

University of Colorado Denver – Denver Campus Budget Priorities Committee

Minutes January 29, 2014 ~ Special Meeting for New Program Proposals

Voting members present: In person Carol Dee, Todd Ely, Denise Pan. Via Phone: Peter Anthamatten, Maria Buszek, Christopher Koziol, Pam Laird, David Tracer.

Guests: Jonathan Lurie, Rod Nairn, Jeff Parker, Terry Potter.

Call to Order 1:00 p.m.

1. Background - BPC met October 14, 2013 to discuss preliminary versions of two new program proposals. Administration conveyed some concerns and asked to receive input from BPC. Details are available in meeting minutes for that date.
2. On January 29, 2014, CU Denver Administration asked BPC to review revisions to the program proposals. Jonathan Lurie provided a summary of the enrollment revenue and expense budgets for two proposed main campus degree program.

- a. CU Denver Administration is introducing a new budget model for new programs. Both the College of Liberal Arts & Science and the Business School are piloting this new model.

Excerpt from budget review documents:

Under the "Flexible D1" model, the College/School will be directly accountable for reaching or exceeding enrollment targets in the new programs. Effectively, this model makes the incentives for schools and colleges to pilot programs formerly started in extended studies available to these two main campus programs, with the possibility of application to other programs, as well. The campus will need to monitor these programs to ensure that the enrollment to the program represents new revenue and not a shift between programs. In the case where there is a shift, the campus and the College/School must revisit fund 10 (Fund 10 is the fund code for main campus budget, as opposed to extended campus budget that is a fund 20 auxiliary). budget allocations to the College/School. This model, however, will work where there is a distinctly new market for student demand and enrollment. The "Flexible D1" model will be evaluated as an appropriate mechanism for proposed new degree programs going forward.

3. MA in Applied Geography and Geo-Spatial Science,
 - a. Summary of financial implications from budget review:
 - i. The name of the degree program was changed from "Geography and Applied Geo-Spatial Science" to "Applied Geography and Geo-Spatial Science."
 - ii. The College will be responsible for all program costs, including all start-up costs and a recharge on new tuition revenue to be directed to campus administration. The College will cover all necessary resources required for this program including one-time costs for renovation.
 - iii. The College will receive the tuition from new program enrollment. The College will use program fees to cover instructional support expense and will reallocate department budget to cover costs such as the program director administrative stipend. Program fees collected by the School will be in addition to revenue received

from program enrollment. Fees cannot be used to cover instructional costs directly. Instructional supports are additional costs besides instructor of record, such as lab supplies, teaching assistants, advising, etc.

- iv. There is a proposed hire for a part time geospatial laboratory manager.
- v. CU Denver coordinated with the Auraria Higher Education Center to achieve a trade so that the College can have a general computing classroom on the third floor of North Classroom building (NC 3212) for program computing and laboratory space. The College will cover renovation cost but no additional space cost is required.
- vi. The College will be recharged 36% of new enrollment tuition revenue to Central Administration to cover indirect costs associated with increase enrollment.

b. A motion was made for the committee to support the program proposal. All approved.

4. MS in Tax

a. Summary of financial implications from budget review:

- i. The School will be responsible for all program expenses, including all start-up costs and a 36% recharge directed to Campus Administration.
- ii. The School proposes a differential rate to be applied to students in the MS Tax plan of \$785/credit hour for residents, retaining the Business School out-of-state rate (currently \$1,216/credit) for nonresidents; resident students in other existing MS Accounting plans who take tax courses will pay the Business School rate (currently \$501/credit). This higher rate requires explicit Regent approval and is not built into the FY 14-15 Regent budget proposal.
- iii. The Dean's office plans to phase out the MS Accounting tax specialization and will monitor MS Accounting students who take multiple tax courses and shepherd them into the MS Tax plan.
- iv. A budget memorandum of understanding will negotiate a baseline MS Accounting headcount enrollment in which future enrollment cannot fall below in order to continue revenue sharing. The MOU will clarify that if there are fewer MS Acct students, the campus will receive less tuition and, all other things remaining the same, there will be less revenue to cover the school's budget allocation.
- v. There is a proposed hire for a new instructor who will also function as the program director.
- vi. No new space is required for the program and all courses can be offered in existing classrooms in the Business School Building.

b. A motion was made for the committee to support the program proposal. All approved.

Meeting Adjourn 2:00 PM

Next BPC Meeting: Monday, February 3, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Minutes January 13, 2014

Voting members present: Peter Anthamatten, Brian Brady, Maria Buszek, Alan Davis, Carol Dee, Todd Ely, Christopher Koziol, Pam Laird, Denise Pan

Guests: Lisa Douglas, Jonathan Lurie, Rod Nairn, Jeff Parker, Terry Potter.

1. Confirmation of December 2, 2013 minutes
 - a. Minutes confirmed and approved.
2. Updates from Provost Nairn
 - a. Academic Program Prioritization – Distributed a copy of the “Agenda Items for First Meeting of the Academic Prioritization Committee” dated January 15, 2014. Reviewed agenda items and asked committee members to be prepared to contribute by identifying qualitative and quantitative data that should be collected, developing evaluation criteria and methodology, representing and communicating with their campus constituents. A final report will need to be submitted to the Regents by November 2014. BPC member suggested reframing the report in terms of the mission of the institution, rather than being numbers driven.
 - b. Denver South Initiative – Continuing with plans to operate a physical presence in the South Denver area at the Wildlife Experience location. The museum will continue to operate and offer programming. Response to this initiative has been positive and the plan is moving forward. A letter of intent has been exchanged. The Deans have been asked to identify potential programs to teach at this location. Considering offering classes from Engineering, Business, Education, Public Health, and Nursing. Offering certificate and graduate programs also has been suggested. A business plan to offer classes in fall 2014 is in development.
 - c. Innovation Initiative – Plans continue to be developed and a budget proposal will be submitted to BPC soon. This initiative is intended to create structure for interdisciplinary activities, and to cultivate “silo busting concepts.” Resources proposed include hiring one faculty member, support staff, space, and one-time funds to buy faculty time. If successful, the initiative may become a center and eventually a school.
 - d. New Programs – Deadline to submit new program proposals to the February Regents’ meeting is approaching soon. Two new program proposals are under consideration: 1) Master of Science in Tax; 2) MA in Geography and Applied Geo-Spatial Science. The Provost Office is waiting for information from the academic units.
3. BPC members
 - a. Resumed discussion about revisions to the Procedures document.

Meeting Adjourn 12:30 PM

Next BPC Meeting: Monday, February 3, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Minutes February 17, 2014 ~ Special Meeting for inSchool Initiative

Voting members: Peter Anthamatten, Brian Brady, Maria Buszek, Carol Dee, Todd Ely, Christopher Koziol, Pam Laird, Denise Pan, David Tracer.

Guests: John Bennett, Lisa Douglas, Don Elliman, Jonathan Lurie, Rod Nairn, Jeff Parker.

Call to Order 11:00 a.m.

1. Innovation Initiative

- a. John K. Bennett gave a presentation and answered BPC questions about the budget and proposal for the inSchool Initiative.
- b. BPC members support the concepts conveyed in the presentation. They encourage Administration to consider revising the budget proposal to align with the austerity of recent program proposals and the academic program prioritization process, and to support innovation and collaboration with other schools and colleges.

Meeting Adjourn 12:30 PM

Next BPC Meeting: Monday, March 3, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Minutes February 3, 2014

Voting members present: Peter Anthamatten, Maria Buszek, Alan Davis, Carol Dee, Todd Ely, Christopher Koziol, Pam Laird, Denise Pan, David Tracer.

Guests: Lisa Douglas, Jonathan Lurie, Lori Mettler, Rod Nairn, Jeff Parker.

Call to Order 11:00 a.m.

1. Confirmation of January 13, 2013 minutes
 - a) Minutes confirmed and approved.
 - b) Office of Information Technology has created a SharePoint site for BPC at the URL: <http://workgroups.ucdenver.edu/FA-DDC/BPC/>. BPC members and guests identified on the [BPC webpage](#) will be granted access to view all documents stored on the SharePoint site. Only BPC Officers have add/edit/delete permissions. All CU Denver faculty and staff will have access to the BPC minutes of the current year and documents authored by BPC members (e.g. Procedures and Recommendations).
2. Innovation Initiative
 - a) Administration distributed a copy of the “Budget Analysis – Proposed nSchool Initiative” and provided a summary of the proposal.
 - b) BPC members are supportive of the proposal to create an “interdisciplinary entity to foster innovation in instruction, research, design and development, and entrepreneurship.” However, they have many questions and concerns about the budget and proposal for nSchool Initiative.
 - c) Administration will invite John K. Bennett to meet with BPC on February 17, and ask him to provide additional information and details on the proposal.

Meeting Adjourn 12:30 PM

Next BPC Meeting: Monday, March 3, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Minutes March 24, 2014 ~ Special Meeting for inSchool Initiative

Voting members: Peter Anthamatten, Brian Brady, Carol Dee, Alan Davis, Todd Ely, Christopher Koziol, Pam Laird, Denise Pan, David Tracer.

Guests: Lisa Douglas, Jonathan Lurie, Rod Nairn, Jeff Parker.

Call to Order 11:00 a.m.

1. Innovation Initiative

- a. Provost Nairn presented a revised table with the total estimated costs for 2.67 years (the remainder of 2013-14 to half of 2016-17) and the total investment from the Chancellor.
- b. After discussion, a motion was made for the committee to go into executive session and to vote by ballots with three options:
 - i. I support the inSchool budget proposal as received March 24, 2014
 - ii. I support the inSchool in principle, but I have reservations about the budget proposal as received March 24, 2014, given the current fiscal climate, even though the funding is based in the Chancellor's Reserve.
 - iii. I do not support the inSchool budget proposal as received March 24, 2014
- c. A majority of BPC members voted for "I support the inSchool in principle, but I have reservations about the budget proposal as received March 24, 2014, given the current fiscal climate, even though the funding is based in the Chancellor's Reserve." Final vote tallies as follows:
 - i. 2 votes for "I support the inSchool budget proposal as received March 24, 2014"
 - ii. 6 votes for "I support the inSchool in principle, but I have reservations about the budget proposal as received March 24, 2014, given the current fiscal climate, even though the funding is based in the Chancellor's Reserve."
 - iii. 1 vote for "I do not support the inSchool budget proposal as received March 24, 2014"
- d. BPC will draft a letter that provides more details on their reservations.

Meeting Adjourn 11:35 AM

Next BPC Meeting: Monday, April 7, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Minutes March 3, 2014

Voting members: Peter Anthamatten, Brian Brady, Maria Buszek, Carol Dee, Alan Davis, Todd Ely, Christopher Koziol, Pam Laird, Denise Pan, David Tracer.

Guests: Lisa Douglas, Jonathan Lurie, Lori Mettler, Jeff Parker.

Call to Order 11:00 a.m.

1. Confirmation of minutes from January 29, 2014; February 3, 2014; and February 17, 2014
 - a. Minutes confirmed and approved.
 - b. Confirmed minutes are now posted on the BPC Catalyst (aka SharePoint) site. BPC Executive Committee, have “full control” permissions (ability add/delete/edit site content and grant permissions to individuals). BPC members and guests identified on the [BPC webpage](#) have access to view all documents stored on the SharePoint site. All CU Denver faculty and staff will have access to the BPC minutes of the current year and documents authored by BPC members (e.g. Procedures and Recommendations). Please note, access is restricted to on-campus or requires VPN.
 - i. Current minutes (Available to all staff/faculty): <http://workgroups.ucdenver.edu/FA-DDC/BPC/Shared%20Documents/Current%20Minutes>
 - ii. Recommendations (Available to all staff/faculty): <http://workgroups.ucdenver.edu/FA-DDC/BPC/Shared%20Documents/Recommendations>
 - iii. Meeting Minutes Archives (Only available to BPC members and guests) <http://workgroups.ucdenver.edu/FA-DDC/BPC/Shared%20Documents/Meeting%20Minutes%20Archives>
2. Budget update - Lisa Douglas provided an overview of the FY14-15 Budget Proposals with the slides from the Board of Regents February meeting and budget details on unrestricted revenue, F&A revenue, and expenditure budgets. Some highlights include:
 - a. Denver is projecting a 4th year of overall enrollment decline, so proposed tuition rate increases are modest to avoid impacting demand.
 - b. Tuition shortfall for FY13-14 is estimated to be \$2.5 million, due to lower enrollment than budgeted. Shortfall is being filled by Enrollment Contingency and budget savings.
 - c. Base tuition increases are proposed at 3.5% for undergraduate students and 2% for graduate students with the linearity plan temporarily suspended.
 - d. Total ongoing budget growth is \$4,301,311 which reflects a 2.65% growth in expenditures over last year. Revenue increases are attributed to State funds and redirected internal budget cuts.
3. South Denver Initiative - See [news release](#) for more details. Jeff Parker described how the initiative has changed over the last few months. BPC members support the rationale presented for creating an “alternate delivery site” in the south metro Denver area, although BPC members encourage administration to consider accessibility to public transportation (e.g. shuttle services to light rail station) for faculty and students. BPC members also encourage the administration to consider library resources when deciding which courses to offer.

Meeting Adjourned 12:30 PM

Next BPC Meeting: Monday, March 7, 2014 at 11:00 a.m. in BUSB 1700

**Minutes, Regular Meeting of the CU Denver Downtown Campus Faculty
Assembly's Budget Priorities Committee
April 7, 2014
Partners' Conference Room, Business Building, #1700**

Voting members: Peter Anthamatten, Maria Buszek, Carol Dee, Todd Ely, Pam Laird,
Denise Pan, David Tracer.

Guest: Lori Mettler

Call to Order 11:00 a.m.

1. Auraria Library Budget: Denise Pan
 - The Auraria Library serves three institutions (Metro State Univ. Denver, Community College of Denver, and CU Denver) and is administered by CU Denver.
 - The Auraria Library has requested a \$171,761 (5%) budget increase for 2014-15.
 - A flat budget for the library is essentially a budget cut, since the prices for serials continue to increase.
 - Serials are ongoing costs, unlike book purchases.
 - Library personnel are concerned about managing unsustainable renewal prices for serials.
 - Denise wants to make faculty aware of the situation and obtain suggestions for solutions.
 - Some on the committee suggested student involvement as well.
2. The following minutes were confirmed.
 - March 3, 2014
 - March 24, 2014
3. BPC elections will be in May.

Adjourn: 12:00 PM

Next regular BPC meeting:

- Monday, May 5, 2014, 11:00 AM, BUSB 1700.

University of Colorado Denver – Denver Campus Budget Priorities Committee
Meeting Minutes May 5, 2014

Partners' Conference Room, Business Building, #1700

Voting members: Peter Anthamatten, Brian Brady, Maria Buszek, Carol Dee, Alan Davis, Todd Ely, Pam Laird, Denise Pan, and David Tracer.

Call to Order 11:00 a.m.

1. Review of minutes from April 7, 2014.
 - a. Minutes confirmed and approved.
2. BPC elections
 - a. Nominations as follows: Chair, David Tracer; Vice Chair, Todd Ely; Secretary, Peter Anthamatten.
 - b. Peter Anthamatten may not be able to serve in fall 2014 because of a teaching conflict. If not, then Denise Pan will be Secretary for the fall semester. Peter will begin serving as Secretary in spring 2015.
 - c. Nominations and substitution were approved by unanimous vote.
3. Discussion regarding the May 1, 2014 *CU Connections* article on program prioritization presentations by the Boulder and Colorado Springs campuses to the Board of Regents. See <http://connections.cu.edu/news/program-prioritization-findings-presented-to-board-of-regents/>

Meeting adjourned 12:30 p.m.

Next BPC Meeting: Monday, June 2, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes June 2, 2014

Partners' Conference Room, Business Building, #1700

Voting members: Brian Brady, Carol Dee, Todd Ely, Pam Laird, Denise Pan, and David Tracer.

Guests: Jonathan Lurie, Jeff Parker, David Thomas, Bob Tolsma.

Call to Order 11:00 a.m.

1. Review of minutes from May 5, 2014.
 - a. Minutes confirmed and approved.
2. Annual letter to the Chancellor from BPC
 - a. Members discussed possible recommendations for the letter.
3. CU Online
 - a. David Thomas gave BPC an overview of CU Online services, systems, and financial budgets.
 - b. Bob Tolsma provided more details on the proposed revenue sharing model to fund and incentivize enrollment growth in fully online programs.
 - c. Questions and discussion regarding faculty contracts, ownership of intellectual property, and copyrights on educational materials, as well as CU Online's decision-making processes.
 - d. Action items: David will provide additional financial budget information. Bob will provide URL for the CU System Administrative Policy Statement regarding intellectual property ownership.
 - e. Both agreed to return to the BPC regularly in the future in order to enhance faculty participation in CU Online's budget planning and decision making.

Meeting adjourned 12:30 p.m.

Next BPC Meeting: Monday, July 7, 2014 at 11:00 a.m. in BUSB 1700

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes September 8, 2014

Lawrence Street Center, Suite 320

Voting members: Todd Ely, Chris Koziol, Denise Pan, David Tracer, and Diana White.

Call to Order 11:00 a.m.

1. Introductions
2. Review of BPC Charge
 - a. Returning members provided new member with an overview of charge and past activities.
3. Near term action items
 - a. BPC Organization, Goals, & Procedures document and updated Faculty Assembly Bylaws
 - Members resumed discussion of changes to the documents.
 - Denise will post drafts to Catalyst for members to review and suggest changes.
 - b. Report to Chancellor
 - Executive committee is scheduling a time to meet with the Chancellor, Provost, and Chief Financial Officer to review the committee's recommendation.
 - c. Association of American Colleges and Universities report: *Investing in Success: Cost-Effective Strategies to Increase Student Success*.
 - Tabled for next month
 - d. Faculty Council Tuition Benefit Proposal
 - Will be investigated by Faculty Council.

Meeting adjourned 12:15 p.m.

Next BPC Meeting: Monday, October 6, 2014 in Lawrence Street Center, Suite 320

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes October 6, 2014

Chancellor's Conference Room, Lawrence Street Center

Voting members: Brian Brady, Elizabeth Cooperman, Todd Ely, Chris Koziol, Denise Pan, David Tracer, and Ron Tzur.

Guests: Lisa Douglas, Lori Mettler, and Rod Nairn (by phone),

Call to Order 11:00 a.m.

1. New member introductions
 - a. Elizabeth Cooperman will be representing the Business School.
 - b. Ron Tzur will be representing the School of Education and Human Development.
2. Review minutes from June and September meeting
 - a. No changes. Minutes approved.
3. Provost's update
 - a. Reviewed recent changes to leadership, see [news release](#).
 - b. Provided updates on Denver campus renovations and search for Center for Faculty Development Director and Graduate School Dean.
 - c. Academic Program Prioritization Town Hall Meeting will be held at 4 pm on October 15.
4. Budget and CU South Denver, update from Lisa Douglas
 - a. Reviewed fall 2014 budget and census. Overall enrollment increased 2.5% from fall 2013 census to fall 2014 census. However, for the same time period, continuing undergraduates declined 4.5%.
 - b. Budget and finance office is accepting budget requests from academic units by December 1. They plan to present budget recommendations to BPC at the January meeting.
 - c. Currently Denver and Anschutz campuses are offering classes at CU South Denver. Colorado Spring and Boulder campuses are using the event space, and are being encouraged to submit program proposals.
5. Question regarding Administrative hiring plans
 - a. As part of the new program proposal process, BPC has reviewed hiring plans.
 - b. Administration provides hiring plan with new budget requests (e.g. inSchool).
6. Investing in Success
 - a. Members provided highlights from Undergraduate Symposium.

Meeting adjourned 12:30 p.m.

Next BPC Meeting: Monday, November 3, 2014

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes November 3, 2014

Chancellor's Conference Room, Lawrence Street Center

Voting members: Brian Brady, Elizabeth Cooperman, Todd Ely, Denise Pan, David Tracer, Ron Tzur and Diana White.

Guests: Rod Nairn (by phone).

Call to Order 11:00 a.m.

1. Doctoral Student Tuition Remission

- a. BPC requesting clarification regarding policies and practices of granting tuition remission to graduate students, especially doctoral students with assistantships, at Boulder and Anschutz Medical Campus.
- b. Provost will follow-up with more information.
- c. This topic should be part of a larger discussion with Faculty Assembly and with the new Dean for the Graduate School.

2. Provost's update

- a. Meeting with individual Regents to review Academic Program Prioritization report. On schedule to present report at the November Regents' meeting. Requesting the Chairs of Faculty Assembly and Budget Priorities Committee to attend.
- b. Reported on recent announcement of Joann Brennan as CU South Denver's Associate Vice Chancellor for Academic Affairs, reporting to the Provost.
- c. Provided updates on Denver campus renovations in Tivoli and Lawrence Street Center, and search for Denver Campus Chancellor and Deans of Graduate School, Business School, and School of Medicine.
- d. BPC requested clarification regarding timing of inWorks' request for faculty to submit course proposals in early October for Spring 2015 Semester classes.

3. BPC Operating Procedures and BPC Section of Faculty Assembly Bylaws

- a. BPC members reviewed and discussed the document with minimum changes.
- b. BPC Chair will identify next steps to finalize the document.

4. New Business

- a. BPC member proposed a study of "Indirect Cost Recovery" from grants and their distribution back to Schools and Colleges, units and principal investigators across the campus.

Meeting adjourned 12:30 p.m.

Next BPC Meeting: Monday, December 1, 2014

University of Colorado Denver – Denver Campus Budget Priorities Committee

Meeting Minutes December 1, 2014

Chancellor's Conference Room, Lawrence Street Center

Voting members: Brian Brady, Elizabeth Cooperman, Todd Ely, Denise Pan, David Tracer, and
Diana White

Guests: Lisa Douglas, Lori Mettler, Rod Nairn, and Michael Del Giudice

Call to Order 11:00 a.m.

1. Provost's update
 - a. Recap of Regents' meeting – CU Denver's Academic Program Prioritization Committee report was well-received. Regents requested a proposal from the Chancellors for an integrated CU System online degree program.
 - b. Provided updates on searches for the Business School Dean and Graduate School Dean.
 - c. Remarked on preliminary discussions regarding measures CU Denver is taking with regards to faculty and students with possible exposure to the Ebola epidemic in West Africa.
2. Budget and Finance Office, update from Lisa Douglas
 - a. Described a new budget model being developed to create direct incentives for schools and colleges to increase enrollments for main campus courses.
 - b. More details will be provided at January 2015 BPC meeting.
3. Office of Institutional Planning, update from Michael Del Giudice
 - a. Delivered a PowerPoint presentation entitled "CU Denver Campus 2014 Facilities Master Plan: Concept Exploration: Visioning."
 - b. Presented findings from space planning analysis that identified issues and opportunities with academic teaching/research space, urban design, utilities, facilities, student, safety and information technology, parking, student life, club sports, and sustainability.
4. Review minutes from October and November meeting
 - a. No changes. Minutes approved.

Meeting adjourned 12:30 p.m.

Next BPC Meeting: Monday, January 5, 2015