

# TURARIA

CAMPUS

## ANNUAL REPORT

2023-24

**COURTESY  
& RESPECT**

**HONESTY & TRUST**

**CONSISTENCY  
& SERVICE**

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# AURARIA CAMPUS

## LAND ACKNOWLEDGMENT

As we gather today, we honor and acknowledge that the Auraria Campus is on the traditional territories and ancestral homelands of the Cheyenne and Arapaho Nations. This area was also the site of trade, hunting, gathering, and healing for many other Native Nations: The Lakota, Ute, Kiowa, Comanche, Apache, Shoshone, and others.

We recognize the Indigenous peoples as the original stewards of the land, water, plants, and animals who called this place home. As these words of acknowledgment are spoken and heard, the ties that these nations have to their traditional homelands are renewed and reaffirmed. Let us also acknowledge the painful history of genocide and forced removal. We respect the many diverse Indigenous peoples still connected to this land on which we gather. We pay our respect to them and give thanks to all Tribal Nations and the ancestors of this place.

We also want to recognize the community and families of Auraria who lived, worked, and worshiped at Auraria. One of the two original settlements in the mid-1800s that later formed greater Denver, Auraria nurtured immigrants, businesses, and families. Many of the oldest buildings of Auraria continue to exist and add beauty and significance to this land.

The decision to use this historically rich location in order to create a permanent home for Community College of Denver, Metropolitan State University of Denver, and University of Colorado Denver was a difficult one. Let us honor the sacrifice of Aurarians and acknowledge their contribution in order for public higher education to flourish in Denver.



# A MESSAGE FROM THE CEO



Welcome to a year of transformation and triumph at Auraria Campus! Our 2023-24 annual report captures a dynamic journey of growth, innovation, and boundless opportunities. As we look forward, we invite you to embark on this thrilling adventure with us.

This past year has been a game-changer for our institution. We are now in the second year of our strategic plan, steadfastly committed to our four focus areas: exemplary service, activated partnerships, vibrant environments, and sustainable funding. These pillars, detailed further in this report, are the bedrock of our mission to propel the Auraria Campus into a future of excellence. Our vision is ambitious, and broad, and highlights the pivotal role our campus environment plays in weaving the fabric of our campus into the heart of downtown Denver. The horizon is bright, and we want you to join us on this exciting journey.

One of the most exhilarating milestones is the completion and approval of our new Campus Framework Plan, previously known as the Master Plan. This pivotal plan was greenlit at the Auraria Board of Directors meeting on June 26, 2024. In shaping this framework, Auraria Campus leadership engaged deeply with staff, students, and the wider community. We held over 80 engagement touchpoints, town halls, and public office hours. We listened to the voices of displaced communities, hosted more than 30 community meetings, and gathered nearly 560 online survey responses. This inclusive process has ensured a campus framework that celebrates Auraria's rich diversity and history. This was a collaborative triumph, uniting the Auraria Higher Education Center, Community College of Denver, University of Colorado Denver, Metropolitan State University of Denver, and the Auraria communities, guided by the expertise of national planning consultant firm, Sasaki.

Our commitment to progress is intertwined with our dedication to community. As a cornerstone of Denver, a vibrant and thriving city, we are devoted to strengthening our partnerships and contributing to downtown's growth and vitality. Our community engagement initiatives and collaborative efforts underscore our belief that great cities are built on great institutions of higher education, with expanded access driving positive change for generations.

To best serve our students and community, we are investing in cutting-edge facilities and infrastructure. We eagerly anticipate sharing the exciting developments and plans for our campus. These are not just construction projects but visionary spaces designed to inspire learning, creativity, and collaboration. We are building the future of higher education in downtown Denver, where learning, living, working, and playing converge on the Auraria Campus.

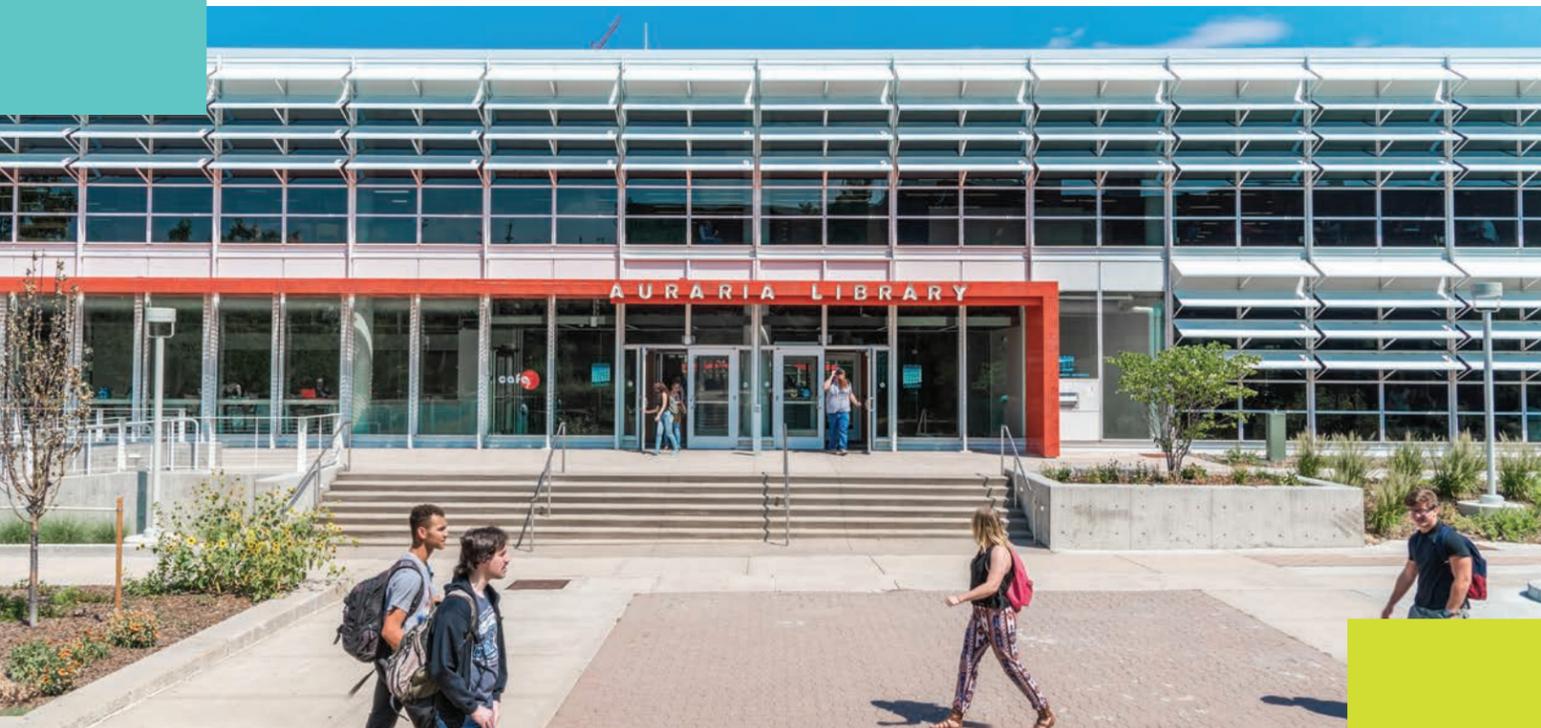
To our students, faculty, staff, supporters, and partners - thank you. Your unwavering belief in the power of education and dedication to our campus community propels us forward. As we venture into the future, I am thrilled to explore the myriad possibilities ahead. Together, we will shape the extraordinary future of Auraria Campus.

Sincerely,  
Colleen Walker, CEO

# BUDGET

Auraria Campus is funded through two main mechanisms, the Colorado state appropriated funds, which flow through the three institutions, and auxiliary revenue. The state appropriated funds make up 40% of Auraria Campus's budget, and auxiliary services comprise 60% of Auraria Campus's budget.

The chart on the following page illustrates Auraria Campus's preliminary summary of revenues and expenses. A key component of this summary is the differentiation of operating and nonoperating activities. Operating revenues are received for providing goods and services to the various customers and constituencies of the Auraria Campus. Operating expenses are paid to acquire or produce goods and services to carry out the mission of the Auraria Campus. Nonoperating revenues and expenses include interest expense on capital debt, state support for pensions, and investment income.



## FY 2023-24 PRELIMINARY BUDGET SUMMARY

REVENUES	CURRENT YTD ACTUAL
Appropriation from Institutions	\$25,986,383
Auxiliary Enterprises	\$20,239,823
Non-Appropriated Services	\$5,367,223
Student Fees	\$4,537,862
Other General Fund Operating Revenue –Auxiliary and Other Support	\$7,517,966
Deferred Maintenance	\$2,204,800
<b>TOTAL REVENUES*</b>	<b>\$65,854,057</b>

EXPENDITURES	CURRENT YTD ACTUAL
Operations & Maintenance of Plant	\$32,823,815
Auxiliary Enterprises & Bonds	\$19,632,338
Non-Appropriated Services	\$5,430,125
Auxiliary Support of General Fund	\$5,127,651
Deferred Maintenance	\$2,337,111
<b>TOTAL EXPENDITURES</b>	<b>\$65,351,040</b>

*\*Total Revenues do not reflect state appropriated funds for capital construction, or RTD CollegePass and EcoPass programs*

# ABOUT THE AURARIA CAMPUS

The Auraria Campus was created to house and serve 15,000 students, a number we exceeded when we opened our doors in 1976. Auraria Campus has continued to adapt and grow to become a modern campus bustling with activity in the heart of downtown Denver. Today, the Auraria Campus is the largest collective college campus in Colorado, serving over 43,000 students, faculty, and staff. Auraria Campus proudly operates the Auraria Campus on an efficient shared services model to support three of Colorado's finest higher educational institutions: Community College of Denver (CCD), Metropolitan State University of Denver (MSU Denver), and University of Colorado Denver (CU Denver).

As a separate state entity, Auraria Campus's role is to provide and manage shared services, oversee campus facilities, and steward this exceptional property to support these prominent institutions in achieving their goals.

## Campus Services:

- Acquisition and Property Management
- Auraria Campus Police Department
- Auraria Early Learning Center
- Auraria Library
- Campus Planning & Development
- Classroom Scheduling and Media Support
- Commercial Lease and Contract
- Negotiation/Management
- Emergency Management
- Facilities Services
- Information Technology and Telecommunications
- Kenneth King Performing Arts Center
- Mail Services
- Parking and Transportation Services
- Special Events
- Tivoli Student Union
- Internal Support Services:
  - Business Operations & Financial Management
  - Human Resources
  - Marketing and Campus Relations
  - Procurement & Distribution



# FALL 2023

# STUDENT

# POPULATION DATA

The Auraria Campus is proud of its diversity. In the 2023-24 fiscal year, MSU Denver, CU Denver, and CCD were all designated as Hispanic-Serving Institutions (HSI) by the U.S. Department of Education. Additionally, CU Denver was also designated as an Asian American and Native American Pacific Islander-Serving Institution (AANAPISI).

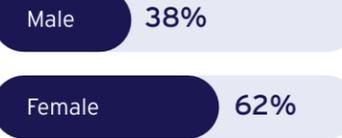
In 2001, CCD officially received its HSI designation, and Latinx students make up approximately 45% of their current student population. They have continued to lead the way for the past 20 plus years with enrolling and graduating Latinx undergraduate students. In 2019, MSU Denver officially received their first HSI designation. Currently, Hispanic/Latina/o/x students represent 37% of its enrolled student body, which includes all undergraduate and graduate students. CU Denver re-received its HSI designation in May 2024 when it reached 25% of its student population identifying as Hispanic. They officially received an AANAPISI designation for the first time in May 2023, and currently have 13 percent of its student population representing Asian/Pacific Islander.

While these designations place an importance on retaining and graduating the institutions' Hispanic/Latina/o/x students and Asian American, Native American, and Pacific Islander students, it also provides opportunities to create and implement better and more effective practices aimed at retaining and graduating all students. The designations allow each institution to be eligible to compete for and receive federal funds, including multi-million-dollar grants designed to encourage educational access and degree completion, increase graduation rates, promote access to higher education, and strengthen institutional efforts.

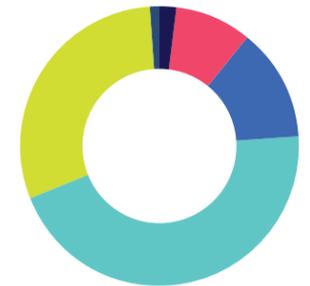
COMMUNITY COLLEGE OF DENVER

4,417 STUDENTS

Gender % of Enrollment



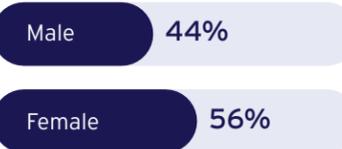
Race/Ethnicity % of Enrollment



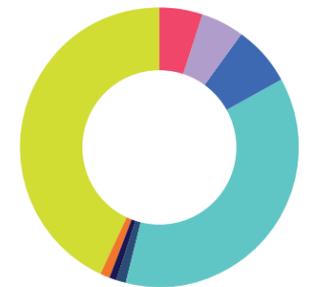
METROPOLITAN STATE UNIVERSITY OF DENVER

16,345 STUDENTS

Gender % of Enrollment



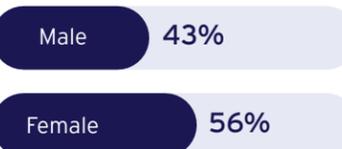
Race/Ethnicity % of Enrollment



UNIVERSITY OF COLORADO DENVER

13,968 STUDENTS

Gender % of Enrollment



Race/Ethnicity % of Enrollment



Race/Ethnicity Key



# HOW AURARIA CAMPUS IS GOVERNED

## Auraria Board of Directors

The Auraria Board of Directors is comprised of eleven members. Nine are voting members:

- Three are appointed by the Governor of Colorado.
- Three who are the chief executive officers of the governing boards of the three institutions (CCD, MSU Denver, CU Denver) who share the Auraria Campus or their designees, who are limited to the presidents/chancellor of the three institutions.
- Three are appointed respectively by the Regents of the University of Colorado; the Board of Trustees for Metropolitan State University of Denver; and the State Board for Community Colleges and Occupational Education.

Two are non-voting members:

- An elected member from the Student Advisory Committee to the Auraria Board (SACAB)
- An elected member from the Faculty Advisory Committee to the Auraria Board (FACAB)



# MEMBERS OF THE AURARIA BOARD OF DIRECTORS



**Tracy M. Huggins**  
Denver Urban Renewal Authority  
*Governor Appointee*



**Janine Davidson**  
Metropolitan State University of Denver  
*President*



**Paul Washington**  
IMA Financial Corporation  
*Governor Appointee*



**Marielena (Marie) DeSanctis**  
Community College of Denver  
*President*



**Kate Barton**  
Downtown Denver Partnership  
*Governor Appointee*



**Michelle Marks**  
University of Colorado Denver  
*Chancellor*



**Rollie Heath**  
Former Senator, Colorado  
*State Board of Community Colleges & Occupational Education Appointment*



**Gabe Trujillo**  
MSU Denver  
*SACAB Representative  
September 2023-June 2024*



**Jerry Glick**  
Columbia Group  
*Trustee, MSU Denver*



**Zsuzsa Balogh**  
MSU Denver  
*FACAB Representative*



**Lesley Smith**  
University of Colorado Boulder  
*Regent, University of Colorado*



# FY 2023-24 FACAB & SACAB

## Faculty Advisory Committee to the Auraria Board

**Purpose:** The purpose of FACAB is to represent the faculty at CCD, MSU Denver, and CU Denver, and to advise the Board about policies and issues affecting the faculty. FACAB is the primary conduit of communication between the Board, the AHEC CEO, and the faculty.

**Composition:** FACAB consists of two regular, full-time faculty members from each of the three institutions. FACAB members serve for a two-year term. Each institution determines the method by which its FACAB members are elected and are responsible for filling mid-term vacancies.

### FACAB Members:

- Zsuzsa Balogh, MSU Denver, Chair & ABOD Representative
- Mark Broyles, CCD
- Adam Glick, CCD
- Mike Jacobs, MSU Denver
- Jaedo Park, CU Denver
- Timberley Roane, CU Denver

## Student Advisory Committee to the Auraria Board

**Purpose:** SACAB endeavors to support a quality educational experience by providing a balanced representation of all campus individuals and their constituent academic institutions. SACAB provides an advisory role to the Auraria Board of Directors to represent the opinions and interests of students from the three institutions.

**Composition:** SACAB consists of two elected or appointed members from each of the three institutions.

### SACAB Members:

- Gabriel Trujillo, MSU Denver, ABOD Representative
- Mitchell Mauro, CU Denver, SACAB Chair
- Betsaida Andres, CCD
- William Coats, MSU Denver
- AnnaRose Craig, CU Denver
- Milo Halpern, CCD
- Akshayaa Ganeshram, CU Denver, Secretary

# AURARIA CAMPUS

# ORG CHART

## Executive Team

The Executive Team oversees every department within the Auraria Campus.

### Executive Team Members:

- Colleen Walker, Chief Executive Officer
- Zach Hermsen, Chief Financial Officer
- Skip Spear, Chief Administration Officer and General Counsel
- Shaneis Malouff, Chief of Staff
- Liz Mendez, Chief Operations Officer
- Jason Mollendor, Chief of Auraria Campus Police Department
- Carl Meese, Deputy Chief of Planning and Sustainability
- Lulu Lantzy, Chief Activation Officer

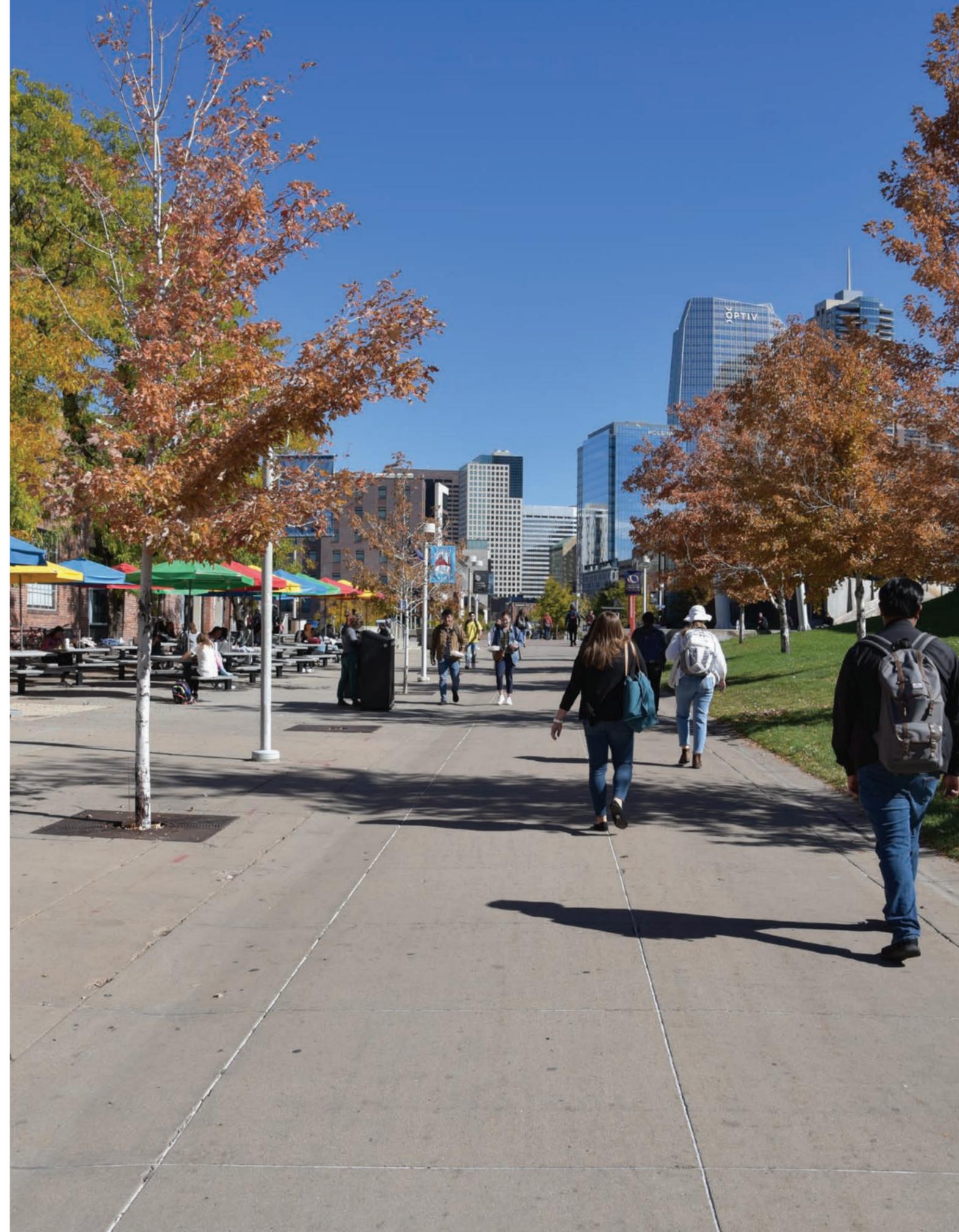


# IMPLEMENTING AURARIA CAMPUS' STRATEGIC PLAN

Since its inception, Auraria Campus has been committed to providing an effective, efficient, and supportive environment that serves the missions of the Community College of Denver, Metropolitan State University of Denver, and University of Colorado Denver. Each part of the Auraria Ecosystem reinforces the other. The 2021 Strategic Plan established the foundation of the ecosystem.

Diversity, equity, inclusion, and our identity serve as the connective tissue. Successfully executing the strategic plan will ultimately create an Auraria Campus that is part of the fabric of downtown Denver and is a welcome oasis for students seeking public higher education and community members looking for a diverse neighborhood to live, work, play, and learn.

The team welcomed a new Chief of Staff and Director of Strategy in the Fall of 2023 to lead the operationalizing the 2021 Strategic Plan and build Auraria Campus' first Strategy Division. The Division laid the groundwork for the organization's first-ever strategic dashboard, tracking 60+ real-time key performance measures over 20 departments. After the first 10 months of implementation, 92% of key performance measures had successful outcomes or continued into the new fiscal year as continued priorities. The Division of Strategy is excited to unite Auraria Campus's strategic vision as we move forward.



# 01

## EXEMPLARY SERVICE

As stewards of the Auraria Campus, it is our top priority to provide excellent customer service to our students, faculty, and staff. To be most effective in this endeavor, Auraria Campus is committed to ensuring our campus is a place where differences are welcomed, and every individual feels a sense of belonging and inclusion. Our collective identity will be woven into all facets of our mission and values as we work to live out our strategic vision for the future success of the Auraria Campus.



### Improvement with Purpose

Safety is the Top Priority: In the fall of 2023, The Auraria Campus Police Department conducted a listening tour engaging with university administrators, faculty, staff, and student groups. The tour provided valuable feedback and measured the “pulse” of what is needed regarding safety on campus.

### State Legislative Work

#### Auraria Campus Police Public Safety Facility

- Auraria Campus proposed and secured funding for the new public safety facility through the State Legislature’s Capital Development Committee (CDC).
- Full budget approval of \$36 million was achieved in May 2024.

#### Auraria Campus Technology Committee (ACTC)

- ACTC submitted a groundbreaking \$8.6 million “Quad-Institutional” Capital IT Request for campus-wide network and wireless infrastructure improvements.
- A two-year phased network modernization plan will commence in July 2024.
- AurariaNet 2.0, a single wireless network for all campus buildings, is in the final Proof of Concept phase and is expected to be implemented in FY25.

#### Project B

- Extensive research and planning were conducted to address budget contingencies due to inflated construction costs.
- The North Chiller Plant upgrades significantly reduced service calls in key buildings since spring 2024.
- Major construction milestones for West and Central Classrooms were successfully met.

#### Controlled Maintenance

In July 2023, Auraria Campus received approval for:

- General Assignment Classroom Security Upgrades (\$1,299,517)

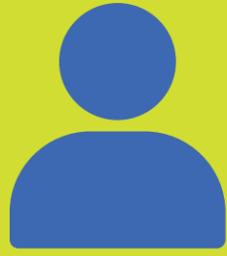
- Transformer replacements in four buildings (\$1,847,434)
- Expected funding of \$3.15 million for these projects in June 2024.

### Improved Services

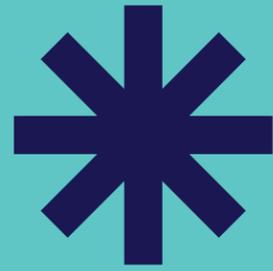
- Listening to customer and constituent feedback regarding our out-of-date website, in the fall of 2023, we dove into search engine optimization (SEO) work, launching a path toward a revitalized website for the Auraria Campus. After engaging with the campus and greater community, we are excited to share that Auraria Campus is getting a new website, complete with modernized look & feel, to bring us into the next chapter. The new Auraria Campus website launch is scheduled for late summer 2024.
- 350 shows were put on by King Center, including the Anna Jo Garcia Haynes documentary premiere for MSU Denver School of Education and the Oaxaca Children’s Choir performance.
- The Campus ID Station and facilities department came together in partnership with institutions to roll out the secure campus initiative. To prioritize the safety and wellbeing of employees, students, and other members of the campus community, Auraria Campus instituted a secured campus as of Oct. 2, 2023. Most buildings are now secured and require campus ID badge to access the building.



Image of new Auraria Campus website home page.



# 02



## ACTIVATED PARTNERSHIPS



A founding tenant of Auraria Campus is to facilitate cooperation among our partners. Returning to the spirit of a shared campus benefits a greater proportion of campus community members, and strengthens communication between the partner institutions. This is a collective goal all partners will participate in and ensures we preserve and honor our campus' rich history and the foundational principles of our statutory founding.

### Event Highlights

The Campus hosted numerous events bringing vibrancy and enhancing student experiences.

- NBA on TNT American Express Roadshow in celebration of the Nuggets Championship
- Free Chainsmokers and Dermott Kennedy concert
- City of Denver's NYE Balloon Glow Event
- Mac and Cheese Fest

### Cultural and Community Engagement

Cultural and Community Engagement brought celebrations to campus that highlights the rich diversity and history of Auraria

- Papagayo
- Asian Girls Ignite Night Market
- Latin Fashion Week

Two murals were debuted enhancing campus inclusivity and student belonging.

- "Woven on the Wind" in partnership with Downtown Denver Partnership and CAPU
- "Unidos" in partnership with the Mexican Consulate."

### Special Events

- The Golda Meir House Signature Event was hosted in the fall, featuring a sneak peek of the film "Golda."



Artist Spaik unveils his "Unidos" mural on the Auraria Campus, commemorating the 200th Anniversary of diplomatic relations between Mexico and the United States

### Auraria Historic Corridor Resolution

- During a moving and celebratory meeting, the Auraria Board of Directors unanimously approved and read into the record the Auraria Historic Corridor resolution, as part of the finalized Auraria Framework Plan, honoring the history and trauma of displaced communities.

### Connecting Auraria and Telling the Auraria Story

- As a result of the feedback from the website research phase, a more modernized look and feel was necessary for the Auraria brand. The goals were to reduce brand confusion and create a brand guide for Auraria by the summer of 2024.
- A new brand guide and standards are complete and new branded signage, banners, and wraps will be popping up on campus to welcome students back in August 2024.

#### • Social Media Growth:

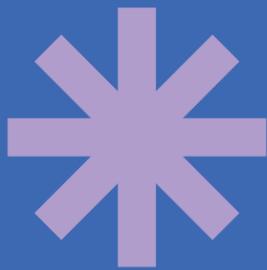
1. We launched targeted campaigns, increasing engagement by 56.6% on Instagram.
2. Significant follower growth was also tracked through social media analytics on Facebook, Instagram, LinkedIn, and Twitter.



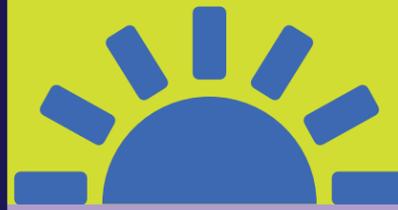
Auraria Campus played an integral part in helping the 2023 NBA Champion Nuggets kick off their season when it hosted the NBA on TNT American Express Road Show

# VIBRANT ENVIRONMENTS

## 03



The Auraria Campus should be a place where students, faculty, staff, and downtown Denver community members gather, cultivate relationships, and get inspired. We are focused on creating an environment to draw our community in by modernizing our academic facilities, establishing connections to downtown, and enhancing the vibrancy of our common areas.



### Activate the Campus

**Auraria Campus Framework Plan Finalized:** Auraria Campus celebrates the completion and approval of the new Campus Framework Plan, previously the Master Plan. The Framework Plan was approved during the Auraria Board of Directors meeting on June 26, 2024.

To develop this framework, the Auraria Campus leadership engaged extensively with staff, students, and the broader community, through over 80 engagement touchpoints, town halls, and public office hours. The process included robust conversations with the displaced communities, over 30 community meetings, and nearly 560 online survey responses, ensuring an inclusive campus framework that honors Auraria's rich diversity and history.

The guiding principles for the plan create a framework that transforms the Campus into a complete community, leverage the existing and future campus opportunities to achieve a new sustainable financial model, enhance and expand connections to downtown Denver and surrounding communities, and create a plan that reflects the community we serve while promoting diversity, equity, and inclusion.

The framework was a collaborative effort between Auraria Campus, Community College of Denver, University of Colorado Denver, Metropolitan State University of Denver, and Auraria communities and led by national planning consultant firm, Sasaki. The plan recommends a set of Big Ideas to anchor future developments while allowing flexibility. The six Big Ideas are:

- 1. Learning Loop Roadway System:** Organize campus development around an educational core that is pedestrian-oriented and lower scale.
- 2. City Integration:** Connect the campus with the surrounding city through gateway moments.

- 3. Higher Density Development:** Evolve campus building layout towards higher density and verticality.
- 4. Public Realm Spaces:** Design drought-tolerant and climate-appropriate public spaces that improve gathering and connection with the environment.
- 5. Historical Connection:** Promote projects that enhance the understanding and celebration of the campus's history of displacement.
  - For example, with support from the displaced Aurarian community, the designation of an Auraria Historic Corridor and spaces for healing and recognition of the history this land holds will be a reality.
- 6. Collaborative Planning Process:** Establish a transparent and inclusive planning process for future projects involving students, faculty, staff, and community members.

*"We are deeply grateful for the valuable input from our communities that has allowed us to envision a future Auraria Campus we can all celebrate," said Auraria Campus CEO, Colleen Walker. "The process of developing the framework plan has brought people together to create a vibrant academic neighborhood and cultivate transformational change to serve the campus and the larger Denver community."*

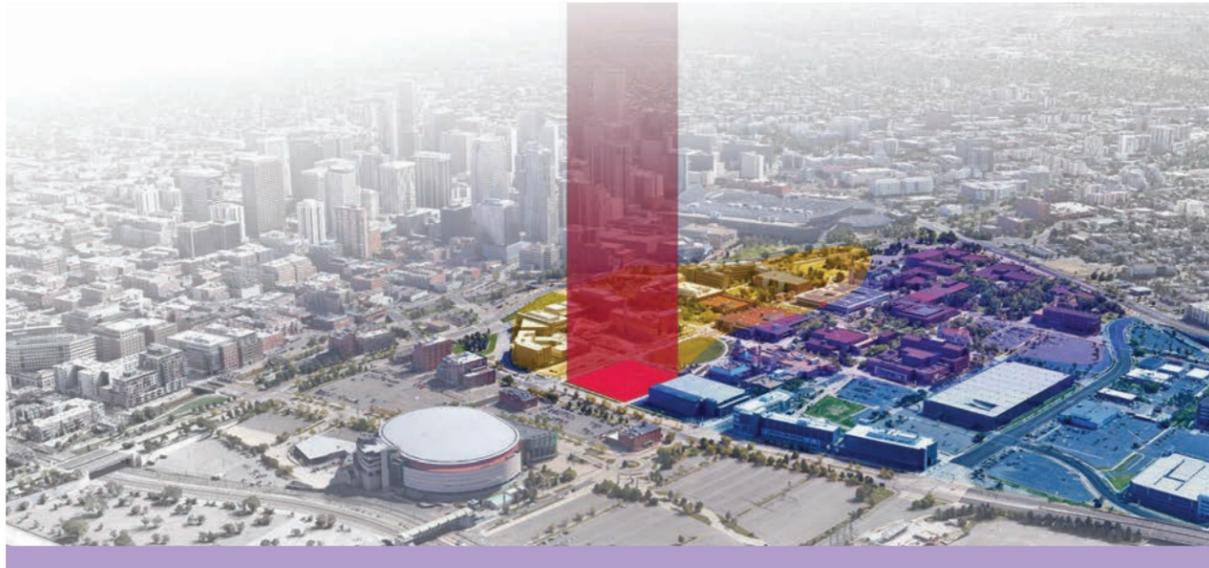


*The Auraria Board of Directors approve the Campus Framework Plan after a year of deep community engagement.*

## Ballfield Reimagined

In November, the Auraria Campus and developer Columbia Ventures started the journey to reimagine the Ballfield at Auraria, a two-acre vacant parcel of land located on the north section of the campus. The project name, Ballfield at Auraria, is a nod to the previous site of Metropolitan State University of Denver's baseball field. The Ballfield development envisions:

- A positive economic and social impact on the community by providing affordable housing. A portion of the units will be dedicated to faculty and staff housing to assist with attracting and retaining talent.
- An expansion of the Auraria Early Learning Center (AELC) will increase the enrollment capacity, matching the growing demands of the campus and surrounding Denver community.
- A new space for Metropolitan State University of Denver and Community College of Denver's Classroom to Career Hub, a critical workforce development program.



A rendering of the "Ballfield at Auraria" project's future location. The building will be a mixed-use facility and will include space dedicated to workforce development, higher education and retail/commercial office space



# 04



Auraria Campus is exploring alternative funding strategies, focusing on economic development, and maximizing existing assets so that all the other strategic goals can be accomplished.



## SUSTAINABLE FUNDING

The entities that comprise the Auraria Campus generate \$2.7 billion in annual economic impact. Taken together, the Auraria Campus annually supports and sustains 19,273 Colorado jobs. The efficiencies realized on the Auraria Campus, because of the shared-service model, create cost savings for all three colleges and universities while not duplicating spending if all three institutions were geographically disparate. Future considerations from the state government should be guided by this fact: not only do the colleges and universities of the Auraria Campus generate \$2.7 billion in economic impact but they do so responsibly.

### Parking

The goal envisioned for Parking and Transportation Services for a sustainable funding approach was to collaborate with other Auraria Campus entities to establish overnight parking and implement this by the end of the summer of 2024. This goal is currently in progress and the work will continue into the 2024-2025 year. Parking pillars have been painted to reflect the level of payment required in each lot and to provide more convenience and accessibility, all parking meters have been removed and now require payment for metered spaces to be paid via ParkMobile.

### Early Learning Center

As of June, the Auraria Early Learning Center was enrolled at 84% capacity. Campus relationships and communications continue to strengthen as the AELC connections with the higher education institutions around work-study students and tabling at events to attract parenting students and working parents.

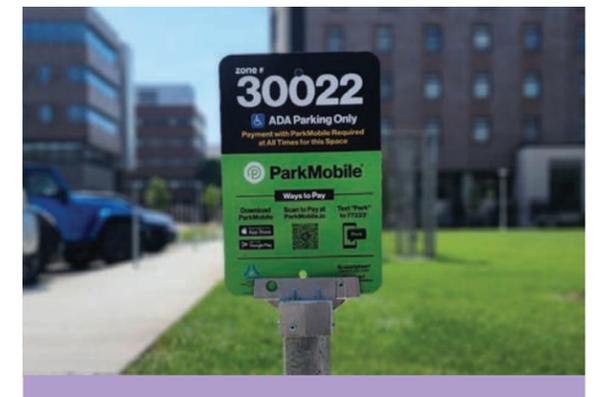
### Activation

Activation continues to focus on revenue generation and process improvement. Positive revenue growth was seen throughout the revenue-generating departments, including a 33% increase in Event Services through commercial rentals and a 29% growth in Food Vendor revenue, all helping to contribute to the financial performance and bottom line for the campus.

We continue to explore ways to meet student needs while growing revenue, such as expanding the food truck program to four days a week, resulting in nearly 110% growth from FY23. Events Services improved the revenue from prior years with more space rentals.



Children engaging with their teacher at the Auraria Campus Early Learning Center.



Campus Parking Signage Updates.



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