



CU Denver FY 2024-25 Education and General Operating Budget

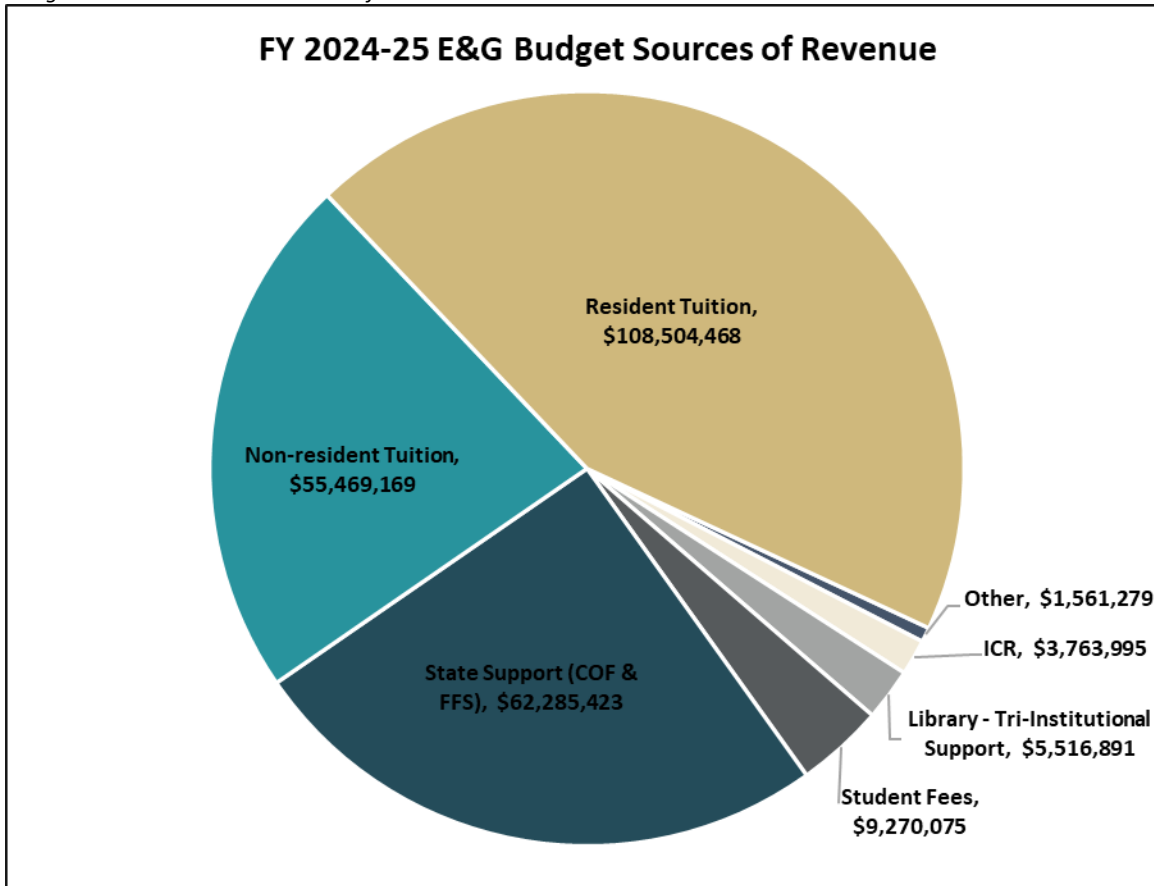
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Overview of Total Operating Budget

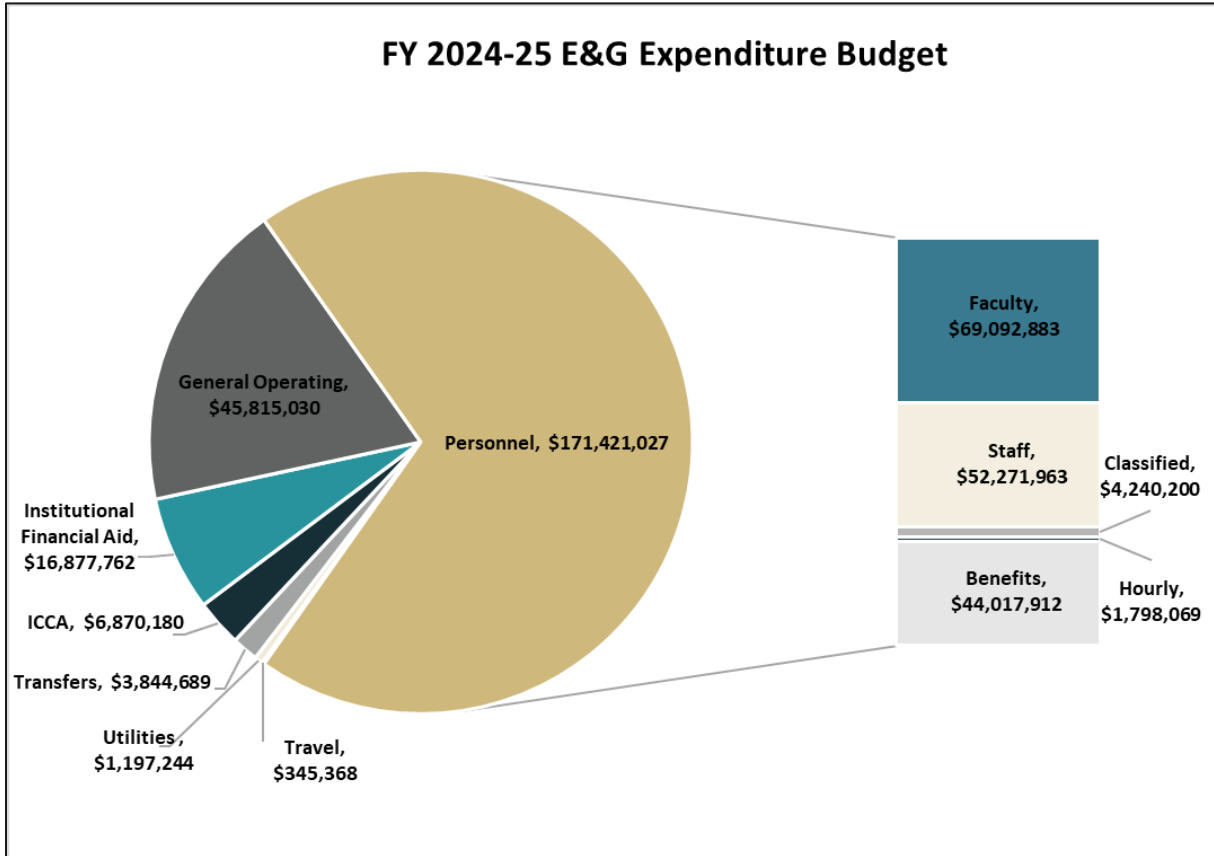
In June 2024, the Board of Regents approved a \$246.4 million FY 2024-25 [Educational & General](#) (E&G) operating budget for CU Denver. The E&G budget is required to support the primary mission of the university, including academic operations and research support. E&G funding includes tuition revenue, state funding, and other revenue stemming from providing education. Tuition is the largest E&G source of revenue, shown in Figure 1, at an estimated total of \$164.0 million for both resident and non-resident students, it makes up approximately 66.6% of total estimate revenue.

Figure 1 FY 2024-25 E&G Sources of Revenue



The FY 2024-25 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 \$69.1 million (54%) is allocated to [faculty](#), \$52.3 million (41%) is allocated to [university staff](#), and the remaining \$6.0 million (5%) is allocated to [classified](#) and hourly staff. The general operating budget of about \$45.8 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 2024-25 E&G Expenditure Budget



Budget Highlights

The FY 2024-25 E&G operating budget reflects a projected net revenue increase of \$3.6 million, shown in Table 1. The total estimated additional budget of \$8.7 million necessary to cover mandatory costs and compensation increases exceeded the available estimated revenue. The shortfall was addressed through Phase II of the multi-year, collaborative Strategic Realignment of Resources process. Information on the realignment process can be found at <https://www.ucdenver.edu/achieving2030>.

Table 1 FY 2024-25 E&G Operating Budget Comparison to FY 2023-24

Educational & General (E&G) Continuing Budget				
	FY 2023-24 Revised	FY 2024-25	\$ Change	% Change
Revenue				
State Support (COF & FFS)	\$ 57,216,110	\$ 62,285,423	\$ 5,069,313	8.9%
Resident Tuition	\$ 109,228,953	\$ 108,504,468	\$ (724,485)	-0.7%
Non-resident Tuition	\$ 56,853,538	\$ 55,469,169	\$ (1,384,369)	-2.4%
Student Fees	\$ 8,985,442	\$ 9,270,075	\$ 284,633	3.2%
Indirect Cost Recovery	\$ 3,763,995	\$ 3,763,995	-	0.0%
Denver AHEC Library Funding	\$ 5,731,507	\$ 5,516,891	\$ (214,616)	-3.7%
Other	\$ 1,036,447	\$ 1,561,279	\$ 524,832	50.6%
Total E&G Revenue	\$ 242,815,992	\$ 246,371,300	\$ 3,555,308	1.5%
Expenditures				
Personnel Costs				
Salaries & Wages				
Faculty	\$ 67,276,840	\$ 69,092,883	\$ 1,816,043	2.7%
Staff	\$ 50,372,410	\$ 52,271,963	\$ 1,899,553	3.8%
Classified	\$ 4,969,699	\$ 4,240,200	\$ (729,499)	-14.7%
Hourly	\$ 1,805,369	\$ 1,798,069	\$ (7,300)	-0.4%
Subtotal Salaries & Wages	\$ 124,424,318	\$ 127,403,115	\$ 2,978,797	2.4%
Benefits	\$ 42,816,744	\$ 44,017,912	\$ 1,201,168	2.8%
Total Personnel Costs	\$ 167,241,062	\$ 171,421,027	\$ 4,179,965	2.5%
General Operating	\$ 37,731,667	\$ 34,292,686	\$ (3,438,981)	-9.1%
AHEC Appropriation	\$ 10,556,080	\$ 11,522,344	\$ 966,264	9.2%
Travel	\$ 493,677	\$ 345,368	\$ (148,309)	-30.0%
Utilities	\$ 1,261,436	\$ 1,197,244	\$ (64,192)	-5.1%
Institutional Financial Aid	\$ 16,671,104	\$ 16,877,762	\$ 206,658	1.2%
Campus Portion of System Support (ICCA)	\$ 6,038,979	\$ 6,870,180	\$ 831,201	13.8%
Total Expenditures	\$ 239,994,005	\$ 242,526,611	\$ 2,532,606	1.1%
Transfers	\$ 2,821,987	\$ 3,844,689	\$ 1,022,702	36.2%
Total Expenditures & Transfers	\$ 242,815,992	\$ 246,371,300	\$ 3,555,308	1.5%
Net	\$ -	\$ -	\$ -	

Revenue

The \$3,555,308 projected increase to E&G Revenue is a net result of the following:

- \$5,069,313 [State support](#): The State approved about a 9% increase to statewide higher education funding. The CU System received an additional \$31.2 million in state funding, which was allocated to the campuses using the State's funding model resulting in an 8.9% increase for CU Denver.
- -\$2,108,854 tuition revenue:
 - \$4,576,361 Rate increase: The State capped tuition rate increases for resident undergraduate students at three percent. In April 2024, the Board of Regents approved a 3% tuition rate increase for resident and a 4% increase for non-resident.
 - -\$6,685,215 Enrollment Change: Overall decrease of -3.5% in enrollment for FY 2024-25.
 - Undergraduate enrollment projected to decline -2.9%
 - New freshmen enrollment anticipated to remain relatively flat from fall 2023
 - New transfers expected to decrease, following recent trends
 - Continuing undergraduates projected to decline as smaller cohorts progress through academic career, combined with large graduating classes
 - Graduate enrollment projected to decrease -4.6%
 - New international graduate students anticipated to increase
 - As a result of bringing international credential evaluation back in-house
 - Total number of continuing graduate students anticipated to decline as larger cohorts graduate
- \$284,633 student fees:
 - \$341,536 college specific program fees: Increase due to fee rate changes across all schools & colleges.
 - -\$56,903 International Student Fee: Decrease due to enrollment change.
- -\$214,616 Library- Tri-Institutional: Revenue from MSU Denver and Community College of Denver decreased due to the budget reductions and change in the [library funding formula](#) metrics that allocate budget between the institutions.
- \$524,832 Other: Increase across multiple miscellaneous revenue sources.

Expenditures

The overall increase of \$3,555,308, presented in [Schedule B](#) by category and area, is a net result of the following:

- \$5,321,989 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](#).
- \$3,242,806 compensation increase: The Board approved a 2% merit pool for [faculty](#) and [university staff](#) contingent on the campus meeting revenue thresholds.
- \$440,740 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.
- -\$5,103,012 Phase II budget reductions: In Fall 2022, CU Denver initiated a multi-year strategic budget realignment process to identify budget reductions necessary to balance the continuing operating budget. The total Phase II budget reductions by expense category are shown in [Schedule C](#).

Table 2 FY 2024-25 E&G Budget Reductions by Expense Category

Expense Category	Salary	Benefit	Operating	Total	FTE
Faculty	\$ (1,523,545)	\$ (578,947)		\$ (2,102,492)	(21.00)
Staff	\$ (873,588)	\$ (331,964)		\$ (1,205,552)	(9.00)
Classified	\$ (80,944)	\$ (30,759)		\$ (111,703)	(1.00)
Operating			\$ (1,683,265)	\$ (1,683,265)	
Total Reduction	\$ (2,478,077)	\$ (941,670)	\$ (1,683,265)	\$ (5,103,012)	(31.00)

- Retirements: In FY 2023-24, CU Denver ran a one-time voluntary retirement incentive program. The budgets and positions associated with the retirement incentive program were moved from schools, colleges, and administrative units into central holding speedtypes in [Campus-Wide](#). Continuing budget requests for permanent replacements of retirement participants could be requested by areas on a limited basis.

Table 3 Retirement Incentive Program by Area

	Salary	Benefit	Total	FTE
Administration	\$ 495,056	\$ 193,824	\$ 688,880	5.50
Business School	\$1,677,312	\$ 515,250	\$2,192,562	11.00
College of Architecture & Planning	\$ 186,340	\$ 76,360	\$ 262,700	2.00
College of Arts & Media	\$ 82,464	\$ 25,130	\$ 107,594	1.00
College of Engineering, Design, and Computing	\$ 199,378	\$ 92,663	\$ 292,041	3.00
College of Liberal Arts & Sciences	\$1,440,913	\$ 554,557	\$1,995,470	16.00
School of Education & Human Development	\$ 623,091	\$ 202,298	\$ 825,389	5.00
School of Public Affairs	\$ 385,280	\$ 132,494	\$ 517,774	4.00
Total	\$5,089,834	\$1,792,576	\$6,882,410	47.50

Summary of Major Changes by Area

The figures below reflect the summarized change from FY 2023-24 in E&G continuing budget for both revenue and expense broken out by Schools and Colleges, Academic and Student Affairs (ASA), and Central Administration (CSA). The detailed budgets and budget adjustments are included in the following schedules: 1) [Schedule A](#) presents the FY 2024-25 budgets broken out by department, 2) [Schedule B](#) includes the detailed list of new budget allocations by area, and 3) the budget reduction detail by area in [Schedule C](#).

Denver Schools & Colleges

Table 4 Summary of Change from FY 2023-24 - All [Schools & Colleges](#)

Denver Schools & Colleges - E&G Continuing Budget				
	FY 2023-24	FY 2024-25	\$ Change	% Change
<u>Funding Sources</u>				
Revenue	\$ 8,285,901	\$ 8,627,437	\$ 341,536	4.1%
Budget Allocation	\$ 114,631,014	\$ 108,424,415	\$ (6,206,599)	-5.4%
Total Sources	\$122,916,915	\$117,051,852	\$ (5,865,063)	-4.8%
<u>Uses</u>				
<u>Personnel Costs</u>				
Salaries & Wages				
Faculty	\$ 64,950,177	\$ 63,052,183	\$ (1,897,994)	-2.9%
Staff	\$ 17,949,926	\$ 17,526,255	\$ (423,671)	-2.4%
Classified	\$ 1,990,146	\$ 1,746,144	\$ (244,002)	-12.3%
Hourly	\$ 716,499	\$ 767,984	\$ 51,485	7.2%
Subtotal Salaries & Wages	\$ 85,606,748	\$ 83,092,566	\$ (2,514,182)	-2.9%
Benefits	\$ 28,636,981	\$ 27,550,235	\$ (1,086,746)	-3.8%
Total Personnel Costs	\$ 114,243,729	\$ 110,642,801	\$ (3,600,928)	-3.2%
General Operating	\$ 8,731,549	\$ 5,826,795	\$ (2,904,754)	-33.3%
Travel	\$ 395,754	\$ 265,054	\$ (130,700)	-33.0%
Utilities	\$ -	\$ -	\$ -	
Institutional Financial Aid	\$ 1,295,883	\$ 1,192,202	\$ (103,681)	-8.0%
ICCA	\$ -	\$ -	\$ -	
Total Expenditures	\$124,666,915	\$117,926,852	\$ (6,740,063)	-5.4%
Transfers	\$ (1,750,000)	\$ (875,000)	\$ 875,000	-50.0%
Total Uses	\$122,916,915	\$117,051,852	\$ (5,865,063)	-4.8%
Net Expenditures	\$ -	\$ -	\$ -	

Summary of Major Changes:

- Revenue:
 - \$341,536 increase in program fee revenue due to rate changes.
- Expenditures:
 - Mandatory increases:
 - 109,132 mandatory [classified staff](#) increase.
 - \$332,092 mandatory benefit increase for [health, life, dental](#).
 - Approved reductions:
 - -\$3,281,610 in Phase II budget reductions.
 - -\$6,193,530 for retirement incentives.
 - Other Adjustments:
 - \$3,429,624 for prior year Board approved personnel allocations, including January 2024 merit increases, faculty promotions, and minimum wage.
 - -\$602,307 for miscellaneous adjustments including reorganizations between branches.

Academic & Student Affairs (ASA)

Table 5 Summary of Change from FY 2023-24 - [Academic & Student Affairs](#)

Academic & Student Affairs - E&G Continuing Budget				
	FY 2023-24	FY 2024-25	\$ Change	% Change
Funding Sources				
Revenue	\$ 6,421,592	\$ 6,115,829	\$ (305,763)	-4.8%
Budget Allocation	\$29,530,858	\$28,738,701	\$ (792,157)	-2.7%
Total Sources	\$35,952,450	\$34,854,530	\$(1,097,920)	-3.1%
Uses				
Personnel Costs				
Salaries & Wages				
Faculty	\$ 2,325,769	\$ 2,331,587	\$ 5,818	0.3%
Staff	\$15,752,873	\$16,037,942	\$ 285,069	1.8%
Classified	\$ 953,026	\$ 685,448	\$ (267,578)	-28.1%
Hourly	\$ 714,504	\$ 649,024	\$ (65,480)	-9.2%
Subtotal Salaries & Wages	\$19,746,172	\$19,704,001	\$ (42,171)	-0.2%
Benefits	\$ 6,891,739	\$ 6,704,141	\$ (187,598)	-2.7%
Total Personnel Costs	\$26,637,911	\$26,408,142	\$ (229,769)	-0.9%
General Operating	\$ 8,605,513	\$ 8,501,354	\$ (104,159)	-1.2%
Travel	\$ 97,923	\$ 80,314	\$ (17,609)	-18.0%
Utilities	\$ -	\$ -	\$ -	
Institutional Financial Aid	\$ 683,832	\$ 403,431	\$ (280,401)	-41.0%
ICCA	\$ -	\$ -	\$ -	
Total Expenditures	\$36,025,179	\$35,393,241	\$ (631,938)	-1.8%
Transfers	\$ (72,729)	\$ (538,711)	\$ (465,982)	640.7%
Total Uses	\$35,952,450	\$34,854,530	\$(1,097,920)	-3.1%
Net Expenditures	\$ -	\$ -	\$ -	

Summary of Major Changes:

- Revenue:
 - -\$214,616 reduction in Library funding received from CCD and MSU Denver.
 - -\$91,147 decrease to other revenue including Denver's portion of the International Student Fee and administrative charge due to enrollment changes and shared internal revenue.

- Expenditures:
 - Mandatory increases:
 - \$68,123 mandatory [classified staff](#) increase.
 - \$159,192 mandatory benefit increase for [health, life, dental](#).
 - \$12,410 for Denver’s portion of July 2024 AMC shared service merit increases.
 - Approved reductions:
 - -\$680,283 in Phase II approved budget reductions, including the Library.
 - -\$461,054 for retirement incentives.
 - Other Adjustments:
 - \$527,077 for prior year Board approved personnel allocations, including January 2024 merit increases, faculty promotions, and minimum wage.
 - -\$677,829 for miscellaneous adjustments including reorganizations between branches.

Central Support & Administration (CSA)

Table 6 Summary of Change from FY 2023-24 - [Central Administration](#)

Central Administration - E&G Continuing Budget				
	FY 2023-24	FY 2024-25	\$ Change	% Change
Funding Sources				
Revenue	\$ 67,800	\$ -	\$ (67,800)	-100.0%
Budget Allocation	\$32,409,325	\$33,571,987	\$ 1,162,662	3.6%
Total Sources	\$32,477,125	\$33,571,987	\$ 1,094,862	3.4%
Uses				
Personnel Costs				
Salaries & Wages				
Faculty	\$ 894	\$ 406	\$ (488)	-54.6%
Staff	\$16,669,611	\$17,562,999	\$ 893,388	5.4%
Classified	\$ 2,026,527	\$ 1,572,248	\$ (454,279)	-22.4%
Hourly	\$ 374,366	\$ 381,061	\$ 6,695	1.8%
Subtotal Salaries & Wages	\$19,071,398	\$19,516,714	\$ 445,316	2.3%
Benefits	\$ 6,169,766	\$ 6,852,702	\$ 682,936	11.1%
Total Personnel Costs	\$25,241,164	\$26,369,416	\$ 1,128,252	4.5%
General Operating	\$ 7,817,313	\$ 7,744,909	\$ (72,404)	-0.9%
Travel	\$ -	\$ -	\$ -	
Utilities	\$ -	\$ -	\$ -	
Institutional Financial Aid	\$ -	\$ -	\$ -	
ICCA	\$ -	\$ -	\$ -	
Total Expenditures	\$33,058,477	\$34,114,325	\$ 1,055,848	3.2%
Transfers	\$ (581,352)	\$ (542,338)	\$ 39,014	-6.7%
Total Uses	\$32,477,125	\$33,571,987	\$ 1,094,862	3.4%
Net	\$ -	\$ -	\$ -	0%

Summary of Major Changes:

- Revenue:
 - -\$67,000 decrease to other revenue due to shared internal revenue changes.
- Expenditures:
 - Mandatory increases:
 - \$129,264 mandatory [classified staff](#) increase.
 - \$335,979 mandatory benefit increase for [health, life, dental](#).
 - \$320,961 for Denver's portion of July 2024 AMC shared service merit increases.
 - \$236,575 for Denver's portion of IT contract increases, building security, and background checks.

- \$140,000 increase for commencement due to New Student Charge rate change.
- Approved reductions:
 - -\$1,121,119 in Phase II approved budget reductions.
 - -\$227,826 for retirement incentives.
- Other Adjustments:
 - \$93,525 in critical needs including data security.
 - \$340,069 for prior year Board approved personnel allocations, including January 2024 merit increases and minimum wage.
 - \$847,434 for miscellaneous adjustments including reorganizations between branches.

Campus-Wide

Table 7 Summary of Change from FY 2023-24 - [Campus-Wide](#)

Campus-Wide - E&G Continuing Budget				
	FY 2023-24	FY 2023-24	\$ Change	% Change
Funding Sources				
Revenue	\$ 228,040,699	\$ 231,628,034	\$ 3,587,335	1.6%
Budget Allocation to Branches	\$ (176,571,197)	\$ (170,735,103)	\$ 5,836,094	-3.3%
Total Sources	\$ 51,469,502	\$ 60,892,931	\$ 9,423,429	18.3%
Personnel Costs				
Salaries & Wages				
Faculty	\$ -	\$ 3,708,707	\$ 3,708,707	
Staff	\$ -	\$ 1,144,767	\$ 1,144,767	
Classified	\$ -	\$ 236,360	\$ 236,360	
Hourly	\$ -	\$ -	\$ -	
Subtotal Salaries & Wages	\$ -	\$ 5,089,834	\$ 5,089,834	
Benefits	\$ 1,118,258	\$ 2,910,834	\$ 1,792,576	160.3%
Total Personnel Costs	\$ 1,118,258	\$ 8,000,668	\$ 6,882,410	615.5%
General Operating	\$ 23,133,372	\$ 23,741,972	\$ 608,600	2.6%
Travel	\$ -	\$ -	\$ -	
Utilities	\$ 1,261,436	\$ 1,197,244	\$ (64,192)	-5.1%
Institutional Financial Aid	\$ 14,691,389	\$ 15,282,129	\$ 590,740	4.0%
ICCA	\$ 6,038,979	\$ 6,870,180	\$ 831,201	13.8%
Total Expenditures	\$ 46,243,434	\$ 55,092,193	\$ 8,848,759	19.1%
Transfers	\$ 5,226,068	\$ 5,800,738	\$ 574,670	11.0%
Total Expenditures & Transfers	\$ 51,469,502	\$ 60,892,931	\$ 9,423,429	18.3%
Net	\$ -	\$ -	\$ -	

Summary of Major Changes:

- Revenue:
 - \$3,587,335 increase is the net change in tuition, [State support](#), and non-unit specific other revenue.

- Expenditures:
 - \$440,740 increase in [institutional financial aid](#) to keep pace with tuition increases and maintain affordability.
 - Mandatory:
 - \$831,201 increase to [intercampus cost allocation \(ICCA\)](#), the payment to cover support from System.
 - \$1,434,263 increase to Denver campus portion of [Auraria Higher Education Center \(AHEC\)](#) appropriation and controlled maintenance costs.
 - \$88,172 increase in general liability insurance.
 - \$157,447 in Facility increases including leases, utilities, and custodial.
 - Budgets held for allocation:
 - \$160,480 minimum wage increase
 - \$355,580 faculty promotions
 - \$2,909,435 January 2025 merit pool for faculty and exempt staff
 - \$112,003 remainder of Classified salary increase and benefit and [health, life, dental](#) increases, held for corrections.
 - Approved reductions:
 - -\$20,000 in Phase II approved budget reductions.
 - \$6,882,410 offset for retirement incentives.
 - Other Adjustments:
 - \$368,468 for miscellaneous adjustments including revenue adjustments and reorganizations between branches.

Schedules

Schedule A: FY 2024-25 Initial Education & General (E&G) Continuing Budget
As of July 1, 2024

Denver's Portion of Total Budget													
Area	Revenue	Faculty	University Staff	Classified	Hourly	Benefits	Total Personnel	General Operating	Student Aid	Total Expenditures	Transfers	Total Expenditures & Transfers	Net
Denver Schools & Colleges													
Business School	\$ (1,490,024)	\$ 11,758,327	\$ 3,564,265	\$ -	\$ -	\$ 4,470,410	\$ 19,793,002	\$ 1,110,692	\$ 185,000	\$ 21,088,694	\$ -	\$ 21,088,694	\$ 19,598,670
School of Education & Human Development	\$ (515,507)	\$ 5,067,008	\$ 2,766,851	\$ -	\$ -	\$ 3,188,974	\$ 11,022,833	\$ 177,857	\$ 13,860	\$ 11,214,550	\$ -	\$ 11,214,550	\$ 10,699,043
College of Engineering, Design and Computing	\$ (1,723,086)	\$ 7,787,817	\$ 2,064,343	\$ 54,696	\$ -	\$ 3,304,704	\$ 13,211,560	\$ 1,646,482	\$ -	\$ 14,858,042	\$ -	\$ 14,858,042	\$ 13,134,956
School of Public Affairs	\$ (307,477)	\$ 2,876,423	\$ 1,526,572	\$ 65,916	\$ -	\$ 1,300,611	\$ 5,769,522	\$ 257,409	\$ 105,000	\$ 6,131,931	\$ -	\$ 6,131,931	\$ 5,824,454
College of Liberal Arts & Sciences	\$ (2,696,916)	\$ 26,277,803	\$ 4,093,366	\$ 1,551,204	\$ 406,834	\$ 10,831,369	\$ 43,160,576	\$ 490,677	\$ 567,692	\$ 44,218,945	\$ (875,000)	\$ 43,343,945	\$ 40,647,029
College of Architecture & Planning	\$ (640,670)	\$ 3,858,968	\$ 1,679,141	\$ -	\$ 361,150	\$ 1,867,235	\$ 7,766,494	\$ 618,617	\$ 200,650	\$ 8,585,761	\$ -	\$ 8,585,761	\$ 7,945,091
College of Arts & Media	\$ (1,253,757)	\$ 5,425,837	\$ 1,831,717	\$ 74,328	\$ -	\$ 2,586,932	\$ 9,918,814	\$ 1,790,115	\$ 120,000	\$ 11,828,929	\$ -	\$ 11,828,929	\$ 10,575,172
Denver Schools & Colleges Total Budget	\$ (8,627,437)	\$ 63,052,183	\$ 17,526,255	\$ 1,746,144	\$ 767,984	\$ 27,550,235	\$ 110,642,801	\$ 6,091,849	\$ 1,192,202	\$ 117,926,852	\$ (875,000)	\$ 117,051,852	\$ 108,424,415
Denver Schools & Colleges Total E&G Budget	\$ (8,627,437)	\$ 63,052,183	\$ 17,526,255	\$ 1,746,144	\$ 767,984	\$ 27,550,235	\$ 110,642,801	\$ 6,091,849	\$ 1,192,202	\$ 117,926,852	\$ (875,000)	\$ 117,051,852	\$ 108,424,415
Academic & Student Affairs (ASA)													
Provost & Academic Affairs													
Academic Planning & Institutional Effectiveness	\$ -	\$ -	\$ 653,936	\$ -	\$ -	\$ 229,348	\$ 883,284	\$ 83,686	\$ -	\$ 966,970	\$ -	\$ 966,970	\$ 966,970
Bioethics	\$ -	\$ 35,776	\$ 178,281	\$ -	\$ -	\$ 33,937	\$ 178,281	\$ 247,993	\$ 3,496	\$ 251,489	\$ (114,075)	\$ 137,414	\$ 137,414
Faculty Affairs	\$ -	\$ 108,131	\$ 399,033	\$ -	\$ -	\$ 171,604	\$ 678,768	\$ 114,363	\$ 25,000	\$ 818,131	\$ -	\$ 818,131	\$ 818,131
Graduate Education	\$ -	\$ -	\$ 392,490	\$ 42,977	\$ -	\$ 157,904	\$ 593,371	\$ 623,849	\$ -	\$ 1,217,220	\$ -	\$ 1,217,220	\$ 1,217,220
Library	\$ (5,516,891)	\$ 2,004,206	\$ 2,013,357	\$ 465,021	\$ 275,175	\$ 1,682,397	\$ 6,440,156	\$ 3,992,581	\$ -	\$ 10,432,737	\$ -	\$ 10,432,737	\$ 4,915,846
Provost	\$ -	\$ 60,000	\$ 558,434	\$ -	\$ 30,764	\$ 193,213	\$ 842,411	\$ 564,583	\$ -	\$ 1,406,994	\$ -	\$ 1,406,994	\$ 1,406,994
Research	\$ -	\$ 29,077	\$ 900,807	\$ -	\$ 16,299	\$ 305,995	\$ 1,252,177	\$ 344,603	\$ -	\$ 1,596,781	\$ (93,636)	\$ 1,503,144	\$ 1,503,144
Teaching Innovation & Program Strategy	\$ -	\$ -	\$ 967,189	\$ -	\$ -	\$ 339,318	\$ 1,306,507	\$ 47,848	\$ -	\$ 1,354,355	\$ -	\$ 1,354,355	\$ 1,354,355
Provost & Academic Affairs Total Budget	\$ (5,516,891)	\$ 2,237,190	\$ 6,063,526	\$ 507,998	\$ 322,238	\$ 3,113,715	\$ 12,244,667	\$ 5,775,010	\$ 25,000	\$ 18,044,677	\$ (207,711)	\$ 17,836,965	\$ 12,320,074
Strategic Enrollment & Student Success (SESS)													
Academic Achievement	\$ -	\$ 94,397	\$ 1,349,627	\$ -	\$ 146,677	\$ 514,265	\$ 2,104,966	\$ 693,489	\$ 343,431	\$ 3,141,886	\$ (331,000)	\$ 2,810,886	\$ 2,810,886
Enrollment Management	\$ -	\$ -	\$ 4,577,302	\$ 140,640	\$ 103,565	\$ 1,628,234	\$ 6,449,741	\$ 1,222,237	\$ -	\$ 7,671,978	\$ -	\$ 7,671,978	\$ 7,671,978
International Affairs	\$ (598,938)	\$ -	\$ 1,713,315	\$ -	\$ 38,550	\$ 611,210	\$ 2,363,075	\$ 481,287	\$ 35,000	\$ 2,879,362	\$ -	\$ 2,879,362	\$ 2,280,424
Strategic Enrollment & Student Success	\$ -	\$ -	\$ 310,514	\$ -	\$ -	\$ 111,785	\$ 422,299	\$ 98,459	\$ -	\$ 520,758	\$ -	\$ 520,758	\$ 520,758
Student Affairs	\$ -	\$ -	\$ 2,023,658	\$ 36,810	\$ 37,994	\$ 724,933	\$ 2,823,395	\$ 311,186	\$ -	\$ 3,134,581	\$ -	\$ 3,134,581	\$ 3,134,581
SESS Total Budget	\$ (598,938)	\$ 94,397	\$ 9,974,416	\$ 177,450	\$ 326,786	\$ 3,590,426	\$ 14,163,476	\$ 2,806,658	\$ 378,431	\$ 17,348,565	\$ (331,000)	\$ 17,017,565	\$ 16,418,627
Academic & Student Affairs Total E&G Budget	\$ (6,115,829)	\$ 2,331,587	\$ 16,037,942	\$ 685,448	\$ 649,024	\$ 6,704,141	\$ 26,408,143	\$ 8,581,668	\$ 403,431	\$ 35,393,241	\$ (538,711)	\$ 34,854,530	\$ 28,738,701

Schedule A: FY 2024-25 Initial Education & General (E&G) Continuing Budget
As of July 1, 2024

Area	Denver's Portion of Total Budget												
	Revenue	Faculty	University Staff	Classified	Hourly	Benefits	Total Personnel	General Operating	Student Aid	Total Expenditures	Transfers	Total Expenditures & Transfers	Net
Central Services Administration (CSA)													
Chancellor													
Chancellor's Office	\$ -	\$ -	\$ 984,781	\$ -	\$ -	\$ 336,520	\$ 1,321,301	\$ 117,778	\$ -	\$ 1,439,079	\$ -	\$ 1,439,079	\$ 1,439,079
Chancellor's Shared Services	\$ -	\$ -	\$ 501,748	\$ -	\$ 5,000	\$ 185,655	\$ 692,403	\$ 20,533	\$ -	\$ 712,936	\$ -	\$ 712,936	\$ 712,936
Partnerships & Innovations	\$ -	\$ -	\$ 248,887	\$ -	\$ -	\$ 89,599	\$ 338,486	\$ -	\$ -	\$ 338,486	\$ -	\$ 338,486	\$ 338,486
Chancellor Total Budget	\$ -	\$ -	\$ 1,735,416	\$ -	\$ 5,000	\$ 611,774	\$ 2,352,190	\$ 138,311	\$ -	\$ 2,490,501	\$ -	\$ 2,490,501	\$ 2,490,501
Access & Campus Engagement													
Access and Campus Engagement	\$ -	\$ -	\$ 766,536	\$ -	\$ 1,210	\$ 275,952	\$ 1,043,698	\$ 92,917	\$ -	\$ 1,136,615	\$ -	\$ 1,136,615	\$ 1,136,615
Access & Campus Engagement Total Budget	\$ -	\$ -	\$ 766,536	\$ -	\$ 1,210	\$ 275,952	\$ 1,043,698	\$ 92,917	\$ -	\$ 1,136,615	\$ -	\$ 1,136,615	\$ 1,136,615
Advancement													
Advancement	\$ -	\$ -	\$ 238,170	\$ -	\$ -	\$ 85,741	\$ 323,911	\$ -	\$ -	\$ 323,911	\$ -	\$ 323,911	\$ 323,911
Advancement Total Budget	\$ -	\$ -	\$ 238,170	\$ -	\$ -	\$ 85,741	\$ 323,911	\$ -	\$ -	\$ 323,911	\$ -	\$ 323,911	\$ 323,911
Finance & Administration													
Finance & Administration	\$ -	\$ -	\$ 761,608	\$ -	\$ -	\$ 257,869	\$ 1,019,477	\$ 1,287,581	\$ -	\$ 2,307,058	\$ -	\$ 2,307,058	\$ 2,307,058
Emergency Management	\$ -	\$ -	\$ 121,663	\$ -	\$ -	\$ 43,799	\$ 165,462	\$ 478,616	\$ -	\$ 644,078	\$ (37,901)	\$ 606,177	\$ 606,177
Facilities Management & Planning	\$ -	\$ -	\$ 424,119	\$ -	\$ 1,870	\$ 152,683	\$ 578,672	\$ 26,400	\$ -	\$ 605,072	\$ -	\$ 605,072	\$ 605,072
Human Resources - Denver	\$ -	\$ -	\$ 749,654	\$ -	\$ -	\$ 263,717	\$ 1,013,371	\$ 36,038	\$ -	\$ 1,049,409	\$ -	\$ 1,049,409	\$ 1,049,409
Office of Budget & Fiscal Planning	\$ -	\$ -	\$ 1,186,097	\$ -	\$ -	\$ 388,358	\$ 1,574,455	\$ 17,500	\$ -	\$ 1,591,955	\$ -	\$ 1,591,955	\$ 1,591,955
Office of Information Technology - Denver	\$ -	\$ -	\$ 1,393,074	\$ 314,700	\$ 29,820	\$ 569,782	\$ 2,307,376	\$ 943,438	\$ -	\$ 3,250,814	\$ (199,040)	\$ 3,051,774	\$ 3,051,774
Subtotal Denver Finance & Administration	\$ -	\$ -	\$ 4,636,215	\$ 314,700	\$ 31,690	\$ 1,676,208	\$ 6,658,813	\$ 2,789,573	\$ -	\$ 9,448,386	\$ (236,941)	\$ 9,211,445	\$ 9,211,445
Anschutz Campus - Denver's Portion of Shared Services													
Facilities	\$ -	\$ -	\$ 1,150,873	\$ 872,447	\$ 4,380	\$ 804,552	\$ 2,832,252	\$ 796,743	\$ -	\$ 3,628,996	\$ (92,046)	\$ 3,536,950	\$ 3,536,950
Finance/Controller	\$ -	\$ 406	\$ 1,757,739	\$ 73,994	\$ 12,608	\$ 650,290	\$ 2,495,036	\$ 242,992	\$ -	\$ 2,738,028	\$ (197,796)	\$ 2,540,233	\$ 2,540,233
Human Resources - Shared	\$ -	\$ -	\$ 131,209	\$ -	\$ -	\$ 45,687	\$ 176,896	\$ 52,973	\$ -	\$ 229,869	\$ -	\$ 229,869	\$ 229,869
Office of Information Technology - Shared	\$ -	\$ -	\$ 4,042,392	\$ 247,495	\$ 319,812	\$ 1,565,369	\$ 6,175,068	\$ 3,222,947	\$ -	\$ 9,398,015	\$ 52,631	\$ 9,450,645	\$ 9,450,645
Subtotal Anschutz Campus - Denver's Portion of Shared Services	\$ -	\$ 406	\$ 7,082,213	\$ 1,193,936	\$ 336,800	\$ 3,065,899	\$ 11,679,252	\$ 4,315,656	\$ -	\$ 15,994,908	\$ (237,211)	\$ 15,757,697	\$ 15,757,697
Finance & Administration Total Budget	\$ -	\$ 406	\$ 11,718,428	\$ 1,508,636	\$ 368,490	\$ 4,742,107	\$ 18,338,066	\$ 7,105,229	\$ -	\$ 25,443,294	\$ (474,153)	\$ 24,969,142	\$ 24,969,142
University Communications & Events													
University Communications	\$ -	\$ -	\$ 3,104,449	\$ 63,612	\$ 4,310	\$ 1,137,119	\$ 4,309,490	\$ 57,077	\$ -	\$ 4,366,567	\$ -	\$ 4,366,567	\$ 4,366,567
University Events	\$ -	\$ -	\$ -	\$ -	\$ 2,051	\$ 10	\$ 2,061	\$ 283,190	\$ -	\$ 285,251	\$ -	\$ 285,251	\$ 285,251
University Communications & Events Total Budget	\$ -	\$ -	\$ 3,104,449	\$ 63,612	\$ 6,361	\$ 1,137,129	\$ 4,311,551	\$ 340,267	\$ -	\$ 4,651,818	\$ -	\$ 4,651,818	\$ 4,651,818
Central Services Administration Total E&G Budget	\$ -	\$ 406	\$ 17,562,999	\$ 1,572,248	\$ 381,061	\$ 6,852,702	\$ 26,369,415	\$ 7,676,724	\$ -	\$ 34,046,139	\$ (474,153)	\$ 33,571,987	\$ 33,571,987

Schedule A: FY 2024-25 Initial Education & General (E&G) Continuing Budget
As of July 1, 2024

Denver's Portion of Total Budget													
Area	Revenue	Faculty	University Staff	Classified	Hourly	Benefits	Total Personnel	General Operating	Student Aid	Total Expenditures	Transfers	Total Expenditures & Transfers	Net
Campus-wide													
<u>Revenue & Other Sources</u>													
Revenue & Other Sources (includes state support, tuition, and other revenue)	\$ (231,628,034)						\$ -			\$ -	\$ (5,000,000)	\$ (5,000,000)	\$ (236,628,034)
Revenue & Other Sources Total Budget	\$ (231,628,034)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (5,000,000)	\$ (5,000,000)	\$ (236,628,034)
<u>Institutional Aid</u>													
Institutional Financial Aid	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,832,129	\$ 14,832,129	\$ -	\$ 14,832,129	\$ 14,832,129
Institutional Financial Aid Total Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,832,129	\$ 14,832,129	\$ -	\$ 14,832,129	\$ 14,832,129
<u>Mandatory</u>													
AHEC Appropriation (excluding Groundskeeping)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,069,730	\$ -	\$ 12,069,730	\$ -	\$ 12,069,730	\$ 12,069,730
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,585,885	\$ 6,585,885	\$ 6,585,885
Facility Costs & Leases	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,124,598	\$ -	\$ 4,124,598	\$ -	\$ 4,124,598	\$ 4,124,598
ICCA	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,093,800	\$ -	\$ 7,093,800	\$ (223,620)	\$ 6,870,180	\$ 6,870,180
Insurance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,081,193	\$ -	\$ 1,081,193	\$ -	\$ 1,081,193	\$ 1,081,193
Other Mandatory (Bad debt, CO Free App Day)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,549,717	\$ -	\$ 1,549,717	\$ -	\$ 1,549,717	\$ 1,549,717
Mandatory Total Budget	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,919,038	\$ -	\$ 25,919,038	\$ 6,362,265	\$ 32,281,303	\$ 32,281,303
<u>General</u>													
Budget Holds (Includes Retirement Incentives, Faculty Promotions, DOIP, 2025 Merit Pool)	\$ -	\$ 3,708,707	\$ 1,144,767	\$ 236,360	\$ -	\$ 1,792,576	\$ 6,882,410	\$ 9,550,469	\$ 450,000	\$ 16,882,879	\$ 50,000	\$ 16,932,879	\$ 16,932,879
Budget Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 654,165	\$ -	\$ 654,165	\$ 4,250,973	\$ 4,905,138	\$ 4,905,138
Tuition Benefit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,118,258	\$ 1,118,258	\$ -	\$ -	\$ 1,118,258	\$ -	\$ 1,118,258	\$ 1,118,258
Other Campus Wide (Dues & Memberships, GAR, Van On-Demand, Shuttle Bus, & Software)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (4,314,276)	\$ -	\$ (4,314,276)	\$ 137,500	\$ (4,176,776)	\$ (4,176,776)
General Total Budget	\$ -	\$ 3,708,707	\$ 1,144,767	\$ 236,360	\$ -	\$ 2,910,834	\$ 8,000,668	\$ 5,890,358	\$ 450,000	\$ 14,341,026	\$ 4,438,473	\$ 18,779,499	\$ 18,779,499
Campus-wide Total E&G Budget	\$ (231,628,034)	\$ 3,708,707	\$ 1,144,767	\$ 236,360	\$ -	\$ 2,910,834	\$ 8,000,668	\$ 31,809,396	\$ 15,282,129	\$ 55,092,193	\$ 5,800,738	\$ 60,892,931	\$ (170,735,103)
Total E&G Budget	\$ (246,371,300)	\$ 69,092,882	\$ 52,271,963	\$ 4,240,200	\$ 1,798,069	\$ 44,017,913	\$ 171,421,027	\$ 54,159,637	\$ 16,877,762	\$ 242,458,426	\$ 3,912,874	\$ 246,371,300	\$ 0

Schedule B: FY 2024-25 E&G New Budget Allocations by Area

Description	Schools & Colleges	Academic & Student Affairs	Central Administration	Campus-wide	Total
Revenue Available				\$ 3,555,308	\$ 3,555,308
FY 2024-25 Initiatives					
Financial Aid - Tuition Increase				\$ 440,740	\$ 440,740
Subtotal Initiatives	\$ -	\$ -	\$ -	\$ 440,740	\$ 440,740
					\$ -
FY 2024-25 Mandatory Increases					
Health/Life/Dental & Other Fringe	\$ 332,092	\$ 159,192	\$ 335,979	\$ (294,279)	\$ 532,984
Classified ATB, Step & Range	\$ 109,132	\$ 68,123	\$ 129,264	\$ 406,282	\$ 712,801
FY25 Minimum Wage to Contingency				\$ 160,480	\$ 160,480
Faculty Promotions				\$ 355,580	\$ 355,580
Insurance				\$ 88,172	\$ 88,172
Lease Increases Estimate				\$ 36,505	\$ 36,505
Utility Increase				\$ 63,072	\$ 63,072
Custodial Contract Estimate				\$ 60,000	\$ 60,000
AHEC				\$ 1,434,263	\$ 1,434,263
OIT Mandatory Costs			\$ 195,500		\$ 195,500
HR - Shared Background Check			\$ 6,819		\$ 6,819
Denver Buildings Security			\$ 34,256	\$ (2,130)	\$ 32,126
ICCA				\$ 831,201	\$ 831,201
New Student Charge: Commencement			\$ 140,000		\$ 140,000
Other Revenue Adjustments: Fees, Other	\$ 341,536	\$ (45,556)	\$ -	\$ (64,234)	\$ 231,746
Subtotal Mandatory Cost Increases	\$ 782,760	\$ 181,759	\$ 841,818	\$ 3,074,912	\$ 4,881,249
					\$ -
FY 2024-25 Compensation					
Faculty & Staff Merit (AMC July Pool & DEN January Pool)		\$ 12,410	\$ 320,961	\$ 2,909,435	\$ 3,242,806
Total Compensation Increase	\$ -	\$ 12,410	\$ 320,961	\$ 2,909,435	\$ 3,242,806
Department Budget Request					
OIT - Data Security & Other Critical Needs			\$ 45,225		\$ 45,225
Office of Equity - .5 FTE			\$ 48,300		\$ 48,300
Total Department Requests	\$ -	\$ -	\$ 93,525	\$ -	\$ 93,525
Phase II Budget Reductions					
Budget Reductions	\$(3,281,610)	\$(680,283)	\$(1,121,119)	\$(20,000)	\$(5,103,012)
Total Budget Reductions	\$(3,281,610)	\$(680,283)	\$(1,121,119)	\$(20,000)	\$(5,103,012)
Total New Budget + Reductions	\$(2,498,850)	\$(486,114)	\$ 135,185	\$ 6,405,087	\$ 3,555,308
Other Adjustments (including FY 2023-24 mid-year)					
Retirements	\$(6,193,530)	\$(461,054)	\$(227,826)	\$ 6,882,410	\$ -
Minimum Wage Allocation	\$ 240,700	\$ 1,220	\$ 37,210	\$(279,130)	\$ -
FY24 Faculty Promotions (including IRC)	\$ 435,924	\$ 4,909		\$(440,833)	\$ -
FY24 Merit (including Lecturers)	\$ 2,753,000	\$ 520,948	\$ 302,859	\$(3,576,807)	\$ -
Misc: Federated Marketing Positions to Ucomm	\$(930,341)	\$(119,448)	\$ 1,049,789		\$ -
Misc: Academic Achievement Pos	\$ 328,034	\$(328,034)		\$ -	\$ -
Misc: Funding from SESS for HR Student Program Manager		\$(57,614)	\$ 57,614	\$ -	\$ -
Misc: Move budget to cover portion of Title X position		\$(18,300)	\$ 18,300	\$ -	\$ -
Misc: Move from SESS to Bursar (CSA)		\$(34,501)	\$ 34,501	\$ -	\$ -
Misc: Other		\$(119,932)	\$(312,770)	\$ 432,702	\$ -
Total Other Adjustments	\$(3,366,213)	\$(611,806)	\$ 959,677	\$ 3,018,342	\$ -
Total Budget Change from FY 2023-24 Initial	\$(5,865,063)	\$(1,097,920)	\$ 1,094,862	\$ 9,423,429	\$ 3,555,308

Schedule C: FY 2024-25 Budget Reduction Detail

Area	Expense Category	Cost Reduction Short Description	Cost Reduction Idea Detail	Confirmed Reduction	FTE
Business School	Faculty	Retirement	End of phased retirement for instructor. Will be replaced with lecturers	\$ (27,500)	(1.00)
Business School	Faculty	Retirement	End of phased retirement for Associate Professor. Will replace with lecturers.	\$ (102,500)	(1.00)
Business School	Operating	Office Efficiencies	Reduction in operating costs to support faculty including copiers, printers, office support	\$ (40,000)	
Business School	Operating	Correction of travel budget	Faculty are traveling less after the pandemic but budget was not realigned to actuals.	\$ (40,000)	
Business School	Operating	Minimal reduction in classes taught by lecturers	This savings would come from cancellation of low enrollment classes. The number is conservative and each case would be reviewed so students are not negatively impacted. The Business School would be able to provide an alternative class, combine sections of a class, or offer the class in a hyflex format to meet this target.	\$ (57,000)	
Business School	Operating	Cut excess operating	The Business School obtained funds from the Regent approved differential increase for graduate students. Knowing that cuts were imminent for 2024-25, the funds have been used for one time projects including training faculty to incorporate AI into class curriculum, encouraging the use of OER materials to reduce student costs, branding initiatives, and marketing/recruiting efforts. Since the funds were not used for continuing needs, we can cut these funds from next year's budget.	\$ (343,450)	
College of Architecture and Planning	Operating	Historic Preservation Program Resource to Size Alignment	Reduce program operating budget to align with its current size	\$ (8,000)	
College of Architecture and Planning	Operating	Reduce college facilities spending	Reduce the amount the college spends on facilities maintenance and projects such as electrical work, duct work, exhaust work, shelving, carpet, painting and renovations	\$ (20,000)	
College of Architecture and Planning	Operating	Reduce Marketing budget	By reducing our marketing budget by 45%, we will reduce student hourlies, advertising spending and eliminate website support contracts	\$ (30,000)	
College of Architecture and Planning	Operating	Reduce operating expenses	Eliminate one copier/copier contract, replaced with high-volume printer scanner	\$ (5,000)	
College of Architecture and Planning	Operating	Reduce operating expenses	Eliminate 25 individual phone lines at \$32.50 per phone line per month	\$ (7,050)	
College of Architecture and Planning	Operating	Reduce Student Events budget	Reduce budget by half by scaling back events, particularly CAP college commencement celebrations	\$ (10,000)	
College of Architecture and Planning	Operating	Reduce Dean's discretionary budget	Reduce this budget by half, thereby scaling back Dean-specific events, travel, swag, etc.	\$ (25,000)	
College of Architecture and Planning	Operating	Eliminate furniture budget	Faculty and staff will use existing or repurposed furniture	\$ (5,000)	
College of Architecture and Planning	Operating	Classical Studies Certificate Resource to Size Alignment	Reduce program operating budget to align with its current size	\$ (3,531)	
College of Architecture and Planning	Operating	Reduce Exhibits budget	Reduce budget by half and combine with the Lecture Series budget so as to allocate according to need and plans each fiscal year	\$ (10,000)	
College of Architecture and Planning	Operating	Landscape Architecture Department Resource to Size Alignment	Reduce TA budget to align with department size and number of courses that are large enough to require a TA	\$ (12,000)	
College of Architecture and Planning	Operating	Urban and Regional Planning Department Course Efficiencies	Reduce budget for under-enrolled electives	\$ (24,400)	
College of Architecture and Planning	Operating	Urban and Regional Planning Department Resource to Size Alignment	Reduce TA budget to align with department size and number of courses that are large enough to require a TA	\$ (20,000)	
College of Architecture and Planning	Operating	Reduce Employee Recruitment budget	Reduce costs of faculty recruitment (scale back meals with candidates, smaller moving packages, etc.	\$ (5,000)	
College of Architecture and Planning	Operating	Reduce Computer Replacement budget	Move from automatically replacing computers every 4 years to replacing only as needed	\$ (10,000)	

Schedule C: FY 2024-25 Budget Reduction Detail

Area	Expense Category	Cost Reduction Short Description	Cost Reduction Idea Detail	Confirmed Reduction	FTE
College of Architecture and Planning	Operating	Urban Design Program Resource to Size Alignment	Reduce program operating budget to align with its current size	\$ (3,500)	
College of Architecture and Planning	Operating	Urban Design Program Resource to Size Alignment	Reduce program general fund scholarship allocation to align with its current size	\$ (5,000)	
College of Architecture and Planning	Operating	Reduce Lecture Series budget	Reduce budget by half and combine with the Exhibits budget so as to allocate according to need and plans each fiscal year	\$ (15,000)	
College of Architecture and Planning	Operating	Eliminate Special Projects budget	Eliminate discretionary budget that is used for unexpected projects like our 3rd floor gallery renovation and CAP's contributions to the new CU Denver Building Security Desk	\$ (10,000)	
College of Arts & Media	Faculty	Don't replace faculty position	Do not replace VA Illustration Instructor position	\$ (80,000)	(1.00)
College of Arts & Media	Faculty	Don't replace faculty position	Do not replace FITV Film Scholar position	\$ (75,525)	(1.00)
College of Arts & Media	Staff	Don't replace staff position	Do not replace Events Coordinator position	\$ (82,067)	(1.00)
College of Arts & Media	Staff	IT restructure	Two IT staff vacancies will be replaced with one position	\$ (75,350)	(1.00)
College of Engineering, Design, and Computing	Classified	Reconfigure lab position	Reimagine services provided by this position, possibly eliminating them for good.	\$ (82,475)	(1.00)
College of Engineering, Design, and Computing	Faculty	Eliminate position in ME	Reduce faculty headcount	\$ (94,291)	(1.00)
College of Engineering, Design, and Computing	Faculty	Eliminate position in ME	Reduce faculty headcount	\$ (100,450)	(1.00)
College of Engineering, Design, and Computing	Operating	Reduce communications spend	Decrease expenses on communications activities, events, etc.	\$ (25,000)	
College of Engineering, Design, and Computing	Operating	Reduce first year course instruction budget	Reduce budget for first-year courses and experiences. This is held in the deans office and complements reductions in departments that will have similar impact.	\$ (10,000)	
College of Engineering, Design, and Computing	Operating	Reduce IT services	Reduce our IT budget	\$ (10,000)	
College of Engineering, Design, and Computing	Operating	Reduce dean's initiative pool	Reduce budget for initiatives that contribute to strategic plan	\$ (10,000)	
College of Engineering, Design, and Computing	Operating	Reduce department operating budget	Reduce operating budget for CVEN	\$ (20,000)	
College of Engineering, Design, and Computing	Operating	Reduce department operating budget	Reduce operating budget for BioE	\$ (12,671)	
College of Engineering, Design, and Computing	Operating	Reduce department operating budget	Reduce operating budget for BioE	\$ (7,329)	
College of Engineering, Design, and Computing	Staff	Eliminate position	Assoc Dean position stipend	\$ (56,506)	-
College of Liberal Arts & Sciences	Faculty	Resignation	Replace resigned Economics Associate Professor with lecturers	\$ (195,095)	(1.00)
College of Liberal Arts & Sciences	Faculty	Resignation	Replace resigned Economics Assistant Professor with lecturers	\$ (156,674)	(1.00)
College of Liberal Arts & Sciences	Faculty	Resignation	Replace resigned Math Associate Professor CTT with lecturers	\$ (114,794)	(1.00)
College of Liberal Arts & Sciences	Faculty	Retirement	Replace retiring Psychology Associate Professor with lecturers	\$ (125,203)	(1.00)
College of Liberal Arts & Sciences	Faculty	Retirement	Replace retiring Anthropology Professor with lecturers	\$ (165,844)	(1.00)
College of Liberal Arts & Sciences	Faculty	Retirement	Replace retiring English Associate Professor with lecturers	\$ (118,526)	(1.00)
College of Liberal Arts & Sciences	Faculty	Resignation	Replaced resigning Health & Behavioral Sciences Professor with lecturers	\$ (138,819)	(1.00)
College of Liberal Arts & Sciences	Faculty	Retirement	Replace retiring Math Professor with lecturers	\$ (130,970)	(1.00)
College of Liberal Arts & Sciences	Faculty	Retirement	Replace retiring Math Professor with lecturers	\$ (102,874)	(1.00)
College of Liberal Arts & Sciences	Faculty	Retirement	Replace retiring English Professor with lecturers	\$ (91,153)	(1.00)
College of Liberal Arts & Sciences	Faculty	Lecturer replacement cost	Cost to hire lecturers to teach the courses that were covered by resigned/retired faculty	\$ 130,186	

Schedule C: FY 2024-25 Budget Reduction Detail

Area	Expense Category	Cost Reduction Short Description	Cost Reduction Idea Detail	Confirmed Reduction	FTE
School of Education & Human Development	Faculty	Eliminate vacant position	Will not recruit vacant senior instructor position	\$ (73,689)	(1.00)
School of Education & Human Development	Faculty	Eliminate vacant position	Eliminate vacant clinical teaching track position (incumbent has been hired into another position on 1/1/24)	\$ (96,000)	(1.00)
School of Education & Human Development	Faculty	Eliminate vacant position	Will not recruit vacant position	\$ (119,135)	(1.00)
School of Education & Human Development	Faculty	Hired replacement at assistant rank	Associate Professor resigned and was replaced at Assistant Professor rank	\$ (11,500)	(1.00)
School of Education & Human Development	Staff	Reduced amount supported by SEHD GF	Centers becoming more self-sustaining	\$ (14,749)	-
School of Public Affairs	Faculty	Faculty Departure	Departure of a TT Assistant Professor	\$ (112,136)	(1.00)
School of Public Affairs	Operating	Reduce operating expenses	Eliminate the Dean's Commitment Fund	\$ (25,000)	
School of Public Affairs	Operating	Eliminate program participation	Pause participation in the Non-Profit Leadership Alliance Program.	\$ (7,500)	
School of Public Affairs	Operating	Eliminate program participation	Pause participation in the Non-Profit Leadership Alliance Program.	\$ (3,000)	
School of Public Affairs	Staff	FTE Reduction	FTE of Associate Dean was reduced to 0.90 FTE upon retirement of previous AD	\$ (10,000)	
School of Public Affairs	Staff	Reduce personnel expense	A minimum of 30% of this staff position's salary will be supported on auxiliary funds	\$ (18,540)	
Auraria Library	Operating	Cut from Learning Materials Collection	Cut from Learning Materials Collection-please note that we will be determining specific titles and resources in consultation with campus faculty and based on collection statistics over the Spring semester so that we can make an informed decision	\$ (267,226)	
Auraria Library	Operating	Cut from Learning Materials Tools Collection	Cut from Learning Materials Tools-please note that we will be determining specific titles and resources in consultation with campus faculty and based on collection statistics over the Spring semester so that we can make an informed decision	\$ (7,700)	
Auraria Library	Operating	Eliminate UI/UX Research Tools	This tool is not currently being used and can be eliminated	\$ (1,000)	
Auraria Library	Operating	Eliminate Web IT/Usability and Accessibility Research	This tool is currently being used for student feedback programs that our Senior UI / UX Developer and Web Services student are performing periodically throughout the year.	\$ (600)	
Provost's Office	Operating	Remove Professional Development Fund for OFA/CFDA	This will impact OFA/CFDA staff's PD needs. CFDA Director and Assistant Director has PD funds in their units due to their faculty appointments. Moreover, we should be able to provide PD funds using one-time money, if necessary.	\$ (5,400)	
Provost's Office	Operating	TIPS operating	TIPS has a small operating budget that covers the CETL fellows program and professional development grants for faculty. We will plan to backfill this funding from reserves/Anschutz MOU to keep programs running	\$ (42,000)	
Provost's Office	Operating	Research Seed Grants		\$ (40,000)	
Provost's Office	Operating	Policy Funding	This is a cut to the operating budget from the AVC for Academic Affairs speedtype that is used to fund CU Denver policy work and the CCOC chair stipend.	\$ (10,000)	
Provost's Office	Operating	Assessment / Accred&PrgmRvw	This cut would be to the operating budget for either outcomes assessment or accreditation and program review	\$ (4,500)	
Provost's Office	Operating	AVC Academic Planning Operating	Cut operating budget, professional development and programming for Academic Planning	\$ (3,000)	
Provost's Office	Operating	Graduate Education	This would be a cut from Graduate Education that would impact graduate recruitment, graduate student scholarships, graduate student travel and research support and PhD program support	\$ (30,397)	
Provost's Office	Staff	Eliminate one of CFDA Fellow Positions	This fellow position provides support for associate to full mentoring circle. This responsibility will be taken over by the CFDA Director next academic year. CFDA Fellows Budget is \$21,000. This reduces it to \$16,000.	\$ (4,500)	

Schedule C: FY 2024-25 Budget Reduction Detail

Area	Expense Category	Cost Reduction Short Description	Cost Reduction Idea Detail	Confirmed Reduction	FTE
Provost's Office	Staff	Restructuring half time administrative role in CFDA	This will restructure current Assistant Director line by reducing it from a .49 appointment to .20 appointment. We are confident that this will not significantly impact the current workload of existing staff or CFDA's operations as Lead Business Operations Coordinator (hired over the summer) has gained experience and has capacity take additional responsibilities to support the CFDA operations.	\$ (34,200)	
Provost's Office	Staff	Job share	Provost and EVC Sherman will share one full-time executive assistant, and one part-time	\$ (34,450)	(0.50)
Strategic Enrollment & Student Success	Operating	Reduce Operating	Will reduce operating expenses to achieve budget reductions	\$ (13,787)	
Strategic Enrollment & Student Success	Operating	Cut to recreation operations	Remove operating funds for Fiscal Wellness from this account line. Operations would be funded from other sources to continue program	\$ (7,737)	
Strategic Enrollment & Student Success	Operating	Cut to operating	Cut 2,296 from OVMSS Operating	\$ (2,296)	
Strategic Enrollment & Student Success	Operating	Cut to operating	CDIL operating budget. Current budget is \$72682, cut \$2193 for a total budget of \$70489	\$ (2,193)	
Strategic Enrollment & Student Success	Operating	Reduce University Advising operating budget for Advising Symposium and training/development funds for academic advisors	This reduction would reduce funds available for the annual Advising Symposium that is a venue for training and development of academic advisors across campus.	\$ (5,000)	
Strategic Enrollment & Student Success	Operating	Reduce LRC Operating Budget	Reduce Learning Resources Center (LRC) operating budget from \$5,000 to \$4,000.	\$ (1,000)	
Strategic Enrollment & Student Success	Operating	Reduce FYE Operating Budget	Reduce Operating Expenses of First Year Experiences (FYE)	\$ (5,000)	
Strategic Enrollment & Student Success	Operating	Cut funding to study abroad assistants by a third and Global Ambassador assistants by 4%.	Cut \$11,411 from the Study Abroad Student Assistant budget line item which is currently at \$34,500 and cut \$948 from Global Ambassadors student assistant line item which is currently at \$23,000.	\$ (10,000)	
Strategic Enrollment & Student Success	Operating	Reduce scholarship funding for study abroad	Cut \$5,000 from the Study Abroad scholarship line item in the study abroad budget which is currently at \$10,000	\$ (4,046)	
Strategic Enrollment & Student Success	Operating	Remove funding for special projects	There is funding allocated each year from the international student fee funding for special projects focused on creating more technological efficiencies in the visa process. This would be cut down to \$2,000	\$ (10,437)	
Strategic Enrollment & Student Success	Operating	Cut official function funding	Cut \$1,000 of funding for supporting the Association of International Researchers which has been dormant for the past year	\$ (809)	
Strategic Enrollment & Student Success	Operating	Reduce funding for staff to attend the NAFSA annual conference	Cut \$1,430 of funding for NAFSA attendance leaving \$3,686	\$ (1,157)	
Strategic Enrollment & Student Success	Operating	Remove events focused on sponsored students	Cut events focused on international sponsored students	\$ (2,023)	
Strategic Enrollment & Student Success	Operating	Cuts to International Admissions operational expenses	Cut \$791 of phone and supplies costs, \$350 from internal events, \$3,500 from marketing materials due to a smaller recruitment flyer, \$1,050 eliminate membership to CIS, and \$2,000 reducing budget line for Facebook recruitment ads by 43%,	\$ (6,223)	
Strategic Enrollment & Student Success	Operating	Reduce travel to ICB	Reduce International Operations staff travel to support ICB student transfers to Denver campus	\$ (2,062)	
Strategic Enrollment & Student Success	Operating	Reduce budget for external legal counsel to support ICB	Reduce budget for outside legal counsel to support ICB from \$10,000 to \$7,500	\$ (2,500)	
Strategic Enrollment & Student Success	Operating	Cutting funding to the Global Buddies program	Global Buddies program is regular almost twice monthly [events for international students to engage with each other and domestic students	\$ (2,427)	
Strategic Enrollment & Student Success	Operating	Reduction of OIA Associate Vice Chancellor's operating budget	Various cuts including: elimination of the World Denver membership \$1,500, cut support to other campus partners for events \$1,000, reduction of partnership development budget by 25% - \$4,019, cut all Fulbright Training \$2,500, cut office furniture/signage - \$2,055, cut some office supplies and phone lines - \$1,002, reduce funds for computer equipment by - \$1,774	\$ (11,206)	
Strategic Enrollment & Student Success	Operating	Student Assistant cuts	Reduce funding for student support staff to do WeChat posts	\$ (7,230)	

Schedule C: FY 2024-25 Budget Reduction Detail

Area	Expense Category	Cost Reduction Short Description	Cost Reduction Idea Detail	Confirmed Reduction	FTE
Strategic Enrollment & Student Success	Staff	Salary Savings	There are salary savings from a Business Services Coordinator Role	\$ (50,787)	
Strategic Enrollment & Student Success	Staff	Salary Savings	Eliminate VMSS School Certifying Official - remaining salary line	\$ (20,244)	(1.00)
Strategic Enrollment & Student Success	Staff	Vacant Position Residue Funds	Use funds remaining from a staff position that once existed but has been "picked at" for the last 3-5 years to fund compensation adjustments and promotions	\$ (13,460)	
Strategic Enrollment & Student Success	Staff	Eliminate Vacancy	Vacant - Dir of Enrollment IT & Data Ana - not enough funding for a position, will not be used	\$ (7,431)	
Strategic Enrollment & Student Success	Staff	Eliminate Vacancy	Part-time front desk - Resigning in January, does not need to be replaced (responsibilities will be covered by Lynx Central)	\$ (6,254)	
Access & Campus Engagement	Staff	Consolidating job functions	Approximately 95% of the total operating budget for ACE is with staff salaries, therefore, we can't avoid a budget reduction scenario that doesn't directly impact a staff position. For this proposal, we are submitting our Leadership Coordinator position to meet the 2.6% target reduction in FY 2025. In order to preserve the primary functions of the Leadership Coordinator position, we will integrate the core functions of this role into the staff positions that will remain untouched while using the rest of the salary to internally promote 2 current staff members to take on more duties.	\$ (31,276)	(1.00)
Advancement	Operating	Supplemental reduction (second phase) in 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 decided to cut the aggregate of these individual budgets by roughly 17% last July 1, 2023 to meet our 4% reduction for this current FY. For July 1, 2024, we have decided to cut that remaining professional development budget (of FY24) by 42% to build back savings and meet our 2.6% reduction requirement for FY25.	\$ (8,499)	
Chancellor, Admin & Finance	Classified	Retirement reduction	Retirement incentive	\$ (29,228)	
Chancellor, Admin & Finance	Operating		move utilities to Qdoba	\$ (20,000)	
Chancellor, Admin & Finance	Operating	Reduction	Reduce the amount of unallocated continuing budget and operating	\$ (1,860)	
Chancellor, Admin & Finance	Operating	Reduction	Reduce the amount of unallocated continuing budget and operating	\$ (28,140)	
Chancellor, Admin & Finance	Operating	Closure of Tivoli computer lab	Shut down Tivoli computer lab due to low customer usage. 18 computers and 1 leased printer	\$ (63,579)	
Chancellor, Admin & Finance	Operating	Cost transfer	Anschutz only service	\$ (12,800)	
Chancellor, Admin & Finance	Operating	Cost reduction	reduce security services on Denver side of campus	\$ (200,000)	
Chancellor, Admin & Finance	Staff	eliminate position	Eliminate one emergency management position, leaving one position intact	\$ (120,054)	(1.00)
Chancellor, Admin & Finance	Staff	eliminate position	Eliminate one continuous improvement/OD position	\$ (115,504)	(1.00)
Chancellor, Admin & Finance	Staff	eliminate position	Eliminate one position in Accounts Payable	\$ (76,335)	(1.00)
Chancellor, Admin & Finance	Staff	salary differential	lower salary for replacement	\$ (17,321)	-
Chancellor, Admin & Finance	Staff	Job share	Provost and EVC Sherman will share one full-time executive assistant, and one part-time	\$ (34,450)	(0.50)
Chancellor, Admin & Finance	Staff	Retirement reduction	Elimination of VC permanent role	\$ (295,378)	(1.00)
University Communications & Events	Staff	Personnel speedtype	We will reduce our overall personnel speedtype by \$86,695. We are able to accommodate this reduction as a result of position eliminations and other creative staffing over the last year-plus.	\$ (86,695)	
Total Budget Reduction				\$ (5,103,011)	(31.00)

Glossary

Term	Definition
Academic & Student Affairs (ASA)	Areas reporting to the CU Denver Provost & Executive Vice Chancellor for Academic & Student Affairs, including Strategic Enrollment & Student Success, CU Denver Research, CU Denver Faculty Affairs, Academic Innovation & Strategy, CU Denver Academic Planning & Institutional Effectiveness, and the Auraria Library.
Services	Some areas of the university that continue to provide administrative services to both the Denver Campus and the Anschutz Medical Campus. These include Academic Planning & Institutional Effectiveness, Faculty Affairs, Research, International Affairs, Strategic Enrollment & Student Success, Financial Services, Facilities Management, Human Resources, and Information Technology.
Auxiliary Fund	Auxiliary funds are used to account for the revenues and expenses of self-funded entities such as housing & dining, revenue generated through departmental activity such as extended studies, internal service centers, and most student fees.
Auraria Higher Education Center (AHEC)	The Auraria Campus is a dynamic academic environment shared by three separate and distinct institutions of higher learning: CU Denver, Metropolitan State University of Denver, and the Community College of Denver. The Auraria Higher Education Center is a state entity whose role is to provide and manage shared services, facilities, and property to support the prominent institutions in achieving their goals.
Campus-wide	Areas of the CU Denver budget that support the campus operations as a whole rather than specific areas. These include (but are not limited to) Institutional Financial Aid, AHEC and ICCA, debt service on CU Denver buildings, holds for merit increases and faculty promotions, and Tuition Assistance Benefit.
Central Support & Administration (CSA)	Areas reporting to the CU Denver Chancellor, including the Chancellor's Office, Finance & Administration, Advancement, Diversity, Equity & Inclusion, University Communications, and Legal.
Classified Staff	The university is a part of the State of Colorado personnel system; and those positions that the state system applies to are known as classified staff. The State of Colorado Constitution requires that the State Personnel Board “adopt rules concerning the standardization of positions” and that there is a system in which employees “shall be graded and compensated according to standards of efficient service which shall be the same for all persons having like duties.”

Educational & General Fund (E&G)	The Educational & General Fund is used to account for the major revenue and expenses of the university's primary mission of instruction and its support functions of academic support, student services, institutional support, operation of plant, and scholarships and fellowships. Also known as the unrestricted fund.
Faculty	The university's teaching staff including: 1) tenured and tenure-track, 2) instructional, research, and clinical, and 3) supplemental.
Family and Medical Leave Insurance Program (FAMLI)	In November 2020, Colorado voters approved Proposition 118, which requires employers (with limited exceptions) to provide paid family medical leave and job protection benefits to Colorado employees. The Colorado Paid Family and Medical Leave Insurance Act ("FAMLI Act") created a state-administered FAMLI program, which is administered by the FAMLI Division at the Colorado Department of Labor and Employment ("CDLE"); however, the law allows employers to meet their PFML obligations through a fully insured private insurance plan. To be approved, a fully insured private plan must "confer all the same rights, protections and benefits provided to employees under a state plan. If the plan is from a third party that provides for insurance, the forms of the policy must be issued by an insurer approved by the state" (§ 8-13.2-521, C.R.S.).
Graduate Tuition	Tuition collected from main campus graduate courses.
Health, Life, and Dental Benefits (HLD)	The university's portion of employee medical, dental, vision, and basic life insurance premiums.
Indirect Cost Recovery (ICR)	Monies received by the university in reimbursement for Facilities & Administration (F&A) services rendered in support of grants and contracts. ICR funds are paid to the university by granting agencies as reimbursement for indirect support provided to the grants and contracts.
Institutional Financial Aid	Student grants and scholarships funding provided by the university rather than the federal or state government. This includes need-based and merit-based aid.
Instructional, Research, and Clinical (IRC) Faculty	IRC faculty generally focus their activities on one primary mission of the university. Appointment of faculty members to a specific series and track is based on their primary area of responsibility.
Intercampus Cost Allocation (ICCA)	The general fund expense of the CU President's Office that supports the university system's mission is allocated to the campuses, called ICCA.
Library Funding Formula	The Auraria Library serves and is funded by the three higher education institutions on the Auraria Campus (University of Colorado Denver, Metropolitan State University of Denver, and Community College of Denver). As of FY 2018-19, the Auraria Library budget is shared among the institutions through a funding formula based proportionally on institution student and faculty full-time equivalents (FTE). The total Auraria Library

	budget is jointly approved annually by the executive leadership of the three institutions, which is then allocated through the funding formula.
Non-resident Tuition	Tuition collected from students who do not meet the requirements for in-state tuition classification. This includes students residing in other states and countries, including discounted tuition for students in eligible, fully online programs or the Western Undergraduate Exchange program.
Plant Fund	Plant funds include cash balances to be used for the acquisition of physical properties for institutional purposes, funds set aside for the renewal and replacement of institutional properties and debt service and retirement of indebtedness, and past funds expended for, and thus invested in, institutional properties.
Resident Tuition	Tuition collected from students with established Colorado residency to receive in-state tuition classification. The requirements for establishing residency for tuition purposes are defined by Colorado law (Colorado Revised Statutes 23-7-101 et. Seq) and the tuition classification statutes apply to all state-funded institutions in Colorado
Restricted Fund	Restricted funds include sponsored research projects, federal and state financial aid programs, and gift funds.
Schools & Colleges	Academic units reporting to the CU Denver Provost & Executive Vice Chancellor for Academic & Student Affairs, including College of Architecture & Planning, College of Arts & Media, Business School, School of Education & Human Development, College of Engineering, Design, & Computing, College of Liberal Arts & Sciences, and School of Public Affairs.
State Support (COF & FFS)	State funding appropriated to institutions of higher education is split into: College Opportunity Fund (COF) stipend based on undergraduate credit hours, and fee-for-service (FFS) contracts based on educational performance and services not covered by the COF stipends.
Student Fee	An amount charged by the university, in addition to tuition, to cover institutional costs.
Supplemental Faculty	Includes contingent teaching faculty (lecturers and senior lecturers), faculty-in-residence, and museum faculty.
Tenured and Tenure-Track Faculty	Tenured and tenure-track faculty generally support multiple missions of the university, with activities in each of three areas of teaching, scholarly/creative work, leadership and service, and where relevant, other activities relative to their specific units (e.g., clinical activity, librarianship). Tenure may be awarded only to faculty members with demonstrated excellence in either teaching or scholarly/creative work and at least meritorious performance in the other areas.

Transfers	Transfers are the movement of cash and net position from one fund to another. No goods or services are provided in exchange for the cash transfer. This includes mandatory transfers, which arise out of binding legal agreements (such as retirement of debt), and voluntary transfers, which are made at the discretion of the university.
Tuition Differential	Additional charge on top of general tuition associated with courses within schools/colleges that have high cost of instruction.
Undergraduate Tuition	Tuition collected from main campus undergraduate courses.
University Staff	University staff positions meet the criteria under state law to be exempted from the Colorado personnel system. As such, university staff positions are not classified staff and are not subject to the state of Colorado rules, procedures, or partnership agreements that govern classified positions.
Unrestricted Fund	The Unrestricted Fund is used to account for the major revenue and expenses of the university's primary mission of instruction and its support functions of academic support, student services, institutional support, operation of plant, and scholarships and fellowships.