

College: Colorado Northwestern Community College

	FY 2022-23 Actual	FY 2023-24 Budgeted	FY 2023-24 Final Projected	FY 2024-25 Estimated
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**Student Enrollment**

Resident SFTE	581	576	602	602
Non-Resident SFTE	127	130	127	127
<b>Total SFTE</b>	<b>708</b>	<b>706</b>	<b>729</b>	<b>729</b>

**Staffing**

Classified FTE	12	12	11	11
Exempt FTE	60	62	65	65
Full-Time Faculty FTE	39	37	38	38
Adjunct Instructors	26	27	27	28
<b>Total Staffing FTE</b>	<b>137</b>	<b>138</b>	<b>141</b>	<b>142</b>

**General Fund Revenues**

College Opportunity Fund/ Fee for Service (gross)	\$6,929,120	\$7,953,495	\$8,074,024	\$8,717,195
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$0	\$0	\$0	\$0
Amendment 50	\$415,526	\$401,029	\$384,262	\$371,536
Resident Tuition, Student Share (gross)	\$3,429,170	\$3,649,989	\$3,704,561	\$3,815,791
Non-Resident Tuition (gross)	\$1,142,184	\$1,260,726	\$1,147,363	\$1,181,784
Fees - Instructional/Student Activity (gross)	\$1,180,539	\$1,277,841	\$1,078,657	\$1,152,284
Other GF (includes net transfers)	\$156,240	\$235,000	\$146,812	\$185,000
<b>Total General Fund Revenue</b>	<b>\$13,252,779</b>	<b>\$14,778,080</b>	<b>\$14,535,679</b>	<b>\$15,423,590</b>

**General Fund Expenses**

Instruction	\$4,059,811	\$5,481,257	\$4,798,127	\$4,908,374
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$692,876	\$767,401	\$792,714	\$852,994
Student Services	\$1,845,974	\$2,298,810	\$2,036,695	\$2,642,471
Institutional Support	\$2,342,922	\$3,221,762	\$3,058,646	\$3,441,842
Operation & Maintenance of Plant	\$1,899,971	\$1,877,493	\$1,976,593	\$1,978,077
Scholarships & Fellowships	\$597,000	\$645,000	\$572,774	\$700,000
<b>Total General Fund Expenses</b>	<b>\$11,438,554</b>	<b>\$14,291,723</b>	<b>\$13,235,549</b>	<b>\$14,523,758</b>

**Other Revenues**

Auxiliary and Self-Funded	\$1,458,196	\$1,535,906	\$1,538,368	\$1,596,000
Restricted/Grants	\$2,852,491	\$3,041,932	\$3,451,023	\$4,011,331
HEERF (Student)	\$0	\$0	\$0	0
HEERF (Institutional)	\$0	\$0	\$0	0

**Other Expenses**

Auxiliary and Self-Funded	\$1,345,523	\$1,452,401	\$1,472,086	\$1,425,748
Restricted/Grants	\$2,852,491	\$2,955,200	\$3,451,023	\$4,016,094
HEERF (Student)	\$0	\$0	\$0	0
HEERF (Institutional)	\$0	\$0	\$0	0
<b>Total Revenues</b>	<b>\$17,563,466</b>	<b>\$19,355,918</b>	<b>\$19,525,070</b>	<b>\$21,030,921</b>
<b>Total Expenses</b>	<b>\$15,636,568</b>	<b>\$18,699,324</b>	<b>\$18,158,658</b>	<b>\$19,965,600</b>
<b>Total Revenues less Expenses</b>	<b>\$1,926,898</b>	<b>\$666,594</b>	<b>\$1,366,412</b>	<b>\$1,065,321</b>

**One-Time Expenditures From Reserves**

(List Description for Each)

CNCC Soccer Field			\$489,000	
Hefley Gym Floor Replacement			\$160,000	\$290,000
<b>Total One-Time Reserve Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$649,000</b>	<b>\$290,000</b>

<b>Beginning Reserve Balance</b>		<b>\$5,798,650</b>	<b>\$5,798,650</b>	<b>\$6,516,062</b>
<b>Change to Projected Reserves</b>		<b>\$666,594</b>	<b>\$717,412</b>	<b>\$775,321</b>
<b>Ending Reserve Balance</b>	<b>\$5,798,650</b>	<b>\$6,465,244</b>	<b>\$6,516,062</b>	<b>\$7,291,383</b>

## **Brief Description of Key Initiatives for FY 2024-25**

### **I. Transform the Student Experience**

- A. Continue search in Craig for the Director of Student Wellbeing
- B. Implement Outdoor recreation program in Rangely and Craig
- C. Provide more active learning initiatives-internships, volunteer, clinicals, field trips, certification prep
- D. Build out enrollment management strategies-implement full time, degree seeking student recruitment and student retention initiatives (improved advising support, improved response time to customers, digital marketing strategy).

### **II. Transform Our Own Workforce**

- A. Continue equity analysis -staff functions and compensation; department staffing and resources
- B. Implement Supervisor Training
- C. Implement and evaluate year 1 progress of degree attainment and professional development incentives
- D. Implement faculty incentives for college and community engagement and course offering efficiencies

### **III. Create Education Without Barriers Through Transformational Partnerships**

- A. Build pipelines and expand short term educational opportunities
- B. Implement the first full year of the BAAS Dental Hygiene program implementation
- C. Implement Radiologic Tech Program

### **IV. Redefine Our Value Proposition**

#### **A. Implement:**

- 1. Hefley Building Roof/Floor Replacement (\$1.65M)
- 2. Sidewalk reconfiguration/replacement (ADA Compliance) - \$1.9M
- 3. Complete design and contract processes for \$3.7M Capital Renewal Project (siding, windows insulation). Construction in FY26.

#### **B. Seek Funding:**

- 1. Rangely Airport Remodel - Submitted Grant Request for \$668K in May 2024
- 2. Holland East Residence Renovation - Submitted grant application (Congressionally Directed Spending/CNCC Reserves)
- 3. Nichols Residence Hall - seek funding to correct 30+ years of deferred maintenance
- 4. Soccer Field Phase II build out
- 5. Colorado Room Renovation
- 6. Athletic Practice Facility
- 7. Continue collaborative efforts with Colorado Housing and Finance Authority (CHFA) and the Craig community to explore opportunities for Craig student housing

#### **C. Student Satisfaction and Customer Service**

- 1. Convince student and employees of the benefit of attending and working at CNCC over other institutions by vastly improving customer service. Design and implement this enhanced initiative.
- 2. Design and implement enhanced student life and activities at both campuses

- D. **Marketing** - Implement digital marketing campaign throughout new markets with focus on programs that have capacity, expands revenue and/or produce graduate who can command high wages. Incorporate messaging that sets CNCC apart from other programs and institutions.

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**Capital and Controlled Maintenance Expenditures**

Project Description	FY 2023-24 Estimated			FY 2024-25 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
20223-087M22, Lighting Upgrade	\$107,271		\$107,271			\$0
2023-068M22, Repair/Replace Parking Lots	\$961,497		\$961,497	\$9,582		\$9,582
2023-052M22, Upgrade Electrical Services	\$442,734		\$442,734	\$1,032,958		\$1,032,958
2024-088M23, Chilled System Upgrades	\$602,172		\$602,172	\$17,200		\$17,200
2020-104M23, Hefley Roof Replacement	\$212,690		\$212,690	\$602,149		\$602,149
Window and Siding Upgrade			\$0	\$353,300		\$353,300
Sidewalks Replacement			\$0	\$145,200		\$145,200
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$2,326,364	\$0	\$2,326,364	\$2,160,389	\$0	\$2,160,389
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
<b>Net Total Additional Expenditures</b>	<b>\$2,326,364</b>	<b>\$0</b>	<b>\$2,326,364</b>	<b>\$2,160,389</b>	<b>\$0</b>	<b>\$2,160,389</b>

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**FY 2023 Foundation Financial Report**

**FY2023**

<b>Revenue, Gains and Other Support:</b>	<b>Without Donor Restrictions</b>	<b>With Donor Restrictions</b>	<b>Total</b>
Contributions	\$28,680	\$185,936	\$214,616
Grants	\$0	\$0	\$0
Investment earnings	\$143	\$51,499	\$51,642
Rental income			\$ -
Special events			\$ -
Net assets released from restriction	\$274,290	(\$274,290)	\$ -
Reclassification of net assets	\$0	\$0	\$ -
Other income	\$44,810	\$49,021	\$93,831
<b>Total Revenue, Gains, and Other Support</b>	<b>\$347,923</b>	<b>\$12,166</b>	<b>\$360,089</b>

**Expenses:**

Program services	\$274,291		\$274,291
Fundraising services			\$ -
Management and general expenses	\$76,849		\$76,849
Transfer to Primary Government			\$ -
<b>Total Expenses</b>	<b>\$351,140</b>	<b>\$ -</b>	<b>\$351,140</b>