



Institutional Support

FY 2009 to FY 2016

November 6, 2019

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What is Institutional Support?

Institutional Support is a NACUBO expense category =
Administrative Costs

- **Executive management and long range planning** (e.g. president/chancellor, vice-presidents/vice-chancellors, legal office)
- **Fiscal operations** (e.g. accounting office, bursar and audit)
- **Logistical services** (e.g. personnel, procurement and communications)
- **Computing support** (e.g. computer support/UIS)
- **Public Relations/development** (e.g. university affairs and advancement)



Where is Institutional Support reported?

- The Federal Department of Education's Integrated Postsecondary Education Data System (IPEDS) – total funds.
- The Colorado Department of Higher Education's Budget Data Books (BDB) – **E&G only**.
- CU's annual budget as an expenditure category – all fund types.



What can Institutional Support tell us?

- How has spending on this area changed at CU?
- What did CU buy with the expenditure?
- How does this compare to CCHE defined Peers?



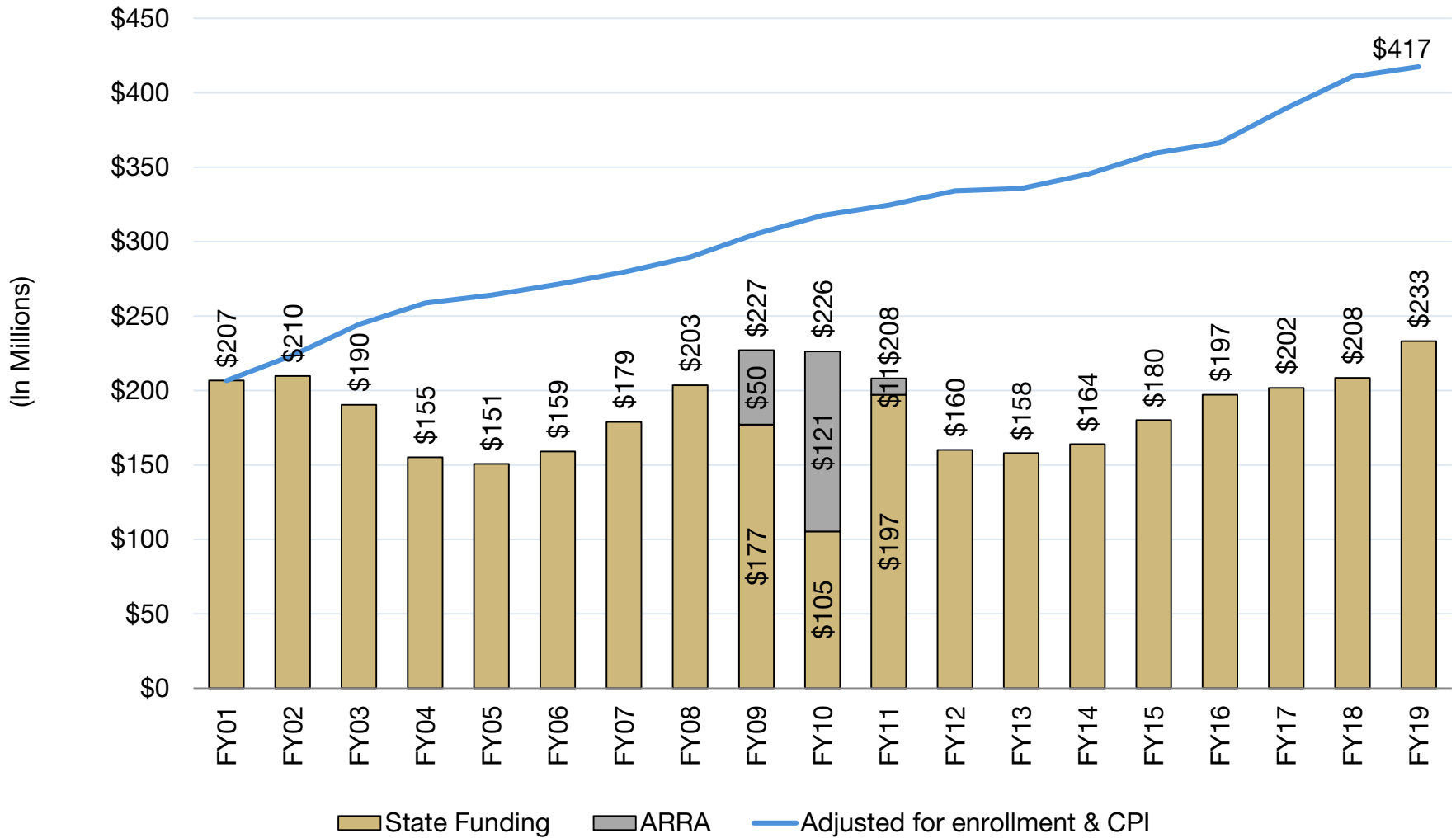
Overview of Institutional Support Increases

- 51% of FTE growth and 26% of expenditure growth in total institutional support was the result of moving advancement from the CU Foundation to each campus.
- Compared to the CCHE-defined peer institutions, CU Boulder and UCCS's institutional support tracks. UCCS is in-line with peer expenditures and CU Boulder is consistently below the peer-average. (Note: CU Denver|Anschutz does not have an accurate peer group).
- Between 2009 and 2016, the CU System office experienced a decrease of 12.6 FTE.
- Compliance with federal rules, data security and research requirements was a significant driver of increased administrative costs.
- The increasing costs of internet security and software updates resulted in increases in both IT expenditures and personnel requirements.



Historical Context of State Higher Education Funding

CU System



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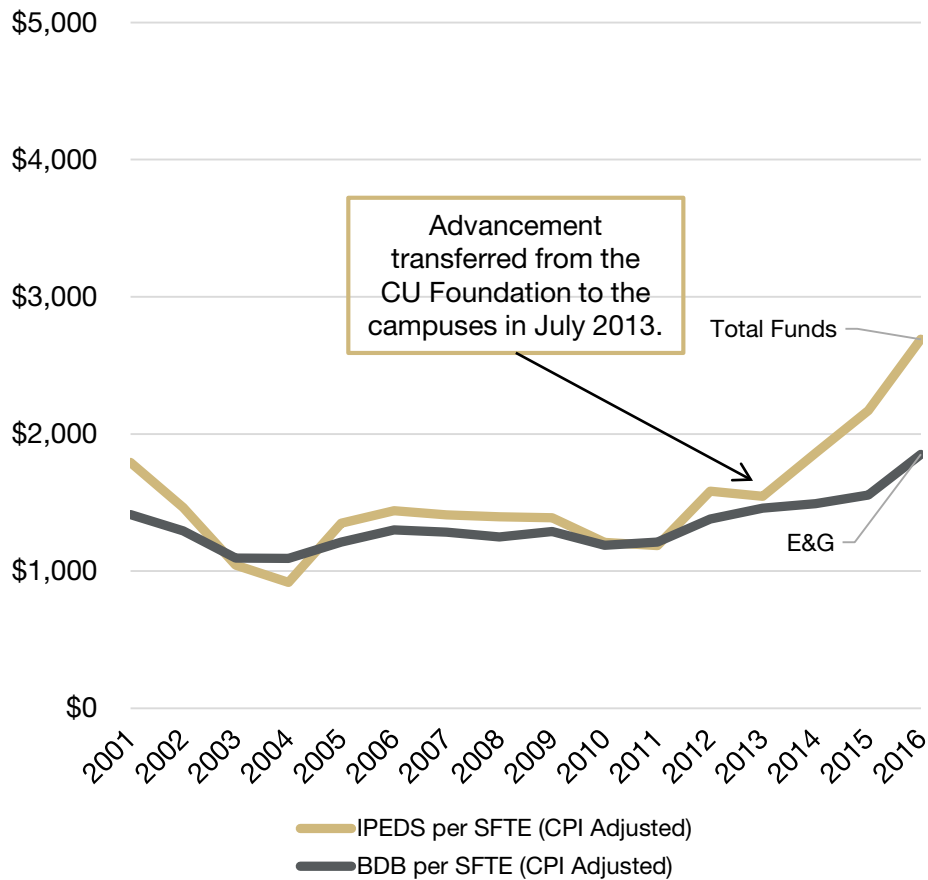
Historical Context of Higher Education Funding

- When talking about expenditure growth, the base year matters.
- Change from FY 2001 to FY 2016 was examined to show the impact of decreased state funding through two recessions.
- Change from FY 2009 to 2016 was examined in more depth to see what occurred at CU compared to data used by the American Council of Trustees and Alumni (ACTA) on the website HowCollegesSpendMoney.com.

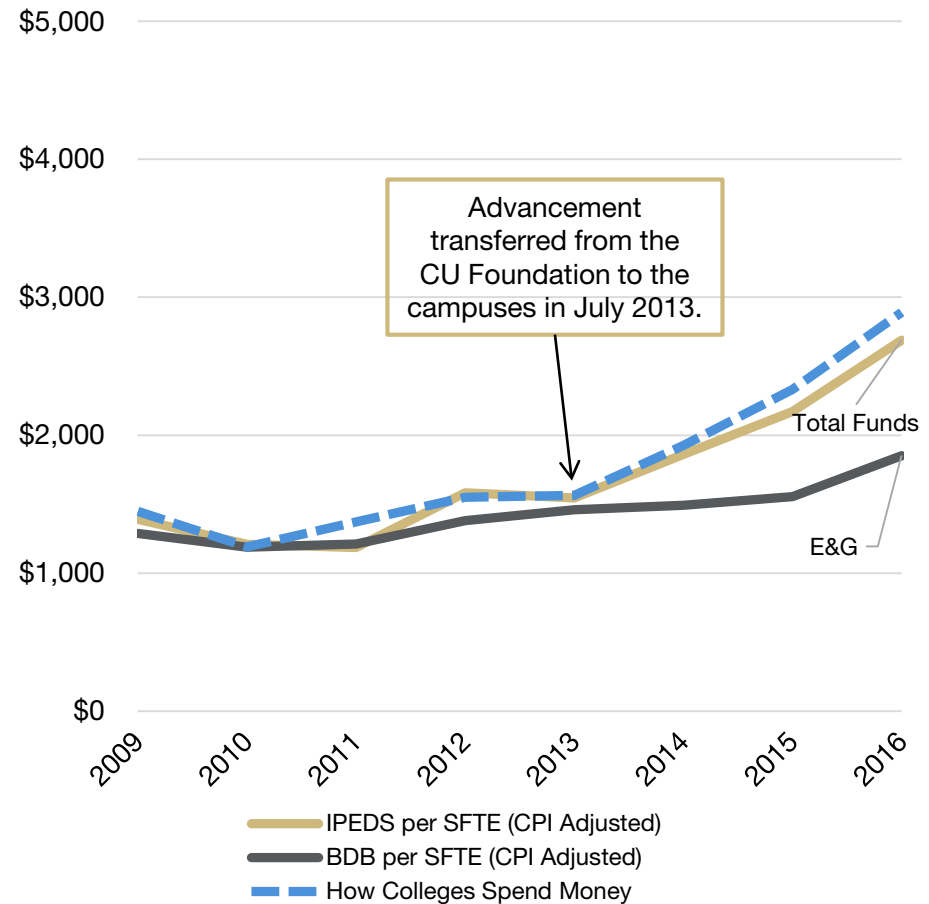


CU Boulder, Institutional Support Per Student

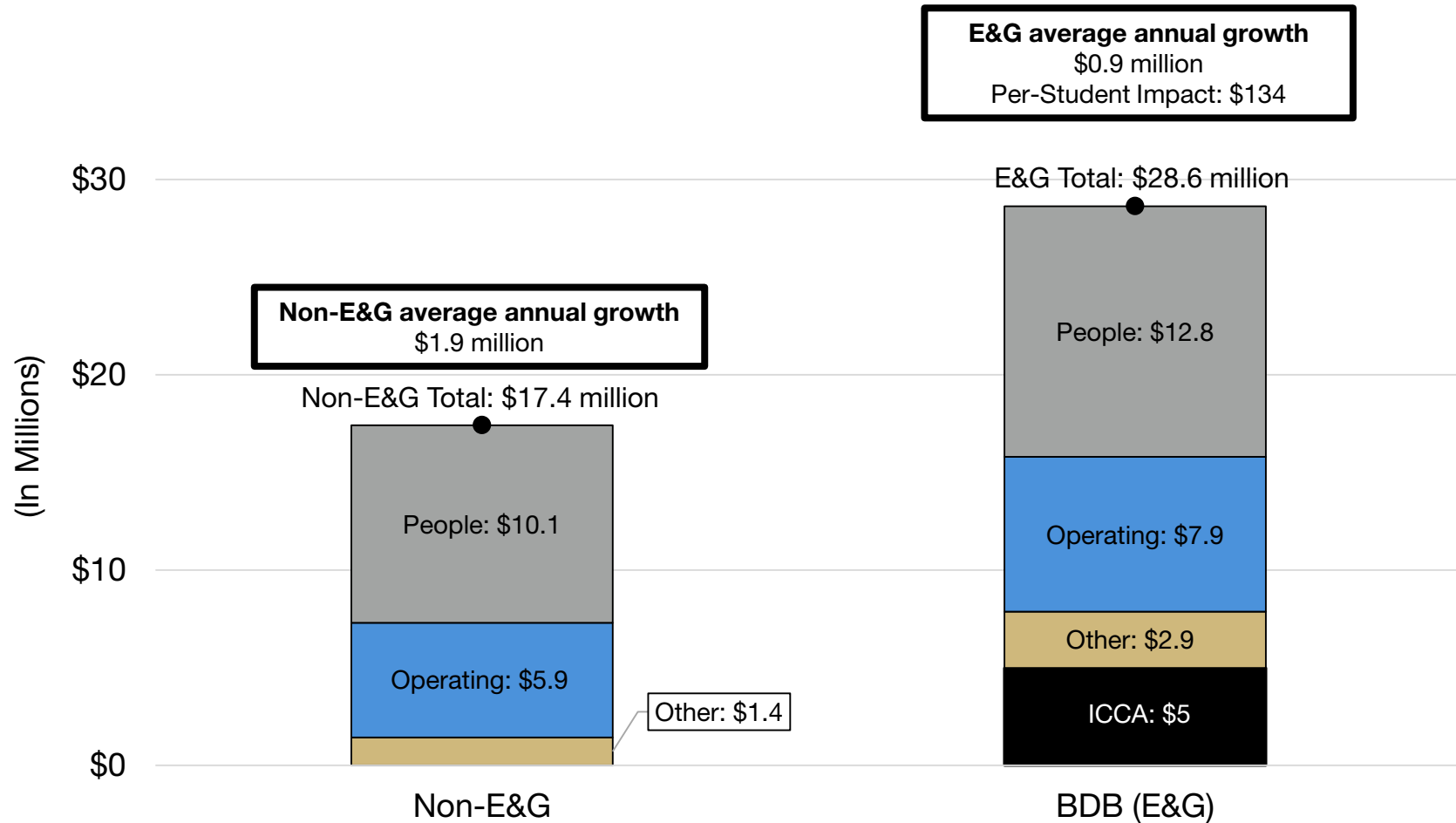
CU Boulder, 2001-2016



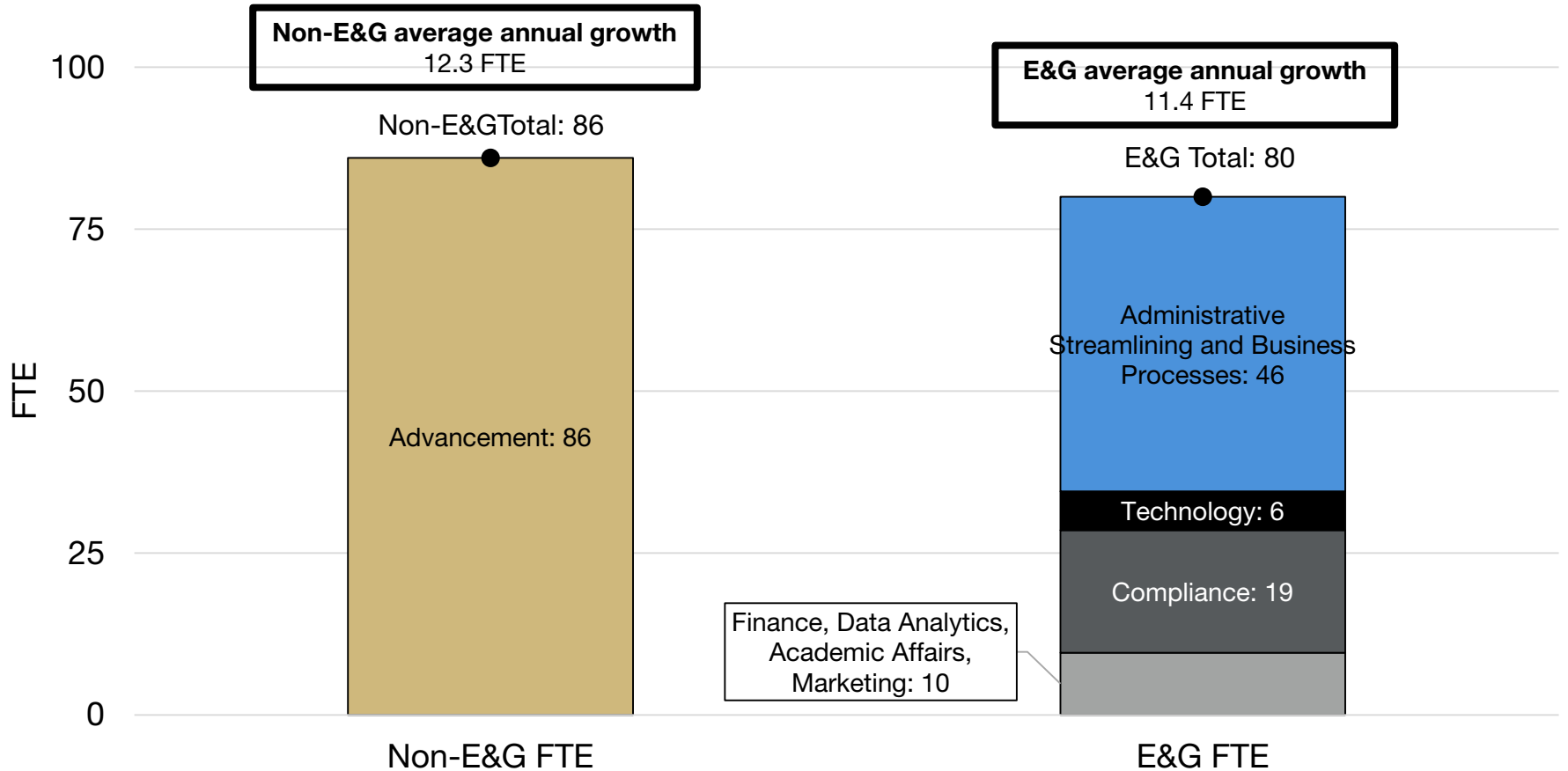
CU Boulder, 2009-2016



CU Boulder, Change in Administrative Costs 2009-2016



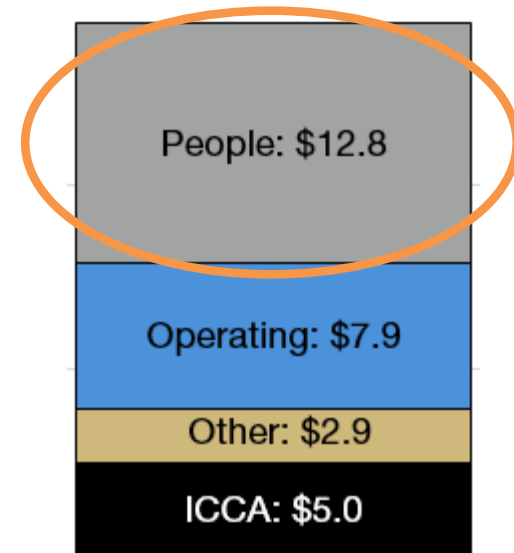
CU Boulder, Change in FTE 2009-2016



CU Boulder, Change in People

(\$12.8 Million, E&G)

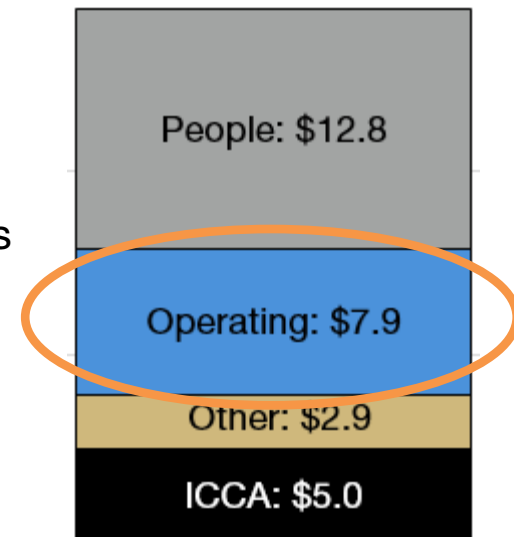
- Administrative streamlining and business processes compliance (\$3.2 million, 46 FTE): To free up existing support staff to focus more fully on supporting faculty, CU Boulder centralized HR services, desktop IT support and data needs.
- Compliance (\$1.2 million, 19 FTE): As a result of increased research awards and changes in federal regulations, additional staff needed for research, Title IX, ADA, sexual harassment and sexual misconduct compliance.
- Total compensation increases (\$6.2 million): Cost increase from annual merit pool (\$2.9 million) and benefit (\$3.3 million) change.
- See [appendix](#) for detailed change in people.



CU Boulder, Change in Operating

(\$7.9 Million, E&G)

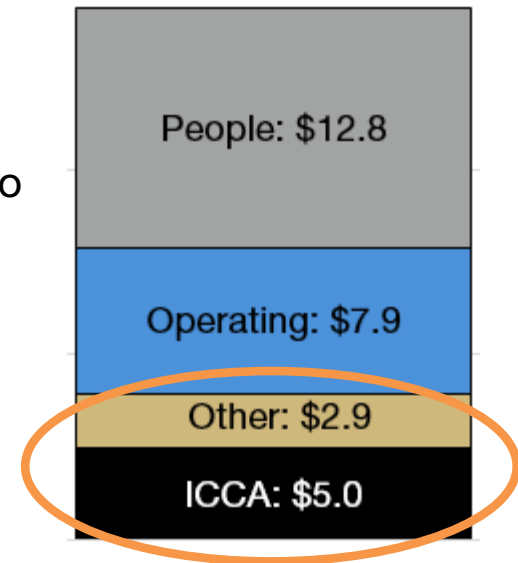
- Technology (\$3.1 million): Investments to support relationship management with alumni and the campus community, such as a campus-wide advising system and electronic communications systems.
- Finance, Data Analytics, Academic Affairs, Marketing (\$2.4 million): Investments in advertising, media and related services for marketing and communications, professional advisory services, enterprise data tools and computer hardware and software.
- Administrative streamlining and business processes compliance (\$1.8 million): Investment in accessibility audits, infrastructure support for data and file storage and an increase to the faculty computer modernization program.
- See [appendix](#) for detailed change in operations.



CU Boulder, Change in Other & ICCA

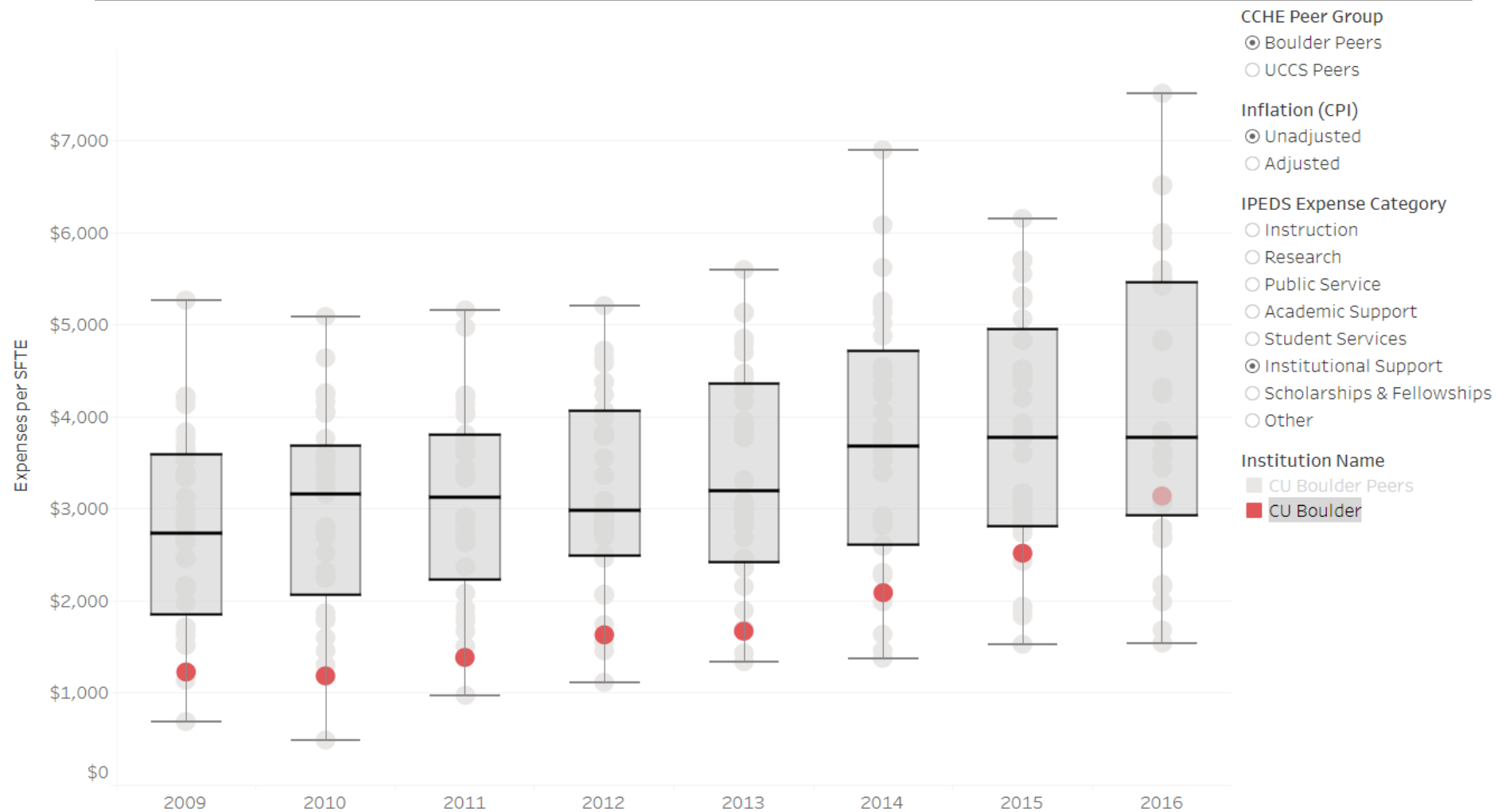
(\$7.9 Million, E&G)

- Increases in general liability insurance (\$0.9 million)
- Governmental Accounting Standards Board-related increase to accrued liabilities (\$2.0 million)
- ICCA (\$5.0 million)
- See [appendix](#) for detailed change in other.



Institutional Support Expenses per SFTE

CU Boulder, IPEDS to CCHE Peers



Source: IPEDS 2016



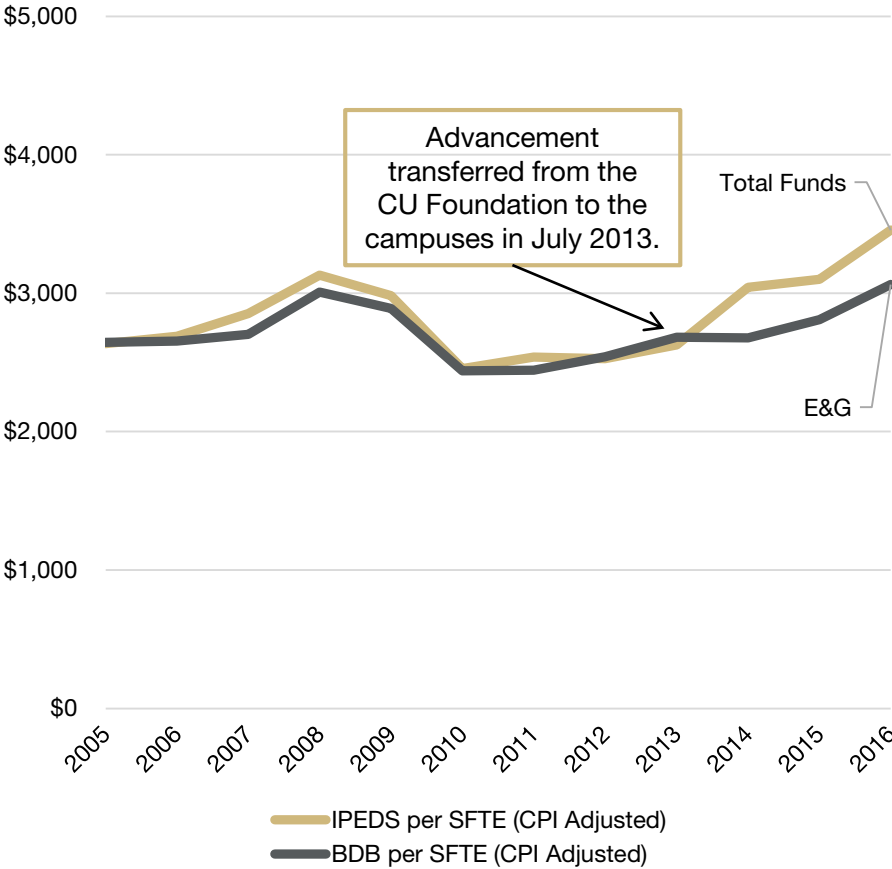
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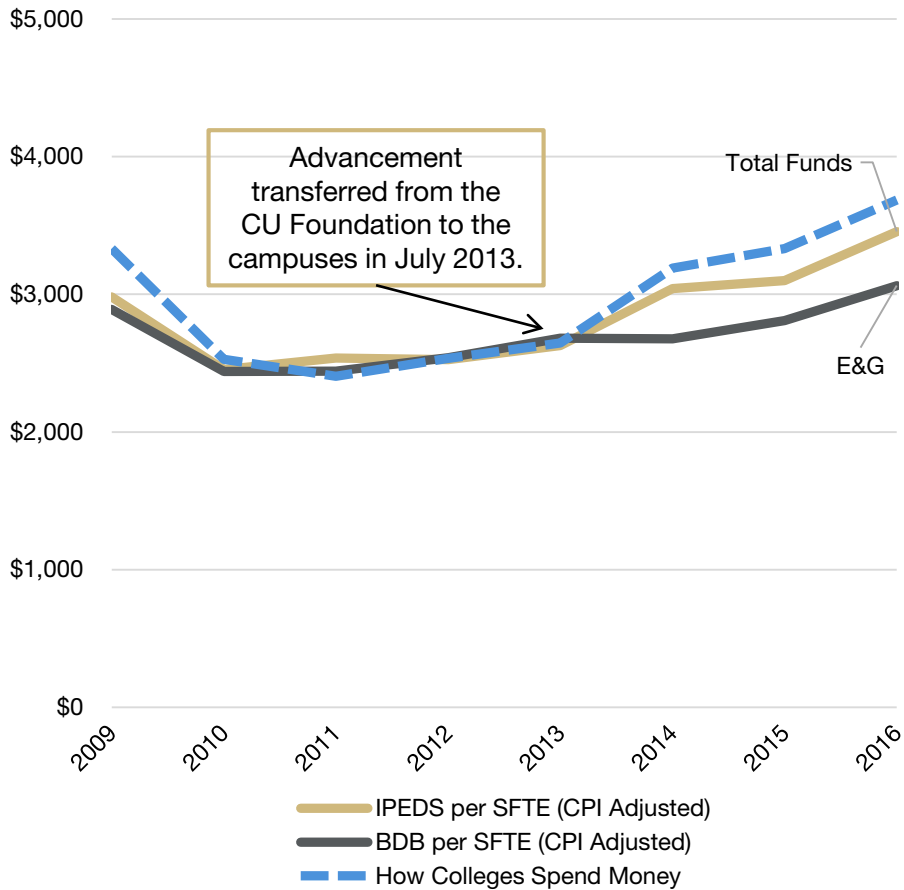
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CU Denver|Anschutz, Institutional Support Per Student

CU Denver|Anschutz, 2005-2016



CU Denver|Anschutz, 2009-2016

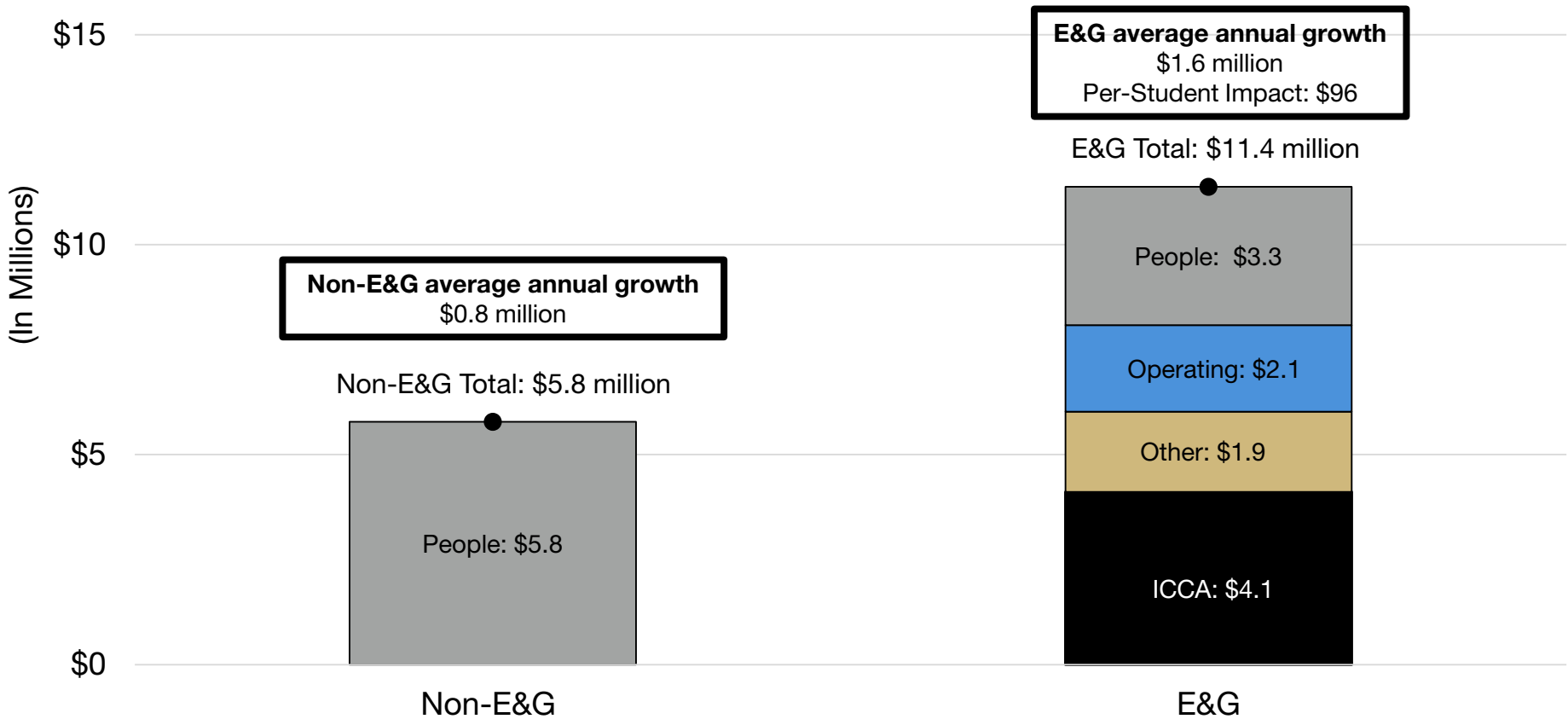


Note: Until 2005, CU Denver and Anschutz reported data as separate campuses.

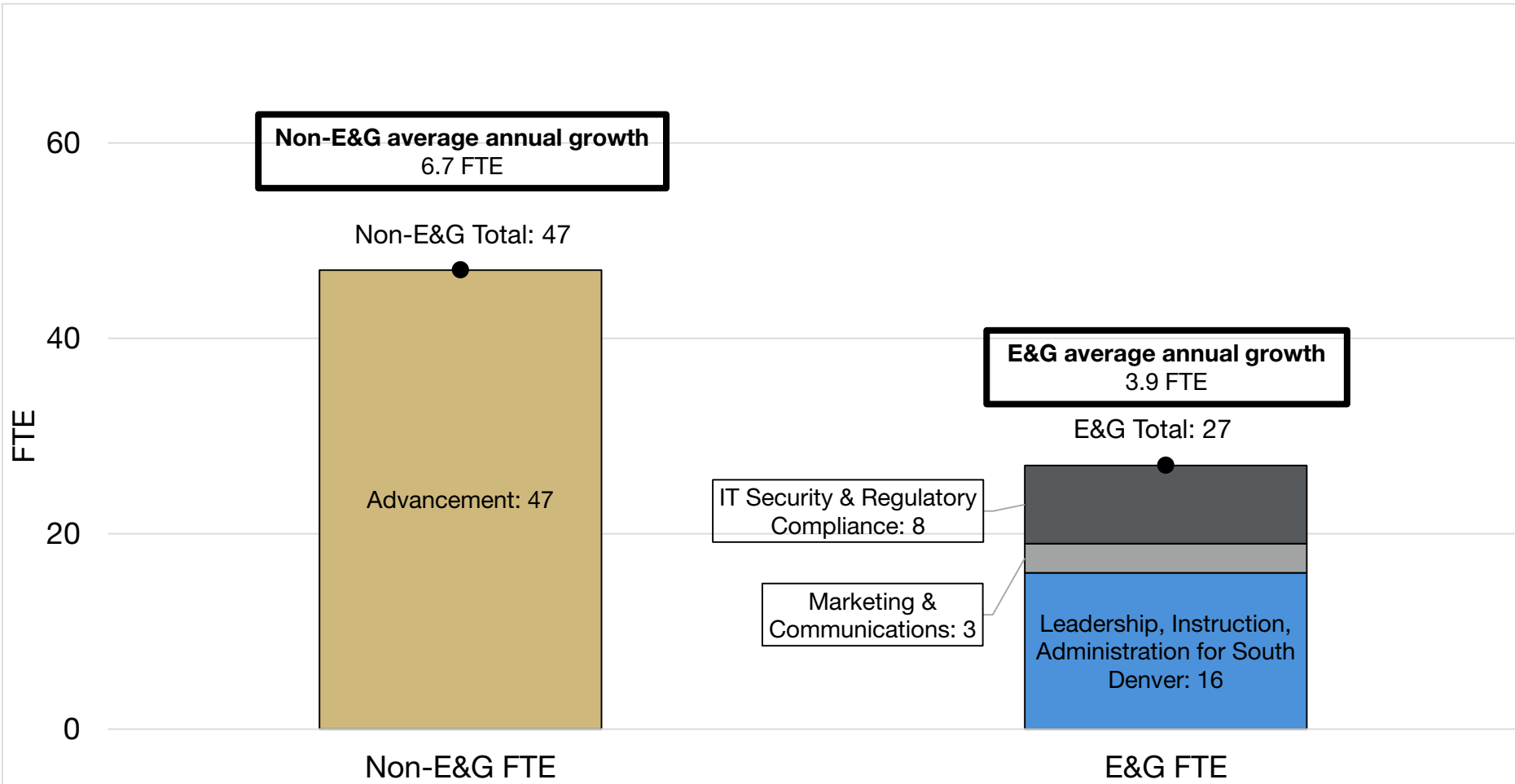


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CU Denver|Anschutz, Change in Administrative Costs 2009-2016



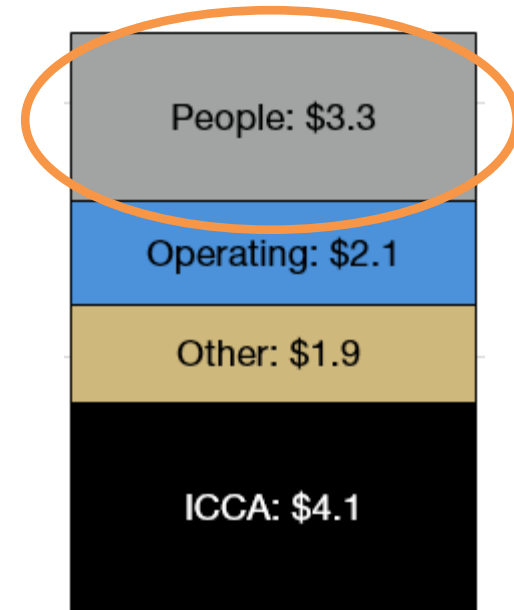
CU Denver|Anschutz, Change in FTE 2009-2016



CU Denver|Anschutz, Change in People

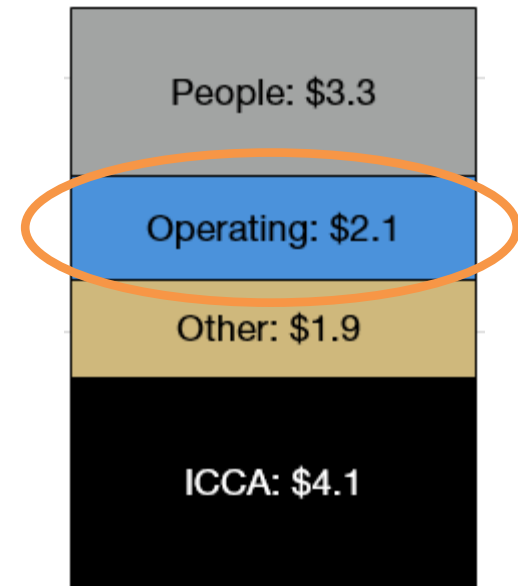
(\$3.3 Million, E&G)

- Management and Operations for CU South Denver (16 FTE, \$0.9 million): CU South Denver opened in 2014.
- IT security and regulatory compliance (8 FTE, \$0.7 million): To increase security and minimize IT risk, CU Denver|Anschutz established an office of IT security and regulatory compliance in 2014.
- Total compensation increases (\$1.4 million): Cost increase from annual merit pool and benefit change.
- See [appendix](#) for detailed change in people.



CU Denver|Anschutz, Change in Operating (\$2.1 Million, E&G)

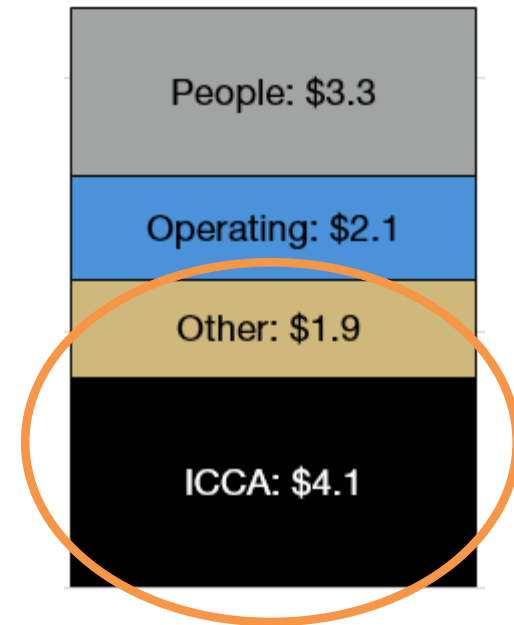
- CU South Denver (\$0.9 million): In order to open and maintain the new building, CU Denver|Anschutz invested in required operating expenses, like office equipment and IT software for the new building.
- Marketing and communications (\$0.8 million): CU Denver|Anschutz invested in the CU in the City campaign, which rebranded the campus to increase appeal to prospective students, grow enrollment and increase community support.
- See [appendix](#) for detailed change in operating.



CU Denver|Anschutz, Change in Other & ICCA

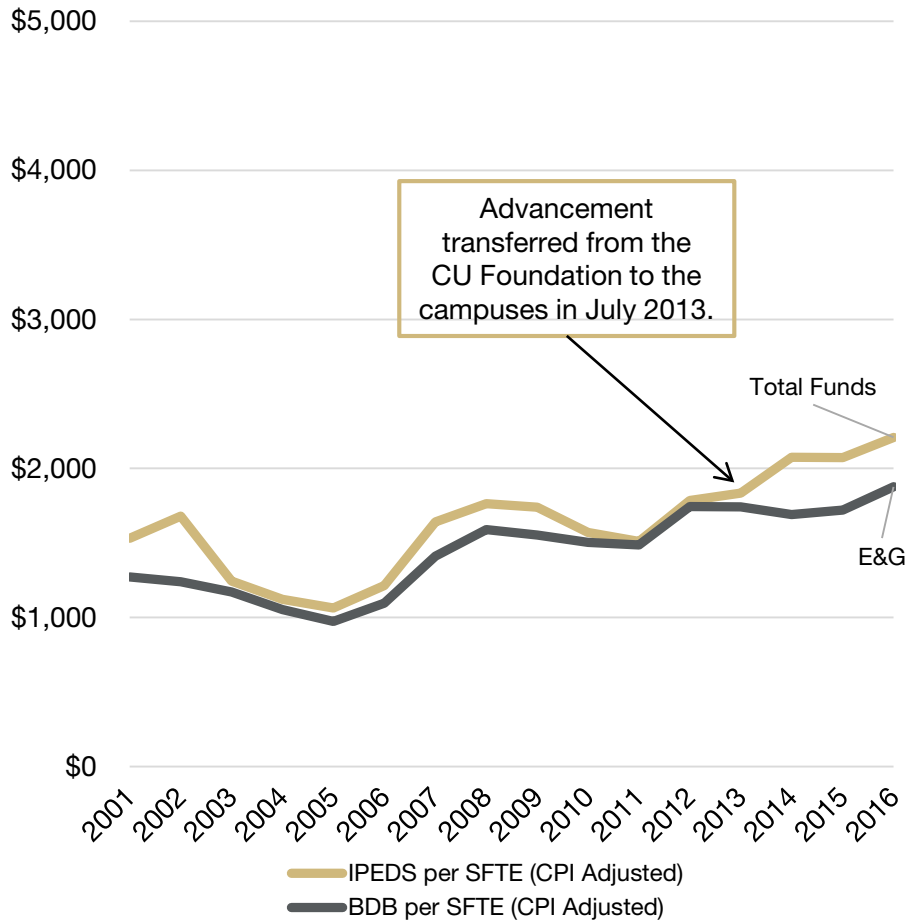
(\$6.0 Million, E&G)

- Governmental Accounting Standards Board-related increase to accrued liabilities (\$1.1 million)
- The Innovations Initiative (\$0.8 million): An academic program offering certificates and minors, was created in 2014 and was misreported as institutional support.
- ICCA (\$4.1 million)
- See [appendix](#) for detailed change in other.

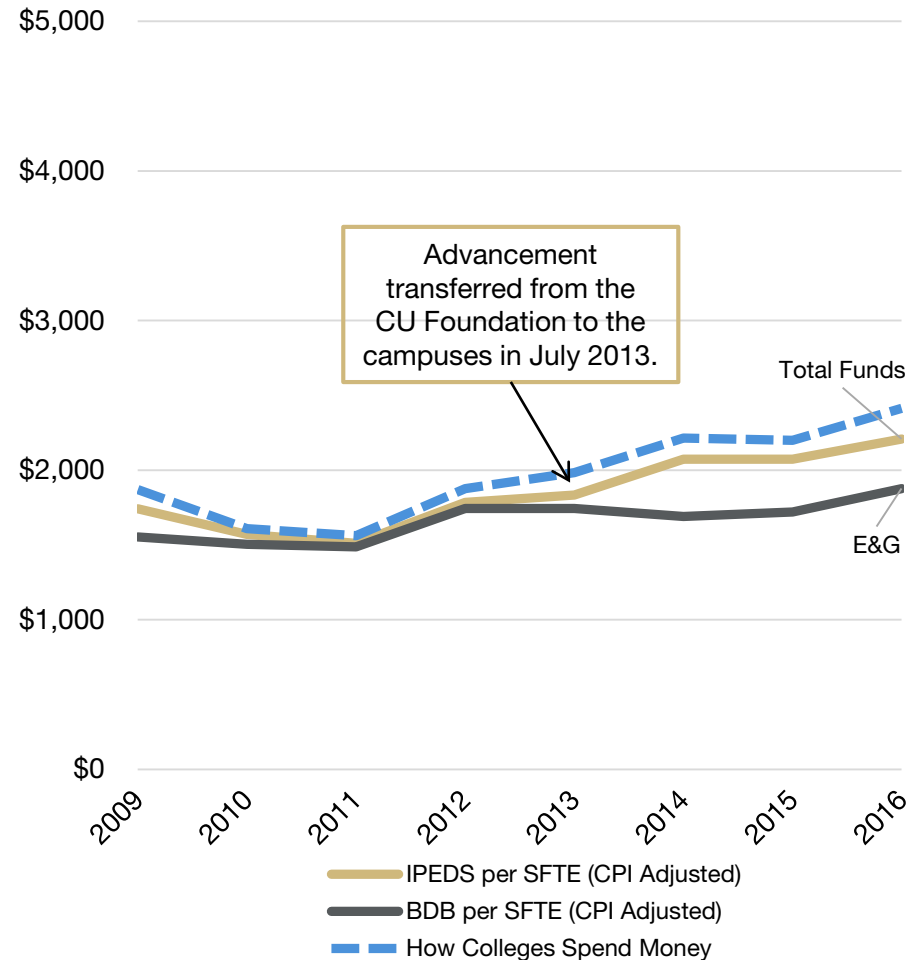


UCCS, Institutional Support Per Student

UCCS, 2001-2016

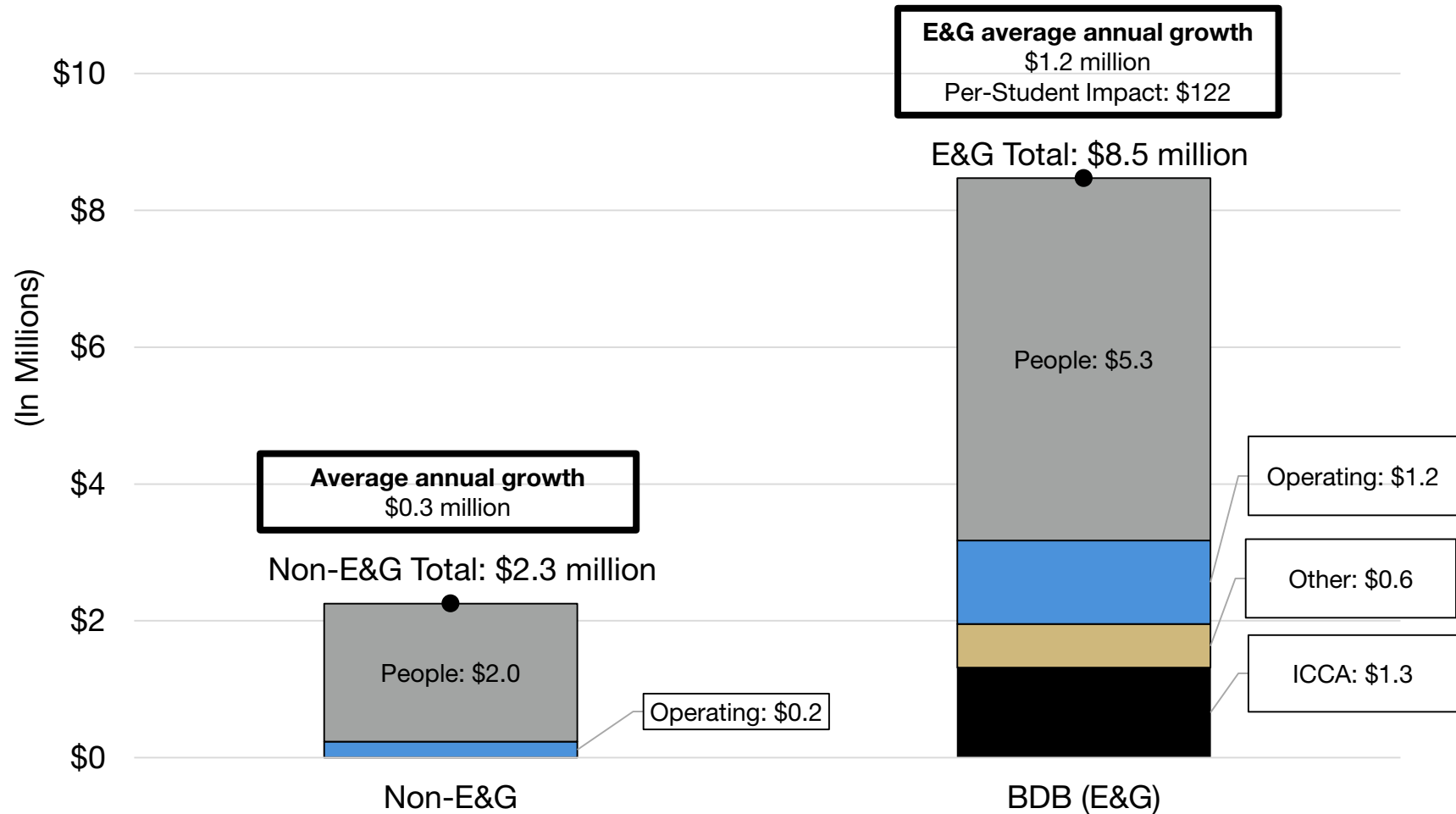


UCCS, 2009-2016

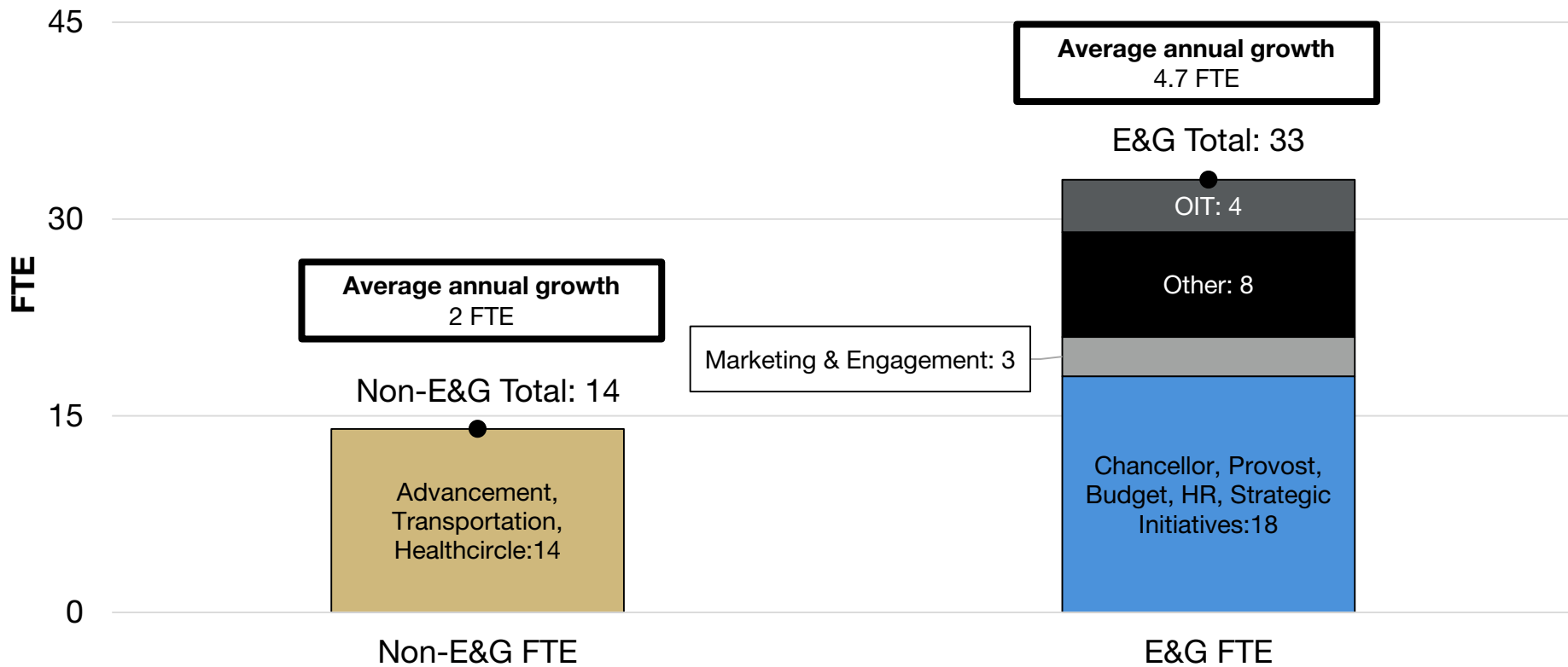


UCCS, Change in Administrative Costs, 2009-2016

(no adjustments for inflation or enrollment)



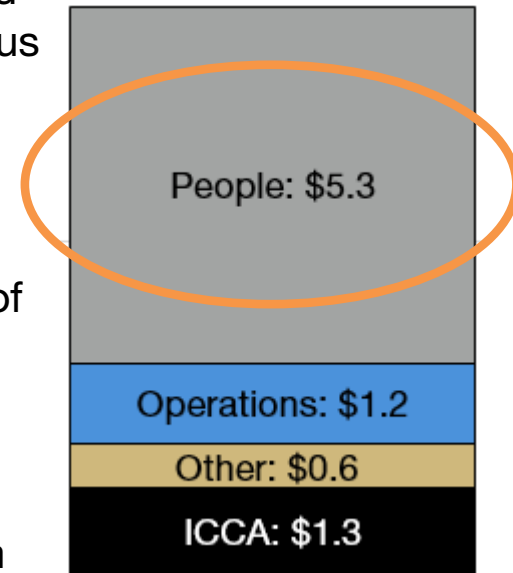
UCCS, Change in FTE, 2009-2016



UCCS, Change in People

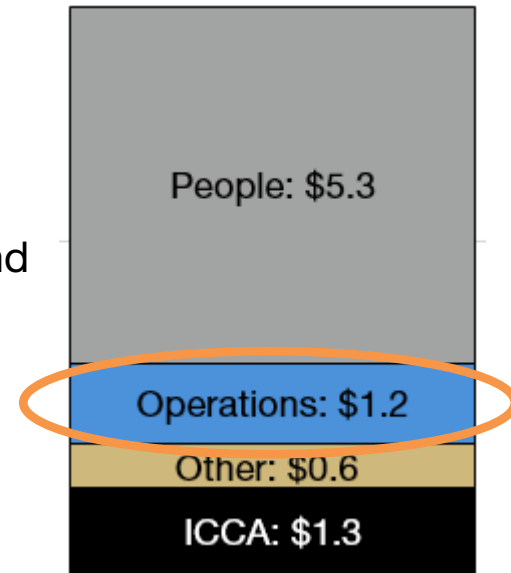
(\$5.4 Million, E&G)

- Chancellor, Provost, Budget, HR, Strategic Initiatives (18 FTE, \$1.7 million): To support compliance and institutional equity and strengthen community relationships, UCCS strengthened various offices.
- Other new employees (8 FTE, \$0.6 million): In order to meet students' extracurricular needs, UCCS invested in the Gallery of Contemporary Art, UCCS Presents, Event Services and Intercollegiate Athletics.
- Total compensation increases (\$1.1 million): Cost increase from annual merit pool and benefit change.
- See [appendix](#) for detailed change in people.



UCCS, Change in Operating (\$1.2 Million, E&G)

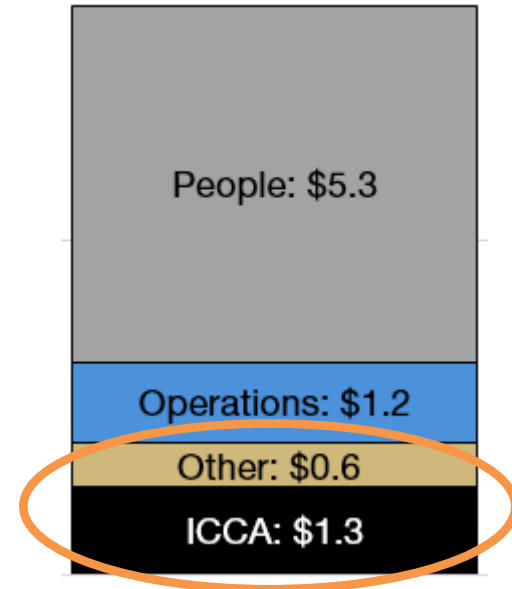
- Marketing (\$1.1 million): To expand recruitment and advancement potential, UCCS established a marketing department.
- IT software (\$0.1 million): UCCS invested in internet security and software updates.
- See [appendix](#) for detailed change in operating.



UCCS, Change in Other & ICCA

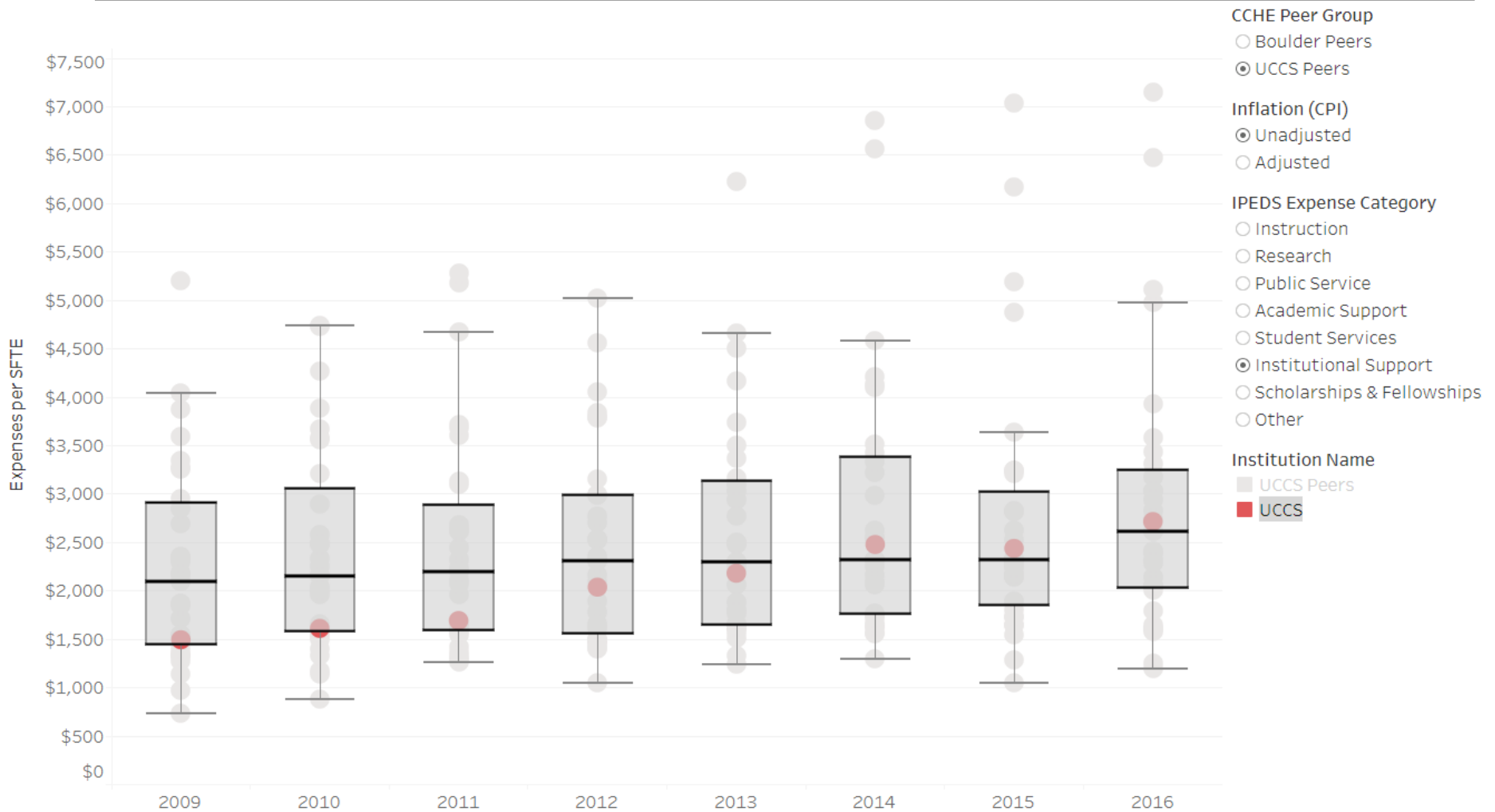
(\$2.0 Million, E&G)

- Governmental Accounting Standards Board-related increase to accrued liabilities (\$0.6 million)
- ICCA (\$1.3 million)
- See [appendix](#) for detailed change in other.



Institutional Support Expenses per SFTE

UCCS, IPEDS to CCHE Peers



Source: IPEDS 2016

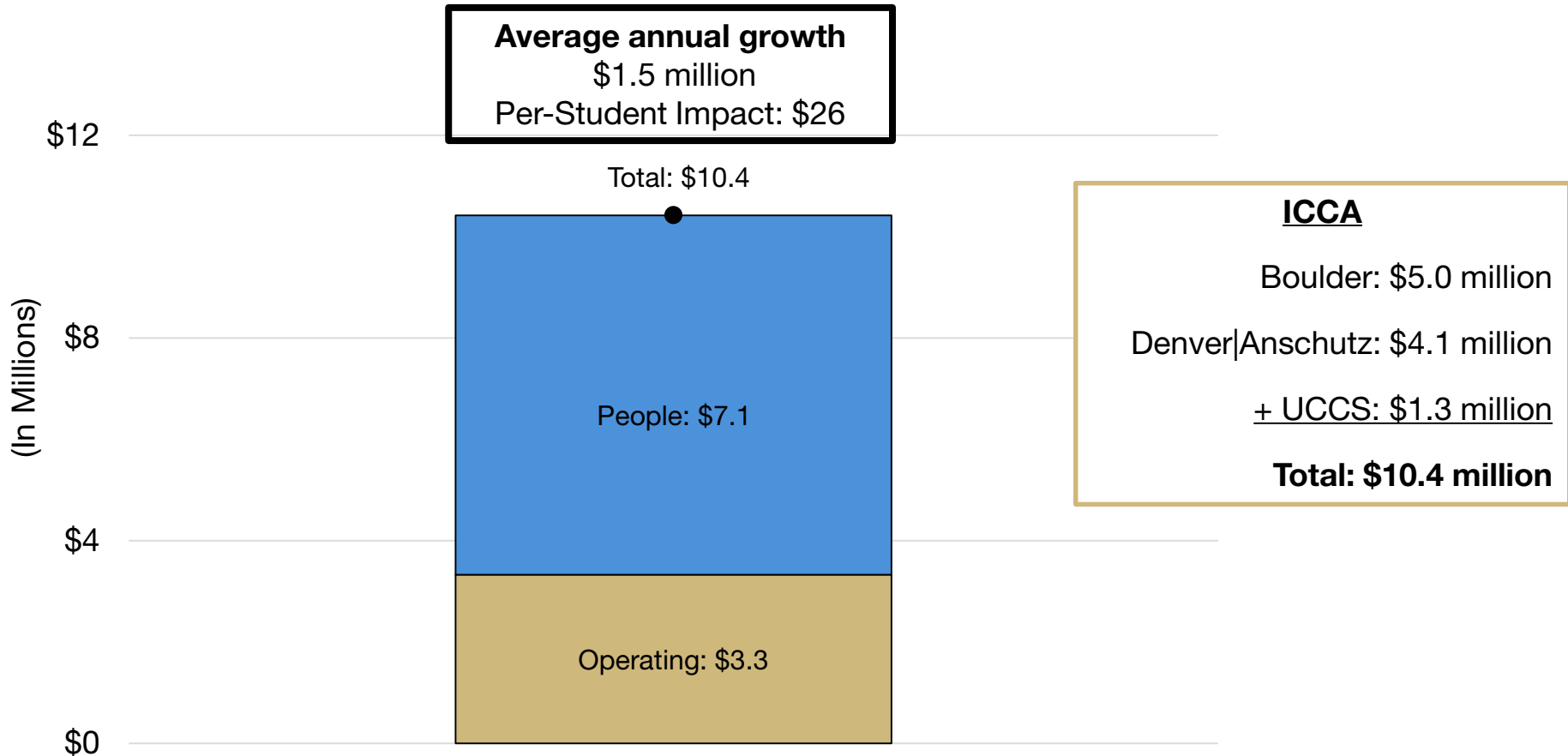


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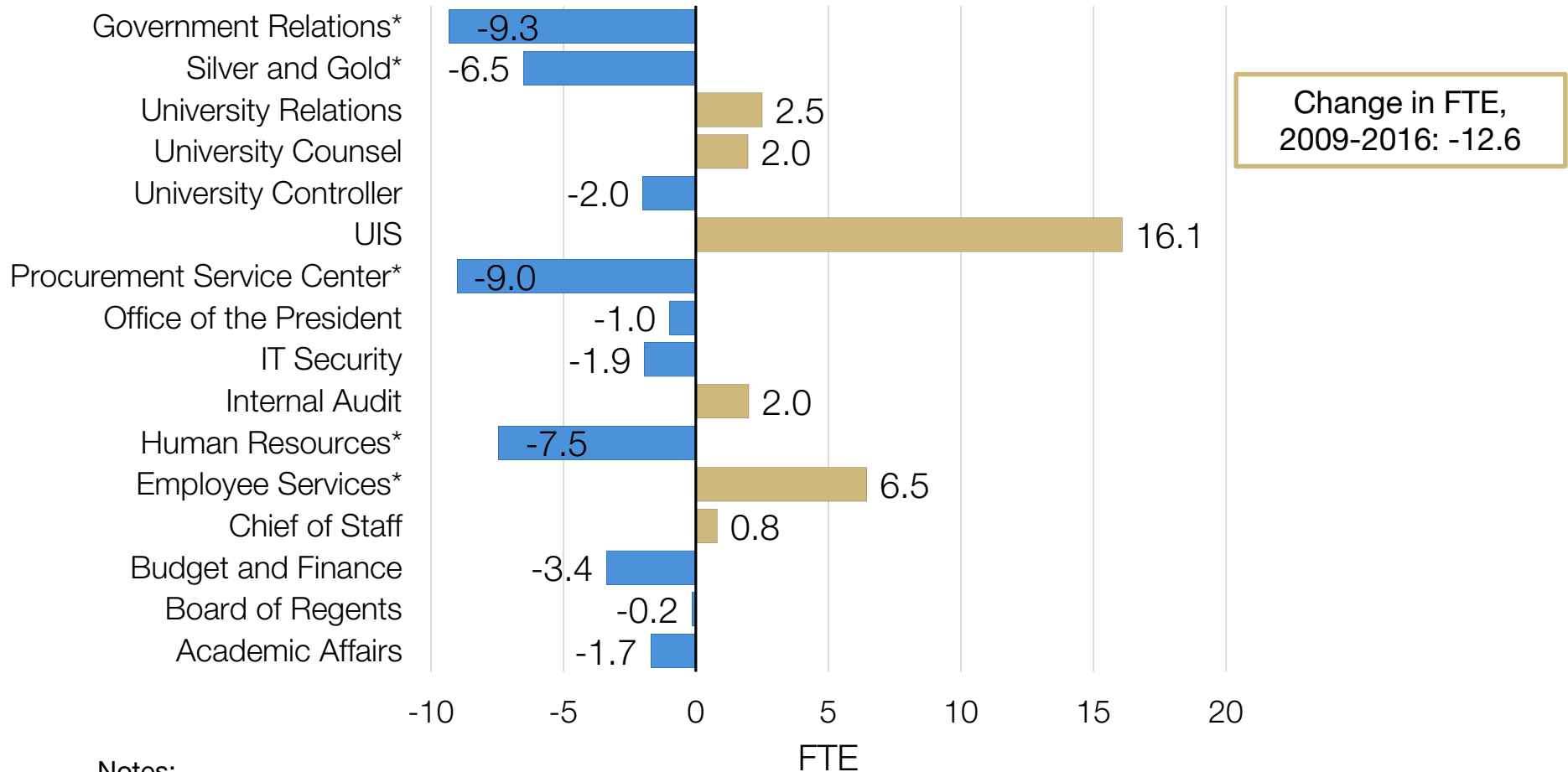
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CU System Office, Change in ICCA Budget, 2009-2016



CU System Office, Change in FTE, 2009-2016



Notes:

- The FTE decrease in Government Relations and a portion of Procurement were refinanced to non-E&G fund sources.
- A majority of the 7.5 FTE decrease to Human Resources were transferred to Employee Services.
- The 6.5 FTE decrease to Silver and Gold was a base reduction.



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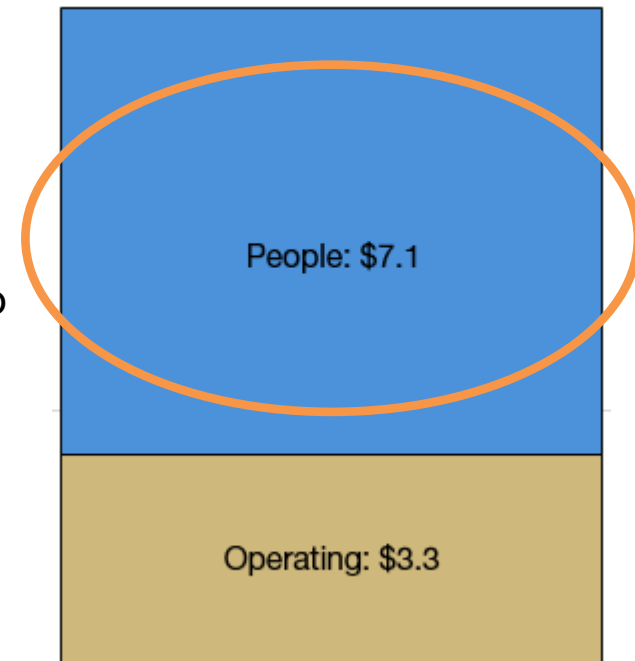
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CU System Office, Change In People

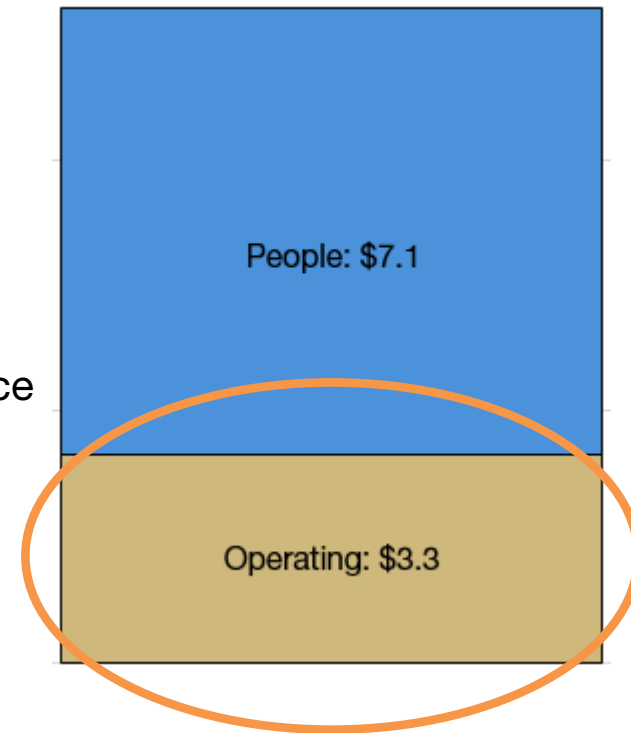
(2009-2016, \$7.1 Million)

- UIS (16.1 FTE, \$3.1 million): UIS saw the largest personnel increase over this time period.
- Government Relations (-9.3 FTE, -\$0.9 million): Government relations saw the largest personnel refinancing with 9.3 FTE. These staff were refinanced to non-E&G sources.
- Total compensation increases (\$5.5 million): Cost increase from annual merit pool and benefit change.
- See [appendix](#) for detailed change in people.



CU System Office, Change in Operating (2009-2016, \$3.3 Million)

- UIS (\$2.9 million): The UIS operating budget saw the largest increase, due to annual cost increases for maintenance, hardware, software licenses and equipment.
- System administration pooled operating costs (\$1.2 million): Insurance, RTD and rent increases, State mandated administrative cost increases, fee compliance costs and the 1800 Grant security officer.
- System operating reductions (-\$0.9 million)
- See [appendix](#) for detailed change in operating.



Conclusions

- 51% of FTE growth and 26% of expenditure growth in total institutional support was the result of moving advancement from the CU Foundation to each campus.
- Compared to the CCHE-defined peer institutions, CU Boulder and UCCS's institutional support tracks. UCCS is in-line with peer expenditures and CU Boulder is consistently below the peer-average. (Note: CU Denver|Anschutz does not have an accurate peer group).
- Between 2009 and 2016, the CU System office experienced a decrease of 12.6 FTE.
- Compliance with federal rules, data security and research requirements was a significant driver of increased administrative costs.
- The increasing costs of internet security and software updates resulted in increases in both IT expenditures and personnel requirements.



Appendix: Change in People and FTE

CU Boulder, 2009-2016

CU Boulder: People	\$ (In Millions)	FTE
Advancement*	7.5	86.0
Increase Benefits*	5.0	0.0
Increase from Merit Pool*	4.3	0.0
Administrative Streamlining and Business Processes Compliance	3.2	45.5
Research Compliance	1.2	18.9
Financial analysis and reporting, data analysis, academic affairs, and marketing and communications	1.1	9.6
Technology*	0.7	6.0
Total	23.0	166.0
<i>E&G Only</i>	<i>12.8</i>	<i>80.0</i>

* All or some portion is non-E&G



Appendix: Change in Operating and Other CU Boulder, 2009-2016

CU Boulder: Operating	\$ (In Millions)
Advancement*	5.3
Technology*	4.1
Finance, Data Analytics, Academic Affairs, Marketing	2.4
Administrative Streamlining and Business Processes Compliance	1.8
Compliance	0.2
Total	13.8
<i>E&G Only</i>	7.9

CU Boulder: Other	\$ in Millions
ICCA	5.0
GASB-related increase to accrued liabilities*	3.0
General Liability Insurance*	1.3
Total	9.3
<i>E&G Only</i>	7.9

* All or some portion is non-E&G



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Appendix: Change in People and FTE

CU Denver|Anschutz, 2009-2016

CU Denver Anschutz: People	\$ in Millions	FTE
Advancement*	5.8	47.0
Merit and Benefit Increases	1.4	-
Management and Operations for CU South Denver	0.9	16.0
IT Security and Regulatory Compliance	0.7	8.0
Marketing and Communications	0.3	3.0
Total	9.1	74.0
<i>E&G Only</i>	3.3	27.0

* All or some portion is non-E&G



Appendix: Change in Operating and Other CU Denver|Anschutz, 2009-2016

CU Denver Anschutz: Operating	\$ (In Millions)
South Denver Office Equipment, IT Infrastructure	0.9
Marketing and Communications, CU In The City	0.8
IT Security and Compliance	0.3
Total	2.1
<i>E&G Only</i>	<i>2.1</i>

CU Denver Anschutz: Other	\$ (In Millions)
ICCA	4.1
GASB-related increase to accrued liabilities	1.1
Innovations Initiative	0.8
Total	6.0
<i>E&G Only</i>	<i>6.0</i>



Appendix: Change in People and FTE UCCS, 2009-2016

UCCS: People	\$ (In Millions)	FTE
Advancement*	0.7	7.0
Provost's Office	0.4	3.0
OIT (Office of Information Technology)	0.3	4.0
Campus Strategic Initiatives	0.3	3.0
Intercollegiate Athletics	0.3	4.0
Chancellors Office	0.3	2.0
Transportation Services*	0.2	6.0
Controller's Office	0.2	2.0
Budget & Planning	0.2	3.0
Human Resources	0.2	2.0
Student Financial Services	0.1	3.0
Global Engagement Office	0.1	2.0
Healthcircle*	0.1	1.0
UCCS Presents	0.1	1.0
Gallery of Contemporary Art	0.1	1.0
Event Services	0.1	2.0
Marketing	0.1	1.0
Benefit on New 47 FTE	2.4	-
Salary Merit	0.7	-
Increase Benefits	0.4	-
Total	7.3	47.0
<i>E&G Only</i>	5.3	33.0

* All or some portion is non-E&G



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Appendix: Change in Operating and Other UCCS, 2009-2016

UCCS Operating	\$ (In Millions)
Marketing	1.1
Motor Vehicle (maintenance/fuel)*	0.1
Advancement Operating*	0.1
IT Software	0.1
Total	1.5
<i>E&G Only</i>	1.2

UCCS: Other	\$ (In Millions)
GASB-related increase to accrued liabilities	0.6
ICCA	1.3
Total	2.0
<i>E&G Only</i>	2.0

* All or some portion is non-E&G



Appendix: Change in People and FTE

CU System Office, 2009-2016

CU System: People	\$ (In Millions)	FTE
Academic Affairs	0.1	-1.7
Board of Regents	-	-0.2
Budget and Finance	-	-3.4
Chief of Staff	-	0.8
Employee Services	0.7	6.5
Human Resources		-7.5
Internal Audit	0.7	2.0
IT Security	0.04	-1.9
Office of the President	-	-1.0
Procurement Service Center	0.2	-9.0
UIS	3.2	16.1
University Controller	-0.1	-2.0
University Counsel	0.9	2.0
University Relations	0.1	2.5
Silver and Gold	-	-6.5
Government Relations	-0.9	-9.3
System Administration Pooled Salary and Benefits Increase	1.9	-
System Administration Salary Pool (Salary & Benefits)	3.7	-
System Administration Cuts (personnel)	-3.1	-
Total	7.1	-12.6



Appendix: Change in Operating CU System Office, 2009-2016

CU System Office: Operating	\$ (In Millions)
Academic Affairs Operating	0.003
Budget and Finance	-0.1
Internal Audit Operating	0.04
IT Security Operating	0.1
Office of the President Operating	0.01
Procurement Service Center	0.1
UIS Operating	2.9
University Relations Operating	0.02
Government Relations	-0.1
System Administration Pooled Operating	1.2
System Administration Cuts operating	-0.9
University Counsel Operating	-0.1
Total	3.3

