

Healthy Campus Effectiveness and Efficiency External Dataset

QUESTION 1: Please share any ideas you may have to create efficiencies within the university that could lead toward enhanced efficiency and financial savings. (An example might be centralization, or strengthening the connection, of Marketing and Communications to align messaging, reduce advertising redundancy, and better track communications)

We pay for water delivery each month. Could campus add a water bottle filling station on the 3rd floor of Main Hall?
Fix MLC events so people can pay for events on time and attend.
MLC needs to be more effective and efficient. Audit for inactive clubs & out of date info. Track where club funds are going better and give them more opportunities to fundraise so the school gets paid more.
Opening the Roaring Fork Dining Hall
Reducing administrative redundancy - we have too many central admin / too many leaders, Senior VCs, VCs, etc. Senior management should be streamlined. Fewer Associate/Assistant Deans - these are expensive and roles can be delegated. Cut expensive / major revenue losing academic programs. Cut spending on athletics - focus more on recreation and student wellbeing and focus on a smaller number of strategically important sports for NCAA.
Contract food services, reduction to one full-service dining hall instead of two, elimination of student academic programs with insufficient enrollment, create class minimums for undergrad and grad (exceptions granted upon request)
Reduction/consolidation of "vice chancellor" positions to bare minimum; salary caps for upper administration that track more closely with faculty and staff salaries; requiring STEM programs to fight for university support the same way that LAS, CoE, and
We need to have better admin working on enrollment. Despite the general trend of declining enrollment nationwide, we can do more to slow and/or stabilize the decline on our campus. Priorities need to be hiring an excellent administrator to take the lead and to give them a decent budget.
Streamlining Research Administration. I have multiple entities whose charge is to ostensibly overview research. This seems like an area to streamline or centralize.
1. Creating weekend classes or winterim classes would help with freeing up spaces for other classes as well as bring in revenue during the weekends when graduate students or any students for that matter would be on campus. It would also allow us to spread out our classes during the week a little more and create more options for adults. Create more of a minimum viable schedule. 2. Set schedule rotations and guaranteed course offerings. Also, finding the actual demand for certain programs and eliminating those elective areas that are not tied to demonstrated demand. Programs can simplify degree maps and reduce course availability bottlenecks. 3. Identify courses across campus that have similar learning outcomes. Cross-list these courses across the University.
Stop hiring administrative people and start increasing faculty salaries. We haven't had a salary increase for almost 4 years.
Identify administrative steps that can be eliminated, automated, or reassigned Cross-train staff in peak-cycle functions (registration, admissions processing, fiscal year-end). Document procedures so backup coverage is feasible. Encourage peer learning across units that perform similar work Centralized calendar and room-reservation systems
Explore combining the College of Education and the College of Public Services into a single college to reduce leadership overhead. Could also look at not having a Dean of the Library and having a senior librarian in charge to save some salary at the top. Return to a model of having the Dean of the Graduate School combine with the AVC-Research role (Graduate Dean & AVCR" hybrid (historical model)). But this would require maintaining some continuity with recent changes, and we would recommend keeping Dr. Fouts in both roles. This may be a hard sell based on the importance of research and graduate
Faculty need to be cut in various programs to align with student demand for their courses. There are some departments with very low majors to faculty ratios and very low student credit hours to faculty ratios. That is highly inefficient and fiscally irresponsible to maintain. Now is the time to cut faculty, including pre-tenure, from programs with low ratios. Some administrator needs to be "brave" enough to cut faculty in some fields, whether those fields are viewed as sensitive or not.

A more automated system for the Registrar's office to input courses as opposed to word documents would be more efficient and require less paperwork for minor changes, such as instructors, etc. I hear that we pay for a system that other campuses are using, but don't use it ourselves. The paperwork processes for student employment seems cumbersome and overly paperwork heavy requiring signatures, etc. This process could also be automated and save extensive time across campus.

Our experience with centralized marketing, as the largest college, has been - not great. Colleges face specific challenges in the current national landscape and college-specific marketing strategies need to align with college mission, so decentralized

We can still combine the College of Education and the College of Public Service for extensive cost savings on administration and staff. The departments operate well, so they can be absorbed as is into other college structures.

Create an internal additional jobs board for staff. There are staff positions that could be absorbed and then tasks can be posted to this job board where current staff members can apply because they already have the skills and know-how to complete the tasks. Then colleges/departments can pay additional pays to these staff members to take on additional work. Kind of like how faculty can pick up additional jobs/administrative roles. Save money by not hiring a full time position, and compensate staff members for taking on additional tasks.

Marketing and Communications has consistently appeared misaligned with the colleges on campus. The unit often seems to operate independently, with limited efficiency and an unclear sense of purpose. Communication has been insufficient, leaving many across campus uncertain about the team's mission, capabilities, and the services they can provide at a reasonable cost. As a result, colleges and departments have felt compelled to handle their own advertising and student recruitment efforts. Additionally, the metrics used by campus seem to shift frequently, with little transparency around how the numbers are generated or whether they are accurate. This lack of clarity undermines trust and makes it difficult for units to make informed decisions. Greater engagement with the broader campus community would significantly strengthen the division's work. In-person or Teams meetings that include not only UBAC, Staff Council, and leadership, but also frontline staff—the people doing the day-to-day work and who often have valuable, overlooked insights—would help bridge the disconnect. Relying on the same individuals for committees and feedback loops has contributed to ongoing stagnation. Expanding participation would

First, I feel that UBAC is not an effective part of the financial efforts here at UCCS. On numerous occasions, they have shown that they are only looking out for themselves, really just faculty, and don't seem to be at all concerned with the financial health of UCCS. Most members lack a good understanding of university finances. Can college/division financial managers be move to central? Start sunseting low enrollment programs. BICH-BI, CHEM-BA, MATH-BA, BIHM-BI, BIGM-BI, WEST-BA, BICL-BI, BIDA-BI, and BSEE-BS should all be looked at for viability. It seems that BI programs make up a good portion of this list. Perhaps we should look at real cost/benefit of having programs with BA/BS and BI paths. Is it still worth it?

I know there is currently a committee formed within faculty assembly looking at outsourcing our dining services. I strongly oppose moving our self-operated foodservice operations to corporate control. I was a student under the Sodexo regime and it was horrible service and they hired very few students. The companies will promise you the world and deliver on nothing. My understanding is that our DHS is losing money. It has pointed out one of the main issues is the burden of operating so many cafes across campus. Instead of corporate control, let's open these cafes up to small/independent operators. We gift them the space, allow them to use the equipment, and in turn they can contribute a small share of their profits. Independents come in and our DHS operates the Lodge and the Fork. It simplifies our workforce and keeps the focus on student meal plans. This plan will take some time to implement, but it would build our reputation at UCCS as being community minded NOT pro-corporate faceless food that lacks any real identity. This could also happen with the help of a coalition of students (business, nutrition,

No advertising is necessary for a state school; mostly wasteful.

Get rid of degrees that have less than 10 people in them.

Evaluate any programs that cost money EVERY 5 years...if they do not fund themselves or align with mission they go away.

Cut down on wasted food...when you order for 10 people...get 10 peoples worth of food...not 20...it is OK if we run out.

!!!!TAKE MONEY from outside sources...have been trying to work with Veterans Court and we can't/won't take their money!!!!

Be easier to "play" with.... Ft Carson walked away from us...too hard to work with.

I have brought this up a few times to the academic leadership team and it was not well-received due to budget cuts that were required at the time. Totally understandable. We would love to restart the conversation about the oversight of the website content, audits, branding and quality. In its current state, there are far too many individuals who have permissions to edit their own sites. While this is great in theory, many of those individuals work for departments who do not reach out to the Web Team to have us verify that the pages meet our standards for accessibility, branding, and quality. This opens the university to risk in several meaningful ways. First, accessibility issues are subject to fines. Second, our websites are housed in vaults and feed our enrollment management tools' chatbots powered by AI. When pages are not added to the vault or updated when changes occur, they are not effectively training our AI tools with updated information. This leaves us open to things like advertising programs we no longer offer, promoting services that are outdated, etc. These types of issues directly impact retention of students. And finally, disgruntled personnel have no checks and balances from deleting or changing content to our website. If we could remove permissions and have all changes go through the Web Team (who works closely with Marketing and Comms), we could provide stronger messaging and content, while maintaining integrity. The webpage that hosts this survey did not go through these channels as an example and has been flagged with some accessibility errors as follows. The web team works with creators to correct these types of errors and that work could be reduced if we were engaged up front.

Accessibility Issues:

- * low resolution header
- * H1 or H2 are almost identical - not great for accessibility
- * alt text is bad
- * content is difficult to read
- * content flow is not ideal, page has more white space than necessary

While the Web Team is not responsible for creating or approving content, it is critical for us to be in the workflow to enforce the standards at a minimum. We have several staff who are skilled in UI/UX, web design, web development, who are always

Business offices need to be connected and communicate together to streamline getting students answers. For example, one phone system where staff can see where students are transferred from and communicate together to help students. Too many students are sent back and forth via cold transfers. This takes up staff time that could be used working on other areas. New changes in one area need to be shown to other business offices. For example, some still don't know much about how slate operates. They know OF slate but not how they can use it to help students. There are many things across campus that people

1. Instructional Efficiency Without Compromising Academic Quality

a. Coordinate Low-Enrollment Courses Thoughtfully

Identify courses with consistently low enrollments over multiple years and explore:

Cross-listing across departments

Rotating offerings rather than annual scheduling

Sharing delivery across colleges where curricular goals overlap

Ensure decisions are data-informed, discipline-sensitive, and faculty-led, not driven by single-semester anomalies.
Efficiency gain: Reduces under-enrolled course costs while preserving curricular breadth.

b. Reduce Duplication in General Education and Service Courses

Review overlapping Gen Ed and service courses across departments for content similarity.

Where appropriate, consolidate offerings or align learning outcomes so fewer parallel sections must be supported.

Efficiency gain: Supports consistent student learning outcomes with fewer redundant sections.

Better alignment between advancement and financial aid. Financial aid is hugely important for student enrollment and retention, which ultimately leads to more revenue. The process is now not working efficiently and it is hurting our students and donor relations, leaving money on the table.
Every department needs to have an expectation at looking at what they are doing and what can be stopped or done in a better way. Departments should be expected to report up their chain with even small incremental improvements they have made. Ask their teams/employees specifically what they think they should stop doing. Little bit, by little bit, it can help. It doesn't need to be big system replacements. Are there ideas that departments have on how to do something more efficiently, but don't know how to execute? Could we do some crowdsourcing for solutions to those ideas?
Facility work order metrics on time opened/completed. Along with more transparent and timely quotes from facilities or third parties doing the work to determine budget projections.
My idea is umbrella in nature. I would recommend the university identify its top strengths and focus there vs creating new, novel revenue streams that may or may not work. In other words, there is no need to fix what is not broken. The university cannot be everything to everybody. For example, I am blown away by the fact that Raising Cane's thrives on a few variations of chicken fingers. If the university could find their "chicken fingers", I think that would really help.
Offer a 4-day work week. Keep remote work an option.
Centralization typically results in a one size fits all, which hinders college level activities around recruitment. If centralization is the desired outcome, then the university will have to deal with customer service issues and may encourage colleges to make up the difference...and create further redundancies.
Reduce advertising redundancy and centralize marketing efforts, rather than having each college have its own marketing
Stripping away programs and degrees that do not make students competitive in the work place and we are not able to properly support their transition to next steps.
When other campuses no longer are using or need instruments reach out to other campuses to see if they have a need.
Analyze the need of all executive and upper management positions. It appears that we may be a bit top-heavy
4 Day Work Week please.
Centralized procurement, HR, and financial processing.
Stop adding new administrative positions (budget office, marketing) and entire offices (3 FT staff in new Provost's FA office) while eliminating academic programs and positions!
Those examples all sound effective - and I defer to those divisions to decide how those might be made more efficient. Curriculum: I believe there are some significant overlaps between upper-division course content and cross-listing classes between units may be an effective way to encourage efficiencies in the curriculum. Living Learning Communities and Housing: I also think that if student housing numbers continue to decline - there is an opportunity to repurpose dorms to align with current academic programs - perhaps through multigenerational housing partnerships and/or sports management housing partnerships. You could offer more affordable housing to the community while also engaging in living/learning communities that encourage connection and belonging. New Programs: Any hospitality/recreation/tourism/sustainability degrees should be cross-developed across colleges - there is deep knowledge and a wealth of beautiful resources on our campus to develop a signature program that uses the
There seem to be a number of restructuring opportunities: eliminate faculty "sweetheart deals" (i.e., minimal teaching + high salaries); combine smaller academic departments; combine the graduate school with office of research under one dean/VP and use savings to base fund all of the temporary positions in oor/ospri; restructure and reduce the size of EMSA division -- they need to better connected or integrated with academic affairs as faculty are the front-line for retention and student success.
Clear list of responsibilities of/assistance offered by each department on campus so people can quickly see where they should go to get assistance with whatever they need help with (clearly defining difference in research support offered by the Office of Research vs. librarians vs. FRC etc.)(this could free up a decent amount of time departments spend sending people to other

Major/Degree requirements - we should audit all of our major requirements, compare them to our peer institutions, and shed light into how many majors have convoluted and very specific requirements that our peers do not have. These make it harder for students to make progress (single section courses, low enrollment/cancellations), require more resources for each academic department to dedicate to providing courses, and less flexibility to offer what students want to take within a department. Course offerings - academic departments should publish in advance the plan for when courses will be offered. Courses with low enrollment could be offered every 3 semesters or even/odd year designations and this would free up faculty to teach courses where there is pent up demand. We also need to build the course schedule by FIRST asking what students will need in the upcoming year instead of what faculty want to teach or have always taught. We also need to put students first when it comes to modality and times that courses are offered. SCH Load - For a wide variety of reasons, some faculty teach hundreds of students a year while others teach 10. Have we ever looked at whether or not this actually makes sense and that the reasons for these discrepancies are always appropriate? Leads back to course offerings, too. Education is a public service. Move that college under Public Service and save a money. Faculty often complain about too many admin, but Colleges never seem to shrink their admin numbers. GPS should be taught out of each college and be a mix of college success and an intro to the college/major and taught by a mix of faculty from the university and faculty/staff focused on the college success side of things. Each college can develop their own GPS topics to help student get excited about the major with Compass Curriculum guidance and rules to ensure all students are getting what they need. This would also reduce redundancy in students taking a GPS course and then also an intro to the major separately. Centralized services in EMSA take on a lot of the work that Colleges do at other institutions which means that colleges don't always recognize the impact their policies have or how cumbersome their procedures are to efficiency. We should look at our policies and procedures (probation/suspension, latin honors, transfer course evaluations, admissions, etc.) and see where these can be standardized across colleges and where we can be more efficient in the work around these. Admissions - All undergrad students should be admitted into their college of choice. Success within the college should depend on their academic performance at UCCS, not on how they are admitted. Pre-requisites for courses should be based on prior coursework and math/English placement, not whether or not a student happens to be

I propose improving efficiency at UCCS by bringing together routine academic and administrative services, which are currently spread across separate front desks for advising, financial aid, the registrar, IT, and bursar/cashiering, into a single cross-trained support hub. By centralizing intake and reducing duplicated staffing, we can streamline services and allow specialists to focus on higher-value work. Arizona State University has shown that this model can generate between at least 1.2 million in annual savings, and UCCS could expect similar benefits by addressing the same structural inefficiencies.

Departmental and program consolidation in both academic and business divisions. Do not continue taking away student-facing services, like dining and cafe options. I would consider bringing in faculty for some of these executive-level positions, like the enrollment management, as well. Make them fellowship positions, give course releases and stipends, perhaps. Despite what some executive staff say, no, enrollment issues are not simply a waitlist problem, and that kind of thinking does no good for our university. Bring innovative thinking into these positions.

I believe it would be more efficient in the long run if all HR duties were completed by the HR department. Right now, the Liaisons do some of the tasks, but without proper training, it seems to be a time and effort drain on many staff.

Target specific student groups, stop trying to recruit everyone and focus on building areas where we are unique or have the best offering in the state.

I order through the Marketplace quite a bit and some things are restricted through Amazon because we have prior relations with other companies (Staples, etc.). What I have found is that it is quite a bit more expensive to order the same items through Staples. It is frustrating when we are in budget cuts but required to spend more, just to order through a specific company. Along those same lines, if we could use our P Card at Costco for supplies, we could save money and have it go back into our

We re do a lot of various things because we rush to complete something versus looking at the big picture. Such as painting over the mountain lion and UCCS Fuels Success just because it is no longer the marketing campaign. However, now there is a blank wall. Or doing handicap spot just to strip and move them to another spot. We lack looking at a big picture and very inefficient

Two suggestions would be lease reduction and SMART energy usage.

Centralizing ordering of office supplies, "swag", looking at getting group costs for things like Shred-It or other vendors that are used across campus. Looking at reducing copier rentals and either networking so multiple offices could share one copier or those located near one another. Looking at software purchases for similar "group discounts" I recognize that we get discounts through CU MarketPlace but if ordering a larger order instead of each department/office doing their own might cut things like shipping costs or if bulk ordering could be cheaper for items. Since dining is undergoing a review - could we use outside companies now instead of mandating the use of catering on campus. Could we look at closing the copier center and using

Strengthening the connection between Marketing and Communications across the university would improve efficiency and messaging consistency, particularly in outreach to high schools. Aligned efforts ensure that prospective students, families, and counselors receive clear, consistent information about the university's value and programs. Coordinated planning and shared data would also allow the university to focus resources on high-impact high schools, reduce duplicated recruitment efforts, and

I think there is an opportunity to consolidate some of the marketing efforts to promote the CU system. Currently, it feels like we are promoting four separate Universities. I feel there would be strength in aligning names and promoting Colorado University as a whole and identifying the differences in the campuses and what makes each special.

Centralizing marketing and comms is a terrible idea and makes this LESS efficient and MORE costly in the long run. The supposed value of "aligning messaging" is based on the false premise that we are a unitary organization; but we are an amalgamation of multiple smaller organizations with distinct missions, stakeholders, and messages.

Also, requiring people to have a P-Card for general expenses and now requiring a Travel card only to pay for parking on university business is VERY inefficient. Procurement rules are costing us a ton of money

To better streamline processes, fairness, and resources: Marketing, Human Resources, IT and Career Services should all be centralized to main campus.

Get rid of at least 90% of the campus computer labs! Most are unused, and the costs of staffing and updating hardware must

Cut admin and salaries of people who do not directly serve or educate students. Bring back Roaring fork. This is absolutely ridiculous and will not retain students - it will push them away. Lease space to restaurants and coffee shops.

STOP RUNNING SEARCHES SEVERAL TIMES. Why have so many upper administrators "stepped down" in the past month? Why do we have so many failed searches? Is there a source of these issues we're not being told about? This alone should result in

Reduce the number of executives at the top of the hierarchy and reduce their salaries. There also has to be more done in the area of recruitment and retention from the top executives who are hired for this kind of work. I hear absolutely nothing about what is being done to increase enrollment.

We could stop paying prior Chancellor salary since they are not Chancellor anymore. We could also stop having executives maintain their jobs and salary after retiring. This undercuts and belittles the people that are brought in to replace them. We have a single department on campus with a Sr. Director, Director, Associate Director AND Assistant director with only 1

reduce contracts with 3rd parties, consultants, and vendors like Crestron, etc. Investigate classroom usage and reallocate existing resources instead of building new facilities (what is happening with Roaring Fork? Can this be repurposed?)

Reduce/consolidate upper admin/offices/staffing.

What you've presented here in the question seems like a good start. At the department level, I think we need help with course scheduling and efficiency. I have not been involved in class scheduling in the department, beyond giving my opinion about my track, but it seems that we could -- perhaps with the help of AI or better data-- avoid having in-person classes that only have 4 students when our online versions of the same class have 25+.

Freeze on sabbaticals and promotions across the whole campus for one year. Providing early bird discounts (or discounted parking passes, food vouchers, sporting event tickets etc) to students registering for courses so that we can plan for instructors and lecturers more efficiently. Restructuring positions where the salaries are \$250,000 and above. Streamline the process for compass curriculum and gen ed designations to help with enrollment. Improve safety measures and a campaign for commitment to security to balance all the negative press about gun violence on campus.

A better communications strategy, particularly as it relates to safety. For example, this university has experienced two shootings on campus involving students in the past two years yet comprehensive policy changes to responding to the emergency have not been made since 2018 and information appears extremely siloed. Sharing information on enrollment, using good and transparent data are necessary to instill trust and understanding.

I would like to see cuts in Faculty Affairs Division: consolidation of 3 (THREE) Deputy Provosts, and numerous Assistant Vice Chancellors. This will allow cuts in their "Royal Court" of Executive Assistants and other supporting staff. The Best "Faculty Affairs Division" is trim, which allows to finally (!) pay salary raises after failing to pay for 2 years and counting. No salary raises prompted even no thank you letters for us losing salaries to the ongoing inflation, let alone rising above it.

Improvements in marketing and communication

Cut down on the number of department chair positions by combining smaller, related departments (political science + economics; sociology + WEST; anthropology + history); Cut down on the number of administrative positions by combining the College of Public Service and College of Letters, Arts, and Sciences, and further streamline the departments (why not put together political science and public administration, for example); create incentives for professors to bring in outside grant money; stop paying so much for the use of AI tools/licenses when we should be encouraging our students to only use those

I would suggest having a group look over everything to see if there are very similar jobs being done by different departments and try to condense the workload down to just one department.

Fewer approvals needed for engaging with the community outside campus, whether that be organizing payments for internships, structuring partnerships with nonprofit organizations or school districts, or producing joint research or other projects. If there are too many layers that take too much time, potential partners move on and students lose opportunities.

Look at all the Vice Chancellor offices and consolidate the many assistant, associate, chief, director, and other positions for each Stop hiring consultants to do the work that administrators are supposed to do Stop hiring consultants for new administrator searches or marketing gimmicks Downsize the Advancement Office Hold the recruitment and enrollment officers

Better partnerships with PPSC and similar to pipeline students.

- limit "leadership" roles that are paid six-figure salaries (and assistants to these roles) < best way
- reduce advertising redundancy
- install energy saving devices and encourage faculty to turn off classroom lights when leaving classrooms
- hire students to work in facilities
- stop buying into the "tech bros" AI nonsense and paying for products and apps (these people are only interested in making money and have had NO training in education, especially with regard to how first and second year students learn)

I think that efforts have been made to reduce the number of duplicate IT and software programs. We could combine shred-it accounts.

I know we have a lot of wonderful things here at UCCS but maybe we need to not have as many. Is there an academic program that does not bring in new students that we could replace with a more updated degree program? Can we provide more weekend and online programs? Can we start having group advising verses individual advising? Can we increase faculty teaching loads? Can we merge colleges? Is there a way to let go of the positions that were hired on one-time funds, that is assuming they were told they were hired on temporary money.

Seems like PPSC has most of the dual enrolled high school students, if we could increase that program we could get more students right after high school graduation. Can we increase our relationships with all the community colleges to build a bridge between their programs and ours so that we can get more transfer students. PPSC also offers free schooling for students in the

Fewer vice chancellors. Which work can be combined? Which is most important right now? How can this level of leadership be redesigned for more efficiency and less bloat?

I also want to see transparency regarding UCCS student recruitment strategies, and an assessment of why we are faring poorly when compared to many of other CO colleges and universities. Faculty can be helpful in providing input and being more directly involved in recruitment processes. We can visit high schools, attend college fairs, etc. These events should do more than talk about the campus as a whole, and the admissions process, but introduce potential students to the passionate professors they can work with here. The faculty are one of our greatest assets and are not being utilized successfully. Additionally, expecting departments to do their own marketing is inefficient- this is not our skill set. Campus marketing should work with departments to be able to speak to the strengths of our departments and faculty, to develop marketing materials for all departments with a consistent, professional look, to improve departmental websites so they are more user friendly and

Eliminate unnecessary administrators and refrain from hiring new ones. Bring the administrators' salaries into compliance with other faculty salaries, or obligate them to teach and do research like all faculty do for a fraction of that money!

Cut administration! Quit paying consultants to create ineffective products like the pillars of Distinction nonsense. We need people who are dedicated to this institution making decisions (primarily the faculty) not people who are here for 3 years and

Create stronger incentives, support, and awards for online or low-residency degrees across any / all disciplines, especially investigating this idea in disciplines that aren't typically identified with online degrees. Consolidate staff support positions in the Ent Center. Dissolve the administrative, bureaucratic divide between auxiliary and academic in the Ent Center to provide much-needed support for VAPA programs (particularly Music, who have ZERO dedicated staff in the Ent Center). Both Ent Center and VAPA ask for similar positions to two completely different worlds of the campus. While there are professional, training, and employment opportunities for students in the Ent Center, the full potential for professional training, internships, etc. is not being pursued or realized - again, mostly because of the cavernous divide between the structures of auxiliary and academic units. That's not to say these two sides don't communicate or collaborate - each tries to the best of their ability. Open up larger Ent Center rooms to academic courses that can enroll large numbers, particularly new, compelling Compass Curriculum courses that can bring more general student body to the Ent Center. More advertising and marketing help from the Ent Center for large academic arts events (like the UCCS Symphony). It should be right up there in priority for regional arts patrons alongside the CS Philharmonic, CS Youth Symphony, etc. Not only an awesome automatic recruiting tool. But, perception is everything.

Create efficiencies in the upper Administration roles, in an effort to reduce the number of AVC's and various directors on

Course scheduling: We are still doing this by hand. Can we move into a new era with software that would not be so burdensome to the office of scheduling? This would creat efficiencies with colleges and departments and administration.

Food Service: What are we doing to make this more efficient. Students want the ability to purchase food yet all of our cafe's are closed or only offer vending. We have had no updates or input to what is happening with dining services.

What efficiencies have been created in finance and other administrative areas. How does hiring a recent budget employee at over 200K and a marketing employee at over 175K help with budget strategies or offer another line of revenue?

I'm not sure where redundancies lie, but I think we need to look at all of our programs and see if there are multiple areas doing the same or similar work and see if there are ways to combine areas or make changes so that only one area is doing one type of work. Are there things that can be centralized? Is there space on campus that can be utilized to bring folks back from UOP

Reduce any mailed paperwork to students when possible. Whether it is Admissions information, Financial Aid information, etc, notices should be sent electronically to students to save the cost of the paper, printing, ink, and mailing costs. Some items may be required to still go through the mail (such as some Financial Aid items), but we should strive to be as paperless as possible as a campus. Dorms should also be consolidated during break periods for any students that stay in dorms during break periods. For example, if there are international students who stay in the dorms during break periods, only one dorm building should be open during the break period, and all students should be consolidated to that dorm so that we are not heating/lighting multiple buildings for a handful of students on campus. A 4 day work week could be instituted across campus. On the "off days", buildings should be locked and not heated/no lights on, etc to save on operational costs for the building. In addition, offices/departments could be consolidated and if needed, buildings could be sold off to no longer be part of campus. There are many buildings with empty rooms/empty offices. If we consolidated and made better use of those spaces, we may find there could be entire buildings that could be repurposed or sold. In addition, we could sell any of the open space land on Austin

Cut administrative staff and salaries.

Eliminating the competition between schools and colleges for SCH. It is leading to duplication of services and is having a negative impact on students. Why should Computer Science doctoral students take an academic writing class when it is offered

For LANGUAGES

Maybe more cross-listing and coordinated scheduling of language courses to reduce under-enrolled sections

Also: More coordinated marketing of language programs could improve visibility, reduce duplicated outreach efforts, and support stronger enrollments across departments.

Food...food revenue is a missed opportunity on campus. The food isn't good, options and hours are limited, and the food areas are not clean (example Cafe 65 having napkins thrown across the counter and floor instead of placed in the napkin holder and a random stack of mini bowls without lids). Sub bread is soggy and they run out of cheese by 12:15. Food isn't made with pride or love, therefore there is a lack of repeat customers (me included).

for students who are part time....they should only get "part time" resources. SO the more classes you take the more resources

Process simplification and standardization: Review high-touch administrative processes (e.g., hiring, travel, purchasing, admission decisions, curriculum approvals) to eliminate duplicative steps, clarify decision authority, and standardize workflows

-Explore utilizing faculty for academic advising within their faculty appointments for upper level students (3rd and 4th year), once students are established within a major--keeping developmental academic advising within the staff line for first and second year students.

-Centralize Career Services across campus, eliminating decentralized Career Services within some of the colleges.

-Review underenrolled majors to create efficiencies and consolidate colleges.

Reduce faculty overloads and offloads.

Utilize more lecturers for additional course coverage.

Have one or two people that oversee student internships and serve as a resource for community partners. There's currently too many people and systems are not streamlined causing extra work across campus and causes confusion for community partners.

Sell or lease one of our buildings, the residence halls all aren't being used. Don't fill some of the AVC positions that are open. Those will make a lot more of a dent than any \$50K staff position. Have we looked at our supplier for basic items like toilet paper, paper towels, etc? Could those costs be reduced? Furlough days? Not giving 2% increases.

-Create family housing to fill all the vacancies in the dorms.

-Partner with PPSC to allow their students to use our housing.

-Do away with the huge commencement ceremony at World Arena. Gallogly can hold 1250 people. Break recognition events by college (or even department in cases where 1250 will not accommodate). We have ample parking. We could sell concessions. Offer a 20% off coupon at the Campus Store on alumni gear. Think of the amazing social media pictures of students in cap and gown on our campus - it's free marketing.

Reduce or eliminate as much middle management as possible. Administrators who are faculty should be paid the average faculty salary for a faculty in their field/department at UCCS and at their level + 3 months of amortized salary if they are serving for 12 months + whatever the chair's stipend is for the department in which they are housed. The roles of administrators who are not faculty should be scrutinized. No administrator, from the Chancellor on down, should be commanding an income that is more than four times the lowest entry-level faculty salary. It is true that our salaries are low, but that is true across the board. Let's embrace that and stop overpaying administrators to attend meetings, etc.

Our department still relies heavily on many PDF forms that must be manually completed and routed for signatures. This creates a process that is messy, time-consuming, and difficult to track—especially when forms move between departments. We need a system that automates these forms so they can be completed online and routed electronically for approvals, such as OnBase. This would streamline workflows, reduce delays, and provide clear tracking throughout the process. It would be extremely helpful if there were someone at UCCS who could facilitate this across depts. Although I did speak with UIS services within the UC System I was told, due to short staffing, it would be very difficult to get any assistance from them to build

Strategically cut and develop academic programs. We can't continue to offer the array of programs we have been with the continued declines in funding. Let's aim to do what we do amazingly well instead of trying to do everything without adequate

Hire enough professors to offer the number or needed sessions. It is unacceptable for the large waitlists that occur each term. Force those with minimal course schedules to teach more sections. This is a teaching university.

This is probably getting mentioned, but review of university executive staff positions seems important. According to last year's data in the CU Salary Database, there were 21 salary lines in the "University Staff - Executive" category amounting to a total of \$8.8 million. So few people making so much money in the wide context of our budget challenges seems irresponsible -- especially as we continually find ourselves struggling to keep up with peer institutions who seem to somehow be doing a better job of attracting and keeping students. I'd be curious to see data about how current marketing strategies are working. Personally, I've seen literally one billboard advertising UCCS in Colorado Springs. This is a city that keeps growing and somehow we keep losing students to other institutions. We need to better communicate that UCCS is a desirable option for students in the city and in the county (and of course elsewhere throughout the state). I also wonder how much \$\$ is being spent trying to recruit students from out of state and how many students from out of state come to UCCS. I understand that non-residents pay more in tuition, which may make those students a desirable target of recruitment. But realistically...how are we doing with those efforts compared to other institutions in the state? If we spend money on this, how much bang for the buck are we

Cut administrative excess, especially at upper administration, since those are the biggest lines.

One, maybe the green campus can do something to encourage turning lights off when not being used? We have a lot of lights that are motion-activated but many aren't and it feels like a waste of energy, and money, to not have a campus wide "turn the lights off" campaign. I know our utility bills have increased and it's a small thing but small things add up. Two maybe look at minimum numbers for classes in person. If a class doesn't have a significant number of people in the class, then offer it hybrid or online. So many students are not in our area and that significantly affects their ability to complete programs if a class is only

the size of the student body has gone down but the size of the administration has gone up

(1) The university should move away from using outside consultancies--especially those that cause the university to replicate poor decisions made by other universities--and leverage the expertise of our faculty instead. (2) All upper administration should take a 5-10% pay cut, as they do not bring revenue to the university. (3) Marketing should actually market specific programs, and engage faculty in marketing efforts. Furthermore, marketing must be local and regional; it is unconscionable that local high school seniors don't receive any targeted mailings from UCCS. (4) The university MUST fix its data problem: it currently uses bad data to drive decisions, and that is a serious problem that not only creates inefficiencies, but also makes it

seems excessively top heavy while people at the low end of the hierarchy can barely afford to survive working here.

Refocus on the basics. Focus on teaching students and supports that emphasize teaching students. Every semester it is a huge challenge to get classrooms for our classes. Then I walk around the buildings and they are empty. If we can't get teachers in classrooms with students, we've lost the plot.

Shift culture away from constant meetings and emails to boost productivity. The culture of constant emails and meetings makes focusing on essential tasks nearly impossible. Everyone I know on campus is drowning in tedium, versus focusing on vital services.

Increase support for high functioning programs. Colleagues in my college have classes that are a quarter the size of my classes and they make more money and have more course releases. What? Why? That's an unsustainable business model and it's demoralizing. Why not give more support to faculty and programs that need it so they can provide optimal support to students.

Revisit departmental RPT criteria so that faculty can focus more attention on issues that support the university. The peer-reviewed journal article metric standard is obsolete and grants are near impossible right now. But I am forced to waste a lot of

Reduce redundancies in Administration, specifically in the number of Vice chancellors and Assistant Vice Chancellors. Any administration--including universities, businesses, and government--that is top heavy is not efficient. In the future, please use language that is self-explanatory, not jargon-heavy, for example, "track communications effectiveness through centralized

Student Employee efficiency/program overlap. There have been multiple different mentorship programs that I believe could be better aligned for both the actual programs and the overlap/stretch of employees. I agree that marketing/messaging could improve a lot since it seems like every office or department has their own messaging which can be redundant and lead to a lot of overlaps. Better alignment with the course offerings that students desire, in-person/online/hybrid. More access to summer classes. Benefits for housing to encourage students to live on campus.

Centralize Web and let Web Services maintain all sites and have a ticket system and SLA for updates. Would save costs on departments needing web staff and need to train them. Centralize our Web and mobile app environments with system instead of many different contracts (Pantheon, MODO Labs, Monsido) Centralize Marketing so they do not compete with each other or

Bring chain businesses to campus to provide food, ie. Starbucks, Chic-Fil-A, Chipotle. Charge a fee for the space and they will do the rest. Students and staff will be happier as well!

Combine centralized career center, career development center, and career staff in colleges and reduce redundancies. This also allows UCCS to dedicate specific staff and areas for each of the core components of a career center. Alternatively, have clear delineation of what each offers. There should be one place for career coaching, one place for employer engagement, one place for career curriculum, one place for internships, etc. regardless of if that is one physical place or just one person/group of

More advertising about the research we have. The beauty of Colorado Springs and all the outdoor activities we have. Also need to create a survey for students who do not reenroll to understand what is driving them away. Many students say campus is dead and there is nothing to do so they leave

I ordered a stand up desk from Amazon for \$157 through the ASP in my department. It was held in the campus post office because it was not ordered from an approved source and it could not be returned because by the time we found it, it had past the window for returns. Then the exact same desk through the approved source was over \$500. I can't even imagine how much

Degree Audit, to me has allows felt hard to navigate, when coming from a previous university that use visual degree audits with percentages, and what is left, course planning, and GPA calculator built into the system has helped in my previous role. Having a better degree audit for everyone especially Degree Works.

Stop focusing on AI tools that can replace jobs and spend that money on staff retention/professional development

Stay in our UCCS lane. Do not offer the exact same courses as PPSC. Or offer them better! Offer different classes and degrees than other universities...can only get "X" degree/courses/certificates at UCCS

It is extremely difficult to navigate the UCCS website and find the information students look for (degree plan requirements) between different programs, therefore causing them to reach out to advisors for simple questions "will I need a lab science course, which courses count as electives, is this offered over summer" etc that could have easily be found online. I recently did research for a student who is planning to transfer to CSU next fall and the website organization and information for their

Summer semester, especially between May Commencement and early August is a quiet time for University Staff in EMSA - especially in low enrollments. Could staff have the option to opt-in to a 10 month appointment? Less pay is awful, but as a working parent - I would be open to not working during these slow months to be available for my family if I can maintain my benefits during that time. Could the workforce be reduced during those two months to reduce salary, campus services and

Assigning a communication specialist to the major divisions (Academic Affairs, EMSA namely) would help meet your goals of more communication and transparency while maximizing the skill set of a 1.0 FTE in that area. Right now, we are operating on a patchwork of scope-creeped communication that leads to ineffecient and disparet comms for a healthy campus. Also need to cut or merge programs that can be packaged as a clear value add/career pipeline. That will reduce faculty and departmental costs while keeping the core skills of many of the less populated majors in the academic mission. Partnerships with major food investments for the UC and other campus bulidings-- have a Qdoba, etc. rather than dining services options.

I have heard a few examples over the last few years of outside consulting firms being hired for millions of dollars to complete research and provide advice about subjects that I thought we have faculty expertise in. Why not internally fund and credit faculty research in things directly related to our colleges and the university? Would faculty be capable of doing that work at a fraction of the cost of outside companies? Also, for a while it seemed like administrative positions were proliferating at high salaries who were also hiring executive assistants at higher pay scales than some associate professors receive. I would have said that was a problem, but it looks like that's been scaled back and now the problem is rapid attrition of administrators.

Better communication and connections between departments and central offices would be great. It would help understand the needs of campus departments as well as help build structures in the central offices to better support staff in each department and vice versa. While offices like OOR and OSPRI are essential for university of operations, better training and communication between them and departments could bolster relationships and grant activity.

Consider centralizing or merging academic colleges to enhance long term sustainability and create opportunities for new interdisciplinary programs aligned with strong job-market demand.

Evaluate discontinuing the current shared services model due to redundancies, inefficient or inconsistent supervision, increases in costs, and the existence of services that are unnecessary for some departments or that create an additional layer between departments and other campus functions.

Empower department heads and leaders with greater direct responsibility and decision-making authority by reducing unnecessary layers of approvals. This would improve process efficiency and reduce redundancies in areas such as alternative work schedules, evaluations, and routine administrative tasks.

1. Consolidation/reduction in the number of administration positions. It's faculty, not administrators, who actually bring in campus revenue.

2. Improved marketing and outreach to attract students. Draw on faculty and staff for ideas, rather than paying outside consultants thousands to come up with what I find slightly inane phrases that have very little to do with the special attractions of our campus. What do I see as our major attraction after teaching at UCCS for decades? We offer students a private

Slow fill high-salary positions or consider administrative consolidations proven to work after a period of interim or acting

We need to be re-capturing the fringe benefit dollars that are sent to the central benefits pool when positions turn-over and are vacant. This is a huge waste of money. If we sent over 36.5% to 43% of a position's annual fringe and but the position sat vacant for more than a month, we need to be clawing that money back.

Assessing what facilities and services are significantly under-used that could be moth-balled or shuttered to help with temporary or long-term savings.

I think we need to centralize alumni relations - please remove the alumni specific staff in each college as they are not helping us move forward with outreach to alumni. our college has a full-time staff that supports alumni projects...they have only helped us with an end of year celebration. This is an easy \$75-80K salary saving and then we could actually have been support for alumni relations. We are now wanting to reach out to alumni and cultivate our alumni network and this being centralized would helpful provide these opportunities. Get rid of strategic initiatives and have it run through another competent administrator/department. Don't invest in Advancement, Communications, and Engagement without investing in our admissions office. My husband tried to register for a class this spring 2026 and had to call 6 times before even getting someone and then it was another 4 classes and emails to actually get registered. This is a major issue - admissions. It should be easy to register and there should be support from UCCS for students with registration. Plus we need some serious branding - what

Reduce number of administrators and associate/assistant deans, executive directors, etc. Everyone seems to be an executive director of something. Our administrative overhead is significantly out of balance with our core values and mission.

End the lease across the street at University Office Park. Move those folks over to Cragmor / Main Hall / Academic Office Building. Why? On a random weekday, walk-around Crag / MH / ACA and view all the space not being used at that very moment. Random sampling works. Go beyond the hallways and peek inside rooms all the way in the corners. Yes, someone's name-plate might be on the outside wall but...is someone actually in there? Plus, how many folks (fac+staff) are fully remote but still have an office on campus. Give that up. That person / department doesn't 'own' that physical space. Put someone from Office Park in there. Lets smartly start office-sharing. MWF xyz department uses this office while Tu/Th zxy department uses the same office. I came from a R1 land-grant University out of state pre-COVID. I shared an office with two other individuals. We need to get over ourselves. We all don't need individual offices while paying to lease space in the midst of a

We take a lot of time focusing on teaching efficiencies (lecturers, class sizes, online teaching, etc.). That makes some sense, since we're a tuition-driven institution. But without also considering research and scholarship, we can have a skewed picture of costs in the university. In my understanding, research, especially in the bench sciences and related disciplines, and even after we factor in F&A, costs the institution money (including through, say, debt servicing for new lab buildings, updating or maintaining expensive machinery, etc.), which is then cross-subsidized through teaching in disciplines that cost less (see Christopher Newfield's work on this). That does *not* mean we should not support research, nor is it to lay blame at the feet of any particular disciplines, but it does mean that because we don't discuss research as much (beyond lauding our new "R2" status in abstract terms), our laser-focused approach via tuition can lead to a less comprehensive, and perhaps even inaccurate

One way to help would be to bring in more external funding. Research is an important part of UCCS and provides an opportunity to help with costs to do that research. In order to increase our external funding, we would need to have a proper structure in place meaning that we need to fully fund the positions that are currently temporary. These positions have been incredibly valuable to UCCS and the office will not be able to continue to function without them. If these positions don't

Marketing efforts should be massively increased. We should also hire staff specifically to help with high school outreach

Recruit wealthier out-of-state students from our hot spot regions in Texas and California. We could also look at mandatory furlough days to invoke some salary savings without full layoffs. We could furlough snow days or leave that as an option. The University of Nevada system did that in the 2010s and that would be a good model to reference. Our Marketing and Communications is outdated and terrible. If we want different results, we need a different approach...almost a different brand that better connects with working professionals, Gen Z, and Gen Alpha.

The University should be doing more outreach by improving our marketing strategy. I have not seen much out there besides a couple of billboards.

Better distribute pay. Reduce excessive pay for leadership and pay working staff and faculty market competitive wages. Better utilize downtown campus through free or reduced transportation on city bus system. Try to get more community engagement and involvement- support for individual programs through private sponsorship.

Review positions for duplication that are unnecessary. Could career center be centralized, could the marketing staff in colleges be combined with the existing marketing department for UCCS as examples. Could advancement be solely CU System

Cut back bloated admin salaries.

We need a better tracking system for how and when students leave the university. When we lose students, we lose not only a revenue stream but retention in our colleges. When a student decides to transfer or pause their education, we have no formal process to learn the reasoning of "why" or how to track them for future outreach. If we had a formal process to connect with students that decided to leave for whatever reason, we might be able to catch many or speak to them about what they are hoping to gain from their education and how we can help them get there.

Evaluating positions in upper administration to consider whether duties can be condensed. Also consider any potential retention issues that result in expensive searches.

We can get rid of the ever-growing administrative bloat. The new administrators that have been hired in the past few years (enrollment in particular) have not been effective in any way.

There are so many administrators here. Why? Can their work be better maximized. I have an example of why you should consider re-aligning your administrative budget. I am a faculty member but I am doing service by reaching out to prospective students in our large graduate program directly for recruitment. Prospective students tend to have general questions about the financial component of enrolling, for obvious reasons. I called two prospective students on the phone today asking if they intended to accept their intent to enroll with us for Fall 2026. Both were out of state students, interested in UCCS but somewhat undecided and both had general questions about cost and when they could expect to receive a notice of financial aid award. I directed them to financial aid and reviewed the website myself. None of us were able to find the information they requested on the website--so I emailed financial aid, and the graduate school, and then I had to email the bursar's office, etc. The staff in financial aid and bursar were very helpful and provided the prospective students and I with the links and information quickly. Shortly thereafter, I receive an email from one of the VC's of I-don't-know-what telling me to direct all students to financial aid. Yes, of course prospective students are directed to financial aid but do they really want to go through three different offices to get basic, transparent financial information to inform their decision as to whether or not to enroll with us or elsewhere? If admin aren't putting transparent, easy to access systems into place to attract and retain new students--

Get rid of Cybersecurity program. Unless I am missing something, it seems that every year we hear about the millions of dollars it is losing and it hardly has any students!

Cut sports programs--I don't believe that any of them make any money.

Stop any new hires immediately! In light of all this bad budgetary news and impending cuts, we really shouldn't be hiring any new staff/faculty.

Explore retirement incentives to reduce overall salary expenses.

Cease all contracts with external consultants.

Over the course of the 5-year budget restructuring, adjust salaries to equalize them across colleges. Bring COB and EAS salaries down, raise LAS and COE salaries, etc. to achieve parity across ranks and colleges and in a manner that creates budget savings overall. For decades, COB faculty have claimed they deserve higher salaries due to market forces. Fine. If they prefer to secure higher salaries elsewhere, they are welcome to leave and that will create additional salary savings for the campus as a whole. Faculty should be remunerated for the work they do at UCCS, not for some hypothetical high salary they might earn if they

Continue to encourage remote work to save office space and parking resources. Look at underutilized spaces on campus and see how they might be repurposed. For example, with many employees on a flex schedule or working remote, do we need as many conference rooms/meeting spaces? Could some of the lesser used spaces be turned into additional labs, offices, or student study/gathering places? Use data to drive conversations about course demand / offerings/ constraints. Reduce redundant courses, limit electives to those that are most popular. Make clear pathways to remove faculty who aren't performing - every college I've worked for over the past 20 years has a few faculty who do the bare minimum with regards to teaching, research, and service. However, because they are tenured, there is this idea that we just have to tolerate it and let other faculty pick up the slack. I'm not saying we want a free-for-all to fire people, but create a clear pathway, and then educate deans and upper level administrators on what options they have in terms of discipline and performance evaluations, and what type of documentation they need to terminate someone who is not serving the mission. Even just understanding that tenure isn't a free pass might motivate that employee to contribute more. Too often when the budget cut conversation comes up, I hear things like, I wish we could cut this person, but it's too hard to fire them, so instead we have to cut this other more junior person who is doing a better job serving the college and is costing less money. Also create more efficient processes for

Financial prioritization of revenue generating and/growing programs and centralization of HR, communication and marketing (IF it can be done well).

1. Fewer computer labs - these are not well-used and require large investments and upkeep.
2. Sell cybersecurity building and eliminate program.
3. Do an audit of all external consulting contracts and freeze future consulting contracts.
4. Sell/lease University Hall.
5. Stop leasing office space in the University Office Park.
6. Upper administration takes salary cuts of 5-10%, or reduce high-level 12-month staff and administrators to 10.5 or 11-month positions with proportionate pay reductions. This cuts costs and reduces burnout with no reduction in salary on the basis of months worked. It also meaningfully shares the burden of new "efficiencies." (For example, Director of Faculty Affairs could shift from a 12 month position to an 11 month position with a proportionate pay reduction.)
7. Convert several AVC positions to Executive Director or Director titles with corresponding pay downscaling.
8. Evaluate and reduce "special advisor" positions that often start as soft landings for departed/demoted administrators and then linger
9. Allow colleges and departments to pursue a "planned attrition" approach that reduces the need for immediate layoffs.
10. Get rid of motor pool and reduce staffing of transportation services.
11. Actually do a retirement incentive program - even a relatively small incentive of a \$10,000 bonus payment for high-earning

reduce administration, use in-house expertise whenever possible, give unused dorm space to faculty and/or staff (lower salary but free food/housing)

When a director or above opens, the job description tends to be upgraded to a VC or AVC. It seems like we would save money, if the job would be posted at a lower level. Example - when a previous director left, it was reposted as an AVC.

Taking space ownership away from departments and centralizing a budget dedicated for upgrading existing spaces rather than relying on colleges/divisions to save for these things on their own. This is just one area where too much is left up to the divisions to be experts in maintaining their spaces and improving their spaces when that is not their area of expertise. This leads to aging spaces, fights for space, and empty areas that should be getting used. We need to start modernizing spaces to make the campus more inviting for students to be at and not feel like a community college. Amenities are falling behind drastically and impacting the student experience. Additionally Faculty should have a minimum of classes/hours to teach to

Reducing salaries of the highest paid administrators by 25% (AVC or higher) would have a limited or no impact on our students and save approximately \$500,000 yearly. Multiple staff in the controller's office have a six-figure salary. If this office were eliminated and these functions were supported by another campus, savings would total nearly \$1M.

With the acknowledgement that Faculty Affairs is very important and helpful to faculty, I feel VERY strongly that we cannot afford to fund this office (AVC + Director + admin staff + ?) until we have resolved our budget situation in the next few years. These positions are temporarily funded by System - discontinue them as soon as funding is used up, and avoid eliminating several student-facing (i.e. faculty) positions/programs.

More remote work to rid leases and office space, utilities, etc. Transition of employees from full time to part time. Program prioritization with follow-through.

Cut the cyber programs office and save over \$400K. This unit has no direct connection to academic programs.

Can athletics take care of concessions at athletic events? We would have teams sell products at other team's games and we wouldn't have to pay an hourly catering person and then the profit would be greater for athletics.

Centralizing office activities such as purchasing, human resource activities, etc. Too many individual department HR liaisons. More should be done directly by specialists in HR so that others have time to engage with students.

The university could improve efficiency and achieve cost savings through greater centralization and clearer role alignment across key functions. Centralizing purchasing, HR, and Marketing & Communications would reduce duplication, leverage economies of scale, align messaging and policies, and improve outcome tracking through shared metrics.

Standardize practices, for example, each department has different ways of processing HR paperwork.

Additionally, reviewing staffing models when backfilling positions, particularly expanding the use of student, work-study, and internship roles where appropriate, could reduce labor costs while supporting student development.

Finally, a review of auxiliary services support structures could identify and eliminate overlapping roles that have created redundancies and increased costs for the departments they serve. In the past, the directors of each department reported to the VC instead of having an executive director of aux and the director of HR and Marketing for this area. These positions add redundancies, bureaucracy, and extra budget stress to every department they "serve".

Create a central system for tracking all university contracts.

- Enables volume pricing and negotiated discounts by aggregating institutional demand across colleges and units.
- Prevents multiple units from independently contracting for the same or similar services at different prices.
- Improves visibility into total spend by vendor or category, supporting better negotiations and renewals.
- Reduces "contract creep" where terms quietly renew with automatic price escalations.

Is there a trend in enrollment decline and compass curriculum implementation/maintenance? Of course, there are much more important factors in the decline, but the program does seem very complicated and faculty time/resource intensive. While much effort went into this initiative - it is now 13 years old (add another 3 years of design work from 2010-2013) and does not necessarily resonate with the current demands/interests from students or faculty. Also, the GPS program has been ongoing for years, and yet there is no noticeable rise in retention. It seems like a broad sweeping reconsideration of curriculum is needed.

- 1) Centralize key support functions—such as HR, marketing, and alumni relations—so faculty and program staff can focus on program delivery and student services rather than having to be experts in multiple administrative areas.
- 2) Reevaluate evening course time blocks. Current options (4:45–7:20 p.m. and 7:30–10:05 p.m.) do not align well with the schedules of working professionals or faculty, resulting in low enrollment and class cancellations. More flexible and appealing time blocks could improve course viability and student access.
- 3) Extend the Non-Resident Online Only tuition rate to students enrolled in HyFlex courses. Since NROO students can fully participate virtually in HyFlex classes, this change would allow the modality to better serve both military-affiliated and international students needing in-residence credits and remote students needing online options.
- 4) Optimize classroom assignments. Current assignments are based on enrollment caps rather than historical enrollment patterns, leading to small classes occupying high-demand rooms. Aligning room size with typical enrollment would maximize efficient use of space.
- 5) Standardize staff roles across departments. Consistent role structures would improve understanding of responsibilities, support resource sharing, strengthen operational consistency, and streamline training for new hires.
- 6) Reduce academic redundancies across departments. Consolidating similar programs or pathways (e.g., pre-law tracks) can

Reduce bureaucratic requirements. Departments have entire position lines exclusively focused on jumping through bureaucratic hoops

~ When my last institution transitioned to a modified RCM model in the early twenty-teens, they posted unit-level revenue/cost analyses that everyone on campus could access. It was extremely helpful. While the results were a difficult reality for many departments, it provided clarity on where each unit stood relative to how expensive the degrees they were offering were and served as a comparison for more informed decision-making.

~ I heard that something similar may be coming to UCCS at both the college and institutional levels, but I did not hear anything specific today. In light of the other initiatives in place, I wanted to ask about whether something like this is in the works and, if so, the timeline for faculty & staff to see this type of data (e.g., report, spreadsheet, website page, etc.).

Second, with the "everything is on the table" approach, is there any discussion about combining units across colleges?

~ For example, the idea of bringing together Public Administration and Political Science has surfaced periodically as a way to leverage faculty strengths and reduce administrative overhead. Multiple other combinations would also likely result in similar positive outcomes.

~ Another example might be considering structural changes within LAS, which is a very large college and may present opportunities for redistribution both internally and across colleges.

Relatedly, is there any conversation about consolidating colleges more broadly? While I continue to believe that the spring 2024 idea to merge EDU and CPS was a poor idea, campus-wide restructuring could create efficiencies, align similar programs, and support right-sizing where needed.

Third, an idea that recently emerged in FAC discussions is the possibility of aligning our 16-week semester with the calendars of the other CU campuses, which have a 15-week semester (14 weeks of instruction and 1 week of exams). I'm curious whether realigning our academic calendar has been explored as a potential cost-saving measure at the campus level.

Eliminate the UCCS Assessment Office. We have long produced these useless assessment plans, for no purpose whatsoever, with a small mountain of studies which shows that assessment plans have no impact at all on student learning and are effectively bureaucratic boondoggles. I suppose we will still have to do them because of accreditation or whatever, but surely we don't need an "office," with a salaried person who does nothing at all as far as anybody can tell. Can't we just send these plans by email to the Provost's office and they can be stored as pdfs? It isn't that hard. That's at least one position that is a no-brainer to cut. There is absolutely, positively no reason for an "office" for this, and the existence of that office is a standing joke among faculty members.

Finally, the projections of enrollment growth down the road, in the latter years of this budget reset. Well, I hope so, but that's a gamble, is all I would say. Would it be safer to project based on flatline projections? That would make a hard job even harder, but would it be more prudent? I don't know, but it was a sentiment I heard today a number of times, especially given the

We should shut down academic degrees, majors, minors and classes that are not popular with students. We should only offer courses that our students tell us they want by signing up for them.

- Centralize finance functions into a service focused and liaison model - OR - look at modernizing policy and processes to increase work efficiencies - it simply takes too much work to know "how" to do the work. This would professionalize skills to save time, and likely staffing. Would need to be heavily based in service modeling mindset.

- Look to consolidate colleges and move some of the leadership positions to better support the central support components of the academic division. There's a need for a deeper team supporting faculty growth and development, but not the resources to implement.

The UCCS Human Resources dept. needs to be revamped. Perhaps centralizing Human Resources in the CU System and having one team for all campuses would be a better financial decision, as well as getting more efficient and accurate information. Currently you get a different answer, based on who you ask. Basic standard processes across UCCS should be the same (from an HR perspective), but it seems that each college does things their own way and is not consistent.

- Allow business units to have more autonomy in event booking process of events. There is a lot of hold-up by booking through event services and they hold all the control. There has to be a way for clients to get quicker service, verify their event information, and

- Roll event production into OIT. There are many times when Event Services books clients into classrooms, but then won't support space. If OIT was able to support all the tech and support, then service would be streamlined for clients. OIT already manages students, tech, and has ability to deploy quickly. Would reduce frustrations of "who supports which space".

- Roll event production also to video production. They have redundancy through the two units and video production needs the staff/student support.

- Roll COBIT into OIT. There is redundancy of the two OIT operations.

- Look at programs that are not generating revenue or have extremely low participation. We should not be funding programs that are sucking up financial resources. It seems that UCCS would be better suited as a STEM campus, focusing on these areas

get rid of event services AV team and have OIT take responsibility of all technology on campus to not have segmented IT within the university (COBIT, IT liasons, non-OIT student employees) as this creates unnecessary tension between

Better leadership, honesty & open communication with the entire campus community. Marketing & Communications all over campus needs to follow the same message & ideals. Recruiters may need additional budget, enrollment is going to be key here. Making sure students feel safe, healthy, happy, and have community.

1. We should have an environmental scan of the university to ensure we reduce redundancy. For example, we have the 7 dimensions of wellbeing, but in Health Promotion degrees we have another version of the same thing. We tend to roll out initiatives without any strategic thought except in isolation which tends to start at the top with disorganization of strategic planning. Meaning a plan is only part of the puzzle and we need a solidified vision with actionable items that we can see. Otherwise, since I have been here, this vision seems aimless.

2. Other item is that we need to merge colleges. This will help cut down on the admin support for each program. Also there should be a market analysis of these programs and compare that to the growth or lack thereof. Currently there are doctorate programs that have like 5 people in them. This is scary to even be allowed. At other universities I have worked this never would have happened due to cost and having more faculty than students or even a close number. Without a transparent and impartial environmental scan we will never have trust among us all and continue working in isolation.

3. Also, what have we done with marketing? This seems to be a barrier for the university. This could be due to the lack of vision. It is challenge to effectively market and grow when we are aimless and not using best practices for the amount of money you put back in marketing. I think focusing on marketing of college prep students. I am prideful of UCCS working with 1st gen and diverse populations, but is that the best given our retention rates. Has this ever been evaluated. It would appear to not have been and if it was the UCCS team members would have no idea.

4. At other universities I have worked diligently to bring grants for research and even cover certain positions to include a total grants of \$45 mil. Since being at UCCS, I have vowed to not apply for grants because between the 47% the university take and 9% GAR, I cannot justify applying for a grant that not even half the grant goes to what it is said it will be used for.

5. There should be a change management approach to the university or even a project management approach. If there is such

I love the landscaping and lush green grass - but I wonder how much money we spend on these efforts (ie. water) and if this is an opportunity for savings. Are there more zero scaping opportunities to consider?

Add staff to the Financial Aid office - in my experience FA does not have what it needs to effectively manage student awards, and I have concerns that some of our retention issues are due, in part, to unorganized awards and communication coming from FA, and the resulting confusion leading to students potentially leaving school.

I see a great deal of effort by staff and faculty being done on students who are not really ready or prepared for collegiate studies. Thinking about the costs in staff and faculty time it creates for the university to coax students along, the costs in terms of grants, or loans, when they are not really ready for the rigors of academic life, seems unwise. If UCCS were more discerning when it came to admissions, it would improve the reputation of the institution which may increase enrollment, credit hours and graduation rates, while decreasing the costs of providing significant assistance for those who are not ready to be a serious student at this time. We should normalize getting students on academic probation, encourage students who are not ready to be a successful student for one reason or another, to take a leave of absence, and return when they are ready, rather than being concerned about getting them to re-enroll next semester. In an effort to focus on enrollment, we are doing a disservice to those who are struggling by keeping them on the hook, not recognizing the costs to the institution, the negative impacts on other students, and the reputational and societal harm when students don't matriculate and end up with thousands of dollars in loans to repay. With the growth from PPSC, we have an opportunity to start distinguishing ourselves as a step-up, for students who are committed to their education, rather than the university for everyone. With an improved reputation that would come with increased graduation rates and student success from being more selective initially, we could be seen as a valid alternative to CSU, and a place for students who might not have the academic credentials or financials for Boulder.

Marketing and communication/admissions reps in local high schools at college fairs. Enhanced messaging around university difference of education vs the local community college. Increase concurrent enrollment programs, most school districts pay for the tuition for students to attend so it's free for them and UCCS is missing out on a lot of dollars and quality students available.

The university appears to have expanded its physical footprint in ways that increase costs while diminishing the on-campus student experience. Properties along Nevada Avenue (i.e., Ent Center, Lane Center, Hybl) as well as University Hall, often feel underutilized and functionally disconnected from daily campus life, creating ongoing financial strain for an institution already facing fiscal challenges. Leasing or divesting some of these properties and consolidating operations into a more clearly defined core campus (i.e., Alpine Village through Cragmor Hall) could reduce expenses while also fostering a more vibrant, centralized student experience, rather than the dispersed, underpopulated environment that currently exists.

I also have concerns about redundancy in administrative staffing and the effectiveness of some support roles. In several instances, interactions with staff, particularly those working remotely, have been marked by delayed responses and limited follow-through. While remote work can be a valuable tool for recruiting and retaining talent, it should be paired with clear expectations for responsiveness, some level of in-person presence, and meaningful oversight to ensure consistent support and

QUESTION 2: The System Office has tasked us with thinking about what we might be able to outsource or share with our sister campuses and the System Office. What suggestions and ideas do you have on how we might do this? (An example might be to outsource custodial or examine our software licenses to see if we

I'd be cautious since many still have trouble on campus and need help troubleshooting things like tech & wifi in classes.

Our systems suck. We need it on campus until it works regularly.

I am not well placed to comment.

Partner with academic programs, such as Western/Mesa partner with CU Boulder in Aerospace Engineering. Look at what is working well for sister campuses and use some of their strategies, rather than recreating the Why aren't these systems already unified? We should also be annually renegotiating with our contractors to lock-in competitive rates on services anyway...

1. Offer more cross campus courses. A lot of UCCS students live in Denver. Cross-listing courses with CU-Denver would reduce us having to teach similar courses without students having to apply to CU Denver, or needing to do an inter-campus enrollment form.

2. Across campus records. We should be able to pull all transcripts from CU Boulder, CU Denver and UCCS if students have previously applied to those schools.

I am required to book group travel for my team through Christopherson travel agency, resulting in a \$20 per ticket fee each way. That's \$400 for a group of 10 round-trip. The vast majority of time, I am emailing them the exact flight we need and they book it. I have nothing against the agents, they're prompt and professional, I just don't know if the cost to us reflects the value we're getting.

UCCS can explore opportunities to outsource or share services with other campuses by focusing on areas where scale and efficiency can provide meaningful cost savings. Functions such as housekeeping, custodial services, dining, and hospitality could be coordinated system-wide, especially since CU Boulder, CU Denver, and the Anschutz campus operate on a larger scale and may secure more favorable pricing. When negotiating shared services, inventory, or assets that serve a common purpose, purchasing in bulk and allocating costs proportionally to UCCS's usage would help reduce expenses. Additionally, UCCS should prioritize using low- or no-cost resources already available through the CU System. A thorough review of software licenses and subscriptions is also essential, as many tools are underutilized or duplicated. Identifying these inefficiencies and consolidating licenses across campuses can lead to simpler management, reduced expenses, and more

Outsource custodial services fully or during non-peak hours (evenings, weekends, breaks)

Shared administrative assistants for low-volume units or seasonal surges

It is good to note that UCCS is the place it is because we don't do things like the other campuses, so any reliance on the other campus to consolidate most likely would take away the autonomy and spirit that is UCCS.

Study abroad offerings are not very robust nor has the follow through of the study abroad office been supportive to expanding study abroad offerings, so this could be shared with a sister campus since many of the policies are coming from the system or CU Boulder.

Software licensing makes sense if we can make that work. How do we outsource custodial services? WE NEED FOOD SERVICES ON CAMPUS DESPERATELY - THIS IS AFFECTING ENROLLMENTS AND COLLEGE TOURS/FRESHMAN APPEAL/ENROLLMENT. I know, because I have a high school senior touring campuses. Food is CORE element of every tour we've been on and focus of visitor questions. Have we considered shared food outsource custodial

This question is extremely vague. For instance, it's impossible to make an informed recommendation about outsourcing custodial services without knowing the current costs of campus custodial operations. I'm not comfortable suggesting actions that could lead to layoffs or negatively impact employees' futures without having complete and transparent information.

A more realistic and responsible suggestion would be consolidating software licenses, since that can be evaluated without risking people's livelihoods.

Additionally, the colleges on the UCCS campus operate very differently from one another, and I have no insight into whether other campuses function similarly or in completely different ways. Without that context, it's difficult to provide meaningful or accurate recommendations.

HR can certainly be shared across the system. This is a practice that is used at community college systems. Perhaps leave the HR liaisons in the colleges/divisions and move central HR to system.

Consolidation of software is a great idea! Don't go corporate for custodial - they will always understaff and treat their workers poorly.

Consolidation of software licenses among all campuses would be a great step.

Anything Nonstudent/staff/faculty facing...back-office support? Human resources, Finances

My team works with the System Office regularly to set up data integrations for new systems that need to access data housed in the CIW. Recent examples of these new integrations include Slate, Cornerstone, and Anaplan. Something our campus struggles to do well is the gathering and documentation of business requirements prior to purchasing a tool and working with the vendor to implement. The reason we struggle (in my opinion) is because we don't have any resources who are dedicated to the business analyst tasks that include working with the business to understand the specific use cases and identifying test cases that can be assigned once the initial implementation is complete. Too many times, we experience scope creep/cost to the campus because we have not done a great job in planning in advance. If the System Office could share a business analyst resource pool for each of the campuses to utilize, that would be a great help. Those individuals could be responsible for documenting requirements, working as a liaison between the campus users, and the vendor. Sitting close to the CIW data at the system office would be beneficial in knowing what

Cross-Campus Course Sharing

Candidates:

Low-enrollment electives

Specialized graduate or advanced courses

Summer offerings

Model:

One campus offers a course; students from all campuses enroll via cross-registration.

Benefits:

Broader access for students

Reduced need to run under-enrolled sections

Faculty effort counts once instead of multiple times

We are looking to replace Cherwell, a helpdesk tool, but it seems that although the other campuses and the system office are selecting one vendor, we are selecting something different. It isn't clear to me why we wouldn't pool these resources. I think we have one person on our campus that only works on Cherwell. Why can't we use the same tool as the system office and share an employee resource to maintain our license for

Outsourcing custodial services to meet the specific needs of differing facilities and usage would be crucial.

Putting the auxiliary facilities in more control over the service we are needing and receiving from a custodial

While I understand the idea behind outsourcing (less cost), the idea makes me very uncomfortable. In an outsourcing situation, businesses would be invited onto the campus to work without having the loyalty (belief in the mission) of university employees. Their only motivation is financial.

With regard to sharing things with sister campuses, I would offer the idea of anything that can be done virtually. Are there specific remote job positions (does not require being on a specific campus) that can be consolidated? ie financial, regulatory

These questions should be explored with faculty / staff that were here when we were an offshoot of CU Denver. System centralization, if done, should be as far away from the academics and student affairs as possible. System centralization may actually end up requiring our campus to fill areas where System is less supportive. Further, this move could isolate ELT members in the process of service to our community.

Do not outsource and figure out how to properly fund custodial services. Buildings look tired and messy. This impacts donors and potential students opinions of the campus. We look like Boulder's sad sister. Can student's help for a stipend? A meal plan?

Common software across all campuses should be negotiated as a single license rather than each campus having

Consolidation of software licenses and other large recurring procurement items are a good idea! I am worried about outsourcing items and tasks however and think that opportunities like those should each be evaluated very carefully. A huge strength of UCCS is its people and the costs associated with reducing the number of "UCCS" people to accomplish our mission, some of which are likely to be difficult to measure, should still be weighed against the monetary savings that outsourcing might gain. In quantifiable terms, what will the the impact be on employee retention and turnover? What new costs will be incurred to offset those impacts, and

Shared software licensing and enterprise contracts (e.g., learning platforms, data analytics, HR systems, assessment tools, research administration, clinical documentation).

Outsourced or system-managed custodial and grounds services

Shared IT infrastructure and help desk tiers (basic troubleshooting, password resets, common software issues)

Centralized HR transactional services (e.g., hiring paperwork, payroll processing, benefits administration, and onboarding)

Shared procurement and vendor management - centralize purchasing for high-cost, high-volume items (IT hardware, lab and simulation equipment, clinical supplies, office supplies) using systemwide contracts

Systemwide marketing, web, and digital advertising services - develop shared services for web development, digital advertising buys, and analytics while maintaining campus-specific branding.

OIT seems an ideal place to share with system/campuses. Many HR functions as well. Outsourcing food services and bringing popular brands to campus would certainly help encourage folks to stay and commit to the

Share software licenses for Slate, Cayuse, Office 365 suite, adobe, SPSS, qualitative analysis software, etc.

Shared HR rather than campus based HR. Outsource food services and bring in food options with name recognition -- this can help with student recruitment as they like to see recognizable options around campus.

Possibly sharing some recurring events (like conferences that feature topics of interest to people across the state) across campuses (where the hosting campus rotates each year)(instead of each campus hosting similar

AI licenses - sharing to reduce cost

Dining - explore outsourcing?

As I look for opportunities to outsource or share services across campuses, I'm encouraged by how well this approach has worked elsewhere. Systems like the University of California, California State University, the University of Texas, and Arizona State University have all reduced costs by sharing HR operations, centralizing IT security, coordinating procurement, and negotiating systemwide software licenses. Following their lead, I see real potential for us to collaborate with our sister campuses and the System Office in areas like HR processing, IT security, procurement, and licensing, while also exploring targeted outsourcing where it makes sense. These models show that a coordinated approach can free up resources at UCCS and allow us to focus

Consolidating with other campuses for licensing and library materials could work. Custodial services already seem to be at a bare minimum for most buildings, and I doubt these positions are the reason for our budget

Staffing in the Controller's Office has significantly increased in recent years, including the addition of an AVC position. These functions could be eliminated locally and supported by the system office or another campus.

Work to align UCCS software vendors with system and look for advantages to these enterprise systems. For example- using Service Now for ticketing needs on campus vs another vendor as we look to replace Cherwell.

Getting Enterprise software licenses with the other campuses is a great idea. It saves money as well as people hours. When each campus has to input their own requisitions for things the other campuses already have, it is taking our time as well as the PSC people's time for things that have already been done and could be

n/a

Outsourcing food service, maybe to include national brands such as Chick-Fil-A or Starbucks.

Software licenses as well as bookstore are areas that happen at other campuses, so would be worthwhile to look at if that would be a cost savings. Already aware that this is being looked at for dining. Outsourcing printing and better coordination of items used for "swag" that are office or department or program specific. Would it be cheaper to have UCCS for all pens as an example and then cheaper items could be
Motor pool? Transportation?
Honestly, as someone who worked in the IT industry for more than 15 years, ALL software licenses should be at the system level. CU Boulder has access to more software tools than we do at UCCS. Moreover, we could reduce site license costs on a per seat basis (e.g., if a software costs \$100 per user up to 500 users, but it's \$75 per 1000 users, that is a system cost savings).
Could the whole CU system just have a centralized office for things like HR? It seems that one system could serve all campuses.
Custodial is already operating on a shoe string. My office has not been vacuumed by facilities since 2020. We figure out our platforms for data analysis etc. once and for all, with other campuses, and stop needing to vet new systems (e.g. Salesforce, which was only in place for a very limited time and was not appropriate for our tasks, yet required training and development of training tools, etc.). Streamlining CU system platforms should
Dinning and Catering, and OIT can be outsourced
software licenses, OIT support, vendor agreements, upper admin.
Of course, this is a good exercise to think about what resources we could share as a system. I don't know enough about it to have specific ideas. I will say, the last few years have felt like nothing but change when it comes to system vs campus "ownership" - for example, at one time we had CU Online, a centralized division that managed online programs/marketing/admissions funnels, etc., and then within a year, I think, it was moved back to campus control. These back-and-forth decisions cost money, time, energy, etc., Personally, if the system is faring better than UCCS financially, I'd love to see them help more.
Outsource custodial, combine licenses, subscriptions, combine IT and computer resources, sharing extra laptops, printers, etc, bulk ordering ink and paper for the whole campus and distributing. Encouraging paperless instruction and communications.
I don't have suggestions for this. It feels like we are already working on a shoestring budget. If we can't get access to the materials we need, research and productivity will be diminished.
If we are ONE UNIVERSITY, ONE SYSTEM, the System Office should treat us as such. For years, CU Boulder has been paying 4% salary raises with 0% to UCCS.
Share software licenses with other campuses Share library resources - Boulder has some that we do not Keep custodial in house, not privatized
Do we already share library e-resources with other campuses or do we have to pay for them separately? Is there a way to combine that effort with other system schools? Can we share an IT department with small centers located on campus but the broader online work conducted remotely from any system school?
Is it possible to ask those universities to help with funding while a new budget is put into place?
Consolidating licenses with other campuses might be productive, but not for something such as an Esri license, which could potentially decrease options for students and faculty to engage with this essential tool. Other disciplines may have similar concerns. Outsourcing custodial and maintenance services could lead to people less interested in the health of the campus and fewer on-campus jobs for students. Privatization is not only the answer - does my neighborhood really need four different trash companies coming down the alley each week? It seems as though purchasing, finance, legal, and other specialized areas would benefit from consolidation -

Do the Institutional Research offices all report the same thing to federal agencies and promotional outlets (like U.S. News and World Report)? Can this be streamlined or automated?

What about all the software for instruction (i.e., Canvas), faculty evaluations, scholarly reports, assessment, and other bureaucratic paperwork that cuts into productivity--can this be consolidated or eliminated?

Software consolidation could work. I'd be concerned about outsourcing custodial. Shared fundraising efforts would be helpful.

Can we lower costs by hiring a third party vendor for facilities management, food services, or building maintenance?

I can't believe outsourcing custodial would actually save money. There are so few folks left in this role. Software licenses makes sense. Out of state recruitment efforts could be combined if all campuses are genuinely promoted as "CU in 3 flavors" or something like that. I wonder about more administrative roles like HR. Is there a reason to have HR at the system, campus, and college levels? That feels really redundant, but I admit I don't know how the HR work is different and/or divided between these.

We should be doing this in everyway possible! For example, our Faculty Resource Centers are recreating the wheel on each campus by having people at each campus develop similar training modules, resource pages, and more. I have been here 30 years, and I cannot tell you the number of times I scratch my head wondering why we are wasting time trying to do something that Boulder has already done well, or that should be happening at the system level rather than having each campus doing the same thing independently. There should be a committee that evaluates this question for every unit on campus. Additionally, we should be able to put a system in place to allow us to offer a joint major or minor across two campuses.

Sharing campus licenses for the software seems a good idea. LabVIEW, Origin, SolidWorks, COMSOL, and other scientific software available for all faculty and students at other campuses are really needed.

Sure, ask Dionne Sanders to mention UCCS (or better yet wear a UCCS hoody) at his next press conference. Does system have any idea how insulting it is asking us to figure out efficiencies so we can pay coaches and athletic departments! We have already cut custodial services. I have no trash cans in my office or classrooms. I am not familiar with system outsourcing policies, just as they are clearly not familiar with the impact their decisions have on students and classrooms, but please quit doing harm!

FYI, The new MAC computer lab in the VAPA classroom (paid in full by VAPA) is supported by CU Boulder IT remotely (paid by VAPA). At first, faculty were concerned. But it's fabulous and has worked almost perfectly. When MAC computers need replacing in bulk every five years could the system collaborate as a whole on big numbers of computer purchases?

Find more ways to share resources across the campus to help academic programs with lines and faculty

I am not in a position to find such solutions. These are mostly staff and administration-facing opportunities for finding efficiencies. Sharing resources to avoid duplication seems like a good idea and will require a systematic analysis of services and contracts.

We already share some software services with our sister campuses (SPSS) in addition to purchasing computers and other IT equipment. If colleges are going to have to take big budget cuts then administration should also. How about outsourcing the research office and human resources? We would be going way back to the late 80's and 90's when UCCS was under the thumb of the system but maybe that is what it takes to get us out of

<p>I definitely think we need to look at software licenses and see if we can consolidate with UIS and other campuses. Are there systems that other campuses use that we could also use to save money and gain efficiencies? Can we get cheaper license costs by combining across campuses? Can we work across areas to coordinate better pricing by combining similar contracts with vendors, i.e. printing costs?</p>
<p>Many departments and programs use Canva, Mentimeter, and other software. It could be worthwhile to purchase one license at a reduced rate for the campus or one for the system that departments pay into like shared services, but only if there's a way to ensure each department had its own login and its files were</p>
<p>Unsure as each school within the CU System is its own school with its own governance. It is already confusing enough to students that they can see CU Denver and Boulder information on their UCCS student portal. I think trying to make more processes part of the System Office would lead to more confusion as a whole for students, staff, and faculty. Maybe just HR or IT can be through System Office?</p>
<p>Need to stop competing with other campuses for students and resources. It is counterproductive when examining the CU system as a whole.</p>
<p>Maybe negotiating or the acquisition of instructional technologies and software licenses could reduce cost and allow more equitable access across campuses. Placement tests for example.</p>
<p>again, food...can the campuses have a shared service model for food. Example, all campuses use Aramark.</p>
<p>Cross-campus academic collaboration: Share low-enrollment or highly specialized courses, online programs, and instructional resources across campuses rather than duplicating offerings.</p>
<p>Outsourcing where mission impact is low: Consider outsourcing clearly transactional or commodity services (e.g., print services, some facilities maintenance, basic IT functions) when quality and cost savings can be</p>
<p>I agree with both of the examples listed--outsourcing custodial services or other facility related services like painting, grounds, deep cleaning, etc., as well as exploring the consolidation of campus software licenses where it makes sense, ensuring quality and the unique needs of the different campuses.</p>
<p>Could we share library licenses, such as EBSCO with CU Denver or CU Boulder?</p>
<p>Yes, sharing of licenses for between campuses. For instance, we use Big Interview to assist with student mock interviews. Boulder also uses the same program. Could we save both campuses money by sharing the</p>
<p>The simplest office to outsource, would probably HR. The system already covers FMLA and FAMLI leave.</p>
<p>I feel like we are already heavily integrated with the System.</p>
<p>Our "sister campuses" (who do not seem to know we exist from my interactions) have much more robust library databases than we do. Is there some way to pressure them to share their licenses with us to reduce costs? (There may be some of that happening already.) Can we share the Canvas license or other software licenses? Our sister campuses are so much better staffed. Is there a way to employ graduate students from other campuses or some of the staff from other campuses to, say, maintain and enhance UCCS webpages?</p>
<p>What could we outsource or share with our sister campuses? The use of On-Base Forms. For example, UC Boulder has an On-Base form for filing No Cost Extension (NCE)s for grants and contracts. https://dm-unityform.prod.cu.edu/UnityForms/UnityForm.aspx?key=UFKey</p>
<p>Is there any reason another UC campus could also not use these same forms, but have them routed to the appropriate persons? This would allow us to utilize resources system wide, not just at individual campuses who have more resources and infrastructure than others. Also, leverage training resources across multiple UC campuses. Each UC campus is paying for and/or providing their own individual research administration compliance training modules. It may be more efficient to pool these resources across the system to save</p>
<p>Perhaps we should evaluate the return on our tax from the system office. Seems to be a lot of redundancy without added value and disproportionate funding to the various campuses.</p>

If it's more sustainable, we need to outsource dining at UCCS both from a quality standpoint and from a better customer experience standpoint that directly impacts retention.

Many departments are already running incredibly lean on the front lines. Eliminating senior level staff redundancies and combining departments may serve to create more efficiencies. Do we need specific auxiliaries marketing or auxiliaries finance? It seems there is some trimming to be done there.

Several public university systems share costs across campus for electronic library resources and databases. If we are not already doing so we might consider actively exploring how the system might help cover these costs so that all CU students, regardless of where they are enrolled, have access to the same resources. I wonder here about the potential for cost savings and how greater access to library resources will support faculty and student research.

In order to answer this question, though, it would be helpful to provide right here, with this question,

Have Boulder share its resources so we can all function like a system and not separate entities. • Sure, share software licenses. • Have Boulder share resources in ways that allow up to offer more scholarship and financial aid. • Let Dion Sanders go. Save UCCS.

I like the idea of consolidating anything we can - software licensing is a great start. Is there a way to consolidate courses that are taught online? If a student wants to take a class from UCCS but they are registered at Boulder can they take the UCCS course as a UC student? That would bring in funding and provide flexibility at all four campuses. I realize this would be a huge leap BUT I feel like every school would benefit from the flexibility and this generation are the students that are comfortable with online classes more than any consolidating software licenses for the CU system seems to make sense.

We could probably streamline our HR processes and offices and share those across the system.

I don't know enough about the budgets to have a highly informed opinion but Health and Wellness services could potentially be outsourced or shared. It seems the demand on campus for health and wellness far exceeds what can be met by the school (according to student reports of trying to get services) and so many of our students have access to off-campus healthcare resources.

Consolidating licenses also sounds obvious.

I also am not informed enough to really weigh in on public safety, but do we really need an entire police force? Seems like when there is a crisis on campus, everything already gets outsourced to CSPD?

"Outsource custodial"?! Uhm, NO. We need to HIRE MORE custodial staff for our campus. WHY has the System Office asked us to do this?

As long as consolidating software licenses doesn't restrict our access or ability to maintain what we need I don't see a problem with that.

Consolidate contracts with campuses (see above)

software would be helpful, but the new IT rules constrain our ability to even do research. I am no longer allowed to use software I have used for 20 years, so I have to now buy my own computer so I can put that have everything be the same as CU Boulder to UCCS.

Marketing and Communication! Our marketing/communication team is too small...too buried to be innovative and to cover EVERYTHING awesome we have going on. Where was the coverage on Leaderfield Award...no where...we need time to build stronger relationships with local media. Maybe other campuses can help interview really cool projects at UCCS so we can write about them and get them covered.

<p>All athletics costs and management-- from the marketing, recruitment, and game costs. The Chancellor and other admin salaries come from System budgets instead of campus. Building repair and renovation costs. Potentially marketing if the framework leans into getting a "Colorado University Degree from XYZ campus"</p>
<p>I have no idea, sorry.</p>
<p>If our sister campuses or the System Office could share resources/licenses with UCCS that would be especially helpful. We have departmental or individual licenses to some software (RedCap, Comsol, etc.) along with campus-wide tools (Cayuse, Pivot) which are necessary and widely used by faculty, staff, and students, but are inevitably costly to our individual campus. However, I would not want to see staff services outsourced to other campuses. There was a rumor of outsourcing our office of sponsored programs a while back and nearly a third of the faculty signed an open letter against such a move. Having staff here that are knowledgeable about the inner workings of the campus and have worked hard to cultivate relationships is essential for the health of the</p>
<p>Continue identifying processes and systems such as the Time and Labor Project that could be standardized and leveraged across all four campuses to improve efficiency and consistency.</p>
<p>Additionally, consider either outsourcing custodial services or allowing facilities with the appropriate expertise to supervise custodial staff in-house. This would ensure stronger oversight, improved service quality, and better alignment with each facility's operational needs.</p>
<p>It makes sense to partner with the CU System and/or other CU campuses whenever possible on common facilities/resources that are needed and can be shared, I don't know enough about what those might be.</p>
<p>I think a centralized development office would be stellar. We are rapidly growing in social work at UCCS and could really use some development support. As the director of the graduate program, I have not figured out how to do this...if we had an office that reached out to us and made plans together that would help. I think a centralized office would make these services stronger.</p>
<p>food services, there are very few dining options on campus, this is a problem. We have already become pretty lean due to many years worth of cutting and streamlining. It seems like generating more revenue is a better model at this point and cutting our administrative overburden. The turn over in upper administration is also a</p>
<p>I think outsourcing custodial, cleaning, and repair services is a good way to save money.</p>
<p>What would consolidating software look like? I know that is a difficulty question to answer but just curious as to how this would work. As for other suggestions - What if we didn't have any office over in the University Office Park? Maybe closing that down and leasing the space? Can the folk over there be moved to remote? If not, I have noticed a lot of offices that do not have regular occupants. There is one that I have not seen anyone in for over a year. Maybe looking at our facilities and how we can better accommodate offices and spaces.</p>
<p>Share marketing resources.</p>
<p>Maybe conferring with our sister campuses on what is working for them as far as recruitment and retention.</p>
<p>Utilize city resources better for transportation.</p>
<p>software licenses, office supplies, copy center - there are outsourcing for things like residence halls, dining and bookstore, however these are not general fund, promotional items</p>
<p>I think in general we don't work as a collective CU system. We feel very siloed from each campus when really we should work as a team. I am not sure exactly what we could all do together but I am sure we could work smarter not harder if all 4 campus's found a way to actively share ideas and meet as a whole.</p>
<p>Look at vendors in marketplace and evaluate repeated purchases across the system to reduce duplicate purchases, allowing us to share the cost.</p>
<p>Can administrative functions be consolidated?</p>

Give more responsibility to college HR-Ls and eliminate campus-level HR positions (entirely?) to shift these responsibilities to system HR and college HR. There is too much redundancy across these levels.

Marketing and recruiting might also be better served by system-level personnel if UCCS staff in these positions remain unsuccessful at boosting enrollment.

In my opinion, providing examples like software licenses and custodial services shows that the thinking around system-level coordination isn't going far enough. In my decade-plus here, I've seen a woeful lack of strategic thinking and collaboration at the system level, with UCCS treated as an afterthought to Boulder. I think more system-level administrative functions should be responsible for driving enrollments across all campuses, rather than having each campus handle this while competing with and cannibalizing each other's enrollments and financial performance. Rebranding UCCS as CU Springs would be a good first step to signal this coordination

Look into savings through shared software licenses. Educate faculty and staff on what universal licenses exist so they don't purchase redundant products.

Consolidating software sounds great, outsourcing people and/or services sounds like a missed opportunity (i.e. auxiliary enterprises, will explain further below).

Yes, I think that *SOME* software licenses, library services, and Faculty Resource Center services should be streamlined to share with sister campuses and system office. OIT as well. Office of Research and OSPRI could be shared/streamlined as well.

Is there a single company in all four locations, that we could look at outsourcing the custodial? It might be a better rate with 1 company versus 4. Can we buy in bulk of items (such as cleaning supplies, office supplies, etc.) for all 4 locations to split the cost?

Are there systems that can be centralized across campuses such as Work order systems. Outsourcing out custodial also comes with challenges and still requires management to maintain a standard of cleanliness.

See above

Remove ourselves from contracts with software companies we do not use enough.

All CU campuses have StarRez software. Is there a way for us to leverage that and get a discount as a system?

UCCS should prioritize its core mission of education and student success while evaluating opportunities to outsource non-core support services through comprehensive, competitively bid contracts. Large service providers such as Compass Group or Sodexo are able to bundle dining, custodial, parking, security, housing, and facilities services, often achieving significant cost savings through scale, streamlined management, and standardized systems. These groups are the experts in service where UCCS is not. A campus-wide review of which functions must remain in-house versus those that could be efficiently contracted could reduce

or outsourced support, the system leverages existing training content, expertise, and programs already developed at other UC campuses and makes them accessible system-wide. For example, UCCS pays for Citi Training in research administration compliance, but UC Boulder already has an internal program built, however we don't use it.

Evaluate academic program duplication across CU campuses. Conduct a system-wide review to identify programs where multiple campuses compete for the same students (at different tuition rates) and determine where consolidation, shared delivery, or joint programs may be more efficient. In some cases, it may be more effective for only one or two campuses to offer a particular program.

Outsourced custodial and facilities support makes sense. Likewise, would outsourced IT be more cost effective? Let's outsource food service and use that as a revenue generator (not a deficit driver). Centralizing

As was brought up today in the LAS meeting by a staff member, some of the new and cumbersome purchasing rules require us to spend way more money than necessary to purchase stuff, mostly because we can't do simple things like use Amazon to purchase them. I know those rules come from Central, it's not our local admin's fault. Is there anything that can be done about that? Probably not, but just saying, it's a classic case of

We should use AI to do course scheduling, the task of calendaring, event scheduling, all back office operations. We could outsource to CU Boulder things like pre award and post-award accounting for research, data analysis and the administrative tasks that faculty complain about.

Outsource transportation services

There is a need for better custodial support at UCCS. It would be ideal for conference rooms, bathrooms, kitchens to be cleaned on a regular basis and with consistency.

- Outsource catering services. This will also help reduce the cost to campus units, effectively saving budget it costs to host events.

Software could always be consolidated rather than having many different channels to provide the same software. I think centralized buying would be beneficial as well to curb the random purchasing of devices and limiting the scope of support across many different device types.

Outsourcing work does not really benefit us strategically. Any software that could be shared would be positive, we could rely on the System office more heavily for IT, Emails, leadership communications & decisions, support with recruitment, etc.

I think the mothership or system office should look at what they are offering the campuses and make cuts first at that level. Many times when we start to cut, there is always this "us vs them" mindset. That could be avoided by our systems office consolidating and pushing the services they offered to sites instead of having a robust system office. If that was cut, then replaced with a project management office that controls or has eyes on all projects across the system then we can cut out redundancy because no new projects can do that without the PMO office seeing it first.

Also there should be an emphasis on LEAN processes, change management, and project management that allows us to be more agile when it comes to change. During orientation there is no discussion of any of these methodologies. This tells me that whatever change you all are conducting now will be the same result due to the lack of UCCS and the system as a whole to implement any kind of strategic plan. The strategic plan is only a

I think there are ways to combine efforts (example is one marketing office instead of marketing efforts from

This isn't outsourcing, but changing our overall leadership model to move away from high paid executive leadership (\$150k+) and reinvest those gains in midlevel leadership (\$70-\$100K).

might not have the academic background or finances to make it work, should be sold on UCCS or CU-Denver! They have already shown an interest in coming to Colorado, don't let them off the hook with one campus denial!

Can the libraries across institutions share databases and resources, particularly electronic ones?

We have a lot of institutional memberships, and I'm curious if even across campus some of those could be shared, and if they could be shared through the system between campuses that would be even better.

I don't have suggestion but this seems like a brilliant idea.

QUESTION 3: Along with being more effective and efficient with current resources, UCCS must focus on new and diversified revenue streams. What ideas do you have on directions for new and diversified revenue? (An example might be seeking new donor or partnership funding for scholarships.)

Start working with PPSC & local district concurrent enrollments on transfer to Bach program orientations/partnering. We could also enter more industry specific comp events: gets us accolades & grants &

We need our cafes & maybe franchise food options. A DoorDash or grocery type of store. We are having to go to University Park for options after you closed the cafes. Starbucks is getting those funds. Late night food

Hold Deans responsible for fulfilling their revenue generating responsibilities.

Adding a popular fast-food option could help increase recruitment/enrollment. Providing more academic camp-based opportunities for high school students, including gifted/high-achieving students. For instance, CU Boulder and CSU offer engineering camps for all high school students, but UCCS does not. Camp for teen interested in pursuing a medical field in college. Overnight sports camps.

"An example might be seeking new donor or partnership funding for scholarships," maybe find a chancellor capable of actualizing this, since it's their one real function; build a proper endowment independent of the CU system; seek partnerships with COS to generate revenue over shared resources; lease out campus space to

We need a renewed commitment and attention to teaching and promoting the idea that education is a "public good" that ought to be funded by taxpayers.

Tuition and fees are the bread and butter revenue stream. We need to attract more students, online, in state and out of state. (1) Texans want to be in Colorado. There are a lot of Texans, e.g. not facing the demographic cliff. Figure out how to appeal to Texan 17 year olds. An on-campus rodeo day? Sure, why not! (2) Create explicit partnerships with community colleges or Junior colleges in the state (do more than just the statewide transfer compact). (3) Develop a competitive (cost wise) online and hybrid degrees. We are getting killed by cheaper alternatives (UMGC, Grand Canyon etc) that cannot offer Colorado Springs residents hands-on training. Hybrid models would include online courses plus on-campus high impact experiences. (4) Use the campus as a convention center for professional meetings, e.g. ENT Center plus other buildings. This does not require onsite hotel if there is predictable shuttle services (I have seen this for other campuses and it works

1. A lot of graduate students have a hard time finding daycare or a babysitter for the late night classes. If the wellness center or the family development center could offer this as an as needed fee for students, it would help a lot of our adult students during classes that are offered after 4pm.

2. Seeking donors to name our Colleges. The College of Business does not have a name like CU Denver's or LEEDS at CU Boulder.

3. Create more partner programs across colleges. MS Information Systems-Engineering and Business. MS Communication Management-Business and Communications. MS in Grant Writing/Non-Profit Management-Public admin and Business. MS in Financial Management-Business and Public Admin etc.

4. Allow more use of our spaces for external partners.

5. Create more partnerships with local companies for training courses, or financial literacy courses for adults. Have one of our Finance Professors teach financial literacy for beginners or something introductory that

I assume the operations cost to UCCS for a in-state student is the same as for a non-resident student. And it seems like a pretty big priority to increase enrollment. If those two things are true, it seems like it would make sense to offer more scholarships to non-resident prospective students. Right now we have the Peak Award at \$6250/yr which takes non-resident tuition and fees (15 credit/semester) from ~\$31,600/yr. down to ~\$25,350/yr. That's not nothing, but there's still a lot of room between \$25k/yr and what an in-state student pays in ~\$13,600/yr. And that was completely fine back when enrollment was growing a ton year over year, but that's not where we're at now.

For example, if we start the fall in a position where we would have gladly taken 100 more Colorado students at \$13k/yr tuition, and there are 100 kids from Texas/Kansas/etc. who *would have* come for \$15-20k/yr. that seems like a huge missed opportunity.

The Presidential Scholars (110% of in-state tuition) pretty much does this exact thing but it is extremely competitive and limited to a very small number (40?) of incoming freshmen. If we offered the Presidential (or similar) to ANY non-resident that had high academic marks (3.75gpa and 25act/1200sat for example), wouldn't

UCCS can strengthen its financial sustainability by both reducing unnecessary expenses and expanding new revenue opportunities. One approach is to reevaluate and eliminate spending on unused rental spaces, particularly as many administrative staff now work in hybrid or remote arrangements. At the same time, the university can pursue diversified revenue streams by actively seeking grants relevant to higher education, exploring naming rights for buildings, fields, and other campus assets, and engaging with local and national foundations, including those established by major philanthropists who prioritize educational initiatives. Leveraging the expertise of the advancement and grants department will be essential in identifying and

Partner with regional employers, military installations, and healthcare systems to deliver customized training or degree pipelines.

Sponsorship of: Academic programs, Labs or learning spaces, Speaker series or conferences

Naming opportunities at a smaller, more accessible scale than endowments

Expand fee-for-service research, evaluation, or consulting provided by faculty and centers to: Local governments

Nonprofits, Industry partners

Structure certificates that can later count toward degree requirements

Support startups, particularly in alignment with campus strengths. Charge: Membership fees, Program participation fees, Equity stakes (where feasible)

Much more is needed in terms of student recruitment and new ideas. The campus should be more involved broadly to contribute to bringing prospective students to campus. There should be options for sharing of ideas to make recruitment all of our responsibility.

The hotel idea for west campus is not supported by data. There are poor hotel fill rates in the city, there can be no high-rise on that part of campus per MOUs, and a 99 year or even 50 year timeline is an untenable commitment imposed our future campus citizens and leaders, regardless of changing context. Also, campus neighbors with whom we've been trying to build trust hate this idea - terrible community relations. That said, there are partnerships out there that would be great. Have Advancement talk to individual departments - faculty have partnerships all over the place where they place interns, or give talks. Leverage faculty expertise, networks and partnerships. Also, when a fellow organization offers us a free mountain campus, our campus should fight for that, not let system tell us to make our faculty and students drive hours north to some field campus situation better-suited to Boulder than to our programs. Our campus needs to grow a spine when it

There are opportunities to engage more with visitors of the campus for tours, camps, etc. to use dining facilities for an additional charge, or even the Rec Center for a day pass when kids are playing youth sports (parents can pay a day rate to work out). While some of these things may currently be in place, they are not well-marketed to visitors of campus to then see more of what UCCS has to offer.

UCCS should be more proactive in building partnerships with local businesses. Collaborating to create paid internships and tapping into the expertise of industry professionals would lead to meaningful, mutually beneficial relationships—a true win-win for both UCCS and the business community.

It's unclear what campus leadership has done to advance this kind of initiative. These opportunities are rarely communicated, and many of us never hear about them at all. Meanwhile, other institutions are moving forward. For example, District 11 has partnered with Pikes Peak State College to offer graduating seniors two years of free tuition. Why are we not pursuing similar partnerships that could expand access and strengthen

Colleges should emphasize the importance of research grants to their faculty. It seems that not all colleges pursue grants at the same level, and some not at all. The F&A could help strengthen the reserves for those colleges and provide resources for some of the initiatives that get cut out of the budget.

During my experiences at other institutions, the Presidents/Chancellors spent the vast majority of their time doing fundraising. That doesn't seem to happen here. In addition, the Dean's would also spend a significant amount of time fundraising. Again, this does not seem to be the practice here at UCCS and we are likely

Make sure we have robust event services team to ensure we keep up with offering underutilized spaces on campus for outside groups to rent UCCS spaces. We can be competitive in this space. I know parking is a bottleneck. Also, when thinking of our future students, we should continue building relationships with local high schools - find ways to orient our student clubs to have high schoolers get active with campus projects like the green action fund. If they find a culture here they may choose us over another location.

Collaboration with industry for funding research.

CHARGE for community projects. \$5K per semester for professors and \$3K per semester for student work and \$1.6K for UCCS admin fees

We should add a football team!

Tuition insurance? Opt in - in case the student decides to withdraw later

Professional, Continuing, and Workforce Education (High Potential)

a. Stackable Certificates and Micro-Credentials

Develop non-degree, credit or non-credit certificates aligned with workforce needs, especially in:

Education (e.g., special education endorsements, instructional coaching)

Health sciences (clinical supervision, community health, healthcare leadership)

Engineering, cybersecurity, data analytics

Public service, emergency management, nonprofit leadership

Why this works:

Leverages existing faculty expertise and curricula

Shorter time-to-completion appeals to working professionals

Certificates can stack into degree pathways

We should tell the story about how important scholarships are to keeping and attracting talent to our community and campus. There are plenty of donors who would be interesting in helping support that if it leads to better enrollment and retention. Potentially, the Chamber EDC, Workforce Development Center, the City and other large companies would be interested in being part of this talent hub.

Why is the downtown space free for companies to use? Why don't we charge for that space? What is the benefit for us in having that space and has the expectation of the benefit come to fruition?

See answer to question #1.

Bring more community members on campus for their events/needs.

Allow faculty to use a lower indirect rate for contracts with our community partners. Sponsored Research should not apply federal grant guidelines to contracts for service. You need to incentivize faculty bringing contract to campus. As it is, running money through the university is difficult. Second, build community funded student experiential learning opportunities to demonstrate the value of our campus to our community.

Using our resources for outside consulting and or testing. Partner with local school systems for dual enrollment or UCCS Reach credits.

An increased focus on pathway planning with other CU schools, especially for programs that are more cost-effective on one CU campus compared to others. If Denver or Boulder have a program for these students that we currently offer, but at a loss, but that they are able to offer more efficiently, let's refine formal and intentional pathways to support those students being successful in taking those classes or enrolling in those programs at our other CU schools. If we can ensure that by doing this we can still provide the prerequisites (or even an entire undergrad program if the destination program is a graduate program), this may capture revenue that we otherwise lose. Similarly, if we can negotiate pathway programs that work in the opposite direction where UCCS can offer a program more cost-effectively than one of our sister campuses, those may be new revenue streams. This may allow us to get away from these underwater programs but still ensure that our

Workforce-aligned certificates and badges

Expand philanthropy - this is one area of revenue that is never discussed at UCCS. We talk about the need to increase generation of tuition and grant funding, but there is never any metrics for development. Why haven't we ever had a capital campaign?!

Contract education and employer-sponsored cohorts - offer employer-sponsored degree or certificate cohorts where organizations cover tuition in exchange for guaranteed seats, tailored curricula, or service commitments.

Facility and space utilization partnerships - rent underutilized campus spaces (classrooms, labs, simulation

See above for idea about housing, and idea about hospitality/recreation/tourism/sustainability. Get a partner who is invested in sustainable tourism - wow that would be cool - and make sure to get LAS/Business to work together on this. Melinda Gates Foundation also seems ideal source of donor funds.

Focus more heavily on the adult learner student market. We can't continue to rely on the shrinking traditional age student population. There is more opportunity for growth with adult learners (including graduate

Disclaimer that I do not know much about this, it is just a thought: partnering with the COS Airport to work on some sort of scholarship? Especially with the new tourism focus for UCCS, building a positive relationship with the airport might be beneficial in the long-term (I have been seeing ads for the airport recently, which makes me think they want to get their name out there)

Along with improving how we use our current resources, I believe UCCS should prioritize new revenue streams built around fully online degree programs, professional programs for adult learners, and expanded summer offerings. High-quality online degrees and certificates can reach students well beyond our geographic region, while short-term professional and continuing-education programs meet the needs of working adults and local employers. Strengthening our summer programs, including academic courses, camps, and community partnerships, would make better use of campus capacity during an underutilized term. Together, these strategies offer realistic, mission-aligned ways to diversify revenue and reach new learners.

Donor and partnership funding for scholarships is fine, but we need big donors for programmatic expenses, too. Consider services within departments as well (student and faculty consulting studios/firms give students professional experience, pays them and faculty for professional work, gets UCCS' name out, and brings in additional revenue for departments/colleges/university depending on splits).

Partner more heavily with the southern Colorado Community Colleges to have shared programs that go beyond the required state credit transfer.

I think hosting events. We have a beautiful view and spaces we could potentially rent out. We could offer outdoor concerts during the summer that could bring in some money.

We focus too much on the immediate and lack reaching our community and younger future potential students. When we do host community activities we lack our own marketing. The water Festival and Cool Science Fair were held on UCCS campus, yet you did not reach out to the biggest school district in Colorado Spring or

Creating sponsored partnerships with local organizations/companies to keep labs and such modernized, for example working with Lockheed for AeroSpace Engineering.

Always need donors for student scholarship support - however, that does take time to build enough monies to support students with their tuition costs (and on campus housing). The colleges could be supporting more students by having more monies available to their students as well through the financial aid office.

Shared Administrative Services

Functions such as payroll processing, benefits administration, travel reimbursement, and routine HR transactions could be further centralized at the System Office or shared across campuses to reduce duplication and increase consistency.

Campuses could jointly review enterprise software, data analytics tools, learning platforms, and administrative systems to identify opportunities for system-wide licensing. Consolidation would reduce per-user costs,

This is a pipe dream, but there could be an opportunity to utilize some of the space on the Colorado Springs campus to create a "TopTracer" driving range. There is a need for golf facilities in the CS area and this could be a revenue generator for the system. This would also partner great with the PGA Golf Management Program allowing the students to run the facility and utilize it as a living laboratory for instruction and hosting golf

Professional development / education, microcredentials,

Maybe a research arm similar to [https://en.wikipedia.org/wiki/SRC_Inc. ?](https://en.wikipedia.org/wiki/SRC_Inc.)

More collaboration on grants that can provide money to UCCS and directly to faculty stipends.

Not really a diversified revenue stream, but from my understanding, our dorms are at only 30% occupancy. Operating costs for the dorms are largely fixed--it costs the same to heat a building that is at either 30% or 95% capacity. Why not significantly reduce the cost of on-campus housing? If we were to cut the cost in half, we would be the cheapest housing option around. I strongly suspect this would lead to over 60% occupancy, and thus an increase in revenue from housing alone, not to mention more money from meal plans, etc.

Lease space to restaurants. Cut admin.

Perhaps working with area business who hire UCCS grads to put more money into certain programs. New donors are always a good idea, but I feel that revenue stream gets tapped out pretty quickly. More students would equal more revenue, and as we are an educational institution, I think serious and sustained effort at understanding why enrollment is dropping so fast, and getting out there with strong recruitment messaging. Without students we don't have money. It's all about understanding the enrollment crisis and

Foster a community of belonging and safety and students/staff will want to stay. Stop changing budget models halfway through a budget year, and make the hard choices to end the One Time Funds established that have never been included on the base budget. Invest in research, individuals and professional development.

more Masters/PhD programs

I hope our leadership and advancement teams have been doing this and will continue to do so. At this time, I do not have any ideas. I hope that other faculty/leaders do. If I come up with something, I'll share.

Producing high quality, national touring artists at the Ent Center for ticket sales, but also getting the community on campus and seeing this state of the art facility. Word of mouth is the best kind of marketing, and this huge gem that is unique to UCCS is under utilized.

Seeking donors and partnerships. Placing resources into programs that are high achieving in terms of student enrollment (e.g., social work). Supporting research-academic partnerships to seek funding from diversified sources. There are opportunities to be leaders in trauma-informed care, particularly given our setting with many military bases, military members, and veterans.

It is primarily Chancellor's and Executive Vice Chancellor for Advancement to find donors and raise funds. Maybe better VC for Advancement could do a better job.

Students identify financial need, so scholarships to support tuition and that students could use toward

Increase costs per credit hour for programs that have higher expected income outcomes or for credit hours that cost more (i.e. science lab costs; engineering or computer science degrees); how often is our downtown space used? Could that space be sold or rented out to the broader Colorado Springs community for more activities? Are there other facilities that could be rented out for non-university clients?

Can we promote our classes to high school students more? I'm thinking in line with the students who take college courses while still in high school. My thoughts are that if they enjoy the classes they are taking with us, then maybe there's a higher chance for them to enroll post high school graduation. We should try to out-recruit incoming freshman than some of the other Colorado universities.

Decrease the number of expensive members of the administration. Sure, you could seek new donors or funding - just as everyone else is. There is no magic bullet, and no steady source of funding for research or facility use. Mostly we just have to assess where people can be more efficient.

Ask the city EDC/Chamber of Commerce to support us to the tune of \$1 million annually for the contribution we make to the local economy

I don't know how well you tap into UCCS alumni to make even small donations--a little from a lot of people would make a difference

Openly advocate for federal and state elected leaders who support higher education rather than those who

Yeah we should be doing more fundraising period. Every time I see the size of the deficit (5-7 million for example), I think to myself that that's an amount of money that naming a building could solve.

- seek new donors to support research

- seek out more internships with major companies (who do not support the takeover or decay of higher edu, but just partnership and support)

Can we optimize classroom utilization by allowing businesses rent the space? Can we house PPSC students in
ATTRACT LOCAL STUDENTS. SPEND MONEY DOING IT. IT MAKES NO SENSE THAT WE AREN'T INVESTING IN THIS "REVENUE STREAM." OUR MISSION INCLUDES SERVING SOUTHERN COLORADO.

Frankly these questions require more than a survey, we need more time to think about and discuss these questions before submitting answers. Ask each college to submit a report answering these questions. Partnering with high schools and expanding some of the kinds of programs and opportunities offered by CU Succeed has potential. High schools are also in a budget crisis, and our faculty can provide more dual enrollment courses for high school students, especially online. This can increase SCH and recruit students to UCCS. We should explore ideas like an online high school-UCCS program that markets dual enrollment classes- a whole range of them- to high school students (working through districts). CU Succeed should be coordinating this, rather than each department having to reach out and individually brainstorm, and build relationships with

Thinking of this is exactly the administrators' job. Why should faculty do all the work of administrators while they get all their salary?

These are all warn-out and outdated solutions to the real problems we face. Reaching out to new donors and partnerships is what got us into this mess. You have looked externally and relied on outside funding to run up your administrative bloat and expenses. We need some people asking real questions to step-up to the real conditions. Just for once try to think out of the box! Here's an idea (and mind you, I'm only a faculty member making \$70,000 a year after giving 25 years of my life to this place, so what do I know compared to the systems experts making 6 figures, but maybe college shouldn't be reserved for people between the ages of 18 and 25! Maybe we should turn all our empty dorms into public housing, or better yet a retirement community which could appeal to older people looking to learn and be around young people. That would be a way more secure source of funding, and way better marketing than these warn-out Pilars of Distinction and donors! But

ticket fee for all academic events in the Ent Center (the vast majority are free). Collaborate with Artist Series using academic resources - faculty grants, concer

All ticketed events in the Ent Center include a small fee (like \$1.00), except for free student tickets, to help support the academic arts programs in that building. VAPA has huge approaching financial needs for replacement of equipment and other support they will be relying on the campus for or increased student fees. This could also go to new scholarship \$. Donor matches for this ticket revenue, etc.

We absolutely should be seeking partnership funding for study abroad scholarshio, as an example. There seems to be no effort from Advancement in this area. More study abroad scholarships, as an example, could be a recruiting tool to bring more students to UCCS.

Public Private Partnerships have been fantastic for providing revenue to the campus. Why arent we doing more of these? Has our own C3 Innovation received funds from the community/public? We need our chancellor to be proactive in getting community parnterships that will bring in revenue so that we can continue with our great academic programs. Our chancellor is the face of the University, she needs to be generating

Finding more partnerships for programs.

The UCCS conferencing team brought in close to \$2 million last year in revenue, and they have told me that the campus has more capacity to accommodate additional, larger external events if the conference team has more staffing. Invest in Event Services staffing, particularly conferencing, and we can generate considerably more revenue without compromising services for students.

Build up the bridge program with PPSC and local high school programs. If we can get them used to coming to UCCS while in High School, they may be more willing to finish their degree program here at UCCS when they complete High School. Similarly, if we can guarantee PPSC transfer students a "transfer scholarship" to complete their degree here at UCCS, we can tap into local student bases that already exist. More students will

Athletics continues to be a drain on all campuses. If it is not self-sustaining, is it worth keeping?

Can we add any trade certificates? Open the residence halls to select Pikes Peak State College students.

Consider evaluating and cutting majors that are not generating revenue.

bring in more outside events and charge reasonably.

Expanded professional and continuing education: Grow non-credit certificates, micro-credentials, and workforce-aligned programs in partnership with regional employers and state agencies.

Online and hybrid program growth: Strategically expand high-demand online and hybrid degree programs to reach adult learners, military-affiliated students, and out-of-region markets.

Corporate and community partnerships: Develop customized training, research collaborations, and contract education for industry, healthcare, government, and nonprofits.

Summer, intersession, and year-round programming: Increase utilization of campus facilities and instructional capacity during summer and intersession periods, including more late afternoon/evening classes for greater

-Expanded rental of campus spaces to community organizations, etc. on Sundays and during summer months-- at times when UCCS student useage is less volumonous.

-Reenvision the use of Residence Halls that are not being used for revenue generating purposes.

-Exapand the promotion of the Campus Recreation Center for High School After Proms and Graduation Lock-ins to area school districts. School districs and PTO's are often looking for unique, safe settings beyond the respective high schools to host these signature events.

This is a small one but why don't we expand the testing center and charge fair market rates for providing students make up exams. Make ups are a voluntary choice by a student; they can always save the money by taking the exam when scheduled. Charge enough to support the testing center salaries and facilities (and maybe even the disabilities part of this too). This will add flexibility for both students and faculty while also creating auxiliary revenue generation for the university. It's a win-win.

Investigate feasibility of collegiate sports programs that connect to our olympic city - cycling, triathlon, shooting are all sports that would increase enrollment, could take advantage of unique training facilities, talent, and coaches in the city, and appeal to new donors. Collegiate e-sports could also be a way to attract

We really need to grow our Continuing Education or Extended Studies office. Look at what CSU Pueblo has done with theirs. There could be a lot of diversified revenue streams from that. Spanish for healthcare workers, workplace OSHA certifications, teacher re-certifying licensure courses (some school districts offer very minimal amounts for their staff and they have to go elsewhere to complete these now), courses that go towards someone's PHR for SPHR or prep classes for these, prep classes for other certifications.

Why is Colorado Springs losing the Pro Rodeo Hall of Fame and Olympic sports? We should be so heavily integrated into those pipelines for research and internship and eventual employment of alumni, that they stay in Colorado Springs. Why don't we have a Rodeo team? Seems like that would be a great way to bring in southern Colorado students. Do we have enough land for an arena and stables - rodeo students pay their own boarding fees for their horse, so if we ran that as an auxiliary, we'd be making money on the horse and the student. When they compete, it's free marketing and recruitment for UCCS. This could be a draw for students in neighboring states and be a feed for 2 year colleges in Colorado. Lamar Community College, Northeastern Junior College, Otero Junior College are all members of the National Intercollegiate Rodeo Association. The only 4 year school which is a member of the NIRA is CSU Fort Collins. So Lamar and Otero students who decide to Rodeo drive past us to get to Fort Collins.

-Create family housing to fill all the vacancies in the dorms.

-Partner with PPSC to allow their students to use our housing.

-Create one dorm to be a senior living community - integrate senior citizens into auditing courses - it provides the stability of having a caring "grandparent" type around for the students and helps imbed decades of knowledge into the student body. Housing is so expensive to begin with in Colorado Springs. Food could be an amenity along with the rec center, heck we even have a Catholic church essentially on property.

-Sell one the dorms closest to the Newman Center to be the Retired Priest Home that the Colorado Springs

Elders and retired folks are a market for classes and make up a large share of our local population. Stop offering free classes for elders ("listening in," if that still exists). Instead, try to attract elders to weekend university or to other classes that they may enjoy as enrichment. Enhance enrollment possibilities for High School Students (maybe a bus to their campuses and back?) for students who want to get ahead--some may decide to enroll. How about humanities courses marketed to healthcare professionals--humanities, especially reading fiction, has been shown to increase empathy leading to improved "bedside manner." How about a local history center that combines history, literature, anthropology, possibly DH, and others who are doing work to uncover our roots? How about showcasing climate science solutions and other work being done to help us adapt to a rapidly changing climate? How about the work that is happening to alleviate our housing crisis--what can builders imagine and creative? How about opening our creative arts classes to a variety of local publics? Our online courses are jewels and are unlike the mechanical offerings of other universities. These courses could be better advertised. Please treat the faculty who teach these classes as professionals and recognize that a lot of bespoke work goes into them--they cannot be scaled like MOOCs and still be attractive or meaningful for learners, plus the advent of generative AI browsers means that not all subjects and not all teaching practices can be translated to the online modality if teaching with integrity. Rather than building a hotel/convention center, which may not be needed in a city without a major airport, how about building much-needed housing,

1. Expand and grow workforce and certificate programs which fall outside of the traditional four-year degree but meet the needs of adult learners and the workforce demands in the region. 2. Have Development and OSPRI work with Depts and local Industry to leverage institutional assets and build sustainable revenue streams, such as contracts in research areas like defense and cyber and/or expanding fee-for service projects.

Have meaningful support for securing sponsored research (not just generic webinars) - for example use success stories on campus to mentor others. Provide release time for faculty actually working on sponsored project proposals or alternative revenue streams. Give faculty time and meaningful incentives to innovate and experiment. Campus leadership seems to have a strong disconnect from the potential this campus has and is mired in the day-to-day - use this budget crisis as an opportunity to be strategically bold, not simply kill it one

I think we need to revisit international recruitment. While the US is becoming stricter in approving visas to study in the US, it is a missed opportunity to not invest in a maintained or larger international community. International students pay full tuition and there have been universities (CSU Fort Collins as an example) that have found ways to maximize on a more globalized campus as a sustainable revenue stream.

As a member of the housing team, I would love to see us begin working on year-round conferencing revenue. This has been proposed but has not been supported by events and conferencing.

More fundraising with the local community - more advocacy at the county and state level for funding to support UCCS and higher education more generally - more donors, certainly.

Our executive staff, particularly those who make more than \$200,000 per year, should also seriously consider taking a temporary, voluntary pay cut as we see our way through the current budget constraints, as the chancellor and leadership did during the height of the COVID-19 pandemic. The rest of us are CONSTANTLY being asked to do more with and for less. Chancellors and vice-chancellors taking a temporary pay cut would show serious leadership and solidarity - cost savings here could go directly to efforts to recruit and support and retain students. Is there a way to frame such pay cuts as a donation to the university and possibly tax deductible?

I do want to say that I hesitate to suggest that last one, because I do sympathize with and understand that all of us have particular economic needs, even those making the highest salaries at UCCS. But the rest of us are literally taking pay cuts every year because our raises -- when we get them! -- don't keep up with inflation. And for many of us this is on top of our salaries already not being sufficient to cover our needs, let alone permit us to save, be prepared for financial emergencies, heaven forbid do things like spend money on things that support our health and wellbeing as whole persons, etc.

That said, what other kinds of perks//benefits do those making the highest salaries get? Do they receive the

- Build some programs that are fully online—copy from some of University of Maryland Global Campus's playbook. This should not be up to whichever programs/depts can do it but it should be concerted effort to get full degrees online. Maybe we need a whole other team of instructors. This is about investing in programs that will draw people in.
- Think outside the box on donors and fundraising. Can programs work more closely with potential donors? Can we have cultivate corporate contacts?

In addition to seeking new donors and funding for scholarships (kudos to the Advancement team) we need to make more use of our facilities. We have gorgeous venues for outside entities to enjoy and we should open that up as a possibility for revenue stream. When the hotel gets built that will help but until then why aren't we letting churches use our spaces on Sundays and advertising our spaces for use by the community? We have student workers that I am sure would snap up opportunities to make money on weekends catering or setting up and cleaning up events. The Ent Center does a great job renting out their space every day of the week, charging for student and staff workers and bringing in more funding for their programs. There are other spaces

We need to supercharge research. The way to do that is to give PHD programs to chemistry and biology.

Seek donors for endowed faculty chairships; seek to repeal TABOR; seek to hire an enrollment management professional who has experience bringing in students from across the state, region, country, and globe; seek more faculty grant funding through allowing system-wide faculty partnerships; make it possible for UCCS to host large conferences (that bring in net positive income) through making it easier to book large university event spaces, such as the Ent Center; seek donors to fund student scholarships; create community partnerships

I have lots of ideas for developing partnership for tuition reimbursement arrangements with agencies that have deep pockets and high need for a specifically trained workforce. But I can never get to that work because I am DROWNING in managing Canvas, navigating AI, responding to mass atrocities on campus and the world, supporting colleagues who are in imminent mental health crises because of the state of the world and the campus, and getting tied up in a cruel and unethical peer review journal system. This is an unsustainable

Clearly, the old "seeking new donor or partnership funding for scholarships" method no longer works well. If this administration--specifically the Chancellor and various Vice Chancellors--really believed it worked and actively sought such partnerships, then the question would not to be asked.

I agree with those examples as good options. Maybe some sort of sponsorship for different things?

Revenue can be generated from media content (YT, FB etc)

Using our existing facilities for revenue generation- ie. local club basketball team can rent a court in the gym or run a basketball tourney in the event center. In the summer, run more camps for middle/high school students that could use the dorms, facilities.

We are SO behind the ball on philanthropy. And the advancement office seems to not know hoe to approach donors and essentially do not follow up on donor suggestions. We need way more industry partners for student internships and donations and those cannot just be in the Colorado Springs area, they have to extend

Concurrent Enrollment and associate's degrees, like associates in general studies, or bachelor's in general studies to have those students with credits but are not going over the hump of declaring majors or having a focus yet, so UCCS becoming a one stop shop for students educational journey, maybe having a hotel connection to UCCS for future stays or conference spaces, I know this not a the radar but a basketball arena that could be used for graduation to save in money in the future for not using Broadmoor or even space out

apply for grants

offer more online classes for working students to have better access.

Get more local companies to offer tuition assistance. AND then be sure we are visiting companies that currently offer tuition assistance (County, Ent, City, Utilities etc etc)...and get more students.

Explore opportunities to engage the community in workshops and weekend classes. Revenues from participation fees will generate income and the engagement with community will grow UCCS's profile in the

Opening the Nursing and Education programs to more community uses... a "tutoring" center for Colorado Springs families to hire for test prep or a community health clinic, etc.

Don't we have an office staffed with people seeking these kinds of connections?

Donor-funded student programs or projects to assist in engagement and retention. Corporate sponsorships and local business partnerships in program or event sponsorships, equipment sponsorships, naming rights for rooms, courts, or facilities. Foundation or grant funding aligned with academic and non-academic units.

Base-funded staffing in the Office of Research (OOR) and OSPRI is essential to achieving the goals of the Healthy Campus Initiative. These units provide core research administration and compliance capacity, not optional overhead, and are critical for growing research activity, protecting the university's compliance posture, and increasing external revenue. Stable research infrastructure is also fundamental to maintaining UCCS's R2 status, which depends on sustained research growth and compliance strength.

Reliance on soft funding creates instability in proposal support, award management, export controls, and research integrity. Base-funded positions would ensure continuity, reduce turnover, preserve institutional expertise, and strengthen efficiency. This investment directly supports campus growth, enhances compliance resilience, and aligns with the initiative's priorities of responsible stewardship and long term financial health.

Rent out our buildings and surrounding land. Think weddings in Upper Lodge, more conferences in Berger and workshops for professionals during the summer. Think of hosting 5k races. Summer concerts on the baseball field. Try and replicate what Folsom Field is doing.

This is already done at a certain level but expanding program offerings (e.g., citizen's medical/engineering/law school; film viewing and associated lecture; lecture series) to the public for modest fees; consider pursuing more on-campus performance events at the Ent Center (concerts, dance, theatre).

Engage UCCS alumni who are making a difference and have funding (e.g., Apolo Ohno and others). Do more to engage our alumni networks and help us brand our school. Actually support departments on external grant funding - research and project based. Hire stellar grant writers to make this happen for each college.

It is time to start innovating and thinking outside the box. We have been seeking donors and partnerships for decades, now we should begin to look at how we can draw on our strengths to reach different audiences. Why are we not doing more to bring in more "learners" whether they are traditional students or non traditional.

Any revenue stream is likely going to come with strings, whether private donors, federal monies recycled as student debt, or tax dollars funneled through state legislatures.

Do we need new revenue streams or do we need to cut down on what we are doing? Are there programs that we need to cut? It is so hard to make that decision and it is disheartening but I think that is more feasible than trying to create new revenue streams. It doesn't seem like we are bringing in enough new donors so I don't know why we would put more effort and money into that if we are not seeing a return. I also might just not

Expansion of online programs.

Market usage of our university facilities to more community members and regional groups. Charge them. Example: Host concerts and events from musical acts or faith based groups or others on the field on top of Alpine Garage or West Lawn, bring the metaphysical fair to Berger Hall. Weddings at the Upper Lodge. Allow non-profits to rent classroom space at a reasonable cost. (Conference and Events needs a huge overhaul and needs to be more aggressive to bring-in revenue). They should sell every inch of this campus when academic

Working with more high schools on bring students in to start their college journey.

Community private company partnerships with departments- sponsor training, events, internships

donors for funding scholarships, more branded buildings such as Gallogly but throughout campus - can academic buildings have naming rights that would also cover the updates needed to buildings? Could some of the land be sold for commercial use?

Tapping into returning adult learners and veterans. There's such a great opportunity for these individuals to return to school to achieve their goals, and I don't feel like we do a ton of marketing, research or connections

Considering increased auxiliary fund opportunities to shift away from general fund.

Consider transitioning some of the on-campus residential halls into faculty and staff housing. Seems like a sustainable venture with housing becoming less affordable in Colorado and some salaries being fairly low

It seems to me that our Chancellor has to arrange to get a bigger piece of the pie from the CU system. A few years back Boulder was allowed to increase the number of students it could enroll, and the enrollment at UCCS started going down. If we continue on the current path - cuts, cuts, and more cuts - students and faculty will become dissatisfied and leave. The net result will be a hollowed out university.

In my opinion this, getting an appropriate budget from the CU system, is the most important and realistic thing. If Boulder got a expected 2.5% increase on their base budget, couldn't they make it a 2.3% increase in their base budget and use that money (not that percentage) to make a much larger increase in our base budget. Why have our budget increases continually been so small? This is what our leadership should be working on.

Have you reviewed financial inputs and outputs of your different programs? It seems that some programs receive a lot of budgetary support and have high wage faculty yet very few students while other programs are far exceeding their expected enrollment but attempting to operate on a shoestring budget -- which is eventually going to make these higher enrollment programs fail.

Sell the Cybersecurity building

Close the Cyber program and sell or lease that building. If UCCS really wants to create a hotel, put it on that

Host conferences on campus in the summer - I know there are camps, but see if you can expand renting out our spaces to the community during less busy times. CTU does this with their classrooms. Establish partnerships with local businesses for discounted education programs (for example a project management certificate for lockheed martin employees that is paid by the company). Colorado Technical University (CTU) has deals with Springs utilities and other companies - we should be competing for this. Expand partnerships with the school district - look at Pikes Peak as a model - their marketing and streamlined programming is EXCELLENT. I went to an early college night for my teen at D20 and based on the presentation it seemed like PPSC was the gold standard, and UCCS was a footnote. PPSC had clear, integrated pathways for students and amazing marketing showing specific career skills students could build. UCCS's programming didn't seem as clear or as appealing - it was more like, take a few courses to prep for college. UCCS has entry level, career & skill oriented courses too - we need to market them as such - computer programming language courses, intro to AI, Excel & Access, data analytics, professional writing, personal finance, etc. Also, is there a way to collaborate with other CU schools on things like international programming/study abroad? It seems like the larger schools like Boulder & Denver are able to offer more opportunities and have clear pathways for

We are centrally located in a constantly growing community. I may just be out of the loop, but it doesn't appear as though we are taking advantage of our presence. For example, if our custodial services not financially viable currently, can we expand them beyond our campus and open "Mountain Lion Cleaning Services". Creating job opportunities for students, expanding our presence in the community/partnering with local businesses, and creating a new revenue stream. This could be applied to a number of small business

Increase student housing residency requirements to two years. Give students better options - family housing, substance-free housing, etc.- to live on campus at affordable rates. If we don't want to be known as a "commuter campus," putting more students in residence halls is a simple first step.

Host more external events on campus/lease space.

Since Roaring Fork closed, can the idea of giving a company naming rights be discussed; similar to the Career Center. It would be a way to reopen the facility for its intended purpose. Are there other buildings/parking garages that we can reach out and have it named?

<p>The university should explore following models like the state college with bringing high school kids to campus for general education classes. Is there ways to implement programs/certificates that align more with job markets in the area, i.e. Construction Management, Civil Engineering, Environmental Science, Energy Engineering, Sustainability, etc. Rent out the Ent center for events like comedians, bands, etc. that attract both community and students. Not just theatre and VAPA. These are great groups but we have a big event space</p>
<p>A change from traditional programs to shorter certificate programs.</p>
<p>I recommend we look at widening the radius for the housing live on requirement to 50 miles radius from campus so that we can capture more commuter students. The live on requirements causes us to lose students who are just outside El Paso County. This could capture more students.</p>
<p>UCCS should intentionally engage the region's largest employers, such as Lockheed Martin and other major public and private-sector organizations, to better understand workforce needs, align academic programs with industry demand, and build long-term partnerships. These relationships can support internships, sponsored projects, research collaborations, and customized training while also cultivating future donors and sustained</p>
<p>Utilize effort where funding is most attainable, prioritizing applied research, workforce-aligned grants, and federal, state, local, and industry contracts that match existing faculty expertise and community need. Such as have the "Advanced Industries Partnership Liaison" or Aaron Ressler work closer with the office of research, and industry focused faculty and their research, to grow this portfolio and in turn the grants/contracts coming</p>
<p>New streamlined graduate programs</p>
<p>1) Expand short-term professional development offerings. Create more workshops and micro-credentials in high-demand areas such as leadership, AI fundamentals, project management, change management, budgeting, grant writing, and technical writing. These fast-track offerings would serve those who want to upskill faster than the two years it typically takes to complete a UCCS certificate program.</p> <p>2) Unbundle popular emphasis areas into standalone minors or certificates. Convert high-interest concentrations (e.g., forensic studies) into options accessible to non-majors and non-degree-seeking students.</p> <p>3) Grow summer and break-period programming. Increase revenue through expanded conferences, academic camps, youth camps, and community-focused programs during summer term and university breaks when facilities are underutilized.</p>
<p>Double down on community partnerships like Cyber, Ent Center, and Lyda Hill. UCCS is of, by, and for the Colorado Springs community, and maintaining these relationships is essential to our turnaround.</p>
<p>I co-direct a Center, and after having initially raised a grant from a private foundation for this, I watched a pitched Battle Royal between Advancement and Sponsored Programs as to who would control the administration of the grant. It was the single most unpleasant meeting I have ever sat through in my 30 years at UCCS, and I was not even asked once my opinion about it during the meeting, even though I was the chief grant writer (admittedly this was with the previous OSP director, a singularly unpleasant individual; that has happily changed with the new director). Since then, although I meet occasionally with a development person, and we even presented a sort of development plan, that seemed to have been given not much credence or</p>
<p>We should create more public-private partnerships. We shouldn't be afraid of private sector money helping us. They need our students to graduate and work in their companies. They love UCCS. Why are we afraid of</p>
<p>Find a business partner for the Ent Center to better maximize building rentals;</p> <p>Lean in to certificates for emerging career sectors and establish a separate from the traditional "academy" to lead this charge.- Work with the school districts across town- to implement programming that they all want, but don't have capacity to set up/administer</p> <p>Establish a modest career center fee for service structure for companies recruiting at UCCS</p>

Better marketing throughout the city would be a start. For example, every grocery store, Target, Walmart, etc, should stock UCCS gear. Most retail stores have Air Force AFA gear and even CUBoulder gear. There should be billboards on the highways and freeways in this entire area with UCCS advertising!

- As shared on Friday, we need to catch up on some deferred maintenance. Having updated facilities, tech, and features to campus will appeal to perspective students and their families.

- Keep the community outreach. Having the connection to our community is the foundation of our campus.

BRING BACK THE TECHNOLOGY FEE. I don't understand how OIT is able to support the entire campus with just a base budget salary... We have over \$10m in deferred maintenance that could easily be bridged if we had the ability to charge students for technology.

Start supporting advancement more heavily, look more into Colorado community partnerships - with high schools, middle schools, youth organizations, etc. to bring enrollment up. The introduction of having a campus giving day is going to be huge as tradition builds and we should lean into that.

Enrollment growth is key. However, enrollment growth won't be driving by marketing alone - enrollment follows infrastructure, partnerships, and economic relevance. UCCS should focus efforts on driving new auxiliary revenue by bringing new conferences and meetings to campus. We should replicate the very successful Hybl Center model which has provided numerous experiential opportunities to students while using partner-based funding for operations. We should focus on programs with big growth potential that are in high demand from our community...cyber and nursing/health sciences come to mind. Health-anchored partnerships are among the most enrollment-durable models nationally. We should do more. Long-term ground lease income, when done right, has major revenue implications. Boulder is doing just that with its Limelight hotel. The quality of visits to our campus directly affects admit-to-enroll conversions. Development

Developing certificate courses that are cheap and for our community. For example, Health Coaching is one of the fastest growing fields. We have a program but if they want to be certified they pay extra for a certification not inside UCCS, so we miss out on that money. We could become certified ourselves and run this to where i could build revenue and feed into other programs. Again, we are probably about to make a lot of changes based on data and not with any methodology of change, hell we live in the state that Prosci is in and we don't

How can we generate revenue by renting out the resident halls in the summer time? Are there more camps that we could host?

I think we should pursue a major fundraising initiative for a centralized scholarship fund that provides a simple across-the-board scholarship for all students (at UCCS or all of CU) that reduces the overall sticker cost for everyone. The mix-and-match system of scholarships works only for the people who can navigate it - but if we can show our overall cost of attendance is going down, rather than up, I think we could trigger enrollment

"Retirement Reimagined" program.) With our center on aging, a program like this seems like a good fit, we could create a specific track for retired military, hitting a good local demographic!

I have always been dismayed at the lack of fundraising targeted to alumni. Starting alumni off on day one with an expectation that even a small annual gift to UCCS is a way to honor their time here, and support those who will come after them. It should be a culture of giving that starts during their senior year and continues throughout their lifetime. Why doesn't UCCS do this? It seems we are more concerned about influential people in our community who didn't go to UCCS and won't send their kids here, rather than those whose lives UCCS has directly impacted.

Lean in to non-credit, or even "micro credentialing." There is a high demand in the community for skill-based classes (Spanish, AI, business basics, etc) that don't require people to enroll as a student, but can just take for either general curiosity, or to help them in their careers.

I also think there is a fairly large demand for adult learning courses. Retired, educated and curious people who would like to attend various courses. I know UCCS has something like that, but I think it needs a refresh so we can really ramp it up, promote it, and charge a small fee.

to increased revenue over time.

Tuition is the institution's primary revenue source, and with that in mind, one of UCCS's greatest untapped assets is the campus itself and its capacity to attract and retain students through strategic investment. Historically, the campus's geographic isolation has been framed as a weakness; however, it could instead be reimagined as an opportunity to create a centralized, "city within a city" environment where students actually want to spend time.

This could include converting unused or underused space into storefronts leased to businesses aligned with institutional values and student needs, such as food, coffee, or services. These partnerships could also create experiential learning opportunities for students through internships, collaborations, or applied coursework. In addition, the campus could invest in more consistent, visible community-building events, such as more frequent outdoor programming near Osborne and Main Hall or concerts and events at the Gallogly Center.

Currently, the lack of amenities, cultural programming, and places for students to gather makes it difficult to market UCCS as a compelling residential campus. Informal student discourse online suggests that while the quality of education is viewed as solid, the campus experience is widely perceived as lacking. When combined with recent concerns about campus safety, this poses real challenges for recruitment and, ultimately, tuition revenue.

Recent reporting (<https://nymag.com/intelligencer/article/u-s-colleges-are-about-to-see-a-big-decline-in-applications.html>) on national enrollment declines highlights that while some factors are outside institutional control, others are shaped by campus-level decisions. One notable trend is the growing appeal of schools that offer vibrant, socially rich student experiences (often through athletic programs). While UCCS will not compete directly with large flagship campuses, there is meaningful opportunity to create engaging experiences through our own athletics, cultural programming, and outdoor recreation, particularly by highlighting immediate access to world-class hiking and biking near Alpine Village.

QUESTION 4: Beyond these three questions, what other ideas or feedback would you like to share?

I know a lot of students who don't eat because they don't live close to the lodge. That's unhealthy for your students on campus who don't have close access to a dining hall. In the alpine villages especially I know lots of athletes who need food before/after practice that cannot get it because it's not efficient for them.

Consider fast-tracking local high school students into acceptance/scholarships when they have already taken a dual enrollment course at UCCS and made an A. Invite students on an overnight experience or customized day experience. UCCS could partner with local attractions for a free adventure pass that they receive when visiting. Possibilities include:

Pikes Peak Cog Railway discounted/free ride

Garden of the Gods guided tour

Manitou Incline pass + UCCS swag

Cheyenne Mountain Zoo discounted admission

Topgolf or Overdrive Raceway passes (popular with students)

Another idea for an admitted students' visit could include "Future Mountain Lions Challenge"

Students participate in quick, fun activities:

A 250-word essay on leadership

A creativity challenge

A problem-solving scavenger hunt

A mini "innovation pitch"

Winner receives a \$250–\$500 micro-scholarship.

Others might get \$50 book stipends or UCCS gear.

For example, Western State Univ. recruited my son by inviting him to a special overnight visit with the college of business and entering him into a competition with

Why are you asking us to do your jobs for you? Or is this your way of being transparent about administrative incompetence?

I really love UCCS. But I feel like there are some major changes that need to happen. I know that we cannot change a lot with the persistent enrollment declines, but as a college, we need to prioritize our students and who our potential students are and create a University that caters to them. We need to change our programs to be more competitive. We need to accelerate pathways for students and get them in the workforce quicker. We need to enhance student experience at all degree levels. Not just the Undergraduate population. Some of our administrative processes are so complex and confusing, that it offer hinders students from having a seamless journey from acceptance to graduation. We need to have more streamlined processes across the University. Administrative Leadership and Staff need to have more

I'm a coach in the athletic department and recruiting is a huge part of our job. I wonder if there's value in under-enrolled departments taking a recruiting approach that is closer to how athletic coaches approach it with prospective student-athletes.

Stop hiring administrative people and start increasing faculty salaries. We haven't had a salary increase for almost 4 years.

UCCS needs to stand on its own rather than function as a satellite campus to Boulder or Denver. It's essential that we maintain our independence, because history has shown that when UCCS relies too heavily on other campuses for support, our needs consistently get lost in the shuffle. Regardless of what agreements say on paper, they have rarely resulted in UCCS's concerns being fully addressed. For that reason, we must do everything we can to ensure that UCCS retains control over its own

This is a big one: UCCS has a long-standing retention and graduation rate problem. At the heart of this is our tuition structure by which students pay by the course. We should change to a tuition structure like that of Boulder and many/most other mature universities: a set tuition amount for 12-18 credits, and by-the-course tuition for less than 12 credits.

Why is this good?

- 1) Students are incentivized to take more courses. This will lead to better graduation rates (especially four and five year).
- 2) UCCS will garner considerably more tuition revenue in the medium to long-term because students will take more classes and not drop out at the high rates we have.
- 3) Full-time students will save money and this will make UCCS more affordable and thus more attractive.
- 4) Going back to point 1), students won't feel the financial pinch of every course they sign up for.
- 5) Part-time students can still be part-time students.
- 6) We are fundamentally not serving our students well when so many of our students leave our university after one year after spending so much money, and our four and six year graduation rates are abysmal. We need a fundamental change, not the incremental, ineffectual changes we have tried.
- 7) A typical UCCS response might be, in effect, that this tuition change is not the UCCS way since we lots of part-time time students. Enough of the (former) UCCS way! It isn't working.
- 8) We would have to determine a new tuition structure for the full-time rate without harming part-time students. That would require some analysis, but it's certainly doable. (I'd be happy to help out)

Miscellaneous:

- Our scholarship structure is not competitive with other universities.
- Our marketing for new students is not compelling. I have seen many other marketing publications from other universities and many of those are engaging and even exciting.
- Right now, with faculty sparingly on campus, we are functioning as a transactional commuter school.
- Let's act like a liberal arts college. Vibrant, with faculty actually on campus! That would make us a more attractive place, for students and faculty.

Thank you,

Peter Braza

none

Have we implemented the system whereby students who don't get into Boulder are automatically considered for other campuses, like the CA system? The ability for students to enroll in courses for a whole academic year rather than semester-by-semester is a proven persistence and retention boost elsewhere, when can we implement that here? A less antediluvian course scheduling system is on the way, I hear. It can't come soon enough. We need better communication about campus administrative churn. It is demoralizing when we hear about multiple people leaving or being told to leave with no real communication or context. Feels like upper administrators fleeing this campus - and then all of us staying question our commitment. Finally, per last email from leadership, once again, TRANSPARENCY IS NOT THE SAME AS GOVERNANCE. What we want is the latter, which includes the former but is not the same. Actionable feedback structures and openly available data-

I urge campus leadership to reconsider the continued expansion of upper-administration positions and the reliance on the same familiar voices. It's essential to engage directly with the broader campus community—the people doing the day-to-day work—before it becomes too late to address the challenges we're facing.

The decision to send out this survey gives the impression that leadership is searching for answers, yet meaningful opportunities for genuine dialogue remain limited. Many individuals on campus have valuable insights and a strong desire to contribute, but they are rarely included in a comprehensive or respectful way. Greater transparency, broader engagement, and a willingness to listen to new perspectives would go a long way toward rebuilding trust and strengthening the institution.

I think we need to look at program sizes. If we have departments with low enrollments classes need to be consolidated, taught every other year, or eventually eliminated. We also need to develop a clear assessment of prior learning policy. We are clearly needing adults to come to campus as we have a declining birth rate. If we honor the work and experience they have in their careers we can streamline their ability to earn a degree or certificate. We should also do more to allow part time tracks with flexible course schedules for returning students, such as more night classes. I think we emphasize being in person. I know leadership has put a lot of effort

Greater openness on challenges and troubles. Stop covering up misdeeds.

Tenured Faculty HAVE TO TEACH classes...at least 3 per semester.

Get a Quantum minor...a growing sector

Do more projects with the community...like a nonprofit summit. And CHARGE for it.

have more events on campus when not in school...AND be reasonably priced and easy to work with

I think the student experience is being forgotten in the budget talks. Student resources like dining halls cut, campus looking grundgy, less staff. It all trickles down to the student experience and makes students upset at staff. Creates a negative cycle across campus. If business offices were more connected on day to day then students would get help quicker and things would be more efficient. I also think a lot of staff responsibilities need to be re-looked at. Since covid some offices do things when maybe another office should be handling that task to better fit their team and how many staff they have.

I do love the idea of sharing among sister schools. When I was program coordinator at Pueblo Community College- we shared every Early Childhood course between

We really need to look at how, why and how much additional pay we give to employees. It seems that any time someone does something a bit extra they are earning additional pay and the amount of additional pay is somewhat random. Getting it might also depend on who your supervisor is, how much they advocate and if the employee is willing to advocate for themselves. I would estimate that we spend hundreds of thousands of dollars annually on additional pay. From what I hear, this is relatively new (in the past 10 years or so). It might be a cultural issue that we need to address regarding the expectation of additional pay; maybe place a cap on the amount, the length of time and create some standardization around who get it and why. We might need to update job descriptions to reflect a new level of work; just because you are doing your same job for a different speed type doesn't mean you should get additional pay. Especially in hard budget times, I think it is okay to tell

Thank you for requesting employee feedback.

Without any cost of living increases for the last 5 years I have worked here, I am getting priced out of working for UCCS. I hope I can keep paying my bills and work
Making us a subset of another CU campus would be a mistake at this point.
Bring back town halls for more transparency on the state of campus and what we're working on.
Cut back on administrators and let administration bear the workload that the understaffing burden on non faculty employees tasked to do the job of multiple employees. Increase teaching load requirements on faculty. Do MORE with LESS like staff has to deal with.
Are we actively and aggressively marketing UCCS to students across the country? Many students would love to attend college in the state of Colorado. Do we have some sort of presence in recruiting across the country??
I appreciate the opportunity to provide this feedback. Even if none of it is taken, having a mechanism to raise it is extremely important and valuable!
During Covid, administration took salary cuts to help offset the fiscal impacts. As we are facing what appears to be an even greater fiscal emergency, administration should be considering this possibility again. As for faculty, we also recognize the need to "chip in" to help the budget. There is some support for faculty also taking (hopefully temporary) salary cuts. IRC faculty should be given the choice of a reduced salary as an option to potentially save their jobs. Again, hopefully this would be temporary, while we all work to stabilize our enrollments and increase revenue in other areas. For many of us, a 10% cut in pay would be very difficult but less difficult than losing our health and retirement benefits. If IRC were given this option, with maybe a commitment of a 3yr contract to show good faith on the administration's
A focus on employee and student retention should be used when thinking about building a healthy campus
There is a perception that some of the big campus initiatives of the past are huge money pits - ENT, Cybersecurity, Alpine Village, etc. There should be more transparency around our initiatives and what we have invested in the past to understand the ROI/impact that these initiatives have had. It's okay to be honest about mistakes of the past or where initiatives or academic programs didn't perform like we expected.
Along with improving how we use our current resources, I think UCCS should focus on new revenue streams built around fully online degree programs, professional programs for adult learners, and expanded summer offerings. Oregon State University's Ecampus is a strong model here. They've grown substantial new revenue by offering high-quality online degrees and certificates, pairing them with short-term professional and continuing-education programs, and making full use of their campus through robust summer courses and camps. Following that example, we can reach learners well beyond our region, meet the needs of working adults, and better utilize our campus during the summer. Together, these strategies offer realistic, mission-aligned ways to diversify revenue and strengthen UCCS's long-term
Faculty hiring freeze. The university needs to look at mandatory retirements for senior faculty with large salaries and low teaching/research output. Perhaps offer another round of voluntary retirements with slightly better benefits (offer 1 year salary for IRC, not 6 months), and then don't replace those positions immediately. Look at high-cost departments with low fill rates and mandate efficiencies in them or look for merger opportunities or consider cutting.
I believe we need to take a good hard look at our IT infrastructure and figure out an efficient way to update and simplify the application and registration process, thus making the IT support later in the process less cumbersome and inefficient. This might be one of the areas where sharing from the other campuses could be a positive thing - is their registration system easier for the end-user? I know we cannot become Amazon, but improvements should save time / money in the long run.
I think we need to consider what academic programs are not supporting enrollment and are taking more funding than they are bringing in. We have limited staff already, what programs are no longer needed so that we can be lean but strong in our academic offerings.
UCCS is a wonderful school! I am really happy to be here. I am thankful for the people and the culture.
Maybe something as simple as UCCS flags along Nevada Blvd or downtown. And generating excitement over home games, bringing in alumni, students and parents.

Could UCCS look at all staff working a schedule of four 10s but with them only on Mondays and Fridays to give every staff member a 3-day weekend but still allowing for office coverage to be open five days? (perhaps a summer only option?) Given the inability to offer much in the way of merit raises or a lot of upward mobility, could HR look into other employee benefits that we could be giving staff and faculty, so they want to be retained and not looking for other positions? Part of the retention and persistence issue is that we do not have much support after the student's first year and since without students we do not have a university - could monies be allocated from the colleges to support student services better? Could we look at positions and not have a marketing or career in each college but would it be better to

I would also encourage a focus on data-driven decision making, including the use of shared metrics to evaluate the effectiveness of changes over time. Not all efficiencies come from cost reductions; many come from reducing complexity, duplication, and administrative burden, which ultimately allows more time and resources to be directed toward the university's core missions of teaching, research, and service.

This is a misleading survey title--there is nothing 'healthy' about cutting budgets and doing more with less (even if the current situation leaves us with no other choices)

If we are going to lose jobs because of budget cuts, I am worried we won't know in advance. I will literally end up homeless.

We need to better integrate and market our phenomenal open space into marketing, campus life, etc. I would wager that a significant percentage of out-of-state students who go to Boulder essentially do so because of marketing-related images of the Flat Irons and other outdoor amenities. UCCS has, in my opinion, the greatest trail system adjacent to any campus in America. We should be advertising images of people mountain biking on the Lori Cohen Trail on billboards in suburban Chicago

Universities are STILL not businesses. We are educators. We have been structuring our degree plans for "efficiency" from the student perspective without considering (overtly) how changes will affect different programs/colleges within the system, and now are lamenting declining enrollment. Yes, it's a national issue. But so is the shift toward a business mentality in higher education, rather than giving us the space to demonstrate the value of learning and researching and thinking for their own

The IRC faculty are tasked with a lot of work and low pay, while all we hear from above is how we need to help them do their jobs. Reduce the number of 6-figure salaried people at the top, share the wealth with those who are on the front line, and seriously deal with the enrollment. All of these questions in this survey don't address enrollment. We have to figure out why students aren't coming here. Is it the gun violence and general sense of not being safe on campus? Is it the types of programs we have? What are other institutions doing to increase and maintain enrollment? Removing most dining services from campus isn't a way to entice students to attend. Have another shooting on campus isn't going to attract students. The administration needs to foreground what students need.

The way this campus handles their finances and their peers is appalling. We are Executive and Admin heavy, and value hiring the people we know over the people that can actually do the job. This has been evident in the last few Executive searches, and firings of other Executive staff members. In 2 years we have never had a fully staffed Executive Team, 2 shootings on campus, several professors killed off campus, and professor regularly threatening other staff/faculty in campus wide emails and

We need to find a way to retain our faculty, teaching staff, and facilities so that students still feel like their education is valued. Already campus is starting to feel like an empty shell. The more we impact student experience/campus culture with cuts, the less incentive students will have to come to UCCS.

This is an entirely appropriate survey to send and questions to ask. I don't want my next statement to be misconstrued as 'just a gripe, ' but rather, I want to offer my sincere feedback around how these questions feel to me. As a faculty member, I already have a very big job to do, and speaking for myself, I get dispirited and a bit stressed when the "all hands on deck" for our financial crisis messages come to us. This message only flows one way, as I'm not being offered support to divert my time and attention away from teaching/research/service to pitch in here. In fact, I've been told to do more with less for years now, and I'm worried that this will simply be our new normal. I don't have control over our revenue streams - to my knowledge, my department barely has control over ANY budget - maybe just our printer and travel funds. I consider myself to be a good steward of the university and what I can do that has any impact on finances - e.g., let every single student in from the

I believe we could strengthen enrollment by increasing our presence in local high schools and helping students connect with UCCS well before they begin the application process. Many K–12 students simply aren't aware of the opportunities, events, and experiences available on our campus, even though these early connections can shape their college decisions.

One idea is to expand outreach by actively promoting UCCS events—such as our science fairs, literary events, or other academic showcases—directly to high schools in the region. We could also offer invitations for K–12 students to attend select athletic or theatre events free of charge. As an involved D-11 parent, I know how difficult it can be for families to find information; flyers do go out, but they're often missed. More direct outreach could make a meaningful difference.

We might also consider being physically present in schools—whether that means presenting during assemblies or pep rallies, hosting special demonstrations, or connecting student groups with campus leaders. Our sports teams could run clinics for grades 9–12, our Nursing program could host hands-on demonstrations or shadowing opportunities, and Engineering could offer presentations or small design challenges. These experiences give students a sense of belonging before they ever step onto campus as undergraduates.

I've already submitted the main feedback form, but these additional ideas felt worth sharing. I would also be happy to serve on a team or focus group to support

Some programs in our universities are high performing in terms of revenue and student enrollment. This information should be shared consistently and transparently across programs. It seems pertinent to leverage the areas of growth and pair them with existing programming available at the university -- for example, certificate programs that leverage existing resources and foment cross-college partnerships.

All the budget while we have been getting no salary raises, Faculty Affairs Division has grown, not only did not lose lines, but added some, for example Interim Deputy Provost Emily Skop and her support.

Please make all UBAC meetings public, including the retreat, for transparency.

I'm not a fan of suggesting that people be let go, but how important are the one-time funding positions for this campus? If they were truly supposed to be for one year, then why are we still paying for them. If the position is generating income, then it's fine to keep. I would suggest looking at other places on campus that are bleeding money that are not necessary for the campus to operate. If we can avoid terminating positions, then I suggest we focus on more marketing to get the attention of more in-state residents to hopefully enroll. I feel that I see more marketing done for other universities than ours. An example of that is just across Austin Bluffs in the neighborhood there's a bench with Pikes Peak State College on it. Why are we letting them advertise right across the street from us. I'm not saying we need to get our name on benches, but surely there are some people in the marketing department or teach marketing that could help create better ways to get our name out there more. I would also suggest getting in touch more with the professors here who teach on finances to have them help out if they can. I would put my trust in the

What campus is doing a good job at being efficient? Look at the choices they have made. Be transparent and realistic about trade-offs.

Remember that the mission of the university is academics. Teaching and Research should be the very last thing you cut. Get rid of land development, business ventures, unfunded initiatives, administrative bloat, and other nonsense before you fire faculty or eliminate programs. Cutting low-paid lecturers and Instructors will not save much. Cutting tenure-track faculty will reduce our research advantage and turn us into a community college. Cutting arts, humanities, and social sciences will hurt the professional schools in addition to LAS. We need strong leadership to make this case to the community at large.

So many of our efforts so far (roaring fork, cutting local outreach, cutting precollegiate, upping caps in GPS) are cutting us off at the knees. The more we cut, the fewer students we'll attract, because we suck as an option compared to other campuses when we don't have dining options or the game room is closed, or any of the bad effects of those choices. And then, surprise surprise, we are even less attractive to students. I recognize we're in a bad budget situation, but we can't keep making cuts

I would like to see specific units, like CU Succeed, Marketing, Admissions, etc. meeting with faculty and Chairs. The current siloing of efforts is inefficient and much less successful than it has the potential to be.

Let me remind here an important thing. Transparency in the decision-making does not mean making decisions invisible.

Make administrators accountable for their decisions - create a merit review process for all upper administrative positions on campus (regardless of whether they are rewarded with a salary raise or not in the end).

We can't let rotating administrators continue to kill off our institution with ridiculous outdated approaches. Really, we need a hotel? Also, look to the brilliant ideas the previous administrators had to "save our institutions in the past and either learn from them, or promote them. Finally, quit with all the scare tactics. It's bad enough I have to worry about my safety and mental health just being on campus, quit with all the job cut threats as well. Do your jobs and let me do mine!

The academic arts serve hundreds of students from across the campus and directly interface with the community. Many people across the community do not know that the Ent Center is part of UCCS. I hear this a lot, and I don't think it is an exaggeration. Thanks for reading!

I feel strongly that more marketing for LAS academic programs and initiatives needs to happen. As more universities eliminate language programs, for example, we should be the campus that still gives students the opportunity to pursue studying a second or third language and especially study abroad. Protect our language programs, including our minors, and find donors (especially in industry) who value the career skills gained through these programs: communication skills, flexibility,

The fact that it might be a hefty budget cut for the next few years maybe streamline HR, the research office and procurment. Avoid overstaffing and ineffcient

Do we need to re-evaluate our course/major offerings? Do we have programs that are not sustainable and are not able to cover their costs?

In conversations with students, I've been told that they don't see themselves as much in university social media as they see students in the social media of competitor institutions. A lot of this boils down to reposting students who tag the university, my students tell me. We have had a gap in the UCCS social media position that was recently filled, and reposting students could be an easy tactic to employ to show current students we see them and to help prospective students see themselves here. There are also programs that have a proven track record of retaining students at significantly higher rates than the university average. These include UCCSlead events and Student Life activities. Identifying these and other programs that retain students at significantly higher rates and investing resources into (or maintaining current resources for) these programs could help keep more money here at UCCS and ultimately fulfill our mission of supporting student success and graduation.

Thank you for all your hard work on trying to help UCCS through this next difficult chapter! I have worked in higher education for 20 years now between community colleges, state schools, and private schools. There is always an issue with enrollment, retention, and budget, but now even more so with the larger issues going on at

Facilitate cross-campus brainstorming to learn what they do that is working for them

Being new young brains!!!!

I do not see a Culture of Care applied equally across campus. Some departments are more difficult to work with than others. A consistent culture of care would go a long way for the faculty, staff, and student experiences.

As we look at consolidation and efficiencies, be sure to keep the holistic student experience at the forefront of decisions to ensure that UCCS student engagement inside the classroom and outside the classroom is of the highest quality...and what students are seeking, while addressing their needs. Striving to be a first-choice university for more students is critical. This includes within COS, El Paso County, and above Castle Rock. It will help us to maintain a competitive advantage.

It's important that we align a consistent message among faculty, staff, students, community donors, etc. about who UCCS is and where we are headed.

Conduct a system-wide audit of all CU campuses' academic majors to see where redundancies may exist from a system-wide lens both at the undergraduate and graduate level. It may make sense that a specific major is offered at all three campuses, for example. On the other hand, it may lead to further exploration and rationale for shifting a focus of a particular major to two campus rather than three, for instance. The exploration of this would be informational.

IT WAS asked at the last UBAC meeting, why are we experiencing these enrollment issues when (all) other public universities are experiencing enrollment increases? There was no attempt to directly answer this...the responses given all danced around it. Why can't this be responded to with a clear and direct explanation? My belief is that this health campus initiative and related differentiator project will result in little buy-in without a clear explanation for why we are in the situation we are in. Is there accountability in place for enrollment shortfalls? Who or what position(s) are accountable for enrollments? Or is there a lack of accountability, which results in no substantive changes, further cuts, and more animosity. An honest explanation for why our enrollments are falling (in light that others are increasing) is very much

We are cutting vacant lines for faculty and staff, can we not restructure and cut some of the AVC lines that are currently vacant? Perhaps taking some furlough days for positions that are paid over \$120,000? The deepest cuts seem to always come to positions at the bottom, that have the least amount of overall financial impact. We need to take some steep cuts from the top down to make the greatest change.

We need to develop traditions. Traditions that do not change. Traditions like Texas A&M where it's so cool to be an Aggie that they sell "Former Student" t-shirts to students who are dropping out in the bookstore. Why don't we have an alumni hall of fame? Somewhere students, prospective, families and visitors go to see all the

I would like to know more about why we are having budget crises and I have not heard any specifics. Is it due to lower enrollment? To cuts in federal student aid or cuts in research grants? Is it due lower funding from the State and our extremely low tax base in Colorado? Is it due to declining respect for higher education? Is it due to smaller ROI for the income of graduates? To fewer jobs that require degrees? To AI decimating entry-level positions for graduates? Are we spending too much on administration? We hear about "the legislature" or "student credit hours" but what is the real, big picture? Finally, if we depend on growth, we are sunk. Infinite growth is not sustainable. How can we position ourselves for stability and stewardship of our institution without the need for constant growth?

Have more communication with key leaders/stakeholders in depts, schools and administrative levels between UC campuses to share ideas, resources, and

The campus response to the safety and security issues continues to be terrible. I don't feel safe on campus currently, nor do I believe leadership is working to do better for our campus community safety. Nothing has improved in the 6 years I have worked at UCCS.

With the constant reorganization of departments and structures, it is difficult to be with a specific group of team mates long enough to impact real change. We should find a structure that seems efficient and productive and give it at least 2 years before making any more major modifications.

We MUST do more to make UCCS a place where students want to attend college. I understand there are difficult and complex decisions to be made with funding -- but closing dining halls and shutting down coffee shops on campus is not going to bring anyone here. We need to be thinking strategically about incentives to bring students to UCCS and, once they get here, to ensure that they have the college experience they expect and deserve -- the kind of experience they'll tell their friends about, who might then decide to come here, too.

How can we do a better job of leveraging our incredible natural resources//outdoor recreation opportunities to bring students to UCCS?

What kinds of conversation are being had with the mayor's office and city council about trying to generate local community support for UCCS? The financial health and stability of UCCS is a concern of the city -- in the absolute worst case scenario of the university closing, how many Colorado Springs residents would lose their jobs? How can we get buy-in from local elected officials to leverage their own systems and networks to help us bring in more money and recruit more students to support the economic health of UCCS and thus the economic health of our city and its residents?

While I know enrollment is an immensely complex issue, I believe a lot comes down to the bottom line: We are losing students due to rising cost of tuition/fees. While we can't have everyone paying close to nothing, having them here on more financial aid is better than not having them or their not finishing school. We need to have be competitive in terms of affordability in comparison to other CO schools.

I appreciate the opportunity to share ideas.

Osborne is full of chairs that are falling apart. The hallways are full of them and they look terrible.

The upper administration could gain a lot of ground with faculty if they were clear and specific about where the money from the retirement incentives went--as in, what precisely did it go to cover? How and why were those decisions made? Additionally, if upper administration admitted they have made errors in the past, and are committed to rectifying those errors, that would earn them a lot of good will. The opacity of the upper administration's financial decisions, and their unwillingness to ever admit to any mistakes or errors, makes it difficult for faculty to engage in budget surveys and ongoing conversations, because it is hard to believe that any of it is in good faith. I want to believe! But it is difficult to do so when I never have any sense of where swept money has gone to, specifically, or that my interlocutors are

Fewer vice chancellors, address the abysmal salaries at UCCS and refocus on teaching and learning.

Stop beginning from the position of cuts, cuts, and more cuts; this is a tired, tone-deaf model that is no longer efficient or effective. Instead, this is a model that is demoralizing and at best a stop-gap measure. Faculty--whether they are TT, IRC, or lecturers--generate revenue (regardless if classes are small or large), and staff who support faculty are necessary so that faculty can focus on EDUCATING students. When administrators begin with "cuts, cuts, and more cuts," while espousing how much they "value all that we do for our students," the psychological impact is devastating and extends beyond faculty; it extends to students as well. It is the opposite of a "healthy campus." If we must begin with cuts, make them where they need to be made: hiring more bureaucrats who either do not stay long or do not TEACH; stop funding based on business models that are "trendy," dependent on soft money, and are expensive. Stop compelling LAS, the largest college on campus and the ONLY college that services the entire campus, to continually take the lion's share of cuts--instead, INVEST in LAS. Additionally, if our administration values students and faculty, bring back food! The elimination of geographically well-placed coffee carts has not only denied students and faculty equitable and time-saving access to much needed food and refreshments (despite the high prices), it sends a message that students' well-being does not matter. When was the last time an administrator had to run from Columbine Hall to El Pomar Center to get a snack or lunch or dinner while on break? The students and faculty who have to do this are late for class, exhausted, and demoralized; they are not focused on the task at hand--learning or educating. As well, those who for medical/physical reasons cannot make these runs, either have to bring their own food or go without, again, denying a small but significant population equitable access to nourishment (not all students or faculty have equal access to refrigerators or microwaves). If administration thinks they are saving money by eliminating not investing in strategically placed coffee carts, they are wrong. Students are our best advertisement; they talk to others who might consider UCCS, they talk to their parents, they talk to external reviewers, they talk to potential donors or partners (some may become future donors or partners), and they are telling them that while they pay increasingly higher tuition and other fees, we do not have coffee carts, we do not care about their well-being. Do not underestimate the power of access to food (beyond the expired cookies and chips in vending machines) has on a student's decision to stay at UCCS. INVEST in our custodial staff. Students are complaining that classrooms are dirty and dingy. INVEST in support staff; INVEST in faculty; cut the hollow "we value..." statements: to borrow from the suffragists of a century ago, we need "Action, not words!" Never, in more than two decades of teaching here, have I loathed the phrase "we value" as I do now. If we buy into the ancient belief that the foundation of a civilization is the education of its children, and if we buy into the notion that a college/university is a community of those who seek knowledge, that it is the extension of skills and knowledge

If you need any feedback on the above

Craig Decker - Assistant Director of Applications OIT

We need to focus on keeping the enrollment we have and reducing barriers to enrollment for existing students, NOT raising tuition. That will only end up costing students. More local outreach and more concurrent enrollment would be great for bringing in local students. The market is there but if we don't make it easy to enroll,

Closely examine the fixed assets that exist in support the UCCS primary mission. Any asset that is underperforming and not directly contributing to revenue generation or the university mission should be considered for closure. Some examples that should be closely evaluated would likely include the downtown campus, the

I've seen a few examples where simple planning seemed to be lacking. One instance is the parking lot near the Hybyl Center. One or two years after it was put in it was ripped up and redone, slightly. This seemed like such a waste. Trees were moved by a tree company that, when asked, said they had a 50% success rate. All ten relocated trees died. I asked if they mark the directional orientation of the tree before moving them and they said no, these trees are tough. A simple google search can find the recommendations for transplanting this exact species of tree in the rocky mountain region (US Forrest Service website) and the first step is to mark on side of tree to replant it in the same direction. It can be maddening sometimes. One contractor for a fence told me he would never hire his company because they are the most expensive. They came out to redo this fence as well, because minor details were changed after the fence was installed. Meanwhile, faculty are doing everything

Students are leaving because there is nothing to do and there is no food on campus. I suggest ELT go on other college campus tours and meet with faculty who have gone on college tours in the past few years to understand what those other schools are doing differently. First place most tours take families is to the cafeteria.

Allow students to self select MATH 1040, this is a class that students want to enroll in for some majors but there are huge barriers to getting enrolled. By the time they've taken the Accuplacer or submitted records /etc, this 3 day a week class can be difficult to fit into their schedule.

Are we using AI as a tool. Are we asking Chat/co-pilot....what revenue generating ideas it can generate...what expense saving ideas it can generate, what enrollment ideas it can generate. Not all ideas will be good...but neither are ours. Let's use the innovation we say we believe in.

As an academic advisor, I hear feedback from students on a daily basis. Here are my most frequent pieces of input I hear:

-Students choosing to live off campus vs on campus due to extreme lack of dining options (having a Starbucks, Chipotle, Chick fil A etc available for sale, even at a higher price than off campus, would bring a significant amount of business from students AND staff)

-Students choosing to live off campus due to safety concerns regarding dormitory events in the past few years

-Many of my students are adults who work a traditional 9-5 job with little flexibility within their hours. The required courses they need (specifically Accounting, Finance, Cybersecurity Management) either do not offer an online option or an in-person option that isnt in the middle of the day--by allowing students to join classes synchronously and/or offering more section options, retention would go a long way

-Just in the 25-26 school year so far, there have been significant admissions errors and faulty communication, causing multiple students to choose to go elsewhere as their first impression of our credibility was less than positive.

-The cost to have children at the Child Development Center, even with a staff discount, is outrageous. If our salary is what it is, even with advanced degrees, and the cost of living for Colorado Springs, a significant draw to retaining or recruiting strong staff and faculty would be to make the CDC more affordable for our employees.

All the upper administrators need to take a salary reduction until the budget stabilizes. While I don't feel their salaries are outlandish, they do represent substantial line items. It would help morale, show solidarity and commitment to all other employees, and make a dent in the issue. You could still make way more money than anyone else and well within an upper-middle class bracket and comfortable standard of living for the area.

Thank you to everyone who is trying to help solve the problem. I also hope that everyone keeps in mind that the core purpose of a university is academic and those needs are met by faculty first and foremost and they are supported by staff who are necessary to keep things running. We are already very lean in terms of support of the people who deliver the core mission. I hope we will not more people.

I would love for more folks from executive leadership to meet with individual offices and units to better understand the role of staff and the support we offer. I'd also like to highlight how important offices like OSPRI and OOR are to UCCS's research activity. Of course, faculty ideas are rewarded, but without pre- and post-award support, grants wouldn't get out the door nor would they be efficiently managed. These staff are essential for maintaining UCCS's R2 status.

Again, it's faculty that bring in revenue, with vital support from support staff.

Re-capturing the fringe benefits from the central fringe benefits pool on positions left vacant for more than 30 days.

Research and sponsored program services could use help, including base funding for critical positions.

Please review our full-time faculty - in social work we have one full time faculty that is making \$30-40K more than the rest of the faculty and does not attend faculty meetings (or participate) or contribute to the development of our program. She is supposed to be teaching a 3-2 and has somehow managed to only teach a 2-2. She has an Human Resources history with many faculty logging complaints, without any action. This would be a major cost savings and value add to our growing and

We also need to work on our public face/reputation given the recent events. Administrator turnover is a problem, it means we are constantly reinventing the wheel.

Please add this form to an online platform so we can submit ideas as they arise.

Please add this form online with no "open through" date so we can submit ideas as they arise.

I recommend Neil Kraus's book, *The Fantasy Economy*, which argues that linking higher education to job outcomes (and making public funding contingent upon that) is a rigged game, because universities are made to be responsible for variables over which they have no control (e.g., wage levels in different sectors or job market trends overall). Universities will never be able to get ahead at that, and the more that we double-down on that approach, the more we will create a vicious spiral. It may be that that is a paradigm (almost four decades in the making at this point) we need to work on unwinding. Thank you for the survey, for reading, and for the ongoing

I have been at UCCS for a long time now and I'm seeing a disturbing change in how things are done. When something goes wrong, a culture has been created of placing blame instead of working toward solutions. I do not want to work at an institution that is focused on selfish practices and avoiding taking responsibility. We need to work together and for whatever reason it seems like we are more interested in figuring who messed up and making sure they "pay" for it (in whatever form that looks like). We shouldn't be afraid to make mistakes. That is what higher education is about; learning how to make mistakes and work to move forward and find positive solutions. If that is how we help students, we need to also give that to our faculty and staff. We cannot be afraid to take responsibility for mistakes and we also need to give grace when someone does make a mistake. We are an amazing group of people. We have amazing minds and an amazing ability to adapt to difficult situations. What we are missing is a respect for each other. Somewhere along the way, we lost this and we need to fight to get back there. If we are talking about a "financially healthy" campus, it starts with a healthy culture so that we can work through these issues together and not point fingers at each other. This blame first culture is

Thank you for trying.

Need to be more transparent on why the campus wants to cut budgets for the colleges, but still hire more upper administrative positions.

I work here because I love the work, my coworkers and the mission at UCCS. However, I am discouraged that I haven't had a raise in several years and I am paid much

Many offices are currently understaffed (by national averages) and taking on multiple responsibilities while continuing to need to do "more with less." The old adage of UCCS being small but mighty/scrappy is true, but it is also tiresome as requests of additional things needed do not come with more personnel or resources. Many systems needed to make us more competitive are expensive so we are also limited in the things we can easily produce. We have some wonderful first year experience support for students but we need beyond their first year support to have our students persist.

Have you considered investing in outreach? Such as sending representatives to local college nights at high schools (which I KNOW we currently do not do.) It seems that radio ads are not sufficient advertising.

We can be more present at community events. UCCS has so many amazing people working for each office! Let's get them out in the community and share our big wins and highlight what we have achieved. Whether this be talking on local podcast, creating a podcast even?, tabling at community events etc. making ourselves known in Colorado Springs and beyond is such a great way to grow - not just admissions at high schools but expanding our reach and where we go!

Don't penalize departments that are demonstrating growth and bringing in increasing revenue with large cuts. Don't centralize to the detriment of these departments

Why don't you do a very open ended (meaning they get to say what they want without you only providing limited categories) survey of students to find out why they are leaving or what they would like to see to stay.

The differentiator project was a waste of time and money. It's unconvincing and doesn't make us that different from other places. Did you think to run any part of it past many students to see if it would make difference.

Finally, real transparency would involve publishing the results of this survey.

<p>There is a culture on this campus where certain entities such as administrators and some support staff don't seem to prioritize being part of what attracts and retains students, which is ultimately the bottom (economic) line at a university like UCCS. The bulk of our resources come from student tuition dollars. Why do so many departments that are supposed to function as supportive create barriers and behave in obstructionist ways? Is it possible that having so many administrators (VCs) is causing fragmentation rather than a collective sense of working together throughout the campus? Nearly all of my service work that involves having to contact different departments is like pulling teeth--I'll have to go through 4 different people, 20 emails, and 5 phone calls before anything gets accomplished. It's exhausting and clearly costing money and productivity. I would also strongly suggest you implement budget recommendations from the AAUP report from a couple of years ago.</p>
<p>We have way too many AVCs and VCs who get paid disproportionately high salaries. Reduce these positions in number and rank with corresponding salary reductions. Don't cut faculty (IRC or TT) lines and positions, as these are the positions that conduct the core functions of the university (teaching and research) and account for the SCH that we depend on for revenue. Aim staff cuts at the higher salaried positions, which creates greater savings and less impact on daily operations and essential</p>
<p>Recommend exploring 35-hour workweeks during the calendar year, or exploring summer 35-32 workweeks to reduce salary expenses and keep academic year 40</p>
<p>As a staff member, I really appreciate the added flexibility you have given us this past year. Though there isn't money for raises, I appreciate how you have instead given us additional flex holidays, and leave days near federal holidays and increased tuition benefits. I think that really helps with morale, and with turnover - I hear other staff say "I could make more money working elsewhere, but I would hate to lose the benefits, leave, and flexibility that I get working at UCCS." I also appreciate being able to work a hybrid schedule - it makes me more efficient in my job as I can slot projects that need quiet, uninterrupted work time for days when I work remote, and in-person meetings for days I'm on campus. I can plan Dr. and other appts around which location is more efficient - is it quicker to get there when I'm on</p>
<p>It can't be that difficult to put some sort of restriction on All Faculty/Staff email. Every disgruntled person should not have that platform to whine to the entire institution. There are or should be appropriate channels to voice genuine concerns besides throwing a public temper tantrum while hiding behind one's laptop.</p>
<p>This HUGE deficit cannot be blamed solely on external forces such as changing demand for higher education. That is unrealistic and inaccurate. The upper administration needs to take responsibility for this situation and fix it without destroying numerous academic programs and instituting large layoffs.</p>
<p>Strategic maintenance plan to update carpets/painting/AC/heater/roofs in community areas on campus dime. It might be cheaper if it is a planned fix versus an emergency fix. Can depts put money into a fund and have offices updated? I know in some of the buildings the carpeting in offices is very outdated and is pulling loose from edges. What about the dorms and classrooms? I believe that students notice the state of facilities. Is there space we can rent out during low occupancy? Can we rent out the dorms when we have large conferences on campus and guests may be from out of town? Open the Lodge or Roaring Fork for them to eat?</p>
<p>Consider reorganizing housing to the newer buildings, shutting down older buildings and utilize one dining hall (roaring fork). Maximize on the newer spaces and start re-imagining how we use the space/land older buildings are on to make more space for the students to have student life on campus. I started here as a student where it was very much a commuter college and we still have that feel. Campus Leadership needs to take control of spaces and start making transformations to attract</p>
<p>Why was the Allocation Methodology and Strategy only created by Provost and Deans? I feel it should have included VC's</p>
<p>Additional pay needs to be reconsidered. For example, why is the UBAC chair receiving pay when service is part of the faculty workload?</p>
<p>How does the CU system currently support UCCS's long-term academic, financial, and enrollment success, and where could that support be strengthened?</p>
<p>Would exploring alternative system-alignment models, such as a closer or satellite relationship with CU Boulder, improve efficiency, reduce duplication, or enhance academic and operational outcomes for UCCS?</p>
<p>If furloughs are needed, I would rather reduce our work hours per month, than lose my job. I love working at UCCS.</p>

Perceived safety on campus remains a significant concern. Parents may hesitate to support their child's interest in attending UCCS because of safety reservations, and I know employees who feel vulnerable in their workspaces. Visible, meaningful improvements to campus safety are needed to rebuild confidence among students,

I already completed this but wanted to add a few more points.

- Consider eliminating the downtown campus. It's pretty much always a ghost town. I have no idea the cost or return on investment but it seems wasteful.
- Eliminate the cybersecurity initiatives. They have a huge building and I never see them accomplishing much of anything. While other programs like social work and nursing are growing and thriving and in need of more space.

The Ent Center is a problem, a sort of albatross. We would like to have more events (i.e. public lectures) there for our Center, but it is so costly to host an event there, it's just too expensive. I do understand the Center has to charge rent to sustain itself, so it's a dilemma. On this five-year plan, if the budget reset works well, I would hope there could be some subsidy built into the budget (not now, but eventually) so that campus entities could use those facilities, attract the crowds that we want to attract, without bankrupting their small budgets in the process, or just not using the Center because it's beyond their means, as is the case usually for us. The few times we have been able to do it, it's been a huge success, but generally it's impossible, even though we are a UCCS entity with great promise for future growth. The current dilemma of they have to charge us to sustain themselves but we can't afford to use their facilities for simple things like public lectures, is just a shame and a wasted opportunity to cultivate public connections when there are events that are too big for the Heller Center (no shade on Heller, which I love, but if you expect 75 or more

If we are going to get ourselves out of the DEFICIT HOLE then we MUST prioritize better supporting and building out academic programs!!

I've seen faculty be very negative, rude and mean to staff and administrators. That is unacceptable behavior. Faculty need to be nice to everyone not just to each other. We all need to help our students be successful. That's why we work here.

Thank you for focusing on budget decisions that will be hard, but have lasting impact on our ability to move forward.

Event Services is always a nightmare to work with and the food needs to be of higher quality to be competitive with outside vendors.

Leadership needs to please be transparent on timeline for staffing cuts, budget cuts, and other details. The vagueness following the Friday UBAC was frustrating. It was refreshing to see during the Q+A the scripts went down, and started to get some real answers.

do better, we are all tired.

The presentation last March at the Ent Center by the Urban Land Institute highlighted the North Nevada Corridor as having major potential in mixed-use development around an academic anchor. Arizona State University's Novus Innovation Corridor should be replicated on North Nevada, utilizing our cyber building property as a hub location for lease and auxiliary revenue. Student and faculty affordable housing on North Nevada is another major opportunity to replace or augment aging housing infrastructure on campus while inextricably connecting UCCS to our community. More work should be both with k-12 partners. Investment in pre-enrollment pathways will have create cumulative (not cyclical) enrollment growth. The bigger the connection to our community, the more indispensable UCCS becomes.

Turnover is already happening due to the lack of change management implementation. Before we continue to roll out change can we please have some thought into the method in which we are using to make this change. Without that we will continue to see a future state that has holes all through it.

You have talked about a "healthy campus". Maybe that is the golden view of the future. But the present and foreseeable future is anything but that.

- 1) What is present now is a climate of fear - faculty and staff are all afraid that their positions or departments will be closed. If you needed any evidence for that, look at the Gazette article where they couldn't get any faculty to talk to them. This is a disaster.
- 2) Why is there this climate of fear? It is because of a lack of trust. You are going to make cuts, but no one knows on what basis. It's different for each unit apparently. Also you are going to make investments.....but based on the poor performance of the administration in the last few years, very few of us have any belief that your insight into the best investments will actually be helpful. You, the administrative leaders, have failed so far. Why would the future be different?

Thanks for asking, and be brave!

Despite some people whining on listserves, I appreciate everything everyone is doing to right the ship and ensure financial stability in the long-term.

The student experience and campus community has to be a priority. It is completely insufficient and reckless to spend millions of dollars marketing and recruiting students when there are very few resources available to students once they're here. Every other university in the state does campus resources like coffee shops, restaurants, social spaces and community connection better than UCCS post-Covid. We have leaned too heavy into online and commuter courses mindset and sacrificing the quality of education and experience at the campus. We have a gorgeous campus that is under utilized in so many ways. Why do we have such large, new buildings that sit almost empty and yet not have enough classrooms or gathering spaces? We could lease them to private businesses after doing market research to find out shops, restaurants and entertainment that students would appreciate and invest in those to make it an appealing campus for students to live on and commute to for participation. The bottom floors of main dorm buildings could lease the classrooms into these types of shops since the buildings are already owned and built by the campus, and allow for us to have distinction from the community college experience in town. Students shared in research that we are categorized as a food desert. We got rid of heavily-trafficked coffee shops except in the center of campus and closed down a major dining hall these two years. Why would a student pay almost twice as much to come here when the experience is barely different than driving to a PPSC campus and those campuses are surrounded by Dutch Bros, Chipotle, Panda Express, TopGolf, Downtown shops, etc?

Another point of consideration is the cost of tenured faculty vs IRC. Tenured faculty cost almost twice as much per credit hour, but the value does not seem equitable considering many of them teach just one or two 2-weeks or 8-weeks online courses per semester and do not spend time on campus or in classrooms with students. There is no reporting out what research is being conducted or the effort and productivity that is being explored through service. This is not every department, but it is many. Many full-time faculty of all levels have never been back to campus since Covid and just teach online from home, other cities, or other countries. There is not the same buy-in to UCCS as there was in previous times. It is not exciting to think of any colleagues losing their positions, but the standards have to be raised in every corner of our campus if we want the future to look different.

Online courses are watered down and poorly monitored for engagement and students are now overwhelming them with AI use. It seems that we have de-valued higher education as a whole, particularly from a university, if we accept low engagement, low investment into online courses where many faculty are just graders. Online courses need to keep up with current technology and software design and AI integration (which would all be great marketing messages!). There are some courses that have not been updated in 10+ years and other universities are sprinting past us with their quality and value and innovative interactivity standards. Multiple students shared after fall semester that they were leaving the school because it was too expensive, boring and lacking any college appeal. Many students also do not feel safe on-campus. They were mostly transferring or moving back home to save money. We cannot keep investing in so many large ticket items (buildings on

It appears that the university has been slow to respond to the changing higher-education landscape and the emerging competitive threats around us. In particular, UCCS has remained heavily reliant on an identity rooted in being an “accessible” or “affordable” option for non-traditional and commuter students. While those intentions have been commendable and have created meaningful economic opportunities for many graduates, the reality is that other institutions, particularly Pikes Peak State College and a growing number of online programs, now offer comparable programs at a significantly lower cost.

Continuing to compete primarily in this space places the university at a disadvantage. Rather than attempting to undercut institutions better positioned to serve that market, it may be more sustainable for UCCS to compete upward by embracing a clearer identity as a traditional, residential university. This would include emphasizing rigorous scholarship, selective admissions, high-quality research, and a vibrant on-campus experience that attracts students from across the state and country, rather than positioning UCCS primarily as the “local” option.

There is a meaningful opportunity to distinguish the university by leaning into strengths that regional competitors cannot replicate: a well-developed campus situated on a striking bluff, strong academic programs, quality residential facilities, and engaging social, cultural, and athletic experiences. Reimagining UCCS as a place that offers both academic seriousness and a rich student experience could provide a clearer and more compelling value proposition than continued participation in an increasingly crowded “affordable college” space.

This issue also raises ethical considerations. Actively recruiting the same non-traditional and economically vulnerable students as lower-cost institutions risks steering
