

College: Arapahoe Community College

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	5,528	5,664	5,802	5,879
Non-Resident SFTE	156	166	146	176
Total SFTE	5,684	5,830	5,948	6,055

Staffing				
Classified FTE	88	90	79	86
Exempt FTE	143	148	138	153
Full-Time Faculty FTE	120	121	119	124
Adjunct Instructors	190	215	217	210
Total Staffing FTE	541	574	553	573

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$9,117,037	\$20,568,029	\$20,449,482	\$24,341,333
Governor's COVID Relief Funding	\$9,013,817	\$0	\$0	\$0
HEERF Revenue Recovery Institutional Funding	\$98,176	\$1,000,000	\$262,083	\$0
Amendment 50	\$1,168,223	\$1,320,353	\$1,468,805	\$2,416,010
Resident Tuition, Student Share (gross)	\$31,186,444	\$31,404,342	\$31,636,991	\$32,274,614
Non-Resident Tuition (gross)	\$2,156,193	\$2,340,629	\$2,194,575	\$2,570,350
Fees - Instructional/Student Activity (gross)	\$2,044,134	\$1,800,000	\$1,827,947	\$1,669,754
Other GF (includes net transfers)	\$494,400	\$450,000	\$337,528	\$350,000
Total General Fund Revenue	\$55,278,424	\$58,883,353	\$58,177,411	\$63,622,061

General Fund Expenses				
Instruction	\$30,732,549	\$29,571,058	\$31,200,122	\$34,870,135
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$4,734,208	\$4,977,971	\$4,970,188	\$5,687,206
Student Services	\$4,927,733	\$4,973,204	\$5,189,230	\$6,533,153
Institutional Support	\$7,289,716	\$7,933,916	\$8,570,131	\$9,977,144
Operation & Maintenance of Plant	\$4,633,597	\$5,400,824	\$5,098,391	\$5,938,230
Scholarships & Fellowships	\$530,701	\$550,000	\$716,295	\$550,000
Total General Fund Expenses	\$52,848,504	\$53,406,973	\$55,744,357	\$63,555,868

Other Revenues				
Auxiliary and Self-Funded	\$3,846,624	\$3,000,000	\$2,875,995	\$3,000,000
Restricted/Grants	\$11,800,649	\$11,500,000	\$22,978,658	\$15,000,000
HEERF (Student)	\$1,384,467	\$4,904,000	\$4,939,570	\$218,330
HEERF (Institutional)	\$4,202,211	\$2,500,000	\$2,004,617	\$3,825,307

Other Expenses				
Auxiliary and Self-Funded	\$2,042,056	\$2,500,000	\$1,837,716	\$2,000,000
Restricted/Grants	\$18,107,615	\$11,250,000	\$19,193,014	\$15,000,000
HEERF (Student)	\$1,384,467	\$4,904,000	\$4,939,570	\$218,330
HEERF (Institutional)	\$4,202,211	\$2,500,000	\$2,040,668	\$3,825,307

Total Revenues	\$76,512,375	\$80,787,353	\$90,976,251	\$85,665,698
Total Expenses	\$78,584,853	\$74,560,973	\$83,755,325	\$84,599,505
Total Revenues less Expenses	(\$2,072,478)	\$6,226,380	\$7,220,926	\$1,066,193

One-Time Expenditures From Reserves				
Sturm Building Castle Rock ACC-2017-2				
South Building Roof Replacement				
Annex Remodel		\$2,788,093	\$82,417	\$1,428,500
Total One-Time Reserve Expenditures	\$0	\$2,788,093	\$82,417	\$1,428,500

Beginning Reserve Balance		\$6,961,360	\$6,961,360	\$14,099,870
Change to Reserves		\$3,438,287	\$7,138,509	(\$362,307)
Ending Reserve Balance	\$6,961,360	\$10,399,647	\$14,099,870	\$13,737,563

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Begin the Health Careers Annex Building.
- B. Continued blending of Strategic Enrollment Management Plan initiatives with Guided Pathways and other data results to increase student success (persistence, retention, completion). Includes ongoing analysis of disaggregated student data to inform the design and implementation of new strategies for successful student learning and support for all student populations
- C. Continued exploration and development of new academic and career-based programs to meet community, employer, and student needs.
- D. Greater utilization and highlighting of data to identify and track our efforts to improve student retention, persistence, and completion and to close equity gaps.

II. Transform our own Workforce

- A. Review and redesign of college-sponsored professional development for faculty and staff with a focus on greater awareness and improved practices to improve student outcomes. Includes review of all employee professional development practices and procedures to have greater equity.
- B. Greater investment and engagement onboarding and orienting new employees with a focus on leadership and service.
- C. Continue the college-wide conversations, training, learning activities, and review of processes/procedures regarding inclusive excellence, equity-mindedness, and implicit bias to better serve our students, our communities, each other, and create a more inclusive environment at ACC.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Expand the existing successful apprenticeship models to new employers and career fields through public-private partnerships.a.Expand the existing successful apprenticeship models to new employers and career fields through public-private partnerships.
- B. Continue to build and facilitate ACC's relationships (K-12-Community College-University) as we begin planning for Sturm II and further design and implementation of programs at the DCSD Legacy Innovation Campus.
- C. Exploration and research of micro credentialing opportunities and pathways for non-credit to credit programming.

IV. Redefine Our Value Proposition

- A. Continue to assess and analyze the overall impact of the COVID-19 pandemic and the resulting state of "new normal" on ACC operations, teaching models, programs, student engagement and learning outcomes, student and employee needs, service to the communities we serve, and quality of work environment for employees. Utilize this data/information to better position ACC for future success.
- B. Alignment of all college planning documents to ACC's Strategic Plan 2020-2025 articulating more focused efforts specific to improving student outcomes. Continue to assess results/accomplishments and ensure viability/relevancy moving forward.

College: Arapahoe Community College

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
HVAC 2020-08M19 - Phase 1 (1,692,460.00) FY20 Complete						
HVAC 2020-08M19 - Phase -2 (1,912,304.00) FY22	\$460,003		\$460,003	\$970,256		\$970,256
HVAC 2020-08M19 - Phase - 3 (\$1,473,641) FY23				\$1,473,641		\$1,473,641
Annex 2020-038P21 Health Programs Integration and Annex Building Renovation	\$250,884	\$78,786	\$329,670	\$8,113,116	\$2,709,307	\$10,822,423
\$3,500,000 from Arapahoe County SLFRF Funding					\$3,500,000	\$3,500,000
Fire Sprinkler System Expansion, Main Bldg. FY23				\$1,885,584		\$1,885,584
Subtotal	\$710,887	\$78,786	\$789,673	\$12,442,597	\$6,209,307	\$18,651,904
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>						
Net Total Additional Expenditures	\$710,887	\$78,786	\$789,673	\$12,442,597	\$6,209,307	\$18,651,904

College: Arapahoe Community College

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$68,451	\$528,743	
Grants		\$1,278,135	
Investment earnings	\$1,677	\$393,542	
Rental income			
Special events	\$50,560		
Net assets released from restriction	\$2,194,945	(\$2,194,945)	
Reclassification of net assets			
Other income	\$562,815		
Total Revenue, Gains, and Other Support	\$2,878,448	\$5,475	\$0

Expenses:

Program services	\$2,603,925		
Fundraising services	\$127,386		
Management and general expenses	\$115,949		
Transfer to Primary Government			
Total Expenses	\$2,847,260	\$0	\$0

College:Community College of Aurora

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	3,855	3,881	3,869	3,830
Non-Resident SFTE	96	119	148	148
Total SFTE	3,951	4,000	4,017	3,978

Staffing				
Classified FTE	48	64	41	46
Exempt FTE	94	130	147	186
Full-Time Faculty FTE	42	66	54	69
Adjunct Instructors	57	112	110	110
Total Staffing FTE	241	372	352	411

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$6,594,940	\$18,062,473	\$18,047,937	\$20,610,099
Governor's COVID Relief Funding	\$8,193,642	\$0	\$0	\$0
HEERF Revenue Recovery	\$658,676	\$0	\$0	
Amendment 50	\$933,407	\$904,712	\$1,024,295	\$1,590,116
Resident Tuition, Student Share (gross)	\$21,301,651	\$20,293,211	\$20,850,916	\$20,808,959
Non-Resident Tuition (gross)	\$1,333,472	\$1,854,000	\$2,477,950	\$2,516,594
Fees - Instructional/Student Activity (gross)	\$1,137,098	\$1,078,136	\$1,313,778	\$1,200,000
Other GF (includes net transfers)	\$279,234	\$329,816	\$322,939	\$350,000
Total General Fund Revenue	\$40,432,120	\$42,522,349	\$44,037,815	\$47,075,768

General Fund Expenses				
Instruction	\$22,528,832	\$21,723,816	\$21,208,904	\$22,489,326
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$2,323,498	\$3,255,291	\$3,140,015	\$3,983,027
Student Services	\$3,716,813	\$5,128,070	\$5,181,066	\$5,849,522
Institutional Support	\$6,623,763	\$7,162,329	\$7,931,912	\$8,699,312
Operation & Maintenance of Plant	\$3,372,554	\$3,834,789	\$3,578,925	\$4,465,949
Scholarships & Fellowships	\$172,354	\$266,830	\$266,830	\$272,830
Total General Fund Expenses	\$38,737,815	\$41,371,126	\$41,307,651	\$45,759,966

Other Revenues				
Auxiliary and Self-Funded	\$823,887	\$683,950	\$954,969	\$954,969
Restricted/Grants	\$16,815,847	\$15,432,816	\$14,937,637	\$16,192,733
HEERF (Student)	\$842,424	\$3,571,910	\$5,889,389	\$1,255,886
HEERF (Institutional)	\$2,694,860	\$3,849,370	\$5,302,950	\$4,010,829

Other Expenses				
Auxiliary and Self-Funded	\$765,838	\$683,950	\$641,556	\$1,260,970
Restricted/Grants	\$17,749,254	\$15,124,159	\$14,937,637	\$16,192,733
HEERF (Student)	\$842,424	\$3,571,910	\$5,889,389	\$1,255,886
HEERF (Institutional)	\$2,694,860	\$3,849,370	\$5,302,950	\$4,010,829

Total Revenues	\$61,609,139	\$66,060,394	\$71,122,760	\$69,490,184
Total Expenses	\$60,790,192	\$64,600,515	\$68,079,184	\$68,480,384
Total Revenues less Expenses	\$818,947	\$1,459,879	\$3,043,577	\$1,009,800

One-Time Expenditures From Reserves				
		\$0		
		\$0		
		\$0		
Total One-Time Reserve Expenditures	\$0	\$0	\$0	\$0

Beginning Reserve Balance		\$22,428,786	\$22,428,786	\$25,472,363
Change to Reserves		\$1,459,879	\$3,043,577	\$1,009,800
Ending Reserve Balance	\$22,428,786	\$23,888,665	\$25,472,363	\$26,482,164

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. **Increase Enrollment.** Close the remaining 5% gap of the overall 12% enrollment decline experienced due to the pandemic.
- B. **Provide More Accessible Student Support Services Through Stronger Integration of Hybrid Services.** Combine the best practices of on-campus and on-line support to provide a variety of delivery options that better support our diverse student learners.
- C. **Develop DEI Master Plan.** Lead the next phase of DEI efforts by becoming first Achieving the Dream College in the State of Colorado.

II. Transform our own Workforce

- A. **Rollout Next Phase of Hybrid Work Program.** Through various piloting phases, normalize hybrid working conditions, to include alternative work scheduling.
- B. **Improve College Technology Infrastructure.** Upgrade systems, processes, and tools to meet the needs of our college's evolving needs.
- C. **Redesign Professional Development.** In partnership with Human Resources, new development, scholarship, and engagement programs will be developed to strengthen our college's workforce.
- D. **Improve Compensation Structure.** Develop and implement budget model plan in alignment with the FY23 CCCS Overarching Compensation Framework for Budget Proposals.

III. Create Education Without Barriers Through Transformational Partnerships

- A. **Strengthen Partnerships With School Districts.** Through new program developments, to include P-Techs and credential gap closure programs.
- B. **Revolutionize Partnerships With Business and Industry.** Develop new short-term programs, apprenticeships, and shared learning experiences to meet the needs of our community industry partners.
- C. **Lead Historic Capital Fundraising Campaign.** Ensure the success of CCA's first capital campaign in 23 years.
- D. **Strengthen Transfer Partnerships.** Collaborate with four-year institution to improve and establish new four-year guided pathways.

IV. Redefine Our Value Proposition

- A. **Academic Program Review.** Observe, assess, and determine which academic programs will continue within the college's guided pathway model.
- B. **Strategic Enrollment Management.** Strengthen the systems that communicate, recruit, onboard, retain, and support our students.
- C. **Strategic Communications Master Plan.** Develop a master marketing and communications plan to redefine the brand and identity of CCA.

College: Community College of Aurora

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Student Center Design & Remodel	\$0	\$31,413	\$31,413	\$0	\$0	\$0
2020-094M21 – Upgrade Site Security	\$1,518,820	\$23,185	\$1,542,005	\$0	\$0	\$0
Roof replacement CTC Admin building	\$29,110	\$0	\$29,110	\$543,824	\$0	\$543,824
Diesel & Support Services	\$723,750	\$0	\$723,750	\$5,464,689	\$7,807,026	\$13,271,715
Improving Student Access to Technology	\$0	\$0	\$0	\$476,923	\$52,992	\$529,915
Campus Access and Accessibility Compliance Updates	\$0	\$0	\$0	\$1,710,415	\$0	\$1,710,415
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$2,271,680	\$54,598	\$2,326,278	\$8,195,851	\$7,860,018	\$16,055,869
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>	\$0	\$0	\$0	\$0	\$0	\$0
Net Total Additional Expenditures	\$2,271,680	\$54,598	\$2,326,278	\$8,195,851	\$7,860,018	\$16,055,869

College: Community College of Aurora

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$86,123	\$518,311	
Grants	\$119,000		
Investment earnings	\$760,951	\$161,568	
Rental income			
Special events	\$98,627	\$0	
Net assets released from restriction	\$445,227	(\$445,227)	
Reclassification of net assets			
Other income			
Total Revenue, Gains, and Other Support	\$1,509,928	\$234,652	\$0

Expenses:

Program services	\$711,994		
Fundraising services	\$124,714		
Management and general expenses	\$84,643		
Transfer to Primary Government			
Total Expenses	\$921,351	\$0	\$0

College:Community College of Denver

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	4,136	4,103	3,790	3,801
Non-Resident SFTE	216	247	278	199
Total SFTE	4,353	4,350	4,068	4,000

Staffing				
Classified FTE	26	23	13	24
Exempt FTE	234	156	130	166
Full-Time Faculty FTE	122	125	105	121
Adjunct Instructors	272	261	243	243
Total Staffing FTE	654	565	491	554

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$7,090,157	\$18,663,289	\$18,542,979	\$20,884,047
Governor's COVID Relief Funding	\$8,440,916	\$0	\$0	\$0
HEERF Revenue Recovery	\$1,143,424	\$5,167,711	\$3,500,000	\$0
Amendment 50	\$1,000,688	\$1,000,195	\$1,099,063	\$1,591,514
Resident Tuition, Student Share (gross)	\$23,039,595	\$23,087,565	\$21,401,309	\$23,945,437
Non-Resident Tuition (gross)	\$3,176,835	\$3,544,754	\$3,163,060	\$2,660,604
Fees - Instructional/Student Activity (gross)	\$3,247,781	\$3,532,293	\$3,266,675	\$3,143,506
Other GF (includes net transfers)	\$1,738,170	\$1,341,953	\$1,500,000	\$1,400,000
Total General Fund Revenue	\$48,877,565	\$56,337,760	\$52,473,086	\$53,625,108

General Fund Expenses				
Instruction	\$24,551,870	\$24,549,508	\$23,500,000	\$23,982,578
Public Service	\$36,764	\$5,000		\$0
Academic Support	\$3,304,362	\$4,117,263	\$3,368,151	\$4,247,737
Student Services	\$7,078,066	\$7,839,671	\$7,199,554	\$7,289,336
Institutional Support	\$6,493,471	\$11,589,313	\$9,496,829	\$10,242,101
Operation & Maintenance of Plant	\$5,392,747	\$7,379,010	\$7,301,947	\$7,363,356
Scholarships & Fellowships	\$931,141	\$857,995	\$1,054,863	\$500,000
Total General Fund Expenses	\$47,788,420	\$56,337,760	\$51,921,344	\$53,625,108

Other Revenues				
Auxiliary and Self-Funded	\$1,283,314	\$1,705,837	\$1,685,912	\$1,700,000
Restricted/Grants	\$12,068,687	\$12,775,000	\$12,358,715	\$11,688,768
HEERF (Student)	\$3,099,518	\$8,989,605	\$8,819,401	\$0
HEERF (Institutional)	\$2,576,653	\$11,129,949	\$3,500,000	\$12,350,000

Other Expenses				
Auxiliary and Self-Funded	\$1,596,060	\$1,150,000	\$1,500,000	\$1,500,000
Restricted/Grants	\$11,700,797	\$12,225,000	\$12,358,715	\$11,688,768
HEERF (Student)	\$3,099,518	\$8,989,605	\$8,802,926	\$0
HEERF (Institutional)	\$2,576,653	\$11,129,949	\$2,621,280	\$12,350,000

Total Revenues	\$67,905,738	\$90,938,151	\$78,837,114	\$79,363,876
Total Expenses	\$66,761,449	\$89,832,314	\$77,204,265	\$79,163,876
Total Revenues less Expenses	\$1,144,289	\$1,105,837	\$1,632,849	\$200,000

One-Time Expenditures From Reserves				
Backfill Reduced Enrollment from Reserves		\$0		
Confluence HVAC Corrections		\$490,000		\$500,000
Clear Creek Remodel		\$500,000		\$750,000
Total One-Time Reserve Expenditures	\$0	\$990,000	\$0	\$1,250,000

Beginning Reserve Balance		\$18,959,962	\$18,959,962	\$20,592,811
Change to Reserves		\$115,837	\$1,632,849	(\$1,050,000)
Ending Reserve Balance	\$18,959,962	\$19,075,799	\$20,592,811	\$19,542,811

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Create pathways-based supportive communities around our students that value each student as an individual and are invested in student success at CCD and after graduation.
- B. Continue the college's bi-monthly goal calls to expose barriers to student success and test the effectiveness of interventions.
- C. As a Moon Shot for Equity institution, we will accelerate the erasure of equity gaps by meeting students' holistic needs through proven and innovative practices and by building equity-minded leadership capacity.

II. Transform our own Workforce

- A. Attract and retain talented, diverse, and dedicated individuals who are not only content experts, but remain current in labor market needs and innovate to yield inclusive student success.
- B. Create an Emerging Leaders professional development program to grow our talent bench and support the development of a succession plan.
- C. Create a formal professional development plan for supervisors of others.
- D. Create a strategic enrollment management plan that provides structure and goals for our employees.

III. Create Education Without Barriers Through Transformational Partnerships

- A. Partner with MSU to build a bi-institutional career center that focuses on supports to close the employment gap for students of color and low-socioeconomic students.
- B. Complete the process of HLC recognition and approval of Denver Health as an additional location of the Community College of Denver to support our on-site complete program delivery partnership.
- C. Leverage the award of credit-for-prior learning extended to the Denver Police Department to increase the percentage of Denver police officers with a certificate or degree.
Enhance our concurrent enrollment program and processes in partnership with Denver Public Schools to yield more students completing high-school with a college credential and
- D. increase the numbers of DPS graduates enrolling in higher-education after high school graduation with a focus on students in Title I designated high schools.

IV. Redefine Our Value Proposition

- A. Develop the Auraria Learning and Employment Ecosystem (ALEE) in collaboration with MSU, CU-Denver, and Denver Schools of Science and Technology.
- B. Continue to add to our short-term, high-demand, programming – both non-credit and for-credit; and expand our accelerated, evening degree options.
- C. Implement a technology solution for the enrollment of non-credit students and seamless articulation into for-credit programs.
- D. Leverage the state's financial support for the Displaced Aurarian scholarship to recruit and successfully complete students of Aurarian lineage.
- E. Complete the bi-lingual Community College of Denver virtual YouVisit tour.
- F. Utilize our CollegeAPP data to effectively reach and recruit metro-Denver residents.
- G. Re-engage the downtown Denver corridor and philanthropy to build brand awareness and partnerships to bring awareness of the value the Community College of Denver has to offer to the Denver economy.

College: Community College of Denver

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Clear Creek - HVAC Replacement / Air Quality Repairs			\$0			\$0
- CRRSAA/ARP Funding			\$0		\$ 1,500,000	\$1,500,000
- College Cash Funds		\$ 25,000	\$25,000		\$ 250,000	\$250,000
Boulder Creek - Building Remodel	\$ 1,956,650		\$1,956,650	\$ 3,000,000		\$3,000,000
			\$0			\$0
Capital IT Project - Classroom/Conf Room Technology	\$ 300,000		\$300,000	\$ 750,000		\$750,000
			\$0			\$0
Controlled Maintenance Requests -			\$0			\$0
Clear Creek elevator			\$0	\$ 150,000		\$150,000
Active harmer swipe locks			\$0	\$ 450,000		\$450,000
			\$0			\$0
IT Help Desk and HR moves to vacate Admin Building		\$ 78,375.00	\$78,375			\$0
			\$0			\$0
Subtotal	\$2,256,650	\$103,375	\$2,360,025	\$4,350,000	\$1,750,000	\$6,100,000
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>		\$ 103,375.00	\$103,375		\$ 1,750,000	\$1,750,000
Net Total Additional Expenditures	\$2,256,650	\$0	\$2,256,650	\$4,350,000	\$0	\$4,350,000

College: Community College of Denver

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$182,971	\$3,132,312	
Grants	\$599,174		
Investment earnings	\$286,010		
Rental income			
Special events			
Net assets released from restriction	\$880,592	(\$880,592)	
Reclassification of net assets			
Other income			
Total Revenue, Gains, and Other Support	\$1,948,747	\$2,251,720	\$0

Expenses:

Program services	\$662,659		
Fundraising services	\$82,507		
Management and general expenses	\$75,313		
Transfer to Primary Government	\$1,127,978		
Total Expenses	\$1,948,457	\$0	\$0

College:Colorado Northwestern Community College

	FY 2020-21 Actual	FY 2021-22 Budgeted	FY 2021-22 Final Projected	FY 2022-23 Estimated
Student Enrollment				
Resident SFTE	513	513	574	568
Non-Resident SFTE	130	130	121	134
Total SFTE	643	643	695	702

Staffing				
Classified FTE	13	13	12	12
Exempt FTE	54	53	53	55
Full-Time Faculty FTE	40	38	38	39
Adjunct Instructors	26	27	26	26
Total Staffing FTE	133	131	129	132

General Fund Revenues				
College Opportunity Fund/ Fee for Service (gross)	\$2,340,106	\$5,977,350	\$6,012,487	\$6,906,409
Governor's COVID Relief Funding	\$3,170,992	\$0	\$0	\$0
HEERF Revenue Recovery	\$698,571	\$785,636	\$741,034	\$0
Amendment 50	\$125,702	\$119,587	\$138,333	\$233,606
Resident Tuition, Student Share (gross)	\$3,268,836	\$3,556,517	\$3,376,589	\$3,477,887
Non-Resident Tuition (gross)	\$1,090,756	\$901,261	\$1,046,874	\$1,078,280
Fees - Instructional/Student Activity (gross)	\$1,232,798	\$1,192,905	\$1,192,905	\$1,228,693
Other GF (includes net transfers)	\$188,028	\$310,145	\$310,145	\$202,510
Total General Fund Revenue	\$12,115,789	\$12,843,401	\$12,818,367	\$13,127,385

General Fund Expenses				
Instruction	\$5,417,819	\$4,926,282	\$5,229,720	\$5,289,960
Public Service		\$0	\$0	\$0
Academic Support	\$535,267	\$728,316	\$643,846	\$662,519
Student Services	\$1,758,462	\$2,189,634	\$1,825,896	\$1,980,001
Institutional Support	\$2,238,838	\$2,819,424	\$2,662,857	\$2,913,133
Operation & Maintenance of Plant	\$1,450,310	\$1,472,462	\$1,495,741	\$1,647,872
Scholarships & Fellowships	\$550,808	\$610,963	\$531,253	\$630,000
Total General Fund Expenses	\$11,951,504	\$12,747,081	\$12,389,313	\$13,123,485

Other Revenues				
Auxiliary and Self-Funded	\$1,690,505	\$1,727,729	\$1,691,253	\$1,555,000
Restricted/Grants	\$2,447,530	\$3,293,171	\$2,747,196	\$3,412,607
HEERF (Student)	\$369,497	\$803,426	\$766,425	\$0
HEERF (Institutional)	\$102,003	\$0	\$8,420	\$0

Other Expenses				
Auxiliary and Self-Funded	\$1,566,124	\$1,558,289	\$1,586,245	\$1,329,978
Restricted/Grants	\$2,447,530	\$3,282,784	\$2,747,196	\$3,265,607
HEERF (Student)	\$369,497	\$803,426	\$766,425	\$0
HEERF (Institutional)	\$102,003	\$0	\$8,420	\$0

Total Revenues	\$16,725,324	\$18,667,727	\$18,031,661	\$18,094,992
Total Expenses	\$16,436,658	\$18,391,580	\$17,497,599	\$17,719,070
Total Revenues less Expenses	\$288,666	\$276,147	\$534,062	\$375,922

One-Time Expenditures From Reserves				
Total One-Time Reserve Expenditures	\$0	\$0	\$0	\$0

Beginning Reserve Balance		\$3,012,062	\$3,012,062	\$3,546,124
Change to Reserves		\$276,147	\$534,062	\$375,922
Ending Reserve Balance	\$3,012,062	\$3,288,209	\$3,546,124	\$3,922,046

Brief Description of Key Initiatives for FY 2022-23

I. Transform the Student Experience

- A. Implement Clarus Corp Brand Identity and Academic Program Demand analysis recommendations to increase targeted/strategic student recruitment overall, by target programs and to align marketing to identifiable, unique CNCC characteristics which resonate with markets- increases by FY25-26.
- B. Increase At-Risk Student Success Rates: Increase the retention, persistence and completion/transition rates of CNCC's top three at risk populations--which comprises 86% of the FTIC/FT population, through in and out of classroom initiatives. Targets: 1. Athletes 2. Low income/Pell-eligible and 3. First generation students.
- C. Revitalize campus life and "The CNCC Experience" through 1. Reimagined activity and soft spaces for students, 2. Restoration of the outdoor recreation program in a way done only by CNCC, 3. Implementation of the technology infrastructure improvement initiative, 4. Implementation of the comprehensive student athlete success initiative and 5. Finalize move of Rodeo team to Craig and Soccer team to Rangely campuses

II. Transform our own Workforce

- A. Redesign the new employee on-boarding and employee professional development tracking systems
- B. Continue and further enhance employee selection efforts to ensure employee demographics match that of the students we serve. Measure alignment annually and modify efforts.
- C. Implement IT Infrastructure plan to improve employee satisfaction, efficiency and technological skills
- D. Implement employee remote work policy to improve workplace satisfaction, work output quality and to increase employee recruitment and retention

III. Create Education Without Barriers Through Transformational Partnerships

- A. Fully implement RISE grant initiatives to expand and enrich CNCC offerings to additional districts (by FY 23)
- B. Expand allied health straight -to -work credentials and apprenticeships by Fall 2022 and Spring 2023 respectively
- C. Continue work with high school leaders to map pathways to earn credentials and/or straight to work certification prior to high school completion. Increase the number of students who enroll in CNCC after high school in order to complete a credential by 20% by 2025.
- D. Continue work with Tri-State and other energy plants, Trappers and other mines and the University of Wyoming and extraction economies to develop programs that align with new industries and industry partners' needs- Timelines-2022-23 to identify programs, partners and resources; 2023-24 implementation

IV. Redefine Our Value Proposition

- A. Increase CNCC reserves and Foundation Endowments
- B. Improve branding and messaging using CLARUS Corp recommendations as a guide
- C. Commission the development of a facilities masterplan
- D. Implement Dental Hygiene BAS program as a cost efficient method to grow program enrollment and program status
- E. Create and approve a 2023-2028 CNCC strategic plan by December 2022
- F. Implement capital investments to improve CNCC's physical facilities and IT infrastructure

College: Colorado Northwestern Community College

Capital and Controlled Maintenance Expenditures

Project Description	FY 2021-22 Estimated			FY 2022-23 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Blakeslee & Allesbrook/Window	\$28,992		\$28,992	\$688,483		\$688,483
ACSC - Controlled Access/Security	\$256,071		\$256,071	\$256,071		\$256,071
Infrastructure IT	\$622,425		\$622,425	\$1,123,987		\$1,123,987
Johnson Electrical Service & Install			\$0	\$1,554,542		\$1,554,542
Parking Lots & Adjacent Sidewalks (ADA Compl)			\$0	\$971,078		\$971,078
Ligiting Upgrades			\$0	\$107,877		\$107,877
			\$0			
			\$0			
			\$0			
			\$0			
			\$0			
			\$0			
			\$0			\$0
Subtotal	\$907,488	\$0	\$907,488	\$4,702,038	\$0	\$4,702,038
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
Net Total Additional Expenditures	\$907,488	\$0	\$907,488	\$4,702,038	\$0	\$4,702,038

College: Colorado Northwestern Community College

FY 2021 Foundation Financial Report

FY 2021

Revenue, Gains and Other Support:	Unrestricted	Temporarily Restricted	Permanently Restricted
Contributions	\$48,881	\$399,630	
Grants		\$49,884	
Investment earnings	\$311	\$73,391	
Rental income			
Special events			
Net assets released from restriction	\$338,279	(\$338,279)	
Reclassification of net assets			
Other income	\$82,835	\$12,161	
Total Revenue, Gains, and Other Support	\$470,306	\$196,787	\$0

Expenses:

Program services	\$338,280		
Fundraising services			
Management and general expenses	\$167,139		
Transfer to Primary Government			
Total Expenses	\$505,419	\$0	\$0