

# College Plan and Budget 2001–2002

 Harper College  
Palatine, Illinois



William Rainey Harper College

Palatine, Illinois

**2001-2002  
College Plan  
& Budget**

William Rainey Harper College is one of forty-nine (49) community colleges in the State of Illinois that make up the Illinois Community College System. Harper College's credit full-time equivalent (FTE) enrollment for FY 01 is 17,197. The staff has 690 full-time employees which include 219 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.

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."

#### **HARPER COLLEGE BOARD OF TRUSTEES**

**Palatine: Richard C. Kolze, Chair**  
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It is the policy of Harper College not to discriminate on the basis of race, color, religion, sex, age, marital status, national origin, and 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, 2000

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, 2000

*Anne Spray Kinney* *Jeffrey L. Essler*  
President Executive Director

# WILLIAM RAINEY HARPER COLLEGE

Community College District #512

## College Plan and Budget 2001-2002

### TABLE OF CONTENTS

Letter from President Breuder i

#### STRATEGIC LONG RANGE PLAN (SLRP)

Administrative Organization Chart 2001-01	1
Description of College Departmental Activities and Functions	3
Personnel Count – Three Year History	5
Planning at Harper College	7
Strategic Long Range Planning Cycle	8
District Demographic Information	9
Philosophy Statement	12
Vision Statement	13
2001/2002 Institutional Priorities	14
Funding of The 2001/2002 Institutional Priorities	15
Institutional Goals by Area	25

#### COLLEGE BUDGET

Budget Preparation Process	29
2001-2002 Planning Calendar	32
Budget Assumptions	33
Financial Forecasting & Long Range Planning	34

#### Section - Overview – All Funds

Basis of Accounting	39
All Funds Overview	40
Revenue Source and Expenditure Uses	43
Comparison of Revenues and Expenditures	44
Four Year History of Revenue and Expenditures	45
Four Year History of Revenue	46
Four Year History of Expenditures by Program Function	47
Four Year History of Expenditures by Object	48

## Section - Operating Funds

### *Education Fund*

Education Fund Overview	49
Education Fund Revenues	51
Property Taxes	52
Equalized Assessed Valuation By County	53
Levy by Fund	54
Tax Rates by Fund	55
Revenue Sources – Education Fund	56
Expenditures by Program Function – Education Fund	58
Expenditures by Object – Education Fund	59
Organization Unit Detail – Education Fund	60
Comparison of Revenues and Expenditures – Education Fund	64
Four Year History of Revenue and Expenditures – Education Fund	65
Four Year History of Revenues – Education Fund	66
Four Year History of Expenditures by Program Function – Educ. Fund	67
Four Year History of Expenditures by Object – Education Fund	68
Fund Balance History – Education Fund	69

### *Operations & Maintenance Fund*

Operations & Maintenance Fund Overview	70
Operations & Maintenance Fund Revenues	71
Expenditures by Program Function – O & M	72
Expenditures by Object – O & M	73
Comparison of Revenues and Expenditures – O & M	74
Four Year History of Revenue and Expenditures – O & M	75
Four Year History of Revenues – O & M	76
Four Year History of Expenditures by Object – O & M	77

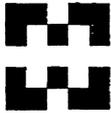
### *Operating Fund*

Operating Funds Overview	78
Revenue Sources and Expenditure Uses – Operating Funds	79
Comparison of Revenues and Expenditures – Operating Funds	80
Four Year History of Revenue and Expenditures - Operating Funds	81
Four Year History of Revenues – Operating Funds	82
Four Year History of Expenditures by Program Function – Oper. Funds	83
Four Year History of Expenditures by Object – Operating Funds	84

<b>Section – Capital</b>	
Operation & Maintenance Fund (Restricted) Overview	85
Comparison of Revenues and Expenditures – O & M (Restricted)	86
Operations & Maintenance Fund (Restricted) Projects	87
Operation and Maintenance Plan	88
<b>Section – Other Funds</b>	
Auxiliary Enterprises Fund Overview	93
Revenue Sources and Expenditure Uses – Auxiliary Fund	94
Auxiliary Enterprises Fund by Program – Auxiliary Fund	95
Comparison of Revenues and Expenditures	97
Audit Fund Overview	98
Comparison of Revenues and Expenditures – Audit Fund	99
Bond and Interest Fund Overview	100
Comparison of Revenues and Expenditures – Bond & Interest Fund	101
Liability Protection Fund Overview	102
Comparison of Revenues and Expenditures – Liability Protection Fund	103
Restricted Purposes Fund Overview	104
Comparison of Revenues and Expenditures – Restricted Purposes Fund	105

## APPENDIX

Full Time Equivalent (FTE) Credit Enrollment History	107
History of Per Capita Cost	108
History of Percentage of Per Capita Cost	109
Academic Transfer Oriented and Career Programs	110
Performance Measurement	114
Performance Based Funding Summary	121
Debt Obligations	126
Schedule of Debt Maturities	127
Grant Programs	129
Glossary of Terms	131
District Map	140
Campus Directory	141



## William Rainey Harper College

1200 West Algonquin Road  
Palatine, Illinois 60067-7398  
847-925-6000

### Memorandum

**To:** Board of Trustees  
**From:** Dr. Robert L. Breuder  
**Date:** June 27, 2001  
**Subject:** FY 2001-2002 Budget

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It is my pleasure to present to you the FY 2001-2002 Budget. The total Budget has revenue of \$116,308,272 or 6.4% increase over last year. In the Education Fund (01), the largest increase in revenue was from the state appropriations that went up by 7%; tax revenue increased by 1%. Tuition and fees increased by 7.6%.

In the Bond and Interest Fund (04) there will be a large increase in property tax revenue due to the passage of an \$88,800,000 Referendum in November of 2000.

On the expenditure side, the total budget is \$141,855,494 that represents a 20.5% increase. ***The planned use of the fund balance is not for day-to-day operations, but rather is to fund significant building projects or to fund the continuation of projects whose revenues were generated in prior years, and were designated for multi-year projects.*** Two large capital projects fall into this category, the Performing Arts Center/Conference Center and the referendum buildings.

#### **Capital Projects: Challenges and Solutions**

Two major challenges faced by the College are the lack of space and the deterioration of current space. The dollars needed to address these challenges are large and must be gathered from all potential revenue sources including the State, College fund balances, passage of a referendum and fund raising.

The first project is the Conference Center and Performing Arts Center, a joint project with the state Capital Development Board. This project has been in the planning stages since 1991. The College has a *Save Before You Spend* philosophy, therefore the College has been building fund balances for a number of years in anticipation of these projects coming to fruition. In FY 2001 the State will have utilized most of its money for this project, so FY 2002 is the year the College will spend the majority of its share of the money. The College has been budgeting for this event for two years, but FY 2002 is the year the \$11,000,000 of expenses will occur. The total cost of these two buildings is expected to be about \$23,000,000 including furniture and equipment.

The Conference Center is expected to be completed next spring, and \$1,500,000 has been budgeted in the Education Fund (01) to cover the cost of furnishings and equipment for this building. The College Foundation is currently raising funds for this building, and it is expected that less than \$1,500,000 will actually be needed from the fund balance.

The Conference Center will also need staff to operate the programs and the building. The program staff and necessary software are currently built into the Auxiliary Fund. It may be possible to fund these expenses from FY 2001 cash flow. The custodial employees are built into the Operations and Maintenance Fund.

The second project relates to the referendum buildings. In November 2000, the taxpayers of the district passed a referendum for \$88,800,000. The bonds were sold in February 2001. Three new facilities, the Science Center, the Health Careers Center and the Emerging Technology Center, will be connected through common spaces and corridors in order to achieve maximum efficiency. The schematic design phase for the referendum building project is just being completed. Bids will be opened next spring.

The College anticipates spending about \$5,000,000 of the referendum dollars in FY 2002. The rest will be spent in subsequent years.

In the Operations and Maintenance Fund (02), revenue was collected and specific projects were identified for summer, 2001. Some projects are starting in mid-summer; therefore the expense will occur in FY 2002 and the funds will be carried over from one fiscal year to another. ***It is anticipated that the fund balance in the Operations and Maintenance Fund, at the end of FY 2001, will increase by an amount greater than the planned fund balance use in FY 2002.***

### **Operating Budget: Funding College Priorities**

Challenges of the Operating Budget preparation include rising wages and volatile health insurance costs. In the Education Fund (01), wages and fringes benefits are 79.2% of the total budget. Additional challenges include meeting the rising expectations of students in the areas of the business functions of the college and also in the appropriate variety and scheduling of courses. Another challenge is staying connected to our college community who supported us in our successful referendum.

This budget will fund the Institutional Priorities of the College as stated in our Strategic Long Range Plan. New program development will continue to be funded. Programs in the areas of science and health careers are in various phases of development. NetPrep, a program that was expanded last year, will continue into the future. Another emphasis next year will be a faculty-driven effort to integrate multi-media into instructional delivery. Reorganization occurred which renewed the focus on supporting faculty and staff in this effort. The results are a new area called DOIT, or Department of Instructional Technology. They will be focusing towards online learning, web page development and integrating Web based resources into instruction.

The College has long been committed to supporting the academic success of students. The Standards of Academic Progress (SOAP) system is a tracking system that utilizes technology to personally intervene with thousands of students as an early alert/retention program. The complexity of tracking 20,000 students and interfacing with counseling, registration and information technology requires a specialist to support this program. This year's budget supports an additional staff person in this area, and furthers another College priority related to retention.

The TECH Program, a continuing education program focusing on high end, industry certified technical training, has experienced exponential growth. The additional space provided through the acquisition of the 650 Higgins property in Schaumburg will ensure that the TECH Program can continue to grow. TECH will occupy half the building; the other half has tenants. In the future, TECH will have expansion space as leases expire. Alternate revenue bonds and a \$1,000,000 state grant through a local legislator made the purchase and build-out of this facility possible. This year's Auxiliary Fund budget has been modified to incorporate the bond payments, operations of this new facility and the increased revenue and programming in the TECH Program.

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. The College will support this important state and community initiative.

In FY 2000, 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 these studies. The College developed a community engagement process that pulled together members of the community to assist in defining the College's future. This group was instrumental in assisting the College in passing the referendum in November 2000. This Community Response Team also developed a number of recommendations for the College. The College plans to provide additional funding and to continue developing relationships and appropriate communication patterns with our community.

A comprehensive strategic enrollment plan continues to be a major priority of the College. To that end, the College is funding additional dollars for institutional advertising and materials preparation. We are also providing additional funding for a program called STARS (Student Admissions Representatives). This is a program where Harper students assist the admissions department in recruiting new students. The Distinguished Scholar Program will also receive additional funding in an effort to increase enrollment from the top 10% of graduating high school seniors in the district.

The Technology Plan will move away from its emphasis in prior years of building infrastructure to one of building a solid Web presence. This is an institutional priority. 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, and 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 move a number of Web initiatives forward.

The College continues to spend a majority of its funds on salary and fringe benefits for the faculty and staff. Salary increases of 4.2% for all employee groups were built into this budget. Small increases for fringe benefits, such as life insurance and disability were also added. Health insurance continues to be a concern and a 20% increase was built into the budget, beginning with the new benefit year that starts January 1, 2002. Employee waivers for courses in continuing education also continue to be a problem as the total waiver value continues to rise

In addition, numerous other life safety projects are planned around the campus, such as a new roof for the Wellness and Sport Center, taking care of HVAC issues in the Music Instruction Center, electrical vault upgrades and renovation of the first floor of the Northeast Center.

### **Staffing for the Future: A Most Important Challenge**

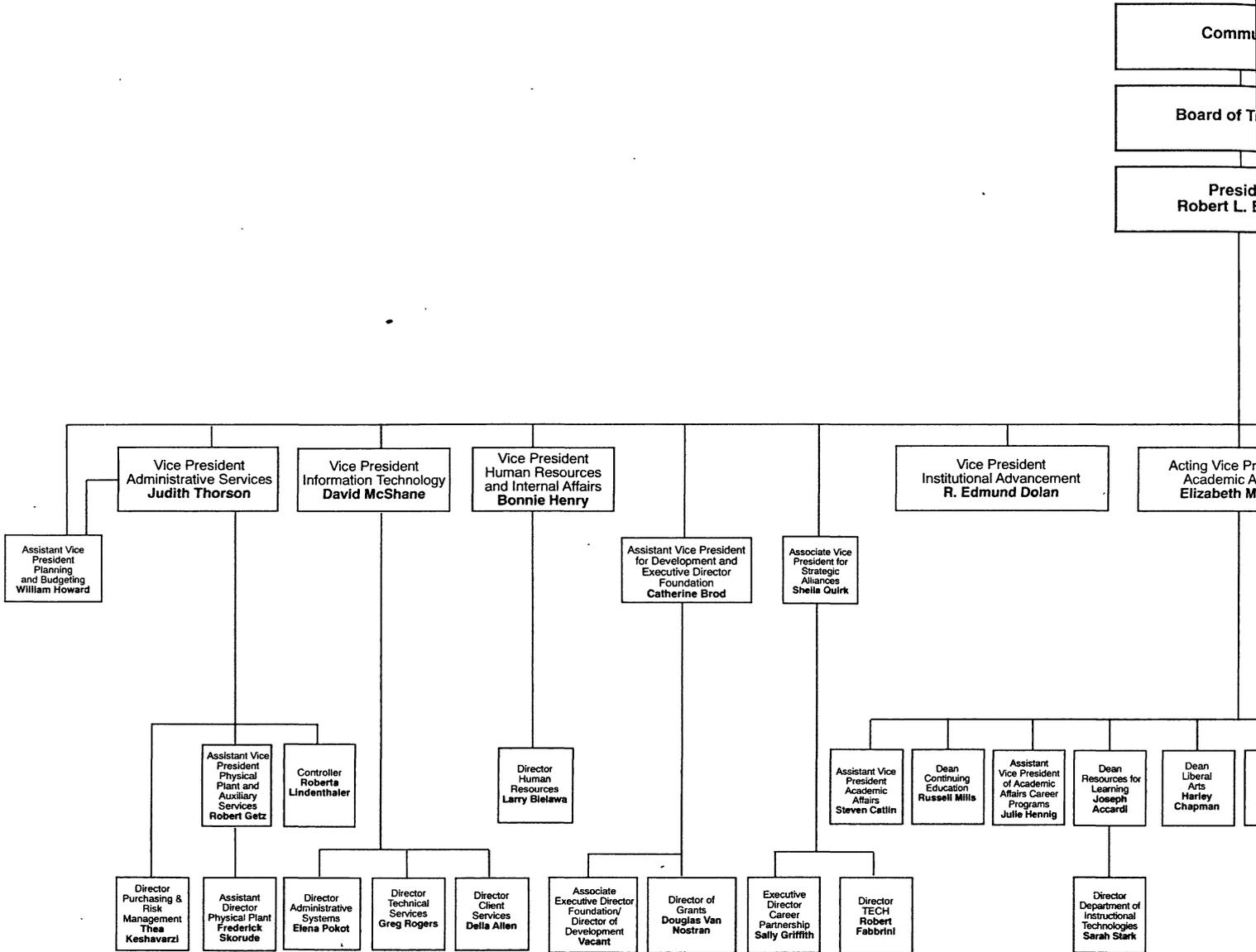
Finally, the College currently has several significant job openings and will also be facing a large number of retirements in both administrative staff and faculty by June 2002. There will be 13 administrative openings and 23 faculty openings. A major effort next year will be spent rebuilding the administrative team and the faculty ranks. In conjunction with the many searches that will be conducted next year, the College is also recommitting itself to hiring a diverse workforce. The College has budgeted special dollars for focusing on staff training, and recruiting diverse pools of applicants for the many positions available. The Diversity Committee has developed the strategies that will be implemented.

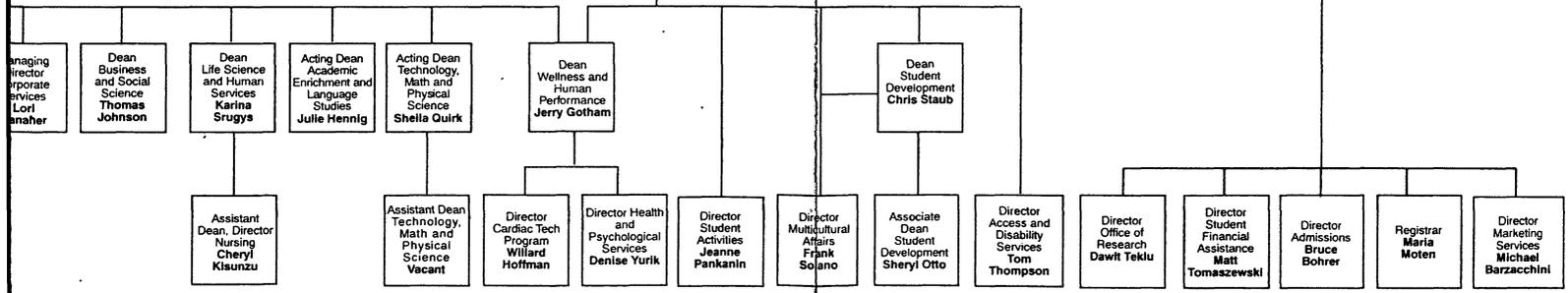
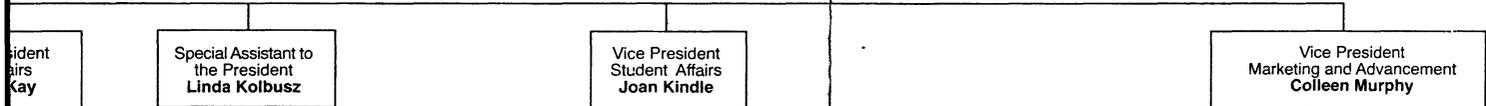
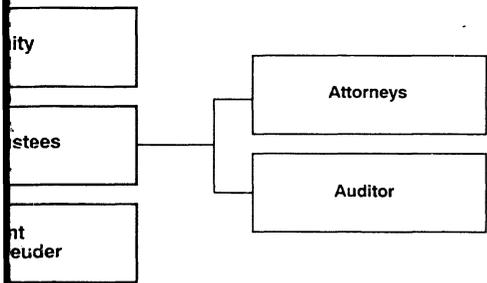
In summary, this budget addresses the College's priorities through many exciting new initiatives.

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# Administrative Organization Chart 2001





## **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:

- Resource Development
- Strategic Planning
- Governance
- Community Relationships
- Legislative

PERSONNEL HEADCOUNT - THREE YEAR HISTORY

As of 6/30/01

	ADMINISTRATIVE			FACULTY			PROFESSIONAL/ TECHNICAL			SUPERVISORY/CONFIDENTIAL		
	06-99	06-00	06-01	06-99	06-00	06-01	06-99	06-00	06-01	06-99	06-00	06-01
<b><u>PRESIDENT</u></b>												
PRESIDENT'S OFFICE	2	3	3							1	1	1
DEVELOPMENT/EXTERNAL AFFAIRS	2	2	3							1	3	3
STRATEGIC ALLIANCES	1	1	1									
TECH CENTER		1	1				1	1	2	1	1	3
TOTAL PRESIDENT	5	7	8				1	1	2	3	5	7
<b><u>ACADEMIC AFFAIRS</u></b>												
VP OFFICE	2	2	2				1	1	1			
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	1	1	1	25	25	26	19	19	17	3	3	3
BUSINESS & SOCIAL SCIENCE	1	1	1	39	39	39	2	2	2		1	1
CAREER PROGRAMS	1	1	1				1	1	2			
CONTINUING EDUCATION	1	1	1				1	1	1	1	1	1
CORPORATE SERVICES	1	1	1				6	6	6	3	3	3
LIBERAL ARTS	1	1	1	49	49	51	3	4	4			
RESOURCES FOR LEARNING/INSTRUCT TECH	1	1	2	6	6	6	2	2	6			
LIFE SCIENCE/HUMAN SVCS, NURSING & CHILD CNTR	2	2	2	35	35	35	4	4	6			1
TECHNOLOGY, MATH & PHYSICAL SCIENCES	3	3	2	41	41	39	4	4	4			
WELLNESS/HUMAN PERFORMANCE & LAB	2	2	2	5	5	5	5	4	2	1	1	
TOTAL ACADEMIC AFFAIRS	16	16	16	200	200	201	48	48	51	8	9	9
<b><u>MARKETING &amp; ADVANCEMENT</u></b>												
VP OFFICE	1	1	1									
ADMISSIONS & INFO CENTER	1	1	1				4	4	5	1	1	2
MARKETING SVCS CENTER	1	1	1				3	1	1	1	10	10
OFFICE OF RESEARCH			1						2			
STUDENT FINANCIAL ASSISTANCE	1	1	1							2	1	1
REGISTRAR'S OFFICE	1	1	1				1	1	1	1	1	2
TOTAL MARKETING & ADV.	5	5	6				8	6	9	5	13	15
<b><u>STUDENT AFFAIRS</u></b>												
VP OFFICE	1	1	1									
ACCESS & DISABILITY SVCS	1	1	1	3	3	2	5	6	6	2	2	2
CAREER/ASSESSMENT/WOMEN'S PROGRAM				4	4		4	5	5	3	3	3
STUDENT ACTIVITIES	1	1	1				2	3	3		1	3
STUDENT DEVELOPMENT/MULTICULTURAL AFFAIRS	3	3	3	13	13	16	4	3	3			
WELLNESS/HUMAN PERFORMANCE & HEALTH SVCS	1	1	1				6	6	6			
TOTAL STUDENT AFFAIRS	7	7	7	20	20	18	21	23	23	5	6	8
<b><u>ADMINISTRATIVE SERVICES</u></b>												
VP OFFICE	1	1	1									
ACCOUNTING SVCS/BURSAR	1	1	1							4	5	5
BOOKSTORE										2	2	2
STRATEGIC PLANNING	2	2	1				2	2		1		
PHYSICAL PLANT & FOOD SVC	2	2	2							12	13	13
PUBLIC SAFETY												2
PURCHASING	1	1	1							1	1	1
TOTAL ADMIN SERVICES	7	7	6				2	2		20	21	23
<b><u>INFORMATION TECHNOLOGY</u></b>												
VP OFFICE	1	1	1									
ADMINISTRATIVE SYSTEMS	1	1	1				8	8	11	5	5	5
CLIENT SERVICES (includes Media Services)	1	1	1				15	14	17	5	5	5
TECHNICAL SERVICES	1	1	1				7	7	9	5	5	5
TOTAL INFORMATION TECH.	4	4	4				30	29	37	15	15	15
<b><u>HUMAN RESOURCES/INTERNAL AFFAIRS</u></b>												
VP OFFICE	1	1	1								1	1
HUMAN RESOURCES	1	1	1							3	2	2
TOTAL HUMAN RESOURCES/INT AFF	2	2	2							3	3	3
GRAND TOTAL	46	48	49	220	220	219	110	109	122	59	72	80

As of 6/30/01

	CLASSIFIED STAFF			SECURITY			CUSTODIAL/MAINTENANCE			TOTAL		
	06-99	06-00	06-01	06-99	06-00	06-01	06-99	06-00	06-01	06-99	06-00	06-01
<b>PRESIDENT</b>												
PRESIDENT'S OFFICE	1	1	1							4	5	5
DEVELOPMENT/EXTERNAL AFFAIRS	3	3	3							6	8	9
STRATEGIC ALLIANCES	1	1	1							2	2	2
TECH CENTER	3	4	6							5	7	12
TOTAL PRESIDENT	8	9	11							17	22	28
<b>ACADEMIC AFFAIRS</b>												
VP OFFICE	2	2	2							5	5	5
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	12	12	12							60	60	59
BUSINESS & SOCIAL SCIENCE	12	12	11							54	55	54
CAREER PROGRAMS	1	1	2							3	3	5
CONTINUING EDUCATION	10	9	9							13	12	12
CORPORATE SERVICES	4	4	4							14	14	14
LIBERAL ARTS	6	6	7							59	60	63
RESOURCES FOR LEARNING/INSTRUCT TECH	19	19	21							28	28	35
LIFE SCIENCE/HUMAN SVCS, NURSING & CHILD CNTR	15	15	15							56	56	59
TECHNOLOGY, MATH & PHYSICAL SCIENCES	9	9	9							57	57	54
WELLNESS/HUMAN PERFORMANCE & LAB	6	5	5							19	17	14
TOTAL ACADEMIC AFFAIRS	96	94	97							368	367	374
<b>MARKETING &amp; ADVANCEMENT</b>												
VP OFFICE	1	1	1								2	2
ADMISSIONS & INFO CENTER	10	10	11							16	16	19
MARKETING SVCS CENTER	19	11	10							24	23	22
OFFICE OF RESEARCH			4									7
STUDENT FINANCIAL ASSISTANCE	5	6	6							8	8	8
REGISTRAR'S OFFICE	10	10	9							13	13	13
TOTAL MARKETING & ADV.	45	38	41							61	62	71
<b>STUDENT AFFAIRS</b>												
VP OFFICE	1	1	1								2	2
ACCESS & DISABILITY SVCS	4	4	5							15	16	16
CAREER/ASSESSMENT/WOMEN'S PROGRAM	10	10	9							21	22	17
STUDENT ACTIVITIES	7	5	4							10	10	11
STUDENT DEVELOPMENT/MULTICULTURAL AFFAIRS	10	10	10							30	29	32
WELLNESS/HUMAN PERFORMANCE & HEALTH SVCS	5	5	5							12	12	12
TOTAL STUDENT AFFAIRS	37	35	34							88	91	90
<b>ADMINISTRATIVE SERVICES</b>												
VP OFFICE	1	1	1							2	2	2
ACCOUNTING SVCS/BURSAR	12	12	12							17	18	18
BOOKSTORE	10	11	11							12	13	13
STRATEGIC PLANNING	4	5	1							9	9	2
PHYSICAL PLANT & FOOD SVC	19	19	18	11	11		79	79	79	123	124	112
PUBLIC SAFETY			1			11						14
PURCHASING	2	2	2				1	1	1	5	5	5
TOTAL ADMIN SERVICES	48	50	46	11	11	11	80	80	80	168	171	166
<b>INFORMATION TECHNOLOGY</b>												
VP OFFICE	1	1	1							2	2	2
ADMINISTRATIVE SYSTEMS	4	4	2							18	18	19
CLIENT SERVICES (includes Media Services)	1	1	4							22	21	27
TECHNICAL SERVICES	3	3	4							16	16	19
TOTAL INFORMATION TECH.	9	9	11							58	57	67
<b>HUMAN RESOURCES/INTERNAL AFFAIRS</b>												
VP OFFICE	1	1	1							2	3	3
HUMAN RESOURCES	4	4	4							8	7	7
TOTAL HUMAN RESOURCES/INT AFF	5	5	5							10	10	10
<b>GRAND TOTAL</b>	248	240	245	11	11	11	80	80	80	770	780	806

## 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.

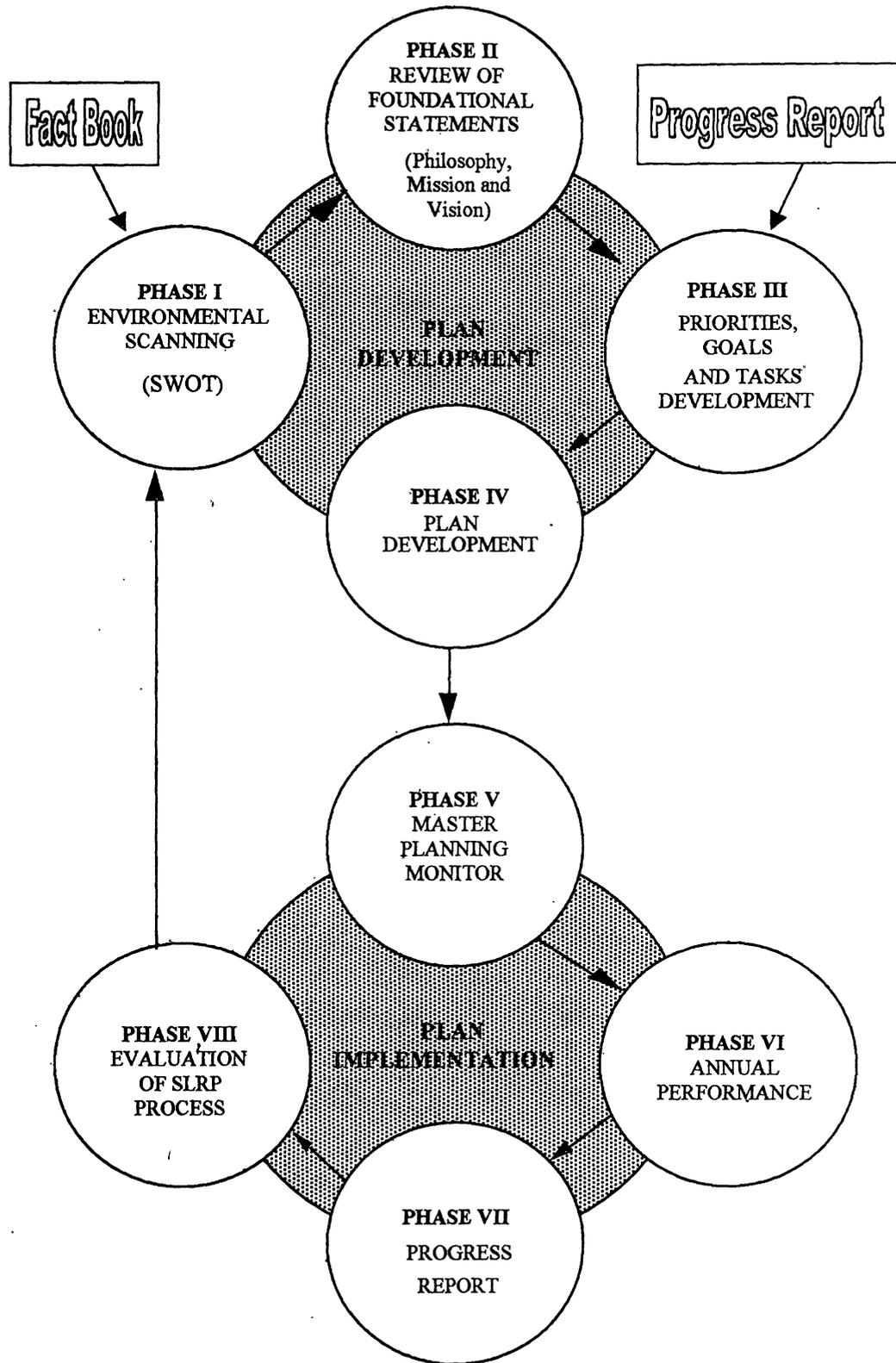
During 1998-1999, after the Board of Trustees approved the initial plan, the responsibility for review, modification and monitoring of the plan was placed in the hands of the Institutional Planning Review Committee within the shared governance system. This group is responsible for developing the content of the plan and for providing guidance to the institutional planning process throughout the College. During 2000-2001 the Institutional Planning Review Committee (IPRC) focused on modifying the Vision Statement, setting 2001-2002 Institutional Priorities and the Strengths, Weaknesses, Opportunities and Threats (SWOT). The IPRC also focused on revising the planning cycle. In cooperation with the College Assembly the planning system has been revised for 2001-2002. The new planning process solicited input from the College community through an institutional wide survey. During the year the IPRC also established linkages between the Institutional Priorities and the Goals and Tasks of the plan. The process required more documentation for SWOT and encouraged more effective integration of the plan into the budgeting and ongoing operations of the College. A new report identifying progress in implementing the SLRP was published and presented to the Board of Trustees.

During 2001-2002 the IPRC will (1) comprehensively review the "SWOT" component of the SLRP, (2) examine strategies for community input into the College planning system, (3) evaluate the value and use of identifying linkages between SWOT and Goals and Tasks, (4) revise the documentation for each statement in SWOT and discuss additional ways to link the SLRP to the budgeting process. As part of the on-going institutional planning, 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 Progress Report (a status report on SLRP statement changes and progress on tasks over the last year) and the third 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 annual planning. 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 annual operational planning. 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, and well established. Seventy percent of the employed district residents work in professional occupations.

TABLE I  
HARPER SERVICE REGION POPULATION  
BY TOWNSHIP

Township	1990 Population	2000 Population
Schaumburg	127,629	134,114
Elk Grove	87,860	94,969
Barrington	13,022	14,026
Palatine	103,276	112,740
Wheeling	147,946	155,834
Dundee	2,963	4,035
Cuba	13,251	15,749
Ela	2,751	3,367
Algonquin	2,203	3,960
Total Service Region	500,901	538,794

TABLE II  
POPULATION BY RACE AND ETHNICITY\*

Township	White	Black	Am. Ind.	Asian	Hispanic
Schaumburg	77.6	4.0	0.1	13.3	8.5
Elk Grove	79.8	2.2	0.2	10.5	15.2
Barrington	88.1	0.7	0.1	9.1	2.6
Palatine	83.3	2.1	0.2	8.4	11.5
Wheeling	85.9	1.3	0.1	6.4	11.1
Cuba	96.8	0.5	0.1	1.4	2.0
Ela	93.6	0.7	0.1	3.4	3.9
Algonquin	94.7	0.7	0.2	1.9	5.4

\* Based on 2000 census

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

According to Northeastern Illinois Planning Commission, (NIPC) by 2020 total employment in the six-county region is expected to increase by 37% over the 1990 totals. The business environment of the Harper district is described by American Demographics magazine as one of the "richest and promising markets in the country."<sup>1</sup> 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.

<sup>1</sup> American Demographics; February 1994

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

INDUSTRY	# OF BUSINESSES	# 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
<b>Total</b>	<b>30,836</b>	<b>418,140</b>	<b>100.0</b>

**TABLE IV  
UNEMPLOYMENT RATES BY COUNTY**

County	1996	1997	1998	1999	2000
Cook	5.5%	5.0%	4.7%	4.5	4.7
DuPage	3.4%	2.9%	2.7%	2.7	2.6
Kane	4.9%	4.2%	3.9%	3.8	3.9
Lake	4.0%	3.5%	3.7%	3.4	3.6
McHenry	4.0%	3.5%	3.5%	3.2	3.2
Will	5.2%	4.4%	4.4%	4.0	4.0
6 county average	5.0	4.5	4.3	4.1	4.2

The region continues to enjoy a very low unemployment rate.

**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 promotes a diverse 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 affirms 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

**Committed to academic integrity and excellence,  
William Rainey Harper College will be a leader in  
teaching and learning, transforming lives by responding  
to the needs of the individual and the community.**

## 2001/2002 INSTITUTIONAL PRIORITIES

1. Foster discussion of teaching and learning issues and philosophies, and support resulting initiatives.
2. Enhance the campus climate through the implementation of the core values, the diversity plan, relationship building, professional development and the management of organizational change.
3. Complete development of and implementation of a comprehensive strategic enrollment plan that addresses new student recruitment, program, retention and diversity initiatives.
4. Continue development of planned/prioritized learner-centered campus facilities and infrastructure to optimize learning, access and service delivery.
5. Nurture existing and establish new relationships with external constituents as evidenced through increased support, funding and partnerships.
6. Expand Web-enabled instruction and services.

Funding of the 2001/2002 Institutional Priorities

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
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Priority 1: Foster discussion of teaching and learning issues and philosophies, and support resulting initiatives.

Academic Affairs	Develop new programs in response to identified community needs	\$ 100,000	4,5
Academic Affairs	Use Program Review process to ensure program quality	Staff time	4
Academic Affairs	Assess curriculum and make appropriate additions, deletions and modifications	Staff time	4,5
Community Relations	Support for teaching and learning	Staff time/\$3,000	4,6
Information Technology	Begin process of upgrading classrooms to smart rooms	\$ 90,000	
Information Technology	Instructional Technology Plan	Staff time	
Information Technology	Investigate Campus Wide Wireless support for Instruction	\$ 50,000	
Information Technology	Conference Center Software	\$ 50,000	
Marketing & Advancement	The College will offer articulation programs that will offer district high-school faculty and administrators the opportunity to discuss items of mutual interest with their Harper colleagues.	Staff time	3,5
Student Affairs	Continue to administer programming for student leaders.	Staff time + \$3,000	
Student Affairs	Continue to develop, refine and manage divisional curriculum.	Staff time	
Student Affairs	Classroom integration of service learning initiatives and other curriculum infusion efforts.	\$ 40,000	
Student Affairs	Implement and evaluate a Learning Community for LD and ADD students	\$ 2,000	
Student Affairs	Host symposium on teaching students with LD and ADD	\$ 5,000	
Development	Develop and submit the USDE TRIO Talent Search grant.	Staff time	3
Development	Review the feasibility of submitting a Title III grant.	Staff time	3
Development	Develop and submit the NSF scholarship grant.	Staff time	3
Development	Develop and submit the NSF curriculum & Lab Improvement grant.	Staff time	3
Development	Develop and submit the USDL Workforce Investment Act grant.	Staff time	3
Development	Develop and submit an ICCB grant for adult education.	Staff time	3
Development	Develop and submit an IMA industrial training program grant.	Staff time	3
Development	Develop and submit two ISBE TECHPREP grants.	Staff time	3
Development	Develop and submit and Illinois Arts Council grant.	Staff time	4
Development	Develop and submit the IDOL Displaced Homemakers grant	Staff time	3
Development	Develop and submit the IDHS/DORS Disabled Students grant.	Staff time	3
Development	Develop and submit the ISBE work-based transition grant.	Staff time	3
Development	Develop and submit the IBHE/HECA minority transfer center grant.	Staff time	3

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
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**Priority 2: Enhance the campus climate through the implementation of core values, the diversity plan, relationship building, professional development, and managing organizational change.**

Academic Affairs	Expand the multicultural and diversity components in the curriculum	Staff time	4
Academic Affairs	Review Academic Affairs organizational structure and assess effectiveness	Staff time	1,4
Academic Affairs	Recruit and select qualified faculty and staff to replace many retiring persons with an emphasis on diversity	Staff time	4
Public Safety	Improvement departmental professionalism	Staff time	
Community Relations	Support for Board of Trustees	Staff time/\$4,000	1,3,4,5,6
Human Resources	Continue implementation of core value initiative	\$ 7,500	
Human Resources	Implementation of the Diversity Plan	\$23,000 + necessary travel expense	
Human Resources	Continue supervisory and staff training program	\$ 20,000	
Information Technology	Faculty technology mini-grants	\$ 25,000	
Marketing & Advancement	The College will implement strategies to increase enrollment of minority students which, in turn, will result in a more diverse campus	Staff time	3,4,5
Marketing & Advancement	Campus-wide CRM: Work with IT and other key college stakeholders to continue campus-wide CRM (customer relationship marketing) planning. Phase 1 included stakeholder interviews and best practices investigation.	Staff time	3,5
Marketing & Advancement	In conjunction with Human Resources, develop communication materials in print and on the Internet to assist with recruitment of qualified, diverse candidate pools for key administrative and faculty positions.	Staff time + \$5,000	5
Marketing & Advancement	Develop Internet CRM opportunities via email for Harper College TECH and Harper College CE (particularly professional development and computer training) prospects.	Staff time + \$20,000	3,5,6
Marketing & Advancement	Investigate multilingual communication plan for the Internet, including Web, with recommendations and phase 1 plan to the VP of Marketing and Advancement by March 2002.	Staff time	3,5,6
Marketing & Advancement	Printing technology: Work with IT to develop a comprehensive print and mail technology plan.	Staff time	3,5
Marketing & Advancement	Development of printing and mail services service plan: Develop a comprehensive plan to continually improve campus print and mail services, including identification of training and customer needs.	Staff time	3,5
Marketing & Advancement	Enhance communication and office climate through incorporation of institutional core values. Continue staff development and relationship building training. collaborate with implementation of diversity plan and expand opportunities for diversity training.	Staff time	

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
Marketing & Advancement	Staff membership and participation in institutional committees, professional organizations and seminars for professional development and relationship building. Issues of customer service, diversity training, regulatory/legislative updates for financial assistance and procedural/process training.	Staff time	3,5
Marketing & Advancement	Participation in professional organizations at the state, regional and national level to enhance relationships with off-campus entities at the local, state and national level.	\$ 1,500	5
Student Affairs	Continue commitment to diversity hiring.	Staff time	
Student Affairs	Focus divisional professional development activities on issues affecting students of color and part-time students.	Staff time + \$5,000	
Student Affairs	Serve as campus leader for alcohol education/prevention	Staff time + \$1,100	
Student Affairs	Continue monthly medical staff in-service training	Staff time	
Student Affairs	Continue satisfaction surveys in all service areas and implement related recommendations.	Staff time	
Student Affairs	Secure and implement facility scheduling software program that will allow easier, more efficient scheduling of facilities.	Staff time	
Student Affairs	Implement reorganization plans	Staff time	
Student Affairs	Sponsor and promote seminars, events and training on the access and accommodations needs, along with the success/accomplishments of persons with disabilities	\$ 1,000	
Development	Provide \$70,000 for internal grants from Resource for Excellence funds.	\$ 70,000	1,3,4,6
Development	Develop and submit the ICCB leadership and core values training grant.	Staff time	

**Priority 3: Complete development of and implementation of a comprehensive strategic enrollment plan that addresses new student recruitment, program, retention, and diversity initiatives.**

Academic Affairs	Continue to develop a plan to promote academic programs to reflect a unified marketing approach	Staff time	4
Academic Affairs	Target distinctive programs with high growth potential for cultivation	Staff time/\$30,000	4
Academic Affairs	Implement scholarships for distinguished GED graduates and recognition awards	Staff time/\$14,000	2
Administrative Services	Implement revised Deferred Payment Plan	Staff time	
Community Relations	Support for diversity and new student recruitment/retention	Staff time/\$3,000	1,5,6
Marketing & Advancement	The College will implement annual Recruitment Plan	Staff time	4,5,6
Marketing & Advancement	The College will design strategies to maximize enrollment in First Time in	Staff time	4,6
Marketing & Advancement	College (FTIC), Young Adult, and Adult markets.	Staff time	
Marketing & Advancement	The College will incorporate a new Scholarship Program into Enrollment Management Plan and market aggressively	Staff time	4,5

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
Marketing & Advancement	The College will in collaboration with Academic Affairs and Student Affairs, develop an Enrollment Plan that addresses program, recruitment, and retention initiatives	Staff time	4,5
Marketing & Advancement	The College will increase the number of students attending Harper who demonstrate academic or community leadership	Staff time	4
Marketing & Advancement	The College will adopt technology innovations in marketing, recruitment, and enrollment which allow for increased accessibility for programs and services	Staff time	4,6
Marketing & Advancement	Development of credit marketing communication strategies that work in conjunction with EMAS and other enrollment outreach strategies.	Staff time	5
Marketing & Advancement	Development of credit overview marketing communication print vehicle for FTIC and adult markets.	Staff time + \$5,000	5
Marketing & Advancement	Investigation of more efficient, effective and economical methods for producing and distributing the College catalog, including print on demand, electronic and two-year catalog options. Outcome: Work plan for 2003 Catalog by March 1, 2002.	Staff time	5
Marketing & Advancement	Deans' priorities 2001-2002: Work with academic affairs to develop a process for communicating priority programs broadly and to niche audiences, with the aim to build awareness of, inquiries and applications to these programs.	Staff time	5
Marketing & Advancement	Course schedule continual access and usability research and development. Plan phase 2 research on course schedule access and usability for 2Q 2001-2002. Continually evolve CE and Credit schedules guided by access, usability and efficiency parameters.	Staff time	5
Marketing & Advancement	Course schedule CRM research and planning: Conduct research and planning to improve the efficiency and effectiveness of course schedule distribution for the Credit and CE course schedules.	Staff time + \$20,000	5
Marketing & Advancement	Graphic Identity and Branding: Campus-wide communication of Phase 1 graphic identity standards by September 15, 2001. Continue development and communication of Harper College brand through use of consistent graphic standards, advertising and PR initiatives and other related activities.	Staff time	2
Marketing & Advancement	In consultation with the College's PR officer, develop an annual plan for public relations that promotes the college's brand and enrollment in credit, CE and corporate services programs. Marketing Services component of plan due by December 15, 2001	Staff time	5
Marketing & Advancement	Continue development/test/implementation of Web Registration	Staff time/\$25,000	
Marketing & Advancement	Implement Wait List Module in Regent	Staff time/\$10,000	
Marketing & Advancement	Continue review/implementation of College's enrollment reporting standards	Staff time	
Marketing & Advancement	Continue to implement enrollment strategies identified in the Enrollment Plan	Staff time	
Marketing & Advancement	Continue testing/implementation of Subsession Module in Regent	Staff time/\$2,000	
Marketing & Advancement	Automate Enrollment Verifications	Staff time/\$1,000	
Marketing & Advancement	Continue work to improve communication efforts with the Divisions/Deans/Faculty and Staff	Staff time	
Marketing & Advancement	Continue to assess work flow and business practices related to the enforcement of prerequisites	Staff time	

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
Marketing & Advancement	Institute a campus-wide FERPA guidelines/workshops	Staff time/\$3,000	
Marketing & Advancement	Update a reliable and readily available Fact Book.	Staff time	
Marketing & Advancement	Provide consultation, research design, assessment methodology and analytical support to faculty and staff engaged in classroom research and student outcomes assessment.	Staff time	
Marketing & Advancement	Provide research for use in planning, program review and student outcomes assessment.	Staff time	
Marketing & Advancement	Provide collection, analysis and interpretation of institutional data and support for planning and decision making as needed for projects of strategic importance.	Staff time	
Marketing & Advancement	Improve financial aid process through increased/enhanced automation of award and inquiry methods. (Monetary Award Program, SEOG, Scholarships).	Staff time	6
Marketing & Advancement	Continue enhancement of restructured institutional scholarship process to identify specific student groups by academic intent, academic achievement, financial need and merit based standards for recruitment and retention efforts.	Staff time	6
Marketing & Advancement	Continue participation on enrollment management team assisting with development and implementation of strategic enrollment plan.	Staff time	2
Marketing & Advancement	Collaborate with Admissions Office through identification of qualified new students for receipt of institutional scholarships based on academic merit, academic interest/intent and/or financial need. Assist in outreach efforts and education of prospective students concerning scholarships and financial assistance.	\$33,000 (awards) + Staff time	2
Marketing & Advancement	Collaborate with academic deans to identify qualified returning/continuing students for receipt of institutional scholarships based on academic merit, academic interest/intent and/or financial need.	\$91,000 (awards) + Staff time	2
Student Affairs	Develop and implement retention programs that focus on students of color.	Staff time + \$20,000	
Student Affairs	Refine the SOAP system and SOAP strategies to improve student retention	Staff time + \$36,000	
Student Affairs	Refine Destination Future program and strategies to improve undecided student retention.	Staff time + \$3,000	
Student Affairs	Develop research plans that measure the impact of the Student Development programs and services.	Staff time	
Student Affairs	Continue implementation of new "Welcome-Back-Harper" community building campaign.	Staff time + \$5,000	
Student Affairs	Market Leadership Development programs like eXcel, Distinguished Scholars, Student Ambassadors and Multicultural Student Leadership.	Staff time	
Student Affairs	Implement NASPA HELP Affiliate program	Staff time	
Student Affairs	Offer special sections of ORN 101 for students of color, adults, deaf and hard of hearing, and LD students.	Staff time	2
Student Affairs	Expand student leadership development through the multicultural student leadership retreat.	Staff time + \$2,500	2
Student Affairs	Provide direction for the college wide Diversity Plan.	Staff time	2
Student Affairs	Conduct climate study to assess comfort level of student and in particular for students of color and with disabilities.	Staff time	2

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
Student Affairs	Sponsor the Latinos United in Culture and Education Conference for Latino high school seniors.	Staff time + \$2,000	2
Student Affairs	Continue sponsorships of Summer Basketball Shoot-Out and League	Staff time	
Student Affairs	Continue to promote activities that allow student-athletes an opportunity for involvement that benefit the community such as Kids Night Out.	Staff time	
Student Affairs	Continue to explore new ways to obtain better and more in-depth sports coverage in the media.	Staff time	5
Student Affairs	Continue to provide more extensive Athletic Team Information to the Media.	Staff time	5
Student Affairs	Continue to evaluate strategies that can improve the academic tracking system for athletes.	Staff time	
Student Affairs	Implement and evaluate new recruitment and retention strategies developed for Athletics	Staff time	
Student Affairs	Continue to enhance Athletic Coaches In-service Program	Staff time	
Student Affairs	Continue to develop strategies to assist student athletes of color with integration into college life.	Staff time	
Student Affairs	Enhance and revise the college awareness projects for recruiting new students.	\$ 4,000	
Development	Provide \$120,000 in scholarship funding to the college.	\$ 120,000	
Development	Raise \$100,000 in new scholarship funding	Staff time	5
Development	Create a position paper on the institutional viability of an active alumni association	Staff time	5
Development	Create and disseminate an annual report.	\$ 5,000	5
Development	Conduct a direct mail campaign of alumni residing in our community.	\$ 5,000	5
Development	Involve alumni as Harper ambassadors in the community connection program.	Staff time	5

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
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**Priority 4: Continue development of planned/prioritized learner-centered campus facilities and infrastructure to optimize learning, access, and service delivery.**

Academic Affairs	Continue planning referendum buildings	Staff time	1
Academic Affairs	Complete renovation of NEC and appropriate moves and relocations	Staff time	2
Academic Affairs	Ensure that library resources reflect needs with increased allocation	\$ 10,000	1
Administrative Services	Performing Arts Center and Instructional Conference Center	\$ 11,500,000	
Administrative Services	Referendum Buildings	\$ 7,915,390	
Administrative Services	Front Entrance Landscaping-Art in Architecture	\$ 365,500	
Administrative Services	Bonds Parking Lot	\$ 195,830	
Administrative Services	Deferred Maintenance	\$ 136,617	
Administrative Services	650 Higgins Remodel for Tech Program.	\$ 114,000	
Administrative Services	FM Transmitter	\$ 20,704	
	Life Safety Projects		
Administrative Services	1st Floor Upgrades, Northeast Center	\$ 1,751,374	
Administrative Services	Restrooms, Phase II, Student and Administration Center	\$ 500,000	
Administrative Services	Campus-Wide Cross Connection	\$ 300,000	
Administrative Services	Roof Replacement, Wellness and Sports Center	\$ 292,680	
Administrative Services	HVAC Upgrades, Music Instruction Center	\$ 263,580	
Administrative Services	Electrical Upgrades, Vault Area	\$ 248,611	
Administrative Services	Improvements, Wellness and Sports Center	\$ 138,790	
Administrative Services	Chair Lifts, Center for Students with Disabilities	\$ 50,860	
Administrative Services	Elevator, Northeast Center	\$ 9,596	
Administrative Services	Gas Line	\$ 3,778	
Administrative Services	Evaluate and purchase, where necessary, new furniture for Conference Center and Performing Arts Center	\$ 1,500,000	
Administrative Services	Purchase furniture for One Stop and Continuing Education Move	\$ 100,000	
Administrative Services	Purchase furniture and move users back into Northeast Center	Staff time	
Community Relations	Work with legislators	Staff time/\$4,000	1,6
Information Technology	Provide cyclical replacement of computing & network resources	\$ 1,150,000	
Marketing & Advancement	The College will continue to identify means to improve access to and visibility of offices that serve new students	Staff time	
Marketing & Advancement	Continue evaluation of current business practices pertaining to student access and service delivery in an effort to remove any enrollment barriers	Staff time	
Strategic Alliances	Hire Manager and operationalize the Conference Center Business Function	\$ 60,000	4

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
Student Affairs	Provide Educational Specifications for a Campus Life Center/One Stop	Staff time	
Student Affairs	Provide programs and develop strategies to promote student use of the Student Center.	Staff time + \$4,000	
Student Affairs	Implement plan for redesign of Health and Psychological Services, Women's Program and Student Development Division Offices.	Staff time + remodeling	
Student Affairs	Promote design specifications that incorporate accessibility and usefulness; physical and electronic environments	Staff time	
Development	Finish FY02 at 75% of the overall capital campaign goal for the performing arts and conference centers.	\$30,000 Staff time	Foundation
Development	Continue reviewing the feasibility of submitting a HUD-Outreach Partnership Centers grant for FY03.	Staff time	

**Priority 5: Nurture existing and establish new relationships with external constituents as evidenced through increased support, funding, and partnerships.**

Academic Affairs	Explore alternative funding options for programs	Staff time	4
Academic Affairs	Identify programs and support services that could benefit from partnerships	Staff time	4
Academic Affairs	Continue active relationships with community partners to enhance instructional opportunities	Staff time	4
Community Relations	Community Events	Staff time/\$19,330	1,2,3,4,6
Community Relations	Community Memberships		
Community Relations	Community Connections Project		
Community Relations	Communication - External & Internal		
Information Technology	Community Contact Management	\$ 40,000	
Marketing & Advancement	The College will nurture and strengthen working relationships with high schools within the district through improved communications.	Staff time	1,3,4
Marketing & Advancement	The College will nurture and strengthen working relationships with businesses and community agencies within the district.	Staff time	3,4
Marketing & Advancement	Measurement, CRM (customer relationship marketing), outreach and content plan for the View magazine, tied to strategic priorities and including Web publishing options in place by November 1, 2001.	Staff time	3,6
Marketing & Advancement	Branding and enrollment marketing through outcomes and excellence: Continued communication of faculty and program excellence, student achievement and alumni success through advertising, PR and niche marketing strategies and tactics; in conjunction with academic affairs, admissions outreach and student development.	Staff time + \$50,000	3
Marketing & Advancement	Development of key global college communication pieces that may be used by strategic internal stakeholders, including President's Office, Corporate Services, and Foundation.	Staff time + \$5,000	3

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
Marketing & Advancement	Work toward excellence in Management Information Systems (MIS) reporting to the State of Illinois and all other bodies who require reporting of data.	Staff time	
Marketing & Advancement	Seek recertification for program participation in Title IV federal financial assistance programs	Staff time	
Marketing & Advancement	Seek approval for participation in demonstration projects through the state of Illinois. The demonstration projects offer institutions additional funding to assist students with tuition during summer semester and less than half-time enrollment.	\$ 30,000	3
Marketing & Advancement	Offer financial assistance informational seminars on campus that are open to the public. Expand seminars offered at local high schools concerning financial assistance issues and financing a college education.	\$ 20,000	2, 3
Student Affairs	Continue to seek, receive and administer grants and other sources of funding to support programming and services	Staff time	
Student Affairs	Work collaboratively with Student Financial Assistance, the Foundation and Admissions Outreach to support under-represented student retention scholarships.	Staff time + \$10,000	
Student Affairs	Continue partnership with Parke Davis for free/low cost medical supplies	Staff time	
Student Affairs	Apply for ACHA Building Healthy Campus Communities project	Staff time	
Student Affairs	Continue to identify and work with community groups that have an interest in partnering to develop and improve College Facilities	Staff time	
Student Affairs	Continue to work at attracting new rental groups for College Facilities	Staff time	
Student Affairs	Negotiate future funding with IDHS/ORS through renewal of 02/03 grant and interagency agreement.	Staff time	
Development	Recruite six new members to the Foundation Board.	Staff time	
Development	Implement an Emeritus Foundation Board Program.	Staff time	
Development	Create a Heritage Society Advisory Group of Financial Advisors	Staff time	
Development	Host three donor recognition events.	3000	
Development	Host three donor cultivation events for the theatre seat campaign.	3000	4
Development	Increase the donor data base by 10%.	Staff time	
Development	Raise \$250,000 for the theatre seat campaign.	Staff time	4
Development	Raise \$750,000 in planned gifts.	Staff time	
Development	Host two high profile fund raising events.	Staff time	
Development	Raise \$150,000 in major gifts for the performing arts and conf. Centers.	Staff time	4
Development	Conduct an employee campaign for foundation giving.	Staff time	2
Development	Raise \$400,000 in annual fund gifts.	Staff time	3,4
Development	Host a board recognition event.	\$ 1,000	

College Area	Initiative Description	FY 01-02 Estimated Cost	Other Institutional Priorities Affected (1-6)
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**Priority 6: Expand Web-enabled instruction and services.**

Academic Affairs	Continue to implement the Instructional Technology Plan	Staff time/\$360,000	4
Academic Affairs	Expand instructional technology into curriculum as appropriate	Staff time	4
Academic Affairs	Continue to take action to ensure technological currency in the library	Staff time	4
Administrative Services	Develop purchasing web page	Staff time	
Administrative Services	Develop doing Business with Harper web section	Staff time	
Administrative Services	Put all bid documents on the web page	Staff time	
Administrative Services	Explore electronic bid solicitation	Staff time	
Administrative Services	Revise all forms for doing college business and put them on Intranet	Staff time	
Administrative Services	Revise Administrative Services Procedure manual, put on Intranet	Staff time	
Community Relations	Consultant	Staff time/\$2,000	1,4
Information Technology	Implement self-service WEB based applications	\$ 45,000	
Information Technology	Implement Instructional Tools for WEB	Staff time	6
Information Technology	Implement Business Tools for WEB	Staff time	6
Marketing & Advancement	The College will implement an on-line application for admission.	Staff time	4
Marketing & Advancement	Develop specific Web content and navigation for key prospect audiences, including FTIC, Young Adult and Adult segments.	Staff time + \$10-20,000	3,5
Marketing & Advancement	Continue development of maximum access college Web site, with addition of text links (In place by November 1, 2001) and other usability features.	Staff time + \$5,000	3,5
Marketing & Advancement	Redesign Registrar's Office Web site	Staff time/\$3,000.	
Marketing & Advancement	Implement the grade inquiry module to allow students to obtain grades via the Web	Staff time/\$3,000	
Marketing & Advancement	Enhance financial assistance inquiry and scholarship application process through Web services.	Staff time	3
Marketing & Advancement	Enhance financial assistance program capabilities through Web systems access for federal and state programs.	Staff time	3
Student Affairs	Develop, enhance, and expand additional methods of delivering services via the web, as well as access to those services.	Staff time	
Student Affairs	Develop and promote web accessibility to services information and instruction.	\$ 2,000	

## **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 programs 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. Secure financial and community support for facilities' plans, which define the current needs of the College, to accomplish the College mission.

### **C. HUMAN RESOURCES**

1. Implement systems and programs to positively affect employee recruitment and retention.
2. Create an employee climate which is supportive of cultural differences and respectful of all constituents.
3. 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.

4. Provide (included with employee development) human resource information systems and decision support tools to facilitate organizational development, institutional effectiveness, and process improvements.
5. Create a partnership between Human Resources and Information Technology to ensure the college will have consistent expertise to support its instructional and administrative activities.
6. Provide leadership and support for the administrative team.
7. Provide programs and services to address the physical, mental, emotional, spiritual and social well-being of the Harper faculty and staff.

#### **D. INSTITUTIONAL ADVANCEMENT**

1. Implement 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. Provide an effective College governance system that is responsive to the needs of all College constituents and encourages effective/efficient deliberation and decision making.
4. Actively develop business and educational partnerships which promote opportunities for learning, resource development and improved relationships.
5. Develop the legislative agenda for the College with the support of the College community.
6. Develop and nurture external relationships for the benefit for the College.
7. Provide for appropriate and effective involvement of the Board of Trustees in College affairs.
8. Establish and maintain cooperative and effective relationships with the media.
9. Provide leadership and support for the senior administrative team.

## **E. INFORMATION TECHNOLOGY**

1. Continue to implement, evaluate and update an ongoing Technology Plan.
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 - Harper Community College Network) 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.

## **F. MARKETING AND ADVANCEMENT**

1. Offer research, evaluation and analysis service to support management and academic decision making as it relates to the strategic plan of the College.
2. Enhance the image and reputation of the College by developing and implementing a comprehensive marketing communications plan.
3. Maximize opportunities to effectively recruit students through the implementation of an annual Recruitment Plan.
4. Increase enrollment through the implementation of initiatives that will attract additional students.
5. Examine current progress in identifying institutional effectiveness to monitor the productivity of all aspects of the College.

## **G. 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.



## BUDGET PREPARATION PROCESS

### Planning Function

The budget process is driven by the planning function, which encompasses three main areas:

The Strategic Long Range Plan - A three-year plan, is a product of the College's shared governance system and serves to guide the delivery of programs and services. This is explained in greater detail in the Strategic Long Range Plan section of this budget book. The College's Institutional Priorities, which is a one-year plan, flow from this work and guide budgetary decisions. This year's priorities supported by specific initiatives and their funding are detailed on Pages 15-24.

State Resource Allocation Management Plan (RAMP) Process - RAMP is the process for applying for state funding for capital improvement projects. This is important because, while it is a request for state funding, the College is required to finance 25% of the cost of the project with local sources of funding. The College must plan to have the funds available when approval for the project is granted by the state. It is the development of RAMP requests to the State that help the College focus on its capital needs.

Program Review and Operational Analysis - Program Review is a process required by the Illinois Community College Board (ICCB) of evaluating academic programs on a cyclical basis. Other non-academic programs such as food service, student services, and public safety are also periodically subject to self-evaluation. This process identifies strengths and weaknesses, and requires a plan to address the weaknesses. These plans often form the basis for requests for increased funding.

### Board Budget Guidelines

Adopted in December 1999 the Board Budget Guidelines set the expectations for the current year's budget:

1. The Board recognizes that the impact of tax caps became an economic reality for Harper College 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

## Budget Planning Calendar

The next step in the process is for the Budget Office, under the direction of the Vice President of Administrative Services, to develop a planning calendar for the current year's budget. The Vice President of Administrative Services is responsible for directing the budget process through the adoption of the legal budget. Target dates are established for the completion of major tasks that will result in the adoption of the legal budget document. Each member of President's Council is asked for their input in setting these target dates and commitment from their respective areas to meet these deadlines.

Before the calendar has even been finalized, a preliminary financial forecasting model, using the revenue and expense assumptions that follow, is being evaluated at President's Council meetings. In addition, priorities are being set for spending in the areas of capital, technology, and personnel.

Forms for requests in the areas of computer equipment needs, capital equipment, short-term remodeling, new personnel, and budget exceptions are posted on the College's intranet budget page for the campus community to access and submit to the appropriate Vice President for consideration.

Once the calendar is finalized, it is posted on the intranet's budget page as well.

Each department is then asked to review current budgeted personnel and submit changes to the Budget Office that have occurred during the current fiscal year. Those changes are entered into the budget in early March, along with any decided increases in salaries, benefits, and other expenditure lines such as supplies. A target budget is then established for each Vice President, and is closely monitored by the Budget Office throughout the budget development process. Within each Vice President's area, decisions are made as to how to allocate the available resources in their respective target budget. Any deviations from the target budget must be explained and approved.

Because the individual departments are allowed access to the budget module at certain levels, it is necessary to provide instructions as to which areas are pre-determined (such as full-time salaries and benefits) and which they have the flexibility to change. Budget instructions are written by the Budget Office and posted on the intranet, and meetings are conducted with the departments to review the instructions and answer any questions. The Client Services department of the Information Technology division conducts new-user and refresher training sessions on inputting the budget into the accounting system.

In early April, the budget module is open for input by the departments for a period of approximately five weeks. After this time it is closed for further input except by the Budget Office. By the first week of June, any additional approved changes are completed and the Budget Office prepares the preliminary legal budget to go to the Board.

### Adopting the Budget

The preliminary legal budget is approved at the June Board meeting, after which it is posted for public view. In August a public hearing takes place where the Board adopts the legal budget, which is then submitted to ICCB.

### Budget Amendment

An amendment to the budget is required when transfers between programs or object groups within a fund exceed 10% of the funds total budget. For example, if the Education Fund's budgeted expenditures are \$53 million, the limit for transfers is \$5.3 million for that fund. Transfers between funds after the budget is approved are also subject to this 10% limit.

A two-thirds vote of all the members of the Board 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.

WILLIAM RAINEY HARPER COLLEGE  
2001-02 PLANNING CALENDAR: BUDGET FOR FISCAL YEAR 2002

DUE DATE	ACTIVITY/TASK DESCRIPTION	RESPONSIBILITY
1 09/28/00	Board designates persons to prepare budget	Board of Trustees
2 12/01/00	Begin budget planning issues discussions @ VP, div, dept level	Fac, Staff, Admin
3 12/07/00	Distribute vacancy list for confirmation	Personnel
4 12/12/00	FY 02 Budget Projection Model – Shared (Continually updated)	VP AS
5 01/08/01	Budget request forms revised and ready for distribution	VP AS & related depts
6 01/08/01	Notify areas to submit Chart of Account changes	Accounting
7 01/09/01	VP AS brings proposed budget planning calendar to PC for approval	VP AS/President's Council
8 01/15/01	Instructions for verifying budgeted salaries sent to VPs	Accounting
9 01/30/01	President provides parameters to President's Council	President
10 02/09/01	Notify areas re: CENIQ process & identification of workstations (level 3) for replacement	Administrators
11 02/12/01	VPs return verification of salaries from budget printouts	VPs
12 02/16/01	Vocational grant requests submitted to Julie Hennig	Deans/Directors
13 02/22/01	Pres Council/Board of Trustees decide on tuition and fee action	Pres Council/Board
14 03/05/01	Last date for submission of chart of account changes	Acct. Mgrs/Deans/Directors
15 03/05/01	Completed CENIQ forms submitted to deans/directors/VPs	Fac, Staff, Admin
16 03/12/01	Budget files opened for input by Accounting	IT/AS
17 03/19/01	Deans/Directors/VPs forward CENIQ forms to IT/CS for entry into database	Deans/Directors
18 03/26/01	Changes completed from verification of salaries from budget printouts (before budget opens)	Accounting
19 04/02/01	Automated budget line increases completed	Accounting/IT/AS
20 04/02/01	Database of CENIQ requests completed; Feedback Summary Report sent to deans	IT/CS
21 04/09/01	Deans/directors submit furniture and instructional capital requests to VPs	Deans/Directors
22 04/09/01	Requests due to VPs: personnel, short term remodeling	Administrators
23 04/09/01	Budget exception requests due to VPs	Administrators
24 04/09/01	Detailed budget input instructions distributed to all areas	VPAS
25 04/09/01	Budget files opened for input by departments and divisions	IT/AS
26 04/11/01	Budget training begins	IT/CS
27 04/20/01	CENIQ requests prioritized by area & submitted to IT/CS	Administrators
28 04/24/01	VPs review final VP area requests and prioritize on institutional level	VPs
29 05/14/01	Budget closed for input for all funds	Account Mgrs/Staff
30 05/29/01	Pres. Council final review of all funds and requests	President's Council
31 06/05/01	Any approved adjustments to budget made	VP AS
32 06/27/01	Board of Trustees adopts preliminary budget	Board of Trustees
33 06/28/01	Legal budget posted for public view	VP AS
34 08/23/01	Public hearing and Board adoption of the legal budget (minimum 30 days after posting)	Board of Trustees
36 09/28/01	Submit budget to ICCB and counties	VP AS

## BUDGET ASSUMPTIONS

The following revenue and expense assumptions for fiscal year 2001-02 are utilized in the formulation of the financial forecasting model, which culminates in the legal budget.

### Revenue

- Community – Property taxes are projected to increase 3%.
- Students – The College takes a conservative approach on enrollment projections for budgeting purposes, by budgeting for no increase in enrollment. However, it is expected that full-time equivalent students (FTE) will increase approximately 1.2% each year until 2005 and 1.6% each year from 2005-2008. Some of the projections that these assumptions are based on are that population in the townships and municipalities served by the College will increase from 517,540 to 536,798 (4%) by 2020 and that the pool of high school seniors is projected to increase 10.9% between 1998 to 2005. The College expects to enroll approximately 30% of the high school seniors within the first three years of high school graduation.  
Tuition increase will be \$4 per credit hour.
- State – State appropriations will increase by 9%.

### Expense

- Salary increases will be 4.2% for most employee groups.
- Benefits that are a percentage of salaries will increase proportionately with salary increases.
- Health insurance premiums are projected to increase in January 02 by 20%.
- General materials and supplies, conferences and meeting expense, and fixed charges will increase by 3%.

## **Financial Forecasting and Long Range Financial Planning**

The College devotes considerable time and resources to long range planning as described in the planning section of this document. The College also has a commitment to long range financial planning. To this end, 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 is used extensively each 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; or 1% greater than inflation?

The earliest versions of this model were implemented in 1996. 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.

One of the Board Budget Guidelines that resulted from this model is related to tuition. Increases in tuition were sporadic and related to funding needs of the institution, prior to use of this model. The model helped us to see that we needed a consistent and long term tuition philosophy. A tuition philosophy based on the concept of "per capita cost" was developed. 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 19.5%. 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 \$58 for fiscal year 2001-02.

The above is just one example of how the financial forecasting model produces data, which can lead in new directions. A sample of the project model and its variables are presented on the next pages.

**SAMPLE**  
**Financial Projection Model**

<u>EDUCATION FUND</u> <u>REVENUE</u>	<u>Legal Budget</u> <u>2000-2001</u>	<u>Projected</u> <u>2001-2002</u>	<u>Projected</u> <u>2002-2003</u>	<u>Projected</u> <u>2003-2004</u>
<b>Local Government</b>				
Current real estate taxes:				
Tax assessment Year	<u>2000 Tax Yr</u>	<u>2001 Tax Yr</u>	<u>2002 Tax Yr</u>	<u>2003 Tax Yr</u>
EAV (current all counties)	13,428,181,970	14,368,154,708	14,655,517,802	14,948,628,158
Percent Change	0.22%	7.00%	2.00%	2.00%
Max tax rate	0.0175	0.0175	0.0175	0.0175
Actual levy by resolution	23,500,000	24,910,000	26,404,600	27,988,876
Tax extension	23,504,968	24,210,117	24,936,421	25,684,513
Percent Change	9.78%	3.00%	3.00%	3.00%
Final tax rate	NA	NA	NA	NA
All installments for Tax Year (total)	23,376,634	23,968,016	24,687,056	12,468,210
Collection Rate	99.5%	99.0%	99.0%	48.5%
Collections - Budget Yr:				
2nd installmt. prior yr.	11,871,740	11,987,534	12,215,532	12,581,998
1st installmt. current yr	11,389,100	11,752,484	12,105,059	12,468,210
Total Collected	23,260,840	23,740,018	24,320,590	25,050,208
Percent Change	7.24%	2.06%	2.45%	3.00%
Back taxes and Refunds	50,000	(100,000)	(100,000)	(100,000)
Percent Change	-117.34%	-300.00%	0.00%	0.00%
Chargeback revenue	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Unanticipated	500,000	500,000	500,000	500,000
Total local govt. revenue	<u>23,810,840</u>	<u>24,140,018</u>	<u>24,720,590</u>	<u>25,450,208</u>
<b>State government revenue</b>				
ICCB Credit Hour Grants:				
Cr. hr. claim-prior 2nd yr.	231,163	234,221	238,110	248,790
Grant rate per hour (est)	<u>31.65</u>	<u>34.24</u>	<u>34.69</u>	<u>34.20</u>
Apportionment	7,316,993	8,019,564	8,260,151	8,507,955
Percent Change	1.00%	9.60%	3.00%	3.00%
Square Footage Grant	87,530	95,675	98,545	101,502
Percent Change	0.82%	9.31%	3.00%	3.00%
ICCB Performance Based		50,000	51,500	53,045
		100.00%	3.00%	3.00%
ISBE-Vocational Education	275,000	277,000	285,310	293,869
Percent Change	-0.53%	0.73%	3.00%	3.00%
ICCB-Adult Education	225,000		0	0
Percent Change	0.24%	0.00%	0.00%	0.00%
CPPTRR	433,000	475,000	489,250	503,928
Percent Change	-11.05%	9.70%	3.00%	3.00%
Other state funding-ICN Grant	0	20,000	0	0
Percent Change	0.00%	100.00%	0.00%	0.00%
Total state govt. revenue	<u>8,337,523</u>	<u>8,937,239</u>	<u>9,184,756</u>	<u>9,460,299</u>

<b>EDUCATION FUND</b>	<b>Legal Budget 2000-2001</b>	<b>Projected 2001-2002</b>	<b>Projected 2002-2003</b>	<b>Projected 2003-2004</b>
<b>Federal Government</b>				
Dept of Ed	167,050	55,000	55,000	55,000
<b>Student tuition and fees</b>				
Tuition				
Assumptions:				
FTE enrollment/Summer	2,143	2,380	2,264	2,289
FTE enrollment/Fall	7,159	7,717	7,563	7,646
FTE enrollment/Spring	6,572	6,489	6,942	7,019
Total FTE	<u>15,874</u>	<u>16,586</u>	<u>16,768</u>	<u>16,953</u>
Percent Change	1.66%	4.49%	1.10%	1.10%
Total credit hours	238,110	248,790	251,527	254,293
Tuition rate per hour	54	58	62	66
Credit hour tuition	12,857,940	14,429,820	15,594,655	16,783,370
Adj factor - Irreg Tuition	0.74	1.10	1.13	1.13
Refunds as % of tuition				
Tuition refunds				
Actual Tuition	9,529,710	14,357,802	17,606,960	18,950,208
Percent Change	-32.01%	50.66%	22.63%	7.63%
Non-Degree tuition (net)	15,000	15,000	15,000	15,000
Percent Change	5.41%	0.00%	0.00%	0.00%
Total tuition	9,544,710	14,372,802	17,621,960	18,965,208
Fees				
Tech fees (\$4 per credit hour)	940,000	995,160	1,006,107	1,017,174
Other fees rate per credit hour	8.57	8.57	8.57	8.57
Other fees	2,041,200	2,178,679	2,156,215	2,179,933
Percent Change	-9.70%	6.74%	-1.03%	1.10%
Total tuition and fees	<u>12,525,910</u>	<u>17,546,641</u>	<u>20,784,281</u>	<u>22,162,315</u>
<b>Other sources</b>				
Sales and service fees	0	45,000	45,000	45,000
Percent Change	0.00%	100.00%	0.00%	0.00%
Investment revenue	935,000	935,000	935,000	935,000
Percent Change	-13.94%	0.00%	0.00%	0.00%
Nongovernmental grants	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Other	63,000	63,000	63,000	63,000
Percent Change	-11.96%	0.00%	0.00%	0.00%
Transfers (Working Cash)	600,000	199,000	100,000	100,000
	200.00%	-66.83%	-49.75%	0.00%
Total other sources	<u>1,598,000</u>	<u>1,242,000</u>	<u>1,143,000</u>	<u>1,143,000</u>
<b>Total Fund Revenue</b>	<u>46,439,323</u>	<u>51,920,898</u>	<u>55,887,628</u>	<u>58,270,822</u>
Percent Change	-2.83%	11.80%	7.64%	4.26%

**SAMPLE**  
**Financial Projection Model**

<u>EDUCATION FUND</u> <u>REVENUE</u>	<u>Legal Budget</u> <u>2000-2001</u>	<u>Projected</u> <u>2001-2002</u>	<u>Projected</u> <u>2002-2003</u>	<u>Projected</u> <u>2003-2004</u>
<b>Local Government</b>				
Current real estate taxes:				
Tax assessment Year	<u>2000 Tax Yr</u>	<u>2001 Tax Yr</u>	<u>2002 Tax Yr</u>	<u>2003 Tax Yr</u>
EAV (current all counties)	13,428,181,970	14,368,154,708	14,655,517,802	14,948,628,158
Percent Change	0.22%	7.00%	2.00%	2.00%
Max tax rate	0.0175	0.0175	0.0175	0.0175
Actual levy by resolution	23,500,000	24,910,000	26,404,600	27,988,876
Tax extension	23,504,968	24,210,117	24,936,421	25,684,513
Percent Change	9.78%	3.00%	3.00%	3.00%
Final tax rate	NA	NA	NA	NA
All installments for Tax Year (total)	23,376,634	23,968,016	24,687,056	12,468,210
Collection Rate	99.5%	99.0%	99.0%	48.5%
Collections - Budget Yr:				
2nd installmt. prior yr.	11,871,740	11,987,534	12,215,532	12,581,998
1st installmt. current yr	11,389,100	11,752,484	12,105,059	12,468,210
Total Collected	23,260,840	23,740,018	24,320,590	25,050,208
Percent Change	7.24%	2.06%	2.45%	3.00%
Back taxes and Refunds	50,000	(100,000)	(100,000)	(100,000)
Percent Change	-117.34%	-300.00%	0.00%	0.00%
Chargeback revenue	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Unanticipated	500,000	500,000	500,000	500,000
Total local govt. revenue	<u>23,810,840</u>	<u>24,140,018</u>	<u>24,720,590</u>	<u>25,450,208</u>
<b>State government revenue</b>				
ICCB Credit Hour Grants:				
Cr. hr. claim-prior 2nd yr.	231,163	234,221	238,110	248,790
Grant rate per hour (est)	<u>31.65</u>	<u>34.24</u>	<u>34.69</u>	<u>34.20</u>
Apportionment	7,316,993	8,019,564	8,260,151	8,507,955
Percent Change	1.00%	9.60%	3.00%	3.00%
Square Footage Grant	87,530	95,675	98,545	101,502
Percent Change	0.82%	9.31%	3.00%	3.00%
ICCB Performance Based		50,000	51,500	53,045
		100.00%	3.00%	3.00%
ISBE-Vocational Education	275,000	277,000	285,310	293,869
Percent Change	-0.53%	0.73%	3.00%	3.00%
ICCB-Adult Education	225,000		0	0
Percent Change	0.24%	0.00%	0.00%	0.00%
CPPTRR	433,000	475,000	489,250	503,928
Percent Change	-11.05%	9.70%	3.00%	3.00%
Other state funding-ICN Grant	0	20,000	0	0
Percent Change	0.00%	100.00%	0.00%	0.00%
Total state govt. revenue	<u>8,337,523</u>	<u>8,937,239</u>	<u>9,184,756</u>	<u>9,460,299</u>

<b>EDUCATION FUND</b>	<b>Legal Budget 2000-2001</b>	<b>Projected 2001-2002</b>	<b>Projected 2002-2003</b>	<b>Projected 2003-2004</b>
<b>Federal Government</b>				
Dept of Ed	167,050	55,000	55,000	55,000
<b>Student tuition and fees</b>				
Tuition				
Assumptions:				
FTE enrollment/Summer	2,143	2,380	2,264	2,289
FTE enrollment/Fall	7,159	7,717	7,563	7,646
FTE enrollment/Spring	6,572	6,489	6,942	7,019
Total FTE	<u>15,874</u>	<u>16,586</u>	<u>16,768</u>	<u>16,953</u>
Percent Change	1.66%	4.49%	1.10%	1.10%
Total credit hours	238,110	248,790	251,527	254,293
Tuition rate per hour	<u>54</u>	<u>58</u>	<u>62</u>	<u>66</u>
Credit hour tuition	12,857,940	14,429,820	15,594,655	16,783,370
Adj factor - Irreg Tuition	0.74	1.10	1.13	1.13
Refunds as % of tuition				
Tuition refunds				
Actual Tuition	9,529,710	14,357,802	17,606,960	18,950,208
Percent Change	-32.01%	50.66%	22.63%	7.63%
Non-Degree tuition (net)	15,000	15,000	15,000	15,000
Percent Change	5.41%	0.00%	0.00%	0.00%
Total tuition	<u>9,544,710</u>	<u>14,372,802</u>	<u>17,621,960</u>	<u>18,965,208</u>
Fees				
Tech fees (\$4 per credit hour)	940,000	995,160	1,006,107	1,017,174
Other fees rate per credit hour	8.57	8.57	8.57	8.57
Other fees	2,041,200	2,178,679	2,156,215	2,179,933
Percent Change	-9.70%	6.74%	-1.03%	1.10%
Total tuition and fees	<u>12,525,910</u>	<u>17,546,641</u>	<u>20,784,281</u>	<u>22,162,315</u>
<b>Other sources</b>				
Sales and service fees	0	45,000	45,000	45,000
Percent Change	0.00%	100.00%	0.00%	0.00%
Investment revenue	935,000	935,000	935,000	935,000
Percent Change	-13.94%	0.00%	0.00%	0.00%
Nongovernmental grants	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Other	63,000	63,000	63,000	63,000
Percent Change	-11.96%	0.00%	0.00%	0.00%
Transfers (Working Cash)	600,000	199,000	100,000	100,000
Percent Change	200.00%	-66.83%	-49.75%	0.00%
Total other sources	<u>1,598,000</u>	<u>1,242,000</u>	<u>1,143,000</u>	<u>1,143,000</u>
<b>Total Fund Revenue</b>	<u>46,439,323</u>	<u>51,920,898</u>	<u>55,887,628</u>	<u>58,270,822</u>
Percent Change	-2.83%	11.80%	7.64%	4.26%

<u>EDUCATION FUND</u>	<u>Legal Budget 2000-2001</u>	<u>Projected 2001-2002</u>	<u>Projected 2002-2003</u>	<u>Projected 2003-2004</u>
<b>EXPENDITURES</b>				
Salaries	35,537,562	36,535,923	37,430,493	39,676,323
Percent Change	9.43%	2.81%	2.45%	6.00%
Employee benefits	5,486,415	5,773,079	6,350,387	6,985,426
Percent Change	30.55%	5.22%	10.00%	10.00%
Contractual services	2,598,485	3,237,035	3,564,153	3,806,400
Percent Change	8.61%	24.57%	10.11%	6.80%
General materials and supplies	3,665,693	3,803,361	3,917,462	4,034,986
Percent Change	21.72%	3.76%	3.00%	3.00%
Conference and meeting expense	563,016	588,210	605,856	624,032
Percent Change	16.12%	4.47%	3.00%	3.00%
Fixed charges	94,941	97,302	100,221	103,228
Percent Change	-54.54%	2.49%	3.00%	3.00%
Utilities	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Capital Outlay	424,200	432,000	432,000	432,000
Percent Change	-31.56%	1.84%	0.00%	0.00%
Other	1,174,011	1,248,997	1,248,997	1,248,997
Percent Change	80.47%	6.39%	0.00%	0.00%
Unanticipated - 500,000				
Chargebacks, Svc Chg, Bad Debt-401,186				
Financial Aid - 216,721				
Grant Match - 60,000				
Tuition Credits & Discounts - 50,000				
Other - 21,090				
Contingency	500,000	500,000	500,000	500,000
Percent Change	100.00%	0.00%	0.00%	0.00%
Transfers out	1,195,000	1,205,000	1,205,000	1,205,000
Percent Change	-18.11%	0.84%	0.00%	0.00%
Fund 06 - 750,000 Tech Plan				
Fund 05 - 455,000 Stu. Act.				
<b>Total Fund Expenditures</b>	<u>51,239,323</u>	<u>53,420,907</u>	<u>55,354,569</u>	<u>58,616,391</u>
Percent Change	12.60%	4.26%	3.62%	5.89%
<b>Fund Balance, July 1</b>	\$ 15,451,365	\$ 10,651,365	\$ 9,151,356	\$ 9,684,415
Revenues & transfers in	\$ 46,439,323	\$ 51,920,898	\$ 55,887,628	\$ 58,270,822
Sub-total	\$ 61,890,688	\$ 62,572,263	\$ 65,038,984	\$ 67,955,237
Expenditures & transfers out	\$ 51,239,323	\$ 53,420,907	\$ 55,354,569	\$ 58,616,391
Restatement of fund balance				
<b>Fund Balance, June 30</b>	<u>\$ 10,651,365</u>	<u>\$ 9,151,356</u>	<u>\$ 9,684,415</u>	<u>\$ 9,338,846</u>
Fund Balance as % of Revenue	<u>22.9%</u>	<u>17.6%</u>	<u>17.3%</u>	<u>16.0%</u>
<b>Fund Balance Change</b>	<u>\$ (4,800,000)</u>	<u>\$ (1,500,009)</u>	<u>\$ 533,058</u>	<u>\$ (345,569)</u>



## 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 both budgeting and accounting for the funds below. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, both measurable and available. Available means collected within the current period or expected to be collected soon enough thereafter to be used to pay liabilities of the current period. Expenditures other than interest on long-term debt are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred.

- 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 and cafeteria follow the accrual basis of accounting. Their revenues are recognized when they are earned and their expenses recognized when incurred.

**ALL FUNDS OVERVIEW**

	<u>Education</u> (01)	<u>Operations &amp; Maintenance</u> (02)	<u>Auxiliary Enterprises</u> (05)	<u>Restricted Purposes</u> (06)	<u>Audit</u> (11)	<u>Liability Protection</u> (12)	<u>Bond &amp; Interest</u> (04)	<u>O&amp;M Restricted</u> (03)	<u>Combined</u>
<b>REVENUES</b>									
Local Government	\$ 24,140,018	\$ 10,265,636	\$ -	\$ -	\$ 72,820	\$ 1,144,330	\$ 10,991,355	\$ 1,303,225	\$ 47,917,384
State Government	8,937,239	245,000	1,000,000	10,620,012				295,617	21,097,868
Federal Government	55,000			3,745,129					3,800,129
Tuition & Fees	17,546,650	1,993,750	7,976,650						27,517,050
Other Sources	1,043,000	245,400	8,676,365	903,326	5,000	150,000	75,000	3,145,500	14,243,591
Transfers	199,000	25,000	543,000	750,000			215,250	-	1,732,250
<b>Total Revenues</b>	<b>\$ 51,920,907</b>	<b>\$ 12,774,786</b>	<b>\$ 18,196,015</b>	<b>\$ 16,018,467</b>	<b>\$ 77,820</b>	<b>\$ 1,294,330</b>	<b>\$ 11,281,605</b>	<b>\$ 4,744,342</b>	<b>\$ 116,308,272</b>
<b>EXPENDITURES</b>									
Instruction	\$ 21,328,756	\$ -	\$ -	\$ 1,098,136	\$ -	\$ -	\$ -	\$ -	\$ 22,426,892
Academic Support	4,960,046		79,667	317,354					5,357,067
Student Services	5,920,803		896,407	429,622					7,246,832
Public Service	86,750		8,671,468	907,549					9,665,767
Auxiliary Services			6,258,732						6,258,732
Operation & Maintenance		7,174,416				429,181			7,603,597
Institutional Support	19,919,552	7,211,244	656,191	15,652,065	94,000	1,281,711	13,041,284	23,807,310	81,663,357
Transfers	1,205,000		428,250						1,633,250
<b>Total Expenditures</b>	<b>\$ 53,420,907</b>	<b>\$ 14,385,660</b>	<b>\$ 16,990,715</b>	<b>\$ 18,404,726</b>	<b>\$ 94,000</b>	<b>\$ 1,710,892</b>	<b>\$ 13,041,284</b>	<b>\$ 23,807,310</b>	<b>\$ 141,855,494</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ (1,500,000)</b>	<b>\$ (1,610,874)</b>	<b>\$ 1,205,300</b>	<b>\$ (2,386,259)</b>	<b>\$ (16,180)</b>	<b>\$ (416,562)</b>	<b>\$ (1,759,679)</b>	<b>\$ (19,062,968)</b>	<b>\$ (25,547,222)</b>
<b>PROJECTED FUND</b>									
BALANCE June 30, 2001	\$ 11,900,000	\$ 6,400,000	\$ 4,300,000	\$ 3,500,000	\$ 100,000	\$ 3,100,000	\$ 6,300,000	\$ 104,600,000	\$ 140,200,000
<b>PROJECTED FUND</b>									
BALANCE June 30, 2002	\$ 10,400,000	\$ 4,789,126	\$ 5,505,300	\$ 1,113,741	\$ 83,820	\$ 2,683,438	\$ 4,540,321	\$ 85,537,032	\$ 114,652,778

**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: \$1,500,000 from Fund 01 to Fund 02 for the Conference Center and Theater furniture and equipment.

Fund 02: Projects budgeted in prior years but not expended.

Fund 03: \$11,180,000 for Conference Center and Theater; \$5,356,390 for Referendum Buildings; \$2,412,578 for Life Safety projects from the 2000 tax levy and savings from prior years; \$114,000 for projects budgeted in prior year but not expended.

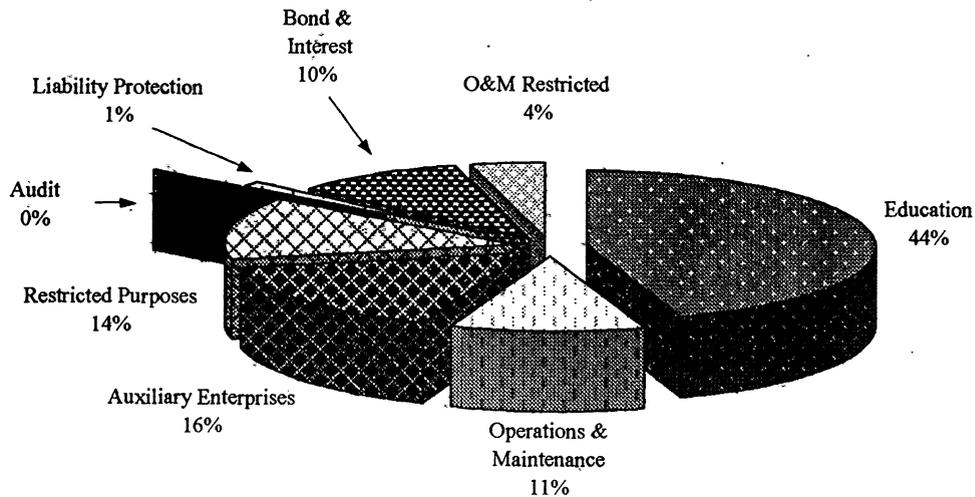
Fund 04: Timing discrepancy between tax collections and payments of principal and interest.

Fund 06: \$48,455 for payments to early retirees, from revenue generated in a 1996 bond sale; \$2,304,704 for the Technology Plan implementation budgeted in 2000-01 but not completed, and therefore funds not expended; \$153,100 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 2002 Revenues by Fund**

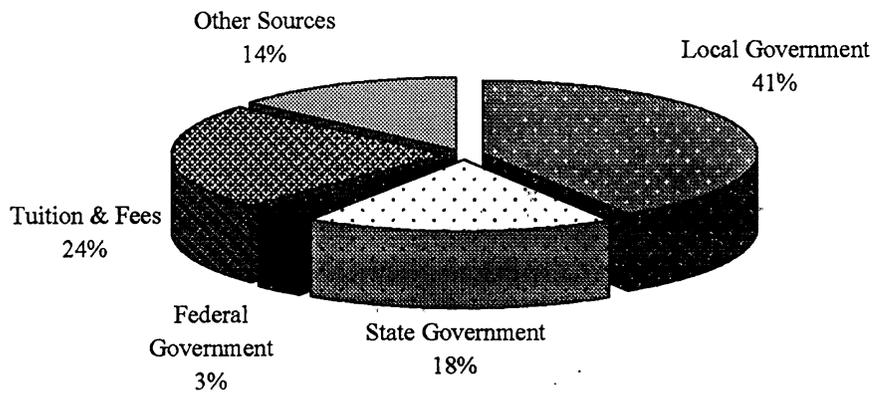


**ALL FUNDS OVERVIEW**  
**Expenditures by Object**

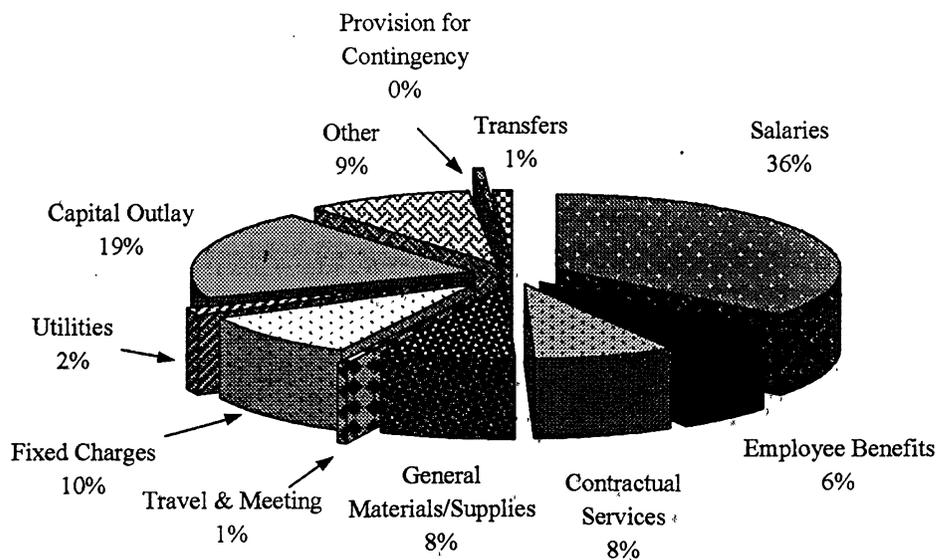
	<u>Education</u>	<u>Operations &amp; Maintenance</u>	<u>Auxiliary Enterprises</u>	<u>Restricted Purposes</u>	<u>Audit</u>	<u>Liability Protection</u>	<u>Bond &amp; Interest</u>	<u>O&amp;M Restricted</u>	<u>Combined</u>
<b>EXPENDITURES</b>									
Salaries	\$ 36,535,923	\$ 4,040,440	\$ 7,066,297	\$ 2,204,298		\$ 429,181			\$ 50,276,139
Employee Benefits	5,773,079	841,322	742,533	198,990		868,010			8,423,934
Contractual Services	3,237,035	1,601,843	1,059,720	878,927	94,000	147,500		4,315,395	11,334,420
General Materials/Supplies	3,803,361	860,142	6,163,461	221,840					11,048,804
Travel & Meeting	588,210	22,400	297,409	49,457					957,476
Fixed Charges	97,302	227,032	375,600	47,020		266,201	13,041,284		14,054,439
Utilities		2,403,600	31,800	8,700					2,444,100
Capital Outlay	432,000	4,187,017	633,459	2,844,365				19,491,915	27,588,756
Other	1,248,997	1,864	192,186	11,951,129					13,394,176
Provision for Contingency	500,000	200,000							700,000
Transfers	1,205,000		428,250						1,633,250
<b>Total Expenditures</b>	<b>\$ 53,420,907</b>	<b>\$ 14,385,660</b>	<b>\$ 16,990,715</b>	<b>\$ 18,404,726</b>	<b>\$ 94,000</b>	<b>\$ 1,710,892</b>	<b>\$ 13,041,284</b>	<b>\$ 23,807,310</b>	<b>\$ 141,855,494</b>

**REVENUE SOURCES AND EXPENDITURE USES**  
**All Funds**

**Revenues by Source**



**Expenditure Uses by Object**



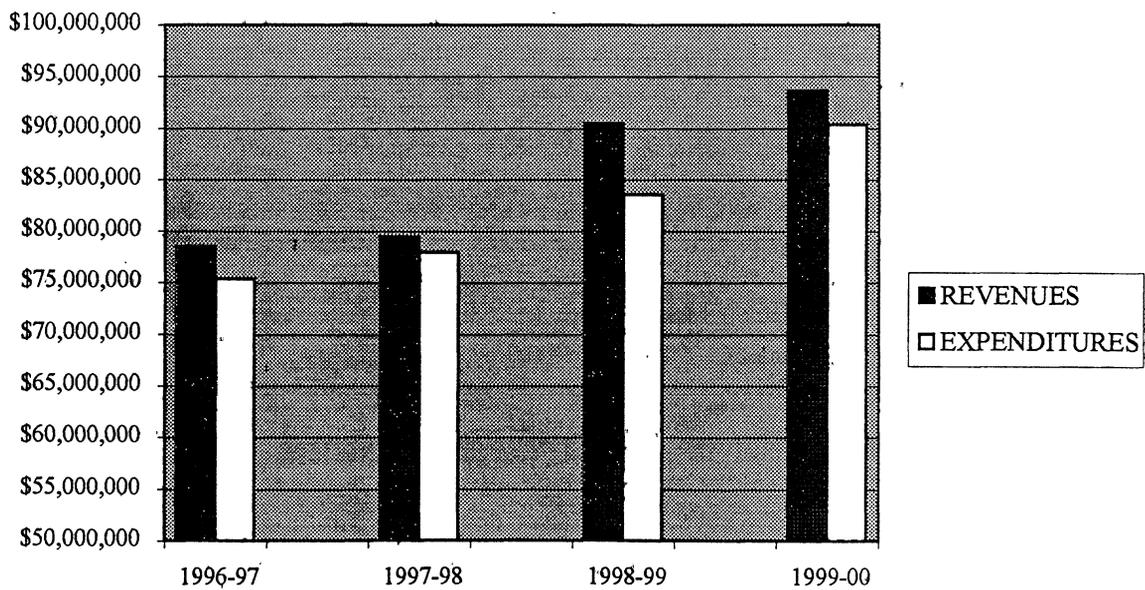
**COMPARISON OF REVENUES AND EXPENDITURES**  
**All Funds**

	Actual FY 1999-00	Budget FY 2000-01	Budget FY 2001-02	Budget % Change FY 00 to FY 01
<b>REVENUES</b>				
Local Government	\$ 36,198,917	\$ 43,563,820	\$ 48,917,384	12%
State Government	15,782,551	17,412,711	20,097,868	15%
Federal Government	2,435,536	3,065,031	3,800,129	24%
Tuition & Fees	22,589,158	27,151,502	27,517,050	1%
Other Sources	11,148,894	11,383,292	14,243,591	25%
Transfers	5,511,454	6,865,500	1,732,250	-75%
<b>Total Revenues</b>	<b>\$ 93,666,510</b>	<b>\$ 109,441,856</b>	<b>\$ 116,308,272</b>	<b>6%</b>
<b>EXPENDITURES</b>				
Instruction	\$ 24,688,212	\$ 21,422,545	\$ 22,426,892	5%
Academic Support	3,243,784	5,552,451	5,357,067	-4%
Student Services	6,731,357	6,982,424	7,246,832	4%
Public Service	7,200,439	10,010,465	9,665,767	-3%
Auxiliary Services	6,101,461	5,941,454	6,258,732	5%
Operation & Maintenance	6,843,541	7,166,867	7,603,597	6%
Institutional Support	30,063,781	54,301,756	81,663,357	50%
Transfers	5,481,454	6,365,500	1,633,250	-74%
<b>Total Expenditures</b>	<b>\$ 90,354,029</b>	<b>\$ 117,743,462</b>	<b>\$ 141,855,494</b>	<b>20%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ 3,312,481</b>	<b>\$ (8,301,606)</b>	<b>\$ (25,547,222)</b>	<b>208%</b>
<b>BEGINNING FUND BALANCE</b>	<b>\$ 38,182,699</b>	<b>\$ 41,495,180</b>	<b>\$ 140,200,000 *</b>	<b>238%</b>
<b>ENDING FUND BALANCE</b>	<b>\$ 41,495,180</b>	<b>\$ 33,193,574</b>	<b>\$ 114,652,778 *</b>	<b>245%</b>

\* Projected beginning fund balance for FY 02 is restated due to passing of a referendum in November, 2000 and subsequent bond sale and balances designated for multi-year projects.

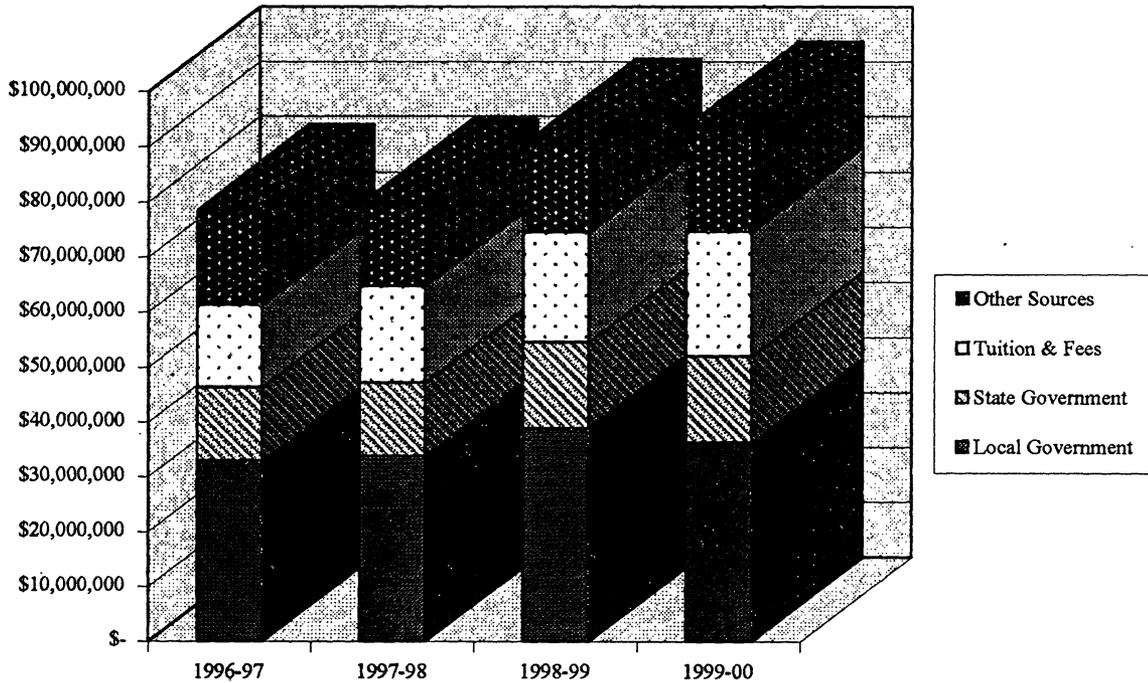
**FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES**  
**All Funds**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
REVENUES	\$ 78,503,141	\$ 79,516,534	\$ 90,468,912	\$ 93,666,510
EXPENDITURES	<u>75,383,371</u>	<u>77,976,340</u>	<u>83,534,724</u>	<u>90,354,029</u>
REVENUES OVER/ (UNDER) EXPENDITURES	3,119,770	1,540,194	6,934,188	3,312,481
BEGINNING FUND BALANCE	<u>24,557,033</u>	<u>29,721,540</u>	<u>31,771,738</u>	<u>38,182,699</u>
ENDING FUND BALANCE	<u>\$ 27,676,803</u>	<u>\$ 31,261,734</u>	<u>\$ 38,705,926</u>	<u>\$ 41,495,180</u>



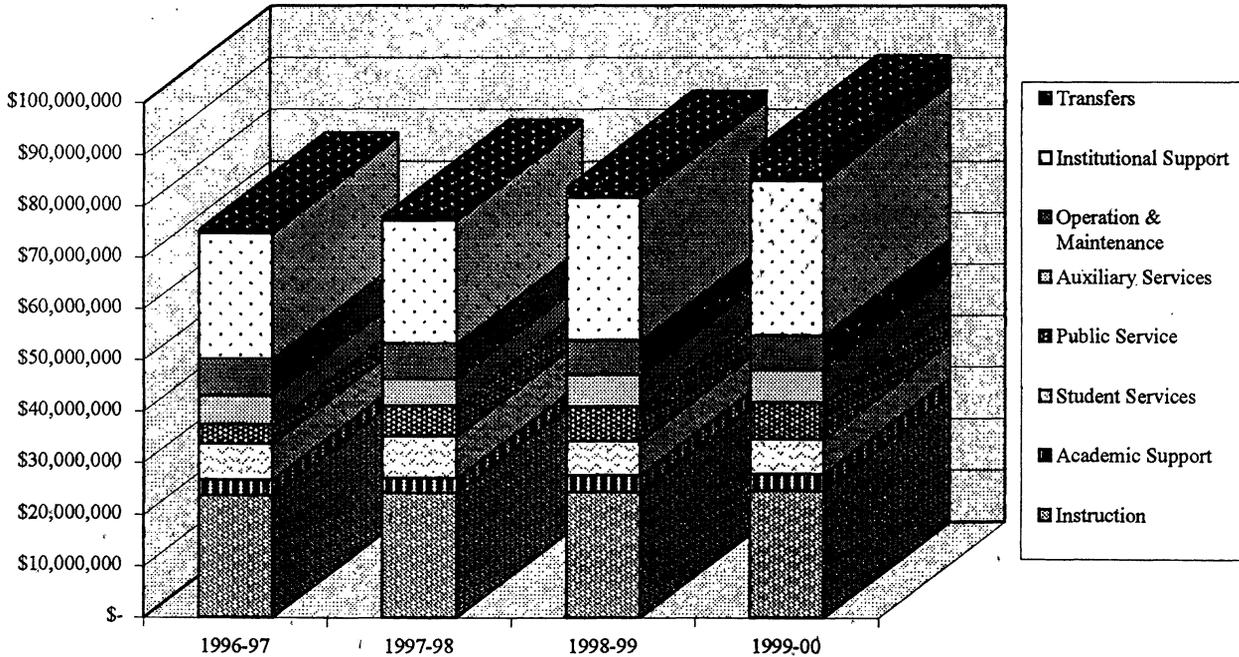
**FOUR YEAR HISTORY OF REVENUES**  
**All Funds**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Local Government	\$ 32,901,988	\$ 33,786,754	\$ 38,850,438	\$ 36,198,917
State Government	13,405,073	13,370,293	15,637,577	15,782,551
Tuition & Fees	14,983,580	17,540,798	20,006,243	22,589,158
Other Sources	17,212,500	14,818,689	15,974,654	19,095,884
<b>Total Revenues</b>	<b>\$ 78,503,141</b>	<b>\$ 79,516,534</b>	<b>\$ 90,468,912</b>	<b>\$ 93,666,510</b>



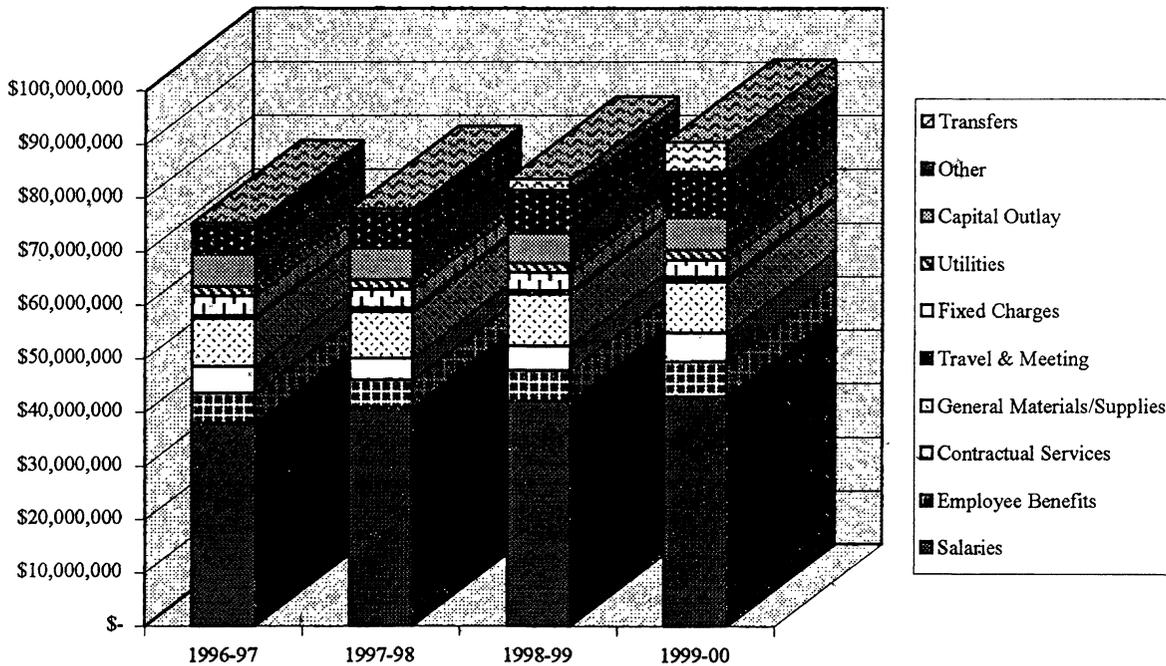
## FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION All Funds

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Instruction	\$ 23,735,927	\$ 24,130,346	\$ 24,481,014	\$ 24,688,212
Academic Support	2,926,727	2,939,235	3,194,767	3,243,784
Student Services	7,067,359	8,129,570	6,618,246	6,731,357
Public Service	3,863,493	6,013,176	6,715,978	7,200,439
Auxiliary Services	5,378,250	5,053,933	6,124,272	6,101,461
Operation & Maintenance	7,210,494	6,849,210	6,651,795	6,843,541
Institutional Support	24,457,713	24,035,376	27,752,082	30,063,781
Transfers	743,408	825,494	1,996,570	5,481,454
<b>Total Expenditures</b>	<b>\$ 75,383,371</b>	<b>\$ 77,976,340</b>	<b>\$ 83,534,724</b>	<b>\$ 90,354,029</b>



**FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT**  
**All Funds**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Salaries	\$ 37,848,734	\$ 40,922,211	\$ 42,098,612	\$ 42,978,329
Employee Benefits	5,642,843	5,167,403	5,732,691	6,442,977
Contractual Services	5,129,835	3,996,742	4,559,917	5,366,897
General Materials/Supplies	8,799,607	8,737,421	9,650,748	9,512,774
Travel & Meeting	597,205	712,036	723,315	796,233
Fixed Charges	3,597,893	3,443,801	3,367,285	3,291,872
Utilities	1,898,902	1,788,036	1,806,117	1,892,837
Capital Outlay	5,904,033	5,967,584	5,464,385	6,094,409
Other	5,220,911	6,415,612	8,135,084	8,496,247
Transfers	743,408	825,494	1,996,570	5,481,454
<b>Total Expenditures</b>	<b>\$ 75,383,371</b>	<b>\$ 77,976,340</b>	<b>\$ 83,534,724</b>	<b>\$ 90,354,029</b>





## **OPERATING FUNDS**

## **Education Fund (0100-000-000)**

The Education Fund is established by Section 103-1 of the Illinois Public Community College Act. The statutory maximum tax rate for the Education Fund is 75 cents per \$100 of equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants.

The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the College. It includes the cost of instructional, administrative and professional salaries; supplies and equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the College. (See Sections 103-20.3 and 107-18 of the Illinois Public Community College Act.)

The local Board of Trustees may make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the operating funds, i.e., the Education Fund, the Operations and Maintenance Fund, and the Public building Commission Operation and Maintenance Fund.

## **Operations and Maintenance Fund (0200-000-000)**

The Operations and Maintenance Fund is established by Section 103-1 and Section 103-20.3 of the Illinois Public Community College Act. The statutory maximum tax rate is set at \$10 per \$100 equalized assessed valuation for community college districts in cities with less than 500,000 inhabitants.

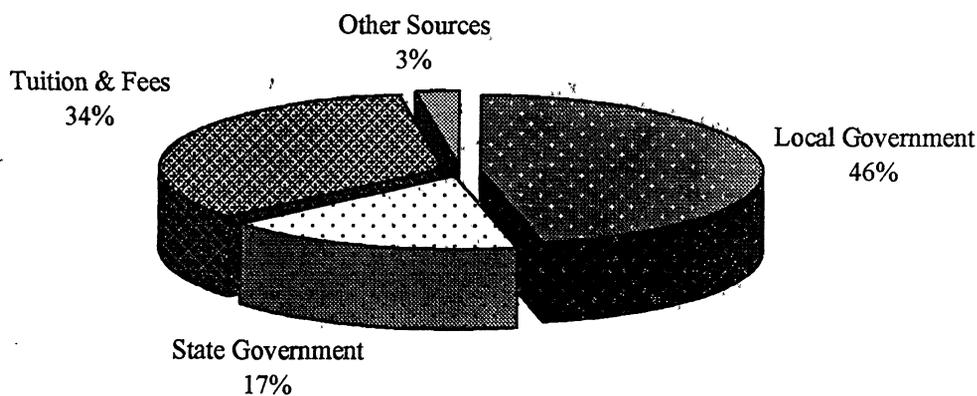
This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, or repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; payment of all premiums for insurance upon buildings and building fixtures; salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of College buildings. (See Section 103-20.3 of the Illinois Public Community College Act.) The local Board of Trustees of any district may make a determination within the budget for the distribution of unrestricted revenues other than local property taxes among the operating funds, i.e., the Education Fund or the Operations and Maintenance Fund.

## EDUCATION FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
Local Government	\$ 24,140,018	46.49%
State Government	8,937,239	17.21%
Federal Government	55,000	0.11%
Tuition & Fees	17,546,650	33.79%
Other Sources	1,043,000	2.01%
Transfers	199,000	0.38%
Total Revenues	<u>\$ 51,920,907</u>	<u>100.00%</u>
EXPENDITURES		
Instruction	\$ 21,328,756	39.93%
Academic Support	4,960,046	9.28%
Student Services	5,920,803	11.08%
Public Service	86,750	0.16%
Institutional Support	19,919,552	37.29%
Transfers	1,205,000	2.26%
Total Expenditures	<u>\$ 53,420,907</u>	<u>100.00%</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ (1,500,000)</u>	

## EDUCATION FUND REVENUES

		<u>% OF TOTAL</u>
<b>LOCAL GOVERNMENT</b>		
Current Taxes	\$ 24,140,018	46.49%
<b>STATE GOVERNMENT</b>		
ICCB Credit Hour Grants	8,165,239	
ISBE	277,000	
CPPRT	475,000	
Other	20,000	
	8,937,239	17.21%
<b>FEDERAL GOVERNMENT</b>	55,000	0.11%
<b>TUITION &amp; FEES</b>		
Tuition	14,372,800	
Fees	2,498,850	
Other	675,000	
	17,546,650	33.79%
<b>OTHER SOURCES</b>		
Sales & Service Fees	45,000	
Interest on Investments	935,000	
Other	63,000	
Transfers	199,000	
	1,242,000	2.39%
<b>TOTAL REVENUES</b>	<b>\$ 51,920,907</b>	<b>100.00%</b>



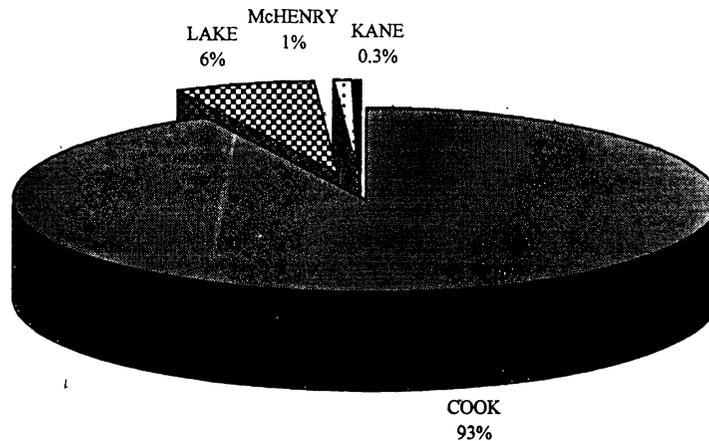
## PROPERTY TAXES

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:

### 2000 TAX YEAR VALUATIONS

	<u>COOK</u>	<u>LAKE</u>	<u>McHENRY</u>	<u>KANE</u>	<u>TOTAL</u>
<b>Estimated EAV used to determine 2000 levy</b>	\$ 12,418,502,550	852,946,214	112,790,194	43,943,013	\$ 13,428,181,971
<b>Final EAV for 1999 tax year</b>	\$ 12,418,502,550	828,103,120	109,505,043	42,663,119	\$ 13,398,773,832
<b>Increase from prior year</b>	0.00%	3.00%	3.00%	3.00%	0.22%
<b>Percentage of total 2000 EAV by county</b>	92.5%	6.4%	0.8%	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	12,418,502,550	42,663,119	828,103,120	109,505,043	13,398,773,832
1999	12,418,502,550	42,663,119	828,103,120	109,505,043	13,398,773,832

**2000 CALENDAR YEAR LEVY BY FUND AND AMOUNTS ANTICIPATED  
FOR FISCAL YEAR 2002 TAX REVENUES**

	<u>2000 Adopted Levy</u>	<u>2000 Estimated Extensions</u>	<u>FY 02 Anticipated Revenue from 2000 Levy</u>	<u>FY 02 Anticipated Revenue from 2001 Levy</u>
Education	\$ 23,500,000	\$ 23,504,968	\$ 11,987,534	\$ 11,752,484
Ops & Maint.	9,800,000	10,064,986	5,133,143	5,032,493
Liability	500,000	515,000	262,650	257,500
Social Security	600,000	618,000	315,180	309,000
Life Safety	1,252,740	1,290,322	658,064	645,161
Financial Audit	70,000	72,100	36,770	36,050
Bond & Interest	10,882,530	10,882,530	5,550,090	5,441,265
<b>Total</b>	<u>\$ 46,605,270</u>	<u>\$ 46,947,906</u>	<u>\$ 23,943,431</u>	<u>\$ 23,473,953</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 2002 fiscal year covers the period between July 1, 2001 through June 30, 2002. The 2001 real estate tax levy must be filed with the County Clerk's office during December, 2001 and applies to the property values as of December 31, 2001. Those property values will be determined during calendar year 2001 and tax bills are mailed by the Counties during Spring 2002. Each county allows installment payments due 50% in spring and 50% in late summer or early fall of 2002. 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.

### 2000 TAX RATES BY FUND

	2000 Est <u>Extensions</u>	% of <u>Total</u>	2000 Est <u>Tax Rates</u>	1999 <u>Extensions</u>	% of <u>Total</u>	1999 <u>Tax Rates</u>	Max Legal <u>Rates</u>	% of Increase <u>2000/1999</u>
Education	\$ 23,504,968	50.1%	0.1750	\$22,835,667	59.2%	0.1591	0.1750	2.93%
Ops & Maint.	10,064,986	21.4%	0.0750	9,786,714	25.4%	0.0682	0.0750	2.84%
Liability	515,000	1.1%	0.0038	669,500	1.7%	0.0047	none	-23.08%
Social Security	618,000	1.3%	0.0046	489,250	1.3%	0.0034	none	26.32%
Life Safety	1,290,322	2.7%	0.0096	2,523,500	6.5%	0.0176	0.0500	-48.87%
Financial Audit	72,100	0.2%	0.0005	61,800	0.2%	0.0005	0.0500	16.67%
Subtotal	\$ 36,065,376	76.8%	0.2686	\$36,366,431	94.2%	0.2535		-0.83%
Bond & Interest	10,882,530	23.2%	0.0810	2,224,927	5.8%	0.0165	none	389.12%
Total	\$ 46,947,906	100.0%	0.3496	\$38,591,358	100.0%	0.2700		21.65%

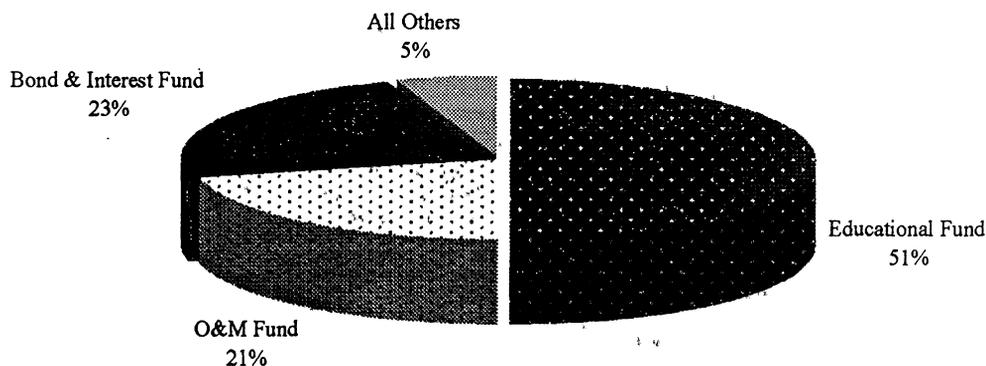
### TAX CAP LIMITATIONS

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, 2.7% in 2000, and 3.4% in 2001. 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 2000 TAX DOLLAR

#### 2000 LEVY AS EXTENDED (ESTIMATED)



**REVENUE SOURCES**  
**Education Fund**

**State Government**

	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
Credit Hour Grant	\$ 7,316,993	\$ 8,019,564	\$ 702,571	9.60%

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

	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
CPPRT	\$ 433,000	\$ 475,000	\$ 42,000	9.70%

Corporate Personal Property Replacement Taxes (CPPRT) 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 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
ISBE Grants	\$ 500,000	\$ 277,000	\$ (223,000)	-44.60%
ICCB Square Footage Grant	\$ 87,530	\$ 95,675	\$ 8,145	9.31%
ICCB Performance Based	\$ -	\$ 50,000	\$ 50,000	100.00%
Other IL Gov't Sources	\$ -	\$ 20,000	\$ 20,000	100.00%

Beginning in FY 01-02 Illinois State Board of Education provides unrestricted grants for Vocational Education only. Adult Education previously provided by ISBE is now administrated through ICCB and reported in the Restricted Funds.

**Tuition and Fees**

Credit Hour Tuition Rates

	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
In District Rate	\$ 54.00	\$ 58.00	\$ 4.00	7.41%
Out of District*	\$ 208.81	\$ 206.26	\$ (2.55)	-1.22%
Out of State*	\$ 274.39	\$ 277.29	\$ 2.90	1.06%

\* Rates determined by ICCB formula

Credit Hour Projections

	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
	<u>(Actual)</u>			
Summer	35,700	35,700	-	0.00%
Fall	115,140	115,140	-	0.00%
Spring	107,115	107,115	-	0.00%
Total Credit Hours	257,955	257,955 *	-	0.00%

\* For budget purposes only

**REVENUE SOURCES**  
**Education Fund**

**Tuition & Fees (continued)**

	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
Tuition	\$ 9,544,710	\$ 14,372,800	\$ 4,828,090	50.58% *
Fees	2,981,200	3,173,850	\$ 192,650	6.46%
Total (estimated)	<u>\$ 12,525,910</u>	<u>\$ 17,546,650</u>	<u>\$ 5,020,740</u>	<u>40.08%</u>

Course fees include registration, application, lab, graduation, and miscellaneous fees which may vary by course.

\* Tuition rates increased 7.41% and the Board has exercised its right to redirect \$1,500,000 in tuition revenue into the Operations and Maintenance Fund. In FY 00-01 \$4,800,000 was redirected. Without redirecting tuition in these years the true percentage change is approximately 10.6%.

**Other Revenues**

	<u>FY 00-01</u>	<u>FY 01-02</u>	<u>Change</u>	<u>% Change</u>
Investment Earnings	\$ 935,000	\$ 935,000	\$ -	0.00%
Fees & Vending Commissions	63,000	63,000	-	0.00%
Fed Gov't - Dept of Ed	167,050	55,000	(112,050)	-67.08%
Other Sales	-	45,000	45,000	100.00%
Transfers in	600,000	199,000	(401,000)	-66.83%
	<u>\$ 1,765,050</u>	<u>\$ 1,297,000</u>	<u>\$ (468,050)</u>	<u>-26.52%</u>

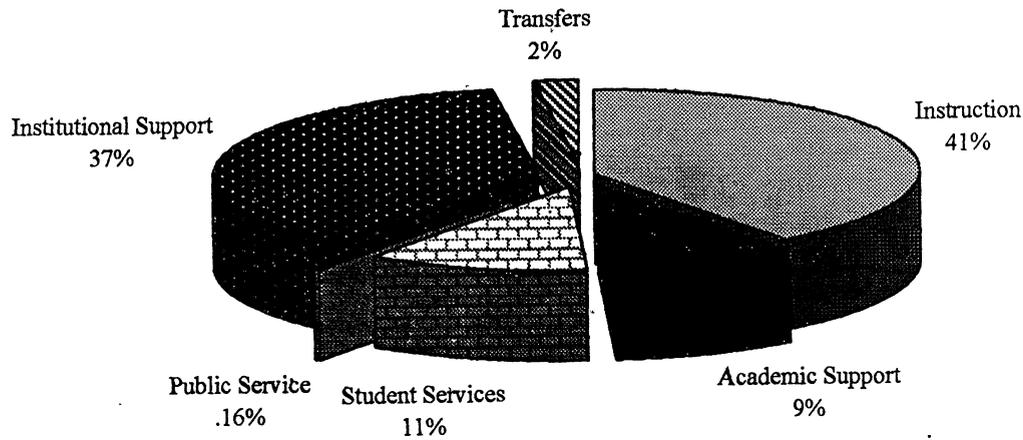
Investment earnings are estimated based upon the average monthly level on funds available.

Transfers in include \$99,000 from Working Cash Fund investment earnings and \$100,000 from the Bookstore.

The Federal portion of the Adult Education Grant is now reported in the Restricted Fund which accounts for the decrease.

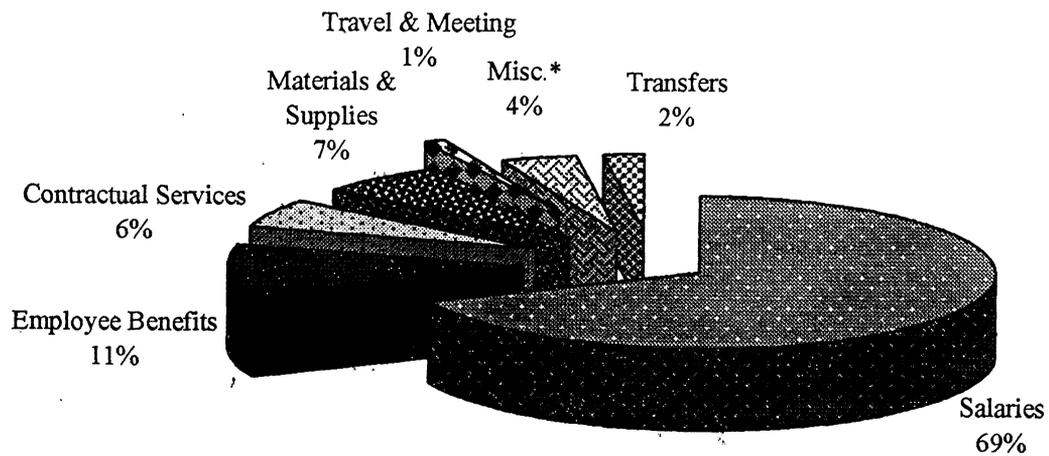
**EXPENDITURES BY PROGRAM FUNCTION**  
**Education Fund**

Instruction	\$ 21,328,756	39.93%
Academic Support	4,960,046	9.28%
Student Services	5,920,803	11.08%
Public Service	86,750	0.16%
Institutional Support	19,919,552	37.29%
Transfers	1,205,000	2.26%
<b>Total Expenditures</b>	<b>\$ 53,420,907</b>	<b>100.00%</b>



**EXPENDITURES BY OBJECT**  
**Education Fund**

Salaries	\$ 36,535,923	68.39%
Employee Benefits	5,773,079	10.81%
Contractual Services	3,237,035	6.06%
Materials & Supplies	3,803,361	7.12%
Travel & Meeting	588,210	1.10%
Fixed Charges	97,302	0.18%
Capital Outlay	432,000	0.81%
Other	1,248,997	2.34%
Provision for Contingency	500,000	0.94%
Transfers	1,205,000	2.26%
<b>Total Expenditures</b>	<b>\$ 53,420,907</b>	<b>100.00%</b>



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

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

Organization Unit Name	Fringe Benefits					Capital & Other	Totals
	Salaries	& Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other		
<b>President</b>							
Grants Proposal Development	\$ 63,930		\$ 2,676	\$ 4,163			\$ 70,769
VP Institutional Advancement	164,566	4,509	26,534	25,950			221,559
Office of Strategic Alliances	133,001	3,221	11,212	4,543			151,977
President's Office	244,285	15,911	8,533	23,690			292,419
Board of Trustees			5,101	14,935			20,036
Community Relations Office	171,427	3,519	26,605	8,931			210,482
Development Office	293,685	5,704	31,902	16,240			347,531
<b>TOTALS</b>	<b>\$ 1,070,894</b>	<b>\$ 32,864</b>	<b>\$ 112,563</b>	<b>\$ 98,452</b>			<b>\$ 1,314,773</b>
<b>Academic Affairs</b>							
Library Services	\$ 1,015,793	\$ 2,733	\$ 599,565	\$ 4,183			\$ 1,622,274
Instructional Technology	299,856	2,005	50,052	7,001		3,000	361,914
Bus. & Soc. Science Div. Admin	2,152,171	3,324	101,304	10,250		1,000	2,268,049
Accounting	135,902		22,573	650			159,125
Management	271,083		101	350			271,534
Marketing	65,431		1,602	300			67,333
Economics	143,109						143,109
Administrative Technology	90,287		37,132	450			127,869
Computer Information Systems	567,587		80,573	550			648,710
Food Service	140,171		23,816	300			164,287
Financial Services	21,000		19,528	200			40,728
Material Management			23,632	150			23,782
Learning Development	59,653		7,375	4,990			72,018
Anthropology	63,736		25,073				88,809
Education	64,659			400			65,059
Geography	45,550		1,002				46,552
History	199,222		19,528				218,750
Paralegal Studies	46,322		4,702	1,250	5,150		57,424
Political Science	150,690						150,690
Psychology	372,140		2,802				374,942
Sociology	208,151						208,151
Journalism			3,240	150			3,390
Liberal Arts Division Admin	1,734,810	3,295	104,882	23,332			1,866,319
International Studies-Admin	500		7,746	16,106			24,352
Learning Communities	9,000		6,997	7,210			23,207
English	1,299,030		88,236	-1,421			1,388,687
Speech	397,755		5,523	165	200		403,643
Humanities				109			109
Philosophy	161,156		22,572	165			183,893
Foreign Language	209,648		24,424	165			234,237
Fine Arts	427,840		90,610	3,048			521,498
Music	317,598		67,021	546	1,913		387,078
Fashion Design	93,084		27,470	383			120,937
Interior Design	147,248		7,507	546			155,301
Life Science Human Svc Div.	1,204,879	5,813	75,121	10,461			1,296,274
Biology	736,833		98,010	309			835,152
Nursing	777,291		75,559				852,850
Pharmacy Technician			1,901				1,901
Human Services	15,899		26,509				42,408
Dental Hygiene	324,896		70,846				395,742

Organization Unit Name	Fringe Benefits						Totals
	Salaries	& Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other	Capital & Other	
Criminal Justice	229,234		23,860				253,094
Dietetic Technician	80,852		1,865				82,717
Park Management	146,953		57,945		5,820		210,718
Early Childhood Education	86,540		48,026				134,566
Medical Office Assistant	32,097		19,786				51,883
Certified Nursing Assistant	23,570		8,034				31,604
Health Care Professional Prgm	23,354		10,257				33,611
Landscape & Floral Design			3,919				3,919
Wellness Human Perf. Div.	516,057	2,883	20,482	2,952			542,374
Physical Education	355,737		16,967		3,648		376,352
Cardiac Exercise Technician	94,696	2,783	42,310	773			140,562
Tutoring	287,581		3,019	662			291,262
Tech., Math., Phy Science Div.	1,368,195	2,005	106,939	18,498			1,495,637
Mathematics Laboratory	190,711		25,317				216,028
Mathematics	609,027		99,471	2,652			711,150
Physics	111,629		23,910				135,539
Physical Sciences/Astronomy	104,779		5,821	3,690			114,290
Geology	78,109		892	3,182			82,183
Chemistry	614,484		66,673				681,157
Fire Science			1,253				1,253
Electronics	120,831		48,279				169,110
Engineering	132,378		23,893				156,271
Computer Science	207,232		1,500				208,732
Mech Egr Tech/Manufacturing	43,514		35,397				78,911
Refrigeration and Air Condition	113,323		38,138				151,461
Architectural Technology	117,775		35,398	225			153,398
Building Codes Enforcement			62				62
Academic Enrich./Language St.	900,940	2,005	19,143	4,753			926,841
Adult Educational Develop.	568,339		8,991				577,330
English as a Second Language	774,062		34,978	1,860			810,900
Sign Language	161,472		5,629	155			167,256
Interpretation/Translate	113,676		4,237	1,090			119,003
Learning Assist Center-Admin	77,915		10,968	1,838			90,721
Reading Transfer			173				173
Reading-Remedial	212,319		5,325	274			217,918
Comunications	192,765		2,397	216			195,378
Learning Skills	78,865		574				79,439
Office of VP of Academic Aff.	544,888	7,149	137,738	43,426		250,000	983,201
Office of Asst. VP for CE	179,248	2,589	5,449	4,388			191,674
Academic Support Extension	175,589		8,443	656	60,545		245,233
Academic Support Industry Svc	141,256	2,807	8,298	7,920			160,281
Weekend College	10,417						10,417

TOTALS \$ 23,790,389 \$ 39,391 \$ 2,846,290 \$ 194,350 \$ 77,276 \$ 254,000 \$ 27,201,696

**Administrative Services**

Office of VP Admin Services	\$ 177,858	\$ 4,307	\$ 40,149	\$ 11,831			\$ 234,145
Strategic Planning	160,056	3,251	12,395	6,230			181,932
Purchasing	143,685	2,485	11,834	4,408	2,472		164,884
Accounting Services	520,910	2,758	13,105	10,033			546,806
Bursar's Office	276,348		14,503	5,974			296,825

TOTALS \$ 1,278,857 \$ 12,801 \$ 91,986 \$ 38,476 \$ 2,472 \$ 1,424,592

Organization Unit Name	Salaries	Fringe Benefits & Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other	Capital & Other	Totals
<b>Information Technology</b>							
Resources for Learning	\$ 332,450		\$ 77,078	\$ 2,622	\$ 5,276	\$ 112,000	\$ 529,426
Office of VP of Info Tech	183,193	4,296	50,000				237,489
Administrative Systems	1,126,439	2,831	281,542	1,061			1,411,873
Institutional Technical Purch.	55,343		197,682	48,126		65,000	366,151
Client Services	1,160,580	2,693	96,135	4,448			1,263,856
Technical Services	808,107	2,646	178,812	1,788	9,240		1,000,593
<b>TOTALS</b>	<b>\$ 3,666,112</b>	<b>\$ 12,466</b>	<b>\$ 881,249</b>	<b>\$ 58,045</b>	<b>\$ 14,516</b>	<b>\$ 177,000</b>	<b>\$ 4,809,388</b>
<b>Student Affairs</b>							
Student Development Division	\$ 1,523,644	\$ 4,846	\$ 68,248	\$ 10,518		\$ 1,000	\$ 1,608,256
Center for New Students	152,861		9,434	1,751			164,046
Academic Advising and Counsel	157,010		9,907	2,860			169,777
Health Services	252,293	1,952	37,827	3,749			295,821
Career Services	151,491		22,285	2,153			175,929
Vice President of Student Aff.	152,363	3,731	78,105	12,566			246,765
Assessment and Testing Center	152,216		20,199				172,415
Inter-Collegiate Athletics	157,588		92,483	56,710		2,700	309,481
Athletics-Football	21,239		24,056	6,386			51,681
Student Activities	156,201	2,581	8,063	6,238			173,083
Office of Multicultural Affairs	119,831	2,368	2,891	1,015			126,105
Ctr for Students w/ Disabilities	416,259	2,312	16,673	4,411		60,000	499,655
Theatre Center/Box Office	102,479		16,111	218	437		119,245
Student Dev.-Psych/Career Dev	62,982		834				63,816
Student Dev.-Orientation	719		443				1,162
Cooperative Education	1,081						1,081
Student Development-Diversity	4,040		206				4,246
Women's Program	59,612		11,795	1,953		13,390	86,750
<b>TOTALS</b>	<b>\$ 3,643,909</b>	<b>\$ 17,790</b>	<b>\$ 419,560</b>	<b>\$ 110,528</b>	<b>\$ 437</b>	<b>\$ 77,090</b>	<b>\$ 4,269,314</b>
<b>Human Resources/Internal Affairs</b>							
Personnel Director	\$ 311,300	\$ 3,358	\$ 220,821	\$ 5,687		\$ 2,000	\$ 543,166
Ofc of VP Human Res/Int. Aff.	243,006	515,128	23,097	10,830			792,061
<b>TOTALS</b>	<b>\$ 554,306</b>	<b>\$ 518,486</b>	<b>\$ 243,918</b>	<b>\$ 16,517</b>		<b>\$ 2,000</b>	<b>\$ 1,335,227</b>
<b>Marketing &amp; Advancement</b>							
Research	\$ 252,013	\$ 2,543	\$ 14,710	\$ 2,908			272,174
Office of VP Marketing/Adv.	156,009	3,888	654,120	13,030			827,047
Scholarships/Loans/Grants						184,440	184,440
Print Shop	80,526		99,994				180,520
Federal Matching Requirements						11,001	11,001
Graphics	209,759		48,660	1,441			259,860
Photography			35,697				35,697
Publications & Communication	242,302	2,532	49,003	4,250			298,087
Enrollment Mgt. Office	50,837		3,062	2,064			55,963
Registrar's Office	482,494	2,450	43,466	2,833			531,243
Financial Aid/Veteran's Affairs	288,216	1,893	10,888	1,803		1,080	303,880
Mail Center	94,259		515,950	50	2,601		612,860
Admissions	672,961	2,870	33,830	6,156		1,000	716,817
Administrative Programs Costs						5,200	5,200
<b>TOTALS</b>	<b>\$ 2,529,376</b>	<b>\$ 16,176</b>	<b>\$ 1,509,380</b>	<b>\$ 34,535</b>	<b>\$ 2,601</b>	<b>\$ 202,721</b>	<b>\$ 4,294,789</b>

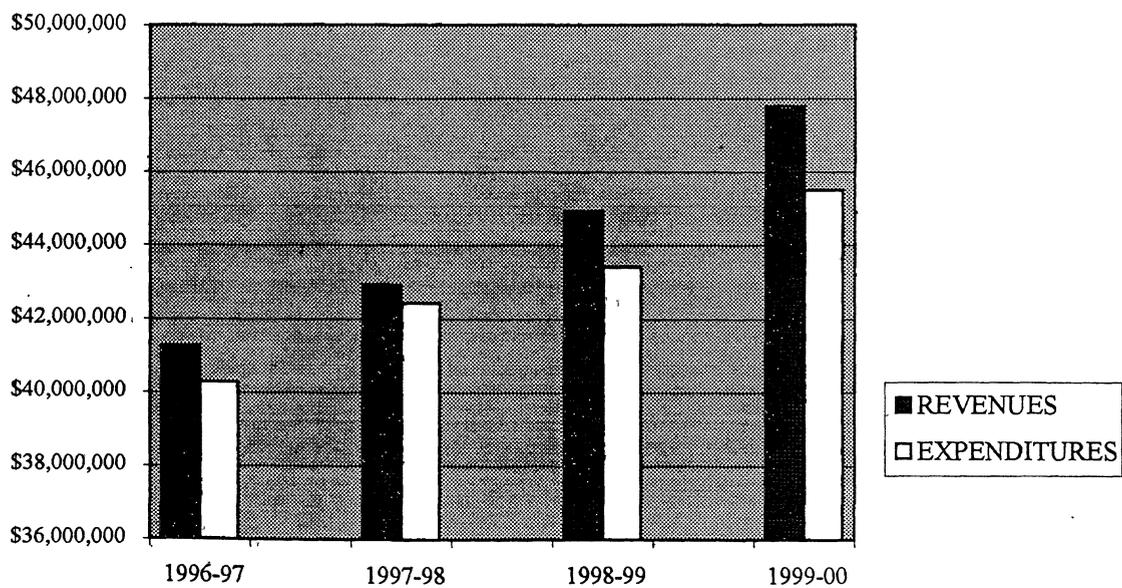
Organization Unit Name	Salaries	Fringe Benefits & Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Assets & Other	Capital & Other	Totals
<b>Institutional</b>							
Vice President, Admin. Services	\$ 2,080	\$ 5,123,105	\$ 935,450	\$ 37,307		\$ 968,186	\$ 7,066,128
*Contingency					500,000		500,000
*Transfers Out					1,205,000		1,205,000
<b>TOTALS</b>	<b>\$ 2,080</b>	<b>\$ 5,123,105</b>	<b>\$ 935,450</b>	<b>\$ 37,307</b>	<b>\$ 1,705,000</b>	<b>\$ 968,186</b>	<b>\$ 8,771,128</b>
<b>EDUCATION FUND TOTALS</b>	<b>\$ 36,535,923</b>	<b>\$ 5,773,079</b>	<b>\$ 7,040,396</b>	<b>\$ 588,210</b>	<b>\$ 1,802,302</b>	<b>\$ 1,680,997</b>	<b>\$ 53,420,907</b>

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Education Fund**

	<u>Actual</u> <u>FY 1999-00</u>	<u>Budget</u> <u>FY 2000-01</u>	<u>Budget</u> <u>FY 2001-02</u>	<u>Budget</u> <u>% Change</u> <u>FY 01 to FY 02</u>
<b>REVENUES</b>				
Local Government	\$ 21,558,506	\$ 23,810,840	\$ 24,140,018	1%
State Government	8,368,218	8,337,523	8,937,239	7%
Federal Government	171,220	167,050	55,000	-67%
Tuition & Fees	16,290,021	12,525,910	17,546,650	40%
Other Sources	1,202,988	998,000	1,043,000	5%
Transfers	200,000	600,000	199,000	-67%
<b>Total Revenues</b>	<b>\$ 47,790,953</b>	<b>\$ 46,439,323</b>	<b>\$ 51,920,907</b>	<b>12%</b>
<b>EXPENDITURES</b>				
Instruction	\$ 24,022,945	\$ 20,854,887	\$ 21,328,756	2%
Academic Support	2,732,690	5,182,926	4,960,046	-4%
Student Services	5,334,577	5,349,494	5,920,803	11%
Public Service	188,447	135,699	86,750	-36%
Institutional Support	11,766,352	18,521,317	19,919,552	8%
Transfers	1,459,197	1,195,000	1,205,000	1%
<b>Total Expenditures</b>	<b>\$ 45,504,208</b>	<b>\$ 51,239,323</b>	<b>\$ 53,420,907</b>	<b>4%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ 2,286,745</b>	<b>\$ (4,800,000)</b>	<b>\$ (1,500,000)</b>	<b>69%</b>

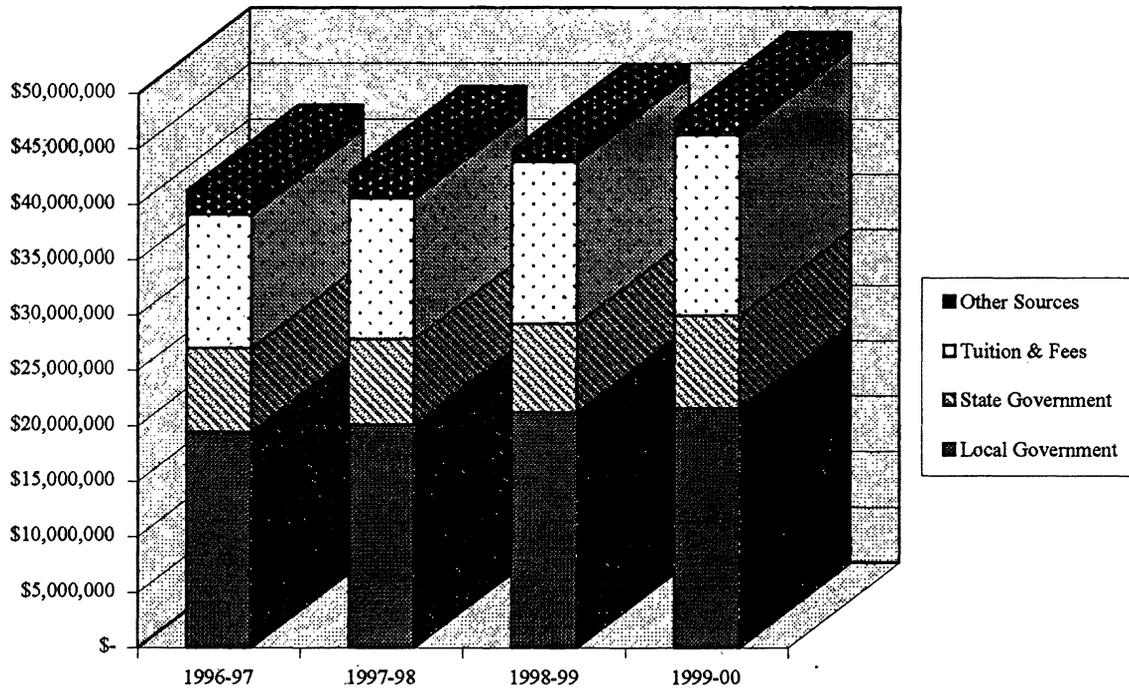
**FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES  
Education Fund**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
REVENUES	\$ 41,270,638	\$ 42,933,641	\$ 44,921,211	\$ 47,790,953
EXPENDITURES	<u>40,269,039</u>	<u>42,432,217</u>	<u>43,419,075</u>	<u>45,504,208</u>
REVENUES OVER/ (UNDER) EXPENDITURES	1,001,599	501,424	1,502,136	2,286,745
BEGINNING FUND BAL.	<u>10,686,325</u>	<u>11,684,287</u>	<u>12,185,711</u>	<u>13,164,620</u>
ENDING FUND BAL.	<u>\$ 11,687,924</u>	<u>\$ 12,185,711</u>	<u>\$ 13,687,847</u>	<u>\$ 15,451,365</u>



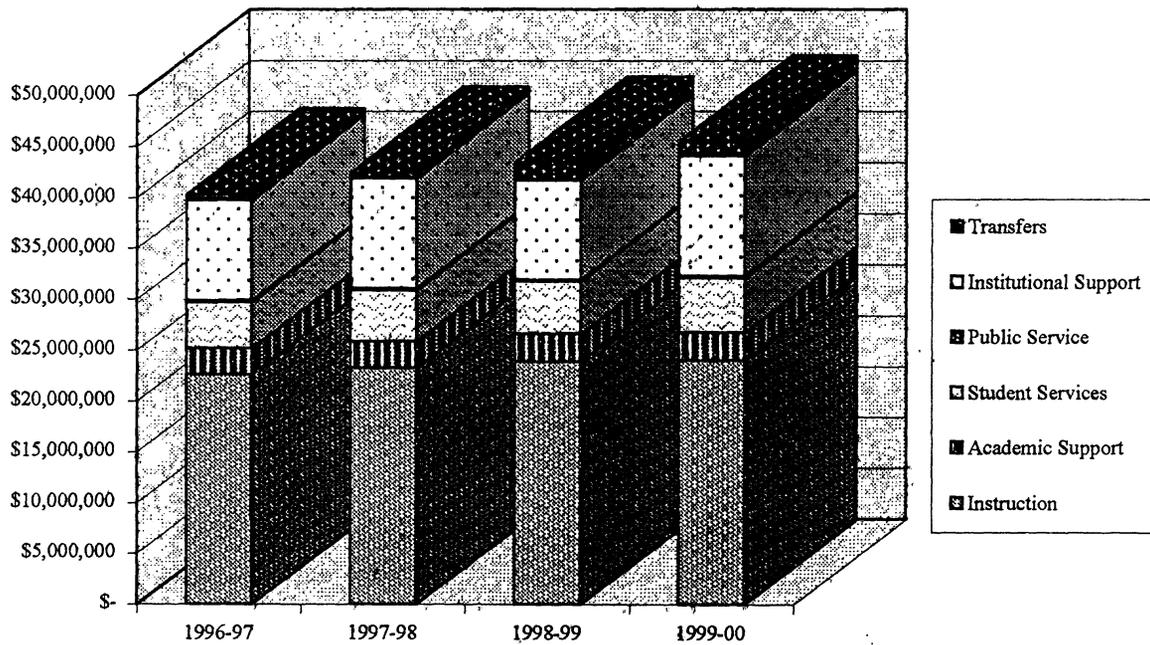
## FOUR YEAR HISTORY OF REVENUES Education Fund

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Local Government	\$ 19,411,645	\$ 20,109,168	\$ 21,230,310	\$ 21,558,506
State Government	7,590,835	7,670,073	7,963,605	8,368,218
Tuition & Fees	12,056,495	12,734,443	14,583,011	16,290,021
Other Sources	2,211,663	2,419,957	1,144,285	1,574,208
<b>Total Revenues</b>	<b>\$ 41,270,638</b>	<b>\$ 42,933,641</b>	<b>\$ 44,921,211</b>	<b>\$ 47,790,953</b>



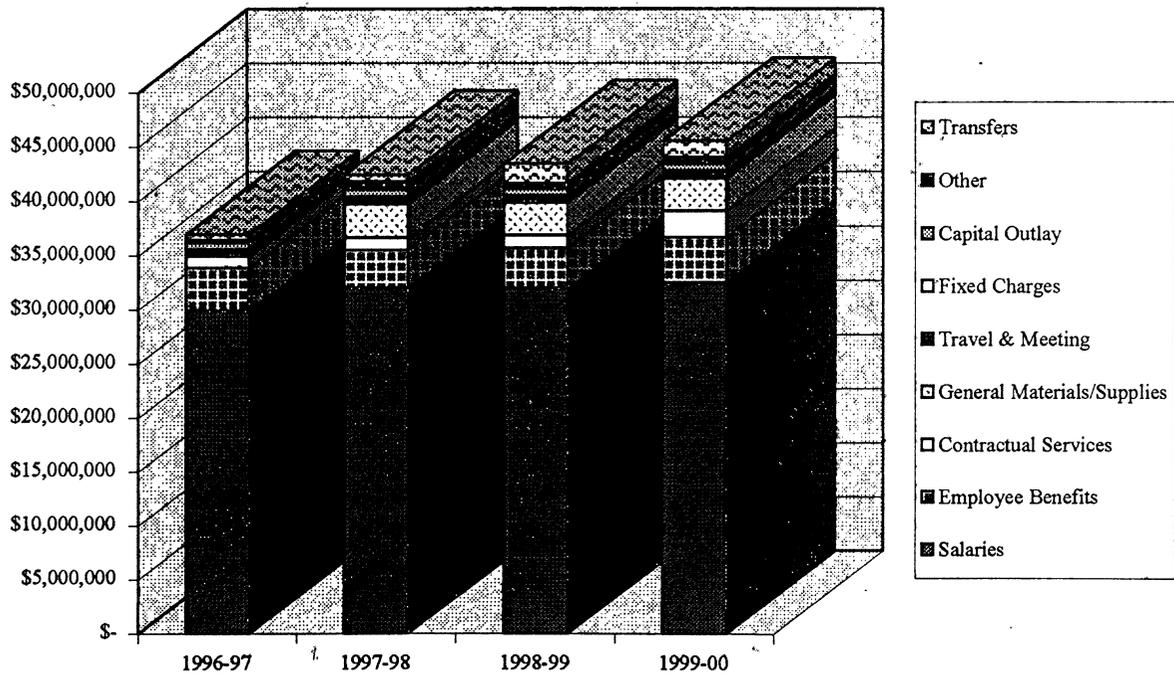
## FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION Education Fund

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Instruction	\$ 22,604,998	\$ 23,257,553	\$ 23,876,615	\$ 24,022,945
Academic Support	2,588,925	2,640,392	2,734,026	2,732,690
Student Services	4,506,986	4,996,552	5,135,163	5,334,577
Public Service	165,431	162,902	159,804	188,447
Institutional Support	9,874,891	10,768,324	9,736,897	11,766,352
Transfers	527,808	606,494	1,776,570	1,459,197
<b>Total Expenditures</b>	<b>\$ 40,269,039</b>	<b>\$ 42,432,217</b>	<b>\$ 43,419,075</b>	<b>\$ 45,504,208</b>

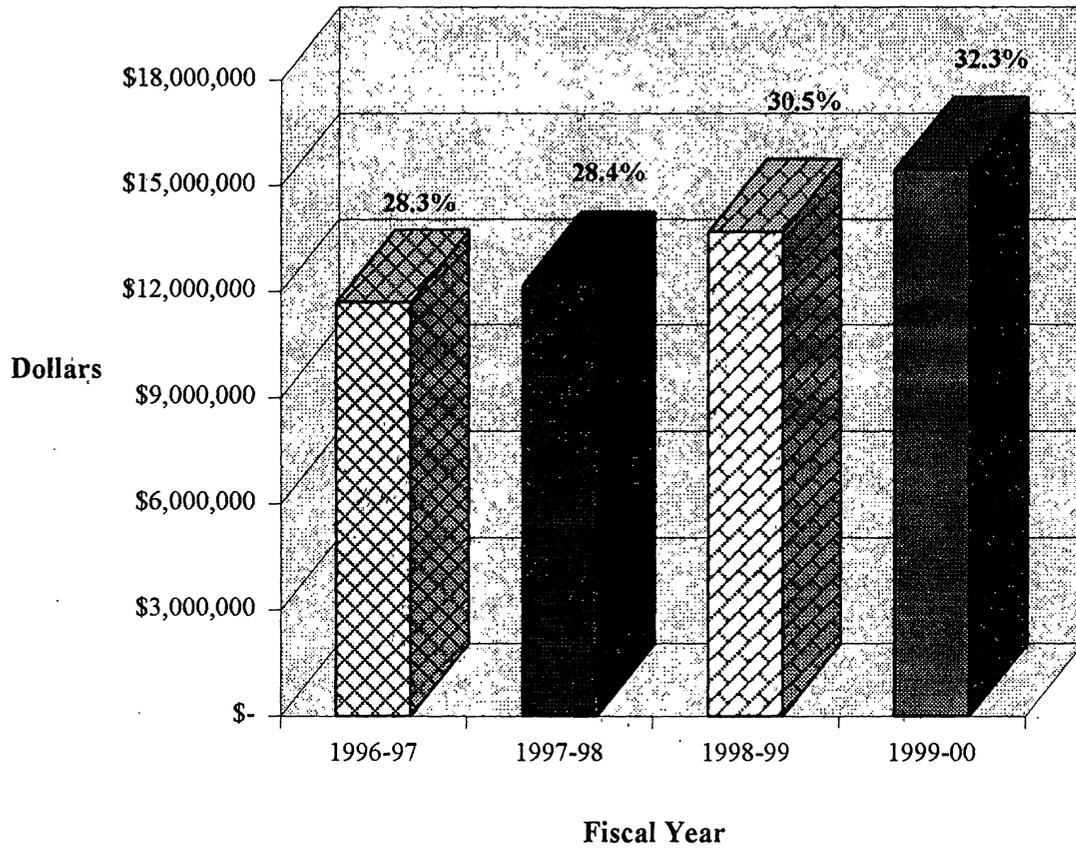


**FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT  
Education Fund**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Salaries	\$ 29,850,166	\$ 31,994,256	\$ 31,954,763	\$ 32,474,437
Employee Benefits	3,993,448	3,544,472	3,755,743	4,202,521
Contractual Services	1,102,311	1,106,506	1,158,865	2,392,464
General Materials/Supplies	-	3,107,160	2,972,292	3,011,536
Travel & Meeting	405,810	471,922	457,221	484,871
Fixed Charges	220,340	190,491	205,691	208,861
Capital Outlay	586,779	652,988	582,616	619,785
Other	242,061	757,928	555,314	650,536
Transfers	527,808	606,494	1,776,570	1,459,197
<b>Total Expenditures</b>	<b>\$ 36,928,723</b>	<b>\$ 42,432,217</b>	<b>\$ 43,419,075</b>	<b>\$ 45,504,208</b>



**FUND BALANCE HISTORY**  
**Education Fund**



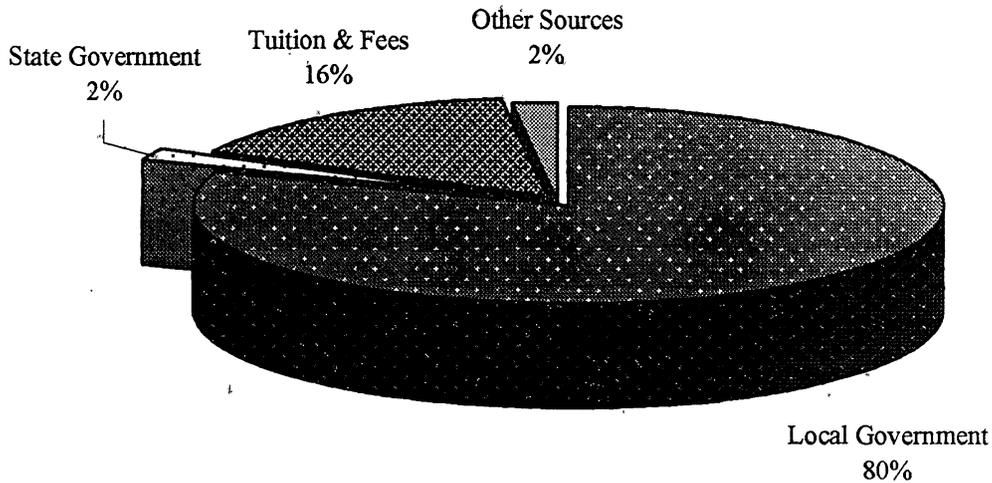
Note: Percentages represent fund balance as percent of revenue.

## OPERATIONS & MAINTENANCE FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
Local Government	\$ 10,265,636	80.36%
State Government	245,000	1.92%
Tuition & Fees	1,993,750	15.61%
Other Sources	245,400	1.92%
Transfers	25,000	0.20%
	<hr/>	<hr/>
Total Revenues	<u>\$ 12,774,786</u>	<u>100.00%</u>
EXPENDITURES		
Operation & Maintenance	\$ 7,174,416	49.87%
Institutional Support	7,211,244	50.13%
	<hr/>	<hr/>
Total Expenditures	<u>\$ 14,385,660</u>	<u>100.00%</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ (1,610,874)</u>	

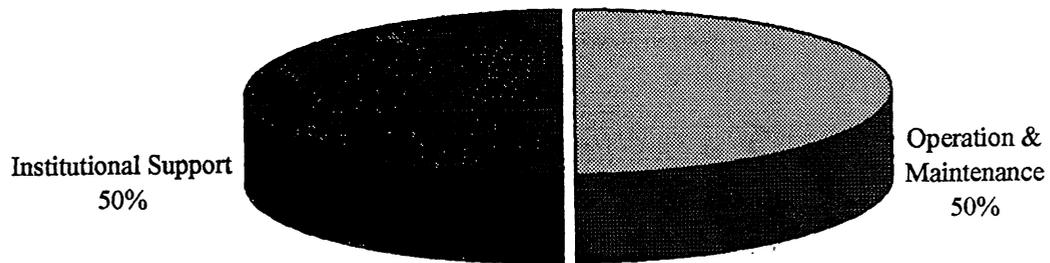
## OPERATIONS & MAINTENANCE FUND REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 10,265,636	80.36%
STATE GOVERNMENT		
CPPRT	245,000	1.92%
TUITION & FEES		
Tuition	1,500,000	
Fees	493,750	
	1,993,750	15.61%
OTHER SOURCES		
Interest on Investments	240,000	2.12%
Other Revenue	5,400	
Transfers	25,000	
	270,400	
 TOTAL REVENUES	\$ 12,774,786	100.00%



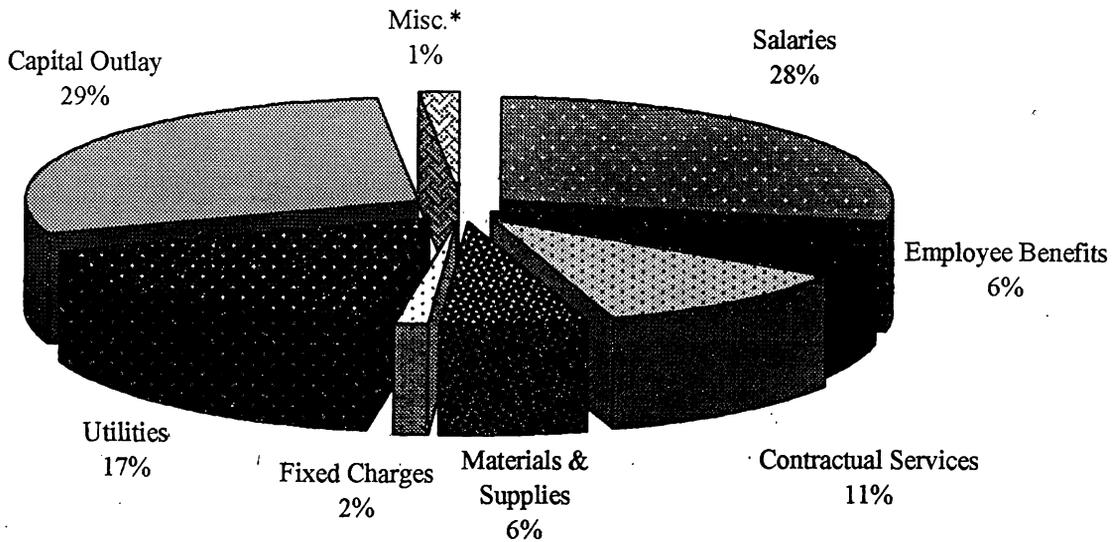
**EXPENDITURES BY PROGRAM FUNCTION**  
**Operations & Maintenance Fund**

Operation & Maintenance	\$ 7,174,416	49.87%
Institutional Support	<u>7,211,244</u>	<u>50.13%</u>
Total Expenditures	<u>\$ 14,385,660</u>	<u>100.00%</u>



**EXPENDITURES BY OBJECT**  
**Operations & Maintenance Fund**

Salaries	\$ 4,040,440	28.09%
Employee Benefits	841,322	5.85%
Contractual Services	1,601,843	11.13%
Materials & Supplies	860,142	5.98%
Travel & Meeting	22,400	0.16%
Fixed Charges	227,032	1.58%
Utilities	2,403,600	16.71%
Capital Outlay	4,187,017	29.11%
Other	1,864	0.01%
Provision for Contingency	200,000	1.39%
<b>Total Expenditures</b>	<b>\$ 14,385,660</b>	<b>100.00%</b>



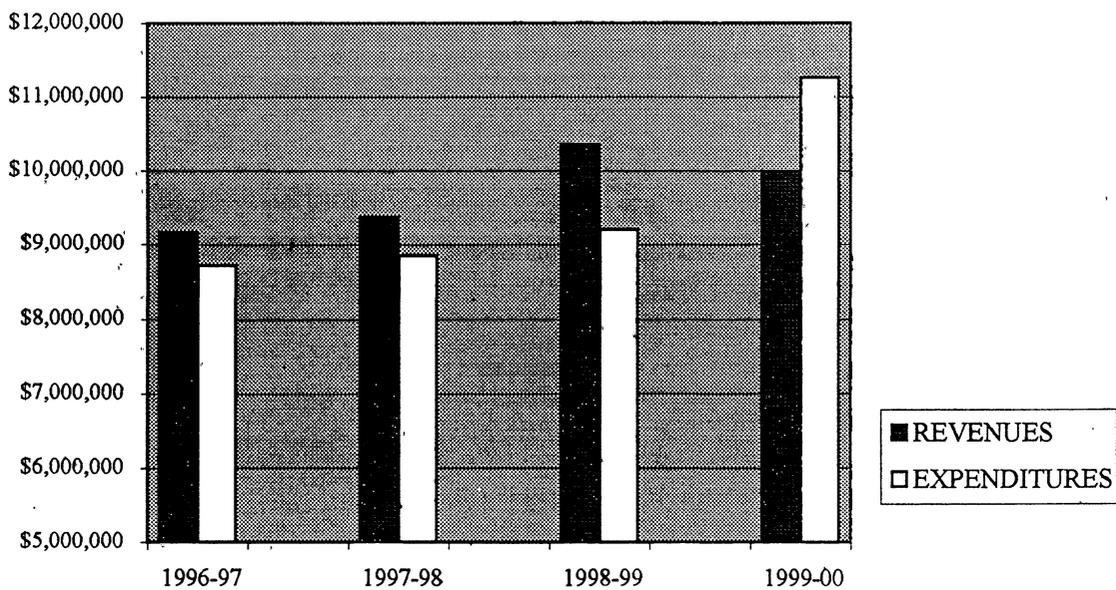
Note: Miscellaneous includes travel and meetings, other and contingency.

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Operations & Maintenance Fund**

	Actual <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget <u>FY 2001-02</u>	Budget % Change <u>FY 01 to FY 02</u>
<b>REVENUES</b>				
Local Government	\$ 9,163,512	\$ 10,243,330	\$ 10,265,636	0%
State Government	262,117	233,580	245,000	5%
Tuition & Fees	-	5,293,750	1,993,750	-62%
Other Sources	362,632	240,000	245,400	2%
Transfers	205,000	-	25,000	100%
	<hr/>	<hr/>	<hr/>	
Total Revenues	\$ 9,993,261	\$ 16,010,660	\$ 12,774,786	-20%
<b>EXPENDITURES</b>				
Operation & Maintenance	6,514,067	6,796,891	7,174,416	6%
Institutional Support	2,107,549	4,413,769	7,211,244	63%
Transfers	2,637,079	4,800,000	-	-100%
	<hr/>	<hr/>	<hr/>	
Total Expenditures	\$ 11,258,695	\$ 16,010,660	\$ 14,385,660	-10%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ (1,265,434)	\$ -	\$ (1,610,874)	-100%

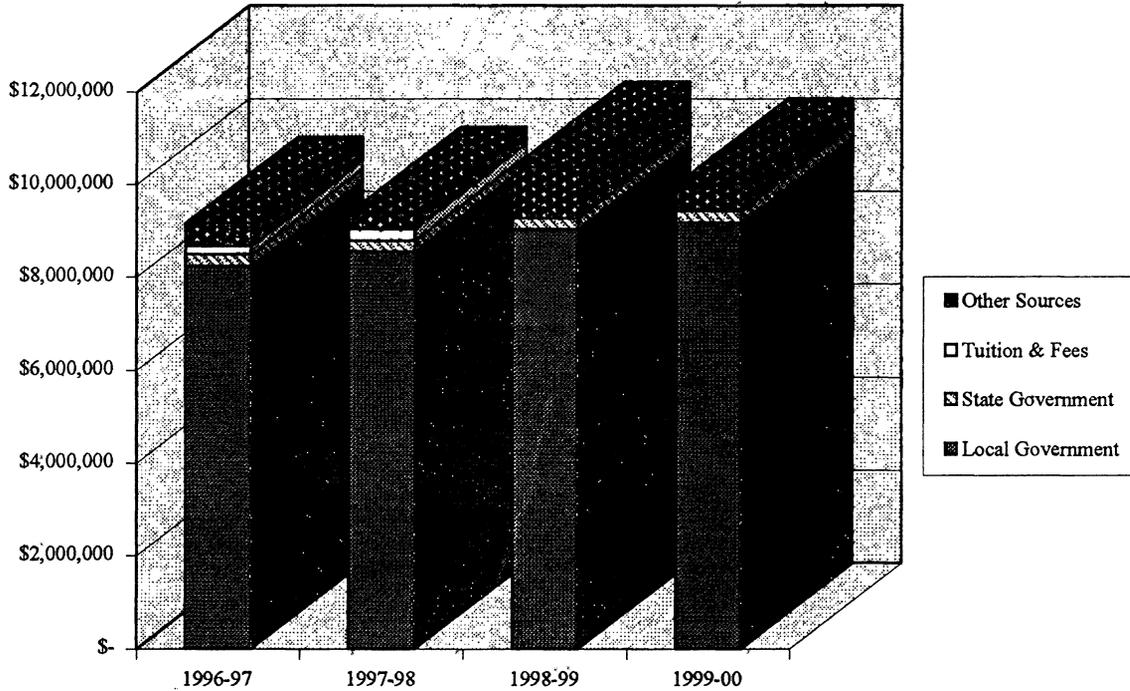
**FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES**  
**Operations & Maintenance**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
REVENUES	\$ 9,167,772	\$ 9,381,030	\$ 10,359,510	\$ 9,993,261
EXPENDITURES	<u>8,722,170</u>	<u>8,857,681</u>	<u>9,206,891</u>	<u>11,258,695</u>
REVENUES OVER/ (UNDER) EXPENDITURES	445,602	523,349	1,152,619	(1,265,434)
BEGINNING FUND BAL.	<u>4,108,806</u>	<u>4,345,789</u>	<u>4,869,138</u>	<u>6,021,757</u>
ENDING FUND BAL.	<u>\$ 4,554,408</u>	<u>\$ 4,869,138</u>	<u>\$ 6,021,757</u>	<u>\$ 4,756,323</u>



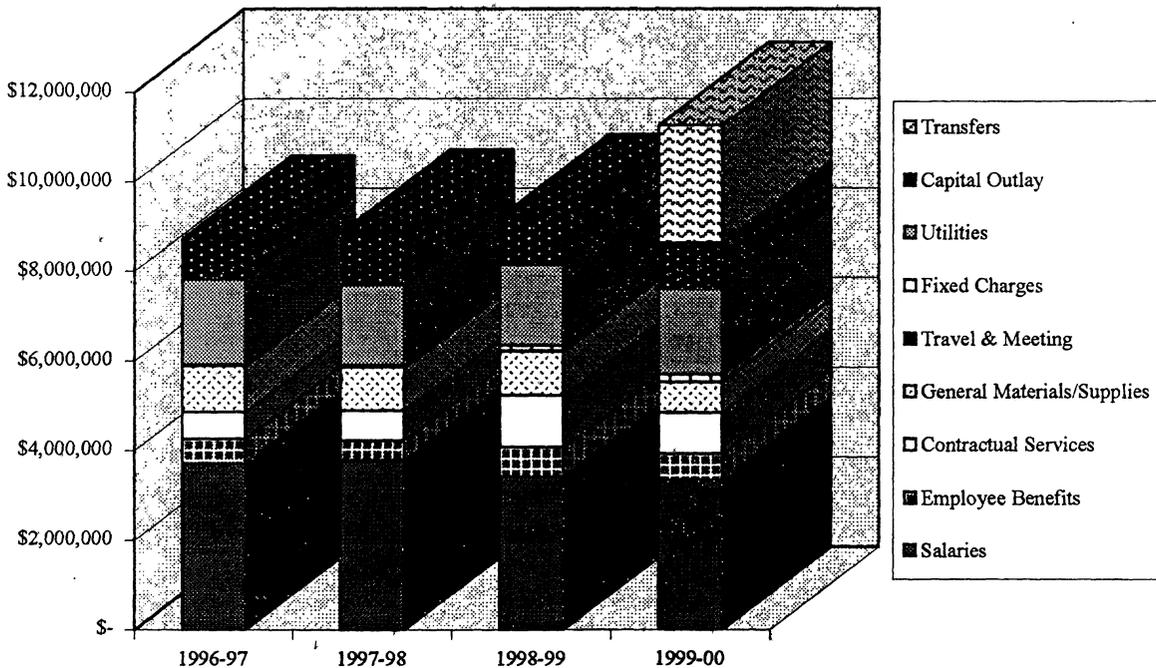
**FOUR YEAR HISTORY OF REVENUES**  
**Operations & Maintenance Fund**

	<u>1996-97</u>		<u>1997-98</u>		<u>1998-99</u>		<u>1999-00</u>
Local Government	\$ 8,233,592	\$	8,550,754	\$	9,025,515	\$	9,163,512
State Government	252,716		230,689		244,527		262,117
Tuition & Fees	177,684		254,075		-		-
Other Sources	503,780		345,512		1,089,468		567,632
<b>Total Revenues</b>	<b>\$ 9,167,772</b>	<b>\$</b>	<b>9,381,030</b>	<b>\$</b>	<b>10,359,510</b>	<b>\$</b>	<b>9,993,261</b>



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

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Salaries	\$ 3,701,656	\$ 3,763,191	\$ 3,401,415	\$ 3,334,956
Employee Benefits	555,591	451,865	659,080	594,694
Contractual Services	591,768	663,916	1,161,964	909,124
General Materials/Supplies	1,033,846	969,350	986,758	678,973
Travel & Meeting	21,243	12,493	8,748	6,422
Fixed Charges	9,794	42,118	114,176	176,559
Utilities	1,898,302	1,782,190	1,802,603	1,889,501
Capital Outlay	909,970	1,172,558	1,072,147	1,031,387
Transfers				2,637,079
<b>Total Expenditures</b>	<b>\$ 8,722,170</b>	<b>\$ 8,857,681</b>	<b>\$ 9,206,891</b>	<b>\$ 11,258,695</b>

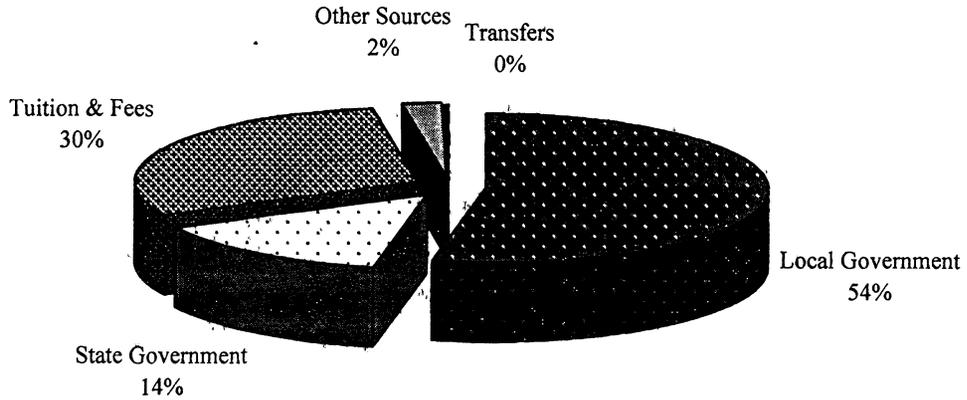


## OPERATING FUNDS OVERVIEW

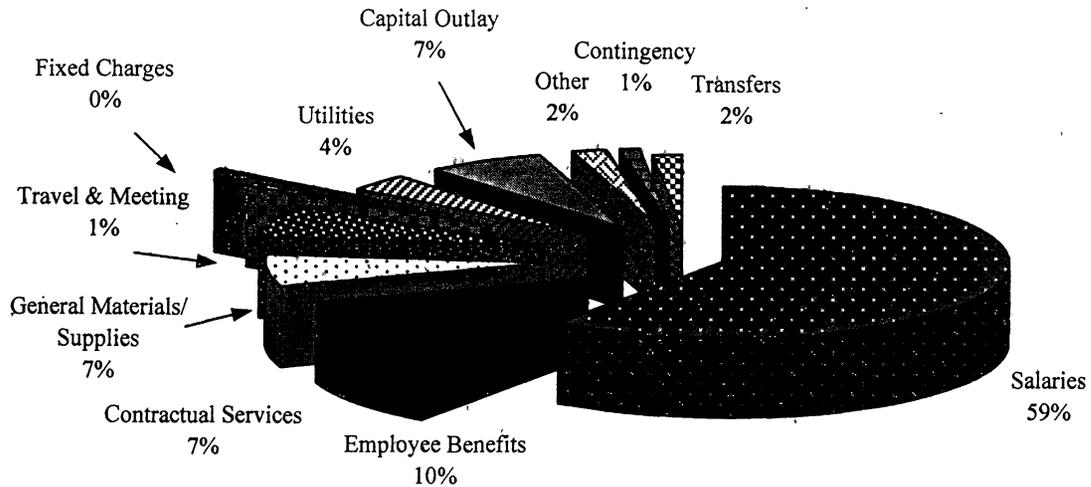
REVENUES	<u>Education</u>	<u>Operations &amp; Maintenance</u>	<u>Combined</u>
Local Government	\$ 24,140,018	\$ 10,265,636	\$ 34,405,654
State Government	8,937,239	245,000	9,182,239
Federal Government	55,000		55,000
Tuition & Fees	17,546,650	1,993,750	19,540,400
Other Sources	1,043,000	245,400	1,288,400
Transfers	199,000	25,000	224,000
	<hr/>	<hr/>	<hr/>
Total Revenues	<u>\$ 51,920,907</u>	<u>\$ 12,774,786</u>	<u>\$ 64,695,693</u>
<b>EXPENDITURES</b>			
Instruction	\$ 21,328,756		\$ 21,328,756
Academic Support	4,960,046		4,960,046
Student Services	5,920,803		5,920,803
Public Service	86,750		86,750
Operation & Maintenance		7,174,416	7,174,416
Institutional Support	19,919,552	7,211,244	27,130,796
Transfers	1,205,000	-	1,205,000
	<hr/>	<hr/>	<hr/>
Total Expenditures	<u>\$ 53,420,907</u>	<u>\$ 14,385,660</u>	<u>\$ 67,806,567</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ (1,500,000)</u>	<u>\$ (1,610,874)</u>	<u>\$ (3,110,874)</u>
PROJECTED FUND BALANCE June 30, 2001	<hr style="border-top: 1px solid black;"/>	<hr style="border-top: 1px solid black;"/>	<hr style="border-top: 1px solid black;"/>
PROJECTED FUND BALANCE June 30, 2002	<u>\$ (1,500,000)</u>	<u>\$ (1,610,874)</u>	<u>\$ (3,110,874)</u>

**REVENUE SOURCES AND EXPENDITURE USES**  
**Operating Funds**

Revenues by Source



Expenditure Uses by Object

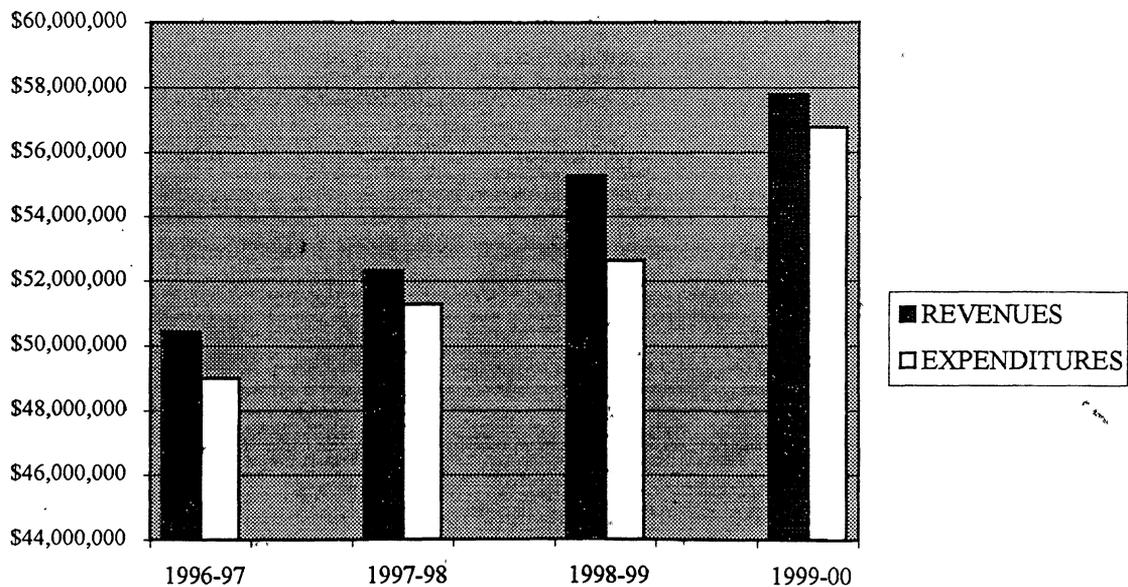


**COMPARISON OF REVENUES AND EXPENDITURES**  
**Operating Funds**

	<u>Actual</u> <u>FY 1999-00</u>	<u>Budget</u> <u>FY 2000-01</u>	<u>Budget</u> <u>FY 2001-02</u>	<u>Budget</u> <u>% Change</u> <u>FY 01 to FY 02</u>
<b>REVENUES</b>				
Local Government	\$ 30,722,018	\$ 34,054,170	\$ 34,405,654	1%
State Government	8,630,335	8,571,103	9,182,239	7%
Federal Government	171,220	167,050	55,000	-67%
Tuition & Fees	16,290,021	17,819,660	19,540,400	10%
Other Sources	1,565,620	1,238,000	1,288,400	4%
Transfers	405,000	600,000	224,000	-63%
<b>Total Revenues</b>	<u>\$ 57,784,214</u>	<u>\$ 62,449,983</u>	<u>\$ 64,695,693</u>	<u>4%</u>
<b>EXPENDITURES</b>				
Instruction	\$ 24,022,945	\$ 20,854,887	\$ 21,328,756	2%
Academic Support	2,732,690	5,182,926	4,960,046	-4%
Student Services	5,334,577	5,349,494	5,920,803	11%
Public Service	188,447	135,699	86,750	-36%
Operation & Maintenance	6,514,067	6,796,891	7,174,416	6%
Institutional Support	13,873,901	22,935,086	27,130,796	18%
Transfers	4,096,276	5,995,000	1,205,000	-80%
<b>Total Expenditures</b>	<u>\$ 56,762,903</u>	<u>\$ 67,249,983</u>	<u>\$ 67,806,567</u>	<u>1%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<u>\$ 1,021,311</u>	<u>\$ (4,800,000)</u>	<u>\$ (3,110,874)</u>	<u>35%</u>

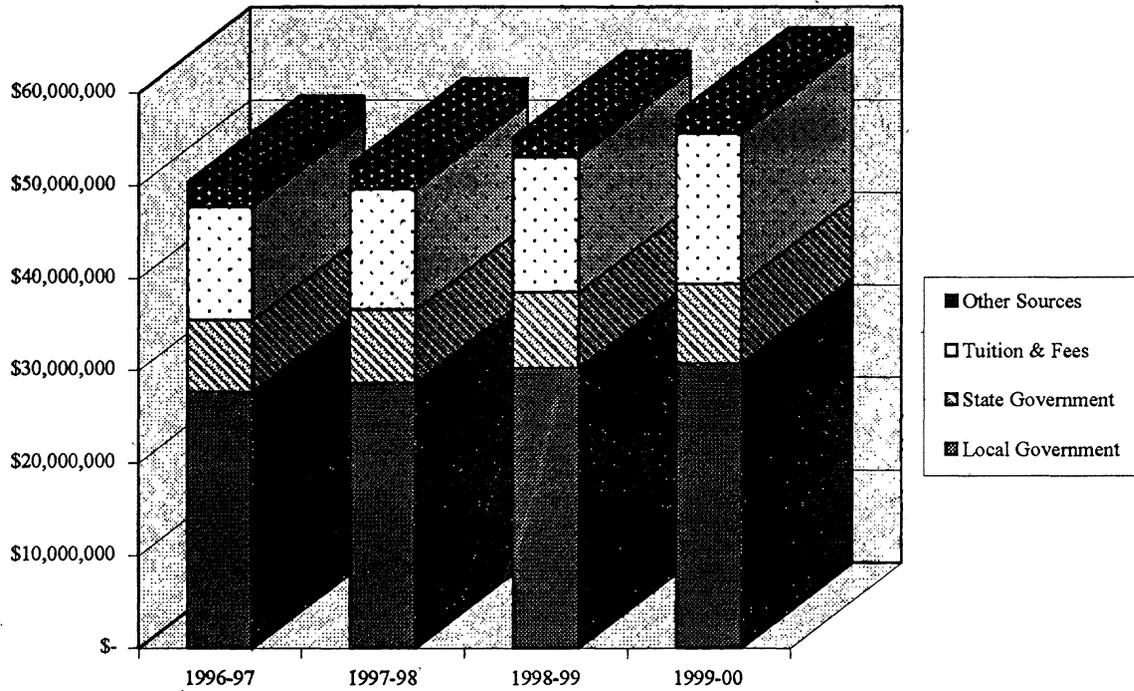
**FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES**  
**Operating Funds**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
REVENUES	\$ 50,438,410	\$ 52,314,671	\$ 55,280,721	\$ 57,784,214
EXPENDITURES	<u>48,991,209</u>	<u>51,289,898</u>	<u>52,625,966</u>	<u>56,762,903</u>
REVENUES OVER/ (UNDER) EXPENDITURES	1,447,201	1,024,773	2,654,755	1,021,311
BEGINNING FUND BAL.	<u>14,795,131</u>	<u>16,030,076</u>	<u>17,054,849</u>	<u>19,186,377</u>
ENDING FUND BAL.	<u>\$ 16,242,332</u>	<u>\$ 17,054,849</u>	<u>\$ 19,709,604</u>	<u>\$ 20,207,688</u>



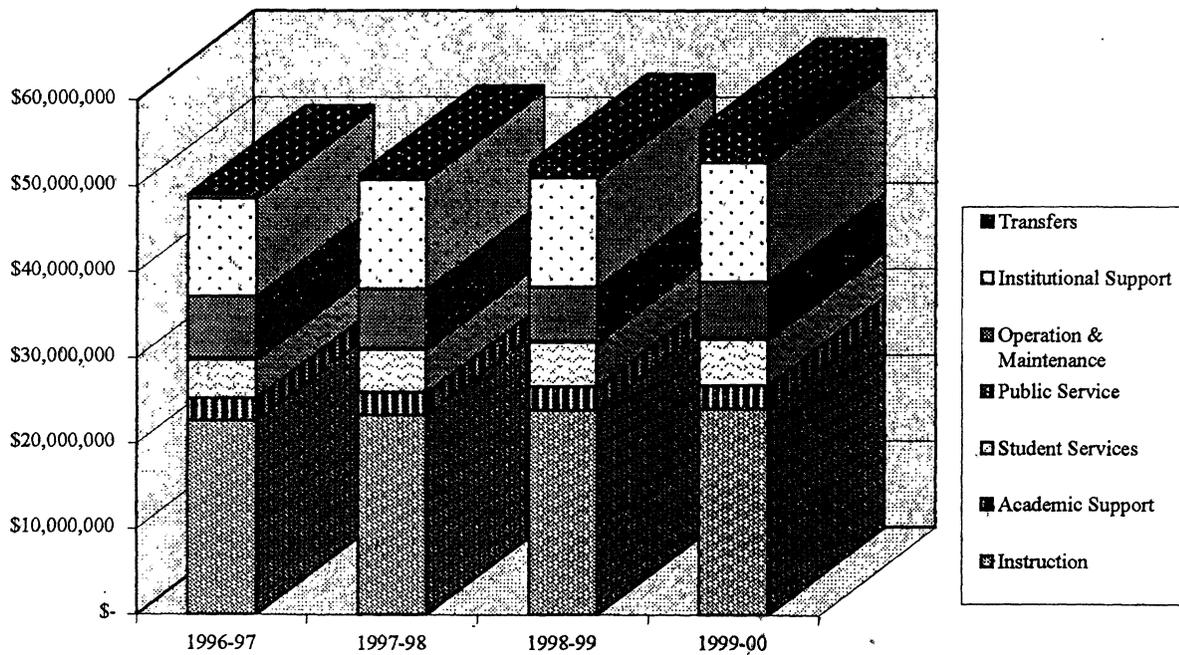
**FOUR YEAR HISTORY OF REVENUES**  
**Operating Funds**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Local Government	\$ 27,645,237	\$ 28,659,922	\$ 30,255,825	\$ 30,722,018
State Government	7,843,551	7,900,762	8,208,132	8,630,335
Tuition & Fees	12,234,179	12,988,518	14,583,011	16,290,021
Other Sources	2,715,443	2,765,469	2,233,753	2,141,840
<b>Total Revenues</b>	<b>\$ 50,438,410</b>	<b>\$ 52,314,671</b>	<b>\$ 55,280,721</b>	<b>\$ 57,784,214</b>



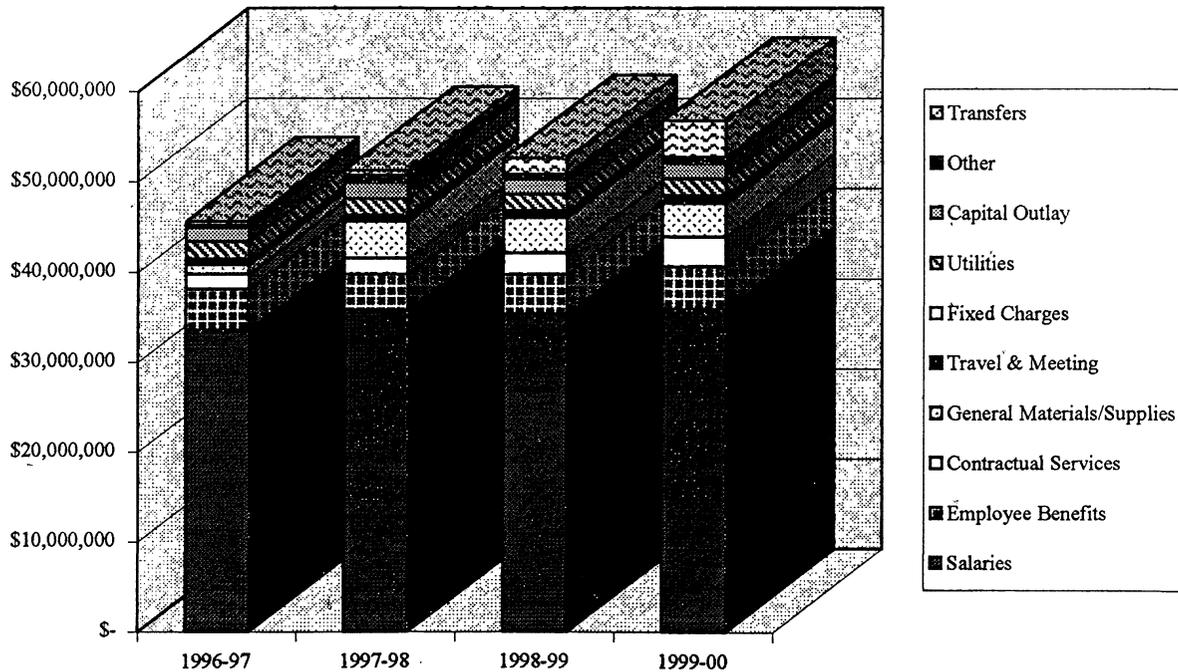
## FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION Operating Funds

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Instruction	\$ 22,604,998	\$ 23,257,553	\$ 23,876,615	\$ 24,022,945
Academic Support	2,588,925	2,640,392	2,734,026	2,732,690
Student Services	4,506,986	4,996,552	5,135,163	5,334,577
Public Service	165,431	162,902	159,804	188,447
Operation & Maintenance	7,210,494	6,849,210	6,299,500	6,514,067
Institutional Support	11,386,567	12,776,795	12,644,288	13,873,901
Transfers	527,808	606,494	1,776,570	4,096,276
<b>Total Expenditures</b>	<b>\$ 48,991,209</b>	<b>\$ 51,289,898</b>	<b>\$ 52,625,966</b>	<b>\$ 56,762,903</b>



**FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT**  
**Operating Funds**

	<u>1996-97</u>	<u>1997-98</u>	<u>1998-99</u>	<u>1999-00</u>
Salaries	\$ 33,551,822	\$ 35,757,447	\$ 35,356,178	\$ 35,809,393
Employee Benefits	4,549,039	3,996,337	4,414,823	4,797,215
Contractual Services	1,694,079	1,770,422	2,320,829	3,301,588
General Materials/Supplies	1,033,846	4,076,510	3,959,050	3,690,509
Travel & Meeting	427,053	484,415	465,969	491,293
Fixed Charges	230,134	232,609	319,867	385,420
Utilities	1,898,302	1,782,190	1,802,603	1,889,501
Capital Outlay	1,496,749	1,825,546	1,654,763	1,651,172
Other	242,061	757,928	555,314	650,536
Transfers	527,808	606,494	1,776,570	4,096,276
<b>Total Expenditures</b>	<b>\$ 45,650,893</b>	<b>\$ 51,289,898</b>	<b>\$ 52,625,966</b>	<b>\$ 56,762,903</b>





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**CAPITAL**



## **Operations and Maintenance Fund (Restricted) (0300-000-000)**

Sections 103-14 of the Illinois Public Community College Act allows the local board of trustees to establish this fund by permitting an accumulation of funds for building purposes and the site acquisition not to exceed an amount equal to five percent of the district's equalized assessed valuation. Monies in this fund cannot be permanently transferred or loaned to any other fund or used for any other purpose.

It is suggested that Protection, Health, and Safety levies, Building Bond Proceeds, Repair and Renovation Grants, and accumulation monies restricted from the Operations and Maintenance levy for building purposes be accounted for in a series of self-balancing accounts in this fund.

## OPERATIONS & MAINTENANCE FUND (RESTRICTED) OVERVIEW

### REVENUES

		<u>% OF TOTAL</u>
<b>LOCAL GOVERNMENT</b>		
Current Taxes	\$ 1,303,225	27.47%
<b>STATE GOVERNMENT</b>		
ICCB Deferred Maintenance Grant	136,617	
Other Illinois Government Sources	159,000	
	<u>295,617</u>	6.23%
<b>OTHER SOURCES</b>		
Interest on Investments	2,880,000	66.30%
Misc Revenue	265,500	
	<u>3,145,500</u>	
<hr/>		
<b>TOTAL REVENUES</b>	<b>\$ 4,744,342</b>	<b>100.00%</b>

### EXPENDITURES

CONTRACTUAL SERVICES	\$ 4,315,395	18.13%
CAPITAL OUTLAY	19,491,915	81.87%
	<u>23,807,310</u>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 23,807,310</b>	<b>100.00%</b>
<hr/>		
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>\$ (19,062,968)</b>	

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

	Actual <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget <u>FY 2001-02</u>	Budget % Change <u>FY 01 to FY 02</u>
<b>REVENUES</b>				
Local Government	\$ 1,816,753	\$ 4,023,500	\$ 1,303,225	-68%
State Government	100,952	2,459,589	295,617	-88%
Other Sources	521,979	180,000	3,145,500	1648%
Transfers	<u>2,637,079</u>	<u>4,800,000</u>	<u>                    </u>	<u>-100%</u>
Total Revenues	<u>\$ 5,076,763</u>	<u>\$ 11,463,089</u>	<u>\$ 4,744,342</u>	<u>-59%</u>
<b>EXPENDITURES</b>				
Institutional Support	<u>2,808,497</u>	<u>15,933,906</u>	<u>23,807,310</u>	<u>49%</u>
Total Expenditures	<u>\$ 2,808,497</u>	<u>\$ 15,933,906</u>	<u>\$ 23,807,310</u>	<u>49%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 2,268,266	\$ (4,470,817)	\$ (19,062,968)	-326%

## OPERATIONS & MAINTENANCE FUND (RESTRICTED) PROJECTS

Performing Arts Center and Instructional Conference Center	\$ 11,500,000
Referendum Buildings	7,915,390
Front Entrance Landscaping-Art in Architecture	365,500
Bonds Parking Lot	195,830
Deferred Maintenance	136,617
650 Higgins Remodel for Tech Program	114,000
FM Transmitter	20,704

### Life Safety Projects

1st Floor Upgrades, Northeast Center	1,751,374
Restrooms, Phase II, Student and Administration Center	500,000
Campus-Wide Cross Connection	300,000
Roof Replacement, Wellness and Sports Center	292,680
HVAC Upgrades, Music Instruction Center	263,580
Electrical Upgrades, Vault Area	248,611
Improvements, Wellness and Sports Center	138,790
Chair Lifts, Center for Students with Disabilities	50,860
Elevator, Northeast Center	9,596
Gas Line	3,778

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\$ 23,807,310

## OTHER CAPITAL PROJECTS - OPERATION & MAINTENANCE FUND

Furniture and Equipment, Performing Arts Center and Conference Center	\$ 1,500,000
1st Floor Upgrades, Northeast Center (local portion)	400,000
Tennis Courts and Track	390,000
Sidewalk Pavers, Student and Administration Center	386,000
Gym Floor	360,000
Landscaping, Entrance	200,000

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\$ 3,236,000

## PROJECTS FUNDED BY CAPITAL DEVELOPMENT BOARD (CDB)

(Not included in budget)

Site Development Project	\$ 606,000
Utilities Tunnel Project and Sewer Upgrade	613,417

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\$ 1,219,417

## Operation and Maintenance Plan

The College has been working to put together a long-range operation and maintenance plan, which will incorporate the new buildings as they come on line.

The attached documents are a summary level report, which has resulted from this work and the assumptions, which were built into the various buildings.

The Operation and Maintenance Fund Projections to FY 2006 projects both revenue and expense. The main revenue source of this fund is property tax with a small portion of fees and investment income. The expenditures are divided into three categories. The first is operating which are all the expenses related to the day-to-day physical plant operation and utility expenses of our buildings. The second is communication, which includes telephone and networking costs, and the staffing associated with them. The third is institutional which include property and casualty insurance and special remodeling or renovation projects. As operating and communication costs rise, they will be offset by decreases in institutional projects around campus which are paid from this fund. The college will rely on other sources of funding for these projects, which include capital renewal grants, life safety levy, limited tax bonds and interest from working cash.

The Operation and Maintenance Fund Projections to FY 2006 was generated in the following way. The Board of Trustees hired KPMG in 1999 to develop a costing model for physical plant operations of the current facilities. They developed a template with 1999 data and then projected that data forward to FY 2002. At the end of FY 2000, the College updated the template with current data for current facilities and again projected the data to FY 2002. These projections are the base upon the new buildings as they come on line. The summary reports therefore provide operational costs for all facilities both new and old with various assumptions built in for each type of building.

A large portion of the cost relate to personnel. The College has prepared separate staffing tables, which feed into the operational cost model. In these staffing tables, the current physical plant employee count is at 100 with an additional 33, or a 36% increase in staffing, planned when all new facilities are on line. The following table shows the current and additional staff by categories:

	Current	New
Administration	5	3
Maintenance	10	7
Custodial	50	12
Roads and Grounds	9	3
Public Safety	14	4
Utilities	12	7
Totals	100	36

When the expansion program is complete the campus will have grown from 833,130 square feet to 1,174,612 (if Building D is not demolished) or an increase of 40%..

To achieve these projections, the College will need to focus on two issues:

1. Making new buildings as energy and maintenance efficient as possible.
2. Explore ways to make current staffing and systems more efficient.

Both of these issues will be pursued with vigor in the coming years.

**Operations & Maintenance Fund Projection**  
As of December, 2000

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
<u>Revenue</u>					
Property Taxes	9,581,299	9,868,738	10,164,801	10,469,745	10,783,837
CPPRT <sup>1</sup>	240,587	247,805	255,239	262,896	270,783
Fees <sup>2</sup>	508,563	523,819	539,534	555,720	572,392
Interest	240,000	240,000	240,000	240,000	240,000
Total Revenue	10,570,449	10,880,363	11,199,574	11,528,361	11,867,012
<u>Expenditures</u>					
Operating Expenses	6,199,355	7,026,234	7,927,280	9,217,204	9,493,720
Communications	1,057,776	1,089,509	1,122,195	1,155,860	1,190,536
Institutional	3,313,318	2,764,619	2,150,099	1,155,296	1,182,755 <sup>3</sup>
Total Expenditures	10,570,449	10,880,362	11,199,574	11,528,360	11,867,011
Revenue Over/(Under) Expenditures	0	0	0	0	0

<u>New Buildings</u>	<u>Square Footage</u>	<u>FY</u>
Performing Arts & Conference Center	89,000	2003
Science Center	101,286	2005
Center for Emerging Technology	59,097	2005
Health Careers Center	91,955	2005

<sup>1</sup> Corporate Personal Property Replacement Tax

<sup>2</sup> Registration Fees \$200,000; Renovation Fees \$1.25 per credit hour

<sup>3</sup> As dollars decline in this area, they will be replaced with dollars from other sources such as capital renewal grants, life safety levy, limited tax bonds, and interest on working cash.



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**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>
STATE GOVERNMENT	\$ 1,000,000	5.50%
TUITION & FEES	7,976,650	43.84%
OTHER SOURCES		
Sales & Service Fees	7,947,365	
Facilities Rental	528,000	
Interest on Investments	170,000	
Other	31,000	
	8,676,365	47.68%
TRANSFERS	543,000	2.98%
	\$ 18,196,015	100.00%

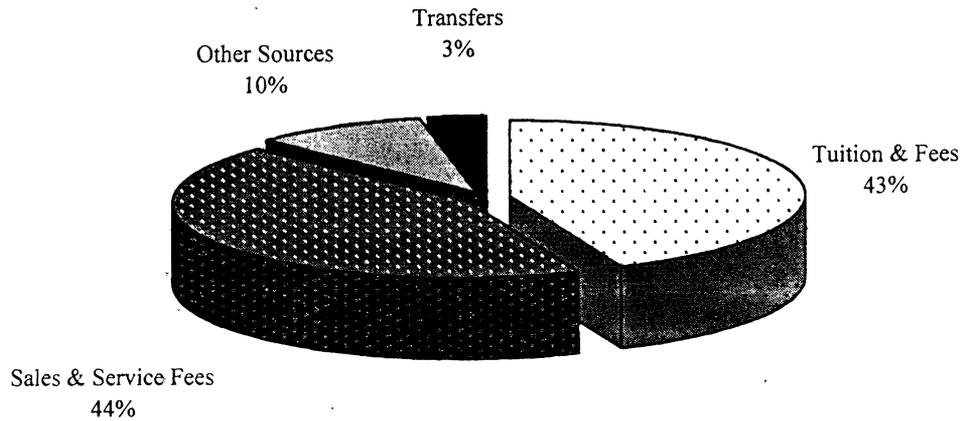
### EXPENDITURES

ACADEMIC SUPPORT	\$ 79,667	0.47%
STUDENT SERVICES	896,407	5.28%
PUBLIC SERVICE	8,671,468	51.04%
AUXILIARY SERVICES	6,258,732	36.84%
INSTITUTIONAL SUPPORT	656,191	3.86%
TRANSFERS	428,250	2.52%
	\$ 16,990,715	100.00%
REVENUE OVER/(UNDER) EXPENDITURES	\$ 1,205,300	

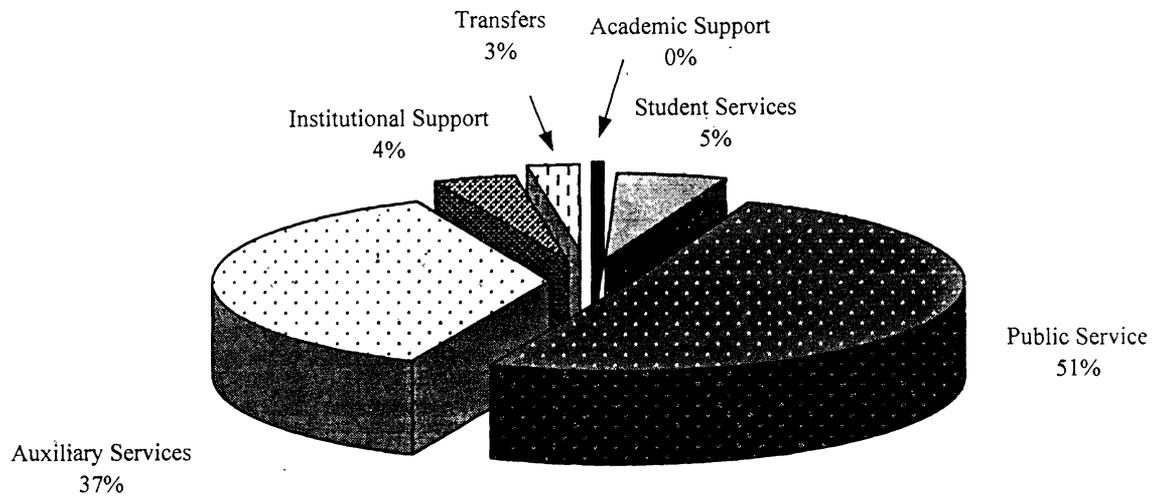
# REVENUE SOURCES AND EXPENDITURE USES

## 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	\$ -	\$ 79,667	(79,667) <sup>1</sup>
Student Services			
Counseling & Testing	52,660	52,660	-
Student Activities & Administration	581,615	666,615	(85,000) <sup>2</sup>
Other-Student Services	180,535	177,132	3,403
	814,810	896,407	(81,597)
Public Service			
Community Education (Non-credit Instruction)	7,948,105	4,535,368	3,412,737
Customized Training	1,400,000	651,000	749,000
Administration-Public Service	-	3,454,100	(3,454,100) <sup>1</sup>
Other-Public Service	31,000	31,000	-
	9,379,105	8,671,468	707,637
Auxiliary Services			
Food Services	\$ 1,134,000	\$ 1,126,704	7,296
Bookstore	5,091,200	4,928,678	162,522
College Center	18,500	18,500	-
Other-Auxiliary Services	1,588,400	613,100	975,300
	\$ 7,832,100	\$ 6,686,982	\$ 1,145,118
Institutional Support			
Institutional Expense	\$ 170,000	\$ 656,191	(486,191) <sup>1</sup>
 FUND TOTALS	 \$ 18,196,015	 \$ 16,990,715	 \$ 1,205,300

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 <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget <u>FY 2001-02</u>	Budget % Change <u>FY 01 to FY 02</u>
<b>REVENUES</b>				
State Government	\$ -	\$ -	\$ 1,000,000	100%
Tuition & Fees	6,299,137	9,331,842	7,976,650	-15%
Other Sources	8,300,019	8,787,270	8,676,365	-1%
Transfers	1,498,875	495,000	543,000	10%
	<hr/>	<hr/>	<hr/>	<hr/>
Total Revenues	\$ 16,098,031	\$ 18,614,112	\$ 18,196,015	-2%
<b>EXPENDITURES</b>				
Academic Support	66,465	57,420	79,667	39%
Student Services	766,808	965,612	896,407	-7%
Public Service	6,521,540	8,914,480	8,671,468	-3%
Auxiliary Services	6,101,461	5,941,454	6,258,732	5%
Institutional Support	406,041	485,960	656,191	35%
Transfers	1,385,178	370,500	428,250	16%
	<hr/>	<hr/>	<hr/>	<hr/>
Total Expenditures	\$ 15,247,493	\$ 16,735,426	\$ 16,990,715	2%
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 850,538	\$ 1,878,686	\$ 1,205,300	-36%

## AUDIT FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 72,820	93.57%
OTHER SOURCES		
Interest on Investments	5,000	6.43%
TOTAL REVENUES	<u>\$ 77,820</u>	<u>100.00%</u>
EXPENDITURES		
INSTITUTIONAL SUPPORT	\$ 94,000	100.00%
TOTAL EXPENDITURES	<u>\$ 94,000</u>	<u>100.00%</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>\$ (16,180)</u>	

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Audit Fund**

	<u>Actual</u> FY 1999-00	<u>Budget</u> FY 2000-01	<u>Budget</u> FY 2001-02	<u>Budget</u> % Change FY 01 to FY 02
<b>REVENUES</b>				
Local Government	\$ 61,432	\$ 71,500	\$ 72,820	2%
Other Sources	9,138	6,000	5,000	-17%
<b>Total Revenues</b>	<u>\$ 70,570</u>	<u>\$ 77,500</u>	<u>\$ 77,820</u>	<u>0%</u>
<b>EXPENDITURES</b>				
Institutional Support	64,298	89,000	94,000	6%
<b>Total Expenditures</b>	<u>\$ 64,298</u>	<u>\$ 89,000</u>	<u>\$ 94,000</u>	<u>6%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	\$ 6,272	\$ (11,500)	\$ (16,180)	-41%

## BOND & INTEREST FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 10,991,355	97.43%
OTHER SOURCES		
Interest on Investments	75,000	0.66%
TRANSFERS	215,250	1.91%
TOTAL REVENUES	\$ 11,281,605	100.00%
EXPENDITURES		
INSTITUTIONAL SUPPORT	\$ 13,041,284	100.00%
TOTAL EXPENDITURES	\$ 13,041,284	100.00%
REVENUE OVER/(UNDER) EXPENDITURES	\$ (1,759,679)	

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Bond & Interest Fund**

	Actual <u>FY 1999-00</u>	Budget <u>FY 2000-01</u>	Budget <u>FY 2001-02</u>	Budget % Change <u>FY 01 to FY 02</u>
<b>REVENUES</b>				
Local Government	\$ 2,437,666	\$ 2,146,200	\$ 10,991,355	412%
Other Sources	119,523	120,000	75,000	-38%
Transfers	220,500	220,500	215,250	-2%
Total Revenues	<u>\$ 2,777,689</u>	<u>\$ 2,486,700</u>	<u>\$ 11,281,605</u>	<u>354%</u>
<b>EXPENDITURES</b>				
Institutional Support	<u>2,692,774</u>	<u>2,486,700</u>	<u>13,041,284</u>	<u>424%</u>
Total Expenditures	<u>\$ 2,692,774</u>	<u>\$ 2,486,700</u>	<u>\$ 13,041,284</u>	<u>424%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ 84,915	\$ -	\$ (1,759,679)	-100%

## LIABILITY PROTECTION FUND OVERVIEW

### REVENUES

		<u>% OF TOTAL</u>
<b>LOCAL GOVERNMENT</b>		
Current Taxes	\$ 1,144,330	88.41%
 <b>OTHER SOURCES</b>		
Interest on Investments	150,000	11.59%
<hr/>		
<b>TOTAL REVENUES</b>	<u>\$ 1,294,330</u>	<u>100.00%</u>

### EXPENDITURES

OPERATION & MAINTENANCE	\$ 429,181	25.09%
INSTITUTIONAL SUPPORT	<u>1,281,711</u>	
<hr/>		
<b>TOTAL EXPENDITURES</b>	<u>\$ 1,710,892</u>	<u>25.09%</u>
 <b>REVENUE OVER/(UNDER) EXPENDITURES</b>		
	<u>\$ (416,562)</u>	

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Liability Protection Fund**

	<u>Actual</u> FY 1999-00	<u>Budget</u> FY 2000-01	<u>Budget</u> FY 2001-02	<u>Budget</u> % Change FY 01 to FY 02
<b>REVENUES</b>				
Local Government	\$ 1,161,048	\$ 1,268,450	\$ 1,144,330	-10%
Other Sources	179,929	180,000	150,000	-17%
<b>Total Revenues</b>	<u>\$ 1,340,977</u>	<u>\$ 1,448,450</u>	<u>\$ 1,294,330</u>	<u>-11%</u>
<b>EXPENDITURES</b>				
Operation & Maintenance	329,474	369,976	429,181	16%
Institutional Support	861,680	1,232,803	1,281,711	4%
<b>Total Expenditures</b>	<u>\$ 1,191,154</u>	<u>\$ 1,602,779</u>	<u>\$ 1,710,892</u>	<u>7%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<u>\$ 149,823</u>	<u>\$ (154,329)</u>	<u>\$ (416,562)</u>	<u>-170%</u>

## RESTRICTED PURPOSES FUND OVERVIEW

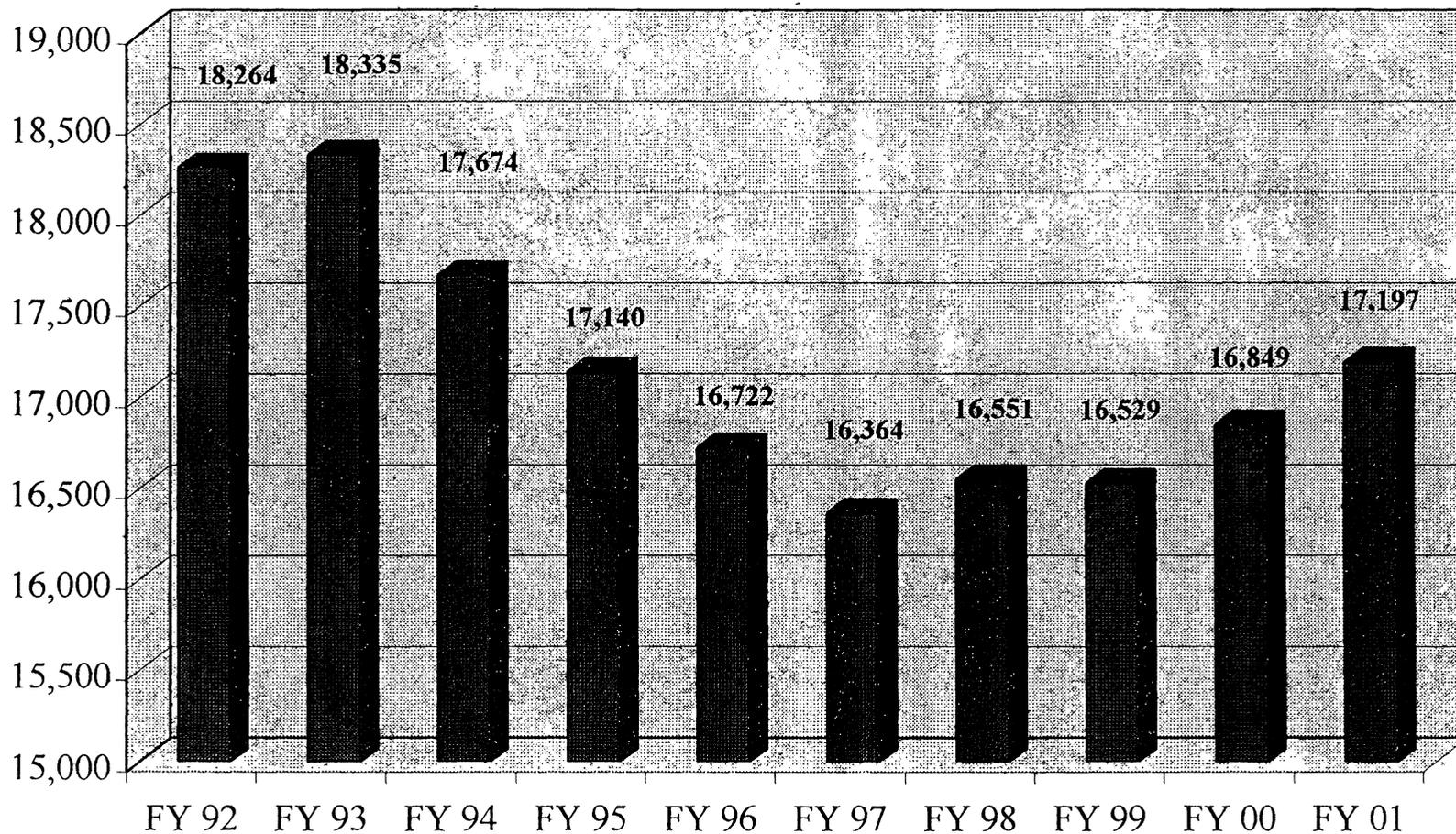
REVENUES		<u>% OF TOTAL</u>
<b>STATE GOVERNMENT</b>		
IL Community College Board	1,801,475	
IL State Board of Education	30,649	
Dept. of Veteran's Affairs	2,010,000	
IL Student Assistance Commission	2,565,000	
Other	4,212,888	
	<u>10,620,012</u>	66.30%
<b>FEDERAL GOVERNMENT</b>		
Dept. of Education	3,438,490	
Dept. of Health & Human Services	234,754	
Other Federal Gov't Sources	71,885	
	<u>3,745,129</u>	23.38%
<b>OTHER SOURCES</b>		
Interest on Investments	155,080	
Nongovernmental Gifts or Grants	520,696	
Miscellaneous	227,550	
	<u>903,326</u>	5.64%
<b>TRANSFERS</b>		
	750,000	4.68%
<b>TOTAL REVENUES</b>	<u>\$ 16,018,467</u>	<u>100.00%</u>
<b>EXPENDITURES</b>		
<b>INSTRUCTION</b>	\$ 1,098,136	5.97%
<b>ACADEMIC SUPPORT</b>	317,354	1.72%
<b>STUDENT SERVICES</b>	429,622	2.33%
<b>PUBLIC SERVICE</b>	907,549	4.93%
<b>INSTITUTIONAL SUPPORT</b>	15,652,065	85.04%
<b>TOTAL EXPENDITURES</b>	<u>\$ 18,404,726</u>	<u>100.00%</u>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<u>\$ (2,386,259)</u>	

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Restricted Purposes Fund**

	Actual FY 1999-00	Budget FY 2000-01	Budget FY 2001-02	Budget % Change FY 01 to FY 02
<b>REVENUES</b>				
Local Government	\$ -	\$ 2,000,000	\$ -	-100%
State Government	7,051,264	6,382,019	10,620,012	66%
Federal Government	2,264,316	2,897,981	3,745,129	29%
Other Sources	452,686	872,022	903,326	4%
Transfers	750,000	750,000	750,000	0%
<b>Total Revenues</b>	<b>\$ 10,518,266</b>	<b>\$ 12,902,022</b>	<b>\$ 16,018,467</b>	<b>24%</b>
<b>EXPENDITURES</b>				
Instruction	\$ 665,267	\$ 567,658	1,098,136	93%
Academic Support	444,629	312,105	317,354	2%
Student Services	629,972	667,318	429,622	-36%
Public Service	490,452	960,286	907,549	-5%
Institutional Support	9,356,590	11,138,301	15,652,065	41%
<b>Total Expenditures</b>	<b>\$ 11,586,910</b>	<b>\$ 13,645,668</b>	<b>\$ 18,404,726</b>	<b>35%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ (1,068,644)</b>	<b>\$ (743,646)</b>	<b>\$ (2,386,259)</b>	<b>-221%</b>



# FULL TIME EQUIVALENT (FTE) CREDIT ENROLLMENT HISTORY



## 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
2000-01	54.00	39.07	184.22	277.29

\* 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
2000-01	19.5	14.1	66.4	100

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

**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
Arborculture						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 Specl						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	

**ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS**

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Fashion Design					X	X
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 Assistant					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

## ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Plant Science Technology					X	
Production Engineering Technician						X
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

## 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 2000 and FY 2001 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	40%
		100%

# 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 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. For example, the rate for fiscal year 2001 was about \$10.50 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. For example, the rate for fiscal year 2001 was about \$17.00.

#### IV. Statewide Goal: Student Transfer

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. For example, the rate for fiscal year 2001 was about \$15.00.

#### V. Statewide Goal: Population Served

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 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%

#### VI. Statewide Goal: Academically Disadvantaged Student Success

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.

**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 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%

**VII. Statewide Goal: District-Based Component**

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 Priorities, Quality, Productivity (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
<b>Submission of Plan and Benchmarks</b>	X			
<b>Evidence of Efforts</b>		X		
<b>Appropriateness of Efforts and Improvement over Baseline</b>			X	X

## HARPER RESULTS

### Performance Based Funding Summary for FY 2001

GOAL	MAXIMUM DOLLARS	SCORE	DOLLARS RECEIVED	DIFFERENCE
<b>Goal 1</b> Student Satisfaction	\$8,771	93	\$8,771	-
<b>Goal 2</b> Student Advancement \$10.49 per student	N/A	1,249	\$13,097	N/A
<b>Goal 3</b> Student Success in Employment \$17.01 per student	N/A	527	\$8,967	N/A
<b>Goal 4</b> Student Transfer \$15.00 per student	N/A	757	\$11,359	N/A
<b>Goal 5</b> Population served per 1,000	\$5,819	50	\$4,364	\$1,455
<b>Goal 6</b> Academically Disadvantaged Success	\$6,127	63	\$4,595	\$1,532
<b>Goal 7</b> District Goal	\$23,222	80	\$18,578	\$4,644
<i>Total</i>	\$77,362		\$69,731	\$7,631

# COMPARISON OF HARPER RESULTS

## Performance Based Funding Summary

GOAL	FY 2000			FY 2001		
	MAXIMUM DOLLARS AVAILABLE	SCORE	% OF MAXIMUM RECEIVED	MAXIMUM DOLLARS AVAILABLE	SCORE	% OF MAXIMUM RECEIVED
<b>Goal 1</b>						
Student Satisfaction	\$6,445	92	100%	\$8,771	93	100%
<b>Goal 2</b>						
Student Advancement Allocated per student	N/A	1,243	N/A	N/A	1,249	N/A
<b>Goal 3</b>						
Student Success in Employment Allocated per student	N/A	538	N/A	N/A	527	N/A
<b>Goal 4</b>						
Student Transfer Allocated per student	N/A	757	N/A	N/A	757	N/A
<b>Goal 5</b>						
Population served per 1,000	\$4,337	52	75%	\$5,819	50	75%
<b>Goal 6</b>						
Academically Disadvantaged Success	\$4,596	63	75%	\$6,127	63	75%
<b>Goal 7</b>						
District Goal	\$17,354	60	60%	\$23,222	80	80%
<i>Total</i>	<i>\$58,994</i>		<i>83%</i>	<i>\$77,362</i>		<i>90%</i>

**Illinois Community College Board - Table 4**

**Summary of FY 01 Performance Based Funding  
Performance Indicators**

	Goal #1 Student Satisfaction 3 Year Average	Goal #2 Student Advancement	Goal #3 Student Success Employment/ Continued Educ.	Goal #4 Student Transfers	Goal #5 Population Served per 1,000	Goal #6 Academically Disadvantaged Success
BlackHawk	83	581	251	305	62	58
Chicago	87	1,910	2,290	653	50	64
Danville	86	340	105	149	47	66
DuPage	91	1,994	845	952	62	56
Elgin	89	789	450	370	62	61
Harper	93	1,249	527	757	50	63
Heartland	93	279	45	296	34	54
Highland	86	194	95	66	77	57
Illinois Central	88	953	462	398	54	59
Illinois Eastern	88	730	424	150	234	65
Illinois Valley	91	315	266	151	47	62
Joliet	80	782	315	629	48	87
Kankakee	91	208	227	72	75	72
Kaskaskia	87	443	208	140	48	71
Kiswaukee	90	271	182	143	63	55
Lake County	94	688	387	421	49	64
Lake Land	96	500	412	225	54	71
Lewis & Clark	90	503	300	218	47	76
Lincoln Land	87	678	352	332	63	62
Logan	99	496	286	212	72	73
McHenry	94	313	228	157	62	62
Moraine Valley	85	1,328	404	809	57	64
Morton	88	215	138	61	51	68
Oakton	85	593	282	356	58	64
Parkland	87	883	468	317	59	59
Prairie State	83	385	195	153	56	85
Rend Lake	89	413	271	148	103	84
Richland	86	237	113	134	47	64
RockValley	90	635	389	281	46	51
Sandburg	86	321	171	151	53	65
Sauk Valley	86	228	171	113	45	63
Shawnee	88	152	131	89	71	80
South Suburban	76	555	340	193	56	64
Southeastern	93	226	166	86	108	58
Southwestern	90	946	830	365	59	62
Spoon River	80	191	81	142	53	59
Triton	84	919	709	293	111	57
Waubonsee	85	249	361	89	61	71
Wood	89	196	228	87	43	60
State Averages	88	587	362	273	64	65
State Totals		22,888	14,105	10,663		

Illinois Community College Board - Table 4

Summary of FY 01 Performance Based Funding  
Funds Awarded

	State Goal #1	State Goal #2	State Goal #3	State Goal #4	State Goal #5	State Goal #6	District Goal	FY 2001 Perf. Based Awards
Black Hawk	\$4,538	\$6,092	\$4,271	\$4,577	\$6,323	\$3,804	\$28,838	\$58,443
Chicago	44,757	20,028	38,965	9,798	29,695	36,477	132,728	312,448
Danville	3,685	3,565	1,787	2,236	1,667	2,106	10,645	25,691
DuPage	14,484	20,909	14,378	14,285	9,173	5,519	33,470	112,218
Elgin	4,244	8,273	7,657	5,552	3,285	1,977	14,984	45,972
Harper	8,771	13,097	8,967	11,359	4,364	4,595	18,578	69,731
Heartland	1,672	2,926	766	4,442	832	438	6,640	17,716
Highland	3,044	2,034	1,616	990	2,019	1,063	8,058	18,824
Illinois Central	8,371	9,993	7,861	5,972	5,554	5,848	23,642	67,241
Illinois Eastern	11,496	7,655	7,214	2,251	8,320	6,570	26,565	70,071
Illinois Valley	2,200	3,303	4,526	2,266	1,368	1,729	7,863	23,255
Joliet	2,968	8,200	5,360	9,438	2,954	4,976	15,088	48,984
Kankakee	6,120	2,181	3,862	1,080	4,430	4,664	7,072	29,409
Kaskaskia	3,758	4,645	3,539	2,101	2,338	2,954	14,928	34,263
Kishwaukee	3,080	2,842	3,097	2,146	1,788	1,613	6,523	21,089
Lake County	7,176	7,214	6,585	6,317	2,976	3,759	15,200	49,227
Lake Land	7,462	5,243	7,010	3,376	3,713	5,213	15,806	47,823
Lewis & Clark	5,269	5,274	5,105	3,271	2,384	4,015	15,219	40,537
Lincoln Land	4,318	7,109	5,989	4,982	3,342	2,514	15,244	43,498
Logan	10,966	5,201	4,866	3,181	7,276	7,661	26,132	65,283
McHenry	3,376	3,282	3,879	2,356	1,960	1,769	7,151	23,773
Moraine Valley	4,986	13,925	6,874	12,139	4,253	4,478	20,370	67,025
Morton	2,493	2,254	2,348	915	1,654	2,032	3,520	15,216
Oakton	5,793	6,218	4,798	5,342	3,459	3,642	14,726	43,978
Parkland	6,998	9,259	7,963	4,757	3,482	3,056	16,677	52,192
Prairie State	3,484	4,037	3,318	2,296	2,081	2,921	9,964	28,101
Rend Lake	4,710	4,331	4,611	2,221	4,167	4,387	16,629	41,056
Richland	1,717	2,485	1,923	2,011	1,068	1,124	6,818	17,146
Rock Valley	3,375	6,659	6,619	4,216	2,099	1,326	13,406	37,700
Sandburg	2,859	3,366	2,910	2,266	1,897	1,997	10,092	25,387
Sauk Valley	2,585	2,391	2,910	1,696	1,170	1,478	7,468	19,698
Shawnee	3,970	1,594	2,229	1,335	2,634	2,773	10,512	25,047
South Suburban	1,856	5,820	5,785	2,896	3,694	4,537	17,690	42,278
Southeastern	5,767	2,370	2,825	1,290	3,826	1,007	15,269	32,354
Southwestern	13,312	9,920	14,123	5,477	7,226	7,609	38,453	96,120
Spoon River	1,406	2,003	1,378	2,131	1,199	421	6,380	14,918
Triton	7,597	9,636	12,064	4,397	6,721	3,538	21,458	65,411
Waubonsee	2,853	2,611	6,143	1,335	2,485	2,990	11,333	29,750
Wood	2,484	2,055	3,879	1,305	1,124	1,420	5,741	18,008
State Totals	\$240,000	\$240,000	\$240,000	\$160,001	\$160,000	\$160,000	\$696,880	\$1,896,881

## Debt Obligations

In the tax-capped portions of Illinois, the only bonded debt that can be incurred without a vote of the people is alternative revenue bonds and the bonding authority available with the debt extension base limit of 1994. The College currently has a small bond issue for construction of the bookstore that is funded with alternative revenue bonds. In the Spring 2001, alternate revenue bonds of \$4,000,000 were sold to finance the purchase and build-out of a 40,000 square foot building in Schaumburg.

The tax cap laws now regulates debt and keeps debt at 1994 levels (when tax caps were applied) unless a referendum is approved by a vote of the people. The College has a long term financial plan which includes a bond selling strategy which maximizes all tax dollars available under the tax cap law.

The strong tax cap laws and the access to current funds for building projects has made the College more of a "pay as you go" institution with very little reliance on debt. The College passed a \$88,800,000 referendum in November of 2000 and sold the bonds in Spring, 2001. The college now has a larger debt than anytime in its history, but it is still modest compared to limits set by the state. The debt limit set by law is \$385,214,748 and the College is at \$100,855,000 (26.2%), well below the limit.

The College continues to have an outstanding financial reputation as evidenced by Moody's recent upgrade of its bond rating to Aaa, which is the highest rating it awards. The College is one of only three community colleges in the United States, and the only one in Illinois, to be granted the Aaa rating by Moody's. Moody's has issued credit ratings for approximately 140 community colleges nation-wide. Prior to this credit rating upgrade, the District's bonds were rated Aa1, a rating that the College had since 1996.

The College's credit rating upgrade will result in a lower interest rate on the bonds that the District issues. Kane, McKenna Capital, Inc., the District's financial advisor, estimates that the higher credit rating will save the District over \$1 million in interest expenses over the life of the bond issue. This savings will automatically be passed on to the taxpayers, since the bonds will be paid from future property tax levies.

Moody's is a credit-rating service that renders opinions on the ability of a bond-issuer to repay its debt obligations. The criteria that go into analyzing a community college's debt focus on the college's role in providing educational services to its market, the level of financial stability provided by its reserves, its relative debt burden, and its ability to generate consistent operating results.

The rating itself is a combination of the letters A, B, or C, and the numbers 1, 2, or 3. The highest rating on a bond is Aaa, meaning it is of the best quality and has the smallest degree of investment risk. The higher the rating, the lower the interest rate the institution has to pay on the bonds, thus keeping costs down, which benefits the taxpayer.

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

Schedule of Debt Maturities (Unaudited)  
For the year ended June 30, 2001

Alternative Revenue Bonds			
Interest Rate	Amounts due during year		Total
	Principal	Interest	
2001-2002	210,000	5,250	215,250
Total	\$ 210,000	5,250	215,250

Limited Tax Bonds – 1996 Series			
Interest Rate	Amounts due during year		Total
	Principal	Interest	
2001-2002	315,000	78,491	393,491
2002-2003	330,000	65,000	395,000
2003-2004	345,000	51,500	396,500
2004-2005	360,000	37,400	397,400
2005-2006	370,000	22,800	392,800
2006-2007	385,000	7,700	392,700
Total	\$ 2,105,000	262,891	2,367,891

Limited Tax Bonds – 1998 Series			
Interest Rate	Amounts due during year		Total
	Principal	Interest	
2001-2002	800,000	42,853	842,853
2002-2003	785,000	14,326	799,326
Total	\$ 1,585,000	57,179	1,642,179

Limited Tax Bonds – 2001 B Series			
Interest Rate	Amounts due during year		Total
	Principal	Interest	
2001-2002	735,000	189,550	924,550
2002-2003	770,000	118,600	888,600
2003-2004	1,265,000	77,900	1,342,900
2004-2005	1,315,000	26,300	1,341,300
Total	\$ 4,085,000	412,350	4,497,350

Alternative Revenue Bonds – Tax-Exempt 2001 C Series			
Interest Rate	Amounts due during year		Total
	Principal	Interest	
2001-2002		121,968	121,968
2002-2003	205,000	96,608	301,608
2003-2004	210,000	88,308	298,308
2004-2005	220,000	79,708	299,708
2005-2006	230,000	70,708	300,708
2006-2007	235,000	61,408	296,408
2007-2008	245,000	51,746	296,746
2008-2009	255,000	41,494	296,494
2009-2010	265,000	30,571	295,571
2010-2011	280,000	18,850	298,850
2011-2012	290,000	6,380	296,380
Total	\$ 2,435,000	667,747	3,102,747

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

Schedule of Debt Maturities (Unaudited)  
For the year ended June 30, 2001

<b>Alternative Revenue Bonds – Taxable 2001 D Series</b>				
<u>Amounts</u>				
	<u>Interest Rate</u>	<u>due during year</u>		<u>Total</u>
		<u>Principal</u>	<u>Interest</u>	
2001-2002			113,484	113,484
2002-2003	5.300	125,000	90,390	215,390
2003-2004	5.400	135,000	83,433	218,433
2004-2005	5.500	140,000	75,938	215,938
2005-2006	5.600	150,000	67,888	217,888
2006-2007	5.700	155,000	59,270	214,270
2007-2008	5.750	165,000	50,109	215,109
2008-2009	5.800	175,000	40,290	215,290
2009-2010	5.900	185,000	29,758	214,758
2010-2011	6.000	195,000	18,450	213,450
2011-2012	6.000	210,000	6,300	216,300
Total		<u>\$ 1,635,000</u>	<u>635,308</u>	<u>2,270,308</u>

<b>General Obligation Bonds – 2001 A Series</b>				
<u>Amounts</u>				
	<u>Interest Rate</u>	<u>due during year</u>		<u>Total</u>
		<u>Principal</u>	<u>Interest</u>	
2001-2002	4.250	4,825,000	5,604,688	10,429,688
2002-2003	4.250	3,975,000	4,276,244	8,251,244
2003-2004	4.250	4,335,000	4,099,656	8,434,656
2004-2005	4.250	4,680,000	3,908,088	8,588,088
2005-2006	5.250	5,000,000	3,677,388	8,677,388
2006-2007	5.250	5,315,000	3,406,619	8,721,619
2007-2008	5.500	5,635,000	3,112,138	8,747,138
2008-2009	5.500	5,960,000	2,793,275	8,753,275
2009-2010	5.500	3,130,000	2,543,300	5,673,300
2010-2011	6.000	3,305,000	2,358,075	5,663,075
2011-2012	5.000	3,445,000	2,172,800	5,617,800
2012-2013	5.000	3,595,000	1,996,800	5,591,800
2013-2014	5.500	3,760,000	1,803,525	5,563,525
2014-2015	5.500	3,930,000	1,592,050	5,522,050
2015-2016	5.500	4,115,000	1,370,813	5,485,813
2016-2017	5.500	4,315,000	1,138,988	5,453,988
2017-2018	5.500	4,520,000	896,025	5,416,025
2018-2019	5.500	4,745,000	641,238	5,386,238
2019-2020	5.000	4,980,000	386,250	5,366,250
2020-2021	5.000	5,235,000	130,875	5,365,875
Total		<u>\$ 88,800,000</u>	<u>47,908,831</u>	<u>136,708,831</u>

**Total Change in Bond Principal**

Balance, at July 1, 2000	\$ 6,005,000
Bonds issued during the year	96,955,000
Bonds retired during the year	<u>(2,105,000)</u>
Balance at June 30, 2001	<u>\$ 100,855,000</u>

**GRANT PROGRAMS JULY 1, 2001 - JUNE 30, 2002**  
**REPORTED AS OF JULY 24, 2001**

GRANT NAME/ DIVISION	DESCRIPTION	FUNDING SOURCE & AMOUNT	DATES
<u>RESTRICTED PURPOSES FUND</u>			
Adult Education & Literacy Adult Educational Development	State allocation grant to support Adult Ed Development programs	ICCB \$478,311	07/01/01 - 06/30/02
Minority Student Transfer Center Student Development	Continuation of FY 01 Grant Provide counseling & advising services to minority students	IBHE \$70,000	09/01/01-08/31/02
Special Populations Academic Enrichment/ Language Studies	State allocation grant to academically support students	ICCB \$349,475	07/01/01 - 06/30/02
Business/Industry Workforce Preparation	State allocation grant to provide local economic development in workforce training	ICCB \$179,463	07/01/01 - 06/30/02
Education to Careers Workforce Preparation	State allocation grant to promote career development and work based training	ICCB \$121,191	07/01/01 - 06/30/02
Welfare to Work Workforce Preparation	State allocation grant to provide employment training and job placement assistance	ICCB \$62,072	07/01/01 - 06/30/02
Current Workforce Training Grant Corporate Services	State allocation grant to provide training for workers currently employed	ICCB \$352,447	07/01/01 - 06/30/02
Advanced Technology Equip. Information Technology	State allocation grant to purchase technological resources for instruction	ICCB \$177,091	07/01/01 - 06/30/02
Advanced Technology Support Information Technology	State allocation grant to provide technology support	ICCB \$121,909	07/01/01 - 06/30/02
Staff Technical Skills Information Technology	State allocation grant to enhance staff technical skills	ICCB \$79,929	07/01/01 - 06/30/02
Accelerated College Enrollment Workforce Development	State allocation grant to expand services to high school students	ICCB \$88,798	07/01/01 - 06/30/02
Illinois Community Colleges Online Grants Distance Learning	State allocation grant to establish student support services for the Illinois Virtual Campus	ICCB \$14,103	07/01/01 - 06/30/02

GRANT NAME/DIVISION	DESCRIPTION	FUNDING-SOURCE & AMOUNT	DATES
Leadership & Core Values Grant Human Resources	Continuation of FY 01 Grant Leadership and core values initiative program	ICCB \$5,000	07/01/01 - 06/30/02
Displaced Homemakers Women's Program	Continuation of FY 01 Grant Advising & job placement for Women's Program participants	IDL \$68,000	07/01/01 - 06/30/02
Disabled Student Project Access & Disability Services	Continuation of FY 01 Grant To provide services to students with disabilities	IDHS/ORS \$134,754	07/01/01 - 06/30/02
Federal Tech Prep Workforce Development	Continuation of FY 01 Grant Part of comprehensive Career Development program	ISBE \$29,685	07/01/01 - 06/30/02
Perkins III Workforce Development	Continuation of FY 01 Grant Career & Technical Education	ISBE \$238,805	07/01/01 - 06/30/02
Program Improvement Workforce Development	Continuation of FY 01 Grant Career & Technical Education	ISBE \$30,649	07/01/01 - 06/30/02
Midwest Center for Postsecondary Outreach Access & Disability Services	Continuation of FY 01 Grant Provide technical assistance to other institutions	USDE/St. Paul Univ. \$60,000 Sub-contract	07/01/01 - 06/30/02
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	07/01/01 - 06/30/02
<u>OPERATIONS &amp; MAINTENANCE FUND (RESTRICTED)</u>			
Deferred Maintenance Grant Physical Plant	State allocation grant to supplement deferred maintenance needs	ICCB \$136,617	07/01/01 - 06/30/02
Life Safety Physical Plant	Americans with Disabilities Act project	ICCB \$235,808	01/01/01 - 12/31/01
"Member Initiatives" President's Office	To support capital development	DCCA \$40,000	7/01/01 - open

## Glossary of Terms

### **Abatement**

A complete or partial cancellation of a tax levy imposed by a government.

### **Academic Support (see Program)**

### **Assessed Valuation**

The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

### **Auxiliary Services (see Program)**

### **Bond**

A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date), along with periodic interest payments at a rate specified in the bond. Bonds are primarily used to finance capital projects. In the budget document, the payments are listed on the Schedule of Debt Maturities located in the Appendix.

**General Obligation (G.O.) Bond** – This type of bond is backed by the full faith, credit and taxing power of the government.

**Revenue Bond** – This type of bond is backed only by the revenues from a specific enterprise or project.

**Limited Tax Bond** – This type of bond is a form of non-referendum bonding authority granted by Illinois PA 89-385 allowing the College to issue additional debt for projects initiated after October 1, 1991. Limited Tax Bonds can be issued to the extent that the total debt service requirements of any new debt, when combined with existing debt service, do not exceed the debt service extension base established by the Act.

### **Budget**

A plan of financial activity for a specified period of time indicating all planned revenues and expenditures for the budget period.

### **Budget Calendar**

A schedule of key dates which a government follows in the preparation and adoption of the budget.

### **Capital Outlay (see Object)**

### **Capital Project**

Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Chargeback**

Resident students desiring to pursue a certificate or degree program not available through the College may apply for chargeback tuition if they attend another public community college in Illinois which offers that program. Students approved for chargeback will pay the resident tuition of the receiving institution; the College will reimburse the receiving institution for the remainder of the non-district tuition cost.

**Consumer Price Index (CPI)**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contractual Services (see Object)****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.

**Debt Service**

The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Distinguished Budget Presentation Awards Program**

A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**Employee Benefits (See Object)****Expenditure**

The outflow of cash, a promise to pay, or other financial resources in return for goods and services that have been received.

**Federal Government (see Revenues)****Fiscal Year**

A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. 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.

**Full Time Equivalent (FTE)**

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

**Fund**

A fiscal and accounting entity with revenues and expenses which are segregated for the purpose of carrying out a specific purpose or activity.

**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.

**General Materials and Supplies (see Object)****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.

**Institutional Support (see Program)****Instruction (see Program)****Investment Income**

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

**Levy**

To impose taxes for the support of government activities.

**Local Government (see Revenues)****Modified Accrual Basis of Accounting**

An accounting system that records revenues when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures other than interest on long-term debt generally are recognized when the related fund liability is incurred.

**Object**

A term used in connection with the classification of expenditures. The materials purchased or the service obtained, rather than the purpose for which the materials or service was purchased or obtained.

**Capital Outlay**

Capital outlay includes all expenses associated with site acquisition or improvement, construction of new facilities, major repairs or renovations to existing facilities, and fixed and moveable equipment.

**Contractual Services**

Charges for services rendered by firms or individuals not employed by the College.

**Employee Benefits**

The College's cost to provide comprehensive benefits to full-time employees which currently include: health insurance, short and long term disability insurance, dental, life insurance, 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.

**Fixed Charges**

Charges include rentals of facilities and equipment, debt principal and interest, and general insurance.

**General Materials and Supplies**

Expendable materials and operating supplies necessary to conduct College operations, including office and instructional supplies, printing, and maintenance supplies.

**Other Expenditures**

Includes expenditures unrelated to any other category. Examples include student grants and scholarships, tuition chargebacks, and financial charges and adjustments.

**Provision for Contingency**

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Salaries**

Salaries and wages paid to an employee, before any deductions, for personal services rendered to the College.

**Transfers**

Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Travel and Meeting**

Includes expenses associated with conference registration fees, costs for hosting or attending meetings, and travel costs related to College business/activities.

**Utilities**

Includes all utility costs necessary to operate the physical plant and other ongoing services, including gas, electricity, water, telephone, and refuse disposal.

**Operation and Maintenance** (see Program)

**Other Revenue Sources** (see Revenues)

**Program**

A level in the program classification structure hierarchy representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives. This structure, established by the ICCB, is a means of grouping related activities performed by the College for the purpose of accomplishing a function for which the College is responsible.

**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.

**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. 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.

**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.

**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.

**Provision for Contingency (see Object)****Public Service (see Program)****Revenues**

Sources of income financing the operations of the College.

**Federal Government** – Revenues from all agencies of the federal government and pass-through agencies including Department of Education grants and certain grants administered by ISBE and IDHS as a pass-through agencies.

**Local Government** – Revenues from district taxes (property taxes), chargebacks, and from all governmental agencies below the state level.

**Other Sources** – Revenues include sales and services fees from cafeteria, bookstore, customized training; investment revenue; facilities revenue, and miscellaneous.

**State Government** – Revenues from all state governmental agencies, including ICCB operating and other restricted grants, ISBE grants, Department of Veterans Affairs, and Illinois Student Assistance Commission.

**Transfers** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Tuition and Fees** - Revenues to the College assessed against students for educational and general purposes. Tuition may be charged on a per course or per credit hour basis. Fees include those costs not covered by tuition, such as activity fees, application fees, registration fees, and laboratory fees.

**Salaries** (see Object)

**State Appropriations (include supplemental appropriations)**

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

**State Government** (see Revenues)

**Student Services** (see Program)

**Target budget**

Desirable expenditure levels provided to departments in developing the coming year's budget.

**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.

**Transfers** (see Object)

**Travel and Meeting** (see Object)

**Tuition and Fees** (see Revenue)

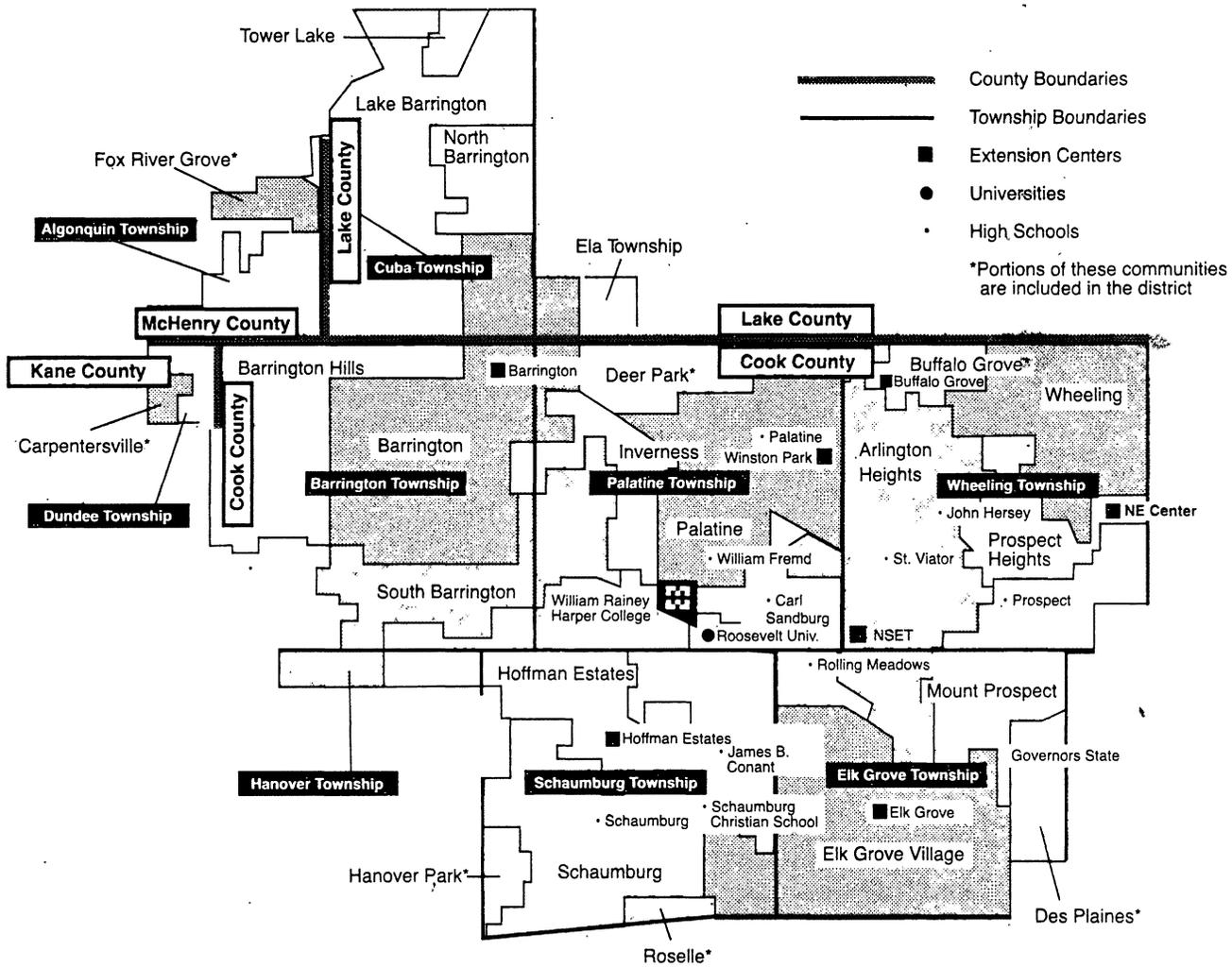
**Utilities** (see Object)

**Acronyms**

ACHA	American College Health Association
ADA	Americans with Disabilities Act
CENIQ	Computer Equipment Needs Identification Questionnaire
CPI	Consumer Price Index
CPPRT	Corporate Personal Property Replacement Tax
CRM	Customer Relationship Marketing
DCCA	Illinois Department of Commerce and Community Affairs
EAV	Equalized Assessed Value
EMAS	Enrollment Management Action System

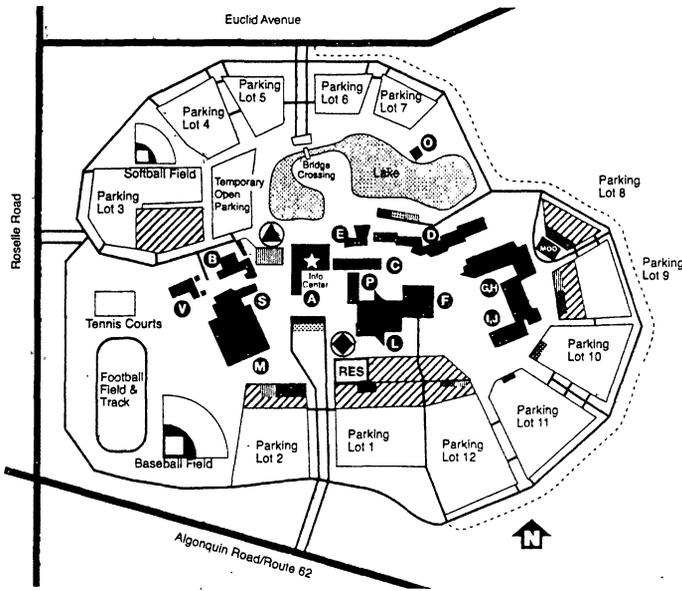
FERPA	Federal Education Right to Privacy Act
FTE	Full Time Equivalent
FTIC	First Time in College
GASB	Government Accounting Standards Board
HCCN	Harper College Communications Network
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IDHS	Illinois Department of Human Services
IDOL	Illinois Department of Labor
IMA	Illinois Manufacturers Association
IPRC	Institutional Planning Review Committee
ISBE	Illinois State Board of Education
IT/CS	Information Technology/Client Services
NASPA	National Association of Student Personnel Administration
NIPC	Northeastern Illinois Planning Commission
NSF	National Science Foundation
ORN 101	Orientation 101
ORS	Office of Rehabilitation Services
PQP	Priorities, Quality, Productivity
SLRP	Strategic Long Range Plan
SOAP	Standards of Academic Performance
SWOT	Strengths, Weaknesses, Opportunities, Threats
USDE	United States Department of Education
USDL	United States Department of Labor

# COMMUNITY COLLEGE DISTRICT 512



# CAMPUS OF HARPER COLLEGE

## Campus Directory



### Parking

Student	Faculty and Staff	MOD Modular Building	Performing Arts Center
Medical/Handicap	Dental Hygiene	RES Restricted Parking Permission Required 925.6611	Instructional Conference Center
Visitors	Buildings, Roads and Athletic Structures	Bicycle Path	
Administrators			

- 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 Engineering and Applied Technology Center**  
*(Room numbers beginning with G or H)*  
CAD and Manufacturing Center  
Technology, Mathematics and Physical Sciences Division Offices
- H 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 Karl G. Henize 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