



City Colleges of Chicago

PROGRAM BUDGET

FOR THE FISCAL YEAR BEGINNING JULY 1, 2004 AND ENDING JUNE 30, 2005

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COMMUNITY COLLEGE DISTRICT No. 508

COUNTY OF COOK AND STATE OF ILLINOIS



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Wayne Watson, Ph.D.
Chancellor

Message from the Chancellor:

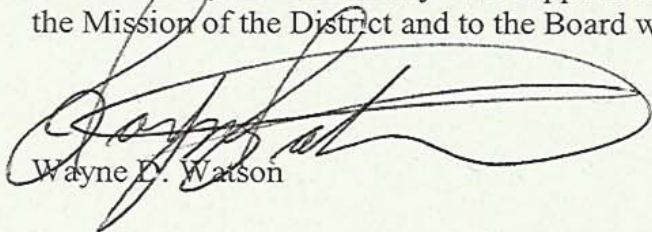
The City Colleges of Chicago's Annual Budget reflects a prudent allocation of the available resources for its operation in Fiscal Year 2005. As we continue to provide a full spectrum of educational programs and services, we have prepared this budget cognizant of our commitment to maintaining excellence in our programs and instruction for the constituents that we serve.

We remain focused on our Mission to uphold the highest standards of quality in our programs and services. The District's Strategic Planning and budget preparation processes are more fully integrated for Fiscal Year 2005. With the implementation of the APSA (Annual Program and Services Analysis) this year as well, the District has in place the mechanisms to analyze and improve our programs and services and emphasize efficiency and accountability.

Despite the continued financial constraints, the District is responding to the needs of the citizens of the great City of Chicago. This year, we are investing in a new Construction Technology Center which will provide intensive training in construction and industrial occupations. We are implementing an articulated Nursing curriculum that creates a career lattice for the nursing profession. We are appropriating funds for new faculty, additional academic support and student services – tutoring, computer labs, visual equipment, etc. - to further improve student learning and retention. We are persistent in our efforts to ensure student educational successes in our high quality programs offered at affordable prices.

For the Fiscal Year 2005, the District has avoided the difficult choice of closing facilities and programs as the State elected officials recognized the financial issues we faced and awarded the District a one time funding of \$15 million. We remain strong in our fight to change the Equalization Funding Formula to ensure a fair and equitable allocation for the District every year.

We are proud of the many accomplishments as showcased by each of the seven Colleges in the succeeding sections of this budget. For these, we are grateful to our students who believe in us, the community who supports us, the faculty and staff who are dedicated to the Mission of the District and to the Board who guides us.



Wayne D. Watson

Community College District No. 508

**City Colleges of Chicago
Community College District No. 508**

**Annual Operating Budget
For the Fiscal Year Ending June 30, 2005**

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INTRODUCTION

City Colleges of Chicago's primary focus is providing instruction and student support as exemplified in its Mission Statement:

The City Colleges of Chicago, a District of seven separately accredited Colleges, provides learning opportunities for Chicago's diverse populations to enhance their knowledge and skills through quality, comprehensive, and affordable educational programs and services. As a learning-centered District, we are committed to improving student learning in all programs and services through an ongoing assessment process.

The District strives to maximize the proportion of spending devoted to instruction, direct support of instruction, and student services while minimizing the spending on other activities.

The District continues to face significant challenges while it strives to achieve its Mission, specifically:

- Overall State community college funding declined 8% while the District's State funding declined by 15% since 2001. It received a \$15 million one time state appropriation for Fiscal Year (FY) 2005. Without that appropriation, its funding would have declined 39% since 2001. Drops in the share of Equalization Funding drove this decline.
- State law allows the District to increase property tax levies at the lesser of the Consumer Price Index (CPI) or 5% while its salaries increase at the rate of economic growth, due to private sector salary competition. Additionally, health care and information technology upgrade costs are skyrocketing.
- The District has large unfunded maintenance backlogs. If additional capital funding is not secured, the use of operating funds for capital projects may be inevitable.

This 2005 budget is a key component of the District's comprehensive planning process, which includes the Strategic Plan, Strategic Financial Plan, and the Annual Program and Services Analysis.

The District foresees opportunities to improve operations. Specifically, it is identifying best practices within the District, realigning spending, and developing a sustainable educational delivery model.

To that end, the budget process was initiated in September, reviewing internal operations from a financial and operational perspective. After reviewing 2003 costs in detail, a high level zero base budget model was created—assuming no funding or operational constraints. The operational constraints were factored in, creating realigned and financially realistic budgets for FY 2005. This budget represents the District's response to the funding challenges and opportunities encountered. The following initiatives address these issues:

- Reduction of the operating budgets at each College for activities that are not directly mission related.
- Aggressive lobbying for an equitable equalization formula.
- Increase tuition rate.
- Focus on growing business and industry programs, to provide customized training to local businesses for a fee.
- Addition of full-time faculty, advisors and tutors.
- Increase enrollment and student retention.
- Investment in instructional technology.

The FY 2005 budget addresses operating challenges and incorporates the District's Strategic Goals and initiatives.

Frequently Used Terms

Revenues—Funding generated during the current fiscal year (sources other than the Use of Fund Balance)

Expenditures—Uses of funds

Margin—The difference between revenues and expenditures

Enterprise—Activities intended to be self-sustaining (expected to generate a positive margin)

Auxiliary—Activities, not directly related to or supporting the mission, such as bookstore, transcripts, and food service activities. These activities generate revenue, but are not intended to be self-sustaining

Instruction—Classroom activities, including faculty salaries and classroom materials

Academic Support—Activities directly supporting instruction, including tutoring and academic management

Student Services—Activities including registering, admitting, and testing students

Public Service—Programs designed to serve the public, such as customized training and continuing education

Operations and Maintenance—Physical Plant and facilities-related activities

Institutional Support—Activities related to general institutional management

Fund Balance—Accumulated net revenues from prior years

Use of Fund Balance—Use of accumulated prior year net revenue

Restricted—Funding, by government or private organizations, that must be used for a specific activity

Unrestricted—Funding that can be used for any activity, approved by the Board of Trustees

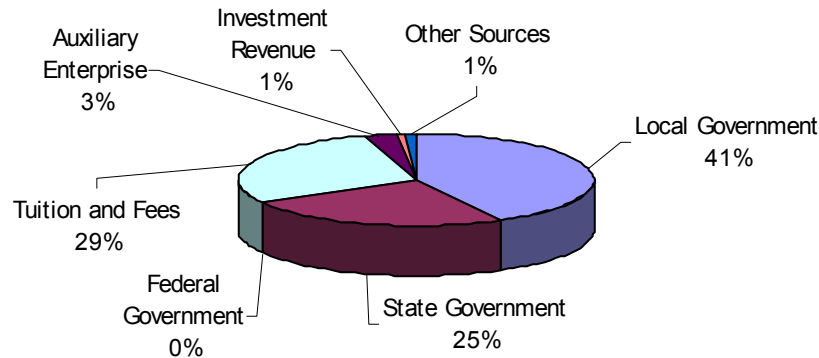
Full-Time Faculty—Includes full-time faculty, training specialists, and librarians in the 1600 faculty union.

2005 BUDGET SUMMARY

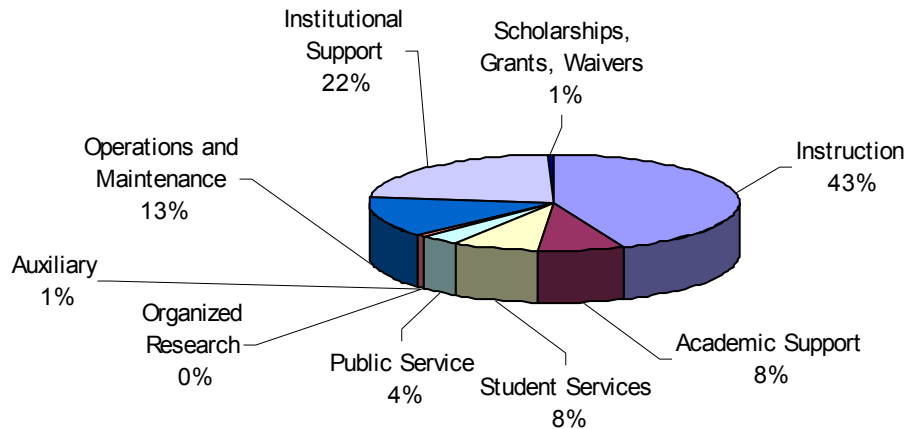
Operating Revenues and Expenditures

The District estimates total operating revenue at \$226 million for fiscal 2005. Ninety-five percent of revenue comes from Property Taxes, State Government, and Tuition and Fees.

Revenues by Source

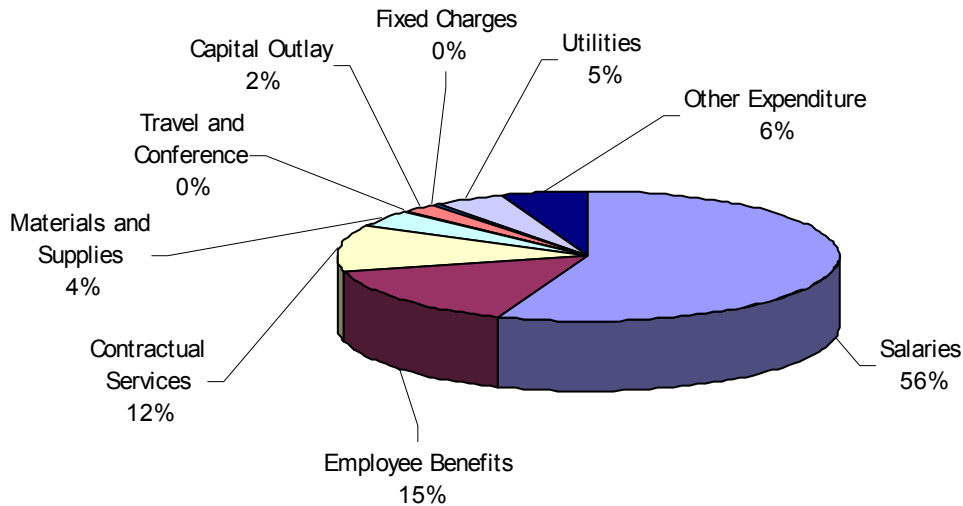


Expenditures by Program



The District expects \$232 million in total operating expenditures. Mission-related programs—Instruction, Academic Support, Student Services, Scholarships, Grants, and Waivers, and Public Service—constitute 64% of the budget. The total cost per credit hour is below the State average and is the lowest in the Chicago area. (Source: 2003 ICCB Unrestricted Unit Cost Report)

Expenditures by Object



Salaries and benefits represent 71% of the budget, with 49% spent on faculty. About 10 percent of the salaries and benefits budget is for academic support and 9 percent is for student services. The ratio of faculty to administrators is 18 to 1 compared to the state average of 12 to 1 (Source: 2003 ICCB Data and Characteristics).

Use of Fund Balance

About \$5.97 million in fund balance will be used to support 2005 operations.

Of the budgeted use of fund balance for FY 2005, \$1.8 million is for re-appropriation of prior year Enterprise net revenue. This \$1.8 million will be used to grow Enterprise activities. The remaining \$4.1 million, or about 1.8% of the total budget, is used to spend down accumulated fund balances in the Operations and Maintenance (including PBC Funds), Audit, and Liability, Protection, and Settlement funds.

The District is committed to operating in a fiscally prudent manner for FY05 and succeeding years. As it looks to the future prospect of lower State funding, limitations on property tax increases, significant capital and operational needs, it is imperative that the District increase its funding reserves to ensure the long-term capacity to accomplish its Mission.

Credit Hours

Colleges base their budgets on Credit Hour production. In 2005, the District expects overall enrollment to remain flat. Projected gains in College Credit and Skills credit hours will be offset by declines in Adult Education and Continuing Education enrollment.

Major Initiatives

The District will implement the following initiatives for fiscal 2005 operations:

- Aggressive marketing to increase enrollment
- Annual Programs and Services Analysis (APSA) to measure the efficiency and effectiveness of all academic programs and services
- Hire additional full-time faculty
- Invest in classroom technology
- Increase tutoring and other academic support to increase retention
- Continue strong participation in the ICCB Equalization Funding Task Force to secure stable and equitable funding
- On-going activities for the PeopleSoft Student Administration System implementation which will enhance student service and academic advising
- Create new and innovative programs to increase Enterprise activities and generate additional revenue

2004 BUDGET PERFORMANCE

In 2004, the District performed better than budget because Colleges controlled expenditures. Total 2004 revenues were \$11 million, 5%, below projections, and expenditures were \$21 million, 10%, less than budgeted. Property Tax revenues were \$6.6 million lower than expected because of adjustments to prior year back tax reserves. Enterprise revenues realized were \$4.9 million less than budgeted.

As realized revenues were below budget, Colleges and the District Office strategically reduced expenditures that did not materially affect academic programs or student services. This included controlling Institutional Support and Operations and Maintenance expenditures.

Accordingly, the reduction of revenues and expenditures led to an estimated \$3.4 million operating surplus in 2004, before audit adjustments.

Changes between 2004 Actual and 2005 Budget

Major revenue and expenditure changes between 2004 actual and 2005 budget include:

- Increased revenues
 - Net \$7 million increase in State funding
 - Projected \$8 million increase in tuition and fees
 - \$10 million increase in property taxes (net of adjustment for back taxes in 2004)
- Increased expenditures
 - \$8 million increase in Contractual Services, including additional one-time Information Technology support and maintenance costs
 - \$12 million increase in benefits
 - \$2 million increase in utilities—10% increase above 2003 actual payments for gas and electricity
 - \$1.8 million re-appropriation of prior-year enterprise net revenue (a use of fund balance)
 - \$11 million increase in instructional expenditures

OUTLOOK

The District projects deficits from 2006 to 2009 ranging from \$18 million to \$25 million. Reasons for these deficits include:

- Declines in State funding from 2001 levels with no permanent funding to replace the \$15 million 2005 special appropriation.
- Expected declines in grant awards—if these activities are maintained, the District will have to fund them through unrestricted funds. The District's grant funding has declined in recent years—from 2003 to 2004, the District realized a \$9 million decline in State grants. Some of these activities were transferred to the Education Fund.
- Because of deferred maintenance backlogs, additional maintenance costs have to be paid through the operating funds.
- Rising Benefits costs for both retirees and current employees.

The District will continue to pursue new funding. This includes maximizing available grant awards and working for a permanent solution to the Equalization Funding Formula issue.

STRATEGIC GOALS AND INITIATIVES

Strategic Goals

The Strategic Planning Process is an integrated, District-Wide process, driven by the Mission Statement. Each College and District Office department creates a tactical plan that describes how it will address the District's strategic goals.

Strategic Goal One: Improve the quality of all programs and services

The Annual Program and Service Analysis (APSA) team, initiated in fiscal 2004, collects, reports, and analyzes program and service information. Each year, the team reviews a different set of programs. In fiscal 2005, the APSA team will focus on reviewing the effectiveness and efficiency of all academic programs (degree programs). This process is designed to improve both academic and financial performance.

Strategic Goal Two: Expand services to meet the needs of all students and workforce partners

Each College has budgeted increases in academic advising and tutoring and has hired additional full-time faculty. The District is in the middle of implementing the PeopleSoft Student Administration System, which will enhance student service and academic planning.

The District will aggressively pursue Business and Industry activity—providing customized training to local businesses. Customized training is where programs are developed, at the request of local businesses.

Strategic Goal Three: Increase enrollment and retention

Colleges design and assess the programs to fulfill student needs. For FY 2005, each College allocated funds for marketing activities to increase enrollment. Colleges' marketing efforts include:

- Advertising
- Notifying prospective/existing students of registration
- Developing community events
- Networking within the community

Colleges retain students through:

- Providing quality instruction.
- Faculty calling students who missed classes, encouraging students not to drop the course.
- Providing tutoring and other academic support.

Retention is a major focus for FY05, with efforts concentrated on keeping students who are already enrolled in the classroom.

Strategic Goal Four: Effectively utilize resources and maximize revenue opportunities

The budget and strategic financial planning processes address this goal. The financial goals are:

Strategic Financial Goal One: Implement an annual budget and financial planning process that balances the need to serve the District's constituencies and support its mission with the reality of the financial environment in which the District operates

In fiscal 2004, the District completed the following activities:

- Published a Comprehensive Annual Financial Report—improving operating transparency
- Updated the Strategic Financial Plan
 - Reviewed financial goals
 - Projected operating results four years forward. To minimize the significant projected deficits, we:
 - Improved processes—cutting costs—at the District Office and each College
 - Lobbied the State to alleviate further funding declines—leading to a one-year \$15 million State appropriation
 - Increased credit tuition by \$10 per credit hour
- Analyzed expenditures
 - Reviewed costs per credit hour in each instructional program across the district
 - Reviewed spending across programs
 - Benchmarked program costs against other Community Colleges
- Initiated Zero Base Budgeting Analytical Process
 - Colleges prepare high-level budgets, assuming no financial constraints
 - Spending alignment across programs was compared to actual operations
 - Plans were developed to move annual operating budgets towards the zero base budget goals
- Developed the 2005 budget
 - Colleges were interviewed about spending in program categories
 - Completed budgets based on credit hour production and zero based budgets
 - Followed Government Finance Officers Association budget guidelines and Civic Federation recommendations for budget book development—improving financial transparency

The District will continue these activities in fiscal year 2005. The Colleges will review alignment of spending with strategic goals in the 2006 budget process.

Strategic Financial Goal Two: Diversify current sources of funding to guard against fluctuations while aggressively advocating for the District's representative share of Federal, State and Local funds.

The District vigorously lobbied the State to change Equalization funding. The District's 2005 Equalization Grant was \$50,000, compared to \$16.8 million in 2001. This led to a \$24.5 million, or 39% drop in State funding since 2001. This funding decline was partially alleviated by a \$15 million one-time State grant while equalization funding is under review. The District has these issues with the State equalization formula:

- The Equalization Grant was enacted prior to the Property Tax Extension Limitation Law (PTELL); the provision for this grant should be reviewed and revised to take into consideration the effect of tax caps required by PTELL.
- The Equalization formula is supposed to award funding to cover communities with assessed valuations per full-time equivalent student below the State average. The formula funds the difference between the community's potential property tax collections and the State average collection. However, the State does not grant for 100% of the funding gap. Therefore, the State lowers the threshold to qualify for equalization instead of funding a proportion of the gap. City Colleges lost about \$4.5 million in funding because the State lowered the threshold instead of proportionately funding the gap.

The District has also pursued maximizing grant funding to relieve pressure on operating funds. Despite an adverse funding environment, along with federal and State budget crises that have cut educational funding across the board, grant funding is projected to be at the same level as in 2004. Tuition has increased by approximately 19% for FY05 and will increase by 5% for each of the next 2 years.

Strategic Financial Goal Three: Develop a model for program/service management based on achieving both mission-related and financial management goals

As part of the financial planning and budgeting processes, spending was analyzed across the district. Colleges and the District Office realigned spending where possible—moving administrative expenditures towards instruction and student support.

The APSA team reviews spending in each programmatic category, determining areas where financial performance should be improved. The Office of Finance also analyzes each year's actual and budget performance in broad categories.

Measuring Mission Progress

The District strives to maximize the share of mission-related costs—Instruction, Academic Support, Student Services, and Public Service—and minimize proportionate spending on Institutional Support and Operations and Maintenance. To analyze

alignment, it benchmarks amongst Colleges, between years, and against similar districts. For 2005, each College was asked to improve its margin (the difference between revenues and expenditures) through administrative spending cuts and enrollment increases. Then, each College submitted a plan to add new full-time faculty—increasing the ratio of Credit Courses taught by full-time faculty with an ultimate goal of 60%.

Non-Grant Current Funds Spending Proportions

Mission-Related Expenditures	2003 Actual	2004 Actual	2005 Budget
Instruction	42%	47%	44%
Academic Support	7%	6%	8%
Student Services	7%	7%	8%
Public Service	3%	1%	4%
Scholarships, Grants, Waivers	1%	1%	1%
Total Mission Related Expenditures	61%	62%	63%
Other Expenditures			
Auxiliary/ Enterprise	1%	1%	1%
Operations and Maintenance	14%	15%	13%
Institutional Support	24%	22%	23%
Total Other Expenditures	39%	38%	37%

The District plans to increase mission-based spending by 1% in 2005 compared to 2004. However, increases in Public Service spending (mostly Enterprise fund activity, including customized training) are partially related to a \$1.8 million appropriation of fund balance (prior year net reserve), used to grow these activities. The proportion of spending on instruction for 2005 compared to 2004 declined because of increased institutional support budgets, including Information Technology implementations, and increased operations and maintenance spending. The District plans to increase its full-time faculty count from 554 to 610 (this figure includes librarians and training specialists).

Spending Proportions Benchmarked Against the State

As the chart on the next page shows, the total spending per credit hour is below the state average and the lowest in the Chicago area. Institutional Support spending per credit hour is at the average for Chicago area colleges but above the state average. Once various one-time information technology expenditures are completed, the proportionate spending on Institutional Support should be below the state average.

2003 Unrestricted per Credit Hour Compared to Chicago-Area Colleges and the State Average (from the 2003 ICCB Unit Cost Report)

College	Net Instructional Unit Cost	Institutional Support Unit Cost
Chicago	180.23	40.59
DuPage	186.71	26.05
Elgin	226.56	48.57
Harper	230.32	57.90
Joliet	205.62	35.34
Morton	207.35	46.40
Oakton	219.45	28.95
Triton	181.39	38.81
Peer Average	204.70	40.33
State Average	182.11	36.37

When measuring the District’s mission performance, the following questions must be addressed:

- Is the expenditure mix between instruction, student support services and programs supporting these functions in alignment with the mission?
- Are instructional expenditures appropriately distributed, and are students receiving the same quality of instruction and support across the District?
- Are facilities properly maintained and utilized to serve the City of Chicago and support future operational efficiency?
- Are the best management practices used across the District to maximize administrative efficiency?

Financial Initiatives

The District implemented measures to reduce costs, increase revenue, and improve educational delivery for the 2005 budget.

Tuition Increase

The tuition revenue increase is the combined effect of tuition-charging enrollment growth and the rate increase of \$10 per credit hour. The District-Wide goal was to exceed 2003 and 2004 enrollments. Colleges project a 1% decrease over 2003 credit hours and flat enrollment over 2004 credit hours. The decrease from 2003 is mostly related to 2004 declines in projected Adult Education enrollment (driven by declines in ESL because of more stringent immigration regulations).

Expenditure Cuts

Colleges and the District Office were asked to cut non-mission-related expenditures. The net reduction from the 2004 budget was \$6.5 million, less than initially requested because of increased revenue expectations. These reductions allowed the District to spend more on mission-related activities.

Additional Faculty and Advisors

Each College requested funding to hire additional full-time faculty and advisors. These faculty additions are expected to produce 6% increase in the number of College Credit courses taught by full-time faculty.

Additional Tutors

The District allocated \$200,000 to each College, a total of \$1.4 million across the District, to hire more academic tutors. These tutors will improve instructional quality and increase student retention. Colleges increased their tutoring budgets by cutting administrative costs and shifting funds to support tutors.

Classroom Technology

The District allocated funds to Colleges to upgrade instructional technology. This money will be spent to upgrade computer labs, purchase new equipment and software, and purchase patient simulators for health programs. The total appropriation across the District is \$4 million in 2005.

These initiatives are part of ongoing efforts to align spending to the mission.

BUDGET POLICIES AND METHOD

Budget Process

Over the past three years, the District has been developing an integrated planning and budgeting process for the City Colleges of Chicago. The process comprises four coordinated elements:

1. Define goals and objectives (Strategic Plan)
2. Identify resources needed to complete objectives and achieve goals (Strategic Financial Plan)
3. Secure resources and execute plans to complete objectives (Annual Operating Budget and Tactical Plans)
4. Evaluate results (Annual Program and Service Analysis)

June marks the end of both the fiscal and academic years. The integrated planning process begins with the assessment of academic and administrative programs, as defined in the Annual Program and Service Analysis (APSA) process. The APSA analyses impact Strategic Financial Planning. By November, the annual financial audit is complete and prior year operating results will be analyzed. With revisions to the strategic plan and the analysis of prior year operations in hand, the strategic financial plan can be updated and guidelines for developing the annual budget and tactical plans formulated.

Departmental effectiveness plans and budget materials are reviewed and revised as necessary between November and January. The budgeting process begins in earnest in January with distribution of budget guidelines, materials and data files, coinciding with the development of Colleges' tactical plans. In addition to forming the annual operating budget, the tactical plans support development of APSA program goals and plans for the coming academic year.

Budget Policies

All budget transfers between line items (objects of expenditure) require board approval, as do transfers between programs (activities) and funds. The Office of Finance audits initial budgets and transfers completed by Colleges and District Offices for reasonableness and compliance with the Community College Act and Board rules. If Colleges' performance is better than budget (actual margin achieved is better than planned margin) and additional funds are available within the District, those Colleges exceeding expectations may receive additional support for their operations during the fiscal year.

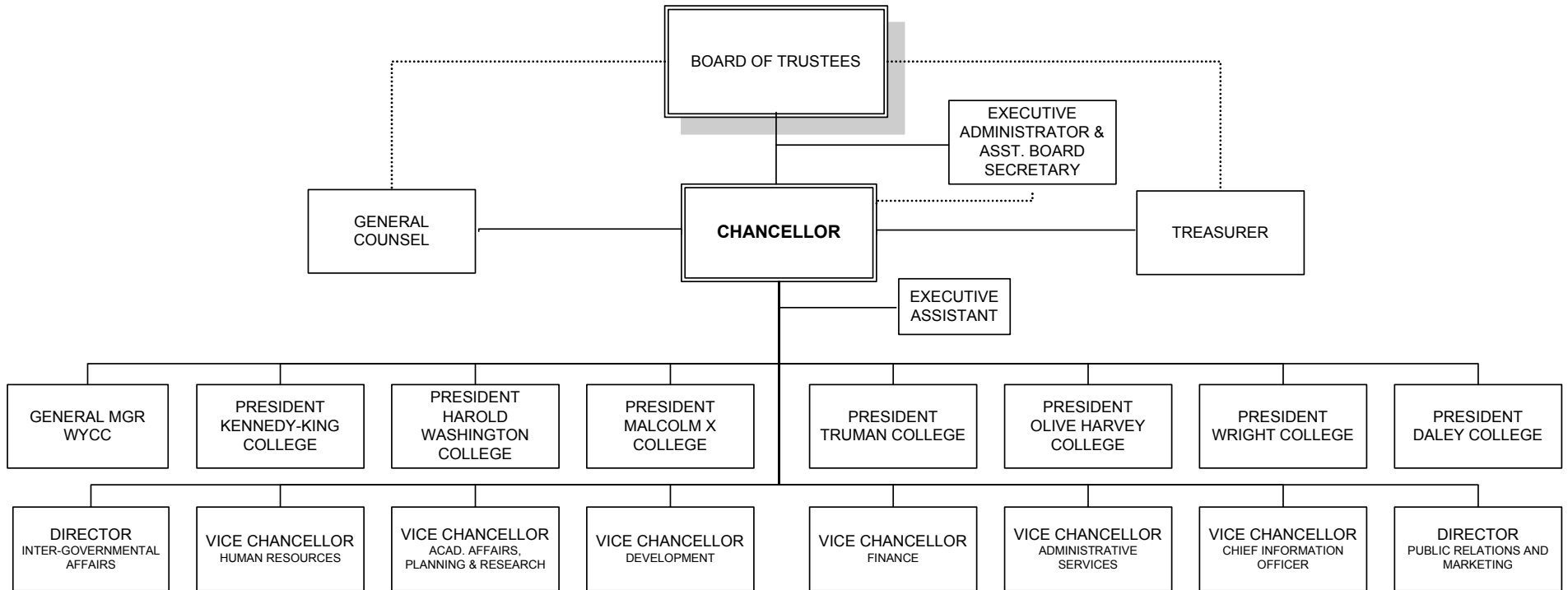
Basis of Budgeting

The District's fiscal year starts July 1 and ends June 30. It follows the Governmental Accounting Standards Board's accounting policies. Budgets are presented using the Modified Accrual basis—fund accounting. Summer school tuition revenues and in-

structional costs are accounted for in the fiscal year that the majority of instruction took place—in accordance with the ICCB, but not a Generally Accepted Accounting Principle. However, the net effect is minimal. It uses the National Association of College and University Business Officer's (NACUBO) Financial Accounting and Reporting Manual (FARM) guide to assign programs and funds. Contingencies are budgeted in the program where the expenditures are most likely to occur. 2003 data is audited but 2004 data has not been audited. 2003 credit hours are ICCB certified. 2004 credit hours are uncertified, but based on our submissions to the ICCB. Colleges estimate 2005 credit hours as the basis of the operating budget submitted to the Office of Finance. Some numbers in this book are off by \$1 due to rounding.

City Colleges of Chicago Organizational Chart

City Colleges consists of seven separately accredited Colleges, a District Office, and a public broadcasting system.



City Colleges of Chicago
Community College District No. 508

2005 Operating Funds Budget by College, Excluding Grant and Rental Funds

Type	Program Description	Kennedy King	Harold Washington	Malcolm X	Truman	Olive Harvey	Daley	Wright	WYCC	District Offices	General Appropriation	Total
Restricted and Unrestricted Credit Hours		160,610	174,248	234,404	344,251	143,567	261,170	243,139				1,561,389
Revenues												
	Local Government	13,483,041	7,011,443	8,394,563	8,385,737	9,319,439	6,110,221	9,325,007	2,359,570	26,777,575	4,824,403	95,990,999
	State Government	4,947,291	6,071,538	7,333,377	11,413,692	3,910,376	9,519,661	7,017,243	-	-	5,800,695	56,013,873
	Federal Government	47,976	38,573	41,297	26,643	38,151	37,326	20,034	-	-	-	250,000
	Tuition and Fees	7,649,647	15,259,414	6,250,300	8,601,144	4,800,000	8,706,686	11,277,850	-	-	1,000,000	63,545,041
	Auxiliary/Enterprise	666,847	1,200,000	646,970	497,000	39,984	676,820	713,221	350,000	293,935	1,500,000	6,584,777
	Investment Revenue	-	-	-	-	-	-	-	-	1,500,000	-	1,500,000
	Other Sources	86,800	346,000	6,646	153,000	245,175	342,000	280,705	-	1,129,057	-	2,589,383
Revenue Total		26,881,602	29,926,969	22,673,153	29,077,216	18,353,125	25,392,714	28,634,060	2,709,570	29,700,567	13,125,099	226,474,073
Expenditures by Program												
	Instruction	13,993,579	16,244,528	11,015,968	16,952,791	9,725,996	13,498,100	15,355,648	-	367,699	4,740,737	101,895,045
	Academic Support	1,895,956	1,418,982	2,339,830	1,350,140	896,671	1,639,884	2,949,386	2,603,974	1,388,039	1,029,781	17,512,643
	Student Services	1,967,219	3,040,051	1,513,681	3,329,553	1,933,736	2,391,927	2,475,411	-	-	1,000,000	17,651,578
	Public Service	895,441	2,145,040	332,777	857,586	297,763	729,135	908,427	120,000	441,593	1,500,000	8,227,763
	Auxiliary/Enterprise	390,838	5,200	50,000	25,417	-	418,170	531,461	212,346	153,417	-	1,786,849
	Operations and Maintenance	5,557,785	2,806,698	4,784,398	4,008,525	3,795,397	4,647,811	4,173,539	-	1,496,619	-	31,270,772
	Institutional Support	2,697,539	4,035,427	3,132,017	2,937,311	2,283,976	2,408,925	2,675,807	50,000	27,632,076	4,854,580	52,707,659
	Scholarships, Grants, Waivers	70,453	725,000	38,839	150,000	150,000	130,000	125,000	-	-	-	1,389,292
Total		27,468,810	30,420,927	23,207,510	29,611,323	19,083,539	25,863,953	29,194,679	2,986,320	31,479,442	13,125,099	232,441,601
Expenditures by Object												
	Salaries	16,546,238	18,981,107	14,624,981	19,985,116	12,107,852	16,899,274	19,428,887	1,378,974	7,874,412	1,053,886	128,880,728
	Employee Benefits	4,219,351	5,288,917	3,658,279	4,869,088	2,932,872	4,190,059	4,920,595	337,500	2,043,451	2,457,306	34,917,417
	Contractual Services	1,962,627	1,475,800	1,036,015	806,000	584,839	1,045,000	1,061,257	505,346	16,071,356	2,461,336	27,009,576
	Materials and Supplies	1,117,782	2,349,832	923,421	665,800	442,375	807,400	1,073,892	346,500	1,875,350	-	9,602,351
	Travel and Conference	72,639	139,500	129,713	78,322	97,500	125,221	106,382	20,000	279,097	-	1,048,374
	Capital Outlay	607,500	510,800	729,754	500,000	900,000	514,000	670,000	-	460,306	-	4,892,360
	Fixed Charges	-	14,000	218,562	80,000	2,000	127,700	5,700	300,000	45,983	-	793,945
	Utilities	1,861,695	517,200	1,416,495	1,272,954	1,031,180	1,135,658	1,030,300	98,000	2,397,083	-	10,760,566
	Other Expenditure	-	-	-	-	-	-	-	-	-	-	-
	Bad Debt	300,000	250,000	295,000	325,000	400,000	400,000	100,000	-	-	-	2,070,000
	Waivers and Scholarships	48,000	725,000	31,000	150,000	150,000	130,000	150,000	-	-	-	1,359,000
	Other Expenses	592,384	(113,655)	98,220	713,412	374,797	24,050	350,619	-	95,247	4,351,877	6,486,951
	Funding Reserve	-	-	-	-	-	-	-	-	-	2,800,694	2,800,694
	Re-Appropriated Enterprise	140,594	282,426	46,070	165,631	60,124	465,591	322,046	-	337,156	-	1,819,638
Total		27,468,810	30,420,927	23,207,510	29,611,323	19,083,539	25,863,953	29,194,679	2,986,320	31,479,442	13,125,099	232,441,601
Percent of Total Budget		12%	13%	10%	13%	8%	11%	13%	1%	14%	6%	100%
Change in Fund Balance		(587,208)	(493,958)	(534,357)	(534,108)	(730,414)	(471,240)	(560,619)	(276,750)	(1,778,875)	0	(5,967,527)

City Colleges of Chicago
Community College District No. 508

Operating Funds, Excluding Grant and Rental Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Un-Audited	FY 2005 Budget
Revenues					
	Local Government	86,489,155	92,203,133	85,642,142	95,990,999
	State Government	55,463,868	47,005,950	48,698,570	56,013,873
	Federal Government	176,202	227,501	346,498	250,000
	Tuition and Fees	55,782,322	57,972,468	55,756,960	63,545,041
	Auxiliary/Enterprise	7,533,584	8,992,347	4,030,006	6,584,777
	Investment Revenue	1,065,008	1,500,000	848,685	1,500,000
	Other Sources	3,146,276	1,020,000	2,287,618	2,589,383
	Revenue Total	209,656,415	208,921,399	197,610,479	226,474,073
Expenditures by Program					
	Instruction	87,251,990	90,936,085	90,544,382	101,895,045
	Academic Support	14,002,605	14,117,603	12,315,646	17,512,643
	Student Services	14,672,958	17,051,620	14,154,358	17,651,578
	Public Service	7,199,027	4,936,142	2,679,879	8,227,763
	Auxiliary/Enterprise	1,299,674	4,052,989	1,628,236	1,786,849
	Operations and Maintenance	29,708,215	30,442,523	29,574,876	31,270,772
	Institutional Support	50,254,528	53,750,859	41,764,961	52,707,659
	Scholarships, Grants, Waivers	1,507,748	493,690	1,501,232	1,389,292
	Total	205,896,745	215,781,511	194,163,570	232,441,601
Expenditures by Object					
	Salaries	117,219,325	124,394,609	121,359,352	128,880,728
	Employee Benefits	28,552,772	30,775,558	26,692,162	34,917,417
	Contractual Services	25,001,205	21,864,722	18,849,737	27,009,576
	Materials and Supplies	11,772,257	12,436,856	9,644,045	9,602,351
	Travel and Conference	1,498,951	1,803,359	828,575	1,048,374
	Capital Outlay	904,544	1,059,548	319,102	4,892,360
	Fixed Charges	1,762,292	2,161,163	1,313,845	793,945
	Utilities	9,832,329	9,910,828	8,846,602	10,760,566
	Other Expenditure				
	Bad Debt	42,710	2,338,711	3,296,368	2,070,000
	Waivers and Scholarships	1,706,454	1,536,120	1,565,249	1,359,000
	Other Expenditure	7,603,906	5,565,042	1,448,532	6,486,951
	Funding Reserve	-	1,934,995	-	2,800,694
	Re-Appropriated Enterprise	-	-	-	1,819,638
	Total	205,896,745	215,781,511	194,163,570	232,441,601
	Change in Fund Balance	3,759,670	(6,860,112)	3,446,909	(5,967,527)

2005 OPERATING RESULTS

Revenues

Property Taxes

City Colleges' property taxes are levied each calendar year on all taxable real property located in City Colleges' district. Property taxes are collected by the Cook and DuPage County Collectors and are submitted to the County Treasurers, who remit to the units their respective shares of the collections. Cook County taxes levied in one year become generally due and payable in two installments (March 1 and September 1 of the following year). The first installment is an estimated bill and is one half of the prior year's tax bill. The second installment is based on the current levy, assessment, and equalization. Any changes from the prior year will be reflected in the second installment bill. Taxes must be levied by the last Tuesday in December for the following levy year. DuPage County, which represents 2/100 of one percent, follows a similar practice as Cook County. The levy becomes an enforceable lien against the property as of January 1 of the levy year.

City Colleges is subject to the Property Tax Extension Limitation Law (PTELL), which limits the annual increase in property tax receipts by the lesser of the Consumer Price Index (cost of a basket of consumer goods, an inflation indicator) or 5%. Both DuPage and Cook Counties are subject to the PTELL rules. The levy will be increased by 1.9% above the 2003 levy (the CPI per the Bureau of Labor Statistics from December 2002 to December 2003) for the 2004 levy plus an additional percentage for new property. Property tax revenue consists of half of the 2003 and half of the 2004 levies. City Colleges anticipates levying the maximum amount for the following reasons:

- Projections suggest that, given the current operating environment, City Colleges will be operating at a loss in future years—fund balance is needed to secure future operations.
- Salaries, 56% of the current, non-grant, budget, tend to increase at the rate of national economic productivity. While academic productivity (students taught per faculty member) has remained, on a national level, constant over the past 20 years, national productivity growth (inflation adjusted output per working age person) has increased over 3% per year. This national growth has led to real (inflation adjusted) salary increases across the economy. Because educational institutions must compete with the private sector for employees, educational salaries have risen with this growth. Property taxes, however, increase at the rate of inflation. Thus, over time, the proportionate share of property tax funding diminishes. By raising property taxes by the maximum allowable rate, the impact of these rising costs is minimized.
- As affordable education is part of the District's Mission, it seeks to minimize the educational cost burden on students. Even the limited increases allowed for property tax levies help the District to keep tuition affordable for students.
- City Colleges strives to increase its proportion of full-time faculty to 60%. Given current unstable state funding, the District must rely on property taxes to fund additional faculty hiring to improve this ratio.

State Funding Analysis

	2001	2002	2003	2004	2005
Base Operating	34,084,851	30,289,367	30,898,708	37,185,988	36,642,418
Equalization	16,770,460	16,187,546	9,932,836	1,513,902	50,000
Additional Designated/ Special Pops/ Other	6,898,946	6,434,589	7,000,000	-	
Workforce Development	1,672,233	2,240,121	1,649,522	706,553	266,975
Retirees Health Insurance	735,000	719,600	626,600	626,600	626,600
P-16 Initiative	-	-	101,076	102,022	102,648
Additional Grant					15,000,000
Funds Designated to Other Agencies					
Advanced Technology	1,506,610	1,366,708	1,167,196	-	
Deferred Maintenance	622,520	652,040	453,341	2,984,600	
Total	62,290,620	57,889,971	51,829,279	43,119,665	52,688,641
Annual Increase (Decrease)		(4,400,649)	(6,060,692)	(8,709,614)	9,568,976
Percent Change		-7.1%	-10.5%	-16.8%	22.2%
Cumulative Percent Change		-7.1%	-16.8%	-30.8%	-15.4%
State-Wide Percent Change		4.4%	-2.7%	-9.4%	-0.8%
State-Wide Cumulative Percent Change		4.4%	1.6%	-8.0%	-8.8%

This table includes ICCB Restricted grants and excludes Corporate Personal Property Replacement Tax. Hence, the total figures do not reconcile to the Unrestricted budget schedule.

The District has experienced a 15% State funding decline since 2001, despite a one-time \$15 million grant to support 2005 operations. Since 2001, funding across the State declined by 8%, while City Colleges' loss was almost four times that amount. If City Colleges did not receive the \$15 million grant, the cumulative funding decline would have been 39%. The 2005 Corporate Personal Property Tax Replacement is presented net of a transfer to the Working Cash fund for bond debt service.

If State funding continues to decline, City Colleges will continue to have difficulty maintaining or enhancing the quality of its current programs and services.

Corporate Personal Property Tax Replacement funding is estimated at \$7 million. Of this amount, \$4 million will be transferred for debt service—leaving \$3 million for general operating support.

Distribution of State Grants

Base Operating Grants

The ICCB allocates base operating grant funding based on State-wide credit hour costs not covered by other sources. From this, the State determines a credit hour funding rate. The District distributes State base operating grants through the same methodologies. Credit hour grants are allocated based on 2003 unrestricted credit hours in each funding category. Restricted credit hours are funded through restricted grants and are not incorporated into Base Operating Grant calculations.

The square footage portion of the base operating grant is distributed based on the square footage across Colleges. See the next page for the distribution Calculations.

Career and Technical Education Grants

Kennedy King	249,271.67
Harold Washington	302,532.47
Malcolm X	155,454.62
Truman	146,469.02
Olive Harvey	117,128.27
Daley	211,099.36
Wright	139,500.59

The State grant supporting career and technical education for 2005 is estimated to remain at the same level as 2004.

2005 Base Operating Grant Calculation Summary

2003 Credit Hours	Baccalaureate	Business	Technical	Health	Remedial	ABE/ASE	Total
Kennedy King	32,875	5,398	14,601	15,071	7,222	2,315	77,482
Harold Washington	72,936	19,256	16,816	5,906	22,958	3,847	141,718
Malcolm X	32,794	5,776	4,758	10,929	13,298	49,205	116,760
Truman	51,697	5,290	7,178	4,882	10,222	106,356	185,625
Olive Harvey	35,672	4,590	6,604	6,881	8,773	12,958	75,478
Daley	53,176	6,326	13,036	3,770	16,467	76,431	169,206
Wright	77,618	4,354	8,083	7,035	28,082	24,075	149,247
Total	356,768	50,990	71,076	54,473	107,022	275,187	915,516

Rates	Baccalaureate	Business	Technical	Health	Remedial	ABE/ASE
2004	\$ 24.63	\$ 28.23	\$ 49.93	\$ 93.43	\$ 18.58	\$ 69.99
2005	\$ 21.72	\$ 27.90	\$ 59.26	\$ 94.88	\$ 18.68	\$ 56.87

2005 Calculations	Baccalaureate	Business	Technical	Health	Remedial	ABE/ASE	Total
Kennedy King	\$ 714,045	\$ 150,604	\$ 865,255	\$ 1,429,936	\$ 134,907	\$ 131,654	\$ 3,426,402
Harold Washington	1,584,170	537,228	996,516	560,314	428,855	218,779	4,325,863
Malcolm X	712,286	161,150	281,959	1,036,896	248,407	2,798,288	5,238,986
Truman	1,122,859	147,591	425,368	463,204	190,947	6,048,466	8,398,435
Olive Harvey	774,796	128,061	391,353	652,869	163,880	736,921	2,847,880
Daley	1,154,983	176,495	772,513	357,698	307,604	4,346,631	7,115,924
Wright	1,685,863	121,477	478,999	667,481	524,572	1,369,145	4,847,536
Total	\$ 7,749,001	\$ 1,422,607	\$ 4,211,964	\$ 5,168,398	\$ 1,999,171	\$ 15,649,885	\$ 36,201,026

Square Footage Grant		
College	Square Footage	Allocation
Grant Amount: \$ 441,392		
Kennedy King	822,501	\$ 89,104
Harold Washington	345,300	37,407
Malcolm X	578,743	62,697
Truman	553,700	59,984
Olive Harvey	525,040	56,879
Daley	661,166	71,626
Wright	587,940	63,693
Total	4,074,390	\$ 441,392

Total Base Operating Grant	
College	Allocation
Kennedy King	\$ 3,515,506
Harold Washington	4,363,270
Malcolm X	5,301,683
Truman	8,458,419
Olive Harvey	2,904,760
Daley	7,187,550
Wright	4,911,229
Total	\$ 36,642,418

Tuition and Fees

	2004 Actual	2005 Budget	Percent Change
Kennedy King	7,252,077	7,649,647	5.5%
Harold Washington	12,778,653	15,259,414	19.4%
Malcolm X	5,812,728	6,250,300	7.5%
Truman	7,781,039	8,601,144	10.5%
Olive Harvey	4,407,866	4,800,000	8.9%
Daley	7,363,110	8,706,686	18.2%
Wright	10,361,487	11,277,850	8.8%
General Appropriation	-	1,000,000	
Total	55,756,960	63,545,041	14.0%

The District raised the Credit tuition rate \$10 dollars to \$62 per credit hour (Skills and Continuing Education rates were also raised to \$62 per credit hour). It expects tuition charging credit hours (Credit, Skills, and Continuing Education) to increase 2.7%. The realized tuition and fees rate per credit hour as of the 8th class day was \$73 in 2004. Fees raise the realized rate above the credit hour tuition rate. This rate is expected to increase to \$83 per credit hour based on tuition increases.

The District expects flat overall enrollment in 2005, despite a 2% increase in College Transfer credit hours resulting from District initiatives that emphasize retention. Declines in Continuing Education credit hours are expected because the tuition rate increase, which raised **all** tuition to \$62 per hour, doubled Continuing Education rates. The District will implement Initiatives intended to produce an increase in Skills credit hours. Adult Education credit hours will decrease due largely to decreases in English as a Second Language credit hours. Strict immigration requirements have led to a decline in demand for these programs. Unless the regulatory environment changes, it is not expected to return to previous levels.

Three Year Credit Hour Comparison as of 8th Class Day

Year	Type	Harold		Malcolm X	Truman	Olive		Wright	Total
		Kennedy King	Washington			Harvey	Daley		
2005 Credit Hours (Projected for 8th Class Day)									
	Credit	71,041	148,176	84,811	102,350	60,937	99,868	132,374	699,556
	Continuing Education	4,176	3,691	2,154	3,925	4,937	6,087	5,793	30,763
	Skills	16,569	13,427	717	2,667	-	3,641	2,176	39,197
	ABE/ASE/ESL	68,824	8,954	146,723	235,309	77,693	151,574	102,796	791,872
	Total	160,610	174,248	234,404	344,251	143,567	261,170	243,139	1,561,389
2004 Credit Hours (Actual 8th Class Day Enrollment)									
	Credit	68,972	143,860	82,341	97,476	62,015	99,868	132,374	686,906
	Continuing Education	5,800	3,619	2,112	3,925	5,424	6,087	8,179	35,145
	Skills	15,780	11,988	717	2,667	-	3,641	2,866	37,659
	ABE/ASE/ESL	66,828	6,396	145,270	238,882	95,380	151,574	103,066	807,396
	Total	157,380	165,863	230,440	342,950	162,819	261,170	246,485	1,567,106
2003 Credit Hours (Actual 8th Class Day Enrollment)									
	Credit	67,020	146,004	74,062	90,445	63,282	91,621	129,379	661,813
	Continuing Education	4,963	3,730	1,755	4,461	7,896	7,026	7,208	37,038
	Skills	14,536	11,472	618	3,882	-	5,918	4,018	40,444
	ABE/ASE/ESL	63,231	5,670	164,329	247,680	90,119	151,890	115,717	838,636
	Total	149,750	166,876	240,764	346,468	161,297	256,455	256,322	1,577,931
2005 Change from 2004									
	Credit	2,069	4,316	2,470	4,874	(1,078)	-	-	12,650
	Continuing Education	(1,624)	72	42	-	(487)	-	(2,385)	(4,382)
	Skills	789	1,439	-	-	-	-	(690)	1,538
	ABE/ASE/ESL	1,996	2,558	1,453	(3,573)	(17,687)	-	(270)	(15,524)
	Total	3,230	8,385	3,964	1,301	(19,252)	-	(3,346)	(5,717)
2005 Percent Change from 2004									
	Credit	3%	3%	3%	5%	-2%	0%	0%	2%
	Continuing Education	-28%	2%	2%	0%	-9%	0%	-29%	-12%
	Skills	5%	12%	0%	0%	0%	0%	-24%	4%
	ABE/ASE/ESL	3%	40%	1%	-1%	-19%	0%	0%	-2%
	Overall	2%	5%	2%	0%	-13%	0%	-1%	0%

Note: Adult Education credit hours do not charge tuition

Auxiliary/Enterprise Revenue

The District is actively pursuing opportunities to grow these programs, largely through the Colleges' Business and Industry operations. Customized contract training is a major part of the District's Public Service mission and also presents opportunities for significant revenue enhancement.

Other Sources

The majority of these revenues relate to facilities rentals. This will increase because the District aggressively seeks to rent its facilities to the community.

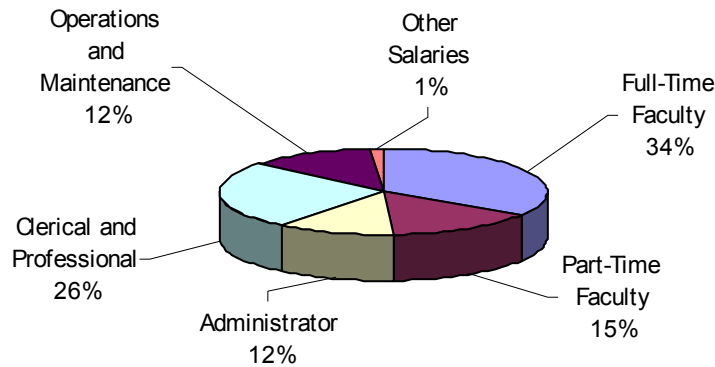
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City Colleges of Chicago
Community College District No. 508

Current Funds Salaries and FTE Analysis, Excluding Grant and Rental Funds

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	538	554	610
	Part-Time Faculty	1,046	1,070	1,031
	Administrators	199	188	189
	Clerical and Professional	752	824	894
	Operations and Maintenance	410	479	474
	Full-Time Equivalent Total	2,945	3,116	3,198
Salaries				
	Full-Time Faculty	41,401,211	45,141,260	43,533,613
	Part-Time Faculty	16,321,272	18,327,602	19,410,590
	Administrators	15,148,417	14,967,732	15,105,402
	Clerical and Professional	27,053,685	27,373,615	32,983,688
	Operations and Maintenance	13,365,848	15,254,377	15,980,732
	Other Salaries	3,928,892	294,766	1,866,703
	Salaries Total	117,219,325	121,359,352	128,880,728
Average Salaries				
	Full-Time Faculty	76,928	81,482	71,367
	Part-Time Faculty	15,602	17,122	18,821
	Administrators	76,178	79,513	80,129
	Clerical and Professional	35,991	33,219	36,897
	Operations and Maintenance	32,579	31,826	33,681
	Average Salaries	39,802	38,947	40,297

Salary Distribution Percentages



Salaries represent 56% of the total budget. Combined with benefits, employment costs represent 71% of the budget. Instructional Salaries represent 31% of the total budget.

Faculty

Approximately 60 faculty members retired at the end of 2004. Those vacant positions were filled. Additionally, the district implemented an initiative to increase the percentage of full-time faculty across the District. This led to the addition of 56 full-time faculty, a 10% increase.

Administrators

No change in the total number of 2005 administrators is expected.

Clerical and Professional

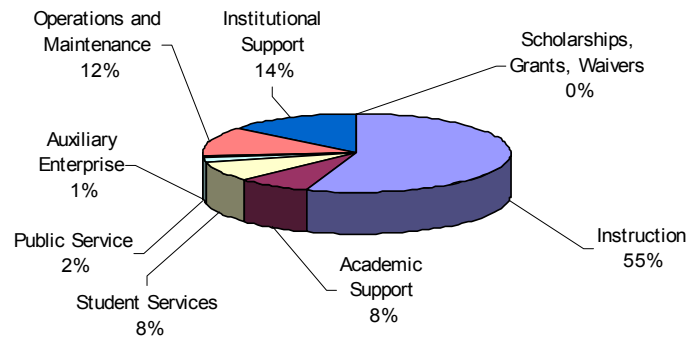
To calculate FTE Clerical, the Professional, and Operations and Maintenance staff the total hours worked for 2003 and 2004 was determined. Then, those hours were divided by 1,950 hours (37.5 hours a week, 52 weeks a year). This determines the FTE part-time staff. Then full-time staff was added to this figure. For 2005, the trends in pay were received for each job category between 2003, 2004 and 2005, adjusting for pay increases and decreases. The full-time equivalent staff was projected from the trend analysis. The actual 2005 full-time staff as of August 20, 2004 was used.

The District expects an increase in both the number of Clerical and Professional Staff and the total salaries. \$3 million of this increase is related to additional academic support salaries. Each college was appropriated \$200,000 to increase its tutorial and other academic support services. During the budget process, Colleges realigned other funds to grow their tutoring expenditures. Student Services salaries increased by \$1.5 million, and Public Service salaries increased by \$500,000 compared to 2004. The remaining \$400,000 increase is the result of in-sourcing of Information Technology staff and filling vacant positions. The 1708 Clerical and Professional union will also see 3.5% pay increases in 2005, according to its contract.

Operations and Maintenance

The District expects a \$700,000 increase in Operations and Maintenance salaries, driven largely by an increase in staffing levels. Timely capital, improvements would reduce facilities maintenance costs, lowering the number of required maintenance staff.

Non-Grant Funds Salary Alignment



Benefits

The District expects a 31%, or \$8.2 million increase in benefits from 2004 to 2005. This increase is driven by:

- New full-time staff benefits are expected to cost an additional \$2.5 million.
- Retiree health care costs will increase by \$2 million from 2004 to 2005, as more people enter retiree pool.
- According to the Bureau of Labor Statistics, benefits rates in our industry should increase about 13% per year. This resulted to a \$3.7 million, in additional benefits budget.

Contractual Services

Contractual Services represent payments to outside organizations for services. Contractual Services are expected to increase by \$8.1 million in 2005. Approximately, \$4 million of this amount is related to Office of Information Technology projects that include:

Office of Information Technology Projects

Project	Amount
Data Center–Network Management, Software Maintenance, and Licenses	1,511,277
Infrastructure Technology Improvements and Cyber Security	1,038,697
Enterprise Integration Support	1,094,380
Total	3,644,354

The other \$400,000 in Information Technology contractual services relates to miscellaneous improvement projects. The Office of Information Technology expects that spending on these projects will lead to a \$1.2 million decrease in operating cost by fiscal 2007.

A \$1.2 million increase in contractual services is related to Customized Training. This increase is accompanied with an increase in Enterprise revenue. The District is striving to increase its Business and Industry services spending to enhance its public service mission and generate new revenue opportunities.

A \$1.2 million increase in General Appropriation Contractual Services includes costs of Insurance, the Financial Audit, and Attorney’s fees.

Daley College joined the Chicago Transit Authority’s (CTA) University Pass (UPASS) program during spring term 2004. This will increase its Contractual Services in 2005 by \$200,000 from the prior year. Other Colleges expect a \$100,000 combined increase in UPASS expenditures. Increases in expenditures correspond with enrollment increases. Please note that in budget 2004, UPASS expenditures have been reclassified from Travel and Conference to Contractual Services in 2005.

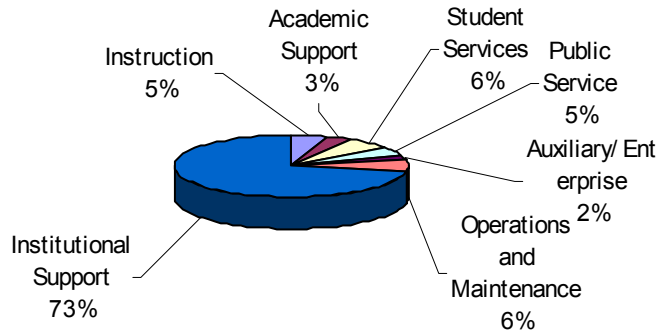
The Office of Development was appropriated \$290,000 in Contractual Services in 2004 to implement a Contributor Relations system. This system will be implemented in 2005 and the budget was re-appropriated.

A \$350,000 increase in Operations and Maintenance expenses across the district is expected. Increased maintenance costs will be incurred as the facilities continue to age and deferred maintenance funding is curtailed.

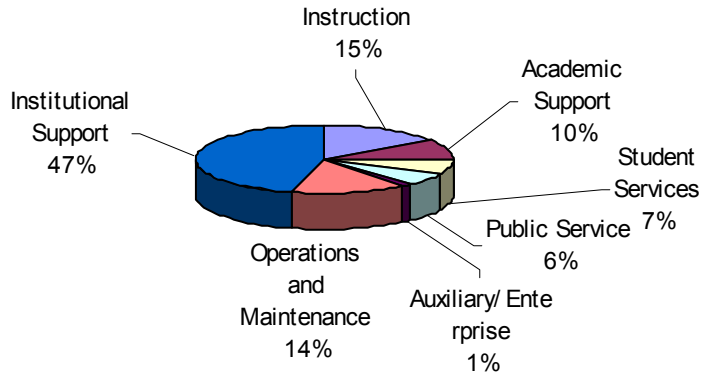
The French Pastry School expects \$300,000 of increases in Contractual Services, with accompanied increases in revenue.

Seventy-three percent, or about \$19 million of Contractual Services spending is related to Institutional Support, primarily as a result of the Office of Finance and the Office of Information Technology outsourcing and one-time consulting services related to the Student Administration system.

Contractual Services by Program



Materials and Supplies Expenditures by Program



Materials and Supplies spending will remain flat in 2005 compared to 2004 at \$9.6 million. Institutional Support materials and supplies, however, will decrease by about \$500,000. Other increases are driven by projected enrollment increases.

Travel and Conference

A \$200,000 increase in Travel and Conference expenditures in 2005 compared to 2004 is entirely related to increases in Professional Development. The District is committed to developing its faculty and staff. In the 2004 budget, the UPASS was budgeted under this category. 2003 and 2004 actual numbers reclassified the UPASS to Contractual Services.

Capital Outlay

The District appropriated \$4 million in classroom technology investments, accounting for the increase in this account.

Utilities

The Office of Administrative Services will take over electric and gas management in 2005. They have negotiated a contract requiring us to budget 10% above 2003 utilities costs. This leads to a \$1.9 million budget increase from 2004 actual—utilities in 2004 were less than 2003. By pooling the buying power of the entire District, the annual increases in Utilities costs can be reduced.

Bad Debts

The District anticipates a \$1.2 million decrease in 2005 bad debt expenditures compared to 2004 actual, despite an increase in Tuition and Fees. Bad debt expense is calculated as the percentage of tuition and fees revenue written off over the past three years. For a College to reduce bad debt expense, it must reduce write-offs in its current year and collect amounts written off in prior years. Colleges plan to reduce their bad debt through the following initiatives:

- Review partial payment policies
- Hire collection agencies to collect past due amounts
- Review financial aid procedures
- Disallow enrollment to students with bad debt

Tuition Waivers

The District expects to grant \$200,000 less in tuition waivers than in 2004 actual. Colleges have reviewed and adjusted their waiver and scholarships procedures. This included reviewing total Financial Aid granted to students.

Other Expenditure

Projected 2005 other expenditures increase by \$5 million compared to 2004 actual for various reasons, including:

- \$1 million in allowance for Colleges that generate more tuition revenue than projected. This allows us to add to their budgets so they can benefit from the excess revenue during the current year.
- \$1.5 million allowance for enterprise opportunities identified during the year but unknown as of the budget publication date.
- \$1.2 million for litigation settlements.
- \$1.3 million increase allowance for emergency at the Colleges.

Re-Appropriated Enterprise

Through agreement between the Board and the Colleges, Colleges receive an appropriation for their accumulated net revenues from prior year enterprise activities. Colleges are to use this money to grow their Enterprise programs. Total re-appropriated revenue for 2005 is about \$1.8 million.

Outlook

As with most public institutions, the District's financial future is uncertain. The following page projects operating deficits through fiscal 2009. Given the current operating environment, the fund balance could evaporate before fiscal 2008. The fund balance, not audited, is about \$40.3 million as of June 30, 2004. This means that with two years of \$20 million projected deficits our balance would reduce to zero. The projection basis is as follows:

Local Government: 2% annual inflationary increase each year.

State Government: \$15 million special appropriation not renewed in 2006. Funding will remain flat each subsequent year.

Federal Government: 2% annual inflationary increase each year.

Tuition and Fees: 5% increase each year.

Auxiliary/Enterprise Revenue: 15% increase each year.

Investment Revenue: Due to declining fund balances, revenue will remain flat.

Other Sources: Revenue will remain flat.

Salaries: 2% increase per year.

Employee Benefits: 13% increase per year, as projected by the Bureau of Labor Statistics. Retiree benefits will continue to increase.

Contractual Services: \$4 million Information Technology expenditure decrease in 2007. Expenditures remain flat in 2006, 2008, and 2009.

Materials and Supplies, Travel and Conference, Capital Outlay, Fixed Charges, Utilities, Other Expenditure, and Tuition Waivers: 2% inflationary increase each year.

Bad Debt Expense: 5% each year, commensurate with Tuition increases.

Funding Reserve and Enterprise Re-Appropriation: No expenditures projected in 2006 through 2009 because of projected funding declines.

Capital Spending: \$120 million deferred maintenance backlog. Without additional capital funding, this maintenance must be funded through operating funds.

City Colleges of Chicago
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Operating Net Revenue Projections

Type Program Description	FY 2005 Budget	FY 2006 Projected	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected
Revenues					
Local Government	95,990,999	97,910,819	99,869,035	101,866,416	103,903,744
State Government	56,013,873	41,013,873	41,013,873	41,013,873	41,013,873
Federal Government	250,000	255,000	260,100	265,302	270,608
Tuition and Fees	63,545,041	66,722,293	70,058,408	73,561,328	77,239,394
Auxiliary/Enterprise	6,584,777	7,572,494	8,708,368	10,014,623	11,516,816
Investment Revenue	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Other Sources	2,589,383	2,589,383	2,589,383	2,589,383	2,589,383
Revenue Total	226,474,073	217,563,862	223,999,167	230,810,925	238,033,819
Expenditures by Program					
Instruction	101,895,045	103,117,793	107,287,240	112,051,523	117,254,544
Academic Support	17,512,643	18,242,722	18,910,503	19,781,090	20,735,020
Student Services	17,651,578	18,446,654	19,062,881	20,023,319	21,082,100
Public Service	8,227,763	6,568,030	6,546,154	6,728,657	6,924,395
Organized Research	-	-	-	-	-
Auxiliary/Enterprise	1,786,849	1,822,065	1,760,760	1,800,986	1,844,146
Operations and Maintenance	31,270,772	32,280,122	34,123,527	36,290,034	38,548,988
Institutional Support	52,707,659	53,742,347	52,074,972	53,374,963	54,772,410
Scholarships, Grants, Waivers	1,389,292	1,417,285	1,445,866	1,475,048	1,504,849
Total	232,441,601	235,637,018	241,211,902	251,525,619	262,666,451
Expenditures by Object					
Salaries	128,880,728	131,458,342	134,087,509	136,769,259	139,504,644
Employee Benefits	34,917,417	39,456,681	44,586,050	50,382,236	56,931,927
Contractual Services	27,009,576	27,009,576	23,009,576	23,009,576	23,009,576
Materials and Supplies	9,602,351	9,794,398	9,990,286	10,190,092	10,393,894
Travel and Conference	1,048,374	1,069,342	1,090,728	1,112,543	1,134,794
Capital Outlay	4,892,360	4,990,207	5,090,011	5,191,812	5,295,648
Fixed Charges	793,945	809,824	826,020	842,541	859,392
Utilities	10,760,566	10,975,777	11,195,293	11,419,198	11,647,582
Other Expenditure					
Bad Debt	2,070,000	2,070,000	2,173,500	2,282,175	2,396,284
Waivers and Scholarships	1,359,000	1,386,180	1,413,904	1,442,182	1,471,025
Other Expenditure	6,486,951	6,616,691	6,749,024	6,884,005	7,021,685
Funding Reserve	2,800,694	-	-	-	-
Re-Appropriated Enterprise	1,819,638	-	-	-	-
Capital Spending	-	-	1,000,000	2,000,000	3,000,000
Total	232,441,601	235,637,018	241,211,902	251,525,619	262,666,451
Change in Fund Balance	(5,967,527)	(18,073,157)	(17,212,735)	(20,714,694)	(24,632,632)

Strategic Financial Management

The large deficits projected from 2006 through 2009 would be substantially addressed if the State Equalization formula provided equitable funding to City Colleges of Chicago. However, even with additional State funding, financial challenges will need to be addressed for 2009 and beyond.

The Office of Administrative Services commissioned a consulting firm to analyze our facility conditions. This team found a \$120 million deferred maintenance backlog and estimated that the District should be spending \$16 million more per year on its facilities. The current capital bonds cannot support this spending level. It will be difficult to maintain all existing facilities or fund repairs through the District's operating funds. This would reduce the money available for mission-related activities (Instruction, Academic Support, and Student Services).

The District's operations were reviewed to determine areas where spending can be decreased. Based on benchmarking information, the District cannot significantly reduce spending without cutting instructional programs. Without additional State funding, the District may be forced to cut programs.

The District's financial planning process is designed to continuously monitor and analyze these concerns. It strives to live within its funding means, secure new funding, and re-evaluate programs to provide the best service at our available funding level.

City Colleges of Chicago
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Summary of Current and Rental Funds for the Fiscal 2005 Budget

	Education Fund	Operation and Maintenance Fund	Auxiliary Enterprise Fund	Audit Fund	Liability, Protection, and Settlement Fund	Public Building Commission of Chicago Operations and Maintenance Fund	Restricted Purpose Fund	Public Building Commission of Chicago Rental Fund	Total
Fund Balance-July 1, 2003	29,318,872	2,195,652	1,140,631	199,527	2,266,108	1,714,912	(552,126)	46,428,742	82,712,318
Estimated FY 2004 Revenues	163,181,031	13,999,389	5,408,541	402,329	4,630,509	9,988,679	86,218,560	29,648,255	313,477,294
Estimated FY 2004 Expenditures	167,030,405	14,251,988	3,356,864	292,024	1,571,039	7,661,251	86,218,560	35,128,247	315,510,376
Net Increase (decrease) in 2004 Fund Balance	(3,849,374)	(252,599)	2,051,678	110,305	3,059,470	2,327,429	-	(5,479,991)	(2,033,082)
Estimated Fund Balance-June 30 2004	25,469,498	1,943,053	3,192,309	309,832	5,325,578	4,042,341	(552,126)	40,948,751	80,679,236
2005 Revenues									
Estimated 2003 Tax Levy	34,784,035	6,148,948	-	193,060	2,500,000	6,574,034	-	17,753,482	67,953,559
Estimated 2004 Tax Levy	37,823,085	11,250,000	-	198,658	2,384,136	-	-	15,402,413	67,058,292
Back Taxes Revenue	(1,640,000)	(300,000)	-	(10,000)	(80,000)	(270,000)	-	(850,000)	(3,150,000)
Estimated Loss and Cost	(2,544,049)	(608,963)	-	(13,710)	(168,145)	(230,092)	-	(1,160,456)	(4,725,415)
Local Government Grants	2	(0)	-	-	-	-	4,164,667	-	4,164,669
Total Local Government	68,423,073	16,489,985	-	368,008	4,635,991	6,073,942	4,164,667	31,145,439	131,301,105
State Government	55,351,637	-	-	-	-	662,236	20,967,151	-	76,981,025
Federal Government	250,000	-	-	-	-	-	66,109,882	-	66,359,882
Tuition and Fees	63,050,041	-	495,000	-	-	-	-	-	63,545,041
Auxiliary/Enterprise	-	-	6,584,777	-	-	-	-	-	6,584,777
Investment Revenue	1,500,000	-	-	-	-	-	-	-	1,500,000
Other Sources	786,351	1,129,057	673,975	-	-	-	519,135	-	3,108,518
Revenue Total	189,361,102	17,619,042	7,753,752	368,008	4,635,991	6,736,178	91,760,837	31,145,439	349,380,349
2005 Expenditures by Program									
Instruction	101,780,521	-	114,524	-	-	-	11,087,181	-	112,982,226
Academic Support	17,206,807	-	305,835	-	-	-	10,269,762	-	27,782,405
Student Services	17,651,578	-	-	-	-	-	8,497,027	-	26,148,605
Public Service	775,641	-	7,452,122	-	-	-	8,678,061	-	16,905,823
Organized Research	-	-	-	-	-	-	176,242	-	176,242
Auxiliary/Enterprise	863,777	-	923,072	-	-	-	126,316	-	1,913,165
Operations and Maintenance	5,477,174	16,253,756	-	-	-	9,539,842	1,437,918	-	32,708,690
Institutional Support	44,269,001	1,500,000	474,167	535,000	5,926,068	3,423	4,701,364	35,167,726	92,576,749
Scholarships, Grants, Waivers	1,389,292	-	-	-	-	-	46,786,967	-	48,176,258
Expenditure Total	189,413,791	17,753,756	9,269,721	535,000	5,926,068	9,543,265	91,760,837	35,167,726	359,370,163
Net Increase (Decrease) in 2005 Fund Balance	(52,689)	(134,714)	(1,515,969)	(166,992)	(1,290,077)	(2,807,087)	-	(4,022,287)	(9,989,814)

City Colleges of Chicago
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Education Fund

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 moveable equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the College. (ICCB Fiscal Management Manual)

With revenue projected to grow \$26 million and expenditures \$22 million, the 2004 deficit of \$3.8 million will be eliminated in 2005.

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues					
	Local Government	60,330,349	63,312,176	56,589,483	68,423,073
	State Government	54,787,382	47,005,950	48,698,570	55,351,637
	Federal Government	176,202	227,501	346,498	250,000
	Tuition and Fees	54,978,484	57,972,468	55,756,960	63,050,041
	Auxiliary/Enterprise	537,079	502,910	15,561	-
	Investment Revenue	1,064,587	1,500,000	848,685	1,500,000
	Other Sources	2,870,874	1,020,000	925,274	786,351
	Revenue Total	174,744,956	171,541,005	163,181,031	189,361,102
Expenditures by Program					
	Instruction	84,996,959	90,897,197	90,491,640	101,780,521
	Academic Support	13,951,890	13,813,513	12,315,456	17,206,807
	Student Services	14,672,958	17,051,620	14,154,358	17,651,578
	Public Service	1,054,561	65,932	264,387	775,641
	Auxiliary/Enterprise	806,704	1,571,858	799,880	863,777
	Operations and Maintenance	7,698,776	4,370,920	6,229,424	5,477,174
	Institutional Support	47,603,901	49,814,571	41,274,027	44,269,001
	Scholarships, Grants, Waivers	1,507,748	2,029,810	1,501,232	1,389,292
	Total	172,293,497	179,615,421	167,030,405	189,413,791
Expenditures by Object					
	Salaries	104,727,286	109,909,826	108,283,276	115,108,539
	Employee Benefits	27,323,130	26,873,292	25,207,615	25,292,107
	Contractual Services	16,945,304	16,932,044	15,804,789	21,441,212
	Materials and Supplies	9,918,582	8,886,152	8,063,264	7,444,419
	Travel and Conference	1,335,564	2,066,839	695,424	923,793
	Capital Outlay	198,881	924,994	251,391	4,746,474
	Fixed Charges	887,605	1,096,377	810,019	728,397
	Utilities	2,235,961	2,342,903	2,019,954	2,644,776
	Other Expenditure				
	Bad Debt	7,409	2,338,711	3,275,491	2,070,000
	Waivers and Scholarships	1,573,206	1,536,120	1,548,340	1,341,000
	Other Expenditure	7,140,570	4,773,168	1,070,842	4,872,134
	Funding Reserve	-	1,934,995	-	2,800,694
	Re-Appropriated Enterprise	-	-	-	247
	Total	172,293,497	179,615,421	167,030,405	189,413,791
	Change in Fund Balance	2,451,459	(8,074,416)	(3,849,374)	(52,689)

City Colleges of Chicago
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Operations and Maintenance Fund

This fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of the installation, improvement, 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. If approved by resolution of the local board, the payment of 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 are allowed. (ICCB Fiscal Management Manual)

Property tax funding will increase by about \$2.5 million in 2005 compared to 2004 actual. We expect a large benefits increase because, in the past, benefits were under-allocated to this fund.

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues					
	Local Government	13,066,235	14,879,899	13,999,389	16,489,985
	Other Sources	-	-	-	1,129,057
	Revenue Total	13,066,235	14,879,899	13,999,389	17,619,042
 Expenditures by Program					
	Instruction	1,201,064	-	-	-
	Operations and Maintenance	13,166,488	15,829,859	15,439,529	16,253,756
	Institutional Support	22,371	(1,103,809)	(1,187,542)	1,500,000
	Total	14,389,922	14,726,050	14,251,988	17,753,756
 Expenditures by Object					
	Salaries	8,033,205	10,787,346	10,601,634	10,544,189
	Employee Benefits	803,741	1,121,000	1,204,733	4,795,284
	Contractual Services	4,705,286	749,104	646,886	989,820
	Materials and Supplies	212,666	685,843	567,590	730,846
	Travel and Conference	550	6,561	5,290	7,882
	Capital Outlay	10,344	60,614	60,603	27,586
	Fixed Charges	9,935	1,651	1,651	33,498
	Utilities	614,195	1,296,971	1,146,825	621,395
	Other Expenditure				
	Other Expenditure	-	16,960	16,776	3,256
	Total	14,389,922	14,726,050	14,251,988	17,753,756
	Change in Fund Balance	(1,323,687)	153,849	(252,599)	(134,714)

City Colleges of Chicago
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Public Building Commission of Chicago Operations and Maintenance Fund

We use this fund to account for Operations and Maintenance expenditures associated with buildings owned by the Public Building Commission. In 2005, we will primarily budget utilities in this fund. We budget a large Use of Fund Balance because this fund has a large balance proportionate to its expenditures.

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues					
	Local Government	7,645,554	8,495,750	9,988,679	6,073,942
	State Government	-	-	-	662,236
	Revenue Total	7,645,554	8,495,750	9,988,679	6,736,178
 Expenditures by Program					
	Instruction	985,766	-	-	-
	Operations and Maintenance	8,161,928	8,822,386	7,655,971	9,539,842
	Institutional Support	-	5,280	5,280	3,423
	Total	9,147,693	8,827,666	7,661,251	9,543,265
 Expenditures by Object					
	Salaries	957,996	939,466	901,303	814,926
	Employee Benefits	-	-	-	78,072
	Contractual Services	767,670	771,342	594,781	612,221
	Materials and Supplies	488,962	640,695	483,426	546,002
	Travel and Conference	-	-	-	1,000
	Capital Outlay	11,671	39,207	7,107	-
	Fixed Charges	35,796	11,735	5,685	10,350
	Utilities	6,885,599	6,419,941	5,663,668	7,480,695
	Other Expenditure	-	5,280	5,280	-
	Total	9,147,693	8,827,666	7,661,251	9,543,265
	Change in Fund Balance	(1,502,139)	(331,916)	2,327,429	(2,807,087)

City Colleges of Chicago
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Audit Fund

The Audit Fund is established by 50 ILCS 310/9 of Illinois Compiled Statutes for recording the payment of auditing expenses. The audit tax levy is recorded in this fund, and monies in this fund are used for the payment of auditing expenses.

We are expecting large increases in this fund's expenditures from 2004 because we are engaging a new auditor in 2005, in accordance with our auditor rotation policy.

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues					
	Local Government	371,265	413,205	402,329	368,008
	Revenue Total	371,265	413,205	402,329	368,008
Expenditures by Program					
	Institutional Support	405,300	425,314	292,024	535,000
	Total	405,300	425,314	292,024	535,000
Expenditures by Object					
	Contractual Services	405,300	425,000	291,710	535,000
	Other Expenditure	-	314	314	-
	Total	405,300	425,314	292,024	535,000
	Change in Fund Balance	(34,035)	(12,109)	110,305	(166,992)

City Colleges of Chicago
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Liability, Protection, and Settlement Fund

This fund is established pursuant to 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. The tort liability and Medicare insurance/FICA tax levies 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 745 ILCS 10/9-107, for example, the payment of tort liability, unemployment, or worker's compensation insurance or claims, or 40 ILCS 5/21-110.1, i.e., the cost of participation in the federal Medicare/Social Security programs. Only the costs paid from levy funds should be accounted for in this fund. (ICCB Fiscal Management Manual)

Expenditures increased due to increases in employee benefits and contractual services. We shifted employment taxes to this fund from the Education fund. Insurance payments were classified as fixed charges last year and contractual services this year.

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues					
	Local Government	5,075,753	5,070,351	4,630,509	4,635,991
	Revenue Total	5,075,753	5,070,351	4,630,509	4,635,991
 Expenditures by Program					
	Operations and Maintenance	-	2,540,357	249,952	-
	Institutional Support	1,809,318	1,705,977	1,321,087	5,926,068
	Total	1,809,318	4,246,334	1,571,039	5,926,068
 Expenditures by Object					
	Salaries	156,976	153,886	142,281	153,886
	Employee Benefits	415,603	2,571,071	251,836	4,305,846
	Contractual Services	653,556	685,183	685,240	1,466,336
	Fixed Charges	501,195	832,000	487,487	-
	Other Expenditure	81,988	4,195	4,195	-
	Total	1,809,318	4,246,334	1,571,039	5,926,068
	Change in Fund Balance	3,266,434	824,017	3,059,470	(1,290,077)

Auxiliary and Enterprise Funds

Thirty-five enterprise accounts will operate in FY 2005. Most of these accounts provide customized/contract training or special interest instruction. Much of this training is targeted toward improvement of employee/workforce skills and retraining of displaced workers.

Auxiliary/Enterprise accounts have increased in number as the purpose and utility of these accounts becomes apparent to more faculty and staff. This area is expected to continue growing in FY 2005, from a combination of new projects and the expansion of existing projects.

The biggest change from FY 2003 to 2004 was a reduction in Harold Washington military program activities. Changes in the contract terms resulted in the transfer of administration for the Europe program from Germany to the United States. The effect of this was both a reduction in cost and revenue. Costs remained high in 2004 due to close out and relocation of the facilities and personnel in Germany.

Due to the customized training aspect of the enterprise activities, the Office of Workforce Development has a large and growing involvement with enterprise accounts. Approximately half of all active accounts are managed by Business and Industry Services staff. Among the more prominent activities undertaken by Business and Industry Services is the Chicago Manufacturing Campus (CMC) activity and the Allied Health program. Both of these activities provide screening, testing and training for potential job seekers based on needs identified by participating employers.

Performance of the enterprise account group was positive for 2004. Revenue exceeded expenses by about \$2 million. Facilities and commission payments were prominent in this group as evidenced by rental of property and vending commissions from ATM and food/beverage vending.

Looking ahead to 2005, prospects appear to be good for this group, judging from the intentions expressed by the Colleges and District Office. The Child Care Centers at Daley, Kennedy King, Malcolm X, Olive Harvey and Truman Colleges will use auxiliary accounts for the first time in 2005. Dawson Technical Institute will also see a surge in enterprise activity as a variety of technical training and skills programs are planned for FY 2005.

Most of the colleges have submitted budget projections indicating an expansion of enterprise activities in the coming year.

Auxiliary and enterprise accounts are gaining a higher profile and steadily gathering momentum each year. At the same time they are becoming more complex and challenging as needs and demands of today's educational environment increase and diversify. Further development of this area is underway and will ensure that these accounts serve a growing variety of needs while meeting established compliance and regulatory requirements.

City Colleges of Chicago
Community College District No. 508

Auxiliary Enterprise Fund

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues					
	Local Government	-	31,752	31,752	-
	Federal Government	-	-	-	-
	Tuition and Fees	803,838	-	-	495,000
	Auxiliary/Enterprise	6,996,506	8,416,031	4,014,446	6,584,777
	Investment Revenue	422	-	-	-
	Other Sources	275,402	73,406	1,362,344	673,975
	Revenue Total	8,076,167	8,521,189	5,408,541	7,753,752
Expenditures by Program					
	Instruction	68,201	342,978	52,742	114,524
	Academic Support	50,715	-	190	305,835
	Student Services	-	-	-	-
	Public Service	6,144,466	5,379,561	2,415,492	7,452,122
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	492,970	1,971,779	828,355	923,072
	Operations and Maintenance	4,538	-	-	-
	Institutional Support	413,638	246,405	60,085	474,167
	Scholarships, Grants, Waivers	-	-	-	-
	Total	7,174,528	7,940,724	3,356,864	9,269,721
Expenditures by Object					
	Salaries	3,343,862	2,604,084	1,430,859	2,259,188
	Employee Benefits	10,298	210,196	27,978	446,109
	Contractual Services	1,524,089	2,208,294	826,332	1,964,987
	Materials and Supplies	1,152,047	1,510,079	529,765	881,085
	Travel and Conference	162,837	194,458	127,861	115,700
	Capital Outlay	7,162	34,733	-	118,300
	Fixed Charges	327,761	39,400	9,004	21,700
	Utilities	96,574	31,013	16,155	13,700
	Other Expenditure				
	Bad Debt	35,302	-	20,877	-
	Waivers and Scholarships	133,248	-	16,908	18,000
	Other Expenditure	381,349	1,108,466	351,125	1,611,561
	Re-Appropriated Enterprise	-	-	-	1,819,391
	Total	7,174,528	7,940,724	3,356,864	9,269,721
	Change in Fund Balance	901,639	580,465	2,051,678	(1,515,969)

Restricted Purposes Fund

The Restricted Purposes Fund is used to account for monies that have restrictions regarding their use. Each specific project should be accounted for separately. 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. Additionally, this fund should be used to account for other State, federal, or other funds which are restricted for a specific purpose. (ICCB Fiscal Management Manual)

The two major components within this fund are federal student aid grants and restricted operating grants. The federal government reimburses low income students for tuition and fees costs through PELL, SEOG, and Work Study grants. The District serves as a pass-through for these grants—it collects the money and then pay the students. In private institutions, these grants are treated as agency funds.

Projected 2005 Federal Student Grants

College	Work Study	SEOG	Pell
Kennedy King	309,335	181,599	7,700,000
Harold Washington	378,345	222,118	8,000,000
Malcolm X	373,930	219,526	7,500,000
Truman	216,378	127,030	5,000,000
Olive Harvey	267,962	157,313	5,800,000
Daley	215,802	126,684	5,500,000
Wright	166,857	97,958	4,200,000
Total	1,928,608	1,132,228	43,700,000

Restricted Operating Grants

The District receives restricted operating grants, used for special purposes defined in the grant, from federal, State, local, and private agencies. The budget is expected to increase in 2005 from \$40 million, to \$45 million. As of September 6, 2004, The District has received awards of \$24.5 million, with an additional \$8.3 million for grants with year ends different from the fiscal year end.

City Colleges of Chicago
Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	2,150,025	2,497,027	4,164,667
	State Government	40,575,571	-	20,967,151
	Federal Government	58,599,468	62,707,799	66,109,882
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	403,521	-	-
	Investment Revenue	47,269	797	-
	Other Sources	662,570	21,012,936	519,135
	Revenue Total	102,438,423	86,218,560	91,760,837
 Expenditures by Program				
	Instruction	18,920,908	10,335,460	11,087,181
	Academic Support	10,168,291	9,252,991	10,269,762
	Student Services	4,684,153	7,133,506	8,497,027
	Public Service	6,814,654	6,682,437	8,678,061
	Organized Research	970	173,948	176,242
	Auxiliary/Enterprise	99,965	120,075	126,316
	Operations and Maintenance	4,453,321	1,771,361	1,437,918
	Institutional Support	6,328,603	4,528,758	4,701,364
	Scholarships, Grants, Waivers	51,038,738	46,220,023	46,786,967
	Total	102,509,603	86,218,560	91,760,837
 Expenditures by Object				
	Salaries	26,424,538	22,625,386	24,394,087
	Employee Benefits	2,990,359	3,929,745	5,048,401
	Contractual Services	9,699,028	4,957,908	4,944,559
	Materials and Supplies	4,787,597	5,140,937	6,552,106
	Travel and Conference	555,675	685,668	875,123
	Capital Outlay	3,247,195	1,396,726	1,531,357
	Fixed Charges	37,856	17,515	22,249
	Utilities	116,254	21,773	18,415
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	49,098,272	46,205,157	46,760,837
	Other Expenditure	5,552,828	1,237,743	1,613,703
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	102,509,603	86,218,560	91,760,837
	Change in Fund Balance	(71,179)	-	-

City Colleges of Chicago
Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 6, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	3,552,393
	Adult Education - EL/Civics	350,000
	Carl D. Perkins	3,762,271
	Comprehensive Program	141,480
	Bridges to Baccalaureate	417,856
	Child Care Access Means	241,495
	Educational Opportunity Centers Program	204,000
	Federal Technical Preparation	495,549
	Head Start Child Care	557,194
	Head Start Collaboration	605,295
	ISBE Food	222,500
	NASA Based Modular Chemistry	65,000
	National Youth Sports Program	348,000
	Physician Assistants Training	172,100
	Program Improvement	133,005
	Proyecto Access	81,060
	Strengthening Institutions	450,000
	Strengthening Institutions - Hispanic	140,340
	Summer Food Service Program	209,551
	Talent Search Program	489,615
	Upward Bound Program	220,000
	Federal Total	12,858,704
State		
	Adult Education - State Basic	3,500,000
	Adult Education - State Performance	2,097,744
	Adult Education - State Public Assistance	2,982,570
	Chicago Teacher Education Pipeline	39,000
	Child Development Center	295,417
	Community Based Organization	70,000
	Cooperative Work Study	95,100
	Employer Training Investment Program	48,510
	Illinois Arts Council Basic Operating	312,000
	Illinois Displaced Homemakers	58,410
	Minority Student Transfer Center	350,000
	P-16 Initiative	102,648
	Retirees Health Insurance	626,600
	Supported Employment	282,454
	Sustainable Energy Technology	80,000
	Vocational Development	235,840
	Workforce Development	266,975
	State Total	11,443,268
Non Government Grants		
	Ethics and Excellence in Journalism	5,500
	Non Government Grants Total	5,500
Other		
	Society of Hispanic Prof. Engineers	13,901
	State Pre Kindergarten	491,348
	Other Total	505,249
	Total Grants Awarded	24,812,721
	Grants Applied for	20,187,279
	Expected Student Aid Grants	46,760,837
	Grand Total	91,760,837

CAPITAL PROJECTS

The Office of Administrative Services manages capital projects across the District. It divides projects into Facility Renewal and Environmental projects. Examples of Facility Renewal projects include property improvements, architectural and structural, conveying systems, mechanical, and electrical projects. Examples of Environmental projects include addressing code compliance issues and adaptation (e.g., new classrooms).

Administrative services addresses the following criteria when deciding which projects to perform:

- Condition assessment (Good, Fair, Poor, Critical)
- Event Priority
 - Is there a life safety issue?
 - Is the deficiency causing occupant discomfort?
 - Will there be an energy payback?
 - Are aesthetics compromised?

Administrative Services schedules projects based on the event priority.

Major Projects

District-Wide Energy Projects

These projects reduce energy consumption across the District with realized future utilities cost savings.

New Kennedy King

Plans are in place to build a new Kennedy King College. The new college will have six buildings and house WYCC and a Culinary center. The new College will be fully equipped for all technological needs.

Harold Washington Remodel

Harold Washington is undergoing a complete remodeling. Improvements include information technology infrastructure upgrades, remodeled classrooms, and improved aesthetics.

Malcolm X Remodel

This project will include installation of automation systems, controlling utility costs and renovation of air systems. The project will also include interior remodeling, including classroom upgrades.

**City Colleges of Chicago
FY 2005 Annual Capital Spending Forecast**

	Districtwide	Daley	District Office	Harold Washington	Kennedy King	Malcolm X	Olive Harvey	Truman	Wright	Total
Energy Upgrade Project	2,950,803									2,950,803
Workforce Prep Centers	5,148,000									5,148,000
Electrical Distribution Systems Upgrade	4,000,000									4,000,000
Parking Lot/Sidewalk Repair	12,000,000									12,000,000
Maintenance and Infrastructure Management Systems	1,000,000									1,000,000
Closed Circuit Security TV	3,500,000									3,500,000
Access Control - ID Card Systems	1,000,000									1,000,000
Various Capital Projects	1,500,000									1,500,000
Industrial Technology Center		1,250,000								1,250,000
Renovate Building 100 One Stop Center		54,000								54,000
Various Capital Projects - Daley Main Campus		911,561								911,561
Various Capital Projects - West Side Tech		328,125								328,125
Various Capital Projects - District Office			394,770							394,770
Renovation Project - Harold Washington				18,000,000						18,000,000
South Shore Culinary Institute					3,922,518					3,922,518
New Kennedy-King College					30,000,000					30,000,000
Various Capital Projects - Dawson Tech					278,728					278,728
Building Renovation - Malcolm X Main Campus						9,455,500				9,455,500
Allied Health Center Renovation						6,000,000				6,000,000
Interior Renovation - West Side LC						3,000,000				3,000,000
New Transportation Building							3,722,000			3,722,000
New Campus Entrance							1,815,000			1,815,000
Various Capital Projects - Olive Harvey Main Campus							984,450			984,450
Interior Renovations - Truman Phase I Bldg								780,000		780,000
Various Capital Projects - Truman Main Campus								1,204,298		1,204,298
Various Capital Projects - Wright Main Campus									1,020,713	1,020,713
Total FY 2005 Capital Fund	31,098,803	2,543,686	394,770	18,000,000	34,201,246	18,455,500	6,521,450	1,984,298	1,020,713	114,220,466

**City Colleges of Chicago
Total Capital Needs Forecast**

	Districtwide	Daley	District Office	Harold Washington	Kennedy King	Malcolm X	Olive Harvey	Truman	Wright	Total
Energy Upgrade Project	17,950,803									17,950,803
Workforce Prep Centers	5,148,000									5,148,000
Electrical Distribution Systems Upgrade	13,100,000									13,100,000
Parking Lot/Sidewalk Repair	12,000,000									12,000,000
PeopleSoft Enterprise System Infrastructure	60,870,398									60,870,398
Maintenance and Infrastructure Management Systems	1,000,000									1,000,000
Closed Circuit Security TV	3,500,000									3,500,000
Access Control - ID Card Systems	1,000,000									1,000,000
Various Capital Projects	1,500,000									1,500,000
Industrial Technology Center		5,250,000								5,250,000
Renovate Building 100 One Stop Center		54,000								54,000
Various Capital Projects - Main Campus		911,561								911,561
Various Capital Projects - West Side Tech		328,125								328,125
Various Capital Projects Renovation Project			394,770							394,770
South Shore Culinary Institute				18,000,000						18,000,000
New Kennedy-King College					5,922,518					5,922,518
Various Capital Projects - Dawson Tech					191,040,147					191,040,147
Building Renovation - Main Campus					278,728					278,728
Allied Health Center Renovation						9,455,500				9,455,500
Interior Renovation - West Side LC						6,000,000				6,000,000
Transportation Building						3,000,000				3,000,000
New Campus Entrance							3,722,000			3,722,000
Building 1 Renovation							1,815,000			1,815,000
Various Capital Projects - Main Campus							1,722,000			1,722,000
Interior Renovations							984,450			984,450
Various Capital Projects - Main Campus								780,000		780,000
Various Capital Projects - Main Campus								1,204,298		1,204,298
Various Capital Projects - Main Campus									1,020,713	1,020,713
Total FY 2005 Capital Fund	116,069,201	6,543,686	394,770	18,000,000	197,241,393	18,455,500	8,243,450	1,984,298	1,020,713	367,953,011

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DEBT ADMINISTRATION

The District has capital lease agreements with the PBCC covering various facilities. For each lease, the amounts necessary to meet the lease payments are accumulated. These amounts include principal and interest for PBCC debt service requirements and other payments required by the leases.

Upon payment of all obligations under each lease, all rights and title pertaining to the facilities will be transferred to City Colleges. Obligations under these lease agreements as of June 30, 2003, including principal and interest, are as follows:

	Principal	Interest	Other	Total
2004	\$ 19,170,000	\$ 8,411,726	\$ 7,050,000	\$ 34,631,726
2005	20,765,000	6,689,638	7,125,000	34,579,638
2006	22,505,000	4,958,966	7,200,000	34,663,966
2007	24,410,000	2,062,008	7,275,000	33,747,008
2008	31,695,000	1,220,758	2,250,000	35,165,758
Total	\$118,545,000	\$23,343,096	\$30,900,000	\$172,788,096

Other estimated payments consist principally of administrative charges assessed by the PBCC and amounts to be used for future repair and maintenance related to the leased facilities. Such amounts are recognized in the period incurred. Required annual rentals may be in excess of the PBCC's requirements for debt service and other expenses. As provided in the lease agreement, rent surpluses can be used either to reduce the next annual rental payment or the PBCC may finance future improvements to certain facilities.

The District also has issued working cash bonds. The bonds are due in annual installments, including interest at 5.9% to 6.9%, beginning May 1, 1996, and ending May 1, 2015. It has pledged a share of collections of the State of Illinois Corporate Personal Property Replacement Tax (CPPRT) in amounts sufficient to pay the principal and interest on the bonds. Collections of the CPPRT are deposited by the Illinois Department of Revenue in a separate and segregated escrow account maintained with Seaway National Bank of Chicago, as trustee, to secure payment of the bonds. The bonds will mature as follows:

	Principal	Interest	Total
2004	\$1,400,000	\$2,253,320	\$3,653,320
2005	1,700,000	2,163,720	3,863,720
2006	2,200,000	2,054,070	4,254,070
2007	2,370,000	1,909,970	4,279,970
2008	2,500,000	1,753,550	4,253,550
2009–2013	15,175,000	5,968,700	21,143,700
2014–2015	7,600,000	805,000	8,405,000
Total	32,945,000	16,908,330	49,853,330

City Colleges' legal debt margin, based on 2.875% of the equalized assessed value of \$45,309,524,105, is \$1,302,648,818. The remaining amount net of bonded indebtedness of \$151,284,132 is \$1,151,364,686.

City Colleges of Chicago

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	48,463	46,035	47,240	49,484	49,908	424	0.9%	1,445	3.0%
Pre-Credit	3,654	3,287	4,031	4,207	4,010	-197	-4.7%	356	9.7%
Continuing Ed.	13,511	13,177	12,321	10,575	9,840	-735	-7.0%	-3,671	-27.2%
Special Interest	39,951	36,865	34,821	34,099	29,234	-4,865	-14.3%	-10,717	-26.8%
Adult Education	59,942	60,800	60,818	58,595	54,708	-3,887	-6.6%	-5,234	-8.7%
ABE	20,979	20,036	19,021	17,404	15,878	-1,526	-8.8%	-5,101	-24.3%
GED	3,643	6,409	7,277	7,939	7,914	-25	-0.3%	4,271	117.2%
ESL	37,426	38,843	38,959	37,936	35,673	-2,263	-6.0%	-1,753	-4.7%
AHS	141	102	94	NA	NA	NA	NA	NA	NA
Vocational Skills	4,234	5,307	3,973	3,605	3,195	-410	-11.4%	-1,039	-24.5%
Mfg. Technology	215	237	233	342	810	468	136.8%	595	276.7%
Military *	8,706	11,490	10,626	7,803	1,582	-6,221	-79.7%	-7,124	-81.8%
Total (Unduplicated) No Military	151,493	148,881	147,120	146,030	138,709	-7,321	-5.0%	-12,784	-8.4%
Total, Unduplicated With Military	160,199	160,371	157,746	153,833	140,291	-13,542	-8.8%	-19,908	-12.4%

* Military programs include courses delivered by HW to U.S forces stationed in US military bases abroad and the continental U.S.

City Colleges of Chicago

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	19,094	18,551	19,649	21,403	22,007	604	2.8%	2,913	15.3%
Pre-Credit	819	734	834	830	813	-17	-2.0%	-6	-0.7%
Continuing Ed.	1,538	1,463	1,457	1,393	1,213	-180	-12.9%	-325	-21.1%
Adult Education	25,138	24,564	24,513	23,558	22,258	-1,300	-5.5%	-2,880	-11.5%
ABE	8,891	7,600	6,864	6,032	5,536	-496	-8.2%	-3,355	-37.7%
GED	1,424	1,851	2,260	2,502	2,235	-267	-10.7%	811	57.0%
ESL	14,823	15,113	15,388	15,024	14,488	-536	-3.6%	-335	-2.3%
AHS	68	47	47	NA	NA	NA	NA	NA	NA
Vocational Skills	1,634	1,785	1,589	1,360	1,158	-202	-14.9%	-476	-29.1%
Mfg. Technology	59	62	62	134	419	285	212.7%	360	610.2%
Military *	1,209	1,298	1,286	1,161	205	-956	-82.3%	-1,004	-83.0%
Total (Unduplicated) No Military	48,349	47,205	48,150	48,677	47,868	-809	-1.7%	-481	-1.0%
Total, Unduplicated With Military	49,558	48,503	49,436	49,838	48,073	-1,765	-3.5%	-1,485	-3.0%

* Military programs include courses delivered by HW to U.S forces stationed in US military bases abroad and the continental U.S.

City Colleges, District Wide
Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American Indian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	4,111	312	23,107	11,670	10,703	5	49,908
	8.2%	0.6%	46.3%	23.4%	21.4%	0.0%	
Continuing Education	1,030	82	4,504	2,080	2,144	0	9,840
	10.5%	0.8%	45.8%	21.1%	21.8%	0.0%	
Adult Education	2,440	178	12,758	31,875	7,294	163	54,708
	4.5%	0.3%	23.3%	58.3%	13.3%	0.3%	
ABE	247	110	10,536	4,289	683	13	15,878
	1.6%	0.7%	66.4%	27.0%	4.3%	0.1%	
GED	93	44	3,193	4,182	398	4	7,914
	1.2%	0.6%	40.3%	52.8%	5.0%	0.1%	
ESL	2,236	44	736	26,074	6,434	149	35,673
	6.3%	0.1%	2.1%	73.1%	18.0%	0.4%	
EHS (Evening School)	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Vocational Skills	566	28	1,657	423	521	0	3,195
	17.7%	0.9%	51.9%	13.2%	16.3%	0.0%	
Special Interest	1,931	241	12,571	7,274	7,213	4	29,234
	6.6%	0.8%	43.0%	24.9%	24.7%	0.0%	
Pre-Credit	272	21	2,112	1,172	431	2	4,010
	6.8%	0.5%	52.7%	29.2%	10.7%	0.0%	
Mfg and Technology	12	7	205	163	423	0	810
	1.5%	0.9%	25.3%	20.1%	52.2%	0.0%	
Unduplicated Total	9,190	776	50,636	51,445	26,499	163	138,709
	6.6%	0.6%	36.5%	37.1%	19.1%	0.1%	

City Colleges of Chicago									
Five-Year Trend of Certified Credit hours by Funding Category									
Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	Annual Change		5 Year Change	
						#	%	#	%
Baccalaureate and General Academic	314,540	297,759	315,891	357,068	379,536	22,468	6.3%	64,996	20.7%
Business and Service Occupational	39,272	49,513	47,947	50,985	46,883	-4,102	-8.0%	7,612	19.4%
Technical Occupational and Vocational	78,263	77,842	80,373	71,165	68,678	-2,488	-3.5%	-9,586	-12.2%
Health Occupational and Vocational	53,414	55,715	51,833	54,769	56,025	1,256	2.3%	2,611	4.9%
Remedial Education	99,726	93,509	100,284	110,972	114,147	3,175	2.9%	14,421	14.5%
Adult Basic & Adult Secondary Education, ESL	638,445	631,479	636,769	621,699	577,453	-44,247	-7.1%	-60,993	-9.6%
TOTAL	1,223,659	1,205,816	1,233,097	1,266,658	1,242,721	-23,937	-1.9%	19,062	1.6%
* Submitted, not yet certified									

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Kennedy King College

The College's focus during Fiscal Year 2004 was on increasing student enrollment by improving student retention, success and access. Emphasis was placed on selectively re-designing student services, improving academic support services and expanding partnerships that enhanced student success. Access was addressed by expanded scholarship opportunities, program expansion and new community services initiatives.

The student services leadership and staff increased the participation of new-to-credit students in new student orientation which helps inform, orient and connect new students to services that will enhance their chances for success in college. The 495 students who received orientation represented a 100% increase over the previous year. The orientation process was improved by providing a career interest profile to one third (33%) of participating students. This will provide students with a career road map for their college education.

Dawson Technical Institute provided training to 123 students under partnerships with Sodexo Food Service, City of Chicago Empowerment Zone, Youth Guidance/Healy South and City of Chicago Budget Office. The Automotive program entered a pilot internship agreement with the Chicago Transit Authority (CTA). Seven (7) students participated in the CTA Internship project and successfully completed the Bus Repair Pre-qualification Training. Six of the 7 students were hired by CTA full-time at a salary of \$15 per hour, and CTA has asked that the College continue the program. Many more students received training through Continuing Education partnerships with seven agencies.

The Illinois Department of Commerce and Economic Opportunity (DCEO) grant, combined with other College resources helped the College to furnish staff and open the Community Technology Resource Center in Fall 2003. The Center provides computer training and access to community residents and students. Services included internet access, web job search assistance, software and hardware instruction, and on-line registration. The center was strategically located adjacent the College Advising Center to facilitate inquiries by residents regarding enrollment opportunities.

Another approach to increasing access involved expanding high demand programs. Phase One of the French Pastry School expansion on the second floor of District Office was completed, increasing the enrollment capacity of the program. The Child Development program began the process of approval of the Infant and Toddler, intended to address a curriculum need and to expand student capacity.

Scholarship programs continued to grow as a means of encouraging and rewarding excellence, as well as providing additional much needed financial assistance to promising students. The 6th Annual Culinary and Hospitality Showcase Dinner generated over

\$86,000 for culinary scholarships. During Spring 2004, thirteen (13) students were awarded Florence Ballenger Scholarships, made possible through a gift from the estate of the former English faculty member at Kennedy-King College. In honor of her legacy, the scholarships will now be awarded annually to deserving students.

Kennedy-King's commitment to excellence and enriched academic experiences for students is exemplified in its science and health programs. Five biology students and a department faculty member participated in a summer research project at Argonne National Laboratories. The students presented the results to an audience of scientists, parents and students at Argonne. More research opportunities will become available through the College's participation in the Bridges to baccalaureate program, funded under a consortium arrangement with University of Illinois at Chicago and sister City Colleges, Daley and Malcolm X. In the allied health area, 100% of Dental Hygiene graduates succeeded in passing the registry examinations for licensure in the profession.

During FY 2005 the focus of the College will be on customer service, improved efficiency, and improving student success. The self study will be a central activity of the faculty, staff and administration in preparation for the Spring 2006 Evaluation Visit. Expansion and improvement of Dawson programs will continue and relocation of Washbourne Culinary Program to South Shore will be completed.

Kennedy King Analysis

Kennedy King primarily teaches College Credit and Vocational Skills courses. The college oversees a number of specialized programs, including Washburne Culinary Institute, The French Pastry School and Dental Hygiene. These programs, coupled with high facility costs, cause Kennedy King to have a higher cost structure than other colleges. New initiatives for 2005 at this college include investing \$449,000 in new faculty, advisors, and tutors and \$650,000 in additional Dawson Technical Institute expenditures to allow for growth in Enterprise activities.

Enrollment

Kennedy King expects a 2% increase in total enrollment compared to 2004 levels. Most enrollment increases derive from increases in College Credit and Skills increases. The College expects a decline in Continuing Education enrollment because of large tuition increases compared to 2004 rates. Because of this increased enrollment, coupled with control of course offerings, Kennedy King expects to increase its class size by one head per section in 2005.

Tuition and Fees

Kennedy King expects a \$400,000 increase in 2005 tuition and fees compared to 2004. Increases are driven by the \$10 tuition rate increase, an increase in tuition charging credit hours, and projected increases in enrollment at the French Pastry School.

Program Expenditures

Instruction

Kennedy King expects a \$450,000 decline in unrestricted instructional spending for 2005 compared to 2004. The increase in full-time faculty, coupled with control of course offerings, will lead to \$300,000 savings in part-time faculty salaries. These savings are offset by increases in both employee benefits allocations and instructional materials and supplies in 2005 compared to 2004 actual. The College is also appropriated \$600,000 for classroom technology investments, \$500,000 for Kennedy King and \$100,000 for Dawson Technical Institute.

Academic Support

Kennedy King plans to decrease its bad debt expense by \$455,000 compared to 2004. The college will actively pursue collecting previously written off debts and is assessing its tuition payment policies to limit future bad debts. This reduction allows for more Academic Support spending. An additional \$200,000 has been appropriated for tutoring expenditures. Kennedy King also reclassified some of its tutoring expenditures to Instruction, offsetting this category's total increase from 2004 actual.

Student Services

The expected increase in this category relates entirely to an increase in the employee benefits allocation.

Public Service

The College expects large increases in this category, including \$372,000 in salaries and contractual services for Dawson Technical Institute activities and \$140,000 in appropriation of prior year enterprise profit.

Operations and Maintenance

The increase in this category is due to Administrative Services budgeting a 10% increase in electrical and gas expenditures from the 2003 level.

Institutional Support

The \$455,000 decrease in Bad Debt expense more than explains the total decrease in this category in 2005 compared to 2004 actual. The college budgets a \$150,000 increase in Business Office salaries—they hired two clerks, an assistant business manager, and part-time bad debt collectors.

Spending Alignment

The college spends 70% of its total budget on mission-based activities. High Operations and Maintenance costs constrain the college from spending a larger portion of its budget mission-based activities.

Grants

The Office of Finance projects that Kennedy King will receive an additional \$1 million in non-student aid grant funding compared to 2004 actual. Federal student aid grants are expected to remain flat between years.

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Kennedy-King College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,610	3,637	3,772	4,126	4,225	99	2.4%	615	17.0%
Pre-Credit	395	372	546	600	536	-64	-10.7%	141	35.7%
Continuing Ed.	1,507	1,131	750	752	788	36	4.8%	-719	-47.7%
Special Interest	2,429	1,669	1,601	1,930	1,820	-110	-5.7%	-609	-25.1%
Adult Education	5,206	5,219	4,719	4,609	4,842	233	5.1%	-364	-7.0%
ABE	3,301	3,956	3,612	3,455	3,601	146	4.2%	300	9.1%
GED	826	572	913	904	1,130	226	25.0%	304	36.8%
ESL	1,211	1,215	945	850	873	23	2.7%	-338	-27.9%
AHS	56	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	2,313	2,071	1,083	868	789	-79	-9.1%	-1,524	-65.9%
Mfg. Technology	NA	NA	NA	110	106	-4	-3.6%	NA	NA
Total (Unduplicated)	13,891	12,744	11,164	11,426	11,572	146	1.3%	-2,319	-16.7%

Kennedy-King College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,641	1,636	1,758	2,040	2,151	111	5.4%	510	31.1%
Pre-Credit	61	56	78	78	70	-8	-10.3%	9	14.8%
Continuing Ed.	233	227	131	173	187	14	8.1%	-46	-19.7%
Adult Education	2,214	2,019	1,937	1,726	1,658	-68	-3.9%	-556	-25.1%
ABE	1,432	1,476	1,376	1,192	1,116	-76	-6.4%	-316	-22.1%
GED	295	117	233	231	196	-35	-15.2%	-99	-33.6%
ESL	488	427	328	302	346	44	14.6%	-142	-29.1%
AHS	20	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	892	761	604	493	455	-38	-7.7%	-437	-49.0%
Mfg. Technology	NA	NA	NA	70	69	-1	-1.4%	NA	NA
Total (Unduplicated)	5,061	4,700	4,508	4,580	4,590	10	0.2%	-471	-9.3%

Kennedy-King College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American Indian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	35	22	4,021	89	58	0	4,225
	0.8%	0.5%	95.2%	2.1%	1.4%	0.0%	
Continuing Education	7	5	746	19	11	0	788
	0.9%	0.6%	94.7%	2.4%	1.4%	0.0%	
Adult Education	195	24	3,666	884	71	2	4,842
	4.0%	0.5%	75.7%	18.3%	1.5%	0.0%	
ABE	16	22	3,350	148	64	1	3,601
	0.4%	0.6%	93.0%	4.1%	1.8%	0.0%	
GED	4	6	1,010	104	6	0	1,130
	0.4%	0.5%	89.4%	9.2%	0.5%	0.0%	
ESL	177	1	21	667	6	1	873
	20.3%	0.1%	2.4%	76.4%	0.7%	0.1%	
Vocational Skills	16	7	691	19	56	0	789
	2.0%	0.9%	87.6%	2.4%	7.1%	0.0%	
Special Interest	20	17	1,658	49	76	0	1,820
	1.1%	0.9%	91.1%	2.7%	4.2%	0.0%	
Pre-Credit	3	4	522	5	2	0	536
	0.6%	0.7%	97.4%	0.9%	0.4%	0.0%	
Mfg. Technology	1	1	95	7	2	0	106
	0.9%	0.9%	89.6%	6.6%	1.9%	0.0%	
<i>Unduplicated Total</i>	263	69	9,953	1,038	247	2	11,572
	2.3%	0.6%	86.0%	9.0%	2.1%	0.0%	

Kennedy King College									
Five-Year Trend of Certified Credit hours by Funding Category									
						Annual Change		5 Year Change	
Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	#	%	#	%
Baccalaureate and General Academic	29,540	28,099	27,146	32,884	34,924	2,040	6.2%	5,384	18.2%
Business and Service Occupational	5,111	4,860	5,322	5,398	5,147	-251	-4.6%	37	0.7%
Technical Occupational and Vocational	15,327	14,365	15,660	14,601	14,219	-382	-2.6%	-1,108	-7.2%
Health Occupational and Vocational	16,970	17,386	13,001	15,071	15,913	842	5.6%	-1,057	-6.2%
Remedial Education	7,694	6,756	7,961	9,065	9,248	183	2.0%	1,554	20.2%
Adult Basic & Adult Secondary Education, ESL	44,986	40,805	39,182	38,975	37,079	-1,896	-4.9%	-7,907	-17.6%
TOTAL	119,628	112,271	108,272	115,994	116,530	536	0.5%	-3,098	-2.6%
* Submitted, not yet certified									

Kennedy King College
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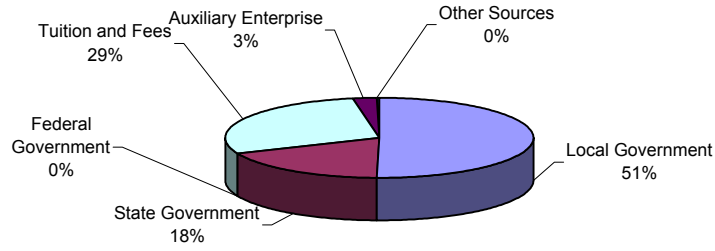
Unrestricted Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Revenues					
	Local Government	10,185,474	13,881,363	13,594,766	13,483,041
	State Government	6,040,909	4,399,250	4,330,460	4,947,291
	Federal Government	36,372	43,362	66,634	47,976
	Tuition and Fees	6,023,630	6,301,016	7,252,077	7,649,647
	Auxiliary/Enterprise	759,470	-	152,508	666,847
	Investment Revenue	-	-	-	-
	Other Sources	164,495	-	163,715	86,800
	Revenue Total	23,210,350	24,624,991	25,560,160	26,881,602
Expenditures by Program					
	Instruction	11,829,265	12,256,456	13,535,679	13,993,579
	Academic Support	1,411,965	1,596,151	1,463,886	1,895,956
	Student Services	1,932,184	2,144,399	1,813,009	1,967,219
	Public Service	229,508	10,153	6,700	895,441
	Auxiliary/Enterprise	360,629	438,299	404,990	390,838
	Operations and Maintenance	3,979,250	5,519,655	4,884,077	5,557,785
	Institutional Support	2,314,864	3,096,452	2,929,535	2,697,539
	Scholarships, Grants, Waivers	73,662	40,000	93,557	70,453
	Total	22,131,326	25,101,565	25,131,433	27,468,810
Expenditures by Object					
	Salaries	14,591,775	15,969,104	16,405,450	16,546,238
	Employee Benefits	3,542,915	4,080,946	3,631,842	4,219,351
	Contractual Services	852,258	818,810	2,072,424	1,962,627
	Materials and Supplies	1,036,583	1,382,597	800,946	1,117,782
	Travel and Conference	294,921	515,157	122,432	72,639
	Capital Outlay	(102)	23,090	5,696	607,500
	Fixed Charges	5,000	5,000	5,000	-
	Utilities	1,550,314	1,384,344	1,162,231	1,861,695
	Other Expenditure				
	Bad Debt	164,209	650,000	755,289	300,000
	Waivers and Scholarships	86,467	65,016	104,977	48,000
	Other Expenditure	6,986	0	65,145	592,384
	Funding Reserve	-	207,500	-	-
	Re-Appropriated Enterprise	-	-	-	140,594
	Total	22,131,326	25,101,565	25,131,433	27,468,810
	Change in Fund Balance	1,079,024	(476,574)	428,727	(587,208)

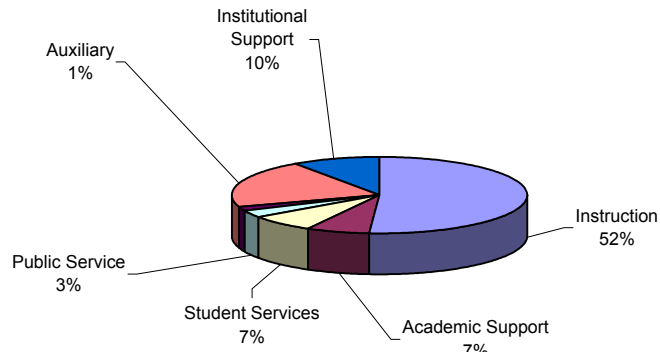
Kennedy King College
Community College District No. 508

Unrestricted Funds

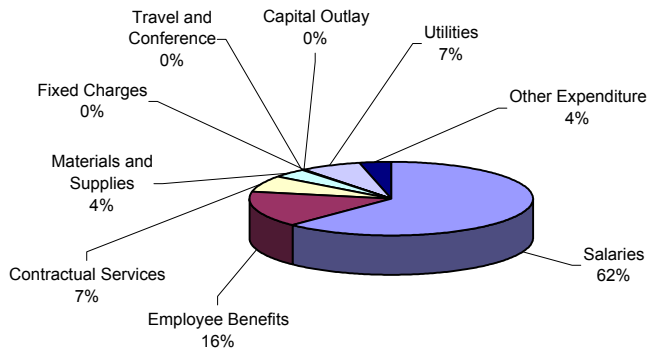
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Kennedy King College
Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	208,061	159,648	241,779
	State Government	1,781,073	-	2,024,135
	Federal Government	10,231,863	11,010,233	11,526,604
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	153,726	-	-
	Investment Revenue	-	-	-
	Other Sources	3,415	1,711,558	8,078
Revenue Total		12,378,136	12,881,439	13,800,596
Expenditures by Program				
	Instruction	1,957,720	973,590	1,037,984
	Academic Support	1,202,909	1,476,801	1,997,298
	Student Services	235,519	462,336	574,387
	Public Service	1,550,405	1,535,779	1,806,784
	Auxiliary/Enterprise	3,909	-	-
	Operations and Maintenance	-	20,790	32,044
	Institutional Support	(16,552)	131,666	137,778
	Scholarships, Grants, Waivers	7,421,110	8,280,477	8,214,322
Total		12,355,019	12,881,439	13,800,596
Expenditures by Object				
	Salaries	4,178,604	3,015,082	3,570,396
	Employee Benefits	405,814	496,433	703,820
	Contractual Services	61,970	124,387	220,299
	Materials and Supplies	512,760	613,032	683,678
	Travel and Conference	72,494	148,312	212,055
	Capital Outlay	73,380	70,050	37,843
	Fixed Charges	-	-	-
	Utilities	2,000	471	1,800
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	6,946,071	8,268,354	8,190,935
	Other Expenditure	101,925	145,319	179,771
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
Total		12,355,019	12,881,439	13,800,596
Change in Fund Balance		23,117	-	-

Kennedy-King College

Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 6, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	300,000
	Carl D. Perkins	1,363,418
	Child Care Access Means	52,612
	Federal Technical Preparation	51,354
	Head Start Child Care	223,949
	Head Start Collaboration	212,138
	ISBE Food	95,000
	National Youth Sports Program	80,500
	Program Improvement	38,571
	Talent Search	285,615
	Federal Total	2,703,157
State		
	Adult Education - State Performance	200,000
	Adult Education - State Public Assistance	800,000
	Child Development Center	87,306
	Community Based Organization	9,400
	Employer Training Investment Program	48,510
	Minority Student Transfer Center	49,300
	Workforce Development	35,000
	State Total	1,229,516
Non Government Grants		
	Ethics and Excellence in Journalism	5,500
	Non Government Grants Total	5,500
Other		
	State Pre Kindergarten	122,500
	Other Total	122,500
	Total Grants Awarded	4,060,673
	Grants Applied for	1,548,988
	Expected Student Aid Grants	8,190,935
	Grand Total	13,800,596

Kennedy King College
Community College District No. 508

Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	84	78	88
	Part-Time Faculty	83	98	93
	Administrators	28	20	21
	Clerical and Professional	113	120	124
	Operations and Maintenance	66	89	83
	Full-Time Equivalent Total	373	406	408
Salaries				
	Full-Time Faculty	5,772,804	6,288,885	6,131,777
	Part-Time Faculty	1,486,587	2,080,227	1,771,786
	Administrators	1,788,726	1,580,924	1,525,970
	Clerical and Professional	3,525,555	3,707,102	4,241,968
	Operations and Maintenance	1,901,423	2,750,222	2,636,737
	Other Salaries	116,681	(1,910)	238,000
	Salaries Total	14,591,775	16,405,450	16,546,238
Average Salaries				
	Full-Time Faculty	68,724	80,627	69,679
	Part-Time Faculty	17,958	21,184	19,072
	Administrators	63,883	77,539	74,429
	Clerical and Professional	31,307	30,877	34,308
	Operations and Maintenance	28,846	30,899	31,809
	Average Salaries	39,087	40,442	40,561



Harold Washington

Since it opened in 1962, Harold Washington College has served all types of learners. Students planning to transfer to four-year institutions begin at HWC and benefit from one of the lowest tuition rates in Illinois, as well as the College's guarantee to offer the classes it publicizes. Students seeking career advancement or vocational training benefit from HWC's partnerships with agencies, proximity to the workplace, and flexible schedule.

During fiscal year 2004, the Office of Vocational Training and Development developed and offered ten new courses. Among them were Parent Educational Workshops (PEWS) classes and new classes for personal development. The group also developed a student newsletter and currently participates in clinical staffing for each of their cases. In addition, the Customized Training Unit (for the City of Chicago and Cook County) developed new level two course offerings in "Spanish for the Workplace" and Microsoft Access. The unit also implemented a new pricing structure, and therefore generating a 42% increase in revenue in FY04 compared to FY03.

Seamless education through the partnership with the Chicago Public Schools and the Chicago Police and Fire Academy has come to full circle at Harold Washington College. In June of 2004, 67 public and private high school graduates completed the English and Math placement tests and applications for admission to Harold Washington College for fall 2004. These students have spent two years at Harold Washington College as Excel of Chicago Police and Fire Academy cadets. The students have taken courses in fire Science at the Fire Academy or Criminal Justice at the Police Academy or on the campus of Harold Washington College. The retention rate has consistently been in the 90% range. The Career Program unit recruited and enrolled 76 College Excel students during the fall of 2003. A total of 90 students were enrolled during the spring 2004 semester. Students who complete the College Excel program will receive dual credit from high school and college.

HWC continues to respond to the evolving educational needs of the students and to the workforce training needs of our business partners. That includes new training programs for our business and agency partners as well as a new curriculum that better prepares our students for transferring to a four-year college or for placement in a more challenging job. For example, an HWC Digital Multimedia Design student was hired by Ridale Advertising to develop a twenty-five minute video on African American Food Vendors. The video was shot at a local Jewel Food Store. After completing the project the student made reference to his preparation for the project due to his coursework by stating, "I had a chance to use almost everything I learned in my Digital Multimedia Design classes for this project".

Harold Washington College was honored by the University of Chicago Hospital Academy (UCHA) on September 5, 2003 for being a long-term education partner. Harold Washington College has also provided credit classes at the UCHA facility in Hyde Park for seven of the

ten years the Academy has operated as the training and recruiting center for the University of Chicago Hospital.

In addition, The Council on Quality and Leadership awarded Reaccreditation with Distinction for a period of three years to the Harold Washington College, Office of Vocational Training and Development. Reaccreditation with Distinction signifies provision of services of the highest quality.

Harold Washington College continues to strive for new endeavors and exciting challenges. Harold Washington College held its 40th Annual Commencement Exercises on Friday, May 7, 2004 at the Cadillac Palace Theatre. All special music for the graduation was performed by selected Harold Washington College voice students and accompanied by HWC faculty members. Over 200 students participated in the graduation ceremony.

Looking towards the future, the College has embarked on a mission to modernize our campus building which includes a renovated Library Media Center, the new and greatly expanded computer labs on the 4th floor, the all new classrooms on 7th and 10th floors and the new Community Room on the 11th floor. Harold Washington is creating a world-class facility fully equipped with all the latest instructional technologies to go with the excellence in education our faculty already provides. Whether our student body consists of returning students working on their Associate Degree, simply seeking credits to transfer, or perhaps a new student beginning his/her college career, we are pleased and proud to have each and every student become a scholar through enrollment at Harold Washington College.

Harold Washington Financial Analysis

Harold Washington teaches very little Adult Education. This college also generates the highest tuition revenue in the District. The additional tuition revenue offsets the higher cost of instruction. Also, coupled with large class sizes, this college requires less property tax support than most colleges. This college is in the middle of a massive remodeling project. When completed, these renovations should lead to additional enrollment. Harold Washington was granted about \$925,000 in 2005 to hire additional faculty, advisors, and tutors and \$500,000 to invest in new classroom technology.

Enrollment

Harold Washington expects its enrollment to grow by 5% over 2004 levels. The enrollment growth is fueled by expected increases in every category, including 40% growth in Adult Education enrollment. This College's Adult Education enrollment is the lowest in the District and is identified as a key growth area.

Tuition and Fees

Harold Washington expects 19% growth in 2005 tuition and fees revenue compared to 2004. Enrollment growth and the higher tuition rate per credit hour drive this increase.

Instruction

The \$1.4 million increase in these expenditures is related to the hiring of 15 additional faculty, and \$500,000 investment in classroom technology. Specifically, this College plans to add 15 new faculty in 2004. This will increase its percentage of College Credit courses taught by full-time faculty from 54% to 62%.

Academic Support

The increase in these expenditures is driven by a \$200,000 additional appropriation for new tutors.

Student Services

The College expects a \$320,000 increase in salaries, a \$250,000 increase in employee benefits, and a \$190,000 increase in contractual services in 2005 compared to 2004 actual expenditures. College efforts to improve services during the remodeling drive these increases.

Public Service

Harold Washington expects about the same amount of Public Service activity in 2005 as in 2004. Most Public Service revenue is derived from the College's military program. The increase in expenditures for 2005 from 2004 is related to the re-appropriation of prior year net revenue.

Operations and Maintenance

Increases in Contractual Services and Materials and Supplies expenditures are related to the remodeling project and drive the entire increase from 2004 actual to 2005 budget.

Institutional Support

Total expected expenditures are at about the same level in 2005 as in the 2004 budget. Strong position management allowed the College to perform better than budget in 2004.

Alignment

This College spends the lowest proportionate share in the District on Operations and Maintenance—the College has no grounds and only one facility. This low spending, coupled with relatively low Institutional Support expenditures, allows this College to spend 78% of its budget on Mission-related activities, the highest percentage in the District.

Grants

The Office of Finance projects that this College will receive an additional \$800,000 in restricted grants and its students will receive an additional \$400,000 in Federal Student Aid grants.

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Harold Washington College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	12,448	11,692	11,831	12,253	11,775	-478	-3.9%	-673	-5.4%
Pre-Credit	548	529	524	479	426	-53	-11.1%	-122	-22.3%
Continuing Ed.	4,678	3,848	3,357	2,551	3,104	553	21.7%	-1,574	-33.6%
Special Interest	11,276	10,895	10,014	9,717	7,222	-2,495	-25.7%	-4,054	-36.0%
Adult Education *	398	412	297	363	427	64	17.6%	29	7.3%
ABE	NA	NA	NA	NA	208	NA	NA	NA	NA
GED	NA	NA	NA	NA	140	NA	NA	NA	NA
ESL	NA	NA	NA	NA	98	NA	NA	NA	NA
Vocational Skills	25	1,474	1,433	1,473	1,497	24	1.6%	1,472	5888.0%
Military **	8,706	11,490	10,626	7,803	1,582	-6,221	-79.7%	-7,124	-81.8%
Total (Unduplicated) No Military	23,649	22,943	22,384	23,483	21,883	-1,600	-6.8%	-1,766	-7.5%
Total, Unduplicated With Military	32,355	34,433	33,010	31,286	23,465	-7,821	-25.0%	-8,890	-27.5%

* Until FY 2004, Harold Washington College did not have an Adult Education program. Students reported in this category were GED students enrolled through TV courses.

** Military programs include courses delivered by HW to U.S forces stationed in US military bases abroad and the continental U.S.

Harold Washington College
Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,468	4,271	4,418	4,822	4,752	-70	-1.5%	284	6.4%
Pre-Credit	183	182	195	176	161	-15	-8.5%	-22	-12.0%
Continuing Ed.	391	347	300	211	183	-28	-13.3%	-208	-53.2%
Adult Education*	96	102	78	84	88	4	4.8%	-8	-8.3%
ABE	NA	NA	NA	NA	33	NA	NA	NA	NA
GED	NA	NA	NA	NA	21	NA	NA	NA	NA
ESL	NA	NA	NA	NA	33	NA	NA	NA	NA
Vocational Skills	4	224	316	337	333	-4	-1.2%	329	8225.0%
Military **	1,209	1,298	1,286	1,161	205	-956	-82.3%	-1,004	-83.0%
Total (Unduplicated) No Military	5,142	5,126	5,307	5,632	5,517	-115	-2.0%	375	7.3%
Total, Unduplicated With Military	6,351	6,424	6,593	6,793	5,722	-1,071	-15.8%	-629	-9.9%

through TV courses.

** Military programs include courses delivered by HW to U.S. forces stationed in US military bases abroad and the continental U.S.

Harold Washington College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American In- dian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	1,354	98	5,175	2,382	2,766	0	11,775
	11.5%	0.8%	43.9%	20.2%	23.5%	0.0%	
Continuing Education	685	30	1,108	359	922	0	3,104
	22.1%	1.0%	35.7%	11.6%	29.7%	0.0%	
Adult Education	38	4	242	99	44	0	427
	8.9%	0.9%	56.7%	23.2%	10.3%	0.0%	
ABE	5	3	150	31	19	0	208
	2.4%	1.4%	72.1%	14.9%	9.1%	0.0%	
GED	3	3	95	29	10	0	140
	2.1%	2.1%	67.9%	20.7%	7.1%	0.0%	
ESL	32	0	5	44	17	0	98
	32.7%	0.0%	5.1%	44.9%	17.3%	0.0%	
Vocational Skills	513	12	539	50	383	0	1,497
	34.3%	0.8%	36.0%	3.3%	25.6%	0.0%	
Special Interest	902	81	3,412	885	1,942	0	7,222
	12.5%	1.1%	47.2%	12.3%	26.9%	0.0%	
Pre-Credit	163	2	110	118	33	0	426
	38.3%	0.5%	25.8%	27.7%	7.7%	0.0%	
Mfg. Technology	0	0	0	0	1	0	1
	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	
<i>Unduplicated Total</i>	3,085	200	9,611	3,518	5,469	0	21,883
	14.1%	0.9%	43.9%	16.1%	25.0%	0.0%	

Harold Washington College
Five-Year Trend of Certified Credit hours by Funding Category

Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	Annual Change		5 Year Change	
						#	%	#	%
Baccalaureate and General Academic	62,090	60,031	64,096	72,937	76,107	3,170	4.3%	14,017	22.6%
Business and Service Occupational	7,658	19,829	17,050	19,256	15,786	-3,470	-18.0%	8,128	106.1%
Technical Occupational and Vocational	14,525	15,839	16,896	16,894	16,536	-358	-2.1%	2,011	13.8%
Health Occupational and Vocational	6,802	7,588	7,298	5,866	4,030	-1,836	-31.3%	-2,773	-40.8%
Remedial Education	21,816	20,356	21,155	23,285	22,045	-1,240	-5.3%	229	1.0%
Adult Basic & Adult Secondary Education, ESL	3,776	4,348	4,092	4,487	4,788	301	6.7%	1,012	26.8%
TOTAL	116,667	127,990	130,587	142,724	139,292	-3,433	-2.4%	22,625	19.4%
* Submitted, not yet certified									

Harold Washington College
Community College District No. 508

Unrestricted Funds

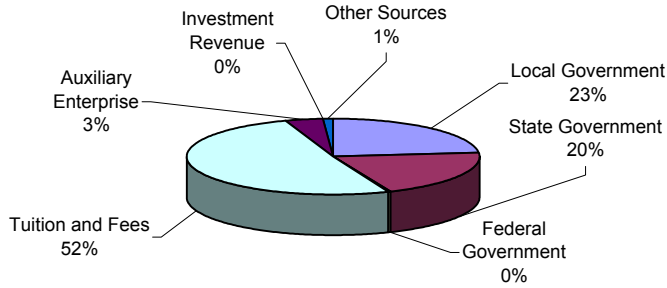
Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Revenues					
	Local Government	5,600,060	6,663,607	6,595,350	7,011,443
	State Government	6,394,314	4,739,707	4,371,625	6,071,538
	Federal Government	24,848	39,949	53,573	38,573
	Tuition and Fees	13,482,832	13,455,126	12,778,653	15,259,414
	Auxiliary/Enterprise	5,014,436	3,266,649	1,254,945	1,200,000
	Investment Revenue	422	-	-	-
	Other Sources	312,719	-	239,871	346,000
	Revenue Total	30,829,630	28,165,038	25,294,018	29,926,969
Expenditures by Program					
	Instruction	15,022,942	14,939,426	14,806,957	16,244,528
	Academic Support	1,365,532	1,326,971	1,286,524	1,418,982
	Student Services	2,485,413	2,667,903	2,399,386	3,040,051
	Public Service	5,900,007	3,126,847	1,444,531	2,145,040
	Auxiliary/Enterprise	9,400	8,148	5,147	5,200
	Operations and Maintenance	1,956,038	2,818,810	2,681,154	2,806,698
	Institutional Support	2,362,360	3,967,865	3,138,702	4,035,427
	Scholarships, Grants, Waivers	915,540	700,000	801,991	725,000
	Total	30,017,232	29,555,970	26,564,393	30,420,927
Expenditures by Object					
	Salaries	19,770,184	18,421,543	18,021,775	18,981,107
	Employee Benefits	3,916,059	4,788,517	4,101,632	5,288,917
	Contractual Services	1,551,500	1,240,323	803,396	1,475,800
	Materials and Supplies	2,423,760	2,467,206	1,616,133	2,349,832
	Travel and Conference	147,879	464,500	140,099	139,500
	Capital Outlay	-	-	-	510,800
	Fixed Charges	348,533	224,400	-	14,000
	Utilities	717,912	602,622	557,271	517,200
	Other Expenditure				
	Bad Debt	(194,523)	425,000	334,420	250,000
	Waivers and Scholarships	991,196	700,000	805,354	725,000
	Other Expenditure	344,733	(0)	184,312	(113,655)
	Funding Reserve	-	221,859	-	-
	Re-Appropriated Enterprise	-	-	-	282,426
	Total	30,017,232	29,555,970	26,564,393	30,420,927
	Change in Fund Balance	812,398	(1,390,932)	(1,270,374)	(493,958)

Harold Washington College

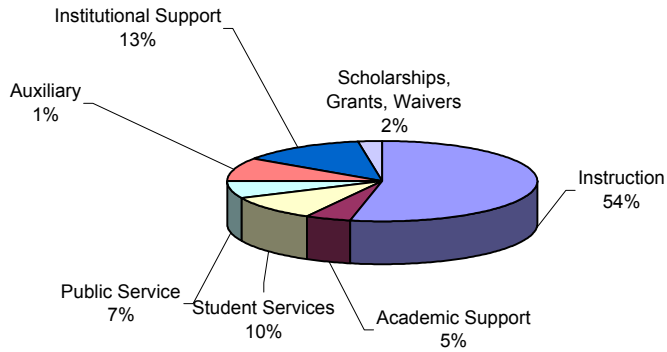
Community College District No. 508

Unrestricted Funds

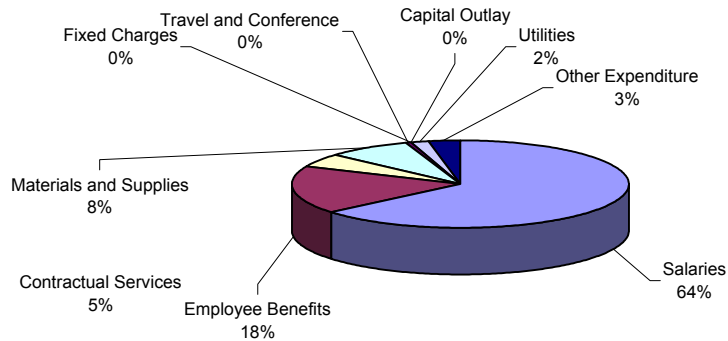
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Harold Washington College

Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	181,403	500	71,367
	State Government	999,515	-	1,423,505
	Federal Government	9,452,761	10,328,203	11,167,571
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	1,074,967	7,078
	Revenue Total	10,633,680	11,403,671	12,669,521
 Expenditures by Program				
	Instruction	692,284	466,519	611,421
	Academic Support	242,963	354,327	635,493
	Student Services	697,882	732,106	875,456
	Public Service	1,594,847	1,430,583	1,752,790
	Organized Research	-	155,948	156,638
	Institutional Support	35,491	37,431	37,260
	Scholarships, Grants, Waivers	7,374,237	8,226,756	8,600,463
	Total	10,637,704	11,403,671	12,669,521
 Expenditures by Object				
	Salaries	2,175,611	2,090,467	2,539,384
	Employee Benefits	198,840	278,898	390,174
	Contractual Services	217,013	155,578	240,573
	Materials and Supplies	394,332	352,361	390,909
	Travel and Conference	96,515	76,946	91,282
	Capital Outlay	47,070	-	25,343
	Fixed Charges	13,950	12,705	12,705
	Utilities	10,000	10,663	10,623
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	7,138,028	8,226,756	8,600,463
	Other Expenditure	346,344	199,296	368,063
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	10,637,704	11,403,671	12,669,521
	Change in Fund Balance	(4,025)	-	-

Harold Washington College

Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 6, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	50,000
	Bridges to Baccalaureate	204,932
	Carl D. Perkins	275,812
	Federal Technical Preparation	39,679
	NASA Based Modular Chemistry	65,000
	Program Improvement	19,951
Federal Total		655,374
State		
	Adult Education - State Basic	100,000
	Adult Education - State Performance	50,000
	Community Based Organization	9,400
	Cooperative Work Study	25,100
	Minority Student Transfer Center	49,300
	Supported Employment	282,454
	Vocational Development	235,840
	Workforce Development	35,000
State Total		787,094
Non Government Grants		
Non Government Grants Total		0
Other		
Other Total		0
Total Grants Awarded		1,442,468
Grants Applied for		2,626,589
Expected Student Aid Grants		8,600,463
Grand Total		12,669,521

Harold Washington College
Community College District No. 508

Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	89	101	116
	Part-Time Faculty	80	79	70
	Administrators	21	19	21
	Clerical and Professional	119	121	133
	Operations and Maintenance	44	48	45
	Full-Time Equivalent Total	354	369	385
Salaries				
	Full-Time Faculty	6,946,903	8,100,912	7,414,894
	Part-Time Faculty	2,697,507	2,173,070	3,243,264
	Administrators	1,576,053	1,538,194	1,542,187
	Clerical and Professional	4,055,428	4,377,671	5,344,902
	Operations and Maintenance	1,497,607	1,484,462	1,435,860
	Other Salaries	2,996,685	347,466	-
	Salaries Total	19,770,184	18,021,775	18,981,107
Average Salaries				
	Full-Time Faculty	77,870	80,207	63,922
	Part-Time Faculty	33,512	27,382	46,498
	Administrators	75,050	80,441	73,318
	Clerical and Professional	34,041	36,154	40,171
	Operations and Maintenance	34,067	30,859	32,070
	Average Salaries	55,879	48,883	49,352



Malcolm X College

Being the first of the City Colleges of Chicago, Malcolm X College has been striving to empower students with diverse backgrounds and abilities to achieve academic, career and personal success. During Fiscal Year 2004, our students, faculty, and staff have completed another wonderful year for the college.

Our student Mr. David Grinslade, a 2004 graduate and Phi Theta Kappa member, was named to the 2004 *All USA Academic First Team*, a significant recognition in the nation. Both Mr. Grinslade and Ms. Quartrena Robinson were named to the 2004 *All Illinois Academic Team*. Our Ladyhawks became the first women's basketball team in northern Illinois history to win the District C Champion. Our student newspaper, the *Malcolm XPress*, received five awards for its excellence from the Illinois Community College Journalism Association: one first place award for computer graphics and four fourth place awards for editorial, opinion, photography, and sports news. The Phi Theta Kappa student honor society has achieved "Five Star Status" for five consecutive years.

Our faculty continued to distinguish themselves. Two faculty members were nominated for 2004 *Who's Who Among American Teachers*. One faculty member was a Finalist for the 2004 Kathy Osterman Award for Public Service in the Education Category. New and seasoned faculty established new academic programs, produced art works, and published books. Many of them became active members of many events and committees in the college.

Our academic programs continued to maintain quality. This year, the Pharmacy and Physician Assistant Program successfully completed the re-accreditation self-study and site visit. Literature 120-Latin American Literature achieved the Illinois Articulation Initiative approval for transfer. Adult Education restructured and enhanced the off-campus class offering. Continuing Education and Business and Industry Services provided workforce development training to 4,705 individuals and established partnership programs with 18 government agencies, community-based organizations, and private enterprises. Our TRIO Talent Search, Upward Bound, and Educational Opportunity Center programs assisted about 1,700 area middle and high school students and community residents in access to college education.

Above all, Malcolm X College has achieved a five-year continuous enrollment increase in its credit program: 48% increase for the fall semester, 47% increase for the spring semester, and 102% increase for the summer semester over the five-year period. Our institution has won the national recognition as a model of exemplary community engagement by Campus Compact's Models of Civic Engagement Project funded by the Carnegie Foundation. Our very own President was awarded the 2004 Access Award by Introspect and received the Outstanding Educator Award from the Austin Youth Fund and the Austin Community Council.

As we have entered FY 2005, Malcolm X College will continue its commitment to improving the quality of all programs and services, expanding services to meet the needs of all students and workforce partners, increasing enrollment and retention, and effectively utilizing resources and maximizing revenue opportunities.

Financial Analysis

The College has seen the largest increase in College Credit enrollment growth. Strong academic administration, coupled with quality financial management enabled these increases. The College has seen decreases throughout the years in its proportionate share of Adult Education instruction. The main campus is the oldest facility in the District, as such, much of the facility is in need of capital improvement. Malcolm X College's administration is working with the District Office to implement planned capital improvements. Malcolm X College plans to add 15 Full-Time faculty in 2005, leading to a 10% increase in its number of College Credit courses taught by full-time faculty. The College has received additional appropriations of \$500,000 for classroom technology investments and \$200,000 for tutors.

Enrollment

The college increased its credit instruction by 17% over 2003 levels. The College expects to further these increases in 2005. The College expects total enrollment to grow 2% in 2005 compared to 2004.

Tuition and Fees

The College expects an increase in tuition and fees of approximately 8% for 2005 compared to 2004. Enrollment increases and tuition rate increases drive this change.

Instruction

The College's increase in instructional spending is driven by the \$500,000 appropriation for upgrading classroom technology.

Academic Support

The College shifted College Advisors salaries from Student Services to Academic Support, in accordance with NACUBO guidelines. This accounts for the total spending increase from 2004. The College also received an additional appropriation of \$200,000 for new tutors.

Student Services

The College shifted the Financial Aid department expenditures from Institutional Support to Student Services, in accordance with NACUBO guidelines. This accounts for the entire spending increase from 2004.

Public Service

The College plans to grow services to businesses and industry in 2005. The increase also includes a \$48,000 re-appropriation of prior year enterprise net revenue that will be used to grow these activities.

Operations and Maintenance

The increase in these activities is mostly related to increases in Utilities budgets. Also, as the main facility continues to age, Malcolm X will continue to see rising building maintenance costs.

Institutional Support

The College expects total spending, net of the financial aid department, to remain at the 2004 budget level. The college has cut administrative staffing but increased its spending on capital purchases and fixed payments. These items, net of Financial Aid, will lead to a small increase in total spending for 2005 compared to 2004 actual.

Spending Alignment

Operations and Maintenance costs as a percentage of budget are about 8% above the District average, due to the facility's condition. This high proportionate spending skews the percentage of the budget spent on Instruction—if Operations and Maintenance costs were lower, the percentage spent on Instruction would be higher and in line with District's average.

Grants

The Office of Finance projects that Malcolm X College will receive an additional \$1 million in non-student aid grant funding compared to 2004 actual. We expect federal student aid grants to increase by about \$300,000, driven by tuition-charging enrollment increases.

Malcolm X College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,958	4,381	4,701	5,067	5,526	459	9.1%	1,568	39.6%
Pre-Credit	523	436	584	602	661	59	9.8%	138	26.4%
Continuing Ed.	1,198	936	931	919	1,111	192	20.9%	-87	-7.3%
Special Interest	2,371	2,400	2,625	2,461	2,073	-388	-15.8%	-298	-12.6%
Adult Education	11,960	12,340	12,049	10,640	8,836	-1,804	-17.0%	-3,124	-26.1%
ABE	6,760	6,661	6,381	5,534	4,071	-1,463	-26.4%	-2,689	-39.8%
GED	796	1,350	1,330	1,876	1,584	-292	-15.6%	788	99.0%
ESL	4,614	5,042	4,771	3,812	3,714	-98	-2.6%	-900	-19.5%
Vocational Skills	246	188	151	205	214	9	4.4%	-32	-13.0%
Total (Unduplicated)	18,800	19,533	19,658	18,575	16,901	-1,674	-9.0%	-1,899	-10.1%

Malcolm X College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,741	1,881	2,155	2,362	2,643	281	11.9%	902	51.8%
Pre-Credit	87	71	92	87	91	4	4.6%	4	4.6%
Continuing Ed.	210	91	95	65	76	11	16.9%	-134	-63.8%
Adult Education	6,434	6,237	5,373	4,870	4,048	-822	-16.9%	-2,386	-37.1%
ABE	3,559	3,190	2,605	2,154	1,654	-500	-23.2%	-1,905	-53.5%
GED	422	583	560	801	576	-225	-28.1%	154	36.5%
ESL	2,452	2,463	2,209	1,915	1,819	-96	-5.0%	-633	-25.8%
Vocational Skills	17	27	14	35	32	-3	-8.6%	15	88.2%
Total (Unduplicated)	8,489	8,307	7,730	7,418	6,890	-528	-7.1%	-1,599	-18.8%

Malcolm X College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American Indian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	229	33	4,300	654	310	0	5,526
	4.1%	0.6%	77.8%	11.8%	5.6%	0.0%	
Continuing Education	21	12	936	97	45	0	1,111
	1.9%	1.1%	84.2%	8.7%	4.1%	0.0%	
Adult Education	401	57	3,925	3,809	635	9	8,836
	4.5%	0.6%	44.4%	43.1%	7.2%	0.1%	
ABE	22	37	3,129	828	52	3	4,071
	0.5%	0.9%	76.9%	20.3%	1.3%	0.1%	
GED	7	5	1,003	537	32	0	1,584
	0.4%	0.3%	63.3%	33.9%	2.0%	0.0%	
ESL	377	17	45	2,708	561	6	3,714
	10.2%	0.5%	1.2%	72.9%	15.1%	0.2%	
Vocational Skills	3	2	197	11	1	0	214
	1.4%	0.9%	92.1%	5.1%	0.5%	0.0%	
Special Interest	79	23	1,545	191	235	0	2,073
	3.8%	1.1%	74.5%	9.2%	11.3%	0.0%	
Pre-Credit	10	2	571	69	9	0	661
	1.5%	0.3%	86.4%	10.4%	1.4%	0.0%	
Mfg. Technology	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Unduplicated Total	701	121	10,197	4,664	1,209	9	16,901
	4.1%	0.7%	60.3%	27.6%	7.2%	0.1%	

Malcolm X College									
Five-Year Trend of Certified Credit hours by Funding Category									
Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	Annual Change		5 Year Change	
						#	%	#	%
Baccalaureate and General Academic	24,004	23,593	28,778	32,860	39,838	6,978	21.2%	15,834	66.0%
Business and Service Occupational	4,793	4,842	5,953	5,776	5,941	165	2.9%	1,148	24.0%
Technical Occupational and Vocational	4,868	5,246	4,830	4,758	4,137	-621	-13.1%	-731	-15.0%
Health Occupational and Vocational	10,952	10,682	10,410	11,244	12,029	786	7.0%	1,077	9.8%
Remedial Education	9,782	9,281	11,799	13,298	14,927	1,629	12.2%	5,145	52.6%
Adult Basic & Adult Secondary Education, ESL	164,130	159,327	142,641	136,789	114,820	-21,970	-16.1%	-49,311	-30.0%
TOTAL	218,529	212,971	204,411	204,725	191,692	-13,033	-6.4%	-26,838	-12.3%
* Submitted, not yet certified									

Malcolm X College
Community College District No. 508

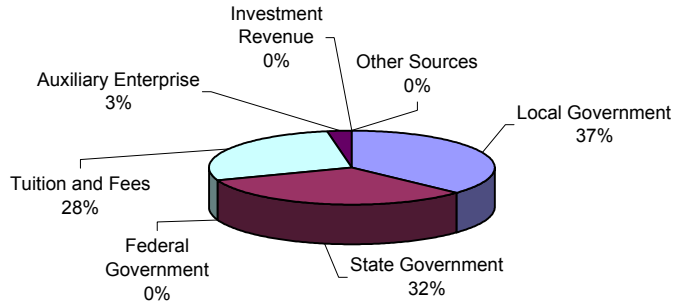
Unrestricted Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Revenues					
	Local Government	7,373,314	9,013,344	8,930,701	8,394,563
	State Government	6,936,855	6,415,637	6,678,617	7,333,377
	Federal Government	25,168	36,423	57,358	41,297
	Tuition and Fees	5,284,903	5,196,654	5,812,728	6,250,300
	Auxiliary/Enterprise	89,978	597,805	79,748	646,970
	Investment Revenue	(551)	-	-	-
	Other Sources	381,861	73,406	283,762	6,646
	Revenue Total	20,091,528	21,333,269	21,842,913	22,673,153
Expenditures by Program					
	Instruction	9,865,672	10,442,740	10,509,772	11,015,968
	Academic Support	1,625,474	1,567,086	1,289,079	2,339,830
	Student Services	1,236,929	1,275,771	1,162,786	1,513,681
	Public Service	233,910	126,999	66,628	332,777
	Auxiliary/Enterprise	10,388	14,800	10,751	50,000
	Operations and Maintenance	4,522,443	4,341,132	4,257,277	4,784,398
	Institutional Support	3,494,914	3,946,958	3,198,272	3,132,017
	Scholarships, Grants, Waivers	18,129	30,098	19,652	38,839
	Total	21,007,859	21,745,584	20,514,218	23,207,510
Expenditures by Object					
	Salaries	14,130,195	14,255,548	14,236,427	14,624,981
	Employee Benefits	3,570,781	3,406,057	3,032,476	3,658,279
	Contractual Services	757,365	664,083	822,104	1,036,015
	Materials and Supplies	636,526	728,478	731,605	923,421
	Travel and Conference	250,070	314,104	98,709	129,713
	Capital Outlay	32,506	260,932	18,912	729,754
	Fixed Charges	275,195	163,500	56,796	218,562
	Utilities	1,196,906	1,279,775	1,173,821	1,416,495
	Other Expenditure				
	Bad Debt	82,903	295,000	307,498	295,000
	Waivers and Scholarships	61,918	65,098	21,050	31,000
	Other Expenditure	13,494	-	14,820	98,220
	Funding Reserve	-	313,009	-	-
	Re-Appropriated Enterprise	-	-	-	46,070
	Total	21,007,859	21,745,584	20,514,218	23,207,510
	Change in Fund Balance	(916,331)	(412,315)	1,328,695	(534,357)

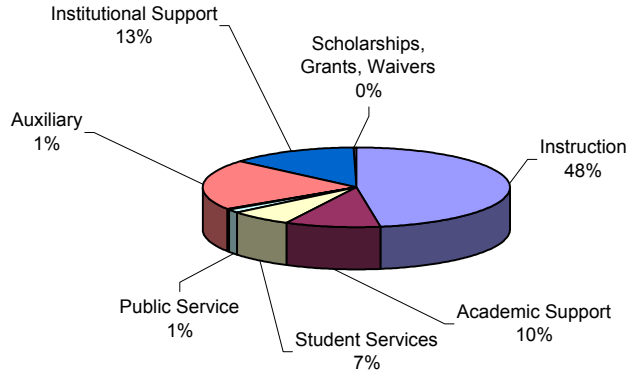
Malcolm X College
Community College District No. 508

Unrestricted Funds

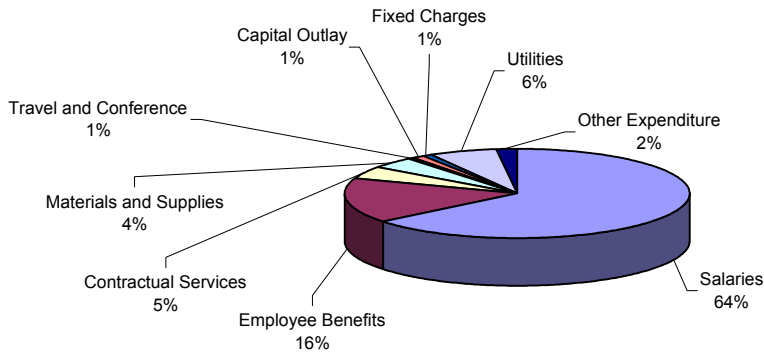
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Malcolm X College
Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	162,393	274,977	371,878
	State Government	2,370,866	-	2,597,671
	Federal Government	9,275,672	10,832,624	11,465,230
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	7,955	-	-
	Investment Revenue	44,659	-	-
	Other Sources	(50)	2,298,998	23,673
	Revenue Total	11,861,496	13,406,598	14,458,452
 Expenditures by Program				
	Instruction	3,485,048	1,823,182	2,188,354
	Academic Support	695,120	1,158,268	1,072,286
	Student Services	199,259	988,659	1,280,100
	Public Service	865,310	1,073,578	1,305,329
	Organized Research	970	1,427	3,030
	Auxiliary/Enterprise	96,056	120,075	126,316
	Operations and Maintenance	-	172,991	60,730
	Institutional Support	126,361	321,019	328,852
	Scholarships, Grants, Waivers	6,411,994	7,747,399	8,093,455
	Total	11,880,116	13,406,598	14,458,452
 Expenditures by Object				
	Salaries	4,390,861	3,720,786	4,066,487
	Employee Benefits	261,056	570,761	737,839
	Contractual Services	188,775	207,901	304,207
	Materials and Supplies	538,577	596,047	594,335
	Travel and Conference	94,012	187,122	230,581
	Capital Outlay	53,034	31,137	55,667
	Fixed Charges	23,906	-	4,734
	Utilities	-	-	-
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	6,173,797	7,747,399	8,093,455
	Other Expenditure	156,098	345,446	371,147
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	11,880,116	13,406,598	14,458,452
	Change in Fund Balance	(18,621)	-	-

Malcolm X College
Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 06, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	700,000
	Carl D. Perkins	451,179
	Child Care Access Means	56,811
	Educational Opportunity Centers Program	204,000
	Federal Technical Preparation	41,057
	Head Start Child Care	162,872
	Head Start Collaboration	169,710
	ISBE Food	37,000
	National Youth Sports Program	98,000
	Physician Assistants Training	172,100
	Program Improvement	14,631
	Strengthening Institutions	450,000
	Talent Search	204,000
	Upward Bound Program	220,000
	Federal Total	2,981,360
State		
	Adult Education - State Basic	600,000
	Adult Education - State Performance	400,000
	Adult Education - State Public Assistance	900,000
	Child Development Center	25,795
	Community Based Organization	9,400
	Minority Student Transfer Center	49,300
	Workforce Development	35,000
	State Total	2,019,495
Non Government Grants		
	Non Government Grants Total	0
Other		
	State Pre Kindergarten	49,000
	Other Total	49,000
	Total Grants Awarded	5,049,855
	Grants Applied for	1,315,142
	Expected Student Aid Grants	8,093,455
	Grand Total	14,458,452

Malcolm X College
Community College District No. 508

Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	59	58	70
	Part-Time Faculty	165	180	162
	Administrators	20	15	14
	Clerical and Professional	99	77	95
	Operations and Maintenance	68	69	65
	Full-Time Equivalent Total	411	399	405
Salaries				
	Full-Time Faculty	4,695,204	4,875,596	5,333,261
	Part-Time Faculty	2,300,310	3,098,653	2,371,531
	Administrators	1,361,579	1,288,800	989,634
	Clerical and Professional	3,346,382	2,653,669	3,636,982
	Operations and Maintenance	2,316,920	2,219,562	2,193,573
	Other Salaries	109,800	100,147	100,000
	Salaries Total	14,130,195	14,236,427	14,624,981
Average Salaries				
	Full-Time Faculty	79,387	84,062	76,189
	Part-Time Faculty	13,972	17,174	14,676
	Administrators	68,079	86,057	72,374
	Clerical and Professional	33,872	34,527	38,364
	Operations and Maintenance	34,107	32,265	33,936
	Average Salaries	34,422	35,675	36,138



Truman College

Truman College

Truman College provides accessible and affordable Credit, Continuing Education and Adult Education classes to Chicago's diverse north side. Truman students, more than 35,000 of them annually, come from more than 144 countries and speak more than 56 languages. The greatest number, more than half the College, are Hispanic, coming to Truman from more than 15 Latin American countries.

Enrollment in the Credit Program at Truman continues to grow – about 6 percent annually – spurred by a number of innovative marketing strategies, including targeted mailings and a College open house for area high schools and community based organizations. Over two days in August, with support from the District for radio and newspaper ads, Truman was able to bring more than 3,000 new students to the college's Adult Education program.

For the first time, Truman College published an integrated schedule for both the Credit and Continuing Education programs. Designers used the college's online database and imported the class schedule data into Adobe InDesign to create a very flexible layout. The response has been overwhelmingly positive, both at the College and in the community.

With a grant from the US Department of Labor, Truman College, Chicago Technology Park and the Illinois Biotechnology Industry Organization (IBIO) have created a one-year program designed to re-train almost 200 displaced IT workers in the field of bioinformatics. Bioinformatics is the science of getting, sorting, storing and analyzing genetic information in order to understand and influence biological activity. It is an "embedded" field, one that exists not only for its own sake, but also in hospitals, research institutions, pharmaceutical firms, security companies and developmental laboratories. In the pharmaceutical industry alone, experts believe bioinformatics has the potential to cut the annual cost of developing a new drug by 33 percent.

Members of Truman College's chapter of Psi Beta, a national honor society for community college psychology majors, recently received the national Psi Beta-Ann Robinson College Life Award, which recognizes programs that improve the quality of life at community colleges and advance the discipline of psychology. Truman won for a week-long series of workshops on coping with stress that was given at the College last year.

Truman offers the Transitional Bilingual Learning Community, designed to improve the success rate of bilingual Latino students who are ready academically, but lack English proficiency. Students take four courses based on a single theme, taught by bilingual instructors. By the end of their first year, they are prepared to take all their college courses in English. Of those in the pilot Transitional Bilingual Learning Community last year, almost all enrolled in their second year of college, a significant jump in the reten-

tion rate. Many are majoring in math, science, and technology, areas in which Latinos have traditionally been underrepresented. The program received the Illinois Community College Board's (ICCB) 2003 Award for Excellence in Learning Centered Instruction.

Business and Industry Services, which generated 100-percent growth between FY 2003 and FY 2004, will shortly offer open-enrollment training programs, more than 1,000 of them annually, to more than 3,000 Chicago businesses. Business and Industry Services has also negotiated agreements to provide-on-site college credit classes at several Chicago hospitals, including Weiss, Mercy and Children's Memorial.

The College continues to look for ways to improve retention and bridge the gap between Adult Education and Credit. Faculty from both departments have collaborated on several initiatives, including a retention workshop and a "Math Bridge" program in which teachers from both disciplines worked to identify and fill gaps between Adult Ed and Credit math programs. Similarly, the College created a special English program in which students are concurrently enrolled in ESL Level 6 and Credit.

Financial Analysis

Truman College produces the highest enrollment in the District and the lowest cost per credit hour. The College has seen large increases in its College Credit enrollment through the past seven years. Due to tight immigration regulations, Truman has experienced drops in its Adult Education enrollment. Unless there are changes in the regulatory environment, Truman will probably continue to see enrollment declines in this category. Because of retirements, Truman is the only college that will see a net decline in full-time faculty in 2005 from 2004.

Enrollment

The College expects a 5% increase in College Credit enrollment in 2005 compared to 2004. College expects a 1% decrease in Adult Education enrollment, and flat Continuing Education and Skills enrollment.

Tuition and Fees

The College expects an 11% increase in tuition and fees, driven by both enrollment and tuition rate increases.

Instruction

These expenditures should increase by \$2 million in 2005 compared to 2004. The additional \$1.5 million for Adult Education instructors and \$500,000 for classroom technology upgrades drives this increase.

Academic Support

The College will increase the number of advisors and tutors, using redeployed funds and the additional \$200,000 appropriation.

Student Services

The spending increase from 2004 to 2005 is caused by losses in grant funding. The College's Title IX grant was cut with staff transferred to the unrestricted budget.

Public Service

The College is growing these activities. Increases from 2004 to 2005 relate to a \$200,000 increase in salaries, a \$150,000 increase in the employee benefits allocation and a \$165,000 re-appropriation of prior year net revenue.

Operations and Maintenance

Increases in this category relate to small salary increases, a \$150,000 increase in the employee benefits allocation and an increase in the utilities budget.

Institutional Support

Through budget cuts, especially in materials and supplies, this college expects a \$300,000 decrease in this category.

Spending Alignment

Proportionately low Institutional Support and Operations and Maintenance costs, compared to the District average, allows this College to spend a higher percentage on mission-based programs than the District average.

Grants

The Office of Finance projects that this College will receive \$300,000 more in grant funding in 2005 compared to 2004. It also projects a \$200,000 increase in federal student financial aid awards.

Truman College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	6,051	5,873	6,381	6,689	7,139	450	6.7%	1,088	18.0%
Pre-Credit	252	189	143	87	94	7	8.0%	-158	-62.7%
Continuing Ed.	1,959	2,389	2,169	1,291	980	-311	-24.1%	-979	-50.0%
Special Interest	4,796	4,413	3,519	3,340	3,126	-214	-6.4%	-1,670	-34.8%
Adult Education	21,435	22,290	22,401	21,856	20,065	-1,791	-8.2%	-1,370	-6.4%
ABE	3,120	2,402	1,915	1,582	1,403	-179	-11.3%	-1,717	-55.0%
GED	304	1,356	1,968	2,140	2,193	53	2.5%	1,889	621.4%
ESL	18,766	19,806	19,831	19,473	17,786	-1,687	-8.7%	-980	-5.2%
AHS	82	102	94	NA	NA	NA	NA	NA	NA
Vocational Skills	720	539	300	248	207	-41	-16.5%	-513	-71.3%
Total (Unduplicated)	32,190	32,859	32,502	31,469	29,739	-1,730	-5.5%	-2,451	-7.6%

Truman College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,606	2,510	2,771	3,003	3,138	135	4.5%	532	20.4%
Pre-Credit	64	50	37	15	15	0	0.0%	-49	-76.6%
Continuing Ed.	206	236	228	148	131	-17	-11.5%	-75	-36.4%
Adult Education	6,943	7,468	7,779	7,790	7,451	-339	-4.4%	508	7.3%
ABE	882	637	521	433	420	-13	-3.0%	-462	-52.4%
GED	68	282	504	581	625	44	7.6%	557	819.1%
ESL	5,993	6,549	6,754	6,776	6,406	-370	-5.5%	413	6.9%
AHS	47	47	47	NA	NA	NA	NA	NA	NA
Vocational Skills	304	269	172	137	99	-38	-27.7%	-205	-67.4%
Total (Unduplicated)	10,171	10,581	11,033	11,095	10,835	-260	-2.3%	664	6.5%

Truman College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American Indian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	1,211	49	2,013	1,527	2,336	3	7,139
	17.0%	0.7%	28.2%	21.4%	32.7%	0.0%	
Continuing Education	180	10	274	246	270	0	980
	18.4%	1.0%	28.0%	25.1%	27.6%	0.0%	
Adult Education	1,603	42	1,235	13,846	3,253	86	20,065
	8.0%	0.2%	6.2%	69.0%	16.2%	0.4%	
ABE	151	13	532	537	167	3	1,403
	10.8%	0.9%	37.9%	38.3%	11.9%	0.2%	
GED	58	16	252	1,753	114	0	2,193
	2.6%	0.7%	11.5%	79.9%	5.2%	0.0%	
ESL	1,504	14	567	12,577	3,041	83	17,786
	8.5%	0.1%	3.2%	70.7%	17.1%	0.5%	
Vocational Skills	18	5	108	54	22	0	207
	8.7%	2.4%	52.2%	26.1%	10.6%	0.0%	
Special Interest	467	15	644	1,083	916	1	3,126
	14.9%	0.5%	20.6%	34.6%	29.3%	0.0%	
Pre-Credit	7	1	53	26	7	0	94
	7.4%	1.1%	56.4%	27.7%	7.4%	0.0%	
Mfg. Technology	0	0	0	0	2	0	2
	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	
<i>Unduplicated Total</i>	3,171	110	3,880	16,199	6,293	86	29,739
	10.7%	0.4%	13.0%	54.5%	21.2%	0.3%	

Truman College									
Five-Year Trend of Certified Credit hours by Funding Category									
Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	Annual Change		5 Year Change	
						#	%	#	%
Baccalaureate and General Academic	42,245	39,716	43,696	51,880	56,863	4,983	9.6%	14,618	34.6%
Business and Service Occupational	8,404	6,674	5,651	5,290	4,767	-523	-9.9%	-3,637	-43.3%
Technical Occupational and Vocational	10,553	8,964	8,911	7,172	4,891	-2,281	-31.8%	-5,662	-53.7%
Health Occupational and Vocational	5,514	4,961	5,406	4,882	5,201	319	6.5%	-313	-5.7%
Remedial Education	10,044	8,586	10,250	10,378	11,766	1,388	13.4%	1,722	17.1%
Adult Basic & Adult Secondary Education, ESL	197,138	211,399	224,926	219,434	201,728	-17,706	-8.1%	4,590	2.3%
TOTAL	273,898	280,300	298,840	299,036	285,216	-13,820	-4.6%	11,318	4.1%
* Submitted, not yet certified									

Truman College
Community College District No. 508

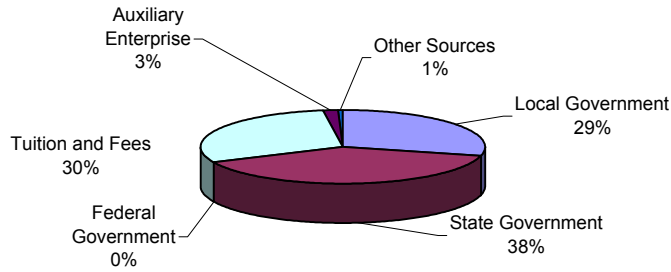
Unrestricted Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Revenues					
	Local Government	9,020,167	10,112,919	9,972,695	8,385,737
	State Government	8,427,255	8,613,947	9,159,059	11,413,692
	Federal Government	14,066	26,208	37,004	26,643
	Tuition and Fees	7,470,409	7,840,835	7,781,039	8,601,144
	Auxiliary/Enterprise	231,469	268,542	435,953	497,000
	Investment Revenue	-	-	-	-
	Other Sources	255,611	-	96,414	153,000
	Revenue Total	25,418,977	26,862,451	27,482,164	29,077,216
Expenditures by Program					
	Instruction	13,178,192	14,930,140	14,898,592	16,952,791
	Academic Support	1,138,997	1,047,949	1,059,863	1,350,140
	Student Services	2,458,609	3,045,372	2,585,601	3,329,553
	Public Service	211,438	209,429	280,879	857,586
	Auxiliary/Enterprise	11,978	12,000	20,460	25,417
	Operations and Maintenance	3,637,231	3,663,289	3,626,938	4,008,525
	Institutional Support	2,704,786	3,864,272	3,228,698	2,937,311
	Scholarships, Grants, Waivers	119,173	90,000	134,398	150,000
	Total	23,460,404	26,862,451	25,835,429	29,611,323
Expenditures by Object					
	Salaries	16,232,088	18,033,546	18,408,246	19,985,116
	Employee Benefits	4,101,493	4,642,265	4,117,433	4,869,088
	Contractual Services	464,329	541,794	730,320	806,000
	Materials and Supplies	1,027,736	1,480,705	1,031,264	665,800
	Travel and Conference	206,047	208,000	29,824	78,322
	Capital Outlay	-	1,000	12,000	500,000
	Fixed Charges	314	-	-	80,000
	Utilities	944,703	1,110,000	1,046,666	1,272,954
	Other Expenditure				
	Bad Debt	321,808	213,711	277,952	325,000
	Waivers and Scholarships	119,173	208,056	134,398	150,000
	Other Expenditure	42,712	-	47,325	713,412
	Funding Reserve	-	423,374	-	-
	Re-Appropriated Enterprise	-	-	-	165,631
	Total	23,460,404	26,862,451	25,835,429	29,611,323
	Change in Fund Balance	1,958,573	-	1,646,735	(534,108)

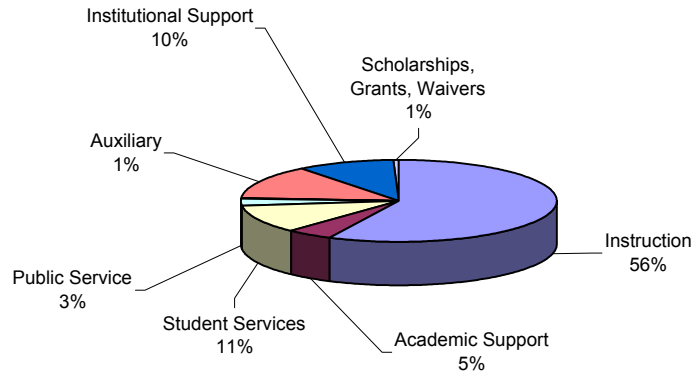
Truman College
Community College District No. 508

Unrestricted Funds

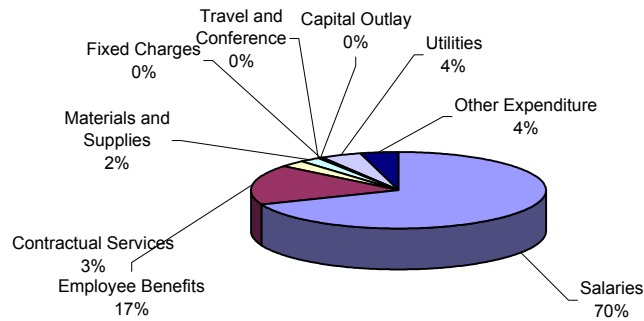
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Truman College
Community College District No. 508

Restricted Purpose Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	605,477	589,822	655,215
	State Government	3,698,640	-	3,104,531
	Federal Government	7,547,957	8,136,976	8,411,677
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	48,814	-	-
	Investment Revenue	-	-	-
	Other Sources	140	2,919,013	14,624
	Revenue Total	11,901,027	11,645,811	12,186,048
Expenditures by Program				
	Instruction	4,514,172	2,929,327	2,742,664
	Academic Support	868,624	1,294,473	1,112,108
	Student Services	922,378	1,365,911	1,732,236
	Public Service	917,387	902,511	1,198,319
	Institutional Support	3,854	54,570	54,570
	Scholarships, Grants, Waivers	4,740,542	5,099,018	5,346,151
	Total	11,966,956	11,645,811	12,186,048
Expenditures by Object				
	Salaries	5,576,550	4,761,953	4,554,522
	Employee Benefits	480,007	639,631	765,111
	Contractual Services	222,832	202,707	239,587
	Materials and Supplies	897,283	835,782	1,114,729
	Travel and Conference	31,167	31,548	45,163
	Capital Outlay	147,824	7,225	25,343
	Fixed Charges	-	-	-
	Utilities	200	-	-
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	4,565,080	5,096,276	5,343,408
	Other Expenditure	46,013	70,689	98,184
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	11,966,956	11,645,811	12,186,048
	Change in Fund Balance	(65,929)	-	-

Truman College
Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 6, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	850,000
	Adult Education - EL/Civics	350,000
	Carl D. Perkins	363,907
	Child Care Access Means	51,120
	Federal Technical Preparation	34,854
	Head Start Child Care	61,077
	Head Start Collaboration	84,855
	ISBE Food	35,500
	Program Improvement	18,621
	Strengthening Institutions - Hispanic	140,340
Federal Total		1,990,274
State		
	Adult Education - State Basic	1,700,000
	Adult Education - State Performance	300,000
	Adult Education - State Public Assistance	400,000
	Child Development Center	62,945
	Community Based Organization	9,400
	Minority Student Transfer Center	49,300
	Workforce Development	35,000
State Total		2,556,645
Non Government Grants		
Non Government Grants Total		0
Other		
	State Pre Kindergarten	98,000
Other Total		98,000
Total Grants Awarded		4,644,919
Grants Applied for		2,197,721
Expected Student Aid Grants		5,343,408
Grand Total		12,186,048

Truman College
Community College District No. 508

Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	87	96	91
	Part-Time Faculty	272	233	255
	Administrators	17	19	20
	Clerical and Professional	75	111	145
	Operations and Maintenance	59	66	65
	Full-Time Equivalent Total	509	525	576
Salaries				
	Full-Time Faculty	7,108,113	7,986,718	7,187,313
	Part-Time Faculty	2,298,351	3,188,235	3,960,832
	Administrators	1,434,533	1,585,081	1,412,723
	Clerical and Professional	2,986,374	3,587,190	5,194,240
	Operations and Maintenance	2,245,699	2,081,802	2,230,008
	Other Salaries	159,018	(20,779)	-
	Salaries Total	16,232,088	18,408,246	19,985,116
Average Salaries				
	Full-Time Faculty	81,694	83,195	78,981
	Part-Time Faculty	8,461	13,708	15,520
	Administrators	85,786	82,536	70,496
	Clerical and Professional	39,616	32,191	35,768
	Operations and Maintenance	38,359	31,712	34,526
	Average Salaries	31,871	35,072	34,693



Olive-Harvey College

Olive-Harvey College serves as the educational and training center for 16 communities located in far southeastern Chicago. According to the 2000 Census, 397,801 persons live in this service area, a decrease of 4.5 percent from 1990. The vast majority of residents are African-American (79 percent), with white and Latino inhabitants each comprising approximately 10 percent of the total population. One-quarter of the service area's adult population (age 25 and older)

does not have a high school diploma or GED certificate.

During FY 2004, Olive-Harvey College hosted the 27th Annual College Black Studies Conference. This year the conference title was "African America Leadership during the Reconstruction of American Society and the World: Creating Vision and Strategies for Overcoming the Dazing Effect of American Conservatism in the Bush Era" and the conference featured student, local, and national speakers.

Also in FY 2004, Olive-Harvey hosted an annual College Fair for area high school students, had continued success with nursing student pass rates, and continued collaborations with the University of Illinois and Chicago State to prepare minority students for careers in biology and chemistry.

Olive-Harvey will address several challenges within FY 2005. First, academic programming will be expanded after gathering input from faculty, students and the community at large. Enrollment management will be used to maximize resources. While these efforts will be limited by present funding, a 3-year plan for academic programming will be determined that identifies future resources needed including personnel, materials, equipment, and space.

Second, Olive-Harvey will direct funds to enhance student development and success. The majority of students attending Olive-Harvey arrive under-prepared for college-level work in reading, writing, and math. Two-thirds to three-quarters of new students consistently score below college-level on reading and writing placement tests, while almost all new students (98 percent) score below college-level in math. An office of Academic Support will be established to address the needs for tutors and instructional support outside of the classroom. New practices will be established to review student progress and to intervene before the student has academic difficulties. Further, existing internal processes will be reviewed to improve registration, records, the handling of student complaints, and customer service to students.

Third, within FY 2005, Olive-Harvey will renew its commitment to working within the community, especially with its partners in business and industry. Relationships will be reestablished with groups such as the South Chicago Chamber of Commerce, Ashland Chemical Company, and Ford Motors Corporation. New contracts will be sought to provide training and development for area employers. This type of revenue generation will

allow the College to reduce its dependence on State funding while providing a needed service to the community.

Olive Harvey Financial Analysis

In August 2004, the District Administration appointed a new management team, including a new president, vice president, academic dean, and business manager. This team is reviewing operations, determining areas for improvement. The College saw its enrollment decline by 8% in 2004 compared to 2003 and expects a 13% decrease in 2005 compared to 2004. The administration is working to change this trend through improving student services and academic offerings. The College received an additional \$900,000 for classroom technology upgrades. This appropriation is higher than at other Colleges because the Office of Information Technology determined that this College's needs were greater than other Colleges.

Enrollment

The college expects across-the board-enrollment declines. The 2004 summer session was below the 2003 level. The administration has turned around this declining trend for fall 2004 enrollment and expects enrollment increases for spring 2005. However, because of these sharp summer enrollment declines, the College will see a decrease in total enrollment for the year.

Revenues and Expenditures

The District Office will work in collaboration with the new administration to ensure that revenues are monitored and that proper alignment of budgeted expenditures is accomplished during the year.

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Olive-Harvey College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	5,852	4,521	4,460	4,313	4,157	-156	-3.6%	-1,695	-29.0%
Pre-Credit	450	457	540	479	357	-122	-25.5%	-93	-20.7%
Continuing Ed.	1,725	1,335	1,354	1,501	870	-631	-42.0%	-855	-49.6%
Special Interest	4,919	4,226	3,818	4,079	2,748	-1,331	-32.6%	-2,171	-44.1%
Adult Education	4,981	4,916	4,765	4,349	4,381	32	0.7%	-600	-12.0%
ABE	3,054	3,118	2,928	2,833	3,184	351	12.4%	130	4.3%
GED	754	1,132	1,099	947	895	-52	-5.5%	141	18.7%
ESL	1,355	1,328	1,276	1,164	949	-215	-18.5%	-406	-30.0%
Vocational Skills	31	26	52	11	5	-6	-54.5%	-26	-83.9%
Total (Unduplicated)	15,617	13,668	13,231	12,802	11,231	-1,571	-12.3%	-4,386	-28.1%

Olive-Harvey College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,212	1,911	1,983	2,042	1,993	-49	-2.4%	-219	-9.9%
Pre-Credit	70	63	67	63	59	-4	-6.3%	-11	-15.7%
Continuing Ed.	214	185	204	326	185	-141	-43.3%	-29	-13.6%
Adult Education	2,166	1,631	1,757	1,743	1,891	148	8.5%	-275	-12.7%
ABE	1,310	909	958	972	1,193	221	22.7%	-117	-8.9%
GED	297	248	311	247	231	-16	-6.5%	-66	-22.2%
ESL	560	473	488	523	467	-56	-10.7%	-93	-16.6%
Vocational Skills	5	5	13	3	1	-2	-66.7%	-4	-80.0%
Total (Unduplicated)	4,668	3,795	4,025	4,178	4,129	-49	-1.2%	-539	-11.5%

Olive-Harvey College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American Indian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	24	21	3,759	287	66	0	4,157
	0.6%	0.5%	90.4%	6.9%	1.6%	0.0%	
Continuing Education	6	9	750	83	22	0	870
	0.7%	1.0%	86.2%	9.5%	2.5%	0.0%	
Adult Education	12	24	3,058	1,255	31	1	4,381
	0.3%	0.5%	69.8%	28.6%	0.7%	0.0%	
ABE	5	23	2,844	293	19	0	3,184
	0.2%	0.7%	89.3%	9.2%	0.6%	0.0%	
GED	0	4	635	251	5	0	895
	0.0%	0.4%	70.9%	28.0%	0.6%	0.0%	
ESL	7	0	71	859	11	1	949
	0.7%	0.0%	7.5%	90.5%	1.2%	0.1%	
Vocational Skills	0	0	5	0	0	0	5
	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	
Special Interest	20	20	2,546	118	44	0	2,748
	0.7%	0.7%	92.6%	4.3%	1.6%	0.0%	
Pre-Credit	0	3	338	16	0	0	357
	0.0%	0.8%	94.7%	4.5%	0.0%	0.0%	
Mfg. Technology	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
<i>Unduplicated Total</i>	56	63	9,321	1,653	137	1	11,231
	0.5%	0.6%	83.0%	14.7%	1.2%	0.0%	

Olive Harvey College

Five-Year Trend of Certified Credit hours by Funding Category

Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	Annual Change		5 Year Change	
						#	%	#	%
Baccalaureate and General Academic	40,337	32,586	34,598	35,667	36,313	646	1.8%	-4,024	-10.0%
Business and Service Occupational	5,452	4,907	4,701	4,585	3,976	-609	-13.3%	-1,476	-27.1%
Technical Occupational and Vocational	6,602	5,140	6,013	6,616	4,061	-2,555	-38.6%	-2,541	-38.5%
Health Occupational and Vocational	4,377	5,464	5,254	6,902	6,361	-541	-7.8%	1,984	45.3%
Remedial Education	9,548	8,546	8,744	9,346	9,494	148	1.6%	-54	-0.6%
Adult Basic & Adult Secondary Education, ESL	51,549	38,733	39,233	39,189	41,497	2,308	5.9%	-10,052	-19.5%
TOTAL	117,865	95,376	98,543	102,305	101,702	-603	-0.6%	-16,163	-13.7%
* Submitted, not yet certified									

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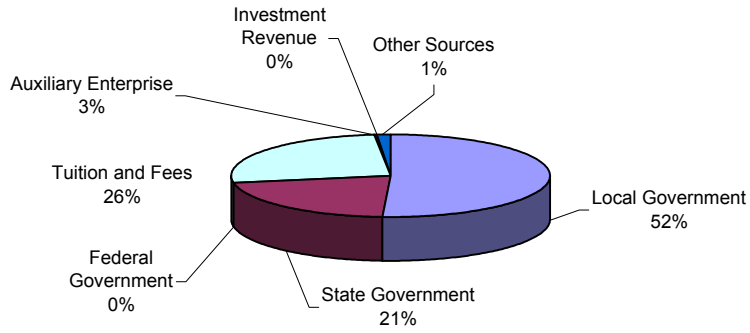
Unrestricted Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Revenues					
	Local Government	6,589,674	9,021,601	8,863,474	9,319,439
	State Government	4,817,381	3,332,096	3,243,622	3,910,376
	Federal Government	31,090	36,127	52,987	38,151
	Tuition and Fees	5,919,897	6,317,360	4,407,866	4,800,000
	Auxiliary/Enterprise	148,500	219,452	133,549	39,984
	Investment Revenue	-	-	-	-
	Other Sources	128,630	-	133,451	245,175
	Revenue Total	17,635,170	18,926,636	16,834,950	18,353,125
Expenditures by Program					
	Instruction	10,203,843	10,593,258	9,722,906	9,725,996
	Academic Support	966,581	710,911	694,828	896,671
	Student Services	2,018,171	1,922,756	1,983,776	1,933,736
	Public Service	103,207	-	90,665	297,763
	Auxiliary/Enterprise	-	8,919	5,347	-
	Operations and Maintenance	2,548,252	3,692,831	3,377,725	3,795,397
	Institutional Support	1,638,990	2,196,899	1,910,389	2,283,976
	Scholarships, Grants, Waivers	109,784	75,000	157,225	150,000
	Total	17,588,827	19,200,573	17,942,860	19,083,539
Expenditures by Object					
	Salaries	12,205,503	13,001,495	12,469,414	12,107,852
	Employee Benefits	3,226,083	3,373,991	2,994,881	2,932,872
	Contractual Services	301,425	225,000	505,599	584,839
	Materials and Supplies	504,338	552,339	320,580	442,375
	Travel and Conference	244,751	250,000	58,627	97,500
	Capital Outlay	46,676	15,000	24,536	900,000
	Fixed Charges	-	-	-	2,000
	Utilities	1,017,960	1,100,000	928,993	1,031,180
	Other Expenditure				
	Bad Debt	(330,485)	300,000	403,621	400,000
	Waivers and Scholarships	110,783	100,000	157,225	150,000
	Other Expenditure	261,793	122,000	79,383	374,797
	Funding Reserve	-	160,748	-	-
	Re-Appropriated Enterprise	-	-	-	60,124
	Total	17,588,827	19,200,573	17,942,860	19,083,539
	Change in Fund Balance	46,343	(273,937)	(1,107,910)	(730,414)

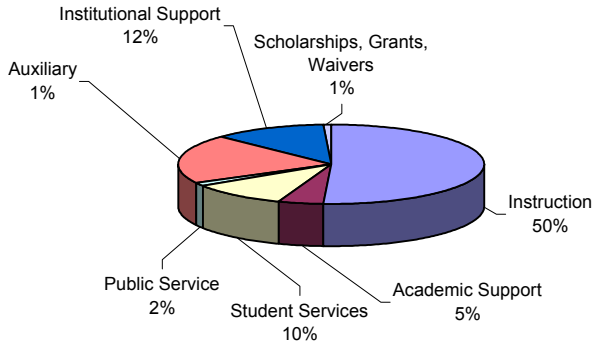
Olive Harvey College
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Unrestricted Funds

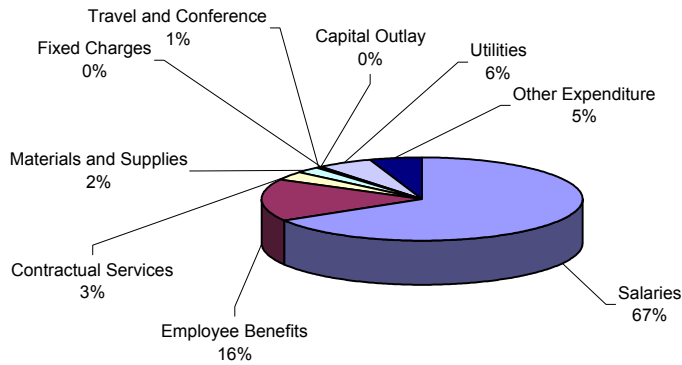
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Olive Harvey College
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Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	649,944	725,272	862,151
	State Government	2,051,290	-	1,723,768
	Federal Government	7,712,466	7,631,597	7,933,445
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	107,079	-	-
	Investment Revenue	-	605	-
	Other Sources	85,761	2,206,248	66,454
	Revenue Total	10,606,540	10,563,721	10,585,819
 Expenditures by Program				
	Instruction	1,775,845	1,069,989	1,331,089
	Academic Support	1,193,231	1,248,196	814,148
	Student Services	752,304	1,077,857	1,224,644
	Public Service	740,842	700,243	954,903
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	31,347	-
	Institutional Support	12,108	35,515	35,760
	Scholarships, Grants, Waivers	6,117,570	6,400,575	6,225,275
	Total	10,591,899	10,563,721	10,585,819
 Expenditures by Object				
	Salaries	3,477,233	2,979,643	2,883,044
	Employee Benefits	397,906	531,368	581,973
	Contractual Services	168,558	204,546	307,320
	Materials and Supplies	623,785	336,810	427,075
	Travel and Conference	34,265	45,025	44,389
	Capital Outlay	80,789	5,291	31,344
	Fixed Charges	-	-	-
	Utilities	1,031	5,460	4,000
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	5,734,055	6,400,575	6,225,275
	Other Expenditure	74,278	55,004	81,399
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	10,591,899	10,563,721	10,585,819
	Change in Fund Balance	14,641	-	-

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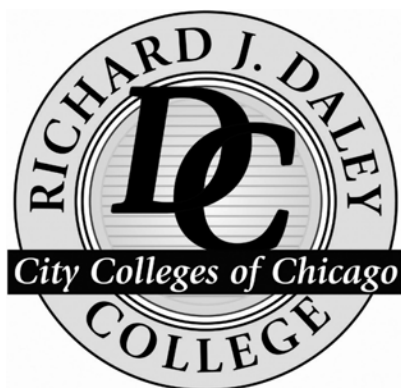
Grant Awards, Excluding Student Aid Grants, as of September 06, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	400,000
	Carl D. Perkins	503,049
	Child Care Access Means	29,415
	Federal Technical Preparation	42,804
	Head Start Child Care	81,436
	Head Start Collaboration	84,855
	ISBE Food	35,000
	National Youth Sports Program	86,500
	Program Improvement	11,970
	Federal Total	1,275,029
State		
	Adult Education - State Performance	400,000
	Adult Education - State Public Assistance	400,000
	Child Development Center	74,730
	Community Based Organization	9,400
	Minority Student Transfer Center	49,300
	Workforce Development	35,000
	State Total	968,430
Non Government Grants		
	Non Government Grants Total	0
Other		
	State Pre Kindergarten	98,000
	Other Total	98,000
	Total Grants Awarded	2,341,459
	Grants Applied for	2,019,085
	Expected Student Aid Grants	6,225,275
	Grand Total	10,585,819

Olive Harvey College
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Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	64	59	64
	Part-Time Faculty	103	133	119
	Administrators	18	22	19
	Clerical and Professional	70	78	84
	Operations and Maintenance	54	65	74
	Full-Time Equivalent Total	310	357	360
Salaries				
	Full-Time Faculty	4,711,283	4,839,708	4,333,776
	Part-Time Faculty	1,763,024	1,764,656	1,361,893
	Administrators	1,447,035	1,544,339	1,267,086
	Clerical and Professional	2,910,714	2,478,559	2,985,490
	Operations and Maintenance	1,261,295	1,872,451	2,028,779
	Other Salaries	112,152	(30,298)	130,828
	Salaries Total	12,205,503	12,469,414	12,107,852
Average Salaries				
	Full-Time Faculty	73,282	82,029	67,715
	Part-Time Faculty	17,076	13,256	11,439
	Administrators	78,326	69,441	68,369
	Clerical and Professional	41,596	31,964	35,515
	Operations and Maintenance	23,158	28,933	27,349
	Average Salaries	39,315	34,966	33,648



Daley College

Richard J. Daley College instructional activities during FY 2004 are grouped into four main areas: Liberal Arts, Career Programs, Adult Education, and Continuing Education.

Liberal Arts

Refining the assessment of learning outcomes was an important highlight for Liberal Arts instruction during FY 2004. The Higher Learning Commission of the North Central Association analyzed outcomes assessment at Daley College from the College's monitoring report. In their analysis, NCA staff noted the College's establishment of six learning goals for general education. Throughout FY 2004, the College's Institutional Effectiveness Committee involved the faculty in refining the rubrics that demonstrate attainment of the six learning goals.

Career Programs

There were many new initiatives in the Career Programs area during FY 2004. Courses once characterized as skills training were reorganized into a new occupational degree in Electrical Construction Technology. The College developed a new Transportation and Distribution Logistics certificate program, now listed as active in the ICCB program file. *Occupational Spanish: Spanish for Restaurant Staff* was taught as a new contract training offering by faculty of the Foreign Languages department.

Adult Education

The Adult Education area experienced enrollment gains in each of the three semesters offered during FY 2004. Adult Education students from both on- and off-campus locations participated in college fairs and campus tours, introducing them to college credit and career programs. The Adult Education program has now documented approximately 3,400 G.E.D. graduates since the program began in 1986. Through citizenship preparation courses, students completed the Citizenship and Naturalization application and examination process and became USA citizens. The FY 2004 development of instructional staff in Adult Education included 63 instructional evaluation sessions, 147 classroom observations, and 55 instructional orientations for a total of 103 adult educators.

Continuing Education

The Continuing Education area launched Career Paths to Success as a preparatory course for the West Side Technical Institute occupational programs and for the Career Bridge program. Continuing Education sought approval both from WIA and from the ICCB for the

Community Health Care Worker and Bank Teller training programs. The Integrated Systems Technology program met its grant requirement for numbers of program completions.

Noted Accomplishments

A new course, *Spanish 210: Modern Civilization and Culture*, received approval under the General Education Core Curriculum for the Illinois Articulation Initiative.

Daley College constructed a new Faculty Development Center in which faculty enhance their instruction with technology.

Daley Financial Analysis

Daley College has the second largest enrollment in the District. The College expects its 2005 to be at the same level as 2004. The College plans to add an additional 10 faculty in 2005, increasing its percentage of College Credit courses taught by full-time faculty. However, the college will continue to have the lowest full-time ratio in the District. This low ratio creates a low cost structure. The College received appropriations of \$500,000 for new classroom technology upgrades and \$200,000 for additional tutors.

Enrollment

The College expects enrollment in all instructional categories will remain flat.

Tuition and Fees

This College expects an 18% increase in 2005 tuition and fees compared to 2004 actual. This increase is driven almost exclusively by higher tuition rates.

Instruction

Daley expects a \$2 million increase in 2005 instructional expenditures compared to 2004. A \$1 million increase in salaries, \$500,000 increase in employee benefits allocations, and \$500,000 investment in classroom technology upgrades drives this increase.

Academic Support

The expenditure increase in 2005 compared to 2004 actual relates to hiring of additional advisors and tutors. The College received an additional appropriation of \$200,000 for new tutors.

Student Services

The College will participate in CTA's UPASS program for the first full year in 2005. This accounts for a \$200,000 increase in its budget from 2004 actual. The remaining relates to an increase in the employee benefits allocation.

Public Service

The entire increase in this category is related to a re-appropriation of prior year enterprise net revenue. The College will use this money to grow enterprise activities.

Operations and Maintenance

Administrative Services budgeted a \$200,000 increase in utilities in 2005 compared to 2004. The remaining increase is related to a change in the employee benefits allocation.

Institutional Support

The college expects this spending to remain flat.

Spending Alignment

The College spends a small proportion, compared to the District average, of its budget on institutional support. Its Operations and Maintenance costs are slightly above the District average. Because of relatively low Institutional Support spending, the College is able to spend a higher proportion of its budget on mission-related activities compared to the District average.

Grants

The Office of Finance projects an \$800,000 increase in 2005 Restricted grant awards compared to 2004. It also projects a \$300,000 decrease in 2005 federal student aid grants.

Daley College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	7,007	6,938	7,017	7,177	7,108	-69	-1.0%	101	1.4%
Pre-Credit	811	642	724	828	796	-32	-3.9%	-15	-1.8%
Continuing Ed.	1,655	1,661	1,935	1,834	1,387	-447	-24.4%	-268	-16.2%
Special Interest	5,654	5,717	5,348	5,534	4,969	-565	-10.2%	-685	-12.1%
Adult Education	6,601	6,490	7,301	7,811	8,197	386	4.9%	1,596	24.2%
ABE	1,878	1,495	1,738	1,748	1,795	47	2.7%	-83	-4.4%
GED	38	708	817	935	1,007	72	7.7%	969	2550.0%
ESL	4,989	4,955	5,608	6,111	6,357	246	4.0%	1,368	27.4%
Vocational Skills	753	840	774	449	239	-210	-46.8%	-514	-68.3%
Mfg. Technology	215	237	233	225	700	475	211.1%	485	225.6%
Total (Unduplicated)	20,458	20,591	21,086	21,624	21,577	-47	-0.2%	1,119	5.5%

Daley College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,779	2,733	2,800	2,927	2,984	57	1.9%	205	7.4%
Pre-Credit	153	128	114	140	134	-6	-4.3%	-19	-12.4%
Continuing Ed.	129	123	211	227	189	-38	-16.7%	60	46.5%
Adult Education	3,618	3,522	4,055	4,346	4,408	62	1.4%	790	21.8%
ABE	734	515	565	583	593	10	1.7%	-141	-19.2%
GED	14	240	272	315	311	-4	-1.3%	297	2121.4%
ESL	2,870	2,766	3,217	3,448	3,504	56	1.6%	634	22.1%
Vocational Skills	336	398	364	219	129	-90	-41.1%	-207	-61.6%
Mfg. Technology	59	62	62	58	349	291	501.7%	290	491.5%
Total (Unduplicated)	7,074	6,966	7,605	7,916	8,193	277	3.5%	1,119	15.8%

Daley College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American In- dian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	153	30	2,837	2,925	1,161	2	7,108
	2.2%	0.4%	39.9%	41.2%	16.3%	0.0%	
Continuing Education	28	8	449	670	232	0	1,387
	2.0%	0.6%	32.4%	48.3%	16.7%	0.0%	
Adult Education	36	8	369	6,987	776	21	8,197
	0.4%	0.1%	4.5%	85.2%	9.5%	0.3%	
ABE	9	4	336	1,338	106	2	1,795
	0.5%	0.2%	18.7%	74.5%	5.9%	0.1%	
GED	3	3	123	826	50	2	1,007
	0.3%	0.3%	12.2%	82.0%	5.0%	0.2%	
ESL	28	4	6	5,639	661	19	6,357
	0.4%	0.1%	0.1%	88.7%	10.4%	0.3%	
Vocational Skills	5	0	65	161	8	0	239
	2.1%	0.0%	27.2%	67.4%	3.3%	0.0%	
Special Interest	78	41	1,899	2,002	947	2	4,969
	1.6%	0.8%	38.2%	40.3%	19.1%	0.0%	
Pre-Credit	20	3	361	338	72	2	796
	2.5%	0.4%	45.4%	42.5%	9.0%	0.3%	
Mfg. Technology	11	6	110	155	418	0	700
	1.6%	0.9%	15.7%	22.1%	59.7%	0.0%	
<i>Unduplicated Total</i>	282	87	5,442	12,366	3,379	21	21,577
	1.3%	0.4%	25.2%	57.3%	15.7%	0.1%	

Daley College									
Five-Year Trend of Certified Credit hours by Funding Category									
Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	Annual Change		5 Year Change	
						#	%	#	%
Baccalaureate and General Academic	50,968	49,537	49,964	53,168	54,945	1,777	3.3%	3,977	7.8%
Business and Service Occupational	4,600	5,537	5,821	6,326	7,051	725	11.5%	2,451	53.3%
Technical Occupational and Vocational	18,016	19,697	19,483	13,041	17,432	4,391	33.7%	-585	-3.2%
Health Occupational and Vocational	2,464	2,743	3,475	3,770	3,938	168	4.5%	1,474	59.8%
Remedial Education	15,744	14,900	14,462	16,654	16,688	34	0.2%	944	6.0%
Adult Basic & Adult Secondary Education, ESL	90,447	90,823	102,856	112,577	113,684	1,107	1.0%	23,237	25.7%
TOTAL	182,239	183,237	196,061	205,536	213,738	8,202	4.0%	31,499	17.3%
* Submitted, not yet certified									

Daley College
Community College District No. 508

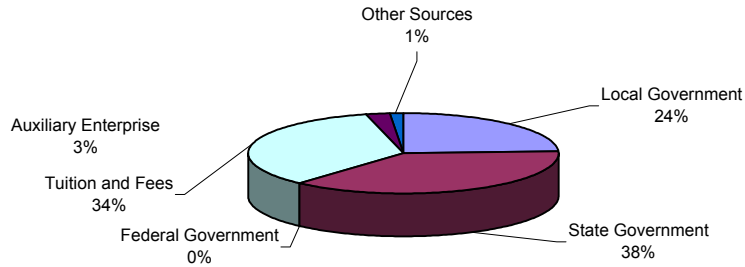
Unrestricted Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Un-Audited	FY 2005 Budget
Revenues					
	Local Government	5,260,261	8,728,431	8,596,196	6,110,221
	State Government	6,828,145	6,231,828	6,191,773	9,519,661
	Federal Government	35,441	27,710	51,841	37,326
	Tuition and Fees	7,490,034	7,500,000	7,363,110	8,706,686
	Auxiliary/Enterprise	424,053	886,375	667,007	676,820
	Investment Revenue	-	-	-	-
	Other Sources	337,819	-	316,200	342,000
	Revenue Total	20,375,754	23,374,344	23,186,128	25,392,714
Expenditures by Program					
	Instruction	10,949,405	11,522,919	11,496,399	13,498,100
	Academic Support	1,619,720	1,566,305	1,273,032	1,639,884
	Student Services	2,244,553	2,239,031	2,001,284	2,391,927
	Public Service	300,736	672,966	209,610	729,135
	Auxiliary/Enterprise	165,479	287,917	391,042	418,170
	Operations and Maintenance	2,938,961	4,610,279	4,332,774	4,647,811
	Institutional Support	1,834,555	2,683,284	2,475,379	2,408,925
	Scholarships, Grants, Waivers	108,868	75,000	138,743	130,000
	Total	20,162,277	23,657,701	22,318,262	25,863,953
Expenditures by Object					
	Salaries	14,548,524	15,767,648	15,432,695	16,899,274
	Employee Benefits	3,360,726	3,782,842	3,363,278	4,190,059
	Contractual Services	430,499	750,434	656,416	1,045,000
	Materials and Supplies	623,899	1,081,875	852,656	807,400
	Travel and Conference	126,369	141,236	99,920	125,221
	Capital Outlay	-	26,400	27,193	514,000
	Fixed Charges	77,854	128,280	121,828	127,700
	Utilities	768,510	1,080,000	959,225	1,135,658
	Other Expenditure				
	Bad Debt	7,033	375,000	382,009	400,000
	Waivers and Scholarships	108,868	222,950	138,743	130,000
	Other Expenditure	109,997	(0)	284,298	24,050
	Funding Reserve	-	301,036	-	-
	Re-Appropriated Enterprise	-	-	-	465,591
	Total	20,162,277	23,657,701	22,318,262	25,863,953
	Change in Fund Balance	213,476	(283,357)	867,866	(471,240)

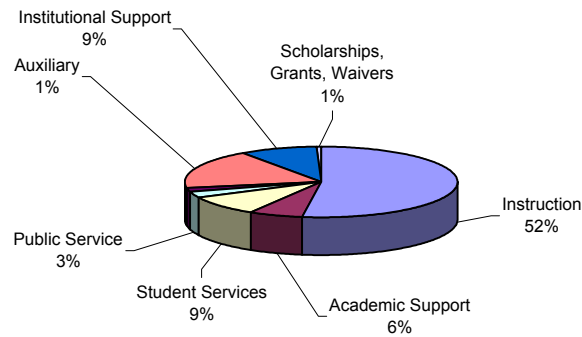
Daley College
Community College District No. 508

Unrestricted Funds

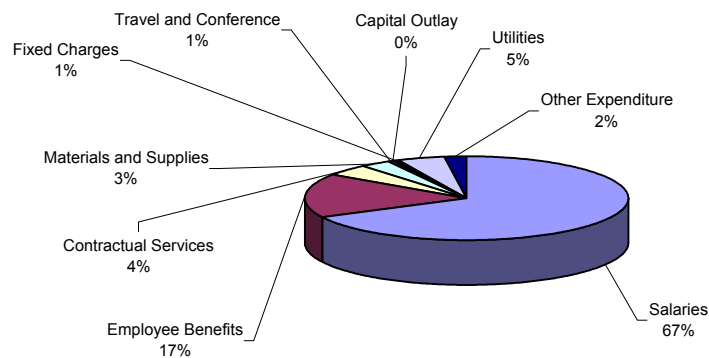
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Daley College
Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	176,461	72,418	143,376
	State Government	1,304,003	-	1,623,257
	Federal Government	8,395,140	7,990,948	8,032,859
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	85,947	-	-
	Investment Revenue	-	5	-
	Other Sources	(399)	1,263,498	14,081
Revenue Total		9,961,152	9,326,870	9,813,573
Expenditures by Program				
	Instruction	3,006,792	1,248,543	1,356,270
	Academic Support	442,775	511,970	832,094
	Student Services	594,343	1,081,035	1,203,932
	Public Service	458,432	303,952	482,187
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	128,862	76,980	96,605
	Scholarships, Grants, Waivers	5,232,473	6,104,390	5,842,486
Total		9,863,676	9,326,870	9,813,573
Expenditures by Object				
	Salaries	2,879,006	2,363,553	2,557,184
	Employee Benefits	238,574	227,133	431,631
	Contractual Services	289,952	191,896	305,295
	Materials and Supplies	885,372	289,198	444,388
	Travel and Conference	108,019	66,440	89,969
	Capital Outlay	522,545	5,947	27,070
	Fixed Charges	-	4,560	4,560
	Utilities	-	-	-
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	4,832,962	6,104,390	5,842,486
	Other Expenditure	107,246	73,752	110,989
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
Total		9,863,676	9,326,870	9,813,573
Change in Fund Balance		97,477	-	-

Daley College
Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 06, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	490,000
	Carl D. Perkins	477,526
	Child Care Access Means	14,707
	Federal Technical Preparation	41,211
		20,000
	National Youth Sports Program	83,000
	Program Improvement	19,951
	Proyecto Access	81,060
	Federal Total	1,227,455
State		
	Adult Education - State Basic	500,000
	Adult Education - State Performance	310,000
	Adult Education - State Public Assistance	100,000
	Child Development Center	44,641
	Community Based Organization	9,400
	Cooperative Work Study	40,300
	Minority Student Transfer Center	49,300
	Workforce Development	35,000
	State Total	1,088,641
Non Government Grants		
	Non Government Grants Total	0
Other		
	Society of Hispanic Prof. Engineers	13,901
	State Pre Kindergarten	73,500
	Other Total	87,401
	Total Grants Awarded	2,403,497
	Grants Applied for	1,567,590
	Expected Student Aid Grants	5,842,486
	Grand Total	9,813,573

Daley College
Community College District No. 508

Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	61	62	72
	Part-Time Faculty	218	232	223
	Administrators	24	22	22
	Clerical and Professional	84	109	120
	Operations and Maintenance	39	67	49
	Full-Time Equivalent Total	425	491	485
Salaries				
	Full-Time Faculty	5,053,056	5,260,012	5,114,856
	Part-Time Faculty	3,220,797	3,114,355	3,447,834
	Administrators	1,634,111	1,480,623	1,550,560
	Clerical and Professional	3,199,006	3,459,402	4,251,646
	Operations and Maintenance	1,430,031	2,170,500	2,460,000
	Other Salaries	11,523	(52,196)	74,378
	Salaries Total	14,548,524	15,432,695	16,899,274
Average Salaries				
	Full-Time Faculty	83,320	84,839	71,040
	Part-Time Faculty	14,782	13,453	15,496
	Administrators	68,088	67,106	70,276
	Clerical and Professional	38,216	31,846	35,384
	Operations and Maintenance	37,057	32,614	50,440
	Average Salaries	34,246	31,448	34,809



Wright College

For the 69th year, Wright College offered quality educational programs and opportunities on the Northwest side of the City of Chicago. During Fiscal Year 2004, Wright College completed its tenth year at the Narragansett Avenue campus. Wright was selected by the City of Chicago's Centennial Flight Commission to host the December 17, 2003 celebration of the 100th Anniversary of man's First Powered Flight recognizing the accomplishments of Orville and Wilbur Wright.

In addition to the celebration of the centennial of the first flight, Wright College was recognized for excellence in numerous areas. Theta Omega Chapter of Phi Theta Kappa International Honor Society was recognized as one of the top 100 Chapters in the 1,600 member organization. Theta Omega was also named the Illinois region Distinguished Chapter and for the 11th straight year earned the highest ranking of a Five Star Chapter. The Great Books program received two national grants, a FIPSE Grant and a NEH Grant, to further measure its impact on students' abilities. Wright graduate John Fountain was recognized by the Illinois Community College Trustees Association as the 2004 Outstanding Illinois Community College System Alumni.

To better serve our students, the Gateway to Knowledge opened its door in July of 2003. The Gateway serves as a one stop information and registration center for all divisions of the College. Addressing the needs of our growing Latino student population, Wright's newly created Latino Studies Program is the first community college program of its type in Illinois. A new department of Visual and Performing Arts was created to offer our students the ability to showcase their talents. The department comprises the disciplines of Art, Music, Architecture, Theatre, and Speech.

Wright continues to serve as a focal point for the community through our partnerships with the Portage Park Chamber of Commerce, Eli's Chicago's Finest Cheesecake, ASPIRA, and NORBIC. Our annual Art Fair, the Eli's/Wright Farmers' Market, and Portage Park Chamber Business Fair produce close ties between Wright and the community it serves.

The Humboldt Park Center continues to expand its educational programs and community service activities. The Center's Practical Nursing Program certificate completers passed the State licensure exam with a 100% pass rate. Our Practical Nursing students participated as volunteers at a community health fair, while students from other programs participated in the annual Puerto Rican Day Parade.

As we move to FY 2005, Wright will be challenged for space as the transfer of our original campus to the Chicago Public Schools will be finalized. Increased reliance on local resources will continue to be a necessity as State funding for the City Colleges of Chicago continues to decline. Illinois Community College Board statistics show that Wright

had the largest class size average in the State of Illinois; we will continue to strive to increase operational efficiencies to effectively serve our students, our community, and the City of Chicago.

Financial Analysis

Wright College is the District's largest producer of baccalaureate transfer credit hours and has seen substantial growth in this area over the last six years. Due to decreasing class room space, the College has seen decreases in its proportion of Adult Education instruction. The College plans to hire an additional 13 faculty members in 2005. Facility capacity constrains the College's ability to increase enrollment. The College also received appropriations of \$200,000 for additional tutors and \$500,000 for classroom technology upgrades.

Enrollment

Wright College expects enrollment to remain flat due to an improving economy and the impact of the tuition increase. The College projects that both Continuing Education and Skills enrollment will be down because of the tuition increase in both areas and because of stricter financial aid standards in the skills area. The College projects flat Adult Education enrollment because of continued loss of space at Wright South. To counter this, the college restructured some of its classes.

Tuition and Fees

The College expects an 9% increase in total tuition and fees in 2005 compared to 2004.

Instruction

Despite the increase in Full-Time faculty and enrollment increase, Wright College expects to realize only a \$150,000 increase in instructional expenditures. These decreases are offset by a \$500,000 appropriation for classroom technology.

Academic Support

Increases in these expenditures are related to both programmatic transfers and additional hires. Wright transferred academic advisor salaries from Student Services in 2004 to Academic Support in 2005, in accordance with NACUBO standards. This increased total Academic Support salaries. Wright College has budgeted for increases in its number of tutors and advisors in 2005. The 2005 employee benefits allocation in this area also increased by about \$240,000 from 2004. The college received an appropriation of \$200,000 for additional tutors.

Student Services

The total increase in expenditures from 2004 actual to 2005 budget is understated because college advisors were transferred to Academic Support in 2005. The employee benefits allocation increased by \$120,000 from 2004 actual to 2005 budget. Wright budgeted an additional \$100,000 in materials and supplies, including the \$45,000 mandated increase in the allocation for the Student Government Association.

Public Service

Wright has aggressively pursued these activities and expects \$800,000 in growth from 2004 to 2005. Specifically, about \$320,000 in these expenditures was appropriated from prior year net revenues. The remaining \$480,000 is coupled with revenue increases and actual growth.

Operations and Maintenance

Increases in utilities (budgeted as a 10% increase of 2003 electric and gas costs) and employee benefits allocations account for the total change in these expenditures in 2005 compared to 2004 actual.

Institutional Support

Increases in this program between 2004 actual and 2005 budget are because of budgeting for new positions, equipment needs, clerical overtime, and an additional employee benefits allocation.

Spending Alignment

Wright College spends the lowest percentage in the District on Institutional Support. The main campus is also the District's newest college facility accounting for low percentage expenditure in this budget area. Because of these lower costs, Wright College spends a higher percentage of its budget on mission-related activities than the District average.

Grants

The Office of Finance projects that Wright College will be awarded an additional \$400,000 in Restricted grant awards and an additional \$100,000 in Federal student grant awards.

Wright College

Headcount Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	9,537	8,993	9,078	9,859	9,978	119	1.2%	441	4.6%
Pre-Credit	675	662	970	1,132	1,140	8	0.7%	465	68.9%
Continuing Ed.	789	1,877	1,825	1,727	1,600	-127	-7.4%	811	102.8%
Special Interest	8,506	7,545	7,896	7,038	7,276	238	3.4%	-1,230	-14.5%
Adult Education	9,361	9,133	9,286	8,967	7,960	-1,007	-11.2%	-1,401	-15.0%
ABE	2,627	2,368	2,285	2,011	1,616	-395	-19.6%	-1,011	-38.5%
GED	915	1,054	1,128	1,119	965	-154	-13.8%	50	5.5%
ESL	6,339	6,347	6,404	6,410	5,896	-514	-8.0%	-443	-7.0%
Vocational Skills	146	169	180	351	244	-107	-30.5%	98	67.1%
Total (Unduplicated)	26,888	26,543	27,095	26,651	25,806	-845	-3.2%	-1,082	-4.0%

Wright College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2000 - FY 2004

Proc Type	FY 2000	FY 2001	FY2002	FY 2003	FY 2004	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,646	3,607	3,765	4,207	4,347	140	3.3%	701	19.2%
Pre-Credit	204	184	250	272	283	11	4.0%	79	38.7%
Continuing Ed.	154	254	287	243	261	18	7.4%	107	69.5%
Adult Education	3,666	3,585	3,533	2,999	2,715	-284	-9.5%	-951	-25.9%
ABE	928	860	808	656	527	-129	-19.7%	-401	-43.2%
GED	323	340	374	320	276	-44	-13.8%	-47	-14.6%
ESL	2,414	2,384	2,351	2,022	1,912	-110	-5.4%	-502	-20.8%
Vocational Skills	75	101	107	138	108	-30	-21.7%	33	44.0%
Total (Unduplicated)	7,745	7,730	7,942	7,859	7,714	-145	-1.8%	-31	-0.4%

Wright College

Ethnic Distribution for Fiscal Year 2004 Enrollment by Processing Type

<i>Processing Type</i>	<i>Asian/ Pacific Islander</i>	<i>American In- dian/Alaskan Native</i>	<i>Black</i>	<i>Hispanic</i>	<i>White</i>	<i>Unknown</i>	<i>Total</i>
Credit	1,105	59	1,002	3,806	4,006	0	9,978
	11.1%	0.6%	10.0%	38.1%	40.1%	0.0%	
Continuing Education	103	8	241	606	642	0	1,600
	6.4%	0.5%	15.1%	37.9%	40.1%	0.0%	
Adult Education	155	19	263	4,995	2,484	44	7,960
	1.9%	0.2%	3.3%	62.8%	31.2%	0.6%	
ABE	39	8	195	1,114	256	4	1,616
	2.4%	0.5%	12.1%	68.9%	15.8%	0.2%	
GED	18	7	75	682	181	2	965
	1.9%	0.7%	7.8%	70.7%	18.8%	0.2%	
ESL	111		21	3,580	2,137	39	5,896
	1.9%	0.1%	0.4%	60.7%	36.2%	0.7%	
Vocational Skills	11	2	52	128	51	0	244
	4.5%	0.8%	21.3%	52.5%	20.9%	0.0%	
Special Interest	365	44	867	2,946	3,053	1	7,276
	5.0%	0.6%	11.9%	40.5%	42.0%	0.0%	
Pre-Credit	69	6	157	600	308	0	1,140
	6.1%	0.5%	13.8%	52.6%	27.0%	0.0%	
Mfg. Technology	0	0	0	1	0	0	1
	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	
<i>Unduplicated Total</i>	1,632	126	2,232	12,007	9,765	44	25,806
	6.3%	0.5%	8.6%	46.5%	37.8%	0.2%	

Wright College									
Five-Year Trend of Certified Credit hours by Funding Category									
						Annual Change		5 Year Change	
Funding Category	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004*	#	%	#	%
Baccalaureate and General Academic	65,356	64,197	67,613	77,672	80,546	2,874	3.7%	15,190	23.2%
Business and Service Occupational	3,254	2,864	3,449	4,354	4,215	-139	-3.2%	961	29.5%
Technical Occupational and Vocational	8,372	8,591	8,580	8,083	7,402	-681	-8.4%	-970	-11.6%
Health Occupational and Vocational	6,335	6,891	6,989	7,035	8,553	1,518	21.6%	2,219	35.0%
Remedial Education	25,098	25,084	25,913	28,946	29,979	1,033	3.6%	4,881	19.4%
Adult Basic & Adult Secondary Education, ESL	86,419	86,044	83,839	70,248	63,857	-6,391	-9.1%	-22,562	-26.1%
TOTAL	194,834	193,671	196,383	196,338	194,552	-1,786	-0.9%	-282	-0.1%
* Submitted, not yet certified									

Wright College
Community College District No. 508

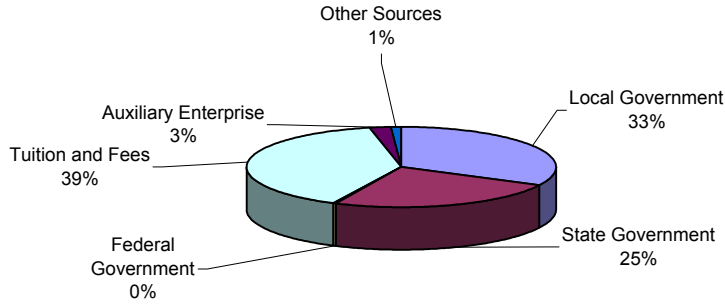
Unrestricted Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Revenues					
	Local Government	8,067,858	9,515,917	9,384,297	9,325,007
	State Government	7,708,142	6,288,885	6,046,635	7,017,243
	Federal Government	9,217	17,722	27,100	20,034
	Tuition and Fees	10,081,872	9,861,477	10,361,487	11,277,850
	Auxiliary/Enterprise	307,125	827,375	446,625	713,221
	Investment Revenue	-	-	-	-
	Other Sources	885,011	-	290,098	280,705
	Revenue Total	27,059,225	26,511,376	26,556,242	28,634,060
Expenditures by Program					
	Instruction	13,944,630	15,220,361	15,255,913	15,355,648
	Academic Support	1,588,026	1,578,843	1,592,228	2,949,386
	Student Services	2,264,977	2,356,388	2,208,516	2,475,411
	Public Service	26,273	307,972	110,220	908,427
	Auxiliary/Enterprise	444,978	530,511	500,757	531,461
	Operations and Maintenance	4,136,128	4,241,425	3,749,571	4,173,539
	Institutional Support	2,930,923	2,546,106	2,460,288	2,675,807
	Scholarships, Grants, Waivers	156,147	183,592	155,666	125,000
	Total	25,492,082	26,965,198	26,033,157	29,194,679
Expenditures by Object					
	Salaries	17,631,406	18,369,430	18,350,612	19,428,887
	Employee Benefits	3,712,729	4,661,885	4,142,828	4,920,595
	Contractual Services	502,721	642,004	299,750	1,061,257
	Materials and Supplies	2,403,471	1,290,185	1,914,448	1,073,892
	Travel and Conference	2,757	58,250	76,706	106,382
	Capital Outlay	40,002	56,369	34,236	670,000
	Fixed Charges	-	-	-	5,700
	Utilities	994,322	1,045,000	901,623	1,030,300
	Other Expenditure				
	Bad Debt	(20,655)	80,000	93,830	100,000
	Waivers and Scholarships	156,147	175,000	177,541	125,000
	Other Expenditure	69,182	279,606	41,583	350,619
	Funding Reserve	-	307,469	-	-
	Re-Appropriated Enterprise	-	-	-	322,046
	Total	25,492,082	26,965,198	26,033,157	29,194,679
	Change in Fund Balance	1,567,143	(453,822)	523,085	(560,619)

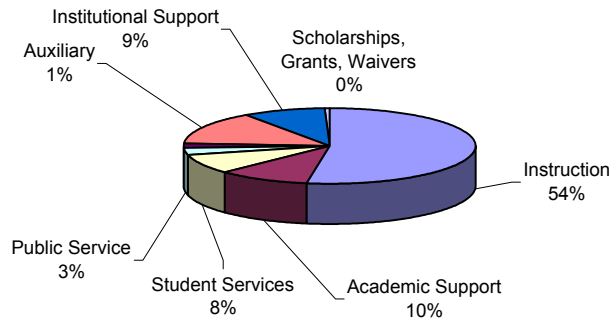
Wright College
Community College District No. 508

Unrestricted Funds

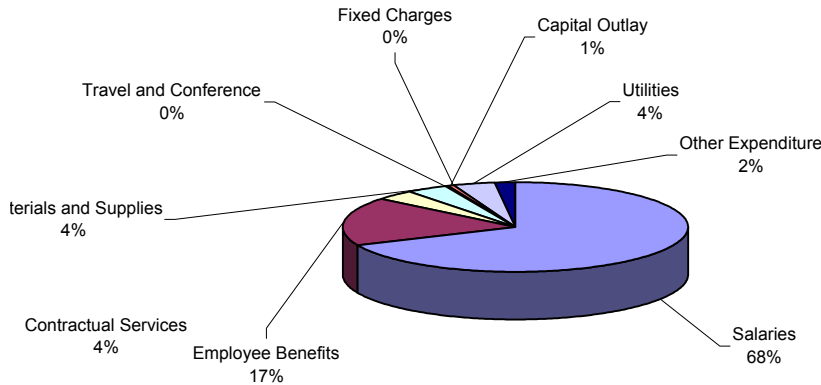
Estimated Revenues and Other Sources of Funds



Unrestricted Expenditures by Program



Unrestricted Expenditures by Object



Wright College
Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	74,862	-	70,867
	State Government	1,291,072	-	1,562,646
	Federal Government	4,644,109	5,367,618	5,744,395
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	187	-
	Other Sources	-	1,506,155	15,262
	Revenue Total	6,010,043	6,873,959	7,393,170
Expenditures by Program				
	Instruction	1,886,998	1,098,397	1,225,140
	Academic Support	307,594	463,173	709,745
	Student Services	142,673	523,673	609,458
	Public Service	93,470	87,116	235,478
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	267,305	66,144
	Institutional Support	6,108	73,002	82,391
	Scholarships, Grants, Waivers	3,644,624	4,361,293	4,464,815
	Total	6,081,467	6,873,959	7,393,170
Expenditures by Object				
	Salaries	2,006,885	1,974,039	2,029,843
	Employee Benefits	77,591	165,110	318,322
	Contractual Services	61,714	155,625	221,846
	Materials and Supplies	343,324	199,992	266,633
	Travel and Conference	4,898	9,047	28,311
	Capital Outlay	19,307	-	25,343
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	3,566,594	4,361,293	4,464,815
	Other Expenditure	1,152	8,853	38,059
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	6,081,467	6,873,959	7,393,170
	Change in Fund Balance	(71,424)	-	-

Wright College
Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 06, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	545,000
	Carl D. Perkins	158,077
	Comprehensive Program	141,480
	Federal Technical Preparation	34,854
	Program Improvement	9,310
Federal Total		888,721
State		
	Adult Education - State Basic	600,000
	Adult Education - State Performance	225,000
	Adult Education - State Public Assistance	130,000
	Cooperative Work Study	29,700
	Community Based Organization	9,400
	Illinois Displaced Homemakers	58,410
	Minority Student Transfer Center	49,300
	Sustainable Energy Technology	80,000
	Workforce Development	35,000
State Total		1,216,810
Non Government Grants		
Non Government Grants Total		0
Other		
Other Total		0
Total Grants Awarded		2,105,531
Grants Applied for		822,825
Expected Student Aid Grants		4,464,815
Grand Total		7,393,170

Wright College
Community College District No. 508

Unrestricted Funds Staffing and Salaries

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Full-Time Faculty	94	100	109
	Part-Time Faculty	125	115	110
	Administrators	21	21	20
	Clerical and Professional	105	119	115
	Operations and Maintenance	67	56	72
	Full-Time Equivalent Total	412	412	427
Salaries				
	Full-Time Faculty	7,069,903	7,775,039	8,017,735
	Part-Time Faculty	2,526,853	2,901,346	3,253,450
	Administrators	1,588,577	1,565,376	1,432,194
	Clerical and Professional	4,194,929	4,206,610	4,508,542
	Operations and Maintenance	2,221,675	1,915,936	2,145,771
	Other Salaries	29,468	(13,694)	71,195
	Salaries Total	17,631,406	18,350,612	19,428,887
Average Salaries				
	Full-Time Faculty	75,306	77,750	73,557
	Part-Time Faculty	20,149	25,184	29,496
	Administrators	74,262	74,348	71,114
	Clerical and Professional	39,943	35,207	39,119
	Operations and Maintenance	33,281	34,244	29,837
	Average Salaries	42,747	44,574	45,543



District Offices Analysis

The District Offices expect a \$1.6 million increase, exclusive of employee benefits, for its 2005 budget compared to its 2004 budget. Most District Office departments cut their expenditure budgets. However, the Office of Information Technology will increase spending for one-time software implementation and networking projects. These investments will lead to savings starting with the 2007 budget. Actual 2004 District Office performance was under budget because of project delays. However, due to cost cutting measures, there will be reductions in total District Office unrestricted staff.

Grants

The Office of Academic Affairs is awarded most District Office Grants. In 2003, the Office of Information Technology received one-time special appropriations from the State. Some of these activities are now funded through Unrestricted funds. The Office of Finance projects 2005 grant activity at about the same level as in 2004.

District Office and WYCC
Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Type	Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Expenditures by Program					
	Instruction	2,021,946	360,503	261,561	367,699
	Academic Support	3,832,566	4,234,233	3,493,138	3,992,012
	Student Services	-	-	-	-
	Public Service	163,303	991,126	470,647	561,593
	Auxiliary/Enterprise	288,097	743,043	289,742	365,763
	Operations and Maintenance	5,096,837	1,436,246	1,317,961	1,496,619
	Institutional Support	21,970,832	22,561,090	19,708,953	27,682,076
	Scholarships, Grants, Waivers	-	-	-	-
Total		33,373,582	30,326,242	25,542,002	34,465,762
Expenditures by Object					
	Salaries	7,811,527	8,399,908	7,877,952	9,253,386
	Employee Benefits	(907,822)	330,041	290,812	2,380,951
	Contractual Services	19,082,251	14,908,773	11,727,159	16,576,702
	Materials and Supplies	2,968,106	2,739,383	2,261,423	2,221,850
	Travel and Conference	226,158	316,611	202,258	299,097
	Capital Outlay	785,461	676,757	196,528	460,306
	Fixed Charges	554,201	627,983	642,734	345,983
	Utilities	2,641,703	2,489,087	2,116,771	2,495,083
	Other Expenditure				
	Bad Debt	12,419	-	-	-
	Waivers and Scholarships	33,328	-	12,066	-
	Other Expenditure	166,251	141,789	214,297	95,247
	Funding Reserve	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	337,156
Total		33,373,582	30,630,332	25,542,002	34,465,762

District Office
Community College District No. 508

Restricted Purposes Fund

Type	Program Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Revenues				
	Local Government	91,424	626,638	968,524
	State Government	27,079,111	-	6,571,939
	Federal Government	1,339,500	1,409,602	1,828,100
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	2,610	-	-
	Other Sources	573,703	7,696,799	369,884
	Revenue Total	29,086,349	9,733,039	9,738,447
 Expenditures by Program				
	Instruction	1,602,051	725,913	594,259
	Academic Support	5,215,076	2,362,331	1,981,381
	Student Services	1,139,795	901,929	996,813
	Public Service	593,962	648,676	942,273
	Organized Research	-	16,574	16,574
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	4,453,321	1,278,927	1,279,000
	Institutional Support	6,032,371	3,798,573	3,928,149
	Scholarships, Grants, Waivers	10,096,189	115	-
	Total	29,132,764	9,733,039	9,738,447
 Expenditures by Object				
	Salaries	1,739,788	1,437,587	1,902,221
	Employee Benefits	930,571	1,000,672	1,099,790
	Contractual Services	8,488,214	3,695,880	2,870,510
	Materials and Supplies	592,163	1,855,668	2,060,818
	Travel and Conference	114,303	121,228	133,374
	Capital Outlay	2,303,246	1,277,076	1,303,403
	Fixed Charges	-	250	250
	Utilities	103,023	5,179	1,992
	Other Expenditure			
	Bad Debt	-	-	-
	Waivers and Scholarships	10,141,685	115	-
	Other Expenditure	4,719,771	339,384	366,090
	Funding Reserve	-	-	-
	Re-Appropriated Enterprise	-	-	-
	Total	29,132,764	9,733,039	9,738,447
	Change in Fund Balance	(46,416)	-	-

District Office
Community College District No. 508

Grant Awards, Excluding Student Aid Grants, as of September 06, 2004

Type	Description	Amount
Federal		
	Adult Education - Federal Basic	217,393
	Bridges to Baccalaureate	212,924
	Carl D. Perkins	169,303
	Child Care Access Means	36,830
	Federal Technical Preparation	209,736
	Head Start Child Care	27,860
	Head Start Collaboration	53,737
	Summer Food Service Program	209,551
	Federal Total	1,137,334
State		
	Adult Education - State Performance	212,744
	Adult Education - State Public Assistance	252,570
	Chicago Teacher Education Pipeline	39,000
	Community Based Organization	4,200
	Illinois Arts Council Basic Operating	312,000
	Minority Student Transfer Center	4,900
	P-16 Initiative	102,648
	Retirees Health Insurance	626,600
	Workforce Development	21,975
	State Total	1,576,637
Non Government Grants		
	Non Government Grants Total	0
Other		
	State Pre Kindergarten	50,348
	Other Total	50,348
	Total Grants Awarded	2,764,319
	Grants Applied for	6,974,128
	Expected Student Aid Grants	0
	Grand Total	9,738,447

District Office and WYCC
Community College District No. 508

Current Funds, Excluding Grant and Rental Funds Salary Analysis

Type	Staff Description	FY 2003 Actuals	Estimated FY 2004 Actuals	FY 2005 Budget
Full-Time Equivalent				
	Administrators	49	49	53
	Clerical and Professional	87	89	78
	Operations and Maintenance	14	21	23
	Full-Time Equivalent Total	150	159	153
Salaries				
	Administrators	4,317,803	4,215,096	5,385,049
	Clerical and Professional	2,835,298	2,903,412	2,819,918
	Operations and Maintenance	491,199	759,443	850,004
	Other Salaries	239,015	21,452	198,416
	Salaries Total	7,883,315	7,899,403	9,253,386
Average Salaries				
	Administrators	87,640	85,685	102,518
	Clerical and Professional	32,573	32,639	36,266
	Operations and Maintenance	34,841	36,983	37,422
	Average Salaries	52,412	49,781	60,480

General Appropriation

Community College District No. 508

2005 Budget--Operating Funds, Excluding Rental or Grant Funds

Type	Audit Fund	Auxiliary Enterprise Fund	Education Fund	Liability, Protection, and Settlement Fund	Maintenance Fund	Total
Salaries	-	-	900,000	153,886	-	1,053,886
Employee Benefits	-	-	(3,348,540)	4,305,846	1,500,000	2,457,306
Contractual Services	535,000	-	460,000	1,466,336	-	2,461,336
Other Expenditure	-	1,500,000	2,851,877	-	-	4,351,877
Funding Reserve	-	-	2,800,694	-	-	2,800,694
Total	535,000	1,500,000	3,664,031	5,926,068	1,500,000	13,125,099

The General Appropriation is used to budget for items affecting all colleges and offices. We budget benefits in this area, but then allocate them out to departments based on calculated full and part-time rates. See the benefits section for discussion.

Board of Trustees

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals-	
			Unaudited	FY 2005 Budget
Salaries	-	17,848	20,105	17,848
Contractual Services	30,449	25,554	21,090	25,554
Materials and Supplies	26,659	27,177	14,933	22,052
Travel and Conference	15,538	13,267	13,974	13,267
Capital Outlay	80	-	-	-
	72,726	83,846	70,102	78,721

Office of the Chancellor

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals-	
			Unaudited	FY 2005 Budget
Salaries	485,396	286,081	482,191	335,197
Contractual Services	187,908	119,000	129,357	184,000
Materials and Supplies	171,639	107,333	109,907	107,333
Travel and Conference	24,635	20,000	10,039	20,000
Capital Outlay	74	-	-	-
Fixed Charges	6,081	11,500	10,398	11,500
Utilities	14,531	6,000	14,121	6,000
Other Expenditure				
Waivers and Scholarships	-	-	1,151	-
Other Expenditure	-	1,200	33	1,200
	890,263	551,114	757,197	665,230

Academic Affairs

Community College District No. 508

Operating Funds, Excluding Grant and Rental Funds

Program Description	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	1,779,066	1,804,190	1,548,760	1,486,875
Contractual Services	581,031	484,051	595,926	730,277
Materials and Supplies	223,860	394,902	135,258	202,563
Travel and Conference	58,964	61,041	56,383	40,227
Capital Outlay	-	18,402	2,359	3,500
Fixed Charges	11,130	1,000	-	-
Utilities	15,773	2,000	7,734	6,796
Other Expenditure				
Bad Debt	835	-	-	-
Waivers and Scholarships	25,812	-	10,916	-
Other Expenditure	-	44,152	-	10,691
Funding Reserve	-	-	-	-
Re-Appropriated Enterprise	-	-	-	338,156
Total	2,696,472	2,809,738	2,357,336	2,819,085

Office of Information Technology

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	700,019	1,071,184	988,945	2,107,984
Contractual Services	8,823,461	8,654,870	6,392,615	10,519,672
Materials and Supplies	878,689	352,099	673,317	631,371
Travel and Conference	25,632	49,000	16,667	88,000
Capital Outlay	100,157	-	60,985	-
Fixed Charges	92,043	65,000	102,618	-
Utilities	1,919,480	2,092,964	1,812,446	2,201,064
	12,539,481	12,285,117	10,047,592	15,548,091

Office of Finance

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals-	
			Unaudited	FY 2005 Budget
Salaries	262,080	152,358	148,329	152,358
Contractual Services	3,731,278	3,620,588	3,689,016	3,620,588
Materials and Supplies	56,706	109,384	56,527	120,494
Travel and Conference	13,809	22,450	12,320	17,450
Capital Outlay	677,039	-	-	-
Utilities	1,259	1,500	1,020	1,500
Other Expenditure				
Bad Debt	11,583	-	-	-
Waivers and Scholarships	7,516	-	-	-
Other Expenditure	157,506	65,125	205,793	65,125
Re-Appropriated Enterprise	-	-	-	(1,000)
	4,918,777	3,971,405	4,113,007	3,976,515

Human Resources

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals-	
			Unaudited	FY 2005 Budget
Salaries	1,115,198	1,012,275	946,921	974,652
Contractual Services	84,748	84,528	123,714	130,235
Materials and Supplies	41,563	34,250	62,854	51,870
Travel and Conference	6,420	5,000	4,952	15,000
Capital Outlay	-	-	6,372	-
Utilities	45	-	-	-
	1,247,974	1,136,053	1,144,813	1,171,757

Administrative Services

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	1,331,072	1,565,265	1,582,882	1,523,334
Contractual Services	4,587,398	298,731	184,280	270,201
Materials and Supplies	267,225	128,327	234,669	119,327
Travel and Conference	8,816	19,507	11,013	19,507
Capital Outlay	4,841	51,526	89,111	46,556
Fixed Charges	10,817	34,483	1,945	34,483
Utilities	550,845	178,223	191,303	178,223
Other Expenditure				
Other Expenditure	250	26,157	7,520	11,995
	6,761,263	2,302,219	2,302,722	2,203,626

General Counsel

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	481,636	485,748	475,709	469,678
Contractual Services	9,329	70,091	4,035	50,829
Materials and Supplies	30,583	32,000	37,211	32,000
Travel and Conference	9,359	12,000	8,089	10,000
Capital Outlay	86	10,250	-	10,250
Other Expenditure	-	1,000	951	2,081
	530,993	611,089	525,995	574,838

Marketing and Public Relations

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	478,729	396,299	352,753	396,299
Contractual Services	92,728	55,000	82,297	55,000
Materials and Supplies	698,475	405,498	399,981	535,498
Travel and Conference	3,720	15,000	14,125	15,000
Other Expenditure	(302)	-	-	-
	1,273,349	871,797	849,156	1,001,797

Office of Development

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	-	155,000	88,248	170,000
Contractual Services	-	290,000	-	290,000
Materials and Supplies	-	47,762	56,380	47,762
Travel and Conference	-	26,000	349	26,000
Capital Outlay	-	571,000	-	400,000
Other Expenditure	-	4,000	-	4,000
	-	1,093,762	144,977	937,762

Office of Intergovernmental Affairs

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	126,347	119,303	114,225	119,303
Contractual Services	294,866	227,743	213,256	195,000
Materials and Supplies	4,837	3,080	2,320	3,080
Travel and Conference	10,703	9,646	14,045	9,646
Utilities	3,006	3,500	2,795	3,500
	439,760	363,272	346,641	330,529

Inspector General
Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	170,459	170,000	146,623	120,884
Contractual Services	-	70,000	(145)	-
Materials and Supplies	529	7,000	424	2,000
Travel and Conference	1,669	10,000	-	5,000
Other Expenditure	-	155	-	155
	172,657	257,155	146,902	128,039

WYCC TV 20

Community College District No. 508

Current Funds, Excluding Grant and Rental Funds

Expenditure Object	FY 2003 Actuals	FY 2004 Budget	FY 2004 Actuals- Unaudited	FY 2005 Budget
Salaries	881,525	1,164,357	982,261	1,378,974
Contractual Services	659,056	758,617	291,718	505,346
Materials and Supplies	567,343	1,040,571	477,642	346,500
Travel and Conference	46,892	53,700	40,302	20,000
Capital Outlay	3,184	25,579	37,702	-
Fixed Charges	434,131	516,000	527,774	300,000
Utilities	136,764	204,900	87,352	98,000
Other Expenditure	-	-	-	-
Other Expenditure	8,797	-	-	-
	2,737,690	3,763,724	2,444,750	2,986,320

BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 508
County of Cook and State of Illinois

RESOLUTION:

ANNUAL BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2005

WHEREAS, pursuant to provisions of 110 ILCS 805/7-11 et seq., as amended, of the Public Community College Act, of the State of Illinois, the Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the fiscal year ending June 30, 2005, was prepared in tentative form by the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, and in such tentative form said Annual Budget was made available for public inspection for at least ten (10) days prior to final action thereon, by having five (5) copies thereof on file in the Office of the Secretary of said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, since September 18, 2004; and,

WHEREAS, pursuant to provisions of 110 ILCS 805/7-11 et seq., as amended, of the Public Community College Act, of the State of Illinois, on September 28, 2004, which date was not less than one week after these copies were placed on file and prior to final action thereon, said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, held public hearings thereon, of which notice was given by publication in the Chicago Sun-Times, a newspaper published and having general circulation in the district, on September 17, 2004, which date was at least one week prior to the time of the hearings; now, therefore,

BE IT RESOLVED by the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, in special meeting duly assembled:

Section 1.

That pursuant to provisions of 110 ILCS 805/7-8 et seq., as amended, of the Public Community College Act, of the State of Illinois, this resolution is hereby termed the Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the Fiscal Year Ending June 30, 2005, in and by which the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, appropriates such sums of money as are required to defray all of its estimated expenses and liabilities to be paid or incurred during such fiscal year ending June 30, 2005. Pursuant to provisions 110 ILCS 805/7-9 et seq., as amended, of the Public Community College Act, of the State of Illinois, said Annual Budget sets forth estimates, by classes, of all current assets and liabilities of each fund of said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, as of the beginning of the fiscal year ending June 30, 2005, and the amounts of such assets estimated to be available for appropriation in that year, either for expenditures or charges to be made or incurred during that year or for liabilities unpaid at the beginning thereof, detailed estimates of all taxes levied or to be levied for the years 2003 and 2004, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2003 and 2004 which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2005, and detailed estimates of all current revenues to be derived from sources other than taxes, including State and Federal contributions, rents, fees, perquisites, and all other types of revenues, which will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2005. Pursuant to provisions of 110 ILCS 805/7-10 et seq., as amended; of the Public Community College Act, of the State of Illinois, said Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the Fiscal Year ending June 30, 2005, specifies (i) organizational unit, fund, activity, and object to which each appropriation is applicable (the various activities specified in the Annual Budget are based on classifications prescribed by the American Institute of Certified Public Accountant's Audit Guide for Colleges and Universities and the Illinois Community College Board's Fiscal Management Manual and the various objects specified in the Annual Budget are based on and consistent with management's system and procedures for control of budgeted appropriations) and (ii), the amount of such appropriation includes appropriations for all estimated current expenditures or charges to be made or incurred during the fiscal year ending June 30, 2005, including interest to accrue on revenue anticipation notes, tax anticipation warrants and other temporary loans; all final judgments, including accrued interest thereon, entered against said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, and unpaid at the beginning of the fiscal year ending June 30,

2005; any amount for which said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, is required under the Public Community College Act, as amended, of the State of Illinois, to reimburse the Working Cash Fund from the Educational Purposes Fund and the Operation and Maintenance Fund; all other estimated liabilities, including the principal of all tax anticipation warrants and all temporary loans and all accrued interest thereon, incurred during prior years and unpaid at the beginning of the fiscal year ending June 30, 2005, and an amount or amounts estimated to be sufficient to cover the loss and cost of collecting taxes levied for the fiscal year ending June 30, 2005, and also deferred collections thereof and abatements in the amounts of those taxes as extended upon the collector's books. The Annual Budget also includes Program Budget information designed to provide detailed comparative and historical information concerning the various activities of the Community College District No. 508.

Section 2.

That the amounts hereinafter set forth are hereby appropriated for educational purposes; for operation and maintenance of facilities purposes and the purchase of grounds; for the operation and maintenance of any Public Building Commission project leased by the Public Building Commission of Chicago to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois; for the purpose of paying the operating and administrative costs and expenses, including the cost of legal services and the wages and salaries of employees in connection with defending or otherwise protecting the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, against any liability or loss under provisions of the Local Governmental and Governmental Employees Tort Immunity Act, Federal or State common or statutory law, the Worker's Compensation Act, the Worker's Occupational Diseases Act, and the Unemployment Insurance Act, and for paying the costs of insurance, self-insurance, the establishment of reserves, and claim services, the amounts of judgments and settlements, or the costs of otherwise providing protection to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, or its employees or, pursuant to an intergovernmental contract, other local governmental entities or their employees under provisions of the Local Governmental and Governmental Employees Tort Immunity Act and for paying the cost of participation in the Federal Medicare Program under provisions of 40 ILCS 5/21-101 et seq., as amended; for the purpose of paying auditing expenses under the provisions of Section 9 of the Governmental Account Audit Act, as amended, of the State of Illinois; for the purpose of paying the annual rent under the terms of any lease entered into by and between the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, and the Public Building Commission of Chicago; and for other community college purposes of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the fiscal year beginning July 1, 2004, and ending June 30, 2005, which beginning and ending dates were established pursuant to provisions of 110 ILCS 805/7-5 et seq., as amended, of the Public Community College Act, of the State of Illinois.

Section 3.

That the appropriations herein made for salaries and wages for officers and/or employees shall be regarded as maximum appropriations both as to the sum appropriated and the length of time for which the incumbent of each position is to be employed, and no employee shall have the right to demand continuous employment and compensation by reason of the appropriation if it becomes necessary to lay him or her off on account of lack of work or lack of funds.

Section 4.

That the estimates of all current assets and liabilities as of July 1, 2004, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2005, the detailed estimates for all taxes levied or to be levied for the years 2003 and 2004, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2003 and 2004, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2005, and the detailed estimates of all current revenues to be derived from sources other than taxes which will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2005, and the organizational unit, fund, activity, and object to which an appropriation is applicable as well as the amounts of such appropriations are as follows.

CITY COLLEGES OF CHICAGO
Community College District No. 508

GLOSSARY

NOTE: The terms included in this glossary are intended to serve as a general and basic reference for the material contained in the budget document. It is not an all inclusive or comprehensive glossary. Consultation of professional and reference publications may be necessary for detailed and comprehensive definitions of terms and or concepts lightly treated or absent from this glossary.

ACADEMIC SUPPORT	Academic support includes those programs which directly support the instruction process and academic programs, including tutoring and instructional assistance. These programs include library operations, instructional support services, television production services, audiovisual services, and instructional technology administration. This last program provides instructional technology support to the academic programs of the College, including maintenance of the academic computer network and operation of the computer labs. Instructional technology operation and equipment costs are allocated on a pro rata basis to the academic programs which use the academic computer services. This consolidated effort provides considerable economy of effort, expertise, and resources.
ACADEMIC TERM	An academic term is any period of time in which course work is offered by the institution and for which students seek enrollment. The term may include a regular session or a special session or both. The College uses the semester system, which consists of the summer, fall and spring semesters. Although the summer term begins at the end on one fiscal year, it is budgeted for and accounted for as if it occurred wholly in the following fiscal year.
ACCRUAL BASIS	Accrual basis accounting is an accounting system that records revenues when earned, but not necessarily received and expenditures when a liability is created, regardless of the accounting period in which cash payment is actually made. An encumbrance system may be used in conjunction with an accrual basis accounting system.
ACCRUED EXPENSES	Expenses which have been incurred and have not been paid as of a given date are accrued expenses.
ACCRUED INTEREST	Interest earned between interest dates but not yet paid is accrued interest.

ACCRUED LIABILITIES	Amounts owed but not yet paid are accrued liabilities.
ACCRUED REVENUE	Accrued revenue is revenue earned and not yet collected regardless of whether due or not.
APPROPRIATION	An appropriation is an authorization that enables the College to make expenditures and incur obligations for a specific purpose.
ASSESSED VALUATION	The assessed valuation is the value on each unit of property for which a prescribed amount must be paid as property taxes.
AUDIT	An audit is an examination of the financial records of the College to obtain reasonable assurance that the financial statements prepared by the College are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. It further includes an assessment of the accounting principles and procedures used and of the significant financial estimates made by management.
AUDIT FUND	The Audit Fund is used for recording the payment of auditing expenses. The audit tax levy is recorded in this fund and monies in this fund should be used only for the payment of auditing expenses.
AUXILIARY FUND	The Auxiliary Fund accounts for college services where a fee is charged to students/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 service, student stores, and intercollegiate athletics. Only monies over which the institution has complete control should be included in this fund.
BOND	A bond is a written promise to pay a specific sum of money, called the face value or principle amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.
BOND AND INTEREST FUND	The Bond and Interest Fund is used to account for payment of principal, interest, and related charges on any outstanding bonds. Debt service for each bond issue must be accounted for separately using a group of self-balancing accounts within the fund.
BONDED DEBT	Bonded debt is the part of the College debt which is covered by outstanding bonds.

BUDGET	The budget is a controlled plan to be used in implementing the philosophy and the objectives of the College. The aims and objectives of the College are reflected at each level. The budget is a legal document once it has been approved by the Board.
BUILDING BOND PROCEEDS FUND	Proceeds from construction bonds may be recorded in the Building Bond Proceeds Fund. Expenditures are governed by the districts building bond indenture(s).
CAPITAL EQUIPMENT	The capital equipment object group includes improvement, office equipment, instructional equipment, and service equipment. Expenditures in this category exceed \$500.00 and would not normally be purchased from general materials and supplies. Furniture, computers and related equipment, and laboratory equipment would be typical examples of items included in this category
CASH	The cash source category includes currency, coin, checks, money orders, and bank drafts on hand or deposit with the official or agent designated as custodian of cash or in demand deposit accounts. Petty cash funds, change funds, and other imprest cash funds are recorded in the cash object.
CONTRACTUAL SERVICES	Contractual service costs are those monies paid for services rendered by firms and individuals under contract who are not employees of the College.
CORPORATE PERSONAL PROPERTY REPLACEMENT TAX	The CPPR tax is collected by the Illinois Department of Revenue as a replacement for the personal property tax.
COURSE	A course is defined as an educational unit within the instructional programs dealing with a particular subject and consisting of instructional periods and one or more instructional delivery systems. Courses are generally classified by the discipline they belong to and the level of instruction. For example, EGL 101 would be a first level (year) English course and MAT 250 would be a second level (year) mathematics course.
COURSE CREDIT	The number of credits that will be earned by the student for successful completion of a course is the course credit. It is generally measured in credit hours and will vary from institution to institution depending upon the type of academic term system used.

CREDIT HOUR GRANT	Credit hour grants are received for courses for each semester credit hour or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year. There are no special restrictions on the use of these funds.
CURRENT ASSETS	Cash or anything that can be readily converted into cash is considered to be in the category of current assets.
CURRENT EXPENSES	Any expenditure except for capital outlay and debt service is considered current expenses and include total charges incurred, whether paid or unpaid. Capital equipment expenditures assigned to programs, such as the purchase of instructional equipment, computers, or copiers, are considered to be part of current expenses.
CURRENT FUNDS	Current funds account for those moneys received during the current fiscal year from revenue which can be used to pay obligations currently due and surpluses re-appropriated for the current fiscal year.
CURRENT LIABILITIES	Debts which are payable within a relatively short period of time, usually no longer than a year, are classed as current liabilities.
DEBT SERVICE	Debt service includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest on current loans, which are loans payable in the same fiscal year in which the money was borrowed.
DEFERRED CHARGES	Deferred charges include expenditures which are not chargeable to the fiscal year in which they are made but are carried over on the asset side of the balance sheet pending amortization or some other disposition. Deferred charges differ from prepaid expenses in that they usually extend over a long period of time and may or may not be regularly recurring costs of operation.
DEFERRED REVENUES	Deferred revenues are those monies or entitlements which have been recognized as revenues but have not been received and are therefore not available for use. (See MODIFIED ACCRUAL BASIS ACCOUNTING)
DEFICIT	A deficit is a shortfall of revenues under expenditures and transfers.
DISBURSEMENTS	These are the actual payment of cash by the College.

EDUCATION FUND	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. 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. CCC's currently authorized maximum rate is seventeen and one-half cents per \$100. Increases in the local maximum rate must be approved by the electorate of the college district.
ENCUMBRANCES	Encumbrances are actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures. For example, if a purchase order for \$100.00 is written and chargeable against a supply account, the available balance in that account is reduced by \$100.00 even though the supplies might not have been received and no payment made from the account.
EMPLOYEE BENEFITS	Employee benefits costs are for all benefits which employees accrue through continued employment with the College. Benefits include health insurance coverage (except that portion paid by the employee), life insurance, retirement cost and sick pay.
EQUALIZATION GRANT	Equalization grants attempt to reduce the disparity in local funds available per student among districts. Equalized assessed valuations, full time equivalent students, corporate personal property replacement tax revenue, fixed costs, and the district's program mix are considered in the equalization calculations.
EXPENDITURES	Expenditures are decreases in net financial resources. Expenditures include current operating expenses, debt service, capital outlay, and any other liability which has been paid.
FEDERAL GOVERNMENT SOURCES	The category of federal government revenue sources includes all revenues which originate with federal agencies and are paid directly to the College.
FINANCIAL STATEMENT	A financial statement is a formal summary of accounting records setting forth the District's financial condition.

FISCAL YEAR	The fiscal year is a period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures are authorized and at the end of which accounts are reconciled and the books are balanced. The College's fiscal year is the period from July 1 to June 30.
FIXED ASSETS	Fixed assets are those assets essential to continuance of proper operation of the College. They include land, buildings, machinery, furniture, and other equipment, which the College intends to hold or continue to use over a long period of time.
FULL-TIME EQUIVALENT	For students the full-time equivalent indicator is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated at the College by fifteen credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by thirty credit hours. This is not to be confused with a full time student, which is a student who is enrolled for twelve or more credit hours per semester. For faculty the full-time equivalent is twenty-one instructional hour equivalents per year (lab classes are treated differently than lecture classes). For classified staff personnel the full-time equivalent is thirty-five hours of work per week.
FUND	A fund is an accounting entity with a self-balancing set of accounts for recording assets, liabilities, a fund balance, and changes in the fund balance. Separate accounts are maintained for each fund to insure observance of limitations and restrictions placed on the use of resources. For accounting and reporting purposes, funds of similar characteristics may be combined into fund groups. Funds are established and organized for budgeting, accounting, and reporting purposes in accordance with activities and objectives as specified by donors of resources, in accordance with regulations, restrictions, or limitations imposed by sources outside the College, or in accordance with directions issued by the Board of Trustees. The funds are listed by fund number.
FUND EQUITY	The fund equity is the balance of a fund after all liabilities have been deducted from the assets of the fund.
GENERAL FIXED ASSETS ACCOUNT GROUP	The General Fixed Assets Account Group is used to record the value of plant assets.
GENERAL LONG-TERM DEBT ACCOUNT GROUP	The General Long-term Debt Account Group is used to record long-term liabilities.

GENERAL MATERIALS AND SUPPLIES	The general materials and supplies category includes the cost of materials and supplies necessary for the conduct of the College's business. Business forms, envelopes, postage costs, printing costs, and handouts to students typically fall into this category.
INDIRECT COSTS	Indirect costs are those elements of cost necessary in the provision of a service which are of such nature that they cannot be readily or accurately identified with the specific service. (See also DIRECT COSTS)
INSTITUTIONAL SUPPORT	This category includes those costs and activities not readily assignable to another category or which apply to the College on an institution-wide basis.
INSTRUCTION	Instruction includes those activities which deal directly with teaching or aid in the teaching process. Instruction costs include not only salaries and benefits for instructional personnel but also the personnel, materials, equipment, and other costs which are necessary to plan, implement, and manage the instructional program.
INSTRUCTIONAL PROGRAMS	The academic programs include all of the instructional programs of the College. Some programs contain only a single discipline, such as mathematics or biology. Some programs contain multiple disciplines, such as foreign language/international studies, which includes all of the language disciplines (i.e., Spanish, French, and German).
INTERFUND TRANSFERS	Interfund transactions are for transfer of monies between funds. Monies may not be transferred between funds except by the same procedure as that used to approve the budget.
INVESTMENTS	Investments are securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues.
INVESTMENT REVENUE	The investment revenue source category records revenues from investments.
LIABILITY, PROTECTION, AND SETTLEMENT FUND	Tort liability, property insurance, Medicare insurance, unemployment insurance, and worker's compensation levies should be recorded in this fund.
LOCAL GOVERNMENT SOURCES	Revenues from local government sources accrue from district taxes (property taxes), from charge backs, and from all governmental agencies below the state level.

MODIFIED ACCRUAL BASIS ACCOUNTING	Modified accrual basis accounting is any accounting system that records revenue when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures other than interest on long-term debts generally are recognized when the related fund liability is incurred.
OBJECT	The term object applies to expenditure classifications and designates materials or services purchased. Expenditures are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes. The term function may also be used to refer to object classifications.
OPERATING FUNDS	Operating Funds refers to the combination of the Education Fund and the Operations and Maintenance Fund (Funds 01 and 02).
OPERATIONS AND MAINTENANCE FUND	The Operations and Maintenance 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, 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.
OPERATION AND MAINTENANCE OF PLANT	Operation and maintenance of plant includes those activities necessary for the proper and safe operation of the physical plant of the College, including buildings, grounds, and roadways. Public safety, transportation, maintenance services, and housekeeping are part of operation and maintenance of plant.
OTHER EXPENDITURES	The other expenditures object category includes expenditures not readily assignable to another object category. Examples include student grants and scholarships, tuition charge backs, charges and adjustments, and student loans.
OTHER REVENUES	Other revenues are those which do not fall into an established specific revenue source category. Typical examples would include parking and library fines.

PROGRAM	A program is defined as 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. The program classification structure, established by the ICCB, is a means of identifying and organizing the activities of the College in a program-oriented manner. Examples of programs are biology, nursing, and academic support.
PROPERTY TAXES	In general, property taxes are those taxes levied on real property for the purpose of providing service for the public good. In the case of the College, property taxes are levied on the real property of the District for the purpose of fulfilling the goal of educational service.
PUBLIC BUILDING COMMISSION OPERATIONS	The College has no facilities built by the Public Building Commission and therefore does not use either of the Public Building Commission funds.
PUBLIC SERVICE	Public service includes services provided to the general college community and residents by making college facilities and expertise available to the public outside of the academic realm. It includes college-sponsored seminars, workshops, forums, lecture series, cultural events and exhibits, and other non-academic services to the residents of the District.
REIMBURSABLE CREDIT HOUR	A reimbursable credit hour is an ICCB-certified instructional credit hour used as the basis for distributing ICCB grants.
RESTRICTED PURPOSES	The Restricted Purposes Fund is used 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 fund.
REVENUES	Revenues are additions to assets which do not increase any liability, do not represent the recovery of an expenditure, or do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets. Revenues are classified by the source of the funds, which roughly corresponds to the object classification for expenditures.
SALARIES	Salaries are monies paid to employees of the College for personal services rendered to the College. Full time, part-time, and temporary employees, whether administrators, faculty, or staff, are paid wages or salaries established by contract with the Board of Trustees. (See also CONTRACTUAL SERVICES.)

STATE GOVERNMENTAL SOURCES	State governmental revenues accrue from all state governmental agencies. Typical examples include credit hour grants, ICCB grants, ISBE grants, and the Department of Veterans Affairs.
STUDENT CHARGEBACK	The student chargeback is the fee paid for a student of one community college district attending a community college in another district to pursue a curriculum not offered in the college of his home district. The home community college pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.
STUDENT SERVICES	Student services include those activities which provide direct support services to students other than academic support services. These activities include registration and records, financial aid, counseling, placement testing, career placement assistance, health services, and student activities.
STUDENT TUITION AND FEES	The student tuition and fees category includes all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per credit hour times the number of credit hours charged a student for taking a course at the college. Fees include laboratory fees, application fees, transcript fees, and similar charges not covered by tuition. Student tuition and fees may not exceed one third the per capita cost as defined in the chargeback reimbursement calculation.
SURPLUS	A surplus is an excess of revenues over expenditures and transfers.
UTILITIES	The utilities object account covers all utility costs necessary to operate the physical plant and other on-going services, including gas, water, sewage, telephone, and refuse disposal.
WORKING CASH FUND	The Working Cash Fund is used to enable the district to have on hand at all times sufficient cash to meet the demands of ordinary and necessary expenditures. This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such transfers assist operating funds in meeting demands during periods of temporary low cash balances. Payment for the principal or interest of working cash bonds should be made from the Bond and Interest Fund.

ACRONYMS

ABE	Adult Basic Education
ASE	Adult Secondary Education
CCC	City Colleges of Chicago
DAVTE	Department of Adult, Technical, and Vocational Education
FASB	Financial Accounting Standards Board
FTE	Full-time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
ISBE	Illinois State Board of Education
JTPA	Job Training Partnership Act
NACUBO	National Association of College and University Business Officers
NCGA	National Council on Governmental Accounting