**MINUTES**

Regular Meeting of the University of Colorado (CU) Denver Downtown Campus Faculty Assembly’s

Budget Priorities Committee (BPC)

In person only

Lawrence Street Center (LSC) 1300D February 6, 2024

10:30 am – 12:00 pm

BPC Attendees: Joanne Addison (chair), Kelly McCusker (secretary), Dan Hodges, Alan Davis, Ann Komara, Todd Ely, David Tracer, David Hildebrand

Guests: Chancellor Michelle Marks, Katie Linder (Associate Vice Chancellor for Academic Innovation and Strategy and Interim Vice Chancellor for Strategic Enrollment and Student Success), Ann Sherman (Executive Vice Chancellor for Finance and Administration), Jen St. Peter (Associate Vice Chancellor for Budget), Anthony Wilson (Finance & Operations Manager, College of Arts & Media, Staff Council Representative), Pamela Toney (Associate Vice Chancellor Enrollment Management), Alana Jones (Associate Vice Chancellor for the Office of International Affairs), Daniel Maxey (Chief of Staff), Beth Myers (Associate Vice Chancellor for Academic Planning & Institutional Effectiveness)

**Welcome 10:30am – 10:35am**

* Approval of meeting minutes
  + Approved

**Chancellor’s Opening comments 10:35am – 10:45am**

* Highest enrollments before COVID due to external factors, international students could not attend during COVID, Community college enrollment declined during COVID which decreased the number of transfers from community colleges.
* Heavier on expenses when came in and needed to shift.

**Administrative Pay Transparency Plan 10:45am – 10:55am**

* Need / want it to happen at all levels, show where the money goes so that it is transparent, but need to have limits so that it is not too time intensive.
* Every year two data files will be shared with BPC.
  + Salary, name, and positions of assistant dean positions and above
  + Underlying data behind pay scale on website, would not include names unless requested by CORA. Trying to figure out which details to share in this report.
* This will help justify salaries being made to job candidates.
  + Different disciplines will have different levels.
  + Will provide information about how pay equity is determined.
* Does the data include stipends? We think so, but am not sure. Will need to look at data to determine this.

**Updates from Katie, Jen, Ann, and Michelle 10:55am – 11:30am**

* Retirement Incentive
  + Targeted retirement incentive program for years, but it was not successful.
  + 60 applications, 5-10 people pulled back but 3-4 applicants after first wave.
  + 2/3 faculty (2/3 of those are tenured faculty, 1/3 IRC), 1/3 staff.
  + Gathering information from Deans in terms of redeployed faculty
  + This will provide us with a lot flexibility that we need to capitalize on.
  + We have not lost tenured faculty at the same rates our peer institutions have lost faculty.
* Enrollment
  + Different buckets of enrollment information is shareable.
    - Spring enrollment, fall projections, trends, enrollment mix, variables impacting enrollment, opportunities for enrollment
  + State of exit interviews; why do students leave?
    - Financial aid, financial situation, academics, personal issues
    - Financial aid much better in spring, scholarships are better not ideal yet, started dispersing 10 days before semester, more grants and scholarships to students most in need is high.
    - Not passing classes affects financial aid, working with advisors
    - Good retention at CU Denver, first year students 87% retention between fall and spring, 77% retention between AY 23 and AY 24
    - 2nd to top reason for leaving was conflict between jobs and academic demands (modality)
  + What are the variables behind enrollment change?
    - Students from outside programs are taking classes and students’ purpose is changing.
    - Modality, microcredentials, value of a college education
  + Spring enrollment: Reviewing numbers comparing this year and past three years. All on Dashboard, but not in the format we reviewed.
* Other
  + How does spring enrollment affect budget?
    - About 1.1% below spring budget, the same as fall (1.1%)
    - Much better place than we were looking one month ago.
    - Our students register at the very last minute.
  + If a lecturer’s course is cancelled within two weeks before the start of a course, they are paid $500. Perhaps UCDALI needs to determine if this is reasonable. Would one week be better or a graduated rate? Include Associate Deans as they have the data.
    - Schools and colleges decide at what point a class is held. Effort through Workload Parity Group to create more consistency.
  + Mainly creating hybrid or online degrees, number of students taking those options is increasing.
  + Our students graduate with less debt than the national average.
  + #1 in social mobility in Colorado, so stories about college not being worth it is not matching up.
  + Modular model – different number of credits for different parts of the class
    - For example, if a class is broken up into three modules and a student passes first two modules, then they could earn two credits and take a course on just the third module.
    - Similar to microcredentials
    - Many of the courses that students don’t pass are in the core courses.

**Open Discussion 11:30am – 12:00pm**

* How are budget reductions aligning with our strategic plan?
  + For example, Strategic Plan Goal #3:  Become internationally known for our research and creative work.
    - How is this being reflected in our budget decisions, especially with the loss of a significant number of faculty who are unlikely to be replaced?
      * Still hiring 24 tenure track faculty to replace departures according to hiring plans. But still need to net retirements.
    - And not just in terms of sponsored research (we have received complaints about how funding is/isn’t being distributed to those for whom grants are seldom an option)? How are we building research capacity? Grand Challenges is a one-time funding event.
    - Graduate Student funding-- What happened to the PhD funding that has been given to schools/colleges from Central/Grad School in the past? (please see note below for an extension of this issue).
      * Graduate students: our support is declining and this affects research and equity serving missions.
      * Permanent funding for graduate students has not been reduced.
      * Funding for graduate students had not been distributed equally in the past and they’re looking into it.
      * One suggestions was to let programs decide how to best use it rather than centrally submitting paperwork (faculty and program director time intensive).
      * Graduate recruitment workshop on Friday, 2/9, workbook with templates for recruitment yield plan. Intent is to be more strategic and more proactive about enrollment funnel for graduate students (recruitment, admission, and yield)
    - Large number of faculty participating as PIs, partly due to the Grand Challenges.
* Final Remarks
  + Path is to stabilize budget and enrollment.

*Failing to offer students tuition remission for working for our university -- something done at every other university I know and/or have been affiliated with -- makes it impossible to attract top students. This makes it impossible to attract top faculty. It's a vicious cycle, and we know it to be true, yet we keep kicking the can down the road and burying our heads in the sand.*

*This failure to act on tuition remission also forecloses our goal to become an "equity-serving institution." Because if we are only open to students who can self-fund a PhD or to those that have to work for our university and then pay back any salary they earn directly to the university for tuition (after this salary is taxed), we are making ourselves unattainable for those who do not have extensive family or personal wealth. And, as we know, family wealth is directly tied to race and ethnicity, so the diversity of our incoming students is, as one would expect, dominated by those with generational privilege(s).*