

FOUR CAMPUSES UNITED
ALL FOUR: COLORADO

FY 2017-18 Budget Proposals

February 17, 2017



University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

Summary



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Putting the Punch line First

- Tuition & Mandatory fee increases range 3.14% to 4.91% (Freshman and transfers only at CU Boulder);
 - 0.0% increase for continuing undergraduate resident students at CU Boulder;
- Merit Pool 2.5% (all campuses & all employee groups);
- Modest State Funding increase; and
- Projecting enrollment growth.



Tuition & Fee Increases

- 4.91% - CU Boulder
(Freshman and Transfer only)
- 0.00% - CU Boulder
(continuing students)
- 3.43% - UCCS
- 3.14% - CU Denver*



*As required, the annualized CU Denver Wellness Center Fee approved by the Board of Regents in 2015 results in an additional increase of 1.67%.



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Impact if State Funding is Reduced

- Less for deferred maintenance
- Tuition
- Targeted cuts



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Overview



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System Wide Budget Priorities

- Minimize tuition increases (maintain Boulder Guarantee);
- Clearly identify changes in cost drivers, such as utilities;
- Compensation 2.5 percent (consistent with Governor's Request);
- Detailed budget changes on each campus; and
- Strategic initiatives to advance each campus strategic plan.



Mandatory Costs

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



Summary of Presentation

- Mandatory spending is identified and budget options have been developed.
- Required budget and tuition decisions will be made in the Spring.
- Leadership recommends adopting the budget scenario based on the ultimate state funding level in FY 2017-18.
- Main spending areas vary by scenario but include:
 - Mandatory; and
 - Strategic initiatives.



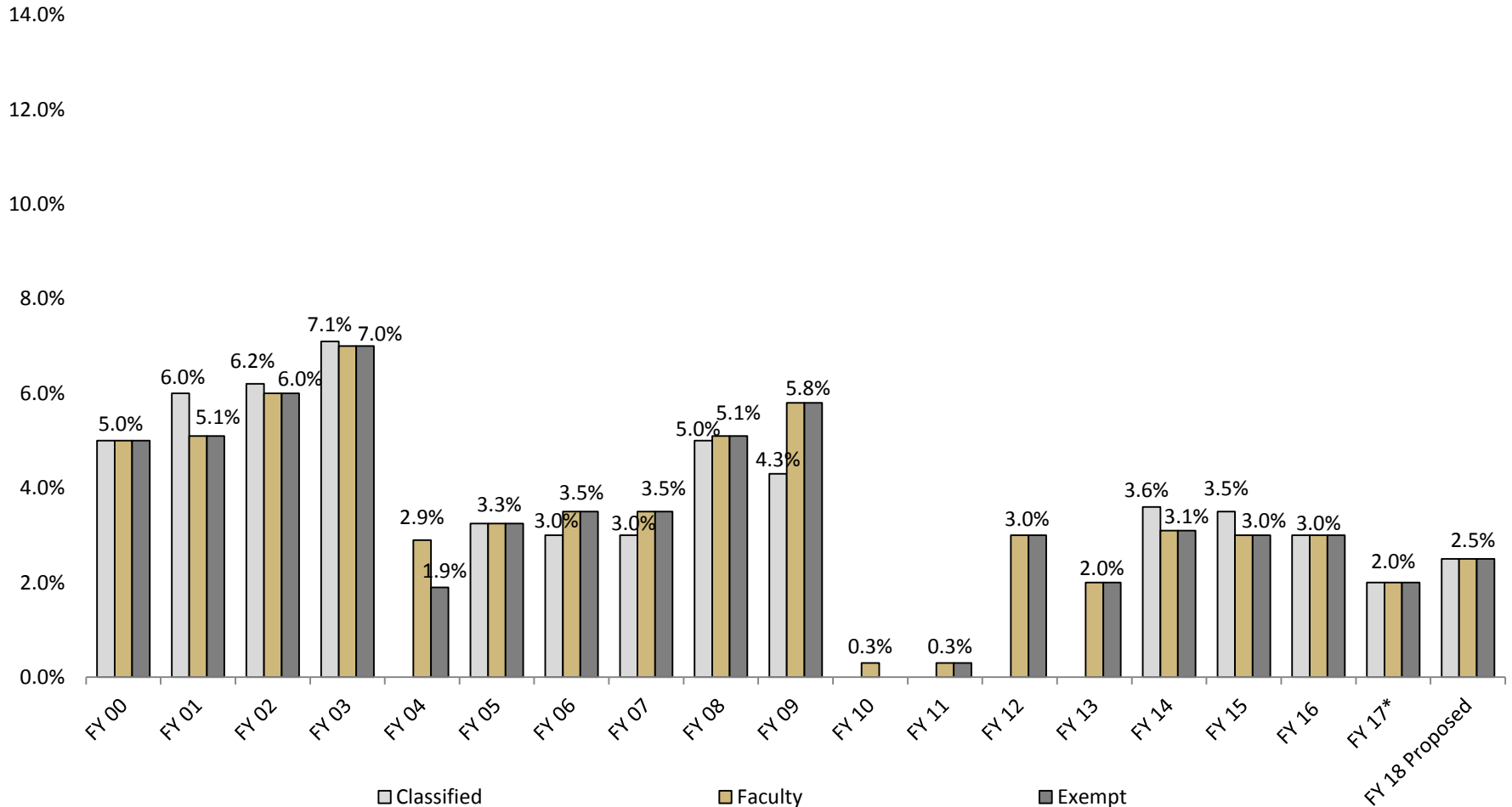
Compensation and Benefits

Scenario A based on Governor's Budget Request for FY 2017-18.

		Classified Salaries	Classified Benefits	Non Classified Salaries	Non Classified Benefits	Total
UCCS	Mandatory	\$358,664	\$236,862	\$265,878	\$482,178	\$1,343,582
	Scenario A	\$442,437	\$248,101	\$1,918,369	\$802,196	\$3,411,103
Denver	Mandatory	\$255,288	\$189,721	\$0	\$671,187	\$1,116,196
	Scenario A	\$255,288	\$190,254	\$2,674,633	\$1,188,087	\$4,308,262
Boulder	Mandatory	\$1,370,033	-\$599,809	\$0	-\$717,177	\$53,047
	Scenario A	\$1,475,576	-\$599,809	\$7,389,296	\$1,162,259	\$9,427,322
Anschutz	Mandatory	\$457,929	\$0	\$0	\$0	\$457,929
	Scenario A	\$457,929	\$360,251	\$2,901,647	\$1,235,922	\$4,955,749
System	Mandatory	\$0	\$8,650	\$0	\$279,802	\$288,452
	Scenario A	\$21,625	\$16,002	\$699,504	\$517,633	\$1,254,765
Total	Mandatory	\$2,441,914	-\$164,576	\$265,878	\$715,990	\$3,259,206
	Scenario A	\$2,652,855	\$214,799	\$15,583,449	\$4,906,097	\$23,357,201



Base-Building Compensation Pool History



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



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Statewide Tuition Increases FY 17 and FY 18

Institution	Last Year	Current Year			Proposed		
	FY 2015-16 Tuition (30 credit hrs.)	FY 2016-17 Tuition (30 credit hrs.)	\$ Increase	% Increase	FY 2017-18 Tuition (30 credit hrs.)	\$ Increase	% Increase
Colorado State University Pueblo	\$6,159	\$7,269	\$1,110	18.0%			
Metropolitan State University of Denver	\$5,222	\$5,693	\$471	9.0%			
Fort Lewis College	\$5,856	\$6,360	\$504	8.6%			
University of Northern Colorado	\$6,372	\$6,906	\$534	8.4%			
Western State Colorado University	\$5,844	\$6,312	\$468	8.0%			
Colorado Mesa University	\$7,185	\$7,572	\$387	5.4%			
Adams State University	\$5,448	\$5,736	\$288	5.3%			
Colorado State University	\$8,300	\$8,716	\$416	5.0%			
Colorado Community College System	\$3,915	\$4,107	\$192	4.9%			
University of Colorado Boulder*	\$9,312	\$9,768	\$456	4.9%	\$10,248	\$480	4.91%
University of Colorado Colorado Springs	\$7,980	\$8,280	\$300	3.8%	\$8,610	\$330	3.99%
University of Colorado Denver	\$9,090	\$9,420	\$330	3.6%	\$9,720	\$300	3.18%
Colorado School of Mines	\$15,225	\$15,716	\$491	3.2%			

* 4 Year Guarantee for incoming FY 2017-18 Freshman & Transfer Cohort.

Statewide Tuition and Fee Increases FY 17 and FY 18

Institution	Last Year	Current Year			Proposed		
	FY 2015-16 Tuition (30 credit hrs.)	FY 2016-17 Tuition (30 credit hrs.)	\$ Increase	% Increase	FY 2017-18 Tuition (30 credit hrs.)	\$ Increase	% Increase
	Colorado State University Pueblo	\$8,281	\$9,519	\$1,238	14.9%		
University of Northern Colorado	\$8,166	\$8,888	\$722	8.8%			
Western State Colorado University	\$8,451	\$9,194	\$743	8.8%			
Metropolitan State University of Denver	\$6,420	\$6,930	\$510	7.9%			
Adams State University	\$8,574	\$9,153	\$579	6.8%			
Fort Lewis College	\$7,601	\$8,105	\$504	6.6%			
Colorado Mesa University	\$8,008	\$8,395	\$387	4.8%			
Colorado Community College System (MCC)	\$4,097	\$4,291	\$194	4.7%			
Colorado State University	\$10,557	\$11,052	\$495	4.7%			
University of Colorado Colorado Springs	\$9,428	\$9,863	\$435	4.6%	\$10,201	\$338	3.43%
Colorado Community College System (CCD)	\$4,916	\$5,131	\$215	4.4%			
University of Colorado Boulder *	\$11,090	\$11,531	\$441	4.0%	\$12,097	\$566	4.91%
University of Colorado Denver **	\$10,389	\$10,741	\$352	3.4%	\$11,078	\$337	3.14%
Colorado School of Mines	\$17,353	\$17,868	\$515	3.0%			

* 4 Year Guarantee for incoming FY 2017-18 Freshman & Transfer Cohort

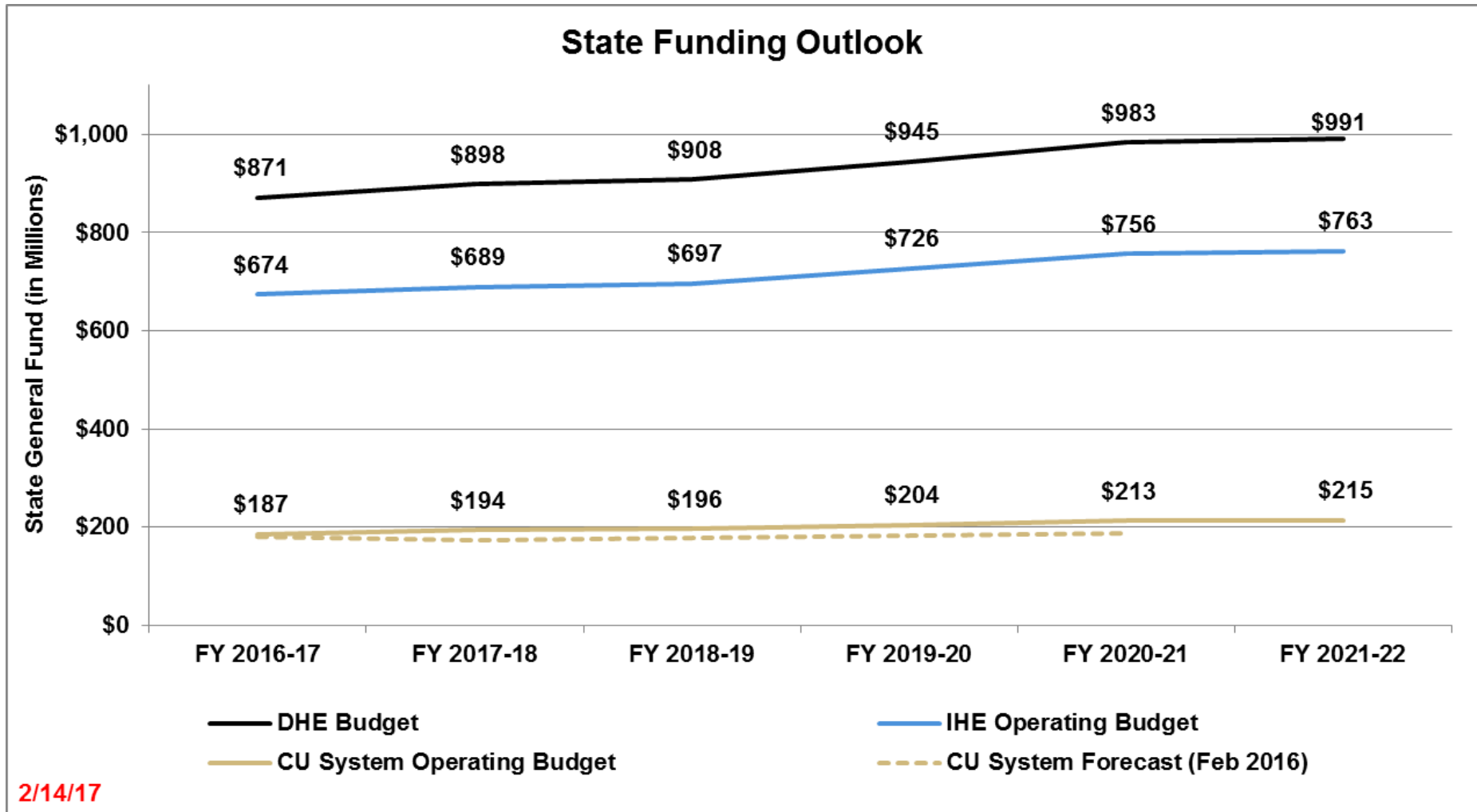
** As required, the annualized CU Denver Wellness Center Fee approved by the Board of Regents in 2015 results in an additional increase of 1.67% for a total of \$11,258 in tuition and fees in FY 2017-18.

Scenario A, Scenario B, Scenario C

FY 2017-18		Scenario A	Scenario B	Scenario C
State Funding	Higher Ed Share	\$16.7 million	\$0	-\$20.2 million
	CU Share	\$7.8 million	\$3.0 million	-\$2.9 million



What does State Funding Outlook Mean for CU?



Budget Assumptions

	FY 17-18 (Scenario A)	FY 18-19	FY 19-20	FY 20-21	FY 21-22
Revenue/Tuition					
State Funding Allocation to CU System (varies by campus)	4.18%	1.0%	4.2%	4.2%	0.8%
Undergraduate Resident Tuition Rate Targets					
UCCS	3.99%	3.5%	3.5%	3.5%	3.5%
Denver	2.87%	3.0%	3.0%	3.0%	3.0%
Boulder*	4.91%	4.9%	4.9%	4.0%	4.0%
Expenditures					
Compensation Pool (Classified/Faculty/Exempt)	2.5%	2.5%	2.5%	2.5%	2.5%
Health Life Dental (Classified/Faculty/Exempt)	5.65%	5.65%	5.65%	5.65%	5.65%
PERA (AED and SAED)	varies	flat	flat	flat	flat
ICCA Campus Allocation – <i>due to weighting, amounts will shift by campus</i>	varies	3.8%	4.0%	4.7%	4.0%
Risk Management - <i>amounts will vary by campus**</i>	varies	2.0%	2.0%	2.0%	2.0%

* Rate increase for incoming Freshman and transfers cohort only.

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

Colorado Springs Campus



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UCCS Highlights

- State funding increase of \$1,199,505, a 5.02 percent increase
- Continue to demonstrate a commitment to attracting quality students from historically underserved populations
- Enrollment increases are anticipated in FY 2018
- Record freshman class in fall 2016 of 2,056 students
- Record number of students (1,626) living on campus in fall 2016



Current Year Budget Update, UCCS

- Overall, actual enrollments to date are on budget for undergraduate and graduate students.
- While non-resident enrollment has increased overall, international enrollments have dipped in the current year and careful monitoring of this population is under way.
- Capital renewal fund continues to provide essential improvements in classroom and general student space.
- Community partners continue to strengthen the interest in the future of UCCS as an economic anchor of the city.



UCCS Enrollment

Headcount Enrollment*	FY 2014-15	FY 2015-16	FY 2016-17		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals		Budgeted	Revised	Projections				
Resident Undergraduate	8,256	8,470	8,819	8,934	9,479	9,728	9,984	10,247	10,515
Non-Resident Undergraduate	1,129	1,137	1,450	1,254	1,298	1,330	1,362	1,395	1,429
Domestic	999	1,012	1,300	1,152	1,208	1,240	1,272	1,305	1,339
International	130	125	150	102	90	90	90	90	90
Resident Graduate	1,492	1,438	1,295	1,479	1,523	1,563	1,604	1,645	1,688
Non-Resident Graduate	270	250	236	350	341	350	359	369	378
Domestic	108	111	106	221	228	234	240	246	252
International	162	139	130	129	114	117	120	123	126
Total Resident	9,748	9,907	10,114	10,413	11,002	11,291	11,588	11,892	12,203
Total Non-Resident	1,399	1,388	1,686	1,604	1,640	1,680	1,721	1,764	1,807
Total Headcount	11,147	11,295	11,800	12,017	12,642	12,971	13,309	13,656	14,010

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



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UCCS Expenditures, FY 2017-18

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Operating Expense	Total	\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$40,615,929	\$162,106	\$1,227,504	3.0%	\$1,177,504	2.9%	\$1,177,504	2.9%
Salary Exempt	\$23,483,697	\$103,772	\$690,865	2.9%	\$690,865	2.9%	\$690,865	2.9%
Salary Classified and Hourly	\$9,293,204	\$358,664	\$442,437	4.8%	\$442,437	4.8%	\$442,437	4.8%
Benefits - Faculty and Exempt	\$18,644,079	\$482,178	\$802,196	4.3%	\$778,450	4.2%	\$768,987	4.1%
Benefits - Classified & Staff Tuition Waiver	\$4,206,607	\$236,862	\$248,101	5.9%	\$240,829	5.7%	\$240,828	5.7%
Mandatory Transfers/Other	\$2,397,148	\$24,132	\$73,909	3.1%	\$6,752	0.3%	\$6,752	0.3%
Institutional Financial Aid	\$8,730,904	\$221,023	\$362,477	4.2%	\$362,477	4.2%	\$397,840	4.6%
General Operating	\$20,047,431	\$0	\$2,515,080	12.5%	\$2,431,618	12.1%	\$2,225,437	11.1%
Controlled Maintenance	\$1,000,000	\$0	\$175,000	17.5%	\$50,000	5.0%	\$0	0.0%
Library Expense	\$1,699,850	\$0	\$85,600	5.0%	\$85,600	5.0%	\$85,600	5.0%
Utilities	\$3,201,643	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$4,659,429	\$741,273	\$741,273	15.9%	\$741,273	15.9%	\$741,273	15.9%
Insurance	\$942,589	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Operating Expense Total	\$138,922,510	\$2,330,010	\$7,364,442	5.3%	\$7,007,805	5.0%	\$6,777,523	4.9%



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UCCS Expenditures, FY 2017-18 (cont.)

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Campus Initiatives								
Financial aid		\$1,891,080	\$1,891,080		\$1,891,080		\$1,891,080	
Approved new academic programs		\$436,972	\$436,972		\$436,972		\$436,972	
Academic affairs-instructional support		\$0	\$915,361		\$915,361		\$915,361	
Non-academic unit initiatives		\$0	\$1,045,822		\$1,045,822		\$1,045,822	
Campus Initiatives		\$0	\$1,167,904		\$906,308		\$785,972	
Campus Initiatives Total		\$2,328,052	\$5,457,139		\$5,195,543		\$5,075,207	
Total Estimated Budget	\$138,922,510	\$4,658,062	\$12,821,581	9.2%	\$12,203,348	8.8%	\$11,852,730	8.5%

UCCS Expenditures Overview, Scenario A

- Continued investment in campus funded financial aid, mandated technology needs and training, additional staff to meet student needs based on growth in population
- Investments in new approved academic programs and academic affairs-instructional support
- Additional investment in capital renewal fund and classroom furniture replacement fund
- 2.5 percent increase in salary pools for all employees and increases in benefits including retirement, health, life, and dental
- 0.5 percent pool established for uncompensated merit salary adjustments



UCCS Tuition, FY 2017-18

Projected Tuition Revenue Sources	FY 2016-17 Original Budget (Current Rate)	FY 2017-18 Proposed Rate				Comments
		Mandatory Costs	Scenario A	Scenario B	Scenario C	
Resident Undergraduate Tuition Rate	\$8,280	\$8,280	\$8,610	\$8,610	\$8,640	<i>Scenario A,B FR/SPH,LAS,SPA,EDUC JR/SR=4.0% BUS,EAS JR/SR = 4.1% BETHEL JR/SR = 4.2% Scenario C 4.3% to 4.7%</i>
Dollar Change		\$0	\$330	\$330	\$360	
Percent Change		0.0%	4.0%	4.0%	4.3%	
Current Non-Resident Undergrad Tuition Rate	\$21,690	\$22,380	\$22,590	\$22,590	\$22,680	<i>Scenario A,B all levels at 4.1% Scenario C FR/SOPH = 4.6% ALL JR/SR = 4.5%</i>
Dollar Change		\$690	\$900	\$900	\$990	
Percent Change		3.2%	4.1%	4.1%	4.6%	
Current Resident Graduate Tuition Rate	\$14,550	\$14,850	\$15,150	\$15,150	\$15,210	<i>Scenario A,B All 4.1% but BETHEL 0% Scenario C LAS,SPA,EDUC =4.5% EAS/BUS = 4.4% BETHEL = 0%</i>
Dollar Change		\$300	\$600	\$600	\$660	
Current Non-Resident Graduate Tuition Rate	\$31,500	\$32,520	\$32,790	\$32,790	\$32,910	<i>Scenario A,B All 4.5% but BETHEL 0% Scenario C LAS,SPA,EDUC =4.5% EAS/BUS = 4.4% BETHEL = 0%</i>
Dollar Change		\$1,020	\$1,290	\$1,290	\$1,410	

UCCS Revenues, FY 2017-18

Projected General Fund Revenue Increases	Original Budget	Mandatory	Scenario A	Scenario B	Scenario C
	FY 2016-17	FY 2017-18			
Tuition					
Resident Undergraduate	\$70,187,600	\$2,077,407	\$7,675,742	\$7,675,742	\$7,982,724
Non-Resident Undergraduate	\$21,312,252	\$635,037	\$2,072,715	\$2,072,715	\$2,155,213
Resident Graduate	\$10,827,110	\$336,574	\$1,570,101	\$1,570,101	\$1,604,014
Non-Resident Graduate	\$4,069,272	\$111,564	\$5,542	\$5,542	\$18,434
Fees	\$5,273,184	\$226,537	\$226,537	\$226,537	\$226,537
State Revenue	\$23,908,796	\$1,199,505	\$1,199,505	\$581,272	(\$205,630)
Indirect Cost Reimbursement	\$1,134,602	\$0	\$0	\$0	\$0
Other Revenue	\$2,209,694	\$71,438	\$71,438	\$71,438	\$71,438
Total Projected Revenue Increase (Decrease)	\$138,922,510	\$4,658,062	\$12,821,581	\$12,203,348	\$11,852,730
Fiscal Year Revenue Over/(Under) Expenditure		\$0	\$0	\$0	\$0



UCCS Expenditures Out-Years, Scenario A

Expenses	Scenario A Out-Year Projections							
	FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$1,255,303	3.0%	\$1,292,962	3.0%	\$1,331,751	3.0%	\$1,371,703	3.0%
Salary Exempt	\$725,237	3.0%	\$746,994	3.0%	\$769,404	3.0%	\$792,486	3.0%
Salary Classified and Hourly	\$292,069	3.0%	\$300,831	3.0%	\$309,856	3.0%	\$319,152	3.0%
Benefits - Faculty and Exempt	\$1,098,715	5.7%	\$1,160,792	5.7%	\$1,226,377	5.7%	\$1,295,667	5.7%
Benefits - Classified & Staff Tuition Waiver	\$251,691	5.7%	\$265,912	5.7%	\$280,936	5.7%	\$296,808	5.7%
Other	\$74,132	3.0%	\$76,356	3.0%	\$78,646	3.0%	\$81,006	3.0%
Institutional Financial Aid	\$316,378	3.5%	\$327,452	3.5%	\$338,912	3.5%	\$350,774	3.5%
General Operating	\$2,261,651	10.0%	\$1,990,253	8.0%	\$2,149,473	8.0%	\$2,321,431	8.0%
Controlled Maintenance	\$199,645	17.0%	\$150,000	10.9%	\$150,000	9.8%	\$150,000	9.0%
Library Expense	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$96,049	3.0%	\$98,931	3.0%	\$101,899	3.0%	\$104,956	3.0%
ICCA	\$205,227	3.8%	\$224,237	4.0%	\$274,018	4.7%	\$244,167	4.0%
Insurance	\$18,852	2.0%	\$19,229	2.0%	\$19,613	2.0%	\$20,006	2.0%
Operating Expense Total	\$6,794,948	4.5%	\$6,653,948	4.2%	\$7,030,885	4.2%	\$7,348,156	4.2%

UCCS Expenditures Out-Years, Scenario A

Expenses	Scenario A Out-Year Projections			
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Campus Initiatives	\$ Change	\$ Change	\$ Change	\$ Change
Financial aid	\$250,000	\$100,000	\$100,000	\$100,000
Approved new academic programs	\$285,931	\$380,841	\$324,748	\$254,134
Academic affairs-instructional support	\$0	\$0	\$0	\$0
Non-academic unit initiatives	\$233,943	\$311,597	\$265,703	\$207,928
Campus initiatives	\$0	\$0	\$0	\$0
Campus Initiatives Total	\$769,874	\$792,438	\$690,450	\$562,062
Total Estimated Budget	\$7,564,822	\$7,446,386	\$7,721,335	\$7,910,218



UCCS Tuition, Out-Years

Projected Tuition Revenue Sources	Scenario A Out-Year Projections				Comments
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
Resident Undergraduate Tuition Rate	\$8,910	\$9,210	\$9,540	\$9,870	Due to whole dollar rounding resident rates vary from 4.0% to 4.3% in Scenario A,B 3.5% flat in all out years
Dollar Change	\$300	\$300	\$330	\$330	
Percent Change	3.5%	3.5%	3.5%	3.5%	
Current Non-Resident Undergrad Tuition Rate	\$23,370	\$24,180	\$25,020	\$25,890	3.5% increase each year
Dollar Change	\$780	\$810	\$840	\$870	
Percent Change	3.5%	3.5%	3.5%	3.5%	
Current Resident Graduate Tuition Rate	\$15,680	\$16,230	\$16,800	\$17,400	3.5% increase each year
Dollar Change	\$530	\$550	\$570	\$600	
Current Non-Resident Graduate Tuition Rate	\$33,930	\$35,130	\$36,360	\$37,620	3.5% increase each year
Dollar Change	\$1,140	\$1,200	\$1,230	\$1,260	



UCCS Revenues, Out-Years

Projected General Fund Revenue Increases	Scenario A Out-Year Projections			
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Tuition				
Resident Undergraduate	\$4,793,901	\$2,915,833	\$3,032,452	\$3,079,720
Non-Resident Undergraduate	\$1,380,503	\$813,014	\$836,816	\$865,065
Resident Graduate	\$754,090	\$484,649	\$479,283	\$502,088
Non-Resident Graduate	\$248,867	\$157,451	\$156,985	\$161,280
Fees	\$125,293	\$146,251	\$150,053	\$153,954
State Revenue	\$247,123	\$1,068,467	\$1,097,344	\$231,020
Indirect Cost Reimbursement	\$0	\$0	\$0	\$0
Other Revenue	\$15,046	\$55,377	\$56,817	\$58,294
Total Projected Revenue Increase (Decrease)	\$7,564,822	\$5,641,042	\$5,809,750	\$5,051,421
Fiscal Year Revenue Over/(Under) Expenditure	\$0	(\$1,805,344)	(\$1,911,585)	(\$2,858,797)
Total Revenue Over/(Under) Expenditure	\$0	(\$1,805,344)	(\$3,716,929)	(\$6,575,726)

Closing Future Budget Gaps, UCCS

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



5 year Capital Improvement Plan, UCCS

Renovation of Engineering Building (EAS) -- \$31.9M Total

- FY 2017-18 Request: \$7.9M (\$7.9M state)
- FY 2018-19 Request: \$24.0M (\$24.0M state)



Future Use of Unobligated Funds, UCCS

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



Denver Campus



University of Colorado

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CU Denver FY 2017-18 Budget Highlights

Revenue — Modest increases

- State funding: Anticipate a \$1.5 million (5.03%) increase
- Enrollment:
 - Anticipate modest growth in undergraduate and slight increase in graduate enrollments above budget
 - Anticipate steady enrollment in undergraduate international students and a decline in budgeted graduate international students
- Tuition:
 - Proposed 3.18% increase in undergraduate resident tuition rate and no increase in graduate tuition rate
 - Will implement Phase 2 of the tuition differentials for two high-demand, high-cost schools

Expenses — Strategic investments

- Compensation: Anticipate making 2.5% base-building salary increases
- Institutional Priorities: improve enrollment, retention and financial stability through strategic investments
 - Strategically invest in undergraduate student success, graduate program stabilization and growth, faculty and academic resources, and operations infrastructure
 - Support growth in the Architecture undergraduate program approved in September 2012 and launch a new master's degree in statistics (BOR approved in November 2016)



Current Year Budget Update, Denver

Revenues:

- Tuition: Anticipate that tuition and fee revenue will be modestly above budget.
- Enrollment: Current year enrollments are above budgeted projections for all categories except non-resident domestic graduate enrollments. Notable areas of strength relative to budget include:
 - New resident graduate students
 - New non-resident domestic freshmen
 - Undergraduate and graduate international non-resident students
- Research: Indirect cost reimbursements from research activities are coming in slightly ahead of budget.

Expenses:

- CU Denver is tracking on budget with expected expenditures.



Denver Enrollment

Headcount Enrollment*	FY 2014-15	FY 2015-16	FY 2016-17		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals		Budgeted	Fall Census	Projections				
Resident Undergraduate	8,473	8,666	8,875	9,037	9,291	9,497	9,650	9,940	10,337
Non-Resident Undergraduate	1,514	1,372	1,247	1,456	1,384	1,361	1,335	1,356	1,390
Domestic	845	834	847	915	984	1,022	1,036	1,057	1,088
International	669	538	400	541	400	339	299	299	302
Resident Graduate	3,432	3,385	3,322	3,436	3,400	3,395	3,396	3,481	3,603
Non-Resident Graduate	950	910	876	841	805	775	762	770	786
Domestic	449	449	452	396	404	407	408	416	429
International	501	461	424	445	401	368	354	354	358
Total Resident	11,905	12,051	12,197	12,473	12,691	12,892	13,046	13,420	13,940
Total Non-Resident	2,464	2,282	2,123	2,297	2,189	2,136	2,097	2,126	2,176
Total Headcount	14,369	14,333	14,320	14,770	14,880	15,028	15,143	15,546	16,116

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



Denver Expenditures Overview, Scenario A

- CU Denver anticipates making 2.5% base-building salary increases
- Strategic Investments
 - Undergraduate student success: through investments in advisors, financial aid and strategies to increase retention and graduation
 - Graduate program stabilization and growth: through investments in a recruiter, graduate student stipends and research matching funds
 - Faculty and Academic Resources: through investment in faculty resources and academic support
 - Operations Infrastructure: through investment in Human Resources and Advancement



Denver Expenditures, FY 2017-18

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Operating Expense		\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$66,546,677	\$0	\$1,884,667	2.8%	\$1,884,667	2.8%	\$1,884,667	2.8%
Salary Exempt	\$31,598,639	\$0	\$789,966	2.5%	\$789,966	2.5%	\$789,966	2.5%
Salary Classified and Hourly	\$10,211,514	\$255,288	\$255,288	2.5%	\$255,288	2.5%	\$255,288	2.5%
Benefits - Faculty and Exempt	\$26,912,332	\$671,187	\$1,188,087	4.4%	\$1,188,087	4.4%	\$1,188,087	4.4%
Benefits - Classified & Staff Tuition Waiver	\$3,566,390	\$189,721	\$190,254	5.3%	\$190,254	5.3%	\$190,254	5.3%
Mandatory Transfers/Other	\$8,533,791	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$9,366,117	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
General Operating	\$24,139,854	\$0	\$470,051	1.9%	\$470,051	1.9%	\$470,051	1.9%
Controlled Maintenance	\$0	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Library Expense	\$3,612,973	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$954,410	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$5,489,780	\$0	\$556,373	10.1%	\$556,373	10.1%	\$556,373	10.1%
Insurance	\$556,335	\$0	\$296,493	53.3%	\$296,493	53.3%	\$296,493	53.3%
Operating Expense Total	\$191,488,812	\$1,116,196	\$5,631,179	2.9%	\$5,631,179	2.9%	\$5,631,179	2.9%



Denver Expenditures, FY 2017-18

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Campus Initiatives	Total	\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Tuition Differentials			\$1,935,114		\$1,935,114		\$1,935,114	
New Program MOUs			\$90,923		\$90,923		\$90,923	
Undergraduate Student Success			\$1,450,000		\$1,450,000		\$1,450,000	
Graduate Program Stabilization and Growth			\$675,000		\$675,000		\$675,000	
Operations Infrastructure			\$225,000		\$225,000		\$225,000	
Faculty & Academic Quality Resources			\$350,000		\$350,000		\$350,000	
Strategic Initiatives*			\$1,880,720		\$1,119,773		\$151,219	
Campus Initiatives Total			\$6,606,757		\$5,845,810		\$4,877,256	
Total Estimated Budget	\$191,488,812	\$1,116,196	\$12,237,936	6.4%	\$11,476,989	6.0%	\$10,508,435	5.5%

*Strategic initiatives will be used to enhance efforts in undergraduate student success, graduate program stabilization and growth, faculty and academic resources and operations infrastructure as one-time investments in order to preserve funding to balance the budget in the two subsequent years.

Denver Revenue: Tuition

CU Denver plans modest tuition increases

- 3.18% increase in undergraduate resident tuition rate (\$300 increase for a full-time student)
- 3.00% increase in undergraduate non-resident tuition rate (\$870 increase for a full-time student)
- 0% increase in graduate tuition rate
- 2nd year of implementing tuition differential for all College of Engineering and Business School courses.
 - Increase the undergraduate differential by \$25 per credit hour
 - Increase the graduate differential by \$50 per credit hour



Denver Tuition, FY 2017-18

Projected Tuition Revenue Sources	FY 2016-17 Original Budget (Current Rate)	FY 2017-18 Proposed Rate				Comments
		Mandatory Costs	Scenario A	Scenario B	Scenario C	
Current Resident Undergraduate Tuition Rate	\$9,420					Proposed UG Resident rate includes a 3.18% base increase.
Dollar Change		\$300	\$300	\$300	\$300	
Percent Change		3.18%	3.18%	3.18%	3.18%	
Proposed Resident Undergraduate Tuition Rate		\$9,720	\$9,720	\$9,720	\$9,720	
Current Non-Resident Undergrad Tuition Rate	\$29,040					Proposed UG Nonresident rate includes a 3.0% base increase.
Dollar Change		\$870	\$870	\$870	\$870	
Percent Change		3.00%	3.00%	3.00%	3.00%	
Proposed Non-Resident Undergraduate Tuition Rate		\$29,910	\$29,910	\$29,910	\$29,910	
Current Resident Graduate Tuition Rate	\$11,190					
Dollar Change		\$0	\$0	\$0	\$0	
Percent Change		0.00%	0.00%	0.00%	0.00%	
Proposed Resident Graduate Tuition Rate		\$11,190	\$11,190	\$11,190	\$11,190	
Current Non-Resident Graduate Tuition Rate	\$37,290					
Dollar Change		\$0	\$0	\$0	\$0	
Percent Change		0.00%	0.00%	0.00%	0.00%	
Proposed Non-Resident Graduate Tuition Rate		\$37,290	\$37,290	\$37,290	\$37,290	

Note: 2nd year of implementing tuition differential for all College of Engineering and Business School courses. Increasing the undergraduate differential by \$25 per credit hour (in addition to base increase) and the graduate differential by \$50 per credit hour.



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Denver Revenues, FY 2017-18

Projected General Fund Revenue Increases	Original Budget	Mandatory	Scenario A	Scenario B	Scenario C
	FY 2016-17	FY 2017-18			
Tuition					
Resident Undergraduate	\$72,734,099	\$5,738,568	\$5,738,568	\$5,738,568	\$5,738,568
Non-Resident Undergraduate	\$27,917,636	\$1,521,024	\$1,521,024	\$1,521,024	\$1,521,024
Resident Graduate	\$22,539,178	\$472,016	\$472,016	\$472,016	\$472,016
Non-Resident Graduate	\$15,659,014	(\$2,074,860)	(\$2,074,860)	(\$2,074,860)	(\$2,074,860)
Fees	\$13,949,334	\$67,348	\$67,348	\$67,348	\$67,348
State Revenue	\$29,335,676	\$1,476,402	\$1,476,402	\$715,455	(\$253,099)
Indirect Cost Reimbursement	\$3,000,000	\$0	\$0	\$0	\$0
Other Revenue	\$6,353,875	\$37,438	\$5,037,438	\$5,037,438	\$5,037,438
Total Projected Revenue Increase (Decrease)	\$191,488,812	\$7,237,936	\$12,237,936	\$11,476,989	\$10,508,435
Fiscal Year Revenue Over/(Under) Expenditure	\$0	\$6,121,740	\$0	\$0	\$0



Denver Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$1,930,784	2.8%	\$1,979,053	2.8%	\$2,028,530	2.8%	\$2,079,243	2.8%
Salary Exempt	\$809,715	2.5%	\$829,958	2.5%	\$850,707	2.5%	\$871,975	2.5%
Salary Classified and Hourly	\$261,670	2.5%	\$268,212	2.5%	\$274,917	2.5%	\$281,790	2.5%
Benefits - Faculty and Exempt	\$1,264,519	4.5%	\$1,321,422	4.5%	\$1,380,886	4.5%	\$1,443,026	4.5%
Benefits - Classified & Staff Tuition Waiver	\$169,049	4.5%	\$176,656	4.5%	\$184,606	4.5%	\$192,913	4.5%
Mandatory Transfers/Other	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
General Operating	\$739,054	3.0%	\$746,225	2.9%	\$253,612	1.0%	\$261,220	1.0%
Controlled Maintenance	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Library Expense	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$229,754	3.8%	\$251,036	4.0%	\$306,766	4.7%	\$273,348	4.0%
Insurance	\$256,372	30.1%	\$138,355	12.5%	\$24,951	2.0%	\$25,450	2.0%
Operating Expense Total	\$4,281,041	2.1%	\$5,261,401	2.5%	\$5,304,975	2.5%	\$5,428,965	2.5%



Denver Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections			
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Campus Initiatives	\$ Change	\$ Change	\$ Change	\$ Change
Tuition Differentials	\$0	\$0	\$0	\$0
New Program MOUs	\$0	\$0	\$0	\$0
Undergraduate Student Success	\$0	\$0	\$300,000	\$800,000
Graduate Program Stabilization and Growth	\$0	\$0	\$0	\$575,000
Operations Infrastructure	\$0	\$0	\$0	\$125,000
Faculty & Academic Quality Resources	\$0	\$0	\$1,650,000	\$500,000
Chancellor Initiatives	\$0	\$0	\$500,000	\$750,000
Campus Initiatives Total	\$0	\$0	\$2,450,000	\$2,750,000
Total Estimated Budget	\$4,281,041	\$5,261,401	\$7,754,975	\$8,178,965



Denver Revenues, Out-Years

Projected General Fund Revenue Increases	Scenario A Out-Year Projections			
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Tuition				
Resident Undergraduate	\$4,146,272	\$3,849,519	\$5,265,929	\$6,531,489
Non-Resident Undergraduate	\$371,589	\$313,298	\$1,385,258	\$1,775,723
Resident Graduate	(\$33,840)	\$6,768	\$574,603	\$824,555
Non-Resident Graduate	(\$506,242)	(\$219,371)	\$137,698	\$270,414
Fees	\$0	\$0	\$0	\$0
State Revenue	\$303,262	\$1,311,187	\$1,346,625	\$283,500
Indirect Cost Reimbursement	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0
Total Projected Revenue Increase (Decrease)	\$4,281,041	\$5,261,401	\$8,710,113	\$9,685,681
Fiscal Year Revenue Over/(Under) Expenditures	\$0	\$0	\$955,138	\$1,506,716
Total Revenue Over/(Under) Expenditure	\$0	\$0	\$955,138	\$2,461,854



Denver Tuition, Out-Years

Projected Tuition Revenue Sources	Scenario A Out-Year Projections				Comments
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
Resident Undergraduate Tuition Rate	\$9,981	\$10,280	\$10,588	\$10,906	
Dollar Change	\$291	\$299	\$308	\$318	
Percent Change	3.00%	3.00%	3.00%	3.00%	
Current Non-Resident Undergrad Tuition Rate	\$30,807	\$31,731	\$32,683	\$33,663	
Dollar Change	\$897	\$924	\$952	\$980	
Percent Change	3.00%	3.00%	3.00%	3.00%	
Current Resident Graduate Tuition Rate	\$11,190	\$11,190	\$11,190	\$11,190	
Dollar Change	\$0	\$0	\$0	\$0	
Current Non-Resident Graduate Tuition Rate	\$37,290	\$37,290	\$37,290	\$37,290	
Dollar Change	\$0	\$0	\$0	\$0	



Closing Future Budget Gaps, Denver

- Strategic Intent: CU Denver has identified 5 strategic priorities that will guide our future and define our accountability in our quest to be a leading public urban research university
- Enrollment: CU Denver intends to grow enrollment through
 - A relentless focus on undergraduate student success, including engagement with the Educational Advisory Board (EAB) Student Success Collaborative
 - The implementation of strategies to stabilize and grow our graduate programs
 - Strategic investments in key areas that will support academic quality and organizational excellence
 - The development of a new budget model that incents growth
- Tuition: To stay competitive in this market, CU Denver intends to keep tuition rate increases moderate
- Efficiency: CU Denver intends to pursue continuous process improvements that result in operational efficiencies and resource maximization



5 year Capital Improvement Plan, Denver

Engineering & Physical Science Building -- \$63.0M Total

- FY 2017-18 Request: \$63.0M (\$47.2M state + \$15.7M cash)

Pre-Health Wing (addition to Science Wing) -- \$22.6M Total

- FY 2018-19 Request: \$22.6M (\$11.3M state + \$11.3M cash)

CU Denver Building Renovation – CAP -- \$50.4M Total

- FY 2019-20 Request: \$50.4M (\$25.2M state + \$25.2M cash)



Future Use of Unobligated Funds, Denver

- North Classroom remodel
- Remodel 12th floor of the Lawrence Street Center building
- Student Wellness Center



Boulder Campus



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Boulder Highlights

- Undergraduate resident guarantee of 0 percent change in Tuition and Mandatory Fees for continuing undergraduate resident students. Incoming freshmen and transfers in 2017-18 cohort are capped at an increase of not more than 5 percent.
- Investing in Student Success
 - Increased support for academic units
 - Commitment to increase graduate student faculty stipend support
 - Financial Aid: Esteemed Scholars, Transfer Scholarship
- Investing in Employees
 - 2.5% merit pool
 - Compression initiative
 - Front-line service workers
- Investing in Deferred Maintenance



Current Year Budget Update, Boulder

- Fall 2016 welcomed the most diverse and academically qualified freshman class.
 - Freshman class includes 26 percent students of color and 17 percent first-generation
 - Average SAT score of 1191; ACT composite 27.3; high school GPA 3.66
 - Esteemed Scholars are 33.4 percent of Colorado freshmen
- Campus undergraduate enrollments are higher than originally budgeted, with the greatest increase occurring in non-resident undergraduate.
- Graduate enrollments are coming in lower than budgeted.
- Year-to-date research revenues are 7.4 percent higher than at this point last year
- Realized international enrollments may be lower than projected in the request and out years.



Boulder Enrollment

Headcount Enrollment*	FY 2014-15	FY 2015-16	FY 2016-17		FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals		Budgeted	Revised	Projections				
Resident Undergraduate	15,634	15,746	15,541	15,588	15,796	15,817	16,061	16,351	16,649
Non-Resident Undergraduate	9,554	10,118	10,460	10,752	11,304	11,464	11,865	12,257	12,625
Domestic	8,296	8,627	8,682	8,924	9,382	9,515	9,848	10,173	10,479
International	1,258	1,491	1,778	1,828	1,922	1,949	2,017	2,084	2,146
Resident Graduate	3,274	3,363	3,295	3,356	3,356	3,390	3,423	3,458	3,492
Non-Resident Graduate	1,803	2,073	2,254	2,047	2,047	2,067	2,088	2,109	2,130
Domestic	884	1,004	1,098	1,003	1,003	1,013	1,023	1,034	1,044
International	919	1,069	1,156	1,044	1,044	1,054	1,065	1,075	1,086
Total Resident	18,908	19,109	18,836	18,944	19,152	19,207	19,484	19,809	20,141
Total Non-Resident	11,357	12,191	12,714	12,799	13,351	13,531	13,953	14,366	14,755
Total Headcount	30,265	31,300	31,550	31,743	32,503	32,738	33,437	34,175	34,896

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

Boulder Expenditures, FY 2017-18

Expenses	FY 2016-17 Revised Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Operating Expense	Total	\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$202,695,569	\$0	\$5,067,389	2.5%	\$5,067,389	2.5%	\$5,067,389	2.5%
Salary Exempt	\$92,876,263	\$0	\$2,321,907	2.5%	\$2,321,907	2.5%	\$2,321,907	2.5%
Salary Classified and Hourly	\$60,032,814	\$1,370,033	\$1,475,576	2.5%	\$1,475,576	2.5%	\$1,475,576	2.5%
Benefits - Faculty and Exempt	\$93,133,005	(\$717,177)	\$1,162,259	1.2%	\$1,162,259	1.2%	\$1,162,259	1.2%
Benefits - Classified & Staff Tuition Waiver	\$23,238,104	(\$599,809)	(\$599,809)	-2.6%	(\$599,809)	-2.6%	(\$599,809)	-2.6%
Institutional Financial Aid	\$101,189,373	\$3,669,464	\$3,669,464	3.6%	\$3,669,464	3.6%	\$3,669,464	3.6%
General Operating	\$110,838,256	\$1,810,745	\$2,214,359	2.0%	\$2,214,359	2.0%	\$2,214,359	2.0%
Controlled Maintenance	\$12,964,709	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Library Expense	\$14,025,241	\$960,602	\$960,602	6.8%	\$960,602	6.8%	\$960,602	6.8%
Utilities	\$23,018,692	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$25,455,881	\$2,452,443	\$2,452,443	9.6%	\$2,452,443	9.6%	\$2,452,443	9.6%
Insurance	\$6,689,053	\$158,050	\$758,050	11.3%	\$758,050	11.3%	\$758,050	11.3%
Operating Expense Total	\$766,156,960	\$9,104,351	\$19,482,240	2.5%	\$19,482,240	2.5%	\$19,482,240	2.5%

Boulder Expenditures, FY 2017-18

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Campus Initiatives	Total	\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Enrollment Growth Funding		\$7,225,477	\$7,625,477		\$7,625,477		\$7,625,477	
Compression Initiative		\$0	\$5,275,797		\$5,275,797		\$5,275,797	
Research Growth Support		\$0	\$915,123		\$915,123		\$915,123	
Academic Innovation		\$0	\$1,095,594		\$1,095,594		\$1,095,594	
Facilities & Deferred Maintenance		\$0	\$3,492,390		\$1,692,390		(\$33,956)	
Enrollment Contingency		\$0	\$1,181,743		\$1,181,743		\$617,000	
Campus Initiatives Total		\$7,225,477	\$19,586,124		\$17,786,124		\$15,495,035	
Total Estimated Budget	\$766,156,960	\$16,329,828	\$39,068,364	5.1%	\$37,268,364	4.9%	\$34,977,275	4.6%



Boulder Expenditures Overview, Scenario A

- School and College funding for enrollment growth
- Compensation investments including:
 - 0.75 percent salary pool to address faculty and staff salary compression issues
 - Increase to graduate student faculty stipend (Year 1 of 3)
 - Front Line Service Worker starting wage increase, plus compression adjustment
- Additional operating and staffing support to schools and colleges for investments into student success initiatives and innovation
- Support for ongoing research growth, including research seed funding and grants and contracts administration.
- Ongoing investment into deferred maintenance needs



Boulder Tuition, FY 2017-18

Projected Tuition Revenue Sources	FY 2016-17 Original Budget (Current Rate)	FY 2017-18 Proposed Rate				Comments
		Mandatory Costs	Scenario A	Scenario B	Scenario C	
Resident Freshman Undergraduate Tuition Rate*	\$9,768	\$10,248	\$10,248	\$10,248	\$10,248	Rate increase 4.91% for options A-C, 0% for mandatory costs
Dollar Change		\$480	\$480	\$480	\$480	
Percent Change		4.91%	4.91%	4.91%	4.91%	
Non-Resident Undergraduate Tuition Rate*	\$33,316	\$33,316	\$34,382	\$34,382	\$34,382	Rate increase 3.2% for options A-C, 0% for mandatory costs
Dollar Change		\$0	\$1,066	\$1,066	\$1,066	
Percent Change		0.00%	3.20%	3.20%	3.20%	
Current Resident Graduate Tuition Rate	\$10,836	\$10,836	\$11,161	\$11,161	\$11,161	Rate increase 3% for options A-C, 0% for mandatory costs
Dollar Change		\$0	\$325	\$325	\$325	
Current Non-Resident Graduate Tuition Rate	\$28,656	\$28,656	\$29,516	\$29,516	\$29,516	Rate increase 3% for options A-C, 0% for mandatory costs
Dollar Change		\$0	\$860	\$860	\$860	
International Undergraduate Charge (incoming)	\$34,948	\$34,948	\$36,066	\$36,066	\$36,066	Rate increase 3.2% for options A-C, 0% for mandatory costs
Dollar Change		\$0	\$1,118	\$1,118	\$1,118	
Percent Change		0.00%	3.20%	3.20%	3.20%	

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

Boulder Revenues, FY 2017-18

Projected General Fund Revenue Increases	Revised Budget	Mandatory	Scenario A	Scenario B	Scenario C
	FY 2016-17	FY 2017-18			
Tuition					
Resident Undergraduate	\$172,431,595	\$2,133,248	\$4,194,174	\$4,194,174	\$4,194,174
Non-Resident Undergraduate	\$349,790,274	\$18,390,432	\$27,946,449	\$27,946,449	\$27,946,449
Resident Graduate	\$38,677,015	\$1,982,219	\$1,993,816	\$1,993,816	\$1,993,816
Non-Resident Graduate	\$45,958,098	\$70,560	\$70,560	\$70,560	\$70,560
International Undergraduate	\$59,464,347	\$3,126,373	\$4,750,896	\$4,750,896	\$4,750,896
Fees	\$18,548,748	\$370,975	\$370,975	\$370,975	\$370,975
State Revenue	\$69,392,742	\$3,492,390	\$3,492,390	\$1,692,390	(\$598,699)
Indirect Cost Reimbursement	\$66,357,288	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Other Revenue	\$5,001,199	\$0	\$0	\$0	\$0
Total Projected Revenue Increase (Decrease)	\$766,156,959	\$27,439,824	\$39,068,364	\$37,268,364	\$34,977,275
Fiscal Year Revenue Over/(Under) Expenditure		\$10,709,996	\$0	\$0	\$0



Boulder Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
Operating Expense	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$6,232,888	3.00%	\$6,419,876	3.00%	\$6,612,472	3.00%	\$6,810,846	3.00%
Salary Exempt	\$2,855,945	3.00%	\$2,941,623	3.00%	\$3,029,872	3.00%	\$3,120,768	3.00%
Salary Classified and Hourly	\$1,685,140	2.74%	\$1,735,694	2.75%	\$1,787,765	2.75%	\$1,841,398	2.76%
Benefits - Faculty and Exempt	\$2,828,857	3.00%	\$2,913,723	3.00%	\$3,001,136	3.00%	\$3,091,170	3.00%
Benefits - Classified & Staff Tuition Waiver	\$635,298	2.81%	\$800,527	3.44%	\$834,774	3.47%	\$694,207	2.79%
Institutional Financial Aid	\$2,870,060	2.74%	\$2,956,161	2.74%	\$3,044,847	2.75%	\$3,136,192	2.76%
General Operating	\$634,005	0.56%	\$705,286	0.62%	\$627,148	0.55%	\$523,580	0.46%
Controlled Maintenance	\$0	0.00%	\$1,500,000	11.57%	\$371,879	10.37%	\$0	0.00%
Library Expense	\$749,292	5.00%	\$786,757	5.00%	\$826,095	5.00%	\$867,399	5.00%
Utilities	\$460,374	2.00%	\$469,581	2.00%	\$478,973	2.00%	\$488,552	2.00%
ICCA	\$613,983	2.20%	\$1,055,325	3.70%	\$916,907	3.10%	\$1,341,760	4.40%
Insurance	\$136,942	1.84%	\$139,681	1.84%	\$142,475	1.84%	\$145,324	1.85%
Operating Expense Total	\$19,702,784	2.4%	\$22,424,234	2.7%	\$21,674,343	2.6%	\$22,061,196	2.5%



Boulder Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
Campus Initiatives	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Enrollment Growth Funding	\$7,412,241		\$7,634,608		\$7,863,646		\$4,943,186	
Compression Initiative	\$1,338,364		\$1,391,899		\$0		\$0	
Research Growth Support	\$0		\$0		\$0		\$0	
Academic Innovation	\$0		\$0		\$0		\$0	
Facilities & Deferred Maintenance	\$1,748,828		\$2,152,487		\$0		\$0	
Enrollment Contingency	\$0		\$0		\$0		\$0	
Campus Initiatives Total	\$10,499,433		\$11,178,994		\$7,863,646		\$4,943,186	
Total Estimated Budget	\$30,202,217	3.8%	\$33,603,228	4.0%	\$29,537,989	3.4%	\$27,004,382	3.0%



Boulder Tuition, Out-Years

Projected Tuition Revenue Sources	Scenario A Out-Year Projections				Comments
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	
Resident Undergraduate Freshman Tuition Rate*	\$10,759	\$11,286	\$11,737	\$12,206	Rate increase 4% for all future years
Dollar Change	\$503	\$527	\$451	\$469	
Percent Change	4.90%	4.90%	4.00%	4.00%	
Freshman Non-Resident Undergrad Tuition Rate*	\$35,414	\$36,476	\$37,570	\$38,697	Rate increase 3% for all future years
Dollar Change	\$1,032	\$1,062	\$1,094	\$1,127	
Percent Change	3.00%	3.00%	3.00%	3.00%	
Current Resident Graduate Tuition Rate	\$11,496	\$11,841	\$12,196	\$12,562	Rate increase 3% for all future years
Dollar Change	\$335	\$345	\$355	\$366	
Current Non-Resident Graduate Tuition Rate	\$30,401	\$31,313	\$32,252	\$33,220	Rate increase 3% for all future years
Dollar Change	\$885	\$912	\$939	\$968	
International Undergraduate Charge (incoming)	\$37,148	\$38,262	\$39,410	\$40,592	Rate increase 3% for all future years
Dollar Change	\$1,082	\$1,114	\$1,148	\$1,182	
Percent Change	3.00%	3.00%	3.00%	3.00%	

*Continuing cohorts are paying four-year guarantee rate

Boulder Revenues, Out-Years

Projected General Fund Revenue Increases	Scenario A Out-Year Projections			
	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22
Tuition				
Resident Undergraduate	\$5,272,266	\$8,434,969	\$7,237,196	\$7,526,683
Non-Resident Undergraduate	\$21,214,295	\$18,982,009	\$15,941,827	\$15,542,048
Resident Graduate	\$1,220,125	\$1,256,729	\$1,294,431	\$1,333,263
Non-Resident Graduate	\$1,380,860	\$1,422,286	\$1,464,954	\$1,508,903
International Undergraduate	\$3,606,430	\$3,226,941	\$2,710,111	\$2,642,148
Fees	\$397,314	\$405,658	\$414,177	\$422,874
State Revenue	\$717,357	\$3,101,578	\$3,185,404	\$670,611
Indirect Cost Reimbursement	\$0	\$0	\$0	\$0
Other Revenue	\$0	\$0	\$0	\$0
Total Projected Revenue Increase (Decrease)	\$30,202,217	\$33,603,228	\$29,537,989	\$27,004,382
Fiscal Year Revenue Over/(Under) Expenditure	\$0	\$0	\$0	\$0
Total Revenue Over/(Under) Expenditure	\$0	\$0	\$0	\$0



Lost Opportunities, Boulder

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



5 year Capital Improvement Plan, Boulder

Aerospace & Energy Sciences Building -- \$80.4M Total

- FY 2017-18 Request: \$5.5M (\$5.5M cash)
- FY 2018-19 Request: \$74.9M (\$23.5M state + \$51.4 cash)

Hellems Capital Renewal -- \$30.0M Total

- FY 2017-18 Request: \$30.0M (\$30.0M state)

Henderson Capital Renewal -- \$8.6M Total

- FY 2018-19 Request: \$8.6M (\$8.6M state)

Guggenheim Capital Renewal -- \$6.7M Total

- FY 2018-19 Request: \$6.7M (\$6.7M state)



Future Use of Unobligated Funds, Boulder

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



Anschutz Medical Campus



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Anschutz Medical Campus Highlights

- State funding increase of \$1.6 million, which is a 2.53 percent increase.
- Reductions in Tobacco Master Settlement revenues will likely result in a \$1.3 million cut, which is a 8.2 percent decrease.
- Overall enrollment is projected to increase by 1.6 percent from FY 17 budget.
- Increase in Grants and Contracts which results in a revenue increase from Indirect Cost Reimbursements



Current Year Budget Update, Anschutz Medical Campus

- Current year enrollments are above projections and budget. Areas of strength compared to budget include:
 - Graduate Nursing
 - PharmD
 - Master of Public Health
- Indirect Cost Recovery is coming in higher than budgeted amount



Anschutz Medical Campus Enrollment

	Fall 2016 Census			Fall 2017 Projection			Fall 2017 Projection		
	Resident	Non-Resident	Total	Resident	Non-Resident	Total	Resident	Non-Resident	Total
School of Medicine	818	251	1,069	852	244	1,096	4.2%	-2.8%	2.5%
Doctor of Medicine, MD	482	174	656	499	171	670	3.5%	-1.7%	2.1%
Medical Scientist Training, PhD	29	9	38	33	8	41	13.8%	-11.1%	7.9%
Doctor of Physical Therapy, DPT	164	37	201	174	29	203	6.1%	-21.6%	1.0%
Child Health Associate Physician Assistant, MPAS	113	19	132	113	19	132	0.0%	0.0%	0.0%
MS Genetics	6	5	11	8	4	12	33.3%	-20.0%	9.1%
MS Anesthesiology	24	7	31	25	13	38	4.2%	85.7%	22.6%
School of Dental Medicine									
Doctor of Dental Surgery, DDS	240	78	318	232	86	318	-3.3%	10.3%	0.0%
College of Nursing	844	94	938	859	122	981	1.7%	30.0%	4.5%
BS Nursing	402	40	442	409	39	448	1.7%	-2.5%	1.4%
RN to BS Nursing	24	13	37	32	10	42	33.3%	-23.1%	13.5%
MS Nursing	307	26	333	297	39	336	-3.4%	50.6%	0.8%
Doctor of Nursing Practice, DNP	57	4	61	61	2	63	7.0%	-50.0%	3.3%
PhD Nursing	29	11	40	22	32	54	-24.1%	190.9%	35.0%
Post Master Certificate	25	0	25	38	0	38	52.0%	-	52.0%
School of Pharmacy	546	110	656	539	108	647	-1.3%	-1.8%	-1.4%
Doctor of Pharmacy, PharmD	526	87	613	517	87	604	-1.7%	0.0%	-1.5%
PhD Pharmaceutical Sciences or Toxicology	20	23	43	22	21	43	10.0%	-8.7%	0.0%



Anschutz Medical Campus Enrollment

	Fall 2016 Census			Fall 2017 Projection			Fall 2017 Projection		
	Resident	Non-Resident	Total	Resident	Non-Resident	Total	Resident	Non-Resident	Total
School of Public Health	572	137	709	612	109	721	7.0%	-20.4%	1.7%
Master of Public Health, MPH	382	101	483	379	68	447	-0.8%	-32.7%	-7.5%
MS Biostatistics, Epidemiology, Health Services Research	34	3	37	41	2	43	20.6%	-33.3%	16.2%
PhD and Doctor of Public Health, DrPH	60	10	70	75	13	88	25.0%	30.0%	25.7%
Certificate/Nondegree	96	23	119	117	26	143	21.9%	13.0%	20.2%
Graduate School	387	90	477	400	94	494	3.4%	4.4%	3.6%
MS Clinical Science	51	3	54	52	2	54	2.0%	-33.3%	0.0%
MS Modern Human Anatomy	40	11	51	43	10	53	7.5%	-9.1%	3.9%
MS Biomedical Science and Biotechnology	23	7	30	25	5	30	8.7%	-28.6%	0.0%
MS Palliative Care	9	7	16	20	16	36	122.2%	128.6%	125.0%
PhD Basic Sciences	233	55	288	230	55	285	-1.3%	0.0%	-1.0%
PhD Clinical Science	21	0	21	15	0	15	-28.6%	-	-28.6%
Non Degree	10	7	17	15	6	21	50.0%	-14.3%	23.5%
Anschutz Medical Campus	3,407	760	4,167	3,494	763	4,257	2.5%	0.4%	2.2%



Anschutz Medical Campus Expenditures, FY 2017-18

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Operating Expense	Total	\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Compensation								
Salary Faculty and Graduate Students	\$64,188,893	\$0	\$1,604,722	2.5%	\$1,604,722	2.5%	\$1,604,722	2.5%
Salary Exempt	\$51,877,003	\$0	\$1,296,925	2.5%	\$1,296,925	2.5%	\$1,296,925	2.5%
Salary Classified and Hourly	\$18,317,148	\$457,929	\$457,929	2.5%	\$457,929	2.5%	\$457,929	2.5%
Benefits - Faculty and Exempt	\$32,106,163	\$0	\$1,235,922	3.8%	\$1,235,922	3.8%	\$1,235,922	3.8%
Benefits - Classified & Staff Tuition Waiver	\$7,192,344	\$0	\$360,251	5.0%	\$360,251	5.0%	\$360,251	5.0%
Mandatory Transfers/Other	\$42,945,953	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$3,855,341	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
General Operating	\$13,528,471	\$0	(\$1,041,981)	-7.7%	(\$1,041,981)	-7.7%	(\$1,772,146)	-7.7%
Library Expense	\$2,605,961	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$13,682,428	\$0	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$13,463,958	\$0	\$1,211,219	9.0%	\$1,211,219	9.0%	\$1,211,219	9.0%
Insurance	\$1,600,560	\$0	\$416,091	26.0%	\$416,091	26.0%	\$416,091	26.0%
Operating Expense Total	\$265,364,223	\$457,929	\$5,541,078	2.1%	\$5,541,078	2.1%	\$4,810,913	1.8%



Anschutz Medical Campus Expenditures

Expenses	FY 2016-17 Original Budget	FY 2017-18						
		Mandatory	Scenario A		Scenario B		Scenario C	
Campus Initiatives	Total	\$ Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
1% Compression Pool		\$0	\$1,156,956		\$0		\$0	
Bioengineering		\$0	\$124,773		\$124,773		\$124,773	
Addressing Basic Needs		\$0	\$1,619,018		\$1,189,790		\$0	
Campus Initiatives Total		\$0	\$2,900,747		\$1,314,563		\$124,773	
Total Estimated Budget	\$265,364,223	\$457,929	\$8,441,825	3.2%	\$6,855,641	2.6%	\$4,935,686	1.9%



Anschutz Medical Campus Tuition, FY 2017-18

Projected Tuition Revenue Sources	FY 2016-17 Original Budget (Current Rate)	FY 2017-18 Proposed Rate		Comments
		Mandatory Costs	Scenario A	
Resident Doctor of Medicine, MD Resident Tuition Rate	\$36,748	\$38,218	\$38,218	DPT 3.0% MS Genetics 3.0%
Dollar Change		\$1,470	\$1,470	
Percent Change		4.00%	4.00%	
Non-Resident Doctor of Medicine, MD Tuition Rate	\$62,703	\$65,211	\$65,211	DPT 3.0% MS Genetics 3.0% Nonres = Accountable student
Dollar Change		\$2,508	\$2,508	
Percent Change		4.00%	4.00%	
Doctor of Dental Surgery, DDS Resident Tuition Rate	\$34,580	\$36,309	\$36,309	
Dollar Change		\$1,729	\$1,729	
Percent Change		5.00%	5.00%	
Non-Resident Doctor of Dental Surgery, DDS Tuition Rate	\$59,883	\$61,612	\$61,612	Nonres = Accountable student
Dollar Change		\$1,729	\$1,729	
Percent Change		2.90%	2.90%	
Resident Nursing Undergraduate Tuition Rate	\$12,300	\$12,750	\$12,750	RN to BS nursing 1.3% Rates assumes 30 credit hours
Dollar Change		\$450	\$450	
Percent Change		3.70%	3.70%	
Non-Resident Nursing Undergraduate Tuition Rate	\$26,700	\$27,000	\$27,000	RN to BS nursing 2.0% Rates assume 30 credit hours
Dollar Change		\$300	\$300	
Percent Change		2.9%	2.9%	



Anschutz Medical Campus Tuition, FY 2017-18

Projected Tuition Revenue Sources	FY 2016-17 Original Budget (Current Rate)	FY 2017-18 Proposed Rate		Comments
		Mandatory Costs	Scenario A	
Resident Doctor of Pharmacy, PharmD Tuition Rate	\$27,688	\$29,000	\$29,000	PhD Pharm or Toxicology 3.3%
Dollar Change		\$1,312	\$1,312	
Percent Change		4.7%	4.7%	
Non-Resident Doctor of Pharmacy, PharmD Tuition Rate	\$39,870	\$39,870	\$39,870	PhD Pharm or Toxicology 3.0%
Dollar Change		\$0	\$0	
Percent Change		0.0%	0.0%	
Resident Master's of Public Health Tuition Rate	\$22,650	\$24,000	\$24,000	MS Biostatistics, etc. 6.0% PhD Public Health 5.9% Certificate/Non-degree 6.0% Rates assume 30 credit hours
Dollar Change		\$1,350	\$1,350	
Percent Change		4.7%	4.7%	
Non-Resident Master's of Public Health Tuition Rate	\$36,450	\$36,450	\$36,450	Rates assume 30 credit hours
Dollar Change		\$0	\$0	
Percent Change		0.0%	0.0%	

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

Anschutz Medical Campus Revenues, FY 2017-18

Projected General Fund Revenue Increases	Original Budget	Mandatory	Scenario A	Scenario B	Scenario C
	FY 2016-17	FY 2017-18			
Tuition					
Resident Undergraduate	\$7,596,052	(\$120,388)	(\$120,388)	(\$120,388)	(\$120,388)
Non-Resident Undergraduate	\$1,553,265	\$80,127	\$80,127	\$80,127	\$80,127
Resident Graduate	\$54,219,458	\$6,841,313	\$6,841,313	\$6,841,313	\$6,841,313
Non-Resident Graduate	\$22,333,943	(\$1,640,965)	(\$1,640,965)	(\$1,640,965)	(\$1,640,965)
Fees	\$10,085,202	(\$240,815)	(\$240,815)	(\$240,815)	(\$240,815)
State Revenue	\$63,895,472	\$1,617,244	\$1,617,244	\$31,060	(\$1,888,896)
Tobacco Revenue	\$15,325,373	(\$1,259,169)	(\$1,259,169)	(\$1,259,169)	(\$1,259,169)
Indirect Cost Reimbursement	\$67,060,525	\$3,209,095	\$3,209,095	\$3,209,095	\$3,209,095
Other Revenue	\$23,294,933	(\$44,616)	(\$44,616)	(\$44,616)	(\$44,616)
Total Projected Revenue Increase (Decrease)	\$265,364,223	\$8,441,826	\$8,441,826	\$6,855,642	\$4,935,686
Fiscal Year Revenue Over/(Under) Expenditure	\$0	\$7,983,897	\$0	\$0	(\$0)



Anschutz Medical Campus Expenditures Overview, Scenario A

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



Anschutz Medical Campus Expenditures, Out-Years

Expenses	Scenario A Out-Year Projections							
	FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22	
	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change	\$ Change	% Change
Operating Expense								
Compensation								
Salary Faculty and Graduate Students	\$1,973,808	3.0%	\$2,033,023	3.0%	\$2,094,013	3.0%	\$2,156,834	3.0%
Salary Exempt	\$1,595,218	3.0%	\$1,643,074	3.0%	\$1,692,367	3.0%	\$1,743,138	3.0%
Salary Classified and Hourly	\$563,252	3.0%	\$580,150	3.0%	\$597,554	3.0%	\$615,481	3.0%
Benefits - Faculty and Exempt	\$1,500,394	4.5%	\$1,567,912	4.5%	\$1,638,468	4.5%	\$1,712,199	4.5%
Benefits - Classified & Staff Tuition Waiver	\$339,867	4.5%	\$355,161	4.5%	\$371,143	4.5%	\$387,844	4.5%
Mandatory Transfers/Other	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Institutional Financial Aid	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
General Operating	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Controlled Maintenance	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Library Expense	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
Utilities	\$0	0.0%	\$0	0.0%	\$0	0.0%	\$0	0.0%
ICCA	\$557,657	3.8%	\$609,313	4.0%	\$744,581	4.7%	\$663,469	4.0%
Insurance	\$40,333	2.0%	\$41,140	2.0%	\$41,962	2.0%	\$42,802	2.0%
Prior Year Campus Initiatives	\$46,048	3.0%	\$47,429	3.0%	\$48,852	3.0%	\$50,317	3.0%
Operating Expense Total	\$6,616,577	2.4%	\$6,877,202	2.5%	\$7,228,940	2.5%	\$7,372,083	2.5%



Closing Future Budget Gaps, Anschutz Medical Campus

- The Anschutz Medical Campus has enrollment constraints due to limited clinical placements, accreditation policies, high student debt, and the availability of simulation.
- On campus operational efficiencies are considered every year.



5 year Capital Improvement Plan, Anschutz

Center for Personalized Medicine -- \$125.6M Total

(Formerly Interdisciplinary Building 1)

- FY 2017-18 Request: \$56.1M (\$23.8M state + \$32.3M cash)
- FY 2018-19 Request: \$69.54M (\$23.8M state + \$45.6M cash)

Health Sci. Library & Education Buildings -- \$10.6M Total

- FY 2019-2020 Request: \$10.6M (\$7.9M state + \$2.6M cash)



Future Use of Unobligated Funds, Anschutz Medical Campus

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



System Administration



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Future Use of Unobligated Funds, System Administration

- Diversity Efforts
- Advancement Support
- Denver Strategic Support
- Information Technology and Upgrades
- Campus and System Administration Infrastructure
- CRM Technology Support
- UIS Hardware Renewal
- Operating Reserve

