



CU Denver FY 2023-24 Education and General Operating Budget

Office of Budget & Fiscal Planning

7/1/2023

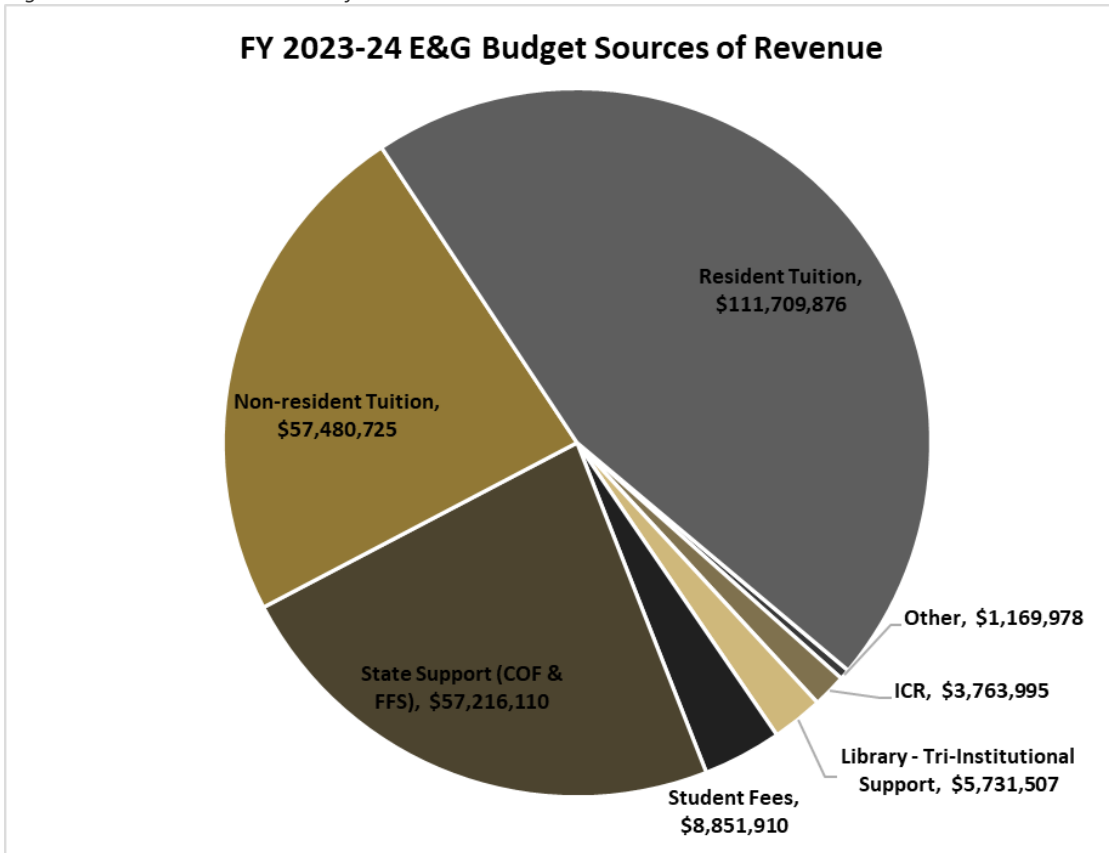
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Overview of Total Operating Budget

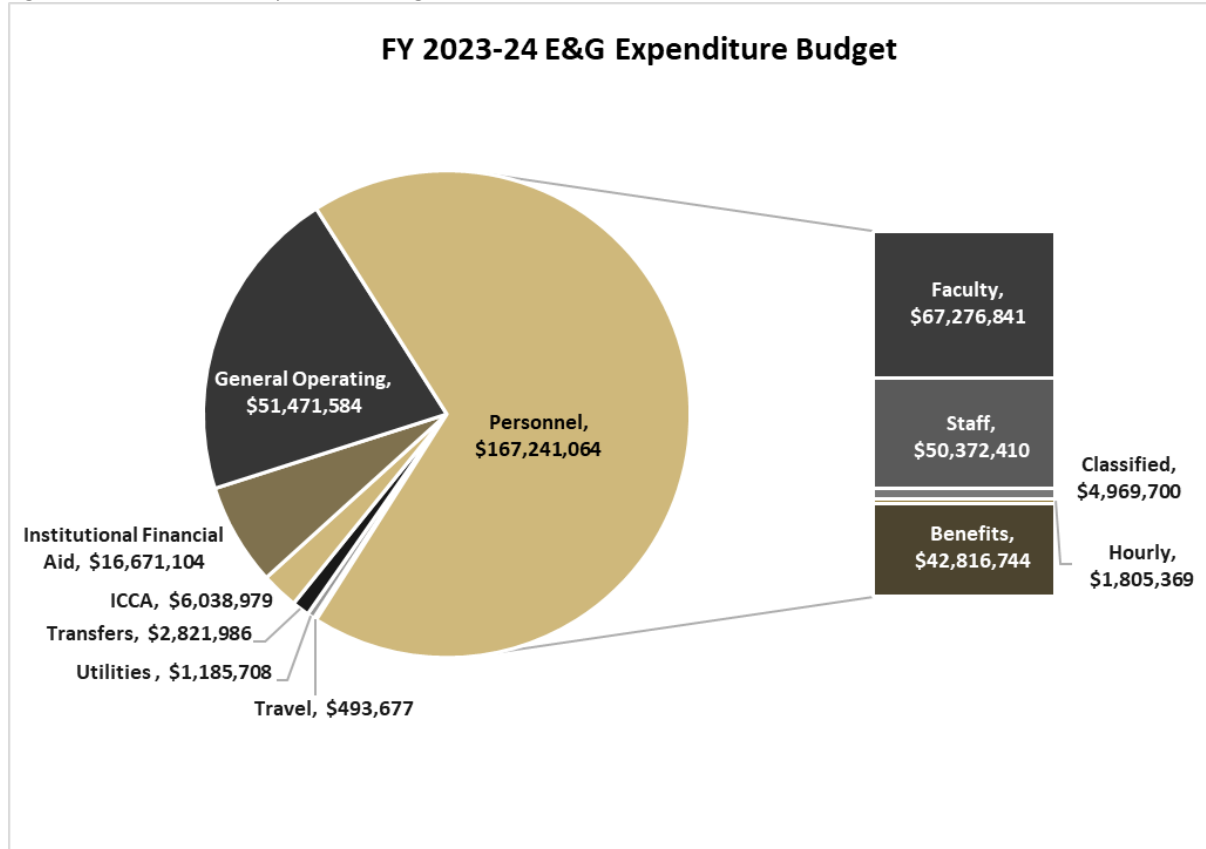
In June 2023, the Board of Regents approved a \$245.9 million FY 2023-24 Educational & General (E&G) operating budget for CU Denver. The E&G budget is required to support the primary mission of the university, including academic operations and research support. E&G funding includes tuition revenue, state funding, and other revenue stemming from providing education. The largest E&G source of revenue, shown in Figure 1, is tuition at an estimated total of \$169.2 million for both resident and non-resident, it makes up approximately 68.8% of total estimate revenue.

Figure 1 FY 2023-24 E&G Sources of Revenue



The FY 2023-24 E&G expenditure budget, shown in Figure 2, is primarily allocated to personnel, with salaries and wages and benefits at a little over 70% of the overall budget. Within salaries and wages, approximately \$67.3 million (54%) is allocated to faculty, \$50.4 million (41%) is allocated to university staff, and the remaining \$6.8 million (5%) is allocated to classified and hourly staff. The general operating budget of about \$51.5 million includes all non-personnel expenses necessary for the day-to-day operations of the University that are not otherwise broken out, such as telecommunications, software, materials and supplies, and laboratory equipment.

Figure 2 FY 2023-24 E&G Expenditure Budget



Budget Highlights

The FY 2023-24 E&G operating budget reflects a projected net revenue increase of \$11.1 million, shown in Table 1. The total estimated additional budget of \$17.3 million necessary to cover mandatory costs, compensation increases, and the remaining deficit from FY 2022-23 exceeded the available estimated revenue. The University launched a multi-year, collaborative Strategic Realignment of Resources process to balance the budget through reductions. Information on the realignment process can be found at <https://www.ucdenver.edu/achieving2030>.

Table 1 FY 2023-24 E&G Operating Budget Comparison to FY 2022-23

Educational & General (E&G) Continuing Budget				
	FY 2022-23	FY 2023-24	\$ Change	% Change
Revenue				
State Support (COF & FFS)	\$ 51,034,559	\$ 57,216,110	\$ 6,181,551	12.1%
Resident Tuition	\$ 113,550,225	\$ 111,709,876	\$ (1,840,349)	-1.6%
Non-resident Tuition	\$ 49,690,327	\$ 57,480,725	\$ 7,790,398	15.7%
Student Fees	\$ 9,587,405	\$ 8,851,910	\$ (735,495)	-7.7%
Indirect Cost Recovery	\$ 3,575,127	\$ 3,763,995	\$ 188,868	5.3%
Library - Tri-institutional Support	\$ 5,941,972	\$ 5,731,507	\$ (210,465)	-3.5%
Other	\$ 1,488,546	\$ 1,169,978	\$ (318,568)	-21.4%
Total E&G Revenue	\$ 234,868,161	\$ 245,924,102	\$ 11,055,941	4.7%
Expenditures				
Personnel Costs				
Salaries & Wages				
Faculty	\$ 72,426,908	\$ 67,276,841	\$ (5,150,067)	-7.1%
Staff	\$ 51,797,886	\$ 50,372,410	\$ (1,425,476)	-2.8%
Classified	\$ 4,563,704	\$ 4,969,700	\$ 405,996	8.9%
Hourly	\$ 1,799,791	\$ 1,805,369	\$ 5,578	0.3%
Subtotal Salaries & Wages	\$ 130,588,289	\$ 124,424,320	\$ (6,163,969)	-4.7%
Benefits	\$ 43,070,403	\$ 42,816,744	\$ (253,659)	-0.6%
Total Personnel Costs	\$ 173,658,692	\$ 167,241,064	\$ (6,417,628)	-3.7%
General Operating	\$ 31,605,262	\$ 40,797,187	\$ 9,191,925	29.1%
AHEC Appropriation	\$ 9,839,322	\$ 10,674,397	\$ 835,075	8.5%
Travel	\$ 390,546	\$ 493,677	\$ 103,131	26.4%
Utilities	\$ 862,110	\$ 1,185,708	\$ 323,598	37.5%
Institutional Financial Aid	\$ 15,441,165	\$ 16,671,104	\$ 1,229,939	8.0%
Campus Portion of System Support (ICCA)	\$ 5,061,676	\$ 6,038,979	\$ 977,303	19.3%
Total Expenditures	\$ 236,858,773	\$ 243,102,115	\$ 6,243,342	2.6%
Transfers	\$ 583,319	\$ 2,821,986	\$ 2,238,667	383.8%
Total Expenditures & Transfers	\$ 237,442,092	\$ 245,924,101	\$ 8,482,009	3.6%
Net	\$ (2,573,931)	\$ 0	\$ 2,573,932	-100.0%

Revenue

The \$11,055,941 projected increase to E&G Revenue is a net result of the following:

- \$6,181,551 State support: The State approved an 11.5% increase to statewide higher education funding. The CU System received an additional \$32 million in state funding, which was allocated to the campuses using the State's funding model resulting in a 12.1% increase for CU Denver.
- \$5,950,049 tuition revenue:
 - \$7,625,180 Rate increase: The State capped tuition rate increases for resident undergraduate students at five percent. In April 2023, the Board of Regents approved a 5% tuition rate increase for all students.
 - -\$1,675,132 Enrollment Change: Overall decrease of -2.7% in enrollment for FY 2023-24
 - Undergraduate enrollment projected to decline -2.3%
 - New freshmen enrollment anticipated to remain in line with fall 2022.
 - New transfers expected to decrease, following recent trends.
 - Continuing undergraduates projected to decline given pandemic-related enrollment decreases experienced since fall 2020.
 - Graduate enrollment projected to decrease -3.5%
 - Number of new graduate students returning to pre-pandemic levels.
 - Total number of continuing graduate students anticipated to decline as larger cohorts graduate.
- -\$735,495 student fees:
 - \$274,728 International Student Fee: Increase due to fee rate increase.
 - -\$799,737 college specific program fees: Decrease due to enrollment changes.
 - -\$141,583 SIS & Technology fees: The SIS and Technology fees were eliminated beginning Fall 2022, with a corresponding increase in tuition rates. The FY 2022-23 budget included the final summer semester of revenue for these two fees.
- \$188,868 Indirect Cost Recovery (ICR): The ICR revenue budget has been adjusted to reflect actual revenue consistently exceeding budget.
- -\$210,465 Library- Tri-Institutional: Revenue from MSU Denver and Community College of Denver decreased relative to the budget reductions and change in enrollment percentages.
- \$318,568 Other: Increase across multiple miscellaneous revenue sources.

Expenditures

The overall increase of \$8,482,010, presented in Schedule B by category and area, is a net result of the following:

- \$2,573,931 FY 2022-23 continuing budget deficit: The Board of Regents approved the FY 2022-23 E&G budget with a deficit in the continuing budget which was temporarily covered through reserves. The deficit was approved to give the University the opportunity to implement a strategic budget reduction process. This amount also includes the budgetary impact from Fall 2022 enrollment not meeting budgeted levels.
- \$5,555,903 mandatory costs: Mandatory costs are expenditures the University is required to pay to continue normal operations, regardless of the change in available funding. Mandatory costs include Federal, State, and Board mandates and campus-wide contractual obligations. Details on these can be found in Schedule B.
- \$8,589,092 compensation increase: The Board approved a 3% merit pool for faculty and university staff. Additionally, they approved a 2% compression, retention, and equity budget pool contingent on the campus meeting enrollment and revenue targets.
- \$605,000 financial aid initiative: The institutional financial aid budget was increased to help offset the increase in the tuition rate. This initiative allows the University to sustain financial aid funding for economically disadvantaged students.
- -\$6,267,985 budget reductions: In Fall 2022, CU Denver initiated a strategic budget realignment process to identify budget reductions necessary to balance the continuing operating budget. The total budget reductions by expense category are shown in Schedule C. Personnel reductions for both Faculty and Staff were achieved through eliminating vacant positions and retirement incentives.

Table 2 FY 2023-24 E&G Budget Reductions by Expense Category

Expense Category	Reduction \$	
	Amount	FTE
Salary - Faculty	\$ (1,666,675)	(18.00)
Salary - Staff	\$ (1,762,537)	(19.00)
Benefits - Faculty	\$ (552,335)	
Benefits - Staff	\$ (567,133)	
General Operating	\$ (1,477,470)	
Library Materials	\$ (241,835)	
Total Budget Reductions	\$ (6,267,985)	(37.00)

Summary of Major Changes by Area

The figures below reflect the summarized change in revenue and expense continuing E&G budget from FY 2022-23 broken out by Schools and Colleges, Academic and Student Affairs, and Central Administration. The detailed budgets and budget adjustments are included in the following schedules: 1) FY 2023-24 budgets broken out by department are presented in Schedule A, 2) detailed list of new budget allocations by area is included in Schedule B, and 3) the budget reduction detail by area is Schedule C.

Denver Schools & Colleges

*Figure 3 Summary of Change from FY 2022-23 - All Schools & Colleges**

Denver Schools & Colleges - E&G Continuing Budget				
	FY 2022-23	FY 2023-24	\$ Change	% Change
Revenue	\$ (9,083,638)	\$ (8,285,901)	\$ 797,737	-8.8%
<u>Personnel Costs</u>				
Salaries & Wages				
Faculty	\$ 69,449,011	\$ 64,950,177	\$(4,498,834)	-6.5%
Staff	\$ 18,327,587	\$ 17,949,926	\$ (377,661)	-2.1%
Classified	\$ 2,075,801	\$ 1,990,146	\$ (85,655)	-4.1%
Hourly	\$ 703,756	\$ 716,499	\$ 12,743	1.8%
Subtotal Salaries & Wages	\$ 90,556,155	\$ 85,606,748	\$ (4,949,407)	-5.5%
Benefits	\$ 28,254,569	\$ 28,636,981	\$ 382,412	1.4%
Total Personnel Costs	\$ 118,810,724	\$ 114,243,729	\$ (4,566,995)	-3.8%
General Operating	\$ 8,144,308	\$ 8,731,549	\$ 587,241	7.2%
Travel	\$ 380,546	\$ 395,754	\$ 15,208	4.0%
Utilities	\$ -	\$ -	\$ -	
Institutional Financial Aid	\$ 844,776	\$ 1,295,883	\$ 451,107	53.4%
ICCA	\$ -	\$ -	\$ -	
Total Expenditures	\$ 128,180,354	\$ 124,666,915	\$(3,513,439)	-2.7%
Transfers	\$ (2,625,000)	\$ (1,750,000)	\$ 875,000	-33.3%
Total Expenditures & Transfer	\$ 125,555,354	\$ 122,916,915	\$(2,638,439)	-2.1%
Net	\$ 116,471,716	\$ 114,631,014	\$(1,840,702)	-1.6%

Summary of Major Changes:

- Revenue:
 - \$797,737 decrease in program fee revenue due to changes in enrollment.
- Expenditures:
 - -\$3,788,737 in Phase I approved budget reductions.
 - -\$875,000 College of Liberal Arts & Sciences structural deficit tiered reduction.
 - \$116,294 mandatory classified staff increase.
 - \$635,654 mandatory benefit increase for health, life, dental and Family and Medical Leave Insurance (FAMLI).

- \$398,350 Business School tuition differential increase.

Academic & Student Affairs

Figure 4 Summary of Change from FY 2022-23 - Academic & Student Affairs*

Academic & Student Affairs - E&G Continuing Budget				
	FY 2022-23	FY 2023-24	\$ Change	% Change
Revenue	\$ (6,351,665)	\$ (6,421,592)	\$ (69,927)	1.1%
Personnel Costs				
Salaries & Wages				
Faculty	\$ 2,968,799	\$ 2,325,769	\$ (643,030)	-21.7%
Staff	\$ 15,686,380	\$ 15,752,873	\$ 66,493	0.4%
Classified	\$ 729,739	\$ 953,026	\$ 223,287	30.6%
Hourly	\$ 728,520	\$ 714,504	\$ (14,016)	-1.9%
Subtotal Salaries & Wages	\$ 20,113,438	\$ 19,746,172	\$ (367,266)	-1.8%
Benefits	\$ 7,006,601	\$ 6,891,739	\$ (114,862)	-1.6%
Total Personnel Costs	\$ 27,120,039	\$ 26,637,911	\$ (482,127)	-1.8%
General Operating	\$ 10,817,218	\$ 8,605,513	\$ (2,211,705)	-20.4%
Travel	\$ 10,000	\$ 97,923	\$ 87,923	879.2%
Utilities	\$ -	\$ -	\$ -	
Institutional Financial Aid	\$ 360,000	\$ 683,832	\$ 323,832	90.0%
ICCA	\$ -	\$ -	\$ -	
Total Expenditures	\$ 38,307,257	\$ 36,025,179	\$ (2,282,078)	-6.0%
Transfers	\$ (1,217,159)	\$ (72,729)	\$ 1,144,429	-94.0%
Total Expenditures & Transfers	\$ 37,090,098	\$ 35,952,450	\$ (1,137,649)	-3.1%
Net	\$ 30,738,433	\$ 29,530,858	\$ (1,207,575)	-3.9%

Summary of Major Changes:

- Revenue:
 - \$280,392 increase in Denver's portion of the International Student Fee and administrative charge due to rate increases effective Fall 2023.
 - -\$210,465 reduction in Library funding received from CCD and MSU Denver.
- Expenditures:
 - -\$1,152,650 in Phase I approved budget reductions, including the Library.
 - -\$503,333 reallocation of ASA business services positions to shared service areas within Central Administration.
 - \$49,277 mandatory classified staff increase.
 - \$12,167 mandatory benefit increase for health, life, dental and FAMLII.
 - \$458,890 Tri-institutional library increase, including the total amount shifted to CU Denver before the budget reductions were applied. The total increase amount is shown here and the Library's budget reduction is included in the total budget reduction line.

Central Administration

Figure 5 Summary of Change from FY 2022-23 - Central Administration*

Central Administration - E&G Continuing Budget				
	FY 2022-23	FY 2023-24	\$ Change	% Change
Revenue	\$ (67,800)	\$ (67,800)	\$ -	0.0%
Personnel Costs				
Salaries & Wages				
Faculty	\$ 9,097	\$ 894	\$ (8,203)	-90.2%
Staff	\$ 17,783,919	\$ 16,669,611	\$ (1,114,308)	-6.3%
Classified	\$ 1,758,164	\$ 2,026,527	\$ 268,364	15.3%
Hourly	\$ 367,515	\$ 374,366	\$ 6,851	1.9%
Subtotal Salaries & Wages	\$ 19,918,695	\$ 19,071,399	\$ (847,296)	-4.3%
Benefits	\$ 6,690,975	\$ 6,169,766	\$ (521,209)	-7.8%
Total Personnel Costs	\$ 26,609,670	\$ 25,241,165	\$ (1,368,505)	-5.1%
General Operating	\$ 8,970,099	\$ 10,182,523	\$ 1,212,423	13.5%
Travel	\$ -	\$ -	\$ -	
Utilities	\$ 862,110	\$ 1,185,708	\$ 323,598	37.5%
Institutional Financial Aid	\$ -	\$ -	\$ -	
ICCA	\$ -	\$ -	\$ -	
Total Expenditures	\$ 36,441,879	\$ 36,609,396	\$ 167,516	0.5%
Transfers	\$ (943,045)	\$ (581,353)	\$ 361,693	-38.4%
Total Expenditures & Transfers	\$ 35,498,834	\$ 36,028,043	\$ 529,209	1.5%
Net	\$ 35,431,034	\$ 35,960,243	\$ 529,209	1.5%

Summary of Major Changes:

- Revenue: No Changes
- Expenditures:
 - -\$1,326,598 in Phase I approved budget reductions.
 - \$505,333 reallocation of ASA business services positions to shared service areas within Central Administration.
 - \$416,817 Denver's portion of mandatory IT contract increases.
 - \$410,818 Denver's portion of the July 1, 2023, compensation increases for Anschutz shared services employees, including mandatory classified increases.
 - \$178,921 mandatory benefit increase for health, life, dental and FAMLI.
 - \$343,918 in Facility increases including leases, utilities, custodial contracts, and security.

Campus-Wide

Figure 6 Summary of Change from FY 2022-23 - Campus-Wide*

Campus-Wide - E&G Continuing Budget				
	FY 2022-23	FY 2023-24	\$ Change	% Change
Revenue	\$ (219,365,058)	\$ (231,148,809)	\$ (11,783,751)	5.4%
Personnel Costs				
Salaries & Wages				
Faculty	\$ -	\$ -	\$ -	
Staff	\$ -	\$ -	\$ -	
Classified	\$ -	\$ -	\$ -	
Hourly	\$ -	\$ -	\$ -	
Subtotal Salaries & Wages	\$ -	\$ -	\$ -	
Benefits	\$ 1,118,258	\$ 1,118,258	\$ -	0.0%
Total Personnel Costs	\$ 1,118,258	\$ 1,118,258	\$ -	0.0%
General Operating	\$ 13,512,960	\$ 23,952,000	\$ 10,439,040	77.3%
Travel	\$ -	\$ -	\$ -	
Utilities	\$ -	\$ -	\$ -	
Institutional Financial Aid	\$ 14,236,389	\$ 14,691,389	\$ 455,000	3.2%
ICCA	\$ 5,061,676	\$ 6,038,979	\$ 977,303	19.3%
Total Expenditures	\$ 33,929,283	\$ 45,800,626	\$ 11,871,343	35.0%
Transfers	\$ 5,368,523	\$ 5,226,068	\$ (142,455)	-2.7%
Total Expenditures & Transfer	\$ 39,297,806	\$ 51,026,694	\$ 11,728,888	29.8%
Net	\$ (180,067,252)	\$ (180,122,115)	\$ (54,863)	0.0%

Summary of Major Changes:

- Revenue:
 - \$11,783,751 increase is the net change in tuition, State support, indirect cost recovery, and non-unit specific other revenue.
- Expenditures:
 - \$605,000 increase in institutional financial aid to keep pace with tuition increases and maintain affordability.
 - Campus-Wide Mandatory:
 - \$977,303 increase to intercampus cost allocation (ICCA), the payment to cover support from System. The increase includes \$227,845 related to the change in the assessment process for CCHE indirect cost recovery from the State.
 - \$837,864 increase to Denver campus portion of AHEC appropriation and controlled maintenance costs.
 - \$83,349 increase to debt service for CU Denver owned buildings.
 - \$991 increase in general liability insurance.

- Budgets held for allocation:
 - \$178,000 minimum wage increase
 - \$210,770 faculty promotions
 - \$3,318,544 compression, retention, and equity budget initiative
 - \$4,859,730 January 2024 merit pool for faculty and exempt staff
 - \$291,107 remainder of Classified salary increase and benefit increases, held for corrections.
- Budget Contingency:
 - \$366,231 increase from the additional budget remaining because AHEC, insurance, and mandatory contract actual increases came in under planning assumptions.

Schedules

Schedule A: FY 2023-24 Initial Education & General (E&G) Continuing Budget
As of July 1, 2023

Area	Denver's Portion of Total Budget										Total Expenditures & Transfers	Net	
	Revenue	Faculty	Admin	Classified	Hourly	Benefits	Total Personnel	General Operating	Student Aid	Total Expenditures			Transfers
Denver Schools & Colleges													
Business School	\$ (1,497,809)	\$ 12,533,240	\$ 3,593,161	\$ -	\$ -	\$ 4,733,858	\$ 20,860,259	\$ 2,442,596	\$ 176,000	\$ 23,478,855	\$ -	\$ 23,478,855	\$ 21,981,046
School of Education & Human Development	\$ (530,733)	\$ 5,783,611	\$ 3,002,595	\$ -	\$ -	\$ 3,307,489	\$ 12,093,695	\$ 10,647	\$ 13,860	\$ 12,118,202	\$ -	\$ 12,118,202	\$ 11,587,469
College of Engineering, Design and Computing	\$ (1,847,619)	\$ 7,781,715	\$ 2,335,193	\$ 141,506	\$ -	\$ 3,481,140	\$ 13,739,554	\$ 1,456,440	\$ 98,231	\$ 15,294,225	\$ -	\$ 15,294,225	\$ 13,446,606
School of Public Affairs	\$ (333,776)	\$ 2,693,621	\$ 1,622,904	\$ 63,000	\$ -	\$ 1,639,535	\$ 6,019,060	\$ 481,161	\$ 250,000	\$ 6,750,221	\$ -	\$ 6,750,221	\$ 6,416,445
College of Liberal Arts & Sciences	\$ (2,426,762)	\$ 27,879,324	\$ 3,779,466	\$ 1,722,375	\$ 289,852	\$ 11,241,790	\$ 44,912,807	\$ 802,138	\$ 486,492	\$ 46,201,437	\$ (1,750,000)	\$ 44,451,437	\$ 42,024,675
College of Architecture & Planning	\$ (517,467)	\$ 3,818,328	\$ 1,761,392	\$ -	\$ 426,647	\$ 1,861,340	\$ 7,867,707	\$ 756,725	\$ 163,300	\$ 8,787,732	\$ -	\$ 8,787,732	\$ 8,270,265
College of Arts & Media	\$ (1,131,735)	\$ 4,460,338	\$ 1,855,215	\$ 63,265	\$ -	\$ 2,371,829	\$ 8,750,647	\$ 3,177,596	\$ 108,000	\$ 12,036,243	\$ -	\$ 12,036,243	\$ 10,904,508
Denver Schools & Colleges Total Budget	\$ (8,285,901)	\$ 64,950,177	\$ 17,949,926	\$ 1,990,146	\$ 716,499	\$ 28,636,981	\$ 114,243,729	\$ 9,127,303	\$ 1,295,883	\$ 124,666,915	\$ (1,750,000)	\$ 122,916,915	\$ 114,631,014
Denver Schools & Colleges Total E&G Budget	\$ (8,285,901)	\$ 64,950,177	\$ 17,949,926	\$ 1,990,146	\$ 716,499	\$ 28,636,981	\$ 114,243,729	\$ 9,127,303	\$ 1,295,883	\$ 124,666,915	\$ (1,750,000)	\$ 122,916,915	\$ 114,631,014
Academic & Student Affairs													
Provost & Academic Affairs													
Academic Planning	\$ -	\$ -	\$ 1,123,336	\$ 41,725	\$ -	\$ 382,986	\$ 1,548,047	\$ 320,083	\$ -	\$ 1,868,130	\$ 519,865	\$ 2,387,995	\$ 2,387,995
Bioethics	\$ (118,355)	\$ 38,021	\$ 170,184	\$ -	\$ -	\$ 38,581	\$ 246,786	\$ 3,627	\$ -	\$ 250,413	\$ -	\$ 250,413	\$ 132,058
Faculty Affairs	\$ -	\$ 32,194	\$ 430,721	\$ 21,238	\$ -	\$ 129,250	\$ 613,402	\$ 117,070	\$ 25,000	\$ 755,472	\$ 47,700	\$ 803,172	\$ 803,172
Library	\$ (5,731,507)	\$ 1,874,934	\$ 1,697,168	\$ 668,375	\$ 340,335	\$ 1,661,984	\$ 6,242,796	\$ 4,392,836	\$ -	\$ 10,635,632	\$ -	\$ 10,635,632	\$ 4,904,125
Provost	\$ -	\$ 60,000	\$ 617,444	\$ -	\$ 30,764	\$ 156,360	\$ 864,568	\$ 578,047	\$ -	\$ 1,442,615	\$ -	\$ 1,442,615	\$ 1,442,615
Research	\$ (45,591)	\$ 50,832	\$ 1,028,382	\$ -	\$ -	\$ 337,329	\$ 1,416,542	\$ 412,044	\$ -	\$ 1,828,586	\$ (131,464)	\$ 1,697,122	\$ 1,651,531
Teaching Innovation & Program Strategy	\$ -	\$ -	\$ 918,420	\$ -	\$ -	\$ 349,590	\$ 1,268,010	\$ 89,848	\$ -	\$ 1,357,858	\$ -	\$ 1,357,858	\$ 1,357,858
Provost & Academic Affairs Total Budget	\$ (5,895,453)	\$ 2,055,980	\$ 5,985,654	\$ 731,338	\$ 371,099	\$ 3,056,080	\$ 12,200,151	\$ 5,913,555	\$ 25,000	\$ 18,138,706	\$ 436,101	\$ 18,574,807	\$ 12,679,354
Strategic Enrollment & Student Success (SESS)													
Academic Achievement	\$ -	\$ 269,789	\$ 1,724,069	\$ -	\$ 130,957	\$ 777,531	\$ 2,902,346	\$ 523,170	\$ 343,431	\$ 3,768,947	\$ (187,000)	\$ 3,581,947	\$ 3,581,947
Enrollment Management	\$ -	\$ -	\$ 4,059,086	\$ 185,950	\$ 115,565	\$ 1,576,414	\$ 5,937,015	\$ 942,530	\$ 280,401	\$ 7,159,946	\$ -	\$ 7,159,946	\$ 7,159,946
International Affairs	\$ (644,494)	\$ -	\$ 1,444,965	\$ -	\$ 45,890	\$ 541,307	\$ 2,032,162	\$ 683,634	\$ 35,000	\$ 2,750,796	\$ -	\$ 2,750,796	\$ 2,106,302
Strategic Enrollment & Student Success	\$ -	\$ -	\$ 466,860	\$ -	\$ 12,999	\$ 139,350	\$ 619,209	\$ 181,919	\$ -	\$ 801,129	\$ -	\$ 801,129	\$ 801,129
Student Affairs	\$ -	\$ -	\$ 2,072,239	\$ 35,738	\$ 37,994	\$ 801,057	\$ 2,947,028	\$ 458,627	\$ -	\$ 3,405,655	\$ (203,475)	\$ 3,202,180	\$ 3,202,180
SESS Total Budget	\$ (644,494)	\$ 269,789	\$ 9,767,219	\$ 221,688	\$ 343,405	\$ 3,835,659	\$ 14,437,760	\$ 2,789,880	\$ 658,832	\$ 17,886,473	\$ (390,475)	\$ 17,495,998	\$ 16,851,504
Academic & Student Affairs Total E&G Budget	\$ (6,539,947)	\$ 2,325,769	\$ 15,752,873	\$ 953,026	\$ 714,504	\$ 6,891,739	\$ 26,637,911	\$ 8,703,435	\$ 683,832	\$ 36,025,179	\$ 45,626	\$ 36,070,805	\$ 29,530,858

Schedule A: FY 2023-24 Initial Education & General (E&G) Continuing Budget
As of July 1, 2023

Area	Denver's Portion of Total Budget											Total Expenditures & Transfers	Net
	Revenue	Faculty	Admin	Classified	Hourly	Benefits	Total Personnel	General Operating	Student Aid	Total Expenditures	Transfers		
Central Administration													
<u>Chancellor</u>													
Chancellor's Office	\$ -	\$ -	\$ 928,660	\$ -	\$ -	\$ 196,473	\$ 1,125,133	\$ 162,478	\$ -	\$ 1,287,611	\$ -	\$ 1,287,611	\$ 1,287,611
Chancellor's Shared Services	\$ -	\$ -	\$ 432,274	\$ -	\$ 5,000	\$ 160,024	\$ 597,298	\$ 22,357	\$ -	\$ 619,655	\$ -	\$ 619,655	\$ 619,655
Partnerships & Innovations	\$ -	\$ -	\$ 244,007	\$ -	\$ -	\$ 88,406	\$ 332,413	\$ -	\$ -	\$ 332,413	\$ -	\$ 332,413	\$ 332,413
Chancellor Total Budget	\$ -	\$ -	\$ 1,604,941	\$ -	\$ 5,000	\$ 444,903	\$ 2,054,844	\$ 184,835	\$ -	\$ 2,239,679	\$ -	\$ 2,239,679	\$ 2,239,679
<u>Advancement</u>													
Advancement	\$ -	\$ -	\$ 204,410	\$ -	\$ -	\$ 79,921	\$ 284,331	\$ 42,537	\$ -	\$ 326,868	\$ -	\$ 326,868	\$ 326,868
Advancement Total Budget	\$ -	\$ -	\$ 204,410	\$ -	\$ -	\$ 79,921	\$ 284,331	\$ 42,537	\$ -	\$ 326,868	\$ -	\$ 326,868	\$ 326,868
<u>Diversity, Equity, & Inclusion</u>													
Diversity, Equity, & Inclusion	\$ -	\$ -	\$ 799,841	\$ 65,633	\$ -	\$ 294,554	\$ 1,160,028	\$ 42,895	\$ -	\$ 1,202,923	\$ -	\$ 1,202,923	\$ 1,202,923
Diversity, Equity, & Inclusion Total Budget	\$ -	\$ -	\$ 799,841	\$ 65,633	\$ -	\$ 294,554	\$ 1,160,028	\$ 42,895	\$ -	\$ 1,202,923	\$ -	\$ 1,202,923	\$ 1,202,923
<u>Finance & Administration</u>													
Administration, Finance, and Strategy	\$ -	\$ -	\$ 983,295	\$ -	\$ -	\$ 309,581	\$ 1,292,876	\$ 1,285,954	\$ -	\$ 2,578,830	\$ -	\$ 2,578,830	\$ 2,578,830
Budget & Fiscal Planning	\$ -	\$ -	\$ 1,161,416	\$ -	\$ -	\$ 335,735	\$ 1,497,151	\$ 17,500	\$ -	\$ 1,514,651	\$ -	\$ 1,514,651	\$ 1,514,651
Emergency Management & Shared University Police	\$ -	\$ -	\$ 209,754	\$ -	\$ -	\$ 74,534	\$ 284,288	\$ 642,516	\$ -	\$ 926,804	\$ (37,901)	\$ 888,903	\$ 888,903
Facilities	\$ -	\$ -	\$ 999,468	\$ 1,540,848	\$ 3,969	\$ 754,247	\$ 3,298,533	\$ 3,455,537	\$ -	\$ 6,754,069	\$ -	\$ 6,754,069	\$ 6,754,069
Finance/Controller	\$ -	\$ 894	\$ 1,839,444	\$ 70,402	\$ 13,010	\$ 681,399	\$ 2,605,149	\$ 1,126,341	\$ -	\$ 3,731,490	\$ (198,437)	\$ 3,533,053	\$ 3,533,053
Human Resources - Denver & Shared	\$ -	\$ -	\$ 809,589	\$ -	\$ -	\$ 283,200	\$ 1,092,789	\$ 92,182	\$ -	\$ 1,184,971	\$ -	\$ 1,184,971	\$ 1,184,971
Information Technology	\$ (67,800)	\$ -	\$ 5,314,588	\$ 349,645	\$ 307,737	\$ 2,055,170	\$ 8,027,140	\$ 4,219,233	\$ -	\$ 12,246,373	\$ (345,015)	\$ 11,901,358	\$ 11,833,558
Institutional Planning	\$ -	\$ -	\$ 417,191	\$ -	\$ -	\$ 124,706	\$ 541,897	\$ 26,400	\$ -	\$ 568,297	\$ -	\$ 568,297	\$ 568,297
Finance & Administration Total Budget	\$ (67,800)	\$ 894	\$ 11,734,745	\$ 1,960,894	\$ 324,716	\$ 4,618,572	\$ 18,639,822	\$ 10,865,664	\$ -	\$ 29,505,486	\$ (581,353)	\$ 28,924,133	\$ 28,856,333
<u>University Communications & Events</u>													
University Communications	\$ -	\$ -	\$ 2,325,674	\$ -	\$ 42,599	\$ 731,806	\$ 3,100,079	\$ 89,110	\$ -	\$ 3,189,189	\$ -	\$ 3,189,189	\$ 3,189,189
University Events	\$ -	\$ -	\$ -	\$ -	\$ 2,051	\$ 10	\$ 2,061	\$ 143,190	\$ -	\$ 145,251	\$ -	\$ 145,251	\$ 145,251
University Communications & Events Total Budget	\$ -	\$ -	\$ 2,325,674	\$ -	\$ 44,650	\$ 731,816	\$ 3,102,140	\$ 232,300	\$ -	\$ 3,334,440	\$ -	\$ 3,334,440	\$ 3,334,440
Central Administration Total E&G Budget	\$ (67,800)	\$ 894	\$ 16,669,611	\$ 2,026,527	\$ 374,366	\$ 6,169,766	\$ 25,241,165	\$ 11,368,231	\$ -	\$ 36,609,396	\$ (581,353)	\$ 36,028,043	\$ 35,960,243

Schedule A: FY 2023-24 Initial Education & General (E&G) Continuing Budget
As of July 1, 2023

Area	Denver's Portion of Total Budget											Total Expenditures & Transfers	Net	
	Revenue	Faculty	Admin	Classified	Hourly	Benefits	Total Personnel	General Operating	Student Aid	Total Expenditures	Transfers			
Campus-Wide														
Revenue & Other Sources														
Revenue & Other Sources (includes state support, tuition, and other revenue)	\$ (231,030,454)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,876,240)	\$ (5,876,240)	\$ (236,906,694)
Revenue & Other Sources Total Budget	\$ (231,030,454)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,876,240)	\$ (5,876,240)	\$ (236,906,694)
Institutional Aid														
Institutional Financial Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,391,389	\$ 14,391,389	\$ -	\$ 14,391,389	\$ 14,391,389
Institutional Aid Total Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,391,389	\$ 14,391,389	\$ -	\$ 14,391,389	\$ 14,391,389
Mandatory														
AHEC Appropriation (excluding Groundskeeping)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,674,397	\$ -	\$ 10,674,397	\$ -	\$ 10,674,397	\$ 10,674,397
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,545,480	\$ 6,545,480	\$ 6,545,480
ICCA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,262,599	\$ -	\$ 6,262,599	\$ (223,620)	\$ 6,038,979	\$ 6,038,979
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,054,056	\$ -	\$ 1,054,056	\$ -	\$ 1,054,056	\$ 1,054,056
Other Mandatory (includes bad debt, CO Free App Day)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,549,717	\$ -	\$ 1,549,717	\$ -	\$ 1,549,717	\$ 1,549,717
Mandatory Total Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,540,769	\$ -	\$ 19,540,769	\$ 6,321,860	\$ 25,862,629	\$ 25,862,629
General														
Budget Holds (Includes Faculty Promotions, DOIP, 2024 Merit Pool, Engineering Building)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,453,979	\$ -	\$ 14,453,979	\$ 50,000	\$ 14,503,979	\$ 14,503,979
Budget Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 534,127	\$ 300,000	\$ 834,127	\$ 4,250,973	\$ 5,085,100	\$ 5,085,100
Tuition Benefit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,118,258	\$ 1,118,258	\$ -	\$ -	\$ 1,118,258	\$ -	\$ 1,118,258	\$ 1,118,258
Other Campus Wide (Dues & Memberships, Van On-Demand, Shuttle Bus, & Software)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,314,276)	\$ -	\$ (4,314,276)	\$ 137,500	\$ (4,176,776)	\$ (4,176,776)
General Total Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,118,258	\$ 1,118,258	\$ 10,673,830	\$ 300,000	\$ 12,092,088	\$ 4,438,473	\$ 16,530,561	\$ 16,530,561
Campus-Wide Total E&G Budget	\$ (231,030,454)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,118,258	\$ 1,118,258	\$ 30,214,599	\$ 14,691,389	\$ 46,024,246	\$ 4,884,093	\$ 50,908,339	\$ (180,122,115)
Total E&G Budget	\$ (245,924,102)	\$ 67,276,841	\$ 50,372,410	\$ 4,969,700	\$ 1,805,369	\$ 42,816,744	\$ 167,241,064	\$ 59,413,568	\$ 16,671,104	\$ 243,325,735	\$ 2,598,366	\$ 245,924,101	\$ (0)	

Schedule B: FY 2023-24 E&G New Budget Allocations by Area

FY 2023-24 Approved Continuing E&G Budget Allocations					
Allocation Description	Schools & Colleges	Academic & Student Affairs	Central Administration	Campus-wide	Total
New Revenue for Allocations					\$ 11,055,941
<u>FY 2022-23 Operating Shortfall</u>					
FY 2022-23 Ending Operating Shortfall					\$ (2,573,931)
Remaining for new allocations	\$ -	\$ -	\$ -	\$ -	\$ 8,482,010
<u>Initiative</u>					
Financial Aid - Tuition Increase				\$ 605,000	\$ 605,000
Total Campus Initiatives	\$ -	\$ -	\$ -	\$ 605,000	\$ 605,000
<u>FY 2023-24 Mandatory Increases</u>					
Business School Tuition Differential Increase	\$ 398,350				\$ 398,350
ICCA				\$ 977,303	\$ 977,303
Health/Life/Dental Increase + FAMLI Prop 118 Paid FM	\$ 635,654	\$ 49,277	\$ 178,921	\$ 119,568	\$ 983,420
State Classified Salary Survey Increase	\$ 116,294	\$ 12,167		\$ 171,539	\$ 300,000
Minimum Wage Increase				\$ 178,000	\$ 178,000
Faculty Promotions				\$ 210,770	\$ 210,770
AHEC (including groundskeeping)				\$ 837,864	\$ 837,864
Tri-institutional Library Increase		\$ 458,890			\$ 458,890
Insurance: General Liability				\$ 991	\$ 991
OIT Mandatory Contract Increases			\$ 416,817		\$ 416,817
Lease Increase			\$ 9,725		\$ 9,725
Debt Service				\$ 83,349	\$ 83,349
Utility Increase			\$ 260,120		\$ 260,120
Custodial Contract Estimate			\$ 36,260		\$ 36,260
Feminine Hygiene Products			\$ 5,500		\$ 5,500
Denver Buildings Security			\$ 32,313		\$ 32,313
Total Mandatory Increases	\$ 1,150,298	\$ 520,334	\$ 939,656	\$ 2,579,384	\$ 5,189,672
July 1, 2023 Compensation Increases - Anschutz shared service employees			\$ 410,818		\$ 410,818
Compression, Retention, and Equity Budget Initiative (2% placeholder)				\$ 3,318,544	\$ 3,318,544
Faculty and Exempt Merit (3% placeholder)				\$ 4,859,730	\$ 4,859,730
Total Compensation Increases	\$ -	\$ -	\$ 410,818	\$ 8,178,274	\$ 8,589,092
Total E&G Expenditure Budget Increases	\$ 1,150,298	\$ 520,334	\$ 1,350,474	\$ 11,362,658	\$ 14,383,764
Budget Remaining for Allocation	\$ (1,150,298)	\$ (520,334)	\$ (1,350,474)	\$ (11,362,658)	\$ (5,901,754)
Budget Reductions	\$ (3,788,737)	\$ (1,152,650)	\$ (1,326,598)		\$ (6,267,985)
Move ASA Business Service positions to shared service areas		\$ (505,333)	\$ 505,333		\$ -
Additional Budget Remaining				\$ 366,231	\$ 366,231
Total Budget Change	\$ (2,638,439)	\$ (1,137,649)	\$ 529,209	\$ 11,728,889	\$ 8,482,010

**Schedule C: FY 2023-24 Education & General Budget
Budget Reduction Detail**

Area	Expense Category	Cost reduction short description	Cost reduction idea details	Confirmed Reduction	FTE
Business School	Salary - Faculty	Replace retiring fulltime instructor with lecturers	Will replace retiring international Business full-time instructor with lecturer positions.	\$ 54,900	
Business School	Benefits - Faculty	Replace retiring fulltime instructor with lecturers	Will replace retiring international Business full-time instructor with lecturer positions.	\$ 11,100	
Business School	Salary - Staff	Eliminate vacant Director position	Eliminate vacant position of Director for Office of Digital Education.	\$ 20,000	(1.00)
Business School	Benefits - Staff	Eliminate vacant Director position	Eliminate vacant position of Director for Office of Digital Education.	\$ 756	
Business School	Salary - Staff	Eliminate vacant Director position	Eliminate vacant Undergraduate Director. Duties to be absorbed by the Associate Dean for programs.	\$ 15,000	(1.00)
Business School	Benefits - Staff	Eliminate vacant Director position	Eliminate vacant Undergraduate Director. Duties to be absorbed by the Associate Dean for programs.	\$ 3,000	
Business School	Salary - Faculty	Decrease budget for phased tenure track position	Management faculty entered phased agreement for three years. Courses filled with lecturers.	\$ 52,000	
Business School	Benefits - Faculty	Decrease budget for phased tenure track position	Management faculty entered phased agreement for three years. Courses filled with lecturers.	\$ 13,000	
Business School	General Operating	Minimize staff travel	Specific areas were budgeted for professional development: IT, Marketing, Career Center. Travel will be minimized.	\$ 32,000	
Business School	General Operating	Reduce relocation expenses	We will reduce budget for relocation.	\$ 45,000	
Business School	General Operating	Reduce faculty recruiting funds	We will reduce budget for faculty recruiting	\$ 27,000	
Business School	Salary - Staff	Shift funding source for Customer Relationship Management (CRM) position	CRM position is currently budgeted but will be covered by auxiliary programs.	\$ 70,380	
Business School	Benefits - Staff	Shift funding source for Customer Relationship Management (CRM) position	CRM position is currently budgeted but will be covered by auxiliary programs.	\$ 27,220	
Business School	Salary - Staff	Eliminate one staff position through reorganization of roles	Reorganize to move a program manager from an administrative role into a vacancy in student services. This is a return to a prior role for the individual and would result in the elimination of one vacant staff position	\$ 50,620	(1.00)
Business School	Benefits - Staff	Eliminate one staff position through reorganization of roles	Reorganize to move a program manager from an administrative role into a vacancy in student services. This is a return to a prior role for the individual and would result in the elimination of one vacant staff position	\$ 19,380	
Business School	Salary - Faculty	Reclassify faculty position due to retirement	Utilize retirement incentive for one tenured faculty and replace with an instructor	\$ 71,250	
Business School	Benefits - Faculty	Reclassify faculty position due to retirement	Utilize retirement incentive for one tenured faculty and replace with an instructor	\$ 16,750	
Business School	General Operating	Decrease budgeted amount for faculty expenditure from Startup funds.	We will decrease budgeted amount for faculty expenditure from Startup funds.	\$ 10,000	
Business School	General Operating	Decrease budgeted amount for faculty usage from Development funds.	We will decrease budgeted amount for faculty usage from Development funds.	\$ 13,094	
Business School	General Operating	Cut all operating by 7%	We will decrease travel, development, and other operating expenses	\$ 96,854	
Business School	Salary - Faculty	Replace retiring instructor with lecturers	Once Finance instructor retires, rehire at lecturer level.	\$ 49,000	
Business School	Benefits - Faculty	Replace retiring instructor with lecturers	Once Finance instructor retires, rehire at lecturer level.	\$ 12,000	
College of Arts & Media	General Operating	Marketing budget reduction	We plan to reduce our annual marketing expenses by \$50,000	\$ 40,000	
College of Arts & Media	General Operating	Refresh Digital Animation systems biennially instead of annually	Instead of spending \$100,000 a year, we will spend \$100,000 every other year	\$ 50,000	
College of Arts & Media	Salary - Staff	Don't replace vacant Associate Dean position	We currently have salary and benefits budgeted for an Associate Dean of Research. The position is vacant and will not be filled.	\$ 101,300	(1.00)
College of Arts & Media	Benefits - Staff	Don't replace vacant Associate Dean position	We currently have salary and benefits budgeted for an Associate Dean of Research. The position is vacant and will not be filled.	\$ 34,922	

**Schedule C: FY 2023-24 Education & General Budget
Budget Reduction Detail**

Area	Expense Category	Cost reduction short description	Cost reduction idea details	Confirmed Reduction	FTE
College of Arts & Media	Salary - Staff	Don't replace vacant advising position	We currently have salary and benefits budgeted for an advisor (career and life design). The position is vacant and will not be filled.	\$ 59,997	(1.00)
College of Arts & Media	Benefits - Staff	Don't replace vacant advising position	We currently have salary and benefits budgeted for an advisor (career and life design). The position is vacant and will not be filled.	\$ 39,529	
College of Arts & Media	Salary - Staff	Restructure advising	We are shifting from a structure of multi-level reporting to single-level reporting in which all three advisors report to the Associate Dean and are 100% advising students with no additional non-advising responsibilities/percentage of effort.	\$ 38,690	
College of Arts & Media	Benefits - Staff	Restructure advising	We are shifting from a structure of multi-level reporting to single-level reporting in which all three advisors report to the Associate Dean and are 100% advising students with no additional non-advising responsibilities/percentage of effort.	\$ 8,433	
College of Architecture & Planning	Salary - Faculty	Eliminate one open vacant Architecture faculty line	Ongoing savings reflect the tenure/tenure-track position's salary and benefits less the cost to hire a Lecturer to cover teaching loads.	\$ 76,250	
College of Architecture & Planning	Benefits - Faculty	Eliminate one open vacant Architecture faculty line	Ongoing savings reflect the tenure/tenure-track position's salary and benefits less the cost to hire a Lecturer to cover teaching loads.	\$ 23,750	
College of Architecture & Planning	Salary - Faculty	Eliminate one Landscape Architecture faculty line	Ongoing savings reflect the tenure/tenure-track position's salary and benefits less the cost to hire a Lecturer to cover teaching loads.	\$ 58,680	
College of Architecture & Planning	Benefits - Faculty	Eliminate one Landscape Architecture faculty line	Ongoing savings reflect the tenure/tenure-track position's salary and benefits less the cost to hire a Lecturer to cover teaching loads.	\$ 18,274	
College of Architecture & Planning	Salary - Staff	Eliminate budget for one planned staff position	The college was in the planning phase for this position, we will not move forward as planned and will absorb the workload among existing staff.	\$ 67,719	(1.00)
College of Architecture & Planning	Benefits - Staff	Eliminate budget for one planned staff position	The college was in the planning phase for this position, we will not move forward as planned and will absorb the workload among existing staff.	\$ 24,927	
College of Engineering, Design and Computing	Salary - Staff	Eliminate Three Vacant Associate Dean Positions	Eliminate three Associate Dean positions (Computing, Innovation and Engagement, and Education and Student Success) and create faculty fellowship positions to lead some of the key tasks of these positions.	\$ 136,653	(1.00)
College of Engineering, Design and Computing	Benefits - Staff	Eliminate Three Vacant Associate Dean Positions	Eliminate three Associate Dean positions (Computing, Innovation and Engagement, and Education and Student Success) and create faculty fellowship positions to lead some of the key tasks of these positions.	\$ 32,601	
College of Engineering, Design and Computing	Salary - Faculty	Shift funding source for occupied position	We will eliminate the Scholar in Residence faculty position and use grant funds to support a reduced part of the position.	\$ 41,200	
College of Engineering, Design and Computing	Benefits - Faculty	Shift funding source for occupied position	We will eliminate the Scholar in Residence faculty position and use grant funds to support a reduced part of the position.	\$ 3,152	
College of Engineering, Design and Computing	General Operating	Eliminate student mentoring program	Will not renew Mentor Collective student mentoring program. MC is a third-party facilitator of mentoring services	\$ 45,964	
College of Engineering, Design and Computing	Salary - Faculty	Reduction in Force - vacant position	Eliminate vacant clinical teaching track position in Electrical Engineering department.	\$ 57,680	(1.00)
College of Engineering, Design and Computing	Benefits - Faculty	Reduction in Force - vacant position	Eliminate vacant clinical teaching track position in Electrical Engineering department.	\$ 22,320	
College of Engineering, Design and Computing	Salary - Faculty	Reduction in Force - vacant position	Eliminate vacant tenure-track position in Mechanical Engineering department	\$ 55,200	(1.00)
College of Engineering, Design and Computing	Benefits - Faculty	Reduction in Force - vacant position	Eliminate vacant tenure-track position in Mechanical Engineering department	\$ 24,800	
College of Engineering, Design and Computing	Salary - Faculty	Reconfigure faculty / ICR staffing	Reconfigure teaching loads in Bioengineering department	\$ 35,000	

**Schedule C: FY 2023-24 Education & General Budget
Budget Reduction Detail**

Area	Expense Category	Cost reduction short description	Cost reduction idea details	Confirmed Reduction	FTE
College of Engineering, Design and Computing	Benefits - Faculty	Reconfigure faculty / ICR staffing	Reconfigure teaching loads in Bioengineering department	\$ 15,000	
College of Liberal Arts & Sciences	Salary - Staff	Eliminate 2 open staff positions	Eliminate 2 open staff positions	\$ 146,006	(2.00)
College of Liberal Arts & Sciences	Benefits - Staff	Eliminate 2 open staff positions	Eliminate 2 open staff positions	\$ 30,992	
College of Liberal Arts & Sciences	Salary - Staff	Dean's Office Reorganization	FTE reductions	\$ 22,541	
College of Liberal Arts & Sciences	Benefits - Staff	Dean's Office Reorganization	FTE reductions	\$ 20,823	
College of Liberal Arts & Sciences	Salary - Faculty	Eliminate 13 Open Faculty Lines	Known Retirements and Resignations mean no personnel will be let go.	\$ 818,496	(13.00)
College of Liberal Arts & Sciences	Benefits - Faculty	Eliminate 13 Open Faculty Lines	Known Retirements and Resignations mean no personnel will be let go.	\$ 274,387	
College of Liberal Arts & Sciences	General Operating	Redistribute course releases	We will recalculate and Redistribute releases	\$ 75,000	
School of Education & Human Development	Salary - Staff	Eliminate vacant Marketing Coordinator position	The Marketing Coordinator resigned 5/16/22. We will eliminate the position.	\$ 43,300	(1.00)
School of Education & Human Development	Benefits - Staff	Eliminate vacant Marketing Coordinator position	The Marketing Coordinator resigned 5/16/22. We will eliminate the position.	\$ 21,075	
School of Education & Human Development	Salary - Faculty	Eliminate position due to retirement - Clinical Assitant Professor	Faculty member retiring, effective 7/1/23. We will eliminate position and evaluate consolidation of program areas.	\$ 90,917	(1.00)
School of Education & Human Development	Benefits - Faculty	Eliminate position due to retirement - Clinical Assitant Professor	Faculty member retiring, effective 7/1/23. We will eliminate position and evaluate consolidation of program areas.	\$ 34,834	
School of Education & Human Development	Salary - Faculty	Eliminate vacant Clinical Assistant Professor via resignation	The faculty member has resigned 12/31/22. We will eliminate position but will need to refill it in the future when funds become available, because it is a high-growth program areas.	\$ 57,100	
School of Education & Human Development	Benefits - Faculty	Eliminate vacant Clinical Assistant Professor via resignation	The faculty member has resigned 12/31/22. We will eliminate position but will need to refill it in the future when funds become available, because it is a high-growth program areas.	\$ 16,745	
School of Education & Human Development	Salary - Staff	Eliminate vacant Student Success & Enrollment Management Professional position	The staff member resigned 12/9/22. We will eliminate position and restructure duties in department to meet reduction targets.	\$ 32,140	(1.00)
School of Education & Human Development	Benefits - Staff	Eliminate vacant Student Success & Enrollment Management Professional position	The staff member resigned 12/9/22. We will eliminate position and restructure duties in department to meet reduction targets.	\$ 12,212	
School of Education & Human Development	Salary - Faculty	Eliminate position due to retirement	Faculty member retiring, effective 6/1/23. We will eliminate the position.	\$ 36,422	
School of Education & Human Development	Benefits - Faculty	Eliminate position due to retirement	Faculty member retiring, effective 6/1/23. We will eliminate the position.	\$ 26,405	
School of Public Affairs	Salary - Staff	Distribute responsibilities following retirement of Assistant Dean	This administrative team will modify and spread responsibilities to handle the same workload but at a lower cost. The HR Director position will be replaced with a lower level HR position.	\$ 36,367	
School of Public Affairs	Benefits - Staff	Distribute responsibilities following retirement of Assistant Dean	This administrative team will modify and spread responsibilities to handle the same workload but at a lower cost. The HR Director position will be replaced with a lower level HR position.	\$ 18,232	
School of Public Affairs	Salary - Faculty	Consolidate faculty vacancies to rehire fewer positions	We currently have five tenure-track faculty vacancies, and we will hire three at the tenure-track level for FY 2023-24.	\$ 112,580	(2.00)
School of Public Affairs	Benefits - Faculty	Consolidate faculty vacancies to rehire fewer positions	We currently have five tenure-track faculty vacancies, and we will hire three at the tenure-track level for FY 2023-24.	\$ 39,818	
Advancement	General Operating	Event cost reduction	Donor and alumni events across FY24 (Donor Celebration, Alumni Awards, Scholarship events, etc.) amount to a significant operational cost. Refining these events and strategically trimming down costs across all annual events can amount to budget savings.	\$ 6,600	

**Schedule C: FY 2023-24 Education & General Budget
Budget Reduction Detail**

Area	Expense Category	Cost reduction short description	Cost reduction idea details	Confirmed Reduction	FTE
Advancement	General Operating	Reduce individual staff professional development budgets	Each staff member depending on position is allocated a set budget for professional development each fiscal year. The amount allocated range from \$500-\$2000 depending on the individual and the magnitude of their role. We have decided to cut the aggregate of these individual budgets by roughly 17% to build back savings.	\$ 6,600	
Chancellor, Admin & Strategy	Salary - Staff	Eliminate the position of VC of Finance and Business Operations	Reorganize the executive leadership roles within the Administration & Strategy group, including hiring the EVC of Administration & Finance (Chief Business Officer) position and eliminating the EVC of Administration and Strategy position. Eliminate the vacant VC Finance and Business Operations role.	\$ 295,000	(1.00)
Chancellor, Admin & Strategy	Benefits - Staff	Eliminate the position of VC of Finance and Business Operations	Reorganize the executive leadership roles within the Administration & Strategy group, including hiring the EVC of Administration & Finance (Chief Business Officer) position and eliminating the EVC of Administration and Strategy position. Eliminate the vacant VC Finance and Business Operations role.	\$ 70,789	
Chancellor, Admin & Strategy	General Operating	Not Renewing Team Membership to the Society of College and University Planning (SCUP)	Membership will expire in July. We will not renew the membership and will rely on our Auraria Campus partners and other campuses within the CU System to gain needed industry insights.	\$ 2,000	
Chancellor, Admin & Strategy	Salary - Staff	Not filling the newly created and approved Denver Campus Sustainability Manager position.	While campus sustainability is important at this institution, the elimination of this position created the least harm compared to other considered cuts and the responsibilities assigned to this role will be covered elsewhere.	\$ 90,863	(1.00)
Chancellor, Admin & Strategy	Benefits - Staff	Not filling the newly created and approved Denver Campus Sustainability Manager position.	While campus sustainability is important at this institution, the elimination of this position created the least harm compared to other considered cuts and the responsibilities assigned to this role will be covered elsewhere.	\$ 33,198	
Chancellor, Admin & Strategy	General Operating	Reduce the ongoing budget for deferred maintenance	Reduce the ongoing budget by \$50,000. Most deferred maintenance projects are funded through one-time reserves.	\$ 50,000	
Chancellor, Admin & Strategy	Salary - Staff	Eliminate upcoming vacant Strategic Plan implementation position.	Eliminate the Director of Strategic Plan Implementation vacancy (becomes vacant June 30, 2023)	\$ 96,408	(1.00)
Chancellor, Admin & Strategy	Benefits - Staff	Eliminate upcoming vacant Strategic Plan implementation position.	Eliminate the Director of Strategic Plan Implementation vacancy (becomes vacant June 30, 2023)	\$ 27,269	
University Communications	General Operating	Reduce operating budget (both UComm & Special Events)	We are reducing the following expenses: limiting professional development to "free" opportunities through LinkedIn Learning and memberships in two professional organizations (AMA and PRSA); we are eliminating our freelancer/non-FTE support budget; we are canceling our subscription to Localist and will rebuild this calendaring technology in house by July 1, 2023; and we have reduced our hard phone lines to three; among other changes.	\$ 43,200	
University Communications	Salary - Staff	Eliminate the vacant Senior Director of Web/Digital Strategy role.	We will not rehire the vacant Senior Director of Web role in the wake of the departure of the former AVC of Marketing and Brand. We have since built a strong marketing and digital team that can absorb the additional digital duties.	\$ 129,500	(1.00)
University Communications	Benefits - Staff	Eliminate the vacant Senior Director of Web/Digital Strategy role.	We will not rehire the vacant Senior Director of Web role in the wake of the departure of the former AVC of Marketing and Brand. We have since built a strong marketing and digital team that can absorb the additional digital duties.	\$ 40,938	

**Schedule C: FY 2023-24 Education & General Budget
Budget Reduction Detail**

Area	Expense Category	Cost reduction short description	Cost reduction idea details	Confirmed Reduction	FTE
University Communications	Salary - Staff	Eliminate the vacant Marketing/PR Specialist role	We will not rehire this vacant position since we now have PR support from three-plus team members and have a fuller marketing team.	\$ 51,000	(1.00)
University Communications	Benefits - Staff	Eliminate the vacant Marketing/PR Specialist role	We will not rehire this vacant position since we now have PR support from three-plus team members and have a fuller marketing team.	\$ 18,171	
Library	General Operating	Unallocated Salary Savings	Re-evaluated vacancy salaries	\$ 102,923	
Library	General Operating	Office Supplies/Services		\$ 19,720	
Library	General Operating	Technology Lending		\$ 7,000	
Library	General Operating	Professional Development	Reduce professional development budget for employees	\$ 55,000	
Library	General Operating	Telecomm		\$ 1,692	
Library	Library Materials	Learning Materials	Library collections (a combination of books, journals, databases)	\$ 241,835	
Library	General Operating	Marketing & Communications	Eliminate marketing tools	\$ 5,000	
Office of Information Technology (OIT)	General Operating	Restructuring of Adobe Creative Cloud licence agreement and partial cost recovery.	In July 2023, CU Denver will enter a new Adobe license agreement. The new license agreement maintains the previous pricing model - no cost for students and \$65 for faculty/staff/and shared devices, which departments will need to cover moving forward.	\$ 150,800	
Office of Information Technology (OIT)	Salary - Staff	Organizational Change Management (OCM) vacancy.	We will not fill the vacant OCM position	\$ 90,023	(1.00)
Office of Information Technology (OIT)	Benefits - Staff	Organizational Change Management (OCM) vacancy.	We will not fill the vacant OCM position	\$ 25,989	
Office of Information Technology (OIT)	General Operating	Discontinue Canvas Data Services	This service will soon be replaced with a lower cost alternative called Canvas Data 2.	\$ 48,250	
Office of Information Technology (OIT)	General Operating	Discontinue the Proctorio platform	Discontinuation of the Proctorio platform university wide, but maintain funding for local-level licenses where needed.	\$ 50,000	
Office of Research Services (ORS)	General Operating	Reduce general operating expenses	Current operating expenses are budgetted at \$48,989 which included operating expenses from the Office of Research Services (ORS) and the Office of Research Development & Education (ORDE). These can be cut by \$24,000 now that ORS has "absorbed" ORDE into operations.	\$ 24,000	
Office of Research Services (ORS)	General Operating	Reduce the seed grant program.	The current seed grant program is budgetted at \$350,000. This program can be reduced by \$30,000 or roughly five awards of \$10,000 each.	\$ 50,000	
Office of Research Services (ORS)	General Operating	Align Environmental Health and Safety (Denver) position with actual cost.	Align Environmental Health and Safety (Denver) position with actual cost. Historically, this position was over budgeted.	\$ 7,000	
Office of the Provost	Salary - Staff	Eliminate a vacancy on the Division of Teaching Innovation and Program Strategy (TIPS) team.	We will eliminate a vacancy on the TIPS team for an assistant director position. The duties of the assistant director of instructional design will be consolidated with the director of program development's responsibilities.	\$ 104,030	(1.00)
Office of the Provost	Benefits - Staff	Eliminate a vacancy on the Division of Teaching Innovation and Program Strategy (TIPS) team.	We will eliminate a vacancy on the TIPS team for an assistant director position. The duties of the assistant director of instructional design will be consolidated with the director of program development's responsibilities.	\$ 28,715	
Office of the Provost	Salary - Staff	Eliminate an additional vacancy in TIPS.	We will eliminate an additional vacant position on the TIPS team for an instructional technologist and trainer position.	\$ 65,000	(1.00)
Office of the Provost	Benefits - Staff	Eliminate an additional vacancy in TIPS.	We will eliminate an additional vacant position on the TIPS team for an instructional technologist and trainer position.	\$ 27,962	
Strategic Enrollment & Student Success	General Operating	Reduce operating expenses for SESS Student Affairs units	Reduce operating expenses under the Associate Vice Chancellor for Student Affairs, specifically in Student Life and Student Health, Wellbeing, and Advocacy units.	\$ 21,818	

**Schedule C: FY 2023-24 Education & General Budget
Budget Reduction Detail**

Area	Expense Category	Cost reduction short description	Cost reduction idea details	Confirmed Reduction	FTE
Strategic Enrollment & Student Success	General Operating	Reduce operating expenses for SESS Academic Achievement units	Reduce operating expenses under the Associate Vice Chancellor for Academic Achievement, which includes Learning Reserouce Center, Center for Undergraduate Exploration & Advising, and various non-curricular support units.	\$ 30,683	
Strategic Enrollment & Student Success	General Operating	Reduce event expenses for New Student Orientation	Reduce NSO expenses, while maintaining and idea experience for students and their families	\$ 3,663	
Strategic Enrollment & Student Success	General Operating	Standardize FYE course-related expenses.	Standardize course buy-out rate for the first-year experience (FYE) courses.	\$ 6,000	
Strategic Enrollment & Student Success	General Operating	Reduce discretionary fund for special student success initiatives.	Reduce small discretionary fund for special student success initiatives, which can be alternatively supported via significant external funding that has not been fully utilized.	\$ 10,000	
Strategic Enrollment & Student Success	General Operating	Eliminate unused operating expense for undergraduate recruitment.	Eliminate funds in a budget line that was originally allocated to support student search and direct marketing, specifically for non-resident undergraduate recruitment. Over the last three years, we have leveraged changes in vendor services and other institutional resources to support associated recruitment strategies. Strategic realignments currently being implemented by strategic enrollment and marketing leaders make the elimination of this budget line possible without compromising non-resident undergraduate recruitment.	\$ 280,401	
Strategic Enrollment & Student Success	General Operating	Reduce operating expenses for SESS Enrollment Management units	Reduce operating expenses under the Associate Vice Chancellor for Enrollment Management, specifically the Registrar's Office and Lynx Central. Expenses in these units can be reduced via the advancement of technology use and operational effectiveness.	\$ 42,840	
Strategic Enrollment & Student Success	General Operating	Reassign student employees from SESS student service offices to Lynx Central.	Reassign student employees to staff Lynx Central. Student employees in Lynx Central are/will be supported via available funding from Registrar's Office and Financial Aid & Scholarship Office.	\$ 17,368	
Total Budget Reductions				\$ 6,267,985	(37.00)