



College Plan and Budget 2000–2001

 William Rainey Harper College



William Rainey Harper College

Palatine, Illinois

**2000-2001
College Plan
& Budget**

William Rainey Harper College is one of forty-nine (49) community colleges in the State of Illinois. Harper College's credit FTE enrollment for FY 00 is 16,849 with a total of 252,739 credit hours. The staff has 648 full-time employees which include 220 faculty. This makes Harper the third largest community college in the state.

Harper is a comprehensive community college which offers transfer curriculum, occupational training, adult enrichment classes and a variety of other community services. The Corporate Services Department provides customized training throughout the district. The College offers certificates and associate degrees in a wide range of program areas.

The college district is located in the northwest suburbs of Chicago. The 200-acre campus is located in Palatine, with Northeast Center facilities in Prospect Heights.

The Appendix includes a listing of the programs and services offered by Harper in addition to a map of the main campus.

HARPER COLLEGE BOARD OF TRUSTEES

Palatine: Richard C. Kolze, Chair
Arlington Heights: Patrick Botterman
Buffalo Grove: Leon Shure, Vice Chair
Palatine, Barbara Barton; Judith A. Hess; Kris Howard
Tower Lakes: Richard F. Gillette
Mt. Prospect: Tracy Fisher, Student Trustee



It is the policy of Harper College not to discriminate on the basis of race, color, religion, sex, age, marital status, national origin, ancestry of physical or mental handicap or unfavorable discharge from the military in its educational programs, activities or employment.

**THE GOVERNMENT FINANCE
OFFICERS ASSOCIATION
OF THE UNITED STATES AND CANADA (GFOA)**

Presented a

DISTINGUISHED BUDGET PRESENTATION AWARD

To

WILLIAM RAINEY HARPER COLLEGE

District #512
Palatine, Illinois

For its Annual Budget
For the fiscal year beginning July 1, 1999

In order to receive this award,
a government unit must publish a budget document
that meets program criteria
as a policy document,
as an operation guide,
as a financial plan,
and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

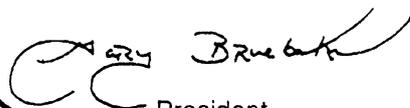


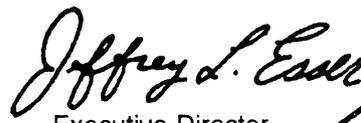
GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
William Rainey Harper College,
Illinois

For the Fiscal Year Beginning
July 1, 1999


Cary Brueckner
President


Jeffrey L. Essler
Executive Director

WILLIAM RAINEY HARPER COLLEGE
Community College District #512

College Plan and Budget 2000-2001
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Operating Fund

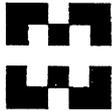
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William Rainey Harper College

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Palatine, Illinois 60067-7398
847-925-6000

Memorandum

TO: Board of Trustees
FROM: Dr. Robert L. Breuder
DATE: June 14, 2000
RE: FY 2000-2001 Budget

It is my pleasure to present to you the FY 2000-2001 Budget. The total budget is a \$117 million spending plan and is an increase of 20% over last year. The planned use of fund balance is not for day-to-day operations, but rather to fund significant building projects or to fund the continuation of projects whose revenues were generated in prior years, but designated for multi-year projects.

The President's Council accepted my challenge as well as the parameters that I established, and then worked as a team to craft the Budget for this year. The team extended beyond the President's Council and reached into every area of the College for input and suggestions.

The FY 2000-2001 Budget is a fulfillment of a dream for many on campus from Board of Trustee Members to faculty members. In this Budget, the Performing Arts Center and the Instructional Conference Center appear as a jointly funded project with the State. These projects first appeared as a funding priority, at the State level, in 1991. It has taken many years for these buildings to mature into reality. The ground was broken for these buildings in May, 2000 and they are expected to be completed in the Spring of 2002. This budget allocates \$6,700,000 for these projects and sets aside an additional \$4,800,000 that will be needed in the subsequent year. The \$4,800,000 will cover the cost of overruns of this project due to the extremely "hot bidding climate" at the time the bids were let. The \$4,800,000 will be funded through a reduction of the Education Fund 01 fund balance.

This Budget will also fund the priorities of the College. New program development will be funded through the expansion of the NetPrep program that began in the Fall of 1999. This program has been highly successful and generated new enrollments and long waiting lists. Expanding the number of labs to support this program will increase enrollments in the technology field. Other programs in the areas of science and health careers are also in various phases of development.

The TECH program, a continuing education program focusing on high end, industry certified, technical training, has experience exponential growth and with additional space can continue to grow. The College has planned to lease additional outside space in this budget to accommodate this program growth.

The College is also working in conjunction with many community partners to develop a community "One Stop" workforce related center as prescribed by the Workforce Investment Act. A major reallocation of dollars has occurred within the College's grant funding in order to support this important state and community initiative.

In the last fiscal year, a number of studies were commissioned to help us better understand our market and our community. This year we will be funding a number of initiatives that build on the studies. We learned that we had not generated enough community involvement in our strategic planning process. The College is now developing a community engagement process, which pulls together members of the community to assist in defining the College's future. This community definition of our future will help to build the strategic plan and all of its elements.

We learned that the Harper name recognition is very high in the community, although our centers of excellence were not generally known. The College will be funding initiatives to increase awareness of our centers of excellence. The College will also be working toward developing one central image in all of its marketing materials that will assist in focusing potential students on the Harper message. These efforts are all geared at increasing enrollment through the various delivery mechanisms of credit, continuing education and business/industry training.

Reaching out to the community and growing enrollment will be assisted by three new grants received from the State this year. One grant of \$352,000 will focus on contract non-credit training for business and industry in our district. Another grant of \$59,000 will focus on dual enrollment programs with our local high schools and a final grant of \$14,000 will assist in developing courses which will be part of the Illinois Community College Online, a statewide effort to offer online education to the citizens of Illinois. A new Technology Plan will also fund a new data base system in the Admissions Office that has been purchased from Noel-Levitz. This system will assist in better tracking contacts with potential students. This contact management system is expected to increase enrollment.

Another effort to increase enrollment will be the expansion of the Distinguished Scholar Program which will be funded by the Foundation.

The Technology Plan will move away from its emphasis in prior years of building infrastructure to one of building a solid Web presence. This development of a Web presence will span all parts of the College from admissions and registration functions to student advising to classroom instruction to bookstore sales to internal communication, using the college web page for communicating and storing many important college-wide documents. The Web will have an important part in the College's future, and this year we are budgeting to begin to prepare for that future.

The needs of the College buildings and infrastructure will continue to be addressed in a number of ways in this budget. A Site and Facilities Master Plan was created this year and will be incrementally accommodated in the FY 2001 Budget. This Plan will provide the roadmap for future facilities development on the campus. This process has been designed to include large numbers of people in the development of the Plan both from our internal community and from our external community. The results of this effort will assist in placement of new buildings in the future and will also help to guide the development of green spaces, walkways and parking, as well as future utility infrastructure needs.

The College is planning a number of significant projects in this Budget. The first floor of the Northeast Center will undergo renovation and correction of many problems, from inadequate washroom facilities to inadequate power and cooling for the many computer labs. The second floor was completed several years ago, and funds have been designated out of the FY 2000-01 and FY 2001-02 Budgets to complete the first floor.

The State has provided money to the College for ADA projects, and the College will be using their allocation to install an elevator in the Math, Science and Health Center (Building D). This elevator will replace lifts that are as old as the building, and frequently break and are inoperative. While this elevator will not solve all the mobility problems in this building, it is a start.

In addition, numerous other life safety projects are planned around the campus, such as air conditioning the Wellness and Sports Center and taking care of HVAC issues in the Music Instruction Center.

A general overview of the Fund 01 budget shows that tax revenues increased by 8.4%, while State revenues through ICCB only increased by 1%. When you look at all funds, the State funding increase was 6%, but much of the new money was dedicated to categorical grants as noted above. The tax revenues to all funds increased by 10%. Income from student tuition and fees is expected to increase by 7.5%.

This year, \$4,800,000 of tuition revenue will flow into Fund 02. It is the intention to use \$4,800,000 of Fund 01 fund balance to support the extra dollars needed to build the Instructional Conference Center and the Performing Arts Center. The Illinois Community College Act prohibits transfers from Fund 01 to Fund 02, although transfer among most other funds is allowable. The Illinois Community College Act does allow "...the Board of Trustees to make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the operating funds." In this budget, we are requesting that the Board use its discretion and apportion \$4,800,000 of tuition revenue into the Operations and Maintenance Fund for the purposes of supporting the Instructional Conference Center and Performing Arts Center. This has been thoroughly reviewed with both the College attorney and the College auditor. Both agree with this action.

On the expense side, the College continues to see significant increases in the fringe benefit area. Increases of 30% in health care costs in the July to December timeframe have been planned, and another 25% has been anticipated for the January to June timeframe. The early retirement program continues to be very popular and 24 faculty and 9 administrators have declared their intent to retire within the next 2 years. This means more than \$500,000 was designated for the early retirement enhancement program.

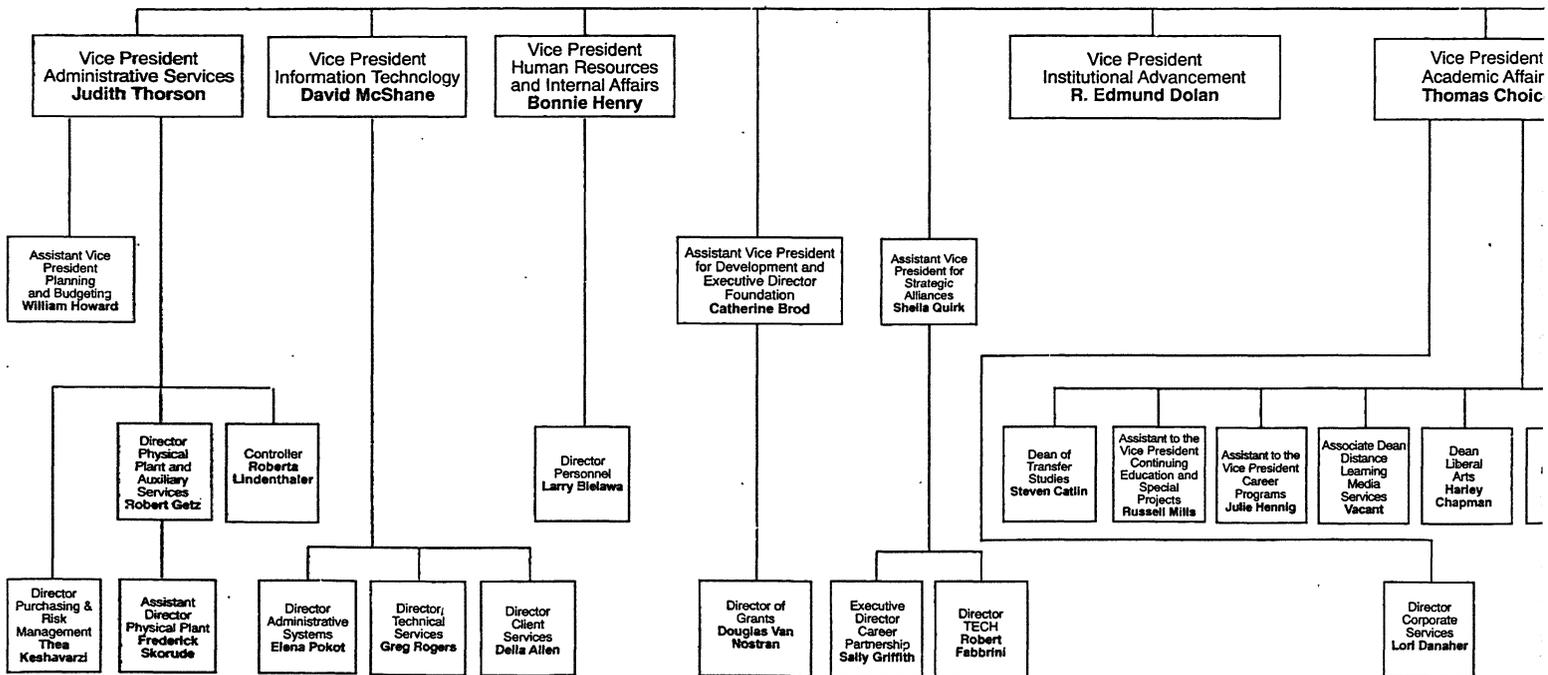
In summary, this Budget addresses the College's priorities through many exciting new initiatives.

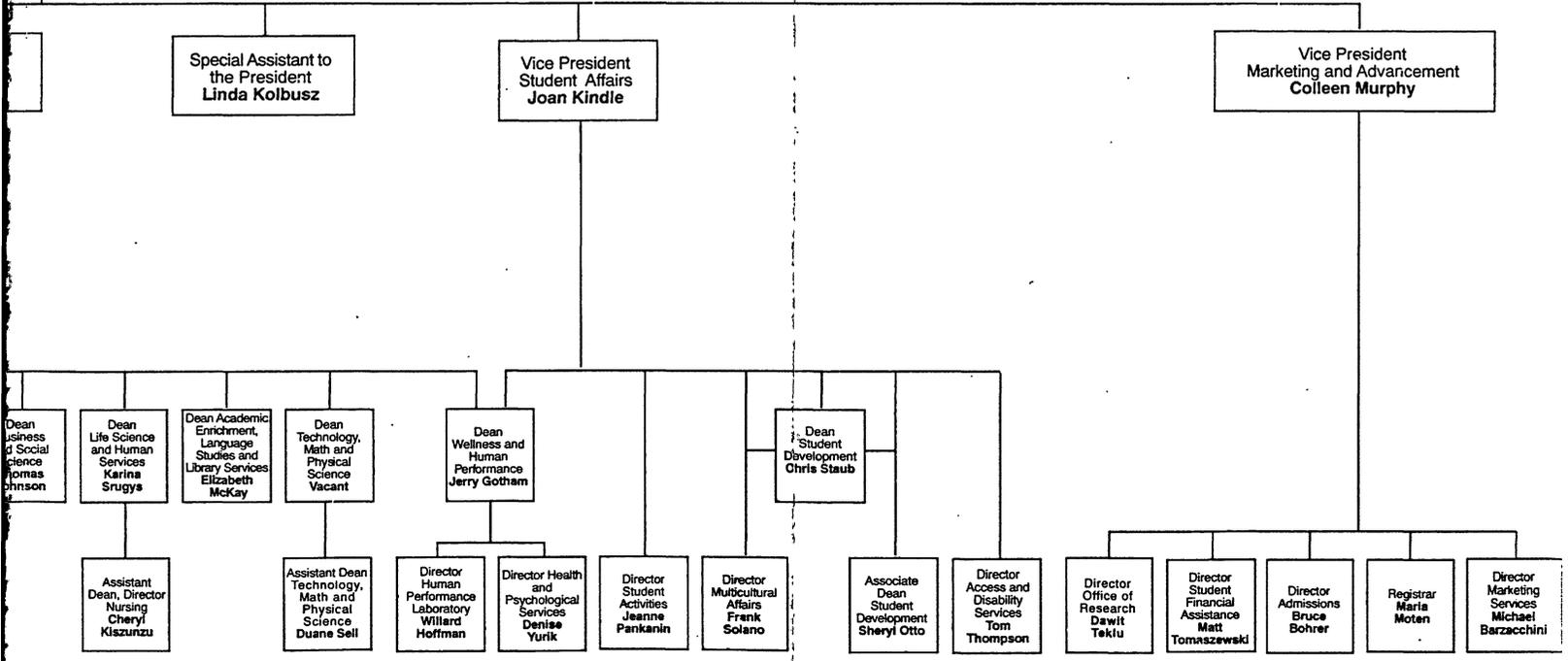
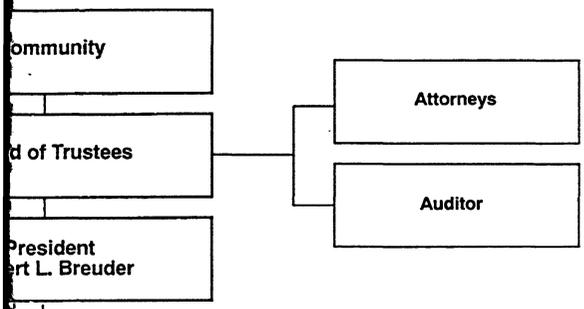
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Strategic Long Range Plan



Administrative Organization Chart 2000





DESCRIPTION OF DEPARTMENTAL ACTIVITIES/FUNCTIONS

ACADEMIC AFFAIRS

Offers instructional programs and services in the following areas:

- College transfer and baccalaureate education
- Career and workforce training
- Professional and community continuing education
- Pre-college and developmental education
- Support services

ADMINISTRATIVE SERVICES

Provides support services for the following:

- Budgeting - the allocation and management of college's financial resources
- Facilities - ensuring a safe, clean and well-maintained educational environment
- Financial Management and Reporting - meet all state and federal reporting requirements; monitor financial operations within the College.

STUDENT AFFAIRS

Assists with the transition to and success within the college environment:

- Provide programs and services such as new student services, orientation and assessment, academic advising and counseling, career development and job services, student activities and student life, multicultural affairs, athletics, disability services, health and wellness.
- Foster the development of interpersonal effectiveness, intellectual development, intra-personal effectiveness and life management dimensions of students.
- Provide meaningful access for all constituents who can benefit from College programs and services.
- Promote student success and retention through specialized intervention systems.

INFORMATION TECHNOLOGY

Provides services through the following areas:

- Information Technology/Administrative Systems (IT/AS) - responds to and anticipates the direct needs and requests of its customers (Harper Integrated Information System/Regent users).
- Client Services - provides support for desktop computing facilities at Harper.
- Technical Services - provides the technical infrastructure and related assistance to support all current functions of the Harper College Communications Network (HCCN), as well as planning and implementing ongoing enhancements to support the college's evolving information needs.

HUMAN RESOURCES/INTERNAL AFFAIRS

Provides support for:

- employees regarding compensation, welfare issues and professional development.
- the College through effective personnel policies and systems.
- the Office of the President regarding internal affairs of the College.

MARKETING & ADVANCEMENT

Offers services in the following areas:

- Student Registration and Financial Aid
- Admissions
- Planning, Advertising and Promotions
- Graphics
- Printing
- Mailing Services

INSTITUTIONAL ADVANCEMENT

Provides support services for:

- Campus Master Plan
- Community engagement program
- Educational specifications
- Faculty development
- Excellence initiatives

PERSONNEL COUNT - THREE YEAR HISTORY

As of 6/30/00

	ADMINISTRATIVE			FACULTY			PROFESSIONAL/ TECHNICAL			SUPERVISORY/CONFIDENTIAL		
	06-98	06-99	06-00	06-98	06-99	06-00	06-98	06-99	06-00	06-98	06-99	06-00
<u>PRESIDENT</u>												
PRESIDENT'S OFFICE	1	2	3							2	1	1
DEVELOPMENT/EXTERNAL AFFAIRS	2	2	2							1	1	3
STRATEGIC ALLIANCES	1	1	1									
CORPORATE SERVICES	1	1	1				6	6	6	2	3	3
TECH CENTER			1				1	1	1	1	1	1
TOTAL PRESIDENT	5	6	8				7	7	7	6	6	8
<u>ACADEMIC AFFAIRS</u>												
VP OFFICE	2	2	2				1	1	1			
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	1	1	1	24	25	25	18	19	19	3	3	3
BUSINESS & SOCIAL SCIENCE	1	1	1	40	39	39	2	2	2			1
CAREER PROGRAMS	1	1	1				1	1	1	1		
CONTINUING EDUCATION	1	1	1				1	1	1		1	1
LIBERAL ARTS	1	1	1	49	49	49	3	3	4			
LIBRARY SVCS	1	1	1	6	6	6	2	2	2			
LIFE SCIENCE/HUMAN SVCS, NURSING & CHILD CNTR	2	2	2	35	35	35	5	5	5			
MEDIA SVCS	1	1	1				3	3	3	1	1	1
TECHNOLOGY, MATH & PHYSICAL SCIENCES	3	3	3	41	41	41	3	4	4			
WELLNESS/HUMAN PERFORMANCE & LAB	2	2	2	5	5	5	6	5	4	1	1	1
TOTAL ACADEMIC AFFAIRS	16	16	16	200	200	200	45	46	46	6	6	7
<u>MARKETING & ADVANCEMENT</u>												
VP OFFICE		1	1									
MARKETING SVCS CENTER	1	1	1				3	3	1		1	10
ADMISSIONS & INFO CENTER	1	1	1				2	4	4	2	1	3
STUDENT FINANCIAL ASSISTANCE	1	1	1							2	2	1
REGISTRAR'S OFFICE	1	1	1				1	1	1	1	1	1
TOTAL MARKETING & ADV.	4	5	5				6	8	6	5	5	13
<u>STUDENT AFFAIRS</u>												
VP OFFICE		1	1									
ACCESS & DISABILITY SVCS	1	1	1	3	3	3	5	5	6	2	2	2
CAREER/ASSESSMENT/WOMEN'S PROGRAM	1			4	4	4	5	4	5	2	3	3
STUDENT ACTIVITIES	1	1	1				2	2	3			1
STUDENT DEVELOPMENT/MULTICULTURAL AFFAIRS	2	3	3	13	13	13	4	4	3	1		
WELLNESS/HUMAN PERFORMANCE & HEALTH SVCS	1	1	1				6	6	6			
TOTAL STUDENT AFFAIRS	6	7	7	20	20	20	22	21	23	5	5	6
<u>ADMINISTRATIVE SERVICES</u>												
VP OFFICE	1	1	1									
ACCOUNTING SVCS/BURSAR	1	1	1							4	4	5
BOOKSTORE										2	2	2
STRATEGIC PLANNING & RESEARCH	2	2	2				2	2	2		1	
PHYSICAL PLANT & FOOD SVC	1	2	2							12	12	13
PURCHASING	1	1	1							1	1	1
TOTAL ADMIN SERVICES	6	7	7				2	2	2	19	20	21
<u>INFORMATION TECHNOLOGY</u>												
VP OFFICE	1	1	1							1		
ADMINISTRATIVE SYSTEMS	1	1	1				7	8	8	3	5	5
CLIENT SERVICES	1	1	1				15	15	14	5	5	5
TECHNICAL SERVICES	1	1	1				8	7	7	4	5	5
TOTAL INFORMATION TECH.	4	4	4				30	30	29	13	15	15
<u>HUMAN RESOURCES/INTERNAL AFFAIRS</u>												
VP OFFICE	1	1	1									1
PERSONNEL	1	1	1							3	3	2
TOTAL HUMAN RESOURCES/INT AFF	2	2	2							3	3	3
GRAND TOTAL	43	47	49	220	220	220	112	114	113	57	60	73

As of 6/30/00

	CLASSIFIED STAFF			SECURITY			CUSTODIAL/MAINTENANCE			TOTAL		
	06-98	06-99	06-00	06-98	06-99	06-00	06-98	06-99	06-00	06-98	06-99	06-00
PRESIDENT												
PRESIDENT'S OFFICE	1	1	1							4	4	5
DEVELOPMENT/EXTERNAL AFFAIRS	3	3	3							6	6	8
STRATEGIC ALLIANCES	1	1	1							2	2	2
CORPORATE SERVICES	2	4	4							11	14	14
TECH CENTER	3	3	4							5	5	7
TOTAL PRESIDENT	10	12	13							28	31	36
ACADEMIC AFFAIRS												
VP OFFICE	2	2	2							5	5	5
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	12	12	12							58	60	60
BUSINESS & SOCIAL SCIENCE	12	12	12							55	54	55
CAREER PROGRAMS	2	1	1							5	3	3
CONTINUING EDUCATION	7	10	9							9	13	12
LIBERAL ARTS	6	6	6							59	59	60
LIBRARY SVCS	19	19	19							28	28	28
LIFE SCIENCE/HUMAN SVCS, NURSING & CHILD CNTR	15	15	15							57	57	57
MEDIA SVCS	6	6	6							11	11	11
TECHNOLOGY, MATH & PHYSICAL SCIENCES	11	9	9							58	57	57
WELLNESS/HUMAN PERFORMANCE & LAB	7	6	5							21	19	17
TOTAL ACADEMIC AFFAIRS	99	98	96							366	366	365
MARKETING & ADVANCEMENT												
VP OFFICE		1	1								2	2
MARKETING SVCS CENTER	19	19	11							23	24	23
ADMISSIONS & INFO CENTER	13	10	10							18	16	16
STUDENT FINANCIAL ASSISTANCE	5	5	6							8	8	8
REGISTRAR'S OFFICE	10	10	10							13	13	13
TOTAL MARKETING & ADV.	47	45	38							62	63	62
STUDENT AFFAIRS												
VP OFFICE		1	1								2	2
ACCESS & DISABILITY SVCS	4	4	4							15	15	16
CAREER/ASSESSMENT/WOMEN'S PROGRAM	7	10	10							19	21	22
STUDENT ACTIVITIES	7	7	5							10	10	10
STUDENT DEVELOPMENT/MULTICULTURAL AFFAIRS	11	10	10							31	30	29
WELLNESS/HUMAN PERFORMANCE & HEALTH SVCS	5	5	5							12	12	12
TOTAL STUDENT AFFAIRS	34	37	35							87	90	91
ADMINISTRATIVE SERVICES												
VP OFFICE	1	1	1							2	2	2
ACCOUNTING SVCS/BURSAR	12	12	12							17	17	18
BOOKSTORE	10	10	11							12	12	13
STRATEGIC PLANNING & RESEARCH	4	4	5							8	9	9
PHYSICAL PLANT & FOOD SVC	19	19	19	11	11	11	79	79	79	122	123	124
PURCHASING	2	2	2				1	1	1	5	5	5
TOTAL ADMIN SERVICES	48	48	50	11	11	11	80	80	80	166	168	171
INFORMATION TECHNOLOGY												
VP OFFICE	1	1	1							3	2	2
ADMINISTRATIVE SYSTEMS	4	4	4							15	18	18
CLIENT SERVICES	1	1	1							22	22	21
TECHNICAL SERVICES	3	3	3							16	16	16
TOTAL INFORMATION TECH.	9	9	9							56	58	57
HUMAN RESOURCES/INTERNAL AFFAIRS												
VP OFFICE	1	1	1							2	2	3
PERSONNEL	4	4	4							8	8	7
TOTAL HUMAN RESOURCES/INT AFF	5	5	5							10	10	10
GRAND TOTAL	252	254	246	11	11	11	80	80	80	775	786	792

PLANNING AT HARPER COLLEGE

Harper College, as an institution, develops its philosophy, mission, vision, goals and tasks through a process of strategic long range planning. A Strategic Long Range Plan (SLRP) is the outcome of this process. Written for the College community, the SLRP serves as a roadmap to guide the delivery of programs and services in the context of community and organizational resources. With the approval of the Board of Trustees, this plan is set for implementation over the next three years. Therefore, the purpose of the SLRP is to communicate to the Harper community a reference point for comprehensive long range planning.

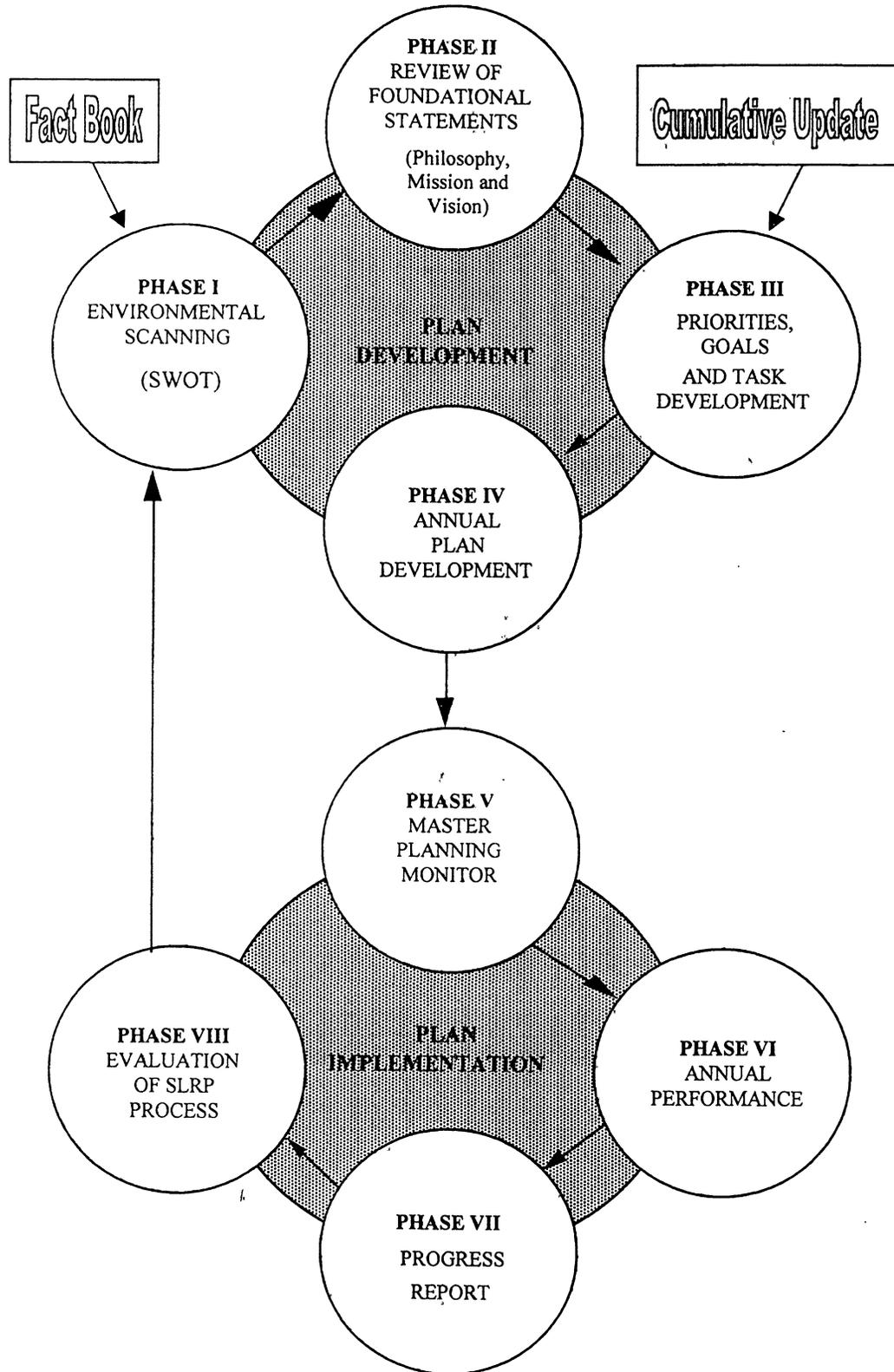
During 1998-1999, after the Board of Trustees approved the initial plan, the responsibility for review, modification and monitoring of the plan was placed in the hands of the Institutional Planning Committee within the shared governance system. This group is responsible for developing the content of the plan and for providing guidance to the institutional planning process throughout the College. During 1999-2000 the Institutional Planning Review Committee focused on modifying the mission statement, setting 2000-2001 institutional priorities and the Strengths, Weaknesses, Opportunities and Threats (SWOT). The Institutional Planning Committee also focused on the planning process. In cooperation with the College Assembly the planning system has been revised for 2000-2001. The new planning process will allow for greater input from the College community, include linkage between the components of the plan, provide more documentation for SWOT and encourage more effective integration of the plan into the budgeting and ongoing operations of the College.

During 2000-2001 the IPRC will (1) review the "Vision" component of the SLRP, (2) finalize the campus-wide input guidelines that will be implemented during Quarter 4 (April-June), (3) identify linkages between SWOT and Goals and Tasks and (4) document the support for each statement in SWOT. Also areas of the College responsible for the three-year goals and tasks will be recommending to the committee any changes in goal and task statements. For their work the IPRC will have use of the second edition of the Cumulative Update (a status report on SLRP statement changes and progress on tasks over the last year) and the second edition of the Fact Book. The SLRP will continue to form the basis of annual operations as well as the objectives and strategies found in the Annual Plan. When these objectives are attained they will incrementally address the tasks and goals in the SLRP. After being advanced through the shared governance system, these changes will be approved annually by the Board of Trustees.

Strategic planning will be connected to our budget and on-going annual operations of the College. Financial management, facilities, curriculum, educational delivery methods and other key operations will reference the SLRP. The SLRP goals and tasks will be the basis for developing the Annual Plan. Selected managers will develop one-year objectives and strategies tied to the SLRP. These objectives will be reviewed periodically and will be assessed in the annual administrative evaluation process. The formation of the SLRP linked to program review and unit planning will enable the identification of future budget requirements and priorities.

Overall steward of the planning process is the Assistant Vice President for Planning and Budgeting. He is responsible for the timeline, coordination, committee consultation and documentation of progress and key reports of planning progress. The annual planning cycle contains 8 phases. Background information on the Harper district and the key components of the SLRP are covered following the planning cycle chart.

STRATEGIC LONG RANGE PLANNING CYCLE



District 512, Harper College service area is made up of the townships listed in table I. The community served by the College is well educated, affluent, (average family income \$65,755), and well established. Seventy percent of the employed district residents work in professional occupations.

TABLE I
HARPER SERVICE REGION POPULATION
BY TOWNSHIP

Township	1990 Census	1994 Estimate
Schaumburg	127,629	136,028
Elk Grove	87,860	89,708
Barrington	13,022	14,589
Palatine	103,276	109,409
Wheeling	147,946	152,187
Dundee	2,963	3,000
Cuba	13,251	15,964
Ela	2,751	2,780
Algonquin	2,203	2,465
Total Service Region	500,901	526,130

TABLE II
POPULATION BY RACE AND ETHNICITY*

Township	White	Black	Latino	Asian	Other
Schaumburg	89.0	2.3	.10	7.2	1.3
Elk Grove	90.9	1.14	.21	5.7	1.9
Barrington	93.5	.72	.07	5.1	.62
Palatine	91.3	1.6	.24	4.2	2.6
Wheeling	93.0	1.0	.12	4.1	1.9
Cuba	98.2	.39	.04	1.1	.19
Ela	97.0	.76	.03	1.8	.36
Algonquin	98.3	.15	.16	.74	.53

* Based on 1990 census

**Other includes Hispanics

While the population remains predominately white, the minority population is increasing. Among the minority groups Asians are the largest group.

According to NIPC, total employment in the six-county region increased by 21% between 1970- and 1990. Suburban employment, however, increased by 80% while employment in the city of Chicago declined by 21%. The business environment of the Harper district is described by American Demographics magazine as one of the "richest and promising markets in the country."¹ The district includes two of the 20 largest job centers in the United States. The greater Schaumburg area with 193,396 employees and the outer O'Hare area that has 141,651 employees. The district includes the second largest concentration of electronics firms and graphics businesses in the country.

¹ American Demographics; February 1994

**TABLE III
HARPER DISTRICT EMPLOYMENT STATUS BY INDUSTRY**

INDUSTRY	NO. OF BUSINESSES	NO. OF EMPLOYEES	% EMPLOYED
Construction	2,723	21,963	8.8
Manufacturing	2,722	87,590	8.8
Services	12,162	134,199	39.4
Retail Trade	4,914	62,079	15.9
Finance, Insurance & Real Estate	2,707	35,296	8.8
Other	5,608	77,013	18.3
Total	30,836	418,140	100.0

**TABLE IV
UNEMPLOYMENT RATES BY COUNTY**

County	99%	90	100%	100
Cook	5.5%	5.0%	4.7%	4.5
DuPage	3.4%	2.9%	2.7%	2.7
Kane	4.9%	4.2%	3.9%	3.8
Lake	4.0%	3.5%	3.7%	3.4
McHenry	4.0%	3.5%	3.5%	3.2
Will	5.2%	4.4%	4.4%	4.0

**TABLE V
LEVEL OF EDUCATION
POPULATION AGE 25 AND ABOVE**

LEVEL OF EDUCATION	NUMBER	PERCENT
Less Than 9th Grade	14,368	4.4
9th To 12th Grade No Diploma	23,125	7.0
High School Graduate	81,428	24.7
Some College No Degree	76,187	23.1
Associate/Bachelor's Degree	102,557	31.1
Graduate Or Professional Degree	31,824	9.7

The region has a highly educated population. As table V shows, almost 87 % of the district's population age 25 and above is a high school graduate. Close to 42% has graduated from college.

Harper district residents have a per capita income above that reported for the nation as a whole (\$14,948). Less than three percent of families living in the College's district had income below the poverty level.

TABLE VI
INCOME

INCOME	PERCENT
< 10,000	4.2
10,000-14,999	3.4
15,000-24,999	9.8
25,000-34,999	13.9
35,000-49,999	21.2
50,000-74,999	26.1
75,000-99,000	11.3
100,000 & OVER	10.0
Median	48,059
Average	57,692

1990 Census Summary. Center for Governmental Studies, Northern Illinois University

PHILOSOPHY STATEMENT

William Rainey Harper College is an institution of higher learning which believes that student success is achieved through academic excellence. In order to help prepare students for the challenges of life and work, the College offers an extensive curriculum taught by dedicated faculty and supported by qualified staff committed to teaching and learning. The College also recognizes the importance of the community it serves and enriches the cultural and intellectual life as well as the economic development of the Harper district. Finally, the College believes that the education of students must occur in an ethical climate which values diversity and promotes respect for all people.

MISSION STATEMENT

William Rainey Harper College is a comprehensive community college dedicated to providing excellent education at an affordable cost, promoting personal growth, enriching the local community and meeting the challenges of a global society. The specific purposes of the College are:

1. To provide the first two years of baccalaureate education in the liberal and fine arts, the natural and social sciences and pre-professional curricula designed to prepare students to transfer to four-year colleges and universities;
2. To provide educational opportunities that enable students to acquire the knowledge and skills necessary to enter a specific career;
3. To provide continuing educational opportunities for professional job training, retraining and upgrading of skills and for personal enrichment and wellness;
4. To provide developmental instruction for underprepared students and educational opportunities for those who wish to improve their academic abilities and skills.
5. To provide co-curricular opportunities that enhance the learning environment and develop the whole person.

Essential to achieving these purposes are all of the College's resources, support programs and services.

VISION STATEMENT

Student Success Through Academic Excellence

2000/2001 INSTITUTIONAL PRIORITIES

- A. Develop and fund new academic and instructional programs that address community needs, national workforce initiatives and strategic alliances.
- B. Continue to assess the College's curriculum and pedagogy to provide more flexibility (modularization, short courses, etc.) and greater access (off-campus locations, virtual learning, etc.) while maintaining academic excellence.
- C. Implement a comprehensive strategic marketing plan employing market research leading to image enhancement and enrollment growth.
- D. Continue to expand enrollment through increased student recruitment and retention initiatives.
- E. Develop and implement the second-generation Technology Plan.
- F. Develop and implement a comprehensive plan for employee and organizational development.
- G. Assess and continue to support the College's shared governance system.
- H. Assess and address the capital needs of the College.
- I. Update and implement the Performing Arts Center and Conference Center business plans.
- J. Develop a comprehensive Site and Facility Master Plan.
- K. Implement the College-wide diversity plan and expand international initiatives.
- L. Enhance communication and collaboration among all areas of the College.
- M. Enhance communication and collaboration between the College and the community.

Funding of The 2000/2001 Institutional Priorities

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority A: Develop and fund new academic and instructional programs that address community needs, national workforce initiatives, and strategic alliances.

Information Technology	Implement Delphi & WEB (Regent)	\$ 80,000	B/D/E
Information Technology	Implement WEB e.commerce	\$ 30,000	B/D/E
Information Technology	Instructional Technology Plan	\$ 100,000	B/D/E
Information Technology	WEB development	\$ 50,000	C/E/M
Information Technology	Upgrade Campus Backbone	\$ 100,000	B/E/L
Information Technology	Instructional Technology Plan	Staff Time	E
Administrative Services	Develop and Implement Financing Strategies for WIA Site	\$ 15,000	
Administrative Services	Develop and Implement Financing Strategies for Extension Sites	\$ 15,000	
Administrative Services	Develop and Implement Financing Strategies for Partnerships	\$ 15,000	
Strategic Alliance	Develop Linux program	\$ 191,000	B/D
Strategic Alliance	Develop/offer SPSS program	\$ 70,000	B/D
Strategic Alliance	Develop/offer Citrix program	\$ 133,000	B/D
Strategic Alliance	Develop/offer Certified Internet (CIW) program	\$ 400,000	B/D
Strategic Alliance	Develop/offer Java (Sun Microsystems) program	\$ 174,000	B/D
Student Affairs	Review and update existing articulation agreements and create a strategic plan to further develop transfer relationships	Staff Time	
Student Affairs	Investigate distance learning for deaf/hard of hearing students with other community colleges	\$ 1,000	
Student Affairs	Investigate learning communities as a venue for students with disabilities	\$ 1,000	
Development	Fund Resource for Excellence Grants	\$ 60,000	All
Development	Create a prospect research office to maximize identification of new and compatible funding sources	Staff Time/\$5,000	All
Academic Affairs	Identify new market-driven program opportunities and obtain associated resources required to implement them.	\$ 100,000	B/M
Academic Affairs	Utilize the Program Review Process to assess the strength of credit and non-credit instructional programs and take action to improve programs as appropriate.	Staff Time	B/C/D/E/F/H
Academic Affairs	Complete a comprehensive budget analysis of all areas in Academic Affairs and identify areas of savings/reallocation to support institutional priorities.	Staff Time	H
Academic Affairs	Implement instructional initiatives in response to the WIA.	Staff Time	B/C/D/M
Academic Affairs	Finalize conversion of three classrooms into NET Prep labs.	\$ 150,000	B/C/D/E/H/M

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority B: Continue to assess the College's curriculum and pedagogy to provide more flexibility (modularization, short courses, etc.) and greater access (off-campus locations, virtual learning, etc.), while maintaining academic excellence.

Information Technology	Blackboard	Staff Time	E
Information Technology	Implement instructional tools for WEB	Staff Time	E
Marketing & Advancement	Implement Grade Inquiry Option in Regent	Staff Time/\$5,000	D/E/L
Marketing & Advancement	Automate Degree Certification	Staff Time/\$1,000	D/E/L
Marketing & Advancement	Automate Enrollment Verification	Staff Time/\$5,000	D/E/L
Marketing & Advancement	Implement Course Equivalency Option in Regent	Staff Time/\$5,000	D/E/L
Marketing & Advancement	Implementation of Graduation Petitioners File	Staff Time/\$1,000	D/E/L
Marketing & Advancement	Implementation of CE Transcript	Staff Time/\$2,000	D/E/L
Marketing & Advancement	Improve Transcript Process	Staff Time	D/E/L
Marketing & Advancement	Professional staff to work with transfer credit equivalencies and graduation petitioners	Staff Time/\$3,000	D/E/L
Marketing & Advancement	Implementation and Automation of Grading, Degree Certifications and Enrollment Verifications for offerings outside the 16 week term.	Staff Time/\$2,000	D/E/L
Marketing & Advancement	Improve Communication/team efforts w/ Divisions, Deans, Faculty and Staff	Staff Time	D/E/L
Marketing & Advancement	Continue evaluation of current business practices pertaining to student enrollment processes. To seek input and recommendations on alternative processes that could remove any obstacles students may have during this process.	Staff Time/\$5,000	D/E/L
Strategic Alliance	Operationalize new TECH Extension Center	\$ 450,000	C/D
Strategic Alliance	Develop customized training programs to meet business objectives	\$ 1,400,000	A/D
Student Affairs	Expand evening/weekend and off-campus student support services	Staff Time	
Student Affairs	Begin to address College's assessment needs related to FlexEd and distance education initiatives	\$ 15,000	
Student Affairs	Offer FlexEd Orientation 101 sections	Staff Time	
Administrative Services	Expanded program review process	\$ 5,000	
Academic Affairs	Review and evaluate the current scheduling patterns in instruction and implement changes as appropriate (flex ed, dual credit, fast-track, etc.)	Staff Time	C/D/M
Academic Affairs	Begin implementation of the Instructional Technology Plan.	\$ 200,000	C/D/E/H
Academic Affairs	Conduct a study of all instructional space on the main campus and prepare utilization reports.	Staff Time	C/D/J
Academic Affairs	Identify underutilized instructional space on the main campus and prepare a plan for increasing utilization.	Staff Time	C/D/J

Funding of The 2000/2001 Institutional Priorities

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority A: Develop and fund new academic and instructional programs that address community needs, national workforce initiatives, and strategic alliances.

Information Technology	Implement Delphi & WEB (Regent)	\$ 80,000	B/D/E
Information Technology	Implement WEB e.commerce	\$ 30,000	B/D/E
Information Technology	Instructional Technology Plan	\$ 100,000	B/D/E
Information Technology	WEB development	\$ 50,000	C/E/M
Information Technology	Upgrade Campus Backbone	\$ 100,000	B/E/L
Information Technology	Instructional Technology Plan	Staff Time	E
Administrative Services	Develop and Implement Financing Strategies for WIA Site	\$ 15,000	
Administrative Services	Develop and Implement Financing Strategies for Extension Sites	\$ 15,000	
Administrative Services	Develop and Implement Financing Strategies for Partnerships	\$ 15,000	
Strategic Alliance	Develop Linux program	\$ 191,000	B/D
Strategic Alliance	Develop/offer SPSS program	\$ 70,000	B/D
Strategic Alliance	Develop/offer Citrix program	\$ 133,000	B/D
Strategic Alliance	Develop/offer Certified Internet (CIW) program	\$ 400,000	B/D
Strategic Alliance	Develop/offer Java (Sun Microsystems) program	\$ 174,000	B/D
Student Affairs	Review and update existing articulation agreements and create a strategic plan to further develop transfer relationships	Staff Time	
Student Affairs	Investigate distance learning for deaf/hard of hearing students with other community colleges	\$ 1,000	
Student Affairs	Investigate learning communities as a venue for students with disabilities	\$ 1,000	
Development	Fund Resource for Excellence Grants	\$ 60,000	All
Development	Create a prospect research office to maximize identification of new and compatible funding sources	Staff Time/\$5,000	All
Academic Affairs	Identify new market-driven program opportunities and obtain associated resources required to implement them.	\$ 100,000	B/M
Academic Affairs	Utilize the Program Review Process to assess the strength of credit and non-credit instructional programs and take action to improve programs as appropriate.	Staff Time	B/C/D/E/F/H
Academic Affairs	Complete a comprehensive budget analysis of all areas in Academic Affairs and identify areas of savings/reallocation to support institutional priorities.	Staff Time	H
Academic Affairs	Implement instructional initiatives in response to the WIA.	Staff Time	B/C/D/M
Academic Affairs	Finalize conversion of three classrooms into NET Prep labs.	\$ 150,000	B/C/D/E/H/M

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority C: Implement a comprehensive strategic marketing plan employing market research leading to image enhancement and enrollment growth.

Administrative Services	Develop Online Payment Process	\$ 10,000	
Administrative Services	Implement improvements to Web purchasing in Bookstore	\$ 5,000	
Marketing & Advancement	Implementation of Web Registration	Staff Time/\$10,000	D/E/M
Marketing & Advancement	Implementation of Reporting Standards for Enrollment services	Staff Time	K/L
Marketing & Advancement	Implement Enrollment Strategies t/b identified in the Marketing/Enrollment Management Plan	Staff Time/\$5,963	D/E/M
Marketing & Advancement	Implement Wait List Option in Regent	Staff Time/\$2,000	D/E/M
Marketing & Advancement	Improve on-line Course Search	Staff Time	D/E/M
Marketing & Advancement	Implement Marketing Strategies to Increase Enrollment (by way of Distinguished Scholar, Trustee, Student Service Scholarships)	\$ 86,220	D/J
Marketing & Advancement	Staffing in Support of All Initiatives (FT, PT-evening, Temp)	Staff Time	D/F/G/M
Marketing & Advancement	Reformat Course Schedules	\$ 68,000	
Marketing & Advancement	Develop campaign around 1 of 3 Centers of Emphasis	\$ 68,000	
Marketing & Advancement	Develop SA materials consistent with position	\$ 20,000	D
Marketing & Advancement	Develop comprehensive marketing plan for Fashion	\$ 42,000	
Marketing & Advancement	Evaluate Interior Design marketing efforts, recommend changes	\$ 25,000	D
Marketing & Advancement	Develop promotional efforts for Engineering	\$ 42,000	D
Marketing & Advancement	Support market research and product development efforts of Electronics	\$ 20,000	D
Marketing & Advancement	Develop comprehensive marketing plan for CIS/NetPrep	\$ 42,000	D
Marketing & Advancement	Develop position/tagline for College	\$ 42,000	
Marketing & Advancement	Develop institutional Image/Enrollment Campaign	\$ 86,000	
Marketing & Advancement	Support market research and product development efforts of Refrigeration	\$ 20,000	
Marketing & Advancement	Support market research and product development efforts of Hospitality	\$ 20,000	
Marketing & Advancement	Redesign College Web site	\$ 52,000	
Marketing & Advancement	Web site promotion	\$ 18,000	
Marketing & Advancement	Develop new and refine current recruitment activities to increase the applicant pool of traditional age students	Staff Time	D
Marketing & Advancement	Develop new and refine current recruitment activities to increase the applicant pool of adult students	Staff Time	D
Marketing & Advancement	Develop new and refine current recruitment activities to increase the applicant pool of minority students	Staff Time	D/J
Marketing & Advancement	In concert with Noel Levitz, develop and implement a comprehensive plan that will serve as the foundation for enrollment growth	Staff Time	D
Marketing & Advancement	Implement the EMAS Plus prospect management system.	Staff Time	D/E
Strategic Alliance	Provide SPIN sales training to increase Corp Svcs contracts	\$ 8,000	F

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
Strategic Alliance	Develop TECH advanced Web Site	\$ 5,000	
Student Affairs	Market the availability of tuition and service assistance for special populations interested in career programs.	Staff Time	
Development	Seek additional funding for Distinguished Scholar/Student Leader Programs	Staff Time	D/M
Development	Create and launch an alumni membership recruitment plan	Staff Time/\$5,000	M
Development	Revise all Foundation communication vehicles to be consistent with new image campaign	Staff Time/\$30,000	M
Development	Host two image enhancing fundraising events	Staff Time	M
Development	Host a public donor recognition event	\$ 5,000	M
Development	Create an alumni membership/donor recognition benefit program integrated with College promotional opportunities	Staff Time/\$3,000	M
Development	Begin identifying cross selling opportunities for CE and career credit with alumni program	Staff Time	M
Development	Publish an Annual Report	\$ 20,000	L/M
Academic Affairs	Create and implement a comprehensive strategic marketing plan for credit and non-credit instruction.	Staff Time	D

Priority D: Continue to expand enrollment through increased student recruitment and retention initiatives.

Marketing & Advancement	Enhance Financial Aid Process via improved automation and Web resources (Web Applications/On-line Scholarships, develop Touchtone FA Inquiry)	\$ 757	E/M
Marketing & Advancement	Implement Return of Title IV/Refund Procedure	\$ 8,000	E/K
Strategic Alliance	Expand student placement support through WIA partnership	Staff Time	M
Student Affairs	Implement retention programs for students of color (Project MORE, targeting programming through clubs and organizations, and the Multicultural Student Leadership Retreat.)	\$18,000 plus staff time	
Student Affairs	Offer special sections or ORN101 for student of color, adults, deaf and hard of hearing and LD students	Staff Time	
Student Affairs	Launch the Undecided Student Program	\$5,000 plus materials and staff time	
Student Affairs	Launch success groups for student in academic difficulty	Staff Time	
Student Affairs	Expand Leadership Development through the Distinguished Scholars, eXcel, Student Ambassadors and Multicultural Student Leadership retreat programs.	\$5,000 materials plus staff time	
Student Affairs	Provide Latinos United in Education and Culture (LUCE) conference for Latino high school students	\$2,500 plus staff time	
Student Affairs	Develop Athletic Web page	Staff Time	
Student Affairs	Expand the academic tracking system for athletes	Staff Time	

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority C: Implement a comprehensive strategic marketing plan employing market research leading to image enhancement and enrollment growth.

Administrative Services	Develop Online Payment Process	\$ 10,000	
Administrative Services	Implement improvements to Web purchasing in Bookstore	\$ 5,000	
Marketing & Advancement	Implementation of Web Registration	Staff Time/\$10,000	D/E/M
Marketing & Advancement	Implementation of Reporting Standards for Enrollment services	Staff Time	K/L
Marketing & Advancement	Implement Enrollment Strategies t/b identified in the Marketing/Enrollment Management Plan	Staff Time/\$5,963	D/E/M
Marketing & Advancement	Implement Wait List Option in Regent	Staff Time/\$2,000	D/E/M
Marketing & Advancement	Improve on-line Course Search	Staff Time	D/E/M
Marketing & Advancement	Implement Marketing Strategies to Increase Enrollment (by way of Distinguished Scholar, Trustee, Student Service Scholarships)	\$ 86,220	D/J
Marketing & Advancement	Staffing in Support of All Initiatives (FT, PT-evening, Temp)	Staff Time	D/F/G/M
Marketing & Advancement	Reformat Course Schedules	\$ 68,000	
Marketing & Advancement	Develop campaign around 1 of 3 Centers of Emphasis	\$ 68,000	
Marketing & Advancement	Develop SA materials consistent with position	\$ 20,000	D
Marketing & Advancement	Develop comprehensive marketing plan for Fashion	\$ 42,000	
Marketing & Advancement	Evaluate Interior Design marketing efforts, recommend changes	\$ 25,000	D
Marketing & Advancement	Develop promotional efforts for Engineering	\$ 42,000	D
Marketing & Advancement	Support market research and product development efforts of Electronics	\$ 20,000	D
Marketing & Advancement	Develop comprehensive marketing plan for CIS/NetPrep	\$ 42,000	D
Marketing & Advancement	Develop position/tagline for College	\$ 42,000	
Marketing & Advancement	Develop institutional Image/Enrollment Campaign	\$ 86,000	
Marketing & Advancement	Support market research and product development efforts of Refrigeration	\$ 20,000	
Marketing & Advancement	Support market research and product development efforts of Hospitality	\$ 20,000	
Marketing & Advancement	Redesign College Web site	\$ 52,000	
Marketing & Advancement	Web site promotion	\$ 18,000	
Marketing & Advancement	Develop new and refine current recruitment activities to increase the applicant pool of traditional age students	Staff Time	D
Marketing & Advancement	Develop new and refine current recruitment activities to increase the applicant pool of adult students	Staff Time	D
Marketing & Advancement	Develop new and refine current recruitment activities to increase the applicant pool of minority students	Staff Time	D/J
Marketing & Advancement	In concert with Noel Levitz, develop and implement a comprehensive plan that will serve as the foundation for enrollment growth	Staff Time	D
Marketing & Advancement	Implement the EMAS Plus prospect management system.	Staff Time	D/E
Strategic Alliance	Provide SPIN sales training to increase Corp Svcs contracts	\$ 8,000	F

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Student Affairs	Expand athletic student recruiting efforts with part time recruiting coordinator and coaches	Staff Time	
Student Affairs		\$5,000 plus staff time	
Student Affairs	Implement "Technology-in-Advising" to provide students with improved and/or alternative access to programs and services	\$10,000	
Student Affairs	Expand medical/clinical services with nurse practitioner	Staff Time	
Student Affairs	Establish new clinics for women and expanded wellness physicals for athletes	\$5,800 plus staff time	
Development	Pursue private scholarship support	Staff Time	C/M
Development	Orchestrate submission of Title III grant for Student Retention	Staff Time	C/M
Development	Orchestrate submission of NSF grant for math/science scholarships	Staff Time	C/M

Priority E: Develop and implement the second-generation Technology Plan.

Information Technology	Institutional Printing and Copying	\$ 30,000	L/M
Information Technology	MIS PC Approved 27 Projects	\$ 309,835	C/D/M
Information Technology	Staffing for 1 Above	\$ 112,000	C/D/M
Information Technology	Cycle Replacement Computing Equipment/Software Releases/WEB based needs/etc.	\$ 1,200,000	A/B/D/L
Administrative Services	Implement Asset Tracking Module	\$ 30,000	
Development	Assess the need for long-term IT support for the Alumni Program	Staff Time	C/M
Development	Provide prospect research for private support of the Technology Plan	Staff Time	A
Development	Orchestrate submission of US Commerce grant for technology support services	Staff Time	A
Development	Orchestrate Harper partnership proposal submission for the Technology Innovation Challenge Grant in school based distance learning	Staff Time	A/M

Priority F: Develop and implement a comprehensive plan for employee and organizational development.

Institutional Advancement	New Faculty Course	\$ 6,000	
Administrative Services	Finalize Copyrights and Patents Manual	\$ 2,000	
Administrative Services	Identify Supervisor Training needs and find appropriate training	\$ 10,000	
Administrative Services	Develop Campuswide Systems to Improve Health and Safety on Campus	\$ 50,000	
Administrative Services	Develop 4 yr. staffing plan for physical plant to include new buildings	Staff Time	
Human Resources	Conduct analysis of employee and organizational development needs	Staff Time	
Human Resources	Develop and implement employee and organizational development plan	Staff Time	
Student Affairs	Implement a comprehensive training plan for developmental academic advising that focuses on case studies, enhanced technology initiatives, and quality improvement	Staff Time	
Student Affairs	Train and consult on disability access with faculty and staff	Staff Time	J, K
Student Affairs	Survey employees on health related needs	Staff Time	
Administrative Services	Institutional effectiveness indicators	\$ 15,000	

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
Administrative Services	Campus-wide input process into planning	\$ 10,000	
Development	Seek funding opportunities for the emotional intelligence program	Staff Time	L
Development	Orchestrate submission of NSF Grant for Advanced Technological Education	Staff Time	A
Academic Affairs	Review the staffing requirements and organizational structure in Academic Affairs and make recommendations for changes as appropriate.	Staff Time	
Academic Affairs	Initiate faculty and staff recruitment process to fill vacant (approved) positions	\$50,000 plus staff time	

Priority G: Assess and continue to support the College's shared governance system.

Administrative Services	Implement items from the governance system as they arise	Staff Time	
Administrative Services	Encourage staff to participate in committees	Staff Time	
Student Affairs	Continue to play active and significant roles on College Committees, Faculty Senate, Faculty Senate Executive Committee, Student Affairs and Student Development Committees	Staff Time	

Priority H: Assess and address the capital needs of the College.

Administrative Services	Refresh campus in areas identified by College	\$ 50,000	
Administrative Services	Renovate 1st floor NEC	\$ 1,500,000	
Administrative Services	Identify campus renovation projects and complete	\$ 200,000	
Administrative Services	Complete identified Life Safety projects	\$ 120,000	
Administrative Services	Complete ramp submission to State for large building projects	\$ 2,000	
Administrative Services	Identify other funding sources for capital projects and work details	\$ 2,000	
Administrative Services	Complete state process for funding of elevator for D building	\$ 500,000	
Administrative Services	Complete state process for funding of changes to retention pond and electrical upgrades	\$ 500,000	
Administrative Services	Identify and complete deferred maintenance projects	\$ 123,000	
Student Affairs	Assess technology access for people with disabilities	Staff Time	
Administrative Services	Community education prog-extra	\$ 100,000	
Administrative Services	Community engagement prog-extra	\$ 26,000	
Administrative Services	Community engagement prog-adm (Unicom 2nd pt)	\$ 20,000	
Development	Solicit funding for the Performing Arts Center	\$25,000/Staff Time	
Development	Solicit funding for the Conference Center	\$25,000/Staff Time	
Development	Conduct prospect research and orchestrate solicitations for the Culinary Arts Program	Staff Time	
Development	Facilitate the acceptance of donated equipment to the College	Staff Time	
Academic Affairs	Implement the renovation of the 1st floor of the NEC.	Staff Time	J
Academic Affairs	Implement the renovation of the Music Instruction Center.	Staff Time	J
Academic Affairs	Participate in the planning and advocacy for potential new buildings and renovation related to instruction.	Staff Time	J/M

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Student Affairs	Expand athletic student recruiting efforts with part time recruiting coordinator and coaches	Staff Time	
Student Affairs		\$5,000 plus staff time	
Student Affairs	Implement "Technology-in-Advising" to provide students with improved and/or alternative access to programs and services	\$10,000	
Student Affairs	Expand medical/clinical services with nurse practitioner	Staff Time	
Student Affairs	Establish new clinics for women and expanded wellness physicals for athletes	\$5,800 plus staff time	
Development	Pursue private scholarship support	Staff Time	C/M
Development	Orchestrate submission of Title III grant for Student Retention	Staff Time	C/M
Development	Orchestrate submission of NSF grant for math/science scholarships	Staff Time	C/M

Priority E: Develop and implement the second-generation Technology Plan.

Information Technology	Institutional Printing and Copying	\$ 30,000	L/M
Information Technology	MIS PC Approved 27 Projects	\$ 309,835	C/D/M
Information Technology	Staffing for 1 Above	\$ 112,000	C/D/M
Information Technology	Cycle Replacement Computing Equipment/Software Releases/WEB based needs/etc.	\$ 1,200,000	A/B/D/L
Administrative Services	Implement Asset Tracking Module	\$ 30,000	
Development	Assess the need for long-term IT support for the Alumni Program	Staff Time	C/M
Development	Provide prospect research for private support of the Technology Plan	Staff Time	A
Development	Orchestrate submission of US Commerce grant for technology support services	Staff Time	A
Development	Orchestrate Harper partnership proposal submission for the Technology Innovation Challenge Grant in school based distance learning	Staff Time	A/M

Priority F: Develop and implement a comprehensive plan for employee and organizational development.

Institutional Advancement	New Faculty Course	\$ 6,000	
Administrative Services	Finalize Copyrights and Patents Manual	\$ 2,000	
Administrative Services	Identify Supervisor Training needs and find appropriate training	\$ 10,000	
Administrative Services	Develop Campuswide Systems to Improve Health and Safety on Campus	\$ 50,000	
Administrative Services	Develop 4 yr. staffing plan for physical plant to include new buildings	Staff Time	
Human Resources	Conduct analysis of employee and organizational development needs	Staff Time	
Human Resources	Develop and implement employee and organizational development plan	Staff Time	
Student Affairs	Implement a comprehensive training plan for developmental academic advising that focuses on case studies, enhanced technology initiatives, and quality improvement	Staff Time	
Student Affairs	Train and consult on disability access with faculty and staff	Staff Time	J, K
Student Affairs	Survey employees on health related needs	Staff Time	
Administrative Services	Institutional effectiveness indicators	\$ 15,000	

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority I: Update and implement the Performing Arts Center and Conference Center business plans.

Information Technology	Design and implement network to support Performing Arts and Instructional Conferencing Center's	\$ 500,000	
Administrative Services	Supervision of building of these two centers	\$ 20,000	
Administrative Services	Assist in identifying sources of dollars to complete these two projects	\$ 2,000	
Administrative Services	Develop plan for building interiors	\$ 5,000	
Administrative Services	Develop furniture and carpeting purchasing and installation plan	\$ 2,000	
Strategic Alliance	Update Instructional Conference Center Business Plan	Staff Time	
Development	Investigate the viability of offering a subscription series for the Performing Arts Center	Staff Time	M
Academic Affairs	Continue to prepare for the opening of the Performing Arts Center and Conference Center.	Staff Time	

Priority J: Develop a comprehensive Site and Facility Master Plan.

Administrative Services	Complete Master Plan Process and Deliver to Board	\$ 45,000	
Administrative Services	Utilize plan as opportunities arise with partners	Staff Time	

Priority K: Implement the College-wide diversity plan and expand International initiatives.

Marketing & Advancement	Institutional Printing and Copying (Restructure Marketing of Scholarships, Conduct Seminars for Students)	\$ 6,257	L
Human Resources	Involve minority staff members in the search process	Staff Time	
Human Resources	Include diversity issues as part of training	Staff Time	
Student Affairs	Enhance diversity education and sensitivity through in-classroom and co-curricular programming	\$5,000 materials plus staff time	
Student Affairs	Provide direction for the College-wide diversity plan	Staff Time	
Student Affairs	Enhance student athletes of color orientation and retention programs	Staff Time	
Student Affairs	Produce "Culture Shock 2001" diversity showcase	\$3,300 plus staff time	
Development	Provide prospect research for International Studies Program	Staff Time	A
Development	Orchestrate submission of ISFL Grant for International Studies Program	Staff Time	A
Development	Orchestrate submission of TRIO Grant for Access and Disabilities Program	Staff Time	

College Area	Initiative Description	FY 00-01 Estimated Cost	Other Institutional Priorities Affected (A-M)
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Priority L: Enhance communication and collaboration among all areas of the College.

Information Technology	Intranet WEB development	\$ 100,000	E
Information Technology	Work Flow/Back Office	\$ 100,000	A/B/D/E/F
Administrative Services	Work to Implement Core Values	\$ 2,000	
Human Resources	Continue implementation of Core Values	Staff Time	
Student Affairs	Launch Service Learning Program	\$15,000 plus staff time	
Academic Affairs	Revise and distribute the Faculty Handbook.	\$500 plus staff time	
Academic Affairs	Revise and distribute the Academic Affairs Procedure Manual.	\$200 plus staff time	

Priority M: Enhance communication and collaboration between the College and the community.

Strategic Alliance	Implement a corporate advisory council for Harper College	Staff Time	
Student Affairs	Realign Community Career Services	Staff Time	
Student Affairs	Enhance liaison relationship with social service agencies in the community	Staff Time	
Student Affairs	Create Facilities Rental Web Page	Staff Time	
Student Affairs	Partner with American College Health and National Institutes of Health to launch Healthy Americans 2000-2010	Staff Time	
Student Affairs	Support county-wide community College World AIDS Day	\$1,000 plus staff time	
Student Affairs	Coordinate entertainment stage for The Taste of Palatine	\$13,000 plus staff time	
Development	Orchestrate Harper's submission of partnership HUD grant for community service centers (adult literacy)	Staff Time	
Development	Promote the community viewing and educational opportunities of the art collection	Staff Time	
Development	Fund key community activities and events such as Women Make History and the Harper National Art Show	Staff Time/\$15,000	
Development	Recruit six new board members for the Foundation	Staff Time/\$200	
Development	Have college showcase their programs and needs at the quarterly board meetings	Staff Time	

INSTITUTIONAL GOALS BY AREA

A. ACADEMIC AFFAIRS

1. Review and evaluate the College's overall curriculum to ensure the number and scope of programs can be effectively managed, the program offerings are up-to-date and responsive to identified local and statewide needs, the offerings are appropriately staffed, and that all programs demonstrate academic quality and overall fiscal soundness within the overall mission of the College.
2. Assess and expand the delivery of instruction and facilities as a response to changing technology and student learning requirements.
3. Effectively manage and expand program resources that enhance our instructional mission.
4. Encourage enrollment growth by removing barriers to program and by supporting marketing strategies.

B. ADMINISTRATIVE SERVICES

1. Develop clear budget procedures, systems and standards that allow the College to manage its financial resources responsibly.
2. Conduct a College-wide assessment and renovation of all facilities in order to systematically provide a safe, clean and well-maintained educational environment.
3. Provide financial systems that comply with changing state and federal requirements and will provide effective monitoring of financial operations within the College.
4. Provide facility support for future space needs through assessment of program plans, market requirements and emerging opportunities and implementation of current building projects.
5. Secure financial and community support for facilities' plans, which define the current needs of the College, to accomplish the College mission.

C. STUDENT AFFAIRS

1. Promote and further develop student centered campus facilities and infrastructure that optimizes access, service delivery and student life.
2. Implement systems and programs to positively affect recruitment and retention.

3. Continue to solicit appropriate funding and resources.
4. Create a campus climate which is supportive of cultural differences and respectful of all constituents.
5. Continually assess, evaluate, refine and improve Student Affairs programs and services.
6. Provide programs and services to address the physical, mental, emotional, spiritual and social well-being of the Harper Community.
7. Continue to build community by providing programs which promote participation and a sense of belonging in our collegiate environment.

D. INFORMATION TECHNOLOGY

1. Continue to implement, evaluate, and update an ongoing Technology Plan and maintain a state-of-the-art environment.
2. Establish and implement media (voice, video and data) and technology applications to support the needs of academic affairs and the Technology Plan.
3. Provide technology applications to support business and administrative requirements and the Technology Plan.
4. Establish and implement technical support to maintain a robust Network (HCCN) Infrastructure in concert with the Technology Plan and emerging technologies.
5. Ensure that the College will have consistent expertise to support its instructional and administrative activities.
6. Develop collaborative agreements that will provide for the acquisition or sharing of technology and transfer of expertise.
7. Acquire hardware and software tools that will support the College's commitment to continuous improvement.

E. INSTITUTIONAL ADVANCEMENT

1. Create a comprehensive, financially independent resource development effort that will be considered a benchmark for community colleges across the nation.
2. Enhance executive management based on strategic planning and supported by valid and reliable research and evaluation data that is integrated into all aspects of College decision-making and operations.
3. Continue to offer a broad array of research, evaluation and decision support services to all units of Harper College.
4. Examine current progress in identifying institutional effectiveness to monitor the productivity of all aspects of the College.
5. Provide an effective College governance system that is responsive to the needs of all College constituents and encourages effective/efficient deliberation and decision making.
6. Encourage and support the organizational development through effective policies and systems.
7. Enhance the capability/proficiency of Harper's employees to carry out the College's mission, and establish staff training and development as an institutional strategy.
8. Increase enrollment through the implementation of initiatives that will attract additional students.
9. Actively develop business and educational partnerships which promote opportunities for learning, resources development and improved relationships.
10. Develop and implement a comprehensive promotional plan in order to enhance the image and reputation of the College.
11. Develop the legislative agenda for the College utilizing the support of the President, the President's Council and the Board of Trustees.
12. Develop and nurture external relations for the mutual benefit of the College and the communities it serves.
13. Provide for appropriate and effective involvement of the Board of Trustees in College affairs.
14. Establish and maintain cooperative and effective relationships with the media.
15. Provide leadership and support for the administrative team.

College Budget



WILLIAM RAINY HARPER COLLEGE
2000-01 PLANNING CALENDAR: BUDGET FOR FISCAL YEAR 2001

ORIGINAL DUE DATE	ACTIVITY/TASK DESCRIPTION	PERSON(S)
1 09/22/99	Board designates persons to prepare budget	Board of Trustees
2 11/29/99	Begin budget planning issues discussions @ VP, div, dept level	Fac, Staff, Admin
3 12/15/99	President provides parameters to President's Council	President
4 12/13/99	FY 01 Budget Projection Model - Shared (Constantly Updated)	VPs
5 12/14/99	VPAS brings proposed budget planning calendar to PC for approval	President's Council
6 12/15/99	Budget request forms revised and ready for distribution	VPAS & related depts
7 12/15/99	Notify areas re: CENIQ process & identification of workstations (level 3) for replacement	Administrators
8 01/06/00	Notify areas to submit Chart of Account changes	Accounting
9 01/12/00	Areas begin to analyze needs (hardware, software, capital, etc.)	Fac/Staff, Deans, Admin
10 01/20/00	VPs complete development and review of revenue projections and budget parameters	VPs
11 04/07/00	Individuals submit completed CENIQ forms to deans/directors	Fac, Staff, Admin
11.1 04/12/00	Deans/Directors forward CENIQ forms to IT/CS for entry into database	Deans/Directors
12 02/24/00	Pres Council/Board of Trustees decide on tuition and fee action	Pres Council/Board
13 02/25/00	President/Board of Trustees establish budget parameters	President/Board
14 04/21/00	Database of CENIQ requests completed; Feedback Summary Report sent to deans	IT/CS
15 04/05/00	Deans/directors submit furniture and instructional capital requests to VPs	Deans/Directors
16 04/05/00	Requests due to VPs: personnel, mkt/adv, short term remodeling	Administrators
17 05/03/00	CENIQ requests prioritized by area & submitted to IT/CS	Administrators
18 04/03/00	Budget increase parameters to IT/AS	VPAS
19 04/03/00	Detailed budget input instructions distributed to all areas	VPAS
20 04/10/00	Budget files opened for input by departments and divisions	IT/AS
21 04/12/00	Budget training begins	IT/CS
22 04/05/00	Budget exception requests due to VPs	Administrators
23 04/17/00	Verification of salaries from personnel list - Completed	Account Mgrs.
24 05/01/00	Admin councils determine final priorities following their areas' review & prioritization	Admin Councils
25 05/15/00	VPs review final VP area requests and prioritize on institutional level	VPs
26 05/15/00	Account Mgrs complete entering FY 01 budget for funds 1,2	Account Mgrs
27 05/29/00	Pres. Council final review of all funds and requests (1,2)	President's Council
28 05/22/00	Account Mgrs complete entering FY 01 budget for all other funds (beyond 1,2)	Account Mgrs
29 06/05/00	Any approved adjustments to budget made	VPAS
30 06/28/00	Board of Trustees adopts preliminary budget	Board of Trustees
31 06/23/00	Legal budget posted for public view	VPAS
32 08/24/00	Public hearing and Board adoption of the legal budget (minimum 30 days after posting)	Board of Trustees
33 During FY	Amendments to the Budget*	Board of Trustees
34 09/29/00	Submit budget to ICCB and counties by Oct 15	VPAS

*A two-thirds vote of all the members of the Board of Trustees is required to amend the budget. A process similar to adopting the original budget must be followed to pass an amendment to the annual budget. It begins with the Board adopting an additional or supplemental preliminary budget. This supplemental budget is then posted for public view for at least thirty days. After a two-thirds vote by the Board, the amendment is passed. The last step is to submit the amended budget to ICCB and the counties.

Financial Assumptions

The College has developed a financial forecasting model, which can forecast financial trends into the future. This model has 20 revenue variables and 11 expense variables. Revenue variables are grouped into the three major funding categories of property taxes, state appropriations and tuition and fees. The tuition and fees part of the model is driven by the enrollment projections. The expense variables follow the various objects that the College budgets such as salaries, fringe benefits, etc.

This model helps us to see the long-range impact of critical decisions we make today and assists us in preparing for the future and for maintaining long-range financial stability. This model was used extensively this year. It provides insight to the Board and to the administrative staff. The model is very flexible and numerous assumptions can be input and then the results reviewed, then new assumptions input. For instance, what happens if tuition is raised by \$1, \$2, \$3? What happens if salaries go up at rate of inflation? 1% greater than inflation?

It was from a review of the data and graphs from this model that it became apparent that the College would need to collectively begin to work on interventions on both the revenue and expense side or the College would rapidly use up current resources.

The rolling four-year tuition plan is based on a concept of "per capita cost". This concept has long been defined by the State of Illinois and is used in calculating out-of-district and out-of-state tuition. It seemed natural that it be used as a basis for in-district tuition. The goal is that in-district tuition be at 25% of per capita cost. Currently, it is at 20.4%. It was clear that reaching the 25% goal would take a number of years to implement, so that it did not put undue financial pressures on the student. The plan now calls for tuition to rise by \$4.00 for each year until the tuition reaches the percentage established by the Board (currently 25%). This means tuition will be set at \$54 for fiscal year 2000-01.

Output from the projection model in the form of graphs and charts can be shared with the College community to give them a picture of the potential financial future without intervention. The graphs also demonstrated the positive change in the financial future after the new tuition plan was adopted. The use of the model and its output throughout the College begins to develop a common understanding of our financial future which is important to the willingness to implement intervention strategies.

The analyzing of College functions is a second intervention strategy. The outcome of this analysis is threefold: streamline processes, redesign processes and downsize or eliminate the function. The result of these three outcomes will be to reduce Employee FTE/salary costs across the College. This analysis is especially important in the next few years when the College will be experiencing a high number of retirements in both the faculty and administration. These retirements are an excellent time to review, change and streamline processes and functions.

**SAMPLE
Financial Projection Model**

<u>EDUCATION FUND</u> REVENUE	<u>Legal Budget</u> 1999-00	<u>Projected</u> 2000-2001	<u>Projected</u> 2001-2002	<u>Projected</u> 2002-2003
Local Government				
Current real estate taxes:				
Tax assessment Year	<u>1999 Tax Yr</u>	<u>2000 Tax Yr</u>	<u>2001 Tax Yr</u>	<u>2001 Tax Yr</u>
EA V (current all counties)	13,119,960,826	13,185,560,630	14,108,549,874	14,390,720,872
Percent Change	2.00%	0.50%	7.00%	2.00%
Max tax rate	0.175	0.0175	0.0175	0.0175
Actual levy by resolution	23,500,000	24,910,000	26,404,600	27,988,876
Tax extension	22,778,143	23,461,487	24,165,332	24,890,292
Percent Change	6.65%	3.00%	3.00%	3.00%
Final tax rate	NA	NA	NA	NA
All installments for Tax Year (total)	22,550,362	23,226,872	23,923,679	24,641,389
Collection Rate	99%	99%	99%	99%
Collections - Budget Yr:				
2nd installmt. prior yr.	11,236,068 53%	11,871,740 52%	11,837,801 50%	12,192,935 50%
1st installmt. current yr.	10,678,622 47%	11,389,072 50%	11,730,744 50%	12,082,666 50%
Total Collected	21,914,690	23,260,811	23,568,545	24,275,601
Percent Change	3.79%	6.14%	1.32%	3.00%
Back taxes and Refunds	0	500,000	500,000	500,000
Percent Change	0.00%	0.00%	0.00%	0.00%
Chargeback revenue	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Total local govt. revenue	<u>21,914,690</u>	<u>23,760,811</u>	<u>24,068,545</u>	<u>24,775,601</u>
State government revenue				
ICCB Credit Hour Grants:				
Cr. hr. claim-prior 2nd yr.	231,219	231,163	231,163	235,000
Grant rate per hour (est)	<u>31.25</u>	<u>31.65</u>	<u>32.60</u>	<u>33.58</u>
Apportionment	7,224,856	7,316,993	7,536,503	7,897,414
Percent Change	5.67%	1.28%	3.00%	4.79%
Square Footage Grant	86,816	87,530	90,156	92,861
Percent Change	3.20%	0.82%	3.00%	3.00%
ISBE-Vocational Education	210,000	275,000	275,000	275,000
Percent Change	-5.13%	30.95%	0.00%	0.00%
ISBE-Adult Education	315,000	225,000	225,000	225,000
Percent Change	-6.46%	-28.57%	0.00%	0.00%
CPPTRR	433,000	433,000	445,990	459,370
Percent Change	-4.65%	0.00%	3.00%	3.00%
Other state funding	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Total state govt. revenue	<u>8,269,672</u>	<u>8,337,523</u>	<u>8,572,649</u>	<u>8,949,644</u>

**SAMPLE
Financial Projection Model**

<u>EDUCATION FUND</u>	<u>Legal Budget 1999-00</u>	<u>Projected 2000-2001</u>	<u>Projected 2001-2002</u>	<u>Projected 2002-2003</u>
Federal Government				
Dept of Ed	5,200	167,050	167,050	167,050
Student tuition and fees				
Tuition				
Assumptions:				
FTE enrollment/Summer	<u>2,080</u>	<u>2,115</u>	<u>2,115</u>	<u>2,115</u>
FTE enrollment/Fall	6,950	7,066	7,066	7,066
FTE enrollment/Spring	6,380	6,486	6,486	6,486
Total FTE	<u>15,411</u>	<u>15,667</u>	<u>15,667</u>	<u>15,667</u>
Percent Change	0.00%	1.66%	0.00%	0.00%
Total credit hours	231,163	235,000	235,000	235,000
Tuition rate per hour	<u>54</u>	<u>54</u>	<u>62</u>	<u>66</u>
Credit hour tuition	12,482,802	12,690,017	14,570,019	15,510,020
Adj factor - Irreg Tuition	1.13	1.13	1.13	1.13
Refunds as % of tuition				
Tuition refunds				
Actual Tuition	14,072,126	14,329,693	16,434,121	17,496,323
Percent Change	10.65%	1.83%	14.69%	6.46%
Non-Degree tuition (net)	30,000	30,000	30,000	30,000
Percent Change	51.53%	0.00%	0.00%	0.00%
Total tuition	14,102,126	14,359,693	16,464,121	17,526,323
Fees				
Tech fees (\$4 per credit hour)		940,000	940,000	940,000
Other fees rate per credit hour	9.66	8.69	9.92	9.92
Other fees	2,232,098	2,041,200	2,330,103	2,330,103
Percent Change	20.96%	-8.55%	14.15%	0.00%
Total tuition and fees	<u>16,334,224</u>	<u>17,340,893</u>	<u>19,734,224</u>	<u>20,796,426</u>
Other sources				
Sales and service fees	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Investment revenue	725,000	925,000	925,000	925,000
Percent Change	-27.01%	27.59%	0.00%	0.00%
Nongovernmental grants	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Other	44,000	60,000	60,000	60,000
Percent Change	-59.62%	36.36%	0.00%	0.00%
Transfers (Working Cash)	550,000	500,000	500,000	500,000
Percent Change	N/A	0.00%	0.00%	0.00%
Total other sources	<u>1,319,000</u>	<u>1,485,000</u>	<u>1,485,000</u>	<u>1,485,000</u>
Total Fund Revenue	<u>47,842,786</u>	<u>51,091,277</u>	<u>54,027,468</u>	<u>56,173,721</u>
Percent Change	6.50%	6.79%	5.75%	3.97%

SAMPLE
Financial Projection Model

<u>EDUCATION FUND</u> <u>EXPENDITURES</u>	<u>Legal Budget</u> <u>1999-00</u>	<u>Projected</u> <u>2000-2001</u>	<u>Projected</u> <u>2001-2002</u>	<u>Projected</u> <u>2002-2003</u>
Salaries	33,327,647	35,537,636	37,669,894	39,930,088
Percent Change	4.30%	6.63%	6.00%	6.00%
Employee benefits	4,877,586	5,486,415	6,035,057	6,638,562
Percent Change	29.87%	12.48%	10.00%	10.00%
Contractual services	2,247,107	2,598,411	2,858,252	3,144,077
Percent Change	93.91%	15.63%	10.00%	10.00%
General materials and supplies	3,573,849	3,665,693	3,759,897	3,856,523
Percent Change	20.24%	2.57%	2.57%	2.57%
Conference and meeting expense	530,390	563,016	579,906	597,304
Percent Change	16.00%	6.15%	3.00%	3.00%
Fixed charges	121,996	94,941	97,789	100,723
Percent Change	-40.69%	-22.18%	3.00%	3.00%
Utilities	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Capital Outlay	423,200	424,200	424,200	424,200
Percent Change	-27.36%	0.24%	0.00%	0.00%
Other	981,011	1,174,011	1,174,011	1,174,011
Percent Change	76.66%	19.67%	0.00%	0.00%
Contingency	500,000	500,000	500,000	500,000
Percent Change	N/A	0.00%	0.00%	0.00%
Transfers out	1,260,000	1,085,000	1,085,000	1,085,000
Percent Change	-29.08%	-13.89%	0.00%	0.00%
Total Fund Expenditures	<u>47,842,786</u>	<u>51,129,323</u>	<u>54,184,007</u>	<u>57,450,487</u>
Percent Change	10.19%	6.87%	5.97%	6.03%
Fund Balance, July 1	\$ 13,687,847	\$ 13,687,847	\$ 13,649,801	\$ 13,493,262
Revenues & transfers in	<u>\$ 47,842,786</u>	<u>\$ 51,091,277</u>	<u>\$ 54,027,468</u>	<u>\$ 56,173,721</u>
Sub-total	\$ 61,530,633	\$ 64,779,124	\$ 67,677,269	\$ 69,666,983
Expenditures & transfers out	\$ 47,842,786	\$ 51,129,323	\$ 54,184,007	\$ 57,450,487
Restatement of fund balance				
Fund Balance, June 30	<u>\$ 13,687,847</u>	<u>\$ 13,649,801</u>	<u>\$ 13,493,262</u>	<u>\$ 12,216,496</u>
<i>Fund Balance as % of Revenue</i>	<u>28.6%</u>	<u>26.7%</u>	<u>25.0%</u>	<u>21.7%</u>
Fund Balance Change	\$ -	\$ (38,046)	\$ (156,539)	\$ (1,276,767)

PERFORMANCE MEASUREMENT

The Community Colleges in Illinois have been proactive in the area of developing performance measures to apply to all colleges in the state. The proactive stance came from the environmental scanning of what is occurring in other states. It was obvious that funding based on performance was a popular topic with legislators. The Presidents and a task force of staff have developed seven measures which are believed to determine effectiveness of the community colleges.

The following is a description of the measures, data to be used and other details for each measure. Following that is the results of the measures for FY 1999 and FY 2000 performance years.

Statewide Goals/Measures

The overarching goal of the performance based incentive system is to improve teaching and learning. A two-tier performance based pilot model is recommended that includes: (1) measures that reflect statewide goals for community colleges and (2) district-specific measures that reflect autonomy, mission differentiation and community needs. Seven goal areas/measures are recommended:

- I. Quality of instructional and support services as measured by student satisfaction;
- II. Student educational advancement as measured by certificates or degrees earned, transfer, or continued pursuit of educational goals;
- III. Student attainment of workforce/business and industry goals as measured by employment or continued pursuit of educational goals;
- IV. Student's pursuit of upper division coursework and baccalaureate degrees as measured by the number of students transferring;
- V. Service to the population within a district as measured by the percent of citizens enrolled in courses;
- VI. Academically disadvantaged student success as measured by remedial education course completion rates; and
- VII. Ability to address local community and college needs in the areas of workforce development, technology, and responsiveness to local priorities.

The following represents each goal's weight as a percentage of the total:

I.	Student Satisfaction	12%
II.	Student Educational Advancement	12%
III.	Student Success in Employment/ Continued Pursuit of Education	12%
IV.	Student Transfers	8%
V.	Population Served	8%
VI.	Academically Disadvantaged Student Success	8%
VII.	Workforce, Technology, or Responsiveness To Local Needs	<u>40%</u>

Illinois Community Colleges Performance Based Incentive System

Goal Analysis and Scoring Methods

I. Statewide Goal: Student Satisfaction

A statewide goal of high student satisfaction is recommended to:

emphasize the importance of student feedback about satisfaction

provide important information about areas that need attention

identify exemplary services at colleges.

Goal: The overall goal is to have a high level of student satisfaction with courses in the major field, courses outside of the major, and with student support services.

Goal Weight: 12%, or 12 points

Measure: The measure is the percentage of students who are somewhat or very satisfied with courses in the student's major program of study, courses outside the student's major program of study, and student support programs and services. The cohort is occupational completers (Certificate and Associate Degree recipients) who responded to questions in these areas in the Occupational Graduate Follow-up Survey. The initial analysis will include three years – fiscal years 1994-1996. In subsequent years, the most recent three years of data will be used.

Process: ICCB staff will analyze information from the Occupational Graduates Follow-up Survey for each district and calculate a percentage for each district.

Evaluation and Scoring

Method: A district's student satisfaction percentage may range from 0 to 100 percent. The scoring table below indicates the number of points that a district may receive based on this percentage. A district's points are converted to a percentage (e.g., 12 points equals 12%) which is then multiplied by a percentage of the district's fiscal year 1998 total state appropriation to determine the funds allocated to the district for this goal.

<i>0 points</i>	<i>1 point</i>	<i>2 points</i>	<i>3 points</i>	<i>4 points</i>	<i>5 points</i>
<i>Less than 68%</i>	<i>68-69%</i>	<i>70-71%</i>	<i>72-73%</i>	<i>74-75%</i>	<i>76-77%</i>

<i>6 points</i>	<i>7 points</i>	<i>8 points</i>	<i>9 points</i>	<i>10 points</i>	<i>11 points</i>	<i>12 points</i>
<i>78-79%</i>	<i>80-81%</i>	<i>82-83%</i>	<i>84-85%</i>	<i>86-87%</i>	<i>88-89%</i>	<i>90% or more</i>

II. Statewide Goal: Student Educational Advancement

A statewide goal of student educational advancement is recommended to

emphasize the importance of identifying and communicating advancement of students through higher education

recognize that advancement in community colleges occurs through certificates and degrees and through continued pursuit of education.

Goal Weight: 12%

Measure: The measure is the number of advancements, i.e., students who earned a degree or certificate, transferred to another institution, or were still enrolled at the college of origin at the end of a five-year period. The initial cohort group will be first-time collegiate-level students who were enrolled in the fall of 1990 and earned at least 12 semester credit hours within four years of first enrolling (excludes remedial developmental hours). In subsequent years, the most recent available data will be used.

Process: ICCB staff will analyze information from a) the Community College Student Information System (Annual Enrollment and Completion files) to determine whether entering cohorts completed certificates or degrees or were still enrolled at the same college and b) the Community College and Public University Shared Data Files and available supplemental private and out-of-state institution data to determine if students transferred to other community colleges and/or universities within five years of initial entry.

Evaluation and Scoring Method: Each college will be allocated a specific amount per student who meets the student advancement criterion. The estimated rate for fiscal year 1998-1999 is \$6.73 per student.

III. Statewide Goal: Student Success in Employment/Continued Pursuit of Education

A statewide goal of student success in employment/continued pursuit of education is recommended to:

emphasize the importance of evaluating how successful each district has been in meeting workforce development needs.

Goal: The overall goal is to have a high level of employment/continued pursuit of education for occupational graduates.

Goal Weight: 12%

Measure: The measure is number of graduates employed or currently enrolled in college. The employment numbers will be based on information from the Illinois Department of Employment Security data base which will be adjusted for out-of-state employment using a percentage factor derived from the Occupational Graduates Follow-Up Survey, occupational completers (Certificate and Associate Degree recipients). The Community College Student Information

System (Annual Enrollment files), Public University Shared Data Files, and supplemental files for private and out-of-state institutions will be used to determine whether graduates are still enrolled in college.

Process: ICCB staff will analyze information from the various data files to derive the number of graduates employed or continuing to pursue college education.

Evaluation and Scoring Method: Each college will be allocated a specific amount per student who met the goal criterion, that is was employed or continuing his or her education. The estimated rate for fiscal year 1999 is \$9.13.

A statewide goal of student transfer is recommended to

emphasize the importance of students' pursuit of upper level courses and the baccalaureate degree for students interested in transferring, and

recognize the importance of articulation among two-year colleges and four-year institutions.

Goal: The overall goal is to have a high level of community college student transfers for students who enroll in baccalaureate/transfer programs.

Goal Weight: 8%

Measure: The measure is the number of transfers at the end of a five-year period using the Illinois Transfer Rate model, which is the State's official transfer rate calculation. The model is based on entering students in a fall term who complete a minimum of 12 college-level credits in baccalaureate/transfer programs (remedial credit are excluded from the 12 credit hour threshold) at a single community college within four years of entering that particular college. Students are counted when they transfer to a four-year institution.

The time frame is transfer within five years of initial enrollment year. The initial cohort for transfer students is students who entered in Fall 1990. In subsequent years, the most recent data will be used.

Process: ICCB staff will analyze information from the Higher Education Shared Data File to determine each college's transfers. Actual statistics are used for in-state public universities and all out-of-state four year institutions, and an adjustment factor is used based on the percent of transfers accounted for by in-state private institutions as calculated from information contained in the IBHE Transfer Data for fiscal year 1994.

Evaluation and Scoring Method: Each college will be allocated a specific amount per transfer who met the goal criterion. The estimated rate for fiscal year 1999 is \$10.27.

A statewide goal of population served is recommended to emphasize the importance of providing access and services to the population within the district.

Goal: The overall goal is to have a high percentage of the population enrolled in community college courses.

Goal Weight: 8%, or 8 points

Measure: The measure is percentage of population (per thousand) within a district enrolled in state reimbursable courses. The measure is calculated based on the average credit enrollments for a three-year period and the latest population statistics. For the 1999 allocation, the three-year enrollment average will be based on fiscal years 1994-1996, and the population statistics reflect 1996 estimates. In subsequent years, the most recent data will be used.

Process: ICCB staff will analyze information from the Annual (Credit) Enrollment Submission to determine, for the most recent three years, each college's average annual enrollments. (Note: While these enrollment data include out-of-district enrollments, they were viewed to be the best proxy for population served.) The latest population counts by district will be used to calculate the number served.

Evaluation and Scoring Method: The scoring table below indicates the number of points that a district may receive based on results. A district's points are converted to a percentage (e.g., 8 points equals 8%) which is then multiplied by a percentage of the district's fiscal year 1998 total state appropriation to determine the funds that will be allocated to the district for this goal.

1 point	2 points	3 points	4 points
0-9%	10-19%	20-29%	30-39%

5 points	6 points	7 points	8 points
40-49%	50-59%	60-69%	70-79%

A statewide goal of academically disadvantaged student success is recommended to:

recognize the importance of serving academically disadvantaged students, and

emphasize the importance of students' persistence in completing remedial courses designed to enable them to further their education and work force skills.

Goal: The overall goal is to have a high percentage of the academically disadvantaged students complete remedial courses.

Goal Weight: 8%, or 8 points

Measure: The measure is percentage of remedial hours earned of the remedial hours attempted for a fiscal year. The measure is calculated by dividing total remedial hours earned by remedial hours attempted. For the 1999 allocation, fiscal year 1996 enrollments will be used.

Process: ICCB staff will analyze information from the most recent Annual (Credit) Enrollment and Completion Submission to determine each college's percentage.

Evaluation and Scoring Method: The category is assigned 8 points. The scoring table below indicates the number of points that a district may receive based on results. A district's points are converted to a percentage (e.g., 8 points equals 8%) which is then multiplied by a percentage of the district's fiscal year 1998 total state appropriation to determine the funds that will be allocated to the district for this goal.

0 points	1 point	2 points	3 points
Less than 48%	48-50%	51-53%	54-56%

4 points	5 points	6 points	7 points	8 points
57-59%	60-62%	63-65%	66-68%	More than 68%

A district-based component is recommended to

recognize that institutions and communities are at different levels in implementing various initiatives;

address local needs to improve teaching and learning;

emphasize local variations in emphasis and current needs in the areas of workforce development, technology, or responsiveness to local needs;

allow districts flexibility in selecting goals based on community needs; and

encourage innovation and creativity.

Goal: Each district will identify one goal area of workforce development, technology, or responsiveness to local needs.

Goal Weight: 40%, or 40 points

Measure: Each district will specify

- a) a specific goal area of workforce development, technology, or responsiveness to local needs
- b) a plan to achieve specific objectives in that goal area;
- c) baseline data that illustrates current status; and
- d) benchmarks that indicate progress in achieving the objectives. Benchmarks should be projected for four years.

In response to colleges' concerns about data burdens, these plans for reporting on goals will be incorporated into PQP, and other information reporting will be substantially reduced from PQP so that the overall reporting should not increase.

Process: Each district will identify a) a goal to improve teaching and learning in one area of workforce development, technology, or responsiveness to local needs; b) a plan to achieve objectives in that goal area; c) baseline data that illustrates current status; and d) benchmarks that indicate progress in achieving the goal. Benchmarks would be projected for four fiscal years and included in the PQP submission.

Three review panels (workforce development, technology, and responsiveness to local needs) will be appointed by the Presidents' Council. The Advisory Committee has suggested that individuals from colleges and ICCB with expertise in the respective areas of institutional

research, technology, workforce development, and responsiveness to local needs participate in the various panels and evaluate district submissions.

Evaluation and Scoring Method: Each review panel will evaluate all submissions in the respective areas in each fiscal year.

1998-1999: Districts will submit information identifying goal area, objectives, plan to achieve objective, and measurable benchmarks. The Review Panels will evaluate the appropriateness of plan and benchmarks.

1999-2000: Colleges will submit in the PQP, a status report of activities implemented to achieve the objectives. The respective review panel will evaluate the appropriateness of institutional efforts as reported in the PQP. The Review Panels will use a four quadrant scale: no effort (0 points); some effort (33% of the points for this goal); good effort (66% of the points for this goal); exceptional effort (100% of the points for this goal.)

2000-01 through 2001-02: Colleges will submit, in the PQP, a status report of activities implemented to achieve the objectives and report benchmarks. The respective review panel will evaluate institutional efforts and the improvement of benchmark data over the baseline. The Review Panel will evaluate the district-based component in the PQP Submissions using a four quadrant scale: no effort (0 points); some effort (33% of the points for this goal); good effort (66% of the points for this goal); exceptional effort (100% of the points for this goal).

Summary of Review Panel Evaluation

98-99 99-00 00-01 01-02

Submission of Plan and Benchmarks	X			
Evidence of Efforts		X		
Appropriateness of Efforts and Improvement over Baseline			X	X

HARPER RESULTS

Performance Based Funding Summary for FY 2000

<u>GOAL</u>	<u>MAXIMUM DOLLARS</u>	<u>SCORE</u>	<u>DOLLARS RECEIVED</u>	<u>DIFFERENCE</u>
Goal 1 Student Satisfaction	\$6,445	92	\$6,445	\$ - 0 -
Goal 2 Student Advancement \$7.84 per student	N/A	1,243	\$9,748	N/A
Goal 3 Student Success in Employment \$12.71 per student	N/A	538	\$6,840	N/A
Goal 4 Student Transfer \$12.77 per student	N/A	757	\$9,674	N/A
Goal 5 Population served per 1,000	\$4,337	52	\$3,253	\$1,084
Goal 6 Academically Disadvantaged Success	\$4,596	63	\$3,447	\$1,149
Goal 7 District Goal	\$17,354	60	\$10,412	\$6,942
Total	\$57,994		\$48,819	\$9,175

Illinois Community College Board - Table 30A

Performance Based Initiative

Performance Indicators

	Goal #1 Student Satisfaction of 3 Year Average	Goal #2 Student Advancement	Goal #3 Student Success Employment/ Continuing Education	Goal #4 Student Transfers	Goal #5 Population Served per 1000	Goal #6 Remedial Course Description
Belleville	88	899	700	313	60	65
BlackHawk	77	642	298	285	63	59
Chicago	84	1718	2037	255	53	67
Danville	88	344	119	163	48	65
DuPage	89	1988	942	985	63	58
Elgin	85	714	479	259	61	59
Harper	92	1243	538	757	52	63
Heartland	82	316	37	377	33	51
Highland	92	186	103	74	80	57
Illinois Central	85	1055	569	413	55	64
Illinois Eastern	89	569	408	150	233	64
Illinois Valley	82	395	230	223	46	64
Joliet	76	742	299	602	47	86
Kankakee	89	256	219	101	79	71
Kaskaskia	82	576	252	159	49	65
Kiswaukee	91	291	209	135	64	65
Lake County	94	650	350	382	49	64
Lake Land	94	643	422	212	53	70
Lewis & Clark	89	393	339	187	45	79
Lincoln Land	85	750	329	335	62	62
Logan	100	525	238	232	71	71
McHenry	91	285	276	129	61	65
Moraine Valley	81	1287	437	834	57	64
Morton	85	248	129	122	48	66
Oakton	86	602	306	408	58	63
Parkland	90	1051	505	312	59	61
Prairie State	87	410	224	184	54	84
Rend Lake	85	368	327	138	104	83
Richland	83	321	174	143	44	62
RockValley	83	672	441	402	47	54
Sandburg	84	208	168	121	51	65
Sauk Valley	88	178	177	81	46	63
Shawnee	90	209	138	88	68	85
South Suburban	72	600	367	251	57	66
Southeastern	95	371	129	108	105	53
Spoon River	80	191	73	118	53	52
Triton	84	956	744	318	111	59
Waubonsee	83	205	352	72	56	74
Wood	89	86	191	40	41	64
State Averages	86	23,143	14,275	10,468	64	65

Illinois Community College Board - Table 30B
 Fiscal Year 2000 Performance
 Based Initiative
 Funds Awarded

	State Goal #1	State Goal #2	State Goal #3	State Goal #4	State Goal #5	State Goal #6	District Goal	FY 2000 Perf. Based Awards
Belleville	9,938	7,050	8,900	3,586	6,384	5,799	29,194	70,851
BlackHawk	3,394	5,035	3,789	3,266	4,796	2,904	21,932	45,116
Chicago	32,618	13,473	25,898	2,922	21,951	27,142	103,060	227,064
Danville	2,780	2,698	1,513	1,868	1,276	1,623	8,168	19,926
DuPage	10,945	15,590	11,977	11,286	7,031	4,258	25,723	86,810
Elgin	3,168	5,599	6,090	2,968	2,487	1,506	11,375	33,193
Harper	6,445	9,748	6,840	8,674	3,253	3,447	10,412	48,819
Heartland	1,197	2,478	470	4,320	604	320	4,836	14,225
Highland	2,395	1,459	1,310	848	1,612	854	5,159	13,637
Illinois Central	5,962	8,274	7,234	4,732	4,013	4,252	17,126	51,593
Illinois Eastern	8,278	4,462	5,187	1,719	6,077	4,831	19,454	50,008
Illinois Valley	1,709	3,098	2,848	2,555	1,079	1,372	6,905	19,642
Joliet	2,190	5,819	3,801	6,898	2,210	3,748	11,322	35,988
Kankakee	4,471	2,008	2,784	1,157	3,282	3,479	10,506	27,687
Kaskaskia	2,902	4,517	3,204	1,822	1,831	2,329	11,723	28,328
Kiswaukee	2,465	2,282	2,657	1,547	1,451	1,318	5,310	17,030
Lake County	5,208	5,097	4,450	4,377	2,190	2,786	14,023	38,131
Lake Land	5,186	5,043	5,365	2,429	2,618	3,699	13,966	38,306
Lewis & Clark	3,636	3,082	4,310	2,143	1,669	2,829	10,683	28,352
Lincoln Land	3,349	5,882	4,183	3,838	2,630	1,991	9,621	31,494
Logan	7,932	4,117	3,026	2,658	5,338	5,658	8,544	37,273
McHenry	2,470	2,235	3,509	1,478	1,454	1,321	5,321	17,788
Moraine Valley	3,676	10,093	5,556	9,556	3,181	3,371	16,971	52,404
Morton	1,587	1,945	1,640	1,398	890	1,320	4,557	13,337
Oakton	4,361	4,721	3,890	4,675	2,642	2,800	14,093	37,182
Parkland	5,320	8,242	6,421	3,575	2,685	2,372	14,327	42,942
Prairie State	2,489	3,215	2,858	2,108	1,507	2,130	8,041	22,338
Rend Lake	3,497	2,886	4,157	1,581	3,138	3,326	10,045	28,630
Richland	1,255	2,517	2,212	1,639	792	839	5,069	14,323
RockValley	2,557	5,270	5,607	4,606	1,613	1,026	10,329	31,008
Sandburg	2,102	1,631	2,136	1,386	1,415	1,500	7,549	17,719
Sauk Valley	1,951	1,396	2,250	928	895	1,139	4,586	13,145
Shawnee	2,940	1,639	1,755	1,008	1,731	2,097	3,167	14,337
South Suburban	1,398	4,705	4,666	2,876	2,823	3,490	12,047	32,005
Southeastern	4,395	2,909	1,640	1,237	2,957	784	11,834	25,756
Spoon River	1,075	1,498	928	1,352	930	329	4,963	11,075
Triton	5,735	7,497	9,459	3,644	5,146	2,727	16,472	50,680
Waubonsee	2,094	1,608	4,475	825	1,586	2,240	8,459	21,287
Wood	1,694	674	2,428	458	777	988	4,976	11,995
State Averages	176,764	181,492	181,423	119,943	119,944	119,944	521,848	1,421,424

BOARD BUDGET GUIDELINES

1. The Board recognizes that the impact of tax caps became an economic reality for Harper Collège in 1994. Since that time the College has lost an average of \$1,300,000 per year to tax caps.
2. The Board is committed to producing a balanced educational fund budget each year.
3. The Board is committed to linking the funding plan (budget) of the College to its Strategic Long Range Plan, and its Annual Plan.
4. The Board fund balance target is 33%, or four months, of the total revenue for the College.
5. The Board recognizes that the impact of the property tax cap will mean that students will have to assume a larger share of increased expenses than in the past.
6. The Board recognizes that a tuition philosophy that defines the student share is necessary and has decided that the target should be 25% of per capita costs.
7. The Board recognizes that referendum(s) are in the College's future.
8. The Board recognizes that continued work with legislators for funding of major capital projects is necessary. The Board will work to seek Harper's fair share of state funds for operations.
9. The Board expects that the College will end each fiscal year with an excess of revenue over expense of 2% or greater.

Adopted 12/99

LONG TERM ENROLLMENT PROJECTIONS

Two categories of assumptions are used to generate enrollment projections: district demographics and Harper programs/marketing strategies. Each category is discussed below.

District Demographic Assumptions

- According to the Northeastern Illinois Planning Commission (NIPC), the population in the townships and municipalities served by Harper College is projected to increase from 517,540 to 536,798 (4%) by 2020.
- Harper will continue to enroll approximately 30% of the high school seniors within the first three years of high school graduation.
- The pool of high school seniors will increase 10.9 percent to 7,026 between 1998 to 2005.
- Harper full-time equivalent students (FTE) are projected to increase 8.6% from 1998 to 2005 and 13.4% by 2008.
- Students under 21 years of age will continue to remain enrolled at the same rate they do currently. (As a percentage of total)
- Students 21 years of age and over will continue to remain enrolled at the same rate they do currently. (As a percentage of total)
- Full-time and part-time students will continue carrying the same credit load that they carry currently.

Harper Program/Marketing Strategies

- The scheduling of classes will be modified to meet community/learner needs.
- The College curriculum will diversify to more "in demand" technology course offerings.
- A strategic marketing plan will better position the College to meet the changing needs of the community.
- Competition in the market place will continue to intensify.

Additional Enrollment Projection Factors

Major consideration needs to be given to other factors which will likely influence the enrollment projections over the next decade.

- The demand for workforce training and education programs and services will continue to increase each year due to the rapid rate of technological change and global competitiveness.
- Corporate service related program demands will increase.
- Stability of regional economy directly impacts enrollment.
- The College will continue to support and encourage educational partnerships with business and industry.

- New shifts in careers and workforce mix will have a major impact on enrollment in the occupational and career related areas.
- Federal initiatives such as tax benefit legislation for education and welfare reform legislation will be influential.
- New Illinois Articulation Initiative (IAI) General Education requirements will impact course demand.
- Corporate training demands will bring more post four-year degree students to the College.
- Educational Services Agreement policies of the College will continue to positively impact outreach to employees in the district.
- Employment base of the district: Number of businesses - 30,836; number of employees 418,140; and the unemployment rate for northwest suburban area (2.7% - 1998) influence enrollment.

COLLEGE AND ICCB

Harper College is one of the 49 colleges that make up the Illinois Community College System. The Illinois Community College Board (ICCB) is the coordinating board of community colleges. ICCB's mission is to "administer the Public Community College in a manner that maximizes the ability of the 40 community college districts to serve their communities, promotes cooperation within the system, and accommodate those state of Illinois initiatives that are appropriate for community colleges."

The College's relationship with ICCB revolves around reporting, finance and policy. In the area of reporting, College staff work closely with ICCB staff to prepare and submit the required state reports on a timely basis. The required reports and the reporting due dates are established on a working calendar at the beginning of each fiscal year. Examples of reports include Program review/PQP, Term course enrollment data, uniform financial report, and non-credit course enrollment survey.

The policy and finance areas are similar in that both fall within the ICCB's mission of administering the Public Community College Act. The ICCB seeks advice from all its constituent groups in establishing policies necessary to implement state statutes. Bodies such as the Illinois Presidents' Council and Illinois Community College Faculty Association play a significant role in shaping policy.



OVERVIEW - ALL FUNDS

Basis of Accounting and Budgeting

The accounting policies of William Rainey Harper College – Community District No. 512 (the College) conform to generally accepted accounting principles applicable to Government units and Illinois Community Colleges. The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing accounting and financial reporting principles.

The modified accrual basis of accounting is the practice used for budgeting and accounting for the funds below.

- The Education Fund and the Operations and Maintenance Fund are considered the general operating funds of the College.
- The Audit Fund, Restricted Purposes Fund, Liability, Protection, and Settlement Fund are funds used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.
- The Bond and Interest Fund is restricted to account for the accumulation of resources for and the payment of principal, interest and related costs.
- The Operations and Maintenance Fund (Restricted) and the Bond Proceeds Fund are used to account for financial resources to be used for the acquisition or construction of major capital facilities.

The Auxiliary Enterprises is used to account for operations that are financed and operated in a manner similar to private business enterprise. The departmental operations of the bookstore, cafeteria and flower shop follow the accrual basis of accounting.

ALL FUNDS OVERVIEW

	General		Special Revenue				Debt Service	Capital	Combined
	<u>Education</u> (01)	<u>Operations & Maintenance</u> (02)	<u>Auxiliary Enterprises</u> (05)	<u>Restricted Purposes</u> (06)	<u>Audit</u> (11)	<u>Liability Protection</u> (12)	<u>Bond & Interest</u> (04)	<u>O&M Restricted</u> (03)	
REVENUES									
Local Government	\$ 23,810,840	\$ 10,243,330	\$ -	\$ 2,000,000	\$ 71,500	\$ 1,268,450	\$ 2,146,200	\$ 4,023,500	\$ 43,563,820
State Government	8,337,523	233,580		6,382,019				2,459,589	17,412,711
Federal Government	167,050			2,897,981					3,065,031
Tuition & Fees	12,525,910	5,293,750	9,331,842						27,151,502
Other Sources	998,000	240,000	8,787,270	872,022	6,000	180,000	120,000	180,000	11,383,292
Transfers	600,000		495,000	750,000			220,500	4,800,000	6,865,500
Total Revenues	\$ 46,439,323	\$ 16,010,660	\$ 18,614,112	\$ 12,902,022	\$ 77,500	\$ 1,448,450	\$ 2,486,700	\$ 11,463,089	\$ 109,441,856
EXPENDITURES									
Instruction	\$ 20,854,887	\$ -	\$ -	\$ 567,658	\$ -	\$ -	\$ -	\$ -	\$ 21,422,545
Academic Support	5,182,926		57,420	312,105					5,552,451
Student Services	5,349,494		965,612	667,318					6,982,424
Public Service	135,699		8,914,480	960,286					10,010,465
Auxiliary Services			5,941,454						5,941,454
Operation & Maintenance		6,796,891				369,976			7,166,867
General Administration									-
Institutional Support	18,521,317	4,413,769	485,960	11,138,301	89,000	1,232,803	2,486,700	15,933,906	54,301,756
Transfers	1,195,000	4,800,000	370,500						6,365,500
Total Expenditures	\$ 51,239,323	\$ 16,010,660	\$ 16,735,426	\$ 13,645,668	\$ 89,000	\$ 1,602,779	\$ 2,486,700	\$ 15,933,906	\$ 117,743,462
REVENUES OVER/ (UNDER) EXPENDITURE	\$ (4,800,000)	\$ -	\$ 1,878,686	\$ (743,646)	\$ (11,500)	\$ (154,329)	\$ -	\$ (4,470,817)	\$ (8,301,606)
PROJECTED FUND									
BALANCE June 30, 2000	\$ 13,687,847	\$ 3,321,757	\$ 5,757,721	\$ 1,557,384	\$ 83,851	\$ 3,164,932	\$ 2,624,220	\$ 9,202,000	\$ 39,399,712
PROJECTED FUND BALANCE June 30, 2001	\$ 8,887,847	\$ 3,321,757	\$ 7,636,407	\$ 813,738	\$ 72,351	\$ 3,010,603	\$ 2,624,220	\$ 4,731,183	\$ 31,098,106

Note:

All decreases in fund balance were planned and the money was reserved in prior years. The following footnotes indicate the use of the money in the current year.

Fund 01: \$4,800,000 for a portion of the College's match for the Conference Center and Theater.

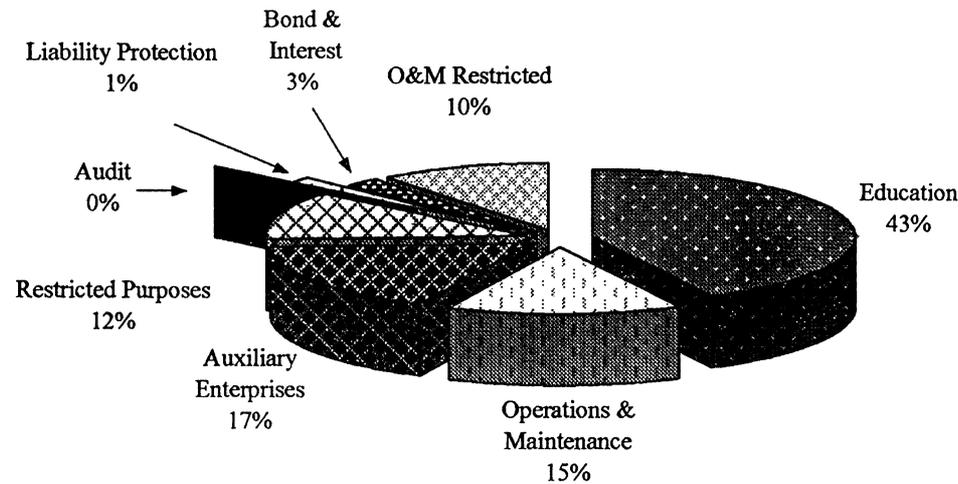
Fund 03: \$6,700,000 for a portion of the College's match for the Conference Center and Theater; \$4,070,817 Life Safety projects from the 2000 tax levy and savings from prior years; less: \$4,800,000 set aside for the Conference Center and Theater, and \$1,500,000 of new bonds issued.

Fund 06: \$467,709 for payments to early retirees, from revenue generated in a 1996 bond sale; \$250,000 for the Technology Plan implementation budgeted in 1999-00 but not completed, and therefore funds not expended; \$90,000 for funds granted in prior years but not expended; less: investment income of \$120,000.

Fund 11: Planned use of funds, if additional audit consulting engagement is required. Monies from this fund can be used only for audit related expenses.

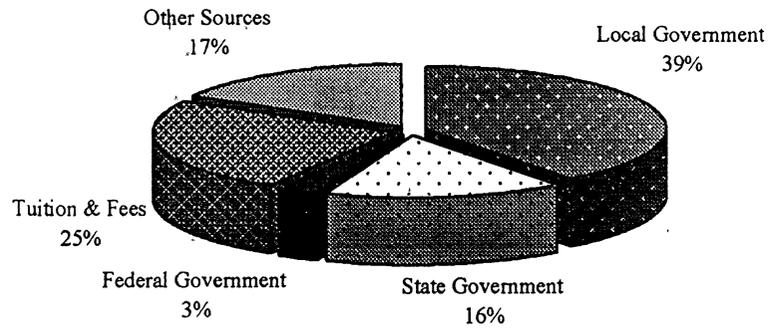
Fund 12: Planned use of funds not expended in previous years.

Fiscal Year 2001 Revenues by Fund

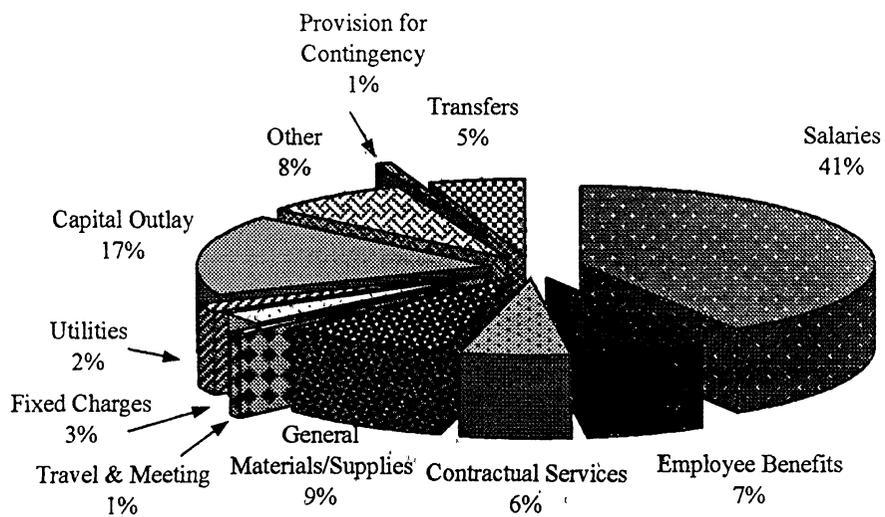


REVENUE SOURCES AND EXPENDITURE USES
All Funds

Revenues by Source



Expenditure Uses by Object



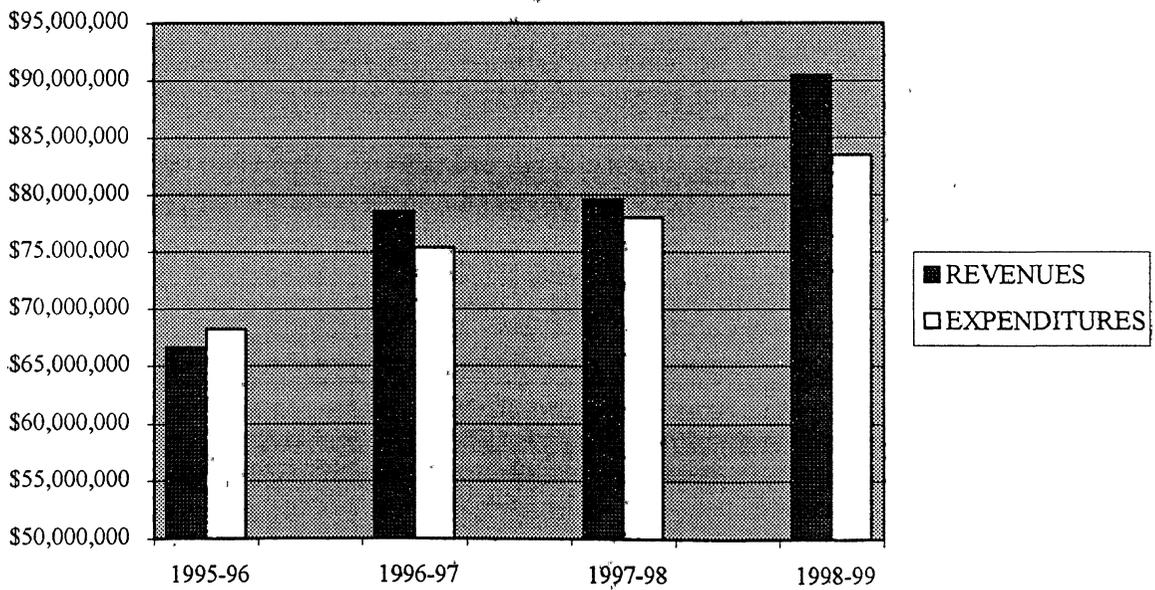
COMPARISON OF REVENUES AND EXPENDITURES
All Funds

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Local Government	\$ 38,850,438	\$ 36,321,950	\$ 43,563,820	20%
State Government	15,637,577	14,890,431	17,412,711	17%
Federal Government	2,306,548	2,763,436	3,065,031	11%
Tuition & Fees	20,006,243	25,254,723	27,151,502	8%
Other Sources	11,114,743	9,938,099	11,383,292	15%
Transfers	2,553,363	2,060,500	6,865,500	233%
Total Revenues	\$ 90,468,912	\$ 91,229,139	\$ 109,441,856	20%
EXPENDITURES				
Instruction	\$ 24,481,014	\$ 24,106,906	\$ 21,422,545	-11%
Academic Support	3,194,767	3,241,963	5,552,451	71%
Student Services	6,618,246	6,520,170	6,982,424	7%
Public Service	6,715,978	7,678,102	10,010,465	30%
Auxiliary Services	6,124,272	5,545,060	5,941,454	7%
Operation & Maintenance	6,651,795	7,012,200	7,166,867	2%
Institutional Support	27,752,082	42,073,099	54,301,756	29%
Transfers	1,996,570	1,530,500	6,365,500	316%
Total Expenditures	\$ 83,534,724	\$ 97,708,000	\$ 117,743,462	21%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 6,934,188	\$ (6,478,861)	\$ (8,301,606)	28%
BEGINNING FUND BALANCE	\$ 31,771,738	\$ 38,705,926	\$ 39,399,712 *	2%
ENDING FUND BALANCE	\$ 38,705,926	\$ 32,227,065	\$ 31,098,106	-4%

* Note: The beginning fund balance for FY 01 is restated because construction projects budgeted in the Operations & Maintenance (Restricted) Fund for FY 00 were delayed, and are budgeted again in FY 01.

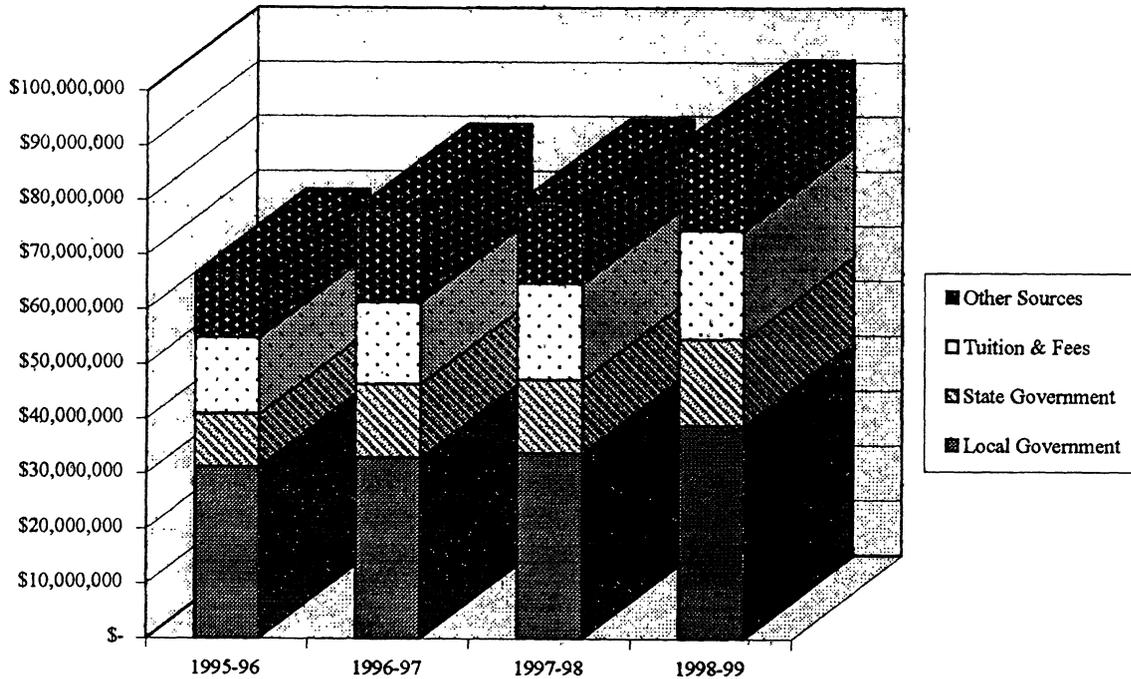
FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES
All Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
REVENUES	\$ 66,565,893	\$ 78,503,141	\$ 79,516,534	\$ 90,468,912
EXPENDITURES	<u>68,231,558</u>	<u>75,383,371</u>	<u>77,976,340</u>	<u>83,534,724</u>
REVENUES OVER/ (UNDER) EXPENDITURES	(1,665,665)	3,119,770	1,540,194	6,934,188
BEGINNING FUND BALANCE	<u>25,860,173</u>	<u>24,557,033</u>	<u>29,721,540</u>	<u>31,771,738</u>
ENDING FUND BALANCE	<u>\$ 24,194,508</u>	<u>\$ 27,676,803</u>	<u>\$ 31,261,734</u>	<u>\$ 38,705,926</u>



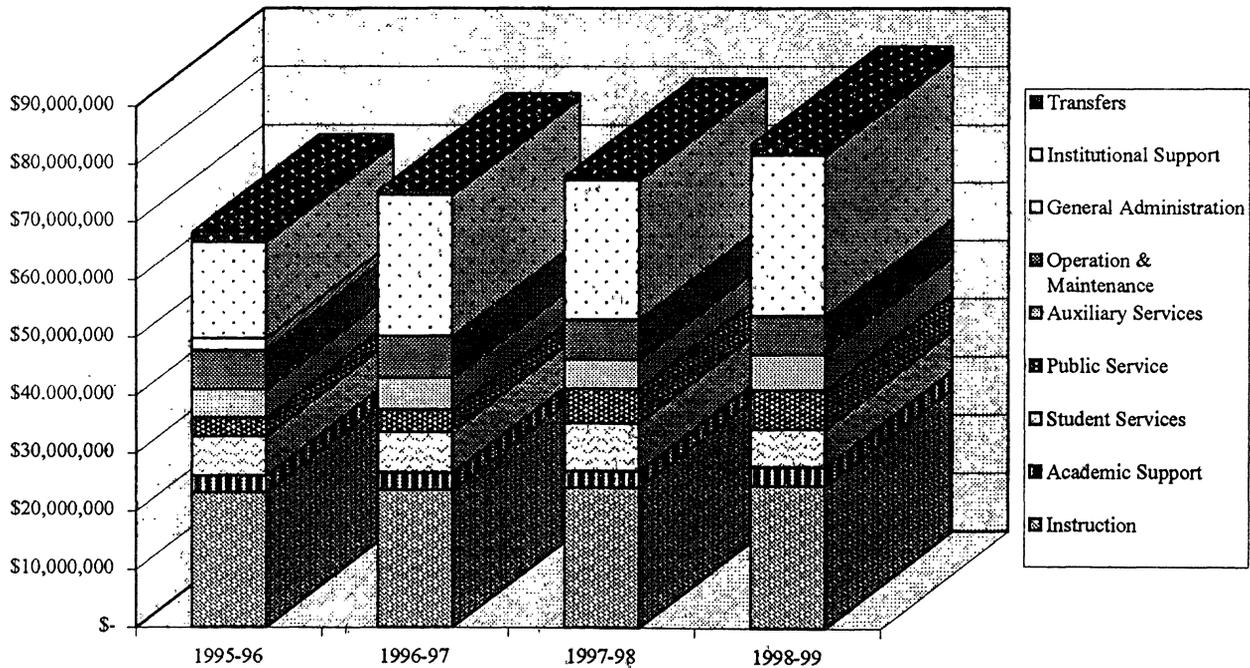
FOUR YEAR HISTORY OF REVENUES
All Funds

	<u>1995-96</u>		<u>1996-97</u>		<u>1997-98</u>		<u>1998-99</u>
Local Government	\$ 31,149,268	\$	\$ 32,901,988	\$	\$ 33,786,754	\$	\$ 38,850,438
State Government	9,699,769		13,405,073		13,370,293		15,637,577
Tuition & Fees	13,964,293		14,983,580		17,540,798		20,006,243
Other Sources	11,752,563		17,212,500		14,818,689		15,974,654
Total Revenues	\$ 66,565,893	\$	\$ 78,503,141	\$	\$ 79,516,534	\$	\$ 90,468,912



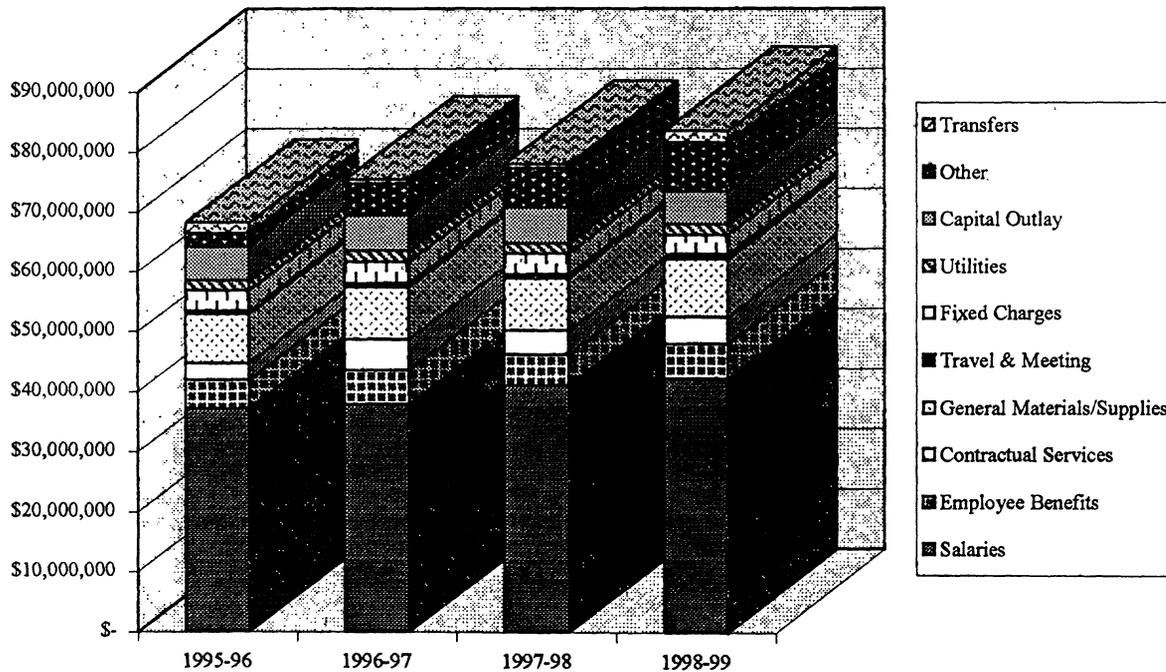
FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION All Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Instruction	\$ 23,288,407	\$ 23,735,927	\$ 24,130,346	\$ 24,481,014
Academic Support	2,830,875	2,926,727	2,939,235	3,194,767
Student Services	6,774,084	7,067,359	8,129,570	6,618,246
Public Service	3,197,438	3,863,493	6,013,176	6,715,978
Auxiliary Services	4,956,719	5,378,250	5,053,933	6,124,272
Operation & Maintenance	6,783,529	7,210,494	6,849,210	6,651,795
General Administration	1,979,870	-	-	-
Institutional Support	16,626,637	24,457,713	24,035,376	27,752,082
Transfers	1,793,999	743,408	825,494	1,996,570
Total Expenditures	\$ 68,231,558	\$ 75,383,371	\$ 77,976,340	\$ 83,534,724



FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT
All Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Salaries	\$ 37,131,287	\$ 37,848,734	\$ 40,922,211	\$ 42,098,612
Employee Benefits	4,742,261	5,642,843	5,167,403	5,732,691
Contractual Services	2,849,547	5,129,835	3,996,742	4,559,917
General Materials/Supplies	8,136,246	8,799,607	8,737,421	9,650,748
Travel & Meeting	567,787	597,205	712,036	723,315
Fixed Charges	3,393,813	3,597,893	3,443,801	3,367,285
Utilities	1,683,365	1,898,902	1,788,036	1,806,117
Capital Outlay	5,671,414	5,904,033	5,967,584	5,464,385
Other	2,261,839	5,220,911	6,415,612	8,135,084
Transfers	1,793,999	743,408	825,494	1,996,570
Total Expenditures	\$ 68,231,558	\$ 75,383,371	\$ 77,976,340	\$ 83,534,724





OPERATING FUNDS

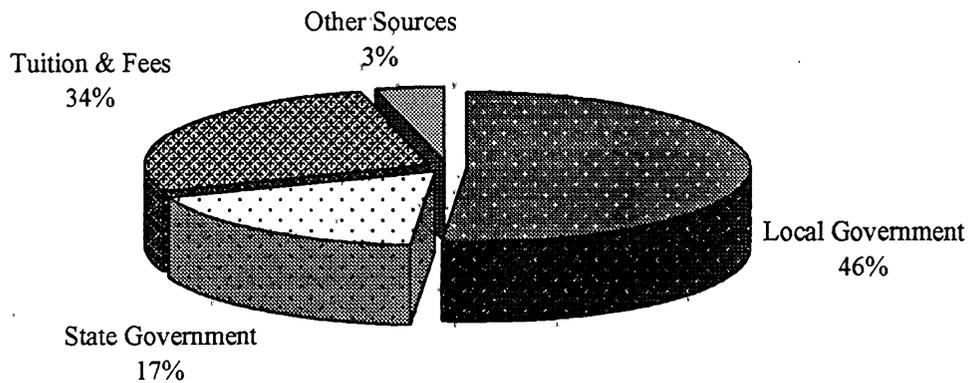


EDUCATION FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
Local Government	\$ 23,810,840	51.27%
State Government	8,337,523	17.95%
Federal Government	167,050	0.36%
Tuition & Fees	12,525,910	26.97%
Other Sources	998,000	2.15%
Transfers	600,000	1.29%
Total Revenues	<u>\$ 46,439,323</u>	<u>100.00%</u>
EXPENDITURES		
Instruction	\$ 20,854,887	40.70%
Academic Support	5,182,926	10.12%
Student Services	5,349,494	10.44%
Public Service	135,699	0.26%
Institutional Support	18,521,317	36.15%
Transfers	1,195,000	2.33%
Total Expenditures	<u>\$ 51,239,323</u>	<u>100.00%</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ (4,800,000)</u>	

EDUCATION FUND REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 23,810,840	51.27%
STATE GOVERNMENT		
ICCB Credit Hour Grants	7,404,523	
ISBE	500,000	
CPPRT	433,000	
	8,337,523	17.95%
FEDERAL GOVERNMENT		
	167,050	0.36%
TUITION & FEES		
Tuition	9,544,710	
Fees	2,316,200	
Other	665,000	
	12,525,910	26.97%
OTHER SOURCES		
Interest on Investments	935,000	
Other	63,000	
Transfers	600,000	
	1,598,000	3.44%
TOTAL REVENUES	\$ 46,439,323	100.00%



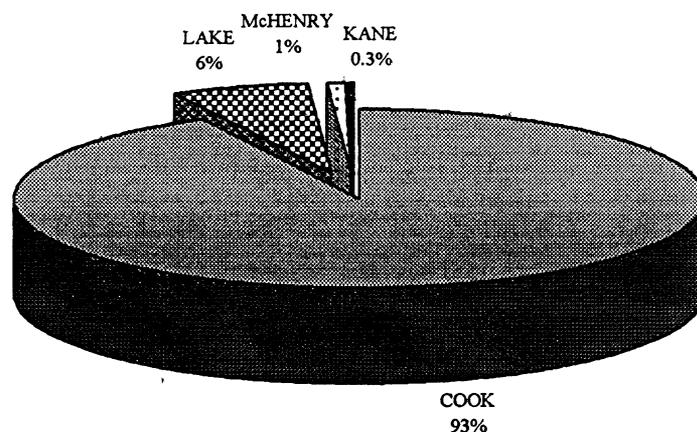
PROPERTY TAXES

Real estate property value, as determined by the County Assessors' Offices, is the basis upon which local educational institutions obtain their annual tax revenues. Under state law, Harper College may levy an annual tax upon the taxable real estate within its jurisdiction. The amount of the levy is divided by the equalized assessed value (EAV) of the real estate to determine the tax rate. The rate as calculated may not exceed the district's maximum legal rate. Further restrictions may apply based upon recently enacted tax cap legislation.

Harper assesses its levy upon real estate within four counties as follows:

1999 TAX YEAR VALUATIONS

	<u>COOK</u>	<u>LAKE</u>	<u>McHENRY</u>	<u>KANE</u>	<u>TOTAL</u>
Estimated EAV used to determine 1999 levy	\$ 12,155,219,268	819,313,124	111,658,008	43,228,677	\$ 13,129,419,077
Final EAV for 1998 tax year	\$ 11,916,881,635	795,449,635	108,405,833	41,969,589	\$ 12,862,706,692
Increase from prior year	2.00%	3.00%	3.00%	3.00%	2.07%
Percentage of total 1999 EAV by county	92.6%	6.2%	0.9%	0.3%	100.0%



HARPER COLLEGE EQUALIZED ASSESSED VALUATION BY COUNTY

<u>Levy Year</u>	<u>Cook</u>	<u>Kane</u>	<u>Lake</u>	<u>McHenry</u>	<u>Total</u>
1968	1,024,637,885	9,704,760	59,584,904	5,830,140	1,099,757,689
1969	1,205,150,879	9,764,000	68,295,666	6,311,830	1,289,522,375
1970	1,328,493,845	8,841,510	69,505,339	6,718,620	1,413,559,314
1971	1,467,673,131	10,290,910	80,463,728	7,685,492	1,566,113,261
1972	1,703,820,865	10,130,450	82,978,210	8,096,462	1,805,025,987
1973	1,899,462,224	10,371,870	90,121,216	8,545,174	2,008,500,484
1974	1,959,935,484	10,806,000	86,016,123	9,076,898	2,065,834,505
1975	2,053,473,773	11,365,159	91,049,476	9,908,872	2,165,797,280
1976	2,349,089,537	11,448,225	106,621,325	10,948,833	2,478,107,920
1977	2,588,145,278	11,697,079	130,436,610	12,231,351	2,742,510,318
1978	2,803,922,400	12,431,067	152,700,196	15,370,140	2,984,423,803
1979	2,783,881,380	13,732,046	180,378,734	18,878,169	2,996,870,329
1980	3,429,169,229	16,128,261	210,902,047	23,228,607	3,679,428,144
1981	4,192,564,160	17,627,690	227,873,468	26,692,117	4,464,757,435
1982	4,479,364,687	18,487,126	238,071,691	27,483,310	4,763,406,814
1983	4,469,862,554	16,026,712	243,165,764	26,612,772	4,755,667,802
1984	4,779,265,256	15,871,907	253,282,510	27,572,183	5,075,991,856
1985	5,417,450,692	15,947,850	269,086,882	28,796,049	5,731,281,473
1986	5,707,599,916	16,590,756	289,833,072	32,594,662	6,046,618,406
1987	6,082,969,895	19,227,099	328,298,957	37,314,964	6,467,810,915
1988	6,375,520,577	21,004,705	375,686,130	45,028,812	6,817,240,224
1989	7,861,901,522	20,501,587	439,084,763	52,882,658	8,374,370,530
1990	8,405,574,459	23,409,683	511,801,980	60,332,869	9,001,118,991
1991	8,644,078,068	25,734,687	577,477,010	69,941,012	9,317,230,777
1992	9,866,570,847	30,150,192	609,619,575	77,547,718	10,583,888,332
1993	10,152,119,098	32,332,945	641,695,870	85,103,615	10,911,251,528
1994	10,012,855,593	34,990,938	662,357,664	91,394,551	10,801,598,746
1995	10,844,801,196	36,316,539	696,875,910	96,583,351	11,674,576,996
1996	11,069,679,533	38,869,716	733,664,538	102,032,022	11,944,245,809
1997	11,082,749,732	40,607,023	770,551,121	105,469,644	11,999,377,520
1998	11,916,881,635	41,969,589	795,449,635	108,405,833	12,862,706,692

**1999 CALENDAR YEAR LEVY BY FUND AND AMOUNTS ANTICIPATED
FOR FISCAL YEAR 2001 TAX REVENUES**

	<u>1999 Adopted Levy</u>	<u>1999 Estimated Extensions</u>	<u>FY 01 Anticipated Revenue from 1999 Levy</u>	<u>FY 01 Anticipated Revenue from 2000 Levy</u>
Education	\$ 23,500,000	\$ 22,778,143	\$ 11,871,740	\$ 11,389,100
Ops & Maint.	9,800,000	9,762,061	5,262,300	4,881,030
Liability	650,000	669,500	323,280	412,421
Social Security	475,000	489,250	234,100	298,649
Life Safety	2,450,000	2,523,500	1,261,750	1,261,750
Financial Audit	60,000	61,800	33,500	38,000
Bond & Interest		2,118,978	1,062,200	1,084,000
Total	<u>\$ 36,935,000</u>	<u>\$ 38,403,232</u>	<u>\$ 20,048,870</u>	<u>\$ 19,364,950</u>

NOTES:

Illinois Community Colleges are on a June 30 fiscal year. County assessments and tax levies are based upon a calendar year. Tax levies and related collections affect two budget years. Harper's 2001 fiscal year covers the period between July 1, 2000 through June 30, 2001. The 2000 real estate tax levy must be filed with the County Clerk's office during December, 2000 and applies to the property values as of December 31, 2000. Those property values will be determined during calendar year 2000 and tax bills are mailed by the Counties during Spring 2001. Each county allows installment payments due 50% in spring and 50% in late summer or early fall of 2001. Only Cook County follows the practice of issuing estimated tax bills with the first installment based on 50% of the previous year's tax bill. The final and actual tax bill is sent out by Cook County between July 1 and October 1.

Recognition of real estate taxes into current year operating revenues is determined and affected by year end audit adjustments based upon the information released by the Counties prior to audit cut-off. It is not unusual for real estate tax revenues to deviate from budget due to the annual fluctuation in Cook County's issuance of tax bills.

1999 TAX RATES BY FUND

	1999 Est <u>Extensions</u>	% of <u>Total</u>	1999 Est <u>Tax Rates</u>	1998 <u>Extensions</u>	% of <u>Total</u>	1998 <u>Tax Rates</u>	Max Legal <u>Rates</u>	% of Increase <u>1999/1998</u>
Education	\$ 22,778,143	59.3%	0.1735	\$21,357,244	59.8%	0.1655	0.1750	6.65%
Ops & Maint.	9,762,061	25.4%	0.0744	9,153,105	25.6%	0.0709	0.0750	6.65%
Liability	669,500	1.7%	0.0051	716,880	2.0%	0.0056	none	-6.61%
Social Security	489,250	1.3%	0.0037	486,160	1.4%	0.0038	none	0.64%
Life Safety	2,523,500	6.6%	0.0192	1,285,462	3.6%	0.0100	0.0500	96.31%
Financial Audit	61,800	0.2%	0.0005	61,804	0.2%	0.0005	0.0500	-0.01%
Subtotal	<u>\$ 36,284,254</u>	<u>94.5%</u>	<u>0.2764</u>	<u>\$33,060,655</u>	<u>92.5%</u>	<u>0.2563</u>		<u>9.75%</u>
Bond & Interest	2,118,978	5.5%	0.0161	2,663,678	7.5%	0.0206	none	-20.45%
Total	<u><u>\$ 38,403,232</u></u>	<u><u>100.0%</u></u>	<u><u>0.2925</u></u>	<u><u>\$35,724,333</u></u>	<u><u>100.0%</u></u>	<u><u>0.2769</u></u>		<u><u>7.50%</u></u>

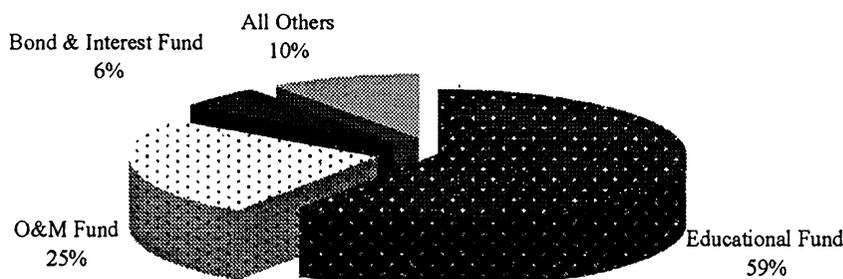
TAX CAP LIMITATIONS

Public Act 89-1 made Cook County taxing districts subject to the Property Tax Extension Limitation Law (PTELL) beginning with the 1994 levy year (taxes payable in calendar year 1995). That legislation limits the increase in tax extensions to the lesser of 5% or the change in the consumer price index which was set at 2.7% in 1995, 2.5% in 1996, 3.3% in 1997, 1.7% in 1998, 1.6% in 1999, and 2.7% in 2000. Excluded are existing resolutions on file for debt retirement and any subsequent bond sales or tax rate referenda that require taxpayer approval. Tax extensions under the provision of the tax cap are not necessarily affected by new construction that increases the district's assessed valuation.

Tax rates and extensions are determined by each individual county. Cook County uses prior year EAV for determining the maximum allowable levy, whereby the other district counties use the current year EAV for both levy and rate determination. This process causes rates to vary by county.

DISTRIBUTION OF EACH 1999 TAX DOLLAR

1999 LEVY AS EXTENDED (ESTIMATED)



REVENUE SOURCES
Education Fund

State Government

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
Credit Hour Grant	\$ 7,224,856	\$ 7,316,993	\$ 92,137	1.28%

ICCB Credit Hour Grant (Apportionment) is based on the number of credit hours reported two years prior to the current fiscal year.

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
CPVRT	\$ 433,000	\$ 433,000	\$ -	0.00%

Corporate Personal Property Replacement Taxes (CPVRT) are paid in ten monthly installments. Funds collected from this source are allocated between the Education Fund (65%) and Operations & Maintenance Fund (35%)

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
ISBE Grants	\$ 525,000	\$ 500,000	\$ (25,000)	-4.76%
Square Footage Grant	\$ 86,816	\$ 87,530	\$ 714	0.82%

Illinois State Board of Education provides unrestricted grants for both Vocational and Adult Education.

Tuition and Fees

Credit Hour Tuition Rates

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
In District Rate	\$ 54.00	\$ 54.00	\$ -	0.00%
Out of District*	\$ 216.40	\$ 208.81	\$ (7.59)	-3.51%
Out of State*	\$ 263.90	\$ 274.39	\$ 10.49	3.97%

* Rates determined by ICCB formula

Credit Hour Projections

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
	<u>(Actual)</u>			
Summer	34,425	34,425	-	0.00%
Fall	112,920	112,920	-	0.00%
Spring	105,390	105,390	-	0.00%
Total Credit Hours	<u>252,735</u>	<u>252,735</u> *	-	0.00%

* For budget purposes only

REVENUE SOURCES
Education Fund

Tuition & Fees (continued)

	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
Tuition	\$ 14,102,126	\$ 9,544,710	\$ (4,557,416)	-32.32%
Fees	2,232,098	2,981,200	\$ 749,102	33.56%
Total (estimated)	<u>\$ 16,334,224</u>	<u>\$ 12,525,910</u>	<u>\$ (3,808,314)</u>	<u>-23.31%</u>

Course fees include registration, application, lab, graduation, and miscellaneous fees which may vary by course. While tuition rates remained the same, the Board has exercised its right to direct a portion of tuition revenue into the Operations and Maintenance Fund, therefore the Education Fund shows a decrease.

Other Revenues

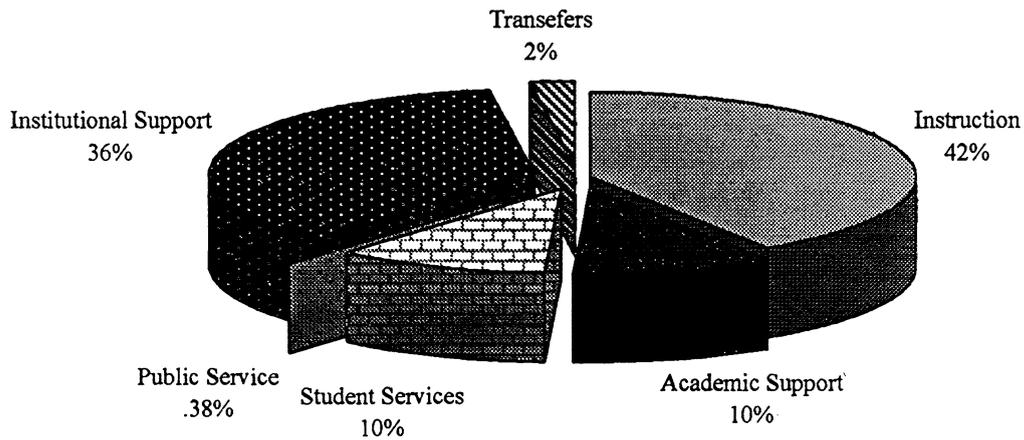
	<u>FY 99-00</u>	<u>FY 00-01</u>	<u>Change</u>	<u>% Change</u>
Investment Earnings	\$ 725,000	\$ 935,000	\$ 210,000	28.97%
Fees & Vending Commissions	44,000	63,000	19,000	43.18%
Fed Gov't - Dept of Ed	5,200	167,050	161,850	3112.50%
Transfers in	550,000	600,000	50,000	9.09%
	<u>\$ 1,324,200</u>	<u>\$ 1,765,050</u>	<u>\$ 440,850</u>	<u>33.29%</u>

Investment earnings are estimated based upon the average monthly level on funds available.

Transfers in include \$500,000 from Working Cash Fund investment earnings and \$100,000 from the Bookstore.

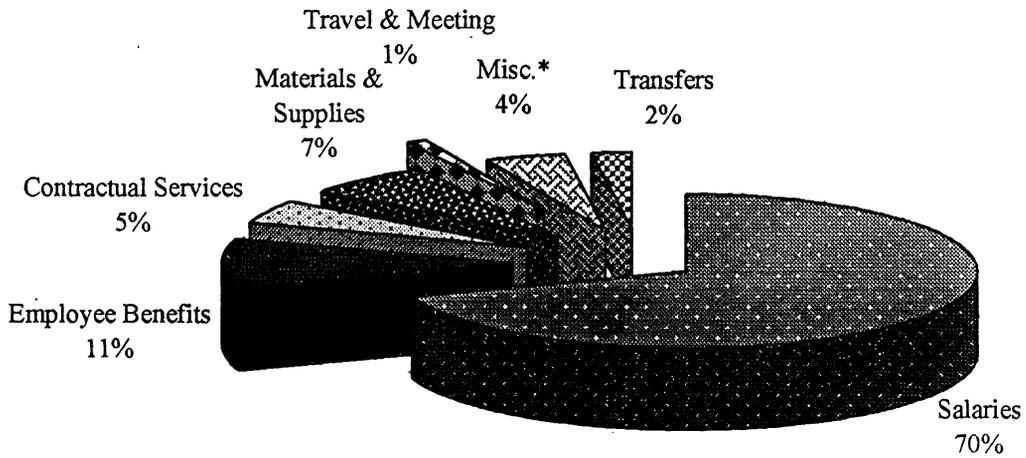
EXPENDITURES BY PROGRAM FUNCTION
Education Fund

Instruction	\$ 20,854,887	40.70%
Academic Support	5,182,926	10.12%
Student Services	5,349,494	10.44%
Public Service	135,699	0.26%
Institutional Support	18,521,317	36.15%
Transefers	1,195,000	2.33%
Total Expenditures	\$ 51,239,323	100.00%



EXPENDITURES BY OBJECT
Education Fund

Salaries	\$ 35,537,636	69.36%
Employee Benefits	5,486,415	10.71%
Contractual Services	2,598,411	5.07%
Materials & Supplies	3,665,693	7.15%
Travel & Meeting	563,016	1.10%
Fixed Charges	94,941	0.19%
Capital Outlay	424,200	0.83%
Other	1,174,011	2.29%
Provision for Contingency	500,000	0.98%
Transfers	1,195,000	2.33%
	\$ 51,239,323	100.00%
Total Expenditures		



Note: Miscellaneous includes fixed charges, capital outlay, other and contingency.

**Organization Unit Detail
Expenditure Budget
Education Fund (01)**

Organization Unit Name	Salaries	Fringe Benefits & Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other	Capital & Other	Totals
President							
Grants Proposal Development	\$ 61,353		\$ 2,650	\$ 4,100			\$ 68,103
VP Institutional Advancement	157,642	4,334	13,800	15,000			190,776
Office of Strategic Alliances	119,890	2,841	11,060	4,411			138,202
President's Office	235,063	15,679	8,284	23,000			282,026
Board of Trustees			4,952	14,500			19,452
Community Relations Office	134,713	3,176	25,831	8,670			172,390
Development Office	261,846	5,478	31,351	16,000			314,675
TOTALS	\$ 970,507	\$ 31,508	\$ 97,928	\$ 85,681			\$ 1,185,624
Academic Affairs							
Library Services	\$ 973,814		\$ 548,501	\$ 4,061			\$ 1,526,376
Media Services	462,338	2,432	86,152	2,546	5,122	112,000	670,590
Telecommunications	49,412		58,005	6,797			114,214
Bus. & Soc. Science Div. Admin	316,304	3,192	88,458	10,140		1,000	419,094
Accounting	291,725		8,350	650			300,725
Management	372,994			250			373,244
Marketing	108,754		1,763	480			110,997
Economics	209,090						209,090
Administrative Technology	159,653		21,754	750			182,157
Computer Information Systems	1,133,119		54,640	300			1,188,059
Food Service	173,440		23,491	400			197,331
Financial Services	47,640		7,228	200			55,068
Material Management	37,000		23,019	150			60,169
Learning Development	103,936		8,008	4,545			116,489
Anthropology	110,240		11,440				121,680
Education	91,813			500			92,313
Geography	84,004		1,262				85,266
History	290,796		7,228				298,024
Paralegal Studies	93,677		8,511	1,250	5,150		108,588
Political Science	177,708						177,708
Psychology	468,295		3,922				472,217
Sociology	273,055						273,055
Journalism	36,295		3,240	150			39,685
Liberal Arts Division Admin	343,212	3,165	102,270	22,652			471,299
International Studies-Admin	500		7,641	15,637			23,778
Learning Communities	9,000		6,851	7,000			22,851
English	2,040,825		29,714	1,379			2,071,918
Speech	504,975		5,406	160	200		510,741
Humanities	48,638			106			48,744
Philosophy	265,635		15,067	160			280,862
Foreign Language	334,777		10,179	160			345,116
Literature	36,067						36,067
Fine Arts	665,612		69,392	824			735,828
Music	440,631		37,390	530	1,857		480,408
Fashion Design	155,357		27,132	372			182,861
Interior Design	185,017		6,681	530			192,228
Life Science Human Svc Div.	259,346	5,583	53,781	10,060			328,770
Biology	878,932		82,175	300			961,407
Nursing	1,014,248		66,918				1,081,166
Pharmacy Technician	16,841		875				17,716

Organization Unit Name	Fringe Benefits & Prof. Expenses						Totals
	Salaries	Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other	Capital & Other	
Human Services	40,125		26,470				66,595
Dental Hygiene	453,399		64,316				517,715
Criminal Justice	269,538		9,599				279,137
Dietetic Technician	97,215		1,810				99,025
Park Management	176,798		40,465			5,650	222,913
Early Childhood Education	128,215		33,143				161,358
Medical Office Assistant	71,428		8,069				79,497
Certified Nursing Assistant	33,044		7,818	96			40,958
Health Care Professional Prgm	20,487		1,741				22,228
Landscape & Floral Design	2,815		3,805				6,620
Wellness Human Perf. Div.	315,639	2,769	13,710	2,866			334,984
Physical Education	471,804		16,625			3,542	491,971
Cardiac Exercise Technician	125,970	2,708	18,264	750			147,692
Tutoring	274,464		2,971	643			278,078
Tech., Math., Phy Science Div.	310,937	5,280	104,605	17,959			438,781
Developmental Mathematics	180,021						180,021
Mathematics Laboratory	242,495		13,679				256,174
Mathematics	1,005,492		58,912	2,575			1,066,979
Physics	134,102		9,648				143,750
Physical Sciences/Astronomy	142,932		2,783	3,000			148,715
Geology	87,314		866	2,701			90,881
Chemistry	643,132		51,430				694,562
Fire Science	27,564		1,217				28,781
Electronics	221,625		33,384				255,009
Engineering	142,651		9,632				152,283
Computer Science	262,915						262,915
Mech Egr Tech/Manufacturing	108,016		34,552				142,568
Refrigeration and Air Condition	166,396		37,142				203,538
Architectural Technology	190,131		34,600	218			224,949
Building Codes Enforcement	17,952		60				18,012
Electronics Mfg. Technology	41,764						41,764
Academic Enrich./Language St.	167,698	3,177	7,273	4,615			182,763
Adult Educational Develop.	971,913		44,556	3,159			1,019,628
English as a Second Language	1,098,744		31,959	1,805			1,132,508
Sign Language	219,986		5,483	150			225,619
Interpretation/Translate	151,065		4,656	573			156,294
Learning Assist Center-Admin	30,003		9,920	1,590			41,513
Reading Transfer	2,612		168				2,780
Reading-Remedial	253,994		5,170	266			259,430
Communications	217,806		2,570	210			220,586
Learning Skills	108,242		557				108,799
Office of VP of Academic Aff.	607,983	6,205	126,031	46,077	4,800	245,200	1,036,296
Office of Asst. VP for CE	168,628	2,486	6,288	4,260			181,662
Academic Support Extension	172,146		11,887	515	56,195		240,743
Academic Support Industry Svc	93,153	2,257	3,395	6,846			105,651
Weekend College	9,997						9,997
TOTALS	\$ 23,945,065	\$ 39,254	\$ 2,387,673	\$ 193,913	\$ 82,516	\$ 358,200	\$ 27,006,621

Administrative Services

Office of VP Admin Services	\$ 181,466	\$ 4,140	\$ 38,723	\$ 11,487			\$ 235,816
Office of Research	241,856	2,475	14,284	2,824			261,439
Strategic Planning	142,818	3,122	11,429	3,330			160,699
Purchasing	138,188	2,386	6,640	4,280	2,400		153,894
Accounting Services	487,666	2,649	12,720	9,740			512,775
Bursar's Office	266,034		14,180	5,800			286,014
TOTALS	\$ 1,458,028	\$ 14,772	\$ 97,976	\$ 37,461	\$ 2,400		\$ 1,610,637

Organization Unit Name	Fringe Benefits					Fixed Assets & Other	Capital & Other	Totals
	Salaries	& Prof. Expenses	Supplies & Services	Conferences & Meetings				
Information Technology								
Office of VP of Info Tech	\$ 159,691	\$ 4,130	\$ 50,000				\$	213,821
Administrative Systems	1,056,657	2,719	269,116	1,030				1,329,522
Institutional Technical Purch.	53,838		194,254	46,724			65,000	359,816
Client Services	1,046,771	2,586	66,626	3,348				1,119,331
Technical Services	757,623	2,542	194,073	1,736		8,000		963,974
TOTALS	\$ 3,074,580	\$ 11,977	\$ 774,069	\$ 52,838	\$ 8,000	\$ 65,000	\$	3,986,464
Student Affairs								
Student Development Division	\$ 1,522,609	\$ 4,565	\$ 40,694	\$ 13,610		\$ 1,000	\$	1,582,478
Center for New Students	142,392		8,210	1,700				152,302
Academic Advising and Counsel	116,814		9,530	2,680				129,024
Health Services	240,206	2,315	33,769	2,572				278,862
Career Services	144,756		22,668	2,090				169,514
Vice President of Student Aff.	146,339	3,390	22,488	12,199				184,416
Assessment and Testing Center	165,775		19,610					185,385
Inter-Collegiate Athletics	161,272		80,580	55,059		2,700		299,611
Athletics-Football	20,654		23,410	6,200				50,264
Student Activities	145,572	2,479	7,807	6,506				162,364
Office of Multicultural Affairs	110,046	2,275	2,829	986				116,136
Ctr for Students w/ Disabilities	338,993	2,221	16,421	4,283			60,000	421,918
Theatre Center/Box Office	96,145		10,874	212		424		107,655
Student Dev.-Psych/Career Dev	60,444		810					61,254
Student Dev.-Orientation	690		430					1,120
Cooperative Education	1,037							1,037
Student Development-Diversity	3,877		200					4,077
Women's Program	108,953		11,460	1,896			13,390	135,699
TOTALS	\$ 3,526,574	\$ 17,245	\$ 311,790	\$ 109,993	\$ 424	\$ 77,090	\$	4,043,116
Human Resources/Internal Affairs								
Personnel Director	\$ 298,970	\$ 3,128	\$ 214,435	\$ 5,521		\$ 2,000	\$	524,054
Ofc of VP Human Res/Int. Aff.	214,067	514,963	22,899	10,515				762,444
TOTALS	\$ 513,037	\$ 518,091	\$ 237,334	\$ 16,036	\$	2,000	\$	1,286,498
Marketing & Advancement								
Office of VP Marketing/Adv.	\$ 146,824	\$ 3,738	\$ 566,136	\$ 12,650			\$	729,348
Scholarships/Loans/Grants						86,220		86,220
Print Shop	77,281		99,992					177,273
Federal Matching Requirements							11,001	11,001
Graphics	201,304		36,594	1,443				239,341
Photography			26,748					26,748
Publications & Communication	232,535	2,432	34,603	4,250				273,820
Enrollment Mgt. Office	49,081		3,002	2,004				54,087
Registrar's Office	464,504	2,354	42,202	2,750				511,810
Financial Aid/Veteran's Affairs	272,050	1,819	10,260	1,751				285,880
Mail Center	90,459		526,946	50		1,601		619,056
Admissions	513,727	2,756	32,908	5,976				555,367
Administrative Programs Costs							5,200	5,200
TOTALS	\$ 2,047,765	\$ 13,099	\$ 1,379,391	\$ 30,874	\$ 1,601	\$ 102,421	\$	3,575,151

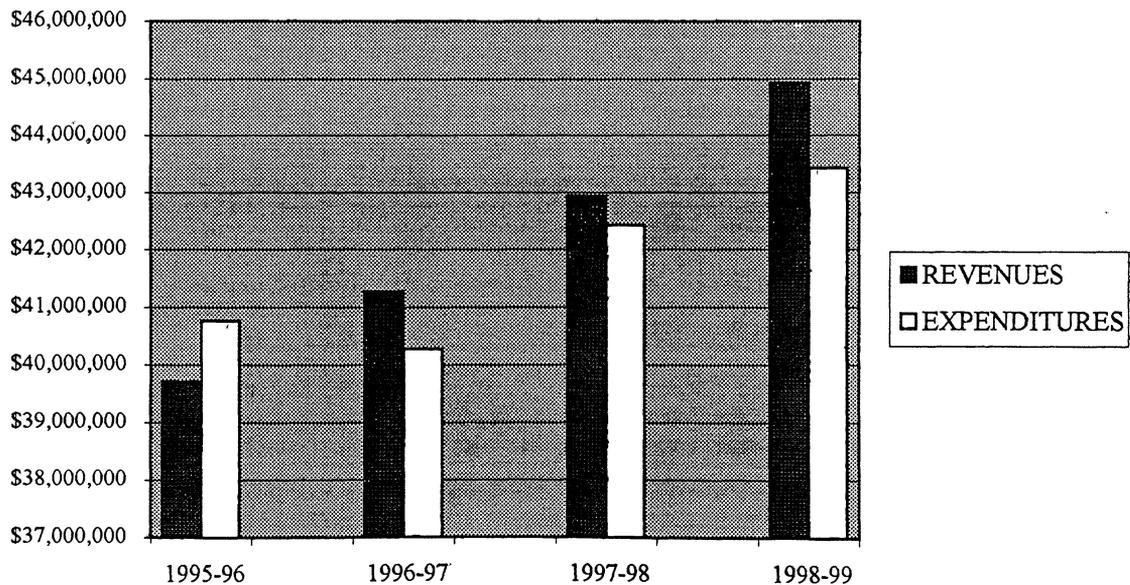
Organization Unit Name	Fringe Benefits						Totals
	Salaries	& Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other	Capital & Other	
Institutional							
Vice President, Admin. Services	\$ 2,080	\$ 4,840,469	\$ 977,943	\$ 36,220		\$ 993,500	\$ 6,850,212
*Contingency					500,000		500,000
*Transfers Out					1,195,000		1,195,000
TOTALS	\$ 2,080	\$ 4,840,469	\$ 977,943	\$ 36,220	\$ 1,695,000	\$ 993,500	\$ 8,545,212
EDUCATION FUND TOTALS	\$ 35,537,636	\$ 5,486,415	\$ 6,264,104	\$ 563,016	\$ 1,789,941	\$ 1,598,211	\$ 51,239,323

COMPARISON OF REVENUES AND EXPENDITURES
Education Fund

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Local Government	\$ 21,230,310	\$ 21,914,690	\$ 23,810,840	9%
State Government	7,963,605	8,269,672	8,337,523	1%
Federal Government	5,653	5,200	167,050	3113%
Tuition & Fees	14,583,011	16,334,224	12,525,910	-23%
Other Sources	1,138,632	769,000	998,000	30%
Transfers	-	550,000	600,000	9%
Total Revenues	\$ 44,921,211	\$ 47,842,786	\$ 46,439,323	-3%
EXPENDITURES				
Instruction	\$ 23,876,615	\$ 23,219,251	\$ 20,854,887	-10%
Academic Support	2,734,026	2,732,763	5,182,926	90%
Student Services	5,135,163	5,189,975	5,349,494	3%
Public Service	159,804	181,477	135,699	-25%
Institutional Support	9,736,897	15,259,320	18,521,317	21%
Transfers	1,776,570	1,260,000	1,195,000	-5%
Total Expenditures	\$ 43,419,075	\$ 47,842,786	\$ 51,239,323	7%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 1,502,136	\$ -	\$ (4,800,000)	100%
BEGINNING FUND BALANCE	\$ 12,185,711	\$ 13,687,847	\$ 13,687,847	0%
ENDING FUND BALANCE	\$ 13,687,847	\$ 13,687,847	\$ 8,887,847	-35%

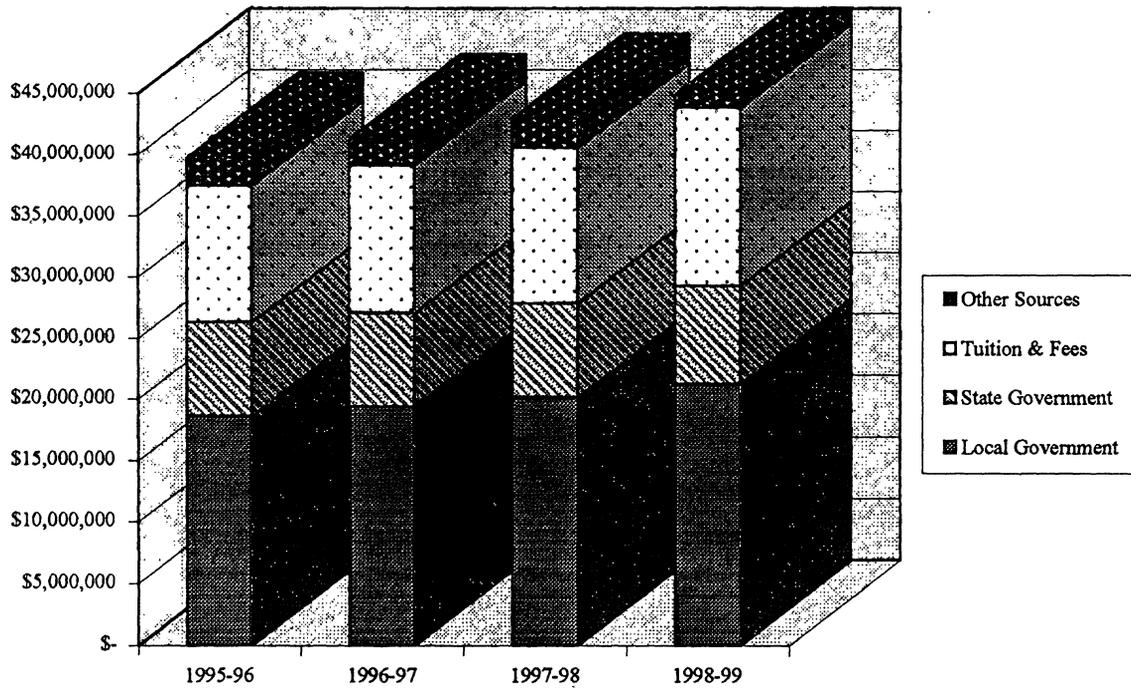
FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES
Education Fund

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
REVENUES	\$ 39,714,203	\$ 41,270,638	\$ 42,933,641	\$ 44,921,211
EXPENDITURES	<u>40,761,150</u>	<u>40,269,039</u>	<u>42,432,217</u>	<u>43,419,075</u>
REVENUES OVER/ (UNDER) EXPENDITURES	(1,046,947)	1,001,599	501,424	1,502,136
BEGINNING FUND BAL.	<u>11,391,823</u>	<u>10,686,325</u>	<u>11,684,287</u>	<u>12,185,711</u>
ENDING FUND BAL.	<u>\$ 10,344,876</u>	<u>\$ 11,687,924</u>	<u>\$ 12,185,711</u>	<u>\$ 13,687,847</u>



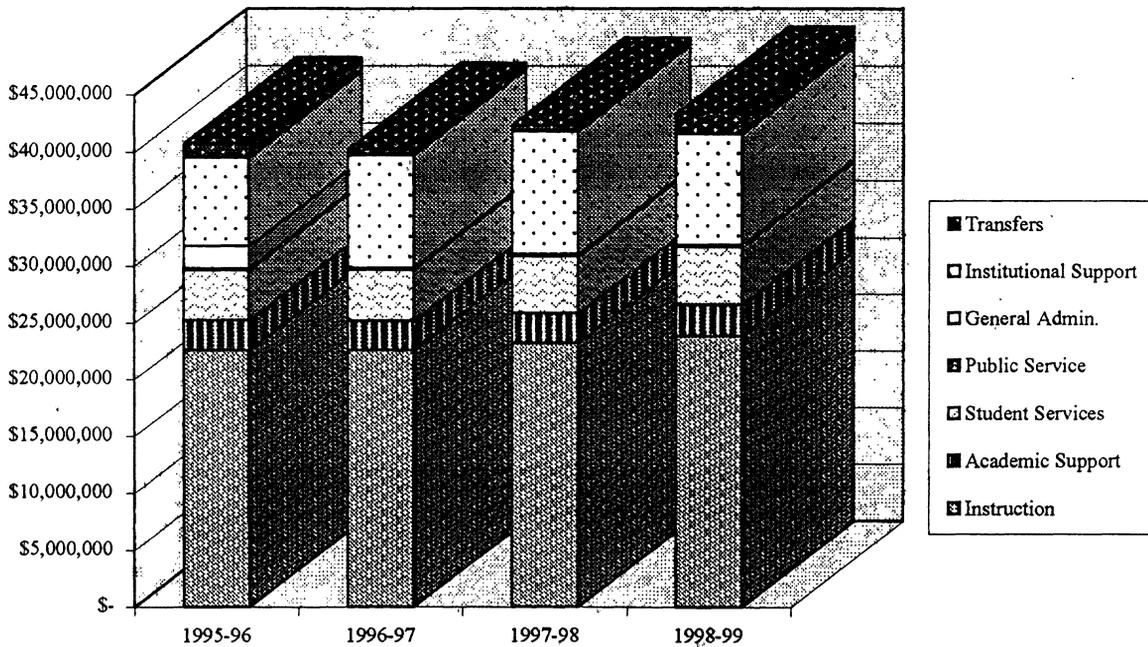
FOUR YEAR HISTORY OF REVENUES
Education Fund

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Local Government	\$ 18,592,895	\$ 19,411,645	\$ 20,109,168	\$ 21,230,310
State Government	7,661,250	7,590,835	7,670,073	7,963,605
Tuition & Fees	11,188,516	12,056,495	12,734,443	14,583,011
Other Sources	2,271,542	2,211,663	2,419,957	1,144,285
Total Revenues	\$ 39,714,203	\$ 41,270,638	\$ 42,933,641	\$ 44,921,211



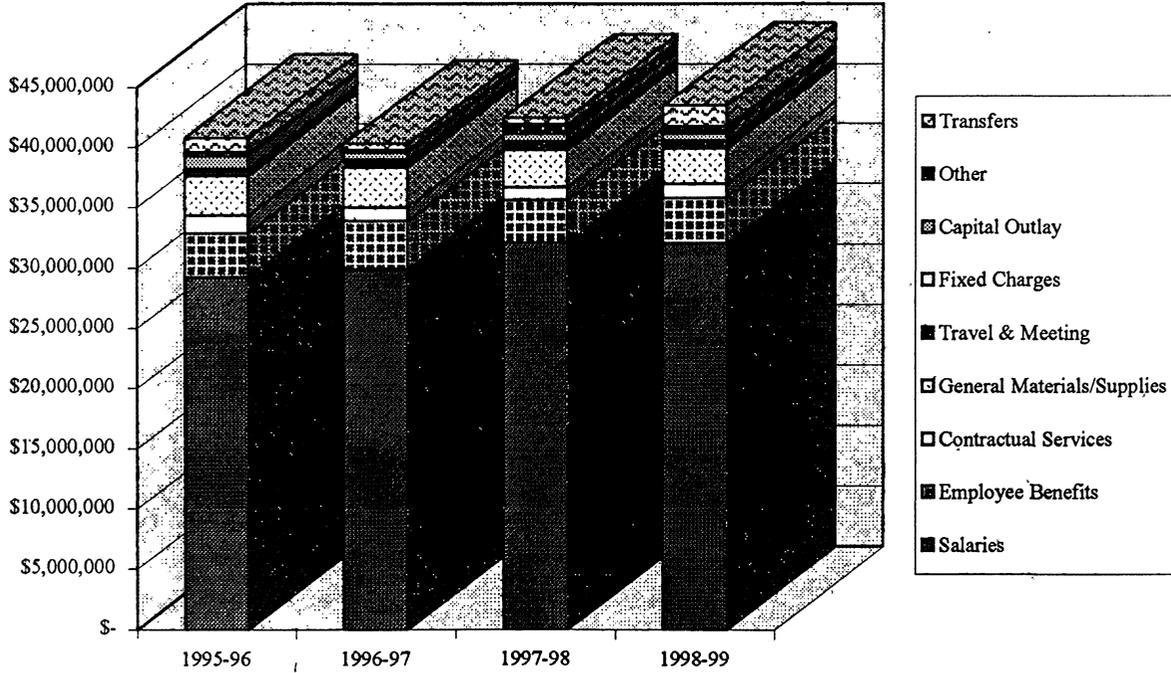
FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION Education Fund

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Instruction	\$ 22,604,422	\$ 22,604,998	\$ 23,257,553	\$ 23,876,615
Academic Support	2,636,033	2,588,925	2,640,392	2,734,026
Student Services	4,404,115	4,506,986	4,996,552	5,135,163
Public Service	185,119	165,431	162,902	159,804
General Admin.	1,979,870	-	-	-
Institutional Support	7,694,195	9,874,891	10,768,324	9,736,897
Transfers	1,257,396	527,808	606,494	1,776,570
Total Expenditures	\$ 40,761,150	\$ 40,269,039	\$ 42,432,217	\$ 43,419,075



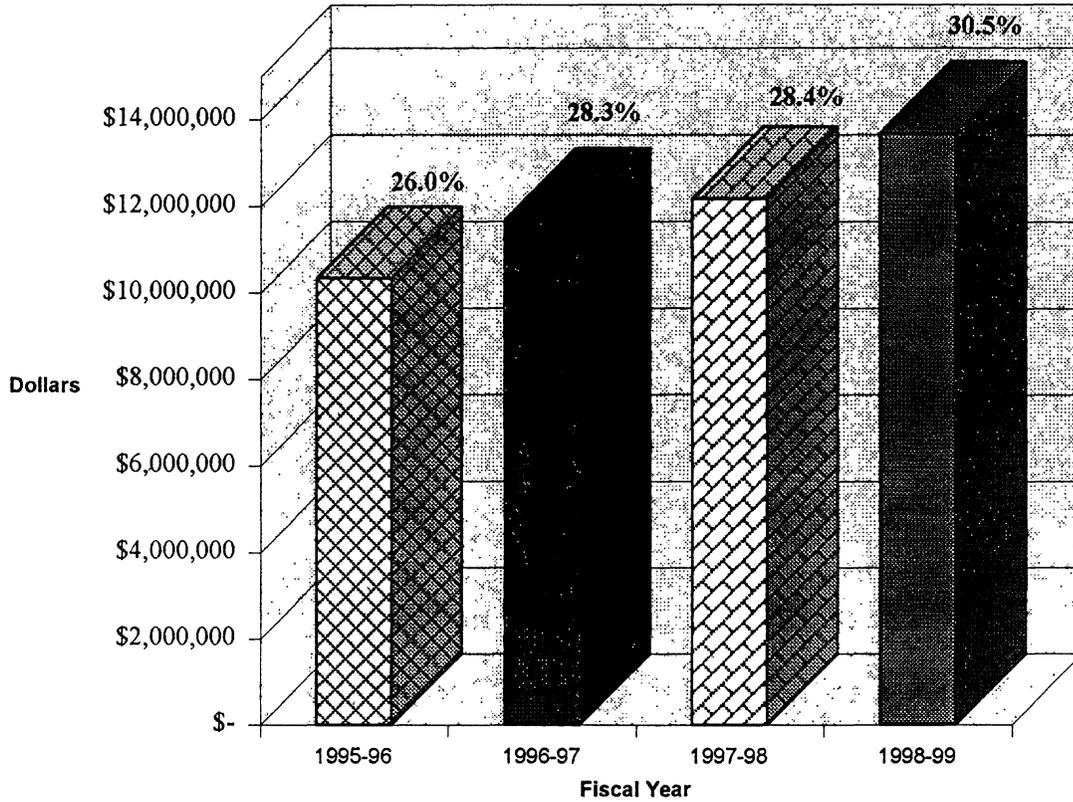
FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT
Education Fund

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Salaries	\$ 29,173,272	\$ 29,850,166	\$ 31,994,256	\$ 31,954,763
Employee Benefits	3,645,260	3,993,448	3,544,472	3,755,743
Contractual Services	1,498,478	1,102,311	1,106,506	1,158,865
General Materials/Supplies	3,298,287	3,340,316	3,107,160	2,972,292
Travel & Meeting	373,486	405,810	471,922	457,221
Fixed Charges	201,660	220,340	190,491	205,691
Capital Outlay	1,060,343	586,779	652,988	582,616
Other	252,968	242,061	757,928	555,314
Transfers	1,257,396	527,808	606,494	1,776,570
Total Expenditures	\$ 40,761,150	\$ 40,269,039	\$ 42,432,217	\$ 43,419,075



FUND BALANCE HISTORY

Education Fund



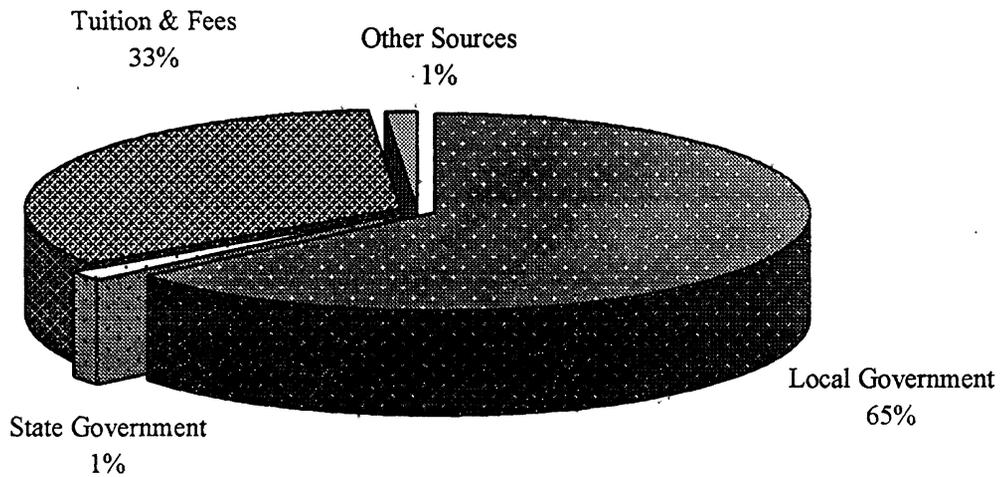
Note: Percentages represent fund balance as percent of revenue.

OPERATIONS & MAINTENANCE FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
Local Government	\$ 10,243,330	63.98%
State Government	233,580	1.46%
Tuition & Fees	5,293,750	33.06%
Other Sources	240,000	1.50%
Transfers	<u>-</u>	<u>0.00%</u>
Total Revenues	<u>\$ 16,010,660</u>	<u>100.00%</u>
EXPENDITURES		
Operation & Maintenance	\$ 6,796,891	42.45%
Institutional Support	4,413,769	27.57%
Transfers	<u>4,800,000</u>	<u>29.98%</u>
Total Expenditures	<u>\$ 16,010,660</u>	<u>100.00%</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ -</u>	

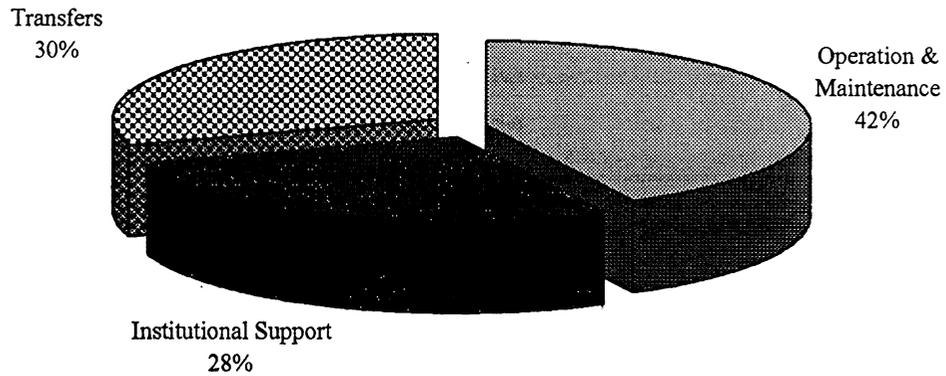
OPERATIONS & MAINTENANCE FUND REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 10,243,330	63.98%
STATE GOVERNMENT		
CPPRT	233,580	1.46%
TUITION & FEES		
Tuition	4,800,000	
Fees	493,750	
	5,293,750	33.06%
OTHER SOURCES		
Interest on Investments	240,000	1.50%
TOTAL REVENUES	\$ 16,010,660	100.00%



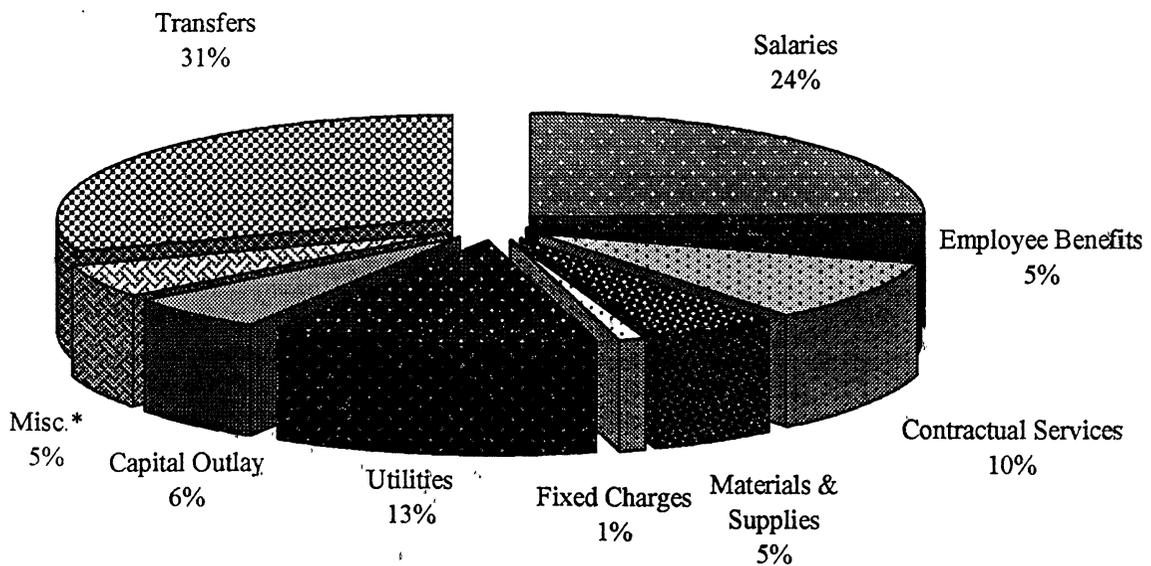
EXPENDITURES BY PROGRAM FUNCTION
Operations & Maintenance Fund

Operation & Maintenance	\$ 6,796,891	42.45%
Institutional Support	4,413,769	27.57%
Transfers	<u>4,800,000</u>	<u>29.98%</u>
Total Expenditures	<u>\$ 16,010,660</u>	<u>100.00%</u>



EXPENDITURES BY OBJECT
Operations & Maintenance Fund

Salaries	\$ 3,920,586	24.49%
Employee Benefits	792,585	4.95%
Contractual Services	1,564,231	9.77%
Materials & Supplies	836,091	5.22%
Travel & Meeting	20,244	0.13%
Fixed Charges	199,831	1.25%
Utilities	2,102,216	13.13%
Capital Outlay	941,321	5.88%
Other	633,555	3.96%
Provision for Contingency	200,000	1.25%
Transfers	4,800,000	29.98%
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Total Expenditures	\$ 16,010,660	70.02%



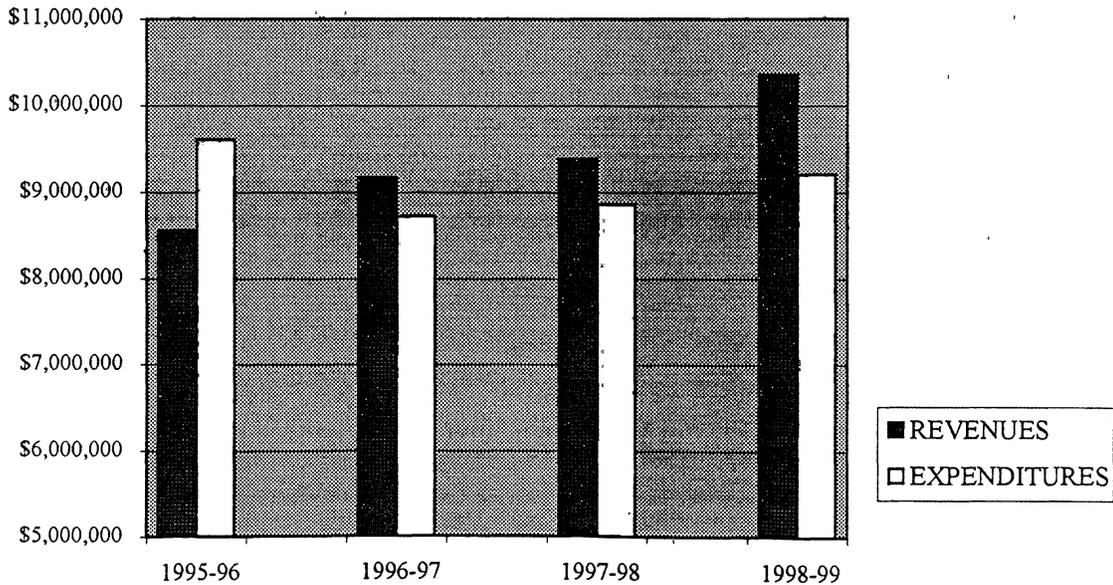
Note: Miscellaneous includes travel and meetings, other and contingency.

COMPARISON OF REVENUES AND EXPENDITURES
Operations & Maintenance Fund

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Local Government	\$ 9,025,515	\$ 9,099,766	\$ 10,243,330	13%
State Government	244,527	233,576	233,580	0%
Tuition & Fees			5,293,750	100%
Other Sources	389,468	100,000	240,000	140%
Transfers	700,000	205,000		-100%
Total Revenues	<u>\$ 10,359,510</u>	<u>\$ 9,638,342</u>	<u>\$ 16,010,660</u>	<u>66%</u>
EXPENDITURES				
Operation & Maintenance	6,299,500	6,669,210	6,796,891	2%
Institutional Support	2,907,391	5,669,132	4,413,769	-22%
Transfers			4,800,000	100%
Total Expenditures	<u>\$ 9,206,891</u>	<u>\$ 12,338,342</u>	<u>\$ 16,010,660</u>	<u>30%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 1,152,619	\$ (2,700,000)	\$ -	-100%
BEGINNING FUND BALANCE	<u>\$ 4,869,138</u>	<u>\$ 6,021,757</u>	<u>\$ 3,321,757</u>	<u>-45%</u>
ENDING FUND BALANCE	<u><u>\$ 6,021,757</u></u>	<u><u>\$ 3,321,757</u></u>	<u><u>\$ 3,321,757</u></u>	<u>0%</u>

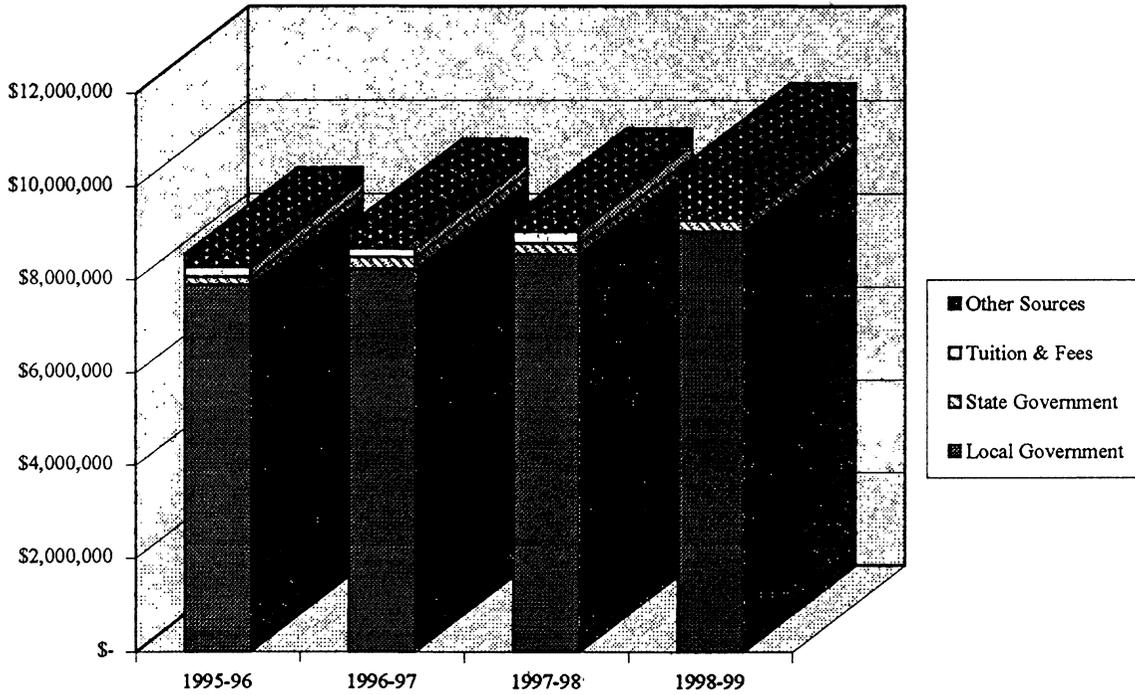
FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES
Operations & Maintenance

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
REVENUES	\$ 8,558,871	\$ 9,167,772	\$ 9,381,030	\$ 10,359,510
EXPENDITURES	<u>9,609,320</u>	<u>8,722,170</u>	<u>8,857,681</u>	<u>9,206,891</u>
REVENUES OVER/ (UNDER) EXPENDITURES	(1,050,449)	445,602	523,349	1,152,619
BEGINNING FUND BAL.	<u>5,146,437</u>	<u>4,108,806</u>	<u>4,345,789</u>	<u>4,869,138</u>
ENDING FUND BAL.	<u><u>\$ 4,095,988</u></u>	<u><u>\$ 4,554,408</u></u>	<u><u>\$ 4,869,138</u></u>	<u><u>\$ 6,021,757</u></u>



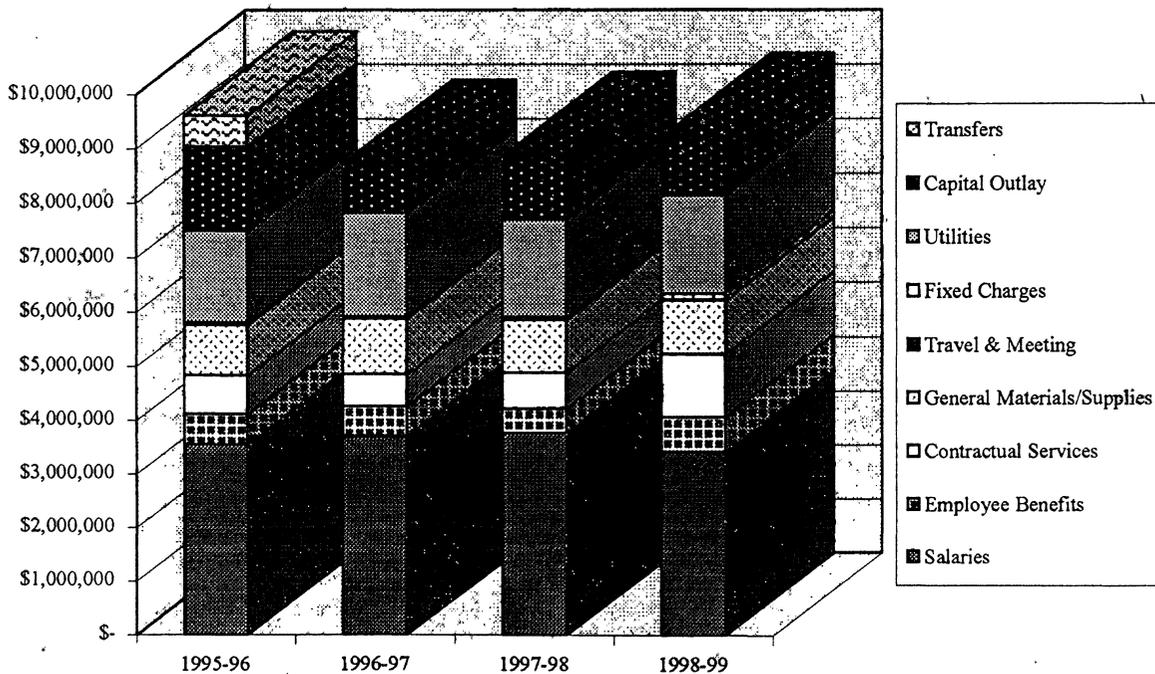
FOUR YEAR HISTORY OF REVENUES
Operations & Maintenance Fund

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Local Government	\$ 7,891,602	\$ 8,233,592	\$ 8,550,754	\$ 9,025,515
State Government	171,961	252,716	230,689	244,527
Tuition & Fees	205,166	177,684	254,075	
Other Sources	290,142	503,780	345,512	1,089,468
Total Revenues	\$ 8,558,871	\$ 9,167,772	\$ 9,381,030	\$ 10,359,510



**FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT
Operations & Maintenance Fund**

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Salaries	\$ 3,540,073	\$ 3,701,656	\$ 3,763,191	\$ 3,401,415
Employee Benefits	578,058	555,591	451,865	659,080
Contractual Services	711,032	591,768	663,916	1,161,964
General Materials/Supplies	931,522	1,033,846	969,350	986,758
Travel & Meeting	15,571	21,243	12,493	8,748
Fixed Charges	27,364	9,794	42,118	114,176
Utilities	1,683,365	1,898,302	1,782,190	1,802,603
Capital Outlay	1,545,073	909,970	1,172,558	1,072,147
Transfers	577,262			
Total Expenditures	\$ 9,609,320	\$ 8,722,170	\$ 8,857,681	\$ 9,206,891

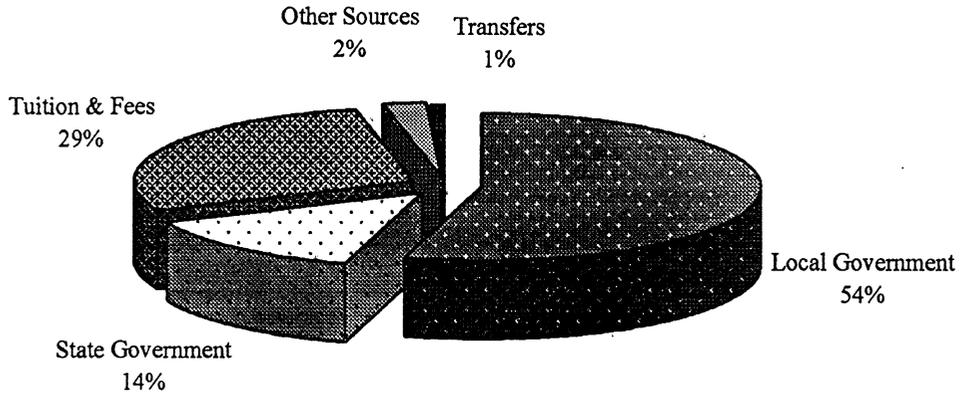


OPERATING FUNDS OVERVIEW

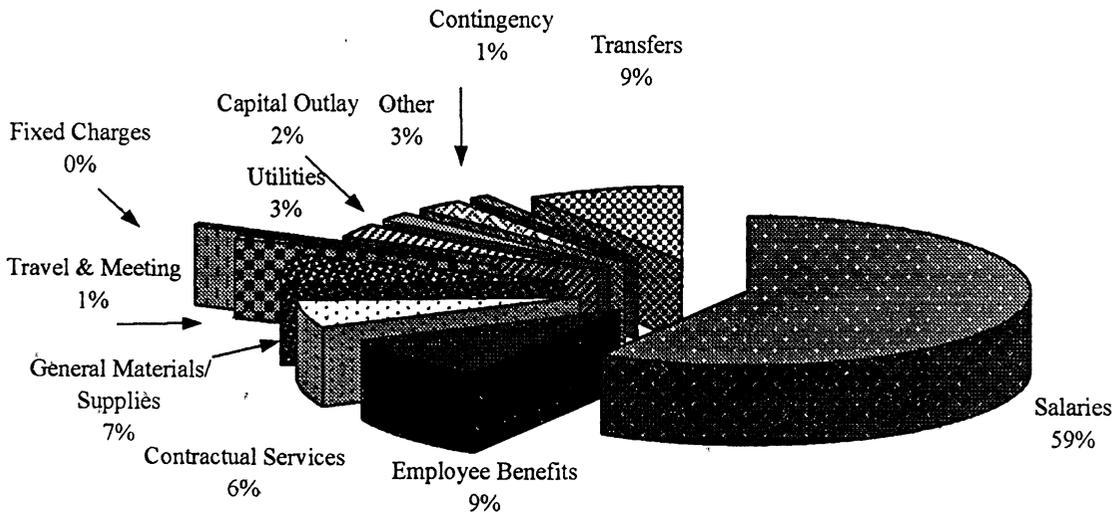
REVENUES	<u>Education</u>	<u>Operations & Maintenance</u>	<u>Combined</u>
Local Government	\$ 23,810,840	\$ 10,243,330	\$ 34,054,170
State Government	8,337,523	233,580	8,571,103
Federal Government	167,050		167,050
Tuition & Fees	12,525,910	5,293,750	17,819,660
Other Sources	998,000	240,000	1,238,000
Transfers	600,000	-	600,000
	<hr/>	<hr/>	<hr/>
Total Revenues	<u>\$ 46,439,323</u>	<u>\$ 16,010,660</u>	<u>\$ 62,449,983</u>
EXPENDITURES			
Instruction	\$ 20,854,887		\$ 20,854,887
Academic Support	5,182,926		5,182,926
Student Services	5,349,494		5,349,494
Public Service	135,699		135,699
Operation & Maintenance		6,796,891	6,796,891
Institutional Support	18,521,317	4,413,769	22,935,086
Transfers	1,195,000	4,800,000	5,995,000
	<hr/>	<hr/>	<hr/>
Total Expenditures	<u>\$ 51,239,323</u>	<u>\$ 16,010,660</u>	<u>\$ 67,249,983</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ (4,800,000)</u>	<u>\$ -</u>	<u>\$ (4,800,000)</u>
PROJECTED FUND			
BALANCE June 30, 2000	<hr/> 13,687,847	<hr/> 3,321,757	<hr/> 17,009,604
PROJECTED FUND			
BALANCE June 30, 2001	<u>\$ 8,887,847</u>	<u>\$ 3,321,757</u>	<u>\$ 12,209,604</u>

REVENUE SOURCES AND EXPENDITURE USES
Operating Funds

Revenues by Source



Expenditure Uses by Object

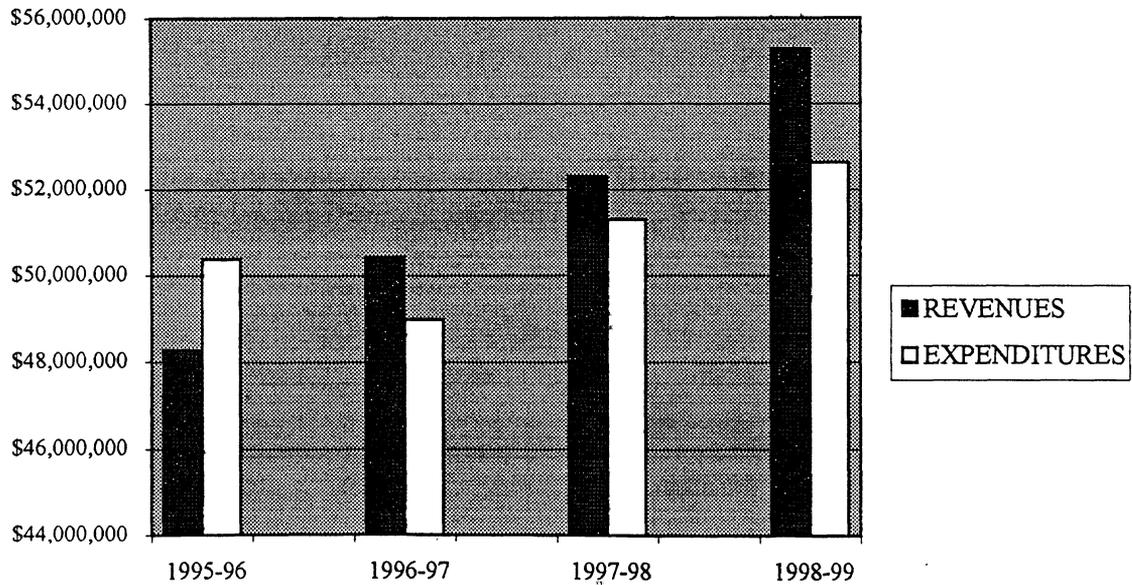


COMPARISON OF REVENUES AND EXPENDITURES
Operating Funds

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Local Government	\$ 30,255,825	\$ 31,014,456	\$ 34,054,170	10%
State Government	8,208,132	8,503,248	8,571,103	1%
Federal Government	5,653	5,200	167,050	3113%
Tuition & Fees	14,583,011	16,334,224	17,819,660	9%
Other Sources	1,528,100	869,000	1,238,000	42%
Transfers	700,000	755,000	600,000	-21%
Total Revenues	\$ 55,280,721	\$ 57,481,128	\$ 62,449,983	9%
EXPENDITURES				
Instruction	\$ 23,876,615	\$ 23,219,251	\$ 20,854,887	-10%
Academic Support	2,734,026	2,732,763	5,182,926	90%
Student Services	5,135,163	5,189,975	5,349,494	3%
Public Service	159,804	181,477	135,699	-25%
Operation & Maintenance	6,299,500	6,669,210	6,796,891	2%
Institutional Support	12,644,288	20,928,452	22,935,086	10%
Transfers	1,776,570	1,260,000	5,995,000	376%
Total Expenditures	\$ 52,625,966	\$ 60,181,128	\$ 67,249,983	12%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 2,654,755	\$ (2,700,000)	\$ (4,800,000)	78%
BEGINNING FUND BALANCE	\$ 17,054,849	\$ 19,709,604	\$ 17,009,604	-14%
ENDING FUND BALANCE	\$ 19,709,604	\$ 17,009,604	\$ 12,209,604	-28%

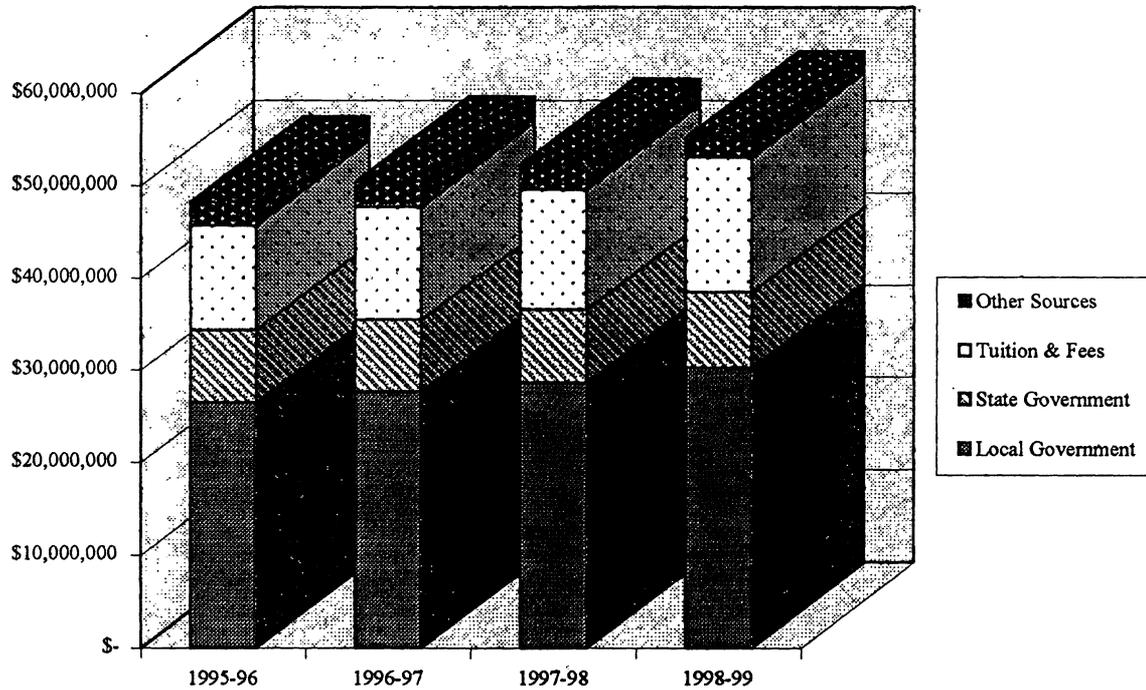
FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES
Operating Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
REVENUES	\$ 48,273,074	\$ 50,438,410	\$ 52,314,671	\$ 55,280,721
EXPENDITURES	<u>50,370,470</u>	<u>48,991,209</u>	<u>51,289,898</u>	<u>52,625,966</u>
REVENUES OVER/ (UNDER) EXPENDITURES	(2,097,396)	1,447,201	1,024,773	2,654,755
BEGINNING FUND BAL.	<u>16,538,260</u>	<u>14,795,131</u>	<u>16,030,076</u>	<u>17,054,849</u>
ENDING FUND BAL.	<u><u>\$ 14,440,864</u></u>	<u><u>\$ 16,242,332</u></u>	<u><u>\$ 17,054,849</u></u>	<u><u>\$ 19,709,604</u></u>



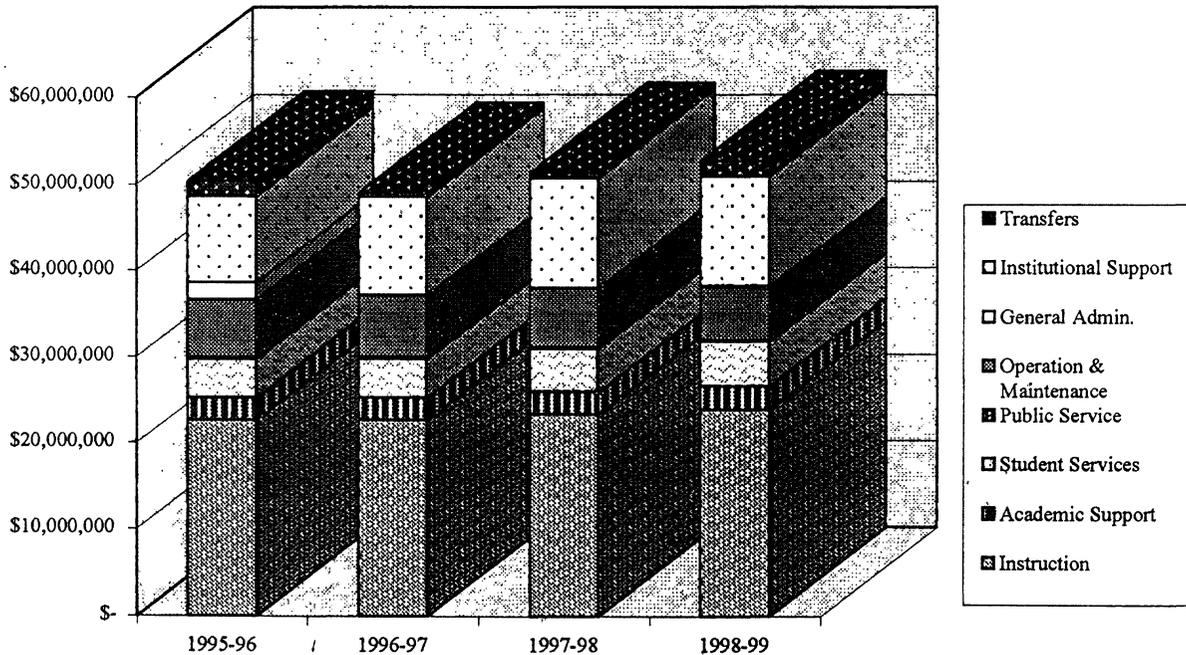
FOUR YEAR HISTORY OF REVENUES
Operating Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Local Government	\$ 26,484,497	\$ 27,645,237	\$ 28,659,922	\$ 30,255,825
State Government	7,833,211	7,843,551	7,900,762	8,208,132
Tuition & Fees	11,393,682	12,234,179	12,988,518	14,583,011
Other Sources	2,561,684	2,715,443	2,765,469	2,233,753
Total Revenues	\$ 48,273,074	\$ 50,438,410	\$ 52,314,671	\$ 55,280,721



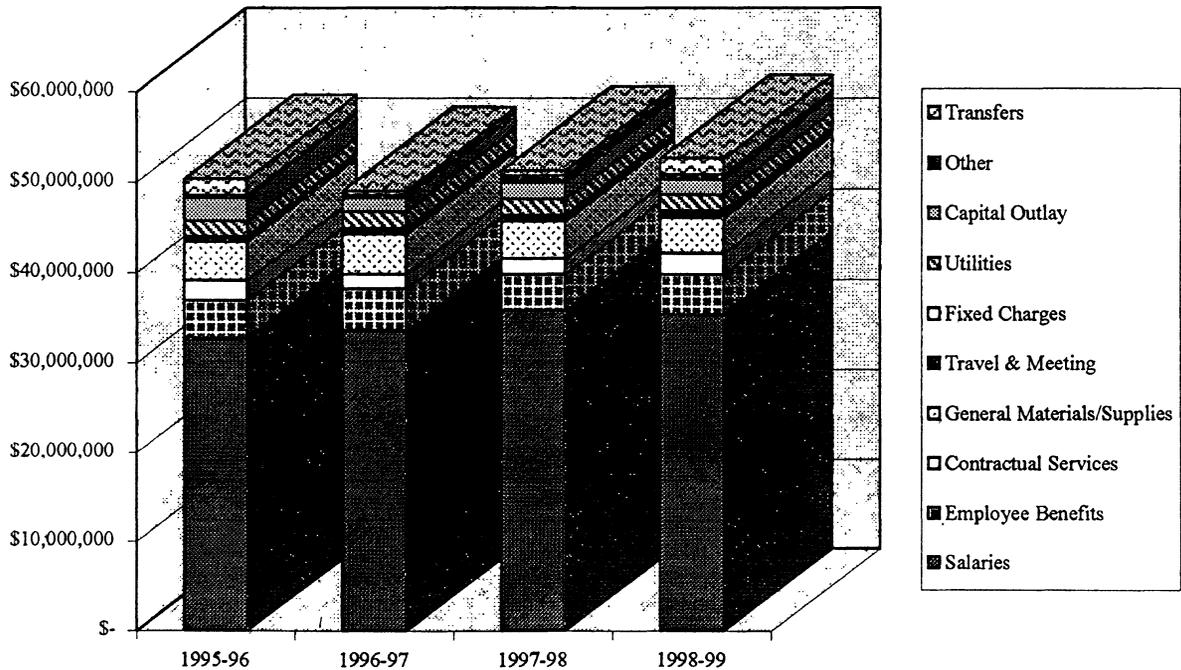
FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION Operating Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Instruction	\$ 22,604,422	\$ 22,604,998	\$ 23,257,553	\$ 23,876,615
Academic Support	2,636,033	2,588,925	2,640,392	2,734,026
Student Services	4,404,115	4,506,986	4,996,552	5,135,163
Public Service	185,119	165,431	162,902	159,804
Operation & Maintenance	6,783,529	7,210,494	6,849,210	6,299,500
General Admin.	1,979,870	-	-	-
Institutional Support	9,942,724	11,386,567	12,776,795	12,644,288
Transfers	1,834,658	527,808	606,494	1,776,570
Total Expenditures	\$ 50,370,470	\$ 48,991,209	\$ 51,289,898	\$ 52,625,966



FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT Operating Funds

	<u>1995-96</u>	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>
Salaries	\$ 32,713,345	\$ 33,551,822	\$ 35,757,447	\$ 35,356,178
Employee Benefits	4,223,318	4,549,039	3,996,337	4,414,823
Contractual Services	2,209,510	1,694,079	1,770,422	2,320,829
General Materials/Supplies	4,229,809	4,374,162	4,076,510	3,959,050
Travel & Meeting	389,057	427,053	484,415	465,969
Fixed Charges	229,024	230,134	232,609	319,867
Utilities	1,683,365	1,898,302	1,782,190	1,802,603
Capital Outlay	2,605,416	1,496,749	1,825,546	1,654,763
Other	252,968	242,061	757,928	555,314
Transfers	1,834,658	527,808	606,494	1,776,570
Total Expenditures	\$ 50,370,470	\$ 48,991,209	\$ 51,289,898	\$ 52,625,966





CAPITAL



OPERATIONS & MAINTENANCE FUND (RESTRICTED) OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 2,523,500	
Bond Proceeds	1,500,000	
	4,023,500	35.10%
STATE GOVERNMENT		
ICCB Deferred Maintenance Grant	123,789	
Other Illinois Government Sources	2,335,800	
	2,459,589	21.46%
OTHER SOURCES		
Interest on Investments	180,000	1.57%
TRANSFERS		
	4,800,000	41.87%
TOTAL REVENUES		
	\$ 11,463,089	100.00%
EXPENDITURES		
CONTRACTUAL SERVICES		
	\$ 696,047	4.37%
CAPITAL OUTLAY		
	15,237,859	95.63%
TOTAL EXPENDITURES		
	\$ 15,933,906	100.00%
REVENUE OVER/(UNDER) EXPENDITURES		
	\$ (4,470,817)	

COMPARISON OF REVENUES AND EXPENDITURES
Operations & Maintenance (Restricted) Fund

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Local Government	\$ 2,798,795	\$ 1,323,794	\$ 4,023,500	204%
State Government	352,193	100,952	2,459,589	2336%
Other Sources	447,954	65,000	180,000	177%
Transfers			4,800,000	100%
Total Revenues	<u>\$ 3,598,942</u>	<u>\$ 1,489,746</u>	<u>\$ 11,463,089</u>	<u>669%</u>
EXPENDITURES				
Institutional Support	<u>1,733,275</u>	<u>6,394,317</u>	<u>15,933,906</u>	<u>149%</u>
Total Expenditures	<u>\$ 1,733,275</u>	<u>\$ 6,394,317</u>	<u>\$ 15,933,906</u>	<u>149%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 1,865,667	\$ (4,904,571)	\$ (4,470,817)	-9%
BEGINNING FUND BALANCE	<u>\$ 5,068,257</u>	<u>\$ 6,933,924</u>	<u>\$ 9,202,000 *</u>	<u>33%</u>
ENDING FUND BALANCE	<u><u>\$ 6,933,924</u></u>	<u><u>\$ 2,029,353</u></u>	<u><u>\$ 4,731,183</u></u>	<u><u>133%</u></u>

* Note: The beginning fund balance for FY 01 is restated because construction projects budgeted in FY 00 were delayed, and are budgeted again in FY 01.

OPERATIONS & MAINTENANCE FUND (RESTRICTED) PROJECTS

Performing Arts Center and Instructional Conference Center	\$ 6,700,000
Renovation and New Construction Projects	1,100,000
Bonds Parking Lot	951,751
Utility Tunnel	500,000
Site Development	500,000
Deferred Maintenance	123,790
Condensate Line	29,403
FM Transmitter	22,945

Life Safety Projects

1st Floor Upgrades, Northeast Center	2,578,434
Improvements, Wellness and Sports Center	1,493,971
Roof Replacement, Wellness and Sports Center	489,306
Elevator, Center for Students with Disabilities	434,295
HVAC Upgrades, Music Instruction Center	355,000
Campus-Wide Cross Connection	300,000
Sidewalk Repair Phase II	113,960
Electrical Upgrades, Vault Area	100,000
Steam Lines Replacement, Center for Students with Disabilities	56,435
Remodeling, Student and Administration Center	43,023
Acoustic Baffle Replacement	11,886
Campus Equipment	10,487
Elevator, Northeast Center	9,596
Auto Door Replacement	5,562
Gas Line	4,062

\$ 15,933,906

Impact of Major Capital Projects on Future Operation & Maintenance Budgets

The College has two new buildings that are being built in partnership with the State of Illinois, and will be completed in the Spring of 2002. The operations and maintenance costs for these two buildings, and other new buildings which the College is proposing to the state, will need to be built into the College budget in future years. In preparation for this, the College engaged KPMG to review current operational costs, and to prepare an operations and maintenance model which the College could update and use into the future, to determine incremental costs of maintenance and operations of new facilities. The staff is using this model to project operation and maintenance costs out to fiscal year 2005. The executive summary of the KPMG report follows.

WILLIAM RAINEY HARPER COLLEGE
UNIT COST ASSESSMENT OF FACILITY
UPKEEP AND MAINTENANCE

1.0 EXECUTIVE SUMMARY

This report presents a summary of our results, which was developed, from the William Rainey Harper College (the College) Unit Cost Assessment of Facility Upkeep and Maintenance Study. This study was conducted by KPMG LLP (KPMG) as part of the College's efforts to determine the total and unit cost of upkeep and maintenance of the existing facilities and future facilities.

In completing this assessment, KPMG performed a high level assessment of the maintenance function. We did not evaluate every aspect of the College in detail; rather, KPMG focused the evaluation on the cost centers and those related costs involved in the upkeep and maintenance of the facilities of the College, specifically the Palatine Campus. The cost centers included in the analysis are:

- Vice President of Administrative Services
- O&M Administration
- Telecommunications
- Maintenance Department
- Custodial
- Safety Department
- Utilities

1.1. Approach

This study was performed using a full cost approach that utilized an Activity Based Costing assessment. KPMG worked closely with College personnel to ensure that the cost information needed was appropriately identified, accumulated and analyzed. These results will enable the College to analyze facility maintenance costs on an ongoing basis as well as project future costs as square footage is added. The following procedures were performed in order to conduct the study:

- Confirmed the cost centers to be used in the analysis
- Validated current method of data collection and related data sources used for obtaining direct and indirect costs and; assessed completeness of the cost information
- Validated methods of allocating costs to and within the model



The major tasks that were performed are diagrammed below:

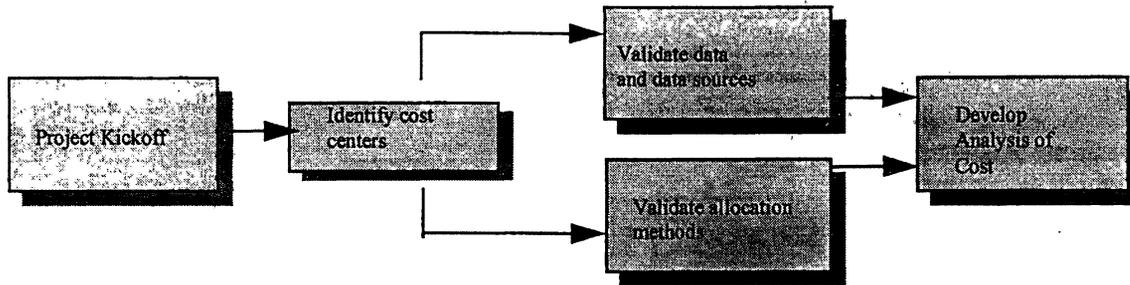


Figure 1 Task Overview

All of the above tasks were conducted in order to achieve four primary objectives:

1. Determine existing cost centers and the composition of costs.

This resulted in a list of cost centers that support the facility maintenance function. We also determined the composition of the related cost components to be included in the analysis. This was accomplished through discussions with College personnel and review of available financial data.

2. Determine the unit cost of upkeep and maintenance of the existing facilities.

This task served as the springboard for the ultimate development of the full cost analysis. In this task we evaluated the direct and indirect cost components identified in the previous task and determined if they should be included in the full cost analysis. The main focus was to develop the baseline cost analysis for FY 1998-1999. The direct and indirect costs identified are as follows:

- Direct costs
 - Salaries
 - Benefits
 - Energy
 - Water and Sewer
 - Refuse Disposal
 - Supplies
 - Equipment Maintenance
 - Equipment

- Indirect Costs
 - Procurement
 - Accounts Payable
 - Human Resources
 - Payroll

- Insurance

The direct and indirect costs included in the analysis were validated for completeness and accuracy.

3. Determine the unit cost of upkeep and maintenance of the future facilities.

In order to project the cost of upkeep and maintenance of the future facilities we interviewed College personnel to determine the amount of planned increases in square footage and the impact that increase would have on the various cost components such as:

- Staff levels
- Salary increases
- Benefit increases
- Equipment
- Supplies
- Other costs

The FY 1998-1999 costs were used as baseline data.

4. Develop a cost analysis.

The information obtained in this study was brought together into an overall cost analysis which includes a discussion of study objectives, procedures performed, cost data for FY 1998-1999 and FY 2001-2002 and an analysis of the results.

1.2. *Summary of Results*

Baseline Costs - FY 1998-1999

The total cost for facility upkeep and maintenance of the 833,130 square feet of the Palatine Campus is \$5,403,659 with a related unit cost per square foot of \$6.49. The largest cost center contributing to the overall cost is Utilities due to the cost of energy. This cost center accounts for approximately 45% of the total cost. The second largest cost center is Custodial and is central to the core business of maintenance of the facility. This cost center accounts for approximately 32% of the total cost.

Projected Costs - FY 2001-2002

The total projected cost for facility upkeep and maintenance of the 833,130 square feet of the Palatine Campus is \$6,064,588 with a related unit cost per square foot of \$7.28. The projected costs for fiscal year 2001-2002 were determined because it is the first possible year that any new buildings or facilities would come on line. This projection provides for planning of

the additional costs. The primary sources of cost increases in FY 2001-2002 are due to negotiated wage increases and an increase in the cost of benefits, primarily medical benefits.

1.3. Summary and Conclusions

Comparison of Maintenance Budget to Actual

The current operational budget of the College is approximately \$90,000,000. The maintenance budget in FY 1998-1999 of approximately \$5,400,000 represents 6% of the total operational budget of the College. The projected FY 2001-2002 budget of approximately \$6,100,000 represents 7% of the total operational budget of the College.

The Costs of Additional Square Footage

For every 25,000 square feet added, the increase to the maintenance budget is approximately \$100,000 or \$4.00 per square foot. This represents an increase of 1.6%. The increase to the overall budget of the College is slightly more than one-tenth of one percent (0.11%). To see the budgetary impact of increased square feet, in increments of 25,000, please see the following chart:

FY 2001-02

	Current Square Feet =	Current Square Feet + Additional 25,000 sq ft =	Current Square Feet + Additional 50,000 sq ft =	Current Square Feet + Additional 75,000 sq ft =	Current Square Feet + Additional 100,000 sq ft =
	833,130 sq. ft.	858,130 sq. ft.	883,130 sq. ft.	908,130 sq. ft.	933,130 sq. ft.
Maintenance Budget	\$6,100,000	\$6,200,000	\$6,300,000	\$6,400,000	\$6,500,000
% Increase to Maintenance Budget		1.61%	1.58%	1.56%	1.54%
% Increase to College Budget		0.1110%	0.1109%	0.1107%	0.1106%



OTHER FUNDS



Auxiliary Enterprises Fund (0500-000-000)

The Auxiliary enterprises Fund is established by Section 103-31.1 of the Illinois Public Community College Act and accounts for College services where a fee is charged to students or staff. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund. Examples of accounts in this fund include food services, student stores, and Corporate Services.

Only monies over which the institution has complete control should be included in this fund. Subsidies for auxiliary services by the Education Fund should be shown as transfers to the appropriate account.

Audit Fund (1100-000-000)

The Audit Fund is established by Chapter 85, Section 709 of the Illinois revised Statutes for recording the payment or auditing expenses. The audit tax levy should be used only for the payment of auditing expenses.

Bond and Interest Fund (0400-000-000)

The Bond and Interest Fund is established by Section 103A-1 of the Illinois Public Community College Act. This fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond must be accounted for separately using a group of self-balancing accounts within the fund.

Liability, Protection and Settlement Fund (1200-000-000)

This fund is established by Chapter 85, Section 9-107 of Illinois Revised Statutes. The tort liability, unemployment insurance and worker's compensation levy should be recorded in this fund. The monies in this fund, including interest earned on the assets of this fund, should be used only for the purposes authorized under Section 9-107, i.e., the payment of tort liability, unemployment or workers' compensation insurance or claims.

Restricted Purposes Fund (0600-000-000)

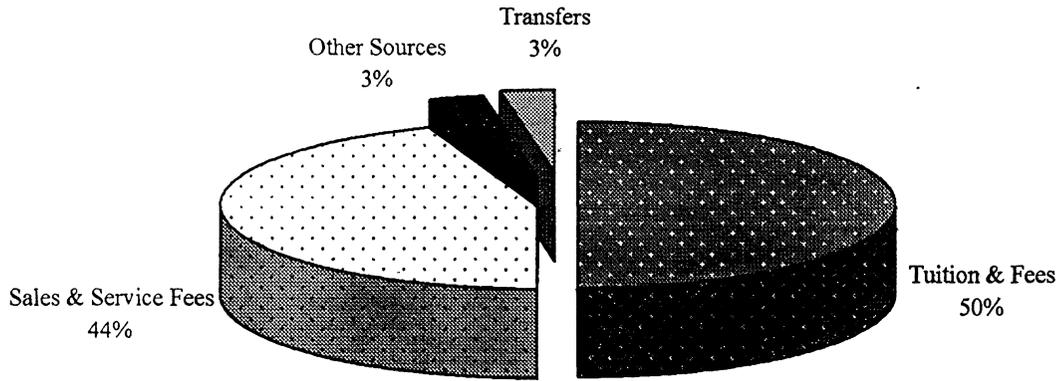
The Restricted Purposes Fund, established by ICCB Rules 1501.508 and 1501.509, is for the purpose of accounting for monies that have restrictions regarding their use. Each specific project should be accounted for separately using a complete group of self-balancing accounts within the Restricted Purposes Fund. Care should be taken in establishing each group of self-balancing accounts so that the accounting and reporting requirements of the grantor are met. If the grantor provides an accounting manual, it should be followed for the group of self-balancing accounts.

AUXILIARY ENTERPRISES FUND OVERVIEW

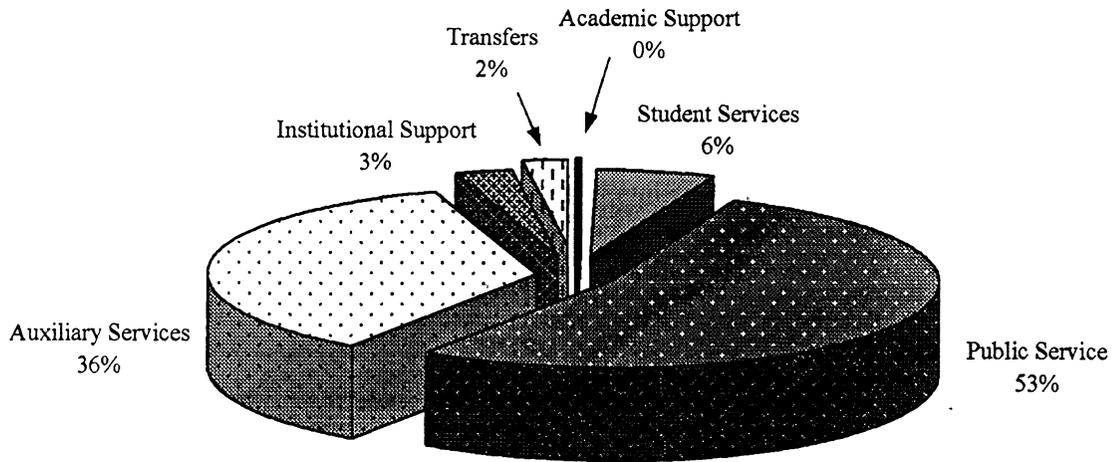
REVENUES		<u>% OF TOTAL</u>
TUITION & FEES	\$ 9,331,842	50.13%
OTHER SOURCES		
Sales & Service Fees	8,226,770	
Facilities Rental	240,000	
Interest on Investments	170,000	
Other	150,500	
	8,787,270	47.21%
TRANSFERS	495,000	2.66%
TOTAL REVENUES	\$ 18,614,112	100.00%
EXPENDITURES		
ACADEMIC SUPPORT	\$ 57,420	0.34%
STUDENT SERVICES	965,612	5.77%
PUBLIC SERVICE	8,914,480	53.27%
AUXILIARY SERVICES	5,941,454	35.50%
INSTITUTIONAL SUPPORT	485,960	2.90%
TRANSFERS	370,500	2.21%
TOTAL EXPENDITURES	\$ 16,735,426	100.00%
REVENUE OVER/(UNDER) EXPENDITURES	\$ 1,878,686	

REVENUE SOURCES AND EXPENDITURE USES
Auxiliary Enterprises Fund

Revenues by Source



Expenditure Uses by Program



AUXILIARY ENTERPRISES FUND BY PROGRAM

	<u>Revenue</u>	<u>Expenditures</u>	<u>Surplus/Deficit</u>
Academic Support			
Academic Computing Support	\$ -	\$ 57,420	(57,420) ¹
Student Services			
Counseling & Testing	58,810	58,810	-
Student Activities & Administration	580,970	736,362	(155,392) ²
Other-Student Services	180,535	170,440	10,095
	820,315	965,612	(145,297)
Public Service			
Community Education (Non-credit Instruction)	9,303,297	4,752,030	4,551,267
Customized Training	1,600,000	763,500	836,500
Administration-Public Service	-	3,367,950	(3,367,950) ¹
Other-Public Service	31,000	31,000	-
	10,934,297	8,914,480	2,019,817
Auxiliary Services			
Food Services	\$ 1,214,000	\$ 1,117,731	96,269
Bookstore	5,024,050	4,812,271	211,779
College Center	31,050	21,708	9,342
Other-Auxiliary Services	420,400	360,244	60,156
	\$ 6,689,500	\$ 6,311,954	\$ 377,546
Institutional Support			
Institutional Expense	\$ 170,000	\$ 485,960	(315,960) ¹
 FUND TOTALS	 \$ 18,614,112	 \$ 16,735,426	 \$ 1,878,686

Note:

- 1 The deficits in these divisions represent centralized continuing education expenditures; revenues will be generated by all other continuing education accounts.
- 2 This shortfall will be funded by a transfer from Fund 01.

COMPARISON OF REVENUES AND EXPENDITURES
Auxiliary Enterprises Fund

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Tuition & Fees	5,423,232	8,920,499	9,331,842	3%
Other Sources	8,335,513	8,057,975	8,787,270	9%
Transfers	326,570	335,000	495,000	48%
Total Revenues	\$ 14,085,315	\$ 17,313,474	\$ 18,614,112	8%
EXPENDITURES				
Academic Support	661	58,875	57,420	-2%
Student Services	892,868	879,122	965,612	10%
Public Service	5,542,823	6,971,331	8,914,480	28%
Auxiliary Services	6,124,272	5,545,060	5,941,454	7%
Institutional Support	111,591	428,679	485,960	13%
Transfers	220,000	220,500	370,500	68%
Total Expenditures	\$ 12,892,215	\$ 14,103,567	\$ 16,735,426	19%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 1,193,100	\$ 3,209,907	\$ 1,878,686	-41%
BEGINNING FUND BALANCE	\$ 1,354,714	\$ 2,547,814	\$ 5,757,721	126%
ENDING FUND BALANCE	\$ 2,547,814	\$ 5,757,721	\$ 7,636,407	33%

AUDIT FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 71,500	92.26%
OTHER SOURCES		
Interest on Investments	6,000	7.74%
TOTAL REVENUES	<u>\$ 77,500</u>	<u>100.00%</u>
EXPENDITURES		
INSTITUTIONAL SUPPORT	\$ 89,000	100.00%
TOTAL EXPENDITURES	<u>\$ 89,000</u>	<u>100.00%</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>\$ (11,500)</u>	

COMPARISON OF REVENUES AND EXPENDITURES
Audit Fund

	Actual <u>FY 1998-99</u>	Budget <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget % Change <u>FY 00 to FY 01</u>
REVENUES				
Local Government	\$ 54,295	\$ 63,500	\$ 71,500	13%
Other Sources	6,750	5,000	6,000	20%
Total Revenues	<u>\$ 61,045</u>	<u>\$ 68,500</u>	<u>\$ 77,500</u>	<u>13%</u>
EXPENDITURES				
Institutional Support	<u>73,999</u>	<u>89,000</u>	<u>89,000</u>	<u>0%</u>
Total Expenditures	<u>\$ 73,999</u>	<u>\$ 89,000</u>	<u>\$ 89,000</u>	<u>0%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ (12,954)	\$ (20,500)	\$ (11,500)	-44%
BEGINNING FUND BALANCE	<u>\$ 117,305</u>	<u>\$ 104,351</u>	<u>\$ 83,851</u>	<u>-20%</u>
ENDING FUND BALANCE	<u><u>\$ 104,351</u></u>	<u><u>\$ 83,851</u></u>	<u><u>\$ 72,351</u></u>	<u><u>-14%</u></u>

BOND & INTEREST FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 2,146,200	86.31%
OTHER SOURCES		
Interest on Investments	120,000	4.83%
TRANSFERS	220,500	8.87%
TOTAL REVENUES	\$ 2,486,700	100.00%
EXPENDITURES		
INSTITUTIONAL SUPPORT	\$ 2,486,700	100.00%
TOTAL EXPENDITURES	\$ 2,486,700	100.00%
REVENUE OVER/(UNDER) EXPENDITURES	\$ -	

COMPARISON OF REVENUES AND EXPENDITURES
Bond & Interest Fund

	Actual <u>FY 1998-99</u>	Budget <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget % Change <u>FY 00 to FY 01</u>
REVENUES				
Local Government	\$ 2,636,479	\$ 2,665,640	\$ 2,146,200	-19%
Other Sources	88,362	100,000	120,000	20%
Transfers	220,000	220,500	220,500	0%
Total Revenues	<u>\$ 2,944,841</u>	<u>\$ 2,986,140</u>	<u>\$ 2,486,700</u>	<u>-17%</u>
EXPENDITURES				
Institutional Support	<u>2,763,761</u>	<u>2,706,656</u>	<u>2,486,700</u>	<u>-8%</u>
Total Expenditures	<u>\$ 2,763,761</u>	<u>\$ 2,706,656</u>	<u>\$ 2,486,700</u>	<u>-8%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 181,080	\$ 279,484	\$ -	-100%
BEGINNING FUND BALANCE	<u>\$ 2,163,656</u>	<u>\$ 2,344,736</u>	<u>\$ 2,624,220</u>	<u>12%</u>
ENDING FUND BALANCE	<u><u>\$ 2,344,736</u></u>	<u><u>\$ 2,624,220</u></u>	<u><u>\$ 2,624,220</u></u>	<u><u>0%</u></u>

LIABILITY PROTECTION FUND OVERVIEW

REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 1,268,450	87.57%
 OTHER SOURCES		
Interest on Investments	180,000	12.43%
 TOTAL REVENUES	<u>\$ 1,448,450</u>	<u>100.00%</u>

EXPENDITURES

OPERATION & MAINTENANCE	\$ 369,976	23.08%
INSTITUTIONAL SUPPORT	<u>1,232,803</u>	
 TOTAL EXPENDITURES	<u>\$ 1,602,779</u>	<u>23.08%</u>
 REVENUE OVER/(UNDER) EXPENDITURES	<u>\$ (154,329)</u>	

COMPARISON OF REVENUES AND EXPENDITURES
Liability Protection Fund

	Actual FY 1998-99	Budget FY 1999-00	Budget FY 2000-01	Budget % Change FY 00 to FY 01
REVENUES				
Local Government	\$ 1,105,044	\$ 1,254,560	\$ 1,268,450	1%
Other Sources	160,858	140,000	180,000	29%
Total Revenues	\$ 1,265,902	\$ 1,394,560	\$ 1,448,450	4%
EXPENDITURES				
Operation & Maintenance	352,295	342,990	369,976	8%
Institutional Support	780,432	1,024,505	1,232,803	20%
Total Expenditures	\$ 1,132,727	\$ 1,367,495	\$ 1,602,779	17%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 133,175	\$ 27,065	\$ (154,329)	-670%
BEGINNING FUND BALANCE	\$ 3,004,692	\$ 3,137,867	\$ 3,164,932	1%
ENDING FUND BALANCE	\$ 3,137,867	\$ 3,164,932	\$ 3,010,603	-5%

RESTRICTED PURPOSES FUND OVERVIEW

REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Bond Proceeds	\$ 2,000,000	15.50%
STATE GOVERNMENT		
ICCB	1,454,158	
ISBE	27,607	
Dept. of Veteran's Affairs	2,010,000	
Other	<u>2,890,254</u>	
	6,382,019	49.47%
FEDERAL GOVERNMENT		
Dept. of Education	2,823,507	
Other Federal Gov't Sources	<u>74,474</u>	
	2,897,981	22.46%
OTHER SOURCES		
Interest on Investments	120,000	
Nongovernmental Gifts or Grants	538,122	
Miscellaneous	<u>213,900</u>	
	872,022	6.76%
TRANSFERS	750,000	5.81%
TOTAL REVENUES	<u>\$ 12,902,022</u>	<u>84.50%</u>

EXPENDITURES

INSTRUCTION	\$ 567,658	4.16%
ACADEMIC SUPPORT	312,105	2.29%
STUDENT SERVICES	667,318	4.89%
PUBLIC SERVICE	960,286	7.04%
INSTITUTIONAL SUPPORT	<u>11,138,301</u>	<u>81.63%</u>
TOTAL EXPENDITURES	<u>\$ 13,645,668</u>	<u>100.00%</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>\$ (743,646)</u>	

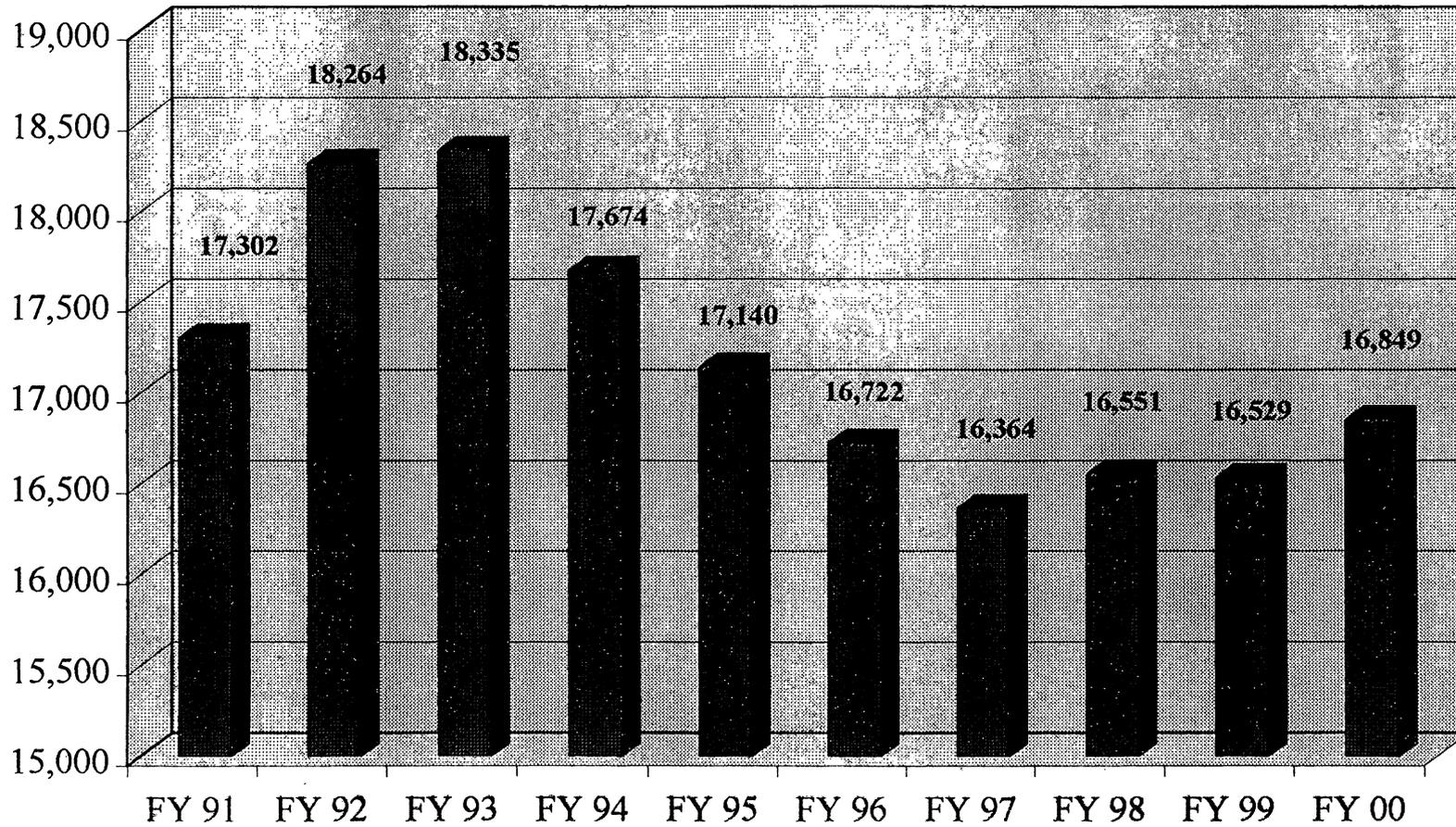
COMPARISON OF REVENUES AND EXPENDITURES
Restricted Purposes Fund

	Actual <u>FY 1998-99</u>	Budget <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget % Change <u>FY 00 to FY 01</u>
REVENUES				
Local Government	\$ 2,000,000		\$ 2,000,000	100%
State Government	7,077,252	6,286,231	6,382,019	2%
Federal Government	2,300,895	2,758,236	2,897,981	5%
Other Sources	547,206	701,124	872,022	24%
Transfers	1,306,793	750,000	750,000	0%
Total Revenues	<u>\$ 13,232,146</u>	<u>\$ 10,495,591</u>	<u>\$ 12,902,022</u>	<u>23%</u>
EXPENDITURES				
Instruction	\$ 604,399	\$ 887,655	567,658	-36%
Academic Support	460,080	450,325	312,105	-31%
Student Services	590,215	451,073	667,318	48%
Public Service	1,013,351	525,294	960,286	83%
Institutional Support	9,644,736	10,501,490	11,138,301	6%
Transfers		50,000		-100%
Total Expenditures	<u>\$ 12,312,781</u>	<u>\$ 12,865,837</u>	<u>\$ 13,645,668</u>	<u>6%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	<u>\$ 919,365</u>	<u>\$ (2,370,246)</u>	<u>\$ (743,646)</u>	<u>-69%</u>
BEGINNING FUND BALANCE	<u>\$ 3,008,265</u>	<u>\$ 3,927,630</u>	<u>\$ 1,557,384</u>	<u>-60%</u>
ENDING FUND BALANCE	<u><u>\$ 3,927,630</u></u>	<u><u>\$ 1,557,384</u></u>	<u><u>\$ 813,738</u></u>	<u><u>-48%</u></u>

Appendix



FULL TIME EQUIVALENT (FTE) CREDIT ENROLLMENT HISTORY



ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Accounting Associate					X	X
Accounting Clerk						X
Accounting-Payroll, State, and Local Taxes						X
Administrative Assistant						X
Advanced Floral Design						X
Advanced Management						X
Arboriculture						X
Architectural CAD						X
Architectural Technology					X	X
Art			X			
Automation Skills						X
Biological Sciences		X				
Bread and Pastry Arts						X
Building Codes and Enforcement						X
Business Administration	X					
CAD Technician						X
Cardiac Technology					X	
Certified Nursing Assistant						X
Certified Professional Secretary						X
CNC/CAM Technician						X
Commercial Credit Management						X
Computer Information Systems--Advanced LAN Management						X
Computer Information Systems--C Programming						X
Computer Information Systems--Computer Operator						X
Computer Information Systems--LAN Management						X
Computer Information Systems--Microcomputer Support Spec						X
Computer Information Systems--Microcomputers in Business					X	X
Computer Information Systems--Midrange						X
Computer Information Systems--NetPrep Network Specialist						X
Computer Information Systems--NetPrep Senior Network Specialist						X
Computer Information Systems--Technology					X	X
Computer Information Systems--Web Development					X	X
Computer Information Systems--Web Visual Design						X
Computer Science--Information Systems Emphasis		X				
Computer Science--Technical Emphasis		X				
Criminal Justice	X				X	X
Culinary Arts						X
Dental Hygiene					X	
Dietary Manager						X
Dietetic Technician					X	
Digital Electronics and Microprocessor Technology					X	X
Domestic Refrigeration and Heating						X
Early Childhood Education--Before/After School Care						X
Early Childhood Administrator						X
Early Childhood Education	X				X	
Early Childhood Education Assistant Teacher						X
Early Childhood Education Teacher						X
Early Childhood Education--Special Education Paraprofessional						X
Early Childhood Education--Infant/Toddler						X
Early Childhood--Family Child Care						X
Electrical Maintenance						X
Electronics Manufacturing Technician					X	
Electronics Technology					X	X
Elementary Education	X					
Engineering				X		
Executive Assistant					X	
Fashion Design					X	X

ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Fashion Merchandising					X	
Financial Management						X
Financial Services					X	
Fire Science Technology					X	X
Floral Design						X
Garden Center Operations						X
General Management						X
General Office						X
Golf Course Maintenance						X
Greenhouse Operations						X
Grounds Equipment Operator						X
Grounds Maintenance						X
Health Care Office Manager					X	
Health Care Secretary						X
Health Education		X				
Health Insurance Billing Specialist						X
Heating Service						X
Hospitality Management					X	X
Hotel Management						X
Human Resource Management						X
Industrial and Retail Security						X
Interior Design					X	
International Business					X	X
Journalism					X	
Landscape Design						X
Law Office Administrative Assistant					X	X
Liberal Arts	X					
Licensed Practical Nursing						X
Machinist						X
Management					X	
Manufacturing Technology					X	
Manufacturing Technology/Machining					X	
Marketing					X	
Mass Communications	X					
Materials/Logistics Management					X	X
Mathematics		X				
Mechanical Drafting						X
Mechanical Engineering Technology					X	
Media Design						X
Media Writing						X
Media Writing and Design						X
Medical Office Assisartt					X	X
Medical Transcriptionist						X
Music--Music Emphasis			X			
Music--Piano Pedagogy Emphasis			X			
Nursery Operations						X
Nursing					X	
Office Technology						X
On-Line Communications						X
Paralegal Studies					X	X
Park and Golf Maintenance					X	
Pesticide Applicator						X
Pharmacy Technician						X
Physical Education	X					
Plant Propagation						X
Plant Science Technology					X	
Production Engineering Technician						X

ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Production Welding						X
Psychology	X					
Quality Assurance						X
Real Estate Brokers License Preparation						X
Real Estate Sales Professional						X
Refrigeration Service						X
Refrigeration and Air Conditioning Technology					X	
Refrigeration and Air Conditioning Service						X
Residential Comfort Systems						X
Retail Merchandising						X
Sales Management						X
Secondary Education	X					
Secretarial						X
Sign Language Interpreting						X
Small Business Management					X	X
Social Science	X					
Special Education	X					
Speech Communication	X					
Theatre Arts	X					
Turfgrass Management						X

HISTORY OF PER CAPITA COST

Year	Tuition	State Apportionment	All Other Revenue	Per Capita * Cost
1967-68	\$8.00	\$11.50	\$35.50	\$55.00
1968-69	8.00	11.50	34.50	54.00
1969-70	8.00	11.50	24.76	44.26
1970-71	10.00	15.50	22.54	48.04
1971-72	12.00	15.50	21.85	49.35
1972-73	12.00	16.50	22.83	51.33
1973-74	14.00	18.50	20.55	53.05
1974-75	14.00	18.12	17.22	49.34
1975-76	14.00	17.61	21.28	52.89
1976-77	15.00	19.40	22.79	57.19
1977-78	15.00	20.49	28.81	64.30
1978-79	17.00	21.32	27.55	65.87
1979-80	18.00	23.72	26.31	68.03
1980-81	19.00	25.08	24.15	68.23
1981-82	22.00	26.31	21.13	69.44
1982-83	22.00	22.86	37.84	82.70
1983-84	25.00	21.76	37.94	84.70
1984-85	27.00	21.61	40.55	89.16
1985-86	27.00	24.22	55.45	106.67
1986-87	27.00	22.99	73.60	123.59
1987-88	27.00	27.20	80.64	134.84
1988-89	30.00	28.60	85.69	144.29
1989-90	30.00	29.67	85.87	145.54
1990-91	30.00	32.14	89.02	151.16
1991-92	30.00	34.45	105.88	170.33
1992-93	33.00	28.02	124.03	185.05
1993-94	36.00	27.35	126.66	190.01
1994-95	36.00	27.97	129.34	193.31
1995-96	40.00	28.71	147.53	216.24
1996-97	42.00	29.70	159.65	231.35
1997-98	46.00	33.53	160.18	239.71
1998-99	50.00	35.98	177.92	263.90
1999-00	54.00	36.81	183.58	274.39

* Does NOT include non-capital State and Grant funds per semester hour.

HISTORY OF PERCENTAGE OF PER CAPITA COST

Year	Tuition	State Apportionment	All Other Revenue	Per Capita * Cost
1967-68	14.5%	20.9%	64.5%	100%
1968-69	14.8	21.3	63.9	100
1969-70	18.1	26.0	55.9	100
1970-71	20.8	32.3	46.9	100
1971-72	24.3	31.4	44.3	100
1972-73	23.4	32.1	44.5	100
1973-74	26.4	34.9	38.7	100
1974-75	28.4	36.7	34.9	100
1975-76	26.5	33.3	40.2	100
1976-77	26.2	33.9	39.8	100
1977-78	23.3	31.9	44.8	100
1978-79	25.8	32.4	41.8	100
1979-80	26.5	34.9	38.7	100
1980-81	27.8	36.8	35.4	100
1981-82	31.7	37.9	30.4	100
1982-83	26.6	27.6	45.8	100
1983-84	29.5	25.7	44.8	100
1984-85	30.3	24.2	45.5	100
1985-86	25.3	22.7	52.0	100
1986-87	21.8	18.6	59.6	100
1987-88	20.0	20.2	59.8	100
1988-89	20.8	19.8	59.4	100
1989-90	20.6	20.4	59.0	100
1990-91	19.8	21.3	58.9	100
1991-92	17.6	20.2	62.2	100
1992-93	17.8	15.1	67.0	100
1993-94	18.9	14.4	66.7	100
1994-95	18.6	14.5	66.9	100
1995-96	18.5	13.3	68.2	100
1996-97	18.2	12.8	69.0	100
1997-98	19.2	14.0	66.8	100
1998-99	19.0	13.6	67.4	100
1999-00	19.7	13.4	66.9	100

* Does NOT include non-capital State and Grant funds per semester hour.

**WILLIAM RAINEY HARPER COLLEGE
COMMUNITY COLLEGE DISTRICT NO. 512**

Schedule of Debt Maturities (Unaudited)
For the Year Ended June 30, 2000

	Capital Projects Bonds				Alternative Revenue Bonds			
	Interest Rate	Amounts due during year			Interest Rate	Amounts due during year		
		Principal	Interest	Total		Principal	Interest	Total
1999-2000	6.150	395,000	12,146	407,146	5.000	190,000	25,250	215,250
2000-2001					5.000	200,000	15,500	215,500
2001-2002					5.000	210,000	5,250	215,250
Total		\$ 395,000	12,146	407,146		\$ 600,000	46,000	646,000
	Limited Tax Bonds - 1996 Series				Limited Tax Bonds - 1997 Series			
	Interest Rate	Amounts due during year			Interest Rate	Amounts due during year		
		Principal	Interest	Total		Principal	Interest	Total
1999-2000	5.900	660,000	118,196	778,196	4.000	390,000	24,000	414,000
2000-2001	4.375	305,000	92,054	397,054	4.050	400,000	8,100	408,100
2001-2002	4.375	315,000	78,491	393,491				
2002-2003	4.000	330,000	65,000	395,000				
2003-2004	4.000	345,000	51,500	396,500				
2004-2005	4.000	360,000	37,400	397,400				
2005-2006	4.000	370,000	22,800	392,800				
2006-2007	4.000	385,000	7,700	392,700				
Total		\$ 3,070,000	473,141	3,543,141		\$ 790,000	32,100	822,100
	Limited Tax Bonds - 1998 Series				Total Change in Bond Principal			
	Interest Rate	Amounts due during year			Balance, at July 1, 1999	Bonds issued during the year		
		Principal	Interest	Total			Bonds retired during the year	
1999-2000	3.100 %	\$ 775,000	111,065	886,065	\$ 8,415,000	-		
2000-2001	3.500	1,200,000	78,053	1,278,053		(2,410,000)		
2001-2002	3.550	800,000	42,853	842,853				
2002-2003	3.650	785,000	14,326	799,326				
Total		\$ 3,560,000	246,296	3,806,296	Balance, at June 30, 2000	6,005,000		

GRANT PROGRAMS JULY 1, 2000 - JUNE 30, 2001
REPORTED AS OF JULY 24, 2000

GRANT NAME/ DIVISION	DESCRIPTION	FUNDING SOURCE & AMOUNT	DATES
<u>EDUCATION FUND</u>			
Adult Education & Literacy Adult Educational Development	Continuation of FY 00 Grant Supports Adult Ed Development programs	ISBE \$380,080	07/01/00 - 06/30/01
<u>RESTRICTED PURPOSES FUND</u>			
Minority Student Transfer Center Student Development	Continuation of FY 00 Grant Provide counseling & advising services to minority students	IBHE \$67,500	09/01/00-08/31/01
Special Populations Academic Enrichment/ Language Studies	State allocation grant to academically support students	ICCB \$322,613	07/01/00 - 06/30/01
Business/Industry Workforce Preparation	State allocation grant to provide local economic development in workforce training	ICCB \$173,004	07/01/00 - 06/30/01
Education to Careers Workforce Preparation	State allocation grant to promote career development and work based training	ICCB \$110,081	07/01/00 - 06/30/01
Welfare to Work Workforce Preparation	State allocation grant to provide employment training and job placement assistance	ICCB \$63,714	07/01/00 - 06/30/01
Current Workforce Training Grant Corporate Services	State allocation grant to provide training for workers currently employed	ICCB \$352,571	07/01/00 - 06/30/01
Advanced Technology Equip. Information Technology	State allocation grant to purchase technological resources for instruction	ICCB \$170,296	07/01/00 - 06/30/01
Advanced Technology Support Information Technology	State allocation grant to provide technology support	ICCB \$119,092	07/01/00 - 06/30/01
Staff Technical Skills Information Technology	State allocation grant to enhance staff technical skills	ICCB \$69,561	07/01/00 - 06/30/01
Accelerated College Enrollment Workforce Development	State allocation grant to expand services to high school students	ICCB \$59,126	07/01/00 - 06/30/01

GRANT NAME/ DIVISION	DESCRIPTION	FUNDING SOURCE & AMOUNT	DATES
Illinois Community Colleges Online Grants Distance Learning	State allocation grant to establish student support services for the Illinois Virtual Campus	ICCB \$14,103	07/01/00 - 06/30/01
Leadership & Core Values Grant Human Resources	Continuation of FY 00 Grant Leadership and core values initiative program	ICCB \$5,000	07/01/00 - 06/30/01
Displaced Homemakers Women's Program	Continuation of FY 00 Grant Advising & job placement for Women's Program participants	IDL \$68,000	07/01/00 - 06/30/01
Disabled Student Project Access & Disability Services	Continuation of FY 00 Grant To provide services to students with disabilities	IDHS/ORS \$134,754	07/01/00 - 06/30/01
Federal Tech Prep Workforce Development	Continuation of FY 00 Grant Part of comprehensive Career Development program	ISBE \$31,872	07/01/00 - 06/30/01
Perkins III Workforce Development	Continuation of FY 00 Grant Career & Technical Education	ISBE \$234,903	07/01/00 - 06/30/01
Program Improvement Workforce Development	Continuation of FY 00 Grant Career & Technical Education	ISBE \$31,334	07/01/00 - 06/30/01
Student Support Services Access & Disability Services	Fourth year of grant To provide services to students with disabilities	USDE/TRIO \$198,582	09/01/00 - 08/31/01
Midwest Center for Postsecondary Outreach Access & Disability Services	Continuation of FY 00 Grant Provide technical assistance to other institutions	USDE/St. Paul Univ. \$59,987 Sub-contract	07/01/00 - 06/30/01
Excellence in Teacher Preparation TM/PS Division	Second year of three year project Collaborative to strengthen teaching in Mathematics for K-12 teachers	NSF/UIC \$9,856 Sub-contract	07/01/00 - 06/30/01
Cooperative Grants Program English Second Language	Connections: Peer Mentors To provide mentoring and training for International students	NAFSA-International \$4,618	07/01/00 - 06/30/01
<u>OPERATIONS & MAINTENANCE FUND (RESTRICTED)</u>			
Deferred Maintenance Grant Physical Plant	State allocation grant to supplement deferred maintenance needs	ICCB \$123,789	07/01/00 - 06/30/01
"Member Initiatives" President's Office	To support capital development	DCCA \$1,100,000	07/01/00 - open

Glossary of Terms

Cost Center

A fiscal and accounting entity which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Credit Hour

One contact hour (50 minutes) per week based on a 16-week term or a total of 800 minutes per semester.

Fiscal Year

The fiscal year at William Rainey Harper College is July 1 to June 30.

Foundation

The William Rainey Harper College Educational Foundation is a nonprofit, tax-exempt educational corporation organized under Illinois law to receive gifts, grants, loans, bequests and scholarships on behalf of the students, staff or the institution. Gifts received through the Foundation are tax deductible for the donor.

Fringe Benefits

The College provides comprehensive benefits to full-time employees which currently include: health insurance, short and long term disability insurance, dental, earned vacation days, earned sick and personal leave, bereavement or emergency leaves and professional development monies. The specific fringes depend upon the employee group and union contract.

Full Time Equivalent (FTE)

Number of credit hours generated in a semester divided by 15.

Fund Balance

That which is left in a fund at the end of a fiscal year, that may be expressed with a negative or a positive figure.

Gifts

Money received by the College generally from private and/or corporate sources. Used primarily for student financial aid and/or special programs and equipment.

Grant

Money awarded to the College in response to a proposal for specific purposes. Money is generally from state or federal sources.

Investment Income

Income to the College derived from the investment of current funds.

Professional Development

Monies budgeted and set aside to promote the professional development of individual staff and faculty members. Included within the scope of this allowance are travel, professional dues, course work, conferences, seminars, developmental materials and equipment.

Property Tax

Compulsory charges levied on real property by the College district for the purpose of funding College operation.

State Appropriations (include supplemental appropriations)

Revenue to the College derived from a formula established by the State of Illinois.

Supplies and Services

Any article, material or service which is consumed in use, loses its original shape or appearance with use or is expendable.

Tax Increment Financing (TIF) Illinois

A governmental body established by the State of Illinois to receive and disburse tax dollars generated as a result of the increase in valuation caused by property improvement and rehabilitation within the College district.

Tuition and Fees

Revenue to the College derived from payments by students for educational and general purposes.

Program Function Definitions**Academic Support**

Academic support includes the operation of the library, instructional materials center, and communication systems used in the learning process. It also includes all equipment, materials, supplies and costs that are necessary to support this function.

General Administration

General administration consists of those activities which have as their purpose the development, general regulation direction and control of the affairs of the College on a district-wide basis. The President's Office, Business Office, Information Systems and Personnel Services are included in this function. It also includes all equipment, materials, supplies and costs that are necessary to support this function.

Auxiliary Services

Provides for the operation of the cafeteria, bookstore, student organizations, athletics, and other related activities. It also includes all equipment, materials, supplies, and costs that are necessary to support this function.

Institutional Support

Institutional support consists of those costs that benefit the entire College and are not readily assignable to a particular cost center. Appropriate cost allocations will be made at the end of the fiscal year. Administrative data processing, insurance costs, legal fees, provision for contingencies, scholarships, non-operating expense and tuition chargeback are examples of items included in this area.

Instruction

Instruction consists of those activities dealing directly with or aiding in the teaching of students. It includes the activities of the faculty in the baccalaureate-oriented transfer-occupational technical careers, general studies, and remedial and ABEIASE programs (associate degree credit and certificate credit). It also includes all equipment, materials, supplies, and costs that are necessary to implement the instructional.

Operation & Maintenance of Plant

Consists of housekeeping activities necessary in order to keep the physical facilities open and ready to use. Maintenance of plant consists of those activities necessary to keep the grounds, buildings, and equipment operating efficiently. This function also provides for campus security and plant utilities as well as equipment, materials, supplies, and costs that are necessary to support this function.

Public Service

The public service function includes the services provided to the general community, governmental agencies, and business and industry for non-credit community education and community service activities. Community education focuses on the individual participant and, thus, requires an individual registration and class completion record-keeping procedure. Community education includes non-credit short courses, professional review classes, workshops, and seminars that provide an educational service to the residents of the community. Community service is a structured activity that provides a beneficial service to the public. Community service focuses on group participation and, thus, does not require an individual registration and completion record-keeping procedure. Community service includes college-sponsored seminars, workshops, forums, lecture series, cultural exhibits and events and consulting services provided through college-operated institutes and centers. (See ICCB Rule 1501.301.)

Student Services

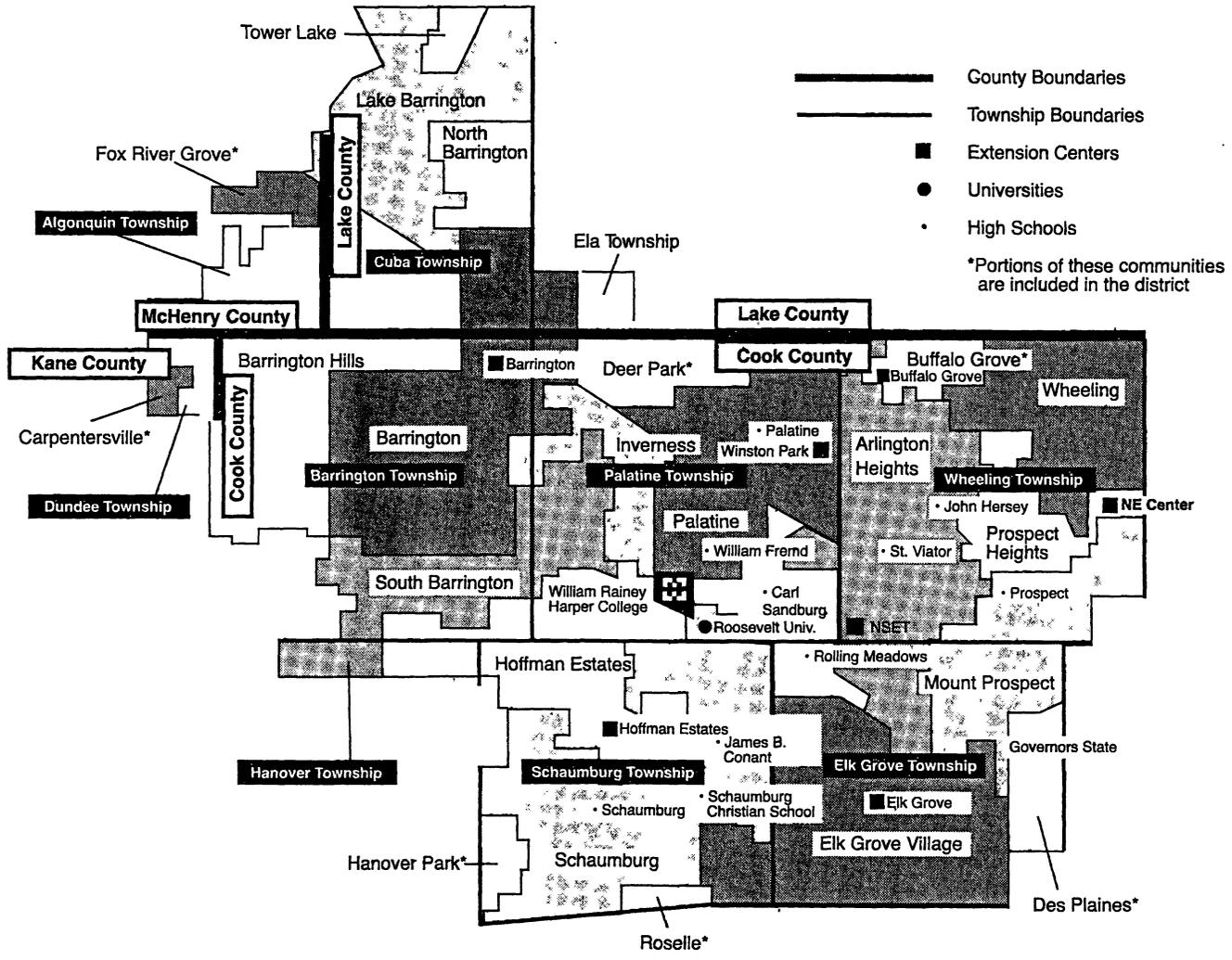
The student services function provides assistance in the areas of financial aid, admissions and records, health, placement, testing, counseling, and student activities. It includes all equipment, materials, supplies and costs that are necessary to support this function.

Acronyms

ADA	Americans with Disabilities Act p. ii
CENIQ	Computer Equipment Needs Identification Questionnaire p. 15
CPPRT	Corporate Personal Property Replacement Tax p. 17

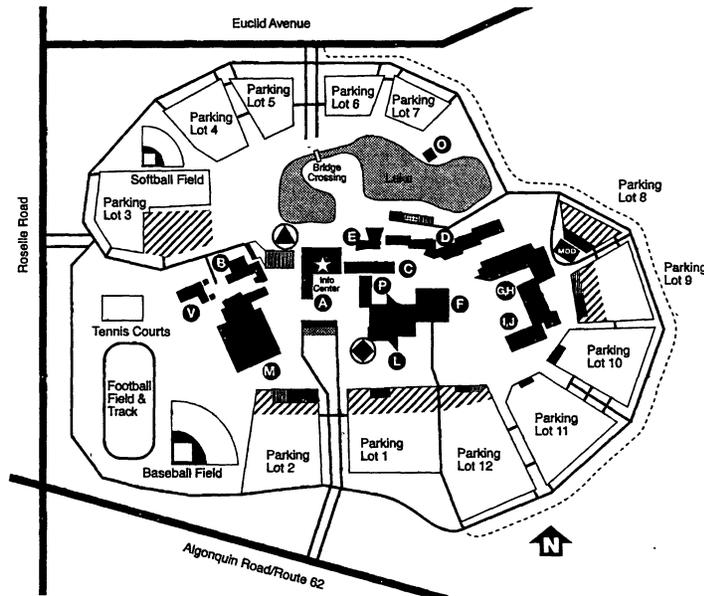
DCCA	Illinois Department of Commerce and Community Affairs
EAV	Equalized Assessed Value p. 17
FTE	Full Time Equivalent p. 16
GASB	Government Accounting Standards Board p. 34
HCCN	Harper College Communications Network p. 4
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board p. 17
IDHS	Illinois Department of Human Services
IDL	Illinois Department of Labor
ISBE	Illinois State Board of Education p. 17
IT/CS	Information Technology/Client Services p. 15
NIPC	p. 7
NSF	National Science Foundation
ORS	Office of Rehabilitation Services
PQP	p. 27
TMPS	Technology, Mathematics, & Physical Sciences p. iii
USDE	United States Department of Education

COMMUNITY COLLEGE DISTRICT 512



CAMPUS OF HARPER COLLEGE

Campus Directory



- | | | | | |
|------------------|-------------------|----------------------|--|---|
| Parking | Student | Administrators | Buildings, Roads and Athletic Structures | Shapes circled = Buildings Under Construction |
| Medical/Handicap | Faculty and Staff | MOD Modular Building | Bicycle Path | |
| Visitors | Dental Hygiene | | | |

- A Student and Administration Center**
(Room numbers beginning with A)
Assessment Center
Board Room
Business Office
Career Center
Cockrell Dining Hall
Dining Room
Financial Assistance
Health Service
Information Center
Multicultural Affairs,
Student Drop-In Center
Registrar
Student Activities
Student Development Division Office
- B Public Safety Center**
(Room numbers beginning with B)
Physical Plant
Division Office
Public Safety
Shipping and Receiving
- C New Student Services and Art Center**
(Room numbers beginning with C)
Admissions
Art
Center for New Students/
Orientation
Continuing Education
- D Science, Math and Health Careers Center**
(Room numbers beginning with D)
Access and Disability Services
Dental Hygiene Clinic
Life Science and Human
Services Division Office
Academic Advising &
Counseling
- E Instructional Delivery Center**
(Room numbers beginning with E)
- F Academic Resource Center**
(Room numbers beginning with F)
Academic Enrichment and
Language Studies Division Office
Adult Educational Development
English as a Second Language
Learning Achievement Program
Library
Media Services
- G/H Engineering and Applied Technology Center**
(Room numbers beginning with G or H)
CAD and Manufacturing Center
Technology, Mathematics and Physical
Sciences Division Offices
- I/J Business and Social Science Center**
(Room numbers beginning with I or J)
Business and Social Science
Division Office
Child Care Center
Center for Multicultural Affairs,
Academic Advising and Counseling
Theatre and Box Office
- L Liberal Arts Center**
(Room numbers beginning with L)
Bookstore
Drama Lab
Liberal Arts Division Office
Three Dimensional Art Studio
- M Wellness and Sports Center**
(Room numbers beginning with M)
Human Performance/Cardiac
Rehab Labs
Wellness and Human Performance
Division Office
- MOD Modular Building**
- O Observatory**
- P Music Instruction Center**
(Room numbers beginning with P)
Music
Women's Program
- S Marketing Services Center**
(Room numbers beginning with S)
- T Park Management Shop
Roads and Grounds Shop**
(Room numbers beginning with T)
- V Plant Science Center**
(Room numbers beginning with V)
Plant Science Technology
Park and Golf Operations
Flower Shop
Greenhouse
- Instructional Conference Center
- Performing Arts Center