

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Monday, January 15, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Voting Members: David Tracer, Diana White, Sommer Browning, Lois Brink, Peter Jenkins, Todd Ely, Katherine Gunny, Brent Wilson

Guests: Jennifer Sobanet, Todd Haggerty, Rod Nairn

1. Welcome, Introductions, and Approval of Minutes 11:00 – 11:10
 - a. Thank you Brent for filling in as VC of BPC, Todd E is now VC
 - b. Review of BPC procedures
 - c. December Minutes: Peter moved to approve minutes, David seconded, minutes for December approved by acclamation

2. Provost update 11:10 – 11:20
 - A. Searches: Library Director Search – 3 candidates for campus interviews; Dean of College of Nursing—doing airport interviews in the next couple of weeks ; Vice Chancellor for Research – interim appointment, Dr. Robert (Bob) Eckel faculty in medical school, search committee not formed yet, might not be filled until after fall 2018
 - B. Student Success Project – more communication about it expected later this month
 - C. Facilities: Tivoli renovations in discussion; North Classroom renovation continuing; Wellness Center on target & budget to open on time; Business School: budget is in process to fill in atrium for an auditorium & event spaces
 - D. CU Campus (Denver/Anschutz) update: Alignment project between two campuses with Huron consultants, expect report in February or March (for better efficiencies)

3. Updates from Jennifer Sobanet and budget team with discussion 11:20 – 12:15
 - Brief Look back over the development of the new budget model by Jennifer
 - Update from Todd H.
 - Discussion of BPC's role
 - Reporting back to school & colleges
 - Encouraging a smaller BPC at the school or college level
 - Diana: Can everyone come to next meeting with ideas to recommend ways to encourage BPC members be in the discussions on budget that happen at college level?

There was no time to go over Todd H's budget update.

4. Executive session or continued updates/discussion

12:15 – 12:30

- Diana will send out three questions for BPC to think about before next meeting.

Adjourned at 12:30

Next BPC Meeting: February 5, 2018

Approved 3.5.18

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Monday, February 5, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Members: Katherine Gunny, David Tracer, Todd Ely, Brent, Peter Jenkins, Diana White, Sommer Browning, Quintin Gonzalez, Steven Thomas, Lois Brink

Guests: Walter Sylvester, Rod Nairn, Jennifer Sobanet, Todd Haggerty

1. Welcome, Introductions, and Approval of Minutes 11:00 – 11:10

No minutes to approve, we will do this at the next meeting. No announcements.

2. Provost update 11:10 – 11:20

a. Searches:

- i. Library Director, second candidate interview today
- ii. College of Nursing Dean interviews ongoing

b. Student Success Collaborative: Erika Larson, Ashely Cooper – two new positions to assist with EAB these positions were filled through reallocation, they did not require new funds.

c. Facilities Projects:

- i. June 1 opening for Wellness Center
- ii. North Classroom moving along
- iii. Tivoli renovation moving along (this will be a student space for career counseling, etc.)
- iv. City Center project done in May—this is part of the CU in the City branding, the “front door” to CU Denver, in the CAP building.

d. Administrative Realignment: Huron Consulting is assisting with this project, it is moving along, more information to come.

3. Updates from Jennifer Sobanet and budget team with discussion 11:20 – 12:15

- PowerPoint presentation on new budget model. To be continued at next BPC.

4. Continued updates/discussion on goals and role 12:15 – 12:30

Discussion: How do other BPC type committees function at other institutions? Perhaps we can informally ask some of our colleagues and report back to BPC?

- A document similar to this already exists from a project done in 2013, on the FA website that might have some of this same information. David Tracer will send a link to BPC

members:

http://www.ucdenver.edu/faculty_staff/faculty/assembly/downtown/committees/Documents/BPC%20Operating%20Procedures.pdf

Diana asked BPC members for information we'd like her to bring to Chancellor's Advisory Committee on Budget (CACB) meetings.

Meeting adjourned: 12:32

Next meeting: Tentatively February 19, 2018

Approved 3.5.18

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Monday, March 5, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Members: Diana White, Brent Wilson, Steven Thomas, Lois Brink, Quintin Gonzalez, Katherine Gunny, Todd Ely

Guests: Walter Sylvester, Rod Nairn, Todd Haggerty

1. Welcome and Approval of Minutes (11:00 – 11:05)
 - a. January and February minutes unanimously approved.
2. Provost updates (11:10-11:30)
 - a. Hiring
 - i. Library and nursing dean searches ongoing, waiting for feedback on candidates.
 - ii. Nursing is of concern to downtown campus due to community college push to expand to undergrad nursing degrees as a terminal degree.
 - b. Student Success
 - i. Making progress
 - ii. New staff are on board
 - iii. Hiring process for AVP for Student Success is underway (using President's funds)
 - iv. Student Success Collaborative Tool
 1. Focused on advising now
 2. Success markers for specific critical courses
 - v. Academic Performance Solutions (Walter discussed)
 1. EAB tool
 2. Identifies bottleneck classes to improve retention
 - c. Facilities
 - i. June 1 opening for Wellness Center on target
 - ii. North Classroom
 1. Discussing atrium upgrades
 - iii. Tivoli
 1. Committee is reviewing necessary moves of existing offices
 - iv. City Center
 1. Design review currently underway
 - d. Administrative Efficiency and Realignment (across campuses)
 - i. Underway
 - e. Undergraduate Curriculum Committee (UCC)
 - i. Will be led by Pam Laird with staff support from administration
 - ii. Can review classes since July 2017
 - f. Action Teams (Quinton asked for updates)
 - i. Migrated to Success Teams
 - ii. Almost all still active under the Student Success initiative

- iii. Chairs of teams provide monthly reports to Erica Larson
 - g. Wayne State University/Student Success Collaborative article in NYT (Kirp, "When your college has your back", March 2, 2018)
 - i. Similar to our Student Success efforts
- 3. Updates from Todd Haggerty and budget team with discussion (11:30-11:40)
 - a. CABC met and discussed Central Support Units and allocation of tuition dollars to schools and colleges
 - i. Upcoming meetings will look at actual revenues under new budget model
 - b. Question about limited reserves (from Steven Thomas)
 - i. Reiterating that additional revenue expected to cover only mandated cost increases
- 4. Recommendation of School/College/Library Budget Committees (Diana) (11:40-12:20)
 - a. Received positive email feedback from committee about recommendation
 - b. Read statement to committee
 - c. Discussion of statement
 - i. Lois raised administrator (including associate deans and chairs) versus faculty distinction and representation on BPC
 - 1. Brent mentioned less concern when an administrator is elected to serve on BPC (versus appointed)
 - ii. Quinton mentioned need for budget committee transparency at the School/College/Library level
 - 1. What is definition of efficiency by budget office for School/College/Library level (Quinton)?
 - iii. Should the recommendation intentionally remain focused and broad or provide more detailed guidance on a School/College/Library level?
 - d. Motion was made to move forward with recommendation, seconded, and unanimously approved (7-0)
- 5. Campus Conversation focused on New Budget Model (12:20-12:30)
 - a. Open forum for one hour
 - b. March 29 (Thursday, 4-5 pm, Terrace Room)
 - c. Diana is considering being a part of the conversation so faculty are represented
- 6. Retention and graduation rate metrics dropped further (first time-full time freshman) in latest release (Walter)

Meeting adjourned: 12:30

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee Minutes
Monday, April 2, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Attendees: Diana White, Sommer Browning, Peter Jenkins, Todd Ely, David Tracer, Katherine Gunny, Steve Thomas, Brent Wilson

Guests: Walter Sylvester, Rod Nairn, Jennifer Sobanet

1. Welcome, Introductions, and Approval of Minutes 11:00 – 11:10

No minutes to approve. Diana will bring them to the next meeting.

2. Provost update 11:10 – 11:25

Searches

- Library Director preferred candidate is coming in a couple of weeks. Cinthya Ippolitti
- Nursing Dean finalist candidate coming in.
- AVC for Student Success search committee is beginning to choose interviewees.

Facilities

- Tivoli – still moving forward
- City Center – still moving forward
- North Classroom – still moving forward
- Wellness Center – June opening

Discussion of how many CU Denver students get financial aid. No one knew this number for sure at the meeting. Walter later emailed us with the figure from a Chancellor's communique: 70% of full-time undergraduates receive Financial Aid.

Discussion of BPCs at schools and colleges:

- Proposal was approved by FA and then presented to Deans Committee.
- Peter would like to have the BPC minutes that discuss the idea to have BPCs in each college and school to show his deans committee.
- It is up to the schools and colleges if they want to institute recommendation.

3. Updates from Budget Team with discussion 11:25 – 12:00

- April 9th CACB meeting—each of the Deans of the schools and colleges will present on their budgets as they relate to the 5 strategic priorities.
- Support units budgets have been set. This is done by Jennifer and Rod.

- At May BPC meeting, Jennifer will bring numbers for us for all FY19 numbers.
- No budget increases for any school and college for FY19 except for funding for mandatory costs.
- 1% reserves. This is not enough. CU Denver needs to have this cushion for unexpected enrollment declines or state funding getting pulled in middle of year.
- What is the plan for building up reserves? The best way to build up reserves is to use one time money and set that aside and allow that to grow on the balance sheet. Still in conversations about this with CACB and when this can happen.
- Deans asked for 3 year subvention funding to remain the same so they can plan and strategize retention and enrollment. After that, there will be a weening off of subvention for schools and colleges who need it.
- University Curriculum Committee – every school and college has representation on this committee, Pam Laird is Chair, this is to make sure schools and colleges don't poach credit hours from each other, among other things.
- CU Denver has gotten more Advancement staff.
- Discussion of Office of Grants and Contracts on CU Denver campus. Difficult process.

4. BPC Role Discussion

12:00 – 12:30

- To advise Jennifer and Rod on faculty matters such as the barriers in getting grants and going through OGC.
- There needs to be more discussion about BPC's formal and informal role.

Next meeting

- Legislative update from Jennifer.
- What is the definition of mandatory costs? From Jennifer.
- What are other obstacles faculty deal with that drain time, efficiency, money.

Membership

- Sommer will send out a call for nominations for BPC executive positions.
- And ask for membership from schools and colleges that are no longer represented.

Todd moves to adjourn, Peter seconds, approved. Adjourned at 12:34pm.

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Monday, May 7, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Members: Diana White, Brent Wilson, Katherine Gunny, Steve Thomas, Peter Jenkins, David Tracer, Todd Ely, Sommer Browning, Quintin Gonzalez

Guests: Walter Sylvester, Todd Haggerty, Jennifer Sobanet, Rod Nairn, Dorothy Horrell

1. Chancellor Visit 11:00 – 11:15

- New UCCS VC for Budget meeting with Jennifer Sobanet planned
- Scholarly / faculty research, opportunity to raise profile of CU Denver
- City Center / 14th and Lawrence, CU Denver is investing in this
- Chancellor talked about CU Denver promoting a diverse / inclusive environment
 - Student's inclusivity pledge
- Chancellor talked about International students and her involvement with them
- She discussed importance of a sustainable budget
- She talked about the first CU Denver Facilities master plan, improvement to the Engineering building, and building a first year housing facility
- Scholarship campaign
- The Chancellor is planning informal gatherings with small groups of faculty in 2018-2019 school year
- Andrea Wagner, VC of Advancement, is stepping down May 18, a search is on and plan on having a new person at the start of academic year

2. Provost update 11:15 – 11:30

Continuing searches:

- Library Director
- Dean of Nursing
- AVC for Student Success
- Executive Director for Transfer Initiatives

Tenure review progressing, nearly done. Tenure goes to Board, comp review & promotions do not.

Article V review, taking a lot of time (since last fall). A lot of the document isn't under Regents anymore, so much of this had to be removed and added to campus policies.

Facilities:

- Wellness Center
- North Classroom – now working on restrooms, atrium and roof in the summer
- Tivoli—rented space above theaters, student affairs might combine career center & experiential learning center, merging these services
- City Center construction should be done by beginning of fall
- Going to the state about deferred maintenance for Auraria Campus, request from MSUD, CCD & CU Denver & AHEC \$73M for deferred maintenance over the next three years (the request will take a year through Regents, legislature, governor’s office, CCHE, etc.) If state funds this, July 1 2019 would be first payment for Phase 1. CFOs & CEOs of these institutions got together to ask for this.

Student Success Newsletter first issue come out today.

3. Elections for next year 11:30 – 11:35

- Diana, Todd & Sommer are reelected as officers for 2018-2019. Unanimous.

4. Update from Budget Team 11:35 – 12:25

Todd Haggerty:

International enrollment did see huge declines, but not as much as was forecasted. So there was “extra” money which had to go before the Regents to approve to spend. \$4.8M this went to institutional aid, enrollment contingency (savings account), deferred maintenance, strategic initiatives.

Mandatory costs are either:

- Mandated by the state, such as the salary pool for classified employees
- Or costs the university has no option but to cover:
 - Health benefit increases
 - System Office increases
 - AHEC funding

Graduate student enrollment has been continually declining.

5. Roles Document 12:25 – 12:30

- BPC will need to review bylaws.
- BPC should formalize duties of BPC. With the finalized roles this can serve as a guide for campus departments/schools for their own BPCs

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Tuesday, May 8, 2018
Alumni Conference Room, LSC 14th Floor
12:30 – 2:00 pm

Members: Brent Wilson, Quintin Gonzalez, Katherine Gunny, Steven Thomas, Peter Jenkins, Sommer Browning, Diana White, Todd Ely, David Tracer, Lois Brink

Guests: Todd Haggerty, Walter Sylvester

1. Approval of Minutes 12:30 – 12:35

Minutes for Monday (May 7th) meeting will be approved at August meeting, along with these.

2. Budget Team Update (con't, if needed) 12:35 – 1:00

Todd Haggerty continued with the slides. Discussion about strategies to increase enrollment, D2 programs,

3. BPC Roles Document Discussion 1:00 – 1:45

Discussion about time of meetings.

Should this committee have a chance to report out to CACB? We didn't have a yearend report this year for the Chancellor. How can this group report out to CACB? Can BPC have some time to summarize some meeting points for Diana to bring to CACB? Also put on the agenda at BPC some time for members to share budgetary concerns from their school/college.

4. Topics for next year 1:45 – 2:00

Moving the meeting time, Diana suggests 2nd Monday of the month August 13th 11-12:30 first meeting of fall semester.
BPC agrees.

AGENDA

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

Budget Priorities Committee

Monday, August 27, 2018

Chancellor's Conference Room, LSC 14th Floor

11:00 am - 12:30 pm

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| 1. Welcome, Introductions | 11:00 – 11:10 |
| 2. Charge of Committee, Structure | 11:10 – 11:25 |
| 3. Updates from Budget Team | 11:25 – 12:00 |
| 4. Training/Onboarding/Professional Development Plan | 12:00 – 12:15 |
| 5. Executive Session (time permitting) | 12:15 – 12:30 |

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Monday, August 27, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Attendees: Brent Wilson, Keith Guzik, Peter Jenkins, Katherine Gunny, Quintin Gonzalez, Todd Ely, David Tracer, Sommer Browning, Diana White, Lois Brink

Guests: Todd Haggerty

1. Welcome, Introductions 11:00 – 11:10
 - No new programs this year.
 - Regents have prioritized new CU Denver Engineering building as top priority for entire CU system.
 - Provost Nairn and Jennifer Sobanet are not present.

2. Charge of Committee, Structure 11:10 – 11:25
 - Diana sent a revised set of dates for fall BPC meetings as the second Monday of the month (decided in May of 2018) had conflicts with Provost's and Jennifer's schedule.
 - Spring meetings are still not set.

3. Updates from Budget Team 11:25 – 12:00
 - Recap of FY19 budget.
 - FY18 budget came in a bit higher so extra funds went to "sacrificed investments" such as institutional aid, deferred maintenance, and contingency fund.
 - \$5M a year infusion will last 10 years total, so we can only rely on it for about 8 more years at this point. By the end of the 10 years the hope is that CU Denver budget will no longer rely on that funding.
 - Past year CU Denver received about 11% state funding due to hospital provider fee adjustment, but this will go down next FY.
 - Graduate enrollment has been declining for 10 years. Revenue relies more and more on undergraduate enrollment. Schools and colleges that teach the most undergraduate credit hours see the largest increases in their budgets.
 - Todd Haggerty will send the slides he presented to the committee.

4. Training/Onboarding/Professional Development Plan 12:00 – 12:15
 - Looking for a way to gather BPC information/questions/concerns and report to CACB through Diana.

- Last year, BPC held two budget trainings to understand the new budget model and how to communicate it.
- Diana is proposing one training for BPC (September 7). Two hours of training to understand higher ed budgeting in general and CU Denver's budget particulars.
- Should BPC sponsor this a few times a year? Who would attend? Staff, department chairs, ADs, etc.
- Sept 7 training is open to Associate Deans, faculty committee chairs & BPC members.
- There is a CU Denver video that explains the new budget model.
- Brent brought up a different training than what Diana had proposed: training at the unit level on the unit's budget, rather than on a macro level as Diana suggested. Perhaps BPC should educate units on a smaller level; provide examples of what different units are doing, how do larger university budget changes affect the units, etc. This would assist at the unit level and encourage changes, improvements, etc.
- Another point: Perhaps we should look for places where chairs, associate deans, etc already meet and add an informational budget piece to those agendas (Provost's yearly Academic Leadership meeting for instance)
- BPC might hold a second training on the budget for those who cannot attend September 7
- Diana recommended BPC read: Higher Education, Fiscal Administration, and Budgeting: An Applied Approach (Serna)

5. Executive Session (time permitting)

12:15 – 12:30

Adjourned at 12:30pm.

AGENDA

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

Budget Priorities Committee

Monday, October 22, 2018

Chancellor's Conference Room, LSC 14th Floor

11:00 am - 12:30 pm

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|---|---------------|
| 1. Welcome, Introductions, Approval of Minutes | 11:00 – 11:10 |
| 2. Faculty Assembly, Faculty Council Budget Committee Updates | 11:10 – 11:15 |
| 3. Book discussion | 11:15 – 11:35 |
| 4. Updates from Budget Team | 11:35 – 12:00 |
| 5. Provost Update | 12:00 – 12:15 |
| 6. Discussion and updates (con't) | 12:15 – 12:30 |

Regular Meeting of the CU Denver Downtown Campus Faculty Assembly's
Budget Priorities Committee
Monday, September 24, 2018
Chancellor's Conference Room, LSC 14th Floor
11:00 am - 12:30 pm

Members: Quintin Gonzalez, Peter Jenkins, Brent Wilson, David Tracer, Todd Ely, Diana White, Sommer Browning, Keith Guzik, Katherine Gunny

Guests: Todd Haggerty

1. Welcome, Introductions, Approval of Minutes 11:00 – 11:10

- Approval of minutes: BPC approved March, April, May, August minutes
- Sommer will send to Lee to post to website

2. Faculty Assembly, Faculty Council Budget Committee Updates 11:10 – 11:20

Faculty Council Budget Committee update by Diana White:

- President Benson retiring. Search committee is still seeking members. Salary will be much higher than Benson's current salary as he took a reduced salary.
- Benefits conversation at FCBC. Needs to be more information disseminated about faculty retirement benefits. Gary Colbert (CU Denver rep) on retirement subcommittee.
- Student enrollment in more expensive programs is up across the CU System (such as engineering). Programs are rated for cost by a matrix created by National Information Center for Higher Education Policymaking and Analysis. The matrix is used for state level tuition decisions and policy making.
- Campus spending initiatives must be tied to a Regent goal.
 - Affordability and access
 - Financial stability
 - Student success
 - Reputation and impact
- TABOR refunds are expected for 18-19; CU reserve is in "good shape" Moody's & Fitch ranks CU system very high for its investments.

3. Updates from Budget Team 11:20 – 12:10

- Chancellors from each school reported to Regents at recent meeting.
- Record enrollment for freshmen up 16% for CU system, this is a little above the projection. Graduate student enrollment is lower.
- Denver has the most Pell grant recipients of all campuses.
- 57% of Denver's freshmen class identify themselves coming from minority groups.

- Review numbers for this year's merit pool increases for classified, university staff, and faculty.
- BPC used to review the compensation increases. They did in the past. Todd will look into this procedural action and if it is being done through another faculty body.
- Discussion about strategic priorities and how they are chosen.

BPC Business:

- Friday, October 5 10-12 next BPC retreat, overview.
- Brief discussion about org changes, we will review this at next meeting.
- Read chapter 3 for next time.

4. Book discussion

12:10 – 12:30

- Tabled for next time.

Adjourned at 12:32pm.

AGENDA

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

Budget Priorities Committee

Monday, October 22, 2018

Chancellor's Conference Room, LSC 14th Floor

11:00 am - 12:30 pm

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|---|---------------|
| 1. Welcome, Introductions, Approval of Minutes | 11:00 – 11:10 |
| 2. Faculty Assembly, Faculty Council Budget Committee Updates | 11:10 – 11:15 |
| 3. Book discussion | 11:15 – 11:35 |
| 4. Updates from Budget Team | 11:35 – 12:00 |
| 5. Provost Update | 12:00 – 12:15 |
| 6. Discussion and updates (con't) | 12:15 – 12:30 |

AGENDA

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

Budget Priorities Committee

Monday, November 26, 2018

Chancellor's Conference Room, LSC 14th Floor

11:00 am - 12:30 pm

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|---|---------------|
| 1. Welcome, Approval of Minutes | 11:00 – 11:05 |
| 2. Faculty Assembly, Faculty Council Budget Committee Updates | 11:05 – 11:10 |
| 3. Book (Ch. 4) discussion | 11:10 – 11:30 |
| 4. Updates from Budget Team | 11:30 – 12:00 |
| 5. Provost Update | 12:00 – 12:15 |
| 6. CFO/CBO Update | 12:15 – 12:30 |