

College: Community College of Denver

	FY 2021-22 Actual	FY 2022-23 Budgeted	FY 2022-23 Final Projected	FY 2023-24 Estimated
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**Student Enrollment**

Resident SFTE	3,875	3,801	3,928	3,978
Non-Resident SFTE	192	199	195	197
<b>Total SFTE</b>	<b>4,067</b>	<b>4,000</b>	<b>4,123</b>	<b>4,175</b>

**Staffing**

Classified FTE	19	24	11	17
Exempt FTE	217	166	164	207
Full-Time Faculty FTE	112	121	105	120
Adjunct Instructors	348	243	324	324
<b>Total Staffing FTE</b>	<b>696</b>	<b>554</b>	<b>604</b>	<b>668</b>

**General Fund Revenues**

College Opportunity Fund/ Fee for Service (gross)	\$18,542,980	\$20,884,047	\$20,893,295	\$23,124,883
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$4,559,109	\$0	\$0	\$0
Amendment 50	\$1,099,063	\$1,591,514	\$2,799,272	\$2,834,767
Resident Tuition, Student Share (gross)	\$22,404,600	\$23,945,437	\$22,835,005	\$23,775,005
Non-Resident Tuition (gross)	\$2,927,300	\$2,660,604	\$3,982,900	\$4,150,385
Fees - Instructional/Student Activity (gross)	\$2,691,090	\$3,143,506	\$3,000,103	\$3,327,364
Other GF (includes net transfers)	\$1,581,100	\$1,400,000	\$746,413	\$1,312,354
<b>Total General Fund Revenue</b>	<b>\$53,805,242</b>	<b>\$53,625,108</b>	<b>\$54,256,989</b>	<b>\$58,524,758</b>

**General Fund Expenses**

Instruction	\$19,216,696	\$23,982,578	\$23,978,905	\$26,212,660
Public Service	\$272	\$0	\$0	\$0
Academic Support	\$3,918,427	\$4,247,737	\$4,040,479	\$4,728,297
Student Services	\$6,221,643	\$7,289,336	\$6,955,453	\$7,213,866
Institutional Support	\$7,100,457	\$10,242,101	\$9,465,405	\$12,212,997
Operation & Maintenance of Plant	\$6,252,633	\$7,363,356	\$7,094,097	\$7,650,439
Scholarships & Fellowships	\$1,089,398	\$500,000	\$637,821	\$506,500
<b>Total General Fund Expenses</b>	<b>\$43,799,526</b>	<b>\$53,625,108</b>	<b>\$52,172,159</b>	<b>\$58,524,758</b>

**Other Revenues**

Auxiliary and Self-Funded	\$2,442,583	\$1,700,000	\$1,858,360	\$2,150,471
Restricted/Grants	\$14,513,867	\$11,688,768	\$16,114,329	\$15,314,098
HEERF (Student)	\$8,808,332	\$0	\$592,211	\$0
HEERF (Institutional)	\$7,212,236	\$12,350,000	\$3,709,107	\$0

**Other Expenses**

Auxiliary and Self-Funded	\$2,396,458	\$1,500,000	\$1,764,584	\$2,080,521
Restricted/Grants	\$15,947,972	\$11,688,768	\$12,905,415	\$14,426,694
HEERF (Student)	\$8,808,332	\$0	\$592,211	\$0
HEERF (Institutional)	\$7,212,236	\$12,350,000	\$3,709,107	\$0

<b>Total Revenues</b>	<b>\$86,782,259</b>	<b>\$79,363,876</b>	<b>\$76,530,994</b>	<b>\$75,989,327</b>
<b>Total Expenses</b>	<b>\$78,164,524</b>	<b>\$79,163,876</b>	<b>\$71,143,475</b>	<b>\$75,031,972</b>
<b>Total Revenues less Expenses</b>	<b>\$8,617,736</b>	<b>\$200,000</b>	<b>\$5,387,520</b>	<b>\$957,355</b>

**One-Time Expenditures From Reserves**

(List Description for Each)

Confluence HVAC Corrections	\$0	\$500,000	\$0	\$0
Clear Creek Remodel/HVAC not covered by CRRSSA	\$0	\$0	\$0	\$2,775,864
Clear Creek Remodel	\$0	\$750,000	\$0	\$5,804,853
<b>Total One-Time Reserve Expenditures</b>	<b>\$0</b>	<b>\$1,250,000</b>	<b>\$0</b>	<b>\$8,580,717</b>

<b>Beginning Reserve Balance</b>		<b>\$26,281,892</b>	<b>\$26,281,892</b>	<b>\$31,669,412</b>
<b>Change to Projected Reserves</b>		<b>(\$1,050,000)</b>	<b>\$5,387,520</b>	<b>(\$7,623,362)</b>
<b>Ending Reserve Balance</b>	<b>\$26,281,892</b>	<b>\$25,231,893</b>	<b>\$31,669,412</b>	<b>\$24,046,050</b>

## **Brief Description of Key Initiatives for FY 2023-24**

### **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. 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.

### **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.

### **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 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. Leverage the **Skills Match** initiative to close talent gaps for our community and improve the job placement rates and wages of CCD graduates.
- F. 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.

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Capital and Controlled Maintenance Expenditures

Project Description	FY 2022-23 Estimated			FY 2023-24 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Clear Creek Remodel			\$0		\$8,580,717	\$8,580,717
Phase III Classroom and Conference Room Technology			\$0	\$1,627,899	\$103,908	\$1,731,807
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal			\$0	\$1,627,899	\$8,684,625	\$10,312,524
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0		\$8,684,625	\$8,684,625
<b>Net Total Additional Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,627,899</b>	<b>\$0</b>	<b>\$1,627,899</b>

FY 2022 Foundation Financial Report
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FY2022			
Revenue, Gains and Other Support:	Without Donor Restrictions	With Donor Restrictions	Total
Contributions	\$151,097	\$523,952	\$675,049
Grants	\$328,480		\$328,480
Investment earnings	(\$203,735)		(\$203,735)
Rental income			\$ -
Special events			\$ -
Net assets released from restriction	\$1,046,192	(\$1,046,192)	\$ -
Reclassification of net assets			\$ -
Other income			\$ -
<b>Total Revenue, Gains, and Other Support</b>	<b>\$1,322,034</b>	<b>(\$522,240)</b>	<b>\$799,794</b>

**Expenses:**

Program services	\$1,430,520		\$1,430,520
Fundraising services	\$122,770		\$122,770
Management and general expenses	\$127,095		\$127,095
Transfer to Primary Government			\$ -
<b>Total Expenses</b>	<b>\$1,680,385</b>	<b>\$ -</b>	<b>\$1,680,385</b>