

University of Colorado Denver
Budget Priority Committee Minutes for February 2, 2015
Chancellor's Conference Room, Lawrence Street Center

Voting Members Present [09]: David Tracer (chair); Peter Anthamatten (secretary), Brian Brady, Alan Davis, Todd Ely, Christopher Koziol, Denise Pan, William Strawser, Dianna White

Guests: Lisa Douglas, Lori Mettler, Rodrick Nairn, Chancellor Jerry Wartgow

The meeting was called to order at 11:05 A.M.

I. Announcements

- A. Welcome new and returning members

II. Review of Minutes from January 5, 2015 meeting

- A. No changes, minutes approved

III. Updates from Chancellor Wartgow

- A. Chancellor Wartgow let us know that the search for the permanent chancellor position is ongoing. Given all of the activity around replacing this position, the office is going to move forward with the new budget model by charging by course and flattening of the rate between lower- and upper-level undergraduate courses, but will wait on some other components until the new chancellor position is filled.
- B. Speaking on behalf of the Budget Priorities Committee, David Tracer expressed appreciation for the work that Lisa Douglas, Lori Mettler and her team have done, and agreed with the decision to hold off on the work on the new budget model while the Chancellor's office proceeds with a search.

(Chancellor Wartgow left the meeting)

IV. Sources and Uses [Mettler]

- A. Mettler distributed and discussed documentation about sources and uses.
 - 1. In its tenth year, system offices have asked us to examine schools and college actuals for the the three different fund types: (1) general; (2) auxiliary; and (3) restricted funds.

V. Enrollment and Tuition Fact Sheets [Douglas]

- A. There are no changes in policy or recommendations over what was reported at the last meeting and enrollment figures are the same. The report describes the 2015-2016 enrollment projections.
- B. The university is doing a zero base rate increase for upper-level undergraduate students and decreasing the lower-level base rates in order to make the budget equal over the course of two years.

VI. Revenues and Expenses Report [Mettler]

- A. Lisa Douglas distributed and discussed the revenues and expenses report that will be presented to the Regents in February.
- B. There are no changes in policy or recommendations over what was reported at the last meeting and enrollment figures are the same. The report describes the 2015-2016 enrollment projections.
- C. The committee discussed some of the requested funds.

1. All of the schools and colleges submitted requests, which exceeded the amount available for funding. The provost and CFOs authorized funding some of the higher priorities. Some notable points of discussion include:
 - a. The report contained funding of several MOUs across many of the colleges with funding for some new staffing positions.
 - b. Several new faculty hires were also included.
 - c. There were other items in the budget that will be posted to the BPC web space after it is posted to the Regents.
 - d. The library should plan for a flat budget for library materials (for books, journals, electronic databases, etc.) next year.
- D. The chancellor's office will discuss the report with the Regents in the February 19 / 20 meeting. Regents vote on March 30 for tuition, compensation, and fees.
- E. The Vice-Chancellor's office welcomed the committee to discuss the budget plan in the meantime.

VII. Proposed Faculty Information System [Pan]

- A. The formal introduction of a faculty information system was one of the key recommendations resulting from the Academic Program Prioritization report submitted to the Regents on November 19, 2014.
- B. Denise Pan discussed a potential product to implement a new faculty information system, whose intent is to keep track of faculty activity and improve assessment.
 1. The proposed project is essentially a more elaborate and comprehensive version of Faculty Report of Professional Activity (FRPA) reports.
 2. Data would be used for merit review, tenure review, producing web profiles, assisting with accreditation, among others.
 3. The key advantage of this system would be that pieces of information can be combined in a way that can enable its rational parsing and distribution.
 4. There are important budget implications for a system like this, which have not yet been clarified and which will need to be discussed.
 5. Christine Stroup-Benham will come to the March BPC meeting to discuss this product in some more details.

The meeting was adjourned at 12:25 P.M.

The next Budget Priorities Meeting is Monday, March 2nd, at 11:00 AM in the Chancellor's Conference Room, Lawrence Street Center.

University of Colorado Denver
Budget Priority Committee Minutes for March 2, 2015
Chancellor's Conference Room, Lawrence Street Center

Voting Members Present [08]: David Tracer (chair); Peter Anthamatten (secretary), Alan Davis, Todd Ely, Chris Koziol, Denise Pan, William Strawser, Diana White

Guests: Lisa Douglas, Lori Mettler, Provost Nairn

The meeting was called to order at 11:05 A.M.

- I. Review of Minutes from January 5, 2015 meeting**
 - A. No changes, minutes approved (7-0-0-1)¹
- II. Announcements**
 - A. Christine Stroup-Bentham will join us next month to discuss the faculty information system.
- III. Provost's Updates [Nairn]**
 - A. Budget Proposal Presented to the Regents
 1. There was discussion of efforts to divest in fossil fuels in response to student concerns.
 2. The search for the graduate school dean is underway.
 - a. Interviews are being conducted this week.
 - b. Details are on the Provost's website
 3. The search for the dean of the Business School is underway.
 4. The search for the Title IX Coordinator is underway.
- IV. Budget and Finance Update [Douglas]**
 - A. The regents will vote on fees, tuition, and compensation in the March 30 meeting.
 - B. Lisa distributed and discussed the budget presentation
 1. We expect a 10% increase in state funding this year
 - a. Future funding is expected to be volatile.
 2. We will fully implement linearity, meaning that students pay for each credit hour they take.
 3. The next state revenue forecast will be ready on March 20th.
 4. Davis expressed some concern about how the new tuition model will affect retention. This concern is based from study showing that part-time students are more likely than full time students to stop their study.
 - C. Student fees
 1. Student fee revenue is carefully controlled.
 2. RTD fees are going up on account of the fact that the other 2 institutions had a decline in enrollment so there is a decline in ridership.
 3. A new student fee, issued upon becoming a student, has been issued.
 4. Beginning in the fall students will pay for the specific number of transcripts they want.
 5. Students are advocating a wellness and fitness center. This is a complicated issue that the regents are considering with students.
 - D. There was a discussion of new hires and why units/departments that were allocated hires were specifically named in some Colleges and not in others. Provost Nairn explained that the process and outcome was still being reviewed.

¹ (in favor-opposed-abstained-absent)

1. Nairn explained that his office was discussing the process.

CLAS representatives pointed out that there was no unit-level specificity in the past.

E. The committee discussed some of the requested funds.

1. All of the schools and colleges submitted requests, which exceeded the amount available for funding. The provost and CFOs authorized funding some of the higher priorities. Some notable points of discussion include:
 - a. The report contained funding of several MOUs across many of the colleges with funding for some new staffing positions.
 - b. Several new faculty hires were also included.
 - c. There were other items in the budget that will be posted to the BPC web space after it is posted to the Regents.

Guests Douglas, Mettler, and Nairn left the meeting

V. BPC Operating Procedures Document

- A. David Tracer reviewed the document draft.
- B. These by-laws have been tabled for the April meeting. After taking some time to review the document this month, we will vote on them at the April meeting.

The meeting was adjourned at 12:25 P.M.

The next Budget Priorities Meeting is Monday, April 6th, at 11:00 AM in the Chancellor's Conference Room, Lawrence Street Center.

University of Colorado Denver
Budget Priority Committee Minutes for April 6, 2015
Chancellor's Conference Room, Lawrence Street Center

Voting Members Present [08]: David Tracer (chair); Peter Anthamatten (secretary), Brian Brady, Todd Ely, Kris Koziol, Denise Pan, Diana White

Guests: Lisa Douglas, Lori Mettler, Provost Nairn (via telephone)

The meeting was called to order at 11:04 A.M.

I. Updates from Provost Nairn (by phone)

- A. Chancellor hire
 - 1. We will have interviews for the candidates and anticipate that there will be something by the end of the month.
- B. Vice Chancellor of Administration and Finance
 - 1. The search for Jeff Parker's replacement has begun.
 - 2. Provost Nairn is chairing the hiring committee.
 - 3. Laura Argys is serving as a faculty representative on the committee.
 - 4. Dean of CAP, Mark Gelernter, is also on the committee.
 - 5. The goal is to have someone identified for the position by 01 September, 2015.
- C. Graduate School Dean
 - 1. Provost Nairn will announce this week how we will proceed with that.
- D. Title IX Coordinator
 - 1. The work to find a Title IX coordinator is underway.
 - 2. We have a candidate coming as a potential finalist.
 - 3. We may have to put in place several compliance measures to ensure that we are following the letter of the law.
 - 4. We are considering implementing a comprehensive climate survey, collecting some information about training, and evaluating how well people understand the Title IX process, along with some other necessary measures.
- E. On-line Courses
- F. There is a push to get this moving at the system and campus levels.
 - 1. We are working on something along the lines of "on-demand." We will inventory the on-line courses across the system.
- G. We would like to get a business plan together by the end of the year.

[Brady and Koziol arrive, Provost Nairn leaves the meeting by hanging up]

II. Review of Minutes from January 2, 2015 meeting

- A. No changes, minutes approved (7-0-0-0)¹

III. The Regents Meeting [Douglas]

- A. Lisa Douglas provided some updates from the last Regent's meeting.
- B. The regents voted on tuition, fees, and compensation.

¹ (in favor-opposed-abstained-absent)

- C. There are increases in fees, which are noted by the Regent's office.
 - 1. The matriculation fee has been altered. Students will pay for transcripts on a per-use basis.
 - a. This fee has consequently been reduced from \$131 to \$94.
 - 2. The overall increase in fees is around \$40 per year per student.
 - 3. These details will go into a detailed report in the June meeting, when the Regents will review and vote on the final budget.
 - 4. All the initiatives were passed.

[Mettler and Douglas leave the meeting]

IV. Operating Procedures

- A. Operating procedures are required now at the behest of the Faculty Assembly.
 - 1. Committee members discussed and agreed upon minor changes to the wording.
 - 2. There was some discussion about the by-laws.
 - 3. The Budget and Priorities Committee approved the by-laws, pending the minor changes discussed (8-0-0-0).
- B. Denise Pan proposed planning a conversation to discuss the goals and mission for the next year.
- C. BPC Officers
 - 1. Carol Dee was voted to chair the committee (8-0-0-0).
 - 2. Diana White will replace Peter Anthamatten as the Secretary of the BPC, starting in June 2015 and continuing through June 2016 (8-0-0-0).
 - 3. Peter Anthamatten will find a replacement for his position on the committee if he is awarded sabbatical in spring 2016.
 - a. His replacement will be drawn from the CLAS Budget and Priorities Committee.

The meeting was adjourned at 12:28 P.M.

The next Budget Priorities Meeting is Monday, May 4th, at 11:00 AM in the Chancellor's Conference Room, Lawrence Street Center.

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes August 17, 2015

Chancellor's Conference Room, Lawrence Street Center

Voting members: Brian Brady, Carol Dee, Todd Ely, Denise Pan, Steve Thomas, and Tony Robinson,
Diana White, Brent Wilson

Guests: Paul Teske, Lisa Douglas, Lori Mettler, and Rod Nairn, Tobin Bliss

Call to Order 11:00 a.m.

1. Provost's update
 - a. Overview of new SPA online program - would like to get it on September board meeting
2. Dean of SPA gave proposal overview – discussed how new SPA program fits into SPA roadmap, including key aspects, enrollment projections, program overview and national certification follow-up, and funding.
3. Responses from chair of political science addressed concerns of speed of process and overlap with their programs.
4. Agreement to create an MOU with CLAS/Political Science and SPA that will clarify the current intent and the process for moving forward in the future if SPA wants to begin in-person offerings.
5. Overview about support for program resource needs from Library, no new resources needed.
6. Motion to support program with addition of MOU between SPA and CLAS/Political Science - approved (7 yes, 1 abstain).

Meeting adjourned 11:35 p.m.

Next BPC Meeting: TBD

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes August 3, 2015

Chancellor's Conference Room, Lawrence Street Center

Voting members: Brian Brady, Carol Dee, Todd Ely, Quintin Gonzalez, Denise Pan, Steve Thomas, and David Tracer

Guests: Joanne Addison, Lisa Douglas, Lori Mettler, and Rod Nairn

Call to Order 11:00 a.m.

1. Review minutes from April meeting
 - a. Postponed to September meeting.

2. Provost's update
 - a. Administrative hiring update
 - i. No formal updates on the Chancellor search, currently the search is in the President's office and expectations remain having someone in place by the end of the year.
 - ii. Graduate School dean candidate David Engelke is expected to be formally approved August 12th.
 - iii. The search for the Business School dean is getting started again.
 - iv. The finalist for the Center for Faculty Development Director, Margaret Wood, is expected to start January 1st. She is currently going through the tenure review process.
 - v. The search for Jeff Parker's replacement (Vice Chancellor of Administration and Finance) is ongoing with a number of confidential semifinalists. Hope to have the hire in place in September to overlap with Jeff.
 - b. Facilities (financial details provided by Lisa Douglas)
 - i. Major projects
 - North Classroom renovation (\$33.5 million total, \$11.3 million from CU Denver and \$22.1 from the CU Foundation and President)
 - a. President helped find substantial funds for the project.
 - b. Planning is occurring now with construction activity starting soon.
 - c. Originally, project was on the state-funded list, but in the absence of state support this year the project moved to the cash list of capital projects.
 - Tivoli renovation
 - a. Renovation of theater to improve usefulness to CAM.
 - Wellness Center
 - a. Currently being designed.
 - b. Bulk of \$42.3 million cost will be supported by student fees.

- i. Around \$4 million will come from first two years of fees before the facility opens.
 - ii. Additional funds will be sought from private sources and were included in original budget for the project.
 - iii. Remainder of funds will come from ongoing student fees.
 - ii. Smaller projects are ongoing throughout the campus.
 - c. Online education and programs
 - i. System-level
 - System wants to get a single website up and running quickly that provides aggregation of online offerings across the campuses.
 - a. CU OnDemand name is being reconsidered.
 - Board of Regents wants enrollment across the campuses (a student taking an online class at a CU campus different than their home campus) to be easier than the current process.
 - Funds are expected to be available from the President's office to support online initiatives.
 - Regents do not want duplication across the campuses in new online programs.
 - ii. CU Denver
 - Brought in Mary Beth Susman for six months to consult on CU Denver online efforts including the budget model, business model, and job description for digital dean position. She has been meeting with Deans to gather information.
 - New online programs are being encouraged.
 - a. School of Public Affairs (SPA) has a completed budget/proposal for an online undergraduate program in Public Service.
 - b. CLAS has been consulted.
 - c. Proposal will be presented to BPC in the next couple weeks.
 - d. BPC should expect to see a number of new program proposals this year.
 - CU Denver is asking Regents to streamline program approval process if possible.
 - Online versions of existing programs can be handled and approved internally.
3. Budget and Finance Office, update from Lisa Douglas
 - a. Enrollment
 - i. Fall 2015 enrollment budgeted and estimated figures were presented and discussed.
 - ii. Declines in some student populations with relatively small headcounts (for example, International Nonresident Continuing Undergraduates) were offset by slightly higher

estimated enrollments in other areas with larger enrollments (such as Resident Continuing Undergraduates). Overall, estimated headcount for Fall 2015 is 1.5% above budgeted headcount.

- Cautious about outlook since Spring and Summer terms also have variability.
- iii. Summer enrollment continues to be a focus and the administration is pushing schools to focus on summer offerings.

4. 2015-16 Salary Recommendations Review, update from Lori Mettler

- a. Recommended salary changes for the 2015-16 academic year from the 3% salary pool were reviewed by organizational unit, faculty rank, salary adjustment type, and adjustment amount (\$ and %).
- i. Majority of raises were based on Merit (as directed by the Regents) with some adjustments also made for Salary Equity and Competitive Market Adjustments.
 - ii. Outliers in salary increases were primarily explained by equity adjustments and stipends (for faculty assuming new responsibilities as, for example, Chair).
- b. Question was raised about the lack of salary adjustments related to promotions in the report.
- i. Mettler clarified that the standard promotion pay increases are completed through a separate process and source of funds (not from the 3% salary pool).
 - ii. Additional information on the salary increase process for promotion from Assistant to Associate Professor with tenure, from Associate Professor without tenure to Associate Professor with tenure, and Associate Professor to Full Professor was requested by BPC members.
- c. Question was raised about salary increases for administration.
- i. Lisa Douglas responded that cabinet-level administrators were limited to 3% salary increases per the Regents.

Meeting adjourned 12:15 p.m.

Next BPC Meeting: TBD

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes October 5, 2015

Chancellor's Conference Room, Lawrence Street Center

Voting members: Carol Dee, Denise Pan, Peter Anthamatten, Todd Ely, Brian Brady, Brent Wilson, Quintin Gonzalez, Steve Thomas, Diana White

Guests: Rod Nairn (via phone), Neil Krauss, Nicole McWhirter, Lisa Douglas, Lori Mettler

Call to Order 11:00 a.m.

1. Approval of minutes from April 6, August 3, August 17
2. Provost's update
 - a. Recruiting – an update was provided on the new chancellor, the graduate school dean, the search for a new Senior Vice Chancellor for Administration and Finance, and the new CFD director.
 - b. Space/Facilities – an update was provided on the wellness center, the North Classroom renovation, the renovation of a part of the Tivoli for CAM, work on LSC floors 12 and 14, and an eventual building for engineering and the physical sciences behind the North Classroom.
 - c. Online – an update was provided on plans for online education
 - d. Enrollment – an enrollment update was provided, noting that while we have the largest first year class ever, enrollment is overall flat.
3. CFO Lisa Douglas update
 - a. Enrollment coming in about 2% under projections, will lead to being extra conservative next year
 - b. Unlikely to get extra state money next year, will have trouble even getting compensation pool increase
 - c. Will put out request for Schools/Colleges for one-time needs, will be limited to 2-3 per School/College
4. Guest presentation from Neil Krauss (Director of Initiatives and Outreach) and Nicole McWhirter (Special Project Manager, Office of Budget and Finance) - provided overview of Administrative Prioritization Process
5. Executive Session

Meeting adjourned 12:30 p.m.

Next BPC meeting: Nov. 2, 11 am, Chancellor's Conference Room

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes November 2, 2015

Chancellor's Conference Room, Lawrence Street Center

Voting members: Carol Dee, Denise Pan, Peter Anthamatten, Todd Ely, Brian Brady, Brent Wilson, Quintin Gonzalez, Steve Thomas, Diana White

Guests: Rod Nairn, Lori Mettler

Call to Order 11:00 a.m.

1. Provost's update

- a. Recruiting – a national consulting firm has been hired for the new Business School Dean. The new CFD Director will have an appointment as a faculty member in Anthropology and starts in January.
- b. Space/Facilities – an update was provided on the wellness center, the North Classroom renovation, and an eventual building for engineering and the physical sciences behind the North Classroom.
- c. Online – there is a lot going on and the Regents have asked for an update from each of the 4 campuses at the next meeting in early November.

2. Executive Session – included discussion about BPC priorities for the year

Meeting adjourned 12:30 p.m.

Next BPC meeting: Dec. 7, 11 am, Chancellor's Conference Room