

March 9, 2026 Town Hall FAQs

The following FAQs were developed based on the questions received during the March 9, 2026 Town Hall. All recommendations and feedback that were provided in the Q&A section of the Town Hall were shared with the Senior Leadership Team.

When will the campus receive clear, detailed budget numbers?

Answer: While this multi-year, dynamic model will change continuously throughout the years, we expect to have more defined inputs to the FY27 revenue and expense projections after the Colorado Legislature's Joint Budget Committee completes its initial development of the State's budget. This should be completed by the end of March/early April. We also anticipate we will receive the system office mandatory cost increases by the end of March or early April. That will allow us to update the FY27 revenue and expense estimates. This timing is consistent year-over-year.

Additionally, here is the timeline of what has occurred so far this year:

On January 29, 2026, the campus received written information through the [January 29th Budget Update](#) about our need to close the gap between revenue and expenses. The multi-year scenario is an estimated \$27-28m gap with the need to cut expenses this year by an estimated \$11.7m. On January 30, 2026, the all-campus [UBAC meeting](#) provided more details about the five-year, dynamic model.

At the February 18 UBAC meeting, the chancellor explained that for the development of the FY27 budget, we will employ a similar expense reduction process that we used for the past two years and added that the process will be more collaborative and iterative following specific steps. The specific steps were described in the [February 18 UBAC meeting](#) and the [March 9 Town Hall](#).

The Senior Leadership Team (SLT – Deans and Vice Chancellors) has been working diligently together to follow the collaborative, iterative process to determine proposals for expense reductions including specific budget amounts that could be cut in unallocated base, vacancies, operating, cross-campus expense reductions, “at-will positions” and academic programs that would go through the academic discontinuance policy process.

On March 18, the SLT conducted a final review of expense reduction options, resulting in recommendations that were reviewed and discussed on March 19 with the University Leadership Team (ULT – Deans, Vice Chancellors, and leaders of Shared Governance). The ULT provided feedback and co-created updated recommendations will be taken to UBAC for review and feedback on March 30. Given that this UBAC meeting is the day we return from Spring Break and the need for UBAC representatives to have time to study the proposals and receive stakeholder feedback, we will hold an additional UBAC meeting on April 8 for UBAC representatives to provide stakeholder feedback.

Our goal is to know the expense reductions we will take for the FY27 budget by April 8. Since the finalized budget will likely include some eliminations of filled positions leading to individuals separating from the university, we need to begin the HR and legal processes to prepare for separation meetings/notification in late April and/or early May.

Why are enrollment projections optimistic when trends show declines?

Answer: The enrollment projection for FY27 reflects an anticipated 2% decline. As a reminder, enrollment is measured year over year—for example, Fall 2025 compared to Fall 2026. In the subsequent year, we project a 1% increase, which remains below the enrollment level achieved in Fall 2025. This modest increase is expected given the significant work completed over the past two years to implement the strategies outlined in the Strategic Enrollment Plan [Strategic Enrollment Plan | Strategic Enrollment Planning and Outreach](#). Notably, this month alone we have processed 2,000 more applications and admitted 2,000 more students than at the same time last year.

In addition, the upcoming launch of the Ad Astra course scheduling platform will support a comprehensive redesign of the academic schedule. This work will be completed in collaboration with each college, with a focus on aligning course offerings with student needs and creating more efficient pathways to four-year graduation.

We have already begun implementing the growth plan supported by the \$3 million investment from the CU Foundation, which will positively impact enrollment in Fall 2026 and Fall 2027. A portion of these funds will be dedicated to strategic investments that include website enhancements, new marketing platforms, and expanded yield events, among other initiatives.

We also recognize the critical role of retention in achieving enrollment goals. Retention increased by 2% from Fall 2024 to Fall 2025, and continued improvement in this area is essential. Sustained gains in retention will help ensure that future enrollment projections remain strong.

Is the athletics budget being reviewed, and is dropping to Division III being considered?

Answer: The Athletics budget has undergone a comprehensive review, consistent with the evaluation of other budgets across campus. Only a portion of Athletics is supported by general fund dollars, which covers mandated NCAA requirements, a limited number of administrative positions, and some student athlete financial aid. All remaining Athletics expenses are funded through auxiliary revenue sources.

UCCS currently supports 400 student-athletes who collectively maintain an academic success rate of 84%. This metric, based on retention, persistence, and graduation, positively contributes to the university's overall performance in these areas. Additionally, student-athletes have achieved a cumulative GPA above 3.0 for 44 consecutive semesters, demonstrating their ability

to balance academic and athletic commitments. Approximately half of our student-athletes come from out of state, generating higher tuition revenue. These students are likely to enroll elsewhere if UCCS cannot offer them the opportunity to compete, representing a significant financial and community impact.

Athletics has implemented substantial budget reductions in recent years, including the difficult decision in 2023 to discontinue men's and women's golf following an analysis of program costs relative to the small number of participating athletes. A transition from Division II to Division III would create similar challenges across all sports. Travel expenses would increase significantly due to the limited number of Division III institutions in Colorado, resulting in more frequent and longer trips, primarily to the East Coast. This shift would also require additional budget allocations and lead to increased class absences for student-athletes. In addition to this, it is unlikely that Division III would approve UCCS's membership, as the division is composed largely of small private colleges, creating a competitive imbalance.

How is leadership responding to the censure vote and concerns about turnover and credibility?

Answer: The ELT recognizes that the faculty censure vote reflects deep concerns and strong emotions within the campus community, and those concerns are being taken seriously. We respect the role of shared governance and understand that censure is one way faculty express deep frustration during challenging institutional moments. In response, the ELT and the deans (SLT) are focusing on increased transparency, continued engagement with faculty governance bodies (Town Halls, ULT, UBAC), and clearer communication about the financial context and decision-making processes guiding the Healthy Campus Initiative. Read the [Executive Leadership Team Campus Communication in Response to the Faculty Letter Regarding Vote to Censure.](#)

We also acknowledge that periods of institutional change can create concerns about leadership stability and credibility. It is important to note that interim leadership roles do not diminish the commitment, expertise, or accountability of the individuals currently serving in those positions, many of whom are providing steady leadership and continuity during a complex period for the institution. Additionally, leadership transitions during the early years of a new chancellor's tenure are not unusual. As the chancellor gains deeper understanding of the institution, evaluates organizational effectiveness, and holds members of the executive leadership team accountable for progress, adjustments in leadership structure may occur. While these changes can be difficult, they are often part of aligning the leadership team with the long-term direction and needs of the university.

Moving forward, the focus remains on rebuilding trust through consistent engagement, listening, and follow-through, while working collaboratively with faculty, staff, students, and governance leaders to address concerns and strengthen communication. These efforts are grounded in the shared goal of shaping the UCCS of the future.

See additionally under Budget Context & Key Terms: What data was provided by the Budget and Controller Office to the Senior Leadership Team (Deans & Vice Chancellors) to inform budget decisions?

Why are administrators being hired at high salaries when cuts are being made elsewhere?

Answer: We understand that questions about administrative hiring and compensation arise naturally during times when the university is also making difficult financial decisions. In many cases, positions that are being filled are critical leadership or operational roles that support the long-term stability of the institution, including areas tied to enrollment growth, fiscal oversight, compliance, and student success. These roles are often national searches, and compensation must remain competitive (and within UCCS compensation structures to comply with Colorado's Equal Pay for Equal Work Act) in order to attract candidates with the experience needed to lead complex divisions and manage large operational portfolios who will then stay to create stability over time.

At the same time, UCCS has implemented measures to ensure hiring decisions are carefully reviewed and aligned with institutional priorities. The position review committee (PRC) evaluates whether a role directly supports revenue growth, safety and compliance, student success, or the operational effectiveness needed. This approach helps ensure that hiring decisions are intentional and aligned with the Healthy Campus Initiative, which focuses on strengthening the institution's long-term financial sustainability while protecting the university's core mission.

How many people will be let go, who will be affected, and when will notifications occur?

Answer: The SLT (Deans, Chancellor, and Vice Chancellors) is continuing the process to identify the components of this year's expense reduction. On March 18, the SLT met to finalize several options. These options were shared with the ULT (Vice Chancellors, Chancellor, Deans, and Shared Governance Leaders) on March 19 for feedback. Based upon feedback, adjustments will be made and presented at UBAC on March 30. UBAC will provide feedback and recommendations on the options at the April 8, UBAC meeting. After this meeting the SLT will convene to review and revise a more final option. At that time there will be more information regarding the impact on currently filled positions. Throughout this, HR and Legal will be working with the deans and vice chancellors to prepare for supporting those whose positions will be eliminated. The chancellor shared in the February 18, UBAC meeting that employees who are

impacted by this year's expense reduction will be notified by late April to early May. As soon as we have a more specific set of dates, we will share them with the campus community.

How will budget reductions affect DEI, research, and academic quality?

Answer: Serving all Coloradans through access, research, academic quality, and supporting our region and Colorado are core to the university's mission, and the intention throughout this process is to preserve and strengthen those commitments even as financial adjustments are made. Budget decisions are being evaluated through the lens of long-term institutional health to ensure that reductions do not undermine the university's ability to provide high-quality academic programs, support faculty scholarship, and maintain inclusive environments (learning, living, and engagement) for students. Efforts connected to the Healthy Campus Initiative focus on improving operational efficiency, reducing duplication, and aligning resources with strategic priorities so that core academic and research functions remain strong. The university's differentiator, powered by people, grounded in research, and connected to Colorado, helps guide these decisions, reinforcing the importance of faculty expertise, student opportunity, and community impact. At the same time, maintaining a Culture of Care means ensuring that all students, faculty, and staff feel supported and able to contribute to the intellectual and creative life of the institution. The goal is to navigate necessary financial changes while sustaining the academic rigor, research activity, and inclusive excellence that define UCCS.

What specific cost-saving measures or operational efficiencies are being considered?

Answer: We are examining a range of cost-saving measures and operational efficiencies as part of the Healthy Campus Initiative, with the goal of aligning long-term expenses with sustainable revenue while protecting the university's core mission of student success, research, and community impact. Areas under review include streamlining administrative processes and reducing duplication across units, expanding shared services and potential collaborations with CU system partners or sister campuses, and reviewing software licenses, vendor contracts, and operational systems to identify opportunities for consolidation or renegotiation.

The university is also implementing measures such as a position review committee (PRC) for new hires, careful evaluation of vacancies, and prioritization of positions that directly support revenue generation, safety and compliance, or critical student services. In addition, leadership is evaluating organizational structures and operational workflows to identify areas where resources can be used more effectively. Many of these ideas came from submissions to the December and January surveys asking our campus community for ideas to create cost-saving measures. This type of collaboration helps us have a broad, cross-campus perspective in finding efficiencies.

How is leadership planning to address morale, fear, and frustration across campus during this process?

Answer: We recognize that periods of institutional change can create uncertainty, anxiety, and frustration across the campus community, and addressing morale during this process is a priority. To support the community, we are committed to transparent communication through town halls, campus updates, and regular engagement so faculty, staff, and students understand the financial context, decision-making process, and timelines. A key component of the Healthy Campus Initiative is positioning UCCS for strategic growth beginning in 2029, which is intended to create the capacity for investment in areas that strengthen the campus community, including compensation, deferred maintenance, IT infrastructure, and other university priorities such as academic program investments. Opportunities for input, such as surveys, the Healthy Campus form, and shared governance discussions (ULT and UBAC) connected to the Healthy Campus Initiative, ensure that campus perspectives are heard and may inform recommendations as options are evaluated. Throughout this work, we are emphasizing respect, professionalism, and compassion for colleagues while also focusing on the long-term goal of building a financially sustainable institution.

What financial obligations exist related to North Nevada developments and other major financing decisions?

Answer: The university does not have any current plans to add new financial commitments related to North Nevada developments beyond obligations that have already been made, inclusive of facility maintenance costs. The university continues to seek partnership opportunities that would allow the campus to realize strategic goals with minimal financial commitments. One possible North Nevada development project, a Hotel and Conference Center, is being explored as a public, private, partnership (P3) where the university is not extending financial resources. Through an RFI process (request for information), should there be a company interested in entering into an agreement with the university on a Hotel and Conference Center, the university would benefit through the creation of new academic spaces to house additional academic programs, which would lead to increased enrollment. Additional benefits, such as student internships may also be achievable under a partnership agreement. A Hotel Conference Center will directly serve our academic mission and would help diversify campus revenue sources through a shared revenue model. Read more about how campus partnerships such as P3s are evaluated and entered into under the *FAQ section Revenue and Expense Strategy: How are meaningful, funded partnerships formed? We are skeptical that P3s, CCIP, or other partnership models bring in the dollars needed to support their work. What metrics define success?*

