

College: Community College of Aurora

	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	3,965	3,906	4,212	4,069
Non-Resident SFTE	71	79	69	96
Total SFTE	4,036	3,985	4,280	4,165

Staffing

Classified FTE	36	42	30	39
Exempt FTE	125	186	137	167
Full-Time Faculty FTE	58	72	62	72
Adjunct Instructors	85	110	71	86
Total Staffing FTE	304	410	300	364

General Fund Revenues

College Opportunity Fund/ Fee for Service (gross)	\$20,560,719	\$23,088,600	\$23,154,406	\$24,907,850
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$3,865,788	\$0	\$0	\$0
Amendment 50	\$2,824,806	\$2,784,404	\$2,624,222	\$2,601,191
Resident Tuition, Student Share (gross)	\$21,820,834	\$22,148,355	\$24,298,542	\$25,430,882
Non-Resident Tuition (gross)	\$1,078,951	\$1,555,565	\$996,841	\$1,375,521
Fees - Instructional/Student Activity (gross)	\$1,106,592	\$1,200,000	\$856,014	\$832,988
Other GF (includes net transfers)	\$504,949	\$250,000	\$748,006	\$908,557
Total General Fund Revenue	\$51,762,640	\$51,026,924	\$52,678,031	\$56,056,989

General Fund Expenses

Instruction	\$22,397,419	\$23,306,393	\$22,845,367	\$23,678,413
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$2,975,685	\$3,981,247	\$3,273,253	\$4,792,454
Student Services	\$4,497,327	\$6,440,887	\$5,396,792	\$7,304,299
Institutional Support	\$8,865,706	\$9,989,405	\$9,308,991	\$12,487,495
Operation & Maintenance of Plant	\$4,003,624	\$5,272,348	\$5,203,805	\$6,308,150
Scholarships & Fellowships	\$163,154	\$272,830	\$171,312	\$272,830
Total General Fund Expenses	\$42,902,914	\$49,263,110	\$46,199,520	\$54,843,640

Other Revenues

Auxiliary and Self-Funded	\$1,826,897	\$1,080,400	\$1,664,892	\$2,022,241
Restricted/Grants	\$22,120,716	\$22,493,519	\$19,421,226	\$23,589,779
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$791,681

Other Expenses

Auxiliary and Self-Funded	\$1,282,554	\$1,198,804	\$1,135,468	\$1,379,183
Restricted/Grants	\$22,038,097	\$22,493,519	\$17,638,567	\$21,424,491
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$791,681
Total Revenues	\$75,710,253	\$74,600,843	\$73,764,149	\$82,460,689
Total Expenses	\$66,223,566	\$72,955,433	\$64,973,555	\$78,438,995
Total Revenues less Expenses	\$9,486,687	\$1,645,410	\$8,790,594	\$4,021,694

One-Time Expenditures From Reserves

(List Description for Each)

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

Beginning Reserve Balance		\$36,109,856	\$36,109,856	\$44,900,450
Change to Projected Reserves		\$1,645,410	\$8,790,594	\$4,021,694
Ending Reserve Balance	\$36,109,856	\$37,755,266	\$44,900,450	\$48,922,145

Brief Description of Key Initiatives for FY 2024-25

I. Transform the Student Experience

- A. **Increase and Diversify Enrollment Populations.** Improve market penetration, application yield, and develop new enrollment pathway to diversify funnel portfolio.
- B. **Remain Focused on Enrollment Management and the development of Staffing Models to Respond to Emerging Markets.** During this budget cycle, CCA will design a staffing model to effectively serve three (3) campuses.
- C. **Remain Committed to Advancing Equity.** CCA will conclude our first three-year cycle with Achieving the Dream and our ATD strategic objectives. In addition, ADA capital improvements will be made to ensure to campus footprint to provide a learning environment in alignment with industry best practice and regulation.
- D. **Prepare for Historic Campus Expansions.** Secure successful build of new Center for STEM, Power Mechanics, and Applied Technology Building and Nursing/Health Science Campus

II. Transform Our Own Workforce

- A. **Finalize Phasing of Hybrid/Remote/Shared Office Work Program.** Implement these innovative working environment models under development.
- B. **Focus and Strengthen Information Technology Department.** Upgrade systems, processes, and tools to meet the needs of our college's evolving needs.
- C. **Strengthen IT, Facilities, and Security Workforce.** In partnership with Human Resources & Personnel Development, develop and implement strategies in these mission critical departments to meet strategic objectives and goals.
- D. **Enterprise Project Management (EPM).** Continue to advance the EPM culture at CCA, including the Budget and Facilities Strategic Committees.

III. Create Education Without Barriers Through Transformational Partnerships

- A. **Strengthen Partnerships With School Districts.** Develop new program developments, including P-Techs and programs to drive enrollment and market penetration.
- 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. **Continue Historic Capital Fundraising Campaign.** Ensure the success of CCA's first capital campaign in 24 years, completion of Center for STEM, Power Mechanics, and Applied Technologies Building, and Nursing/Health Science Campus expansion.
- D. **Strengthen Transfer Partnerships.** Collaborate with four-year institution to improve and establish new four-year guided pathways.

IV. Redefine Our Value Proposition

- A. **Continue Branding and Strategic Communication Efforts.** Ensure unified collaboration among Enrollment Management, Strategic Communication, and Academic Success efforts to advance brand awareness.
- B. **Expand Community-Centered Branding.** Advance our institutional brand to be thought of as the primary provider of community-related workforce training and community supporter.
- C. **Expand Community Engagement & Partnerships.** Continue to develop relationships and agreements with external stakeholders that advance the brand of CCA.

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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
Diesel & Support Services	\$3,778,825	\$968,488	\$4,747,313	\$2,409,614	\$25,562,157	\$27,971,771
Improving Student Access to Technology	\$135,824	\$0	\$135,824	\$476,923	\$52,992	\$529,915
Campus Access and Accessibility Compliance Updat	\$99,375	\$0	\$99,375	\$1,611,040	-	\$1,611,040
Roof Replacement - Administration Building	\$461,134	\$0	\$461,134	\$0	\$0	\$0
Server Upgrade	\$22,437		\$22,437	\$863,396		\$863,396
Roof Replacement - Classroom	\$35,058		\$35,058	\$795,101		\$795,101
Fire Alarm Upgrade	\$5,285		\$5,285	\$1,646,205		\$1,646,205
Upgrade Access and Accessibility			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$4,537,938	\$968,488	\$5,506,426	\$7,802,279	\$25,615,149	\$33,417,428
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
Net Total Additional Expenditures	\$4,537,938	\$968,488	\$5,506,426	\$7,802,279	\$25,615,149	\$33,417,428

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FY 2023 Foundation Financial Report
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FY2023

Revenue, Gains and Other Support:	Without Donor Restrictions	With Donor Restrictions	Total
Contributions	\$16,871	\$2,054,040	\$2,070,911
Grants	\$0	\$0	\$ -
Investment earnings	\$267,215	\$90,432	\$357,647
Rental income	\$0	\$0	\$ -
Special events	\$70,561	\$ -	\$70,561
Net assets released from restriction	\$1,303,706	(\$1,303,706)	\$ -
Reclassification of net assets	\$0	\$0	\$ -
Other income	\$0	\$0	\$ -
Total Revenue, Gains, and Other Support	\$1,658,353	\$840,766	\$2,499,119

Expenses:

Program services	\$1,153,675		\$1,153,675
Fundraising services	\$194,314		\$194,314
Management and general expenses	\$98,782		\$98,782
Transfer to Primary Government	\$0		\$0
Total Expenses	\$1,446,771	\$ -	\$1,446,771