

College: Community College of Aurora

	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	3,910	3,830	3,859	3,906
Non-Resident SFTE	86	148	82	79
Total SFTE	3,996	3,978	3,941	3,985

Staffing

Classified FTE	35	46	34	42
Exempt FTE	135	186	152	186
Full-Time Faculty FTE	54	69	57	72
Adjunct Instructors	110	110	114	110
Total Staffing FTE	334	411	357	410

General Fund Revenues

College Opportunity Fund/ Fee for Service (gross)	\$18,047,937	\$20,610,099	\$20,656,025	\$23,088,600
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$0		\$1,800,000	\$0
Amendment 50	\$1,024,295	\$1,590,116	\$2,824,806	\$2,784,404
Resident Tuition, Student Share (gross)	\$19,975,170	\$20,808,959	\$20,816,149	\$22,148,355
Non-Resident Tuition (gross)	\$1,173,866	\$2,516,594	\$1,447,160	\$1,555,565
Fees - Instructional/Student Activity (gross)	\$1,071,461	\$1,200,000	\$1,033,640	\$1,200,000
Other GF (includes net transfers)	\$130,161	\$350,000	(\$211,168)	\$250,000
Total General Fund Revenue	\$41,422,890	\$47,075,768	\$48,366,612	\$51,026,924

General Fund Expenses

Instruction	\$21,215,884	\$22,489,326	\$22,884,190	\$23,306,393
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$2,694,593	\$3,983,027	\$3,210,283	\$3,981,247
Student Services	\$4,216,073	\$5,849,522	\$4,788,727	\$6,440,887
Institutional Support	\$6,658,121	\$8,699,312	\$8,073,656	\$9,989,405
Operation & Maintenance of Plant	\$3,661,304	\$4,465,949	\$3,836,094	\$5,272,348
Scholarships & Fellowships	\$177,454	\$272,830	\$198,151	\$272,830
Total General Fund Expenses	\$38,623,429	\$45,759,966	\$42,991,101	\$49,263,110

Other Revenues

Auxiliary and Self-Funded	\$1,449,260	\$954,969	\$1,257,454	\$1,080,400
Restricted/Grants	\$14,464,663	\$16,192,733	\$16,650,880	\$22,493,519
HEERF (Student)	\$6,137,764	\$1,255,886	\$1,007,511	\$0
HEERF (Institutional)	\$4,361,929	\$4,010,829	\$6,041,804	\$0

Other Expenses

Auxiliary and Self-Funded	\$769,422	\$1,260,970	\$1,030,923	\$1,198,804
Restricted/Grants	\$14,464,663	\$16,192,733	\$16,650,880	\$22,493,519
HEERF (Student)	\$6,137,764	\$1,255,886	\$1,007,511	\$0
HEERF (Institutional)	\$4,361,929	\$4,010,829	\$6,041,804	\$0

Total Revenues	\$67,836,506	\$69,490,184	\$73,324,261	\$74,600,843
Total Expenses	\$64,357,207	\$68,480,384	\$67,722,219	\$72,955,433
Total Revenues less Expenses	\$3,479,299	\$1,009,800	\$5,602,042	\$1,645,410

One-Time Expenditures From Reserves

(List Description for Each)

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

Beginning Reserve Balance		\$26,306,715	\$26,306,715	\$31,908,757
Change to Projected Reserves		\$1,009,800	\$5,602,042	\$1,645,410
Ending Reserve Balance	\$26,306,715	\$27,316,515	\$31,908,757	\$33,554,167

Brief Description of Key Initiatives for FY 2023-24

I. Transform the Student Experience

- A. **Increase Enrollment.** Focus on increasing our retention and persistence rates of currently enrolled students.
- B. **Finalize Enrollment Management & Student Success Staffing Models.** During this budget cycle, we will complete our staffing investment in these key areas to ensure the success of the Guided Pathway 2.0 efforts.
- C. **Develop DEI Master Plan.** Utilizing our Achieving the Dream designation, network, and resources, CCA will finalize its DEI Master Plan this cycle.

II. Transform Our Own Workforce

- A. **Continue Phasing 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. **Stabilize Workforce.** Improve the recruitment and retention of our diverse workforce through compensation adjustments, organization redesign, community building, wellness initiatives, and professional development.

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.** Conclude program teach-outs and establish new programs that ensure livable wages.
- B. **Strategic Enrollment Management.** Strengthen the systems that communicate, recruit, onboard, retain, and support our students.
- C. **Strategic Communications Master Plan.** Rollout master marketing and communications plan to redefine the brand and identity of CCA.

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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
Diesel & Support Services	\$436,029	\$0	\$436,029	\$5,029,660	\$7,807,026	\$12,836,686
Improving Student Access to Technology	\$70,645	\$0	\$70,645	\$406,278	\$52,992	\$459,270
Campus Access and Accessibility Compliance Updates	\$29,850	\$0	\$29,850	\$1,680,565	\$0	\$1,680,565
Roof Replacement - Administration Building	\$522,934	\$0	\$522,934	\$50,000	\$0	\$50,000
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$1,059,458	\$0	\$1,059,458	\$7,166,503	\$7,860,018	\$15,026,521
<i>Amount Already Included in Operating/One-time Reserve Budgets</i>			\$0			\$0
Net Total Additional Expenditures	\$1,059,458	\$0	\$1,059,458	\$7,166,503	\$7,860,018	\$15,026,521

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FY 2022 Foundation Financial Report

FY2022			
Revenue, Gains and Other Support:	Without Donor Restrictions	With Donor Restrictions	Total
Contributions	\$124,681	\$2,200,947	\$2,325,628
Grants			\$ -
Investment earnings	(\$504,147)	(\$138,576)	(\$642,723)
Rental income			\$ -
Special events	\$92,650	\$ -	\$92,650
Net assets released from restriction	\$722,652	(\$722,652)	\$ -
Reclassification of net assets			\$ -
Other income			\$ -
Total Revenue, Gains, and Other Support	\$435,836	\$1,339,719	\$1,775,555

Expenses:

Program services	\$898,951		\$898,951
Fundraising services	\$160,404		\$160,404
Management and general expenses	\$74,656		\$74,656
Transfer to Primary Government			\$0
Total Expenses	\$1,134,011	\$ -	\$1,134,011