

*Auraria*  
**HIGHER  
EDUCATION  
CENTER** 2022-23  
ANNUAL REPORT



*Courtesy and*  
**Respect**

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**Honesty** *and Trust*

**Consistency**  
*and Service*

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*Table of  
contents*

<b>Land Acknowledgment</b>	<b>02-03</b>
<b>A Message from the CEO</b>	<b>04-05</b>
<b>Budget</b>	<b>06-07</b>
<b>Executive Summary</b>	<b>08-17</b>
<b>Strategic Plan</b>	<b>18-29</b>

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# Auraria Campus Land Acknowledgment

As we gather today, we honor and acknowledge that the Auraria Higher Education Center 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**



The Auraria Higher Education Center (AHEC) experienced a remarkable journey over the past year. As we look to the future, our 2022-23 annual report reflects our progress and invites you to join us on an exciting path of growth, innovation, and new expansion opportunities for the Auraria Campus.

This year has been pivotal for our agency, as we've taken strides in implementing our multi-year strategic plan with four focus areas: exemplary service, activated partnerships, vibrant environments, and sustainable funding to move AHEC confidently into the future. Our strategic vision is broad, ambitious and underscores how the campus environment contributes to recruitment and retention. The future is bright and we invite you to be a part of it.

One of the most exciting developments is the 2023 Auraria Campus Master Plan, which will focus on creating a thriving and active campus. The plan will support student success and institutional identities to enrich our collective experiences, strengthen campus cohesion and connect and integrate our campus community with downtown Denver. We aim to blur the lines between Auraria Campus and the city's urban center, enhancing our space as a campus, neighborhood, and destination for multicultural events and entertainment.

Our commitment to progress goes hand in hand with our dedication to the community. We are proud to be an integral part of Denver, a vibrant and thriving city, and we are committed to strengthening our partnerships and contributing to the growth and well-being of downtown Denver. Our community engagement initiatives and collaborative efforts testify to our belief that great cities have great institutions of higher education and expanding access drives positive change for generations.

We understand that to serve our students and the community best, we must invest in cutting-edge facilities and infrastructure. We look forward to sharing many exciting developments and plans for our campus, each aimed at creating dynamic spaces that inspire learning, creativity, and collaboration. These projects are not just about buildings, but about building the future of higher education downtown, how we learn, live, work and play in the heart of our city on the Auraria Campus.

I want to express my deepest gratitude to all of you – our students, faculty, staff, supporters, and partners. Your unwavering belief in the power of education and commitment to our campus community has driven our progress. As we journey into the future, I am excited to explore the many exciting possibilities before us. Together, we will shape the future of AHEC and the Auraria Campus.

A handwritten signature in blue ink that reads "Colleen Walker".

Sincerely,  
**Colleen Walker, CEO**

# Budget

AHEC 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 AHEC’s budget, and auxiliary services comprise 60% of AHEC’s budget.

The chart on the following page illustrates AHEC’s 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 provided in return for operating revenues and 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 2022–23 BUDGET SUMMARY

REVENUES	Current YTD Actual
Appropriation from Institutions	\$23,848,685
Auxiliary Enterprises	\$20,486,887
Non-Appropriated Services	\$5,491,059
Student Fees	\$4,254,384
Other General Fund Operating Revenue —Auxiliary and Other Support	\$6,286,391
Deferred Maintenance*	\$1,081,328
<b>TOTAL REVENUES**</b>	<b>\$61,448,734</b>

EXPENDITURES	Current YTD Actual
Operations & Maintenance of Plant	\$29,856,801
Auxiliary Enterprises & Bonds	\$19,397,215
Non-Appropriated Services	\$5,343,044
Auxiliary Support of General Fund	\$4,542,091
Deferred Maintenance	\$1,087,249
<b>TOTAL EXPENDITURES</b>	<b>\$60,226,400</b>

*\*Of the \$2,120,000 deferred maintenance funding received, \$1,038,672 was moved to fixed assets.  
\*\*Total Revenues do not reflect state appropriated funds for capital construction, or RTD CollegePass and EcoPass programs.*

# About the Auraria Higher Education Center

The Auraria Higher Education Center (AHEC) was created to house and serve 15,000 students, a number we exceeded when we opened our doors in 1976. AHEC 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. AHEC 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, AHEC'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.

## AHEC oversees the following:

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



# Fall 2022 Student Population Data

The Auraria Campus is proud of its diversity. In the 2022-23 fiscal year, MSU Denver and CCD were designated as Hispanic-Serving Institutions (HSI) by the U.S. Department of Education, while CU Denver was 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 44% of their current student population. They have continued to lead the way for the past 20 years with enrolling and graduating Latinx undergraduate students. In 2019, MSU Denver officially received their HSI designation. Currently, Hispanic/Latina/o/x students represent 36% of its enrolled student body, which includes all undergraduate and graduate students. CU Denver officially received an AANAPISI designation in May 2023 with 13% 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.

## Definitions

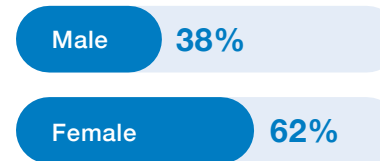
A **Hispanic-Serving Institution (HSI)** is a term used for a federal program designed to support a college or university in the United States that is eligible and has an enrollment of undergraduate full-time equivalent students that is at least 25 percent Hispanic at the end of the award year immediately preceding the date of application.

An **Asian American Native American Pacific Islander Serving Institution (AANAPISI)** is a term used for a federal program that provides discretionary grants to eligible institutions of higher education in the United States that have an enrollment of undergraduate full-time equivalent students that is at least 10 percent Asian American, Native American or Pacific Islander at the time of application.

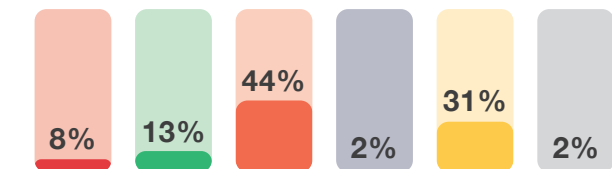
## COMMUNITY COLLEGE OF DENVER

4,452 STUDENTS

### Gender % of Enrollment



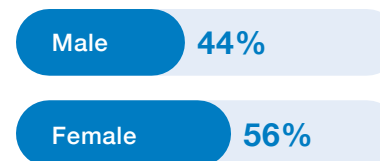
### Race/Ethnicity % of Enrollment



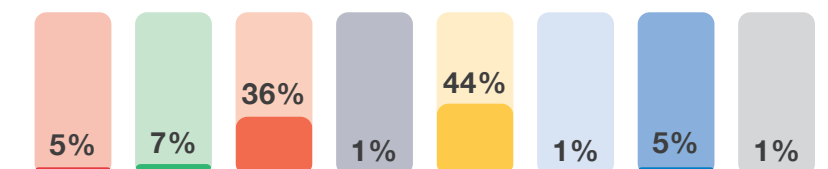
## METROPOLITAN STATE UNIVERSITY OF DENVER

15,682 STUDENTS

### Gender % of Enrollment



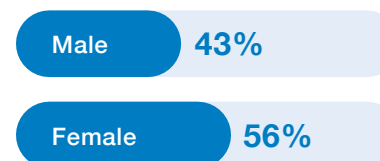
### Race/Ethnicity % of Enrollment



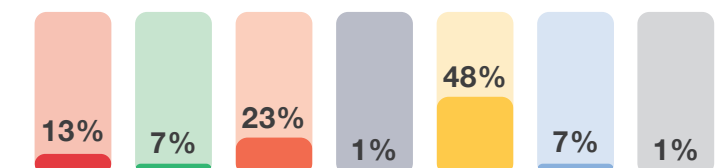
## UNIVERSITY OF COLORADO DENVER

14,509 STUDENTS

### Gender % of Enrollment\*

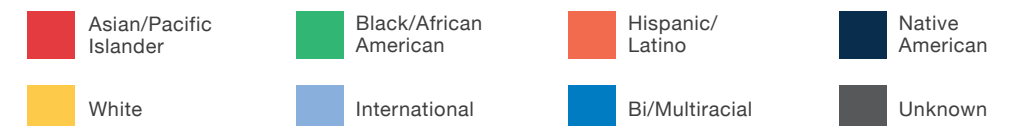


### Race/Ethnicity % of Enrollment



\*Remaining 1% unknown

### Race/Ethnicity Key



# How AHEC is Governed

## Auraria Board of Directors

The Auraria Board of Directors is comprised of eleven members. Nine are voting members and two are non-voting members.

- Three are appointed by the Governor of Colorado.
- Three are the chief executives of the three institutions (CCD, MSU Denver, CU Denver) who share the Auraria Campus.
- 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.



## 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*



**Stephanie Didier**  
 University of Colorado Denver  
*SACAB Representative  
 September 2022–June 2023*



**Albus Brooks**  
 Milender White  
*Trustee, MSU Denver*



**Mark Broyles**  
 Community College of Denver  
*FACAB Representative*



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





## 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:

- Timberley Roane, CU Denver
- Jaedo Park, CU Denver
- Michael B. Jacobs, MSU Denver
- Zsuzsa Balogh, MSU Denver
- Mark Broyles, CCD, ABOD Representative
- Karey James, CCD, Chair

## 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 the three institutions.

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

### SACAB Members:

- Stephanie Didier, MSU Denver, ABOD Representative  
*September 2022 – June 2023*
- Mike Warner, MSU Denver, SACAB Chair  
*September 2022 – June 2023*
- Trevor Walker, CU Denver  
*September 2022 – January 2023*
- Zoe Vavrina, CU Denver  
*September 2022 – January 2023*
- Nicholas Ingram, CU Denver  
*January 2023 – May 2023*
- Erin Roth, CU Denver  
*January 2023 – May 2023*
- Sam Cole, CCD  
*September 2022 – January 2023*
- Rachel Livingston, CCD  
*September 2022 – November 2022*
- Michael Trinkman, CCD  
*January 2023 – May 2023*

# Current Internal Organization of AHEC

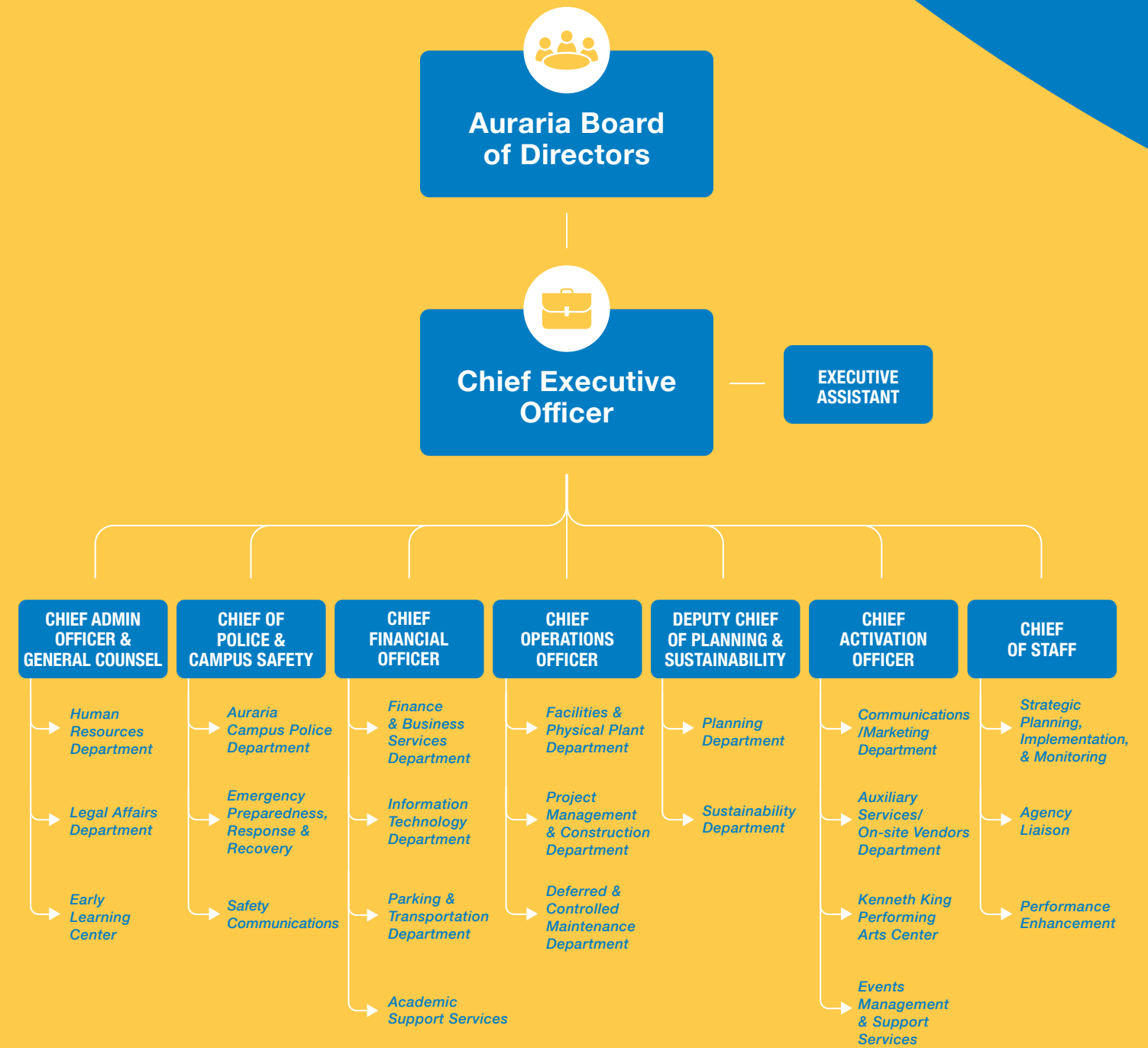
## Executive Team

The Executive Team oversees every department under AHEC.

### 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
- Callie Earles, Executive Assistant to the CEO

\*Assumed positions after start of FY 2023-24.



# *Implementing the* Auraria Higher Education Center Strategic Plan

In October 2021, the Auraria Board of Directors approved of the strategic plan that would develop a future vision to advance the collective mission of the campus. The strategic plan is made up of four goals which establish the foundation to the Auraria Ecosystem: exemplary service, activated partnerships, vibrant environments, and sustainable funding. Each goal was then operationalized by choosing initiatives that will set clear milestones and corresponding outputs and outcomes.

Coming up on two years into implementation, AHEC continues to make strides in making the campus part of the fabric of downtown Denver and a welcome oasis for students seeking public higher education and community members looking for a diverse neighborhood to live, work, play, and learn. Read on to learn more about how the strategic plan pillars were put into action this past year.



# 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, AHEC 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.

## Structure for Success

**Facilitate professional development:** This past year, members of AHEC’s staff participated in two unique professional development opportunities. First, AHEC Directors in each department worked with Dwinita Mosby Tyler, Founder and Chief Catalyst of The Equity Project, on DEI training with a focus on equity for six months. Secondly, senior leadership team members worked with Teresa Pool at Transitions for Business to develop their leadership skills and better understand their roles within the organization. This included talent development and team performance perceptions.

**Examine organizational structure, processes, and governing bodies:** This past April, the Office of Emergency Management (EOM), along with AHEC and tri-institutional public information officers and communications team members, participated in a tabletop exercise, or TTX, regarding a hypothetical scenario of a train derailment near campus. A TTX is a discussion-based exercise where team members meet in an information setting to discuss their roles and responsibilities in a particular emergency. It is an open, low stress, learning environment. A facilitator initiates all discussion by presenting scenarios and asking questions to the group based on the scenario. The Freight Train TTX tested the established crisis communications plan, and was designed to look at processes within the plan as the communications teams worked through the scenario.

## Improvement with Purpose

**Leverage staff talents:** This past calendar year, the executive office filled crucial positions to help continue to move the organization’s implementation of the strategic plan forward. These include the Chief Operations Officer, Chief Activation Officer, Director of Marketing and Campus Relations, Deputy Chief of Activation, Marketing and Communications Manager, Social Media Coordinator, and Director of Human Resources.



*As part of AHEC’s commitment to exemplary service, at the start of each fall semester, staff members take part in the Auraria Welcomes Ambassador Program. AHEC staff head out to help answer questions and guide students who are new to the campus.*



*As part of AHEC’s exemplary service, staff members get out and about weeding, planting, and mulching to help beautify the campus and its signature green spaces.*



# Activated Partnerships

A founding tenant of AHEC 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.



## Sustain the Voice and Legacy of Auraria

**Honor, celebrate, and seek reconciliation with historical campus communities:** David Gilberto Olguín stepped into the new role of Director of Cultural and Community Engagement. Olguín openly shared his commitment to equity and community building work as a result of his lived experience and his desire to drive forward the social, political, and economic mobility of marginalized communities. He is focused on actively driving collaboration by calling people into the work. Olguín's ambition was born out of a desire to reconcile history and, in the tradition of the ancestors, to bear witness and make those testimonials known. His passion is rooted in his own desire to connect "la comunidad" to restorative healing and recognition.

*As part of Activated Partnerships a new exciting position was created - the Director of Cultural and Community Engagement. Filling this role is David Gilberto Olguín.*

### Cultivate a Sense of Community

**Belonging:** A new exhibit was placed inside the Auraria Library called "I Am Auraria." It was created through a Museum of Memory collaboration between displaced Aurarians, their descendants, AHEC, and History Colorado. Fifty years ago, several hundred Auraria residents were displaced to make way for the shared higher education campus. This exhibition shares their stories of the neighborhood before, during, and after urban renewal.



*A new exhibit was placed inside the Auraria Library called "I Am Auraria." This exhibition shares the stories of the displaced Aurarians as well as the neighborhood before, during, and after urban renewal.*



Colorado Governor Jared Polis visited campus as part of his 2022 reelection bid.

## Return to the Spirit of a Shared Campus

**Hosting the Denver Mayoral Debates/Governor Campaign Stop:** The campus played host to two major events in the past year’s political cycle showcasing the Auraria Campus as a primary hub of excitement and activity when it comes to crucial events for the city of Denver. First, Colorado Governor Jared Polis visited campus as part of his re-election bid. Then in February, the 2023 Denver Mayoral Debate was hosted at the King Center. Moderated by 9News, the debate was a pivotal part of the Denver Mayor election process.

**Golda Meir House Museum:** A little over a year after being rededicated, the Golda Meir House Museum had a couple of major and exciting events take place in 2023. First, in advance of the feature film Golda being released, renowned actor Liev Schreiber, who played Henry Kissinger in the film, visited the museum to learn more about Golda Meir’s time living in Denver. Then at the end of July, the museum hosted the “Golda Experience” in advance of an exclusive sneak screening of the movie before its nationwide August release. The event included a conversation about the creation of the film with Writers’ Guild of Great Britain award-winning scriptwriter Nicholas Martin, who conceptualized the film.

## Outreach and Communication

**Collaborate with off-campus organizations:** The Auraria Campus has six designated locations for a landing zone for the Centura Flight for Life Colorado helicopter. In the event of an emergency that requires medical extraction, the Auraria Campus is prepared for such a scenario. As part of that preparation, a landing and extraction training was held this past June on the Tivoli Quad. This training was made possible by the contributions of seven internal agencies, the Centura Flight for Life Colorado, and was led by the ACPD.



Lena Fishman, the Executive Director of the Golda Meir House Museum, chats with Golda scriptwriter Nicholas Martin prior to the exclusive screening of the movie ,Golda.



Renowned actor Liev Schreiber speaks with AHEC CEO Colleen Walker during his visit to the Golda Meir House Museum.



In the event of an emergency that requires medical extraction, the Auraria Campus is prepared for such a scenario. As part of that preparation, a landing and extraction training was held this past June as a Flight for Life Helicopter landed on the Tivoli Quad.



# Vibrant Environments

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.

## Enhance Common Spaces Indoors and Outdoors

**Tivoli Quad:** This past spring, the Tivoli Quad got a facelift and critical substrate drainage repair. The subbase was churned and amended with laser-grade US Golf Association (USGA) sand. A new blend of 90/10 Fescue blend grass replaced the old Kentucky Bluegrass, as it is a more heat and drought tolerant blend of grass that better withstands foot traffic. The project was completed in time for the CU Denver Commencement Ceremony May 13, 2023. This was the first sod replacement since 2016.



*This past spring, the Tivoli Quad got a facelift as a 90/10 Fescue blend grass replaced the old turf. The new sod is a more heat and drought tolerant blend of grass that better withstands foot and event traffic.*

## Activate the Campus

**Sasaki to Lead 2023-24 Auraria Campus Master Plan:** AHEC announced they are partnering with award-winning global design firm Sasaki to lead the 2023-24 Auraria Campus Master Plan project. Initial master plan concepts aim to create a thriving and diverse campus environment, activated by community partnerships; provide exemplary service that will support student success; establish a stronger sense of campus cohesion that will strengthen institutional identities; and revitalize the campus overall. More than 15 years have passed since AHEC completed its last major Campus Master Plan in 2007.

# Sustainable Funding

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



## Leverage Existing Assets

**Parking kiosk upgrades:** Over the summer months, all parking kiosks across campus underwent an upgrade process. Each kiosk now has touchscreen capabilities, an interaction with the permitting system and enforcement, and added options for tap-to-pay, Apple Pay, and Google Pay.

## Identify Alternative Funding Strategies

**9th Street Grant:** AHEC has received a \$239,481 grant from the Colorado Historical Society at History Colorado. AHEC will match 10% of these funds to support the project. The grant will fund Historic Structure Assessments on the thirteen buildings located in the Auraria 9th Street Historic District. These assessments will document existing materials and conditions for all structural, mechanical, electrical, and plumbing systems within the buildings. The assessments will provide recommendations for repair and rehabilitation of the building systems and exterior façade and structural elements including cost estimations for the work, prioritized on how critical the work is to the preservation of the building. These assessments will be used to establish a future project priority list to enable campus-wide fundraising opportunities to address the needed renovations.

**Early Learning Center:** The Early Learning Center (ELC) continues to prioritize supplemental funding from local, state and federal grants. Thanks to their hard work, the ELC successfully secured more than \$350,000 in grant funding for fiscal year 2022-23 to support growing operating costs that are not covered by monthly tuition.

## Drive Auxiliary Revenues

**Parking Rates:** AHEC has formalized event and weekend parking rates to generate funding from the public who park on campus to attend nearby events at Ball Arena and Mile High Stadium. Every Friday–Sunday, and every weekday after 5 p.m., people who choose to park on campus pay a higher rate. These rates do not apply to our campus community, as community members can register their vehicles with our parking office and always receive the lowest daily rate available in any lot on campus, seven days a week.



*AHEC has received a large grant from the Colorado Historical Society at History Colorado. The grant will fund Historic Structure Assessments on the thirteen buildings located in the Auraria 9th Street Historic District so they can continue to honor the past into the future.*





**SERVING**

Community College of Denver  
Metropolitan State University of Denver  
University of Colorado Denver

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