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 Harper College

1200 West Algonquin Road  
Palatine, Illinois 60067-7398



**College Plan and Budget  
2004-2005**



Harper College

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Palatine, Illinois 60067-7398

# **2004-2005 College Plan and Budget**

**W**illiam 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 04 is 19,636. The staff has 706 full-time employees which include 212 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**

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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, ancestry, or 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, 2003

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, 2003**

President

Executive Director

# WILLIAM RAINEY HARPER COLLEGE

Community College District #512

## College Plan and Budget 2004-2005

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# MEMORANDUM

**To:** Board of Trustees  
**From:** Dr. Robert L. Breuder  
**Date:** August 24, 2004  
**Re:** FY 2005 Budget Transmittal

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## **Introduction**

In the preparation of the FY 2005 Budget we are realizing our vision. The entire process was filled with excitement because enrollment is growing faster than planned and our new facilities will be completed for Fall 2004. The budget process was also difficult as we reach staff capacities across the College in many different areas. We are facing the reality of either lowering our standards of service or finding creative ways to keep service levels at acceptable standards.

The closing of the Child Care Center at the Northeast Center is just one example of making hard decisions that change the level of service to our students and community. There are many areas of the College where the impact is real but not as visible. The counselor/student ratios are going up. The amount of supplies and printing utilized in the classroom are going up. New tables and chairs were bought as we ran out of places for students to sit. Credit classes are being shifted off campus to 650 Higgins and the Northeast Center. The number of financial aid and admissions applications processed per staff member is going up. Transcript evaluation time is going up. The number of students requiring tutoring in the math lab is going up. The challenge is serve more students in the same amount of time with the same number of staff.

To accomplish a better integration of the planning and budgeting process, we are expanding our budget horizon to three years, rather than just one year. The effect is to see FY 2005 in a different perspective. FY 2005 will be one of the "in between years" as we transition from current business practices to web centric levels of self-service for students and employees. A new 288,500 square foot building is opening to serve students with state of the art facilities. The Enterprise Resource Planning (ERP) solution and the Print/Copy solution will move the College to higher levels of service and greater efficiencies, but we have a year or two when the effort needed to implement will be greater than daily routine. We also need a year to shake down the new building and to get experience-based operational costs.

The longer time perspective of three years has assisted us in identifying solutions for the issues identified for FY 2005 and beyond.

### **Three-year Review of Revenue and Expenses**

The Education Fund (01) is balanced for FY 2005 and each of the future years.

In summary the major assumptions for all funds are:

#### **State Funds**

- State appropriations are down \$645,649 or 8.4% for FY 2005. This is a total decrease of \$2,751,105 or 28% over 3 years.
- In FY 2006 state appropriations are projected to be flat and then drop in FY 2007 because the hold harmless provision for the funding formula, which is \$310,445 for FY, 2005 disappears.

#### **Local Taxes**

- Local taxes are planned to follow the current three-year assessment cycles and Property Tax Appeal Board (PTAB) refunds are projected at current levels. We don't know if the new tax cap provisions will have any direct impact on College tax revenue. Total PTAB refunds over 3 years are \$4.34 million.

#### **Tuition & Enrollment**

- Tuition is planned to go up \$4.00 in each of the three years and enrollment increases are planned at 3% per year for each of the three years.
- Enrollment growth is planned at 3%.
- In addition, new programs and buildings will start to come on line in FY 2004. New programs could add an additional 1% to 2% to enrollment increases.

On the expense side:

- Salaries are increasing at the rates negotiated in the contracts. In FY 2005, the budgeted increase is 5.4% for all groups, including part time faculty who are currently scheduled to receive an increase of about 3.7%. Part-time faculty has recently unionized and negotiations will commence in July of 2004.
- Fringe benefits are expected to increase at a rate of 15% in each of the three years.
- There were very few increases in any other line items.

- Two new items were added this year. One is a contingency for Enrollment and one is a line for New Program expense. As enrollment increases and as new programs start up, money will be moved from the contingency lines to fund the actual increases to enrollment. The budget is designed to be flexible. If enrollment growth from new programs occurs, then revenue will accrue as estimated and expenses will also accrue. If enrollment does not increase or new programs do not get started as planned, then there will be no expenditures. This approach will assure that funds will not be spent unless there is actual growth in enrollment and new programs begin.

### **The Issue for FY 2005 - Past Enrollment Growth – Adjunct and Overload**

The single biggest issue in preparing the budget for FY 2005 is the size of the enrollment growth in the past few years. In FY 2004, the enrollment growth was planned at 1%, but will be near 7%. Unanticipated revenue was generated. The new enrollment growth also created extra expenses in the adjunct and overload lines to pay for instruction and counseling. This was an unanticipated expense, therefore in FY 2005, we have increased both the revenue and the expense side of the budget to accommodate past enrollment growth. The budget includes an extra \$700,000 to fully budget adjunct and overloads costs to FY 2004 enrollment levels for both the Academic and Student Affairs divisions. In other budget cycles, the struggle has been how to provide the same level of service with fewer dollars. In the current year and into the future, a new struggle is how to provide the same level of service to an INCREASED number of students with fewer dollars.

The challenge is not in cutting staff, but doing more with current staff. In the past, there was a general contingency of \$500,000. This year that contingency will be cut to \$250,000 to assist in fully funding the enrollment growth that has occurred.

### **Enterprises Resource Planning (ERP) Implementation and Impact of Past Enrollment Growth across the College and Changes in Enrollment Growth in the future.**

In the three-year planning frame, unforeseen events will occur. We have struggled with the issues of how to get through the next few years that will demand extra resources to those years when resource needs could drop. In the ERP budget, there is money budgeted for "backfill". This is for extra personnel on a temporary basis who will get us through the additional work of running the current system, while implementing a new system. This same concept needs to be applied to answer current demands in specific areas of the College that relate to past enrollment growth.

The concept is that certain positions will be approved for hire on a full-time and benefited basis. However, like our grant positions, they would be advertised and hired as limited term (1 year) positions. Each year as part of the budget cycle, these positions would be reviewed and determined whether they are needed for another year or whether they are

terminated. In some cases, the same position might fill a need for servicing past enrollment growth and be backfill for ERP implementation. In other cases, the position might have to perform a process manually that after ERP implementation will be automated and, therefore, the need for the position may go away. A few critical positions for FY 2005 fall into this category.

We know that vendors say an ERP implementation does not result in reduced FTE because the people are redeployed. However, if the budgets in the future cannot absorb these employees, we believe we could cut positions and still provide new higher levels of service to students through the self-service features of the new ERP system. Something that is not possible today.

Finally, to address concerns that surface whenever the Governor starts talking about rescinding revenues, all full-time positions that become vacant currently go through a thorough review process. The proposed concept of limited-term employees may also be applied to some current positions that become vacant. The adjunct and overload concept in instruction allows the College to grow and shrink its teaching faculty. The full-time temporary positions strategically placed throughout the organization will provide the same level of flexibility for the College to grow and shrink its full time work force as the future becomes clearer.

We believe this concept can give us the staff we need today without mortgaging our future. It provides a controlled way to decrease staff as ERP implementation ends, as business processes change and move to self-service, and if enrollment growth changes. It is a way to put staff on an expansion and contraction system similar to adjunct faculty.

### **Three-year Projections for the Operation and Maintenance Fund (02)**

In 1999, the Board of Trustees hired KPMG to develop a costing model for the operations of the physical plant and then project it forward to include new facilities, if the referendum were to pass. Details were published in the FY 2001 College Plan and Budget and have been included and updated in every budget since FY 2001. The plan called for hiring an additional 36 people when all facilities were complete in order to supplement the Physical Plant staff and maintain current standards. In FY 2003, three positions were authorized as the Conference Center and Performing Arts Center were brought on line. In FY 2004, two positions were added in May 2004 to begin to take over the Avanté, Center for Science, Health Careers and Emerging Technologies. The remaining 31 positions were to be authorized in FY 2005 as the new facilities are brought on line. In the budgeting process this year, the realities of decreased state funding and PTAB were faced and instead of requesting 32 people, only 15 full time staff will be requested. In order to maintain the standards for the physical plant, these 15 people will need to be supplemented by contracted employees at a significant savings.

In FY 2005, the current construction will be completed on major facilities. The College had a plan for funding the operation of its new facilities that accounted for all of the costs. When the original plans were developed in 2000, it was not anticipated that state

revenues would decline by 32.8% over a three year period and that PTAB refunds would consume over \$1,500,000 annually or about \$4.8 million in a three year period. The new facilities along with the reduction in revenues will mean that this fund will not be balanced but will have a \$976,486 deficit, which includes \$384,435 of carryover projects from FY 2004. The true deficit will be \$592,051. These deficits will continue into the future until revenues streams are enhanced.

### **Auxiliary Fund (05)**

The Auxiliary Fund (05) is the other major fund of the College. It contains all of those enterprises that are expected to break even or better. It includes the Bookstore, Food Service, Continuing Education, Corporate Services, Conference Center, and a satellite location at 650 Higgins. The revenues in this fund seem to have cycles. In the boom times of the late 90's, the TECH program in Continuing Education was a big revenue producer. The boom time also presented an opportunity to buy the building at 650 Higgins and use TECH revenues and other tenant revenues to pay the expenses and bond payments. The softer market has made this goal more difficult to reach. There have been adjustments in staffing in Continuing Education and its revenue now exceeds its expenses. Corporate Services is beginning to recover from the economic downturn, and the conference center will show a profit for the first time this year. Bookstore has always been well run and has supported other missions of the College. Food Service has had a difficult time breaking even, but in FY 2004 they will meet that goal, and it will extend in FY 2005. Significant personnel changes and contracts will make this possible.

The state requires an annual adoption of a one year budget which is found in these pages. In order to move to 3-year budgets a separate process and model was developed.

Attached to this memo are high level summaries of the 3-year budget for both the Education Fund and the Operations and Maintenance Fund. A separate page contains the major assumptions.

Harper College is a large and complex organization with many funds. It is achieving its vision through its strategic planning process and by linking its budget to that plan.

JAT/dd

Attachment - Three-year Review of Revenue and Expenses for the Education Fund (01)

Projection Model Assumptions Education Fund (01)

Three Year Revenue and Expenses for Operations and Maintenance Fund (02)

**WILLIAM RAINEY HARPER COLLEGE  
FINANCIAL INFORMATION AND PROJECTIONS  
EDUCATION FUND-01  
Fiscal Years Ended June 30, 2004-2007**

	Legal Budget 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007
<b>REVENUE</b>				
<b>Local government</b>	25,723,166	25,824,154	26,974,153	28,414,417
Percent Change	4.35%	0.39%	4.45%	5.34%
<b>State government</b>	7,884,165	7,461,139	7,479,409	7,169,340
Percent Change	-6.36%	-5.37%	0.24%	-4.15%
<b>Federal government</b>	10,000	10,000	10,000	10,000
Percent Change	-50.35%	0.00%	0.00%	0.00%
<b>Student tuition and fees</b>	23,240,872	26,389,692	28,472,832	30,657,211
Percent Change	19.67%	13.55%	7.89%	7.67%
<b>New programs tuition</b>		316,518	573,150	632,158
Additional FTE Percent Change		0.97%	1.61%	1.68%
<b>Other sources</b>	455,000	460,000	545,000	645,000
Percent Change	-25.36%	1.10%	18.48%	18.35%
<b>Total Fund Revenue</b>	<u>57,313,203</u>	<u>60,461,503</u>	<u>64,054,544</u>	<u>67,528,125</u>
Percent Change	7.89%	5.49%	5.94%	5.42%
<b>EXPENDITURES</b>				
<b>Salaries</b>	38,664,524	42,108,407	43,699,368	45,324,978
Percent Change	10.90%	8.91%	3.78%	3.72%
<b>Employee benefits</b>	7,563,398	7,201,291	7,997,283	9,251,377
Percent Change	25.08%	-4.79%	11.05%	15.68%
<b>Contractual services</b>	2,909,037	2,035,197	2,035,197	2,035,197
Percent Change	6.76%	-30.04%	0.00%	0.00%
<b>General materials and supplies</b>	3,414,015	3,361,560	3,361,560	3,361,560
Percent Change	28.71%	-1.54%	0.00%	0.00%
<b>Conference and meeting expense</b>	602,096	624,657	624,657	624,657
Percent Change	21.43%	3.75%	0.00%	0.00%
<b>Fixed charges</b>	86,220	75,275	75,275	75,275
Percent Change	-58.65%	-12.69%	0.00%	0.00%
<b>Capital outlay</b>	352,899	379,223	379,223	379,223
Percent Change	-29.59%	7.46%	0.00%	0.00%
<b>Other</b>	1,618,014	1,564,764	1,564,764	1,564,764
Percent Change	39.65%	-3.29%	0.00%	0.00%
<b>Contingency</b>	500,000	250,000	250,000	250,000
Percent Change	0.00%	-50.00%	0.00%	0.00%
<b>Enrollment Increase Contingency</b>		530,219	1,083,977	1,711,043
<b>New programs expense</b>		297,410	578,735	692,507
<b>Transfers out</b>	1,603,000	2,033,500	2,033,500	2,033,500
Percent Change	-22.15%	26.86%	0.00%	0.00%
<b>Total Fund Expenditures</b>	<u>57,313,203</u>	<u>60,461,503</u>	<u>63,683,539</u>	<u>67,304,081</u>
Percent Change	13.02%	5.49%	5.33%	5.69%
<b>Fund Balance Change</b>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 371,005</u>	<u>\$ 224,044</u>

**Education Fund- Fund 01  
Projection Model Assumptions**

<u>Budgeted Revenue Increases/(Decreases)</u>	<u>FY 04</u>	<u>FY 05</u>	<u>FY 06</u>	<u>FY 07</u>
<b>Local Government</b>				
Property tax extension-fiscal year	2.8%	0.4%	4.4%	5.3%
<b>State Government</b>				
Apportionment & sq footage grants-% change	-2.2%	-7.3%	0.0%	-4.8%
Apportionment & sq footage grants-\$ change	(134,237)	(536,026)	-	(328,887)
ICCB Voc Ed	-9.7%	20.0%	3.0%	3.0%
CPPTR	-12.5%	24.6%	3.0%	3.0%
<b>Federal Government</b>				
Dept of Ed	0%	0%	0%	0%
<b>Student Tuition and Fees</b>				
Tuition increase	5.00	4.00	4.00	4.00
Technology fee increase	1.00			
Registration fee increase starting Fall semester	5.00			
Enrollment increase	1%	3%	3%	3%
Student Activities increase		5.00/10.00		
<b>Other Sources</b>				
Investment revenue	(385,000)	-	85,000	100,000
 <u>Budgeted Expenditures Increase/(Decreases)</u>				
<b>Salaries</b>				
Increases	5.25%	5.40%	5.70%	4.00%
In addition the salaries budget includes:				
Extra service assignment	55,428	179,610	114,440	
Faculty promotions	150,532	223,274	263,000	270,000
Reclasses	68,000	80,000	80,000	80,000
Admin retiree consulting	86,479	(86,479)		
<b>Employee Benefits</b>	12.0%	-4.9%	11.0%	15.7%
<b>Contractual Services</b>				
General	0.0%	0.0%	0.0%	0.0%
Retiree consulting	(360,783)	(419,248)		
<b>General Materials and Supplies</b>	0.0%	0.0%	0.0%	0.0%
<b>Conference and Meeting</b>	0.0%	0.0%	0.0%	0.0%
<b>Fixed Charges</b>	0.0%	0.0%	0.0%	0.0%
<b>Other Expenditures</b>	0.0%	0.0%	0.0%	0.0%
<b>Contingency</b>		(250,000)		
<b>Transfers Out to Tech Plan*</b>	375,000	600,000	600,000	425,000
<b>Cumulative additional Tech Plan</b>		975,000	1,575,000	2,000,000
* In addition to annual transfer of \$750,000				

## Operations & Maintenance Projection As of June, 2004

	Actual FY 2003	Budgeted FY 2004	Projected FY 2005	Projected FY 2006	Projected FY 2007
<u>Revenue</u>					
Property Taxes	10,484,869	10,873,920	10,880,000	11,564,346	12,186,986
CPPRT <sup>1</sup>	188,097	145,000	179,000	184,370	189,901
Tuition	1,431,026				
Fees <sup>2</sup>	525,834	520,000	1,610,000	1,652,300	1,695,869
Interest	195,339	100,000	140,000	150,000	160,000
Other and Transfers	149,101	246,300	235,539	200,000	200,000
<b>Total Revenue</b>	<b>12,974,266</b>	<b>11,885,220</b>	<b>13,044,539</b>	<b>13,751,016</b>	<b>14,432,756</b>
<u>Expenditures</u>					
Operating Expenses	7,012,779	7,894,726	9,899,658	10,318,455	10,675,760
Communications	1,005,995	1,195,520	1,355,188	1,382,292	1,409,938
Institutional Fixed (Benefits & Insurance)	938,580	1,389,314	1,586,544	1,811,177	2,071,521 <sup>3</sup>
Institutional Non-Fixed Expenses	2,379,548	1,828,510	1,179,635	1,179,635	1,179,635 <sup>4</sup>
<b>Total Expenditures</b>	<b>11,336,902</b>	<b>12,308,070</b>	<b>14,021,025</b>	<b>14,691,559</b>	<b>15,336,854</b>
Revenue Over/(Under) Expenditures	1,637,364	(422,850)	(976,486)	(940,543)	(904,098)
Project Carryover from Prior Year		422,850	384,435	-	-
Revenue Over/(Under) Expenditures		-	(592,051)	(940,543)	(904,098)
<u>New Buildings</u>					
	<u>Square Footage</u>	<u>FY</u>			
Performing Arts & Conference Center	89,000	2003			
Science, Emerging Technology, Health Careers	281,500	2005			

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

<sup>2</sup>Registration Fees \$200,000; Renovation Fees \$5.00 per credit hour as of FY 05

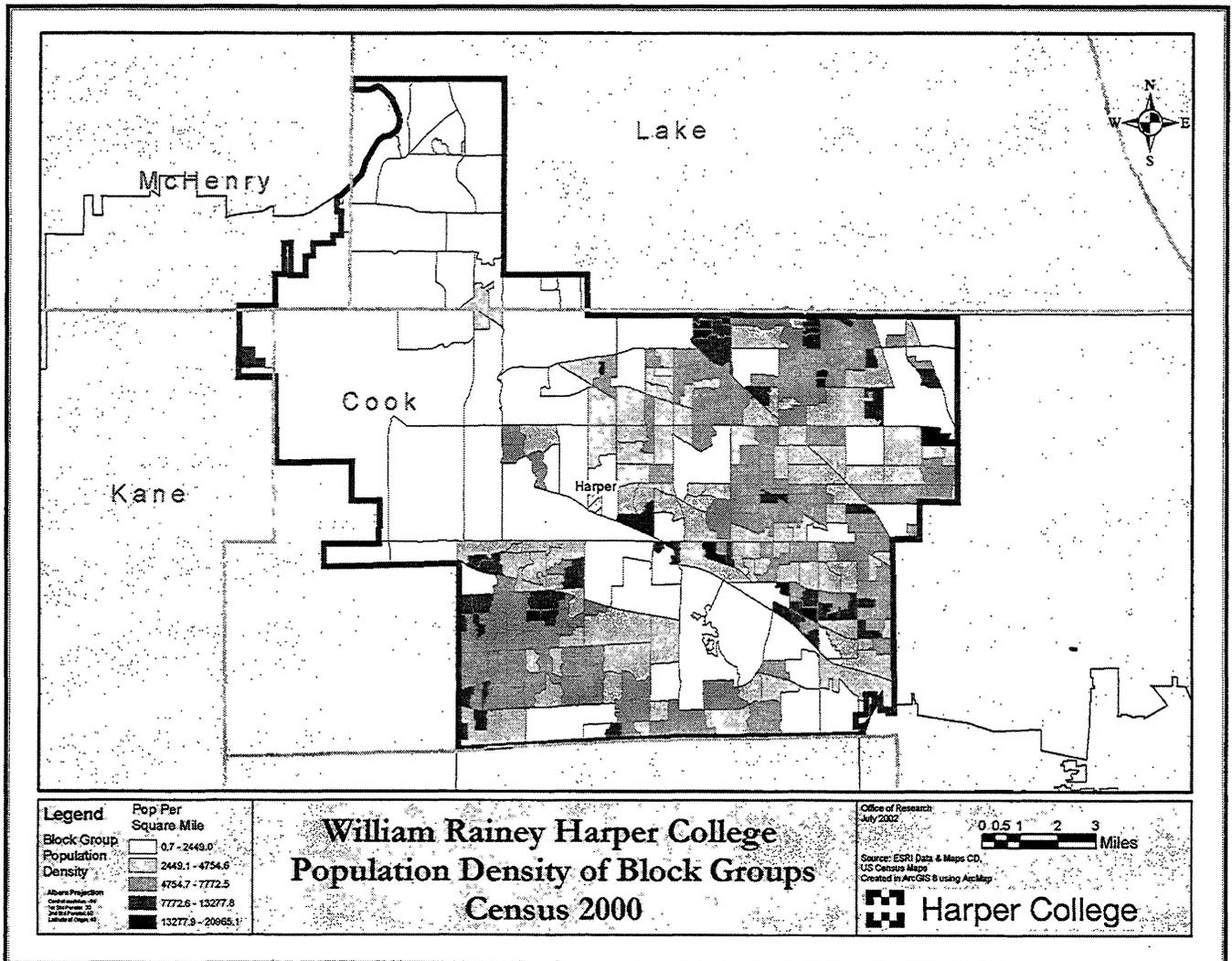
<sup>3</sup>Benefits represent \$1.3 million of Institutional expenditures for FY 05; Projected costs for FY 07 with medical insurance increasing at a rate of 15% per year are \$1.6 million; Property and casualty insurance represents \$295,680 of FY 05 expenditures and is projected to increase by 20% in both FY 06 and 07.

<sup>4</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



## Facts About the Harper District

The district has a diverse population with respect to age. Twenty-six percent of the population is 18 years old or younger. On the other end of the age spectrum 20 percent of the district is 55 years or older. The district is predominately white, but there are a significant number of minorities, mainly Hispanics (11%) and Asian (9%). The district has a higher percentage of owner-occupied housing (73%) than the state, which is 67 percent.



**Table 1: Gender By Age for Harper's District**

Census Age Groups	Male		Female		Total Population	
	N	Percent	N	Percent	N	Percent
Under 5	19,002	6.9%	17,813	6.3%	36,815	6.6%
5-9	19,846	7.2%	19,005	6.8%	38,851	7.0%
10-14	19,966	7.3%	19,007	6.8%	38,973	7.0%
15-17	11,865	4.3%	11,263	4.0%	23,128	4.2%
18-19	6,576	2.4%	5,264	1.9%	11,840	2.1%
20	2,931	1.1%	2,380	0.8%	5,311	1.0%
21	2,796	1.0%	2,313	0.8%	5,109	0.9%
22-24	10,932	4.0%	10,249	3.6%	21,181	3.8%
25-29	21,655	7.9%	19,603	7.0%	41,258	7.4%
30-34	22,137	8.1%	21,120	7.5%	43,257	7.8%
35-39	23,361	8.5%	23,965	8.5%	47,326	8.5%
40-44	23,833	8.7%	24,589	8.7%	48,422	8.7%
45-49	20,933	7.6%	21,948	7.8%	42,881	7.7%
50-54	18,366	6.7%	19,663	7.0%	38,029	6.8%
55-59	14,114	5.2%	15,336	5.5%	29,450	5.3%
60-61	4,494	1.6%	4,875	1.7%	9,369	1.7%
62-64	5,908	2.2%	6,465	2.3%	12,373	2.2%
65-66	3,441	1.3%	3,876	1.4%	7,317	1.3%
67-69	4,907	1.8%	5,701	2.0%	10,608	1.9%
70-74	6,914	2.5%	8,972	3.2%	15,886	2.9%
75-79	5,184	1.9%	7,442	2.6%	12,626	2.3%
80-84	2,785	1.0%	5,221	1.9%	8,006	1.4%
85+	1,850	0.7%	5,234	1.9%	7,084	1.3%
<b>Total Gender</b>	<b>273,796</b>	<b>49.3%</b>	<b>281,304</b>	<b>50.7%</b>	<b>555,100</b>	<b>100.0%</b>

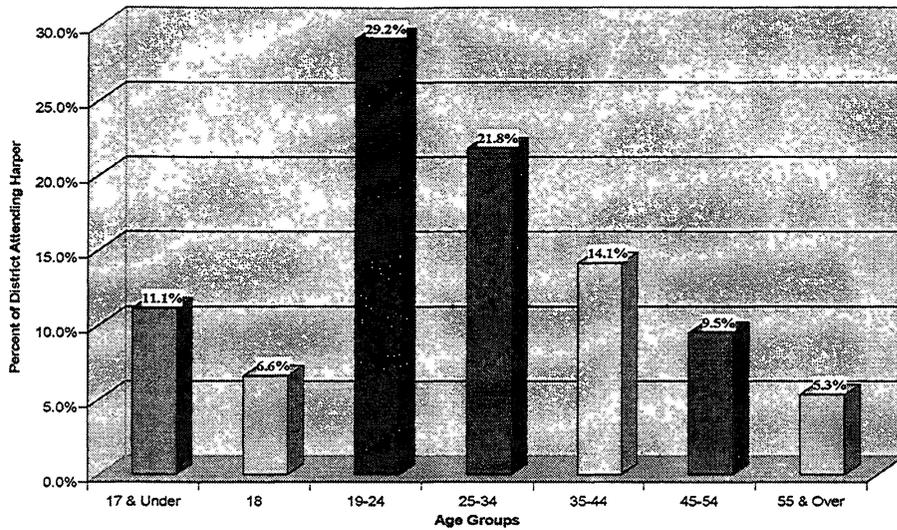
Source: US Census Bureau, Census 2000 Blockgroups,P12

**Table 2: Gender By Age for the Population Under 20 Years Old in Harper's District**

Census Age Groups	Male		Female		Total Population	
	N	Percent	N	Percent	N	Percent
Under 1	3,758	4.9%	3,626	5.0%	7,384	4.9%
1	3,766	4.9%	3,427	4.7%	7,193	4.8%
2	3,750	4.9%	3,484	4.8%	7,234	4.8%
3	3,849	5.0%	3,606	5.0%	7,455	5.0%
4	3,879	5.0%	3,670	5.1%	7,549	5.0%
5	3,916	5.1%	3,720	5.1%	7,636	5.1%
6	3,813	4.9%	3,731	5.2%	7,544	5.0%
7	3,987	5.2%	3,830	5.3%	7,817	5.2%
8	4,044	5.2%	3,810	5.3%	7,854	5.2%
9	4,086	5.3%	3,914	5.4%	8,000	5.3%
10	4,012	5.2%	3,966	5.5%	7,978	5.3%
11	4,095	5.3%	3,860	5.3%	7,955	5.3%
12	4,106	5.3%	3,696	5.1%	7,802	5.2%
13	3,829	5.0%	3,707	5.1%	7,536	5.0%
14	3,924	5.1%	3,778	5.2%	7,702	5.1%
15	3,891	5.0%	3,777	5.2%	7,668	5.1%
16	3,856	5.0%	3,711	5.1%	7,567	5.1%
17	4,118	5.3%	3,775	5.2%	7,893	5.3%
18	3,551	4.6%	2,856	3.9%	6,407	4.3%
19	3,025	3.9%	2,408	3.3%	5,433	3.6%
<b>Total Gender</b>	<b>77,255</b>	<b>51.6%</b>	<b>72,352</b>	<b>48.4%</b>	<b>149,607</b>	<b>100%</b>

Source: US Census Bureau, Census 2000 Blockgroups,P14

**Chart I: District Residents Served By Harper for FY 2004**



**Table 3: District Residents Served By Harper**

Age Groups	All In-District Enrollment-FY 2004	
	N	Percent
17 & Under	3,857	11.1%
18	2,597	6.6%
19-24	12,346	29.2%
25-34	7,560	21.8%
35-44	5,085	14.1%
45-54	3,588	9.5%
55 & Over	2,401	5.3%

Source: ICCB A1 and N1 files

**Table 4: Race/Ethnicity for Harper's District**

Race/Ethnicity	District		Fall 2003 Credit		
	N	Percent	N	Percent	
Hispanic or Latino	60,442	10.9%	2,294	15.3%	
Not Hispanic or Latino	White alone	424,878	76.5%	9,067	60.5%
	African American alone	12,026	2.2%	552	3.7%
	American Indian alone	502	0.1%	32	0.2%
	Asian or Pacific Islander alone	50,026	9.0%	1,912	12.8%
	Some other race alone	603	0.1%		
	Two or more races	6,623	1.2%		
	<b>Total Not Hispanic</b>	<b>494,658</b>	<b>89.1%</b>	<b>11,563</b>	<b>77.1%</b>
Race/Ethnicity Unknown			1,134	7.6%	
<b>Grand Total</b>	<b>555,100</b>	<b>100.0%</b>	<b>14,991</b>	<b>100.0%</b>	

Source: US Census Bureau, Census 2000 Blockgroups, P4, Q7 by Q8. ICCB E1 Submission.

**Table 5: Housing for Harper's District**

Housing Occupancy	N	Percent
Owner Occupied	158,196	73.0%
Renter Occupied	52,730	24.3%
Vacant	5,790	2.7%
<b>Total Housing Units</b>	<b>216,716</b>	<b>100.0%</b>

Source: US Census Bureau, Census 2000 Blockgroups

Harper College's District has 16 municipalities that have over 90 percent of their area contained within the district. There are also 6 villages/cities that have a smaller portion of their area inside the district. These cities are represented in the map below. Using the 16 municipalities previously mentioned, income and educational attainment information was collected from the 2000 census supplementary survey.

All municipalities in Harper's district, with the exception of Tower Lakes have a median income above the state median. Some municipalities have median incomes three times or more the median for Illinois. The poverty rate for all municipalities in the district is below 3.5 percent.

The district has a highly educated population. With the exception of Tower Hills all of the municipalities have larger percentage of residents who received a bachelor's degree than the state. All but four of the municipalities have larger percentage of residents who received a graduate or professional degree than the state and some have three times the states percentage.

The state of Illinois provides unemployment information for cities with a population of 25,000 or more. All the cities in Harper's district for 2003 had unemployment rates below the Chicago Primary Metropolitan Statistical Area (PMSA) and the state of Illinois. In May 2004, unemployment decreased from the 2003 average for all cities listed in the district and were below the State and Chicago PMSA averages.

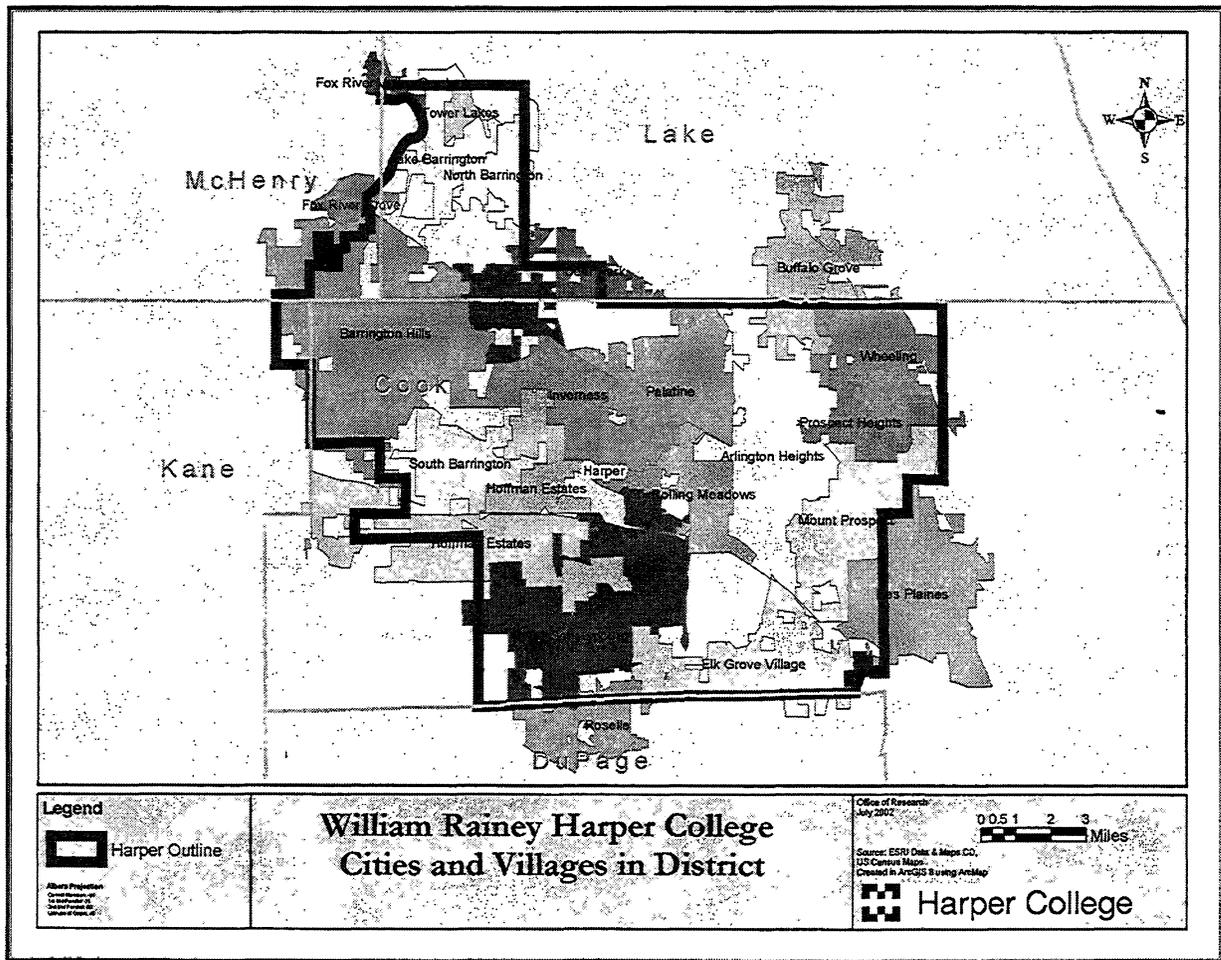


Table 6: Household Income

Village or City	Households	Income in 1999											
		Less than \$10K		\$10K - \$14,999		\$15K - \$24,999		\$25K - \$34,999		\$35K - \$49,999		\$50K - \$74,999	
		N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent
Arlington Heights	30,844	837	2.7%	853	2.8%	2,079	6.7%	2,923	9.5%	4,179	13.5%	6,227	20.2%
Barrington	3,750	136	3.6%	133	3.5%	284	7.6%	177	4.7%	500	13.3%	493	13.1%
Barrington Hills	1,399	25	1.8%	28	2.0%	16	1.1%	28	2.0%	85	6.1%	141	10.1%
Elk Grove Village	13,271	405	3.1%	418	3.1%	878	6.6%	1,072	8.1%	2,079	15.7%	3,426	25.8%
Hoffman Estates	17,096	434	2.5%	444	2.6%	904	5.3%	1,515	8.9%	2,364	13.8%	4,223	24.7%
Inverness	2,188	16	0.7%	23	1.1%	98	4.5%	87	4.0%	95	4.3%	214	9.8%
Lake Barrington	2,065	33	1.6%	71	3.4%	50	2.4%	80	3.9%	187	9.1%	282	13.7%
Mount Prospect	21,648	816	3.8%	844	3.9%	2,007	9.3%	2,058	9.5%	3,405	15.7%	4,955	22.9%
North Barrington	998	13	1.3%	10	1.0%	25	2.5%	5	0.5%	33	3.3%	97	9.7%
Palatine	25,385	819	3.2%	728	2.9%	1,683	6.6%	2,284	9.0%	3,624	14.3%	6,053	23.8%
Prospect Heights	6,490	228	3.5%	196	3.0%	507	7.8%	825	12.7%	959	14.8%	1,640	25.3%
Rolling Meadows	9,015	231	2.6%	242	2.7%	665	7.4%	964	10.7%	1,477	16.4%	2,345	26.0%
Schaumburg	31,585	1,019	3.2%	763	2.4%	2,276	7.2%	2,639	8.4%	5,192	16.4%	8,283	26.2%
South Barrington	1,151	24	2.1%	19	1.7%	10	0.9%	26	2.3%	37	3.2%	78	6.8%
Tower Lakes	236	24	10.2%	16	6.8%	48	20.3%	50	21.2%	48	20.3%	34	14.4%
Wheeling	13,237	662	5.0%	350	2.6%	988	7.5%	1,278	9.7%	2,452	18.5%	3,476	26.3%
Illinois	4,647,533	405,791	8.7%	270,950	5.8%	535,051	11.5%	548,751	11.8%	746,253	16.1%	925,633	19.9%
USA	106,905,819	10,214,029	9.6%	7,114,480	6.7%	14,239,749	13.3%	13,745,824	12.9%	17,386,908	16.3%	20,466,421	19.1%

Village or City	Households	Income in 1999								Median
		\$75K - \$99,999		\$100K - \$149,999		\$150K - \$199,999		\$200K or more		
		N	Percent	N	Percent	N	Percent	N	Percent	
Arlington Heights	30,844	4,933	16.0%	5,869	19.0%	1,601	5.2%	1,343	4.4%	\$ 67,807
Barrington	3,750	462	12.3%	707	18.9%	317	8.5%	541	14.4%	\$ 83,085
Barrington Hills	1,399	114	8.1%	283	20.2%	136	9.7%	543	38.8%	\$ 145,330
Elk Grove Village	13,271	2,278	17.2%	1,933	14.6%	451	3.4%	331	2.5%	\$ 62,132
Hoffman Estates	17,096	2,980	17.4%	2,897	16.9%	882	5.2%	453	2.6%	\$ 65,937
Inverness	2,188	217	9.9%	388	17.7%	257	11.7%	793	36.2%	\$ 141,672
Lake Barrington	2,065	230	11.1%	479	23.2%	228	11.0%	425	20.6%	\$ 106,951
Mount Prospect	21,648	3,380	15.6%	2,862	13.2%	741	3.4%	580	2.7%	\$ 57,165
North Barrington	998	116	11.6%	211	21.1%	118	11.8%	370	37.1%	\$ 146,251
Palatine	25,385	4,101	16.2%	3,744	14.7%	1,331	5.2%	1,018	4.0%	\$ 63,321
Prospect Heights	6,490	727	11.2%	800	12.3%	304	4.7%	304	4.7%	\$ 55,641
Rolling Meadows	9,015	1,227	13.6%	1,252	13.9%	401	4.4%	211	2.3%	\$ 59,535
Schaumburg	31,585	5,109	16.2%	4,385	13.9%	1,131	3.6%	788	2.5%	\$ 60,941
South Barrington	1,151	96	8.3%	190	16.5%	165	14.3%	506	44.0%	\$ 170,755
Tower Lakes	236	14	5.9%	2	0.8%	0	0.0%	0	0.0%	\$ 30,909
Wheeling	13,237	2,105	15.9%	1,333	10.1%	288	2.2%	305	2.3%	\$ 55,491
Illinois	4,647,533	532,783	11.5%	440,973	9.5%	126,145	2.7%	115,203	2.5%	\$ 45,803
USA	106,905,819	10,728,322	10.0%	8,315,735	7.8%	2,397,037	2.2%	2,297,314	2.1%	\$ 41,578

Source: Census 2000 Supplementary Survey

**Table 7: Educational Attainment of Population Over 25**

Village or City	Population 25 years & over	Educational Attainment													
		Less than 9th Grade		9th to 12th grade, no diploma		HS graduate (includes equivalency)		Some college, no degree		Associate degree		Bachelor's degree		Graduate or professional degree	
		N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent	N	Percent
Arlington Heights	54,025	1,467	2.7%	2,452	4.5%	10,475	19.4%	11,479	21.2%	3,051	5.6%	16,309	30.2%	8,792	16.3%
Barrington	6,631	90	1.4%	274	4.1%	880	13.3%	1,179	17.8%	350	5.3%	2,269	34.2%	1,589	24.0%
Barrington Hills	2,952	41	1.4%	78	2.6%	258	8.7%	421	14.3%	152	5.1%	1,149	38.9%	853	28.9%
Elk Grove Village	23,742	801	3.4%	1,496	6.3%	6,570	27.7%	5,749	24.2%	1,625	6.8%	5,407	22.8%	2,094	8.8%
Hoffman Estates	31,543	1,321	4.2%	1,947	6.2%	7,412	23.5%	7,143	22.6%	2,393	7.6%	7,669	24.3%	3,658	11.6%
Inverness	4,482	99	2.2%	170	3.8%	642	14.3%	876	19.5%	279	6.2%	1,398	31.2%	1,018	22.7%
Lake Barrington	3,650	24	0.7%	60	1.6%	408	11.2%	889	24.4%	211	5.8%	1,179	32.3%	879	24.1%
Mount Prospect	39,184	2,740	7.0%	2,879	7.3%	9,311	23.8%	8,097	20.7%	2,305	5.9%	9,182	23.4%	4,670	11.9%
North Barrington	1,962	0	0.0%	30	1.5%	219	11.2%	327	16.7%	158	8.1%	779	39.7%	449	22.9%
Palatine	43,592	2,336	5.4%	2,404	5.5%	8,432	19.3%	9,557	21.9%	2,801	6.4%	11,948	27.4%	6,114	14.0%
Prospect Heights	11,684	1,332	11.4%	1,309	11.2%	2,673	22.9%	2,364	20.2%	674	5.8%	2,261	19.4%	1,071	9.2%
Rolling Meadows	16,274	1,378	8.5%	1,281	7.9%	3,878	23.8%	3,749	23.0%	946	5.8%	3,493	21.5%	1,549	9.5%
Schaumburg	52,141	1,375	2.6%	2,889	5.5%	12,059	23.1%	11,629	22.3%	3,916	7.5%	13,859	26.6%	6,414	12.3%
South Barrington	2,385	16	0.7%	50	2.1%	325	13.6%	384	16.1%	116	4.9%	780	32.7%	714	29.9%
Tower Lakes	398	33	8.3%	53	13.3%	220	55.3%	37	9.3%	26	6.5%	16	4.0%	13	3.3%
Wheeling	22,907	1,841	8.0%	2,152	9.4%	5,573	24.3%	4,571	20.0%	1,406	6.1%	4,950	21.6%	2,414	10.5%
Total	317,552	14,894	4.7%	19,524	6.1%	69,335	21.8%	68,451	21.6%	20,409	6.4%	82,648	26.0%	42,291	13.3%
Illinois	7,768,756	525,936	6.8%	752,458	9.7%	2,292,922	29.5%	1,613,357	20.8%	489,446	6.3%	1,325,525	17.1%	769,109	9.9%
USA	177,562,899	12,328,762	6.9%	20,364,795	11.5%	52,427,005	29.5%	36,456,924	20.5%	11,493,115	6.5%	28,563,252	16.1%	15,929,046	9.0%

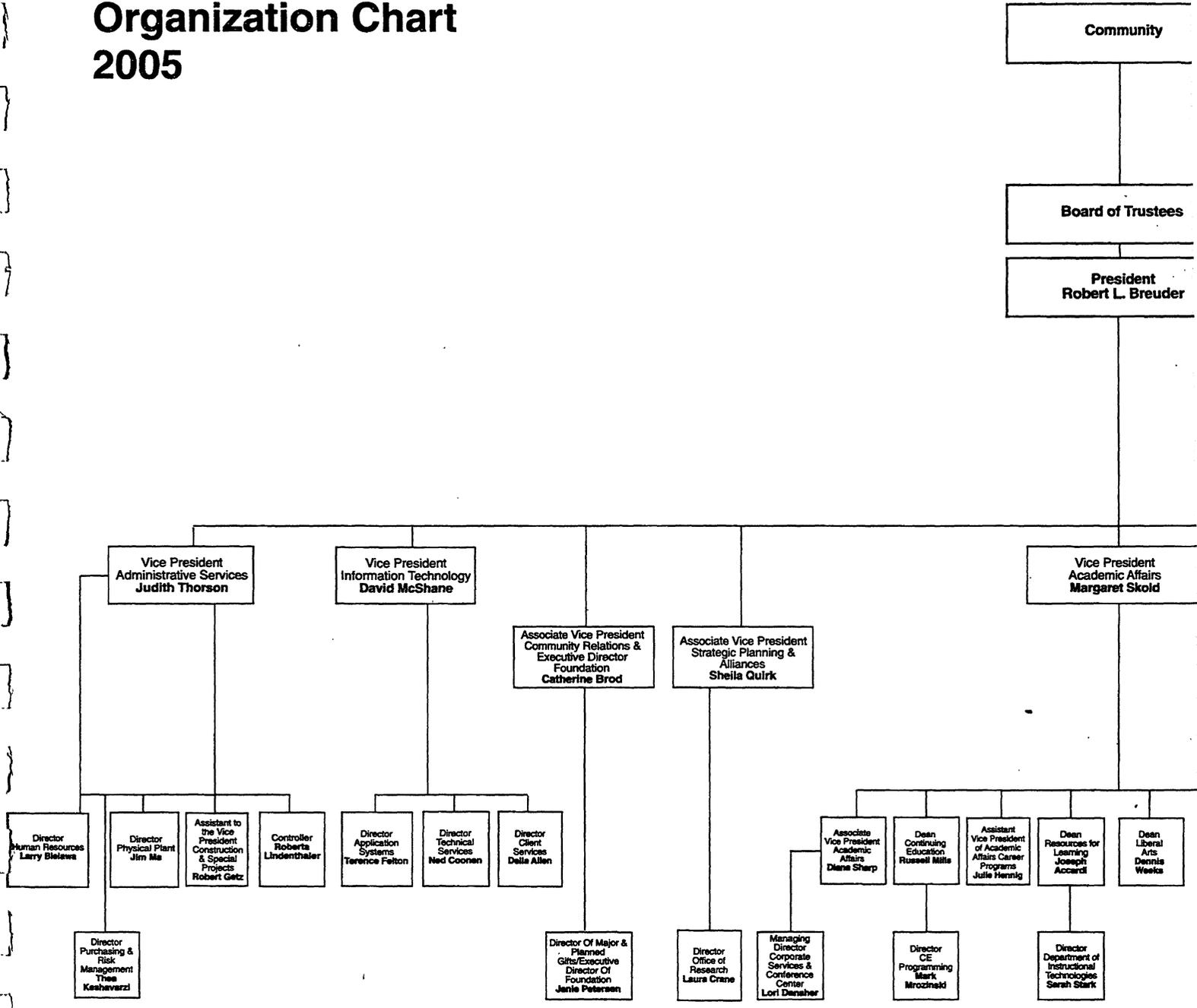
Source: Census 2000 Supplementary Survey

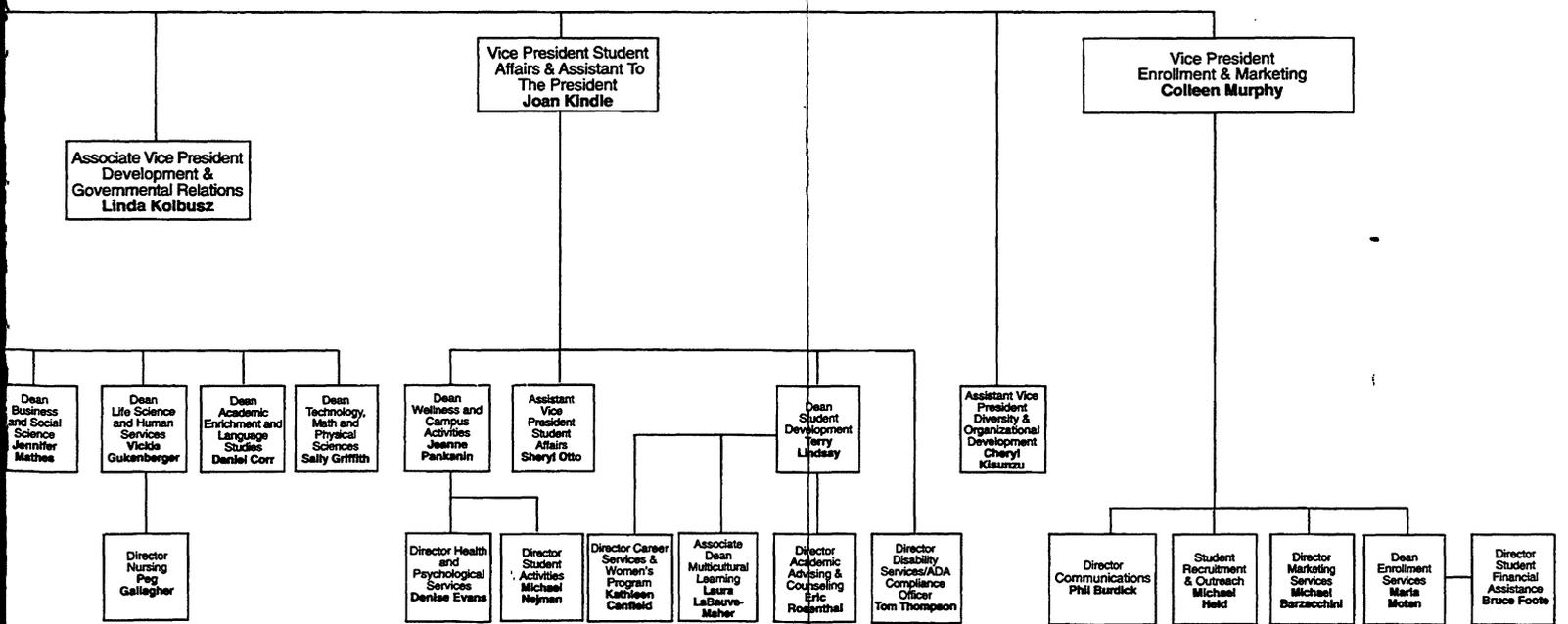
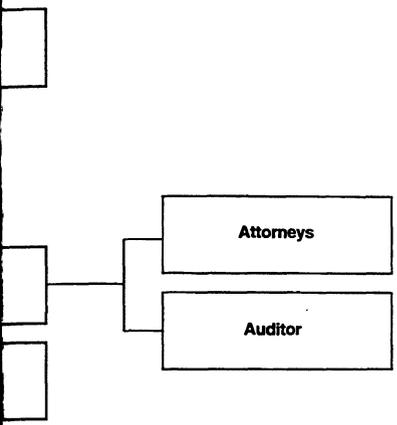
**Table 8: Unemployment Rates**

Village or City with Population of 25,000 or more	Labor Force 2003	Unemployed 2003 Average		Labor Force May 2004	Unemployed for May 2004	
		N	Rate		N	Rate
Arlington Heights	42,588	2,069	4.9%	42,905	1,831	4.3%
Elk Grove Village	20,280	1,147	5.7%	20,343	948	4.7%
Hoffman Estates	28,895	1,596	5.5%	29,019	1,346	4.6%
Mount Prospect	32,386	1,593	4.9%	32,549	1,334	4.1%
Palatine	39,273	2,307	5.9%	39,251	1,779	4.5%
Schaumburg	46,419	2,538	5.5%	46,725	2,243	4.8%
Wheeling	21,808	1,231	5.6%	21,796	937	4.3%
Chicago PMSA	4,235,313	290,004	6.8%	4,261,598	262,264	6.2%
Illinois	6,330,059	422,263	6.7%	6,373,067	383,325	6.0%
USA	146,986,000	8,616,000	5.9%	146,974,000	8,203,000	5.6%

Source: U.S. Department of Labor: www.bls.gov (7/20/04)

# Administrative Organization Chart 2005





## **DESCRIPTION OF DEPARTMENTAL ACTIVITIES/FUNCTIONS**

**The College has a separate document called the Strategic Long Range Plan that identifies the Goals and Tasks of each area. The College also produces another document called the Outcomes, which details the accomplishments and performance measures across the college. Each of these documents is presented to the Board in an open meeting and then posted on the College's web site, ([www.harpercollege.edu/about](http://www.harpercollege.edu/about)). The President's annual review is based on the details in all of these documents. The details of those documents are not repeated in this document focusing on the budget.**

### **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
- Academic support services
- Corporate and contract training
- Wojcik Conference Center
- Library and resources for learning

### **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 learning, athletics, disability services, health and wellness.
- Foster the development of interpersonal effectiveness, intellectual development, intrapersonal 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/DIVERSITY AND ORGANIZATIONAL DEVELOPMENT**

Provides support for:

- the College through design and implementation of effective personnel policies and systems.
- employees regarding compensation, welfare issues and professional development.
- diversity and organizational development, internal communication, and core values.

## **ENROLLMENT & MARKETING**

Offers services in the following areas:

- Student Registration, Records and Financial Aid
- Limited Enrollment and Admissions
- Planning, Advertising and Promotions
- Outreach and Communications
- Graphics and Printing
- Mailing Services

## **INSTITUTIONAL ADVANCEMENT**

Provides support services for:

- Resource Development
- Strategic Planning and Alliances
- Research
- Governance
- Community Relationships
- Legislative
- Educational Foundation

## **PLANNING AT HARPER COLLEGE**

Between 1990 and 1998, the College was guided by a document known as "Our Preferred Future." This statement addressed a number of important technological, social and educational challenges. Unfortunately, planning efforts became disjointed and portions of the College began to make plans independent from one another. The requirements of emerging technology, space deficiencies, shifting enrollment, turnover in faculty and changing relationships with the corporate community have forced the College to examine its programs, services and methods of operation. As indicated by the North Central Association self-study and report, these changes needed to be addressed by a more effective integration of planning with budgeting and operations.

### **History of the Plan**

In the fall of 1997, while recognizing a long history of planning at the College, the Board of Trustees approved a planning policy calling for the establishment of a comprehensive strategic plan for Board approval. This need was supported by the institutional self-study and the NCA evaluation team report. Both identified the need for integration of all levels of planning and better communication to the College community of institutional goals and their accomplishments.

In 1998, with new presidential leadership, there came a call for the development of a planning process and a comprehensive plan that would examine the direction, progress and needs of the institution. Aware that a number of elements of a comprehensive plan were already in place (e.g., institutional priorities, area goals, divisional plans, unit plans, a technology plan and space study), President Breuder charged the President's Council to prepare a draft of a comprehensive strategic long-range plan for 1998-2001. During the second year the Institutional Planning Review Committee (IPRC) of the shared governance system was authorized to prepare a comprehensive strategic long range plan for 1999-2002 and to be stewards over the process for the future. The current plan represents the seventh comprehensive strategic long-range plan approved by the Board of Trustees since 1998.

### **A Dynamic Plan**

In their first year, the committee, representing all areas of the College, focused on revision of the philosophy, mission and vision statements. In addition, the committee reviewed and approved the institutional priorities.

The Institutional Planning Review Committee, during 1999-2000, focused on modifying the mission statement, setting 2000-2001 institutional priorities and the Strengths, Weaknesses, Opportunities and Threats (SWOT). The IPRC also focused on the planning process. In cooperation with the College Assembly the planning system was revised for 2000-2001. The new planning process has allowed for greater input from the College community, include linkage between the components of the plan, provide more documentation for SWOT and encourage more effective integration of the plan into the budgeting and ongoing operations of the College.

During 2000-2001 the IPRC (1) revised the Vision statement, (2) finalize the campus-wide input guidelines that will be implemented during Quarter 4 (April-June) of each

year, (3) identify linkages between SWOT and Goals and Tasks and (4) documented the support data for each statement in SWOT. Also, a petitioning and survey process has been established which provides feedback from all areas of the College. Last year, the Institutional Planning Review Committee (IPRC), in consultation with the College Assembly Council (CAC), expressed a need to provide links among elements of the plan. Therefore, the Goals and Tasks have been linked to the College Priorities. Each College Priority is numbered one to six and the linkage is indicated by the appropriate College Priority at the end of the task statement within parenthesis.

During 2001-2002 a Progress Report was prepared based on the achievements and status of progress of the goals and tasks for the previous year. Significant items were identified and published in the Outcomes Report document for the College. The SLRP has expanded its impact on shaping annual operations, budgeting priorities and administrative objectives and strategies (Operational Plan). As part of a four-year planning cycle, the IPRC conducted a careful look at SWOT and its corresponding documentation. This examination resulted in the identification of "key" SWOT items that need to be targeted during the coming year. As administrative objectives are attained they will incrementally address the goals and tasks in the SLRP. After being advanced through the shared governance system, these changes will be approved annually by the Board of Trustees.

In 2002-2003, the IPRC evaluated the structure of our goals and tasks. A major effort was undertaken to integrate and simplify the area goals into institutional goals. After interviewing each member of President's Council, IPRC worked in teams to consolidate the 43 area goals into 13 Institutional Goals. The Committee also reviewed the first draft of the College's Environmental Scan, developed by the Office of Research. The Environmental Scan integrates institutional research findings, program review outcomes and marketing assessments into the planning process. A Community Leaders Forum was conducted this year for feedback on the Environmental Scan and future College directions.

Over the last year 2003-2004, the SWOT analysis process was further refined limiting the number of items in each category to 12 by the Institutional Planning Committee (IPC). A focus was given to choosing only items with institutional level impact that could be documented with reliable data.

### **Use of the Plan**

The strategic plan is connected to our budget and on-going annual operations of the College. Financial management, facilities, curriculum, educational delivery methods and other key operations reference the SLRP. Administrators develop one-year objectives and strategies that are tied to the SLRP. These objectives will be reviewed periodically and are assessed in the annual administrative evaluation process.

## **THE PLANNING PROCESS**

Overall steward of the planning process is the Associate Vice President for Strategic Planning and Alliances. This administrator is responsible for the time line, coordination, committee consultation and documentation.

The annual planning cycle contains seven phases:

### **Phase I - Environmental Scanning**

The Office of Research will be responsible for coordinating the internal audit and external assessment of the College's environment. An assessment of the demographics, needs assessments, community input and other studies will be conducted. The College will conduct one major study each year on a three year rotating basis including research on the community, our students and our employees. Outputs of this phase are the Fact Book and the Environmental Scan. From this assessment will come primary issues that need to be addressed by the College during the next planning period. During this phase, the Institutional Strengths, Weaknesses, Opportunities and Threats (SWOT) will be updated. The results of the SWOT update will serve as a context for the revision of the Goals and Tasks inherent in the Strategic Long Range Plan (SLRP).

### **Phase II - Review of Foundational Statements**

Periodically, the philosophy, mission, and vision statements will be reassessed. When necessary they will be adjusted to reflect new conditions and/or changing needs in the environment.

### **Phase III - Goals and Tasks Development**

The initial part of this phase will be the establishment of the institutional directions as initiated by President's Council, reviewed and recommended by the Institutional Planning Committee for the coming year. The directions come from the assessment of accomplishments from the previous years Outcomes Report and from new challenges emerging from the SWOT analysis.

Every year the goals and tasks will be reviewed and updated as necessary. Tasks specifying the specific focus of the goals will be the responsibility of various committees, or units of the College. These tasks will serve as the basis for prioritized objectives detailed in staff, committee and department plans.

### **Phase IV - Annual Plan Development**

Annual plans are prepared by administrators for the area, division and department planning level. They contain objectives that are consistent with the Institutional Core Values, Institutional Directions and the Goals and Tasks.

### **Phase V - Plan Monitoring**

The Institutional Planning Committee as well as the task implementors monitor tasks as the year progresses. Tasks can be removed from the plan when completed or added to the plan as needed.

### **Phase VI - Annual Performance**

Within the various administrative areas of the College, all participating staff members will report their performance in accomplishing their annual plans and thereby contribute to the implementation of the SLRP.

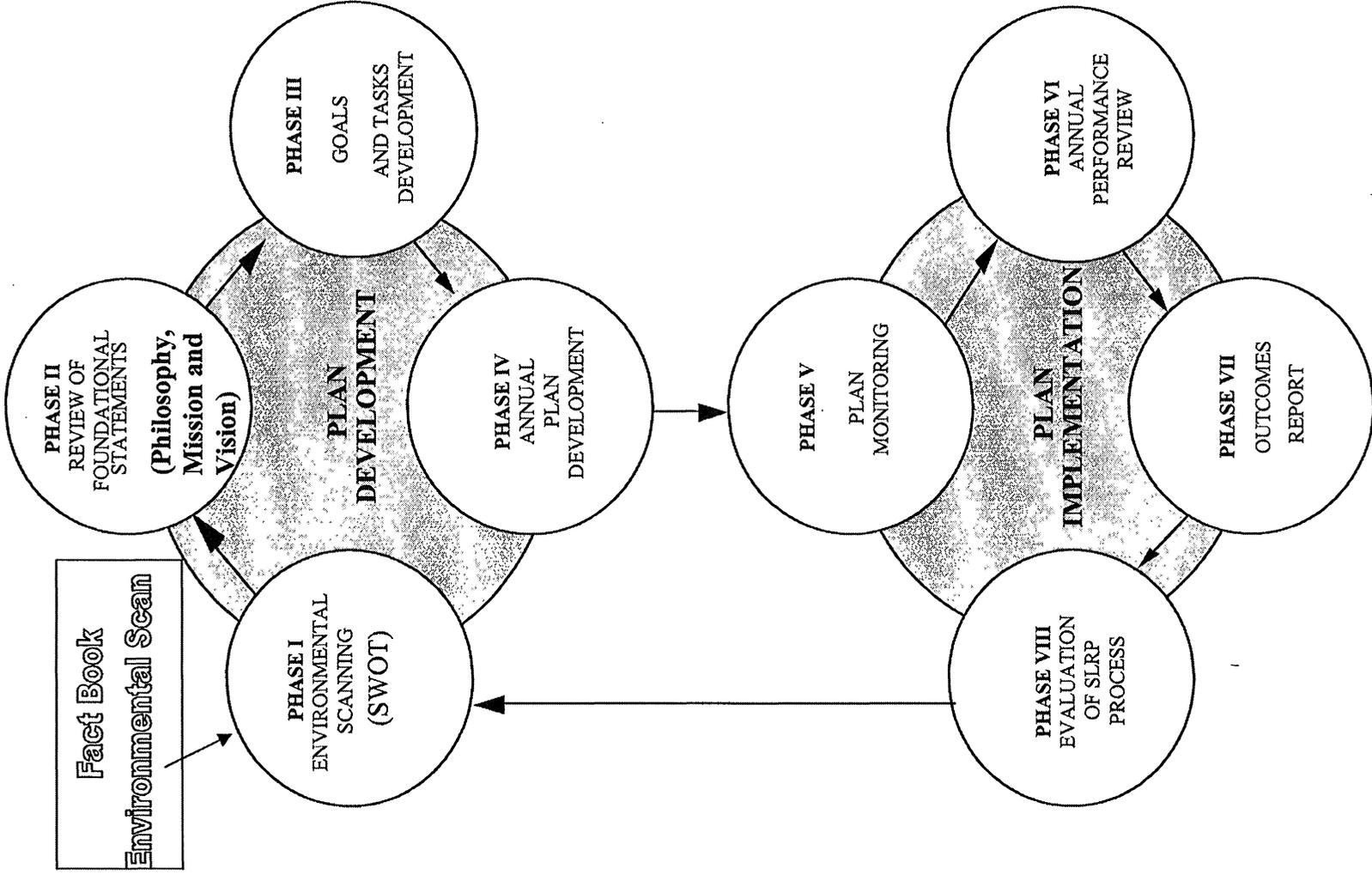
### **Phase VII Outcomes Report**

Two vehicles will be used to report on planning progress. An Outcomes Report that contains the achievements of the College toward implementing the institutional Goals as presented to the Board of Trustees annually and a program level report. Furthermore, each administrator is evaluated annually on their ability to meet their department goals and their impact on the institutions goals.

### **Phase VIII - Evaluation of SLRP Process**

The Strategic Long Range Plan development process will be evaluated annually and adjusted as needed.

# STRATEGIC LONG RANGE PLANNING



## **PHILOSOPHY STATEMENT**

We, at Harper College, believe that our charge is to facilitate active learning and foster the knowledge, critical thinking and life/work skills required for participation in our global society. We work with our community partners to enrich the intellectual, cultural and economic fabric of our district. We believe that excellence in education must occur in an ethical climate of integrity and respect. We hold that the strength of our society is rooted in our diversity and that it is through synergy that we achieve excellence.

## **MISSION STATEMENT**

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:

- To provide the first two years of baccalaureate education in the liberal and fine arts, the natural and social sciences and preprofessional curricula designed to prepare students to transfer to four-year colleges and universities.
- To provide educational opportunities that enable students to acquire the knowledge and skills necessary to enter a specific career.
- To provide continuing educational opportunities for professional job training, retraining and upgrading of skills and for personal enrichment and wellness.
- To provide developmental instruction for underprepared students and educational opportunities for those who wish to improve their academic abilities and skills.
- 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, Harper College will be a leader in teaching and learning, transforming lives by responding to the needs of the individual and the community.

## INSTITUTIONAL DIRECTIONS

- Foster discussion of teaching and learning issues and philosophies and support resulting initiatives.
- Enhance the campus climate and communication through the implementation of the core values, diversity initiatives, relationship building, integration of new employees, the management of organizational change and review of the shared governance system.
- Continue integration and evaluation of a comprehensive strategic enrollment plan that addresses student recruitment, programs, retention and diversity initiatives.
- Continue development of a learner-centered campus with systems and facilities that optimize learning, safety, access and seamless service delivery for all constituents.
- Institutionalize existing and new relationships with external constituents as evidenced through increased public support, funding, programming and partnerships.
- Continue to develop and expand technological resources to enhance instruction and student services.

## INSTITUTIONAL GOALS

### Goal 1: Teaching and Learning

Effectively review and evaluate the College's overall teaching and learning effort to ensure that the scope of offerings and methods of delivery are effective.

### Goal 2: Program Vitality

Effectively evaluate and manage programs, services and technical resources to ensure responsiveness to local needs, to enhance Harper's institutional mission and to support state requirements.

### Goal 3: Student Life

Continue to build a community by providing programs and services that develop the whole student and promote participation and a sense of belonging in our collegiate environment.

### Goal 4: Resource Development

Solicit and develop comprehensive resources to support the College.

### Goal 5: Fiscal Management

Effectively plan and manage Harper's financial resources by developing and implementing clear financial systems that incorporate regulatory requirements.

### Goal 6: Recruitment and Retention

Develop and implement systems and programs to successfully recruit and retain students.

### Goal 7 - Facilities

Ensure appropriate facilities to meet the instructional and non-instructional needs of our College community.

### Goal 8: Technology

Support and enhance technology to meet the academic and administrative needs of the College community.

### Goal 9: Employee Enhancement

Ensure employee recruitment development and retention through appropriate processes.

### Goal 10: Institutional Leadership

Foster effective leadership and decision-making by integrating shared governance, strategic planning, research and evaluation.

### Goal 11: Community Alliances

Develop and nurture relationships with educational, business and public sector partners to benefit the College and community.

### Goal 12: College Communications

Build awareness and promote the reputation of the College through quality communications.

### Goal 13: Diversity

Create a campus climate that is supportive of cultural differences and respectful of all constituents.

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 1: Effectively review and evaluate the College's overall teaching and learning effort to ensure that the scope of offerings and methods of delivery are effective.</b>			
Academic Affairs	Expand flexible scheduling options to include alternative delivery models such as online, blended learning, and condensed modes..	Staff time	6
Academic Affairs	Assess the curriculum using assessment and review processes and make appropriate additions, deletions and modifications. i.e. program reviews and administrative toolkit.	Staff time + \$10,000	2
Academic Affairs	Expand appropriate instructional technology into the curriculum with particular emphasis on the development and delivery of Web-based instruction leading to certification and degrees	DOIT Staff time + \$25,000	8
Academic Affairs	Expand the infusion of multicultural and diversity learning across the curriculum.	Staff time + \$5,000	13
Academic Affairs	Provide development, facilities, and fiscal support for innovative and interactive instruction.	DOIT Staff time + \$22,000	8
Academic Affairs	Evaluate current programs and develop new programs in response to changing community needs	Staff time	
Academic Affairs	Expand learning through the fostering of curriculum infusion opportunities for students.	Staff time	2
Academic Affairs	Provide faculty development through courses and workshops that expand skills in teaching.	T/L Ctr Staff time + \$30,000	
Academic Affairs	Participate in the institution-wide outcomes and self-study process for the Higher Learning Commission visit in 2007.	Staff time + \$35,000	all
Academic Affairs	Identify courses across the College that will fulfill the diversity/multicultural graduation requirement to begin Fall 2005	Staff time	13
Student Affairs	Continue the Multicultural Faculty Fellows Program to diversify curriculum	Staff time + \$16,000	6, 13
Student Affairs	Evaluate the effectiveness of the College's "study hall" program for student athletes	Staff time	6
Student Affairs	Develop appropriate student services and articulation agreements to support Fast Track, and Limited Enrollment expansions	Staff time + \$30,000	2
Student Affairs	Continue to revise and expand transfer articulation agreements with Baccalaureate degree granting institutions.	Staff time + \$10,000	4, 11
Student Affairs	Implement Career Foundations, a new job preparation program for developmentally disabled	Staff time + \$10,000	
Information Technology	Instructional Technology Plan	Staff time	3,4,5
Information Technology	Provide Hosting of Blackboard for online course delivery	\$39,500	6
Information Technology	Continue process of upgrading classrooms to media rich rooms	\$112,000	3
Information Technology	Faculty technology mini-grants	\$25,000	3,4
Information Technology	Hotspot for student access	Staff time	2,3,6,7,8,12
Enrollment and Marketing	To develop and implement new strategies to address specific processes in Admissions Processing, Scholarships and Financial Assistance, Registration and Records areas for the successful implementation of new Limited Enrollment programs.	Staff time	
Enrollment and Marketing	Continue to develop clear procedures, systems and standards in the Admissions Processing Office to respond to new program offerings in the Life Sciences and Human Services Division and other Academic Affairs Divisions.	Staff time	
Enrollment and Marketing	Continue to assess the College's policies as it relates to short-term vocational programs to provide more flexibility and greater access while maintaining academic standards.	Staff time	
Enrollment and Marketing	Give research support to departments undergoing program review or accreditation by providing standard reports and customized studies.	Staff time	
Enrollment and Marketing	Provide leadership to develop institutional effectiveness indicators.	Staff time	
Enrollment and Marketing	Provide leadership to develop institutional effectiveness indicators.	Staff time	
Strategic Planning	Give research support to departments undergoing program review or accreditation by providing standard reports and customized studies.	Staff time	
Strategic Planning	Conduct Community Survey to support program planning needs.	Staff time + \$30,000 survey	

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 2: Effectively evaluate and manage programs, services and technical resources to ensure responsiveness to local needs, to enhance our institutional mission, and to support state requirements.</b>			
Academic Affairs	Develop and promote library resources that support the curriculum and life-long learning needs of the diverse Harper district.	Staff time	1 and 8
Academic Affairs	Acquire and replace instructional capital equipment in support of the curriculum.	\$210,000	
Academic Affairs	Offer programs and services at times and locations that respond to student needs including offerings at off-site locations and Web applications.	Staff time	1
Academic Affairs	Assess application technology in the library and take appropriate action to ensure its impact and currency to support the curricular needs of students, faculty, administrators and staff.	Staff time	1
Academic Affairs	Address curriculum compatibility with the Illinois Articulation Initiative, Education to Careers Standards, and the Workforce Investment Act.	Staff time	1
Academic Affairs	Continue to refine the Program Review process across the curriculum.	Staff time	1
Academic Affairs	Conduct annual assessment and accountability reviews of curriculum and make improvements where necessary.	Staff time	1
Academic Affairs	Participate in identification of selected Bachelor of Applied Science programs in anticipation of legislative change in Community College enabling legislation.	Staff time	1
Student Affairs	Implement Women's Program Displaced Homemakers Grant	Staff time	6
Student Affairs	Complete Program Review for Physical Education	Staff time + \$3,000	
Student Affairs	Continue to ensure athletic health compliance with NJCAA requirements	Staff time + \$3,000	
Student Affairs	Continue to ensure health career students meet state and local health requirements	Staff time + \$3,000	
Student Affairs	Continue to ensure Harper meets OSHA requirements related to blood borne pathogens, Hepatitis B, hearing conservation & respiratory protection	Staff time + \$1,000	
Student Affairs	Continue to gather student data and implement measurements of access, satisfaction, quality, retention and student success to determine impact and use as a basis for program development	Staff time + \$5,000	
Student Affairs	Restructure the Deaf support/programs that are part of the IDHS/ORS grant	Staff time	6
Student Affairs	Evaluate the new curricular approach for developmental classes for Deaf/Hard of Hearing students	Staff time + \$1,000	6
Student Affairs	Promote & develop transcription services with MCPO grant support	Staff time + \$1,000	
Information Technology	Strategic Database	\$20,000	3,4
Enrollment and Marketing	Interpret numerous federal and state regulations as it relates to Enrollment Services functions and recommend policy and procedures to comply with regulatory mandates.	Staff time	
Enrollment and Marketing	Continue to evaluate Harper College Web site for access, usability and audience focus effectiveness		
Enrollment and Marketing	Complete revisions to college home page and CE sub-home page	\$8,500	
Enrollment and Marketing	As part of revisions, continue to find ways to make key functional areas more accessible, including on-line applications, registration, grade inquiry, web mail and other applications	NA	
Enrollment and Marketing	Evaluate impact of collecting application fee on-line upon number of applications submitted.		
Strategic Planning	Survey the community to determine the supply and demand data for selected Baccalaureate Programs to support legislative efforts	Staff time + 60,000	1,6,10

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 3: Continue to build a community by providing programs and services that develop the whole student and promote participation and a sense of belonging in our collegiate environment.</b>			
Academic Affairs	Participate in information sessions and student recruiting programs	Staff time + \$5,000	6
Academic Affairs	Plan and staff academic recognitions and convocations	Staff time + \$45,000	
Student Affairs	Continue implementation of "Welcome to Harper" community building campaigns	Staff time + \$15,000	
Student Affairs	Continue to administer award-winning eXcel Student Leadership Series	Staff time + \$7,500	
Student Affairs	Administer programming for multicultural student leaders	Staff time + \$2,000	6, 13
Student Affairs	Serve as campus leader for alcohol education/prevention	Staff time + \$1,000	
Student Affairs	Host a variety of student gatherings for disabled students linked with programs & special courses	Staff time + \$500	
Student Affairs	Assist with implementation of new identification card system for students	Staff time + \$5,000	
Student Affairs	Assist with the implementation of the campus community building campaign (CARE)	Staff time + \$3,000	
Student Affairs	Assist with the implementation of new smoking areas	Staff time + \$3,000	
Information Technology	Student ID Project	\$94,172	1,2,6,7
Administrative Services	Implement strategy for Public Safety and Student Affairs to work more closely together to build community	Staff time	
<b>College Area</b>	<b>Initiative Description</b>	<b>FY 04/05 Estimated Cost</b>	<b>Other Goals Affected (1-13)</b>
<b>Goal 4: Solicit and develop comprehensive resources to support the College.</b>			
Academic Affairs	Seek public and private sector funding to support institutional initiatives, especially grants that support academic programs..	Staff time	
Student Affairs	Continue to seek, receive and administer grants and other sources of funding to support programming and services	Staff time	
Student Affairs	Solicit the HECA grant to support multicultural student development and transfer	Staff time	6, 13
Student Affairs	Continue to work at attracting new rental groups for College facilities	Staff time	7, 11
Student Affairs	Continue to identify and work with community groups that have an interest in partnering to develop and improve College facilities	Staff time	7, 11
Student Affairs	Evaluate and modify the IDHS/ORS grant for FY '06	Staff time	6, 13
Administrative Services	Develop new parking collection system	\$7,500	
Administrative Services	Implement new Bicycle Patrol in public safety funded by foundation	\$7,000	
Administrative Services	Finalize Energy Management Grant project	\$35,000	
Development	Develop and provide support for submission of public sector proposals.		
Strategic Alliances	Seek partnerships to support current and future programs.	Staff time	
Foundation	Raise or earn \$1.2 million in private sector support.		
Foundation	Obtain a \$65,000 grant from the Motorola Foundation to support endowed scholarship.		
Foundation	Obtain a \$20,000 grant from SBC to support Computer Literacy.		
Foundation	Obtain a \$15,000 grant from Omron Foundation to support the art collection.		
Foundation	Obtain a \$10,000 grant from the McGraw Foundation to support the REACH program.		
Foundation	Obtain a \$15,000 grant for the Research Retirement Foundation to support senior programming.		

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 4: Solicit and develop comprehensive resources to support the College. (continued)</b>			
Foundation	Obtain a \$15,000 grant from the Chicago's Women's Foundation to support the Women's Program.		
Foundation	Acquire 3 new pieces of art for the art collection.		
Foundation	Provide 5-8 grants to the college for the Resource for Excellence program.		
Foundation	Host a community education program about ethical wills and advanced directives.		
Foundation	Host a CE event for professional advisors about charitable gifting for their clients.		
Foundation	Raise \$300,000 from the President's Circle initiatives.		
Foundation	Receive 6 new testamentary gifts for the Harper Heritage Society.		
Foundation	Raise \$40,000 from the Pacesetter's Campaign.		
Foundation	Raise \$30,000 from the employee campaign.		
Foundation	Net \$76,000 from the Gala.		
Foundation	Net \$75,000 from the Golf Open.		
Foundation	Raise \$250,000 from Director's Circle Initiatives.		
Foundation	Implement a fund raising campaign for the celebration opening of Avanté to raise \$80,000.		
College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 5: Effectively plan and manage our financial resources by developing and implementing clear financial systems that incorporate regulatory requirements.</b>			
Academic Affairs	Manage program offerings within allocated budgets through respective cost center managers.	Staff time	
Academic Affairs	Manage auxiliary enterprises in a fiscally effective manner.		
Academic Affairs	Budget incremental resources for new programs and continue to develop and project 3-year budget planning.	Staff time + \$100,000	7
Student Affairs	Monitor and respond to grant agency requirements as necessary	Staff time	
Administrative Services	Implement new GASB 39 requirements with FY 04 audit	Staff time	
Administrative Services	Implement new ICCB reporting requirements	Staff time	
Administrative Services	Plan ERP implementation schedule for the finance area and implement	\$35,000	
Administrative Services	Develop phase one of new internal control procedures	Staff time	
Administrative Services	Sell bonds as part of bi-annual bond sale strategy	\$20,000	
Administrative Services	Reaffirm Moody's Aaa bond rating	\$2,000	
Administrative Services	Implement new purchasing procedures and plan for move to E purchasing	Staff time	
Administrative Services	Implement new audit procedures	Staff time	
HR/Diversity & Organizational Development	Work collaboratively with Assoc. VP for Dev/Gov Relations & Assoc. Dean for Multicultural learning to identify grant opportunities to fund Diversity/Org. Devel. Initiatives.	Staff time	
Foundation	Secure an unqualified audit.		
Foundation	Produce a balanced budget.		
Foundation	Secure a 9% or greater return on investments.		

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 6: Develop and implement systems and programs to successfully recruit and retain students.</b>			
Academic Affairs	Continue to sponsor academic recognition events for high school students in writing, art, music, fashion, math, accounting, etc.	Staff time + \$10,000	5
Academic Affairs	Retain students in courses and programs to goal completion.	Staff time	
Academic Affairs	Deliver academic support through the Tutoring Center, Writing Center, and Library Services to aid in student retention.	Staff time + grants	
Academic Affairs	Collaborate with Marketing to recruit and retain students in targeted growth programs.	Staff time	
Academic Affairs	Continue to sponsor academic recognition events for high school students in writing, art, music, fashion, math, accounting, etc.		
Academic Affairs	Continue to develop and market new scheduling options to maximize facilities and attract students to alternative schedules	Staff time + \$5,000	1
Student Affairs	Evaluate and refine the SOAP system to maximize participation for students in need of intervention and to improve effectiveness of interventions	Staff time	2
Student Affairs	Examine alternative delivery formats for new part-time and full-time student orientation programs, including an examination of a more flexible format for orientation components (e.g., assessment, advising, registration, ORN 101)	Staff time + \$3,000	2
Student Affairs	Enhance Destination Future program to improve undecided student retention	Staff time + \$3,000	
Student Affairs	Expand program to support and retain adult women	Staff time + \$250	
Student Affairs	Market leadership development programs such as eXcel, Distinguished Scholars, Student Ambassadors and Multicultural Student Leadership	Staff time + \$400	
Student Affairs	Provide programs and develop strategies to promote the Student Center as a student-friendly environment	Staff time + \$1,050	3
Student Affairs	Provide opportunities for leadership and social development via the more than 45 clubs and organizations	Staff time	3
Student Affairs	Advise Multicultural Student Clubs and Organizations	Staff time	3, 13
Student Affairs	Expand the academic and professional development series for underrepresented minority students	Staff time + \$500	3, 13
Student Affairs	Develop and implement retention programs that focus on students of color	Staff time + \$3,000	3, 13
Student Affairs	Co-sponsor the Latinos United in Culture and Education Conference for Latino high school seniors	Staff time + \$1,000	13
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 + \$3,000	
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 + \$1,000	3
Student Affairs	Collaborate with Admissions Outreach to expand the College Awareness Project	Staff time + \$4,000	
Student Affairs	Continue to refine programs & services which promote disabled student retention and success	Staff time + \$500	13
Student Affairs	Expand advising options to meet enrollment growth through new formula funding model	\$97,000	
Student Affairs	Support Women's program initiatives in light of Perkins Grant Cuts	\$11,250	
Student Affairs	Support Disability Services initiatives in light of increased need for interpreting.	\$11,250	
Student Affairs	Initiate a Retention Task Force for identification of Best Practices	Staff time + \$5,000	
Student Affairs	Initiate a task force to review the Development Outcomes Model in preparation for the Higher Learning Commission Review	Staff time + \$3,000	

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 6: Develop and implement systems and programs to successfully recruit and retain students. (continued)</b>			
Information Technology	Develop & Implement On-Line Admissions System	\$18,000	1,2,6,7
Enrollment and Marketing	Assist with the development and implementation of enrollment strategies to attain an overall 3% increase in enrollment	Staff time	
Enrollment and Marketing	Review fluidity of current business practices that are perceived as enrollment barriers for students and develop new alternative procedures to ensure accessibility and success.	Staff time	
Enrollment and Marketing	Continue to assess the College's policies as it relates to new program offerings programs to provide more flexibility and greater access while maintaining academic standards.	Staff time	
Enrollment and Marketing	To work collaboratively with Academic Affairs and Student Affairs in the development of scheduling models and strategies to maximize enrollment growth.	Staff time	
Enrollment and Marketing	Work collaboratively with Academic Affairs and Student Affairs in the development of strategies for students to complete AA/AS degrees in defined time blocks.	Staff time	
Enrollment and Marketing	Continue to serve as liaison to the Office of Admissions Outreach in providing bilingual financial aid seminars and assisting with outreach activities.	Staff time	
Enrollment and Marketing	Investigate the possibility of creating a separate Admissions application for students enrolled in ESL, AED, Dual Enrollments and High School students in an effort to improve communication flows with these students after program completion.	Staff time	
Enrollment and Marketing	Improve or develop new awarding strategies of Foundation Scholarships to currently enrolled students.	Staff time	
Enrollment and Marketing	To provide for a more suitable space for the Limited Enrollment Processing area that will include a more student friendly reception area and a private meeting space for advising prospective students applying for these programs.	Staff time	
Enrollment and Marketing	CareerForward and CareerQuest - 4 adult recruiting events will be held either on or off campus	\$2,000	12
Enrollment and Marketing	Work with Career Program Faculty to hold information sessions for their programs	\$3,000	12
Enrollment and Marketing	Open House - 2 open houses for first time in College students	\$3,000	12
Enrollment and Marketing	Distinguished Scholars Open House	\$1,500	12
Enrollment and Marketing	Attend 4 to 7 Special Events e.g. Tribune Health Career Fair, Home & Garden Show	\$5,000	11, 12
Enrollment and Marketing	Continue to work with ACT to receive and utilize research relevant to prospective students	\$2,025	10
Enrollment and Marketing	Purchase appropriate supplies in support of Outreach activities and Admissions functions e.g. folders, food for events, office supplies	\$7,619	
Enrollment and Marketing	Providing printed materials to prospective and applicant students in support of converting them to enrolled students	\$35,000	12
Enrollment and Marketing	Develop and launch seasonal enrollment campaigns for credit recruitment	Staff time + \$300,000	
Enrollment and Marketing	Integrate these campaigns with targeted direct mail, direct e-mail and other related tactics	Staff time	
Enrollment and Marketing	Collaborate with outreach and other recruitment areas on campus to link these efforts to key recruitment and relationship building events, such as career forward	Staff time + \$5000	
Enrollment and Marketing	Provide the Distinguished Scholar award to a minimum of 30 new students per year.	\$83,700	
Enrollment and Marketing	Provide the Distinguished Scholar award to a minimum of 30 continuing students per year.	\$83,700	
Enrollment and Marketing	Provide outstanding customer service to insure an exceptional experience for campus visitors and prospective students		

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 7: Ensure appropriate facilities to meet the instructional and non-instructional needs of our College community.</b>			
Academic Affairs	Occupy new instructional space in the Science, Health Careers and Emerging Technologies Building.	Staff time	
Academic Affairs	Optimize the use of instructional facilities.	Staff time	
Academic Affairs	Decommission the portable classrooms from credit programming to other College or College partner uses to be determined.	Staff time + \$3,000	
Student Affairs	Continue to monitor 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	
Student Affairs	Continue to monitor and improve Lounge areas for student use	Staff time	
Student Affairs	Monitor and evaluate the completion of the campus ADA plan, to increase access	Staff time + Life Safety funds	13
Student Affairs	Continue to provide input on construction & remodeling projects about ADA	Staff time	13
Information Technology	Security System for Door Access	\$202,764	1,2,3,4,5,6,7,8, 12,13
Administrative Services	Complete Construction of Avanté	\$27,424,506	
Administrative Services	Complete Furnishing and Equipping Avanté	\$8,070,000	
Administrative Services	Complete Internal Signage in Avanté	\$65,000	
Administrative Services	Complete Audio Visual Equipment Installation in Avanté	\$325,500	
Administrative Services	Complete Security System in Avanté	\$295,000	
Administrative Services	Complete move into Avanté	\$399,982	
Administrative Services	Complete Exterior Signage	\$90,000	
Administrative Services	Complete Furnishing Performing Arts Center	\$548,000	
Administrative Services	Complete Redevelopment of Parking Lot #3	\$494,300	
Administrative Services	Complete Boiler Expansion Project	\$3,350,000	
Administrative Services	Complete Roof Top Fencing and Landscaping at 650 Higgins	\$47,957	
Administrative Services	Complete FM Transmitter	\$20,704	
Administrative Services	Plan DCEO Infrastructure Project if money is released	\$4,250,000	
Administrative Services	Complete Stair Tread Replacement	\$150,000	
Administrative Services	Complete first phase of Fire Alarm Replacement	\$200,000	
Administrative Services	Complete Asbestos Abatement in various areas across the campus	\$295,000	
Administrative Services	Complete general parking lot upkeep	\$255,000	
College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 8: Support and enhance technology to meet the academic and administrative needs of the College community.</b>			
Academic Affairs	Maintain collaborative relationship with IT to serve instructional programs.	Staff time	
Academic Affairs	Maintain faculty development activities through Department of Instructional Technology toward usage of online and classroom technology	Staff time + \$25,000	
Student Affairs	Develop, enhance and expand methods of delivering health services via the Web	Staff time + \$1,000	
Student Affairs	Enhance the Career Center Web site to update and add materials for undecided students, job seekers and career changers	Staff time + \$1,000	
Student Affairs	Enhance Web presence and allow for more student resources for student club and organizations, as well as eXcel registration	Staff time	
Student Affairs	Enhance capabilities and promote Web accessibility for services and information	Staff time	

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 8: Support and enhance technology to meet the academic and administrative needs of the College community. (continued)</b>			
Student Affairs	Continue to enhance capabilities of and promote listenership of WHCM-FM (88.3FM)	Staff time	
Student Affairs	Continue to promote Web accessibility for disabled students	Staff time	13
Student Affairs	Promote electronic accessibility in computer labs and facilities, especially in new buildings	Staff time	7, 13
Student Affairs	Install and utilize web based version of Compass assessment test	Staff time	
Student Affairs	Assist with ERP implementation process	Staff time + \$20,000	
Information Technology	Implement next phase of Harper Portal	Staff time	1,2,3,4,5,6,7,8,
Information Technology	Implement Instructional Tools for WEB	Staff time	1,2,3,6
Information Technology	Acquire and implement new ERP System	Staff time + \$4,260,948	1,2,3,4,5,6,7,8,
Information Technology	Provide ongoing technical support for the implementation phases and the move into the Avante center.	Staff time	1,2,3,4,5,6,7,8,
Information Technology	Install and activate network technology (HCCN) in Avante	Staff time + \$862,590	1,2,3,4,5,6,7,8,
Information Technology	Install and activate the A/V for all classrooms, lecture halls and meeting rooms in Avante	Staff time + \$2,137,823	1,2,3,4,5,6,7,8,
Information Technology	Install desktop and peripheral technology in Avante	Staff time + \$1,197,104	1,2,3,4,5,6,7,8,
Information Technology	Implement CE WEB Registration and Payment	Staff time + \$24,500	1,2,3,4,5,6,7,8,
Information Technology	Develop specifications and acquire a SAN and integrated back-up/archival systems	Staff time + \$500,000	1,2,3,6,7
Information Technology	Install wireless network and associated network upgrades.	Staff time + \$150,000	1,2,3,6,7
Information Technology	Conduct the annual refresh cycle of installed technology	Staff time + \$750,000	1,2,3,4,5,6,7,8,
Information Technology	Implement an Authentication/Authorization system (single sign on)	Staff time	1,2,3,4,5,6,7,8,
Information Technology	Institutional Technology Plan	Staff time	1,3,4,5
Information Technology	Implement Phase I & II of campus Print/Copy project	Staff time + \$391,629	1,2,3,4,5,6,7,8,
Information Technology	Acquire hardware for ERP Project	Staff time + \$122,000	1,2,3,4,5,6,7,8,
Enrollment and Marketing	Provide leadership and support in the acquisition and implementation of the new ERP system.	Staff time	
Enrollment and Marketing	Develop business practices and procedures for the Enrollment Services area that are in line with new	Staff time	
Enrollment and Marketing	Provide adequate training and support with the implementation of the new ERP system	Staff time	
Enrollment and Marketing	To use and maximize technology resources to improve coding, tracking, letter generation, etc. for	Staff time	
Enrollment and Marketing	Work collaboratively with IT, Administrative Services and other areas of the College in the development	Staff time	
Enrollment and Marketing	Collaborate with IT to institute campus-wide integrated printing/copying solution, including networked and	Staff time + \$358,000	
Enrollment and Marketing	Collaborate with Communications, Outreach and Financial Assistance to improve and add self-service content areas to the web site.	Staff time + \$32,000	
		<b>FY 04/05 Estimated Cost</b>	<b>Other Goals Affected (1-13)</b>
<b>College Area</b>	<b>Initiative Description</b>		
<b>Goal 9: Ensure employee recruitment, development, and retention through appropriate processes.</b>			
Academic Affairs	Develop and execute an inclusive plan to recruit, select, and retain qualified employees.	Staff time + \$4,244	13
Academic Affairs	Assess the effectiveness of our organizational structure and business practices across the college.	Staff time	2
Academic Affairs	Train and cross-train support staff in anticipation of ERP implementation	Staff time + \$25,000	10
Academic Affairs	Consider identifying an operations manager for standardize operations among divisions.	Reassigned Staff	
Student Affairs	Continue monthly medical continuing education in-service training	Staff time	
Information Technology	Participate in New Employee Orientation and Employee Technology training seminars	Staff time	1,2,3
Administrative Services	Develop strategies to recruit a more diverse pool of applicants for public safety	Staff time	
Enrollment and Marketing	Systematically release good news stories to the media	\$158,358	
Enrollment and Marketing	Refine and execute College Communication Plan		

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 9: Ensure employee recruitment, development, and retention through appropriate processes. (continued)</b>			
Enrollment and Marketing	Maintain and expand News Bureau Web site		
Enrollment and Marketing	Produce printed annual report to the community		
Enrollment and Marketing	Counsel senior management on media and communication issues		
Enrollment and Marketing	Conduct media training sessions		
Enrollment and Marketing	Distribute news clips in a timely and cost-efficient manner		
Enrollment and Marketing	Review and update crisis communication plan		
HR/Diversity & Organizational Development	Evaluate effectiveness of on-line recruitment system/PeopleAdmin	Staff time + \$22,000	1,3,5,10,12,13
HR/Diversity & Organizational Development	Expand employee recruitment & retention initiatives in accordance with implementation of Diversity Plan (i.e., New recruitment agency with expertise in diversity recruitment - Shaker Agency)	Staff time + \$125,000	3,13
HR/Diversity & Organizational Development	In accordance with Phase III (Alignment) of the Core Values Initiative, develop and implement strategies to strengthen the relationships of Harper's internal community.	Staff time + \$15,000	10,12,13
<b>College Area</b>	<b>Initiative Description</b>	<b>FY 04/05 Estimated Cost</b>	<b>Other Goals Affected (1-13)</b>
<b>Goal 10: Foster effective leadership and decision-making by integrating shared governance, strategic planning, research and evaluation.</b>			
Academic Affairs	Take a leadership role in developing programmatic outcomes in support of the Higher Learning Commission self-study	Staff time + \$5,000	1
Academic Affairs	Deans Council will meet with the Faculty Senate Leadership on a regular and reciprocal basis throughout the year to enhance communication, network, and build collaborative efforts	Staff time + \$5,000	
Student Affairs	Continue satisfaction surveys and implement recommendations	Staff time + \$3,000	2
Student Affairs	Continue to ensure appropriate student representation in College decision-making	Staff time	
Student Affairs	Continue to guide decision-making through required research and data collection, to measure the impact of Student Affairs programs and services	Staff time	2
All	Continue to implement and evaluate the shared governance system focusing on communication, flow of information, and decision making within the College	Staff time	
Student Affairs	Assist with the Shared Governance review and make recommendations for future	Staff time	
Enrollment and Marketing	To work collaboratively with the Academic Standards Committee in the development of retention strategies to improve intervention systems to positively affect student retention.		
Enrollment and Marketing	Work collaboratively with Academic Affairs, Student Affairs, the Assessment and Testing Committee, and the Academic Standards Committee in reviewing the Assessment and Testing policies currently in place for new, full-time and part-time students.		

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 10: Foster effective leadership and decision-making by integrating shared governance, strategic planning, research and evaluation. (continued)</b>			
HR/Diversity & Organizational Development	Create an "Employee Institute for Learning" which would provide a more formalized structure for Harper's organizational development initiative.	Staff time + \$15,000	1,13
Strategic Planning	Begin Higher Learning Commission Self-study process by selecting the committee and the outcomes template and developing the 3-year plan.		
Strategic Planning	Support the Baccalaureate Degree initiative to successfully pass legislation allowing Harper College to serve the unmet Baccalaureate needs of the district	Staff time + \$60,000	2
Strategic Planning	Update the Environmental Scan and SWOT Analysis as an input for the strategic planning process.		
Strategic Planning	Coordinate with the ICCB on the Baccalaureate Degree taskforce.		
College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 11: Develop and nurture relationships with educational, business and public sector partners to benefit the College and community.</b>			
All	Identify, establish and evaluate beneficial community partnerships for the college.	Staff time	
Academic Affairs	Continue to pursue and form partnerships with high schools, other community colleges, and universities for joint programs, 2+2 agreements, and articulation agreements.	Staff time	1
Academic Affairs	Cooperate with boarder colleges to build collaborative relationships for programs.	Staff time + \$5,000	
Academic Affairs	Continue to forge relationships that promote Workforce and Economic Development with district employers	Staff time	1
Student Affairs	Continue association with Sears Women's Network to provide informational sessions for Women's Program participants	Staff time + \$500	3
Student Affairs	Continue to partner with American Cancer Society by serving as a member of the Women's Health Task Force	Staff time	
Student Affairs	Continue relationship with Lifesource for periodic blood drives	Staff time	
Student Affairs	Continue relationship with Alexian Brothers Corporate Health Services to serve our occupational health needs	Staff time	
Student Affairs	Continue relationship with Northwest Community Hospital	Staff time	
Student Affairs	Continue fostering a relationship with International Latino Cultural Center of Chicago	Staff time	
Government Relations	Work with legislators on funding needs and public policy.		
Government Relations	Continue to build consistent communication with public officials.		
HR/Diversity & Organizational Development	As appropriate, participate in community diversity initiatives (i.e., Daily Herald Suburban Mosaic Book Club, MLK Scholarship Dinner)	Staff time + \$1,000	13

**FUNDING OF THE 2004/2005 INSTITUTIONAL GOALS**

College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 12: Build awareness and promote the reputation of the College through quality communications.</b>			
Academic Affairs	Enhance communications with all areas of the College that foster students' academic success and goal attainment.	Staff time	
Student Affairs	Generate publicity for Cultural Arts and Program Board cultural, entertainment, educational special events, thus enhancing College's reputation as a "cultural center"	Staff time + \$1,000	
Student Affairs	Generate publicity for student club and organization success stories	Staff time + \$1,000	
Student Affairs	Generate awareness of the College through publicity for the Intercollegiate Athletics program	Staff time + \$1,000	
Student Affairs	Continue to explore new ways to obtain better and more in-depth sports coverage in the media, including generating publicity for student athlete success stories and providing more extensive athletic team information to the media	Staff time + \$1,000	6
Enrollment and Marketing	Continue to tell Harper's "go forward" brand stories through a variety of vehicles--print, Web, schedule, radio	\$65,000	
Enrollment and Marketing	Arrange the community grand opening of Avanté, including the Health Fair, tours, concert, and other campus activities	Staff time	
Enrollment and Marketing	Systematically release positive stories about Harper students, faculty and staff to the media	Staff time	
Enrollment and Marketing	Counsel president and senior management on media and communication issues	Staff time	
Enrollment and Marketing	Conduct media training for all campus groups	Staff time	
Enrollment and Marketing	Produce printed annual report to the community	Staff time + \$30,000	
Enrollment and Marketing	Produce community relations video	Staff time + \$10,000 (Foundation grant)	
Enrollment and Marketing	Execute College Communication Plan to insure the College's key messages are delivered to targeted audiences.	Staff time	
HR/Diversity & Organizational Development	Develop/Implement Three Year Internal Communication Plan which is congruent with the Institution's "Greater Than" brand and which is designed to continue to strengthen internal relationships.	Staff time + \$5,000	1,3,5,10,12,13
College Area	Initiative Description	FY 04/05 Estimated Cost	Other Goals Affected (1-13)
<b>Goal 13: Create a campus climate that is supportive of cultural differences and respectful of all constituents.</b>			
Academic Affairs	Cooperate with Human Resources to recruit and hire diverse faculty and staff.	Staff time	
Academic Affairs	Expand multicultural learning through diversity education programming and activities for employees and students.	Staff time + \$12,000	1
Student Affairs	Initiate cultural competency publicity campaign for Health and Psychological Services related to ACHA grant	Staff time + \$3,000 from ACHA grant	
Student Affairs	Implement Multicultural Programming	Staff time + \$6,000	3, 6
Student Affairs	Provide direction for the College-wide Diversity Plan	Staff time	
Student Affairs	Develop and promote seminars & workshops on access and accommodations	Staff time	6, 9
Student Affairs	Expand student leadership development through the multicultural student leadership retreat	Staff time + \$3,500	3, 6
Student Affairs	Continue producing Harper Fusion - A Multicultural Celebration	Staff time + \$2,000	3, 6
Student Affairs	Continue LGBT awareness and support programs	Staff time	3, 6
HR/Diversity & Organizational Development	Expand Diversity initiative in accordance with Harper's 2004-2005 Diversity Plan with specific support given to the Student Senate's CARING Campaign for increased respect and civility among diverse groups.	Staff time + \$7,000	1,3,6

## Long Range Planning and Performance Outcomes Measures

The College is accredited by the Higher Learning Commission. In 2007 the College will have its next accreditation visit. The Higher Learning Commission criteria for accreditation have changed since the last visit in 1997. The College is putting together a Steering Committee to respond to these new criteria. The committee will recommend a template for Institutional Effectiveness which will include outcomes for all instructional programs, educational support units and administrative departments. These efforts will help us evaluate how well our current programs are achieving their goals (assessment process) and will complement our strategic planning efforts which determine our future directions. The Higher Learning Commission will be concerned with evaluating both our assessment and strategic planning processes. We will be evaluated around 5 central criteria. The five criteria are:

Mission and Integrity. The organization operates with integrity to ensure the fulfillment of its mission through structures and processes that involve the board, administration, faculty, staff, and students.

- 1a. The organization's mission documents are clear and articulate publicly the organization's commitments.
- 1b. In its mission documents, the organization recognizes the diversity of its learners, other constituencies, and the greater society it serves.
- 1c. Understanding of and support for the mission pervade the organization.
- 1d. The organization's governance and administrative structures promote effective leadership and support collaborative processes that enable the organization to fulfill its mission.
- 1e. The organization upholds and protects its integrity.

Preparing For the Future. The organization's allocation of resources and its processes for evaluation and planning demonstrate its capacity to fulfill its mission, improve the quality of its education, and respond to future challenges and opportunities.

- 2a. The organization realistically prepares for a future shaped by multiple societal and economic trends.
- 2b. The organization's resource base supports its educational programs and its plans for maintaining and strengthening their quality in the future.
- 2c. The organization's ongoing evaluation and assessment processes provide reliable evidence of institutional effectiveness that clearly informs strategies for continuous improvement.

- 2d. All levels of planning align with the organization's mission, thereby enhancing its capacity to fulfill that mission.

Student Learning and Effective Teaching. The organization provides evidence of student learning and teaching effectiveness that demonstrates it is fulfilling its educational mission.

- 3a. The organization's goals for student learning outcomes are clearly stated for each educational program and make effective assessment possible.
- 3b. The organization values and supports effective teaching.
- 3c. The organization creates effective learning environments.
- 3d. The organization's learning resources support student learning and effective teaching.

Acquisition, Discovery and Application of Knowledge. The organization promotes a life of learning for its faculty, administration, staff, and students by fostering and supporting inquiry, creatively, practice, and social responsibility in ways consistent with its mission.

- 4a. The organization demonstrates, through the actions of its board, administrators, students, faculty, and staff, that it values a life of learning.
- 4b. The organization demonstrates that acquisition of a breadth of knowledge and skills and the exercise of intellectual inquiry are integral to its educational programs.
- 4c. The organization assesses the usefulness of its curricula to students who will live and work in a global, diverse, and technological society.
- 4d. The organization provides support to ensure that faculty, students, and staff acquire, discover, and apply knowledge responsibly.

Engagement and Service. As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

- 5a. The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.
- 5b. The organization has the capacity and the commitment to engage with its identified constituencies and communities.
- 5c. The organization demonstrates its responsiveness to those constituencies that depend on it for service.
- 5d. Internal and external constituencies value the services the organization provides.



## **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 document may be found on the College web site. Pertinent parts of the Strategic Long Range Plan are excerpted in this budget book under the Strategic Planning section. The College's Institutional Goals flow from this work and guide budgetary decisions and create the one-year plan. This year's goals supported by specific initiatives and their funding are detailed on Pages 19-27.

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. The state also requires the college to file an annual Results report detailing specific measurements and progress towards statewide goals. This document may also be found on the college website.

### **Board Financial Guidelines**

#### **Balanced Budget**

The Board shall strive to maintain a balanced budget in the Educational Fund (01) and the Operations and Maintenance Fund (02). The term *balanced budget* shall apply only to the Education Fund (01) and the Operation and Maintenance Fund (02). The Board philosophy is "Save Before You Spend". This means that money is intentionally added to the fund balance in every year. The fund balance can then be designated for special one time uses when the need arises such as construction expense, projects or special equipment purchases. This is considered good planning and the budget shall still be considered balanced.

The other funds often support projects where revenue is generated (i.e. bond sales) in one year and spent in succeeding years. This is considered good planning and not an unbalanced budget.

Unbalanced shall mean that the revenue coming into the fund is insufficient to pay all of the *operational or ongoing* expense of that year.

### **Long Range Planning**

A Strategic Long Range Plan shall be presented to the Board on an annual basis. This plan shall have participation of the College community through the Institutional Planning Committee of the shared governance system. Financial decisions related to capital projects, investment and cash management policies and new program development shall consider the long range financial implications. The District will maximize access to property taxes and state appropriations through all prudent mechanisms allowed by state statute.

### **Asset Inventory and Appraisal**

The assets of the College shall be inventoried and/or appraised on a 3 to 5 year cycle. This shall include the condition and value of the buildings and contents. The results of this work, in conjunction with the Campus Master Plan, will provide the basis for approval by the Board and submission to the State for funding through the RAMP process.

### **Revenue Diversification**

The Board shall continue to maximize its three major revenue sources of tuition and fees, state appropriations and property tax. The Board's most direct control is over tuition and fee revenue. The College shall continue to develop other revenue streams from bookstore, food service, continuing education and other creative sources within the mission of the College to support the basic mission of the College.

### **Tuition and Fees**

#### **Tuition**

Tuition is set by the Board. The Board goal is to gradually (\$4.00 per credit hour per year) increase tuition at Harper until the students are paying 25% of per capita cost. Per Capita cost is defined by the state and tuition is limited to 33 1/3% of per capita costs. The Harper percentage of tuition to per capita cost has varied over the years, but has been lower than 25% for many years.

#### **Fees**

Recent years have seen a decrease in both state appropriations and property taxes through PTAB appeals. Fees are added as necessary to make up for losses from these sources.

#### **Use of One Time Revenue**

The Board shall not use one time revenues for ongoing expenditures, but rather target these funds for one time expenditures.

## **Use of Unpredictable Revenue**

The College shall use the Auxiliary Fund (05) to record revenue and expense from activities that are expected to break even or better and have unpredictable sources of revenue.

Expenses should be of a flexible nature and designed to rise and fall with the revenues. Programs or services that no longer break even must be restructured or discontinued.

## **Debt**

The College will not exceed the debt limits set by state statute (2.875% of EAV) nor exceed bonding authority within the limits of the tax cap. See the appendix of budget document for more detail on debt and its limits in Illinois.

## **Fund Balance Definition and Target**

Fund balance will be defined as the dollars left in a fund at the end of a fiscal year. The College will continue to act in a prudent fiscal manner in all decisions in order to maintain its Aaa bond rating. This includes a fund balance target a minimum of 33% of total revenue of the combined funds of Education (01) and Operations and Maintenance (02).

## **Accountability**

The Board of Trustees shall receive a monthly report of the actual expenditures compared to the budget in the Education Fund (01) and the Operation and Maintenance Fund (02). The Board of Trustees shall also receive a monthly report of investments. The Board of Trustees shall maintain state required levels of Treasurer's Bonds.

Revised 8/24/04

## **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 or September 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**

**2004-05 PLANNING CALENDAR: BUDGET FOR FISCAL YEAR 2005**

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

## **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 19.2%. 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 \$71 for fiscal year 2004-05.

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. Attached to the Budget Memorandum to the Board of Trustees for FY 05 is a high level summary of how the model is being used for 3-year budgeting purposes.

**WILLIAM RAINEY HARPER COLLEGE  
FINANCIAL INFORMATION AND PROJECTIONS  
Fiscal Years Ended June 30, 2004-2007**

<b>EDUCATION FUND REVENUE</b>	Legal Budget 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007
<b>Local Government</b>				
Current real estate taxes:				
Tax assessment Year	<u>2003 Tax Yr</u>	<u>2004 Tax Yr</u>	<u>2005 Tax Yr</u>	<u>2006 Tax Yr</u>
EAV (current all counties)	16,840,546,879	17,177,357,817	17,520,904,973	17,871,323,072
Percent Change	0.28%	2.00%	2.00%	2.00%
Max tax rate	0.0175	0.0175	0.0175	0.0175
Actual levy by resolution	27,884,075	29,557,120	31,330,547	33,210,379
Tax extension	26,140,000	26,062,777	28,406,785	28,990,184
Percent Change	1.37%	-0.30%	8.99%	2.05%
Final tax rate	NA	NA	NA	NA
All installments for Tax Year	25,878,600	25,802,149	28,122,717	28,700,282
Collection Rate	99.0%	99.0%	99.0%	99.0%
Collections - Budget Yr:				
2nd installmt. prior yr.	12,637,331 49%	12,792,765 49%	12,770,760 49%	13,919,325 49%
1st installmt. current yr.	13,085,835 50%	13,031,389 50%	14,203,393 50%	14,495,092 50%
Total Collected	25,723,166	25,824,154	26,974,153	28,414,417
Percent Change	2.84%	0.39%	4.45%	5.34%
Back taxes, Refunds, & Interest	(500,000)	(500,000)	(500,000)	(500,000)
Percent Change	-7.50%	0.00%	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>25,723,166</u>	<u>25,824,154</u>	<u>26,974,153</u>	<u>28,414,417</u>
<b>State government revenue</b>				
ICCB Credit Hour Grants:				
Cr. hr. claim-prior 2nd yr.	265,710	259,980	259,788	282,905
Grant rate per hour (est)	<u>27.43</u>	<u>25.98</u>	<u>26.00</u>	<u>22.71</u>
Apportionment	7,289,650	6,754,575	6,754,575	6,425,688
Percent Change	-2.20%	-7.34%	0.00%	-4.87%
Square Footage Grant	98,515	97,564	97,564	97,564
Percent Change	-0.17%	-0.97%	0.00%	0.00%
ICCB-Vocational Education	195,000	234,000	241,020	248,251
Percent Change	-35.12%	20.00%	3.00%	3.00%
CPPTR	301,000	375,000	386,250	397,838
Percent Change	-13.83%	24.58%	3.00%	3.00%
Other state funding-ICN Grant	0	0	0	0
Percent Change	0.00%	0.00%	0.00%	0.00%
Total state govt. revenue	<u>7,884,165</u>	<u>7,461,139</u>	<u>7,479,409</u>	<u>7,169,340</u>

**WILLIAM RAINEY HARPER COLLEGE  
FINANCIAL INFORMATION AND PROJECTIONS  
Fiscal Years Ended June 30, 2004-2007**

<b>EDUCATION FUND</b>	Legal Budget 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007
<b>Federal Government</b>				
Dept of Ed	10,000	10,000	10,000	10,000
<b>Student tuition and fees</b>				
Tuition				
Assumptions:				
FTE enrollment/Summer	2,338	2,451	2,623	2,701
FTE enrollment/Fall	7,811	8,411	8,761	9,024
FTE enrollment/Spring	7,170	7,998	8,042	8,284
Total FTE	<u>17,319</u>	<u>18,860</u>	<u>19,426</u>	<u>20,009</u>
Percent Change	-0.07%	8.90%	3.00%	3.00%
Total credit hours	259,788	282,905	291,392	300,134
Tuition rate per hour	<u>67</u>	<u>71</u>	<u>75</u>	<u>79</u>
Credit hour tuition	17,405,807	20,086,251	21,854,407	23,710,575
Adj factor - Irreg Tuition	1.13	1.11	1.11	1.11
Refunds as % of tuition				
Tuition refunds				
Actual Tuition	19,598,931	22,255,567	24,214,684	26,271,318
Percent Change	20.16%	13.56%	8.80%	8.49%
Total tuition	19,598,931	22,255,567	24,214,684	26,271,318
Fees				
Tech fees (\$5 per credit hour FY 04)	1,298,941	1,414,525	1,456,960	1,500,669
Other fees rate per credit hour	9.02	9.61	9.61	9.61
Other fees	2,343,000	2,719,600	2,801,188	2,885,224
Percent Change	14.04%	16.07%	3.00%	3.00%
New programs tuition		316,518	573,150	632,158
Additional FTE Percent Change		0.97%	1.61%	1.68%
Total tuition and fees	<u>23,240,872</u>	<u>26,706,210</u>	<u>29,045,982</u>	<u>31,289,369</u>
<b>Other sources</b>				
Sales and service fees	40,000	45,000	45,000	45,000
Percent Change	-15.73%	12.50%	0.00%	0.00%
Investment revenue	315,000	315,000	400,000	500,000
Percent Change	-29.28%	0.00%	26.98%	25.00%
Other	0	0	0	0
Percent Change				
Transfers (Bookstore)	100,000	100,000	100,000	100,000
Percent Change	0.00%	0.00%	0.00%	0.00%
Total other sources	<u>455,000</u>	<u>460,000</u>	<u>545,000</u>	<u>645,000</u>
<b>Total Fund Revenue</b>	<u>57,313,203</u>	<u>60,461,503</u>	<u>64,054,544</u>	<u>67,528,125</u>
Percent Change	7.89%	5.49%	5.94%	5.42%

**WILLIAM RAINEY HARPER COLLEGE  
FINANCIAL INFORMATION AND PROJECTIONS  
Fiscal Years Ended June 30, 2004-2007**

<b>EDUCATION FUND</b>	Legal Budget 2003-2004	Projected 2004-2005	Projected 2005-2006	Projected 2006-2007
<b>EXPENDITURES</b>				
Salaries	38,664,524	42,108,407	43,699,368	45,324,978
Percent Change	10.90%	8.91%	3.78%	3.72%
Employee benefits	7,563,398	7,201,291	7,997,283	9,251,377
Percent Change	25.08%	-4.79%	11.05%	15.68%
Contractual services	2,909,037	2,035,197	2,035,197	2,035,197
Percent Change	6.76%	-30.04%	0.00%	0.00%
General materials and supplies	3,414,015	3,361,560	3,361,560	3,361,560
Percent Change	28.71%	-1.54%	0.00%	0.00%
Conference and meeting expense	602,096	624,657	624,657	624,657
Percent Change	21.43%	3.75%	0.00%	0.00%
Fixed charges	86,220	75,275	75,275	75,275
Percent Change	-58.65%	-12.69%	0.00%	0.00%
Capital Outlay	352,899	379,223	379,223	379,223
Percent Change	-29.59%	7.46%	0.00%	0.00%
Other	1,618,014	1,564,764	1,564,764	1,564,764
Percent Change	39.65%	-3.29%	0.00%	0.00%
Unanticipated - 500,000				
Chargebacks, Svc Chg, Bad Debt-614,500				
Financial Aid - 253,871				
Grant Match - 60,000				
Tuition Credits & Discounts - 99,500				
Other - 36,893				
Contingency	500,000	250,000	250,000	250,000
Percent Change	100.00%	-50.00%	0.00%	0.00%
Enrollment Increase Contingency		530,219	1,083,977	1,711,043
New programs expense		297,410	578,735	692,507
Transfers out	1,603,000	2,033,500	2,033,500	2,033,500
Percent Change	-22.15%	26.86%	0.00%	0.00%
Fund 06 - 1,350,000 Tech Plan				
Fund 05 - 683,500 Stu. Act.				
<b>Total Fund Expenditures</b>	<u>57,313,203</u>	<u>60,461,503</u>	<u>63,683,539</u>	<u>67,304,081</u>
Percent Change	13.02%	5.49%	5.33%	5.69%
<b>Fund Balance, July 1</b>	\$ 15,442,261	\$ 15,442,261	\$ 15,442,261	\$ 15,813,266
Revenues & transfers in	<u>\$ 57,313,203</u>	<u>\$ 60,461,503</u>	<u>\$ 64,054,544</u>	<u>\$ 67,528,125</u>
Sub-total	\$ 72,755,464	\$ 75,903,764	\$ 79,496,805	\$ 83,341,391
Expenditures & transfers out	\$ 57,313,203	\$ 60,461,503	\$ 63,683,539	\$ 67,304,081
Restatement of fund balance				
<b>Fund Balance, June 30</b>	<u>\$ 15,442,261</u>	<u>\$ 15,442,261</u>	<u>\$ 15,813,266</u>	<u>\$ 16,037,310</u>
Fund Balance as % of Revenue	26.9%	25.5%	24.7%	23.7%
<b>Fund Balance Change</b>	<u>\$ (0)</u>	<u>\$ -</u>	<u>\$ 371,005</u>	<u>\$ 224,044</u>



## **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 College has adopted the provisions of GASB Statement No. 33, *Accounting and Financial Reporting for Non-Exchange Transactions*, and early adopted Statement No. 35, *Basic Financial Statements and Management's Discussion and Analysis for Public Colleges and Universities*. In FY 2004 the College will adopt GASB Statement No. 39, *Determining Whether Certain Organizations are Component Units*. These statements are prepared on an accrual basis of accounting, which means that revenues are recorded when earned and expenditures when a liability is created, regardless of the accounting period in which cash payment is actually made.

The College budgets on the same basis as its financial reporting with the exception of depreciation. All capital asset purchases are budgeted as expenses, instead of budgeting for annual depreciation on those assets.

The College records transactions and corresponding budgets by the following funds:

- 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) is 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.

**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>
Fund Balance June 30, 2003	\$ 15,511,192	\$ 8,981,997	\$ 3,018,247	\$ 9,196,095	\$ 125,583	\$ 1,192,539	\$ 3,921,694	\$ 63,883,032	\$ 105,830,379
<b>PROJECTED FUND</b>									
BALANCE June 30, 2004	\$ 18,700,000	\$ 9,700,000	\$ 3,100,000	\$ 8,600,000	\$ 180,000	\$ 330,000	\$ 4,300,000	\$ 41,900,000	\$ 86,810,000
<b>REVENUES</b>									
Local Government	\$ 25,824,154	\$ 10,880,000	\$ -	\$ 2,000,000	\$ 128,106	\$ 2,499,878	\$ 11,257,383	\$ 564,575	\$ 53,154,096
State Government	7,461,139	179,000	-	9,901,498				4,250,000	21,791,637
Federal Government	10,000			5,397,772					5,407,772
Tuition & Fees	26,706,210	1,610,000	4,350,666						32,666,876
Other Sources	360,000	175,539	10,532,150	755,902	2,500	5,000	55,000	250,000	12,136,091
Transfers	100,000	200,000	683,500	1,350,000			527,395		2,860,895
<b>Total Revenues</b>	<b>\$ 60,461,503</b>	<b>\$ 13,044,539</b>	<b>\$ 15,566,316</b>	<b>\$ 19,405,172</b>	<b>\$ 130,606</b>	<b>\$ 2,504,878</b>	<b>\$ 11,839,778</b>	<b>\$ 5,064,575</b>	<b>\$ 128,017,367</b>
<b>EXPENDITURES</b>									
Instruction	\$ 23,933,588	\$ -	\$ -	\$ 731,937	\$ -	\$ -	\$ -	\$ -	\$ 24,665,525
Academic Support	5,611,836		92,235	65,832					5,769,903
Student Services	6,165,309		1,062,022	374,156					7,601,487
Public Service	150,640		5,207,382	203,884					5,561,906
Auxiliary Services			8,226,845						8,226,845
Operation & Maintenance		9,701,713		88,741		710,517			10,500,971
Institutional Support	22,566,630	4,319,312	269,680	22,032,741	119,000	2,025,170	11,185,990	46,814,202	109,332,725
Transfers	2,033,500		627,395				-		2,660,895
<b>Total Expenditures</b>	<b>\$ 60,461,503</b>	<b>\$ 14,021,025</b>	<b>\$ 15,485,559</b>	<b>\$ 23,497,291</b>	<b>\$ 119,000</b>	<b>\$ 2,735,687</b>	<b>\$ 11,185,990</b>	<b>\$ 46,814,202</b>	<b>\$ 174,320,257</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ -</b>	<b>\$ (976,486)</b>	<b>\$ 80,757</b>	<b>\$ (4,092,119)</b>	<b>\$ 11,606</b>	<b>\$ (230,809)</b>	<b>\$ 653,788</b>	<b>\$ (41,749,627)</b>	<b>\$ (46,302,890)</b>
<b>PROJECTED FUND</b>									
BALANCE June 30, 2004	\$ 18,700,000	\$ 8,723,514	\$ 3,180,757	\$ 4,507,881	\$ 191,606	\$ 99,191	\$ 4,953,788	\$ 150,373	\$ 40,507,110

**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.

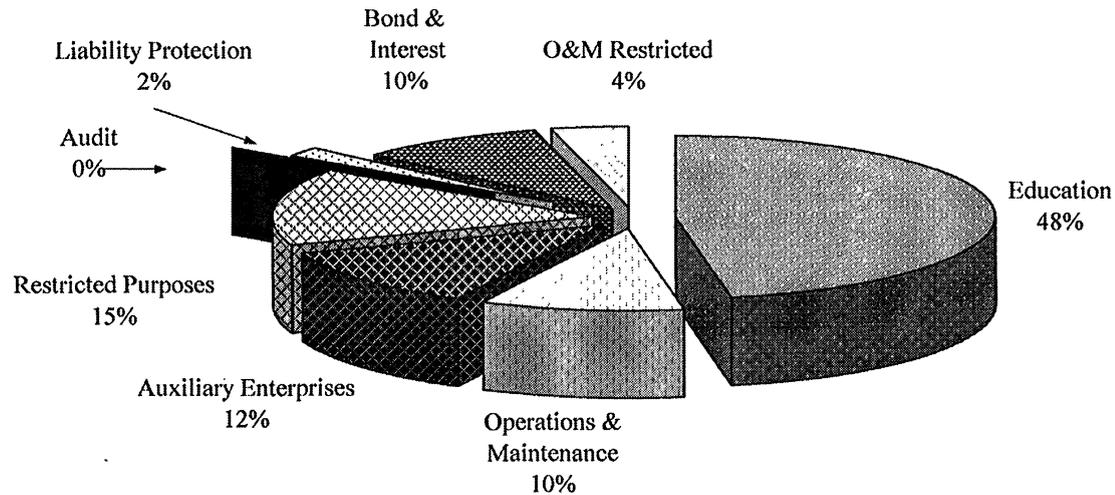
Fund 02: \$384,435 for projects budgeted in prior year but not expended; \$592,051 planned use of fund balance.

Fund 03: \$39,912,288 for Referendum projects; \$1,768,678 for Life Safety projects from the 2002 tax levy and savings from prior years; \$68,661 for other projects budgeted in prior years but not expended.

Fund 06: \$2,609,543 for Tech Plan and ERP; \$1,382,576 for retiree consulting; \$100,000 planned use of funds not expended in previous years.

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

**Fiscal Year 2005 Revenues by Fund**

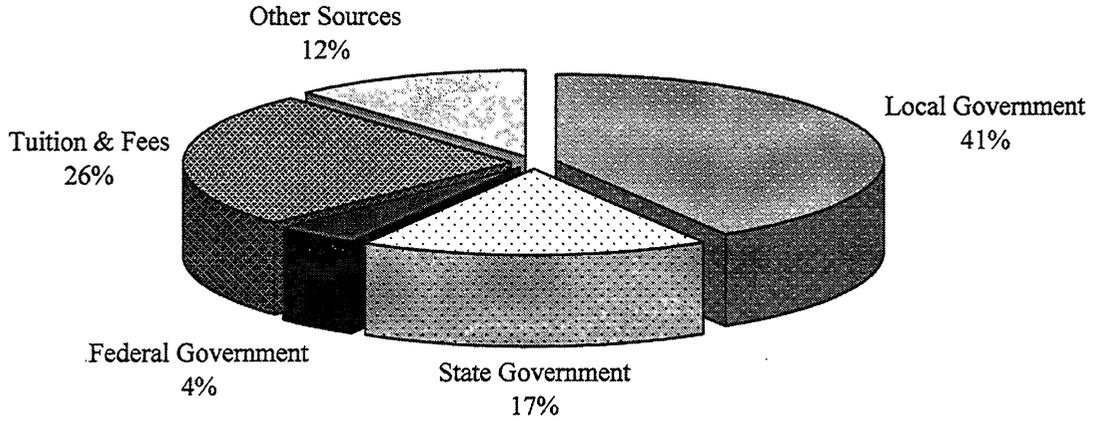


**ALL FUNDS OVERVIEW**  
**Expenditures by Object**

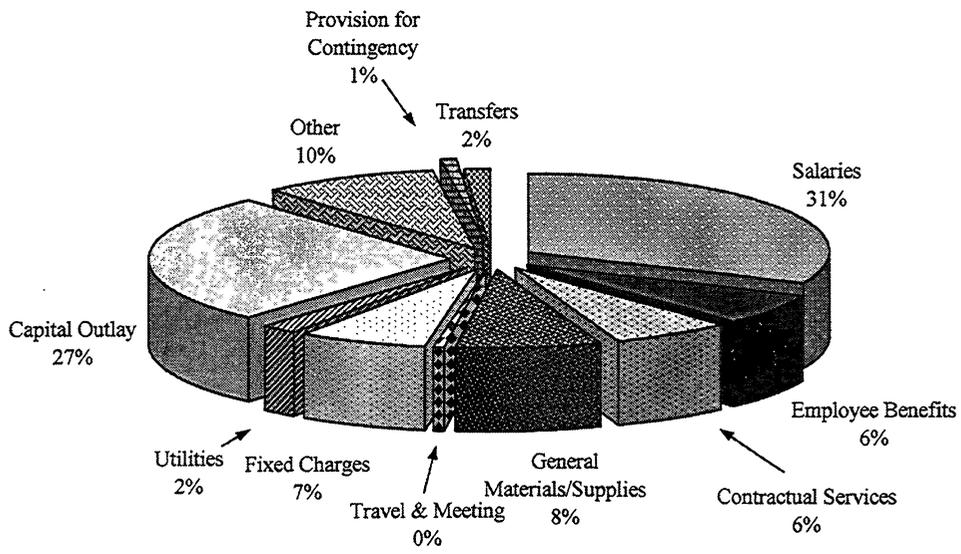
	<u>Education</u>	<u>Operations &amp; Maintenance</u>	<u>Auxiliary Enterprises</u>	<u>Restricted Purposes</u>	<u>Audit</u>	<u>Liability Protection</u>	<u>Bond &amp; Interest</u>	<u>O&amp;M Restricted</u>	<u>Combined</u>
<b>EXPENDITURES</b>									
Salaries	\$ 42,365,817	\$ 4,975,315	\$ 5,301,943	\$ 1,651,837		\$ 662,550		\$ 163,385	\$ 55,120,847
Employee Benefits	7,241,291	1,333,157	992,689	101,817		1,333,000		4,837	11,006,791
Contractual Services	2,035,197	1,936,212	1,047,767	2,628,276	119,000	60,500		3,284,703	11,111,655
General Materials/Supplies	3,361,560	971,693	6,339,789	3,044,655					13,717,697
Travel & Meeting	624,657	22,900	100,329	59,296					807,182
Fixed Charges	75,275	329,873	176,000			631,670	11,185,990	12,006	12,410,814
Utilities		3,390,540	45,100						3,435,640
Capital Outlay	379,223	759,335	326,164	1,544,111				43,349,271	46,358,104
Other	1,564,764	2,000	528,383	14,467,299		47,967			16,610,413
Provision for Contingency	780,219	300,000							1,080,219
Transfers	2,033,500		627,395						2,660,895
<b>Total Expenditures</b>	<b>\$ 60,461,503</b>	<b>\$ 14,021,025</b>	<b>\$ 15,485,559</b>	<b>\$ 23,497,291</b>	<b>\$ 119,000</b>	<b>\$ 2,735,687</b>	<b>\$ 11,185,990</b>	<b>\$ 46,814,202</b>	<b>\$ 174,320,257</b>

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

**Revenues by Source**



**Expenditure Uses by Object**



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

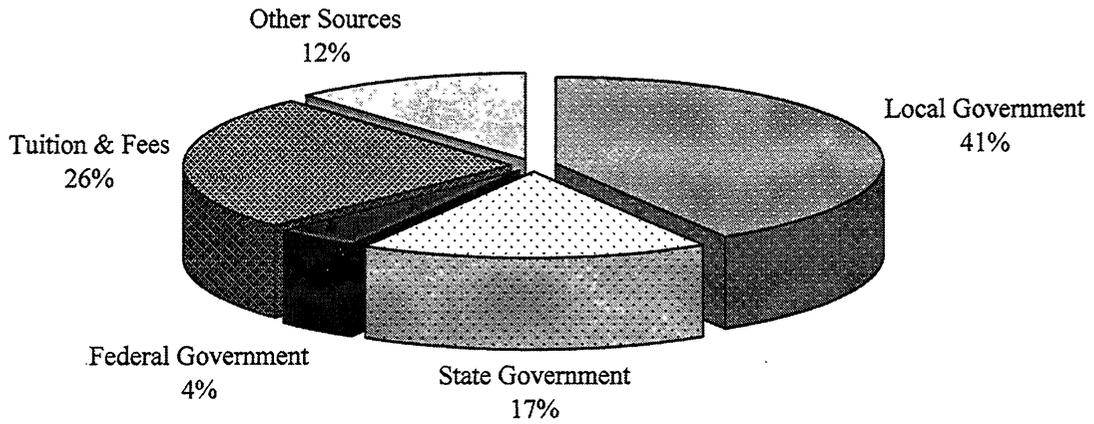
	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 54,324,325	\$ 50,240,309	\$ 53,154,096	6%
State Government	16,248,815	22,133,831	21,791,637	-2%
Federal Government	4,096,794	5,052,648	5,407,772	7%
Tuition & Fees	25,873,765	28,193,521	32,666,876	16%
Other Sources	13,778,073	12,477,345	12,136,091	-3%
Transfers	<u>3,407,272</u>	<u>2,426,895</u>	<u>2,860,895</u>	<u>18%</u>
<b>Total Revenues</b>	<u>\$ 117,729,044</u>	<u>\$ 120,524,549</u>	<u>\$ 128,017,367</u>	<u>6%</u>
<b>EXPENDITURES</b>				
Instruction	\$ 23,274,456	\$ 23,236,794	\$ 24,665,525	6%
Academic Support	5,786,706	5,537,770	5,769,903	4%
Student Services	7,087,755	7,025,036	7,601,487	8%
Public Service	5,625,499	6,017,968	5,561,906	-8%
Auxiliary Services	7,721,150	8,170,862	8,226,845	1%
Operation & Maintenance	8,079,157	8,325,359	10,500,971	26%
Institutional Support	79,380,119	112,256,039 <sup>1</sup>	109,332,725 <sup>1</sup>	-3%
Transfers	<u>3,114,674</u>	<u>2,226,895</u>	<u>2,660,895</u>	<u>19%</u>
<b>Total Expenditures</b>	<u>\$ 140,069,516</u>	<u>\$ 172,796,723</u>	<u>\$ 174,320,257</u>	<u>1%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<u>\$ (22,340,472)</u>	<u>\$ (52,272,174)</u>	<u>\$ (46,302,890)</u>	<u>-11%</u>
<b>BEGINNING FUND BALANCE</b>	<u>\$ 128,170,850</u>	<u>\$ 105,830,378</u>	<u>\$ 86,810,000 <sup>2</sup></u>	<u>-18%</u>
<b>ENDING FUND BALANCE</b>	<u><u>\$ 105,830,378</u></u>	<u><u>\$ 53,558,204</u></u>	<u><u>\$ 40,507,110</u></u>	<u><u>-24%</u></u>

<sup>1</sup> Referendum Building (Science, Emerging Technology, and Health Careers Center) and infrastructure improvement grant

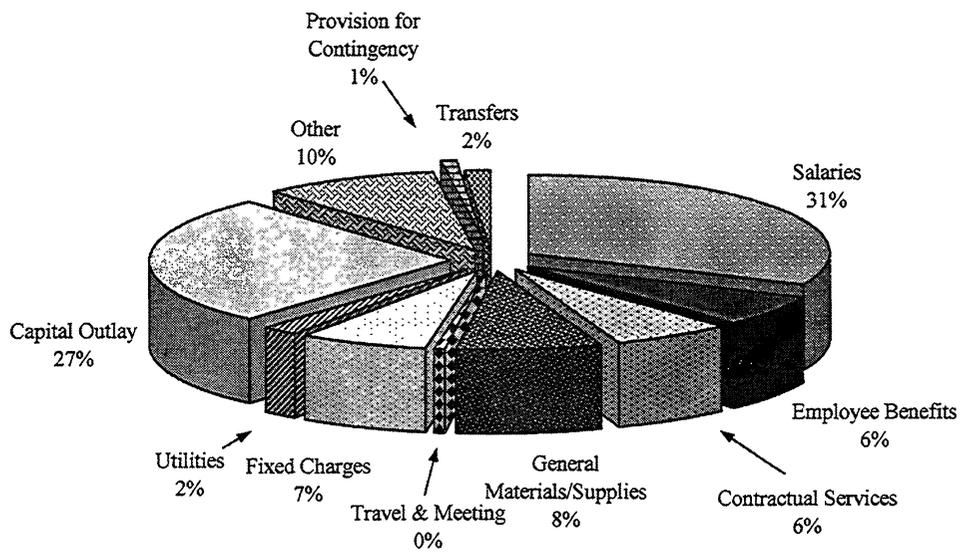
<sup>2</sup> Projected beginning fund balance for FY 05 is adjusted due to unexpended balances for designated projects

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

**Revenues by Source**



**Expenditure Uses by Object**



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

	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 54,324,325	\$ 50,240,309	\$ 53,154,096	6%
State Government	16,248,815	22,133,831	21,791,637	-2%
Federal Government	4,096,794	5,052,648	5,407,772	7%
Tuition & Fees	25,873,765	28,193,521	32,666,876	16%
Other Sources	13,778,073	12,477,345	12,136,091	-3%
Transfers	3,407,272	2,426,895	2,860,895	18%
<b>Total Revenues</b>	<u>\$ 117,729,044</u>	<u>\$ 120,524,549</u>	<u>\$ 128,017,367</u>	<u>6%</u>
<b>EXPENDITURES</b>				
Instruction	\$ 23,274,456	\$ 23,236,794	\$ 24,665,525	6%
Academic Support	5,786,706	5,537,770	5,769,903	4%
Student Services	7,087,755	7,025,036	7,601,487	8%
Public Service	5,625,499	6,017,968	5,561,906	-8%
Auxiliary Services	7,721,150	8,170,862	8,226,845	1%
Operation & Maintenance	8,079,157	8,325,359	10,500,971	26%
Institutional Support	79,380,119	112,256,039 <sup>1</sup>	109,332,725 <sup>1</sup>	-3%
Transfers	3,114,674	2,226,895	2,660,895	19%
<b>Total Expenditures</b>	<u>\$ 140,069,516</u>	<u>\$ 172,796,723</u>	<u>\$ 174,320,257</u>	<u>1%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<u>\$ (22,340,472)</u>	<u>\$ (52,272,174)</u>	<u>\$ (46,302,890)</u>	<u>-11%</u>
<b>BEGINNING FUND BALANCE</b>	<u>\$ 128,170,850</u>	<u>\$ 105,830,378</u>	<u>\$ 86,810,000 <sup>2</sup></u>	<u>-18%</u>
<b>ENDING FUND BALANCE</b>	<u>\$ 105,830,378</u>	<u>\$ 53,558,204</u>	<u>\$ 40,507,110</u>	<u>-24%</u>

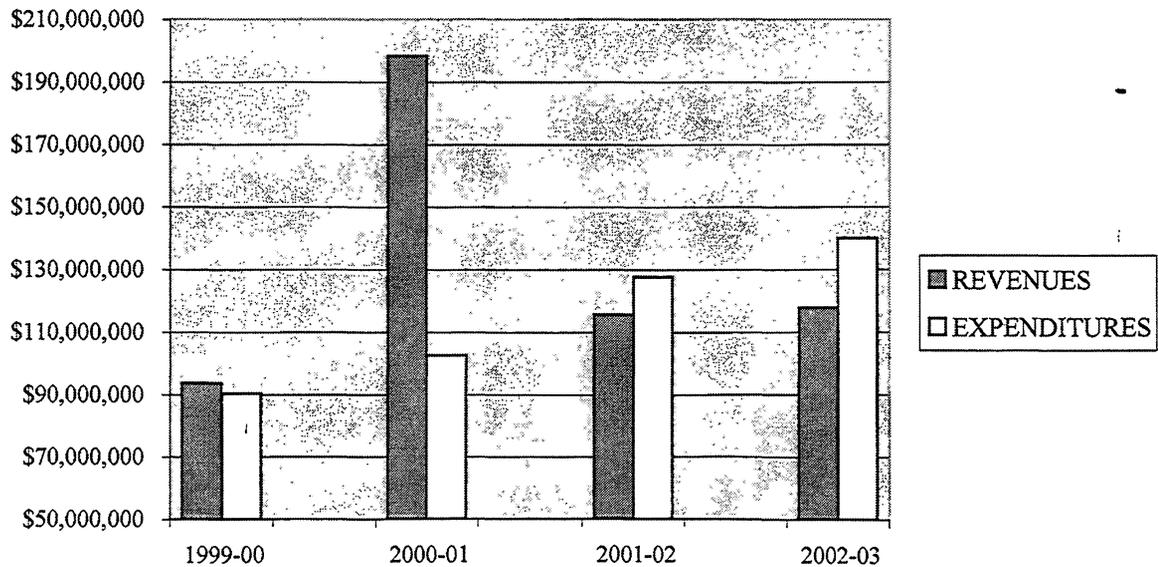
<sup>1</sup> Referendum Building (Science, Emerging Technology, and Health Careers Center) and infrastructure improvement grant

<sup>2</sup> Projected beginning fund balance for FY 05 is adjusted due to unexpended balances for designated projects

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

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
REVENUES	\$ 93,666,510	\$ 198,374,214 *	\$ 115,679,383	\$ 117,729,043
EXPENDITURES	<u>90,354,029</u>	<u>102,581,952</u>	<u>127,682,592</u>	<u>140,069,515</u>
REVENUES OVER/ (UNDER) EXPENDITURES	3,312,481	95,792,262	(12,003,209)	(22,340,472)
BEGINNING FUND BALANCE	<u>38,182,699</u>	<u>41,585,181</u>	<u>138,292,561</u>	<u>128,170,850</u>
ENDING FUND BALANCE	<u>\$ 41,495,180</u>	<u>\$ 137,377,443</u>	<u>\$ 126,289,352</u>	<u>\$ 105,830,378</u>

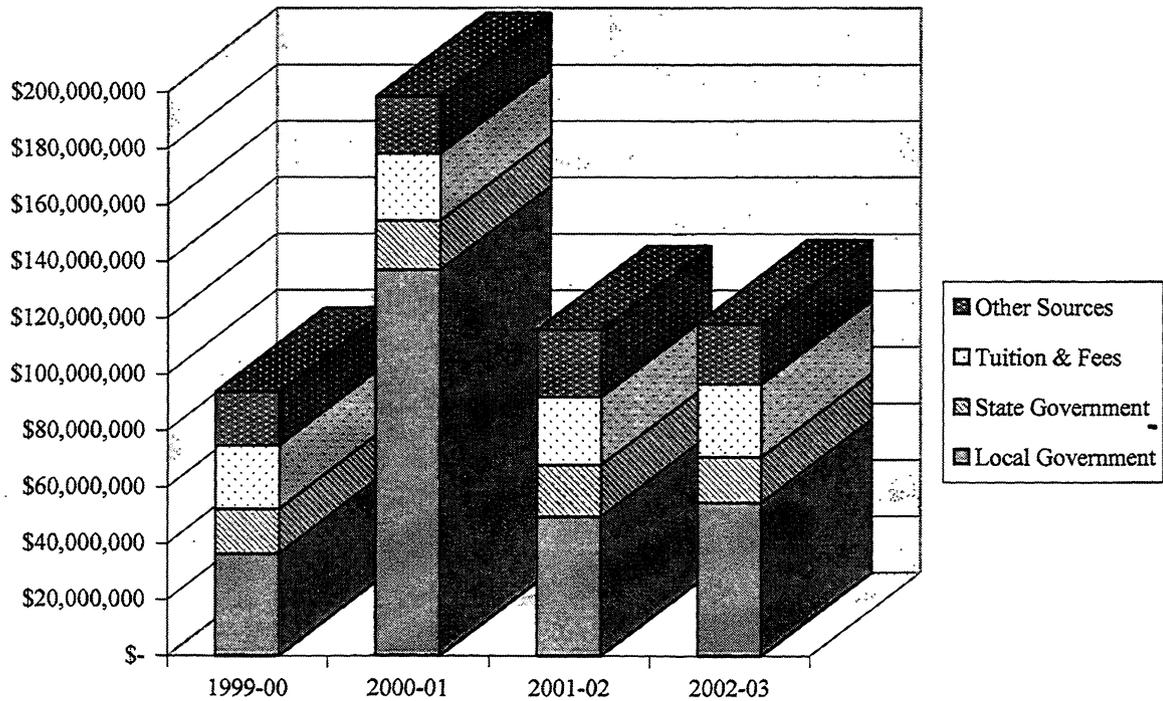
\* Bond proceeds represent \$100,789,491 of this total



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

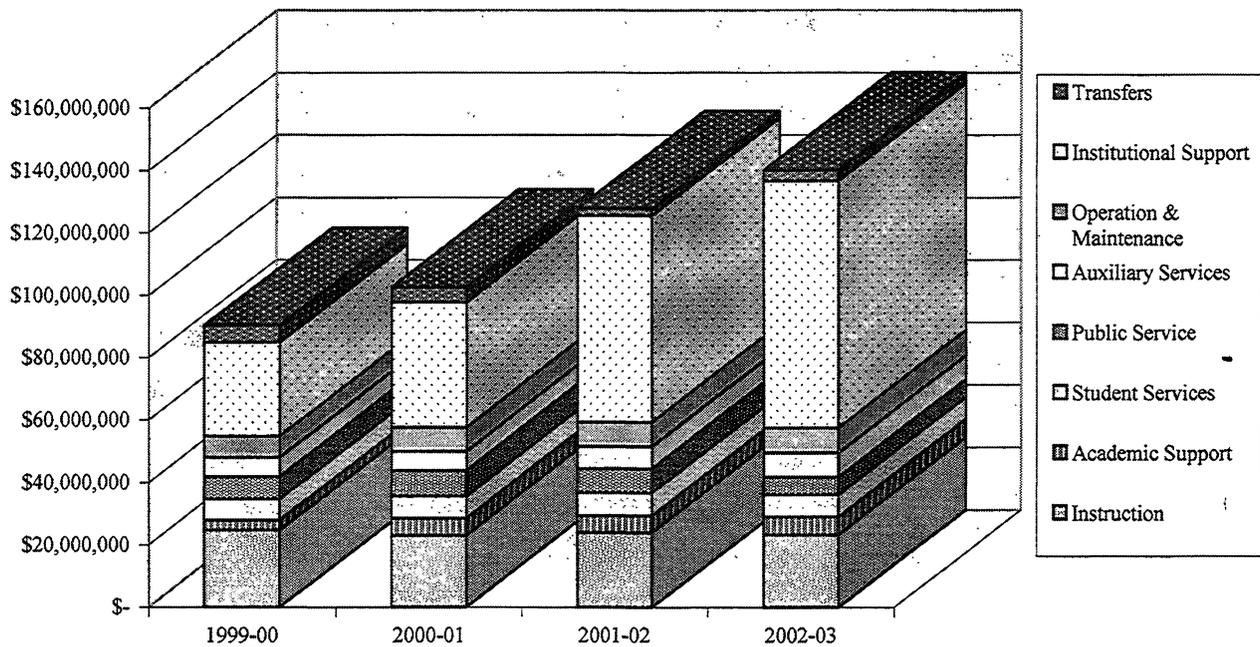
	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
Local Government	\$ 36,198,917	\$ 136,942,236	\$ 49,361,896	\$ 54,324,324
State Government	15,782,551	17,402,683	18,265,394	16,248,815
Tuition & Fees	22,589,158	23,925,509	24,176,399	25,873,765
Other Sources	19,095,884	20,103,786	23,875,694	21,282,139
<b>Total Revenues</b>	<b>\$ 93,666,510</b>	<b>\$ 198,374,214</b>	<b>\$ 115,679,383</b>	<b>\$ 117,729,043</b>

\* Bond proceeds represent \$100,789,491 of FY 01 Local Government



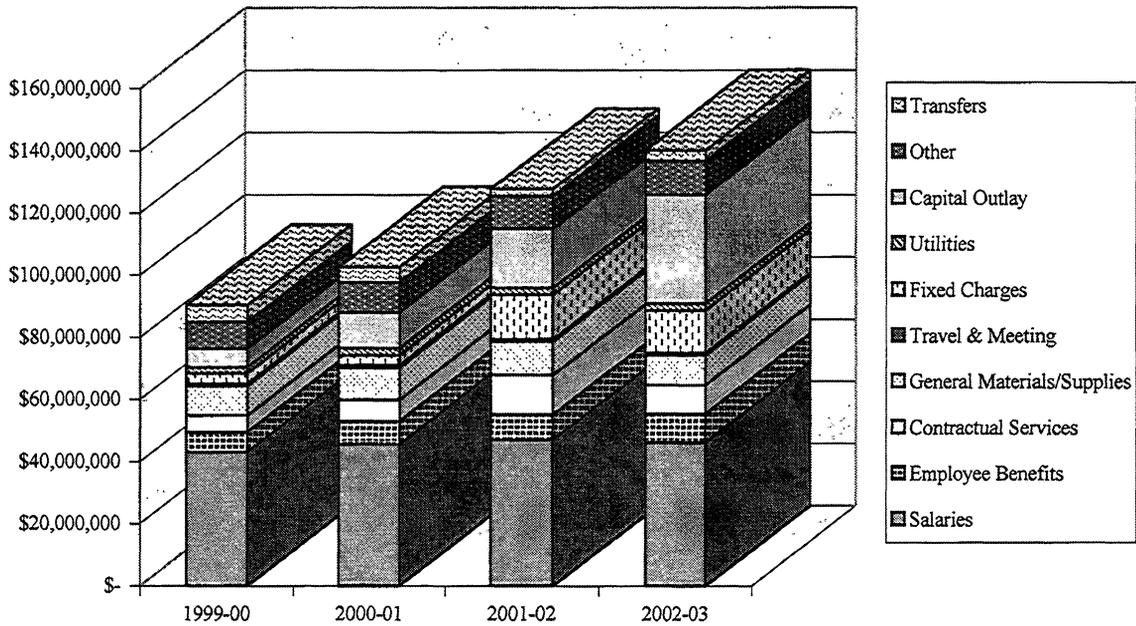
## FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION All Funds

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
Instruction	\$ 24,688,212	\$ 23,066,594	\$ 23,976,955	\$ 23,274,456
Academic Support	3,243,784	5,473,673	5,396,172	5,786,706
Student Services	6,731,357	7,083,956	7,396,103	7,087,755
Public Service	7,200,439	8,209,336	7,643,557	5,625,499
Auxiliary Services	6,101,461	6,121,351	7,103,194	7,721,150
Operation & Maintenance	6,843,541	7,667,573	7,804,463	8,079,157
Institutional Support	30,063,781	40,031,756	66,162,455	79,087,520
Transfers	5,481,454	4,927,713	2,199,693	3,407,272
<b>Total Expenditures</b>	<b>\$ 90,354,029</b>	<b>\$ 102,581,952</b>	<b>\$ 127,682,592</b>	<b>\$ 140,069,515</b>



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

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
Salaries	\$ 42,978,329	\$ 45,474,646	\$ 47,030,703	\$ 46,172,271
Employee Benefits	6,442,977	7,496,598	8,106,164	9,196,905
Contractual Services	5,366,897	6,816,842	12,782,530	9,306,662
General Materials/Supplies	9,512,774	10,374,074	10,701,883	9,559,498
Travel & Meeting	796,233	822,640	777,686	689,039
Fixed Charges	3,291,872	3,108,419	14,282,798	13,764,856
Utilities	1,892,837	2,323,470	2,226,964	2,151,175
Capital Outlay	6,094,409	11,669,885	19,040,693	35,025,458
Other	8,496,247	9,567,665	10,533,478	10,796,379
Transfers	5,481,454	4,927,713	2,199,693	3,407,272
<b>Total Expenditures</b>	<b>\$ 90,354,029</b>	<b>\$ 102,581,952</b>	<b>\$ 127,682,592</b>	<b>\$ 140,069,515</b>





## **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.

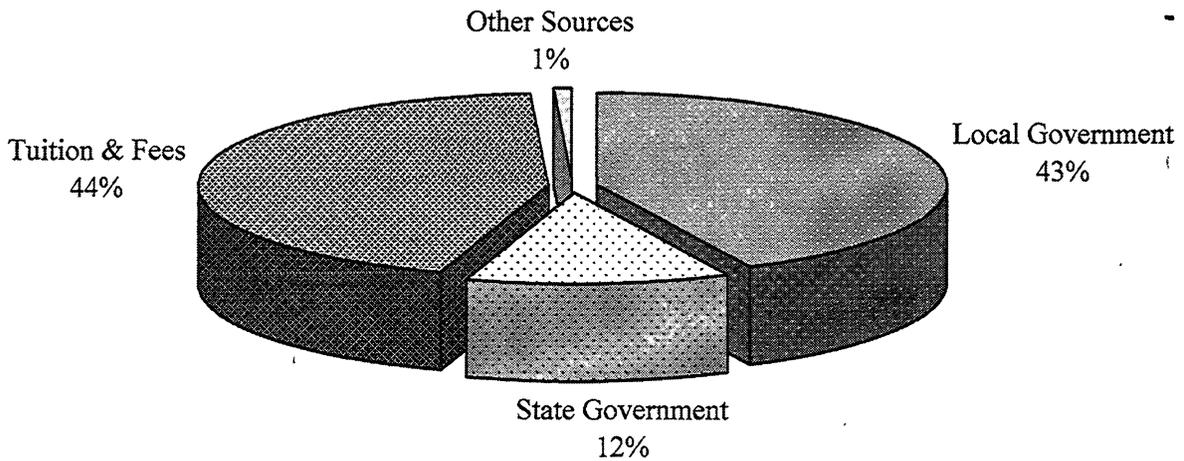
This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, or repair, replacement, and maintenance of building fixtures; rental of buildings and property for 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	\$ 25,824,154	42.71%
State Government	7,461,139	12.34%
Federal Government	10,000	0.02%
Tuition & Fees	26,706,210	44.17%
Other Sources	360,000	0.60%
Transfers	100,000	0.17%
Total Revenues	\$ 60,461,503	100.00%
EXPENDITURES		
Instruction	\$ 23,933,588	39.58%
Academic Support	5,611,836	9.28%
Student Services	6,165,309	10.20%
Public Service	150,640	0.25%
Institutional Support	22,566,630	37.32%
Transfers	2,033,500	3.36%
Total Expenditures	\$ 60,461,503	100.00%
REVENUE OVER/ (UNDER) EXPENDITURES	\$ -	

## EDUCATION FUND REVENUES

		<u>% OF TOTAL</u>
<b>LOCAL GOVERNMENT</b>		
Current Taxes	\$ 25,824,154	42.71%
<b>STATE GOVERNMENT</b>		
ICCB Credit Hour Grants & Hold Harmless	6,852,139	
ICCB Vocational Ed Grant	234,000	
CPPRT	375,000	
	7,461,139	12.34%
<b>FEDERAL GOVERNMENT</b>	10,000	0.02%
<b>TUITION &amp; FEES</b>		
Tuition	22,572,085	
Fees	3,143,525	
Student Activity Fees	990,600	
	26,706,210	44.17%
<b>OTHER SOURCES</b>		
Sales & Service Fees	45,000	
Interest on Investments	315,000	
Transfers	100,000	
	460,000	0.76%
<b>TOTAL REVENUES</b>	<b>\$ 60,461,503</b>	<b>100.00%</b>



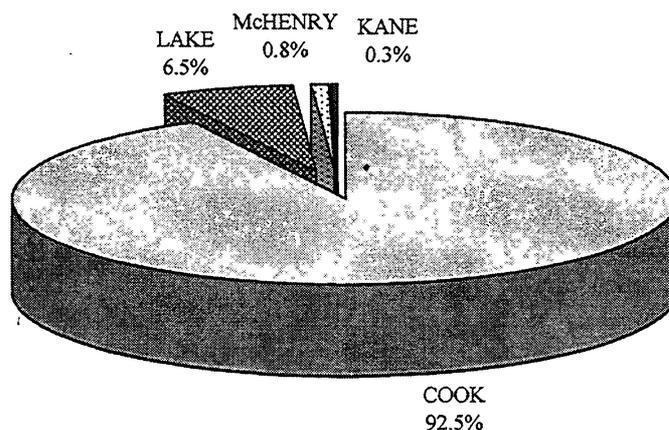
## PROPERTY TAXES

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 the recently enacted tax cap legislation.

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

### 2003 TAX YEAR VALUATIONS

	<u>COOK</u>	<u>LAKE</u>	<u>McHENRY</u>	<u>KANE</u>	<u>TOTAL</u>
Estimated EAV used to determine 2003 levy	\$ 15,570,768,663	1,087,555,162	131,538,236	50,684,819	\$ 16,840,546,880
Final EAV for 2002 tax year	\$ 15,570,768,663	1,045,726,117	127,707,025	49,208,562	\$ 16,793,410,367
Increase from prior year	0.00%	4.00%	3.00%	3.00%	0.28%
Percentage of total 2002 EAV by county	92.5%	6.5%	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	11,916,881,635	41,969,589	795,449,635	108,405,833	12,862,706,692
1999	12,418,502,550	42,663,119	828,103,120	109,505,043	13,398,773,832
2000	12,410,369,865	43,840,148	868,874,553	113,583,872	13,436,668,438
2001	14,535,100,133	45,789,294	937,531,084	119,171,860	15,637,592,371
2002	15,570,768,663	49,208,562	1,045,726,117	127,707,025	16,793,410,367

**2003 CALENDAR YEAR LEVY BY FUND AND AMOUNTS ANTICIPATED  
FOR FISCAL YEAR 2005 TAX REVENUES**

	<u>2003 Adopted Levy</u>	<u>2003 Estimated Extensions</u>	<u>FY 05 Anticipated Revenue from 2003 Levy</u>	<u>FY 05 Anticipated Revenue from 2004 Levy</u>
<b>Education</b>	\$ 27,884,075	\$ 26,140,000	\$ 12,792,765	\$ 13,031,389
<b>Ops &amp; Maint.</b>	11,994,210	11,175,000	5,520,000	5,560,000
<b>Liability</b>	1,102,000	1,135,060	561,855	1,226,325
<b>Social Security</b>	680,000	700,400	346,698	365,000
<b>Life Safety</b>	1,200,000	585,000	289,575	275,000
<b>Financial Audit</b>	125,000	128,750	63,731	64,375
<b>Bond &amp; Interest</b>	10,805,092	11,345,347	5,615,947	5,641,436
<b>Total</b>	<u>\$ 53,790,377</u>	<u>\$ 51,209,557</u>	<u>\$ 25,190,571</u>	<u>\$ 26,163,525</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 2005 fiscal year covers the period between July 1, 2004 through June 30, 2005. The 2004 real estate levy must be filed with the County Clerk's office during December, 2004 and applies to the property values as of December 31, 2004. Those property values will be determined during calendar year 2004, and tax bills are mailed by the counties during Spring 2005. Each county allows installment payments due 50% in spring and 50% in late summer or early fall of 2004. 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.

**2003 TAX RATES BY FUND**

	2003 Est <u>Extensions</u>	% of <u>Total</u>	2003 Est <u>Tax Rates</u>	2002 <u>Extensions</u>	% of <u>Total</u>	2002 <u>Tax Rates</u>	Max Legal <u>Rates</u>	% of Increase <u>2003/2002</u>
Education	\$ 26,140,000	51.0%	0.1552	\$ 25,785,597	51.9%	0.1535	0.1750	1.37%
Ops & Maint.	11,175,000	21.8%	0.0664	10,999,036	22.1%	0.0655	0.0750	1.60%
Liability	1,135,060	2.2%	0.0067	515,000	1.0%	0.0031	none	120.40%
Social Security	700,400	1.4%	0.0042	618,000	1.2%	0.0037	none	13.33%
Life Safety	585,000	1.1%	0.0035	454,384	0.9%	0.0027	0.0500	28.75%
Financial Audit	128,750	0.3%	0.0008	128,750	0.3%	0.0008	0.0500	0.00%
Subtotal	\$ 39,864,210	77.8%	0.2367	\$ 38,500,767	77.5%	0.2293		3.54%
Bond & Interest	11,345,347	22.2%	0.0674	11,177,197	22.5%	0.0666	none	1.50%
Total	\$ 51,209,557	100.0%	0.3041	\$ 49,677,964	100.0%	0.2958		3.08%

**TAX CAP LIMITATIONS**

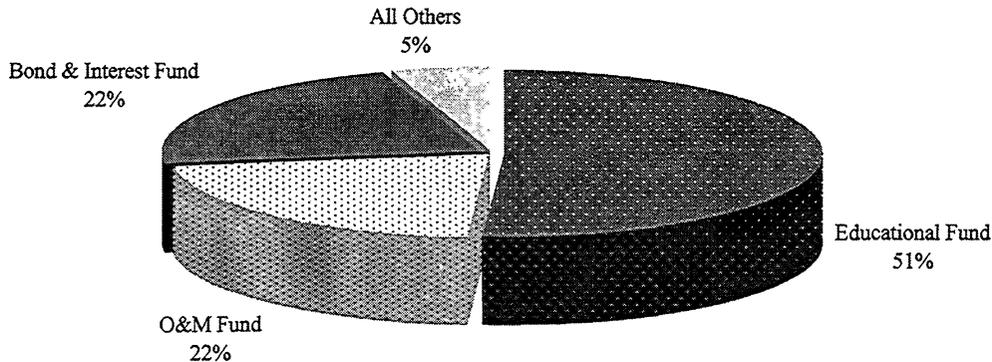
Public Act 89-1 made Cook County taxing districts subject to the Property Tax Extension Limitation Law (PTELL), beginning with the 1994 levy year (taxes payable in calendar year 1995). That legislation limits the increase in tax extensions to the lesser of 5% or the change in the consumer price index (CPI). The table below shows the percentage increase limit for each tax year, which was set at the CPI level. In addition, the law provides for increases in tax extensions due to new property growth. Excluded are existing resolutions on file for debt retirement and any subsequent bond sales or tax rate referenda that require taxpayer approval.

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.

Tax Year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
CPI	2.7%	2.5%	3.3%	1.7%	1.6%	2.7%	3.4%	1.6%	2.4%	1.9%

**DISTRIBUTION OF EACH 2003 TAX DOLLAR**

**2003 LEVY AS EXTENDED (ESTIMATED)**



**REVENUE SOURCES  
Education Fund**

**State Government**

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
Credit Hour Grant	\$ 6,898,733	\$ 6,425,688	\$ (473,045)	-6.86%
Funding Formula Change Grant	\$ 390,917	\$ 328,887	\$ (62,030)	-15.87%
	<u>\$ 7,289,650</u>	<u>\$ 6,754,575</u>	<u>\$ (535,075)</u>	-7.34%

ICCB Credit Hour Grant (Apportionment) is based on the number of credit hours reported two years prior to the current fiscal year. This year's grant includes a hold harmless portion due to funding formula changes. Decreases are due to state cuts in funding. Credit hours reported have been rising during this time.

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
CPPRT	\$ 301,000	\$ 375,000	\$ 74,000	24.58%

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

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
ICCB Voc Ed Grant	\$ 195,000	\$ 234,000	\$ 39,000	20.00%
ICCB Square Footage Grant	\$ 98,515	\$ 97,564	\$ (951)	-0.97%

**Tuition and Fees**

Credit Hour Tuition Rates

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
In District Rate	\$ 67.00	\$ 71.00	\$ 4.00	5.97%
Out of District*	\$ 280.00	\$ 281.00	\$ 1.00	0.36%
Out of State*	\$ 360.00	\$ 348.00	\$ (12.00)	-3.33%

\* Rates determined by ICCB formula  
History of in-district tuition can be found in the appendix.

Credit Hour Projections

	<u>FY 03-04</u> <u>(Projected)</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
Summer	35,700	36,770	1,070	3.00%
Fall	122,490	126,165	3,675	3.00%
Spring	116,475	119,970	3,495	3.00%
Total Credit Hours	<u>274,665 *</u>	<u>282,905 *</u>	<u>8,240</u>	<u>3.00%</u>

\* Excludes tuition-free Adult Ed classes

Enrollment history can be found in the appendix.

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

**Tuition & Fees (continued)**

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
Tuition	\$19,598,931	\$22,255,567	\$ 2,656,636	13.56%
Fees	3,641,941	4,134,125	\$ 492,184	13.51%
Total (estimated)	<u>\$23,240,872</u>	<u>\$26,389,692</u>	<u>\$ 3,148,820</u>	<u>13.55%</u>

Course fees include registration, application, lab, graduation, and miscellaneous fees which may vary by course. Tuition rates for in-district increased 6% with a projected 3% enrollment increase.

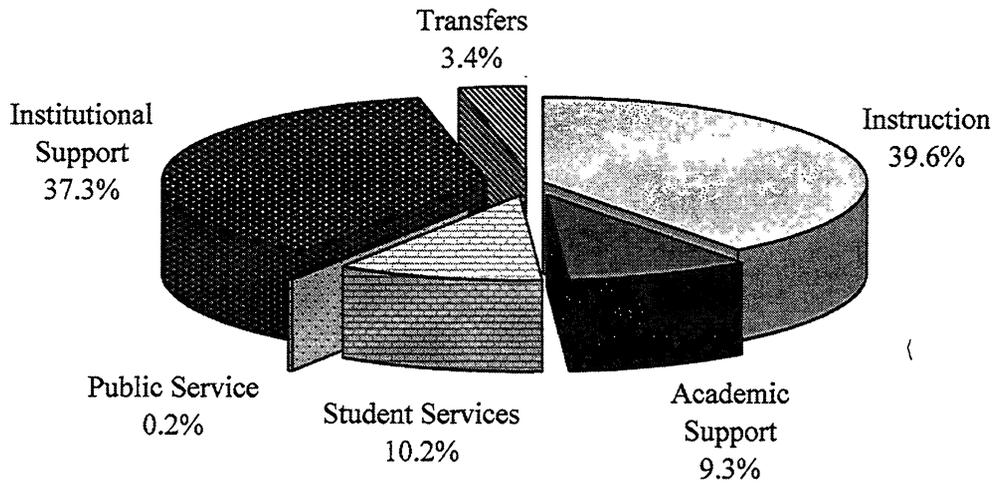
**Other Revenues**

	<u>FY 03-04</u>	<u>FY 04-05</u>	<u>Change</u>	<u>% Change</u>
Investment Earnings	\$ 315,000	\$ 315,000	\$ -	0.00%
Fed Gov't - Dept of Ed	10,000	10,000	-	0.00%
Other Sales	40,000	45,000	5,000	12.50%
Transfers in	100,000	100,000	-	0.00%
	<u>\$ 465,000</u>	<u>\$ 470,000</u>	<u>\$ 5,000</u>	<u>1.08%</u>

Investment earnings are estimated based upon the average monthly level on funds available. Transfers in are from the Bookstore.

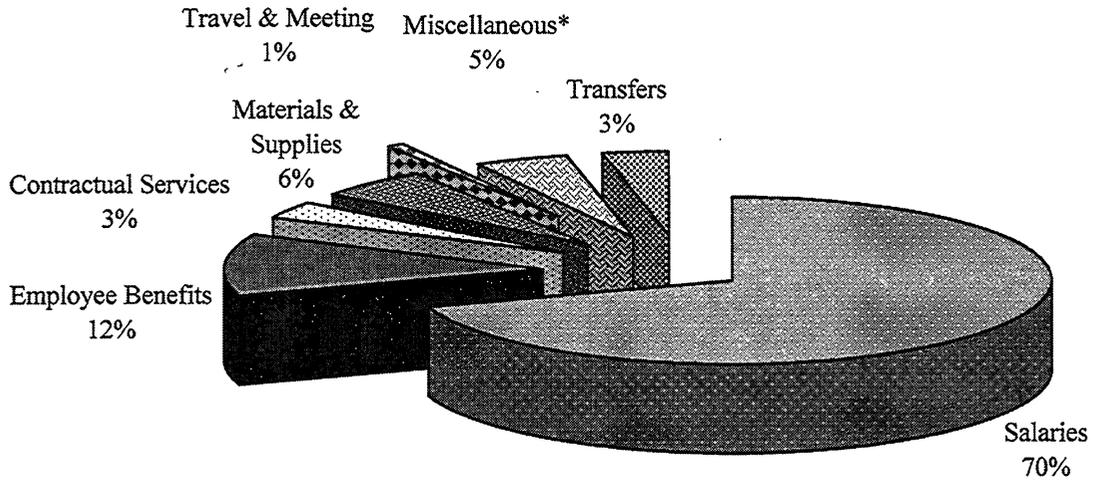
**EXPENDITURES BY PROGRAM FUNCTION**  
**Education Fund**

Instruction	\$ 23,933,588	39.58%
Academic Support	5,611,836	9.28%
Student Services	6,165,309	10.20%
Public Service	150,640	0.25%
Institutional Support	22,566,630	37.32%
Transfers	2,033,500	3.36%
<b>Total Expenditures</b>	<b>\$ 60,461,503</b>	<b>100.00%</b>



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

Salaries	\$ 42,365,817	70.07%
Employee Benefits	7,241,291	11.98%
Contractual Services	2,035,197	3.37%
Materials & Supplies	3,361,560	5.56%
Travel & Meeting	624,657	1.03%
Fixed Charges	75,275	0.12%
Capital Outlay	379,223	0.63%
Other	1,564,764	2.59%
Provision for Contingency	780,219	1.29%
Transfers	2,033,500	3.36%
Total Expenditures	<u>\$ 60,461,503</u>	<u>100.00%</u>



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

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

Organization Unit Name	Salaries	Fringe Benefits & Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Charges & Other	Capital	Totals
<b>President</b>							
Community Relations	\$ 2,912		\$ 7,713	\$ 9,000			\$ 19,625
Planning/Strategic Alliance	165,030	3,695	6,837	4,575			180,137
President's Office	281,989	16,386	6,500	17,610			322,485
Board of Trustees			4,700	14,786			19,486
Development & Gov't Relations	169,767	4,032	6,075	6,940			186,814
Alumni/Foundation	342,802	6,359	31,087	10,800			391,048
<b>TOTALS</b>	<b>\$ 962,500</b>	<b>\$ 30,472</b>	<b>\$ 62,912</b>	<b>\$ 63,711</b>			<b>\$ 1,119,595</b>
<b>Academic Affairs</b>							
Library Services	\$ 1,192,953	\$ 3,127	\$ 514,416	\$ 2,750			\$ 1,713,246
Instructional Technology	366,916	2,279	40,081	3,497		3,000	415,773
Bus. & Soc. Science Div. Admin	2,484,909	3,619	99,770	11,030		1,123	2,600,451
Accounting	157,338			780			158,118
Management	288,205		252	200			288,657
Marketing	144,802		1,202	350			146,354
Economics	165,691						165,691
Administrative Technology	102,880		7,226	350			110,456
Computer Information Systems	626,187		44,001	1,250			671,438
Hospitality Management	162,292		35,484	965			198,741
Financial Services	27,230		2,221	250			29,701
Supply Chain Management			76	250			326
Learning Development	68,322		3,464	4,047			75,833
Anthropology	90,576		2,501				93,077
Education	44,240			400			44,640
Geography	95,602		1,002				96,604
History	173,056						173,056
Paralegal Studies	53,631		3,467	925	4,268		62,291
Political Science	44,240			200			44,440
Psychology	360,714		2,802				363,516
Sociology	110,022						110,022
Journalism			1,251	50			1,301
Liberal Arts Division Admin	2,290,936	3,075	94,360	8,432			2,396,803
International Studies-Admin	1,581		7,985	8,000			17,566
Learning Communities	9,960		3,100	5,000			18,060
English	1,042,603		5,857	1,800			1,050,260
Speech	417,401		10,023	6,000			433,424
Humanities	140,470		685				141,155
Philosophy	192,727		203				192,930
World Languages	256,461		1,152				257,613
Literature	173,179						173,179
Fine Arts	298,136		28,542	2,948	100		329,726
Music	317,448		36,254	200	1,913		355,815
Fashion Design	107,880		28,975	383			137,238
Interior Design	170,337		5,801	46			176,184
Life Science Human Svc Div.	1,448,686	5,607	51,811	7,063			1,513,167
Biology	816,661		78,674				895,335
Nursing	874,782		24,911	4,502			904,195
Human Services	12,387		3,647				16,034
Dental Hygiene	376,960		55,394	501			432,855

Organization Unit Name	Salaries	Fringe Benefits & Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Charges & Other	Capital	Totals
Criminal Justice	103,908		2,099				106,007
Dietetic Technician	93,604		2,635	601			96,840
Park Management	64,545		42,146	253	820		107,764
Emergency Medical Service			85,187				85,187
Early Childhood Education	97,840		3,661	1,908			103,409
Medical Office Assistant	37,163		10,817	153			48,133
Certified Nursing Assistant	27,455		6,777				34,232
Health Care Professional Prgm	13,199						13,199
Phlebotomy			27				27
Radiologic Technology			109				109
Cardiac Exercise Technician	48,925		25,528	776			75,229
Tutoring	354,887		3,019	662			358,568
Tech., Math., Phy Science Div.	1,764,251	3,567	94,336	8,237			1,870,391
Mathematics Development	461,176		1,151				462,327
Mathematics	543,029		1,237	2,652			546,918
Physics	179,428		1,338				180,766
Physical Sciences/Astronomy	179,053		5,821	3,690			188,564
Geology	121,911		492	3,182			125,585
Chemistry	676,884		48,601				725,485
Fire Science	50,181		2,253				52,434
Electronics	61,774		10,110				71,884
Engineering	82,304		1,115				83,419
Computer Science	80,929		801				81,730
Maintenance Technology			17,767				17,767
Refrigeration and Air Condition	141,250		18,066				159,316
Architectural Technology	136,358		5,796	225			142,379
Building Codes Enforcement			58				58
Academic Enrich./Language St.	907,144	3,190	6,228	3,200			919,762
Adult Educational Develop.	910,595		1,574	7,000			919,169
English as a Second Language	1,032,041		32,306	1,452			1,065,799
Sign Language	175,899		3,821	155			179,875
Interpretation/Translate	97,600		3,237	824			101,661
Learning Achievement Admin	35,996		8,768	1,000			45,764
Reading Transfer			173				173
Reading-Remedial	254,916		5,325	174			260,415
Communications	229,348		2,297	150			231,795
Learning Skills	91,277		574				91,851
Student Support Service	71,955		900	300			73,155
Assoc VP Academic Affairs	190,769	3,147	12,556	4,061			210,533
Office of VP of Academic Aff.	897,126	4,368	124,497	36,944		210,000	1,272,935
Continuing Ed Administration	185,571	3,231	10,198	4,740			203,740
Extension Services	240,710		19,498	900	40,000	2,000	303,108
Asst VP Academic Affairs	235,805	3,213	18,984	15,710			273,712
<b>TOTALS</b>	<b>\$ 26,585,207</b>	<b>\$ 38,423</b>	<b>\$ 1,838,473</b>	<b>\$ 171,118</b>	<b>\$ 47,101</b>	<b>\$ 216,123</b>	<b>\$ 28,896,445</b>

#### Administrative Services

Office of VP Admin Services	\$ 204,598	\$ 4,826	\$ 13,986	\$ 7,148			\$ 230,558
Personnel Director	\$ 277,651	\$ 3,854	\$ 17,665	\$ 2,487	\$ 2,000		\$ 303,657
Purchasing	170,344	2,837	8,696	2,956	2,472		187,305
Accounting Services	638,720	3,155	10,428	2,100			654,403
Bursar's Office	287,090		11,073	1,882			300,045
<b>TOTALS</b>	<b>\$ 1,578,403</b>	<b>\$ 14,672</b>	<b>\$ 61,848</b>	<b>\$ 16,573</b>	<b>\$ 4,472</b>	<b>\$ -</b>	<b>\$ 1,675,968</b>

Organization Unit Name	Fringe Benefits & Prof. Expenses						Capital	Totals
	Salaries		Supplies & Services	Conferences & Meetings	Fixed Charges & Other			
<b>Information Technology</b>								
Client Services/Media Services	\$ 248,962		\$ 77,078	\$ 2,622	\$ 5,276	\$ 112,000	\$ 445,938	
Office of VP of Info Tech	213,384	4,814	10,000				228,198	
Administrative Systems	1,120,155	3,075	291,971	6,061			1,421,262	
Institutional Technical Purch.	47,118		332,357	48,126		20,000	447,601	
Client Services	1,231,127	3,080	60,117	4,448			1,298,772	
Technical Services	1,660,957	3,076	156,986	1,788	9,240		1,832,047	
<b>TOTALS</b>	<b>\$ 4,521,703</b>	<b>\$ 14,045</b>	<b>\$ 928,509</b>	<b>\$ 63,045</b>	<b>\$ 14,516</b>	<b>\$ 132,000</b>	<b>\$ 5,673,818</b>	
<b>Student Affairs</b>								
Student Development Division	\$ 1,478,264	\$ 3,075	\$ 31,388	\$ 11,097	\$ 400	\$ 1,000	1,525,224	
Center for New Students	181,189		9,934	1,751			192,874	
Academic Advising and Counsel	194,713	2,243	6,282	3,423			206,661	
Health Services	281,833	2,216	18,277	3,749			306,075	
Career Services	185,464	2,206	19,208	1,653			208,531	
Vice President of Student Aff.	275,994	7,369	23,443	12,036			318,842	
Assessment and Testing Center	177,300		10,199				187,499	
Inter-Collegiate Athletics	250,764		118,190	83,445	2,700	30,100	485,199	
Student Activities	152,647	2,231	8,486	3,838	15,477		182,679	
Office of Multicultural Affairs	186,985	2,351	14,742	17,050			221,128	
Ctr for Students w/ Disabilities	511,069	2,879	18,284	4,609	60,000		596,841	
Theatre Center/Box Office	209,099		12,307	218	1,437		223,061	
Wellness Human Perf. Div.	569,879	3,403	15,782	1,752			590,816	
Physical Education	350,953		14,367		2,648		367,968	
Student Dev.-Psych/Career Dev	60,490		2,834				63,324	
Student Dev.-Orientation	838		443				1,281	
Student Development-Diversity	11,184		1,106				12,290	
Women's Program	119,677		5,462	1,608	23,893		150,640	
<b>TOTALS</b>	<b>\$ 5,198,342</b>	<b>\$ 27,973</b>	<b>\$ 330,734</b>	<b>\$ 146,229</b>	<b>\$ 106,555</b>	<b>\$ 31,100</b>	<b>\$ 5,840,933</b>	
<b>Diversity/Organizational Development</b>								
Asst VP Diversity/Org Dev	346,785	513,141	199,482	15,294			1,074,702	
<b>TOTALS</b>	<b>\$ 346,785</b>	<b>\$ 513,141</b>	<b>\$ 199,482</b>	<b>\$ 15,294</b>			<b>\$ 1,074,702</b>	
<b>Marketing &amp; Advancement</b>								
Research	\$ 338,653	\$ 2,749	\$ 9,500	\$ 2,850			353,752	
VP Enrollment & Marketing	182,064	4,338	561,350	10,094			757,846	
Public Relations	143,215	3,115	42,800	3,500			192,630	
Scholarships/Loans/Grants					229,313		229,313	
Print Shop	91,560		99,992				191,552	
Federal Matching Requirements					8,001		8,001	
Graphics	215,525		48,602	1,501			265,628	
Photography			35,697				35,697	
Publications & Communication	388,089	3,124	31,300	2,950			425,463	
Admissions Processing	318,144						318,144	
Registrar's Office	554,446	3,049	40,466	2,833			600,794	
Financial Aid/Veteran's Affairs	353,003	2,543	9,138	1,553	1,080		367,317	
Mail Center	109,793		474,998	50	7,201		592,042	
Admissions Outreach & Recruit.	476,085	2,351	39,766	26,356	1,000		545,558	
Administrative Programs Costs					5,200		5,200	
<b>TOTALS</b>	<b>\$ 3,170,577</b>	<b>\$ 21,269</b>	<b>\$ 1,393,609</b>	<b>\$ 51,687</b>	<b>\$ 251,795</b>	<b>\$ -</b>	<b>\$ 4,888,937</b>	

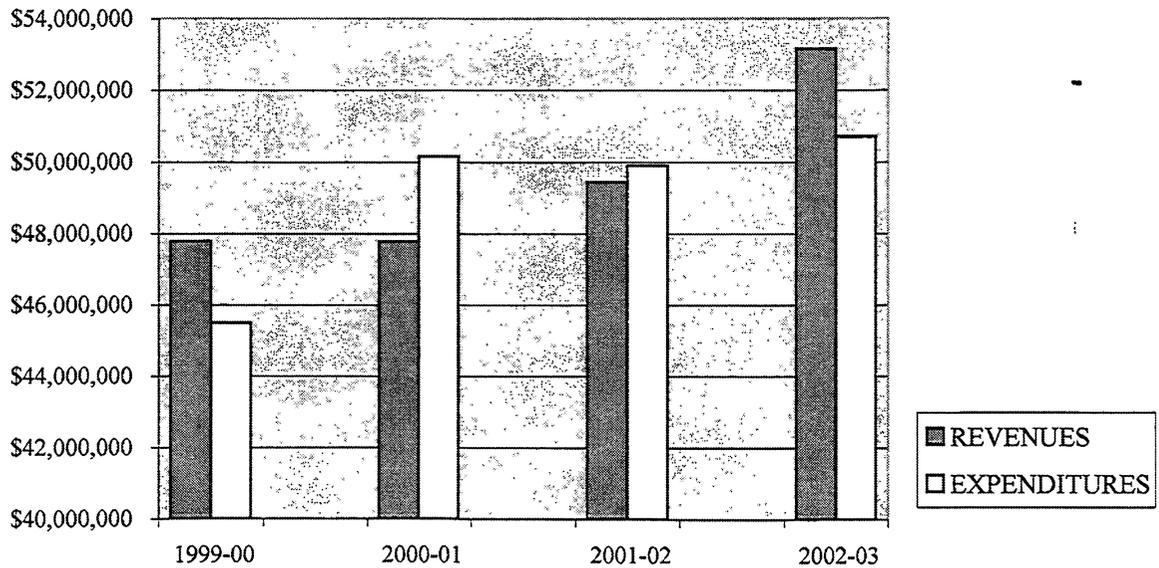
Organization Unit Name	Salaries	Fringe Benefits & Prof. Expenses	Supplies & Services	Conferences & Meetings	Fixed Charges & Other	Capital	Totals
<b>Institutional</b>							
Vice President, Admin. Services	\$ 2,300	\$ 6,581,296	\$ 581,190	\$ 97,000	\$ 1,215,600		\$ 8,477,386
*Contingency					780,219		780,219
*Transfers Out					2,033,500		2,033,500
<b>TOTALS</b>	<b>\$ 2,300</b>	<b>\$ 6,581,296</b>	<b>\$ 581,190</b>	<b>\$ 97,000</b>	<b>\$ 4,029,319</b>	<b>\$ -</b>	<b>\$ 11,291,105</b>
<b>EDUCATION FUND TOTALS</b>	<b>\$ 42,365,817</b>	<b>\$ 7,241,291</b>	<b>\$ 5,396,757</b>	<b>\$ 624,657</b>	<b>\$ 4,453,758</b>	<b>\$ 379,223</b>	<b>\$ 60,461,503</b>

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

	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 24,698,355	\$ 25,723,166	\$ 25,824,154	0%
State Government	8,419,755	7,884,165	7,461,139	-5%
Federal Government	20,141	10,000	10,000	0%
Tuition & Fees	19,420,880	23,240,872	26,706,210	15%
Other Sources	509,588	355,000	360,000	1%
Transfers	100,000	100,000	100,000	0%
<b>Total Revenues</b>	<u>\$ 53,168,719</u>	<u>\$ 57,313,203</u>	<u>\$ 60,461,503</u>	<u>5%</u>
<b>EXPENDITURES</b>				
Instruction	\$ 22,556,804	\$ 22,497,547	\$ 23,933,588	6%
Academic Support	5,397,166	5,353,686	5,611,836	5%
Student Services	5,706,414	5,697,786	6,165,309	8%
Public Service	78,412	114,080	150,640	32%
Institutional Support	14,915,045	22,047,104	22,566,630	2%
Transfers	2,059,063	1,603,000	2,033,500	27%
<b>Total Expenditures</b>	<u>\$ 50,712,904</u>	<u>\$ 57,313,203</u>	<u>\$ 60,461,503</u>	<u>5%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<u>\$ 2,455,815</u>	<u>\$ -</u>	<u>\$ -</u>	<u>0%</u>

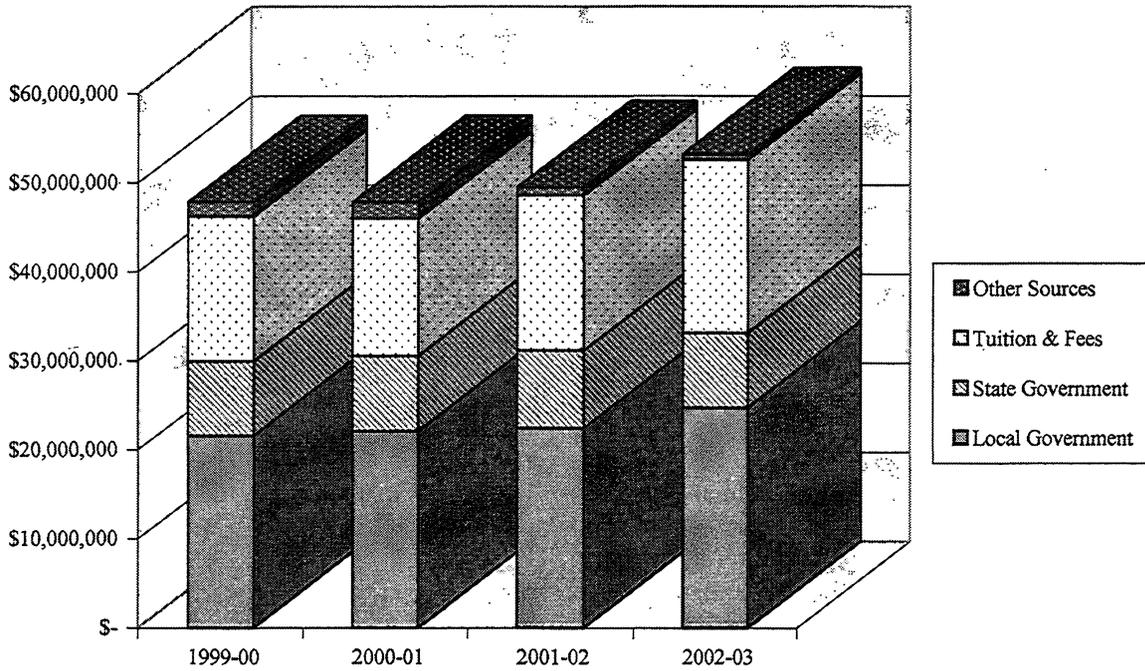
**FOUR YEAR HISTORY OF REVENUE AND EXPENDITURES  
Education Fund**

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
REVENUES	\$ 47,790,953	\$ 47,782,451	\$ 49,440,868	\$ 53,168,719
EXPENDITURES	<u>45,504,208</u>	<u>50,157,289</u>	<u>49,901,510</u>	<u>50,712,904</u>
REVENUES OVER/ (UNDER) EXPENDITURES	2,286,745	(2,374,838)	(460,642)	2,455,815
BEGINNING FUND BAL.	<u>13,164,620</u>	<u>15,451,365</u>	<u>13,516,020</u>	<u>13,055,378</u>
ENDING FUND BAL.	<u>\$ 15,451,365</u>	<u>\$ 13,076,527</u>	<u>\$ 13,055,378</u>	<u>\$ 15,511,193</u>



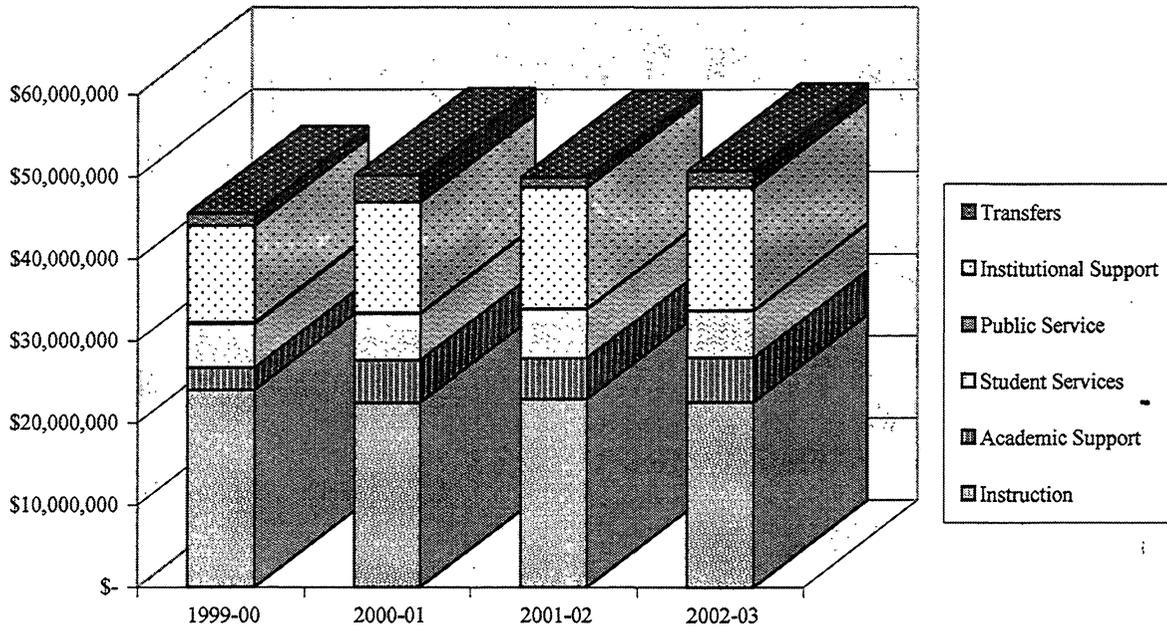
## FOUR YEAR HISTORY OF REVENUES Education Fund

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
Local Government	\$ 21,558,506	\$ 22,099,604	\$ 22,404,408	\$ 24,698,355
State Government	8,368,218	8,432,918	8,738,671	8,419,755
Tuition & Fees	16,290,021	15,413,687	17,394,282	19,420,880
Other Sources	1,574,208	1,836,242	903,507	629,729
<b>Total Revenues</b>	<b>\$ 47,790,953</b>	<b>\$ 47,782,451</b>	<b>\$ 49,440,868</b>	<b>\$ 53,168,719</b>



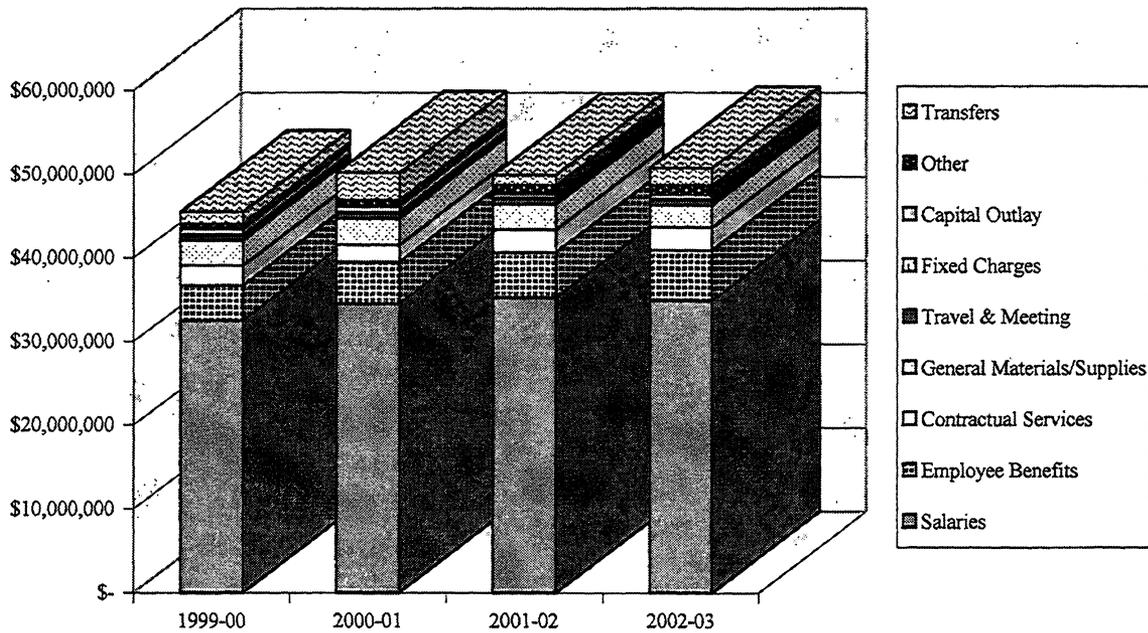
**FOUR YEAR HISTORY OF EXPENDITURES BY PROGRAM FUNCTION  
Education Fund**

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
Instruction	\$ 24,022,945	\$ 22,486,235	\$ 22,903,013	\$ 22,556,804
Academic Support	2,732,690	5,160,457	5,001,078	5,397,166
Student Services	5,334,577	5,642,822	5,968,581	5,706,414
Public Service	188,447	134,445	65,296	78,412
Institutional Support	11,766,352	13,487,504	14,758,509	14,915,045
Transfers	1,459,197	3,245,826	1,205,033	2,059,063
<b>Total Expenditures</b>	<b>\$ 45,504,208</b>	<b>\$ 50,157,289</b>	<b>\$ 49,901,510</b>	<b>\$ 50,712,904</b>

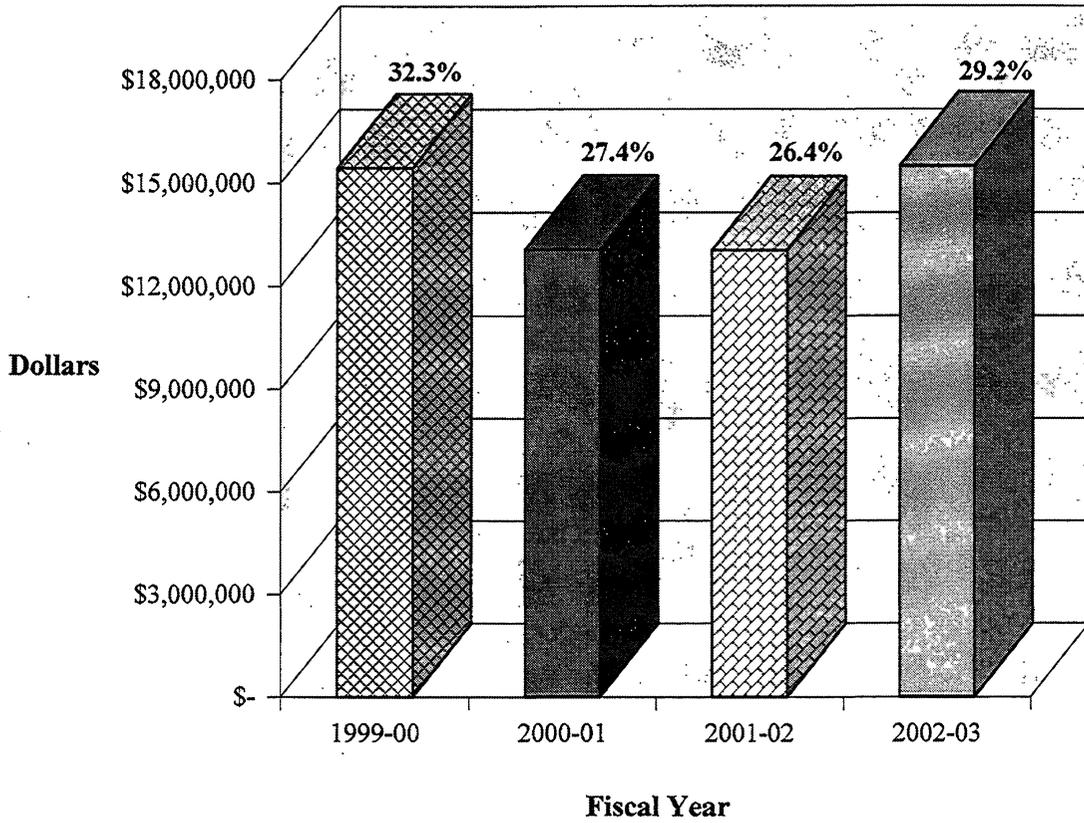


**FOUR YEAR HISTORY OF EXPENDITURES BY OBJECT**  
**Education Fund**

	<u>1999-00</u>	<u>2000-01</u>	<u>2001-02</u>	<u>2002-03</u>
Salaries	\$ 32,474,437	\$ 34,508,711	\$ 35,247,692	\$ 34,865,448
Employee Benefits	4,202,521	4,952,847	5,377,778	6,046,968
Contractual Services	2,392,464	2,090,538	2,730,003	2,724,798
General Materials/Supplies	3,011,536	3,127,013	3,051,421	2,652,387
Travel & Meeting	484,871	550,563	541,433	495,833
Fixed Charges	208,861	244,692	239,034	208,535
Capital Outlay	619,785	648,252	422,481	501,227
Other	650,536	788,847	1,086,635	1,158,645
Transfers	1,459,197	3,245,826	1,205,033	2,059,063
<b>Total Expenditures</b>	<b>\$ 45,504,208</b>	<b>\$ 50,157,289</b>	<b>\$ 49,901,510</b>	<b>\$ 50,712,904</b>



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



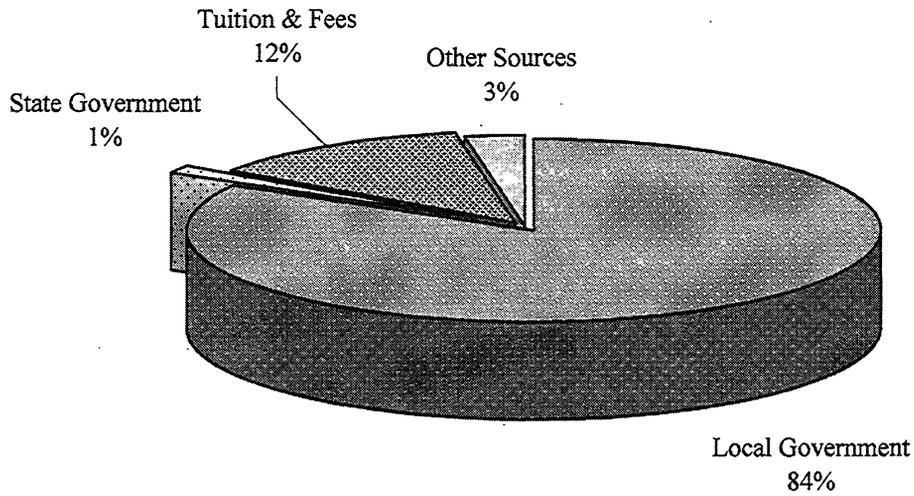
Note: Percentages represent fund balance as percent of revenue.

## OPERATIONS & MAINTENANCE FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
Local Government	\$ 10,880,000	83.41%
State Government	179,000	1.37%
Tuition & Fees	1,610,000	12.34%
Other Sources	175,539	1.35%
Transfers	200,000	1.53%
	<hr/>	<hr/>
Total Revenues	<u>\$ 13,044,539</u>	<u>100.00%</u>
EXPENDITURES		
Operation & Maintenance	\$ 9,701,713	69.19%
Institutional Support	4,319,312	30.81%
	<hr/>	<hr/>
Total Expenditures	<u>\$ 14,021,025</u>	<u>100.00%</u>
REVENUE OVER/ (UNDER) EXPENDITURES	<u>\$ (976,486)</u>	

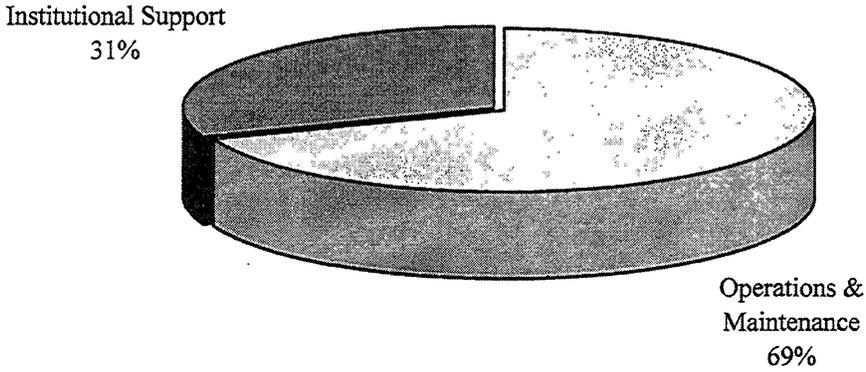
## OPERATIONS & MAINTENANCE FUND REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 10,880,000	83.41%
STATE GOVERNMENT		
CPPRT	179,000	1.37%
TUITION & FEES		
Fees	1,610,000	12.34%
OTHER SOURCES		
Interest on Investments	140,000	
Transfers	200,000	
	375,539	2.88%
 TOTAL REVENUES	 \$ 13,044,539	 100.00%



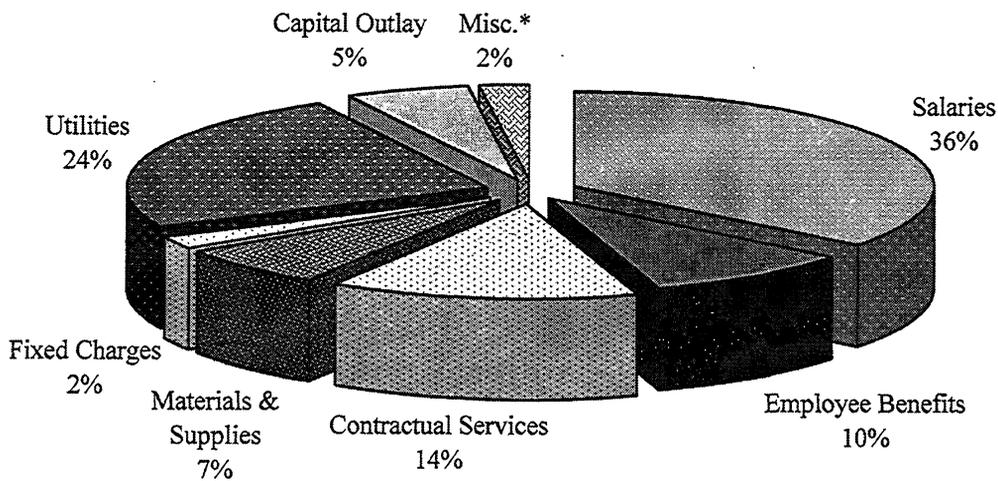
**EXPENDITURES BY PROGRAM FUNCTION**  
**Operations & Maintenance Fund**

Operations & Maintenance	\$ 9,701,713	69.19%
Institutional Support	<u>4,319,312</u>	<u>30.81%</u>
 Total Expenditures	 <u>\$ 14,021,025</u>	 <u>100.00%</u>



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

Salaries	\$ 4,975,315	35.48%
Employee Benefits	1,333,157	9.51%
Contractual Services	1,936,212	13.81%
Materials & Supplies	971,693	6.93%
Travel & Meeting	22,900	0.16%
Fixed Charges	329,873	2.35%
Utilities	3,390,540	24.18%
Capital Outlay	759,335	5.42%
Other	2,000	0.01%
Provision for Contingency	<u>300,000</u>	<u>2.14%</u>
 Total Expenditures	 <u>\$ 14,021,025</u>	 <u>100.00%</u>



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

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

	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 10,484,869	\$ 10,873,920	\$ 10,880,000	0%
State Government	188,097	191,300	179,000	-6%
Tuition & Fees	1,956,860	520,000	1,610,000	210%
Other Sources	196,192	100,000	175,539	76%
Transfers	148,248	200,000	200,000	0%
<b>Total Revenues</b>	<u>\$ 12,974,266</u>	<u>\$ 11,885,220</u>	<u>\$ 13,044,539</u>	<u>10%</u>
<b>EXPENDITURES</b>				
Operation & Maintenance	7,526,893	7,706,526	9,701,713	26%
Institutional Support	3,378,983	4,601,544	4,319,312	-6%
Transfers	431,026	-	-	0%
<b>Total Expenditures</b>	<u>\$ 11,336,902</u>	<u>\$ 12,308,070</u>	<u>\$ 14,021,025</u>	<u>14%</u>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<u>\$ 1,637,364</u>	<u>\$ (422,850)</u>	<u>\$ (976,486)</u>	<u>-131%</u>



## **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.

The College has been in a capital expansion mode since 1998. In 1998 the state approved funding for two facilities, a Conference Center and a Performing Arts Center for a total new square footage of 89,000. These facilities were completed in FY 2003.

In November of 2000, voters of the district approved a referendum of \$88,800,000 for the purpose of building and equipping facilities. In preparation for the referendum, the College had developed a Campus Facility Master Plan that detailed the campus capital needs and prioritized them. The college is currently constructing a 281,000 square foot building to upgrade the teaching facilities for Science, Emerging Technology and Health Careers Programs. This facility will be completed in the spring of 2004. The move from old facilities will be done in the summer of 2004 and the first classes will be offered in the facility in the fall of 2004. In addition, the referendum dollars have provided financing for a number of other campus upgrading and beautification projects that are detailed later. The community investment in Harper facilities is creating an impressive and dynamic campus.

## OPERATIONS & MAINTENANCE FUND (RESTRICTED) OVERVIEW

### REVENUES

		<u>% OF TOTAL</u>
<b>LOCAL GOVERNMENT</b>		
Current Taxes	\$ 564,575	11.15%
<b>STATE GOVERNMENT</b>		
Other Illinois Government Sources	4,250,000	83.92%
<b>OTHER SOURCES</b>		
Interest on Investments	250,000	4.94%
<b>TOTAL REVENUES</b>	<b>\$ 5,064,575</b>	<b>100.00%</b>

### EXPENDITURES

SALARIES & BENEFITS	\$ 168,222	0.36%
CONTRACTUAL SERVICES	3,284,703	7.02%
FIXED CHARGES	12,006	0.03%
CAPITAL OUTLAY	43,349,271	92.60%
<b>TOTAL EXPENDITURES</b>	<b>\$ 46,814,202</b>	<b>100.00%</b>
<b>REVENUE OVER/(UNDER) EXPENDITURES</b>	<b>\$ (41,749,627)</b>	

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

	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 1,404,918	\$ 831,395 <sup>1</sup>	\$ 564,575 <sup>1</sup>	-32%
State Government	215,663	4,250,000 <sup>2</sup>	4,250,000 <sup>2</sup>	0%
Other Sources	2,924,672	715,000 <sup>3</sup>	250,000 <sup>3</sup>	-65%
Transfers	<u>431,026</u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
Total Revenues	<u>\$ 4,976,279</u>	<u>\$ 5,796,395</u>	<u>\$ 5,064,575</u>	<u>-13%</u>
<b>EXPENDITURES</b>				
Institutional Support	<u>34,501,982</u>	<u>52,692,822</u> <sup>4</sup>	<u>46,814,202</u> <sup>4</sup>	<u>-11%</u>
Total Expenditures	<u>\$ 34,501,982</u>	<u>\$ 52,692,822</u>	<u>\$ 46,814,202</u>	<u>-11%</u>
REVENUES OVER/ (UNDER) EXPENDITURES	\$ (29,525,703)	\$ (46,896,427)	\$ (41,749,627)	11%

<sup>1</sup> Reduction in property tax levy for life safety

<sup>2</sup> State grant for infrastructure improvements

<sup>3</sup> Reduction in investment income as referendum building funds are expended

<sup>4</sup> Referendum Building (Avanté, the Center for Science, Emerging Technology, and Health Careers) and infrastructure improvement grant

## OPERATIONS & MAINTENANCE FUND (RESTRICTED) PROJECTS

In November of 2000, the voters of the Harper District approved a referendum for \$88,800,000 to build Avanté, the Center for Science, Health Careers and Emerging Technology. The construction bids for this building came in under the anticipated budget and therefore the funds have also been used for other capital projects across the campus that fit with the scope of the ballot question. These funds are being used for the projects detailed below.

### Referendum Projects

Construction Costs for FY 2005 for Avanté	\$27,424,506
Furniture, Fixtures & Equipment for Avanté	8,070,000
Audio Visual Equipment for Avanté	325,500
Security System for Avanté	295,000
Internal Signage for Avanté	65,000
Budget to Move from Old Buildings into Avanté	399,982
Exterior Signage	90,000
Budget to complete entire campus exterior signage project	
Performing Arts Center Equipment	548,000
Budget to complete the necessary furnishings to the new Performing Arts Center.	
Parking Lot 3 Redevelopment	494,300
Budget to rehabilitate lot after construction traffic and install electrical duct bank for future buildings.	
Boiler Plant Expansion	2,400,000
Addition to Building B and demolition to Building U to accommodate new boiler.	

### Other Projects

DCEO Infrastructure Improvements	\$ 4,250,000
Budget for first phase of increasing campus infrastructure capacity to support future buildings. Funding appropriated by the State to the Dept. of Commerce and Economic Opportunities	
650 Higgins Roof-top Fencing and Landscaping	47,957
Budget from bond sale to complete roof-top fencing and landscaping at 650 Higgins	
FM Transmitter	20,704
Budget for installation of FM transmitter for campus radio station	

**OPERATIONS & MAINTENANCE FUND (RESTRICTED) PROJECTS**

**Life Safety Projects**

<b>Boiler Replacement</b>	\$ 950,000
Replace boiler #3 and install emergency generator	
<b>Underground Gas Line repairs</b>	3,778
<b>Stair Tread Replacement</b>	150,000
Budget to repair deteriorating stair treads across the campus	
<b>Fire Alarm Replacement</b>	200,000
Replace head end equipment for campus starting with oldest portions of campus.	
<b>Utility Tunnel Repairs</b>	498,325
Budget to repair underground deteriorating utility tunnel.	
<b>Roof Repairs</b>	50,000
Roof repair and replacements for Building A, B, and C	
<b>Tuckpointing</b>	50,000
Masonry repair for Buildings	
<b>ADA Automatic Door Openers</b>	95,000
Budget for installation of automatic Door Openers across the campus	
<b>Walking Bridge &amp; Sidewalk to Tennis Courts and Ball Field</b>	91,150
Budget to install handicapped access to tennis courts and ball field	
<b>Campus-Wide Asbestos Abatement</b>	295,000
Budget to abate asbestos in targeted areas across campus	
<b>Assessment &amp; Testing Center Lifts</b>	10,000
Budget to install handicapped lifts in the remodeled Testing and Assessment Center	
	<hr/>
	\$46,824,202

**OTHER CAPITAL PROJECTS - OPERATION & MAINTENANCE FUND**

<b>Parking Lot Upkeep</b>	\$ 255,000
Budget to resurface parking lots across the campus	

## Long Range Operation and Maintenance Plan

The College has been in a building program for the last several years. The purpose is to replace outdated facilities and to prepare for anticipated enrollment increases. The details of the expansion were covered earlier in the document. There was concern that an expanded physical plant would increase operational funding needs beyond the College's ability to fund such needs in the short term, therefore, the College put together a long-range operation and maintenance plan that incorporates the new buildings as they come on line. This plan is now being incorporated into the College's 3-year budget planning cycle.

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 2007 projects both revenue and expense. The main revenue source of this fund is property tax with a small portion from 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 includes property and casualty insurance, benefits for employees, 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. These other funding sources were scheduled to provide the needed funds until at least 2008. At the time the plan was developed we did not anticipate losing \$2.7 million in state funding and \$4.34 million from property tax appeals.

The plan for funding operations of the new facilities was presented to Moody's in spring of 2001. At that time Moody's upgraded the College bond rating to a Aaa, one of only three community colleges in the United States to receive such a rating – at that time, the only community college in Illinois to receive such a rating. We believe the bond upgrade, in part, speaks to the integrity of our long-range operational plan. The rating was reaffirmed by Moody's in the spring of 2003.

The Operation and Maintenance Fund Projections to FY 2007 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. This updating process occurs each year and the model now goes to FY 2007. These projections provide the base and then add the new buildings as they come on line. The summary reports therefore provide

Building F, L and P operate independently. Building L had an absorption chiller, which required high pressure steam to operate. All other chillers required the low pressure boiler to operate. A system was devised to combine the chilled water loop for Buildings F, L and P. This enabled the College to take the Building L chiller off line as well as the expensive high pressure steam boiler. This change has saved the College about \$85,000 per year in gas costs.

2. Explore ways to make current staffing and systems more efficient.

The College has a four-year labor contract with the union that represents maintenance, utilities, custodial and road and grounds. We included provisions in the contract which can lower overall labor costs and provide flexibility in staffing these functions.

The new Director of Physical Plant comes to Harper from the private sector and has a strong background in engineering, energy conservation and automating functions in order to operate large facilities with minimal manpower. His expertise will assist in fully implementing the long-range plan developed in 1999.

Finally, the campus infrastructure needs attention. The College put together an \$8,500,000 package of needs and took it to our legislators. In FY 04, half of the package was appropriated but not released, with the second half to be possibly funded in the future. This special legislative appropriation will go a long way in assisting with a number of campus needs.

operational costs for all facilities both new and old with various assumptions built in for each type of building.

A large portion of the new costs relate to personnel. The College has prepared separate staffing tables, which fed into the operational cost model. In these staffing tables, the current physical plant employee count is at 100 with an additional 36, 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%. As the addition of new facilities becomes imminent, staffing needs will be reevaluated before final approval.

In FY 2003, 89,000 square feet was added to the building operation budget. The College is beginning to implement the plan which was designed a number of years ago. The Operation and Maintenance Budget for fiscal year 2003 included 4 new custodians, and 1 new utilities person. It also includes sufficient dollars to cover utilities for these two new buildings. The Science, Emerging Technology and Health Careers Center will be delivered to the College in May 2004, therefore, two months of utilities and some staff are included in the FY 2004 budget. FY 2005 will be the first full year of operation for this building. The reality of the large loss of dollars from the State and property tax appeals has required re-evaluation of staffing. Only 15 new positions have been authorized.

The long range Master Plan of Facilities currently calls for a partial to full demolition of D Building as new buildings come on line. If such demolition occurs, the pressure on operating funds will diminish. This would occur in FY 2005 or beyond.

To achieve these projections, the College will be focusing on two issues:

1. Making new buildings as energy and maintenance efficient as possible.

This has been one of the College's priorities as new buildings are planned and designed. We know we will live with these buildings for a long time and are building in many items which have higher first time costs but will pay returns in overall efficiencies in years to come. In addition to making new buildings energy efficient, the College is looking for ways to improve the efficiencies of current buildings. For example, the chillers for

## Operations & Maintenance Projection As of June, 2004

	Actual FY 2003	Budgeted FY 2004	Projected FY 2005	Projected FY 2006	Projected FY 2007
<u>Revenue</u>					
Property Taxes	10,484,869	10,873,920	10,880,000	11,564,346	12,186,986
CPPRT <sup>1</sup>	188,097	145,000	179,000	184,370	189,901
Tuition	1,431,026				
Fees <sup>2</sup>	525,834	520,000	1,610,000	1,652,300	1,695,869
Interest	195,339	100,000	140,000	150,000	160,000
Other and Transfers	149,101	246,300	235,539	200,000	200,000
<b>Total Revenue</b>	<b>12,974,266</b>	<b>11,885,220</b>	<b>13,044,539</b>	<b>13,751,016</b>	<b>14,432,756</b>
<u>Expenditures</u>					
Operating Expenses	7,012,779	7,894,726	9,899,658	10,318,455	10,675,760
Communications	1,005,995	1,195,520	1,355,188	1,382,292	1,409,938
Institutional Fixed (Benefits & Insurance)	938,580	1,389,314	1,586,544	1,811,177	2,071,521 <sup>3</sup>
Institutional Non-Fixed Expenses	2,379,548	1,828,510	1,179,635	1,179,635	1,179,635 <sup>4</sup>
<b>Total Expenditures</b>	<b>11,336,902</b>	<b>12,308,070</b>	<b>14,021,025</b>	<b>14,691,559</b>	<b>15,336,854</b>
Revenue Over/(Under) Expenditures	1,637,364	(422,850)	(976,486)	(940,543)	(904,098)
Project Carryover from Prior Year		422,850	384,435	-	-
Revenue Over/(Under) Expenditures		-	(592,051)	(940,543)	(904,098)
<u>New Buildings</u>					
	<u>Square Footage</u>	<u>FY</u>			
Performing Arts & Conference Center	89,000	2003			
Science, Emerging Technology, Health Careers	281,500	2005			

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

<sup>2</sup> Registration Fees \$200,000; Renovation Fees \$5.00 per credit hour as of FY 05

<sup>3</sup> Benefits represent \$1.3 million of Institutional expenditures for FY 05; Projected costs for FY 07 with medical insurance increasing at a rate of 15% per year are \$1.6 million; Property and casualty insurance represents \$295,680 of FY 05 expenditures and is projected to increase by 20% in both FY 06 and 07.

<sup>4</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



### **Auxiliary Enterprises Fund (0500-000-000)**

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

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

### **Audit Fund (1100-000-000)**

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

### **Bond and Interest Fund (0400-000-000)**

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

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

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

### **Restricted Purposes Fund (0600-000-000)**

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

## AUXILIARY ENTERPRISES FUND OVERVIEW

### REVENUES

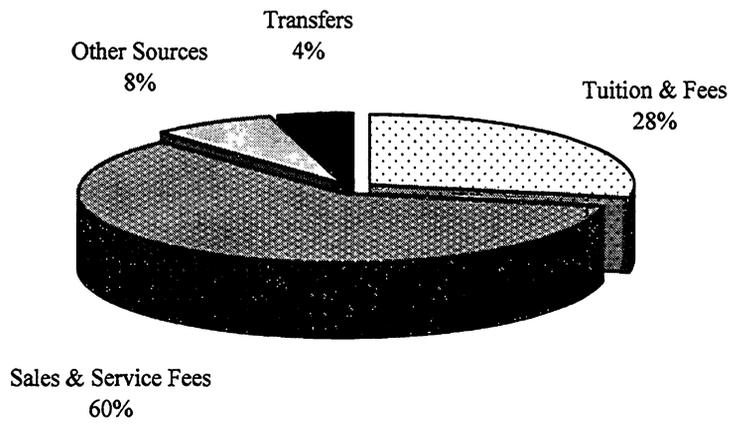
		<u>% OF TOTAL</u>
TUITION & FEES	4,350,666	27.95%
OTHER SOURCES		
Sales & Service Fees	9,364,162	
Facilities Rental	1,089,488	
Interest on Investments	35,000	
Other	43,500	
	10,532,150	67.66%
TRANSFERS	683,500	4.39%
TOTAL REVENUES	\$ 15,566,316	100.00%

### EXPENDITURES

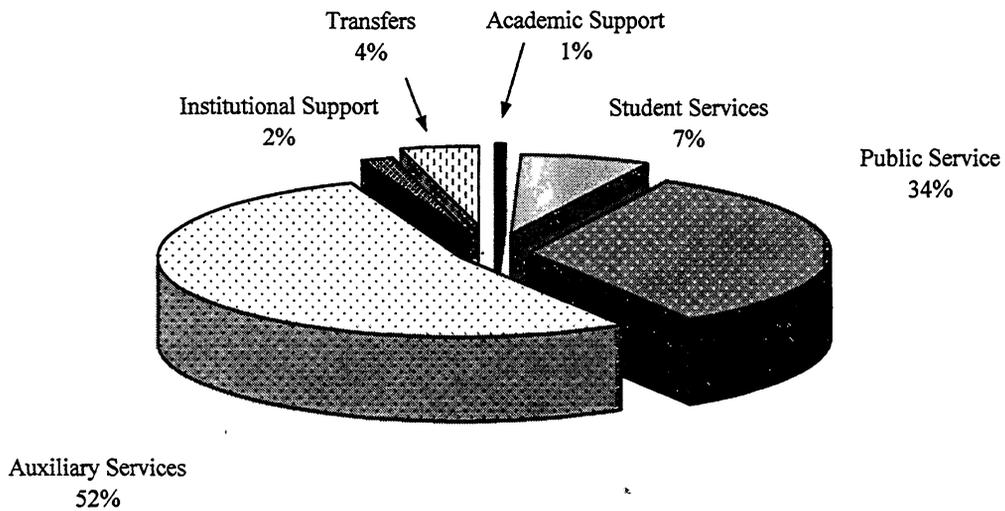
ACADEMIC SUPPORT	\$ 92,235	0.60%
STUDENT SERVICES	1,062,022	6.86%
PUBLIC SERVICE	5,207,382	33.63%
AUXILIARY SERVICES	8,226,845	53.13%
INSTITUTIONAL SUPPORT	269,680	1.74%
TRANSFERS	627,395	4.05%
TOTAL EXPENDITURES	\$ 15,485,559	100.00%
REVENUE OVER/(UNDER) EXPENDITURES	\$ 80,757	

**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	\$ -	\$ 92,235	(92,235) <sup>1</sup>
Student Services			
Counseling & Testing	61,910	61,910	-
Student Activities & Administration	786,725	771,175	15,550
Other-Student Services	<u>228,937</u>	<u>228,937</u>	<u>-</u>
	1,077,572	1,062,022	15,550
Public Service			
Community Education (Non-credit Instruction)	4,349,656	2,214,812	2,134,844
Customized Training	1,000,000	393,500	606,500
Administration-Public Service	30,000	2,568,070	(2,538,070) <sup>1</sup>
Other-Public Service	<u>31,000</u>	<u>31,000</u>	<u>-</u>
	5,410,656	5,207,382	203,274
Auxiliary Services			
Bookstore/Food Services	\$ 7,779,800	\$ 7,414,494	365,306
College Center	14,000	13,716	284
Other-Auxiliary Services	<u>1,249,288</u>	<u>1,426,030</u>	<u>(176,742) <sup>1</sup></u>
	\$ 9,043,088	\$ 8,854,240	\$ 188,848
Institutional Support			
Institutional Expense	\$ 35,000	\$ 269,680	(234,680) <sup>1</sup>
<b>FUND TOTALS</b>	<u><u>\$ 15,566,316</u></u>	<u><u>\$ 15,485,559</u></u>	<u><u>\$ 80,757</u></u>

**Note:**

<sup>1</sup> The deficits in these divisions represent centralized continuing education or auxiliary services expenditures; revenues will be generated by all other continuing education and auxiliary services accounts.

**COMPARISON OF REVENUES AND EXPENDITURES**  
**Auxiliary Enterprises Fund**

	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
State Government	\$ -	\$ -	\$ -	
Tuition & Fees	4,496,025	4,432,649	4,350,666	-2%
Other Sources	9,529,987	10,573,943	10,532,150	0%
Transfers	715,737	478,000	683,500	43%
<b>Total Revenues</b>	<b>\$ 14,741,749</b>	<b>\$ 15,484,592</b>	<b>\$ 15,566,316</b>	<b>1%</b>
<b>EXPENDITURES</b>				
Academic Support	83,510	86,989	92,235	6%
Student Services	865,157	945,767	1,062,022	12%
Public Service	4,920,808	5,635,098	5,207,382	-8%
Auxiliary Services	7,721,150	8,170,862	8,226,845	1%
Institutional Support	249,267	277,065	269,680	-3%
Transfers	624,585	623,895	627,395	1%
<b>Total Expenditures</b>	<b>\$ 14,464,477</b>	<b>\$ 15,739,676</b>	<b>\$ 15,485,559</b>	<b>-2%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ 277,272</b>	<b>\$ (255,084)</b>	<b>\$ 80,757</b>	<b>132%</b>

## AUDIT FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 128,106	98.09%
OTHER SOURCES		
Interest on Investments	2,500	1.91%
TOTAL REVENUES	<u>\$ 130,606</u>	<u>100.00%</u>
EXPENDITURES		
INSTITUTIONAL SUPPORT	\$ 119,000	100.00%
TOTAL EXPENDITURES	<u>\$ 119,000</u>	<u>100.00%</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>\$ 11,606</u>	

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

	<u>Actual</u> <u>FY 2002-03</u>	<u>Budget</u> <u>FY 2003-04</u>	<u>Budget</u> <u>FY 2004-05</u>	<u>Budget</u> <u>% Change</u> <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 100,420	\$ 128,106	\$ 128,106	0%
Other Sources	4,198	2,000	2,500	25%
<b>Total Revenues</b>	<b>\$ 104,618</b>	<b>\$ 130,106</b>	<b>\$ 130,606</b>	<b>0%</b>
<b>EXPENDITURES</b>				
Institutional Support	85,250	119,000	119,000	0%
<b>Total Expenditures</b>	<b>\$ 85,250</b>	<b>\$ 119,000</b>	<b>\$ 119,000</b>	<b>0%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ 19,368</b>	<b>\$ 11,106</b>	<b>\$ 11,606</b>	<b>5%</b>

## BOND & INTEREST FUND OVERVIEW

REVENUES		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 11,257,383	95.08%
OTHER SOURCES		
Interest on Investments	55,000	0.46%
TRANSFERS	527,395	4.45%
TOTAL REVENUES	<u>\$ 11,839,778</u>	<u>100.00%</u>
EXPENDITURES		
INSTITUTIONAL SUPPORT	\$ 11,185,990	100.00%
TRANSFERS	-	0.00%
TOTAL EXPENDITURES	<u>\$ 11,185,990</u>	<u>100.00%</u>
REVENUE OVER/(UNDER) EXPENDITURES	<u>\$ 653,788</u>	

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

	Actual <u>FY 2002-03</u>	Budget <u>FY 2003-04</u>	Budget <u>FY 2004-05</u>	Budget % Change <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 11,095,641	\$ 11,205,387	\$ 11,257,383	0%
Other Sources	37,015	55,000	55,000	0%
Transfers	524,585	523,895	527,395	1%
<b>Total Revenues</b>	<b>\$ 11,657,241</b>	<b>\$ 11,784,282</b>	<b>\$ 11,839,778</b>	<b>0%</b>
<b>EXPENDITURES</b>				
Institutional Support	12,766,887	11,047,859	11,185,990	1%
Transfers	-	-	-	
<b>Total Expenditures</b>	<b>\$ 12,766,887</b>	<b>\$ 11,047,859</b>	<b>\$ 11,185,990</b>	<b>1%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ (1,109,646)</b>	<b>\$ 736,423</b>	<b>\$ 653,788</b>	<b>-11%</b>

## LIABILITY PROTECTION FUND OVERVIEW

### REVENUES

		<u>% OF TOTAL</u>
LOCAL GOVERNMENT		
Current Taxes	\$ 2,499,878	99.80%
OTHER SOURCES		
Interest on Investments	5,000	0.20%
TOTAL REVENUES	\$ 2,504,878	100.00%

### EXPENDITURES

OPERATION & MAINTENANCE	\$ 710,517	25.97%
INSTITUTIONAL SUPPORT	2,025,170	74.03%
TOTAL EXPENDITURES	\$ 2,735,687	100.00%
REVENUE OVER/(UNDER) EXPENDITURES	\$ (230,809)	

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

	<u>Actual</u> <u>FY 2002-03</u>	<u>Budget</u> <u>FY 2003-04</u>	<u>Budget</u> <u>FY 2004-05</u>	<u>Budget</u> <u>% Change</u> <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 1,033,176	\$ 1,478,335	\$ 2,499,878	69%
Other Sources	16,862	22,000	5,000	-77%
<b>Total Revenues</b>	<b>\$ 1,050,038</b>	<b>\$ 1,500,335</b>	<b>\$ 2,504,878</b>	<b>67%</b>
<b>EXPENDITURES</b>				
Operation & Maintenance	551,112	618,833	710,517	15%
Institutional Support	1,490,952	1,971,474	2,025,170	3%
<b>Total Expenditures</b>	<b>\$ 2,042,064</b>	<b>\$ 2,590,307</b>	<b>\$ 2,735,687</b>	<b>6%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ (992,026)</b>	<b>\$ (1,089,972)</b>	<b>\$ (230,809)</b>	<b>79%</b>

## RESTRICTED PURPOSES FUND OVERVIEW

### REVENUES

		<u>% OF TOTAL</u>
<b>LOCAL GOVERNMENT</b>		
Bond Proceeds	\$ 2,000,000	10.31%
 <b>STATE GOVERNMENT</b>		
IL Community College Board	442,998	
Dept. of Veteran's Affairs	2,024,000	
IL Student Assistance Commission	3,078,000	
Other	4,356,500	
	9,901,498	51.03%
 <b>FEDERAL GOVERNMENT</b>		
Dept. of Education	4,882,351	
Dept. of Health & Human Services	254,754	
Other Federal Gov't Sources	260,667	
	5,397,772	27.82%
 <b>OTHER SOURCES</b>		
Interest on Investments	55,000	
Nongovernmental Gifts or Grants	513,402	
Miscellaneous	187,500	
	755,902	3.90%
 <b>TRANSFERS</b>		
	1,350,000	6.96%
 <b>TOTAL REVENUES</b>		
	\$ 19,405,172	100.00%

### EXPENDITURES

INSTRUCTION	\$ 731,937	3.11%
ACADEMIC SUPPORT	65,832	0.28%
STUDENT SERVICES	374,156	1.59%
PUBLIC SERVICE	203,884	0.87%
OPERATION & MAINTENANCE	88,741	0.38%
INSTITUTIONAL SUPPORT	22,032,741	93.77%
 <b>TOTAL EXPENDITURES</b>		
	\$ 23,497,291	100.00%
 <b>REVENUE OVER/(UNDER) EXPENDITURES</b>		
	\$ (4,092,119)	

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

	<u>Actual</u> <u>FY 2002-03</u>	<u>Budget</u> <u>FY 2003-04</u>	<u>Budget</u> <u>FY 2004-05</u>	<u>Budget</u> <u>% Change</u> <u>FY 04 to FY 05</u>
<b>REVENUES</b>				
Local Government	\$ 5,506,946	\$ -	\$ 2,000,000	100%
State Government	7,425,300	9,808,366	9,901,498	1%
Federal Government	4,076,653	5,042,648	5,397,772	7%
Other Sources	559,559	654,402	755,902	16%
Transfers	1,487,676	1,125,000	1,350,000	20%
<b>Total Revenues</b>	<b>\$ 19,056,134</b>	<b>\$ 16,630,416</b>	<b>\$ 19,405,172</b>	<b>17%</b>
<b>EXPENDITURES</b>				
Instruction	\$ 717,652	\$ 739,247	731,937	-1%
Academic Support	306,030	97,095	65,832	-32%
Student Services	516,184	381,483	374,156	-2%
Public Service	626,279	268,790	203,884	-24%
Operation & Maintenance	1,152	96,283	88,741	-8%
Institutional Support	11,991,753	19,499,171	22,032,741	13%
<b>Total Expenditures</b>	<b>\$ 14,159,050</b>	<b>\$ 21,082,069</b>	<b>\$ 23,497,291</b>	<b>11%</b>
<b>REVENUES OVER/ (UNDER) EXPENDITURES</b>	<b>\$ 4,897,084</b>	<b>\$ (4,451,653)</b>	<b>\$ (4,092,119)</b>	<b>8%</b>



**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

	ADMINISTRATIVE												
	06-01	06-02			06-03			06-04			Budgeted FY 05		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	
<b><u>PRESIDENT</u></b>													
PRESIDENT'S OFFICE & GOVT RELATIONS	3	3	-	3	2	-	2	2	-	2	2	-	2
COMMUNITY RELATIONS & FOUNDATION	3	3	-	3	2	-	2	2	-	2	2	-	2
OFFICE OF RESEARCH											1	-	1
STRATEGIC PLANNING & ALLIANCES	2	2	-	2	1	-	1	1	-	1	1	-	1
TOTAL PRESIDENT	8	8	-	8	5	-	5	5	-	5	6	-	6
<b><u>ACADEMIC AFFAIRS</u></b>													
VP OFFICE & TRANSFER STUDIES	2	2	-	2	2	-	2	2	-	2	2	-	2
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	1	1	-	1	1	-	1	1	-	1	1	-	1
BUSINESS & SOCIAL SCIENCE & CHILD CENTER	1	1	-	1	1	-	1	1	-	1	1	-	1
CAREER PROGRAMS	1	1	-	1	1	-	1	1	-	1	1	-	1
CONTINUING EDUCATION & TECH	2	2	-	2	2	-	2	2	-	2	2	-	2
CORPORATE SERVICES & CONFERENCE CENTER	1	1	-	1	1	-	1	1	-	1	1	-	1
LIBERAL ARTS	1	1	-	1	1	-	1	1	-	1	1	-	1
RESOURCES FOR LEARNING/INSTRUCT TECH	2	2	-	2	2	-	2	2	-	2	2	-	2
LIFE SCIENCE/HUMAN SVCS & NURSING	2	2	-	2	2	-	2	2	-	2	2	-	2
TECHNOLOGY, MATH & PHYSICAL SCIENCES	2	2	-	2	1	-	1	1	-	1	1	-	1
TOTAL ACADEMIC AFFAIRS	15	15	-	15	14	-	14	14	-	14	14	-	14
<b><u>ENROLLMENT AND MARKETING</u></b>													
VP OFFICE & COMMUNICATIONS	1	2	-	2	2	-	2	2	-	2	2	-	2
MARKETING SVCS CENTER	1	1	-	1	1	-	1	1	-	1	1	-	1
OFFICE OF RESEARCH (* Move to PR & BD)	1	1	-	1	1	-	1	1	-	1		-	
SCHOLARSHIPS & FINANCIAL ASSISTANCE	1	1	-	1	1	-	1	1	-	1	1	-	1
STUDENT RECRUITMENT & OUTREACH	1	1	-	1	1	-	1	1	-	1	1	-	1
REGISTRAR'S OFFICE & ADMISSIONS	1	1	-	1	1	-	1	1	-	1	1	-	1
TOTAL ENROLLMENT AND MARKETING	6	7	-	7	7	-	7	7	-	7	6	-	6
<b><u>STUDENT AFFAIRS</u></b>													
VP OFFICE	1	1	-	1	2	-	2	2	-	2	2	-	2
ACADEMIC ADVISING AND COUNSELING CENTER	-	-	-	-	1	-	1	1	-	1	1	-	1
ACCESS & DISABILITY SVCS	1	1	-	1	1	-	1	1	-	1	1	-	1
CAREER CENTER & WOMEN'S PROGRAM	-	-	-	-	1	-	1	1	-	1	1	-	1
HEALTH SERVICES	-	-	-	-	1	-	1	1	-	1	1	-	1
MULTICULTURAL LEARNING CENTER	-	-	-	-	1	-	1	1	-	1	1	-	1
STUDENT ACTIVITIES	1	1	-	1	1	-	1	1	-	1	1	-	1
STUDENT DEVELOPMENT	3	3	-	3	1	-	1	1	-	1	1	-	1
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)	3	3	-	3	1	-	1	1	-	1	1	-	1
TOTAL STUDENT AFFAIRS	9	9	-	9	10	-	10	10	-	10	10	-	10
<b><u>ADMINISTRATIVE SERVICES</u></b>													
VP OFFICE & CONSTRUCTION	1	1	-	1	2	-	2	2	-	2	2	-	2
ACCOUNTING SVCS/BURSAR	1	1	-	1	1	-	1	1	-	1	1	-	1
BOOKSTORE	-	-	-	-	-	-	-	-	-	-	-	-	-
FOOD SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-
PERSONNEL	1	1	-	1	1	-	1	1	-	1	1	-	1
PHYSICAL PLANT	2	2	-	2	1	-	1	1	-	1	1	-	1
PUBLIC SAFETY	-	-	-	-	-	-	-	-	-	-	-	-	-
PURCHASING	1	1	-	1	1	-	1	1	-	1	1	-	1
TOTAL ADMIN SERVICES	6	6	-	6	6	-	6	6	-	6	6	-	6
<b><u>INFORMATION TECHNOLOGY</u></b>													
VP OFFICE	1	1	-	1	1	-	1	1	-	1	1	-	1
APPLICATION SYSTEMS	1	1	-	1	1	-	1	1	-	1	1	-	1
CLIENT SERVICES	1	1	-	1	1	-	1	1	-	1	1	-	1
TECHNICAL SERVICES	1	1	-	1	1	-	1	1	-	1	1	-	1
TOTAL INFORMATION TECH	4	4	-	4	4	-	4	4	-	4	4	-	4
<b><u>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</u></b>													
VP OFFICE	1	1	-	1	1	-	1	1	-	1	1	-	1
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT	1	1	-	1	1	-	1	1	-	1	1	-	1
<b>GRAND TOTAL</b>	<b>49</b>	<b>50</b>	<b>-</b>	<b>50</b>	<b>47</b>	<b>-</b>	<b>47</b>	<b>47</b>	<b>-</b>	<b>47</b>	<b>47</b>	<b>-</b>	<b>47</b>

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

	FACULTY											
	06-01	06-02			06-03			06-04			Budgeted FY 05	
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total
<b><u>PRESIDENT</u></b>												
PRESIDENT'S OFFICE & GOVT RELATIONS												
COMMUNITY RELATIONS & FOUNDATION												
OFFICE OF RESEARCH												
STRATEGIC PLANNING & ALLIANCES												
TOTAL PRESIDENT												
<b><u>ACADEMIC AFFAIRS</u></b>												
VP OFFICE & TRANSFER STUDIES	-	-	-	-	-	-	-	-	-	2	-	2
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	26	26	26	27	-	27	27	-	27	26	-	26
BUSINESS & SOCIAL SCIENCE & CHILD CENTER	39	39	39	42	-	42	42	-	42	42	-	42
CAREER PROGRAMS	-	-	-	-	-	-	-	-	-	-	-	-
CONTINUING EDUCATION & TECH	-	-	-	-	-	-	-	-	-	-	-	-
CORPORATE SERVICES & CONFERENCE CENTER	-	-	-	-	-	-	-	-	-	-	-	-
LIBERAL ARTS	51	51	51	51	-	51	51	-	51	49	-	49
RESOURCES FOR LEARNING/INSTRUCT TECH	6	6	6	6	-	6	6	-	6	6	-	6
LIFE SCIENCE/HUMAN SVCS & NURSING	35	35	35	33	-	33	33	-	33	34	-	34
TECHNOLOGY, MATH & PHYSICAL SCIENCES	39	39	39	37	-	37	37	-	37	37	-	37
TOTAL ACADEMIC AFFAIRS	196	196	196	196	-	196	196	-	196	196	-	196
<b><u>ENROLLMENT AND MARKETING</u></b>												
VP OFFICE & COMMUNICATIONS												
MARKETING SVCS CENTER												
OFFICE OF RESEARCH (* Move to PR & BD)												
SCHOLARSHIPS & FINANCIAL ASSISTANCE												
STUDENT RECRUITMENT & OUTREACH												
REGISTRAR'S OFFICE & ADMISSIONS												
TOTAL ENROLLMENT AND MARKETING												
<b><u>STUDENT AFFAIRS</u></b>												
VP OFFICE	-	-	-	-	-	-	-	-	-	-	-	-
ACADEMIC ADVISING AND COUNSELING CENTER	-	-	-	8	-	8	8	-	8	8	-	8
ACCESS & DISABILITY SVCS	2	2	2	2	-	2	2	-	2	2	-	2
CAREER CENTER & WOMEN'S PROGRAM	-	-	-	2	-	2	2	-	2	2	-	2
HEALTH SERVICES	-	-	-	-	-	-	-	-	-	-	-	-
MULTICULTURAL LEARNING CENTER	-	-	-	4	-	4	4	-	4	4	-	4
STUDENT ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-
STUDENT DEVELOPMENT	16	16	16	2	-	2	2	-	2	2	-	2
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)	5	5	5	5	-	5	5	-	5	5	-	5
TOTAL STUDENT AFFAIRS	23	23	23	23	-	23	23	-	23	23	-	23
<b><u>ADMINISTRATIVE SERVICES</u></b>												
VP OFFICE & CONSTRUCTION												
ACCOUNTING SVCS/BURSAR												
BOOKSTORE												
FOOD SERVICES												
PERSONNEL												
PHYSICAL PLANT												
PUBLIC SAFETY												
PURCHASING												
TOTAL ADMIN SERVICES												
<b><u>INFORMATION TECHNOLOGY</u></b>												
VP OFFICE												
APPLICATION SYSTEMS												
CLIENT SERVICES												
TECHNICAL SERVICES												
TOTAL INFORMATION TECH												
<b><u>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</u></b>												
VP OFFICE												
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT												
<b>GRAND TOTAL</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>219</b>	<b>-</b>	<b>219</b>	<b>219</b>	<b>-</b>	<b>219</b>	<b>219</b>	<b>-</b>	<b>219</b>

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

	PROFESSIONAL/TECHNICAL												
	06-01		06-02		06-03		06-04		Budgeted FY 05				
	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T	Total	Total	
<b>PRESIDENT</b>													
PRESIDENT'S OFFICE & GOVT RELATIONS													
COMMUNITY RELATIONS & FOUNDATION													
OFFICE OF RESEARCH													
STRATEGIC PLANNING & ALLIANCES													
TOTAL PRESIDENT													
<b>ACADEMIC AFFAIRS</b>													
VP OFFICE & TRANSFER STUDIES	1		1		1		1		1		1		1
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	17	12	6	18	11	6	17	11	6	17	11	6	17
BUSINESS & SOCIAL SCIENCE & CHILD CENTER	2		1	1		2	1	1	2	1	1	1	2
CAREER PROGRAMS	2			2	2		2	1	1	1	1	1	1
CONTINUING EDUCATION & TECH	3	8			9		9	10		10			10
CORPORATE SERVICES & CONFERENCE CENTER	6	8		8	8		8	8		8		7	7
LIBERAL ARTS	4	1			1		1	1		1		1	1
RESOURCES FOR LEARNING/INSTRUCT TECH	6	6	1	7	6	1	7	6	1	6	6	6	6
LIFE SCIENCE/HUMAN SVCS & NURSING	6		5	5	1	3	4	1	3	4	1	3	4
TECHNOLOGY, MATH & PHYSICAL SCIENCES	4	2	1	3	2	1	3	2	1	3	2	1	3
TOTAL ACADEMIC AFFAIRS	51	40	14	54	40	14	54	41	13	54	40	13	53
<b>ENROLLMENT AND MARKETING</b>													
VP OFFICE & COMMUNICATIONS	1												
MARKETING SVCS CENTER	1	1		1	5		5	5		5		5	5
OFFICE OF RESEARCH (* Move to PR & BD)	2	2		2	2		2	2		2		2	2
SCHOLARSHIPS & FINANCIAL ASSISTANCE													
STUDENT RECRUITMENT & OUTREACH	5	5		5	4		4	4		4		4	4
REGISTRAR'S OFFICE & ADMISSIONS	1	1		1	1		1	2		2		2	2
TOTAL ENROLLMENT AND MARKETING	9	9		9	12		12	13		13		11	11
<b>STUDENT AFFAIRS</b>													
VP OFFICE													
ACADEMIC ADVISING AND COUNSELING CENTER													
ACCESS & DISABILITY SVCS	6		7	7		6	6	6		6		5	5
CAREER CENTER & WOMEN'S PROGRAM	5	4	1	5	3	1	4	3	1	4	3	1	4
HEALTH SERVICES													
MULTICULTURAL LEARNING CENTER													
STUDENT ACTIVITIES	3	2		2	2		2	2		2		2	2
STUDENT DEVELOPMENT	3	4		4									
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)	8	5	3	8	4		4	4		4		4	4
TOTAL STUDENT AFFAIRS	25	15	11	26	14	9	23	14	9	23	14	8	22
<b>ADMINISTRATIVE SERVICES</b>													
VP OFFICE & CONSTRUCTION													
ACCOUNTING SVCS/BURSAR													
BOOKSTORE													
FOOD SERVICES													
PERSONNEL													
PHYSICAL PLANT													
PUBLIC SAFETY													
PURCHASING													
TOTAL ADMIN SERVICES													
<b>INFORMATION TECHNOLOGY</b>													
VP OFFICE													
APPLICATION SYSTEMS	11	14	1	15	12	1	13		2				
CLIENT SERVICES	17	16	3	19	16	3	19	18	3	21	11	12	14
TECHNICAL SERVICES	9	10		10	11		11	8		8		17	17
TOTAL INFORMATION TECH.	37	40	4	44	39	4	43	38	4	40	41	4	45
<b>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</b>													
VP OFFICE													
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT													
<b>GRAND TOTAL</b>	122	104	29	133	105	27	132	106	26	130	108	25	133

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

	SUPERVISORY/CONFIDENTIAL												
	06-01	06-02			06-03			06-04			Budget FY 05		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	
<b><u>PRESIDENT</u></b>													
PRESIDENT'S OFFICE & GOVT RELATIONS	1	1	-	1	1	-	1	1	1	1	-	1	
COMMUNITY RELATIONS & FOUNDATION	3	1	1	2	2	1	3	2	1	3	2	1	3
OFFICE OF RESEARCH	-	-	-	-	-	-	-	-	-	-	2	-	2
STRATEGIC PLANNING & ALLIANCES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL PRESIDENT	4	2	1	3	3	1	4	3	1	4	5	1	6
<b><u>ACADEMIC AFFAIRS</u></b>													
VP OFFICE & TRANSFER STUDIES	-	-	-	-	-	-	-	-	-	-	-	-	-
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	3	2	1	3	2	1	3	2	1	3	2	1	3
BUSINESS & SOCIAL SCIENCE & CHILD CENTER	1	1	-	1	1	-	1	1	-	1	1	-	1
CAREER PROGRAMS	-	-	-	-	-	-	-	-	-	-	-	-	-
CONTINUING EDUCATION & TECH	4	4	-	4	4	-	4	3	-	3	3	-	3
CORPORATE SERVICES & CONFERENCE CENTER	3	4	-	4	4	-	4	3	-	3	3	-	3
LIBERAL ARTS	-	-	-	-	-	-	-	-	-	-	-	-	-
RESOURCES FOR LEARNING/INSTRUCT TECH	-	-	-	-	-	-	-	-	-	-	-	-	-
LIFE SCIENCE/HUMAN SVCS & NURSING	1	1	-	1	-	1	1	-	1	1	-	1	1
TECHNOLOGY, MATH & PHYSICAL SCIENCES	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL ACADEMIC AFFAIRS	12	12	1	13	11	2	13	9	2	11	9	2	11
<b><u>ENROLLMENT AND MARKETING</u></b>													
VP OFFICE & COMMUNICATIONS	-	1	-	1	1	-	1	1	-	1	1	-	1
MARKETING SVCS CENTER	10	10	-	10	5	-	5	5	-	5	5	-	5
OFFICE OF RESEARCH (* Move to PR & BD)	-	1	-	1	2	-	2	2	-	2	2	-	2
SCHOLARSHIPS & FINANCIAL ASSISTANCE	1	1	-	1	1	-	1	1	-	1	1	-	1
STUDENT RECRUITMENT & OUTREACH	2	1	1	2	1	-	1	1	-	1	1	-	1
REGISTRAR'S OFFICE & ADMISSIONS	2	2	-	2	3	-	3	3	-	3	3	-	3
TOTAL ENROLLMENT AND MARKETING	15	16	1	17	13	-	13	13	-	13	11	-	11
<b><u>STUDENT AFFAIRS</u></b>													
VP OFFICE	-	-	-	-	-	-	-	-	-	-	-	-	-
ACADEMIC ADVISING AND COUNSELING CENTER	-	-	-	-	-	-	-	-	-	-	-	-	-
ACCESS & DISABILITY SVCS	2	1	-	1	-	1	1	-	1	1	-	2	2
CAREER CENTER & WOMEN'S PROGRAM	3	3	-	3	-	-	-	-	-	-	-	-	-
HEALTH SERVICES	-	-	-	-	-	-	-	-	-	-	-	-	-
MULTICULTURAL LEARNING CENTER	-	-	-	-	-	-	-	-	-	-	-	-	-
STUDENT ACTIVITIES	3	3	1	4	4	1	5	-	1	1	-	1	1
STUDENT DEVELOPMENT	-	-	-	-	1	-	1	1	-	1	1	-	1
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)	-	1	-	1	-	-	-	4	-	4	5	-	5
TOTAL STUDENT AFFAIRS	8	8	1	9	5	2	7	5	2	7	6	3	9
<b><u>ADMINISTRATIVE SERVICES</u></b>													
VP OFFICE & CONSTRUCTION	-	-	-	-	1	-	1	1	-	1	-	-	-
ACCOUNTING SVCS/BURSAR	5	5	-	5	5	-	5	5	-	5	5	-	5
BOOKSTORE	2	2	-	2	2	-	2	3	-	3	3	-	3
FOOD SERVICES	-	-	-	-	3	-	3	3	-	3	3	-	3
PERSONNEL	2	2	-	2	1	-	1	1	-	1	1	-	1
PHYSICAL PLANT	13	13	-	13	11	-	11	11	-	11	14	-	14
PUBLIC SAFETY	2	2	-	2	2	-	2	2	-	2	2	-	2
PURCHASING	1	2	-	2	2	-	2	2	-	2	2	-	2
TOTAL ADMIN SERVICES	25	26	-	26	26	-	26	27	-	27	30	-	30
<b><u>INFORMATION TECHNOLOGY</u></b>													
VP OFFICE	-	-	-	-	-	-	-	1	-	1	-	-	-
APPLICATION SYSTEMS	5	5	-	5	7	-	7	6	-	6	4	-	4
CLIENT SERVICES	5	5	-	5	5	-	5	5	-	5	3	-	3
TECHNICAL SERVICES	5	5	-	5	5	-	5	4	-	4	8	-	8
TOTAL INFORMATION TECH.	15	15	-	15	17	-	17	16	-	15	15	-	15
<b><u>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</u></b>													
VP OFFICE	1	1	-	1	2	-	2	2	-	2	2	-	2
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT	1	1	-	1	2	-	2	2	-	2	2	-	2
<b>GRAND TOTAL</b>	<b>80</b>	<b>80</b>	<b>4</b>	<b>84</b>	<b>77</b>	<b>5</b>	<b>82</b>	<b>75</b>	<b>5</b>	<b>79</b>	<b>78</b>	<b>6</b>	<b>84</b>

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

	CLASSIFIED STAFF												
	06-01	06-02			06-03			06-04			Budgeted FY 05		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	
<b>PRESIDENT</b>													
PRESIDENT'S OFFICE & GOVT RELATIONS	1	1	-	1	1	-	1	1		1		1	
COMMUNITY RELATIONS & FOUNDATION	3	2	-	2	1	1	2	1	1	2	1	1	2
OFFICE OF RESEARCH											1	1	2
STRATEGIC PLANNING & ALLIANCES	2	2	-	2	1	-	1	1		1	1	1	1
TOTAL PRESIDENT	6	5	-	5	3	1	4	3	1	4	4	2	6
<b>ACADEMIC AFFAIRS</b>													
VP OFFICE & TRANSFER STUDIES	2	2	-	2	2	-	2	2		2	2		2
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	12	8	4	12	8	5	13	8	5	13	8	5	13
BUSINESS & SOCIAL SCIENCE & CHILD CENTER	11	4	3	7	4	9	13	5	8	13	5	6	11
CAREER PROGRAMS	2	2	1	3	2	-	2	2		2	2	1	3
CONTINUING EDUCATION & TECH	15	17	2	19	17	3	20	16	3	19	16	3	19
CORPORATE SERVICES & CONFERENCE CENTER	4	5	-	5	5	-	5	5		5	3		3
LIBERAL ARTS	7	4	2	6	4	2	6	4	2	6	4	2	6
RESOURCES FOR LEARNING/INSTRUCT TECH	21	12	8	20	12	8	20	12	8	20	12	8	20
LIFE SCIENCE/HUMAN SVCS & NURSING	15	4	9	13	4	3	7	4	3	7	4	3	7
TECHNOLOGY, MATH & PHYSICAL SCIENCES	9	2	4	6	3	2	5	3	2	5	3	2	5
TOTAL ACADEMIC AFFAIRS	98	60	33	93	61	32	93	61	31	92	59	30	89
<b>ENROLLMENT AND MARKETING</b>													
VP OFFICE & COMMUNICATIONS	1	1	-	1	1	-	1	1		1	1		1
MARKETING SVCS CENTER	10	9	1	10	9	1	10	9	1	10	9	1	10
OFFICE OF RESEARCH (* Move to PR & BD)	4	1	1	2	1	1	2	1	1	2			-
SCHOLARSHIPS & FINANCIAL ASSISTANCE	6	5	1	6	5	1	6	5	1	6	5	1	6
STUDENT RECRUITMENT & OUTREACH	11	7	4	11	4	2	6	5	1	6	5	1	6
REGISTRAR'S OFFICE & ADMISSIONS	9	6	3	9	9	5	14	9	5	14	9	5	14
TOTAL ENROLLMENT AND MARKETING	41	29	10	39	29	10	39	30	9	39	29	8	37
<b>STUDENT AFFAIRS</b>													
VP OFFICE	1	1	-	1	1	-	1	1		1	1		1
ACADEMIC ADVISING AND COUNSELING CENTER	-	-	-	-	2	4	6	2	4	6	2	4	6
ACCESS & DISABILITY SVCS	5	1	3	4	1	3	4	1	3	4		4	4
CAREER CENTER & WOMEN'S PROGRAM	9	4	5	9	2	2	4	2	2	4	2	2	4
HEALTH SERVICES	-	-	-	-	1	-	1	1		1	1		1
MULTICULTURAL LEARNING CENTER	-	-	-	-	1	1	2	1	1	2	1	1	2
STUDENT ACTIVITIES	4	1	3	4	2	2	4	2		2	2		2
STUDENT DEVELOPMENT	10	4	5	9	3	3	6	3	3	6	3	3	6
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)	10	8	1	9	6	1	7	6	3	9	6	3	9
TOTAL STUDENT AFFAIRS	39	19	17	36	19	16	35	19	16	35	18	17	35
<b>ADMINISTRATIVE SERVICES</b>													
VP OFFICE & CONSTRUCTION	1	1	-	1	1	-	1	1		1	1		1
ACCOUNTING SVCS/BURSAR	12	11	1	12	11	1	12	10	2	12	10	2	12
BOOKSTORE	11	13	-	13	11	-	11	11	1	12	9	1	10
FOOD SERVICES	-	-	-	-	10	6	16	12	6	18	10	6	16
PERSONNEL	4	3	1	4	2	-	2	2		2	2		2
PHYSICAL PLANT	18	12	6	18	1	-	1	1		1	1		1
PUBLIC SAFETY	1	-	-	-	-	-	-	-		-	-		-
PURCHASING	2	2	-	2	2	-	2	2		2	2		2
TOTAL ADMIN SERVICES	49	42	8	50	38	7	45	39	9	48	35	9	44
<b>INFORMATION TECHNOLOGY</b>													
VP OFFICE	1	1	-	1	1	-	1	1		1	1		1
APPLICATION SYSTEMS	2	2	-	2	2	-	2	1		1	1		1
CLIENT SERVICES	4	2	-	2	2	-	2	2		2	2		2
TECHNICAL SERVICES	4	5	-	5	4	-	4	5		5	5		5
TOTAL INFORMATION TECH	11	10	-	10	9	-	9	9	-	9	9	-	9
<b>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</b>													
VP OFFICE	1	1	-	1	2	1	3	2	1	3	2	1	3
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT	1	1	-	1	2	1	3	2	1	3	2	1	3
<b>GRAND TOTAL</b>	<b>245</b>	<b>166</b>	<b>68</b>	<b>234</b>	<b>161</b>	<b>67</b>	<b>228</b>	<b>163</b>	<b>67</b>	<b>230</b>	<b>156</b>	<b>67</b>	<b>223</b>

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

**SECURITY**

	06-01			06-02			06-03			06-04			Budgeted FY 05		
	F/T	P/T	Total	F/T	P/T	Total									
<b><u>PRESIDENT</u></b>															
PRESIDENT'S OFFICE & GOVT RELATIONS															
COMMUNITY RELATIONS & FOUNDATION															
OFFICE OF RESEARCH															
STRATEGIC PLANNING & ALLIANCES															
TOTAL PRESIDENT															
<b><u>ACADEMIC AFFAIRS</u></b>															
VP OFFICE & TRANSFER STUDIES															
ACADEMIC ENRICHMENT/LANGUAGE STUDIES															
BUSINESS & SOCIAL SCIENCE & CHILD CENTER															
CAREER PROGRAMS															
CONTINUING EDUCATION & TECH															
CORPORATE SERVICES & CONFERENCE CENTER															
LIBERAL ARTS															
RESOURCES FOR LEARNING/INSTRUCT TECH															
LIFE SCIENCE/HUMAN SVCS & NURSING															
TECHNOLOGY, MATH & PHYSICAL SCIENCES															
TOTAL ACADEMIC AFFAIRS															
<b><u>ENROLLMENT AND MARKETING</u></b>															
VP OFFICE & COMMUNICATIONS															
MARKETING SVCS CENTER															
OFFICE OF RESEARCH (* Move to PR & BD)															
SCHOLARSHIPS & FINANCIAL ASSISTANCE															
STUDENT RECRUITMENT & OUTREACH															
REGISTRAR'S OFFICE & ADMISSIONS															
TOTAL ENROLLMENT AND MARKETING															
<b><u>STUDENT AFFAIRS</u></b>															
VP OFFICE															
ACADEMIC ADVISING AND COUNSELING CENTER															
ACCESS & DISABILITY SVCS															
CAREER CENTER & WOMEN'S PROGRAM															
HEALTH SERVICES															
MULTICULTURAL LEARNING CENTER															
STUDENT ACTIVITIES															
STUDENT DEVELOPMENT															
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)															
TOTAL STUDENT AFFAIRS															
<b><u>ADMINISTRATIVE SERVICES</u></b>															
VP OFFICE & CONSTRUCTION															
ACCOUNTING SVCS/BURSAR															
BOOKSTORE															
FOOD SERVICES															
PERSONNEL															
PHYSICAL PLANT															
PUBLIC SAFETY	11	12	12	15	-	15	15	-	15	15	-	15	15	-	15
PURCHASING															
TOTAL ADMIN SERVICES	11	12	12	15	-	15	15	-	15	15	-	15	15	-	15
<b><u>INFORMATION TECHNOLOGY</u></b>															
VP OFFICE															
APPLICATION SYSTEMS															
CLIENT SERVICES															
TECHNICAL SERVICES															
TOTAL INFORMATION TECH.															
<b><u>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</u></b>															
VP OFFICE															
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT															
<b>GRAND TOTAL</b>	11	12	12	15	-	15	15	-	15	15	-	15	15	-	15

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

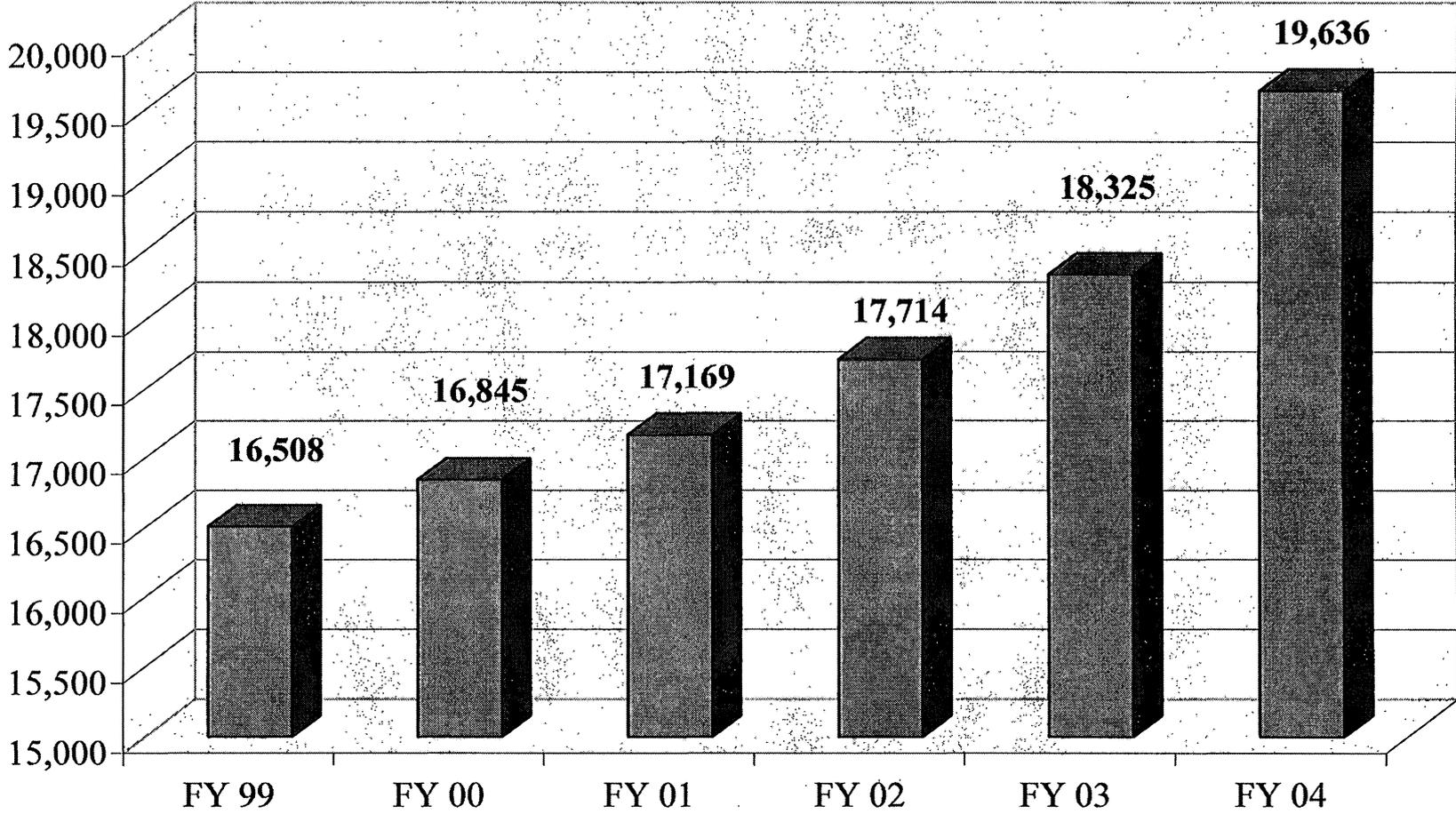
	CUSTODIAL/MAINTENANCE												
	06-01	06-02			06-03			06-04			Budgeted FY 05		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	
<b><u>PRESIDENT</u></b>													
PRESIDENT'S OFFICE & GOVT RELATIONS													
COMMUNITY RELATIONS & FOUNDATION													
OFFICE OF RESEARCH													
STRATEGIC PLANNING & ALLIANCES													
TOTAL PRESIDENT													
<b><u>ACADEMIC AFFAIRS</u></b>													
VP OFFICE & TRANSFER STUDIES													
ACADEMIC ENRICHMENT/LANGUAGE STUDIES													
BUSINESS & SOCIAL SCIENCE & CHILD CENTER													
CAREER PROGRAMS													
CONTINUING EDUCATION & TECH													
CORPORATE SERVICES & CONFERENCE CENTER													
LIBERAL ARTS													
RESOURCES FOR LEARNING/INSTRUCT TECH													
LIFE SCIENCE/HUMAN SVCS & NURSING													
TECHNOLOGY, MATH & PHYSICAL SCIENCES													
TOTAL ACADEMIC AFFAIRS													
<b><u>ENROLLMENT AND MARKETING</u></b>													
VP OFFICE & COMMUNICATIONS													
MARKETING SVCS CENTER													
OFFICE OF RESEARCH (* Move to PR & BD)													
SCHOLARSHIPS & FINANCIAL ASSISTANCE													
STUDENT RECRUITMENT & OUTREACH													
REGISTRAR'S OFFICE & ADMISSIONS													
TOTAL ENROLLMENT AND MARKETING													
<b><u>STUDENT AFFAIRS</u></b>													
VP OFFICE													
ACADEMIC ADVISING AND COUNSELING CENTER													
ACCESS & DISABILITY SVCS													
CAREER CENTER & WOMEN'S PROGRAM													
HEALTH SERVICES													
MULTICULTURAL LEARNING CENTER													
STUDENT ACTIVITIES													
STUDENT DEVELOPMENT													
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)													
TOTAL STUDENT AFFAIRS													
<b><u>ADMINISTRATIVE SERVICES</u></b>													
VP OFFICE & CONSTRUCTION													
ACCOUNTING SVCS/BURSAR													
BOOKSTORE													
FOOD SERVICES													
PERSONNEL													
PHYSICAL PLANT	79	74	5	79	80	5	85	80	5	85	93	5	98
PUBLIC SAFETY													
PURCHASING	1	1	-	1	-	-	-	-	-	-	-	-	-
TOTAL ADMIN SERVICES	80	75	5	80	80	5	85	80	5	85	93	5	98
<b><u>INFORMATION TECHNOLOGY</u></b>													
VP OFFICE													
APPLICATION SYSTEMS													
CLIENT SERVICES													
TECHNICAL SERVICES													
TOTAL INFORMATION TECH.													
<b><u>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</u></b>													
VP OFFICE													
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT													
<b>GRAND TOTAL</b>	<b>80</b>	<b>75</b>	<b>5</b>	<b>80</b>	<b>80</b>	<b>5</b>	<b>85</b>	<b>80</b>	<b>5</b>	<b>85</b>	<b>93</b>	<b>5</b>	<b>98</b>

**PERSONNEL HEADCOUNT-FOUR YEAR HISTORY AND CURRENT YEAR PROJECTED**

As of 6/30/04

	TOTALS												
	06-01	06-02			06-03			06-04			Budgeted FY 05		
	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	F/T	P/T	Total	
<b><u>PRESIDENT</u></b>													
PRESIDENT'S OFFICE & GOVT RELATIONS	5	5	-	5	4	-	4	4	-	4	4	-	4
COMMUNITY RELATIONS & FOUNDATION	9	6	1	7	5	2	7	5	2	7	5	2	7
OFFICE OF RESEARCH											6	1	7
STRATEGIC PLANNING & ALLIANCES	4	4	-	4	2	-	2	2	-	2	2	-	2
TOTAL PRESIDENT	18	15	1	16	11	2	13	11	2	13	17	3	20
<b><u>ACADEMIC AFFAIRS</u></b>													
VP OFFICE & TRANSFER STUDIES	5	5	-	5	5	-	5	5	1	6	7	1	8
ACADEMIC ENRICHMENT/LANGUAGE STUDIES	59	49	11	60	49	12	61	49	12	61	48	12	60
BUSINESS & SOCIAL SCIENCE & CHILD CENTER	54	45	4	49	48	11	59	50	9	59	50	7	57
CAREER PROGRAMS	5	5	1	6	5	-	5	4	-	4	4	1	5
CONTINUING EDUCATION & TECH	24	31	2	33	32	3	35	31	3	34	31	3	34
CORPORATE SERVICES & CONFERENCE CENTER	14	18	-	18	18	-	18	17	-	17	14	-	14
LIBERAL ARTS	63	57	2	59	56	3	59	56	3	59	54	3	57
RESOURCES FOR LEARNING/INSTRUCT TECH	35	26	9	35	26	9	35	26	8	34	26	8	34
LIFE SCIENCE/HUMAN SVCS & NURSING	59	42	14	56	40	7	47	40	7	47	41	7	48
TECHNOLOGY, MATH & PHYSICAL SCIENCES	54	45	5	50	43	3	46	43	3	46	43	3	46
TOTAL ACADEMIC AFFAIRS	372	323	48	371	322	48	370	321	46	367	318	45	363
<b><u>ENROLLMENT AND MARKETING</u></b>													
VP OFFICE & COMMUNICATIONS	2	4	-	4	4	-	4	4	-	4	4	-	4
MARKETING SVCS CENTER	22	21	1	22	20	1	21	20	1	21	20	1	21
OFFICE OF RESEARCH (* Move to PR & BD)	7	5	1	6	6	1	7	6	1	7	-	-	-
SCHOLARSHIPS & FINANCIAL ASSISTANCE	8	7	1	8	7	1	8	7	1	8	7	1	8
STUDENT RECRUITMENT & OUTREACH	19	14	5	19	10	2	12	11	1	12	11	1	12
REGISTRAR'S OFFICE & ADMISSIONS	13	10	3	13	14	5	19	15	5	20	15	5	20
TOTAL ENROLLMENT AND MARKETING	71	61	11	72	61	10	71	63	9	72	57	8	65
<b><u>STUDENT AFFAIRS</u></b>													
VP OFFICE	2	2	-	2	3	-	3	3	-	3	3	-	3
ACADEMIC ADVISING AND COUNSELING CENTER	-	-	-	-	14	4	18	14	4	18	14	4	18
ACCESS & DISABILITY SVCS	16	5	10	15	4	10	14	4	10	14	3	11	14
CAREER CENTER & WOMEN'S PROGRAM	17	11	6	17	8	3	11	8	3	11	8	3	11
HEALTH SERVICES	-	-	-	-	3	2	5	3	2	5	3	2	5
MULTICULTURAL LEARNING CENTER	-	-	-	-	7	1	8	7	1	8	7	1	8
STUDENT ACTIVITIES	11	7	4	11	9	3	12	5	1	6	5	1	6
STUDENT DEVELOPMENT	32	27	5	32	7	3	10	7	3	10	7	3	10
WELLNESS & CAMPUS ACTIVITIES (incl. THEATRE)	26	22	4	26	16	1	17	20	3	23	21	3	24
TOTAL STUDENT AFFAIRS	104	74	29	103	71	27	98	71	27	98	71	28	99
<b><u>ADMINISTRATIVE SERVICES</u></b>													
VP OFFICE & CONSTRUCTION	2	2	-	2	4	-	4	4	-	4	3	-	3
ACCOUNTING SVCS/BURSAR	18	17	1	18	17	1	18	16	2	18	16	2	18
BOOKSTORE	13	15	-	15	13	-	13	14	1	15	12	1	13
FOOD SERVICES	-	-	-	-	13	6	19	15	6	21	13	6	19
PERSONNEL	7	6	-	6	4	-	4	4	-	4	4	-	4
PHYSICAL PLANT	112	101	-	101	93	5	98	93	5	98	109	5	114
PUBLIC SAFETY	14	14	-	14	17	-	17	17	-	17	17	-	17
PURCHASING	5	6	-	6	5	-	5	5	-	5	5	-	5
TOTAL ADMIN SERVICES	171	161	1	162	166	12	178	168	14	182	179	14	193
<b><u>INFORMATION TECHNOLOGY</u></b>													
VP OFFICE	2	2	-	2	2	-	2	5	-	5	2	-	2
APPLICATION SYSTEMS	19	22	1	23	22	1	23	18	1	19	18	2	20
CLIENT SERVICES	27	24	3	27	24	3	27	26	3	29	18	2	20
TECHNICAL SERVICES	19	21	-	21	21	-	21	18	-	18	31	-	31
TOTAL INFORMATION TECH.	67	69	4	73	69	4	73	67	4	71	69	4	73
<b><u>DIVERSITY &amp; ORGANIZATIONAL DEVELOPMENT</u></b>													
VP OFFICE	3	3	-	3	5	1	6	5	1	6	5	1	6
TOTAL DIVERSITY & ORGANIZATIONAL DEVLMT	3	3	-	3	5	1	6	5	1	6	5	1	6
<b>GRAND TOTAL</b>	<b>806</b>	<b>706</b>	<b>94</b>	<b>800</b>	<b>705</b>	<b>104</b>	<b>809</b>	<b>706</b>	<b>103</b>	<b>809</b>	<b>716</b>	<b>103</b>	<b>819</b>

# FULL TIME EQUIVALENT (FTE) CREDIT ENROLLMENT HISTORY BY FISCAL YEAR



## 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
2001-02	58.00	41.88	198.54	298.42
2002-03	62.00	39.76	258.16	359.92
2003-04	67.00	31.97	249.33	348.30

\* 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
2001-02	19.4	14.0	66.5	100
2002-03	17.2	11.0	71.7	100
2003-04	19.2	9.2	71.6	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			
Art Education			X			
Basic Horticultural Skills						X
Basic Maintenance						X
Biological Sciences		X				
Bread and Pastry Arts						X
Building Codes and Enforcement						X
Business Administration	X					
Cardiac Technology					X	
Cardiograph Technician						X
Certified Nursing Assistant						X
Certified Professional Secretary						X
Chemistry	X					
Commercial Credit Management						X
Commercial Maintenance						X
Computer Information Systems--Advanced LAN Management						X
Computer Information Systems--Programming						X
Computer Information Systems--LAN Management						X
Computer Information Systems--Computer Support Spec						X
Computer Information Systems--Computers in Business					X	X
Computer Information Systems--Network Specialist						X
Computer Information Systems--NetPrep Senior Network Specialist						X
Computer Information Systems--Programming					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	
Diagnostic Cardiac Sonographer						X
Diagnostic Medical Sonography					X	X
Dietary Manager						X
Dietetic Technician					X	
Domestic Refrigeration and Heating						X
E-Commerce Merchandising						X
Early Childhood Education: Before/After School Care						X
Early Childhood Education 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 Education--Family Child Care						X

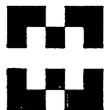
## ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Electrical Maintenance						X
Electrocardiography						X
Electronics Engineering Technology					X	X
Elementary Education	X					
Emergency Medical Services					X	
Engineering				X		
English	X					
Executive Assistant					X	
Fashion Design					X	X
Fashion Merchandising					X	
Financial Management						X
Financial Services					X	
Fire Science Technology					X	
Floral Design						X
Garden Center Operations						X
General Management						X
General Office						X
Golf Course and Athletic Field Maintenance						X
Graphic Arts					X	X
Graphic Arts Desktop Publishing						X
Health Care Office Manager					X	
Health Care Secretary						X
Health Education		X				
Health Insurance Specialist						X
Heating Services						X
History	X					
Hospitality Management					X	X
Hotel Management						X
Human Resource Management						X
Industrial and Retail Security						X
Interior Design					X	
International Business					X	X
Landscape Design						X
Law Office Administrative Assistant					X	X
Liberal Arts	X					
Licensed Practical Nursing						X
Maintenance					X	
Mammography						X
Management					X	
Marketing					X	
Marketing Research						X
Mass Communication	X					
Mathematics		X				
Media Writing and Design						X
Medical Assistant					X	X
Medical Transcriptionist						X
Music--Music Emphasis			X			
Music--Piano Pedagogy Emphasis			X			
Music Education			X			
Nursing		X			X	
Office Technology						X
Online Communications						X
Paralegal Studies					X	X

## ACADEMIC TRANSFER ORIENTED AND CAREER PROGRAMS

Program Name	Transfer Oriented				Career	
	AA	AS	AFA	AES	AAS	Certificate
Paramedic						X
Paraprofessional Educator					X	X
Park and Golf Maintenance					X	
Phlebotomy						X
Physical Distribution						X
Physical Education	X					
Plant Science Technology					X	
Political Science	X					
Psychology	X					
Purchasing						X
Radiologic Technology					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					
Supervisory Maintenance Technology						X
Supply Chain Management					X	X
Theatre Arts	X					
Turfgrass and Grounds Maintenance						X
Vascular Technologist						X

Harper College 2004 Performance Report  
Submitted to the  
Illinois Community College Board



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# HARPER COLLEGE

## SECTION I: INSTITUTIONAL CONTEXT

### Mission Statement

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:

- 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.
- To provide educational opportunities that enable students to acquire the knowledge and skills necessary to enter a specific career.
- To provide continuing educational opportunities for professional job training, retraining and upgrading of skills and for personal enrichment and wellness.
- To provide developmental instruction for under-prepared students and educational opportunities for those who wish to improve their academic abilities and skills.
- To provide co-curricular opportunities that enhance the learning environment and develop the whole person.

### Environmental Analysis

- Sluggish economic conditions continue to be problematic for Harper district residents and for the College. Illinois has one of the highest state unemployment rates in the country and the Chicago Metropolitan areas' unemployment rate was higher than the State's. Ramifications of the economic conditions for residents include need for retraining addressed in Goal 1 and increasing numbers of students needing financial aid addressed in Goal 3.
- Current economic conditions continue to impact Continuing Education and Business related services as companies and individuals delay starting training initiatives until the economy improves. Specific credit programs, such as Computer Information Systems, also have been negatively impacted by the economy.
- Economic conditions also affect revenue the College receives from State and Federal sources. Local property tax revenues are jeopardized due to tax appeals and to the newest legislation affecting revenue anticipated from the triennial assessment. Ramifications of the decline in revenue may affect how the College addresses State Goals 1, 3, 4, and 5.

## HARPER COLLEGE

- A disproportionate number of district residents are professionals who do not work within the district. Businesses located within the Harper district largely employ non-residents, which has implications for work-force training related to Goal 1. The College does have a program that allows non-district residents working within the district to pay in-district tuition.
- Many adults (25 or older) in the district already have college degrees and tend to take specific-interest classes. Most students in the 18 to 34 age groups take credit classes. The College has experienced increases in the number of credit students and in their credit loads. Some of this increase may be attributable to the current economic conditions. Last year saw a record FTE and the College is challenged to meet student needs under current financial constraints. This impacts Goal 4 in terms of students completing programs. The College is experiencing a growing student population at the same time state and federal funding is shrinking. This impacts all the State goals!
- The district is becoming more diverse; the minority population was approximately 18% in 1996 and was almost 24% according to 2000 Census data. The College has shown a trend of increasing diversity during the last several years. Over 32% of the fall 2003 credit students were minority students compared to 28% just five years earlier. The district has growing Hispanic and Asian minority populations and these were the two largest minority groups of students attending the College last fall. The increasing diversity of the Harper district has implications for Goal 4.
- Survey data indicates full-time students are working more hours, too. This has implications for financial aid and for student support services. The College is addressing students' need for more flexibility in scheduling (e.g., open-entry courses, fast track) and alternative delivery, particularly Web-based courses). Goal 4 is impacted by the hours students work. Completing a program of study may be delayed for some students.
- Ongoing international conflicts may cause abrupt and unpredictable political and economic shifts. International student counts declined from FY 1998 through FY 2002. A modest increase occurred in FY 2003 but it is likely that FY 2004 will show a decline.
- The greater emphasis on accountability impacts the College. As Harper is working to develop appropriate measures and plans for a scheduled Higher Learning Commission accreditation visit, the College staff is challenged to maintain high performance levels.
- Since this is a presidential election year, policy shifts may occur that impact higher education. Political uncertainties at the State level may also impact College programs and services.
- Specific and immediate priorities of the College (i.e. opening of a new 288,500 sq. foot building, a new ERP system, upcoming Higher Learning Commission accreditation visit, etc.) may compete for attention with other commitments.

# HARPER COLLEGE

## SECTION II: PROGRESS TOWARD MEETING THE GOALS OF *THE ILLINOIS COMMITMENT*

**Goal 1: Higher education will help Illinois business and industry sustain strong economic growth**

### Fiscal Year 2004 Accomplishments

Harper College provides workforce training through applied associate degree and certificate credit programs, Continuing Education, and Corporate Services. The College also offers career counseling for students and community residents. Below are some of the accomplishments for the last fiscal year:

- Awarded over 250 applied associate degrees and over 450 certificates to students currently in or planning to enter the work force.
- Developed three new degree programs and nine new certificate programs in response to community needs. The College also added 37 courses and modified 146 courses.
- Improved schedule capacity to allow more flexibility for students. Improvements include Friday/Saturday and Intersession opportunities and designated six classrooms at NEC to offer a first-year general education cohort to serve over 200 students.
- Implemented Fast Track programs for Management and Marketing. The programs are designed for adult students and allow them to complete an associate's degree in two years.
- Offered free small business counseling through Harper's Small Business Development Center (SBDC) in partnership with Elgin Community College. Over 300 clients interested in expanding a current business or establishing a new business were served. Individual appointments and small group counseling were conducted by a qualified counselor who assisted clients in: learning about financial requirements, loan application preparation, elements of developing a business plan and other topics related to being a small business owner.
- Offered free Continuing Education courses partnership with Harper's Workforce Development team to retrain people who had been downsized this past year. Over 22 courses were offered. Topics included: business communications, office technology, and personal and business management skills. Over 200 students were served in this program and those who took a combination of courses earned certificates.

- Served 85 unemployed individuals through the Technical Education and Consulting at Harper (TECH) program. The TECH program established training objectives corresponding to industry and market demand that increased the participants' likelihood for a rapid re-entry into the workforce. The following TECH programs were initiated in FY 2004:
  - MS NET (Microsoft Programming Technologies)
  - MS Server 2003 (Microsoft Networking Technologies)
  - Project Management Professional Program
  - Computer Forensics (Network Security)
  - JAVA J2EE (Advanced Java and IBM Programming Technologies).
- Formed partnerships between Harper's Continuing Education Division and Harris Bank in two market segments. The first partnership created a free small business seminar that included access to products and services of Harper College, Harris Bank and eight local vendors. Over 34 people enrolled in this program. The second partnership established a relationship with Harris Bank Human Resources and Harper Bank Teller Training students. This relationship allows Harper students to be reviewed apart from other Harris Bank teller applicants. The Harper College Bank Teller Training program began in spring 2004.
- The Wojcik Conference Center is available for business meetings, conferences, and training seminars and workshops. Over 200 events were held in the Wojcik Conference Center in FY 2004 with the business community representing the largest customer base at 35%.
- Harper College, through its Corporate Services Department, provides a regional resource to help organizations translate their business strategy to business results by developing the skills and performance of their employees. Corporate Services helped over 3,500 employees at 60 different companies increase their performance and productivity in FY 2004.
- Harper College staff joined the business service team at the area One-Stop Center in Arlington Heights. This team provides area businesses with job postings, resume collection and filtering, job seeker referrals, training options as well as on-site interviewing accommodations. The College provided core and intensive job search services to district residents who are unemployed, underemployed or changing careers through the One-Stop Center in Arlington Heights.
- Harper held an integral position on the local workforce board, participated in two critical shortage initiatives, and served as a member of the health care council to identify critical workforce areas and propose solutions.
- The Career Center sponsored an Employer Forum in November 2003. Representing Education, Health Care, Business and Technology, employers informed interested students of skills for which they are looking, as well as specific information regarding job opportunities in their respective career fields.

- Provided a free job listing service (www.ccjobnet.com) through the Career Center. Employers can post current job opportunities while student and community member job seekers can search this system for jobs, as well as post their resume so employers can search for qualified candidates. The number of job listings fluctuates, but they average 770 each week. Over 3,000 job seekers currently have password access to this database. Over 1,000 Harper College area employers have direct access to the system.
- The Career Center facilitated 19 job search workshops, covering topics such as Resume Writing, Interviewing Skills and Networking.
- Local employers can participate in Harper's on-campus recruitment program where they come on campus to recruit students for full- and part-time jobs. Thirty-two employers took advantage of this program during FY 2004.
- Held two job fairs at Harper College this year. Fifty-five employers participated in the October 2003 Job Fair with over 1,900 job seekers in attendance. In April 2004, a first-time "Summer Employment Job Fair for Harper Students" was held with 26 participating employers and 225 students in attendance.
- Held four Career Forward events. These events provided presentations to adults 25 and older interested in career change opportunities. Speakers addressed the needs of adults with topics including marketing one-self in the job search process, dressing to succeed, growing your garden...and your potential. Held in local libraries, these events served 145 adults on four different dates.
- Held four Career Focus open houses for adult residents age 25 or older. Designed to introduce career program opportunities available at the College, career program coordinators/faculty were available to answer questions concerning their programs. A total of 94 adults attended these events.
- Businesses within the Harper College district can offer Harper in-district tuition rates\* to employees who live outside the College district but within Illinois. The Education Service Agreement program permits these employees of in-district businesses to attend Harper credit classes at in-district prices if the company is registered for this unique program. The in-district tuition is available whether the cost is to be paid by the employee or by the company. Currently, over 4,300 companies are enrolled in this program with approximately 2,000 employees participating through their companies in FY 2004.

### **Fiscal Year 2005 Plans**

In keeping with Harper's mission "To provide educational opportunities for professional job training, retraining and upgrading of skills ..." the College plans to continue its work force training efforts. The following highlights plans for fiscal 2005:

- Conduct a community assessment of business needs to determine additional educational needs that Harper could address. The results will be available in September 2004.

- Pursue company training grants to offset costs associated with meeting unique needs of manufacturers to support their workforce and organizational development efforts.
- Create an advisory council comprised of key influencers in the industry to work with the Corporate Services Department.
- Establish a Technical Professional Job Placement program with staffing agencies to help better place students pursuing advanced certified technical training.
- Initiate technical training programs to meet job market demand and technical industry trends. The following programs are scheduled for FY 2005 implementation:
  - Certified Document Imaging Architect – CDIA+
  - Certified Wireless Network and Security Professional
  - Home Technology Integrator – HTI+
  - Microsoft Certified Desktop Support Technician (Help Desk Certification Program)
- Create an Enterprise Partner program to serve as an integral component of communication for participating businesses. The Enterprise Partner program is designed to train employees in technical and professional skills needed to increase productivity and efficiency, allow participating companies to have access to a student resume bank when hiring for technical professional positions, and to train employees at a discounted rate that should save businesses thousands of dollars. The Enterprise Partner program will integrate into the College's Preferred Provider program for businesses also.
- Establish a truck driver training program. Job opportunities for truck drivers are favorable and the growth trend is anticipated to be faster than average.
- Increase emphasis placed on job search services to help students prepare for employment and find positions. Marketing will focus on employment services and opportunities for employers to be on-campus.
- Expand the Career Center Web page to include a career assessment that will help provide a guide for career options.
- Continue to work through the One-Stop system providing leadership for critical shortages initiatives.
- Continue to sponsor career nights and career focus nights for area high school students. Careers concentrating on areas of district need will be highlighted at these events.

### Fiscal Year 2005 Challenges

- The slowly recovering economy is the biggest challenge for job creation. In addition, adequate staffing to provide counseling for career development and job seekers services remains a challenge considering enrollment increases and funding reductions.
- The fast rate of technical innovations and subsequent investment in costly upgrades of hardware and software components may take priority over business investment in professional development training programs. The number of clients allowed to utilize tuition reimbursement for technical and professional training has decreased significantly. This trend may continue.
- Funding the infrastructure of the One-Stop Center continues to be a challenge. Without additional funding the system and services will weaken.
- Grant reductions/elimination (i.e. welfare to work, low income, and education to careers) will reduce the level of service Harper can provide to the One-Stop system. Special events and career nights will have to be limited. Other state training grant cuts (i.e. DCEO) have and will continue to impact an organization's ability to proceed with their workforce and organizational development needs and initiatives.
- Continuing Education faces challenges to locate appropriate space to operate a truck driving program.

## COMMON INSTITUTIONAL INDICATORS

### Percent of degree/certificate recipients either employed or enrolled in further education within one year of graduation

MEASURE 1C1  
PERCENT OF DEGREE/CERTIFICATE RECIPIENTS EITHER EMPLOYED OR ENROLLED  
IN FURTHER EDUCATION WITHIN ONE YEAR OF GRADUATION BY COLLEGE  
FISCAL YEARS 1998 - 2003

	<u>Percent Employed/Enrolled in Further Education</u>						<u>Fiscal Year Comparisons</u>			
							3 Yr Average*	1-Year Change	2-Year Change	5-Year Change
	1998	1999	2000	2001	2002	2003	Based on 2001-2003	FY02- FY03	FY01- FY03	FY98- FY03
HARPER Statewide	91.5%	95.7%	88.9%	92.7%	98.1%	82.5%	91.3%	-15.6%	-10.2%	-9.0%
Std. Dev.	7.5%	6.1%	6.5%	6.6%	6.4%	11.7%	4.6%	12.0%	13.1%	13.7%
Pure Ave.	93.7%	93.2%	93.6%	92.7%	90.9%	88.7%	90.9%	-1.8%	-4.1%	-5.4%

\* Weighted Average

SOURCE OF DATA: Occupational Follow-up Study

**a) Institutional goal(s) for this indicator:**

The 3-year average percent of degree/certificate recipients employed or enrolled in further education will be within one standard deviation (Std. Dev.) of the State average.

**b) Brief interpretation of institutional performance and related implications:**

The College expects there will be wide variation from year to year in percent employed or enrolled in further in education. Different career programs are sampled each year; some programs lend themselves to further education while others do not; the uncertain economic picture is not uniform; rather, some market segments suffered more than other segments. These three factors contribute to year to year variation. Nonetheless, Harper met its goal this year and is committed to meeting the goal every year.

## MISSION-SPECIFIC INDICATORS

### Percent of new continuing education courses offered.

HARPER CONTINUING EDUCATION COURSES OFFERED FY 2001 – FY 2004

	FY 2001	FY 2002	FY 2003	FY 2004
Total number of courses offered	273	352	383	357
Number of new courses offered	82	134	170	132
Percent new courses offered	30%	38%	44%	37%

SOURCE OF DATA: Harper CE Office

#### a) Institutional goal(s) for this indicator:

At least 30% of the continuing education course offerings each year are new courses.

#### b) Brief interpretation of institutional performance and related implications:

Harper College monitors educational needs of the community and strives to provide appropriate continuing education courses. The percent of new courses offered functions as an indicator that the College is providing for emerging educational needs of the community it serves. Harper has met its goal for continuing education for the last four fiscal years.

**Goal 2: Higher education will join elementary and secondary education to improve teaching and learning at all levels**

**MISSION-SPECIFIC INDICATORS**

Harper College did not select mission specific indicators for this goal.

**Goal 3: No Illinois citizen will be denied an opportunity for a college education because of financial need**

**Fiscal Year 2004 Accomplishments**

Current economic conditions continue to be a challenge for students attempting to pay for their college education. Parents of dependent students, as well as independent students themselves, have been faced with unemployment or job changes on a regular basis. The Illinois Monetary Award Program (MAP), which has been a cornerstone in helping students pay their educational costs, has experienced diminished funding from the state government level. Not only are awards prorated, but they are being calculated using FY 2003 tuition and fees as a basis for calculation.

A student taking 15 credit hours per semester at Harper College will be assessed \$2,544.00 in tuition and mandatory fees for the year. The student's MAP award will only pay \$1,975.00 of these tuition and fee costs. This leaves this particular student with a \$569.00 deficit that must be paid with Federal Pell grant funds that also must be used for other costs such as books, transportation, child care, and room and board. This, coupled with other "cost-saving strategies" imposed by the Affordability Committee, has served to hand-cuff many students served by community colleges in general.

The Harper College Scholarships and Financial Assistance Office administers federal, state, Harper Foundation and private scholarships in order to help students meet their costs of education and provide access to higher education. The office has felt the brunt of the economic conditions noted above in the form of an increased number of special circumstances appeals, additional counseling requirements and an increased volume of loan applications. Notwithstanding these challenges, the office has provided services and projects designed to ensure that no student will be denied the opportunity for a college education due to financial barriers. The Office has undertaken a number of initiatives during FY 2004 as noted below:

- Expanded awareness of financial aid programs to currently attending and prospective students. Financial aid awareness sessions were given at local high schools for high school juniors and seniors. These sessions were given in both English and Spanish in all but one high school that did not have a significant Hispanic population. The sessions were open to the general public and advertised on our office Web site, as well as through print media. Harper participated in the Financial Aid Awareness Month activities jointly sponsored by ISAC and ILASFAA. We hosted one major on-campus event that drew approximately 125 people and two minor events that drew approximately 25 people each. The content at all of these sessions included information about programs and assistance in filling out the FAFSA application. In addition, there was a financial aid presence at every Admission event throughout the year and this spanned both the traditional and non-traditional age recruiting efforts.

- Harper College has expanded its Financial Aid Web site to approximately 25 pages of information regarding all aspects of financial assistance. The web site contains all required federal consumer information requirements. The Web site is interactive and allows students to access the Department of Education Web site, College Zone from ISAC, capability to register for Selective Service, capability to register to vote, and the ability to access lender Web sites to allow students to apply for loans online. Students may also complete their entrance and exit interviews through linkages to the Mapping-Your-Future Web site. In conjunction with a grant, Harper College has been in the process of recreating the Financial Aid Web site in Spanish. The Spanish language version of the Web site went online in June.
- The College increased awareness of Harper Foundation Scholarships through the Web site, departmental contacts and bulletin boards. We have gone to great lengths to streamline the application processes and thereby increase the amount of applicants for these awards.
- Awarded \$10.3 million dollars of federal, state, institutional and private awards during FY 2004. The number of applications for financial assistance increased by 10.9%. Postcards to stimulate students to apply early were disseminated to approximately 3,000 returning students in order to help them meet ISAC MAP deadlines.
- Harper College sponsored a College Zone Outreach Center that was created as a collaborative effort of ICCB and ISAC. We have a dedicated area for this center and English speaking as well as Spanish speaking staff members are available to assist students in completing the FAFSA, regardless of where they intend to attend college.
- A great effort has been undertaken to minimize the manual processes inherent in processing aid. The College has:
  - Automated loan processing and its inherent tasks;
  - Simplified and streamlined publications to remove barriers in the application process.
  - Devised "How to" publications to help walk students through each phase of the financial aid application process. This year, students applying for summer assistance were not required to file a separate application for a summer Pell grant. If the student had remaining eligibility for summer, they were automatically given their grants in anticipation of their attendance.

### **Fiscal Year 2005 Plans**

The Scholarships and Financial Assistance Office plans to continue expanding financial aid awareness for FY 2005 as detailed below:

- Expand the Web site to incorporate additional language groups. After English and Spanish, our next largest groups are Korean and Polish. The current plan is to translate the Web site to accommodate these groups.

- Increase communication of policy and procedures to all students by having scheduled interpreters available at various times to aid non-English speaking students and parents in communicating with financial aid staff. It is hoped these interpreters can be funded through the Federal College Work-Study program.
- Support all scheduled Admission events by having a financial aid presence to explain the application process and disseminate information about available programs. In addition, we will work with other campus offices to increase the knowledge base of financial aid programs and eligibility throughout the campus in general.
- Perform outreach activities at district high schools in both English and Spanish languages. Information about the application process and filling out the FAFSA will be highlighted. We are in the process of scheduling an on-campus workshop for high school guidance counselors to make them more familiar with the financial aid process in general, as well as eligibility criteria.
- Host on-campus FAFSA workshops in conjunction with Financial Aid Awareness Month in Illinois. In addition, our College Zone Outreach Center will continue to be open and upgraded to accommodate district residents interested in applying for financial aid.
- Communicate with students through all means available in an effort to expand knowledge of available programs and stimulate timely application for financial assistance programs.
- Work with late applicants and defer tuition payment for those students who have completed financial aid applications at the time of their arrival to our campus.
- Funding has been requested for a book loan program that would aid students whose financial aid applications are not yet processed but who do seem to have financial aid eligibility. This loan program will get books into student's hands sooner and help ensure their successful pursuit of their program. This funding has been requested through the Harper College Foundation.

### Fiscal Year 2005 Challenges

- As economic conditions continue to be a challenge, this leads to a larger number of students applying for aid and thereby challenging staff to process the increased amount of applications and deal with requests to look at special circumstances that are submitted by students and parents affected. As more and more students seek advice and counseling, less time is able to spend on day-to-day production events such as file review and verification.
- This will be the third year of diminished Illinois MAP awards to students. Not only is the state formula still looking at FY 2003 tuition and fees, awards are now being diminished at a 10 percent level for student's with EFC from 0 to 3000, and at 11 percent for students with EFC from 3001 and greater. There is now a substantial gap between MAP award and actual tuition. For many students this is absorbed by the Federal Pell grant, however

for some, it is a direct out-of-pocket expense that will either be born by the family or borrowed. A student taking 15 credit hours per semester at Harper College will be assessed \$2,544.00 in tuition and mandatory fees for the year. The student's MAP award will only pay \$1,912.00 of these tuition and fee costs. This leaves this particular student with a \$632.00 deficit that must be paid with Federal Pell grant funds that also must be used for other costs such as books, transportation, child care, and room and board. This, coupled with other "cost-saving strategies" imposed by the Affordability Committee, has served to hand-cuff many students served by Community Colleges in general.

- Economic conditions in general have caused an increase in loan volume for our institution that inevitably has caused additional staff time to process these loans. It is yet to be determined whether this will inevitably affect our institutional default rate although it will definitely increase the amount of time invested each year in default management practices such as exit interview counseling.

## COMMON INSTITUTIONAL INDICATORS

**Net price of attendance for undergraduates who apply for aid by income quintile, after MAP, IIA, Pell, SEOG, and institutional grant aid are subtracted** (Reported for the first time in this year's report.)

### Dependent Students (as defined by the Free Application for Federal Student Aid - FAFSA)

	2002-03				
	Dependent Undergraduate Students who Filed the FAFSA				
	Q1 (\$0 - 26,199)	Q2 (\$26,200-46,870)	Q3 (\$46,871-67,041)	Q4 (\$67,042-97,925)	Q5 (\$97,926 & Up)
<b>Undergraduate Students, Dependent</b>					
Institutional Cost of Attendance	(\$2,277)	(\$757)	\$578	\$917	\$1,329
Number of Students with a FAFSA on File	436	646	418	381	263
# Receiving Any Type of Financial Aid (Unduplicated)	333	459	153	73	58
# Receiving Grant Aid (Unduplicated)	331	444	98	26	13
# Receiving Institutional Aid*	11	37	22	22	10
# Receiving SEOG (Federal)	146	69	0	0	0
# Receiving Pell (Federal)	278	177	16	1	1
# Receiving MAP (State)	298	240	29	1	1
# Receiving IIA (State)	88	4		1	
Dental Hygiene reported separately by ISAC					
# Receiving Pell (Federal)		1			
# Receiving MAP (State)		3			
Institutional Grant Aid (Average Award)	\$1,425	\$1,202	\$1,398	\$1,324	\$1,282
SEOG (Average Award)	\$386.56	\$366.85	\$0	\$0	\$0
Pell (Average Award)	\$3,183	\$1,930	\$1,263	\$3,750	\$3,700
MAP (Average Award)	\$1,350	\$1,079	\$857	\$761	\$821
IIA (Average Award)	\$412	\$500		\$250	
Dental Hygiene reported separately by ISAC					
Pell (Average Award)		\$1,700			
MAP (Average Award)		\$1,888			

\*Institutional grant aid includes any form of aid that is not repaid (e.g., scholarships, grants, tuition waivers). Excludes loans and work-study.

Source of Data: Illinois Student Assistance Commission (ISAC) for MAP, PELL, and IIA reporting; Harper College Student Financial Aid Office for the remainder

**Independent Students**  
(as defined by the Free Application for Federal Student Aid - FAFSA)

Undergraduate Students, Independent	Independent Undergraduate Students who Filed the FAFSA				
	Q1 (\$0 - 14,168)	Q2 (\$14,169-26,366)	Q3 (\$26,367-41,624)	Q4 (\$41,625-65,505)	Q5 (\$65,506 & Up)
Institutional Cost of Attendance	(\$1,286)	(\$554)	\$652	\$917	\$674
Number of Students with a FAFSA on File	1179	496	170	90	36
# Receiving Any Type of Financial Aid (Unduplicated)	687	224	42	22	8
# Receiving Grant Aid (Unduplicated)	631	181	15	4	1
# Receiving Institutional Aid*	43	13	2	3	1
# Receiving SEOG (Federal)	211	31	1	0	0
# Receiving Pell (Federal)	252	96	85	7	
# Receiving MAP (State)	258	115	91	11	
# Receiving IIA (State)	67	15	2		
Dental Hygiene reported separately by ISAC					
# Receiving Pell (Federal)	3	5	2		
# Receiving MAP (State)	3	9	2	1	
Institutional Grant Aid (Average Award)	\$594	\$616	\$289	\$452	\$62
SEOG (Average Award)	\$304.00	\$264.00	\$125	\$0	\$0
Pell (Average Award)	\$3,245	\$3,101	\$2,112	\$1,486	
MAP (Average Award)	\$1,047	\$860	\$878	\$619	
IIA (Average Award)					
Dental Hygiene reported separately by ISAC					
Pell (Average Award)	\$3,233	\$3,230	\$1,150		
MAP (Average Award)	\$1,860	\$2,310	\$1,538	\$1,497	

\*Institutional grant aid includes any form of aid that is not repaid (e.g., scholarships, grants, tuition waivers). Excludes loans and work-study.  
Source of Data: Illinois Student Assistance Commission (ISAC) for MAP, PELL, and IIA reporting; Harper College Student Financial Aid Office for the remainder

**MISSION-SPECIFIC INDICATORS**

Harper College did not select mission specific indicators for this goal.

**Goal 4: Illinois will increase the number and diversity of citizens completing training and education programs**

**COMMON INSTITUTIONAL INDICATORS**

**Completions by race/ethnicity**

MEASUREMENT 4C1  
ILLINOIS COMMUNITY COLLEGE SYSTEM PROGRAM COMPLETIONS FOR HARPER  
BY RACE/ETHNICITY, FISCAL YEARS 1999, 2001 - 2003

College	FY 1998		FY 2001		FY 2002		FY 2003		1-Year Change		2-Year Change		5-Year Change	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
HARPER All Minorities	251	17.5%	228	17.2%	292	21.8%	302	21.5%	10	3.4%	74	32.5%	56	22.8%
Asian	135	9.4%	116	8.7%	155	11.6%	143	10.2%	-12	-7.7%	27	23.3%	8	5.9%
Indian	4	0.3%	0	0.0%	5	0.4%	5	0.4%	0	0.0%	5	N/A	1	25.0%
Black	30	2.1%	27	2.0%	30	2.2%	31	2.2%	1	3.3%	4	14.8%	1	3.3%
Hispanic	60	4.2%	72	5.4%	95	7.1%	116	8.3%	21	22.1%	44	61.1%	56	93.3%
Alien	22	1.5%	13	1.0%	7	0.5%	7	0.5%	0	0.0%	-6	-46.2%	-15	-68.2%
OTHER*	99	6.9%	106	8.0%	91	6.8%	97	6.9%	6	6.6%	-9	-8.5%	-2	-2.0%
White	1,087	75.6%	994	74.8%	958	71.4%	1,006	71.6%	48	5.0%	-94	-8.5%	-81	-7.5%
Total HARPER Students	1,437	100%	1,328	100%	1,341	100%	1,405	100%	64	4.8%	77	5.8%	-32	-2.2%

\*Other includes students with unknown minority status.

Source of Data: AI Record Submission and Harper Regent System for "Other" in FY1998 and FY2001.

**a) Institutional goal(s) for this indicator:**

The number of minority students completing degrees or certificates will increase yearly provided the minority enrollment continues to increase.

**b) Brief interpretation of institutional performance and related implications:**

Currently, Harper enrolls a higher percent of minority students than the percent of minority residents in the district. The College must continue to provide programs targeted to minority students to improve retention and help minority students succeed. The Multicultural Center has special programs to assist minority students. Other special academic support programs are targeted for Hispanic students and African American students to improve retention. Also vital is a campus climate that celebrates diversity and promotes respect for everyone. While the College is currently meeting its goal, targeted support programs are vital to meeting the goal.

Another factor is that students must petition for graduation and there is a fee required. The result is that an unknown number of students actually complete a program but do not get counted. One priority for the College is to further examine the feasibility of automated degree/certificate awards without requiring students to petition. There are both monetary costs and financial aid issues that need to be addressed.

**Completions by gender**

MEASUREMENT 4C1  
ILLINOIS COMMUNITY COLLEGE SYSTEM PROGRAM COMPLETIONS FOR HARPER  
BY GENDER, FISCAL YEARS 1998, 2001 - 2003

	FY 1998		FY 2001		FY 2002		FY 2003		1-Year Change		2-Year Change		5-Year Change	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Males	512	35.6%	439	33.1%	518	38.6%	477	34.0%	-41	-7.9%	38	8.7%	-35	-6.8%
Females	925	64.4%	889	66.9%	823	61.4%	928	66.0%	105	12.8%	39	4.4%	3	0.3%
Total HARPER Students	1,437	100%	1,328	100%	1,341	100%	1,405	100%	64	4.8%	77	5.8%	-32	-2.2%

Source of Data: A1 Record Submission.

**a) Institutional goal(s) for this indicator:**

Increase the number of male completions relative to the number of female completions.

**b) Brief interpretation of institutional performance and related implications:**

Currently, a disproportionately low number of males are completers compared to female completers. Over the last three years, the proportion of females has increased from 55.8% in 2001 to 57.2% in 2003. It may be that males are less likely to petition for graduation. One might argue economic factors have a role also but the proportion of males was low in 1998 too so any economic factors accounting for the disproportionate number of male completions are other than the current economic uncertainties. Research needs to be conducted to address this issue.

**Completions by disability status** (*Reported for the first time in this year's report.*)

MEASUREMENT 4C1  
ILLINOIS COMMUNITY COLLEGE SYSTEM PROGRAM COMPLETIONS FOR HARPER  
BY DISABILITY STATUS, FISCAL YEARS 1998, 2001 - 2003

	FY 1998		FY 2001		FY 2002		FY 2003		1-Year Change		2-Year Change		5-Year Change	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Students with Disabilities*	10	0.7%	37	2.8%	48	3.6%	38	2.7%	48	-20.0%	1	2.7%	28	280%
Students without Disabilities*	1427	99.3%	1,291	97.2	1,293	96.4%	1,367	97.3%	74	5.7%	76	5.9%	-60	4.2%
Total HARPER Students	1,437	100%	1,328	100%	1,341	100%	1,405	100%	64	4.8%	77	5.8%	-32	-2.2%

Source of Data: A1 Record Submission and Harper Regent Data for FY 1999 and FY 2001.

## MISSION-SPECIFIC INDICATORS

### Diversity Index

HARPER MEASUREMENT 4-1  
DIVERSITY OF HARPER STUDENTS AND THE HARPER COLLEGE DISTRICT  
DIVERSITY INDEX\* FOR FALL SEMESTERS 1999 - 2003

	FALL 1999	FALL 2000	FALL 2001	FALL 2002	FALL 2003
HARPER	.49	.52	.52	.52	.53
HARPER District (Census 2000)	.38	.38	.38	.38	.38

\*Diversity Index =  $1 - \sum_G \left( \frac{N_{\text{in Ethnic Group}}}{\text{Total N}} \right) \left( \frac{N_{\text{in Ethnic Group}} - 1}{\text{Total N} - 1} \right)$  where G means sum over the ethnic groups

SOURCE OF DATA: E-1 File for College Diversity Index calculation, Census 2000 data for the Harper District calculation

**a) Institutional goal(s) for this indicator:**

The ethnic diversity of students will exceed the diversity of the community served by the College, based on the 2000 Census, as measured by the Diversity Index.

**b) Brief interpretation of institutional performance and related implications:**

Harper College met its goal for student diversity. Students attending the College are enriched by the diversity which exceeds the diversity within the Harper District. The College has an identified institutional goal to "Create a campus climate that is supportive of cultural differences and respectful of all constituents." Activities designed to further this goal contribute to making Harper welcoming to minority students.

**Goal 5: Illinois colleges and universities will hold students to even higher expectations for learning and will be accountable for the quality of academic programs and the assessment of learning**

**COMMON INSTITUTIONAL INDICATORS**

**Extent to which institutional quality and effectiveness are recognized by graduates through alumni surveys** (Reported for the first time in this year's report.)

MEASUREMENT 5C1  
GRADUATE SATISFACTION FOR HARPER COLLEGE DISTRICT  
FOR FISCAL YEARS 1998 - 2003

	Percent Graduate Satisfaction								Fiscal Year Comparisons				
	1998		2001		2002		2003		3-Yr Average FY2001 - 03	Differences			
	N	%	N	%	N	%	N	%		1-Yr FY02- 03	2-Yr FY01- 03	5-Yr FY98- 03	
Harper	437	91.6%	888	90.9%	532	93.2%	577	94.4%	666	92.5%	1.3%	3.5%	2.8%
State (Median)	202	87.3%	285	86.3%	398	88.6%	214	89.5%	313	87.9%	-0.1%	1.3%	0.0%

Source: Follow-Up Study of Career and Technical Education Programs. Institutions are not required to submit additional data.

**Pass rates on professional/occupational licensure examinations relative to national averages**

Field	2001		2002		2003	
	Inst'l	Nat'l	Inst'l	Nat'l	Inst'l	Nat'l
Nursing (National Council Licensure Exam), RN/ADN	94%	86%	87%	87%	91%	87%
Dental Hygiene	100%	53/231*	96.20%	13/238*	100%	30/242*
Radiologic Technology	na	na	na	na	na	na
Emergency Medical Technician	100%	na	100%	70%	100%	69%

\*National rankings provided; denominator is number of schools.

**a) Institutional goal(s) for this indicator:**

Pass rates will equal or exceed national pass rates on nursing related examinations.  
The Dental Hygiene Program will rank in the top third of schools nationally on the dental hygiene examination.  
At least 90% of the students taking the Emergency Medical Technician examination will pass.

**b) Brief interpretation of institutional performance and related implications:**

Harper College students have consistently met the goals with respect to licensure examinations. The College continuously reviews its programs to ensure students do well on licensure examinations.

## MISSION-SPECIFIC INDICATORS

### HARPER MEASUREMENT 5-1 STUDENT SATISFACTION SURVEYS FOR FISCAL YEARS 2001 - 2004

	FY 2001	FY 2002	FY 2003	FY 2004
<b>Academic</b>				
Satisfaction with Instruction	95.0%	95.2%	95.7%	96.0%
Satisfaction with Tutoring	93.6%	91.0%	97.2%	99.0%
<b>Student Support</b>				
Center for New Students and Orientation	99.6%	99.2%	99.2%	99.5%
Full-Time Orientation	95.2%	95.2%	96.0%	93.5%
Career Center	99.7%	97.9%	98.8%	99.2%
Academic Advising & Counseling	98.0%	95.6%	97.4%	95.3%
Women's Program		94.6%	100.0%	100.0%
Access & Disability Services	97.0%	96.0%	98.0%	98.1%
Assessment & Testing Center	97.8%	97.8%	97.6%	97.6%
Health & Psychological Services	88.4%	100.0%	99.7%	98.9%
Center for Multicultural Learning	98.9%	98.7%	97.9%	98.1%

SOURCES OF DATA: Student Opinion of Instruction Survey and Tutoring and Student Center Surveys

**a) Institutional goal(s) for this indicator:**

Students rating quality of instruction and students rating primary support services will indicate satisfaction with instruction and support services provided as indicated by 90% student agreement on the Student Opinion of Instruction and 90% student agreement on Student Center Surveys.

**b) Brief interpretation of institutional performance and related implications:**

Harper met its goal since well over 90% of the responses consistently indicated satisfaction with quality of instruction and with primary support services. Currently, the College provides a variety of support services for students. Generally, students are highly satisfied. However, if funding continues to decline, many of the current services cannot continue at the current level of support.

**Goal 6: Illinois colleges and universities will continually improve productivity, cost-effectiveness, and accountability**

**Fiscal Year 2004 Accomplishments**

Harper regularly monitors the economic conditions of the district and develops strategies for ways to reduce costs, improve business practices and workflow, while simultaneously improving service. The College continued to improve productivity and cost-effectiveness by moving various functions and services to the Web during FY 2004. Specific activities are detailed below.

- Implemented Continuing Education (CE) Web registration. Web registration for CE began for the fall 2003 semester. In the first semester, 15% of our registrations were via the Web. In spring 2004, over 20% of our registrations were Web registrations. To date, over 26% of CE's summer registrations are Web registrations. As a key result of CE Web registration alleviating some of the pressure from CE Registration, we were able to reorganize our CE registration staff, and did not fill the CE Registration Supervisor position when the incumbent retired--a salary savings of over \$40,000.
- Delayed implementation of the Harper Portal for students, staff, and board members. With the initiation of the project to replace Harper's existing Enterprise Resource Planning (ERP) system, implementation of the Portal was delayed.
- Implemented Phase I of paperless Board meeting material via the Portal. A significant amount of the Board meeting consent agenda has been converted to PDF files and placed on Harper's Intranet site. Board members are able to access this material for review prior to Board meetings. Until the comfort level of utilizing technology and accessing information electronically the Board "book" will remain a combination of print and electronic format. Savings have been realized in the volume of print material that used to be required for each meeting. Further, improvements will be realized when the Portal is fully implemented.
- Initiate investigation of replacing the current ERP system with a Web-centric system. A project plan was developed and approved. A consultant was hired to assist in the process of developing a request for proposal (RFP), conducting vendor demonstrations, evaluating RFPs and providing fit-gap response and to assist in discovery sessions and final contract negotiations. Of significance in this phase is the utilization of technology in the RFP process. This project was the first large scale project that Harper embraced using installed technology (i.e. course management system, BlackBoard), as a tool for the entire RFP process. The RFP process began with the solicitation of vendors via email, establishing vendor accounts in Blackboard for vendors to submit proposals, obtain correspondence, submit questions, etc. Utilization of this tool and the Web resulted in significant cost savings by eliminating the printing, handling and mailing of material, provided ERP teams' access and the ability to share information, timeliness of receiving and submitting material to and from vendors, 24-hour access by all parties and

many additional efficiencies in both the purchasing and information technology areas were realized.

- Improvements to Harper's internal communications is provided via an intranet site identified as HIP (Harper Internal Publications) that allows all Harper employees to be informed and have access to up-to-date information relevant to their respective jobs. This has eliminated the printing of a campus newsletter that was costly and wasteful.
- Implemented a Web based Strategic Planning system to consolidate input from all executive and management levels. This has resulted in approximately 70% time savings for Harper's Strategic Planning process.

### **Fiscal Year 2005 Plans**

- Implement networked managed print/copy system.
- Implement a Universal ID system.
- Implement the next phase of ERP project.
- Continue implementation of media rich and smart classrooms.

### **Fiscal Year 2005 Challenges**

Three key issues will be challenges for FY 2005. Number one is the decreasing revenue stream for the College's operating costs and for student financial aid. Uncertainty due to the State fiscal crisis, as well as, local property tax issues make revenue projections difficult. Coupled with record full time equivalent (FTE) enrollment, it will be a challenge to maintain current levels of service to students and employees.

Another challenge will be the next phase of the ERP project in terms of staff time. The project involves staff from all parts of the College and they will be devoting considerable time to the ERP project in addition to performing their normal tasks. The new system will require changing work flows to capitalize on the efficiencies of the new system.

Finally, the College is preparing for the Higher Learning Commission accreditation. The process will be labor intensive further stretching current employees. The College will be instituting a common institutional effectiveness model across the College in FY 2005.

## COMMON INSTITUTIONAL INDICATORS

### Cost of instruction per credit hour

MEASURE 6C1  
COST OF INSTRUCTION PER CREDIT HOUR AND AS A PERCENT OF SECTOR AVERAGE  
FOR FISCAL YEARS 1998, 2000 - 2003

	Fiscal Year Instructional Cost per Credit Hour								Fiscal Year Comparisons					
	FY 1998		FY2001		FY2002		FY2003		1-Year Change		2-Year Change		5-Year Change	
	Amount	% of Avg.	Amount	% of Avg.	Amount	% of Avg.	Amount	% of Avg.	Amount	Percent	Amount	Percent	Amount	Percent
Harper	\$222.30	129.4%	254.16	130.8%	\$249.80	126.1%	\$242.36	126.8%	(\$7.44)	-3.0%	(\$11.80)	-4.6%	\$20.06	9.0%

SOURCE OF DATA: Community College Unit Cost Study

**a) Institutional goal(s) for this indicator:**

Harper's cost of instruction per credit hour will not increase by more than 5% annually.

**b) Brief interpretation of institutional performance and related implications:**

Harper clearly met the goal of not increasing per credit hour cost of instruction. Through constant efforts to increase efficiency and reduce costs, the instructional costs per credit hour have declined over the last three years. The College is committed to becoming as efficient as possible.

### Cost of administration & support per credit hour

MEASURE 6C2  
ADMINISTRATIVE AND SUPPORT COST PER CREDIT HOUR  
FOR HARPER COLLEGE, FISCAL YEARS 1998, 2001 - 2003

	Fiscal Year Total Support* Cost per Credit Hour								Fiscal Year Comparisons					
	FY 1998		FY2001		FY2002		FY2003		1-Year Change		2-Year Change		5-Year Change	
	Amount	% of Avg.	Amount	% of Avg.	Amount	% of Avg.	Amount	% of Avg.	Amount	Percent	Amount	Percent	Amount	Percent
Harper	\$107.66	142.6%	\$131.73	148.5%	\$129.73	141.5%	\$125.91	152.3%	(\$3.82)	-2.9%	(\$5.82)	-4.4%	\$18.05	16.7%

\*Includes Academic Admin & Planning, Academic Support, Student Services, and General Institutional Costs  
SOURCE OF DATA: Community College Unit Cost Study

**a) Institutional goal(s) for this indicator:**

Harper's administrative & support cost per credit hour will not increase by more than 5% annually.

**b) Brief interpretation of institutional performance and related implications:**

Harper clearly met the goal of not increasing per credit hour cost of administration and support. Through constant efforts to increase efficiency and reduce costs, the administration and support costs per credit hour have declined over the last three years. The College is committed to being as efficient as possible.

**Percent of first-time, full-time degree-seeking freshmen who complete their degree within 150 percent of catalog time, or are still enrolled or transferred**

MEASURE 6C3  
FULL-TIME FIRST TIME ENTERING COHORT PERCENT GRADUATED, TRANSFERRED, OR STILL ENROLLED  
AT 150 PERCENT OF PROGRAM LENGTH (IPEDS GRS METHODOLOGY)  
BY COLLEGE FOR FISCAL YEARS 1998 - 2003

Fall Cohorts 1998 - 2000									
	Fall 1998 Full-Time First time Entering Cohort	Full-time First time Entering Cohort Fall 1998 through Summer 2001 Percent Graduated, Transferred, or Still Enrolled		Fall 1999 Full-Time First time Entering Cohort	Full-time First time Entering Cohort Fall 1999 through Summer 2002 Percent Graduated, Transferred, or Still Enrolled		Fall 2000 Full-Time First time Entering Cohort	Full-time First time Entering Cohort Fall 2000 through Summer 2003 Percent Graduated, Transferred, or Still Enrolled	
	Number	Number	Percent	Number	Number	Percent	Number	Number	Percent
HARPER	922	599	64.97%	1,514	964	63.67%	1,487	1,005	67.59%
STATEWIDE	27,116	16,718	61.65%	26,709	16,531	61.89%	25,305	16,886	66.73%
StdDev	468	302	7.83%	430	272	7.43%	383	266	7.19%
Pure Ave.	553	341	60.57%	556	344	61.83%	527	352	65.18%

	Graduated, Transferred Still Enrolled						3 Year Average Fall 98-00 Full-Time First time Entering Cohort	Full-time First time Entering Cohort Average Fall 98-00 through Subsequent Summer (2001 or 2003) Percent Graduated, Transferred, or Still Enrolled	
	1-Year Change Number	Percent	2-Year Change Number	Percent	5-Year Change Number	Percent		Number	Percent
HARPER	41	4.3%	406	67.8%	280	38.6%	1,308	856	65.5%
STATEWIDE	355	2.1%	168	1.0%	88	0.5%	26,377	16,712	63.4%
StdDev	80	104.1%	135	101.4%	125	60.6%	420	274	6.6%
Pure Ave.	7	17.0%	3	22.8%	2	13.2%	539	341	62.6%

SOURCE OF DATA: Fall Enrollment (E1), Annual Enrollment and Completion (A1) and Shared Data files.

**a) Institutional goal(s) for this indicator:**

For each entering full-time cohort, Harper will maintain a success rate of at least 65% of students that graduated, transferred, or are still enrolled after three years (IPEDS GRS Methodology).

**b) Brief interpretation of institutional performance and related implications:**

The Fall 2000 Cohort met the objective; through summer 2003. Harper recognizes that quality academic programs, successful retention programs, and academic advising are needed to maintain and/or improve this rate.

**MISSION-SPECIFIC INDICATORS**

Harper College did not select mission specific indicators for this goal.

**Attachment II**  
**EFFECTIVE PRACTICES**

**Direct Connection to *The Illinois Commitment*: Goal   4**

**Title of Effective Practice:** Multicultural Faculty Fellows Program

**Name of Institution:** Harper College

**Brief Synopsis of the Practice:**

The Multicultural Faculty Fellows Program offers faculty opportunities to discover ways to enhance their curriculum by infusing multicultural content. Harper College's Center for Multicultural Learning created a Multicultural Faculty Fellows Program that offers training and research opportunities for faculty to become multicultural experts in their academic disciplines. Since the program is discipline specific, the Faculty Fellows bring their ideas back to their departments for others to use. It allows for diversity education to pervade the campus. It also affords the students the opportunity to truly experience multiculturalism within and outside the classroom.

**What is this practice's objective? What need is addressed?**

Harper College launched a campus-wide initiative to celebrate diversity within and outside the classroom in FY 2003. The initiative was launched by the creation of a new area named the Center for Multicultural Learning (CML). The objective is to provide leadership in diversity training and multicultural curriculum enhancement. Specifically for faculty, the CML created a Multicultural Faculty Fellows Program that offers training and research opportunity for faculty to become multicultural experts in their academic disciplines.

Faculty from Academic Affairs are selected each year based upon a submitted proposal to research and develop innovative ways to infuse diversity into their curriculum or discipline. The selected Fellows participate in a multicultural curriculum infusion educational program coordinated by the CML as well as participate in outside professional development to explore ways to infuse diversity within the curriculum. The Fellows spend time over the course of the year researching and developing their discipline-based infusion projects. During Faculty Orientation each fall, the Multicultural Faculty Fellows present their projects at an open forum as well as to their department. The Fellows act as mentors for the new faculty Fellows during the subsequent year. Additionally, they become their department liaison for Multicultural Learning.

**How does this practice achieve sustainability and/or cost-effectiveness?**

The Faculty Fellows Program was born from a spirit of collaboration. Funding sources came from a realignment of program resources in Human Resources and Student Development. The current budget allows for three to four faculty to be trained each year. In addition, each Fellow considers him/herself to be a part of the CML, and thereby facilitates the training of other faculty in his/her respective discipline.

**What are the results/measurable outcomes?**

In FY 2003 the following infusion projects were unveiled and are currently being implemented in the classroom:

- Speech and Theatre - Introduction to Theatre
- Economics - Economics 200
- English as a Second Language - Business Communications Skills, ESL 071
- Library Resources - Multicultural and Diversity Resources' Web site:  
<http://www.harpercollege.edu/library/multiculturalism/index.shtml>

The following projects will be unveiled and implemented in fall 2004:

- English - Introducing and Integration Eastern European Literature
- Physics - Historical Non-European Astronomy
- English - A Literature Module Confronting Diverse Sexualities

**Attachment II**  
**EFFECTIVE PRACTICES**

**Direct Connection to *The Illinois Commitment*: Goal 6**

**Title of Effective Practice: Effective Environmental Scanning**

**Name of Institution: Harper College**

**Brief Synopsis of the Practice:**

Harper developed an environmental scan of national, state, and local trends concerning the district served. Six categories were included in the scan as follows: economic, educational, demographic, political, social, and technology. Categories were developed by examining environmental scans of other institutions of higher education and corporate training divisions. An extensive literature review and interviews with top management and union leaders on campus were completed.

The draft report was shared with community leaders obtain their input. The final environmental scan was completed and widely shared on-campus. All administrators and union leaders received a copy of the report and the report was posted on the College's internal Web page. Three College governance committees received copies of the scan: College Assembly, Institutional Planning Committee, and Marketing Committee.

The Institutional Planning Committee made extensive use of the environmental scan to develop the long range strategic plan that guides planning for the College. The Marketing Committee used the environmental scan to assist decisions concerning marketing efforts. A key feature of the environmental scan was the data provided in support of trends noted in the plan. The College plans to update the environmental scan in FY 2005 and will develop a new environmental scan in FY 2006.

**What is this practice's objective? What need is addressed?**

The objective of the practice was to provide the College with a data-based picture of the district that would assist planning. For example, the Institutional Planning Committee used the environmental scan to determine opportunities that the College might pursue and to determine threats that the College needed to address. This data strongly impacted the College's assessment of external opportunities and threats as part of our "strengths, weaknesses, opportunities, and threats" (SWOT) analysis. The environmental scan led to an opportunities and threats analysis that changed our annual plan and budget.

**How does this practice achieve sustainability and/or cost-effectiveness?**

Using the environmental scan helped the College determine priorities for FY 2005. Knowing the increasing age of the district population means greater need for health care professionals that the College can train for example. Several new health care programs have been developed. Knowing that the computer technology sector is still a growth sector means the College should still provide training in this area, even though enrollments have dropped substantially over the last few years. There are cutting edge technologies that the College can study to determine if there should be new programs offered. Demographic information led to a reevaluation of English as a Second Language (ESL) and support services.

**What are the results/measurable outcomes?**

For the Institutional Planning Committee, the environmental scan not only informed the committee but helped the committee members focus on the external environment differently than had been done in past planning cycles. Other administrators, faculty, and staff learned more about the community also. This knowledge guides new program development and services offered by the College to the Community.

The environmental scan has supported Harper's movement to data based decision-making.

## 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. In 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 have made the College more of a "pay as you go" institution with very little reliance on debt. The College passed an \$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 \$482,810,548 and the College is at \$84,680,000 (17.5%), well below the limit.

The College continues to have an outstanding financial reputation as evidenced by its Aaa bond rating issued by Moody's, which is the highest rating it awards. At the time the rating was originally issued in 2001, the College was one of only three community colleges in the United States, and the only one in Illinois, to be granted the Aaa rating. The rating was reaffirmed by Moody's in the spring of 2003. Moody's has issued credit ratings for approximately 140 community colleges nationwide. 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, 2004

	<b>Limited Tax Bonds – 1996 Series</b>			
	<b>Interest Rate</b>	<b>Amounts due during year</b>		<b>Total</b>
		<b>Principal</b>	<b>Interest</b>	
2004-2005	4.000	360,000	37,400	397,400
2005-2006	4.000	370,000	22,800	392,800
2006-2007	4.000	385,000	7,700	392,700
Total		<u>\$ 1,115,000</u>	<u>67,900</u>	<u>1,182,900</u>

	<b>Limited Tax Bonds – 2001 B Series</b>			
	<b>Interest Rate</b>	<b>Amounts due during year</b>		<b>Total</b>
		<b>Principal</b>	<b>Interest</b>	
2004-2005	4.000	1,315,000	26,300	1,341,300
Total		<u>\$ 1,315,000</u>	<u>26,300</u>	<u>1,341,300</u>

	<b>Alternative Revenue Bonds – Tax-Exempt 2001 C Series</b>			
	<b>Interest Rate</b>	<b>Amounts due during year</b>		<b>Total</b>
		<b>Principal</b>	<b>Interest</b>	
2004-2005	4.000	220,000	79,708	299,708
2005-2006	4.000	230,000	70,708	300,708
2006-2007	4.000	235,000	61,408	296,408
2007-2008	4.050	245,000	51,746	296,746
2008-2009	4.150	255,000	41,494	296,494
2009-2010	4.250	265,000	30,571	295,571
2010-2011	4.350	280,000	18,850	298,850
2011-2012	4.400	290,000	6,380	296,380
Total		<u>\$ 2,020,000</u>	<u>360,864</u>	<u>2,380,864</u>

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

Schedule of Debt Maturities (Unaudited)  
For the year ended June 30, 2004

**Alternative Revenue Bonds – Taxable 2001 D Series**

	Interest Rate	Amounts due during year		Total
		Principal	Interest	
		2004-2005	5.500	
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		\$ 1,375,000	348,001	1,723,001

**General Obligation Bonds – 2001 A Series**

	Interest Rate	Amounts due during year		Total
		Principal	Interest	
		2004-2005	4.250	
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		\$ 75,665,000	33,928,244	109,593,244

**Limited Tax Bonds – 2003 B Series**

	Interest Rate	Amounts due during year		Total
		Principal	Interest	
		2004-2005	1.200	
2005-2006	1.300	1,495,000	32,038	1,527,038
2006-2007	1.600	1,395,000	11,160	1,406,160
Total		\$ 3,190,000	86,753	3,276,753

**Total Change in Bond Principal**

Balance at July 1, 2003	\$ 91,280,000
Bonds issued during the year	—
Bonds retired during the year	(6,600,000)
Balance at June 30, 2004	\$ 84,680,000

**GRANT PROGRAMS JULY 1, 2004 - JUNE 30, 2005**  
**REPORTED AS OF JULY 27, 2004**

GRANT NAME/ DIVISION	DESCRIPTION	FUNDING SOURCE & AMOUNT	DATES
Adult Education & Literacy Adult Educational Development	State allocation grant to support Adult Ed Development programs	ICCB \$405,161	07/01/04 - 06/30/05
Adult Education Leadership Adult Educational Development	Continuation of FY 04 Grant Improve instruction, curriculum, professional development	ICCB \$48,145	11/01/03-10/31/04
Minority Student Transfer Center Student Development	Continuation of FY 04 Grant Provide counseling & advising services to minority students	IBHE \$45,500	09/01/04-08/31/05
Business/Industry Workforce Preparation	State allocation grant to provide local economic development in workforce training	ICCB \$90,202	07/01/04 - 06/30/05
Accelerated College Enrollment Workforce Development	State allocation grant to expand services to high school students	ICCB \$75,682	07/01/04 - 06/30/05
Displaced Homemakers Women's Program	Continuation of FY 04 Grant Advising & job placement for Women's Program participants	IDOL \$61,000	07/01/04 - 06/30/05
Disabled Student Project Access & Disability Services	Continuation of FY 04 Grant To provide services to students with disabilities	IDHS/ORS \$134,754	07/01/04 - 06/30/05
Tech Prep Workforce Development	Continuation of FY 04 Grant Part of comprehensive Career Development program	ISBE \$5,183	07/01/04 - 06/30/05
Perkins III Workforce Development	Continuation of FY 04 Grant Career & Technical Education	ICCB/DOE \$303,004	07/01/04 - 06/30/05
Program Improvement Workforce Development	Continuation of FY 04 Grant Career & Technical Education	ICCB \$30,649	07/01/04 - 06/30/05
Midwest Center for Postsecondary Outreach Access & Disability Services	Continuation of FY 04 Grant Provide technical assistance to local A & D service programs	USDE/St. Paul Univ. \$77,500 Sub-contract	07/01/04 - 06/30/05
Midwest Center for Postsecondary Outreach Access & Disability Services	Continuation of FY 04 Grant Provide technical assistance to regional A & D service programs	USDE/St. Paul Univ. \$42,000 Sub-contract	07/01/04 - 06/30/05
Lighting Upgrade Physical Plant	Continuation of FY 04 Grant To improve building energy efficiency	ICECF \$35,539	11/1/03-10/31/04
COPS Public Safety	Three year universal hiring program for three safety officers	DOJ \$88,740	08/01/04 - 07/31/05
"Member Initiatives" President's Office	To support infrastructure improvements	DCEO \$4,250,000	7/01/03 - open

## Glossary of Terms

### **Abatement**

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

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

### **Accrual Basis of Accounting**

An accounting system that records revenues when earned and expenditures when a liability is created, regardless of the accounting period in which cash payment is actually made. An encumbrance system can be used in conjunction with an accrual basis accounting system.

### **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)**

**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 ABE/ASE 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)

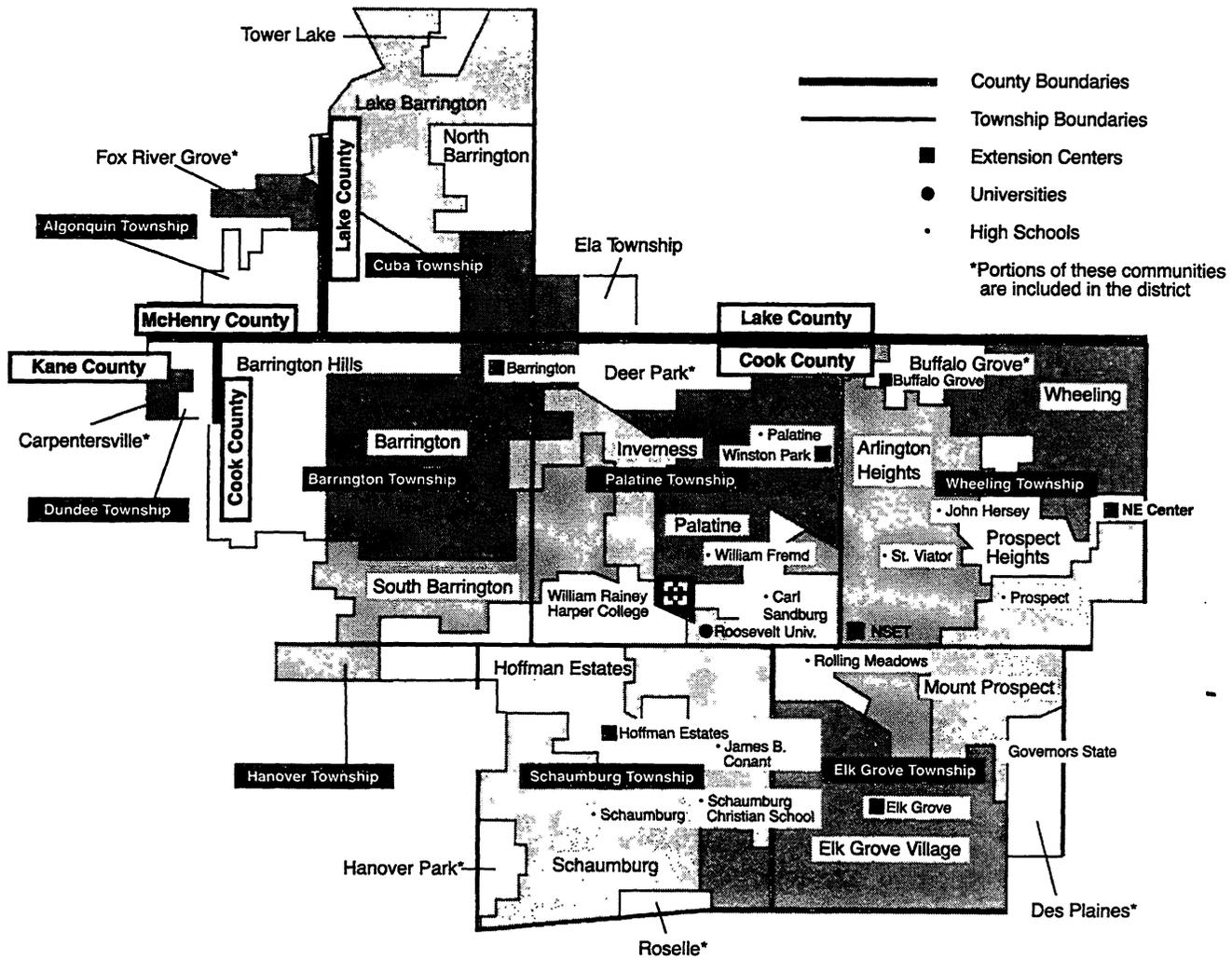
**Tuition and Fees** (see Revenue)

**Utilities** (see Object)

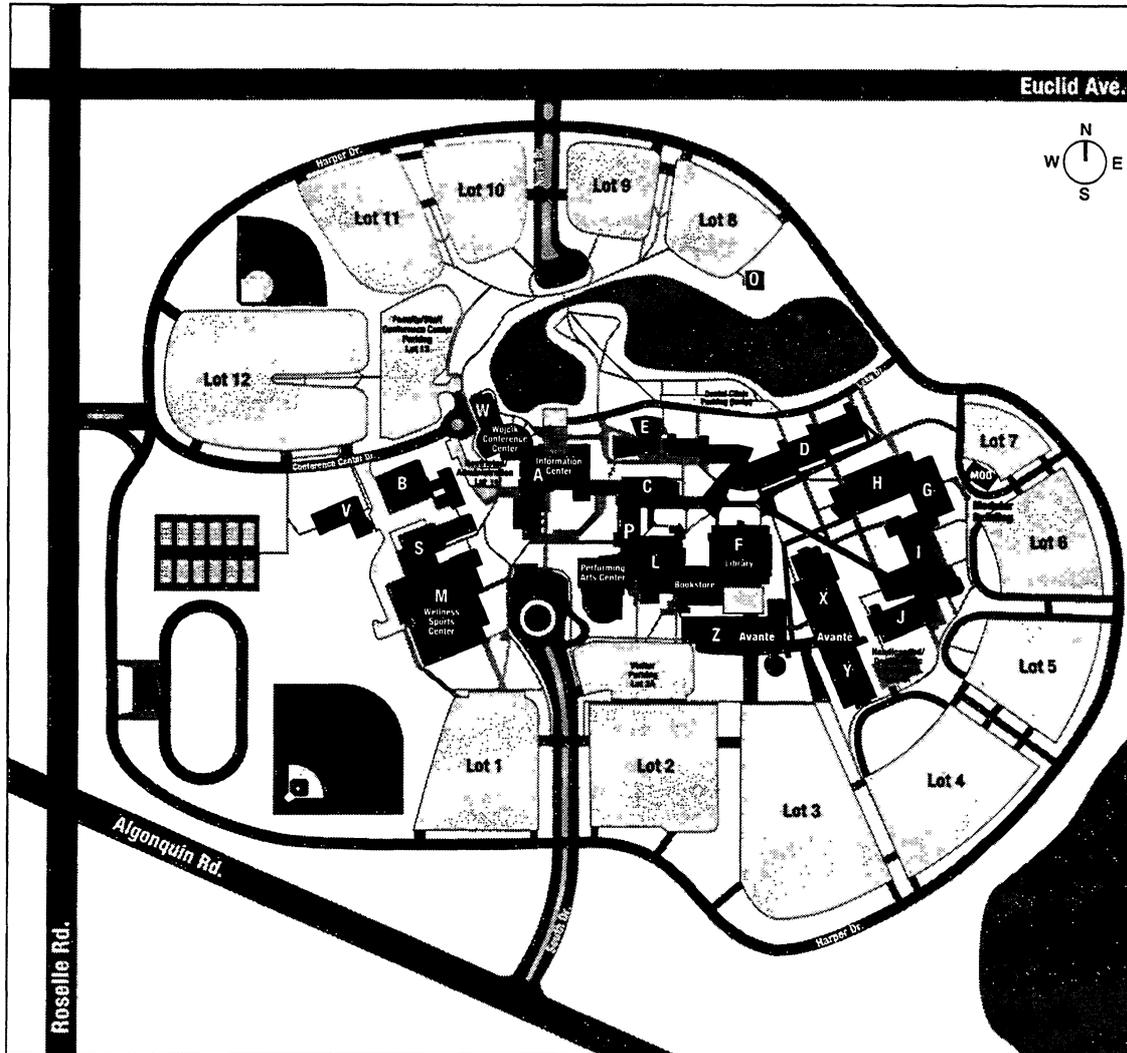
**Acronyms**

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
DCEO	Department of Commerce and Economic Opportunity
EAV	Equalized Assessed Value
EMAS	Enrollment Management Action System
ERP	Enterprise Resource Planning
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
HECA	Higher Education Cooperation Act
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
ICECF	Illinois Clean Energy Community Foundation
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
PTAB	Property Tax Appeal Board
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
USDJ	United States Department of Justice
USDL	United States Department of Labor

# COMMUNITY COLLEGE DISTRICT 512



# CAMPUS OF HARPER COLLEGE



Destination Building	
Academic Advising & Counseling	I
Academic Enrichment & Language Studies Division Office	F
Access & Disability Services	D
Administration & Executive Offices	W
Admissions Outreach	C
Adult Education	F
Assessment & Testing Center	A
Bookstore	L
Box Office	J
Business Office	A
Business & Social Science Division Office	J
Career Center	A
Center for New Students & Orientation	C
Cockrell Dining Hall	A
Continuing Education Division Office	C
Corporate Services	W
Dental Hygiene Clinic	X
English as a Second Language	F
Gymnasium	M
Health & Psychological Services	A
Honors Program	L
Human Resources	A
Information Center	A
J143 Theater	J
Liberal Arts Division Office	L
Library	F
Life Science & Human Services	X
Division Office	X
Marketing Services	S
MegaLab	Y
Multicultural Learning Center	D
Nursing Lab	X
Observatory - Karl G. Henize	O
Performing Arts Center	R
Public Safety	B
Receiving	B
Registrar & Records	A
Research Office	A
Scholarships & Financial Assistance	A
Science Programs	Z
Sign Language Interpreting	F
Student Activities	A
Student Development Division Office	A
Technology, Mathematics, & Physical Sciences	H
Division Office	H
Tutoring Center	F
Wellness & Human Performance Division	M
Wojcik Conference Center	W
Women's Program	A

Legend	
	Buildings
	Sidewalks
	Parking Lots
	Vehicular Pathways