



<b>CU Denver - FY 2019-20 Budget Fact Sheet</b>	
<b>Enrollment Contingency and Tuition Stabilization Plan Ratio</b>	<b>Amount</b>
<b>Scenario A</b>	<b>\$957,286</b>
<b>Scenario B</b>	<b>\$2,344,614</b>
<b>Scenario C</b>	<b>\$2,306,481</b>

**Summary**

This request is for a \$957,286 increase (Scenario A) to CU Denver’s Enrollment Contingency Reserve. If approved, this request will provide an additional cushion against future economic downturns by increasing level of reserves funds from 2.9% (FY 2017-18) of the Education and General fund to 3.13%. Our ability to maintain quality academic offerings while achieving relatively low tuition increases is subject to state funding and additional Enrollment Contingency will help us continue to meet this goal in uncertain times.

**CU Metric**

This initiative is tied to the CU Metric on Fiscal Sustainability, specifically the Emergency Tuition Stabilization Plan Ratio. It supports the campus efforts to make progress on and meet this goal which is 4% of Education and General Fund Revenues.

**Rationale**

CU Denver highly reliant on resident tuition revenue (49.1) and state funding (16.1%) as a source of revenue for the Education and General (E&G) Fund Budget. Along with the high reliance on these two sources of funding is a current Enrollment Contingency Reserve balance of \$6 million (2.9% of the E&G Budget), meaning CU Denver has modest reserves to draw upon in the event of a reduction in state funding—placing significant pressure on resident tuition revenue to maintain and support current academic offerings. Increasing the Enrollment Contingency supports the financial sustainability of the Denver campus by setting aside funds that can be used to keep CU Denver tuition and fee increases low while protecting educational programs for students in the event of a reduction in state funding or unforeseen changes in enrollment.

**Budget Detail**

Included in Enrollment Contingency is the Emergency Tuition Stabilization Ratio which is calculated at 4% of E&G Revenue. The estimated increase for Enrollment Contingency will move CU Denver closer to the 4% goal in Fiscal Year 2019-2020.



FY 2019-20 Estimate (in millions)			
ETSP Ratio Calculation	Scenario A	Scenario B	Scenario C
E & G Revenue	\$ 223.4	\$ 224.7	\$ 224.6
ETSP Estimated Base	\$ 6.0	\$ 6.0	\$ 6.0
Initiative	\$ 1.0	\$ 2.3	\$ 2.3
ETSP Estimate FY 2019-20	\$ 7.0	\$ 8.3	\$ 8.3
Percent of E & G Revenue	3.1%	3.7%	3.7%
Target 4%	\$ 8.9	\$ 9.0	\$ 9.0





CU Denver - FY 2019-20 Budget Fact Sheet	
Institutional Financial Aid	Amount
Scenario A	\$1,550,000
Scenario B	\$2,475,000
Scenario C	\$2,475,000

**Summary**

Affordability for students is an important strategic priority for CU Denver and the Board of Regents. We are intentionally focusing resources toward increasing the institutional financial aid budget to lower the out-of-pocket costs for students.

**CU Metric**

This budget initiative is tied to the CU Metric on Affordability & Access, specifically Institutional Financial Aid. It supports the campus efforts to make progress toward and meet the CU Denver goal of \$19.2 million by 2023.



**Rationale**

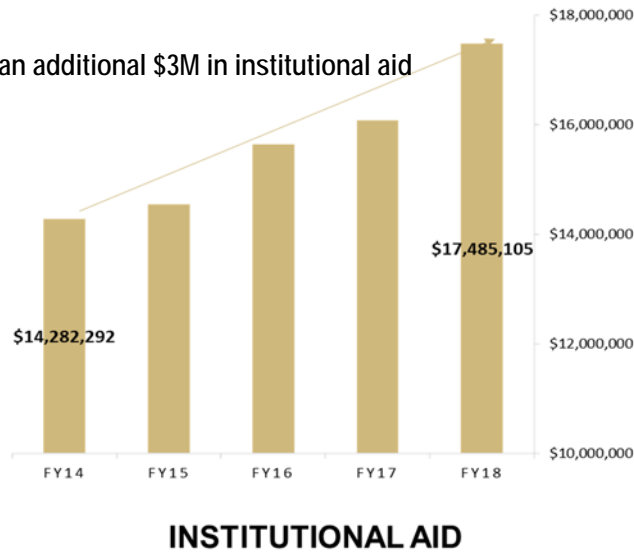
CU Denver is committed to a future where every student with the capability and the desire to earn a CU Denver degree can do so without a financial barrier. We continue to focus nearly all of our institutional aid strategy on those students with Documented Need and the 1st two quintiles of Adjusted Gross (Household) Income. Additionally, this budget initiative will help keep the total cost of attendance at CU Denver competitive with peers and affordable for individuals and families who are the most sensitive and susceptible to changes in economic conditions.



**Budget Detail**

In FY 2017-18, the CU Denver provided \$17.5 million in Institutional Aid. If approved, Institutional Aid would increase to \$18.9 million in FY 2019-20. This increase will continue to close the gap on the 2023 Institutional Aid Goal and continue progress on the CU Affordability & Access Metric. The chart below shows the CU Denver total investment in Institutional Aid (all funds) which includes aid funding from private donations in addition to the E&G investment.

Since FY14, invested an additional \$3M in institutional aid





CU Boulder - FY 2019-20 Budget Fact Sheet	
Graduate Student Affordability & Success	Amount
Scenario A	\$1,098,548
Scenario B	\$1,098,548
Scenario C	\$1,098,548

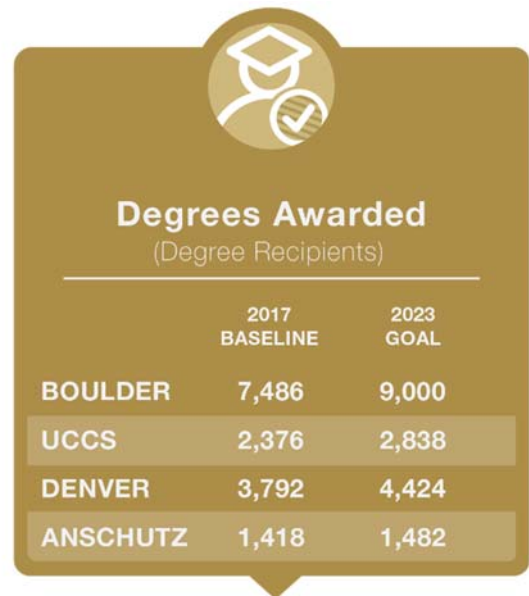
**Summary**

CU Boulder’s ability to make progress toward Student Success metrics will be enhanced by this investment in graduate student stipends.

**CU Metric**

This budget initiative is related to and in service of the CU Metrics for Student Success. Specifically, it is tied to the Degrees Awarded goal.

Graduate students must navigate unique financial circumstances amid their research and teaching experience. The graduate student faculty appointment provides students with opportunities to gain practical experience in teaching and research, and advance their career potential, which ultimately improves the likelihood of gaining a degree for these students and those they teach. Investment in the stipend provides needed financial support, and enables graduate students to focus on their education and complete their degree.





**Rationale**

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;
- 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
- 3) the appropriate time frame over which students’ cost of attendance may span.

The cost of attendance analysis found: costs at the time reflected a gap of about 10.8 percent between the stipend and costs; the average salary of a full-time faculty member with Instructor rank was approximately \$45,000 per year, which was set as the cap for any adjustment to the stipend amount; and while graduate student faculty appointments are typically nine months, actual costs typically extend for ten months as the academic year 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 2019-20 investment is the final year of the three-year commitment, which as of AY2020 would reflect a 27.1 percent increase to the stipend, versus the amount paid in FY 2015-16.

<b>Expense Category (stipend amount)</b>	<b>AY2017</b>	<b>AY2018</b>	<b>AY2019</b>	<b>AY2020</b>
Health Insurance	\$339	\$347	\$356	\$365
Mandatory fees (estimate)	\$1,773	\$1,817	\$1,863	\$1,909
Books & Supplies	\$1,800	\$1,845	\$1,891	\$1,938
Rent (1-bedroom)	\$9,960	\$10,209	\$10,464	\$10,726
Food	\$2,950	\$3,024	\$3,099	\$3,177
Transportation	\$0	\$0	\$0	\$0
Personal	\$1,720	\$1,763	\$1,807	\$1,852
Taxes	\$2,596	\$2,661	\$2,727	\$2,795
<b>Total Proposed Stipend</b>	<b>\$21,138</b>	<b>\$21,666</b>	<b>\$22,208</b>	<b>\$22,763</b>
<b>Actual Stipend to Implement</b>	<b>\$19,073</b>	<b>\$20,208</b>	<b>\$21,434</b>	<b>\$22,763</b>



Approximately 59 percent (2,730) of eligible graduate students have a student faculty appointment, and receive funding in the form of stipends and tuition waivers based on the percentage of appointment. Of those students on appointment, 88 percent receive full tuition coverage. The university’s FY 2018-19 investment in graduate student stipends (incl. benefits) is \$35.2M, and \$29.0M for graduate tuition remission. 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 \$40,004 in AY2019:

TA Stipend – 50%, 9-month Base Appointment	\$21,434
Insurance Contribution <sup>1</sup>	\$3,630
Resident CEAS Graduate Tuition Remission <sup>2</sup>	\$14,940
<b>Total Compensation</b>	<b>\$40,004</b>

<sup>1</sup> Represents a 91% contribution toward plan cost

<sup>2</sup> Graduate tuition remission for non-resident in CEAS is \$33,138

**Budget Detail**

<b>Line Item</b>	<b>Scenario A</b>	<b>Scenario B</b>	<b>Scenario C</b>
Graduate Student Affordability	1,098,548	1,098,548	1,098,548
<b>TOTAL</b>	<b>\$1,098,548</b>	<b>\$1,098,548</b>	<b>\$1,098,548</b>



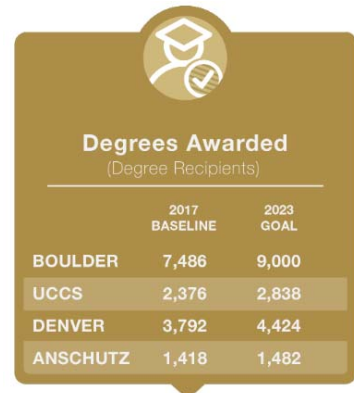
CU Boulder - FY 2019-20 Budget Fact Sheet	
Chancellor’s Mental Health and Wellness Initiative	Amount
Scenario A	\$1,500,000
Scenario B	\$1,500,000
Scenario C	\$1,500,000

**Summary**

CU Boulder’s ability to make progress on the goals for degrees awarded related to the Student Success metric will be enhanced by this investment to expand upon a key and increasingly important area of need.

**CU Metric**

This budget initiative is related to and in service of the CU Metric for Student Success, and specifically Degrees Awarded. The investment for the Chancellor’s Mental Health and Wellness Initiative will provide ongoing support for mental health, an area of concern nationwide and within higher education. These funds will support additional research and practice within the field of mental health and wellness, in support of our students and their ability to achieve their goals for academic success, and personal and professional success.



**Rationale**

Mental health issues facing college students is a significant and increasing area of concern on campuses. Evidence suggests that there is an increase in the number of students that enroll in college with a preexisting mental health condition, and one in three students meets the criteria for a clinically significant mental health concern. This is an urgent and pressing need nationally, and the Boulder campus is positioned to become a national leader in the research and practice of mental health in support of our students and the larger community. These funds will constitute an investment to supplement a donor’s gift, and represent a campus commitment to hire four new faculty lines, and to provide corresponding start-up packages and operating support in this key area of need.

**Budget Detail**

Topic	Scenario A	Scenario B	Scenario C
Chancellor’s Wellness Initiative	\$1,500,000	\$1,500,000	\$1,500,000
TOTAL	\$1,500,000	\$1,500,000	\$1,500,000





CU Boulder - FY 2019-20 Budget Fact Sheet	
Enrollment Growth Support	Amount
Scenario A	\$8,394,810
Scenario B	\$8,394,810
Scenario C	\$8,394,810

**Summary**

CU Boulder’s ability to make progress on degree-granting goals related to the Student Success metric will be enhanced by these investments in instruction and other needs arising directly from enrollment growth.

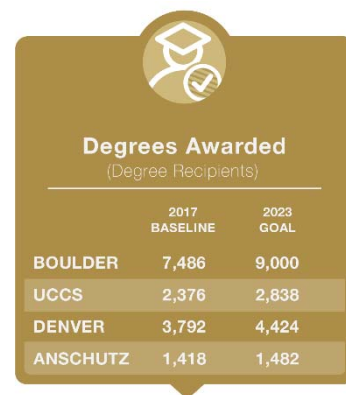
**CU Metric**

This budget initiative is related to and in service of the CU Metric for Student Success, specifically the Degrees Awarded goal. Increasing the number of students graduating with credentials is a key priority for the University of Colorado. As growing numbers of students are drawn to CU Boulder’s high-quality educational offerings, and as those students make progress toward successful degree completion, the campus must meet the increasing demand for its programs through investments in instruction and student support needs directly arising from this growth.

**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 overall undergraduate enrollment growth, additional funding is distributed to schools and colleges 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 graduate student funding. In addition to supporting student support services, this initiative for FY 2019-20 will fund 15-20 new faculty lines.



**Budget Detail**

Topic	Scenario A	Scenario B	Scenario C
Enrollment Growth Funding	8,394,810	8,394,810	8,394,810
<b>TOTAL</b>	<b>\$8,394,810</b>	<b>\$8,394,810</b>	<b>\$8,394,810</b>



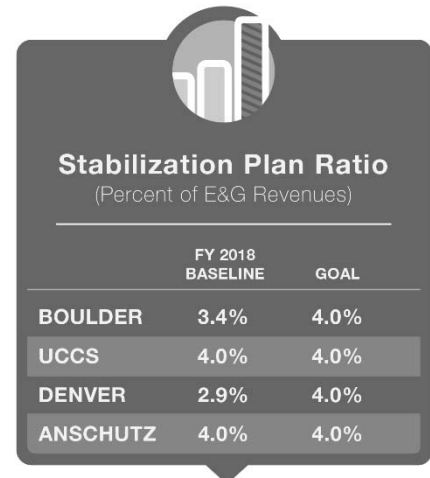
CU Boulder - FY 2019-20 Budget Fact Sheet	
Emergency Tuition Stabilization Plan Ratio	Amount
Scenario A	\$3,500,000
Scenario B	\$2,000,000
Scenario C	\$0

**Summary**

These funds will augment CU Boulder’s ability to maintain a buffer against uncertain economic conditions or enrollment fluctuations and continue to provide high-quality educational offerings.

**CU Metric**

This initiative is related to and in service of the CU Metric for Fiscal Sustainability, specifically the Stabilization Plan Ratio. It supports CU Boulder’s efforts to achieve the targeted goal of 4.0% of Education & General revenues, which, per direction of the Board of Regents, has been established in order to reduce the need for tuition increases during economic downturns.



**Rationale**

Building up the campus’s enrollment contingency reserve is a prudent step toward ensuring its stability in all economic climates, and its ability to keep tuition in check and protect student success during periods of financial uncertainty.

**Budget Detail**

FY 2019-20 Estimate (in millions)			
ETSP Ratio Calculation	Scenario A	Scenario B	Scenario C
E & G Revenue	\$ 931.2	\$ 929.7	\$ 926.9
ETSP Estimated Base	\$ 30.0	\$ 30.0	\$ 30.0
Initiative	\$ 3.5	\$ 2.0	\$ -
ETSP Estimate FY 2019-20	\$ 33.5	\$ 32.0	\$ 30.0
Percent of E & G Revenue	3.6%	3.4%	3.2%
Target 4%	\$ 37.2	\$ 37.2	\$ 37.1

*Note: These amounts are estimates based on current available data.*



CU Anschutz FY 2019-20 Budget Fact Sheet	
Student Mental Health and Well-being	Amount
Scenario A	\$375,829
Scenario B	\$375,829
Scenario C	\$375,829

**Summary**

In the fall of 2017, a health behavior survey was issued to the students on the CU Anschutz Medical Campus. Results of the survey indicated that more needed to be done in order to support the well-being of our students. In response, a Student Mental Health working group was established consisting of multi-disciplinary representatives from the CU Anschutz academic units and central administration. Chancellor Elliman charged this group with improving efficiency to get clinical help, creation of a one-stop website, creation of an early awareness protocol, driving peer involvement and resiliency, and improving faculty awareness and training. This budget initiative request is the result of the group’s efforts to address the Chancellor’s charge.

In addition to a focus on student mental health, the campus wishes to obtain ongoing funding for a Victim Services Coordinator to serve students, faculty, and staff impacted by interpersonal violence, sexual assault, and sexual harassment in the Phoenix Center.

**CU Metric**

This initiative is tied to the CU Metric on Student Success, specifically the Graduate Student Retention Rate and Graduation Rate. This initiative supports the campus’ efforts to make progress on this goal by offering substantially better student mental health care, which will translate to higher functioning students in the classroom and healthier graduates.





**Rationale**

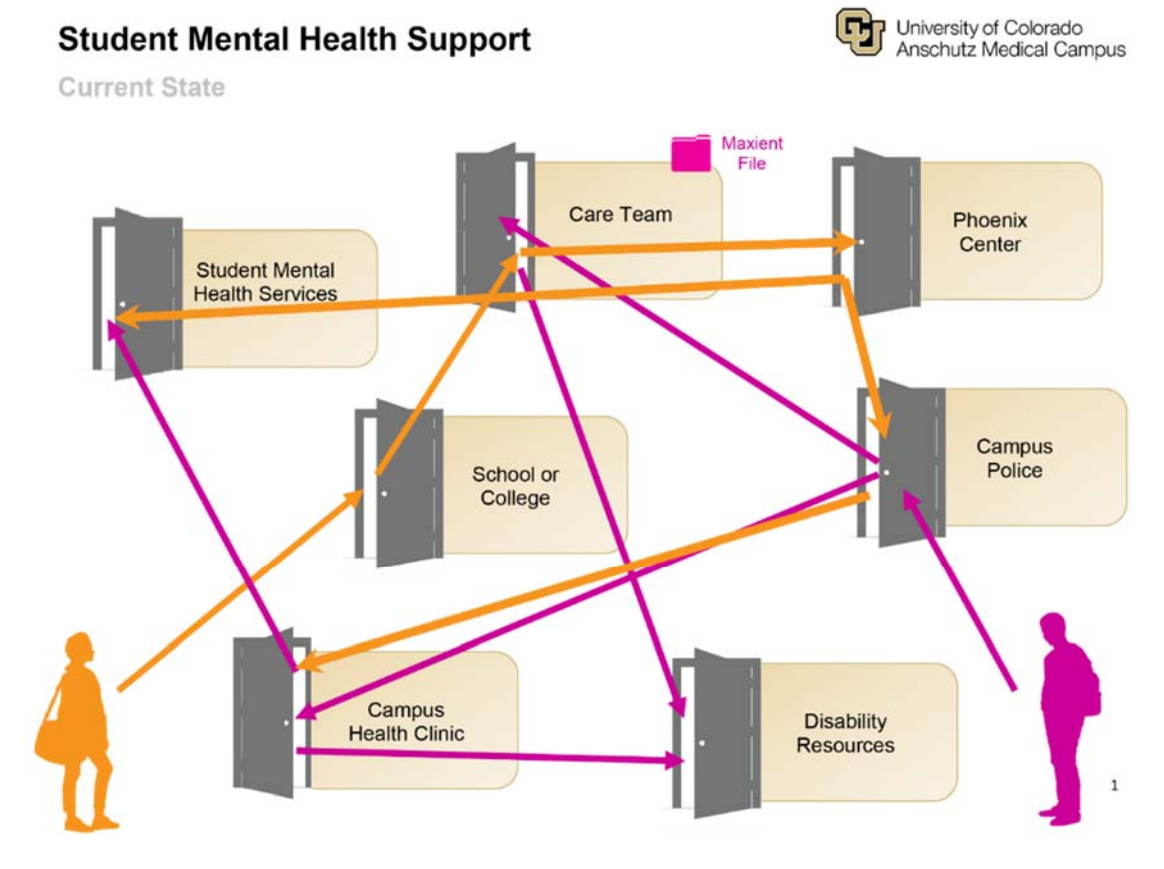
The health behavior survey presented the campus with the following results:

- 87% of our students reported feeling overwhelmed
- 87% of our students reported feeling exhausted
- 62% of our student reported feeling sad
- 59% of our students reported feeling overwhelming anxiety
- 34% of our students reported feeling overwhelming anger
- 32% of our students reported feeling so depressed that it was difficult to function
- 9% of our students reported contemplating suicide

In response, the following initiatives have been proposed to address the student well-being needs identified on the CU Anschutz Medical Campus. These changes will significantly improve the overall quality of student mental health care on the CU Anschutz Medical Campus.

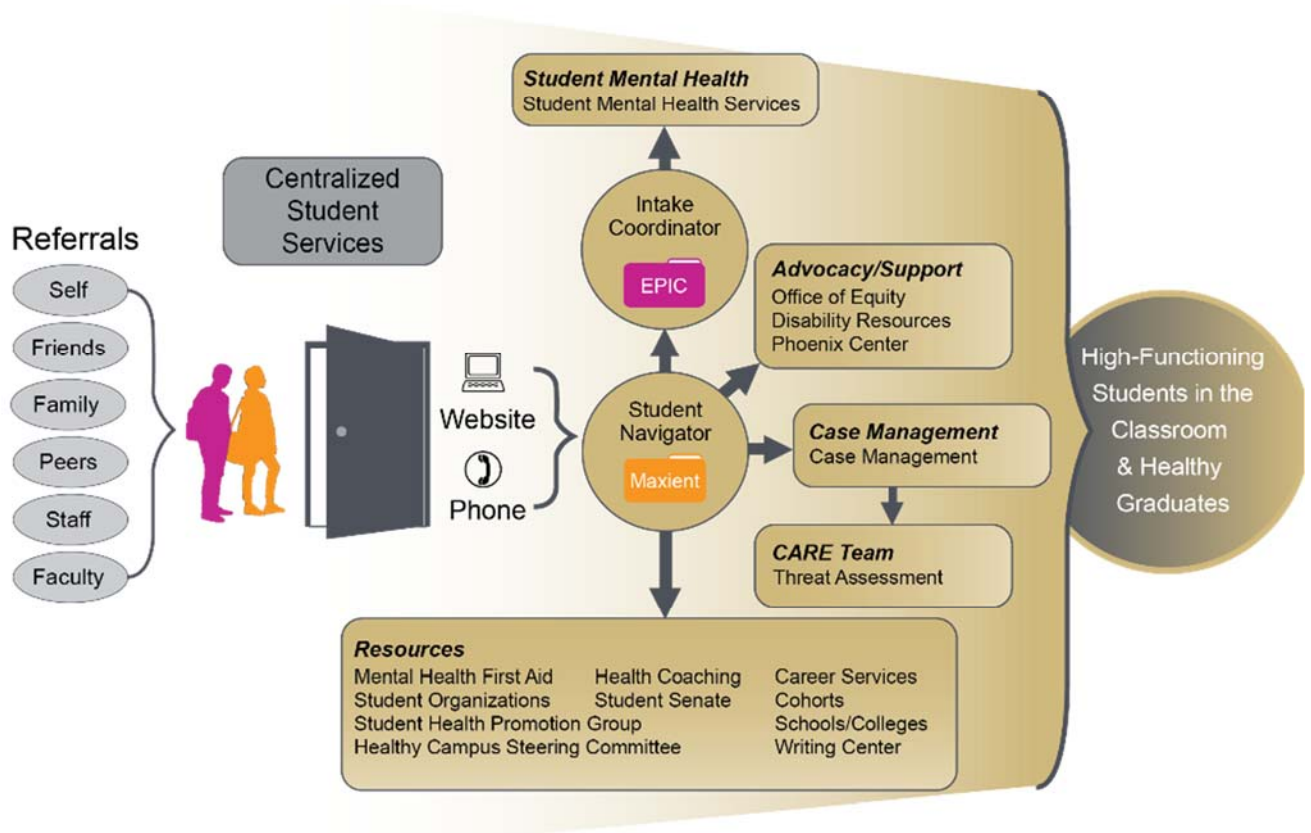
After careful evaluation of the personnel responsible for each stage of care, the University of Colorado Anschutz Medical Campus is proposing to restructure and add specialty providers to the existing Student Mental Health (SMH) team.

Current State:



Proposed State:

## Student Mental Health Support Re-Imagined



The changes/additions related to this restructure are outlined in detail below:

1. **Intake Coordinator/Therapist** - Using the proposed stepped-care model, a therapist would replace a more expensive MD while still being able to assess, triage, and refer patients appropriately. If this initiative is not funded, intake evaluations will continue to be shared among current providers, and it will be more difficult to work towards a more efficient stepped-care model.
2. **Medical Director/One Call Scheduler** - Part of the restructuring involves consolidating the current College of Nursing's Campus Health Clinic with the Student Mental Health Services provided by the School of Medicine's Department of Psychiatry. Because of this restructure, a portion of the Campus Health Clinic Medical Director's salary and wages will be moved into the new Student Mental Health Support model. In addition, 0.5 FTE call scheduler will be added to serve the new consolidated entity.



3. **Director of Student Health Promotion** - The Director of Student Health Promotion would lead and provide strategic direction for campus programs focused on student well-being. The key areas of responsibility would be oversight of the Online Wellness Platform, Student Peer GRIT Coaching, Mental Health First AID training, and the campus-wide Student Health Promotion group and Healthy Campus Steering Committee. This position would be responsible for oversight and implementation of the Chancellor's student mental health plan.
4. **Student Navigator/Triage** – The Student Wellness Navigator is a trained professional who would serve as an on-sight resource navigator for students. Similar to a patient navigator, the Student Wellness Navigator would serve students by understanding their respective issues and connecting the student with the best campus and community resources to meet their unique situation.
5. **Eating Disorder/Substance Abuse Specialists** - The campus has coordinated with community providers who have expertise in substance use and eating disorders, and found that students are more likely to seek care in these areas if it is available on campus. The addition of these specialty services would be covered by clinical earnings, and are therefore not part of the overall request from a funding standpoint.

In addition to the restructuring activities designed to promote efficiency and efficacy of care, various other improvements are being proposed in this initiative request:

1. **You@CU Website** – The campus wishes to implement a student well-being portal, and proposes to work with Grit Digital Health to customize their wellness platform YOU@College. This platform delivers content and resources tailored to the needs of the CU Anschutz student, including academic, health and community building resources, screenings for health behaviors and referrals to relevant resources. Available 24/7 for both mobile and desktop use, YOU is truly embedded in the campus community. We would utilize the analytics from student use to drive our future health promotion and prevention efforts.
2. **Student Health Coach Program** - Peer involvement and resiliency was also one of the Chancellor's charges. To meet this need, the campus plans to work with a consultant from UCLA's GRIT Student Health Coaching to develop the program at CU Anschutz (GRIT stands for guidance, resilience, integrity, and transformation). This consultancy would provide us with foundation, curriculum and training to launch a cohort of student coaches. This model is a win-win as the trained students learn skills that will be valuable for their chosen health profession in addition to being able to provide support for their peers in a timely and proactive manner.
3. **Mental Health First Aid (train-the-trainer)** - For increased faculty involvement, the campus plans to work with a consultant from Mental Health First Aid to host a Train the Trainer program. We would train 15 faculty, staff and students to serve the campus by providing this training at orientations, faculty and staff meetings across campus. This program provides participants with the skill sets necessary to identify, understand and respond to signs of mental illnesses and substance use disorders.



4. **Victim Services Coordinator** - Each year the number of students in crisis presenting at the Office of Case Management and CARE team has increased significantly. In order to meet the needs of students in crisis and the acuity/severity of the issues students are presenting with, a Victim Services Coordinator is requested.
- From 2015-2016 AY to 2016-2017 AY there was an 84% increase in referrals
  - From 2016-2017 AY to 2017-2018 AY there was an additional 31% increase
  - Currently the Office of Case Management has already seen a 40% increase from this time last year.

**Budget Detail**

<b>Item</b>	<b>FTE</b>	<b>Expense</b>
Intake Coordinator/Therapist	0.5	\$39,300
Medical Director	0.25	\$68,109
One Call Scheduler	0.5	\$28,820
Director of Student Health Promotion	0.0	\$32,400
Student Navigator/Triage	1.0	\$91,700
You@CU Website	0.0	\$15,000
Student Health Coach Program	0.0	\$25,000
Mental Health First Aid (train-the-trainer)	0.0	\$5,000
Victim Services Coordinator	1.0	\$70,500
<b>Total</b>	<b>2.25</b>	<b>\$375,829</b>



<b>CU Anschutz FY 2019-20 Budget Fact Sheet</b>	
<b>Campus Safety and Marketing Initiative</b>	<b>Amount</b>
<b>Scenario A</b>	<b>\$1,291,716</b>
<b>Scenario B</b>	<b>\$1,291,716</b>
<b>Scenario C</b>	<b>\$1,291,716</b>

**Summary**

The University of Colorado Anschutz Medical Campus is proposing initiatives totaling \$1,291,716 towards on-going Communications and Marketing and Police expenses. As the Campus has grown over the past several years, emphasis has remained on funding instructional needs within the schools and colleges rather than non-academic administrative support at the central level. This request is comprised of:

- \$807,036 for Communications and Marketing
- \$484,680 for University Police

**Communications and Marketing**

The University of Colorado Anschutz Medical Campus is seeking permanent funding for 7.0 FTE resulting from the creation of a CU Anschutz-specific communications and marketing division. This new division has been tasked with establishing a marketing and communications function specific to the Anschutz Medical Campus, responsible for creating and launching a national marketing campaign to raise brand awareness, support philanthropic efforts, and drive top physician recruitment.

**University Police**

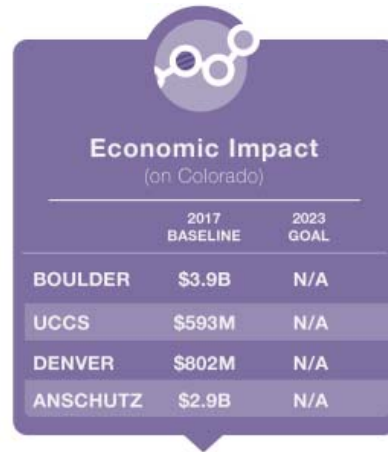
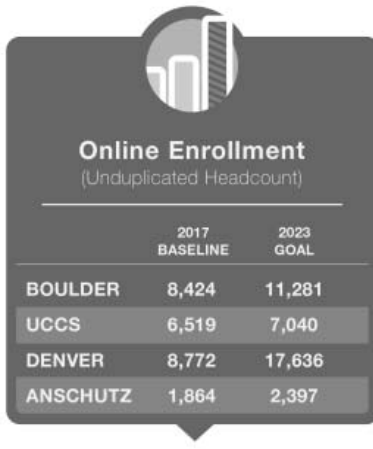
This budget initiative would provide funding to the University Police in order to support competence-based pay increases for police officers and dispatchers, in an effort to bring actual salaries closer to metro area agencies. The request also includes an increase to the operating expense budget in order to better align the campus police department with peers.

**CU Metric**

**Communications and Marketing**

This initiative is tied to the CU Metric on Fiscal Sustainability and Reputation and Impact. Specifically, this initiative should lead to positive downstream impacts related to enrollment, online enrollment, other revenue, gift revenue, research funding, and economic impact because of the national marketing campaign to raise brand awareness, support philanthropic efforts, and drive top physician and principal investigator recruitment. While revenue will not be generated specifically by the work of this team, earned media, social media engagement and other communications functions will be measured, and this work will support revenue generation across the campus.





University Police

While this initiative is not directly tied to any single CU Metric, it is a Police Department priority to support the multifaceted research, education and patient care missions of the Anschutz Medical Campus. In order for the University to pursue these missions, it is important that the Campus provide a community where students, faculty, staff, and patients feel safe. Further, as work in the mental health arena increases, it is critical that the PD staff its operations units with competent, caring personnel.

Rationale

Communications and Marketing

As a step toward the strategic expansion of the University of Colorado Anschutz Medical Campus put forth by Chancellor Elliman in the fall of 2016, CU Anschutz now seeks to focus on marketing strategies specific to the Anschutz Medical Campus. The new team will be a full-service, multi-disciplinary marketing and communications group, which will provide branding, advertising, marketing, PR, social, digital and storytelling services on behalf of the campus. This includes building a bridge with the Children's Hospital of Colorado and University of Colorado Hospital (UC Health) communications teams, community and business leaders, elected officials, as well as the entire communicators group across campus, to ensure alignment and support. The campus



previously utilized a shared communications model with the University of Colorado Denver campus but was unable to establish a secure brand and marketing program that highlighted the unique nature and assets specific to Anschutz.

University Police

Compared to similar sized agencies along the Front Range, Anschutz Medical Campus police officers earn approximately 13% less; corporals and sergeants 9% less; and commanders about 6% less. When compared to the Aurora Police Department, the gap is even greater for corporals and sergeants. Dispatchers earn about 10% less than similar sized agencies.

This request is intended to increase retention, thereby reducing frequency of hiring and training new personnel. Currently, after 1-2 years of training, campus police officers are often recruited away by other higher paying municipalities. The cost of training a new police officer is approximately \$17,000. Increased retention will also reduce the need for mandatory overtime in both the Patrol and Dispatch Units.

There are several consequences if this is not funded:

- The department will continue to encounter difficulties with filling vacant positions and retaining qualified personnel.
- Maintaining minimum staffing levels when department vacancies are present can lead to increased mandatory overtime. These additional hours can lead to fatigue which, can impair judgement and put officers at risk of injury.
- Failure to retain personnel will result in fewer qualified candidates for promotions, thereby undermining succession planning.

In addition to competence-based pay increases for police officers and dispatchers, the CU Anschutz Medical Campus wishes to increase the operating expense budget for the University Police. Actual expenditures have averaged 181% of budget (FY16-18), and the shortfall has traditionally been covered with salary savings. As salaries increase to recruit/retain qualified personnel, salary savings will decline, creating a shortfall in funding for operating expenses. This increase will eliminate the need for use of salary savings to support operations.

**Budget Detail**

Communications and Marketing

<b>Item</b>	<b>FTE</b>	<b>Expense</b>
Dedicated CU Anschutz Medical Campus Marketing and Communications positions	7.0	\$807,036
<b>Total</b>	<b>7.0</b>	<b>\$807,036</b>



University Police

Figure 1: Calculation of Competence-based Pay Adjustment

Position Title	#	Current Mean	Total Current Budget	Target Mean	Total Target Cost	Difference
Dispatcher	9	\$46,794	\$421,236	\$50,782	\$457,038	\$(35,802)
Dispatcher Supervisor	3	\$61,602	\$178,712	\$68,416	\$205,249	\$(26,537)
Police Officer 1	17	\$60,089	\$966,570	\$68,566	\$1,165,622	\$(199,052)
Police Officer 2	3	\$76,498	\$229,495	\$86,338	\$259,014	\$(29,519)
Police Officer 3	5	\$86,544	\$427,800	\$93,600	\$467,999	\$(40,199)
Commander	2	\$105,158	\$210,315	\$111,335	\$222,670	\$(12,355)
Total Difference						\$(343,464)
Benefits on Additional Salary						\$(41,216)
Total Request for Competence-based Pay Adjustment						<b>\$(384,680)</b>

Figure 2: Total FY2019-20 Budget Request

Item	FTE	Expense
Competence-based pay increases officers and dispatchers, from previous table	0.0	\$384,680
Operating Expense Increase	0.0	\$100,000
<b>Total</b>	<b>0.0</b>	<b>\$484,680</b>



<b>CU Anschutz - FY 2019-20 Budget Fact Sheet</b>	
<b>Facilities Investments</b>	<b>Amount</b>
<b>Scenario A</b>	<b>\$4,269,317</b>
<b>Scenario B</b>	<b>\$4,270,513</b>
<b>Scenario C</b>	<b>\$2,276,848</b>

**Summary**

The University of Colorado Anschutz Medical Campus is proposing initiatives for \$4,269,317 in FY2019-20 to support facilities investments. This is comprised of:

- \$613,097 for Deferred Maintenance
- \$1,335,870 for Facility Renewal
- \$2,320,350 for Facility Improvements

**Deferred Maintenance and Facility Renewal**

The Deferred Maintenance and Facility Renewal initiatives will provide a dedicated, centrally managed pool of resources for campus infrastructure that addresses critical public safety and compliance needs, and provides the necessary infrastructure to support mission-aligned growth. The deferred maintenance initiative addresses repair and replacement costs that are likely to increase as deferred maintenance contributes to the breakdown of other system components. The facility renewal initiative plans for known repeated repair and replacement that retains the usable condition of facilities and systems that are not normally contained in the annual operating budget.

**Facility Improvements**

The Facility Improvements initiative is focused on renovating space to better support our students and faculty. Specifically, these funds will be used to renovate five student study and common areas, relocate student Disability Resources, and renovate the first floor of the Academic Office Building 1 (AO1).

**CU Metrics**

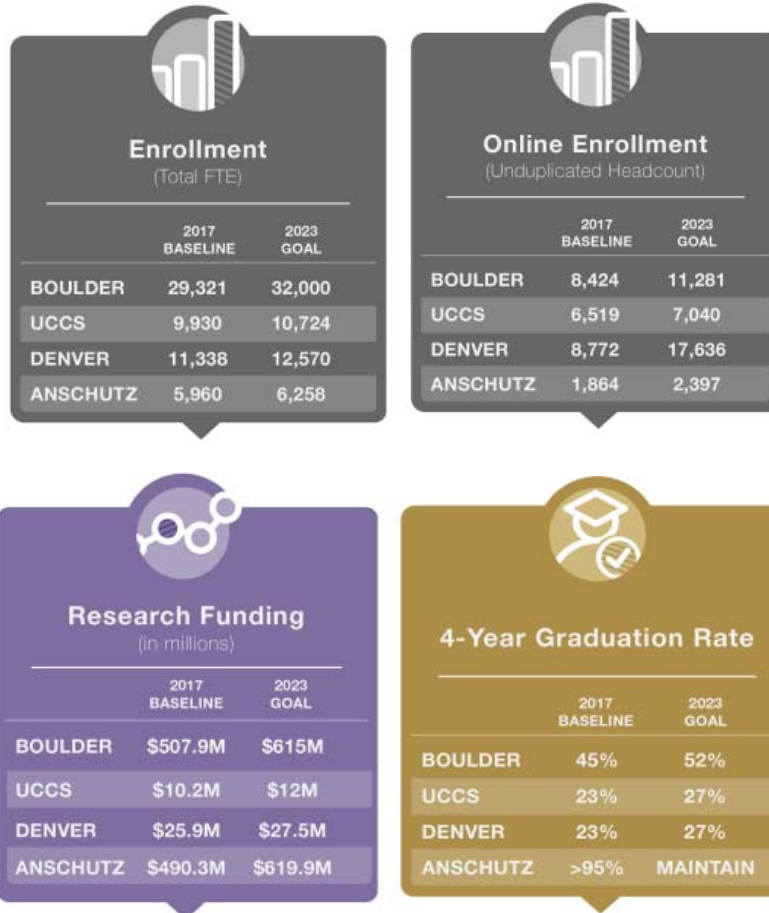
**Deferred Maintenance and Facility Renewal**

The Deferred Maintenance and Facility Renewal initiatives are primarily tied to the CU Metric on Fiscal Sustainability, as investment in these areas now will help the campus avoid more costly repairs in future years. Sightlines, an independent company, has reported that in some cases \$1 today in annual stewardship is worth \$3-4 in future unplanned repairs or replacements. These savings, which would be realized in future years, could have positive downstream impacts on many of the campus' other metrics such as:

- Enrollment - stewardship now will help the campus keep tuition increases reasonable
- Online enrollment- additional cash flow in future years would enable investment in necessary infrastructure to support online enrollment growth



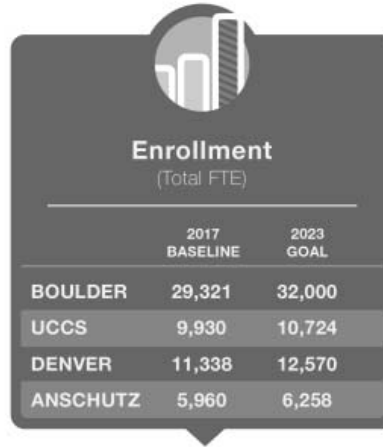
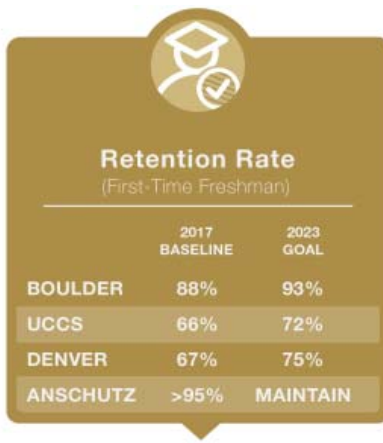
- Research funding – maintaining the condition of our research buildings will help attract and retain the best and brightest principal investigators to the campus
- Graduation Rate – up to date and well maintained facilities will help enhance the student experience



### Facility Improvements

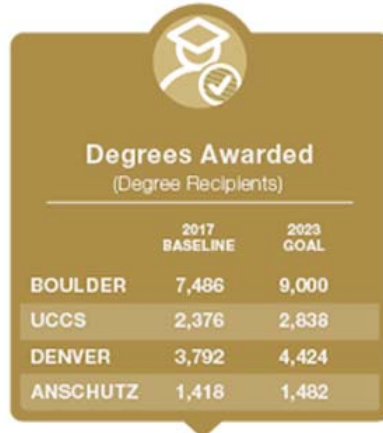
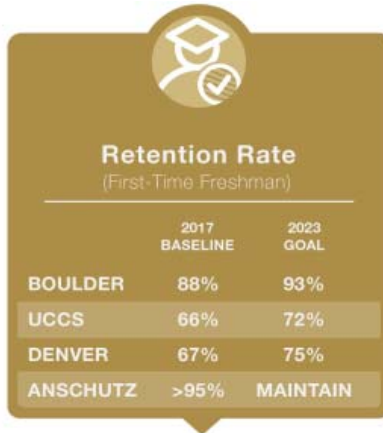
#### **Student Study and Common Areas**

This budget initiative is tied to the CU Metric on Student Success, specifically Graduate Retention rate. It supports the campus efforts to make progress on this goal by providing the students with a dedicated space to study, relax, and feel a sense of community. This project supports the Strategic Vision Compass Point of “Enhancing Student Experience.” The initiative is also tied to the CU Metric of Fiscal Sustainability, in that up-to-date student spaces may help drive student enrollment.



**Student Disability Resources**

This budget initiative is tied to the CU Metric on Student Success, specifically Graduate Retention rate and Degrees Awarded. It supports the campus’ efforts to make progress on this goal by providing students with easier and more discreet access to Disability Resources, which will help ensure that students who need assistance will receive it.



**AO1 First Floor Renovation**

This budget initiative is tied to the CU Metrics on Fiscal Sustainability and Reputation and Impact, specifically in the areas of Other Revenue and Research Funding. It supports the campus efforts to make progress on this goal by providing the faculty with a dedicated area to pursue their academic research, clinical, and community activities. It will also help the campus’ ability to attract and retain top-level faculty. This project supports the Strategic Vision Compass Point of “Enhancing Faculty Experience.”



**Rationale**

**Deferred Maintenance**

Currently, the campus relies primarily upon State capital appropriations and campus operating savings/reserves to fund deferred maintenance needs, which is insufficient to meet current and future needs. This initiative will enable the campus to target an amount for maintenance work that has been deferred on a planned or unplanned basis due to lack of funds. This approach aligns with the Association of Physical Plan Administrators (APPA) view of facilities as a collection of liabilities that require continual investment from a dedicated (and protected) funding source. This initiative will keep facilities productive to support the Campus’ mission and avoid costly repairs when components fail.

At present, more than 50 percent of general fund buildings on the CU Anschutz Medical Campus have a maintenance backlog. As the campus continues to age, the deferred maintenance backlog will continue to grow. Because of the aforementioned factors, investment in deferred maintenance is anticipated to become an increasingly sizeable component of the Campus’ operating budget.

Examples of potential uses of this initiative’s funds include:

- Campus-wide autoclave repair and replacement
- Fitzsimons Building air handler unit replacement
- Fitzsimons Building sewer pipe replacement

If funding is not approved for this initiative maintenance backlogs will continue to grow, and costly unplanned repairs or replacements will occur in future years. Additionally, the condition and appearance of the Campus’ facilities and mechanical systems will continue to deteriorate, which will begin to affect the Campus’ missions.

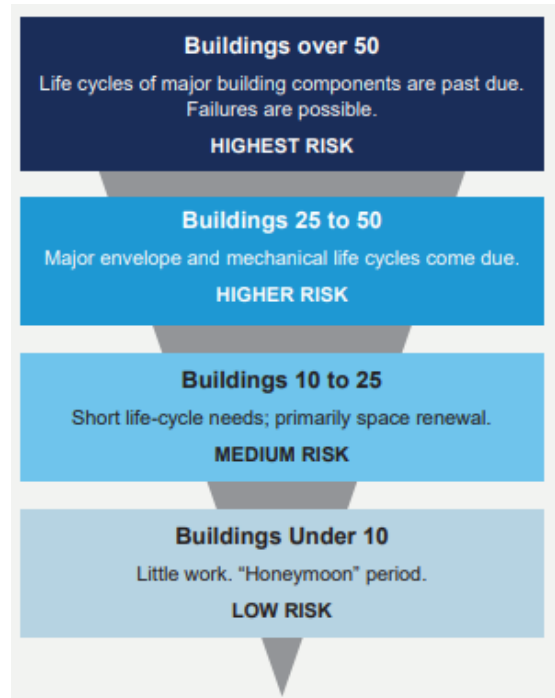
**Facility Renewal**

At this time, the campus relies primarily upon State capital appropriations and campus operating savings/reserves to fund facility renewal needs, which is insufficient to meet current and future needs. This initiative will enable the campus to target an amount for known cyclic repair and replacement that extends the life of facilities. This approach aligns with APPA’s view of facilities as a collection of liabilities that require continual investment from a dedicated (and protected)



funding source. This initiative will keep facilities productive to support the Campus’ mission and avoid costly repairs when components fail. As Anschutz’s campus continues to age, the need for infrastructure investment will only increase.

According to Sightlines, buildings 10-25 years old pose a medium risk, often requiring short lifecycle needs such as space renewal. As buildings age between 25-50 years old, they become higher risk and major envelope and mechanical life cycles come due. 83% of the total square footage on the CU Anschutz Medical Campus can be found in buildings built after 1990, 1% between 1970 and 1990, and 16% before 1950.



Source: Sightlines, State of Facilities in Higher Education 2016 Benchmarks, Best Practices & Trends

Examples of potential uses of this initiative’s funds include:

- Replacement of network switches in AO1, RC2, Pharmacy building, Barbara Davis Center, and Strauss Health Sciences Library
- Fitzsimons Building phased window replacement
- Nighorse Campbell auditorium roof repair

If funding is not approved for this initiative, major systems will continue to age without the benefit of proactive maintenance, which will increase the Campus’ risk factor. These risks will begin to affect the Campus’ ability to invest in mission-critical or strategic investments, as funds will need to be directed toward infrastructure repair and replacement instead. Additionally, the condition and appearance of the Campus’ facilities and mechanical systems will continue to deteriorate, which will begin to affect the Campus’ missions.

Facility Improvements

**Student Study and Common Areas**

The CU Anschutz Medical Campus wishes to renovate five existing student lounge areas in various buildings surrounding the Education Quad. These lounges are located in the Education 1, Education 2 North, and Education 2 South buildings. The new lounges will provide students with an area to decompress between classes, engage with colleagues, study in a comfortable, relaxing setting, and most importantly, build student community on the CU Anschutz campus. Design for these lounges include comfortable furniture, fireplaces, genius bars, televisions, a





community café, and murals/art work. Currently, the majority of these lounges are in poor shape and/or not configured in a way that is conducive to student success.

**Student Disability Resources**

The CU Anschutz Medical Campus wishes to relocate Student Disability Services from their current location on the ground floor of the Fitzsimons building to the first floor of the Henry Strauss Health Sciences Library. The new space will provide improved access, as well as a more innocuous location for those who are sensitive about the support they are receiving from Disability Resources. The new space will provide more testing options as well as a more conducive office area for supporting our students in one central location.

**AO1 First Floor Renovation**

The CU Anschutz Medical Campus is currently operating at a space deficit concerning the accommodations of clinical faculty. Currently, these faculty members have to either work from home or otherwise fend for themselves to find adequate workspace on campus. With a current deficit of 245 faculty offices and a projected faculty growth of 21% over the next 10 years, providing facilities that can support faculty and their academic research, clinical, and community activities is a critical component in sustaining the campus' ability to attract and retain top level faculty. This project is focused on resolving this challenge by providing a destination for modern work environments designed to foster collaboration, cross-disciplinary communication and faculty well-being.

The renovated space will only be offered to those acting predominately as clinical faculty members and not in possession of a dedicated office space anywhere else on campus. By providing unassigned, on demand offices and a variety of open seating and work areas, the project will potentially accommodate the needs of 215 faculty members at a 6 to 1 ratio. Several amenities are planned to help attract and support faculty including a concierge service, kitchen, food bar, showers, lockers, coatroom, and lactation room. A variety of meeting rooms are planned. Technology will be distributed throughout and is intended to be seamless for ease of faculty use. This creative solution would increase occupant capacity within existing facilities.

**Budget Detail**

Deferred Maintenance

In an effort to relieve the Campus from some of its un-funded deferred maintenance needs, a target of 5% of the total backlog amount has been set for the deferred maintenance budget in FY2019-20.

Current Un-Funded Deferred Maintenance Needs	\$23,761,936
5.0% of Current Un-Funded Deferred Maintenance Needs	\$1,188,097
Existing Deferred Maintenance Budget in Baseline	(\$575,000)
<b>Total Requested Amount for FY2019-20 Initiative</b>	<b>\$613,097</b>

According to APPA best practices, organizations should budget between 2.0 and 4.0% of the current replacement value (CRV) of all buildings for deferred maintenance purposes. The FY2019-20 request equates to 0.09% of the Campus' 2016 CRV. The campus wishes to increase budgeted amounts in future years in order to pursue this goal, if funds are available. No new FTEs are anticipated from this initiative.



Facility Renewal

According to the Association of Physical Plan Administrators (APPA) best practices, organizations should budget between 2.0 and 4.0% of the current replacement value (CRV) of all buildings for facility renewal purposes. The FY2019-20 request equates to 0.10% of the Campus' 2016 CRV. The campus wishes to increase budgeted amounts in future years in order to pursue this goal, if funds are available. No new FTEs are anticipated from this initiative.

FY2016 Current Replacement Value (CRV)	\$1,335,870,098
<b>Total Requested Amount for FY2019-20 (0.10% of CRV)</b>	<b>\$1,335,870</b>

Facility Improvements

Student Study and Common Area Renovations	\$350,000
Student Disability Resources Relocation	\$295,621
AO1 First Floor Renovation	\$1,674,729
<b>Total</b>	<b>\$2,320,350</b>

No new FTEs are anticipated from this initiative.



UCCS - FY 2019-20 Budget Fact Sheet	
Academic Unit Enrollment Growth	Amount
Scenario A	\$460,929
Scenario B	\$460,929
Scenario C	\$460,929

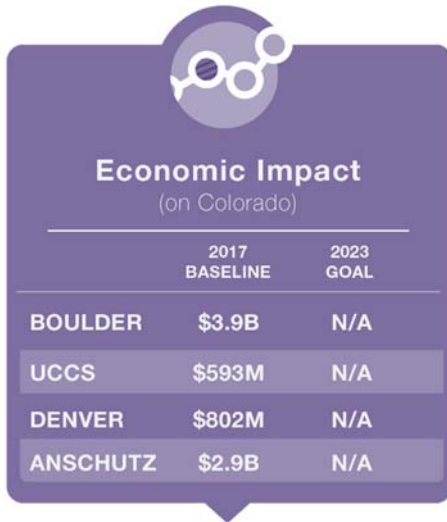
**Summary**

UCCS proposes allocating \$460,929 to support on-going instructional needs within the Academic Affairs units in FY 2019-20. This funding will allow the creation of approved programs to better meet the needs of our students and community.

**CU Metric**

This budget initiative is tied to the CU Metric on Affordability and Access, specifically access to students who otherwise would be unable to attend college. It supports the campus efforts to make progress on this goal by providing scholarships to students who need assistance to attend UCCS.

This budget initiative is also tied to the CU Metric on Reputation and Impact, specifically by meeting the labor demands of the local and state economy. It supports the campus efforts to make progress on this goal by adding new programs to meet the local and state demands as well as adding the highest quality faculty and staff to implement these programs.





## **Rationale**

The UCCS campus has grown by 18 percent or 1,955 students, since FY 2013-14 and campus leadership continues to strive to meet instructional needs through targeted investments in new programs. One of the strategies developed to manage this growth is through creating models that monitor performance in Academic Programs. Upon achieving the performance goals, funding is allocated to new programs to cover the instructional costs driven by the actual enrollment.

The new programs and their payouts, which are listed below, have already gone through a rigorous vetting process. The programs are brought forward based either on needs that the colleges have identified in our community, state or at the national level.

The process to create a new program is as follows. Once a new program is under consideration, the colleges then create a proforma to see if the program would be sustainable on its own after five years. If it is found that there is enough market and student demand for this program the colleges pass on their proformas to the Office of Budget and Planning to have their numbers (tuition rates, enrollment, scholarship allowances, salary rates, etc.) reviewed for accuracy. After passing this step the program is proposed at a University Board Advisory Committee (UBAC) meeting. UBAC will discuss and debate the merits of the program and its specifics. If UBAC feels the program is financially sustainable and good for the university, they will recommend it for approval to the Chancellor. If the Chancellor approves the program it will go on to the Board of Regents for their final approval.

These programs are created with the mindset that their costs will be covered or exceeded by revenue brought in through tuition. As this is the case the different classifications of students are employed in the metrics. Depending on the classification, the student will be given a weighted value to reflect the revenue they bring in. For example, a non-resident student is given a higher weighted score because of the extra revenue brought in from their classification. In the creation of the proformas for these new programs, the college assumes certain revenue based off the different classifications.

If a college assumed a new program would bring in two non-resident students, but it only brought in one non-resident than they have a couple possible routes they could take to receive full or partial funding:

- The first option is to increase enrollment and bring on an additional two resident students that would offset the higher weighted score of a non-resident student. This method would allow them to receive full funding.
- The second option is they recruit fewer students. The college will only receive 50% of funding requested because their enrollment score is only 50% of their estimates.

Note: At this time funding is based off of a three-year rolling average for estimated enrollment numbers. We believe this allow the colleges to get their program up and running and gives a more fluid method of showing enrollment growth.



The academic programs in consideration for this initiative funding include:

<b>Program</b>	<b>Preliminary Estimates</b>
<b>Exercise Science</b>	<b>\$179,207</b>
<b>Sports Management</b>	<b>\$209,318</b>
<b>Data Analytics and Systems Engineering</b>	<b>\$23,803</b>
<b>Music</b>	<b>\$9,995</b>
<b>Inclusive Elementary Education</b>	<b>\$6,000</b>
<b>Athletic Training</b>	<b>\$32,606</b>
<b>Total</b>	<b>\$460,929</b>

Each of these programs achieved enrollment growth in fall that will be re-examined in spring to finalize the allocations to distribute. Estimates include additions of two tenure track faculty, lecturers, operating costs and scholarships.

**Budget Detail**

Funding for this initiative comes from enrollment growth and is only allocated when actual enrollment is verified. Based on the verified enrollment, complete or partial funding is determined. This amount of \$460,929 was calculated using fall 2018 enrollments and is a placeholder for the needs of these programs. Ongoing instructional needs include things like tenure track faculty, non-tenure track faculty, staff, library materials, marketing and travel funds.



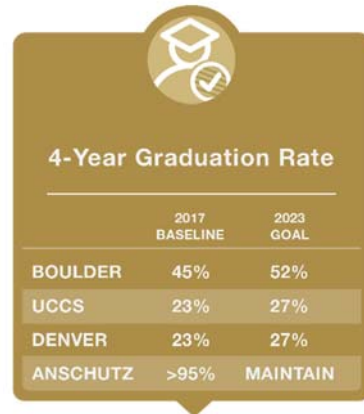
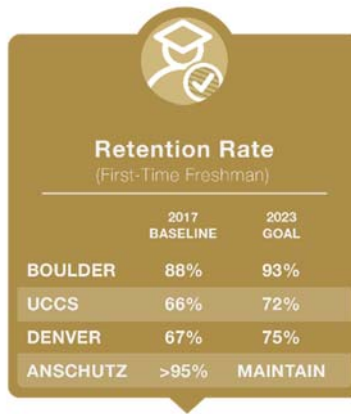
UCCS - FY 2019-20 Budget Fact Sheet	
Chancellor's Merit Scholarship	Amount
Scenario A	\$621,226
Scenario B	\$1,021,266
Scenario C	\$621,266

**Summary**

This initiative is in year 4 of a 5-year funding plan. The Chancellor's Merit Scholarship was re-established four years ago as a program to offer students a renewable financial aid source.

**CU Metric**

This budget initiative is tied to the CU Metrics on Affordability & Access and Student Success, specifically Institutional Financial Aid and retention and graduation. It supports the campus efforts to make progress on this goal by increasing the amount of institutional aid available for our students and by providing a funding source for students that is renewable, allowing students the financial ability to progress through his/her degree program.





**Rationale**

Financial need remains a top priority for our campus. In the Affordability metric deep dive, we identified that a significant population of our students are either Pell eligible, first generation and/or military affiliated. The Pell and first generation students are particularly loan averse. Broadly applied merit aid, like Chancellor’s Scholarship, gives access aid access to a wide range of students including these key populations. The need to have institutional aid packages that will meet the needs of our students is paramount to student success at UCCS.

The Chancellor’s Merit Scholarship is awarded to high achieving Colorado residents and is a four-year renewable aid package. Having a four-year aid source gives students the ability to help better plan their pathway through the degree program. This will positively impact first year retention, persistence and graduation rates.

Additionally, students who receive this scholarship have a higher matriculation rate making the scholarship a significant contributor to UCCS’s enrollment goals.

**Budget Detail**

The Chancellor’s Merit Scholarship is projected to be awarded to 1,970 deserving Colorado resident students, which is an increase of 408 students. This projected increase was determined by looking at all student grade levels, freshman, sophomore, junior and senior students, number of eligible students, and historical retention rates. Since this is the fourth year, it is the first time we will have students in all grade levels receiving this award. Each year the campus funds the aid gap for the scholarship with reserve funds.

Number of Eligible Students	1,970
Aid Package	2,500
<b>Total Aid Needed</b>	<b>\$4,925,966</b>
Current Available Budget	\$3,904,740
Institutional Aid Gap	\$1,021,226



**System Administration FY 2019-20 Budget Fact Sheet**

**Board of Regents and Internal Audit**

**\$202,761**

**Summary**

The Board of Regents is requesting an increase of \$169,577 to the board operations budget to reflect the cost of Regent operational expenses accurately.

Internal Audit is requesting an increase of \$33,184 to reflect an increase in software license costs and to fund operating and professional development for staff. Providing adequate opportunities for continuing professional education is essential to employee recruiting and retention matters.

**Rationale – Board of Regents**

- In 2016, the board mandated that VP O'Rourke hire an additional person to assist in board-related projects. The budget provided for this position did not cover the full cost of the consultant retained. An additional \$51,300 will support the full cost of the consultant.
- Board staff uses a PERA retiree to help with accounting and regent travel reconciliations. The position is unfunded, so the salary and benefits come from the operating budget. The estimated salary and benefits for the Accounting Assistant is \$29,700.
- In 2012, the board mandated that board staff deliver agenda materials electronically. After review of vendors, BoardDocs was the chosen vendor. The annual subscription rate is \$10,000 per year.
- In previous years the Regent's summer and winter retreats were held at the Benson ranch. As of late, the retreats are at locations that have a higher cost then when held at the ranch.
- The cost for the retreat consultants has increased significantly within the past two years.
- Board staff travels with Regents to all out of state events, including all football games and conferences.
- Regents are requesting travel reimbursement for in-state travel more often than in prior years. This travel is reported in the operating budget as it is the course of performing their duties as a Regent.

**Rationale – Internal Audit**

Audit staff is required to obtain and maintain professional certification. The department commits to covering the costs of the minimum training requirements. In 2013, the Board of Regents very generously increased the department budget for training. Since that time, there have been three professional positions hired, and one administrative position has been re-tasked into a full-time audit role. As a result, our training expenditures have exceeded our budget. In the past, we have been able to use other budget categories to cover this. However, increases in other budget areas make that much more difficult going forward.

There are two components to the request to cover increases in license costs. The first is our migration to having the vendor host the electronic workpaper application. Vendor hosting increases the timeliness





and efficiency of upgrade and software patching procedures, sustaining compatibility and maintaining application security. Vendor hosting also provides for timely, comprehensive data recovery in the event of data loss, and business continuity in the event of a disaster.

**Budget Detail**

<b>Board of Regents</b>	<b>FY 2018-19 Budget</b>		<b>Additional Salary or Operating</b>	<b>35% Benefits</b>	<b>Total Budget Requested for FY 2019-20</b>
Projects Consultant	\$82,000		\$38,000	\$13,300	\$51,300
Accounting Assistant	\$0		\$22,000	\$7,700	\$29,700
Operating	\$128,432				
Board Docs			\$10,000		\$10,000
Retreat Expenses			\$40,000		\$40,000
Travel	\$11,423		\$38,577		\$38,577
<b>Board of Regents Total</b>			<b>\$148,577</b>	<b>\$21,000</b>	<b>\$169,577</b>
<b>Internal Audit</b>					
Staff professional development	\$88,000		\$21,184		\$21,184
NAVEX (EthicsLine)	\$19,600		\$2,000		\$2,000
TeamMate (Audit Software)	\$13,556		\$10,000		\$10,000
<b>Internal Audit Total</b>			<b>\$33,184</b>		<b>\$33,184</b>
<b>Total Request</b>			<b>\$181,761</b>	<b>\$21,000</b>	<b>\$202,761</b>



System Administration FY 2019-20 Budget Fact Sheet	
University Counsel (System portion)	\$13,859

**Summary**

University Counsel is requesting \$95,447 to support the promotional increases for five of University Counsel staff and increasing FTE for the Associate Counsel from .8 FTE to 1.0 FTE. The \$95,447 reflects an ICCA increase of \$13,859 with the balance of charges billed directly to the campuses.

**Rationale**

University Counsel evaluates staff that has been in their positions for at least three years to determine promotion eligibility. University Counsel also requests to increase a Boulder Associate Counsel position FTE for Boulder is currently budgeted for a .8 FTE. It is vacant, and University Counsel will be hiring it at 1.0 FTE.

**Budget Detail**

	Campus	Position	Salary	Benefits 35%	Total
Promotion	System (16.79%)	Intellectual Property Manager - 00001378	\$1,071	\$375	\$1,445
Promotion	System	Research Counsel - 00550300	\$6,733	\$2,357	\$9,090
Promotion	System (19.45%)	Research Counsel - 00003275	\$2,463	\$862	\$3,324
	<b>System Total</b>		<b>\$10,266</b>	<b>\$3,593</b>	<b>\$13,859</b>

Campus Portion					
Position #	Campus	Position	Salary	Benefits 35%	Total
Promotion	Boulder OCG (83.21%)	Intellectual Property Manager - 00001378	\$5,305	\$1,857	\$7,162
Promotion	Boulder OCG (80.55%)	Research Counsel - 00003275	\$10,198	\$3,569	\$13,768
Promotion	Boulder	Assistant Counsel - 00002393	\$6,731	\$2,356	\$9,087
FTE Increase	Boulder	Associate Counsel – 00550025 FTE Increase	\$31,253	\$10,939	\$42,192
	<b>Boulder Total</b>		<b>\$53,488</b>	<b>\$18,721</b>	<b>\$72,209</b>
Promotion	UCCS	Assistant Counsel - 00001385	\$6,947	\$2,431	\$9,378
	<b>Campus Total</b>		<b>\$60,435</b>	<b>\$21,152</b>	<b>\$81,587</b>



<b>System Administration FY 2019-20 Budget Fact Sheet</b>	
<b>UIS - Grants Assistant Director</b>	<b>\$175,500</b>

**Summary**

UIS is requesting \$175,500 to support adding an Assistant Director of Grants position within the Research and Grants team at UIS. This position was approved at the August 24, 2018, IT Executive Committee meeting.

**Rationale**

The current UIS Grants team staffing levels are at a bare minimum. Due to production support backlogs, and the volume of PUMs, the Grants team (currently two Business Systems Analysts) is spending 90% of their time on production support. Three options for proposed staffing were presented at the August 24, 2018, IT Executive Committee meeting to support Grants operations and optimization. The chosen option, Option 1, requested the minimum of one new FTE, an Assistant Director for Grants.

The CFOs determined the Grants roadmap needs to be culled out, and staffing on the UIS team and campuses need to be aligned. At UIS this is an issue of capacity to do any of this because most of the Grants staff time focuses on production support. While the campuses focus on narrowing the roadmap for grants, the CFOs supported Option 1 with the promise that UIS will work with campus Grants teams to determine the right balance beyond that.

In FY 2018-19 temporary funding for the position was granted. This request is to have the funding become beginning FY 2019-20.

**Budget Detail**

Assistant Director of Grants estimated hiring salary of \$130,000 plus 35% benefits.

<b>Position</b>	<b>Salary</b>	<b>35% Benefits</b>	<b>Total</b>
Assistant Director of Grants	\$130,000	\$45,500	\$175,500



**System Administration FY 2019-20 Budget Fact Sheet**

**UIS - CU-Wide Golden Gate Software**

\$300,000 One-Time Funds  
\$60,000 Continuing Funds

**Summary**

UIS is requesting \$360,000 (\$300,000 One-time and \$60,000 continuing) to purchase Oracle Golden Gate to create better, faster integrations with near real-time replication of data to serve the evolving data needs of the campuses.

**Rationale**

Oracle Golden Gate provides multi-platform data replication and change data capture (CDC) technology that allows for near real-time integration for applications that do not support this natively. As the University continues to improve the efficiency of key business processes (decreasing delays/increasing throughput), a tool like this will become increasingly necessary to meet the requirements of improved business processes through near real-time integrations between IT systems.

This product will support the University’s growing needs for near real-time data integrations and access to raw data in core enterprise systems. It will also reduce disaster recovery risks as well as reducing downtime during platform transitions.

**Key Use Cases:**

Near Real-Time Integration - Examples:

- Applicants, prospective students, prospective donors, and event attendees all need access to a wide range of application systems without experiencing delays that would cause them to choose to abandon their efforts or create barriers to their participation (e.g., more timely data available in Academic Works scholarship management system).
- Older systems often don't support event-based integration – Golden Gate provides a way to add this functionality (e.g., Advance).

Database Replication and Business Continuity:

- Enables campus departmental access to ERP data in a near real-time replicated environment from production environments, reducing risk to the university from direct access to production environments, such as negative performance impacts.
- Provides for better utilization of Disaster Recovery/BC hardware since it can be used actively when not in a DR situation.

Up-to-date Business Intelligence and Data Warehousing/Data Marts:

- Increased use of real-time analytics and business dashboards for key metrics requires the ability to update data warehouses and data marts in near real-time.
- Will support predictive analytics requests for near real-time access to raw data segmented by campus.



- Key metrics (e.g., Advising risk scores) can benefit significantly from the ability to keep core data up-to-date in the systems that calculate metrics as they change.

**Budget Detail**

The request for the Golden-Gate Software is a new initiative without an existing budget line item. Costs reflect one-time licensing purchase plus recurring maintenance.

	<b>FY 2019-20 One-time Costs</b>	<b>FY 2019-20 Continuing Costs</b>
Golden-Gate Software	\$300,000	\$60,000

**Consequences if not Approved**

Without funding, there will be an inability to fulfill campus requests for near real-time integrations of ERP data and data segmented by campus, as requested for use in solutions such as campus predictive analytics initiatives. Also, the databases will not be able to be replicated in near real-time, requiring continued reliance on processor-intensive reporting versus mitigating risk by moving to replicated systems.



**System Administration FY 2019-20 Budget Fact Sheet**

**UIS - Mandatory Software Licenses and Year 3 of 4 Equipment Replacement**

**\$1,299,446**

**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 of \$1,299,446 is to accommodate mandatory contractual software licenses and agreements (\$1,016,817) as well as the third year of a 4-year capital equipment replacement model (\$282,629).

**Rationale**

**Mandatory Contractual Software Licenses**

- Oracle Growth: The finance applications licenses costs are tied to the operating revenues of the university. The amount reflected includes the recurring maintenance for the FY 2019-20 estimated growth true-up. The existing budget will cover the one-time license costs.
- Oracle Growth: CU-Wide technology is tied to the total FTE (student, faculty, staff) of the university. The amount reflected includes the FY 2019-20 estimated growth true-up if total FTE exceeds 100,000.
- ERP software license increases are pre-dominantly Oracle, InfoEd, IBM Cognos, Hyland OnBase growth, and Amazon Web Services.

**End of Life Equipment Replacement (Year 3 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 the continuing budget in FY 2016-17 to begin the model. This installment of \$282,629 will result in a continuing balance of \$1,247,887 in FY 2019-20 with plans to be at \$1,530,516 by year 4, in FY 2020-21.

**Budget Detail**

The table below shows the detail of the software licenses maintenance requested. The Contractual Software License Increases and Oracle growth true-up represents an 11% increase on continuing FY2018-19 Operating (non-salary) Budget [\$1,016,817/\$9,141,001].

<b>Mandatory Contractual Software Licenses</b>	<b>Cost</b>
Oracle Growth: Finance Applications (\$M Operating Revenue)	\$150,342
Oracle Growth: CU-Wide Technology (FTE)	\$444,654
Software License Increases	\$421,821
<b>Total Mandatory Contractual Software Licenses</b>	<b>\$1,016,817</b>
<b>End of Life Equipment Replacement (Year 3 of 4)</b>	<b>\$282,629</b>
<b>TOTAL</b>	<b>\$1,299,446</b>



System Administration FY 2019-20 Budget Fact Sheet	
UIS - Enterprise Content Services (OnBase) FTE	\$114,750

**Summary**

UIS is requesting \$114,750 to add an FTE to the UIS Enterprise Content Services (OnBase) team. This position will support increased demand from new customers looking to utilize the service and existing customers looking to extend their scope and utilization of the service.

**Rationale**

The OnBase platform requires double the amount of effort to support than the previous platform as it has different modules and increased functionality to do different processes that the campuses are utilizing.

The UIS Enterprise Content Services team is made up of two FTE supporting the entire platform, of everything from application installation/patching/upgrades, coding, integrations, documentation, escalated support, security, testing, change management, QA, SSO, project coordination, governance, communications, requirements gathering, analysis, business process design, training, initiative management and vendor management.

The current support mix over the last year from UIS looks like:

- 30% UCB
- 20% UCD/AMC
- 10% UCCS
- 5% System
- 35% Cross Campus

Enterprise Content Services supports over 120 departments and 3,000 users. The service is on track to onboard twelve new customer groups for the calendar year 2018, while rolling out new versions of the application as well as new functionality (integrations, mobile, retention) required by customers.

The increased effort to support the OnBase application platform along with increasing demand from both new and current customers is not sustainable with the current staffing. Analysis of support tickets shows that one full FTE is being consumed to support the existing customer base at the existing functional level.

**Budget Detail**

Estimated \$85,000 salary plus 35% benefits = \$114,750. Brand new line, no current budget.

Position	Salary	35% Benefits	Total
UIS Enterprise Content Services (OnBase) FTE	\$85,000	\$29,750	\$114,750



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### **Consequences if not Approved**

Without approval, UIS will be unable to continue expanding the OnBase service to new customers within the University, including current departments who have expressed interest, such as Procurement, Finance, Electronic Research Administration and Anschutz Research groups. The ability to enhance and extend existing solutions within the current customer base will be limited, hindering University departments looking to improve efficiencies using electronic documents and processes.