



January 23, 2019

Dear Auraria Board of Directors,

I have sincerely enjoyed and appreciated serving the Auraria Board of Directors and the dynamic institutions of the Auraria Campus for a successful and rewarding ten years. As you are each aware, I have offered notice of my intent to retire from my position as Chief Executive Officer, effective June 30, 2019.

It has been my distinct privilege and honor to support the Auraria Campus community throughout my tenure as the Chief Executive Officer of the Auraria Higher Education Center (AHEC), as well as through the years in other exceedingly progressive positions. Auraria is a special place that offers an enormous opportunity for change and growth, which will continue to propel it into national prominence. I have truly reveled in being part of moving this one-of-a-kind Campus forward and ensuring all aspects of its long-term sustainability.

I have also genuinely valued the ongoing support and consideration of the Auraria Board and its various Directors over the years. The commitment and dedication of this fine group of individuals has provided the critical momentum to move the Auraria Campus to the forefront of possibilities. The campus would not have accomplished our many ambitions without the Board's steady backing and guidance.

Likewise, I have enjoyed the respect and partnership with an extraordinary group of executive leaders of the three institutions that AHEC so honorably serves. We have become a cohesive and integrated team that is bold and creative. This is evidenced by our unconventional approach to problem solving, including the methodology used for acquiring a seemingly unachievable electrical infrastructure system. Another example is our latest courageous approach of developing a capital renewal project to replace the campus steam system, dedicating subsequent savings to ongoing campus-wide maintenance.

Our achievements over the last ten years are countless and it is not possible to capture all of them in this letter. Nonetheless, it is important to recognize some of the most significant successes, including the development of the expanded neighborhood concept, which allowed the institutions to become recognized and branded. The Auraria Campus is more successful because we now celebrate the identities of the institutions and thus have created the opportunity for individual growth along with a much-strengthened shared campus community. As a community, we have established unique opportunities during this period, not the least of which have been:

- The 2012 Campus Master Plan was developed, capturing the expanded neighborhood concept. Subsequently, a more integrated 2017 Plan was cultivated with institutional input, evolving into an active and dynamic visionary document to strategically guide future planning and development;
- Consequently, more than \$635M has been collectively invested in the development and renovations to the campus;
- The Campus now represents more than 4.5M built square feet, adding almost 3.4M square feet since the campus first opened, with nearly 40% of that growth occurring during this period;

- Critical infrastructure planning was done to produce an Infrastructure Master Plan, Signage Master Plan, Design Review Process, Landscape Plan, and Food Program Plan for the campus;
- Partnerships have been formed with the City of Denver, Downtown Denver Partnership, neighborhood communities and other important stakeholders, recognizing the positive physical, social and economic impact of the Campus;
- Consistent with the Denver Area Plan, numerous connectivity projects have been launched and completed, ensuring an integration of the campus as part of the social, physical, and economic fabric of the City;
- The planned connectivity to downtown Denver via Larimer Street was developed with multiple stakeholders. Interim street improvements, including institutional flags were added. In addition, the vacated bus lane was acquired to widen the pedestrian walkways, ensuring that the full plan would be implemented with funds acquired through a successful bid for general obligation bonds;
- A core community gathering site was envisioned, developed and creatively funded to ensure that the most grounding element of the Master Plan was achieved via the addition of the student-oriented Tivoli Quadrangle and surrounding roadways for pedestrian, bike and vehicle access;
- Tri-institutional agreements were developed and memorialized to create a series of roadmaps for future decision making, not the least of which has been dedicating annual funds to controlled maintenance and developing a blended funding formula; and,
- Countless other goals that were achieved because of the partnership and collaboration that has been forged with the leadership of the three institutions that so proudly share the Auraria Campus.

Perhaps one of the most significant achievements has been the willingness to explore opportunities together, recognizing the true value of AHEC and redefining how AHEC provides services in this new environment. By doing this together, we have firmly embraced that, while AHEC may continue to evolve as it has throughout the course of campus history, it provides a critical and valued service that is definitely here to stay.

Toward that end, I am equally proud of the entire team that represents AHEC. Every AHEC employee, representing a diverse and broad spectrum, has been instrumental to the transformation of AHEC. This team has advanced into a strong, responsive group that operates in unison, acknowledged through our slogan that we are "One Auraria." They believe in the strength of providing the best service possible to our constituents and they are a solid team that will continue to be an important element of the future success of the Auraria Campus. I am humbly proud to be recognized as their leader, but in this role I am honestly most proud of having had this chance to serve alongside them.

Thank you again for the opportunity to have served as the Chief Executive Officer who was proudly charged with leading, partnering, and providing visionary pathways to this truly wonderful Campus. This Campus and the people associated with it will forever be a memorable part of my own fabric. In the meantime, we have much work still to do in the coming months, and I assure you that we will continue to strive for our goals and push to the limits on acquiring every possible prospect for this distinctive Auraria Campus community.

With sincere respect and gratitude,



Barbara Weiske
Chief Executive Officer
Auraria Higher Education Center