

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, August 18, 2020
Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Jennifer Sobanet, Todd Haggerty, Hani Mansour, Kelly McCusker, Roderick Nairn, Mike Radenkovic, Jody Beck

1. Welcome, Introductions/Roles, Norms 12:30 – 12:40
Attendees introduced themselves.

Norms.

- Some years back, this committee had an understanding on timeliness of information sharing and who should share it. Program approvals should be 2-weeks in advance. With other items, the committee requested receiving on Thursday ahead of a Monday meeting. Given that we meet on Tuesdays this year, this could be moved to Fridays.
- Faculty have noted in past difficulty in receiving information that cannot be shared immediately. If it's something that should not be shared, we can discuss how to manage it. The chair often gets put in that position.
- The administration representatives will give as much advanced notice as possible.
- With enrollment updates, one challenge is that data is updated on Monday, to have the most recent numbers. So, that would be the day before our meeting.

2. Updates from Provost and CFO 12:40 – 1:00

- Scott Dawson is the new Dean for Business School.
- Unsuccessful searches from last year will resume this year.
- Alana Jones is the interim Vice Provost and Senior Vice Chancellor of Student Success
- Construction is going well with the new housing building. Facilities folks have done an excellent job working to make campus safe for return.

3. Budget Office updates and discussion 1:00 – 1:30

- Quick recap, we were looking at projected shortfall of \$33m. In reality, that was \$54m because of state cuts. But \$21m in CARES funds mitigated that back down to \$33m. We managed with contingency reserves, operating reductions of 5%, and tiered furloughs.
- Since then, we are actually up 9 students versus last year. But the mix of students—with declines in international and out of state students—will mean revenue shortfalls. There is a decline in undergraduate students, but increase in graduate students, which means fewer credit hours. We are where we thought

we would be with revenue shortfalls. We don't expect additional reductions, but we don't expect to roll back furloughs.

- A lot of unknowns for rest of fiscal year. What is our retention from fall to spring? What is the state going to do? What is going to happen with board of regents? There was discussion among Board of Regents about reducing tuition, \$1,000 per full-time student per semester, and \$500 per part-time student. That would be \$33m reduction in revenue. Vote on that failed 5-4.
- Next board meeting in September, usually around 2 issues: enrollment update and compensation update. Both discussions likely to happen, even though compensation increases will be zero. Census date is key. And then in first week of November, the state budget request released, which gives first indication about higher education.
- Until we have more information about enrollment, retention, state funding, and international travel, we cannot have good idea about how budget will look.

Discussion.

- Committee will see if people are available on September 8 to go over basics of budgeting process with Faculty Assembly.
- The committee discussed its role. This is a bit unclear at moment. We need to revise bylaws and get them approved by Faculty Assembly. We have a formal charge that says review expenditures of units on campus, which is impractical. In practice, we receive monthly updates on budget, review budget impact of new programs, and consult on any of the above. In past, Chancellor's Advisory Committee on Budget (CACB) was large—that might change with new chancellor.
- Todd Haggerty is working on proposal for CACB to make it more manageable. We'll look to share ahead of September 8 meeting.

4. Executive Session

1:30 – 2:00

- From CAM, furlough letters did not do a good job in clarifying that it's a one-year furlough. Feedback was given to Todd. We could have given input on this.
- One issue here was that CAM budget officer had said additional furloughs were possible, so that had scared people. There are faculty with that lingering concern.
- Furloughs are based on individual salary, as if scaled to 1.0 FTU. So, if someone is 80% time, and making 58k, then they are subject to furlough based on 100% time, although anyone below 60k should be exempt. The committee thought that that's the logical way to do this, because exceptions are hard to do and not doing it this way makes it easy to game the system.
- Other concerns:
- What if we reduced our out of state tuition, might we increase overall budget by enrollment increases?
- We should look at new student fee structure. Those have all changed. Is that permanent. How does it affect the budget?

- Maybe a fee reduction for some groups would make being a student more appealing?
- InWorks update. We need to work with Advancement as well. Some frustration among colleges that reps from advancement change frequently, which costs us continuity.
- We seem to have reversed course on online initiatives. This committee doesn't play a role in that. But it would be good to get an update on that.

MINUTES

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, September 15, 2020
held via Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Todd Haggerty, Hani Mansour, Kelly McCusker, Roderick Nairn, Mike Radenkovic, Jody Beck

The minutes for the August meeting were approved unanimously.

Updates from Provost

- Safe return has gone well. Testing has not resulted in many positive cases.
- The budget is close to target. There is a hiring chill, but mission critical replacements are being done on a case by case basis. Some senior level positions need to be filled, including vice chancellor for equity, diversity, and inclusion, the vice chancellor for communications, and the vice chancellor for student success.
- The RTP season is ready to kick off. More of this will be virtual via Interfolio. This effort has been led by CLAS and Kathleen Bollard. One physical copy of dossiers will still be required and kept in the viewing room.
- The construction of the new dorm is on schedule, despite budget issues.
- Accreditation is coming up in April, but it's an assurance rather than a self-study.

Budget Office updates

- Enrollment looking good, but no final census numbers yet, as courses with MSU are still being counted. Our head count is up from last Fall, and we are tracking close in terms of budget projections. The concern is that our first year class is the smallest it has been since 2013. Typically, that affects the enrollment base for 4-6 years. We also don't know what Fall to Spring retention will look like. But we do not anticipate having to make further reductions for this year.
- Next year's budget depends on the pandemic and state support. Last year, we received \$39 million from the state, this year it was \$16 million, with the CARES Act making up the difference. That was one-time funds. There are questions of whether the state can make up that gap for next year.

Budget Office discussion.

- *How does our decrease in undergrad compare to other campuses?* All campuses are down. Nationwide, deferrals are up, as are gap years. Institutions will be competing to get these students back.
- *Since we're highly tuition dependent, what do we do to not be in the same place next*

Fall? Chancellor Marks' listening tour is a part of forming that strategy. We need to also think about online experiences and research portfolios. Enrollment management has a strategic enrollment plan too that was disrupted by covid.

- It's also important to think about the things we need to stop doing. South Denver is going to close and be sold. 80% of that property is exhibition space. To transform that would have taken lots of remodeling. We should get some savings from that, at least in operations. There are layoffs as well and operations are being pared down.
- *Is there any discussion of differentiated workloads to address budget concerns?* Not clear that differentiated workloads would impact budget much, since lecturers are not a large expense on campus.
- *What is our strategy with the Chancellor's Advisory Committee on Budget?* We will know more once the chancellor has had a chance to decide how she would like it to operate.
- *Any changes with the 60K cutoff on furloughs for folks not at 1.0 FTE? Groups on campus were concerned with that decision.* A number of CLAS faculty had concerns with this. At this point, the executive team is considering the matter and whether there's going to be a change.
- *Questions about student fees and tuition—students in high flex courses were getting hit with double fees. There are also questions about tuition rates for remote and out of state students, and how to handle online students.* We combined online and technology fees. All students, regardless of modality, now pay the student services fee, since all have access to the writing center and so on. We were able to reduce the fees as a result. The AHEC campus fees and Wellness Center are the only ones exclusive to on-campus students now. And we cut those by 50% this year, given limited access; however, we still owe AHEC 100% of what we would have collected.

The out of state tuition rate is related to online only programs with no in-person component. Historically, about 200 students have been at that rate. With remote learning, that rate has attracted attention. When the system-wide online discussion resumes, it will probably make sense to have a more competitive out-of-state rate.

- *The logic behind out-of-state and in-state relates to taxes. Out-of-state pay more because they have not paid taxes. Any talk of removing that completely to increase our competitiveness?* It has been discussed. The University of Michigan did that, and Mississippi State fully eliminated non-resident rates. One rate might be where we end up. It's what online institutions do.

- Diana and Todd Haggerty will hold deep dive sessions to give folks an overview of the budget situation. 2 different sessions are being planned, 1 on history and on the actions during covid and 1 on the nuances of the incentive based budget model. These will be next Tuesday, and then the next Tuesday. These will be open to faculty assembly, and we could share more broadly after that to faculty who want to understand the budget better.

Executive Session

- The group discussed the situation of PhD students who are not able to earn in-state tuition since they are learning remotely this year out of state. How do units pay for that? Architecture has students in that situation, but not clear yet how many. Students there usually pay the difference in tuition. Engineering has PhD students who are international and paid by faculty grants. In Education, there is a flat scholarship given, students need to cover the differences between in-state and out-of-state if they're not able to pull from faculty grants. In Economics, they pay for their out of state students in most cases. But in PhD programs generally, tuition waiver doesn't necessarily cover out of state tuition.
- 2 CU Denver faculty members are up for election on the board of regents. Their election might give our campus more visibility going forward.

AGENDA
Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, October 27, 2020
held via Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Todd Haggerty, Hani Mansour, Kelly McCusker, Mike Radenkovic, Jody Beck

The minutes for the September meeting were approved unanimously.

Updates from Committee Chair

ODE update. Diana is co-leading with Tobin Bliss an effort to create a master services agreement with ODE. The current agreement runs until the end of June. ODE has moved from our campus to the system level. 6 programs on our campus are being supported through ODE going forward, most at the graduate level given issues on service services at the undergraduate level. 2 sub-committees are also working on this, one faculty-based including Tobin and Diana and one operations-based.

Discussion

- Given its involvement with online education, the library should be included on these committees as well.
- ODE received \$40m from the system to help with start-up costs related to its relaunch at the system level—student acquisition costs are high, considering how established competitor programs are.
- Revenue sharing needs to be worked as do role and responsibilities for the programs and ODE.
- The programs offered in coordination with ODE will work on a D2 model.
- So far, Business has seen overlap between its traditional students and student enrolling in the 8-week program—whether and how to separate out those students is a question to be addressed.

Decision Toolkit Presentation. Dave Deffenbacher, David Doig, and Tobin Bliss made a presentation of the Decision Toolkit. The toolkit has been in the works for about a year, and this is the first version, and it is intended to be evolving. So, feedback from stakeholders is welcome. This has been developed to help inform the incentive based budget model.

Discussion.

- *How will data from Toolkit be used for assessing the budget model and thinking about subvention?* The toolkit is intended to provide objective data on a local level

for how things could be changed. So, it should have a role in assessing the budget model and discussing subvention.

- The toolkit has been shared with deans, associate deans, SBAs, CLAS BPC. The goal is to take it to the chair level and consult with units. Schools and programs would be able to look at program flows to help with retention.
- *The role of faculty in the design of the tool?* The toolkit was built around the needs of schools and colleges. The designers met with CLAS and Business and their leadership teams to design tools that would help them in the design. But the toolkit is in development and feedback from faculty is sought.
- The committee will look at the toolkit further and look to provide feedback.

Budget Office Update. The governor's budget comes out next week. More updates will follow that. Scenario planning will take place with schools and colleges. And that will allow for thinking about changes to the budget model come January.

MINUTES

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, December 15, 2020
held via Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Todd Haggerty, Hani Mansour, Kelly McCusker, Roderick Nairn, Mike Radenkovic, Jody Beck, Jennifer Sobanet

Chancellor Marks.

12:30 – 1:00

Chancellor Marks visited. The committee introduced itself and shared concerns about the current financial situation, innovation, the identity of the campus, and the plan to cut tenured faculty at Boulder.

The chancellor's remarks.

- The pandemic disrupted what was expected to be a stronger financial situation for the university. She is confident that the university is positioned well going forward. A shared vision of where we're headed is needed. The process of defining a strategic plan in the Spring will help in that regard.
- Regarding our relationship with Anschutz: We have joint accreditation, and the community feels positive about consolidation. The hope is to find ways to strengthen our strategic relationship, and research is one area where we can strengthen ties. There are also opportunities in education. We will still have shared services, which can lead to some frustration. That needs to be simplified.
- Regarding growing academic programs: The budget model gives academic units more power to invest. If there are opportunities for academic growth, we need to work together to support that. We can do more fund-raising as well. A 2030 plan would help with that—it would not only align strategies for units, but it be taken to donors as well.
- Regarding public-private partnerships: CU Denver is at the front end of where it can be with fundraising. We have younger alumni, but we need to strengthen the culture around alumni relations. We need to create a capital campaign. And that is tied to the strategic plan, which advancement can use in the campaign. For PPP, we need to have a process in place to make sure that partnership is supportive of the faculty members and institution.
- Regarding faculty involvement in budget processes: The budget model adoption and furlough processes seemed to have a good amount of faculty involvement, and that involvement helped influence outcomes.

Debriefing.

1:00 – 1:10

Following the chancellor's visit, the committee debriefed. Among the points raised:

- Committee members are happy to hear about fundraising, given our continuing structural deficit and need to find new revenue streams.
- More systemic funds to support research would be helpful. Grants alone cannot cover costs for PhD students, and we end up turning students away because we do not fund out of state tuition.
- Expanding programs and partnerships requires care to make sure it benefits the campus as a whole.
- The chancellor was responsive to faculty feedback on the need to pause a planned search for an executive director for online education. The chancellor welcomed the feedback and will wait until there is a new provost. This speaks well to faculty involvement in general.

Budget Office updates

1:20-1:40

- There are discussions to have Barnes and Noble run the bookstore. Any transition would come mid to late Spring.
- AHEC is facing a lot of challenges in its budget, especially with parking revenue down.
- Hopefully, a new deal with RTD can be reached to reinstate the EcoPass or something like it for the Spring.
- We are down 5% on Spring compared to last year. It's still early, but it's a concern. We are trying to make sure that students who step out for Spring come back in the fall.
- The conversation on subvention is likely to take place in January-February.

ODE

1:40-2:00

Negotiations on the new master services agreement are ongoing. There are terms sheets for various programs. A campus-wide strategy is needed. Some programs will have a full partnership with them, working on a 55-45 tuition split—these programs will get comprehensive support, including marketing, academic support services, navigators to help students enroll, and full instructional design. Tobin and Diana White are the campus liaisons on this. Graduate programs will be D2. For undergraduate, ODE is envisioning small (~150 new students per year), medium (~225 new students per year), large (~300 new students per year), and extra large (~400 new students per year) programs. Negotiations are ongoing to provide foundational support across campus to other programs.

MINUTES

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, February 16, 2021
held via Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Todd Haggerty, Kelly McCusker, Roderick Nairn, Jody Beck, Jennifer Sobanet, Michael Radenkovic

1. Minutes from December were approved.
2. Updates from Rod Nairn and Jennifer Sobanet
HLC accreditation will occur on April 25 and 27. It will be a virtual visit, with 8 site visitors. No schedule is set yet. They may want to meet with faculty governance groups, such as ours. This will be more of a compliance visit.

Restructuring. Chancellor Marks has asked Jennifer Sobanet to add strategic work to her administrative and finance responsibilities. The idea is to align our resources to the 2030 initiatives in order to implement them. A CFO will be hired to re-align operational work with Auraria and work with the Board of Regents in order to free Jennifer up to work on the strategic initiatives. Also, there will be a new search for an external affairs officer to handle corporate, non-profit, and public sector work and to strengthen our ties to the community. This could include research work, programmatic work, internships, and public private partners in our space downtown. These positions are all based on re-purposed resources, no new money will be required.

3. Updates on ODE 12:50 – 1:10
ODE functions like an online program management and a service unit serving 4 campuses. ODE was going to contribute to our structural deficit if things remained the same. To the question of having campuses build their own online infrastructure, the marketing piece would drive up start-up costs and would require a re-allocation of funds. There will hopefully be an economy of scale with having a single unit provide these services.

Diana and Tobin are meeting ODE on the master services agreement (MSA). Programs with a fuller relationship with ODE will have 150 new students plus per year. The MSA will have strict language on how to get out of the contract if numbers are not met. It's under discussion right now about how to count students. The financial piece is still being worked out.

ODE used to be synonymous with our online strategy and sphere. That's no longer the case. We can go that route. But it will have to be determined. A job description is being

created for an associate vice chancellor of digital learning and strategy. That person would hopefully start around July 1. We will have ODE for one more year and will be working on a long-term strategy for online learning in the meantime.

4. Update from Todd Haggerty

Furloughs will stop on March 1. Last week at the Regents meeting, we brought forward the tuition and fees budget proposal. The governor included a 3% tuition rate increase. Not clear if all Regents are behind that idea. Also, we're not clear of the pandemic and not sure of the impact on enrollments going forward. So, we're not sure if there will be a merit pool next year. No fee changes this year. The only fee changes are small inflationary increases for the Auraria Campus. We have our pilot with RTD running—they'll see going forward whether they can continue that and whether we can offer it as an option for students rather than a required fee.

5. Update from Gabriel Castano

Spring looks good, considering the challenges. Total enrollment increased about .5% over last year (66 students higher), primarily due to graduate numbers. Undergraduates are down 4.4%, masters are up 13%, and doctoral students are up 6%. Students who deferred did not return, and that's a concern, and we will be working on that. Fall 2021 looks good so far. Applications are up, but some of that is common applications (a single application to multiple institutions), which have a lower yield. We're test optional this year. We front loaded some scholarships so that students know better what their gaps would look like before they come. Intent to enroll are down, but that's typical right now and reflects the uncertainty around the Fall semester. Transfer applications are down about 9%. Graduate enrollment up again for Fall, about 66%. That doesn't get us out of the woods due to tuition rates.

We are continuing our work on access and retention. Our strategic enrollment management work was disrupted by covid. A steering committee is working on that, and a larger group with representatives from 35 departments and units will work on it after that. We are waiting on our HSI designation—the designation will be good, but we want to make sure we're serving that population as well as possible. Another piece of our work is to develop new enrollment targets with colleges and programs that are separate from budget goals.

MINUTES
Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, March 23, 2021
held via Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Todd Haggerty, Kelly McCusker, Roderick Nairn, Jody Beck, Michael Radenkovic

Updates from Provost Nairn

We are in the final stages of HLC accreditation work. Their team will be with us April 26 and 27. They might to meet with our group.
RTP will be done virtually again this year.

- Questions? *There are questions about the merit and raise pool timelines. In the absence of clear answers on that question, disinformation is circulating. When might a final decision be coming on that?*

The conversations on that question have just started.

Updates from Todd Haggerty

Our capital prioritization list for the upcoming fiscal year is being prepared to go to the Board for the FY2023 cycle. There is less appetite from the state to invest in new buildings, so we will prioritize capital renewal projects the CU Denver Building. Getting that would eliminate about 85% of the backlog in our deferred maintenance budget. A new engineering building is still the number one priority in terms of new capital projects.

There is a chance that there will be additional one-time funds from the state, which could go for capital projects. This week we will hear on higher educational funds from the JBC. They had recommended a 2.5% increase and additional for Metro State to hold their tuition flat. On April 8, our own board will meet and decide about the possibility of a merit pool if we hit enrollment targets in the Fall. We have gone 2 years without a tuition increase. We are meeting with RTD on a long-term solution for the next iteration of the pass program. Something should be in place for the Fall.

We are receiving a substantial amount of money from the federal government as part of covid relief. That will be split with Anschutz, with the majority coming to the Denver campus. The state may also have additional federal relief funds, which we hope can go in part to higher education.

Legislation did go through on AHEC as they were about to default. The state will cover half of the amount, with the 3 partner institutions on Auraria picking up the other half.

Budget Model Revision/Subvention

The budget model looks to incentivize growth while having shared commitment for the fiscal health of the campus. The model depends on a few key items: resident versus non-resident tuition, strategic initiatives, subvention, and alignment with state funding.

Non-resident tuition model. We do not separate out resident versus non-resident tuition in our budget model. If we did, certain colleges would lose significant funds. So, our original budget model plan did not incentivize growth in non-resident tuition.

Strategic initiatives. New programs and program growth. In FY2020, there was \$900k in strategic initiative funds. We can expect something similar if our upcoming budget is close to FY2020, as expected. That money last year went to balancing the budget because of covid. The year before, it went to online growth and the BACS in Engineering.

Subvention conversation. Our subvention levels for colleges are roughly on par with other institutions. In comparing the old incremental model versus the new incentive based model, some colleges lost significant amounts under the new model. Included here are the questions about resident and non-resident tuition. Subvention will never go away, and it cannot be a 1-1 equivalence with growth, which would remove the incentive for growth.

Question. *Where are we now, if not 1 to 1 with incentives vs. subvention?*

This is in process. Next meeting, we will discuss it again, thinking about tuition, subvention, and a bigger strategic initiative pot. But the model is still incentive-based. In April, we will have more information on the budget model and next year's budget.

ODE/online update

The services agreement with ODE has been signed with all four campuses on board. The financial part is good for our campus. Importantly, there is language that ODE is a service unit and not a for-profit entity, and any profits above 4% will move prorated back to the campuses. It is not expected that ODE will be profitable for a while, as funds will go towards recruitment and advertising. But the agreement is good for our campus as ODE was going to cost us significantly as its support from central was expiring. There will be no requirement for programs to partner with them, and they will partner with programs that hold promise for growth.

AGENDA
Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, April 27, 2021
held via Zoom
12:30 pm - 2:00 pm

Present: Diana White (chair), Keith Guzik (minutes), Jennifer Sobanet, Quintin Gonzalez, Todd Ely, Katherine Gunny, Heather Johnson, Todd Haggerty, Kelly McCusker, Jody Beck, Michael Radenkovic

Update from Jennifer Sobanet

The changes in leadership positions are moving forward. Jennifer will be working in part on strategic partnerships with local businesses and nonprofits to enhance our position as an urban research university. Todd will be working on business and finance as part of Jennifer's team to help align resources with the strategic priorities.

On strategic planning, Chancellor Marks finished her 100 days of listening. The report is on the strategic planning website, included an updated version of the mission and values statement. Eight different vision/working groups helped define the 10 concepts that came out of the listening tour. These groups worked in February and March and reported to the steering committee in April. The working groups worked with members of the campus and outside community trying to create a vision of what we want to be by 2030. A synthesis of the reports was generated. There will be 25 meetings with groups around campus trying to get feedback from those groups this next month.

The equity task force was one of eight working groups. That work included what we have to do to change our culture and make us an equity serving institution. They were told that they would have \$1m from the CU Foundation to spend on ideas. Todd Haggerty allocated another \$1m from our reserves, while the system contributed another \$2m upon Todd's request. Todd will be working with the equity group to support equity goals that benefit us internally and externally. This might include bringing in a grant writer.

Updates from Todd Haggerty

Students with tribal affiliations to CO will get in-state tuition.

Federal dollars will allow us to do different things, including offsetting the impact of the 3% tuition rate increase through a buy-down. Another piece is a 2% one-time compensation for faculty staff—that is a half-year increase, so it's a 1% annualized increase.

There will be a January 1 start to merit. If we hit certain revenue targets, we won't need board approval for additional compensation. We have defined thresholds for fall census

that will allow for merit increases. We may have to change merit evaluations to accommodate January 1 merit increases. That will be part of a larger conversation with the new provost to see whether we have evaluations on an academic year basis.

The buy-downs are just for tuition. We did not raise fees this year, but AHEC is going up with inflation. We are planning for a full return to campus. Between the buy-down and HEERF funds, there is money to address affordability issues concerns. One concern is how to deal with affordability issues long-term, since the federal money is one-time.

As part of the Equal Pay for Equal Work Act, we did an equity analysis study and found about 27 individuals outside of where their pay should be. We want to address that, which will require investments. We can consider having HR come and show those results and what is being done operationally.

Question: Historically, this committee would serve as review for equity and merit pools, to see how money distributed and the parameters. Not sure if that responsibility has shifted, or if it was never a requirement.

There are requirements about faculty involvement on merit increases. The 1% increase is across the board, so faculty involvement there not required.

Question: It's interesting that by units, criteria for increases can vary. So, in some departments, there is no equivalent to cost of living increases, even if faculty are meeting expectations.

With the Equal Pay Equal Work Act, we should take a fresh look at these things. This comes from some of findings from the equity task force as part of strategic planning as well.

Budget model. We have seen a flip in tuition buckets, with undergraduate decreasing by some 6.3% and graduate up by 10.9%. Overall, we are almost \$4m below FY20.

Administrative costs are increasing by \$3.3m, with mandatory operating cost increases at \$450k, salary increases at \$700k, Equal Pay Act increases at \$700k, CU System office and insurance increases at \$935k, and AHEC at \$500k.

Subvention considerations. The current subvention rates were set in 2017-18. The budget model with no changes would have CLAS down 7.3%. We looked at a flat 10% reduction in subvention redirected to CLAS, as the model intended. CLAS then would be down .7%. But we have \$2.5m in strategic initiatives, so we redirected \$1.4m to CLAS, which would leave the college up some 2% relative to FY20. FY22 is a restorative year. The change to subvention, the 10% flat reduction, will be for 3 years.

The group had questions about how do we incentivize the activities that will strengthen us going forward? That is left to future discussions.

May meeting

We are scheduled to meet on May 18. Todd could potentially discuss items related to the Equal Pay Act and the budget model and strategic initiatives. Committee members expressed interest in discussing the Equal Pay Act and how calculations are done, whether across schools or units. The executive committee will meet to discuss the possibility of a May meeting.

Committee membership & leadership for next year

We will need a new chair, vice-chair, and secretary. Quintin and Keith are rotating off, and possibly others. There is an equivalent of a course release for chairing this committee. Katherine Gunny is willing to serve as vice-chair or secretary. Todd Ely is willing to serve in any role, including chair.