

College: Community College of Denver

	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	3,945	3,978	4,365	4,322
Non-Resident SFTE	208	197	187	185
<b>Total SFTE</b>	<b>4,153</b>	<b>4,175</b>	<b>4,552</b>	<b>4,507</b>

**Staffing**

Classified FTE	14	17	12	15
Exempt FTE	205	207	164	226
Full-Time Faculty FTE	115	120	108	128
Adjunct Instructors	433	324	421	421
<b>Total Staffing FTE</b>	<b>767</b>	<b>668</b>	<b>705</b>	<b>790</b>

**General Fund Revenues**

College Opportunity Fund/ Fee for Service (gross)	\$20,798,850	\$23,124,883	\$23,093,680	\$25,061,976
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$0	\$0	\$0	\$0
Amendment 50	\$2,799,272	\$2,834,767	\$2,611,195	\$2,695,985
Resident Tuition, Student Share (gross)	\$23,861,391	\$23,775,005	\$26,247,529	\$26,402,907
Non-Resident Tuition (gross)	\$3,341,737	\$4,150,385	\$3,031,646	\$3,285,986
Fees - Instructional/Student Activity (gross)	\$3,242,226	\$3,327,364	\$3,480,170	\$4,051,603
Other GF (includes net transfers)	\$929,775	\$1,312,354	\$945,617	\$925,083
<b>Total General Fund Revenue</b>	<b>\$54,973,251</b>	<b>\$58,524,758</b>	<b>\$59,409,837</b>	<b>\$62,423,539</b>

**General Fund Expenses**

Instruction	\$23,874,840	\$26,212,660	\$24,336,180	\$27,692,095
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$3,409,361	\$4,728,297	\$4,678,338	\$5,228,457
Student Services	\$5,989,147	\$7,213,866	\$7,004,898	\$8,052,594
Institutional Support	\$8,577,728	\$12,212,997	\$9,988,162	\$11,695,418
Operation & Maintenance of Plant	\$6,191,918	\$7,650,439	\$7,742,063	\$9,104,975
Scholarships & Fellowships	\$560,705	\$506,500	\$613,390	\$650,000
<b>Total General Fund Expenses</b>	<b>\$48,603,699</b>	<b>\$58,524,758</b>	<b>\$54,363,031</b>	<b>\$62,423,539</b>

**Other Revenues**

Auxiliary and Self-Funded	\$2,557,021	\$2,150,471	\$2,504,115	\$2,566,718
Restricted/Grants	\$20,646,997	\$15,314,098	\$16,371,589	\$16,780,879
HEERF (Student)	\$500	\$0	\$0	\$0
HEERF (Institutional)	\$5,651,638	\$0	\$4,044,776	\$0

**Other Expenses**

Auxiliary and Self-Funded	\$1,899,166	\$2,080,521	\$1,593,431	\$1,633,267
Restricted/Grants	\$20,646,997	\$14,426,694	\$13,756,442	\$15,579,020
HEERF (Student)	\$500	\$0	\$0	\$0
HEERF (Institutional)	\$5,651,638	\$0	\$4,044,776	\$0
<b>Total Revenues</b>	<b>\$83,829,407</b>	<b>\$75,989,327</b>	<b>\$82,330,317</b>	<b>\$81,771,135</b>
<b>Total Expenses</b>	<b>\$76,802,000</b>	<b>\$75,031,973</b>	<b>\$73,757,680</b>	<b>\$79,635,826</b>
<b>Total Revenues less Expenses</b>	<b>\$7,027,408</b>	<b>\$957,354</b>	<b>\$8,572,637</b>	<b>\$2,135,310</b>

**One-Time Expenditures From Reserves**

(List Description for Each)

Confluence HVAC Corrections		\$0		\$250,000
Clear Creek Remodel/HVAC not covered by CRRSSA		\$2,775,864		\$811,219
Clear Creek Remodel		\$5,804,853	\$1,312,313	\$3,736,597
<b>Total One-Time Reserve Expenditures</b>	<b>\$0</b>	<b>\$8,580,717</b>	<b>\$1,312,313</b>	<b>\$4,797,816</b>

<b>Beginning Reserve Balance</b>		<b>\$31,047,962</b>	<b>\$31,047,962</b>	<b>\$38,308,286</b>
<b>Change to Projected Reserves</b>		<b>(\$7,623,363)</b>	<b>\$7,260,324</b>	<b>(\$2,662,506)</b>
<b>Ending Reserve Balance</b>	<b>\$31,047,962</b>	<b>\$23,424,599</b>	<b>\$38,308,286</b>	<b>\$35,645,780</b>

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

### **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
- D. Develop and implement the CCD 2035 strategic plan to build future success through targeting investment in our students and facilities, strategic management, and program development

### **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. Continue to institutionalize CCD's formal professional development plan for supervisors of others
- D. Create a strategic enrollment management plan that provides structure and goals for our employees in shepherding and growing current and future programs

### **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. Leverage the HLC recognition 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 HLC recognition of the Denver Police Department (DPD) as an additional location of CCD and the award of credit-for-prior learning agreement with DPD to increase the percentage of Denver police officers with a certificate or degree and extend the concept to other City & County of Denver agencies.
- D. 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 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.
- E. Increasing the numbers of students of color and low-income students in programs of study that lead to high wage/high demand careers through the Colorado Renaissance Core program in partnership with Arapahoe Community College and Americorps.
- F. Execute the pilot digital Learner and Employment Records (LERs) initiative for learners and workers in the behavioral health sector.

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

- A. Develop the Auraria Learning and Employment Ecosystem (ALEE) in collaboration with MSU, and CU-Denver.
- 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 the high school diploma award program and develop pathways for matriculation for CCD High School Degree graduates.

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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
Clear Creek HVAC Remodel (CRRSAA)		\$3,400,257	\$3,400,257		\$0	\$0
Clear Creek HVAC Remodel		\$0	\$0		\$811,219	\$811,219
Clear Creek Remodel		\$1,312,313	\$1,312,313		\$3,736,597	\$3,736,597
Classroom and Conference Room Tech Upgrade	\$611,806		\$611,806		\$199,661	\$199,661
Boulder Creek Health Science Renovation	\$660,807	\$4,500	\$665,307	\$3,672,552	\$10,082,000	\$13,754,552
Confluence HVAC Correction		\$0	\$0		\$250,000	\$250,000
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$1,272,613	\$4,717,070	\$5,989,683	\$3,672,552	\$15,079,477	\$18,752,029
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
<b>Net Total Additional Expenditures</b>	<b>\$1,272,613</b>	<b>\$4,717,070</b>	<b>\$5,989,683</b>	<b>\$3,672,552</b>	<b>\$15,079,477</b>	<b>\$18,752,029</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	\$1,205,671	\$1,303,358	\$2,509,029
Grants			\$0
Investment earnings	\$107,443	\$53,241	\$160,684
Rental income			\$ -
Special events			\$ -
Net assets released from restriction	\$809,629	(\$809,629)	\$ -
Reclassification of net assets			\$ -
Other income			\$ -
<b>Total Revenue, Gains, and Other Support</b>	<b>\$2,122,743</b>	<b>\$546,970</b>	<b>\$2,669,713</b>

**Expenses:**

Program services	\$1,466,646		\$1,466,646
Fundraising services	\$158,824		\$158,824
Management and general expenses	\$157,242		\$157,242
Transfer to Primary Government			\$ -
<b>Total Expenses</b>	<b>\$1,782,712</b>	<b>\$ -</b>	<b>\$1,782,712</b>