CU DENVER CAMPUS ADVISORY COMMITTEE ON BUDGET

September 28, 2026

Denver

HOUSEHOLD BUDGETING- FUND TYPES

Household Checking Account

Family's primary budget

- Mortgage/rent
- Utilities
- Groceries
- Insurance

Flexible, supporting essential expenses

Lynx Snax Shack

Generates its own revenue to pay its own expenses

- Labor
- Rent
- Supplies

Stands on its own financially, complements the household

Grandma's Olive Garden Gift Cards

Potential perk for the family

- Dinner at Olive Garden

Inflexible, can only be used for the specific purpose

Denver

UNIVERSITY BUDGETING- FUND TYPES

General (Unrestricted) Fund

University's primary budget

- Instruction
- Academic Support
- Administration

Flexible, supporting essential expenses

Auxiliary

Enhances operations, self-supporting

- Housing & Dining
- Wellness Center
- Academic auxiliary (extended studies, fee-for-service)

Stands on its own financially, complements the mission

Restricted

Supports specific university activities

- Federal and State Financial Aid
- Sponsored project awards (e.g., grants/contracts)
- Gifts

Inflexible, can only be used for the specific purpose

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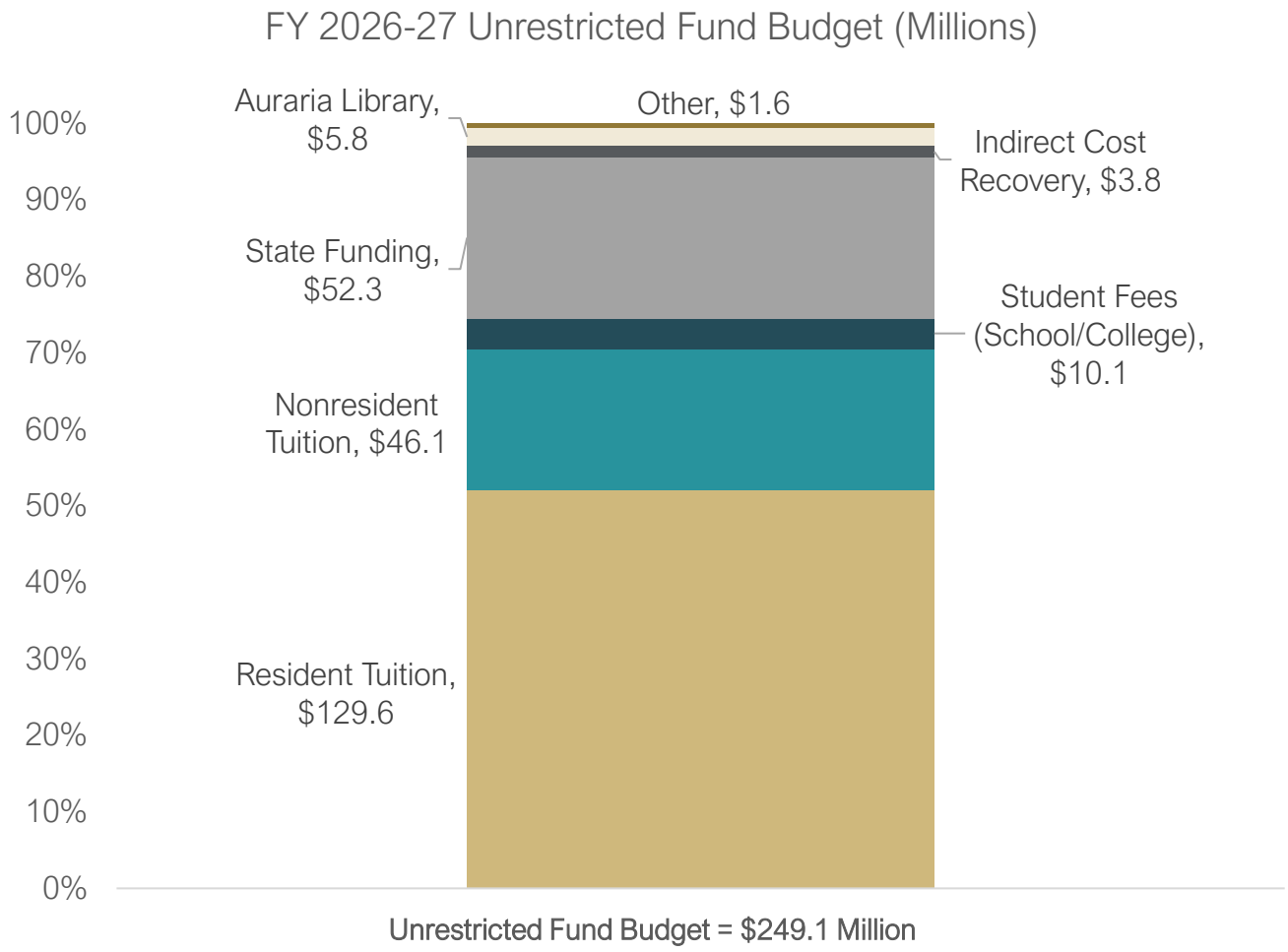
FY 2026-27 UNRESTRICTED FUND BUDGET

General (Unrestricted) Fund

University's primary budget

- Instruction
- Academic Support
- Administration

Flexible, supporting essential expenses



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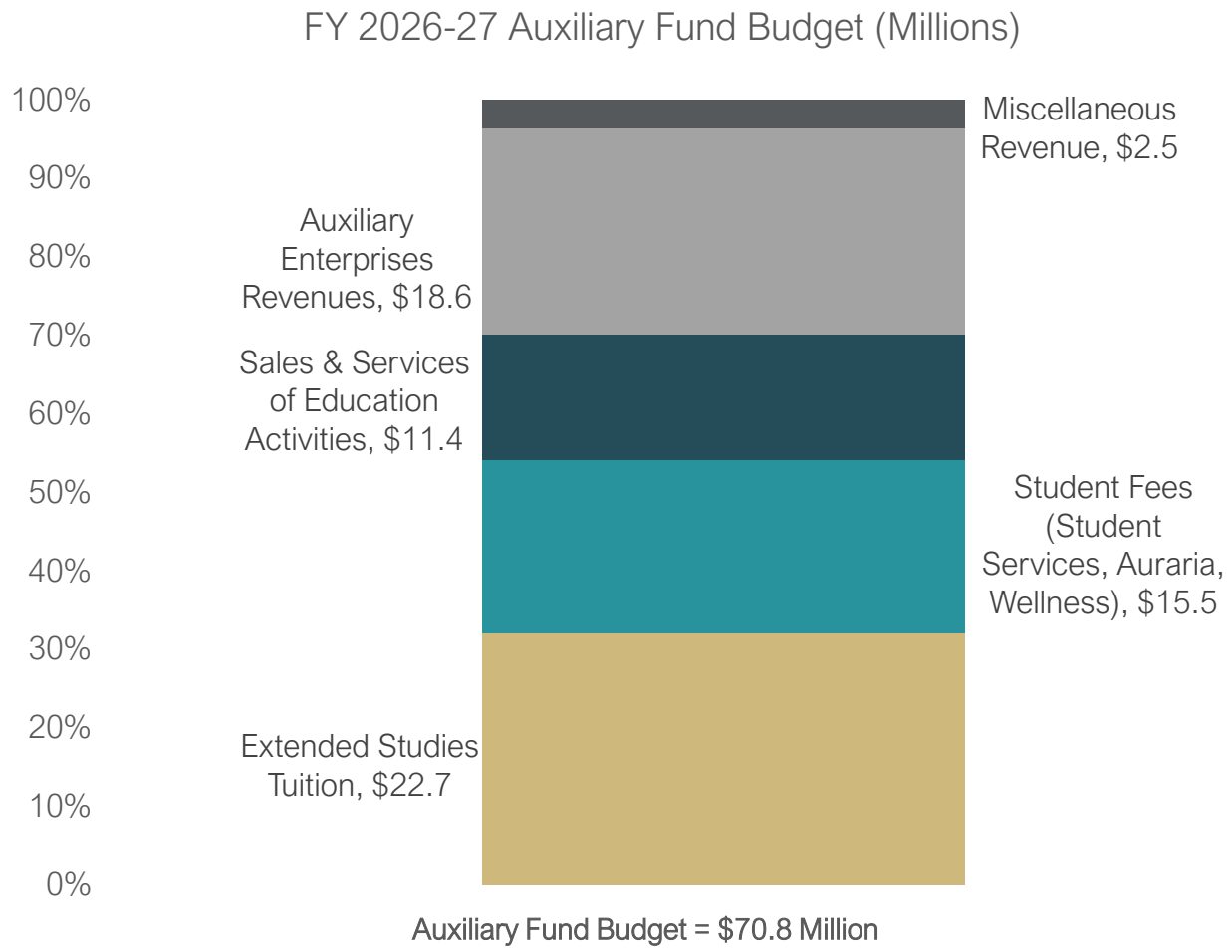
FY 2026-27 AUXILIARY FUND BUDGET

Auxiliary

Enhances operations, self-supporting

- Housing & Dining
- Wellness Center
- Academic auxiliary (extended studies, fee-for-service)

Stands on its own financially, complements the mission



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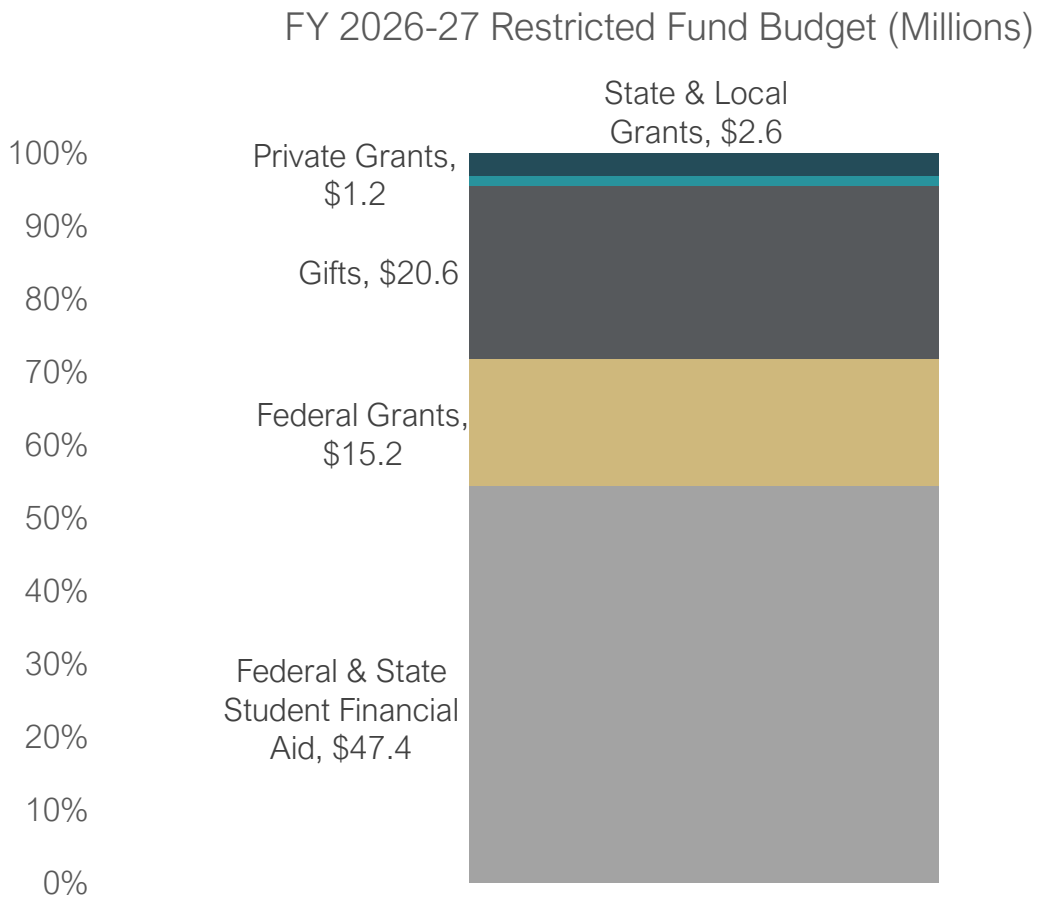
FY 2026-27 RESTRICTED FUND BUDGET

Restricted

Supports specific university activities

- Federal and State Financial Aid
- Sponsored project awards (e.g., grants/contracts)
- Gifts

Inflexible, can only be used for the specific purpose



Restricted Fund Budget = $87.1 Million
***(Revenue recognized when spent, not awarded)**

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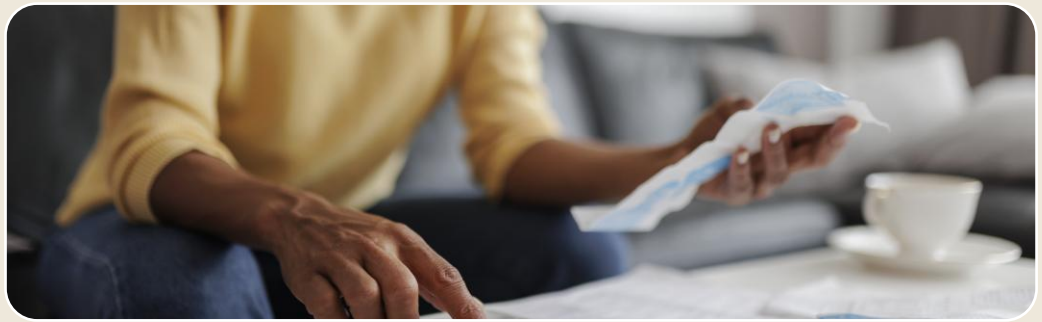
HOUSEHOLD BUDGETING- BUDGET TYPES



Regular Paycheck

Support ongoing commitments

- Mortgage/rent
- Utilities
- Groceries
- Insurance

Consistency of funds enables long-term planning

Tax Refund

Use for one-time expenses

- New furniture
- Vacation
- Pay down debt

Useful and welcome, not guaranteed to happen again

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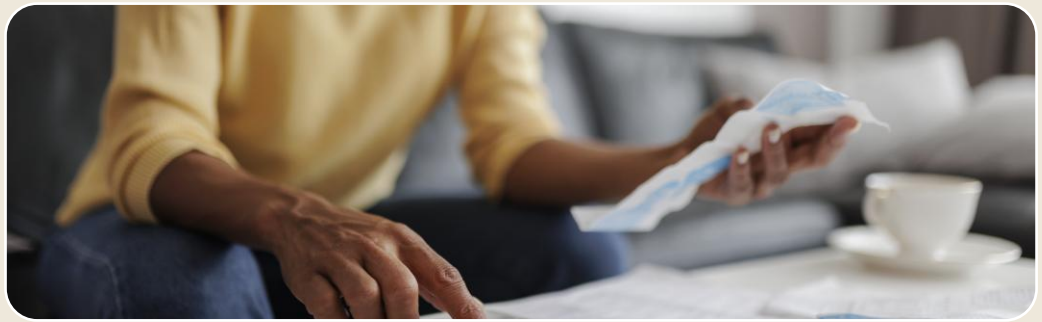
UNIVERSITY BUDGETING- BUDGET TYPES



Continuing Budget

Support ongoing commitments

- Compensation for permanent staff
- Debt on buildings
- Insurance

Consistency of funds enables long-term planning

Temporary Budget

Use for one-time expenses

- Classroom technology upgrades
- Capital improvements
- Start-up packages

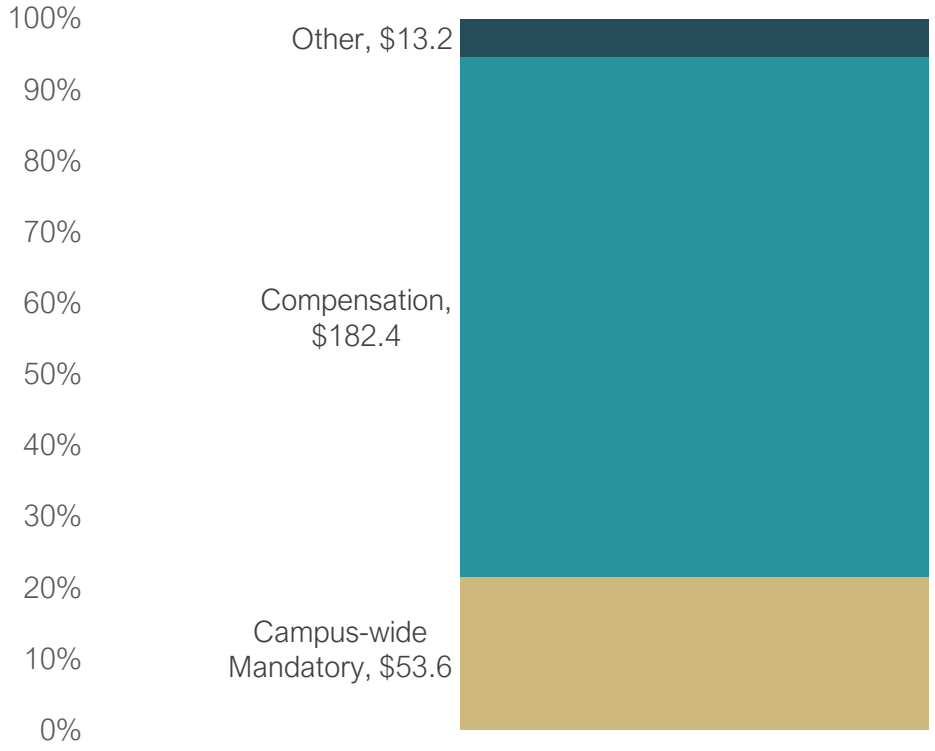
Temporary fund can support opportunities that may arise

Denver

FY 2026-27 EXPENSE BUDGET

- Our annual budget as presented to the Board of Regents is <u>only</u> the continuing budget
- Further, our annual budget focuses on the unrestricted fund. Expense budget for auxiliary and restricted fund are presented in a different form
- Temporary budget is loaded throughout the year to adjust for approved projects

FY 2026-27 Unrestricted Fund Expenses (Millions)



Unrestricted Fund Budget = $249.1 Million

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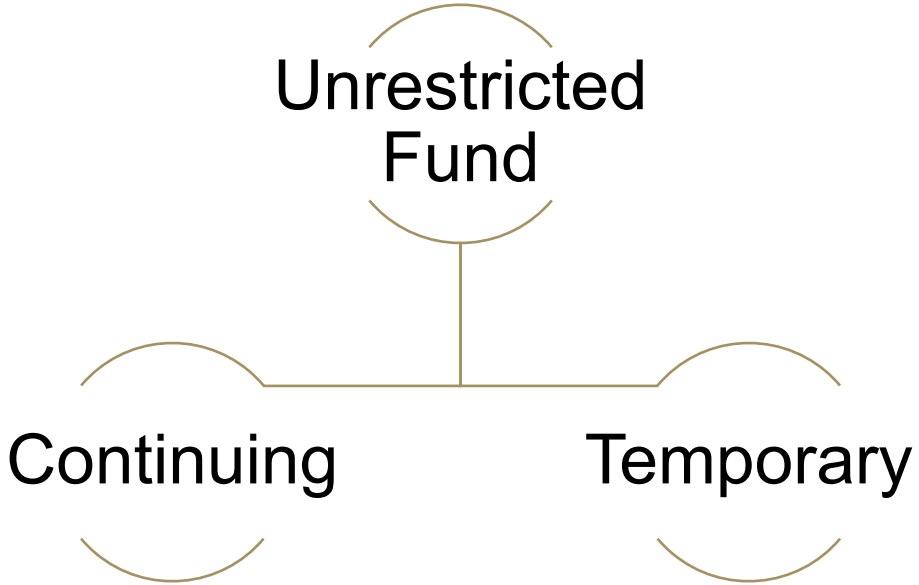
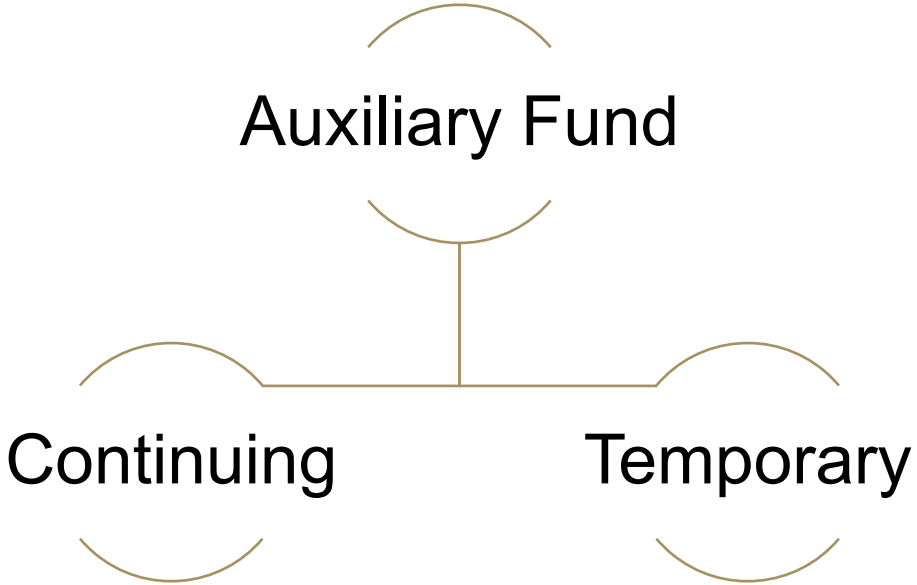
HOW THESE INTERACT





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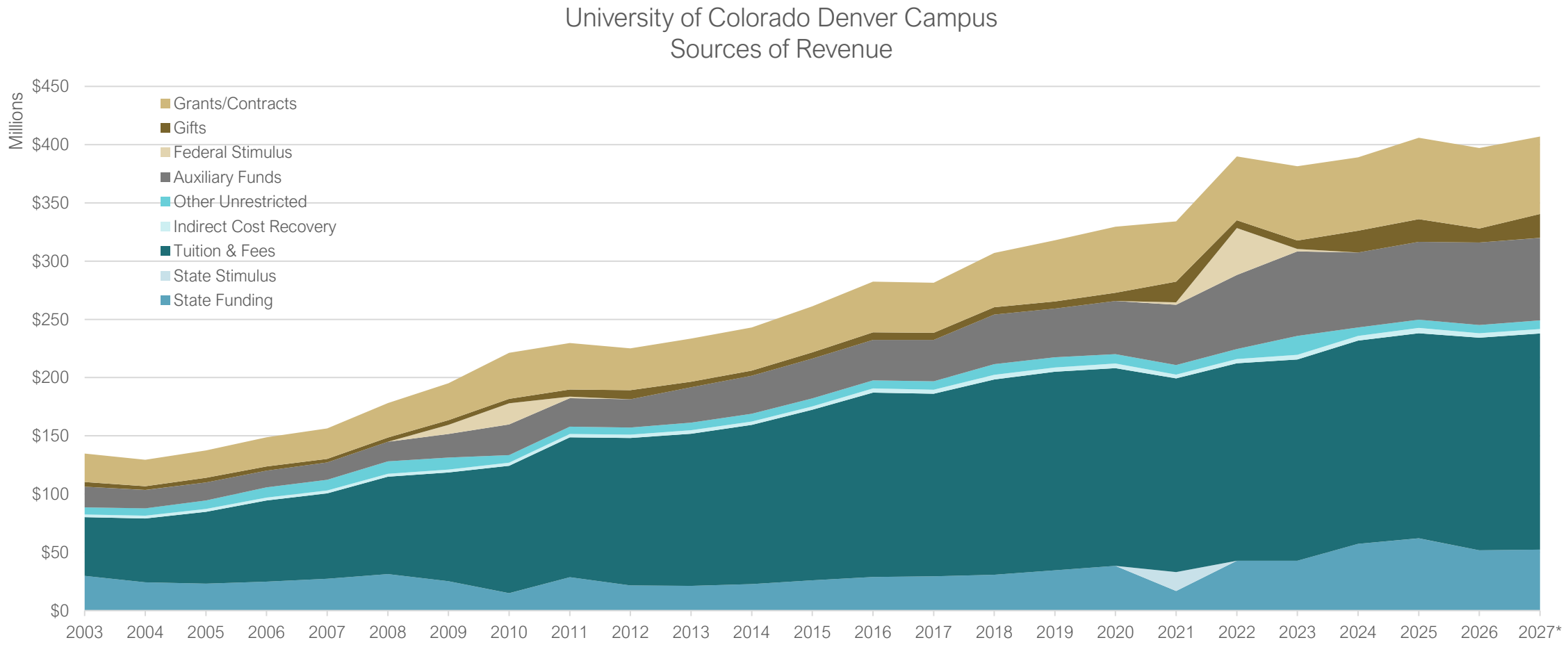
DRIVERS AND TRENDS

TOTAL FUNDS OVER TIME



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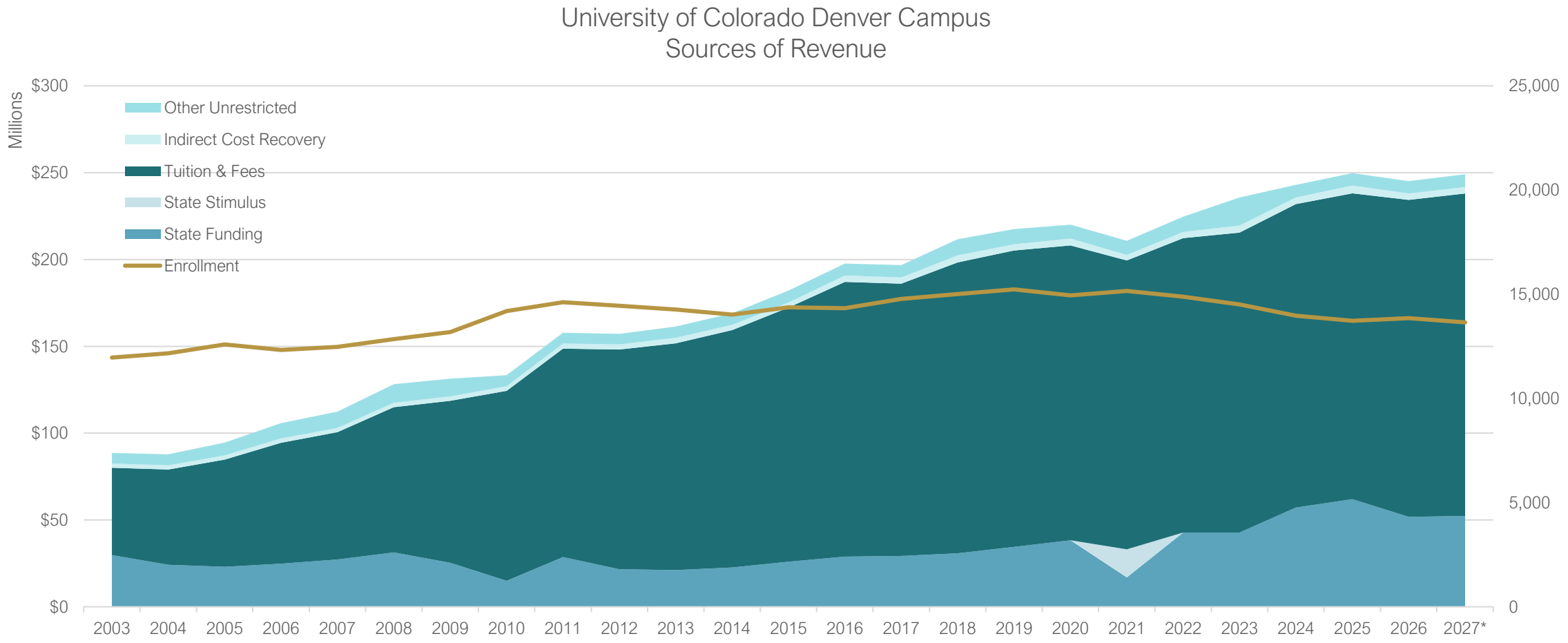
UNRESTRICTED FUNDS OVER TIME



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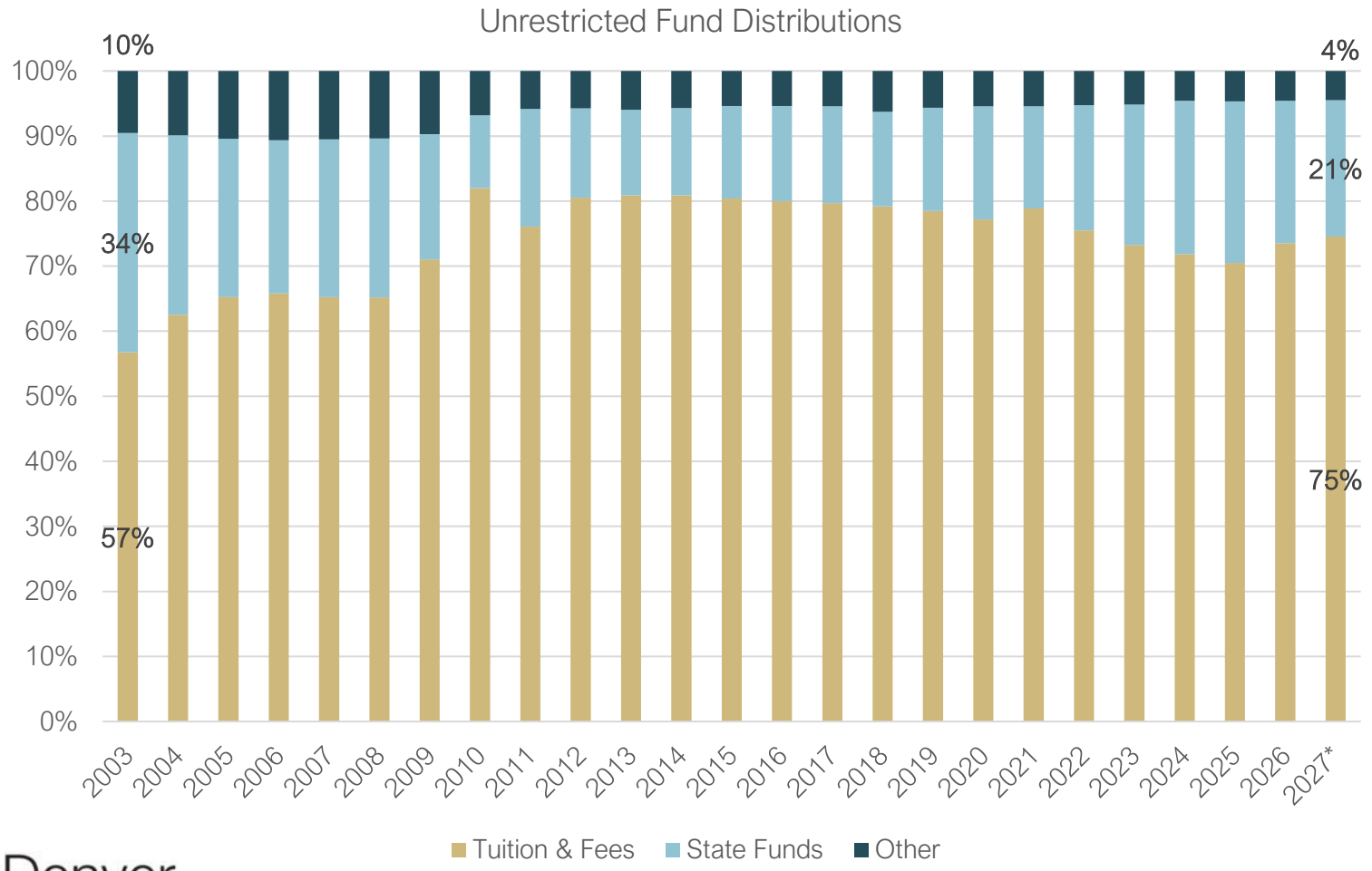
CU DENVER UNRESTRICTED FUND BY TYPE



- Over the last 25 years, the share of unrestricted fund revenue coming from students and families has increased from 57% to 75%.
- At the same time, state funding has decreased from 34% to 21%, and other revenue has fallen as well

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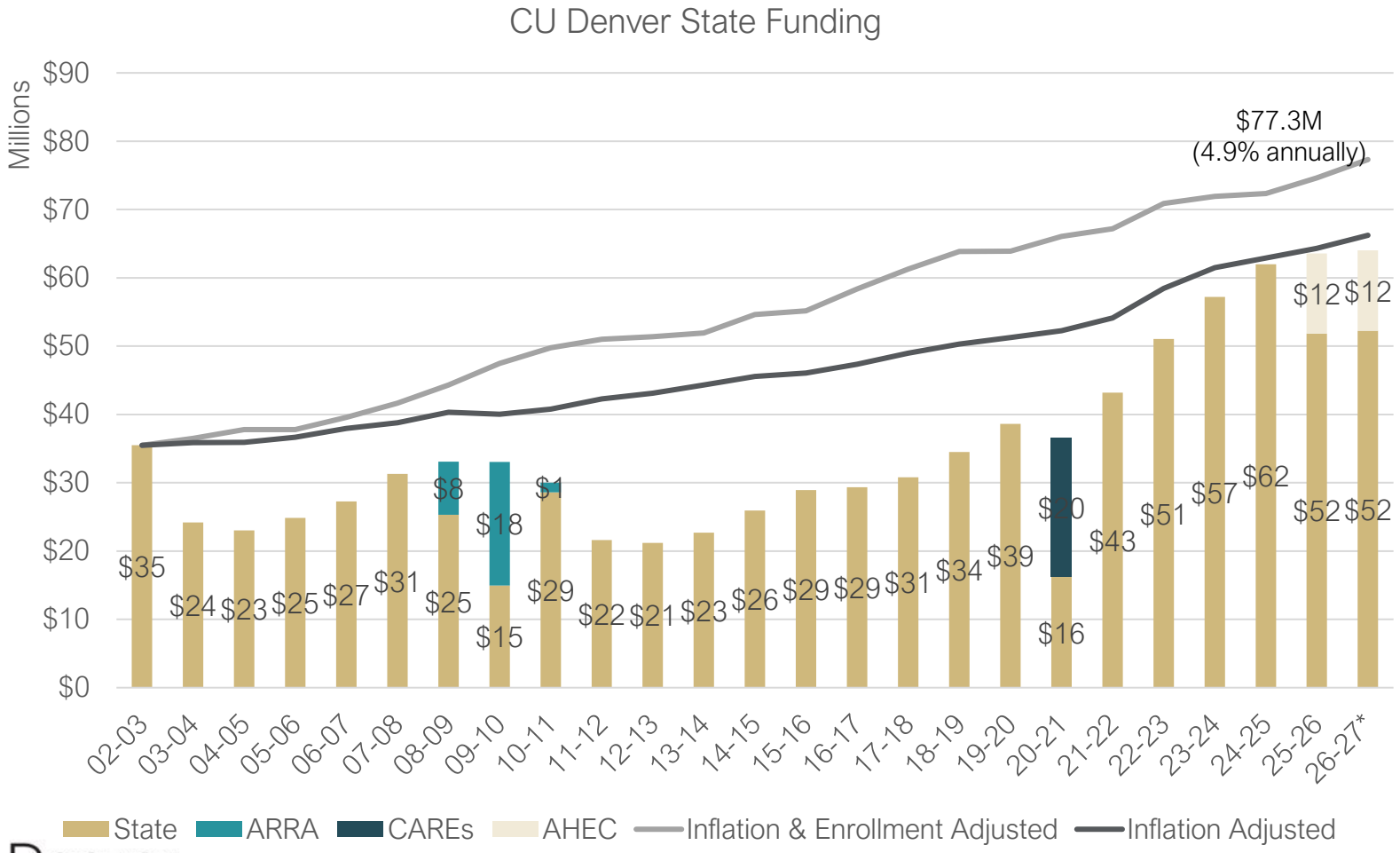
CU DENVER STATE FUNDING



- Due to strong increases post-pandemic, CU Denver's state funding has gotten closer to the long-term inflation adjusted level from FY 2002-03
- However, state funding is significantly behind levels that would account for enrollment growth
- This is over 20 years of increases lower than inflation plus enrollment
- Colorado is 46th in the nation for higher education state funding per FTE (FY2025)

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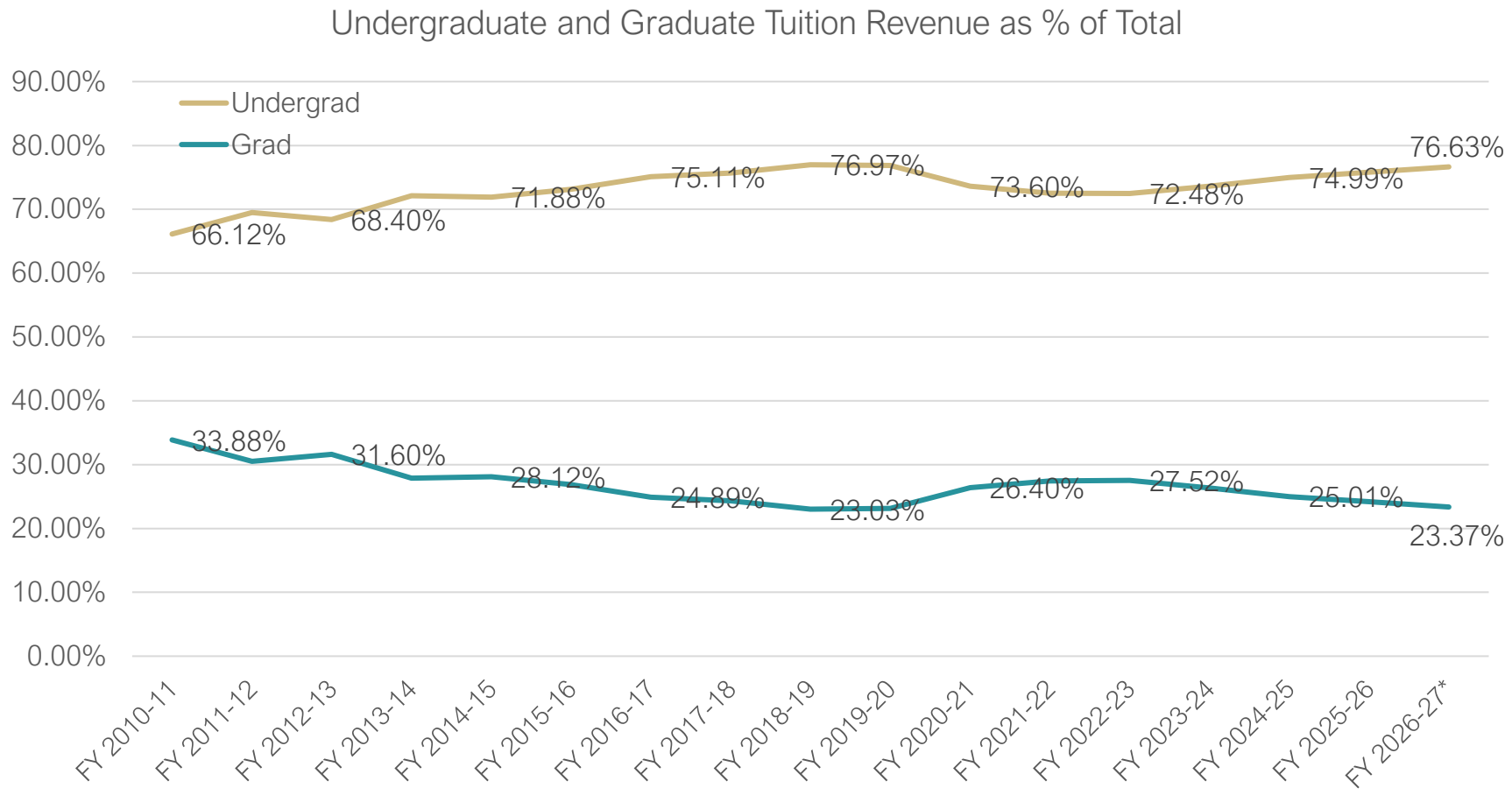
RELIANCE ON UNDERGRADUATE TUITION



- At the same time that we are becoming more reliant on tuition and fees, we are becoming more dependent on tuition from undergraduate students

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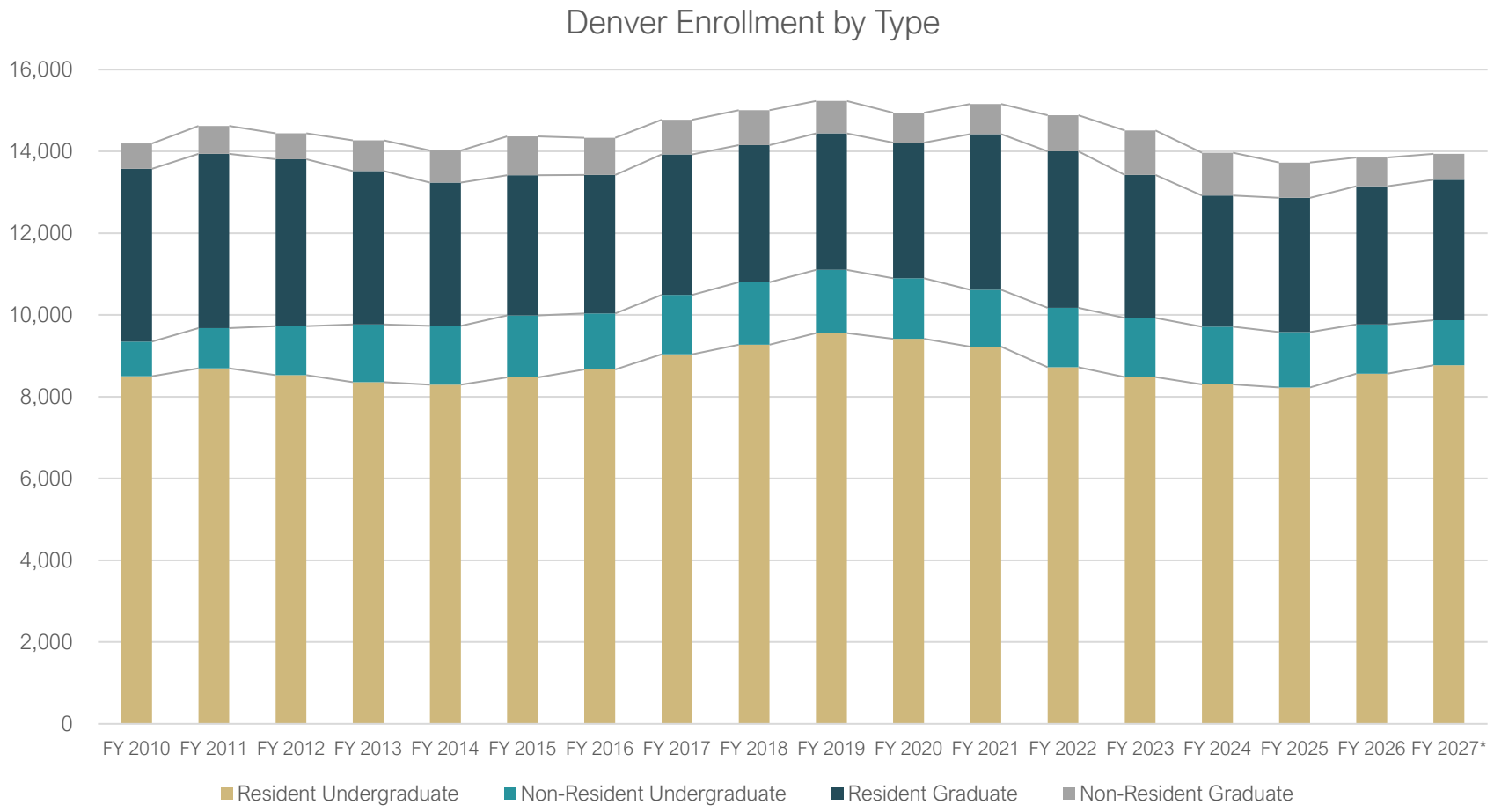
ENROLLMENT TRENDS

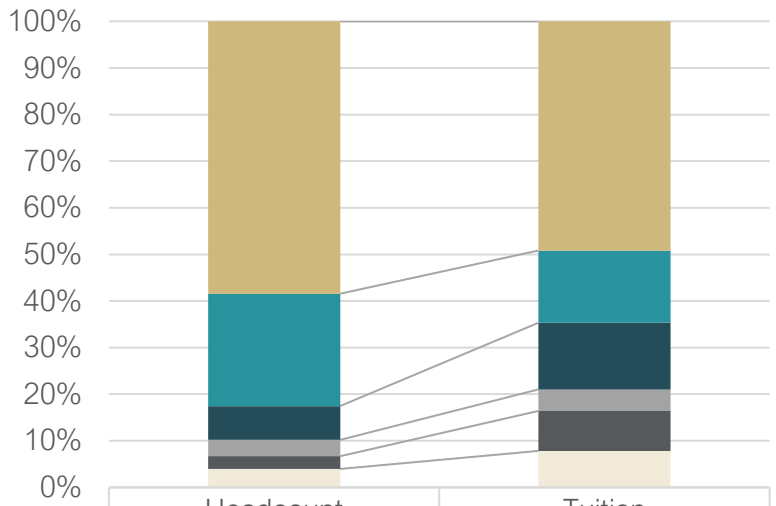


- We are heavily reliant on undergraduate tuition for the general operating budget, but we have enrollment decreases in this category since Fall 2019
- This enrollment may face even more downward pressure in the future due to shifting demographics
- We are also becoming more concentrated in resident enrollment

Denver

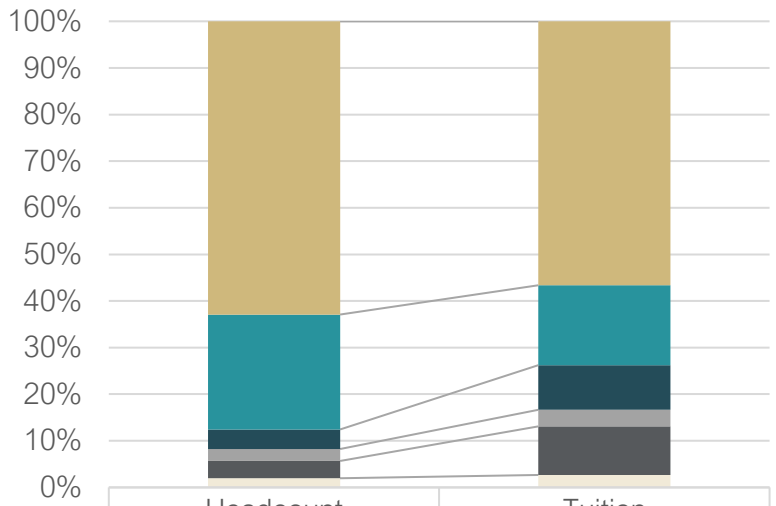
SHIFTING DEMOGRAPHIC TRENDS

FY 2022-23 Actuals



	Headcount	Tuition
Resident- Undergrad	58.4%	49.2%
Resident- Grad	24.1%	15.5%
Domestic Nonresident- Undergrad	7.3%	14.3%
Domestic Nonresident- Grad	3.5%	4.6%
International- Undergrad	2.7%	8.6%
International- Grad	4.0%	7.8%

FY 2026-27 Budget



	Headcount	Tuition
Resident- Undergrad	62.9%	56.6%
Resident- Grad	24.7%	17.1%
Domestic Nonresident- Undergrad	4.2%	9.6%
Domestic Nonresident- Grad	2.6%	3.6%
International- Undergrad	3.7%	10.4%
International- Grad	2.0%	2.7%
	12.4%	26.2%

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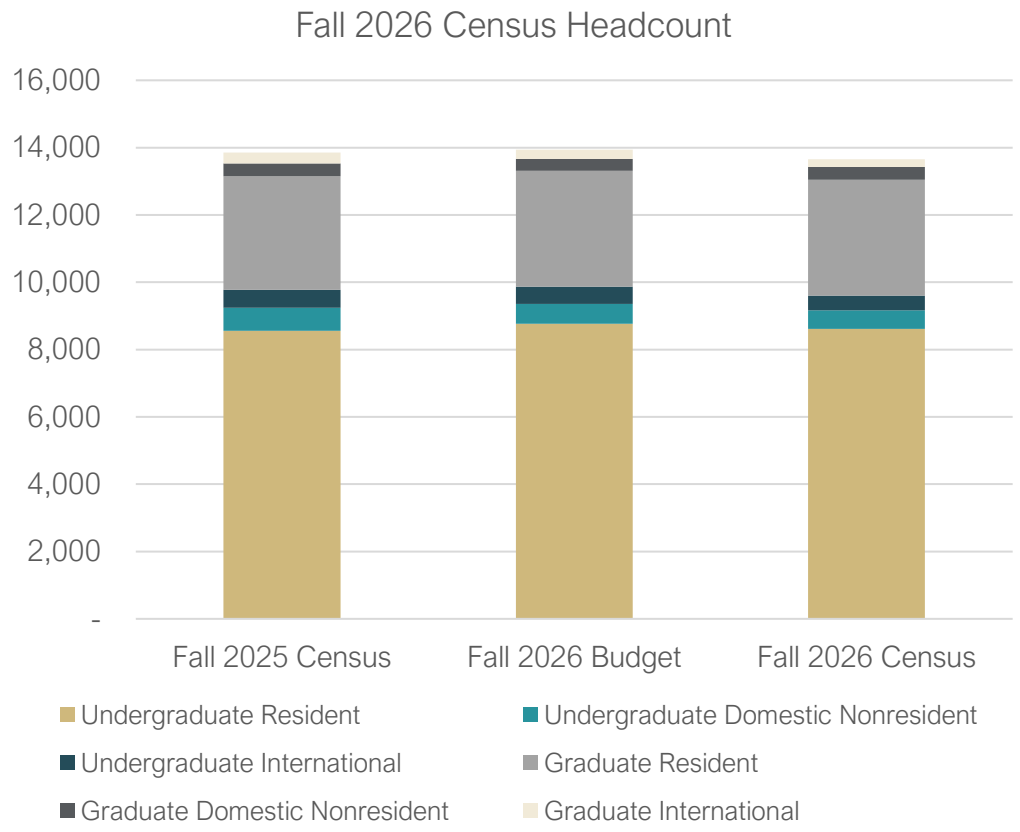
FALL 2026 CENSUS HEADCOUNT



	Budgeted Change	Budgeted % Change	Census Change	Census % Change	Census to Budget	Census to Budget %
Undergraduate Resident	209	2.4%	55	0.6%	(154)	-1.8%
Undergraduate Domestic Nonresident	(100)	-14.6%	(132)	-19.3%	(32)	-5.5%
Undergraduate International	(8)	-1.5%	(88)	-16.8%	(80)	-15.5%
Graduate Resident	59	1.7%	66	2.0%	7	0.2%
Graduate Domestic Nonresident	(26)	-6.8%	(7)	-1.8%	19	5.3%
Graduate International	(47)	-14.6%	(93)	-29.0%	(46)	-16.8%
Total	87	0.6%	(199)	-1.4%	(286)	-2.1%
Subtotal Resident	268	2.2%	121	1.0%	(147)	-1.2%
Subtotal Nonresident	(181)	-9.4%	(320)	-16.7%	(139)	-8.0%

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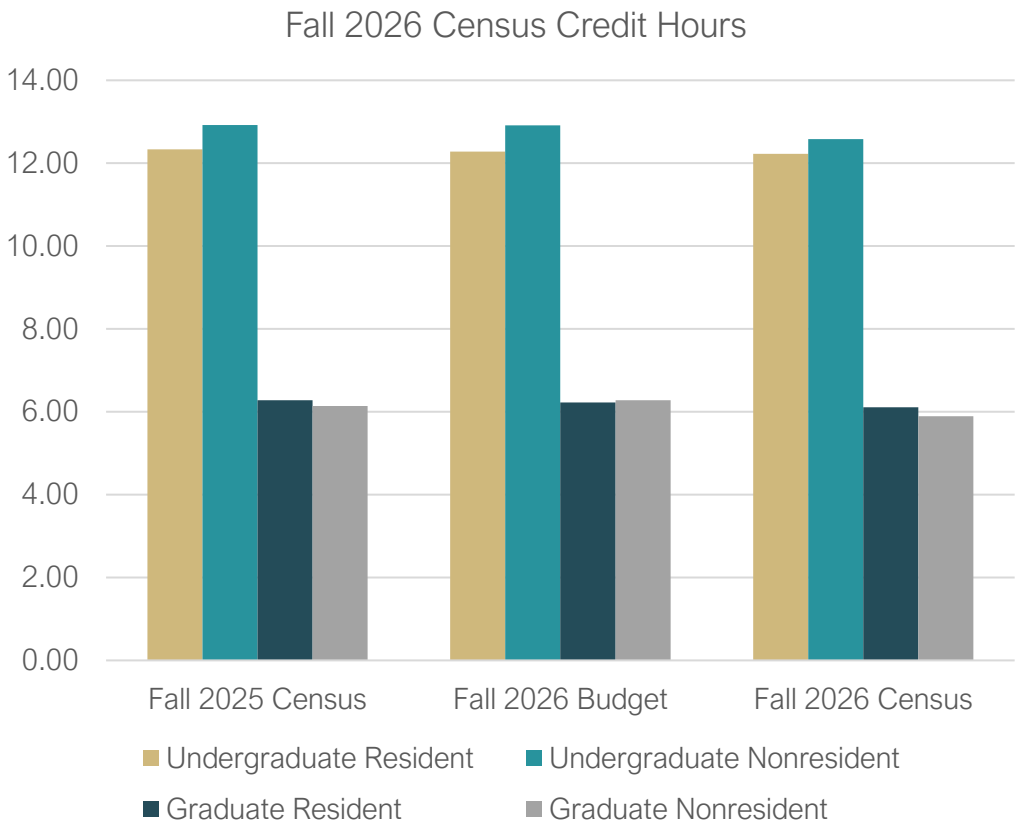
FALL 2026 CREDIT HOURS ESTIMATES



	Budgeted Change	Budgeted % Change	Census Change	Census % Change	Census to Budget	Census to Budget %
Undergraduate Resident	(0.05)	-0.4%	(0.11)	-0.9%	(0.05)	-0.4%
Undergraduate Nonresident	(0.01)	-0.1%	(0.34)	-2.6%	(0.33)	-2.6%
Graduate Resident	(0.06)	-0.9%	(0.18)	-2.8%	(0.12)	-1.9%
Graduate Nonresident	0.14	2.3%	(0.25)	-4.1%	(0.39)	-6.2%

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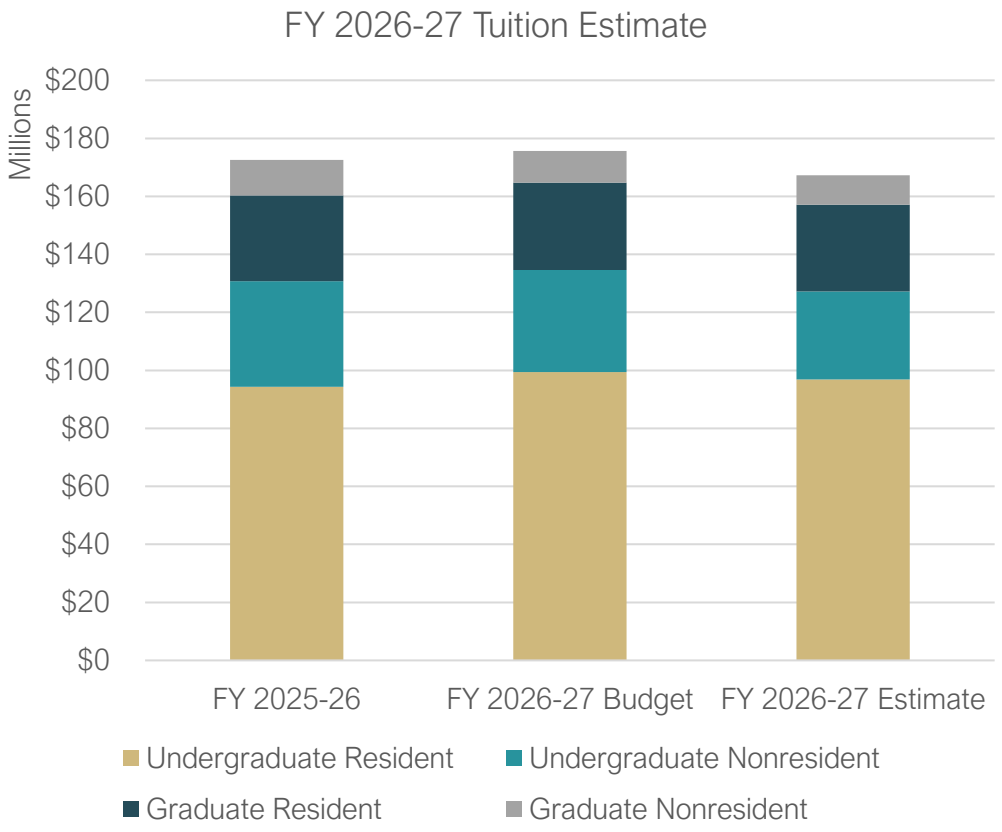
FY 2026-27 TUITION ESTIMATES



	Budgeted Change	Budgeted % Change	Census Change	Census % Change	Census to Budget	Census to Budget %
Undergraduate Resident	$5,102,189	5.4%	$2,466,082	2.6%	($2,636,107)	-2.7%
Undergraduate Nonresident	($1,272,386)	-3.5%	($5,987,022)	-16.4%	($4,714,636)	-13.4%
Graduate Resident	$551,824	1.9%	$298,994	1.0%	($252,830)	-0.8%
Graduate Nonresident	($1,269,481)	-10.4%	($2,057,195)	-16.9%	($787,714)	-7.2%
Total	$3,112,146	1.8%	($5,279,141)	-3.1%	($8,391,287)	-4.8%
Subtotal Resident	$5,654,013	4.6%	$2,765,076	2.2%	($2,888,937)	-2.2%
Subtotal Nonresident	($2,541,867)	-5.2%	($8,044,217)	-16.6%	($5,502,350)	-11.9%

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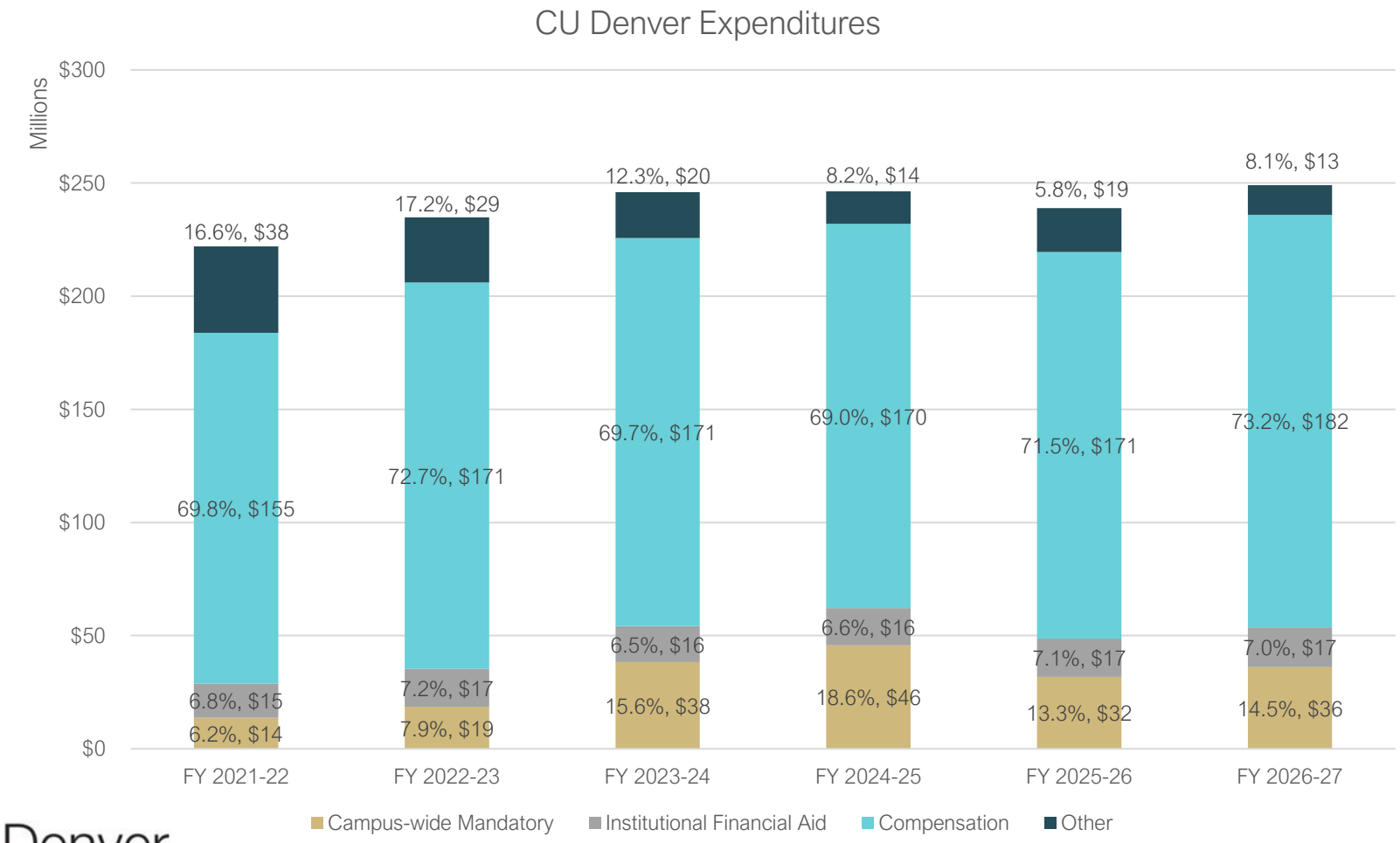
CU DENVER UNRESTRICTED FUND EXPENSES



- Our expenses can be categorized into:
  - Mandatory expenses, such as our physical space
  - Compensation (salary + benefits) for our people
  - Other operating, such as supplies or travel
- Over time, more of the university's expense budget is being allocated to campus-wide mandatory and compensation, away from operating.

Denver

CU DENVER BUDGET PROCESS AND CALENDAR

BUDGET PLANNING CALENDAR

	July	August	September	October	November	December	January	February	March	April	May	June
State			Revenue Forecast		Governor's Budget Released	JBC Budget Briefing Rev. Forecast	JBC Higher Ed Hearings Legislative Session Begins		Revenue Forecast Figure Setting	Legislative Action on Long Bill	Legislative Session Adjourns Long Bill signed	Revenue Forecast
BOR	BOR Retreat		BOR Meeting: Enrollment		BOR Meeting: Carryforward and Net Position	Budget Scenarios to Campuses	Unrestricted Fund Budget Scenarios to System	BOR Meeting: Tuition, Fees, Comp		BOR Meeting: Finalize Tuition, Fees, Comp		BOR Meeting: All Funds Budget Approval
Campus		Student Fee Request Process Launch	Budget Cycle Kickoff		Initiative Pool Templates Released Student Fee Requests due	Initiative Pool Templates Due			Auxiliary Forecasting			Temp Budget Request Process Launch
CACB			Launch: Enrollment, In-year Estimates	Initial Planning, Campus Priorities	Global Budget Assumptions		February BOR Review	Budget Model Inputs	April BOR Review	Review Budget Model Outputs	Exec Team Finalizes Budget Allocations	

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UNIVERSITY LEVEL BUDGET PLANNING

- There are three main components to planning the university's revenue budget:
  - Enrollment
  - Tuition rate increases
  - State funding
- The budget cycle kicks off in September, when we first see where our fall enrollment came in for the current year.
- The Governor's budget, released November 1st of every year, will outline the executive branch's recommendation for state funding increases to higher education and a corresponding tuition increase cap for undergraduate resident students.

- Once we have revenue scenarios, we build corresponding expense scenarios.

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ANNUAL BUDGET DEVELOPMENT CONSIDERATIONS

- Classified Salary Pool
- System Increases
- Employee Benefits
- Software License
- Risk Management and Insurance
- Debt Service
- Compliance

- Faculty/ Exempt Compensation

- Student Supports
- Institutional Financial Aid
- School/College Initiatives
- Central Support Unit Initiatives
- Operating Budgets
- Deferred Maintenance
- Capital Projects
- Campus-wide Reserves and Contingencies
- Investments in Student Retention
- Student Recruitment
- Research and Creative Work

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BUDGET PLANNING WITHIN CAMPUS

- After establishing university-level scenarios, we have a budget process and tools to allocate budget to campus-wide mandatory, campus supports, and schools and colleges.

- In addition to campus-wide mandatory cost increase scenarios, we may have other critical needs or initiative requests to consider for funding. These will go through the campus budget process.

- The campus has a budget model to allocate remaining continuing resources based on metrics.

HIGH-LEVEL STRUCTURE OF BUDGET

Campus-Support Units

Campus-Wide Mandatory	Central Support & Administration (CSA)	Academic & Student Affairs (ASA)	Schools & Colleges
• Institutional Financial Aid • Debt Service, Facilities Costs, and AHEC Leases • ICCA (System) • Budget Holds (Compensation pool, faculty promotions) • Tuition Assistance Benefit • Contingency	• Advancement • Chancellor's Office • Finance • People and Culture • University Communications & Events	• Academic Affairs • Faculty Affairs • Graduate Education • Library • Provost's Office • Research • Technological Innovation • Strategic Enrollment & Student Success (SESS)	• Business School • School of Education & Human Development • College of Engineering, Design and Computing • School of Public Affairs • College of Liberal Arts & Sciences • College of Architecture & Planning • College of Arts & Media

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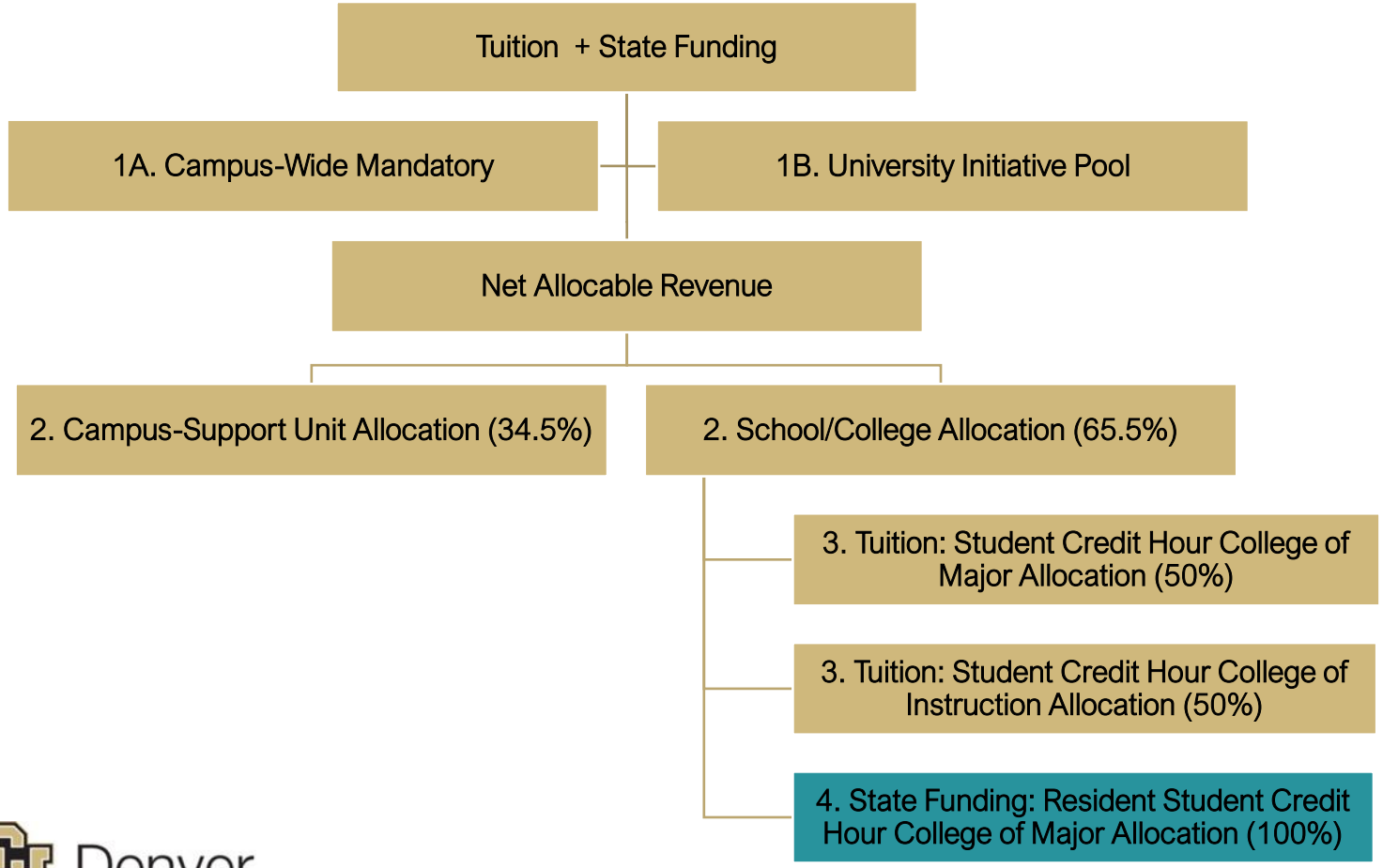
STRUCTURE OF CAMPUS BUDGET MODEL



1A. Campus-wide taken proportionally from all allocable revenue (tuition and state funding)

1B. University Initiative Pool equal to 1% of tuition plus state funding remaining after campus-wide mandatory expenses

2. Net allocable revenue (after campus-wide expenses) to be split between campus-support units and schools/college using a consistent percentage

3. Tuition split into four buckets, all allocated using the same methodology

- Undergraduate Resident
- Undergraduate Nonresident
- Graduate Resident
- Graduate Nonresident

4. State Funding allocated based on resident student credit hours

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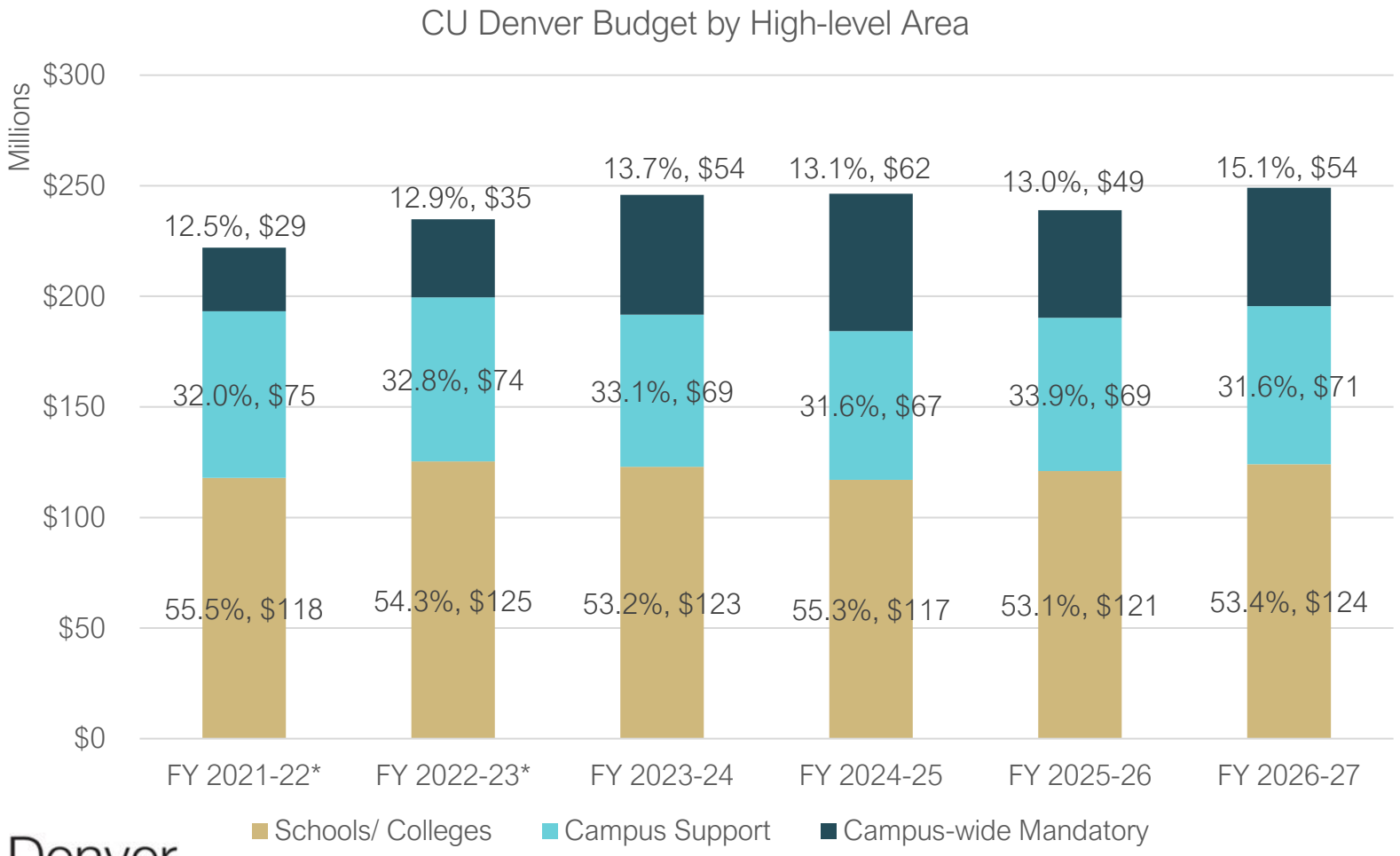
CU DENVER UNRESTRICTED FUND EXPENSES



- Approximately half of the university's unrestricted fund budget is allocated to schools and colleges
- Campus-wide mandatories, such as institutional financial aid, debt service, utilities, insurance, AHEC and System Office support, and budget holds (merit pools, faculty promotions), are approximately 15% of the unrestricted fund
- Campus support is the remainder, about 32%

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CAMPUS BUDGET GOVERNANCE

Executive Budget Committee: Chancellor, Provost, VC Finance

- Serve as the institution's budget decision-making body, integrating recommendations from the Campus Advisory Committee on Budget with institutional priorities, strategic objectives, and fiscal stewardship responsibilities.

Campus Advisory Committee on Budget: Chancellor's Cabinet, Deans, and shared governance leadership (faculty, staff, and students)

- Serve as a representative advisory body that supports and informs campus-wide budget planning and development activities.
- Meet regularly to review budget information, discuss emerging fiscal issues and opportunities, and provide input throughout the budget development process.
- Promote transparent communication and meaningful engagement with faculty, staff, and shared governance groups regarding budget priorities, resource allocation, and the budget development process.
- Review the campus budget model and campus initiative proposals, and develop recommendations that support institutional goals, transparency, and long-term financial sustainability.

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YOUR ROLE ON CACB

This is where the CU Denver community has input into the campus budget process

Participate in these meetings- ask questions, learn, challenge

Bring information to your local constituents. Communicate what you learn to your local leadership or budget groups.

Bring information from your local areas back to CACB. This is how feedback gets addressed in the decision-making process.

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