



| COLORADO SPRINGS - FY 2018-19 Budget Fact Sheet | |
|--|-------------|
| (1) Financial Aid – Year 3 of 5 Chancellor’s Scholarship | \$1,050,484 |

Summary

This initiative will invest an additional \$1,050,484 in the Chancellor’s Merit Scholarship program (year 3 of 5) in FY 2018-19.

Rationale

This represents UCCS’s commitment to recognize and support students who are high academic achievers. This funding request also demonstrates UCCS’s continued commitment to accessibility. Current levels of funding allow UCCS to provide roughly 1,142 student aid packages in the amount of \$2,500 per student. This additional \$1,050,484 will provide an additional 420 students with a Chancellor’s Merit Scholarship in FY 2018-19. These students have demonstrated the same level of merit as the existing recipients and this investment will allow us to maintain the existing level of the aid package for all eligible students.

Budget Detail

To maintain accessibility, we need to continue to fund institutional aid. This is year 3 of a 5 year funding plan.

| | |
|-----------------------------|--------------------|
| Number of Eligible Students | 1,562 |
| Aid Package | 2,500 |
| Total Aid Needed | \$3,905,000 |
| Current Available Budget | \$2,854,516 |
| Institutional Aid Gap | \$1,050,484 |



| COLORADO SPRINGS - FY 2018-19 Budget Fact Sheet | |
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| (2) Campus Mandatory Funding Items | \$683,696 |

Summary

UCCS proposes to spend \$683,696 in FY 2018-19 on a variety of mandatory funding items. These needs are identified below in the table and includes priorities like Ent Center for the Arts operations, campus fire systems, Air Force ROTC commitment, UCCS Lead, UCCS Veterans, recovery of campus revenue streams, and name buys for student recruitment.

Rationale

These items are needed to address pledged investment in leadership programs for students, student recruitment, military students, campus safety and infrastructure, partnerships with the City of Colorado Springs, and business model transitions as the Ent Center becomes operational and Weekend University is realigned. Lastly, the addition of the Air Force ROTC program at UCCS this fall requires a modest investment for this exceptional opportunity.

Budget Detail

| Commitment | Purpose | Amount |
|-----------------------------|--|------------------|
| Theatreworks | Loss of University Hall rent when Theatreworks moves to the Ent Center | \$64,900 |
| Royall | Name buys for student recruitment | \$140,000 |
| Fire Systems | Annual fire system maintenance, inspections, alarms, sprinklers, and extinguishers | \$20,935 |
| Ent Center operations | Last installment to base fund operations | \$138,290 |
| City for Champions | Begin to build base debt service budget | \$125,000 |
| Air Force ROTC | Fund commitment to ROTC | \$11,571 |
| Weekend University Buy-down | Reduce commitment from Online & Academic Outreach office revenue stream to campus | \$79,000 |
| UCCS Lead | Provide student leadership opportunities and experiences | \$44,000 |
| Veterans | Continue to support our military students | \$60,000 |
| Total | | \$683,696 |



| COLORADO SPRINGS - FY 2018-19 Budget Fact Sheet | |
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| (3) Approved New Academic Programs | \$632,773 |

Summary

UCCS proposes allocating \$632,773 to support on-going instructional needs within the Academic Affairs units in FY 2018-19.

Rationale

UCCS continues to strive to meet instructional needs as the campus has grown by 17 percent and 1,816 students, since FY 2013-14. One of strategies developed to manage this growth in Academic Programs is through creating models that monitor performance. Upon achieving the performance goals, funding is allocated to cover the instructional costs driven by the actual enrollment.

The academic programs in consideration for this initiative funding include:

| Program | Preliminary Estimate |
|-------------------------------------|-----------------------------|
| Exercise Science | \$408,234 |
| Inclusive Early Childhood Education | \$52,059 |
| Sports Management | \$28,758 |
| Systems Engineering | \$20,619 |
| Music | \$5,314 |
| Athletic Training | \$117,789 |
| Total | \$632,773 |

Each of these programs achieved enrollment growth in fall that will be re-examined in spring to finalize the allocations to distribute in FY 2018-19. Estimates include additions of at least one tenure track faculty, one clinical faculty, two non-tenure track faculty, lecturers and one staff position.

Budget Detail

Funding for this initiative is only allocated when actual enrollment is verified. Based on the verified enrollment, complete or partial funding is determined.

This amount of \$623,773 was calculated using fall 2017 enrollments and is a placeholder for the needs of these programs.



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Ongoing instructional needs include things like tenure track faculty, clinical faculty, non-tenure track faculty, staff, library materials, and marketing and travel funds.



| COLORADO SPRINGS - FY 2018-19 Budget Fact Sheet | |
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| (4) Non-Academic Unit Initiatives | \$477,355 |

Summary

UCCS proposes allocating \$477,355 in FY 2018-19 towards on-going Student Success, Administration and Finance, University Advancement, Strategic Initiatives and Chancellor indirect costs. This plan includes staff and operating funds.

Rationale

As the UCCS campus has grown over the past several years, emphasis has remained on funding instructional needs. Of course, it is also important to fund other needs to further our critical focus on improving student retention and graduation rates. This year it is important for UCCS to invest in these additional areas that support enrollment growth of 17 percent, or 1,816 students, over the last five years. Below are a few examples of unit needs across campus:

- **Student Financial Services(SFS) Office**
 - One segment (Chapter 33) of the population of our students in tuition assistance (TA) programs has increased 27% or 241 students in the last five years. Most TA students have a military affiliation like Chapter 33. SFS processes 3,217 TA billing instances per 1.0 staff compared to our peer institutions that annually average 1,568 TA billing instances per 1.0 staff.
 - SFS staff levels remain the same at 2.0 fte.
- **Campus Police Staffing formulas (Clery Act recommended)**
 - The practice of the police staffing formula uses a ratio of officers to population. The lowest formula researched started in the one officer per 1,000 students range. The actual ratio of officers to students in most of the universities studied in the Bureau of Justice Statistics Special Report on Campus Law Enforcement, 2004–05 were between 1.8 and 3 officers per 1,000 students. UCCS PD rates at 1.5 officers per 1,000 students.
 - Based on the staffing formula UCCS PD would need between 21 and 36 officers to be within the range described in the report. UCCS has 19 officers.
- **Academic Advising**
 - Current UCCS student to advisor ratio is 570:1. The national average is 300:1
 - One year ago, the National Academic Advising Association recommended to UCCS that it should pursue a 350:1 ratio in the external review of this unit.
 - This would require 10 additional academic advisors.
- **Office of Financial Aid, Student Employment, and Scholarships**



- Current staffing is 18 FTE.
- Nationally, the 4-year public average staffing is 21 FTE. Ideal staffing base model is 1.5 FTE per 1,000 aid applicants so for UCCS – would be 25.5 FTE
- Student Employment unique number of student employees has increased by 64% (1,098 to 1,798) in the last 5 years
- Financial Aid applications has increased 24.31% (13,441 to 18,610) in the last 5 years.
- Financial Aid recipients has increased 21.27% (7,318 to 8,157) in the last 5 years.
- Financial Aid dollars received by students has increased 35.9% (\$77.5M to \$105.3M) in the last 5 years.

Budget Detail

Funding for this initiative is only allocated to the divisions when actual enrollment is verified. This amount of \$477,355 was calculated using fall 2017 enrollments and is a placeholder for the needs of these units. Specific allocations are in the process of being identified but could add up to seven new staff positions (average \$50K salary) on campus.



| Anschutz Medical Campus - FY 2018-19 Budget Fact Sheet | | |
|---|-------------------|-------------------|
| (1) Addressing Basic Needs | Amount | |
| | Scenario A | Scenario B |
| | \$265,935 | \$0 |

Summary

The CU Anschutz Medical campus intends to allocate \$265,935 towards addressing basic needs in FY 2018-19. The Addressing Basic Needs request consists of base operational need, and includes initiatives such as investment in student mental health services and curriculum redesign and support.

Rationale

The Anschutz Medical Campus has experienced state funding cuts and mandatory cost increases over the past decade, which has resulted in funding gaps in both the central administration and academic units. Additionally, due to its nature as a health sciences campus, the Anschutz Medical Campus’ ability to increase tuition revenues through enrollment or rate increases is limited due to size constrained enrollments and competitive tuition rate structures.

Each year, the schools and colleges on the Anschutz Medical Campus set tuition rates through a decision making process that balances peer competition, needs for academic programs, changes in state funding (e.g., General Fund and tobacco fund changes), and the impact on students. Tuition generated by programs has gone to cover increased costs for instruction, mandatory cost increases and inflation. Tuition increases have not addressed the campus’ loss of state funding or the pressures we face as we look to fund new initiatives.

As a result, the Campus has not been able to fully return to pre-recession levels of service. Although many of these funding gaps have been bridged through realization of efficiencies, the campus requires an investment in faculty and teacher’s assistants in order to accommodate the continued growth and lack of investment over the last several years. These investments are critical for the campus, as they will help maintain accreditation standards as well as help ensure stable delivery of quality programs and a focus on new research and curriculum.

Because the campus is balancing on Addressing Basic Needs, the amount change for Scenarios A and B based on the fluctuations in State Funds in Scenarios A-B.



Budget Detail

| Item | FTE | Cost |
|-----------------------------------|------------|------------------|
| CAPE (Simulation Center) Redesign | 0.0 | \$65,935 |
| Student Mental Health Support | 0.0 | \$100,000 |
| SOM Curriculum Redesign | 0.0 | \$100,000 |
| Total | 0.0 | \$265,935 |



| BOULDER - FY 2018-19 Budget Fact Sheet | |
|---|---------------------|
| (1) Enrollment Growth Funding | \$11,200,000 |

Summary

CU Boulder plans to allocate \$11.2 million towards enrollment growth funding in FY 2018-19. While the majority of this funding (\$9.8 million) will be invested in the Schools and Colleges experiencing undergraduate enrollment growth, additional funding will be made available to support expansion of the Business Minor program (\$400,000) and graduate enrollment growth in the College of Engineering and Applied Sciences (\$1.0 million).

Rationale

The Boulder Campus is experiencing growth in enrollments. Because enrollment increases create pressure on existing resources, the campus is providing additional funding to the schools and colleges to ensure a quality experience for students.

For undergraduate enrollment, this additional funding is based on student headcount and credit hour growth. The funding is distributed based on a formula that considers growth in student headcount and the number of credit hours taught, within each school and college. The funding provided to the schools and colleges is used primarily for direct instructional costs, advising, and unit-based student support, including classroom supplies.

Funding from this initiative will provide infrastructure support for the growing Business Minor program. This program started in the fall 2015 with 108 students and has grown to 356 students for fall 2017. As this program has grown, faculty have had to assume support functions that will be provided by additional investments into the program.

The College of Engineering and Applied Science has continued to sustain increased graduate enrollment growth. Since 2014, graduate enrollments in Engineering have increased 34.6 percent. Funding from this initiative will enable the College to hire additional faculty, staff, and teaching/learning assistants to support this growth.

Budget Detail

| Purpose | Amount |
|--|---------------------|
| Undergraduate Enrollment Growth | \$9,800,000 |
| Business Minor Program Growth | \$400,000 |
| Engineering Graduate Growth | \$1,000,000 |
| Total Enrollment Growth Funding | \$11,200,000 |



| BOULDER - FY 2018-19 Budget Fact Sheet | |
|---|--------------------|
| Compensation Initiative | \$5,795,154 |

Summary

The campus is proposing \$5,795,154 in FY 2018-19 for five major areas of salary concern facing employees:

1. Instructor Faculty Salary compression and equity needs;
2. Graduate student teaching faculty (TA) stipends;
3. Front-line service worker compensation;
4. Structural salary adjustments for faculty; and
5. Human resources support for faculty hiring and performance management.

Rationale

Instructor Faculty Salary compression and equity needs (\$3.7 million):

A review of instructor faculty salaries increased awareness of the need to adjust salaries to be competitive with the market. In 2016-17, the campus began addressing graduate student teaching faculty stipends through a multi-year agreement. *By addressing salary for the graduate teaching faculty there is increased salary pressure for our average instructor salary.*

- The average instructor salary increase has not kept pace with inflation falling three-quarters of a percent below inflation in FY 2016-17.
- Investing in this area will help with the recruitment and retention of CU Boulder faculty instructors in a highly competitive employer market.
- This adjustment is similar to the frontline service worker review and graduate student teaching stipends initiative implemented in FY 2016-17.

Graduate Student Teaching Faculty (TA) Stipends (\$1.0 million):

The rising costs of living for the Boulder area have created increased financial pressures on graduate student teaching faculty. In AY2016, the campus increased the graduate student stipend by 6.5 percent, but recognized there was a need for additional investment. Consequently, the Boulder campus, with representation from graduate student governance, undertook an analysis in fall 2016 to evaluate and propose an appropriate stipend level for graduate student faculty. The analysis considered three primary elements:

1. Cost of attendance determinants including mandatory fees, books and supplies, rent, food, transportation, health insurance, and personal expenses;
 - Analysis found that costs at the time reflected a gap of about 10.8 percent between the stipend and costs



2. Comparison of graduate student faculty pay to ranked faculty pay to ensure an increase to the stipend would not result in graduate student faculty earning more than regularly appointed faculty; and
 - The average salary of a full-time faculty with Instructor rank was approximately \$45,000 per year and was set at the cap for any adjustment to the stipend amount

3. The appropriate time frame over which students' cost of attendance may span.
 - While graduate student faculty appointments are typically nine months, actual costs typically extend for ten months as the academic year typically begins in late August and extends through early May.

Based on the analysis, the campus made a three-year commitment to phase in an increase to the graduate student faculty stipend, which would close the gap for cost of attendance by the end of the three-year period.

The FY 2018-19 investment is the second year of the three-year commitment, *which at AY2020 would reflect a 27.1 percent increase to the stipend*, from the amount paid in FY 2015-16.

| Expense Category (stipend amount) | AY2017 | AY2018 | AY2019 | AY2020 | AY2021 | AY2022 |
|------------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Health Insurance | 339 | 347 | 356 | 365 | 374 | 384 |
| Mandatory fees (estimate) | 1,773 | 1,817 | 1,863 | 1,909 | 1,957 | 2,006 |
| Books & Supplies | 1,800 | 1,845 | 1,891 | 1,938 | 1,987 | 2,037 |
| Rent (1-bedroom) | 9,960 | 10,209 | 10,464 | 10,726 | 10,994 | 11,269 |
| Food | 2,950 | 3,024 | 3,099 | 3,177 | 3,256 | 3,338 |
| Transportation | 0 | 0 | 0 | 0 | 0 | 0 |
| Personal | 1,720 | 1,763 | 1,807 | 1,852 | 1,899 | 1,946 |
| Taxes | 2,596 | 2,661 | 2,727 | 2,795 | 2,865 | 2,937 |
| Total Proposed Stipend | 21,138 | 21,666 | 22,208 | 22,763 | 23,332 | 23,915 |
| Actual Stipend to Implement | 19,073 | 20,208 | 21,434 | 22,763 | 23,332 | 23,915 |

Approximately 58 percent (2,486) of eligible graduate students have a student faculty appointment, and receive funding in the form of stipends and tuition waivers based on the percent of appointment. Of those students on appointment, 84 percent receive full tuition coverage. The university's FY18 investment in graduate student stipends (incl. benefits) is \$35.5 million, and \$26.5 million for graduate tuition waivers. Graduate student faculty also receive funding toward health insurance. In total, a graduate resident student with a teaching assistantship in the College of Engineering and Applied Science (CEAS) may receive total compensation of \$38,346 in AY18:

| | |
|---|-----------------|
| TA Stipend – 50%, 9-mo Base Appointment | \$20,208 |
| Insurance Contribution ¹ | \$3,630 |
| Resident CEAS Graduate Tuition Remission ² | \$14,508 |
| Total Compensation | \$38,346 |

¹ Represents a 91% contribution toward plan cost

² Graduate tuition remission for non-resident in CEAS is \$32,184



Frontline Service Worker Investments (\$344,307):

Campus departments with front line service jobs, primarily Housing & Dining Services (HDS) and Facilities Management (FM) have reported an increased inability to recruit and retain employees in entry-level frontline service job classifications. These areas have tried a variety of options to help recruit and retain these employees; however, having enough applicants to hire from in the first place presents a significant challenge.

In October 2016, the campus convened a task force to examine work life issues for front line service workers and recommend solutions that CU Boulder could implement to address many of these issues. Representation included members of the departments with relevant knowledge of the identified issues. Compensation for front line service employees, ability to engage in professional development, tuition benefit for self and dependents, and resources to navigate the logistics of safe and timely travel to their work location were issues identified by front line service employees in a survey administered in fall 2016. The task force focused on the primary issues identified and was charged with researching the issues, understanding current state on the CU Boulder campus, and recommending the most promising solutions, taking into consideration employee priorities as identified by a survey of this population, alignment with CU Boulder's mission and vision, financial impact and feasibility of implementation.

Last year, the Boulder campus began implementing a multi-year program to provide solutions to address the issues that were identified, including:

- An increase of starting wages to \$12.10 per hour.
- Offering ESL courses
- Offering professional development advising
- Expanding the campus apprenticeship program to enable unskilled employees to train for skilled trades positions
- Providing transportation options for shift workers

As this program continues in FY 2018-19, this investment will provide resources to further expand the apprenticeship program, including:

- Extending low-cost permit parking options for low-wage employees
- Expanding intra-campus transit options to allow employees to move between remote parking areas and their work location at the start of an early shift
- Providing opportunities for employees to attend ESL and trades certification courses outside of CU.

Structural Salary Adjustments for Faculty (\$200,000):

This will support the funding needed for the promotions and tenure process. Promotions and tenure are critical to the campus being able to attract and retain world-class faculty that are in demand amongst research universities across the world.



Human Resources Support (\$546,400):

Additional resources will enable the campus to support a service center for tracking faculty and research faculty applicants through the upcoming launch of a new applicant tracking system. This includes posting jobs, providing access to applicant materials to hiring managers and search committee members, administering letters or recommendation, dispositioning candidates, communicating with or ensuring communication with all candidates, and general candidate care related to application submission and letters of recommendation questions. This structure is in place for staff hiring. Making the same changes for faculty and research faculty will simplify and standardize processes for the campus, which result in gained efficiencies in training and economies of scale in business processes. The campus is also planning to purchase software for the management of staff performance evaluations, which will result in standardization and more efficient use of manager’s time in conducting annual evaluations.

Budget Detail

| | |
|---------------------------------------|------------------|
| Instructor Faculty Salary | \$3,698,834 |
| Graduate Student Stipend | \$1,005,613 |
| Frontline Service Worker Investments | \$344,307 |
| Faculty Structural Salary Adjustments | \$200,000 |
| Human Resources Support | <u>\$546,400</u> |
| Total Compression Initiative | \$5,795,154 |



| BOULDER - FY 2018-19 Budget Fact Sheet | |
|---|--------------------|
| Academic Innovation | \$3,000,000 |

Summary

CU Boulder is proposing an initiative for \$3,000,000 in FY 2018-19 to support Academic Innovation needs at the campus. This is comprised of:

- \$1,588,180 for Academic Excellence and Student Success which includes investments in business systems and technology to support students;
- \$144,480 veteran student services;
- \$984,720 for Graduate Program growth; and
- \$282,620 for Campus Data Analytics

Rationale

As the Boulder campus has grown, there are increased demands for new infrastructure to support the academic mission and to build capacity for academic innovation. The investments in this initiative would provide funding to support academic excellence, student success, veteran student services, graduate program growth, and campus data analytics.

The campus is engaged in a campus-wide Academic Futures visioning process that will help redefine how we plan to educate our future students and make sure we are ready to do the research and creative work of the future. Concurrently, the campus is undertaking efforts to enhance the first-year undergraduate experience through the Foundations of Excellence initiative, and to strengthen our goal for Inclusive Excellence. Underpinning this are additional needs for business systems and technology that support students outside the classroom. These initiatives position the university to adapt more flexibly to a rapidly changing higher education environment, and provide experiences that support the success of students. Since this process is evolving and working groups are continuing to meet, the utilization of these funds may include, but are not limited to retention efforts, student advising, an enhanced classroom experience, etc...

Another priority area under this initiative is helping our veteran students. In FY19, we will provide support to fund a Veteran Services program coordinator to accelerate the processing of student's funding (GI Bill) and to provide part-time tutors to help with math and writing skills.

Graduate education is an important area of investment for the campus as we educate the next generation of professionals, teachers, scholars and researchers. This funding will support the campus's ability to market to and recruit students for current and emerging graduate programs. These marketing and recruitment efforts will be bolstered by shifting to a more centralized model of support, which leverages existing resources such as the new admission system by Technolutions, Inc. (Slate) and enables the admissions team to reach an expanded market, and provide more focused marketing tools.



Office of Data Analytics is building an analytics platform that will include new reporting capabilities for researchers and the Admission's Office, support student success initiatives through the use of predictive analytics, and will utilize the cloud for the underlying data architecture.

Budget Detail

| Purpose | Amount |
|---|--------------------|
| Academic excellence and student success | \$1,588,180 |
| Veteran student services | \$144,480 |
| Graduate program growth | \$984,720 |
| Campus Data Analytics | \$282,620 |
| Total Academic Innovation | \$3,000,000 |



| BOULDER - FY 2018-19 Budget Fact Sheet | |
|--|---------------------|
| (4) Elimination of Course and Program Fees (Buyout) | \$10,373,688 |

Summary

As part of the Be Boulder Pact, the Boulder Campus will eliminate all course and program fees beginning in FY 2018-19 (commencing fall 2018). The elimination of these fees will provide greater transparency and predictability of costs for students and their families, and will enable affordability and access to education at CU Boulder. The elimination of this cost is being absorbed by campus base budgets at a projected cost of \$10,373,688 in FY 2018-19.

Rationale

The elimination of course and program fees is a major step toward the campus commitment to students and their families to increase transparency, lower cost and increase accessibility to an education at CU Boulder.

There are more than 60 course and program fees that are charged to students, depending on the classes for which they register and programs in which they are enrolled. These fees range from \$1 per credit hour to \$1,255 per semester. (For a complete list of these course and program fees see Attachment A.) The campus’ ability to fund this initiative is supported by the Regents’ approval to create a multi-year tuition plan, which allows the campus to eliminate these fees without raising tuition beyond the planned one-time increase for incoming students. Funding for this initiative will come from the revenues resulting from enrollment growth and improved retention.

The campus conservatively estimates that the elimination of these fees will save the campus nearly 3,000 labor hours each year, plus additional costs for training, rental spaces, and materials and supplies related to courses and programs.

Budget Detail

Departments that previously received student course and program fee revenues will now receive ongoing budgets to support the provision of materials and services for these courses and programs. The amount of budget in FY 2018-19 reflects the projected increase in costs for next year that are required based on enrollment growth.

Course & Program Fee Elimination \$10,373,688



| System Administration FY 2018-19 Budget Fact Sheet | |
|--|------------------|
| (1) Mandatory Software Licenses and Year 2 of 4 Equipment Replacement | \$955,461 |

Summary

UIS goes through a detailed review of each budget line to compare budgets against prior year actuals and reviews associated contracts to determine cost savings and/or mandatory increases for contractual obligations. This request is for \$955,461 to accommodate mandatory contractual software licenses & agreements (\$672,832) as well as the second year of a 4-year capital equipment replacement model (\$282,629).

Rationale

Mandatory Contractual Software Licenses

- Oracle Growth: Finance Applications is tied to the Operating Revenues of the university. The amount reflected includes the FY 2018-19 estimated growth true-up.
- ERP Software License Increases are pre-dominantly Oracle, InfoEd (coming up for contract renewal in FY 2018-19), IBM Cognos, and Hyland OnBase.

End of Life Equipment Replacement (Year 2 of 4)

At the February 2016 CFO meeting, a 4-year plan from FY 2017-18 to FY 2020-21 was agreed upon to fund the UIS technology service continuity roadmap. UIS reallocated \$400,000 of continuing budget in FY 2016-17 to begin the model in FY 2017-18. This \$282,629 will result in \$682,629 in FY 2018-19 with plans to be at \$1,530,516 by year 4, FY 2020-21.

Budget Detail

The table below shows the detail of the software licenses maintenance requested. The total request represents 6.8% [$\$1,392,985/\$20,376,900$] of its current continuing budget and a 10.4% [$\$672,832/\$6,461,048$ = fiber network, software support, equip maintenance & InfoEd] increase in maintenance.

| Mandatory Contractual Software Licenses | Cost |
|--|------------------|
| Oracle Growth: Finance Applications | \$284,182 |
| Software License Increases | \$388,650 |
| Total Mandatory Contractual Software Licenses | \$672,832 |
| End of Life Equipment Replacement (Year 2 of 4) | \$282,629 |
| TOTAL | \$955,461 |



| System Administration FY 2018-19 Budget Fact Sheet | |
|--|-----------|
| (2) Conversion of Elevate Stabilization Positions | \$582,445 |

Summary

This request is for 6.0 FTE at a cost of \$582,445 in FY 2018-19. \$437,524 for the 4.0 FTE UIS two-year temporary positions approved, as part of the Elevate Stabilization project that will expire in FY 2018-19.

\$144,921 for the 2.0 FTE Employee Services one-year temporary positions approved, as part of the same Elevate Stabilization project, will expire at the end FY 2017-18.

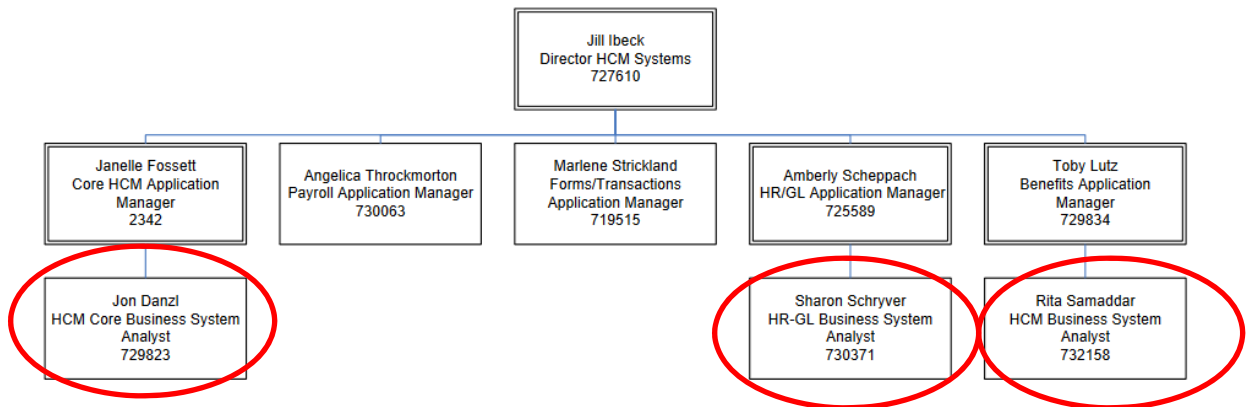
It has become evident that these positions are no longer temporary in nature and they are an integral part of their organizations.

UIS 2-Year Positions Rationale

The following 4.0 FTE are integral for UIS to continue driving quality to customers in the areas of HCM Services (3.0 FTE) and Change Management Services (1.0 FTE):

- HCM Core Business System Analyst (Jon Danzl)
- HCM Core Business System Analyst (Rita Samaddar)
- HCM HR-GL Business System Analyst (Sharon Schryver)

The HCM Business Systems Analysts exist to assist developers and the HCM Systems Application Managers (Core, Benefits, HR-GL) team with analysis, configuration, testing, implementation and troubleshooting of application issues within HCM and are responsible for the assisting with functional design specifications and test plans to reduce the testing burden on campus stakeholders.



Senior IT Change Manager (Lara Ackerman): The Senior Change Manager is an Enterprise-wide position connecting with newly hired Change Managers on the Denver and Boulder



campuses on large-scale, Enterprise-wide projects and initiatives impacting multiple campuses. Both Denver and Boulder have invested in Change Managers as part of the CU Change Management network, losing the Change Manager function at the System Office will leave a gap in service to the CU community.

Employee Services 1-Year Positions Rationale

In October of 2016, the Elevate Executive Committee approved an HCM Payroll support and a HCM training coordinator position with one-year funding (to be reviewed annually.) These roles are currently supporting the campuses through the activities listed below. Due to the depth and breadth of HCM system changes and impacts to department users and processes, these roles are no longer temporary in nature.

HCM Training Coordinator (1.0 FTE)

- Formulates teaching outlines and determines instructional methods (to include conducting and designing) including webinars, individual training, group instruction, lectures, demonstrations, meetings and workshops.
- Selects and / or develops teaching aids including training handbooks, demonstration models, multimedia visual aids, computer tutorials and reference works.
- Coordinates and manages all aspects of training and outreach events (registration, scheduling, set-up, etc.) and work with multiple teams to ensure quality execution of events.
- Coordinates with Communications Team to determine training assets use ongoing web use, in blog articles and other communications.
- Conducts training sessions covering specified areas such as on-the-job training, refresher training, in-person and recorded webinar sessions.

HCM Payroll Coordinator (1.0 FTE)

- Supports campus users regarding CU policies and procedures and HCM system, including questions with position data, job data, personal data and time collection.
- Answers questions and resolves issues in a timely manner related to Time and Attendance and Absence Management.
- Works with other members of the Payroll cross-functional team regarding escalated issues.
- Supports day to day payroll responsibilities which include: processing off-cycle payments, overpayments, ACH bank returns (partial and full), bank pulls, garnishments, death pay-outs, deduction and contribution adjustments, SSA, Child Services, etc. letters requesting salary information, payroll expense transfers, and other duties as assigned.



Budget Detail

| Position | FTE | FY 2017-18 Salary | Adjusted Salary with Estimated Merit (3%) | 34% Benefits | Total |
|------------------------------------|------------|--------------------------|--|---------------------|------------------|
| HCM Core Business Systems Analyst | 1.0 | \$75,000 | \$77,250 | \$26,265 | \$103,515 |
| HCM HR-GL Business Systems Analyst | 1.0 | \$67,000 | \$69,010 | \$23,463 | \$92,473 |
| HCM Core Business Systems Analyst | 1.0 | \$65,000 | \$66,950 | \$22,763 | \$89,713 |
| Senior Change Manager | 1.0 | \$110,000 | \$113,300 | \$38,522 | \$151,822 |
| HCM Training Coordinator | 1.0 | \$50,000 | \$51,500 | \$17,510 | \$69,010 |
| HCM Payroll Coordinator | 1.0 | \$55,000 | \$56,650 | \$19,261 | \$75,911 |
| Total Salaries | 6.0 | | | | \$437,523 |



| System Administration FY 2018-19 Budget Fact Sheet | |
|---|------------------|
| (3) Equity Increase Phase 2 | \$206,163 |

Summary

The Office of University Counsel plans to implement a second phase of the market equity adjustments initiated in FY 2015-16. Funding will be a combination of Central Funding from ICCA budget, Direct Billing from campuses and other funds per MOU, as well other department arrangements made. This request is for market only and does not reflect any future merit pay increases.

Rationale

This is Phase 2 from the research done in FY 2015-16 to correct for the attorneys that are being compensated below the market rate. The first phase brought approximately 18 University Counsel employees identified as being below the first quartile in relation to the market up to second quartile. The intended impact of phase 2 is to address equity concerns and retain valuable employees.

Budget Detail

| Campus/Department | Annual Rate* | Market Adjustment | 34% Benefits | Total |
|--------------------------------|---------------------|--------------------------|---------------------|------------------|
| Boulder | \$946,770 | \$50,772 | \$17,262 | \$68,034 |
| Colorado Springs | \$185,549 | \$24,951 | \$8,483 | \$33,434 |
| Denver | \$678,235 | \$35,766 | \$12,160 | \$47,926 |
| System (ICCA) | \$1,007,061 | \$26,395 | \$8,974 | \$35,369 |
| TTO - Anschutz/Boulder | \$123,000 | \$10,000 | \$3,400 | \$13,400 |
| TTO - Boulder | \$150,511 | \$5,969 | \$2,029 | \$7,998 |
| Total Campuses and ICCA | \$3,091,127 | \$153,853 | \$52,310 | \$206,163 |
| Campus Departments | | | | |
| CU Health Trust | \$70,162 | \$9,638 | \$3,277 | \$12,915 |
| Litigation | \$600,959 | \$37,126 | \$12,623 | \$49,749 |
| Risk | \$110,849 | \$6,050 | \$2,057 | \$8,107 |
| Risk SC | \$74,520 | \$0 | \$0 | \$0 |
| UPI | \$21,291 | \$0 | \$0 | \$0 |
| Denver - Title IX | \$25,625 | \$0 | \$0 | \$0 |
| Total Other | \$903,406 | \$52,814 | \$17,957 | \$70,771 |
| Grand Total | \$3,994,533 | \$206,667 | \$70,267 | \$276,934 |

*This chart does not reflect vacant positions budgets in annual rate amount.



| System Administration FY 2018-19 Budget Fact Sheet | |
|---|------------------|
| (4) Information Security Analyst | \$107,656 |

Summary

The Office of Information Security is requesting to transferring 1.0 FTE from Boulder to a System Administration position. This position is an Information Security Analyst who performs phishing assessments and security analytics for all of CU (both the System office and the campuses).

Rationale

This 1.0 FTE will support the System office and campuses through the following activities which will help limit IT security risks and vulnerabilities for the CU system.

- Security technology deployment practices:
 - Developing best practices and documentation for existing shared security services
 - Developing technical best practices for compliance frameworks (e.g. NIST 800-53/171, PCI-DSS, GLBA)
 - Identifying opportunities to adapt single campus security solutions into best practices that can be applied at other campuses (such as cyber security for research, third party risk management)
 - Managing centralized aspects of shared security tools and services (IdentityFinder/Spirion, phishing assessment, Comodo certificates, Duo multifactor, etc.)
- Data driven security operations and procedures
 - Build out data collection and analysis procedures to help tune focus for information security efforts at the system level.
 - Assist campus security teams in data collection and analysis to focus their efforts.
 - Provide periodic summary of and recommendations based on security information and trends.
- Awareness and Training Content Development
 - Coordinate development of training content
 - Coordinate security awareness program to send regular communications to employees and students
 - Manage phishing assessment program which sends simulated phishing to employees and students

Budget Detail

| Position | FY 2017-18 Salary | Adjusted Salary with Estimated Merit (3%) | 34% Benefits | Total Comp |
|---------------------------------------|--------------------------|--|---------------------|-------------------|
| Information Security Analyst Position | \$78,000 | \$80,340 | \$27,316 | \$107,656 |



| System Administration FY 2018-19 Budget Fact Sheet | |
|---|------------------|
| (5) Senior Informational Technology Auditor | \$107,200 |

Summary

After discussions with the Regent Audit Committee, Internal Audit is requesting 1.0 FTE costing \$107,200 in FY 2018-19. This will be a Senior Informational Technology (IT) Auditor position to address increased needs for data analytics and information security skills.

Rationale

Internal Audit's IT staff resources have been constant at 3.0 FTE for the last five years. During this time, there has been a dramatic increase in the area of IT audit risks and the need for fast and comprehensive data retrieval and analysis. This position would be a step to meet the increased need.

Budget Detail

| Position or Mandatory Contract Licenses | FY 2018-19 Salary | 34% Benefits | Total |
|--|--------------------------|---------------------|------------------|
| Senior Information Technology Auditor | \$80,000 | \$27,200 | \$107,200 |
| Total Internal Audit Requests | | | \$107,200 |



| System Administration FY 2018-19 Budget Fact Sheet | |
|--|----------|
| (6) Office of Academic Affairs Core Functions | \$45,000 |

Summary

The Office of Academic Affairs (OAA) needs an additional \$45,000 in ICCA funding to cover the costs associated with new and ongoing activities. These funds include:

- University of the Arctic membership;
- Taking Student Success to Scale (TS3) Initiative; and
- Open Educational Resources (OER).

Rationale

OAA has established CU membership in the University of the Arctic, a cooperative network of universities, colleges, research institutes, and other organizations concerned with education and research in and about the Circumpolar North. The University of the Arctic membership supports the endeavors of the CU Consortium for Climate Change and Health, a multi-disciplinary collaboration across the four campuses to examine the impact of climate change on health.

OAA provides support for campus student success initiatives and serves as CU’s representative on the national steering team for the TS3. OAA’s support for campus student success work focuses largely on HIPs (high impact practices) and includes the following:

- Coordinating a CU TS3 Action Team of campus administrators, faculty, and other stakeholders to share information about effective practices in scaling and tracking HIPs.
- Increasing cross-campus efficiencies by creating information, messaging, and training modules that can be used by all campuses.
- Providing a shared virtual platform and face-to-face events for faculty and staff development to increase the creation, adoption, and evaluation of HIPs; and support a CU-wide faculty and staff community of practice.
- Coordinating or assisting with funding proposals and with a cross-campus advisory team, managing seed and incentive funding for campuses.

OAA represents CU on the statewide, statutorily mandated OER Council. We project ongoing need to support the development of new partnerships and the potential for shared processes and information across the campuses. OAA support for campus OER work includes the following:

- Coordinating a CU OER Collaborative of student government representatives, librarians, faculty development centers, book store directors, and online education and IT staff to share information about campus initiatives and effective practices in scaling the adoption of OER on campuses. Increasing cross-campus efficiencies by creating information, messaging, and training modules that can be used by all campuses.
- Providing a shared virtual platform and face-to-face events for faculty development.
- Creating and maintaining an evaluative list of OER platforms and offerings.
- Coordinating or assisting with funding proposals. As funds are available, and with a cross-campus advisory team, managing seed and incentive funding for campuses.



Budget Detail

OAA requests an operating budget increase of \$45,000 to support participation and membership in the University of the Arctic, efforts to increase the use of Open Educational Resources, and efforts to increase student retention and completion through participation in the TS3 network. This represents a 26.7% increase in the Academic Affairs total operating budget.

| | |
|---------------------------------------|-----------------|
| University of the Arctic | \$10,000 |
| Open Educational Resources (OER) | \$20,000 |
| Taking Student Success to Scale (TS3) | \$15,000 |
| Total | \$45,000 |



| System Administration FY 2018-19 Budget Fact Sheet | |
|---|-----------------|
| (7) International Travel Concur Module | \$38,981 |

Summary

The Procurement Service Center is requesting \$38,981 to add an additional module to the Concur, the Travel, Expense and Procurement Card management and reporting system for the University. The module will be to provide financial managers the ability to review and approve international trips within in Concur improving the efficiency of the approval process.

Rationale

The Concur system was implemented to provide the employees of the university a user friendly system to submit procurement card, travel card and personal reimbursement expense reports. This system allows the user to submit receipts, official function forms, and other documentation that would be helpful for their supervisors and Procurement Service Center staff in the approval process. This system also allows for the employee to be reimbursed in less time than the previous system.

The additional module is to allow the ability for departments to review and approve future international travel approval within the Concur system, improving the efficiency of the process. From a manual approving process to being automated.

Budget Detail

The base budget for Concur modules and licenses is \$270,000. The ongoing cost, with the new module, amounts to \$308,981. In FY 2017-18 one-time roll-forward funds supplemented the current year’s increase. The increase of \$38,981 represents the additional costs associated with the implementation of the new module.

| Request | FY 2017-18 Budget | FY 2018-19 Increase | FY 2018-19 Total |
|---|--------------------------|----------------------------|-------------------------|
| International Travel Approval – Concur Module | \$270,000 | \$38,981 | \$308,981 |



| System Administration FY 2018-19 Budget Fact Sheet | |
|---|----------|
| (8) Digital accessibility Compliance Software & Staff | \$32,000 |

Summary

The Office of Information Security is requesting \$32,000 to purchase Web Accessibility Assessment Software and 0.2 FTE to assist departments in their obligations to meet the American with Disabilities Act of 1990 requirements for digital systems and content.

Rationale

The Americans with Disabilities Act of 1990 (ADA), as amended, and Section 504 of the Rehabilitation Act of 1973 require that higher education institutions that receive federal funding afford all qualified individuals with equal access to programs, services and activities, and effectively communicate with individuals with disabilities. In the digital realm, this means CU needs to be committed to providing information to all individuals in a manner that enables them to achieve their academic and professional goals and aspirations.

In August 2017, the campus CIOs convened a meeting of key campus and System staff to discuss support for digital accessibility. The outcome of the meeting was an agreement to establish an ongoing digital accessibility working group whose purpose is to:

- Create a CU policy regarding digital accessibility;
- Standardize procurement processes for digital technology;
- Standardize reporting for leadership regarding the accessibility of our digital technology; and
- Identify common services to assist faculty in ensuring digital content is accessible.

CU's risk is increased when the level of compliance to federal mandates varies from campus to campus. For example, an individual could file a complaint or lawsuit against the Denver campus and aspects of the Boulder digital accessibility program could be used against the university.

Financial resources are required to ensure success including additional dedicated staffing. Excluding Boulder, efforts to address digital accessibility often leverage existing campus staff whose primary focus is not digital accessibility. Aspects of digital accessibility, such as captioning for all public content are expensive and require additional resources.

The 0.2 FTE will support the effort to establish a CU digital accessibility policy and program. Web accessibility is one area where the campuses all have a need for a system and process to assess accessibility of web content. This position will deploy the web accessibility assessment software and support the campuses in remediating identified problems.



Budget Detail

| Position or Operating Line | FTE | Salary or Cost | 34% Benefits | Total |
|--|------------|-----------------------|---------------------|-----------------|
| Digital Accessibility Position (.20 FTE) | 0.2 | \$17,164 | \$5,836 | \$23,000 |
| Web Accessibility Assessment Software | | \$9,000 | \$0 | \$9,000 |
| Total | 0.2 | | | \$32,000 |