

## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee

September 19, 2023

Chancellor's Conference Room

12:00 pm - 1:30 pm

- Welcome 12:00 – 12:10
  - Introductions
  - Approval of meeting minutes (if there are any in need of approval)
  
- Conversation with Ann Sherman, Jen St Peter, Monique Snowden, & Katie Linder 12:10 – 12:55
  - Budget 101-- focus on key terms and the current state of our budget model
  - Improved communication with campus community
  - Update on enrollment and associated issues such as the merit/equity pool
  - Discussion of the role BPC will play in the ongoing budget realignment process
  - Efforts to improve budget transparency/annual budget report
  - Role of BPC in program closures—details about the process and metrics to be used
  - Role of BPC in the Salary Oversight Committee
  - Review of roles/responsibilities (e.g., who oversees the new degree proposal process/coordinates with BPC for review before they are sent to BOR)
  - Budget implications for Provost's new working committees—commitment to allow BPC to review any budget implications before implementation
  - Any additional matters

Faculty Only portion of the meeting 1:00-1:30

- Schedule recurring meetings
- Review Annual Letter to Chancellor for follow-up
- Draft work plan for the year

## **MINUTES**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's  
Budget Priorities Committee  
September 19, 2023  
Chancellor's Conference Room  
12:00 pm - 1:30 pm

BPC Attendees: Joanne Addison, Katherine Gunny, Kelly McCusker, Dan Hodges, Jody Beck, Todd Ely, Alan Davis, David Tracer

Guests: Jessica Godo (Business Operations Program Manager, Student Affairs, Staff Council Representative), Jen St. Peter (Associate Vice Chancellor for Budget), Ann Sherman (Executive Vice Chancellor for Finance and Administration), Katie Linder (AVC Academic Strategy), Monique Snowden (SVC of Student Success)

### **Welcome**

**12:00 – 12:10**

- Introductions

### **Conversation with Ann Sherman, Jen St Peter, Monique Snowden, & Katie Linder 12:10 – 1:15**

- Total budget is \$383.7M (79% comes from tuition, direct state funding, and indirect cost recovery; 64% is unrestricted fund; 14.1% state support)
- Unrestricted fund goes to campus budget model, auxiliary fund direct to unit, restricted fund direct to activity
- 70% of unrestricted funds go to salaries, 7% student financial aid
- FY 23-24
  - Budgeted: 1% increase in tuition, 4% increase in state funding, 5.6% increase in health, life, dental (HLD) rates
  - Received: 5% increase in tuition rates, 12% increase in state funding, 3.8% increase in HLD rates
  - Covered gap of \$12M in budget gaps, VERY unlikely will happen again
- Fall 2023 census is 3.7% below Fall 2022 (13,968); 2<sup>nd</sup> year in a row that we haven't met budgeted enrollment; 1.1% below budgeted enrollment; credit hours was better, did not drop as much as headcount
- Q: How many students do we need to keep spring numbers up? Need to take into consideration expected fall graduations. Each year we're dropping 500 students, so that's the starting point. Doing a little better this year retaining new students (70% vs. 72%). Minimum of 125 new students, hoping for 175. Out-of-state students don't retain at the same level as in-state students.
- Due to 3.1% below budget, planning to balance the FY 23-24 enrollment shortfall by pausing the planned 2% equity and retention pool, looking at one-time funds.
  - Q: Where would this money come from and how would this help people who would have received a 2% equity? Various pools of money, one-time stipends, considering merit pool and if can take a little for equity.
- 3% merit pool still exists
- Phase 1 cuts happened, phase 2 cuts are still under discussion
  - FY24-25: Short \$4.1M right now

- Recommending a \$5M cut for FY 24-25 (2.6% for all, reduced from 4%)
- Should cover our current enrollment dip and enable us to withstand possible enrollment drops in the future
- When we increase tuition rates, we increase our financial aid the same amount
- In 2017 there was a President's initiative ask for \$5M per year for the next 10 years. Last year will be FY26-27.
- Trying to be proactive vs. reactive in terms of budget cuts
- FASO – Financial Aid and Scholarships Office is very understaffed and students are frustrated
- 3% merit pool: is held centrally, dept / college determines how much the increase needs to be in a specific year, then central releases it.
- Communication coming out this week
  - Enrollment
  - Merit pool
  - Holding on the equity piece
  - Phase 2 communication coming soon, website and FAQ will be updated  
**(confidential for now)**
    - Situation is better than we thought it would be, but we still have issues to work with.

#### Quick Comments

- Improved communication with campus community is a goal.
- Discussion of the role BPC will play in the ongoing budget realignment process.
  - Consulting role
- Role of BPC in program closures—details about the process and metrics to be used.
  - Consulting role
- Budget implications for Provost's new working committees—commitment to allow BPC to review any budget implications before implementation.
  - Want to review working groups before implementation.

#### **Response to BPC Letter with recommendations (Ann Sherman)**

**1:15 -1:30**

- Ann will email everyone the response after the meeting.

#### **Faculty Only portion of the meeting**

**1:30-1:35**

- Schedule recurring meetings
  - Tuesdays between 10am and 12pm. Will have an extra meeting in about 2 weeks to finish the discussion from today.

*Next meeting: Are we well serviced for a Salary Oversight Committee at this moment? Draft work plan for the year. Efforts to improve budget transparency/annual budget report. Review of roles/responsibilities (e.g., who oversees the new degree proposal process/ coordinates with BPC for review before they are sent to BOR)*

## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee

October 3, 2023

Rush Conference Room (3<sup>rd</sup> floor, Learning Commons)

10:30 pm – 12:00 pm

- Welcome 10:30 – 10:35
  - Approval of meeting minutes
- Update from Ann Sherman and Jen St Peter 10:35 – 11:15
  - Budget Realignment Update
  - FY 2023-24 CU Denver Educational & General Operating Budget Report
- Salary Oversight Committee 11:15-11:30
  - Tasks, necessity, duplication, role of BPC
- Invitation to each school/college BPC (or other appropriate committee) to discuss shared governance in the budget process? 11:30-11:40
- Old Business 11:40-12:00
  - Improved communication with campus community
  - Discussion of the role BPC will play in the ongoing budget realignment process
  - Efforts to improve budget transparency/annual budget report
  - Role of BPC in program closures—details about the process and metrics to be used
  - Role of BPC in the Salary Oversight Committee
  - Review of roles/responsibilities (e.g., who oversees the new degree proposal process/coordinates with BPC for review before they are sent to BOR)
  - Budget implications for Provost's new working committees—commitment to allow BPC to review any budget implications before implementation

## MINUTES

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee

October 3, 2023

Zoom / Rush Conference Room (3<sup>rd</sup> floor, Learning Commons)

10:30 pm – 12:00 pm

BPC Attendees: Dan Hodges, Kelly McCusker, Todd Ely, Katherine Gunny, David Tracer, Joanne Addison, Miloje Radenkovic, David Hildebrand, Alan Davis, Jody Beck

Others: Guests: Jessica Godo (Business Operations Program Manager, Student Affairs, Staff Council Representative), Jen St. Peter (Associate Vice Chancellor for Budget), Ann Sherman (Executive Vice Chancellor for Finance and Administration), Constancio Nakuma (Provost), Turan Kayaoglu (Associate Vice Chancellor of Faculty Affairs)

- Welcome 10:30 – 10:35
  - Approval of meeting minutes
    - Approved
- Update from Ann Sherman and Jen St Peter 10:35 – 11:15
  - Budget Realignment Update
    - Have not had a chance to meet with Deans and Directors yet to finalize cuts across schools and colleges.
    - End of this week or early next week campus communication.
    - Prepare now so that there isn't a sense of urgency later.
    - \$3.5M is the bare minimum to meet, \$5M is what we were aiming for, it would have been \$7M except we paused the equity money and we're waiting for spring enrollment numbers.
    - Will take a few months for more information about spring enrollment and state funding.
    - Targeting different strategies around transfer including Front Range Community College.
    - Strategic plan is important for this, where are we headed affects finances.
    - Comments
      - Only focusing on headcount and majors is problematic (only two profitable colleges)
      - Not profits, margins between expenses and revenues; net margin is a better term
      - What is the balance for students and how do we get the right balance? These difficult conversations are necessary. Let's not simplify just to simplify.
  - FY 2023-24 CU Denver Educational & General Operating Budget Report
    - How best to communicate this?
    - Suggestion to define institutional units so faculty and staff understand what falls under Academic & Student Affairs, Central Administration, etc.
    - Procurement is a systems office.
    - Some concerns about efficiency lost as we've separated more from Anschutz.
    - Send additional feedback to Jen St. Peter.

- Salary Oversight Committee 11:15-11:30
  - Tasks, necessity, duplication, role of BPC
  - What is the appropriate place for this committee?
  - Some of the responsibilities written in the document are part of the department / school.
  - This committee is required by regent law and policy; however, we have not had it.
    - *After the meeting, discovered this is no longer true.*
  - Two big issues last year were workload and aspirations for the committee.
  - One reason this was created was due to lack of communication from some deans about how merit is given.
  - Shared governance is not necessarily working in some schools / colleges.
  - Bring more clarity in what is happening to ensure they are compliant with regent law and campus policies and that schools and colleges learn from each other.
  - IRC Taskforce has been articulate about this committee.
  - Policies do exist about staff compensation.
- Invitation to each school/college BPC (or other appropriate committee) 11:30-11:40  
to discuss shared governance in the budget process?
  - Faculty only gathering
  - Years ago, BPC tried to investigate what was happening with BPC in schools and colleges but not many people showed up.
  - In a future meeting faculty will explain how the budget process is done at the school / college level.
  - Next meeting focus: policies, by laws, involvement
- Old Business 11:40-12:00
  - Improved communication with campus community
  - Discussion of the role BPC will play in the ongoing budget realignment process
  - Efforts to improve budget transparency/annual budget report
  - Role of BPC in program closures—details about the process and metrics to be used
    - There is program closure policy.
  - Review of roles/responsibilities (e.g., who oversees the new degree proposal process/coordinates with BPC for review before they are sent to BOR)
  - Budget implications for Provost's new working committees—commitment to allow BPC to review any budget implications before implementation
  - Consulted with rather than reported to

## AGENDA

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee

<https://ucdenver.zoom.us/j/2016016073>

November 14, 2023

10:30 pm – 12:00 pm

- Welcome 10:30 – 10:35
  - Approval of meeting minutes
- Update on Provost Working Groups? 10:35-10:45
- Update from Ann Sherman 10:45-11:30
  - Enrollment/Budget update
  - Administrative Pay Transparency
    - Questions about higher-level admin spending persist. It would be ideal to avoid repeating last year and avoiding CORA requests. Possibilities?
      - Presenting a count of individuals (admin, faculty, staff) who make more than a certain salary amount adjusted for inflation over time. That could be an arbitrary number like \$175,000 or it could be a set salary percentage threshold (those at or above the salary for the university employee at the 5<sup>th</sup> percentile, or something like that).
      - Another option is to just present a count of Assistant VC or above titles across the campus as a crude measure of high-level administrators. Just some quick thought
- New Business
  - Strategic Plan Goal #3: Become internationally known for our research and creative work
    - How is this being reflected in our budget decisions, especially with the loss of a significant number of faculty? And not just in terms of sponsored research?
- Faculty Business 11:30-12:00
  - Spring meeting schedule
  - BPC leadership
  - Shared governance around budget in each school and college

Denver | Anschutz Medical Campus

Spring

Denver Campus

(All)

Compare to current week

Monday

Application Type

New Degree-Seeking Total

Enrolled Type

Enrolled State Reportable

Residency

(All)

International Parameter

All Students

Online Sub-Plan Flag

(All)

Application Method

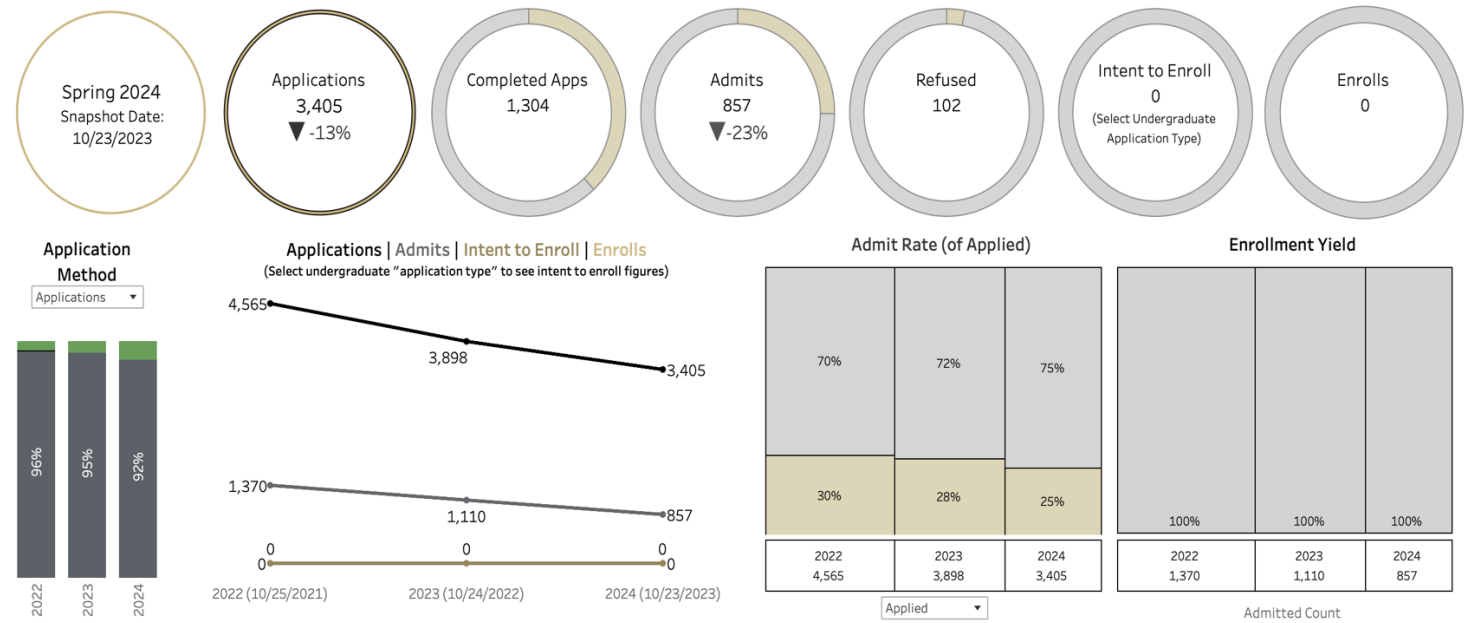
(All)

Data Visualization

Spring 2024 Denver Campus Applications Summary Dashboard

Application Type: New Degree-Seeking Total - Week in Cycle: 12 weeks before term start

School/College: All





## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's  
Budget Priorities Committee (BPC)  
Zoom

November 14, 2023, 10:30 pm – 12:00 pm

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), Dan Hodges, Todd Ely, Katherine Gunny, Miloje Radenkovic, David Hildebrand, Alan Davis, David Tracer, Jody Beck

Guests: Ann Sherman (Executive Vice Chancellor for Finance and Administration), Anthony Wilson (Finance & Operations Manager, College of Arts & Media, Staff Council Representative), Lucy Dwight UCDAI Rep)

- **Welcome** **10:30 – 10:35**
  - Approval of October meeting minutes
  
- **Update on Provost Working Groups?** **10:35-10:45**
  - Academic Program Viability – Joanne
    - No decisions made, a lot of information to review.
  - Workload Parity Group – Katherine
    - Has not met yet.
  
- **Update from Ann Sherman** **10:45-11:30**
  - Enrollment/Budget update
    - Fall 2023 preliminary enrollment as of 9/4/23 is - 3.7% below Fall 2022, under the June budget by 0.9%
      - Anticipated 4.1% below.
    - Graduate enrollment has softened, decreases in both new and continuing.
      - Decrease in international graduate enrollment.
    - This is not uncommon across the US (see screenshot at end of document)
    - When Boulder opens their waitlist, our enrollment decreases. Those students are enrolled in general studies, not a specific program.
    - Boulder gets 3.5 times more funding per student than CU Denver does.
      - System level support is not the same based on campus.
      - Alumni base is not the same as Boulder's, we're not gifted much.
    - People are taking retirement buyouts, losing tenure track faculty. Retirements don't seem strategic.
    - Retention also seems to be an issue.
    - Looking at grants, especially to support graduate students.
      - Question: How much does funded research actually support the campus?
    - Admin Divisions are taking 2.6% across the board.
      - Some are too small to take this cut, but still cutting across the board.
    - Reserves: faculty are unaware of the size of the campus reserves or how it gets replenished so we cannot provide feedback on that point without improved transparency.

- Administrative Pay Transparency
  - Questions about higher-level admin spending persist. It would be ideal to avoid repeating last year and avoiding CORA requests. Possibilities?
    - Presenting a count of individuals (admin, faculty, staff) who make more than a certain salary amount adjusted for inflation over time. That could be an arbitrary number like \$175,000 or it could be a set salary percentage threshold (those at or above the salary for the university employee at the 5th percentile, or something like that).
    - Another option is to just present a count of Assistant VC or above titles across the campus as a crude measure of high-level administrators. Just some quick thought
  - Historical interest in admin staffing and salary decisions.
  - Independent efforts to gather salary data, including NACUBO data.
  - In FY 23, Jen presented data about admin salary, number of positions, and changes in titles / work.
  - Made progress, but not exactly answering the questions on campus. And this has produced a lot of questions about how the data was pulled and analyzed.
  - It's about transparency and accountability and who gets hired and why, faculty might want input and the investment. This also affects morale.
  - Will return to this topic.
- **Faculty Business** **11:30-12:00**
  - Spring meeting schedule
    - Joanne will send out Doodle poll.
  - BPC leadership
    - Need a new chair for next year.
  - Shared governance around budget in each school and college
    - Various levels of shared governance across schools / colleges / library.
    - Business school is starting a BPC with both faculty and staff based on these conversations.
    - Difference between being elected and appointed.
    - Transparent faculty led the process.
    - Faculty seem more interested in the budget now, maybe organically.
    - What do we want to do with this information?
      - Check in again in the spring.

Moved to Next Meeting

- New Business
  - Strategic Plan Goal #3: Become internationally known for our research and creative work
    - How is this being reflected in our budget decisions, especially with the loss of a significant number of faculty? And not just in terms of sponsored research?

## A National Issue Facing Higher Education

- 652 schools have closed, nationally, since 2014
- University of West Virginia: \$45M shortfall, elimination of up to 32 programs
- San Francisco State University: down 16% in enrollment; \$9M deficit; reduction of 125 FTE lecturers (300+/1,000+)
- University of Nebraska: \$58M in reductions over 2 years
  - UN Kearney: already cut \$6.2M via 53 staff positions
- University of Wisconsin system: 10 of 13 campuses had approved operations with a deficit budget this year
- Miami University (Ohio): 17 academic departments with low enrollments must merge, reorganize, or close
- Bradley University: 25% of programs account for 75% of enrollment. \$13M shortfall (10% of operations) due to enrollment declines, increased costs, economic climate

## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's  
Budget Priorities Committee

<https://ucdenver.zoom.us/j/2016016073>

December 5, 2023

10:30 pm – 12:00 pm

- Welcome 10:30 – 10:35
  - Approval of meeting minutes
  
- Update from Jen and Ann 10:35-11:00
  - Changes to budget projections
  - Spring enrollment
  - Financial Aid—separation from Anschutz? Costs to us?
  - Controlling costs at AHEC—raises/personnel, leases, new buildings, budget transparency
  
- New degree proposals 11:00—11:45
- Final Updates/Discussion (time permitting) 11:45-12:00

**Have a great break!**

## MINUTES

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee

<https://ucdenver.zoom.us/j/2016016073>

December 5, 2023

10:30 pm – 12:00 pm

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), Dan Hodges, Todd Ely, Katherine Gunny, Alan Davis, Miloje Radenkovic, Jody Beck

Guests: Ann Sherman (Executive Vice Chancellor for Finance and Administration), Constancio Nakuma (Provost), Turan Kayaoglu (Associate Vice Chancellor of Faculty Affairs), Jen St. Peter (Associate Vice Chancellor for Budget), Anthony Wilson (Finance & Operations Manager, College of Arts & Media, Staff Council Representative), Lucy Dwight UCDAI Rep)

- **Welcome** **10:30 – 10:35**
  - Approval of November meeting minutes
  
- **Update from Jen and Ann** **10:35-11:00**
  - Spring 2024 enrollment
    - Applications down 7%, Admits down 9%, Enrolls down 12%
    - Majority of spring enrollment comes from continuing students, not new students
    - Total students is down 3.3%, graduate students is down 11%
    - Question: Did we plan for this? We did plan for a reduction, but not this much.
  - Changes to budget projections
    - November 1 every year, governor releases government proposal for that fiscal year not final authority though as its decided by legislature in April / May of the following year
      - Capped tuition rate increase of 2% instead of 4.9%
      - 3% increase instead of 4.8% for state funding
    - Classified staff get specific increases to pay depending on length of time, causes compression issue in university staff in similar positions.
    - Question: At what point should colleges estimate cuts? Retirement incentive is bringing in more applicants than anticipated. Asking Deans to continue to plan for deeper cuts and reductions than originally planned. Planning on taking all / as many as possible retirement incentives and those positions may not be replaced.
    - Retirement incentives: 65 people applied, 31 are tenure track faculty
      - Ranking by years of service and age
      - Looking at how much package would cost
  - Financial Aid—separation from Anschutz? Costs to us?
    - Technically we are one institution and we can completely split.
    - 80% of budget allocated for financial aid was for Denver. Need to backfill positions and need to make sure positions are filled in the right places.
  - Controlling costs at AHEC—raises/personnel, leases, new buildings, budget transparency

- Over 70% of AHEC employees are classified staff who will also receive increases which may / will affect schools on AHEC.
  - Lots of questions about how this would affect services, and subsequently costs, to adding new residential and office buildings not associated with education.
  - Many concerns.
- **New degree proposals** **11:00—11:45**
    - MS in Clinical Psychopharmacology (MSCP) and Prescribing Fellowship in Clinical Psychopharmacology (PF\_C) programs – BPC supports
    - BA, BS in Climate Change Studies – BPC supports
  - **Final Updates/Discussion (time permitting)** **11:45-12:00**
    - Joanne will send Doodle Poll for spring semester meetings.
    - First meeting with Chancellor
      - One question: how we are supporting our research activities on campus?
    - Lots of concerns and questions about retirement and losing faculty and also about compensation equity.
      - Concerns about increase course caps or increase course loads.

**Have a great break!**

## AGENDA

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee

In person only

LSC 1300D February 6, 2024

10:30 pm – 12:00 pm

- Welcome 10:30 – 10:35
  - Approval of meeting minutes
- Chancellor's Opening comments 10:35-10:45
- Administrative Pay Transparency Plan 10:45-10:55
- Updates from Katie, Jen, Ann and Michelle 10:55—11:30
  - Retirement Incentive
  - Enrollment
  - Other
- Open Discussion with Chancellor Marks 11:30-noon
  - How will we meet the types of challenges in the articles read in preparation for today's meeting?
  - How are budget reductions aligning with our strategic plan?
    - For example, Strategic Plan Goal #3: Become internationally known for our research and creative work.
      - How is this being reflected in our budget decisions, especially with the loss of a significant number of faculty who are unlikely to be replaced?
      - And not just in terms of sponsored research (we have received complaints about how funding is/isn't being distributed to those for whom grants are seldom an option)? How are we building research capacity? Grand Challenges is a one-time funding event.
      - Graduate Student funding-- What happened to the PhD funding that has been given to schools/colleges from Central/Grad School in the past? (please see note below for an extension of this issue).

*Failing to offer students tuition remission for working for our university -- something done at every other university I know and/or have been affiliated with -- makes it impossible to attract top students. This makes it impossible to attract top faculty. It's a vicious cycle, and we know it to be true, yet we keep kicking the can down the road and burying our heads in the sand.*

*This failure to act on tuition remission also forecloses our goal to become an "equity-serving institution." Because if we are only open to students who can self-fund a PhD or to those that have to work for our university and then pay back any salary they earn directly to the university for tuition (after this salary is taxed), we are making ourselves unattainable for those who do not have extensive family or personal wealth. And, as we know, family wealth is directly tied to race and ethnicity, so the diversity of our incoming students is, as one would expect, dominated by those with generational privilege(s).*

## **MINUTES**

### **Regular Meeting of the University of Colorado (CU) Denver Downtown Campus Faculty Assembly's Budget Priorities Committee (BPC)**

In person only

Lawrence Street Center (LSC) 1300D February 6, 2024

10:30 am – 12:00 pm

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), Dan Hodges, Alan Davis, Ann Komara, Todd Ely, David Tracer, David Hildebrand

Guests: Chancellor Michelle Marks, Katie Linder (Associate Vice Chancellor for Academic Innovation and Strategy and Interim Vice Chancellor for Strategic Enrollment and Student Success), Ann Sherman (Executive Vice Chancellor for Finance and Administration), Jen St. Peter (Associate Vice Chancellor for Budget), Anthony Wilson (Finance & Operations Manager, College of Arts & Media, Staff Council Representative), Pamela Toney (Associate Vice Chancellor Enrollment Management), Alana Jones (Associate Vice Chancellor for the Office of International Affairs), Daniel Maxey (Chief of Staff), Beth Myers (Associate Vice Chancellor for Academic Planning & Institutional Effectiveness)

#### **Welcome**

**10:30am – 10:35am**

- Approval of meeting minutes
  - Approved

#### **Chancellor's Opening comments**

**10:35am – 10:45am**

- Highest enrollments before COVID due to external factors, international students could not attend during COVID, Community college enrollment declined during COVID which decreased the number of transfers from community colleges.
- Heavier on expenses when came in and needed to shift.

#### **Administrative Pay Transparency Plan**

**10:45am – 10:55am**

- Need / want it to happen at all levels, show where the money goes so that it is transparent, but need to have limits so that it is not too time intensive.
- Every year two data files will be shared with BPC.
  - Salary, name, and positions of assistant dean positions and above
  - Underlying data behind pay scale on website, would not include names unless requested by CORA. Trying to figure out which details to share in this report.
- This will help justify salaries being made to job candidates.
  - Different disciplines will have different levels.
  - Will provide information about how pay equity is determined.
- Does the data include stipends? We think so, but am not sure. Will need to look at data to determine this.

#### **Updates from Katie, Jen, Ann, and Michelle**

**10:55am – 11:30am**

- Retirement Incentive
  - Targeted retirement incentive program for years, but it was not successful.
  - 60 applications, 5-10 people pulled back but 3-4 applicants after first wave.
  - 2/3 faculty (2/3 of those are tenured faculty, 1/3 IRC), 1/3 staff.
  - Gathering information from Deans in terms of redeployed faculty



- This will provide us with a lot flexibility that we need to capitalize on.
- We have not lost tenured faculty at the same rates our peer institutions have lost faculty.
- Enrollment
  - Different buckets of enrollment information is shareable.
    - Spring enrollment, fall projections, trends, enrollment mix, variables impacting enrollment, opportunities for enrollment
  - State of exit interviews; why do students leave?
    - Financial aid, financial situation, academics, personal issues
    - Financial aid much better in spring, scholarships are better not ideal yet, started dispersing 10 days before semester, more grants and scholarships to students most in need is high.
    - Not passing classes affects financial aid, working with advisors
    - Good retention at CU Denver, first year students 87% retention between fall and spring, 77% retention between AY 23 and AY 24
    - 2<sup>nd</sup> to top reason for leaving was conflict between jobs and academic demands (modality)
  - What are the variables behind enrollment change?
    - Students from outside programs are taking classes and students' purpose is changing.
    - Modality, microcredentials, value of a college education
  - Spring enrollment: Reviewing numbers comparing this year and past three years. All on Dashboard, but not in the format we reviewed.
- Other
  - How does spring enrollment affect budget?
    - About 1.1% below spring budget, the same as fall (1.1%)
    - Much better place than we were looking one month ago.
    - Our students register at the very last minute.
  - If a lecturer's course is cancelled within two weeks before the start of a course, they are paid \$500. Perhaps UCDALI needs to determine if this is reasonable. Would one week be better or a graduated rate? Include Associate Deans as they have the data.
    - Schools and colleges decide at what point a class is held. Effort through Workload Parity Group to create more consistency.
  - Mainly creating hybrid or online degrees, number of students taking those options is increasing.
  - Our students graduate with less debt than the national average.
  - #1 in social mobility in Colorado, so stories about college not being worth it is not matching up.
  - Modular model – different number of credits for different parts of the class
    - For example, if a class is broken up into three modules and a student passes first two modules, then they could earn two credits and take a course on just the third module.
    - Similar to microcredentials
    - Many of the courses that students don't pass are in the core courses.

**Open Discussion**

**11:30am – 12:00pm**

- How are budget reductions aligning with our strategic plan?
  - For example, Strategic Plan Goal #3: Become internationally known for our research and creative work.
    - How is this being reflected in our budget decisions, especially with the loss of a significant number of faculty who are unlikely to be replaced?
      - Still hiring 24 tenure track faculty to replace departures according to hiring plans. But still need to net retirements.
    - And not just in terms of sponsored research (we have received complaints about how funding is/isn't being distributed to those for whom grants are seldom an option)? How are we building research capacity? Grand Challenges is a one-time funding event.
    - Graduate Student funding-- What happened to the PhD funding that has been given to schools/colleges from Central/Grad School in the past? (please see note below for an extension of this issue).
      - Graduate students: our support is declining and this affects research and equity serving missions.
      - Permanent funding for graduate students has not been reduced.
      - Funding for graduate students had not been distributed equally in the past and they're looking into it.
      - One suggestion was to let programs decide how to best use it rather than centrally submitting paperwork (faculty and program director time intensive).
      - Graduate recruitment workshop on Friday, 2/9, workbook with templates for recruitment yield plan. Intent is to be more strategic and more proactive about enrollment funnel for graduate students (recruitment, admission, and yield)
    - Large number of faculty participating as PIs, partly due to the Grand Challenges.
- Final Remarks
  - Path is to stabilize budget and enrollment.

*Failing to offer students tuition remission for working for our university -- something done at every other university I know and/or have been affiliated with -- makes it impossible to attract top students. This makes it impossible to attract top faculty. It's a vicious cycle, and we know it to be true, yet we keep kicking the can down the road and burying our heads in the sand.*

*This failure to act on tuition remission also forecloses our goal to become an "equity-serving institution." Because if we are only open to students who can self-fund a PhD or to those that have to work for our university and then pay back any salary they earn directly to the university for tuition (after this salary is taxed), we are making ourselves unattainable for those who do not have extensive family or personal wealth. And, as we know, family wealth is directly tied to race and ethnicity, so the diversity of our incoming students is, as one would expect, dominated by those with generational privilege(s).*

## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's  
Budget Priorities Committee

<https://ucdenver.zoom.us/j/2016016073>

March 5, 2023

10:00 pm – 11:30 pm

- Welcome 10:00 – 10:05
  - Approval of meeting minutes
- Updates from Jen and Ann 10:05—10:15
- New Program Proposals 10:15-10:45
- CCC Consultants 10:45-11:30

## **AGENDA**

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Budget Priorities Committee

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March 5, 2023

10:00 pm – 11:30 pm

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), David Hildebrand, Alan Davis, Katherine Gunny, Todd Ely, Miloje Radenkovic, David Tracer

Guests: Anthony Wilson (Finance & Operations Manager, College of Arts & Media, Staff Council Representative), Ann Sherman (Executive Vice Chancellor for Finance and Administration), Jen St. Peter (Associate Vice Chancellor for Budget), Sasha Breger Bush (UCDALI Chair), Constancio Nakuma (Provost), Leigh Ann Rutherford (UCDALI Rep), Turan Kayaoglu (Associate Vice Chancellor of Faculty Affairs), Lucy Dwight, Lois Brink, Julien Langou, Wendy Bolyard, Ingrid Summers, Dennis DeBay, Vivian Shyu, Tammy Hassan

- **Welcome** **10:00 – 10:05**
  - Approval of meeting minutes
  
- **Updates from Jen and Ann** **10:05—10:15**
  - Latest CABC (campus budget committee) meeting, finalization of Phase 2 proposals.
  - State is looking at additional conversations with higher education institution.
  - Meeting with MSU Denver and CCD to discuss AHEC's budget proposals.
  - Looking at how enrollment affects budgets.
  - 58 confirmed retirement incentives and now looking at how many replacements CU Denver can afford.
  - Will continue the discussion about retirements and replacements at a future meeting.
  
- **New Program Proposals** **10:15-10:45**
  - MS in Financial Technology (FinTech), Business School (Scott Dawson and Yosef Bonaparte)
    - BPC voted to support
  - Bachelor of Applied Sciences, College of Liberal Arts and Sciences (Richard Allen)
    - BPC voted to support
  
- **Comprehensive Compensation Collaborative (CCC) Consultants** **10:45-11:30**
  - Teri Engelke and Lynn Harper (Mercer)
  - Faculty and Staff Compensation Study: Faculty Benchmarking Review
    - Mercer was asked to do a review of faculty and non-classified staff compensation in comparison to market and develop/refine staff salary structures.
    - Currently between "Market Assessment" and "Compensation Structure and Alignment"
    - Comparison rank of CU: look at Carnegie Class, Size, Ranking, Region
      - Target positioning: 50<sup>th</sup> percentile
      - Survey Matches:

- By Rank and Discipline
- 9-10 month appointment
- Classification of Instructional Program Codes
  - National Public Rank 72-132 plus peer institutions: Northern Arizona University, Wichita State University, University of New Orleans, University of Akron, Cleveland State University, and Portland State University
  - Carnegie Class: Doctoral Very High Research, Doctoral High, Doctoral / Professional Universities, Masters Colleges
  - Comparison Market Size: 74
  - Compared Tenure Track faculty (308 with salaries) and Non Tenure Track (231 with salaries)
- How will this help us, especially because there will be issues and we don't have money to address the issues?
  - Hardest part is strategy and prioritization.
  - Some people will get something, and others will get nothing.
  - Market data, cannot tell you if people are satisfied, it just might mean everyone is in the same spot.
- What is CU Denver's compensation philosophy?
  - We don't currently have one, this is one of the goals. CU System has a statement and CU Denver is basing theirs off it. Teri will send the draft to BPC.
- Do you know which institutions are operating under collective bargaining agreements?
  - Some systems are under this but did not look at it.
- Can you interpolate for those ranks that aren't represented (e.g., Teaching Associate Prof) from the other ranks?
  - Could expand to a larger set or expand to a similar discipline.
- How will this be communicated out?
  - Will be communicated as a larger group and individuals.
- Will this data be used with the state legislature / the state?
  - Could be an option.
- Comment: Merit pool can increase compression and not make up for
- My understanding is that deans are empowered to negotiate salary with a finalist for a position and are constrained by the school's budget, not by university guidelines. Is that true?
  - Yes, generally this is true, but CU Denver HR is hoping to streamline / create guidelines how this work.
- Website: <https://www.ucdenver.edu/offices/human-resources/compensation-collaborative>

#### Questions From Before Meeting

- Are you creating new salary ranges? Will everyone be placed in new salary ranges?
- How are you making comparisons (according to job description? rank?, years of service? location?)?
- Will you share survey data being used to inform comparisons?
- How do these findings compare to peers? To those on the Front Range? Who are you comparing us to when making recommendations on faculty, admin, and staff salaries?
- What are the main findings or trends identified to date?

- What are the differences between salaries paid for similar positions in different units (e.g., are salaries for similar positions closer to market rate in the Chancellor's Office than in the College of Liberal Arts and Sciences)?
- What are your recommendations for sharing out this information to our community?
- How might this information be used on an annual basis by supervisors and individuals to adjust salaries and/or appeal salaries?

## AGENDA

Regular Meeting of the University of Colorado (CU) Denver Downtown Campus Faculty Assembly's  
Budget Priorities Committee (BPC)

<https://ucdenver.zoom.us/j/2016016073>

April 2, 2023

10:00 am – 11:30 am

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), Katherine Gunny, Todd Ely, Miloje Radenkovic, David Tracer, Alan Davis, Ann Komara

Guests: Ann Sherman (Executive Vice Chancellor for Finance and Administration), Jen St. Peter (Associate Vice Chancellor for Budget), Constancio Nakuma (Provost), Leigh Ann Rutherford (UCDALI Rep), Tammy Hassan (Staff Council Representative), Julien Langou (Chair, Department of Mathematical and Statistical Sciences), Sash Breger (Chair, Faculty Assembly), Lucy Dwight (Associate Professor, SPA)

- **Welcome** **10:00 – 10:05**
  - Approval of meeting minutes
    - Approved
  
- **Updates from Jen and Ann** **10:05—10:20**
  - Budget Update
    - State Level: House went into late night negotiations, significantly higher (almost 3 times higher) than expected, 9.4% increase to higher education for the state (9% for the CU system) with a cap on tuition of 3%, went to Senate today, probably won't remain at such a high level, but might be \$1M up from last year
      - CU Denver's middle scenario was 6% increase of state funding and cap on tuition was 4%
      - Sending to [Board of Regents](#) soon, will send to CACB and then BPC soon after.
      - Board of Regents meeting on CU Denver campus in a couple of weeks will see tuition increase and fees and will vote.
  - Budget Open Campus Meetings Soon
    - Tableau dashboard will be live.
  - Budget Remodel Plans
    - The current model is relatively effective but does assume that we have incoming revenue that we no longer have.
      - We don't have extra funds like model implies.
      - At the time it was put into place, some assumptions previously that were not corrected at the time.
    - Budget allocation review
      - Look at all money: where does the revenue come from and how does it get used?
      - Hopes for good representation across campus as we do this work, including BPC representation. Probably will start next month and go through December, with a break during summer. Previously worked with Deans but want broader perspective with associate deans and other faculty and staff.

- Question from BPC for Ann: How many from BPC? What is the workload?
    - Ann will let us know later.
  - Will run budget models in parallel.
  - Looking for a consultant to assist with this.
  - BPC requested spreadsheets for multiple years for comparison and to create simulations.
  - Concerns about the term “incentive”, it’s more of a needs-based model rather than incentive-based. Incentive gives a feeling of competition.
  - May need to provide training on data literacy to faculty and others so they understand what they are looking at. And will need to provide context for shared meaning.
  - Communication plan changes
    - Will have broader communication about this in September and November.
- **Retirement Incentive** **10:20-10:35**
  - 51 completed, just a couple that are being executed [now], total will probably be 53.
    - 2 classified, 11 IRC, 24 T/TT, 14 univ. staff done so far, plus 2 more t/tt and 2 classified still in process.
    - See table below.
  - Concerns about losing productive people.
    - When offering retirement incentive, can’t say only people of a certain age can retire.
    - This is a personal choice for individuals – equitable and legal.
    - Business School has accrediting requirements based on type of faculty and load.
      - Were criteria a little too loose? Could have been.
    - Deans have also voiced concerns. Looking at how to make this more strategic.
    - The previous program was a targeted program for retirement, but it was not working.
    - Can we offer an incentive for people to leave who are not effective?
      - This is complicated and requires legal involvement.
    - Criteria reviewed:
      - Accreditation requirements
      - Disparate retirement impacts
      - Reputation of the program
      - Future plan options / opportunities
  - Concern: A lot of uncertainty on keeping programs and how classes will be staffed.
  - Concern: Still unclear on if / when schools / colleges will be able to backfill or where budget savings will go.
  - \$2M in ongoing rehires



CLAS	17
CEDC	4
CAM	1
CAP	2
SEHD	6
SPA	4
BUS	10
Administration	7

- **Auraria Higher Education Center (AHEC)**

**10:35-11:00**

- A lot of AHEC fees are passed onto schools.
- Mandatory Costs
  - Increases for classified staff, utilities, rent
  - At AHEC, over 70% of staff are classified.
  - Communicated increase was between 8-10%.
  - The state funding, in theory, should cover all those increases, so extra money is not taken from CU Denver, MSU Denver or CCD; plan on reframing the conversation to how state funding is coming in and that AHEC needs use those funds to cover increases in costs.
  - It's been difficult to ask questions about transparency and responsibility to schools.
  - How do existing resources meet the needs of the institutions?
  - Any MOUs related to types of services? Yes.
    - However, if we aren't getting a level of service, there is not a specific process for remediation.
- Tivoli Bond fee runs out next year and needs to go to a student vote to renew.
- Who audits AHEC?
  - Office of the State Auditor
- What is going on with the "Ball Field"?
  - Schools would need to ask state for money to build up space and then lease the space.
- Why isn't the existing government structure already addressing this?
  - AHEC has not been open with plans.
  - Faculty Advisory Committee to the Auraria Board (FACAB) reps found out about the Master Plan at the same time as the rest of campus.

- **Marie Williams, Vice Chancellor for Marketing and Communications**

**11:15-11:30**

- Recent changes to how UCOMM is structured and its relationship to schools and colleges.

- In Fall 2022 when budget reductions were announced, one of the reoccurring themes with deans was about concerns about communications and marketing and talked about unevenness. Talked with deans about their goals and gaps and then also talked with communicators.
  - Looked at similar sized organizations.
  - Created a working group to investigate options and ideas.
- How is the budget being distributed?
  - Schools and colleges would still pay for the positions even though direct reporting would be to central UCOMM because work is still being done for schools and colleges.
- Auraria Library is financially supported by MSU Denver and CCD too and is losing a dedicated marketing position without knowledge of this.
  - UCOMM will still cover all the work by central UCOMM.
  - The Library Director was not looped in at the time they should have been.
- Can you let us know how many FTEs are in UComm before and after the current changes? We have very limited visibility into activities outside of academic units.
  - Around 25 currently, will provide specific numbers later.
  - Most schools and colleges would have 7 communicators, business may have 4.
- Is there a precedent set for centrally managed speedtype since this is pioneering a new model? Is this a sign to come?
  - This is kind of a pilot.
  - Meeting with deans and their communicators monthly.
  - After one year do a deep assessment to see how it's working.
  - Office of Digital Education is similar sharing of operational resources.

## Desires of Leadership and Staff

Consistent themes emerged from Cabinet, deans, and staff providing insights into their desires and needs for CU Denver's communications and marketing approach. They want:



**Overarching Strategic Communications and Marketing Goals**



**Coordinated Efforts Across Units**



**Opportunities for Collaboration and Peer-to-Peer Learning**



**Defined, Documented, and Communicated Processes**



**Sufficient Resources and Support to be Successful**



**Organizational Model and Appropriate Expertise in Place to Achieve Goals**



**Majority of Communications and Marketing Efforts Focused Externally**

2

## Recommendations at a Glance

1. Create and deploy a holistic marketing and communications strategy and measurement program to demonstrate impact.
2. Implement a federated organizational structure among the schools and colleges, whereby the comms/marketing leads would report into University Communications (UComm) but each school/college would have dedicated support that is co-directed by UComm and the dean.
3. Continue to centralize functions that have high reputational risk impacts, such as brand, PR, and issues/crisis management.
4. Create bullpen model for special events to enable adequate support and standardization across university events.
5. Standardize and simplify tech/tool stack.



### Next Meeting or via Email

- BPC's Role in Program Discontinuance
- BPC Elections for Next Year
- Letter for Chancellor

## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's  
Budget Priorities Committee

<https://ucdenver.zoom.us/j/2016016073>

May 7, 2024

10:00 pm – 11:30 pm

- Welcome
  - Approval of meeting minutes 10:00-10:05
- Updates from Jen and Ann 10:05—10:45
  - Retirement Incentive
    - Final number/total salary savings/structural deficit
    - Dean Hiring Plans
  - Budget Update
  - Budget Remodel
    - Committee
    - Goals
    - Process
- Budget Cut Appeal Process?
- AHEC/Budget Transparency
  - Information request—AHCE rep told FA Exec in a meeting that the three Institutions will pay for costs related to the protests—what are those costs?  
How is this being decided?
- Chancellor and Provost Discretionary Funds
- Faculty Only Meeting Time 10:45-11:30
  - FC BPC rep
  - Annual Letter to the Chancellor
  - Incoming Chair
  - BPC role in program discontinuance (proposed language):
    - Prior to the discontinuance of a program, the Faculty Assembly Budget Priority Committee shall review the case. Data used to determine a program is no longer viable shall be made available to the committee. As with the process for approving a new program proposal, a representative from the Budget and Finance Office as well as the respective school or college Dean and department chair/program director shall present the case to the committee.

## **AGENDA**

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's

Budget Priorities Committee (BPC)

<https://ucdenver.zoom.us/j/2016016073>

May 7, 2024

10:00 am – 11:30 am

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), Katherine Gunny, Todd Ely, Miloje Radenkovic, David Tracer, Alan Davis, Ann Komara, David Hildebrand, Lucy Dwight

Guests: Ann Sherman (Executive Vice Chancellor for Finance and Administration), Jen St. Peter (Associate Vice Chancellor for Budget), Constancio Nakuma (Provost), Anthony Wilson (Staff Council Rep), Leigh Ann Rutherford (UCDALI Rep), Julien Langou (Chair, Department of Mathematical and Statistical Sciences)

- **Welcome** **10:00-10:05**
  - Approval of meeting minutes
    - Approved
  - Briefly discussed members for next year.
  
- **Updates from Jen and Ann** **10:05—10:45**
  - Retirement Incentive
    - Final number/total salary savings/structural deficit
      - Approx amount paid out is \$10M
      - Almost 50 people took the retirement incentive.
      - Amount of money these salaries cost us is about \$7M; however, we can't have all people leave and no replacements. Of the \$7M of savings, we want to have about \$5M to save over time. This number comes from the approximate increase of expenses every year (\$5M increases every year).
      - Some jobs have to be filled quickly due to accreditation.
      - Start to refill \$2M when plans are in place; staff and faculty. Split among who has left and accreditation issues.
      - \$2M in one time money each year for the next 2 years to buy time in figuring out what to do.
    - Are we working to create reserves? Yes, but there is no policy right now.
  - Budget Update
    - Governor signed bill.
    - Allocated even more money, state higher education percentage increase was 9.3% (original estimate was 6%).
    - CU System was 9.5% increase, CU Denver gets 8.5% increase
    - Tuition cap is 3% for residents, non-resident was 4%
    - Able to put together a balanced budget for next year.
    - Spring enrollment came in stronger than projected.
    - Still projecting a 3.5% decrease in enrollment next year
  - Budget Remodel Committee
    - Goals

- Broaden campus understanding of how current budget model works and how it came into being.
  - Establish new base budget.
  - Analyze CU Denver in relation to peer institutions (consultants).
  - Establish greater transparency.
- Benefits: to create a truly balanced model, look at long term budget plans, and be more transparent.
- Process
  - Start first week of September, meet every 2 weeks for about 90 minutes
  - First: look at budget models and alternatives, issues, and opportunities
  - Second: Budget implications, and types of funding, Metrics to assess allocations
  - Third: Apply scenarios and models and to look at longer term planning
  - Plan is to be complete by February to present to Board of Regents
- Ann will share outline, steering committee members, and process with Joanne.
- What degree will BPC be involved in the budget alignment?
  - BPC will have two representatives.
- Budget Cut Appeal Process
  - Is this possible? Nothing has been institutionalized. If you have concerns, contact your dean / director.
  - This question was not necessarily related to schools / colleges. Rather cuts to units, places more work on faculty and students.
  - This has come up at the Campus Advisory Committee on Budget (CACB) often.
- AHEC/Budget Transparency
  - Information request—AHEC rep told Faculty Assembly Executive Committee in a meeting that the three institutions will pay for costs related to the protests—what are those costs? How is this being decided?
  - AHEC used to put out a budget report, has not recently.
  - We should invite AHEC budget personnel to BPC meetings once a year in the future.
- Chancellor and Provost Discretionary Funds
  - How much money? How is that spent?
  - They will take a closer look.
- **Faculty Only Meeting Time** **10:45-11:30**
  - Annual Letter to the Chancellor
    - Approved with the addition of Alan Davis' name.
  - Budget Remodel Committee
    - Joanne will recommend Julien Langou and Kelly McCusker.
  - Incoming Chair
    - No decision yet.
  - Faculty Council BPC rep
    - Will return to this.
    - Email Sasha directly if interested.
  - BPC role in program discontinuance (proposed language):
    - Prior to the discontinuance of a program, the Faculty Assembly Budget Priority Committee shall review the case. Data used to determine a program is no longer viable shall be made available to the committee. As with the process for

approving a new program proposal, a representative from the Budget and Finance Office as well as the respective school or college Dean and department chair/program director shall present the case to the committee.

- Approved