tuition Rate</b>	\$11,593	\$11,796	\$11,943	\$11,979	
Dollar Change	\$283	\$203	\$147	\$36	
Percent Change	2.50%	1.75%	1.25%	0.30%	
<b>Non-Resident Graduate Tuition Rate</b>	\$38,591	\$39,266	\$39,757	\$39,876	
Dollar Change	\$941	\$675	\$491	\$119	
Percent Change	2.50%	1.75%	1.25%	0.30%	



# Denver Enrollment

Headcount Enrollment*	FY 2015-16	FY 2016-17	FY 2017-18		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	Actuals		Budgeted	Revised	Projections				
Resident Undergraduate	8,666	9,037	9,291	9,270	9,475	9,703	10,010	10,310	10,722
Non-Resident Undergraduate	1,372	1,456	1,384	1,530	1,495	1,476	1,478	1,499	1,535
Domestic	834	915	984	979	995	1,013	1,039	1,060	1,092
International	538	541	400	551	500	463	439	439	443
Resident Graduate	3,385	3,436	3,400	3,357	3,311	3,272	3,258	3,339	3,456
Non-Resident Graduate	910	841	805	851	831	822	818	825	840
Domestic	449	396	404	397	382	377	374	381	392
International	461	445	401	454	449	445	444	444	448
Total Resident	12,051	12,473	12,691	12,627	12,786	12,975	13,268	13,649	14,178
Total Non-Resident	2,282	2,297	2,189	2,381	2,326	2,298	2,296	2,324	2,375
<b>Total Headcount</b>	<b>14,333</b>	<b>14,770</b>	<b>14,880</b>	<b>15,008</b>	<b>15,112</b>	<b>15,273</b>	<b>15,564</b>	<b>15,973</b>	<b>16,553</b>

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



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Path to Financial Stability and Student Success, Denver

- Increase student persistence and completion
- Expand online offerings
- Sequence courses for faster graduation (maximize summer)
- Optimize utilization of space
- Achieve economies of scale with Auraria institutional partners
- Contain costs and reallocate resources towards growth areas
- Identify areas for business process improvement
- Grow extramurally funded research
- Increase executive education and corporate training on Denver campus and at CU South Denver
- Increase philanthropy by strengthening relationships with alumni and donors



# Improvement Initiatives, Denver

- Launched initial phase of Student Success initiative
- Improved advising structure to better support transfer and online students as well as proactively intervene with students
- Hired graduate school recruiter to coordinate and target marketing and recruitment regionally, nationally and internationally
- Initiated “Chancellor’s Graduate Fellowships” campaign to enhance scholarships and recruitment packages for top master’s and PhD program applicants
- Strengthened Office of Human Resources through targeted hiring of skilled professionals and enhancing services including training
- Appointed Scholarship Campaign Manager in Advancement and crafted three-year, \$15 million campaign that will launch in February 2018
- Developed and approved new incentive-based budget model that will be implemented in July 2018





# Key Performance Indicators

## Student Success

- Fall to Fall Enrollment
- Term Student Credit Hour Production
- Continuing Student Enrollment

## Growing and Diversifying Revenues

- Sponsored Research
- Continuing Professional Development
- Extended studies
- Gifts and Philanthropy

## Accountability Metrics

- Degrees Awarded
- Retention Rates
- Graduation Rates
- Incoming Undergraduate Transfers
- Financial Aid
- Sponsored Research
- Other Revenue



# 5 year State-Funded Capital Improvement Request, Denver

## Engineering & Physical Science Building -- \$69.3M Total

- FY 2018-19 Request: \$17.6M (\$13.2M state + \$4.4M cash)
- FY 2019-20 Request: \$37.5M (\$28.1M state + \$9.4M cash)
- FY 2020-21 Request: \$14.2M (\$10.7M state + \$3.6M cash)

## Instructional Lab Wing (addition to Science) -- \$24.4M Total

- FY 2019-20 Request: \$24.4M (\$12.2M state + \$12.2M cash)

## CU Denver Building Renovation -- \$51.4M Total

- FY 2020-21 Request: \$51.4M (\$25.7M state + \$25.7M cash)



# Future Use of Unobligated Funds, Denver

- Online education initiatives
- Increase enrollment contingency
- Address deferred maintenance needs
- Build capital reserves



# Boulder Campus



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Boulder Highlights

- 0% percent change in tuition and mandatory fees for continuing undergrad residents
- 4% tuition and mandatory fees cap for incoming freshmen and transfers in 2018-19 cohort
- Investing in Student Success
  - Increased support for academic units
  - Commitment to increase graduate student faculty stipend support
  - Financial Aid: New Impact Scholarship, Merit and Need Based
  - Program and Course Fee Buyout
- Investing in Employees
  - 3.0% merit pool
  - Compensation initiative
  - Front-line service workers



Investing in Deferred Maintenance and Information Technology  
University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Current Year Budget Update, Boulder

- Fall 2017 freshmen class the most diverse and academically qualified.
  - Freshman class includes almost 27 percent students of racial and ethnic diversity and 16 percent first-generation
  - Average SAT score of 1244; ACT composite 27.3; high school GPA 3.66
  - Esteemed Scholars are 34.1 percent of Colorado freshmen
- Undergraduate enrollments higher than budgeted, particularly resident undergraduates.
- Graduate enrollments coming in higher than budget.
- Realized international enrollments may be lower than budget in out years.



# Boulder Expenditures Overview, Scenario A

- School and College funding for enrollment growth
- Compensation investments including:
  - 0.75 percent salary pool to address instructor faculty salary issues
  - Increase to graduate student faculty stipend (Year 3 of 4)
  - Front Line Service Worker apprenticeship and scholarship program (Year 2 of 3)
  - Investments into student success initiatives and innovation
- Elimination of course and program fees
- Ongoing investment into deferred maintenance needs
- Changes to the insurance allocation to fully fund the Risk and Insurance Management Fund (RIMF) increased insurance budget by 18.6%.



# Boulder Enrollment

Headcount Enrollment*	FY 2015-16	FY 2016-17	FY 2017-18		FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	Actuals		Budgeted	Revised	Projections				
Resident Undergraduate	15,746	15,588	15,850	16,170	16,763	17,100	17,388	17,642	17,825
Non-Resident Undergraduate	10,118	10,752	11,380	11,495	11,917	12,078	12,368	12,682	12,952
Domestic	8,627	8,924	9,445	9,587	10,010	10,146	10,389	10,653	10,880
International	1,491	1,828	1,935	1,908	1,907	1,932	1,979	2,029	2,072
Resident Graduate	3,363	3,356	3,460	3,396	3,396	3,430	3,464	3,499	3,534
Non-Resident Graduate	2,073	2,047	2,115	2,185	2,185	2,207	2,229	2,251	2,274
Domestic	1,004	1,003	1,015	1,034	1,049	1,059	1,070	1,080	1,092
International	1,069	1,044	1,100	1,151	1,136	1,148	1,159	1,171	1,182
<b>Total Resident</b>	<b>19,109</b>	<b>18,944</b>	<b>19,310</b>	<b>19,566</b>	<b>20,159</b>	<b>20,530</b>	<b>20,852</b>	<b>21,141</b>	<b>21,359</b>
<b>Total Non-Resident</b>	<b>12,191</b>	<b>12,799</b>	<b>13,495</b>	<b>13,680</b>	<b>14,102</b>	<b>14,285</b>	<b>14,597</b>	<b>14,933</b>	<b>15,226</b>
<b>Total Headcount</b>	<b>31,300</b>	<b>31,743</b>	<b>32,805</b>	<b>33,246</b>	<b>34,261</b>	<b>34,815</b>	<b>35,449</b>	<b>36,074</b>	<b>36,585</b>

- Includes degree and non-degree seeking students with state reportable hours only.
- Correction to current year and prior year actual counts here.
- Realized international enrollments may be lower than the projections in the request and out years.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED



# Boulder Expenditures, FY 2018-19

Expenses	FY 2017-18 Revised Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
Operating Expense	Total	\$ Change	\$ Change	% Change	\$ Change	% Change
Salary Faculty and Graduate Students	\$219,984,121	\$0	\$6,599,523	3.0%	\$6,599,523	3.0%
Salary Exempt	\$105,244,613	\$0	\$3,157,338	3.0%	\$3,157,338	3.0%
Salary Classified and Hourly	\$60,573,450	\$1,806,289	\$1,806,289	3.0%	\$1,806,289	3.0%
Benefits - Faculty and Exempt	\$102,080,117	\$0	\$798,861	0.8%	\$798,861	0.8%
Benefits - Classified & Staff Tuition Waiver (1)	\$22,818,882	(\$1,103)	(\$1,103)	0.0%	(\$1,103)	0.0%
Institutional Financial Aid	\$107,992,653	\$2,481,926	\$2,675,926	2.5%	\$2,675,926	2.5%
General Operating (2)	\$114,272,522	(\$5,032,192)	(\$4,891,390)	-4.3%	(\$6,231,288)	-5.5%
Controlled Maintenance (3)	\$16,457,099	\$3,755,486	\$3,755,486	22.8%	\$2,415,589	14.7%
Library Expense	\$14,985,843	\$1,049,009	\$1,049,009	7.0%	\$1,049,009	7.0%
Utilities	\$23,018,692	\$0	\$460,374	2.0%	\$460,374	2.0%
ICCA	\$28,104,553	\$2,032,115	\$2,032,115	7.2%	\$2,032,115	7.2%
Insurance*	\$8,302,044	\$335,102	\$1,545,309	18.6%	\$1,545,309	18.6%
<b>Operating Expense Total</b>	<b>\$823,834,589</b>	<b>\$6,426,632</b>	<b>\$18,987,737</b>	<b>2.3%</b>	<b>\$16,307,942</b>	<b>2.0%</b>

(1) Classified benefits decrease is due to reduced fringe benefit rate

(2) Includes IT infrastructure and course and program fee buy-out

(3) Increase includes allocation of State Funding to Controlled Maintenance line

\*Note: Risk Management Insurance Fund allocations are increasing to ensure long-term stability for the fund. Campuses may allocate URM increases using different funding sources.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Boulder Expenditures, FY 2018-19

Expenses	FY 2017-18 Original Budget	FY 2018-19				
		Mandatory	Scenario A		Scenario B	
Campus Initiatives	Total	\$ Change	\$ Change	% Change	\$ Change	% Change
(1) Enrollment Growth Funding		\$9,800,000	\$11,200,000		\$11,200,000	
(2) Compensation Initiative		\$1,005,613	\$5,795,154		\$5,795,154	
(3) Academic Innovation		\$0	\$3,000,000		\$3,000,000	
(4) Elimination of Course and Program Fees (Buyout)		\$10,373,688	\$10,373,688		\$10,373,688	
<b>Campus Initiatives Total</b>		<b>\$21,179,301</b>	<b>\$30,368,842</b>		<b>\$30,368,842</b>	
<b>Total Estimated Budget</b>	<b>\$823,834,589</b>	<b>\$27,605,933</b>	<b>\$49,356,579</b>	<b>6.0%</b>	<b>\$46,676,784</b>	<b>5.7%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Boulder Tuition, FY 2018-19

Projected Tuition Revenue Sources	FY 2017-18 Original Budget (Current Rate)	FY 2018-19 Proposed Rate			Comments
		Mandatory Costs	Scenario A	Scenario B	
<b>Resident Freshman Undergraduate Tuition Rate*</b>	\$10,248	\$10,730	\$10,730	\$10,730	Rate increase 4.7% for options A-B, 4.7% for mandatory costs
Dollar Change		\$482	\$482	\$482	
Percent Change		4.70%	4.70%	4.70%	
<b>Non-Resident Undergraduate Tuition Rate*</b>	\$34,382	\$34,382	\$35,482	\$35,482	Rate increase 3.2% for options A-B, 0% for mandatory costs
Dollar Change		\$0	\$1,100	\$1,100	
Percent Change		0.00%	3.20%	3.20%	
<b>Current Resident Graduate Tuition Rate</b>	\$11,160	\$11,160	\$11,494	\$11,494	Rate increase 3% for options A-B, 0% for mandatory costs
Dollar Change		\$0	\$334	\$334	
<b>Current Non-Resident Graduate Tuition Rate</b>	\$29,502	\$29,502	\$30,386	\$30,386	Rate increase 3% for options A-B, 0% for mandatory costs
Dollar Change		\$0	\$860	\$860	
<b>International Undergraduate Charge (incoming)</b>	\$36,066	\$36,066	\$37,220	\$37,220	Rate increase 3.2% for options A-B, 0% for mandatory costs
Dollar Change		\$0	\$1,154	\$1,154	
Percent Change		0.00%	3.20%	3.20%	

\*Zero percent (0.0%) change in Tuition and Mandatory Fees for continuing undergraduate resident.  
Zero percent (0.0%) change in Tuition for continuing non-resident students.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Boulder Revenues, FY 2018-19

Projected General Fund Revenue Increases	Revised Budget	Mandatory	Scenario A	Scenario B
	FY 2017-18	FY 2018-19		
Tuition				
Resident Undergraduate	\$178,660,802	\$16,503,311	\$16,503,311	\$16,503,311
Non-Resident Undergraduate	\$386,788,006	\$11,414,503	\$31,305,088	\$31,305,088
Resident Graduate	\$41,810,250	\$0	\$1,254,308	\$1,254,308
Non-Resident Graduate	\$52,352,588	\$0	\$1,570,578	\$1,570,578
International Undergraduate	\$65,753,961	\$1,894,807	\$5,196,645	\$5,196,645
Fees	\$18,870,016	(\$8,787,678)	(\$8,787,678)	(\$8,787,678)
State Revenue	\$72,885,132	\$7,510,972	\$7,510,972	\$4,831,177
Indirect Cost Reimbursement	\$67,357,288	\$0	\$0	\$0
Other Revenue	\$5,110,507	\$0	\$0	\$0
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$823,834,589</b>	<b>\$26,641,108</b>	<b>\$49,356,579</b>	<b>\$46,676,784</b>
Fiscal Year Revenue Over/(Under) Expenditure		(\$964,825)	\$0	\$0



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Boulder FY 2018-19 Student Fee Proposals

## Course and Instructional Fees

- Elimination of all course and program fees

## Student Activity Fees

- Student government is interested in increasing student activity fees for mandatory cost increases
- Wardenburg Student Health fee is proposing a \$7.79 increase
- Elimination of the graduate athletic fee \$28.50

## Housing and Dining Services

- The rate for a standard double in the residence halls is proposed to increase 3%



# Boulder FY 2018-19 Student Fee Proposals

Fee Name	Charge Frequency <sup>(1)</sup>	FY 2018 Current Rate	FY 2019 Proposed Rate	Dollar Change	Percent Change
<b>Course &amp; Program Fees</b>					
<i>- all course &amp; program fees eliminated effective Fall 2018</i>	<i>See separate attachment for full list of eliminated course and program fees.</i>				
<b>Student Activity Fees</b>					
CUSG Student Activity Fee <sup>2</sup>	per semester	\$407.44	TBD		
Wardenburg Student Health Fee	per semester	\$86.48	\$94.27	\$7.79	9.0%
Graduate Athletic Fee (elimination)	per semester	\$28.50	\$0.00	-\$28.50	-100.0%
<b>Housing &amp; Dining Fees <sup>3</sup></b>					
Residence Hall standard room & board	per semester	\$6,999.00	\$7,209.00	\$210.00	3.0%
Bear Creek Apartments	per semester	\$4,392.00	\$4,524.00	\$132.00	3.0%
Graduate and Family Housing apartments	per month	\$1,259.00	\$1,297.00	\$38.00	3.0%

Notes:

- 1) Annual, Per-term, Per Course, Per Credit hour Etc.
- 2) This increase is contingent upon upcoming student government activity and campus reviews. An update will be provided at a following BOR meeting.
- 3) Standard double in the Residence Halls; two bedroom one bath in Bear Creek; and two bedroom furnished apartment in Athens/Marine Court in Graduate & Family Housing



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Boulder Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
<b>Compensation</b>								
Salary Faculty and Graduate Students	\$6,797,509	3.00%	\$7,001,434	3.00%	\$7,211,478	3.00%	\$7,427,822	3.00%
Salary Exempt	\$3,252,059	3.00%	\$3,349,620	3.00%	\$3,450,109	3.00%	\$3,553,612	3.00%
Salary Classified and Hourly	\$1,871,392	3.00%	\$1,927,534	3.00%	\$1,985,360	3.00%	\$2,044,920	3.00%
Benefits - Faculty and Exempt	\$2,992,919	2.91%	\$3,081,771	2.91%	\$3,173,279	2.91%	\$3,267,526	2.91%
Benefits - Classified & Staff Tuition Waiver	\$764,533	3.35%	\$793,070	3.36%	\$822,854	3.38%	\$853,950	3.39%
Institutional Financial Aid	\$2,894,619	2.62%	\$2,981,458	2.63%	\$3,070,902	2.63%	\$3,163,029	2.64%
General Operating	\$2,247,999	2.06%	\$2,333,254	2.09%	\$2,421,707	2.13%	\$2,513,478	2.16%
Controlled Maintenance (1)	\$1,607,922	7.96%	\$3,172,239	14.54%	\$3,239,129	12.96%	\$1,808,694	6.41%
Library Expense	\$801,743	5.00%	\$841,830	5.00%	\$883,921	5.00%	\$928,117	5.00%
Utilities	\$469,581	2.00%	\$478,973	2.00%	\$488,552	2.00%	\$498,323	2.00%
ICCA	\$1,084,920	3.60%	\$1,280,085	4.10%	\$1,332,569	4.10%	\$1,387,204	4.10%
Insurance	\$128,743	1.31%	\$131,318	1.32%	\$133,944	1.33%	\$136,623	1.33%
<b>Operating Expense Total</b>	<b>\$24,913,939</b>	<b>2.9%</b>	<b>\$27,372,586</b>	<b>3.0%</b>	<b>\$28,213,803</b>	<b>3.0%</b>	<b>\$27,583,297</b>	<b>2.8%</b>



# Boulder Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	
Campus Initiatives	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Enrollment Growth Funding	\$7,238,872		\$7,541,329		\$7,569,039		\$7,198,755	
Compensation Initiative	\$1,338,364		\$3,924,093		\$4,541,816		\$4,163,070	
Academic Innovation	\$2,500,000		\$4,000,000		\$4,000,000		\$4,000,000	
Course and Program Fee Buyout	\$165,979		\$189,714		\$193,129		\$152,915	
Enrollment Contingency	\$233,381		\$159,921		\$1,104,593		\$980,923	
<b>Campus Initiatives Total</b>	<b>\$11,476,596</b>		<b>\$15,815,057</b>		<b>\$17,408,577</b>		<b>\$16,495,663</b>	
<b>Total Estimated Budget</b>	<b>\$36,390,535</b>	<b>4.2%</b>	<b>\$43,187,643</b>	<b>4.7%</b>	<b>\$45,622,380</b>	<b>4.8%</b>	<b>\$44,078,960</b>	<b>4.4%</b>



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED



# Boulder Tuition, Out-Years

Projected Tuition Revenue Sources	Scenario A Out-Year Projections				Comments
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	
<b>Resident Undergraduate Freshman Tuition Rate*</b>	\$11,159	\$11,550	\$11,954	\$12,372	Rate increase 3.5% for all future years
Dollar Change	\$429	\$391	\$404	\$418	
Percent Change	4.00%	3.50%	3.50%	3.50%	
<b>Freshman Non-Resident Undergrad Tuition Rate*</b>	\$36,547	\$37,643	\$38,772	\$39,935	Rate increase 3% for all future years
Dollar Change	\$1,065	\$1,096	\$1,129	\$1,163	
Percent Change	3.00%	3.00%	3.00%	3.00%	
<b>Current Resident Graduate Tuition Rate</b>	\$11,839	\$12,194	\$12,560	\$12,937	Rate increase 3% for all future years
Dollar Change	\$345	\$355	\$366	\$377	
Percent Change	3.00%	3.00%	3.00%	3.00%	
<b>Current Non-Resident Graduate Tuition Rate</b>	\$31,298	\$32,237	\$33,204	\$34,200	Rate increase 3% for all future years
Dollar Change	\$912	\$939	\$967	\$996	
Percent Change	3.00%	3.00%	3.00%	3.00%	
<b>International Undergraduate Charge (incoming)</b>	\$38,337	\$39,487	\$40,672	\$41,892	Rate increase 3% for all future years
Dollar Change	\$1,117	\$1,150	\$1,185	\$1,220	
Percent Change	3.00%	3.00%	3.00%	3.00%	

\*Continuing cohorts are paying four-year guarantee rate



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# Boulder Revenues, Out-Years

Projected General Fund Revenue Increases	Scenario A Out-Year Projections			
	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
Tuition				
Resident Undergraduate	\$10,684,443	\$11,948,537	\$11,705,518	\$10,748,381
Non-Resident Undergraduate	\$18,509,916	\$23,758,106	\$26,139,678	\$25,245,394
Resident Graduate	\$1,722,582	\$1,791,486	\$1,863,145	\$1,937,671
Non-Resident Graduate	\$2,156,927	\$2,243,204	\$2,332,932	\$2,426,249
International Undergraduate	\$2,961,587	\$3,801,297	\$4,182,348	\$4,039,263
Fees	\$100,823	\$101,832	\$102,850	\$103,878
State Revenue	\$3,215,844	\$3,344,478	\$3,478,257	\$3,617,387
Indirect Cost Reimbursement	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0
<b>Total Projected Revenue Increase (Decrease)</b>	<b>\$36,390,535</b>	<b>\$43,187,643</b>	<b>\$45,622,380</b>	<b>\$44,078,960</b>
Fiscal Year Revenue Over/(Under) Expenditure	\$0	\$0	\$0	\$0
Total Revenue Over/(Under) Expenditure	\$0	\$0	\$0	\$0



# Lost Opportunities, Boulder

- Deferred Maintenance backlog will continue to increase
- Reduced ability to grow financial aid programs
- Reduced ability to meet the full cost of annual Library serials subscriptions
- Reduced ability to meet changing technology needs



# 5 year Capital Improvement Plan, Boulder

## Hellems Capital Renewal and Renovation -- \$75.0M Total

- FY 2018-19 Request: \$7.2M (\$3.2M state + \$4.0M cash)
- FY 2019-20 Request: \$22.9M (\$9.5M state + \$13.3M cash)
- FY 2020-21 Request: \$22.4M (\$9.5M state + \$12.9M cash)
- FY 2021-22 Request: \$22.4M (\$9.5M state + \$12.9M cash)

## Guggenheim Capital Renewal -- \$24.7M Total

- FY 2018-19 Request: \$2.5M (\$1.0M state + \$1.5M cash)
- FY 2019-20 Request: \$22.3M (\$8.9 state + \$13.4 cash)

## Henderson Capital Renewal -- \$9.1M Total

- FY 2019-20 Request: \$9.1M (\$9.1M state)



# Future Use of Unobligated Funds, Boulder

Planned uses include:

- Online infrastructure and program development
- Capital needs
  - Deferred maintenance
  - Completion of shelled space
- Research lab renewal and replacement
- Academic and technology infrastructure
- Academic innovation
- Seed funding for retention initiatives
- Faculty start-up packages
- Campus seed funding initiatives
- Matching gift agreements



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

FOUR CAMPUSES UNITED

# System Administration



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

# Future Use of Unobligated Funds, System Administration

- Diversity Efforts
- Advancement Support
- Denver Strategic Support
- Information Technology and Upgrades
- Online Initiatives
- Campus Infrastructure
- UIS Hardware Renewal
- Operating Reserve

