

Colorado Community College System - Summary

	FY 2021-22 Actual	FY 2022-23 Budgeted	FY 2022-23 Final Projected	FY 2023-24 Estimated
<b>Student Enrollment</b>				
Resident SFTE	41,894	41,662	43,047	43,293
Non-Resident SFTE	1,820	2,205	1,846	1,855
<b>Total SFTE</b>	<b>43,714</b>	<b>43,867</b>	<b>44,893</b>	<b>45,148</b>
<b>Staffing</b>				
Classified FTE	675	730	642	665
Exempt FTE	2,024	2,048	2,032	2,126
Full-Time Faculty FTE	1,155	1,202	1,142	1,182
Adjunct Instructors	2,635	2,498	2,595	2,406
<b>Total Staffing FTE</b>	<b>6,488</b>	<b>6,477</b>	<b>6,410</b>	<b>6,379</b>
<b>General Fund Revenues</b>				
College Opportunity Fund/ Fee for Service (gross)	214,474,605	242,393,513	242,393,513	269,769,813
Governor's COVID Relief Funding	0	0	0	0
HEERF Revenue Recovery	17,820,083	4,400,000	9,728,847	0
Amendment 50	11,474,565	17,211,850	30,266,333	31,022,994
Resident Tuition, Student Share (gross)	236,740,264	237,761,879	248,716,951	260,305,963
Non-Resident Tuition (gross)	23,709,965	29,492,182	26,125,789	27,362,841
Fees - Instructional/Student Activity (gross)	20,165,803	19,192,626	19,734,607	20,719,195
Other GF (includes net transfers)	46,741,273	45,224,365	47,647,708	41,863,435
<b>Total General Fund Revenue</b>	<b>\$571,126,557</b>	<b>\$595,676,414</b>	<b>\$624,613,748</b>	<b>\$651,044,241</b>
<b>General Fund Expenses</b>				
Instruction	254,208,388	279,779,661	276,218,781	298,682,329
Public Service	220,932	159,512	227,865	281,797
Academic Support	47,995,128	57,618,518	56,749,763	65,362,573
Student Services	59,096,551	69,585,050	66,890,331	74,145,354
Institutional Support	92,576,740	105,157,010	104,227,544	118,142,915
Operation & Maintenance of Plant	54,970,665	61,471,115	61,161,917	67,779,164
Scholarships & Fellowships	11,450,056	12,763,000	12,682,401	13,184,224
<b>Total General Fund Expenses</b>	<b>\$520,518,461</b>	<b>\$586,533,866</b>	<b>\$578,158,602</b>	<b>\$637,578,356</b>
<b>Other Revenues</b>				
Auxiliary and Self-Funded	40,248,357	36,216,428	36,764,091	37,680,011
Restricted/Grants	170,006,836	178,141,628	185,201,041	192,869,983
HEERF (Student)	54,357,433	9,845,358	10,097,568	0
HEERF (Institutional)	45,410,259	41,379,192	29,455,771	2,199,155
<b>Other Expenses</b>				
Auxiliary and Self-Funded	39,099,242	33,380,619	36,819,667	36,151,965
Restricted/Grants	172,731,683	177,990,933	183,686,894	191,438,290
HEERF (Student)	54,357,433	9,845,358	10,097,568	0
HEERF (Institutional)	40,880,269	40,979,192	28,625,636	2,199,155
<b>Total Revenues</b>	<b>\$881,149,442</b>	<b>\$861,259,021</b>	<b>\$886,132,219</b>	<b>\$883,793,390</b>
<b>Total Expenses</b>	<b>\$827,587,087</b>	<b>\$848,729,969</b>	<b>\$837,388,367</b>	<b>\$867,367,767</b>
<b>Total Revenues less Expenses</b>	<b>\$53,562,355</b>	<b>\$12,529,053</b>	<b>\$48,743,851</b>	<b>\$16,425,623</b>
<b>One-Time Expenditures From Reserves</b>				
Total for each college	19,190,222	21,230,559	23,743,940	30,991,162
<b>Total One-Time Reserve Expenditures</b>	<b>\$19,190,222</b>	<b>\$21,230,559</b>	<b>\$23,743,940</b>	<b>\$30,991,162</b>
<b>Beginning Reserve Balance</b>		<b>\$332,310,997</b>	<b>\$332,310,997</b>	<b>\$357,310,909</b>
<b>Change to Projected Reserves</b>		<b>(\$8,701,506)</b>	<b>\$24,999,911</b>	<b>(\$14,565,539)</b>
<b>Ending Reserve Balance</b>	<b>\$332,310,997</b>	<b>\$323,609,491</b>	<b>\$357,310,909</b>	<b>\$342,745,370</b>

Colorado Community College System - Summary

Capital and Controlled Maintenance Expenditures

College	FY 2022-23 Estimated			FY 2023-24 Projected		
	State Appropriated	Other	Total Expenditures	State Appropriated	Other	Total Expenditures
Arapahoe Community College	\$3,554,663	\$0	\$3,554,663	\$10,909,453	\$3,500,000	\$14,409,453
Colorado Northwestern Community College	\$1,177,581	\$0	\$1,177,581	\$2,259,446	\$0	\$2,259,446
Community College of Aurora	\$1,059,458	\$0	\$1,059,458	\$7,166,503	\$7,860,018	\$15,026,521
Community College of Denver	\$0	\$0	\$0	\$1,627,899	\$0	\$1,627,899
Front Range Community College	\$4,679,377	\$9,888,211	\$14,567,589	\$6,090,646	\$3,160,241	\$9,250,887
Lamar Community College	\$1,951,088	\$17,649	\$1,968,737	\$8,343,601	\$67,649	\$8,411,250
Morgan Community College	\$384,000	\$64,432	\$448,432	\$3,996,568	\$5,333,568	\$9,330,136
Northeastern Junior College	\$2,371,500	\$355,640	\$2,727,140	\$6,908,115	\$428,667	\$7,336,782
Otero College	\$838,000	\$0	\$838,000	\$2,002,000	\$0	\$2,002,000
Pikes Peak State College	\$295,287	\$8,210,288	\$8,505,576	\$2,325,000	\$9,456,000	\$11,781,000
Pueblo Community College	\$10,835,892	\$0	\$10,835,892	\$10,051,395	\$0	\$10,051,395
Red Rocks Community College	\$2,917,824	\$85,256	\$3,003,080	\$0	\$6,952,238	\$6,952,238
Trinidad State College	\$3,773,903	\$298,352	\$4,072,255	\$900,526	\$0	\$900,526
Colorado Community College System Office	\$1,810,158	\$0	\$1,810,158	\$5,123,822	\$0	\$5,123,822
<b>Total</b>	<b>\$35,648,732</b>	<b>\$18,919,829</b>	<b>\$54,568,560</b>	<b>\$67,704,973</b>	<b>\$36,758,381</b>	<b>\$104,463,354</b>

College: System Office

	FY 2021-22 Actual	FY 2022-23 Budgeted	FY 2022-23 Final Projected	FY 2023-24 Estimated
<b>Student Enrollment</b>				
Resident SFTE	0	0	0	0
Non-Resident SFTE	0	0	0	0
<b>Total SFTE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Staffing</b>				
Classified FTE	33	37	32	35
Exempt FTE	148	158	147	163
Full-Time Faculty FTE	0	0	0	0
Adjunct Instructors	0	0	0	0
<b>Total Staffing FTE</b>	<b>181</b>	<b>195</b>	<b>179</b>	<b>198</b>
<b>General Fund Revenues</b>				
College Opportunity Fund/ Fee for Service (gross)	\$19,330,297	\$21,186,747	\$21,186,747	\$23,520,288
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$0	\$0	\$0	\$0
Amendment 50	\$0	\$0	\$0	\$0
Resident Tuition, Student Share (gross)	\$0	\$0	\$0	\$0
Non-Resident Tuition (gross)	\$0	\$0	\$0	\$0
Fees - Instructional/Student Activity (gross)	\$0	\$0	\$0	\$0
Other GF (includes net transfers)	\$10,695,828	\$10,353,537	\$11,507,861	\$11,380,701
<b>Total General Fund Revenue</b>	<b>\$30,026,125</b>	<b>\$31,540,284</b>	<b>\$32,694,608</b>	<b>\$34,900,989</b>
<b>General Fund Expenses</b>				
Instruction	\$0	\$0	\$0	\$0
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$402,648	\$400,927	\$423,210	\$539,807
Student Services	\$1,045,362	\$1,163,058	\$1,134,486	\$1,264,554
Institutional Support	\$23,955,658	\$25,913,973	\$24,256,691	\$28,920,651
Operation & Maintenance of Plant	\$3,519,051	\$4,062,326	\$3,583,555	\$4,175,977
Scholarships & Fellowships	\$0	\$0	\$0	\$0
<b>Total General Fund Expenses</b>	<b>\$28,922,718</b>	<b>\$31,540,284</b>	<b>\$29,397,942</b>	<b>\$34,900,989</b>
<b>Other Revenues</b>				
Auxiliary and Self-Funded				
Restricted/Grants	\$4,654,631	\$5,730,670	\$5,649,177	\$6,878,901
HEERF (Student)				
HEERF (Institutional)				
<b>Other Expenses</b>				
Auxiliary and Self-Funded				
Restricted/Grants	\$4,654,631	\$5,730,670	\$5,649,177	\$6,878,901
HEERF (Student)				
HEERF (Institutional)				
<b>Total Revenues</b>	<b>\$34,680,756</b>	<b>\$37,270,955</b>	<b>\$38,343,785</b>	<b>\$41,779,890</b>
<b>Total Expenses</b>	<b>\$33,577,349</b>	<b>\$37,270,954</b>	<b>\$35,047,119</b>	<b>\$41,779,889</b>
<b>Total Revenues less Expenses</b>	<b>\$1,103,407</b>	<b>\$0</b>	<b>\$3,296,666</b>	<b>\$0</b>
<b>One-Time Expenditures From Reserves</b> (List Description for Each)				
IT Projects	\$242,029	\$491,197	\$115,904	\$307,480
System-wide Marketing	\$32,000	\$230,000	\$67,362	\$230,000
System-wide Initiatives	\$1,225,053	\$1,666,667	\$1,134,677	\$1,287,328
System Office Projects	\$304,341	\$876,626	\$206,243	\$911,719
Lowry Campus Projects	\$18,858	\$433,247	\$160,011	\$40,000
<b>Total One-Time Reserve Expenditures</b>	<b>\$1,822,281</b>	<b>\$3,697,737</b>	<b>\$1,684,197</b>	<b>\$2,776,527</b>
<b>Beginning Reserve Balance</b>		<b>\$54,305,124</b>	<b>\$54,305,124</b>	<b>\$55,917,592</b>
<b>Change to Projected Reserves</b>		<b>(\$3,697,737)</b>	<b>\$1,612,468</b>	<b>(\$2,776,527)</b>
<b>Ending Reserve Balance</b>	<b>\$54,305,124</b>	<b>\$50,607,387</b>	<b>\$55,917,592</b>	<b>\$53,141,066</b>

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

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

- A. Enhance strategic enrollment management e.g. populations disproportionately impacted by the pandemic, adult learners.
- B. Implement the Colorado Online project.
- C. Implement the non-credit student information system through the Skills Institute.
  
- D. Make curriculum approval and academic/program planning processes more efficient.

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

- A. Focus on employee retention and recruitment.
- B. Increase professional development and training for staff.
- C. Continue increased focus on equity, diversity and inclusion.

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

- A. Implement H.B. 23-1246 (Support In-Demand Career Workforce).
- B. Continue to implement CCCS Rural College Consortium strategies to ensure sustainability.

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

- A. Continue automation to generate administrative efficiencies.
- B. Implement Lowry Campus strategic plan Phase I next steps.

Colorado Community College System Office

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
2019-040M21 / HB1408 Upgrade Security Systems, Campus, Ph 3 of 3	\$146,207		\$146,207	\$140,205		\$140,205
2019-101M21 / Install New Boilers, Chiller, AUHs and Upgrade the Controls, Building 999, Ph 1 of 1	\$19,119		\$19,119	\$989,617		\$989,617
2023-091M22 / Install New Windows and Doors, Building 905, Ph 1 of 1	\$11,220		\$11,220	\$817,000		\$817,000
2023-080M22 / Replace Chiller, Building 901, Ph 1 of 1	\$40,909		\$40,909	\$525,000		\$525,000
2023-058M22 / Replace Roof, Building 758, Ph 1 of 1	\$45,504		\$45,504	\$1,035,000		\$1,035,000
2015-153M21 / Upgrade HVAC System, Building 905, Ph 1 of 1	\$1,423,258		\$1,423,258	\$32,000		\$32,000
2023-074M22 / Upgrade HVAC, Building 849, Ph 1 of 1	\$68,922		\$68,922	\$835,000		\$835,000
2007-042M05 / Upgrade HVAC, Building 859, Ph 1 of 1	\$55,019		\$55,019	\$750,000		\$750,000
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
			\$0			\$0
Subtotal	\$1,810,158	\$0	\$1,810,158	\$5,123,822	\$0	\$5,123,822
<b>Amount Already Included in Operating/One-time Reserve Budgets</b>			\$0			\$0
<b>Net Total Additional Expenditures</b>	<b>\$1,810,158</b>	<b>\$0</b>	<b>\$1,810,158</b>	<b>\$5,123,822</b>	<b>\$0</b>	<b>\$5,123,822</b>

<b>FY 2022 Foundation Financial Report</b>
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FY2022			
Revenue, Gains and Other Support:	Without Donor Restrictions	With Donor Restrictions	Total
Contributions	\$492,172	\$3,544,235	\$4,036,407
Grants			\$ -
Investment earnings	(\$99,506)	(\$736,246)	(\$835,752)
Rental income			\$ -
Special events			\$ -
Net assets released from restriction	\$2,239,693	(\$2,239,693)	\$ -
Reclassification of net assets			\$ -
Other income			\$ -
<b>Total Revenue, Gains, and Other Support</b>	<b>\$2,632,359</b>	<b>\$568,296</b>	<b>\$3,200,655</b>

**Expenses:**

Program services	\$2,395,692		\$2,395,692
Fundraising services	\$143,047		\$143,047
Management and general expenses	\$124,488		\$124,488
Transfer to Primary Government			
<b>Total Expenses</b>	<b>\$2,663,227</b>	<b>\$0</b>	<b>\$2,663,227</b>

College: CCC Online

	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	5,590	5,403	5,677	2,703
Non-Resident SFTE	357	346	362	173
<b>Total SFTE</b>	<b>5,947</b>	<b>5,749</b>	<b>6,039</b>	<b>2,876</b>

**Staffing**

Classified FTE	0	0	0	0
Exempt FTE	49	56	52	49
Full-Time Faculty FTE	0	0	0	0
Adjunct Instructors	303	294	307	145
<b>Total Staffing FTE</b>	<b>352</b>	<b>350</b>	<b>359</b>	<b>194</b>

**General Fund Revenues**

College Opportunity Fund/ Fee for Service (gross)	\$0	\$0	\$0	\$0
Governor's COVID Relief Funding	\$0	\$0	\$0	\$0
HEERF Revenue Recovery	\$0	\$0	\$0	\$0
Amendment 50	\$0	\$0	\$0	\$0
Resident Tuition, Student Share (gross)	\$0	\$0	\$0	\$0
Non-Resident Tuition (gross)	\$0	\$0	\$0	\$0
Fees - Instructional/Student Activity (gross)	\$0	\$0	\$0	\$0
Other GF (includes net transfers)	\$26,037,685	\$25,058,256	\$25,962,605	\$20,297,464
<b>Total General Fund Revenue</b>	<b>\$26,037,685</b>	<b>\$25,058,256</b>	<b>\$25,962,605</b>	<b>\$20,297,464</b>

**General Fund Expenses**

Instruction	\$10,541,986	\$10,343,112	\$10,410,659	\$5,114,619
Public Service	\$0	\$0	\$0	\$0
Academic Support	\$10,858,237	\$12,994,950	\$12,426,726	\$13,215,541
Student Services	\$0	\$0	\$0	\$0
Institutional Support	\$0	\$0	\$0	\$0
Operation & Maintenance of Plant	\$0	\$0	\$0	\$0
Scholarships & Fellowships	\$0	\$0	\$0	\$0
<b>Total General Fund Expenses</b>	<b>\$21,400,223</b>	<b>\$23,338,062</b>	<b>\$22,837,385</b>	<b>\$18,330,160</b>

**Other Revenues**

Auxiliary and Self-Funded	\$0	\$0	\$0	\$0
Restricted/Grants	\$0	\$0	\$0	\$0
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$0

**Other Expenses**

Auxiliary and Self-Funded	\$0	\$0	\$0	\$0
Restricted/Grants	\$0	\$0	\$0	\$0
HEERF (Student)	\$0	\$0	\$0	\$0
HEERF (Institutional)	\$0	\$0	\$0	\$0

<b>Total Revenues</b>	<b>\$26,037,685</b>	<b>\$25,058,256</b>	<b>\$25,962,605</b>	<b>\$20,297,464</b>
<b>Total Expenses</b>	<b>\$21,400,223</b>	<b>\$23,338,062</b>	<b>\$22,837,385</b>	<b>\$18,330,160</b>
<b>Total Revenues less Expenses</b>	<b>\$4,637,462</b>	<b>\$1,720,194</b>	<b>\$3,125,220</b>	<b>\$1,967,304</b>

**One-Time Expenditures From Reserves**

(List Description for Each)

Colorado Online Strategic Plan	\$550,278	\$692,240	\$835,456	\$860,892
Transfer to Colleges	\$1,300,000	\$1,300,000	\$1,300,000	
<b>Total One-Time Reserve Expenditures</b>	<b>\$1,850,278</b>	<b>\$1,992,240</b>	<b>\$2,135,456</b>	<b>\$860,892</b>

<b>Beginning Reserve Balance</b>		<b>\$2,787,184</b>	<b>\$2,787,184</b>	<b>\$3,776,948</b>
<b>Change to Projected Reserves</b>		<b>\$ (272,046)</b>	<b>\$ 989,764</b>	<b>\$ 1,106,412</b>
<b>Ending Reserve Balance</b>	<b>\$2,787,184</b>	<b>\$2,515,138</b>	<b>\$3,776,948</b>	<b>\$4,883,360</b>

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

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

- A. Implement strategies to improve student success.
- B. Implement strategies to close the equity gaps among students of color and other underrepresented populations.
- C. Employ change management to support the emerging Colorado Online student experience.

### **II. Transform our own Workforce**

- A. Expand professional development offerings to support colleges.
- B. Implement strategies to increase collaboration with CCCS colleges.
- C. Diversify the workforce through hiring practices and retention of underrepresented groups.
- D. Implement strategies that foster equity and inclusion among the CCCOnline workforce.
- E. Implement strategies to aid in the transition of CCCOnline employees in the new Colorado Online model.

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

- A. Identify opportunities to support colleges in innovation in digital learning and open education.
- B. Explore opportunities for supporting and developing non-credit courses and workforce-ready courses or programs through the Colorado Skills Institute.
- C. Explore opportunities for supporting and developing the BAS degrees.
- D. Explore opportunities for supporting the Rural College Consortium.

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

- A. Develop new channels of support to the colleges for Colorado Online.
- B. Enhance CCCS's reputation through strategic participation in communities of practice.