



Richard J. Daley
Harold Washington
Kennedy-King
Malcolm X
Olive-Harvey
Harry S Truman
Wilbur Wright

CITY COLLEGES OF CHICAGO

Fiscal Year 2018

Annual Operating Budget

Rahm Emanuel
Mayor, City of Chicago

Juan Salgado
Chancellor

Charles R. Middleton, Ph.D.
Chair, Board of Trustees of Community
College District No. 508

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of CHICAGO
Education that Works

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City Colleges of Chicago

Illinois

For the Fiscal Year Beginning

July 1, 2016

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City Colleges of Chicago, Illinois for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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CITY COLLEGES OF CHICAGO

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MESSAGE FROM THE CHANCELLOR

When I began my tenure as Chancellor this past May, I laid out a vision for City Colleges as a community college system that transforms Chicagoans' life trajectories, and puts them on a path to the middle class and beyond.

I outlined several strategic priorities needed to realize this vision and to continue the strong student outcome gains made under Reinvention, namely: enhancing the student experience, boosting enrollment, investing in our students and communities to ensure our programs align with workforce demand, and serving as a responsible steward of taxpayer dollars. The FY2018 budget is a reflection of these priorities.

In this budget, we preserve City Colleges' unique value proposition to students and taxpayers – enhancing the quality and relevance of our programs while remaining affordable to students by operating with greater efficiency. This budget is balanced without an increase in tuition.

This year will be the first since FY2015 that we have seen passage of full-year state funding, and I want to commend the Illinois legislature for recognizing the urgency of supporting public higher education statewide.

The passage of the state budget is expected to yield funding for FY2018 at roughly 90 percent of our FY2015 level in addition to providing capital improvement funds and student MAP grant funding. The total funds appropriated and the timing of their release is being finalized and this budget uses the best estimates available.

While this funding comes at a critical time, we must use our resources efficiently in order to rebuild our reserves, to account for a forthcoming shift in pension contribution responsibilities from the state to CCC, and to put CCC on stable financial footing for the long-term.

City Colleges' proposed FY2018 budget of \$443 million reflects an overall decrease of 16% from the prior fiscal year. The overall FY2018 unrestricted operating budget of \$277 million is down by 4% from FY2017.

The FY2018 budget includes:

Support for education quality, completion, and retention efforts that have helped to more than double the number of degrees earned annually since the launch of Reinvention.

Support for scholarships and early college dual enrollment and dual credit programs, recognizing the importance of eliminating every barrier to our students' success.

Continued investments in student support from career and transfer centers to wellness centers to advisors and athletics.

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Capital investments that help to equip students with the skills to seize jobs in fast-growing fields, including the Olive-Harvey College Transportation, Distribution and Logistics (TDL) Center and the Daley College Engineering and Advanced Manufacturing Center.

A commitment to rebuild City Colleges' reserves following two years of state underfunding to ensure the institution's long-term financial health.

A call for redoubling of efforts to boost enrollment, which was impacted by the uncertainty of state funding, including the lack of MAP grants in prior years.

The budget also recognizes that we must operate on a leaner administrative footprint and strategically focuses funds on our students and colleges by incorporating the following efficiencies:

The sale of City Colleges underutilized downtown headquarters, and a move of a significant portion of central office administration to colleges to be closer to the students, faculty and staff we serve.

A 10% reduction in senior leadership compensation, including the elimination of 100% pension contributions and medical reimbursements for Officers of the District.

A 2.5% reduction of the CCC administrative workforce, or roughly 120 employees, largely based at City Colleges' central office.

Reductions in travel expenses.

Reductions in contracts, materials and supplies, and

More efficiently scheduling classes to better meet demand.

All decisions to reduce resources are difficult, especially the decision to reduce staff. However, they are necessary and strategic to protect the resources closest to the student experience while also providing students the assurance of a financially stable institution.

The continued hard work of our faculty and staff, along with the support of community, employer, and government partners, remains key to our students' success.

This budget delivers on our responsibility to students and taxpayers, and brings us closer to fulfilling our role as a transformative institution contributing to the creation of a truly inclusive Chicago economy.

I hereby respectfully submit the budget for Fiscal Year 2018 for City Colleges of Chicago, District 508.

Sincerely,



Juan Salgado
Chancellor
City Colleges of Chicago

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FY2018 BUDGET OVERVIEW

OVERVIEW OF FUNDING SOURCES

The City Colleges of Chicago (CCC or City Colleges) FY2018 budget estimated resources available for appropriation of \$442.6 million reflects an overall decrease of 16% from the prior fiscal year. The 19% decrease in Operating funds reflects a more conservative budget estimate based on actual historical payment trends for Pell grants and other federal and state student financial aid (\$80 million anticipated in FY2018, or \$63 million less than the \$143 million budgeted in FY2017); a reduction of \$19 million in other grants awarded and applied for; and 5% reductions in the unrestricted and enterprise fund annual operating budgets.

The FY2018 capital fund budget is increased 20% over FY2017 in anticipation of starting work on the Daley College Engineering & Advanced Manufacturing Center and restarting the construction of Olive-Harvey's Transportation, Distribution, and Logistics building.

FY2018 All Funds by Fund Type Resources Available (\$ in millions)

Resources	FY2016 Audited	FY2017 Budget	FY2018 Budget	\$ Change	% Change
Operating Funds					
Unrestricted	\$ 296.8	\$ 288.6	\$ 277.2	(11.4)	-4.0%
Enterprise	9.7	9.9	9.4	(0.5)	-5.2%
Restricted	96.5	176.1	99.8	(76.3)	-43.3%
Total Operating	403.0	474.6	386.4	(88.3)	-18.6%
Capital Fund	41.3	35.2	42.4	7.2	20.4%
Debt Service	17.9	13.9	13.9	(0.0)	-0.2%
Total Appropriation	\$ 462.2	\$ 523.7	\$ 442.6	(81.1)	-15.5%

The operating funds include the Education; Operations and Maintenance (O&M); Auxiliary/Enterprise; Liability, Protection and Settlement; Financial Auditing; and Restricted Purposes Funds and account for 87% of the total budget. The FY2018 budget proposes a decrease in operating fund appropriations of \$88 million and an increase of \$7 million for capital improvement projects compared to FY2017, as the district plans to fund projects at Olive-Harvey and Richard J. Daley colleges.

Overall unrestricted operating resources are budgeted to decrease by 4%. Local Government unrestricted revenues are decreasing by \$2 million from FY2017. While the base tax levy remains unchanged, revenues from property taxes will increase due to capture of increased assessed value from properties in expired Tax Increment Financing districts and the addition of new properties to the tax roll. The projected credit hour Tuition for FY2018 reflects an estimated 5% decrease in enrollment. Lower investment income is projected due to an expected decrease in funds under management.

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FY2018 Unrestricted Funds Budget by Resources and Uses

(\$ in millions)

Unrestricted Operating Funds	FY2017 Budget	FY2018 Budget	\$ Change	% Change
Resources				
Local Government	\$ 120.1	\$ 120.3	\$ 0.3	0.2%
State Government	53.8	54.5	0.7	1.3%
Federal Government	0.6	0.4	(0.2)	-32.7%
Tuition and Fees	111.4	94.7	(16.8)	-15.0%
Auxiliary/Enterprise	0.9	-	(0.9)	-100.0%
Investment Revenue	0.6	0.1	(0.4)	-78.6%
Facilities Rental	1.2	1.2	0.0	3.8%
Other Sources	-	5.9	5.9	-
Resources Total	288.6	277.2	11.4	-3.9%
Expenditures				
Salaries	\$ 188.0	\$ 171.8	\$ (16.2)	-8.6%
Employee Benefits	33.0	39.8	6.8	20.6%
Contractual Services	16.5	12.9	(3.6)	-22.1%
Materials and Supplies	13.7	10.0	(3.7)	-26.9%
Travel and Conference	0.9	0.6	(0.3)	-33.8%
Fixed Charges	3.3	2.9	(0.4)	-12.1%
Utilities	8.1	8.5	0.4	4.5%
Other Expenditures				
Bad Debt	3.2	7.7	4.5	141.0%
Waivers and Scholarships	13.7	15.2	1.5	10.8%
Other Expenditures	1.7	1.9	0.2	10.1%
Expenditures Total	\$ 282.1	\$ 271.2	\$ (10.9)	-3.8%
Revenues less Expenditures	\$ 6.5	\$ 6.0	\$ (0.5)	-8.3%
Underwriting Transfer to Enterprise and Debt Service Funds	(6.5)	(6.0)	0.5	8.3%
Net Revenue after Transfer	-	-	-	

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FY2018 Enterprise Funds Budget by Resources and Uses

(\$ in millions)

Enterprise Funds	FY2017 Budget	FY2018 Budget	\$ Change	% Change
Revenues				
Auxiliary/Enterprise	\$ 9.93	\$ 9.39	\$ (0.54)	(5.5%)
Revenues Total	9.93	9.39	(0.54)	(5.5%)
Expenditures				
Salaries	7.10	6.46	(0.64)	(9.1%)
Employee Benefits	1.11	1.35	0.25	22.5%
Contractual Services	3.71	3.57	(0.14)	(3.8%)
Materials and Supplies	0.90	0.77	(0.13)	(14.9%)
Travel and Conference	-	0.03	0.03	-
Fixed Charges	0.00	0.02	0.02	2,243.0%
Other Expenditures	0.60	0.08	(0.52)	(87.0%)
Expenditures Total	\$ 13.42	\$ 12.29	\$ (1.14)	(8.5%)
Revenues less Expenditures	(3.49)	(2.90)	0.59	(16.9%)
Transfer from Education Fund	3.49	2.90	(0.59)	(16.9%)
Net Revenue after Transfer	-	-	-	0.0%

FY2018 Enterprise Funds account for activities that are expected to generate revenues sufficient to cover all or a large portion of their expenses. The primary activities accounted for in the Auxiliary/Enterprise Fund are managed by the Office of Finance and Business Enterprises (child care services at most colleges) and Kennedy-King College (WYCC, restaurants run by/for culinary students, the French Pastry School). Campus Enterprise funds also include the Goldman Sachs' funded "10,000 Small Businesses" Program and continuing education activities managed at each of the colleges.

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FY2018 Restricted Funds Budget by Resources and Uses (\$ in millions)

Restricted Funds	FY2017 Budget	FY2018 Budget	\$ Change	% Change
Revenues				
Local Government	\$ 4.1	\$ 3.5	\$ (0.6)	-14.6%
State Government	7.5	8.2	0.7	9.3%
Federal Government	164.1	87.8	(76.3)	-46.5%
Other Sources	0.4	0.3	(0.1)	-25.0%
Revenue Total	176.1	99.8	(76.3)	-43.3%
Expenditures				
Salaries	23.8	13.0	(10.8)	-45.4%
Employee Benefits	5.0	2.7	(2.3)	-46.0%
Contractual Services	2.6	1.4	(1.2)	-46.2%
Materials and Supplies	3.9	2.1	(1.8)	-46.2%
Travel and Conference	0.5	0.3	(0.2)	-40.0%
Capital Outlay	-	-	-	0.0%
Fixed Charges	0.1	0.1	-	0.0%
Utilities	-	-	-	0.0%
Other Expenditures				
Waivers and Scholarships	139.6	79.9	(59.7)	-42.8%
Other Expenditures	0.6	0.3	(0.3)	-50.0%
Expenditure Total	\$ 176.1	\$ 99.8	\$ (76.3)	-43.3%
Revenues less Expenditures	-	-	-	0.0%

FY2018 Restricted Funds include local, state, and federal grants and federal and state student financial aid. Restricted funds are projected to decrease by approximately \$76 million from the FY2017 budget. The net change reflects a \$57 million decrease in budgeted student financial aid because of anticipated enrollment decreases and more conservative funding estimates compared to prior years' budgets, and a \$19 million decrease in federal, state, and local grants awarded and applied for but not yet received.

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RESOURCE REQUIREMENTS

The State Base Operating Grant (SBOG) to City Colleges fluctuates depending on CCC's enrollment in relation to total state enrollment and the effective ICCB credit hour funding rate. The effective credit hour rate used to allocate the SBOG is determined by the statewide average cost of delivering one credit hour of instruction in each of six different funding categories: (1) baccalaureate transfer, (2) business occupational, (3) technical occupational, (4) health occupational, (5) remedial, and (6) adult education (including English as a second language). Managing City Colleges' cost per credit hour by campus is critical to ensuring maximum benefit from the SBOG.

The FY2018 projected revenue from tuition and fees of \$94.7 million is 15% less than the FY2017 budget of \$111.4 million due to (1) the FY2017 amount having been estimated based on an expected decline in enrollment of 3% rather than the actual decline of 10% and, (2) a projected further enrollment decline of 5% in FY2018.

FINANCIAL CHALLENGES

City Colleges faces significant financial pressures arising largely from macro-economic and external policy factors, specifically:

State of Illinois: The structural imbalance of the State's budget remains one of the most difficult challenges facing City Colleges. The continuing uncertainty of the level of state funding and the timing of actual cash payments from the state have serious negative consequences for CCC's sound long-term financial planning.

Health Care: Annual health care costs are projected to increase by 7%. Employee healthcare plans are reviewed and modified annually to ensure employees have appropriate coverage available to address their family needs at an affordable cost. Employee and retiree contributions toward their healthcare cost have increased slightly to offset a portion of the increase in total cost.

Collective Bargaining Agreements: City Colleges of Chicago has several pending contract negotiations, the outcome of which could place additional strain on resources.

STRATEGIC GOALS AND STRATEGIES

OUR STRATEGIC GOALS

- Goal 1: Increase the number of students earning college credentials of economic value
- Goal 2: Increase the rate of transfer to bachelor's degree programs following City Colleges' graduation
- Goal 3: Drastically improve outcomes for students requiring remediation
- Goal 4: Increase the number and share of ABE/GED/ESL student who advance to and succeed in college-level courses.

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STRUCTURE OF BUDGET

City Colleges' budget is organized around a division of budget management responsibility between the District Office and the colleges. Details of the FY2018 budget are presented beginning on page 51, in the section titled "Financial Summary and Tables." College budgets are reported beginning on page 63, with the District Office budgets beginning on page 107.

DISTRICT OFFICE

The District Office FY2018 budget is \$41.7 million, which represents a 24% reduction from the FY2017 budget of \$54.6 million. Overall, Salary and Personnel costs account for \$28.7 million or 68.7% of the total cost, followed by Contractual Services budgeted at \$3.4 million or 8.1% and Materials and Supplies at \$4.8 million or 11.5%. \$1.3 million or 3.1% makes up Utilities (District Office only) and Waivers and Scholarships (District Office only) account for \$3.1 million or 8% of the total District Office budget. The remaining appropriation of \$0.5 million or 1.1% of the operating budget includes Travel, Fixed Charges (i.e. facility and equipment rental), and Other Expenses.

GENERAL APPROPRIATION

The General Appropriation (GA) includes centrally budgeted and managed appropriations for district-wide programs and initiatives that are not specific to a single department or college, such as STAR Scholarships. The GA FY2018 budget is \$18.3 million, compared to the FY2017 budget of \$4.3 million. The total General Appropriation budget is allocated as follows: Districtwide Salaries and Benefits and savings that occur across the district throughout the year due to staff turnover are budgeted as a credit (negative offset) of -\$5.2 million; Waivers and Scholarships are budgeted at \$10.7 million; Bad Debt expense for uncollectible accounts at \$7.7 million; Contractual Services at \$2.3 million; Materials and Supplies at \$0.7 million; Fixed Charges (i.e. insurance premiums and lease payments) at \$1.3 million; and Other Expenditures at \$0.9 million.

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FUND DESCRIPTIONS AND FUND STRUCTURE

FUND DESCRIPTIONS

City Colleges uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain City Colleges' functions or activities. A fund is a separate accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund balance, revenues, and expenses. City Colleges' resources are allocated to and accounted for in individual funds based upon the source(s) of revenue; purposes of expenditures; and the means by which spending activities are controlled.

For financial reporting purposes, City Colleges is considered a special-purpose government engaged only in business-type activities. Accordingly, City Colleges' basic financial statements and budget are presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned and expenses are recorded when incurred.

Fund Group	Individual Fund
Operating - Unrestricted	Education Operations and Maintenance Auxiliary/Enterprise
Operating - Restricted	Restricted Purposes (grants) Audit Liability, Protection and Settlement
Non-Operating - Unrestricted	Working Cash
Non-Operating – Restricted (Capital Projects)	Operations and Maintenance (Restricted) Bond Proceeds
Plant	Investment in Plant
Debt	Bond and Interest

Operating Funds: The operating funds are those that support ongoing services, programs, and daily operations. They include unrestricted and restricted funds. The operating unrestricted funds are the Education Fund, the Operations and Maintenance Fund, and the Auxiliary/Enterprise Fund. The operating restricted funds are the Audit Fund; the Liability, Protection, and Settlement Fund; and the Restricted Purposes Fund.

Education Fund: The Education Fund is established by 110 ILCS 805/3-1 of the Illinois Public Community College Act. According to ILCS 805/7-18, the statutory maximum tax rate for the Fund applicable to City Colleges is 17.5 cents per \$100 of equalized assessed valuation (EAV). This Fund is used to account for revenues and expenses of the academic and service programs of the Colleges. It includes the costs of instructional, administrative, and professional salaries; supplies and contractual services; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the Colleges.

Operations and Maintenance Fund: The Operations and Maintenance Fund is established by 110 ILCS 805/3-1, and Section 805/7-18 sets the statutory maximum tax rate applicable to City Colleges at five cents per \$100 of EAV. This Fund is used to account for expenses for the construction, acquisition, repair, and improvement of community college buildings; payments of all premiums for insurance upon buildings and building fixtures. If approved by 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 the colleges and buildings are allowed. This fund is also used to account for the procurement of

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lands, furniture, fuel, libraries, and apparatus; building and architectural supplies; and the purchase, maintenance, repair, and replacement of fixtures used in buildings, including but not limited to heating and ventilating systems; mechanical equipment; seats and desks; blackboards; window shades and curtains; gymnasium, recreation, auditorium, and lunchroom equipment; and all expenses incidental to each of these purposes. Further, if approved by resolution of the local board, the rental of buildings and property for community college purposes is allowable.

Auxiliary/Enterprise Fund: The Auxiliary Fund is used to account for college services where a fee is charged and the activity is intended to be largely self-supporting. Examples of accounts in this Fund include the child care centers, non-credit instruction, and contract training.

Audit Fund: The Audit Fund is established by 50 ILCS 310/9 of the Illinois Compiled Statutes. Annually City Colleges separately levies and collects property taxes for payment of the annual audit of its financial statements. The statutory maximum tax rate is 0.5 cent per \$100 EAV. The audit tax levy should be recorded in this fund, and monies in this fund should be used only for the payment of auditing expenses.

Liability, Protection and Settlement Fund: The Liability, Protection and Settlement Fund is established pursuant to 745 ILCS 10/9-107 and 40 ILCS 5/21-110.1 of the Illinois Compiled Statutes. Eligible expenses include the tort liability, unemployment, or worker's compensation insurance or claims, and Medicare/Social Security (FICA). In addition, the salaries for a few lawyers are allocated to this fund due to their role in promoting and maintaining a safe campus environment or managing liability and workers compensation risk.

Restricted Purposes Fund (Grants): The Restricted Purposes Fund is used for accounting for monies that have external restrictions regarding their use. Examples of accounts in this fund are local, state, and federal grants, and federal and state student financial assistance grants.

Non-Operating Funds: The non-operating funds include unrestricted and restricted funds that provide support for short-term cash flow management (Working Cash Fund) and investment in capital projects (Operations and Maintenance Fund (Restricted), respectively).

Working Cash Fund: The purpose of the Working Cash Fund is to provide operating cash for City Colleges to meet operating expenses while it is waiting to receive revenues from property tax collections, federal or state grants, or other sources (in lieu of issuing tax anticipation warrants or other short-term debt instruments). The Board of Trustees votes on a resolution to allow the College Treasurer to borrow from this Fund. City Colleges is required by statute to reimburse the Working Cash Fund first from the receipts of the funds that it was used to replace. Because of its nature, this Fund is not subject to appropriation.

Capital Fund (Operations and Maintenance Fund (Restricted)): The Operations and Maintenance Fund (Restricted) is used to account for monies restricted for building purposes and site acquisition. The term "Capital Fund" is often used to refer to this fund. Various types of restricted funds are accounted for within this fund. They include bond proceeds, Capital Development Board grants, and funds restricted by Board resolution to be used for building purposes.

Bond Proceeds Fund: The Bond Proceeds Fund is used to record the original balance and subsequent use to pay for capital projects of proceeds derived from the sale of tax exempt bonds.

Investment in Plant Fund: The Investment in Plant Fund is used to record the value of plant assets and associated depreciation and is normally supported by detailed records.

Bond and Interest Fund: The Bond and Interest Fund is used to account for payments of principal, interest, and related charges on any outstanding bonds or debt.

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City Colleges follows ICCB prescribed format for its chart of accounts. The ICCB recommends that accounts be structured in a Fund-Function-Department-Object Format.

DEPARTMENT/FUND RELATIONSHIPS

FUNCTIONS

The function defines the type of programs that are operated within a particular fund. City Colleges utilizes the following functions:

Instruction: This category consists of those activities dealing directly with the teaching of students. It includes the activities of faculty in the baccalaureate-oriented/transfer, occupational-technical career, general studies, remedial, and ABE/ASE programs (associate degree credit and certificate credit). It includes expenses for department chairpersons, administrators, and support staff for whom instruction is an important role. It also includes all equipment, materials, supplies, and costs that are necessary to support the instructional program.

Academic Support: This category includes activities designed to provide support services for the College's primary missions of instruction, public service, and research. Academic support includes the operation of the library, educational media services, instructional materials center, and academic computing used in the learning process. Some other activities include tutoring, learning skills centers, and reading and writing centers, which can be reported in this category. It also includes expenses for all equipment, materials, supplies, and costs that are necessary to support this function.

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

Public Service: Public service consists of non-credit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of College facilities and expertise to the community designed to be of service to the public.

Organized Research: Organized research included any separately budgeted research projects, other than institutional research projects that are included under institutional support, whether supported by the College or by an outside person or agency. It also includes all equipment, materials, supplies, and costs that are necessary to support this function.

Auxiliary/Enterprise Services: Provides for the operation of the cafeteria, bookstore, student organizations, athletics, and other related activities. It also includes all equipment, materials, supplies, and costs that are necessary to support this function. Activities included in Enterprise should be self-supporting.

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

Institutional Support: Includes expenses for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative data processing, fiscal operations, legal services, etc.

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Scholarships, Student Grants and Waivers: This category includes activities in the form of grants to students, charge backs, and aid to students in the form of state-mandated and institutional tuition and fee waivers.

OBJECTS

The object code describes the type of revenues or expenses that are used to support each function's activities. Expenses are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes. City Colleges utilizes the following categories to capture revenues and expenses:

Revenues

Local Government Sources: These are monies received from taxpayers within City Colleges' district boundaries and other local government entities.

Real Estate Taxes Monies received from taxpayers within City Colleges' district boundaries based on the assessed valuation of property and the prevailing tax rate.

Back Taxes Revenue Monies received from taxpayers within City Colleges' district boundaries based on the prior periods assessed valuation of property and the prevailing tax rate which were not paid timely.

Estimated Loss and Cost Estimated loss from Real Estate Tax revenues never received and cost of collecting real estate taxes.

Local Government Grants These are monies received from other local government entities such as City of Chicago and Chicago Housing Authority.

Personal Property Replacement Taxes (PPRT): The Illinois Department of Revenue collects and distributes PPRT to local taxing bodies as a replacement for the corporate personal property taxes abolished by the Illinois Legislature in 1976. Currently, Corporations (IL-1120 filers), partnerships (IL-1065 filers), trusts (IL-1041 filers), S corporations (IL-1120-ST filers), and public utilities pay these taxes based on their adjusted net income.

State Government Sources: These are monies received from State of Illinois. The monies are to support operations and specific programs within City Colleges.

ICCB Base Operating Grant This is money from the Illinois General Assembly that is allocated by the ICCB to community colleges for general operations. The Base Operating Grant is based on credit enrollment, reported annually to the ICCB.

Career and Technical Education/Program Improvement Grants

These grant funds are dedicated to enhancing instruction and academic support activities to strengthen and improve career and technical programs and services.

Other State Grants Other grants received from the State, including financial aid and on-behalf payments made by the State of Illinois to the State University Retirement System (SURS) on-behalf of City Colleges.

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Federal Government Sources: These are monies received from the Federal Government. The monies are to support specific programs within City Colleges and provide financial aid to students. City Colleges' main program grant is the Perkins Grant. The College also receives the Student Financial Aid cluster of grants including Pell, College Work Study, and Supplemental Educational Opportunity Grant (SEOG).

Tuition and Fees: In FY2017 City Colleges adopted a new flat-rate tuition structure designed to encourage full-time status and timelier completion for students. See page 32 for more detail.

Auxiliary/Enterprise Sources: Represents revenues related to providing services to students, faculty, staff and the general public for which a fee is charged, such as transcript fees and facilities rentals.

Investment Revenue: The amount of interest earned on City Colleges' cash and investment accounts.

Other Sources: Represents revenues which do not fit into specific revenue source categories such as subpoena fees and ATM commissions.

EXPENSES

Salaries: Salaries are monies paid to employees of City Colleges for personnel services rendered to City Colleges. Full-time, part-time and temporary employees whether administrators, faculty, or staff, are paid wages or salaries.

Employee Benefits: Employee benefit costs are for all benefits which employees accrue through continued employment with City Colleges. Benefits include health insurance coverage (except that portion paid by the employee), vision, dental, sabbatical leave salaries, tuition reimbursement, life insurance, early retirement contributions assignable to City Colleges, and others.

Contractual Services: Contractual service costs are those monies paid for services rendered by firms and individuals under contract who are not employees of City Colleges.

Materials and Supplies: The materials and supplies category includes the cost of materials and supplies necessary for the conduct of City Colleges' business. Business forms, envelopes, postage costs, printing costs, and handouts to students typically fall into this category.

Travel and Conference: The category of conference and meeting includes expenses associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

Capital Outlay: The capital outlay object group includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenses in this category cost more than \$25,000 and would not normally be purchased from materials and supplies in accordance with City Colleges' capital asset policy.

Fixed Charges: The fixed charges object category includes charges for rentals of facilities and equipment, payment of debt interest and principal, general insurance charges, installment payments for lease/purchase agreements, and property/casualty insurance.

Utilities: Covers all utilities costs necessary to operate the physical plant and other ongoing services, including gas, water and sewage, telecommunications, and refuse disposal.

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Other Expenses: The other expenses object category includes expenses not readily assignable to another object category. Examples include tuition chargebacks, charges and adjustments, banking fees, and the initial allocation of funds to the Student Government for student activities.

Bad Debt: Outstanding student receivables with no collection activity for 12 or more months are canceled or written off as uncollectible at the end of the fiscal year.

Waivers and Scholarships: Expenses for student aid in the form of scholarships or prizes.

DEPARTMENTS/COLLEGES

“Departments/Colleges” are cost centers that capture the expense objects listed above. The District Office budgets are reported separately by department, while the various college departments are aggregated under each college’s budget.

COLLEGES

Richard J. Daley College: Richard J. Daley College’s main campus is located on the southwest side at 7500 South Pulaski Road and operates an additional location, Arturo Velasquez Institute, at 2800 South Western Avenue. Richard J. Daley College was named as City Colleges' hub for Engineering and Advanced Manufacturing, and its Manufacturing Technology Program is accredited by the National Institute for Metalworking Skills (NIMS). Richard J. Daley College offers Associate Degrees in: Science, Engineering, Applied Science, Liberal Arts, and General Studies. Richard J. Daley College through its Adult Education program provides a critical service for the integration of the community into the economy of the City of Chicago.

Kennedy-King College: Located on the south side at 6301 South Halsted Street, Kennedy-King College provides a robust environment where students can earn an Associate of Arts (with areas of concentration in communications, social sciences, humanities and pre-professional fields), Associate in Science, Associate in Fine Arts, Music, or Associate in General Studies Degree. Kennedy-King College’s College to Careers focuses are Hospitality and Culinary Arts and Construction Technology.

Affiliated Satellite Campuses:

Dawson Technical Institute

WCHI’s South Shore Cultural Center Campus

City Colleges’ properties housed and operated through Kennedy-King College:

WYCC PBS Chicago

WKKC 89.3 FM Radio

Child Development Laboratory Center (Child Care)

Malcolm X College: Located near the Illinois Medical District at 1900 West Jackson Boulevard, Malcolm X College was named City Colleges' College to Careers Center for Excellence in healthcare education, and partners with industry and university leaders to ensure students build relevant skills in this fast-growing field. The new Malcolm X College and School of Health Sciences opened in January 2016 and houses state-of-the-art classrooms for healthcare and general education, including a virtual hospital that mimics real-world workplace conditions. Malcolm X College and its satellite site, the West Side Learning Center, offer associate degrees, short-term certificate programs, continuing education courses, and GED and ESL programs.

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Olive-Harvey College: Olive-Harvey College is located on the southeast side of Chicago at 10001 South Woodlawn Avenue spanning 67 acres, the College is the largest physical campus of any of the City Colleges, providing an atmosphere conducive to personal, social, and academic growth and success. Associate degree, certificate and short-term training programs are offered to prepare students to transfer to bachelor's degree programs or to move directly into the workforce. English as a Second Language (ESL) courses help students master the English language while Adult Education courses prepare students to pass the GED examination. Olive-Harvey College's College to Careers focus is Transportation, Distribution, and Logistics.

Harry S Truman College: Truman College, located on the north side of Chicago at 1145 West Wilson Avenue, is one of the largest of the City Colleges in terms of student population, and serves as the College to Careers hub in education, and human and natural sciences, and has the largest English as a Second Language and GED program in Illinois. Truman students come from 160 countries and speak 90 languages, and nearly half are Hispanic and most come from communities close to the college. Truman offers new advanced coursework for students who are planning to pursue a bachelor's degree at a four-year university, with courses in Biology, Chemistry, English, History, International Studies, Math, Physics and Political Science.

Harold Washington College: Harold Washington College is an urban community college in the business district of downtown Chicago, at 30 East Lake Street. Harold Washington College's College to Careers focus is Business, Professional Services and Entrepreneurship; the college offers many business-focused degrees, as well as a fully online Associate of Arts Degree in Business. Harold Washington College hosts the Goldman Sachs *10,000 Small Businesses* program and has completed more than 400 scholars to date. Additionally, Harold Washington College is home to exceptional Liberal, Studio and Performing Arts programs; many creatives and performers begin their careers at Harold Washington College and then transfer to bachelor's and master's degree programs. More than 60 percent of Harold Washington College alumni transfer to a four-year college, and transferring is made easy through multiple articulation agreements.

Wilbur Wright College: Wilbur Wright College is one of the largest of the City Colleges, providing students with college credit, adult education, continuing education and special interest classes. Wright is located on the northwest side, at 4300 North Narragansett Avenue. The college provides a park-like campus of five interconnected buildings that enable students to access classrooms, laboratories, and support services in buildings designed by award-winning architect Bertrand Goldberg, whose work includes the Marina Towers in downtown Chicago. Wright's satellite campus is the Humboldt Park Vocational Education Center, which offers general education courses and programs in health careers, manufacturing, and IT. For students interested in transfer pathways to four-year universities, Wright offers an associate degree in a number of disciplines that provide college credit through the IAI. Wright's College to Careers focus is Information Technology.

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FINANCIAL POLICIES

FINANCIAL GOALS

City Colleges has established the following financial goals:

Goal 1 Implement an annual budget and financial planning process that reconciles the need to serve City Colleges' constituencies and support its mission with the reality of the financial environment in which City Colleges operates.

Goal 2 Diversify current funding sources to guard against fluctuations while aggressively advocating for City Colleges' equitable share of federal, state, and local funds.

Goal 3 Develop a model for program and service management based on achieving both mission-related and financial management goals.

Developing a balanced budget is an essential step toward achieving the first financial goal. The rigor required to produce a balanced budget, as defined below, demands the responsible pursuit of the mission of City Colleges. Financial goals 2 and 3 are techniques that help achieve Financial Goal 1.

BALANCED BUDGET

Budget decisions are made in accordance with City Colleges' Annual Plan and conform to the requirements set forth in the Illinois Community College Board (ICCB) Fiscal Management Manual. The standard definition of a balanced budget covers the following elements:

Annual operating expenses, budgeted according to City Colleges' strategic priorities, do not exceed projected operating revenues

Debt service expenses, current (due in less than 12 months)

Adequate reserves for maintenance and repairs to existing facilities

Sufficient reserves for acquisition, maintenance, and replacement of capital equipment

Ample reserves for strategic capital projects

Appropriate funding levels to fulfill future terms and conditions of employment

Adequate allocations for special projects related to the strategic direction of City Colleges

Ending Fund Balances (according to policies set specifically for that purpose)

In addition to the above considerations, City Colleges defines a balanced budget as occurring when the total sum of money City Colleges collects in a year is equal to or greater than the amount it spends on goods, services, and debt interest. This is a structurally balanced budget. Under certain circumstances, budgeted expenses may exceed budgeted revenues as long as the total resource budget, which includes the beginning fund balance, is sufficient to cover the total budgeted expenses.

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Another consideration to account for is sustainability: long-term sustainability must not be sacrificed for short-term expediency. City Colleges has a fiduciary responsibility to its taxpayers, current students, and future students to plan strategically and budget responsibly. Additionally, a balanced budget should include adequate reserves for maintenance and repairs to its existing facilities, adequate reserves for capital projects, adequate allocation for special projects related to the strategic directions of the colleges, contingencies for unexpected events requiring expenses of current resources, and an un-appropriated fund balance available only for unforeseen uses, such as compensating for cuts in State funding or paying for special projects which have not been identified in the strategic plan.

BUDGET-TRANSFER POLICIES

The Board recognizes that subsequent to the adoption of the annual budget it may be necessary to permit transfers of budgeted amounts between object and functional designations within a fund. All budget transfers must be fully documented as to need and adhere to established approval levels. All transfers requiring Board approval will be reported at the next occurring monthly Board meeting for ratification. The guidelines for budget transfers include the following:

Transfers within the same fund, same program (function), and same object group do not require Board approval. As an example, the transfer of Materials and Supplies or Contractual Services from the English Department for Instructional Program to Supplies or Services in the Biology Department for Instructional Program is permitted. Transfers may be made prior to Board approval if the transfer is less than \$10,000 within the same unrestricted fund and within the following objects of expense: Materials and Supplies, Contractual Services, Travel and Conference, and minor Capital Outlay. These transfers will be reported to the Board at the next scheduled Board meeting.

The President of the College or Vice Chancellor of the District Office must approve in writing a transfer between \$10,000 and \$25,000 within Material and Supplies, Contractual Services, Travel and Conference, and minor Capital Outlay and within the same unrestricted fund prior to a fund transfer.

Transfers greater than \$25,000 must be approved by the Board prior to being executed.

No transfers may be made between funds, such as the Operations and Maintenance Fund and the Education Fund, without prior Board approval. No transfers will be made from any of the statutory funds supported solely by property taxes.

No transfers may be made from or to Instructional Salaries, Non-Instructional Salaries, and Employee Benefits without Board approval.

No transfers from Utility, Bad Debt, or Scholarships and Waivers will be permitted.

All restricted fund transfers meeting the transfer requirements or guidelines set by the granting agency are permitted without Board approval. All transfer information must be submitted to the Budget Department for review.

A transfer made without proper authorization will be reversed and the office that executed the transfer will be notified.

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BOARD FINANCIAL POLICIES

The following is a listing and a brief description of the major City Colleges Financial Policies that have been approved by the Board of Trustees and are reviewed annually.

Budget

The Board shall adopt an annual budget and any additional or supplemental budget which, at the discretion of the Board, may be published in a budget handbook.

Financial Reports

The Chancellor shall present to the Board periodic summaries of the financial condition of the District showing the status of Board finances.

Investment and Depositories Policies: At its annual meeting, the Board shall, by Resolution, designate the methodology to be utilized for investment of funds and review other financial matters pertaining to depositories.

Short-term investments of cash shall be those which are estimated to be needed within twelve [12] months from the date of availability for investment. Such short-term investments shall be made by the Treasurer or other individual(s) designated by the Board, upon recommendation of the Chancellor, in accordance with the Board's Short-term Investment Policy. In accordance with the Policy, each investment trade shall be subject to approval of the Chief Financial Officer prior to trade date.

In accordance with the Policy, the Treasurer shall submit a written quarterly report to the Board summarizing all transactions in sufficient detail to enable the Board to determine that the transactions are in accordance with its investment policies and state law. The Treasurer shall make an annual presentation to the Board.

Medium/long-term investments of cash shall be those which are not estimated to be needed within twelve [12] months from the date of availability for investment. Such medium/long-term investments shall be handled by outside money manager(s) selected by the Board, upon recommendation of the Chancellor, in accordance with the Board's Medium/Long-Term Investment Policy.

In accordance with the provisions of the Policy, the Treasurer shall monitor all transactions of the outside money manager(s). Each money manager shall submit a written quarterly report to the Board summarizing all transactions by the money manager in sufficient detail to enable the Board to determine that the transactions are in accordance with its investment policies and state law. Each money manager shall make an annual presentation to the Finance and Administrative Services Committee of the Board.

Other Financial Policies: In addition to the Investment Policies outlined above, the Board shall adopt Resolutions pertaining to the following as needed:

- Board-Approved Depositories
- Authorized Signatures for Depository Accounts
- Designated Investment Accounts

Payment of Invoices for Goods and Services: In order to maintain compliance with the State Prompt Payment Act, City Colleges will pay all invoices within 60 days from the final invoice receipt date (Net 60). City Colleges' payment terms are Net 60 unless vendor terms provide a trade discount for quick payment (e.g. 2% in 10 days) or an executed agreement stipulates other terms. Legal invoices are to be paid within 30 days unless

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invoices were received late and could not be submitted to the Board for approval. If this occurs legal invoices should be paid no later than 60 days after receipt.

Check Authority and Disbursement: The Chair, the Vice Chair and the Treasurer shall be authorized to issue appropriate checks to pay the salaries and wages of all officers, faculty members and other employees of City Colleges without additional approval of the Board. All checks issued shall require two (2) signatures. Checks to be drawn in an amount in excess of \$500,000 shall require a third manual signature from among one of the following: the Chancellor, the Vice Chancellor for Finance, Treasurer or other signatory authorized by the Board.

All electronic payments in an amount in excess of \$500,000 shall require approval from among one of the following: the Chancellor, the Vice Chancellor for Finance, the Treasurer, the Controller or other signatory authorized by the Board prior to release of the payment.

Purchasing and Contracting Policies: No purchases shall be made except as provided by Illinois law, or Board Policies and Procedures for purchasing. No officer or employee not expressly authorized by Illinois law or Board Policies and Procedures shall make any purchase(s) on behalf of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois or enter into any contract, verbal or written, to purchase any apparatus, equipment, supplies, service, repairs, goods, wares or merchandise of any kind or description, or accept any of the aforementioned without the appropriate approval(s) by those authorized to do so. Any contract, verbal or written, made in violation of Illinois law or Board Policies and Procedures for purchasing is deemed null and void as to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois.

CCC has policies and procedures for the procurement of goods and services. Therefore, staff is not authorized to make any commitments on behalf of CCC without an original purchase order approved by the authorized department head. Employees that make commitments or purchases without a properly approved Purchase Order will be personally responsible for the payment of the goods or services ordered and may be subject to disciplinary action, as stated in the CCC Employee Manual.

CCC will allow the provision to utilize direct vouchers as a method of payment in lieu of purchase orders for specified expenditures. i.e., professional memberships, subscriptions, conference registration fees, travel and travel related expenses, deposits and pre-payments, payment of book voucher purchases and expenditures approved through a purchase order in a previous fiscal year.

Generally, multiple prices must be obtained each time a purchase is made. Methods should be used to maximize the possibility of CCC obtaining the desired goods at the lowest possible price. Splitting purchases to reduce the procedural requirements for obtaining multiple price quotes or bids is strictly prohibited and may be subject to disciplinary action.

All purchases from a single vendor exceeding \$25,000 during a fiscal year must be approved by the Board. The Board Report shall include the reason for the purchase, brief description of the procedure used to select the vendor, a description of the goods being purchased, the purchase price, the budgeted account number and the fund name from which the purchase is to be made.

If the lowest price bid is not selected, a justification explaining the reasons for the rejection must be prepared and maintained on file. The explanation must provide sufficient technical detail to justify the rejection of the low bid.

The following purchasing dollar thresholds provide the requirements that are approved by the Board:

Purchases up to \$2,499.99: Competitive bidding is not required, however price comparison is highly recommended. Such items may be purchased from any vendor offering the required goods or services at a reasonable price.

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Purchases of \$2,500 and up to \$25,000 require three price quotations in writing. The quotations must be summarized on the bid recapitulation form and attached to the requisition. At least one of the three quotations must be from a certified MBE/WBE vendor.

Formal competitive bidding is required. Formal competitive bidding requires that the initiating department prepare written specifications describing the required goods or services. The specifications shall be reviewed by the Department of Procurement Services to ensure that the specifications are complete and in the proper form. Specifications shall be prepared as objectively as possible, so that the advantage provided to any particular vendor is based on the appropriateness of that vendor's product.

For sealed bids the terms of the purchase may include payment terms, prevailing wage requirements, bid-deposit requirements, minority-owned business enterprise ("MBE") requirements, and women-owned business enterprise ("WBE") requirements. (WBE's and MBE's are businesses wholly or partly owned by women or minorities.) The Department of Procurement Services will determine which conditions are required for particular purchases, and include the appropriate terms in the specifications. The Department of Procurement Services will determine the vendor's adherence to the Board approved Participation Plan. Sealed Bids are publicly opened on the due date. The award is based on the lowest responsible and responsive bidder that meets all specifications of the bid.

Request for Proposal ("RFP") is a variation of the sealed bid process and includes evaluation criteria where price is not the only consideration. This may be used where matters of service, maintenance, or non-price issues are of paramount importance. The criteria that will be considered for evaluating the proposal must be detailed in the bidding documents. Recommendation for award is based on the highest ranked firm(s). The proposals are not publicly read aloud.

All sole source procurements ("Sole Source") will require a Justification for Non-Competitive Procurement Application ("Application") and approval by the Non-Competitive Review Committee ("NCRC") prior to award. All proposed Application Packages will be posted on the CCC's public/procurement website for a period of three (3) weeks. During this period, the public will be invited to comment and/or object and make a substantive claim that the procurement is not a Sole Source. All public comments and/or objections will be provided to the NCRC. The NCRC will take into consideration the justification and supporting documents from the using department requesting the Non-Competitive Award, as well as the justification of the vendor and all public comments when reaching its decision. If the NCRC approves the Application, then the User department will prepare a requisition, request for contract or board report if over \$25,000 for the vendor and include the approved application. If the NCRC rejects the Application, then the Application will be returned to the user department for a resubmission as a competitive procurement

Travel Approval/Other Reimbursable Expenses: Travel expenses will be reimbursed within limitations of the budget, Board policies, state law, and existing travel procedures.

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FINANCIAL AID POLICIES

City Colleges adheres to all federal and state regulations that govern Title IV and state financial aid programs. In order to initiate the financial aid process students are required to complete the Free Application for Federal Student Aid (FAFSA). Because each of the seven City Colleges maintains its own Program Participation Agreement with the U.S. Department of Education (DOE), the student is required to indicate the specific college code for the City College with which he/she is seeking a degree or certificate.

Upon receipt of the FAFSA, the PeopleSoft system reviews items that were flagged by DOE for further review. Then, the student is notified through their student portal email of any outstanding requirements that must be satisfied before a financial aid package can be determined. Students are required to submit any requested documents to their college's Financial Aid Office for evaluation. Financial Aid Office staff are trained to evaluate and process these documents and to make changes to the student's FAFSA if necessary. A student will receive a Financial Aid Award Notification once all requirements have been satisfied. Students who register for classes prior to completing the financial aid process are required to make payment arrangements before the drop date for that term.

City Colleges has appropriate safeguards to ensure that students meet the federal Satisfactory Academic Progress (SAP) standards prior to the disbursement of financial aid funds. Specifically, students are required to: maintain a minimum cumulative GPA of 2.00; complete 67% of attempted coursework; and complete their academic programs within 150% of published program length. City Colleges evaluates SAP at the end of each term, and students are notified if they are placed in warning or disqualification status. If a student becomes disqualified from receiving financial aid, he/she may enter an appeal online that details and documents any mitigating circumstances that led to the failure to maintain SAP.

All seven of the City Colleges entered the Federal Direct Loan Program in the 2010/11 academic year. City Colleges requires students to actively acknowledge in writing or electronically that they wish to receive a loan each year. Student participation in the program has grown greatly each academic year, necessitating City Colleges' heightened monitoring of student loan default and delinquency. City Colleges has partnered with American Student Assistance to assist with default management for prior borrowers across the City Colleges.

ACCOUNTING POLICIES

Cash and Cash Equivalents: Cash and cash equivalents include demand deposits and short-term investments with original maturities of three months or less from the date of purchase, except for Illinois funds, Illinois Institutional Investor Trust, and money market mutual funds, which are treated as investments.

Investments: Investments are reported at fair value based upon quoted market prices. Changes in the carrying value of investments, resulting in realized and unrealized gains or losses, are reported as a component of investment income in the Statement of Revenues, Expenses, and Changes in Net Position.

Investment securities, in general, are exposed to various risks, such as interest rate, credit, and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term that could materially affect the amounts reported in the statements of financial position and in the statements of activities.

Receivables: Accounts receivable include property taxes, personal property replacement taxes, student tuition charges, and facilities rentals. Accounts receivable also include amounts due from the federal, state, and local governments in connection with reimbursement of allowable expenses made pursuant to City Colleges' grants and contractual agreements. Receivables are recorded net of estimated uncollectible amounts.

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Allowance for Uncollectible: City Colleges provides allowances for uncollectible student accounts for any outstanding receivable balances less than 365 days.

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 each county's respective treasurer, who remits to the District its respective share of the collections. Cook County taxes levied in one year become generally due and payable in two installments (March 1 and August 1) of the following year. The first installment is an estimated bill and is 55% 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 of the given tax year. DuPage County, which represents 1/100 of one percent of the District's property tax levy, follows a practice similar to Cook County. The levy becomes an enforceable lien against the property as of January 1 of the levy year.

Taxes are levied on all taxable real property located in City Colleges' district for educational purposes; operations and maintenance purposes; financial auditing purposes; liability, protection and settlement; and retirement of bonded indebtedness. The tax levies for the educational, operations and maintenance, and financial auditing purposes are limited by Illinois statute to .175%, .05%, and .005%, respectively, of the equalized assessed valuation (EAV).

In accordance with City Colleges' Board resolution, 50% of property taxes extended for the 2016 tax year and collected in calendar year 2017 are recorded as revenue in FY2018. In addition, 50% of property taxes extended for the 2017 tax year and to be collected in calendar year 2018 are also recorded as revenue in FY2018.

Personal Property Replacement Tax Revenue: Personal property replacement taxes are recognized as revenue when these amounts are deposited by the State of Illinois in its Replacement Tax Fund for distribution.

Prepaid Items and Other Assets: Prepaid expenses and other assets represent amounts paid as of June 30 whose recognition is postponed to a future period. Prepaid expenses consist primarily of prepayments to vendors for maintenance contracts, annual memberships, and subscriptions.

Restricted Cash: Cash held in trust, or to purchase or construct capital or other non-current assets, are classified as non-current assets in the Statement of Net Position.

Capital Assets: Capital assets of City Colleges consist of land, buildings, improvements, computer equipment, and other equipment. Capital assets are reported at cost at the date of acquisition or their estimated fair value at the date of donation.

Major outlays for assets or improvements to assets over \$200,000 are capitalized as projects are constructed. These are categorized as construction work in process until completed, at which time they are reclassified to the appropriate asset type.

City Colleges considers a capital asset impaired when its service utility has declined significantly and the events or changes in the circumstances are unexpected or outside the normal life cycle.

City Colleges' capitalization policy for movable property includes only items with a unit cost greater than \$25,000 and an estimated useful life greater than one year. Renovations to buildings and land improvements that significantly increase the value or extend the useful life of the structure are capitalized. Routine repairs and maintenance are charged to operating expense in the year in which the expense is incurred.

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Renovations that increase the value of the structure are depreciated according to its estimated useful life. When renovations are capitalized, a portion of the original asset renovated is retired from capital assets and accumulated depreciation, using a deflated replacement cost methodology. Capital assets are depreciated beginning at the first day of the month after they were acquired using the straight-line method over the following useful lives:

Assets	Years
Buildings and Improvements	20 - 40
Computer Equipment	4 - 5
Software	3 - 10
Other Equipment	3 - 10

Deferred Salaries: Deferred salaries include instructor salaries paid out at a date after which that income is actually earned.

Deferred Revenues: Deferred revenues include: (1) tax revenues restricted for the subsequent fiscal year; (2) amounts received for tuition and certain auxiliary activities prior to the end of the fiscal year that are related to the subsequent fiscal year; and (3) amounts received from grant and contract sponsors that have not yet been earned.

Accrued Property Tax Refunds: Accrued property tax refunds are estimates of property taxes that may be refunded to taxpayers in the future.

Other Liabilities: Other liabilities include amounts due in the current fiscal year for health care, dental, vision, and workers compensation insurance, unclaimed property and other third party vendors but not paid until the next fiscal year.

Non-Current Liabilities: Non-current liabilities include estimated amounts for accrued compensated absences, sick leave benefits (payments to retirees for accumulated unused sick days), other post-employment benefits and other liabilities that will not be paid within the next fiscal year.

Net Position: City Colleges' net position is classified as follows:

Net Investment in Capital Assets - Net investment in capital assets represents City Colleges' total investment in capital assets, net of accumulated depreciation and reduced by outstanding debt obligations related to acquisition, construction, or improvement of those capital assets plus unspent bond proceeds.

Restricted for Specific Purposes - Restricted net position includes assets that City Colleges is legally or contractually obligated to spend in accordance with restrictions imposed by external third parties or through enabling legislation. When both restricted and unrestricted resources are available for use, it is City Colleges' policy to use restricted resources first and then use unrestricted resources when they are needed.

Unrestricted - Unrestricted net position represents resources derived from student tuition and fees, state appropriations, and sales and services of educational departments and auxiliary enterprises. These resources are used for transactions relating to the educational and general operations of City Colleges and may be used at the discretion of the governing board to meet current expenses for any purpose.

FUND BALANCE

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City Colleges maintains fund balances to cover encumbrances, prepaid expenses and inventories, operations, capital projects, and debt service; to provide working cash; and to maintain healthy liquidity. City Colleges intends to maintain a strong financial grounding and to mitigate current and future risks to ensure stable tax rates. The general principles City Colleges employs in managing its fund balances include:

Operating Funds' fund balances are not used to finance current operations, except under extraordinary circumstances.

Bond ratings and credit implications are considered in all financial decision making.

Fund balances may be used to support long-term capital improvement plans or initiatives in fulfillment of City Colleges' mission and strategic objectives, but a healthy reserve must always be maintained.

City Colleges' dependence on its property tax base and its vulnerability to the State's financial condition, student enrollment, and its ability to charge tuition and fees will be considered.

The relative significance and timing of both property taxes and State funding are key factors to be considered.

Property taxes are collected by Cook County twice per year, with the second installment varying by months (September – December), and there are uncertainties surrounding both the timing and receipt of State monies.

Restricted fund balances include resources City Colleges is legally or contractually obligated to spend in accordance with restrictions imposed by external parties. Though both restricted and unrestricted funds are available for use, it is City Colleges' policy to use restricted resources first and then use unrestricted resources when they are needed.

Unrestricted fund balances represent resources derived from student tuition and fees, certain state appropriations, and sales of services by educational departments and auxiliary enterprises. These resources are used for transactions relating to the educational and general operations of City Colleges and may be used at the discretion of the governing board to meet current expenses for any purpose.

On December 1, 2016, the Board of Trustees adopted Board Resolution #33109, which states:

The unrestricted fund balance shall be equal to 3% of the total annual actual operating expenses within the unrestricted funds (Education Fund, O&M Fund, Auxiliary/Enterprise Fund, and Working Cash Fund). Any excess shall be transferred by the Chief Financial Officer or Treasurer to the O& M (Restricted) Fund during the annual close of the fiscal year.

CITY COLLEGES OF CHICAGO

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BASIS OF BUDGETING

City Colleges maintains its accounts and prepares its financial statements in accordance with generally accepted accounting principles (GAAP) applicable to governmental units and Illinois community colleges. The Governmental Accounting Standards Board (GASB) is the accepted standards-setting body for establishing accounting and financial reporting principles. The authoritative pronouncements are consistent with the accounting practices prescribed or permitted by the Illinois Community College Board (ICCB), as set forth in the ICCB Fiscal Management Manual. These bodies require accounting by funds so that limitations and restrictions on resources can readily be reported on.

The beginning fund balance of each fund is the balance of the fund after all liabilities have been deducted from the assets of the fund as of the beginning of the fiscal year. The ending fund balance for budget discussion purposes is the beginning fund balance, plus the net increase (decrease) in budgeted revenues and expenses for the year.

To ensure consistency in financial reporting and economy of effort in financial operations and analysis, City Colleges budgets and accounts for its financial operations on the same basis as the Comprehensive Annual Financial Report (CAFR), with a few exceptions. One exception is that for financial reporting purposes, tuition and fee revenue and expenses directly related to the summer semester are allocated to each fiscal year covered by the summer term based on the percentage of days of the summer term in each fiscal year, while for budgeting purposes the revenue and expense projections are based on the most recently completed summer term, without regard to the fiscal year to which they were allocated.

A second exception is that capital asset purchases are budgeted as capital outlay expenses, with corresponding depreciation not budgeted. For financial reporting purposes, capital assets are defined by City Colleges as assets with an initial cost of \$25,000 and an estimated useful life in excess of one year. Such amounts are capitalized and depreciated using the straight-line method over the useful life. Depreciation is recorded in the general ledger in the Investment in Plant Fund.

A third exception is that the employer contribution to the State University Retirement System (SURS) defined benefit and defined contribution plans, which is paid on-behalf of City Colleges by the State, is not included in the budget but is included as a revenue and corresponding expense in the CAFR.

Exceptions between:	CAFR	Budget
Summer Tuition and Fee Revenue	Allocated between FYs according to days attended	Summer revenues in the FY the term started
Capital Assets	Capital Asset – Asset on Balance sheet Depreciation – Expense and Asset	Capital Asset – Expense Depreciation – not included
SURS contribution from State	Revenue and Expense = net \$0	Not included

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BUDGET PROCESS

Budget Formulation

The Illinois Public Community College Act requires that City Colleges adopt a budget before or within the first quarter of each fiscal year (110 ILCS CS 805/7-8). City Colleges' fiscal year starts July 1 and ends June 30. The Office of Finance (Finance) establishes a budget schedule, prepares financial projections and budget documents, and schedules public hearings.

We employ a “zero based” budgeting process, where college presidents and vice chancellors must justify every aspect of their annual operating budget request. This ensures we have an agreed-upon rationale for every dollar spent at City Colleges and are responsible to both students and taxpayers alike.

The budget process comprises five phases: (1) definition of goals and objectives (strategic plan) for the following year, (2) budget planning and preparation, (3) adoption, (4) implementation of the budget, and (5) evaluation. The first stage of the process takes a comprehensive approach to the strategic plan via evaluation of the activities and achievements of City Colleges according to its established goals and objectives. This initial step in the process continues throughout the year: it is not limited in scope to the annual budget exercise.

Revenue estimates are prepared by Finance based on projections of enrollment, state funding levels, and amount of tax levy.

Annual budget cycle-related activities include monthly monitoring, evaluation, and planning: end-of-month financial close; monthly review of spending trends, including reports provided to Colleges and Vice Chancellors and meetings to review personnel expenditures and off-target spending; and monthly end-of-year forecasts beginning with the September financial close.

Approximately 30 days before the final budget is approved by the Board, the Office of Finance publishes the dates and locations of at least one public hearing in a local major newspaper. The Office also prepares the tentative budget, as required by state law, and makes it available for public inspection both in City Colleges' Board of Trustees Office and on City Colleges' website. After the public hearing(s), the Chancellor submits the final budget to the Board for approval.

Amended Budget

If City Colleges determines that additional appropriations require a supplemental budget, the Board, by a two-thirds vote of all members, may adopt such budget as an amendment of the annual budget for that year. Any additional appropriations may not exceed the amount of moneys the Board has re-estimated from all revenue sources including property taxes, state, or federal funds.

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REVENUES

City Colleges has a diversified funding base consisting of local property taxes, tuition and fees, state apportionment, state and federal student financial aid, and other institutionally generated revenues. The FY2018 estimated amount of resources to be appropriated for all City Colleges funds is \$442.6 million, a decrease of \$84 million from the FY2017 budget of \$523.7 million.

The table below shows the major revenue sources of City Colleges, not including the Capital Fund of \$42.4 million.

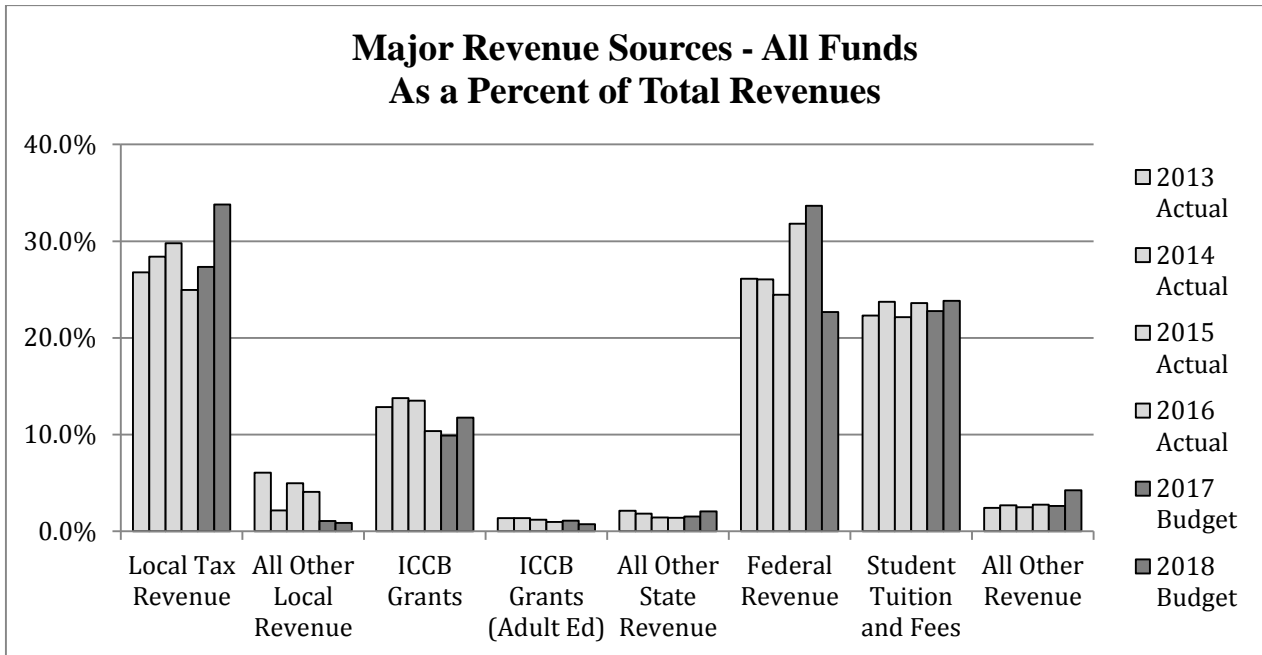
Major Revenue Sources - All Funds

	2013	2014	2015	2016	2017	2018
	Actual*	Actual*	Actual*	Actual*	Budget	Budget
Local Tax Revenue	134,278,929	132,286,471	133,953,847	134,828,904	133,936,830	134,211,830
All Other Local Revenue	30,339,163	10,101,874	22,295,415	1,603,285	5,249,210	3,463,645
ICCB Grants	64,386,205	64,104,563	60,740,615	14,370,863	48,543,178	50,289,082
ICCB Grants (Adult Ed)	6,875,736	6,393,657	5,352,348	3,357,209	5,348,336	4,216,896
All Other State Revenue	10,633,730	8,530,406	6,373,186	3,633,249	7,477,851	8,239,500
Federal Revenue	131,057,829	121,249,812	109,992,620	84,341,753	164,748,842	88,207,412
Student Tuition and Fees	111,907,384	110,456,614	99,573,913	105,005,156	111,446,026	94,674,700
All Other Revenue	12,150,885	12,490,533	11,246,363	14,979,142	12,890,685	16,933,323
Total	501,629,861	465,613,930	449,528,307	362,119,561	489,640,957	400,236,388

* Data Source: prior years CAFRs All Funds Summary, Uniform Financial Statement #1 excluding SURS
FY2018 Revenue budget does not include \$42.4 million Capital Fund

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Total operating revenues, which include the Education Fund, Operations and Maintenance Fund, Audit Fund, and Liability, Protection Settlement Fund, amount to \$277.2 million for FY2018, a decrease of \$11.4 million (5.0%) from the \$288.6 million in FY2017.

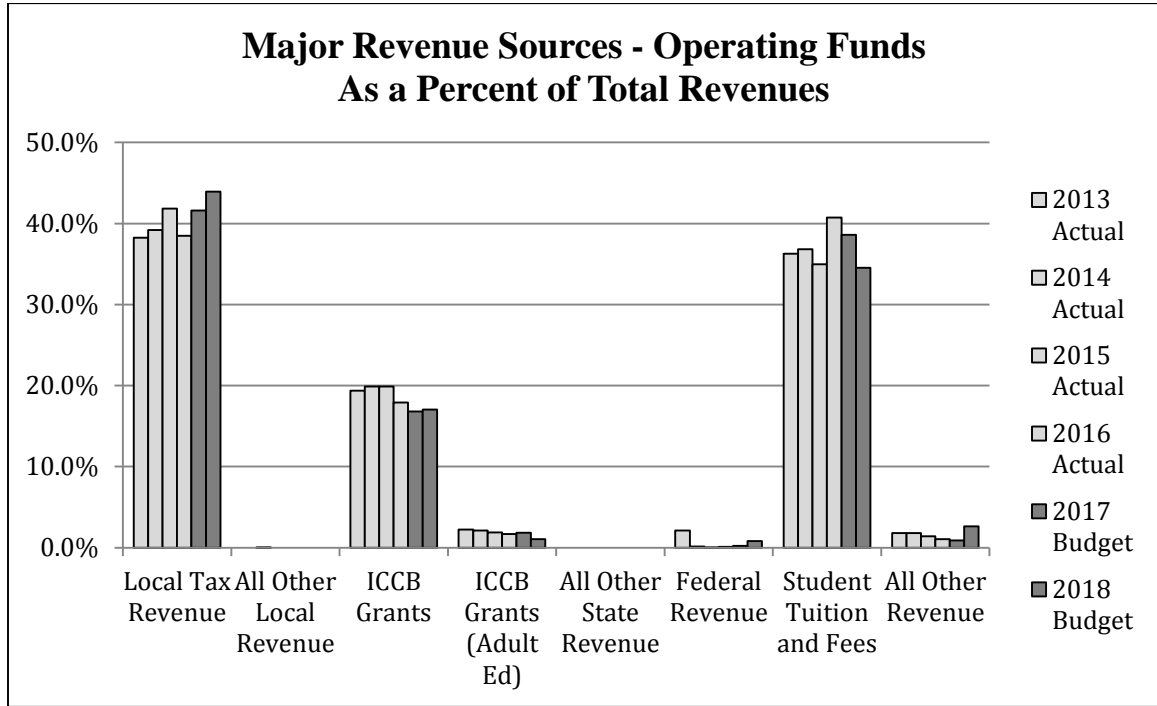
Major Revenue Sources - Operating Funds Includes Education, O&M, Liability, and Audit Funds

	2013 Actual*	2014 Actual*	2015 Actual*	2016 Actual*	2017 Budget	2018 Budget
Local Tax Revenue	118,013,711	117,626,061	119,147,697	123,190,998	120,069,629	120,344,629
All Other Local Revenue	-	30,892	-	-	-	-
ICCB Grants	59,759,029	59,614,092	56,705,814	14,370,863	48,543,178	50,289,082
ICCB Grants (Adult Ed)	6,875,736	6,393,657	5,352,348	3,357,209	5,348,336	4,216,896
All Other State Revenue	-	-	-	-	-	-
Federal Revenue	6,480,256	408,352	68,604	481,488	635,000	403,501
Student Tuition and Fees	111,907,384	110,456,614	99,573,913	105,004,181	111,446,026	94,674,700
All Other Revenue	5,610,193	5,402,900	4,011,998	4,591,805	2,609,680	7,250,149
Total	308,646,309	299,932,568	284,860,374	250,996,544	288,651,849	277,178,957

* Data Source: prior years CAFRs All Funds Summary, Uniform Financial Statement #1 excluding SURS contributions and including Adult Education Grants

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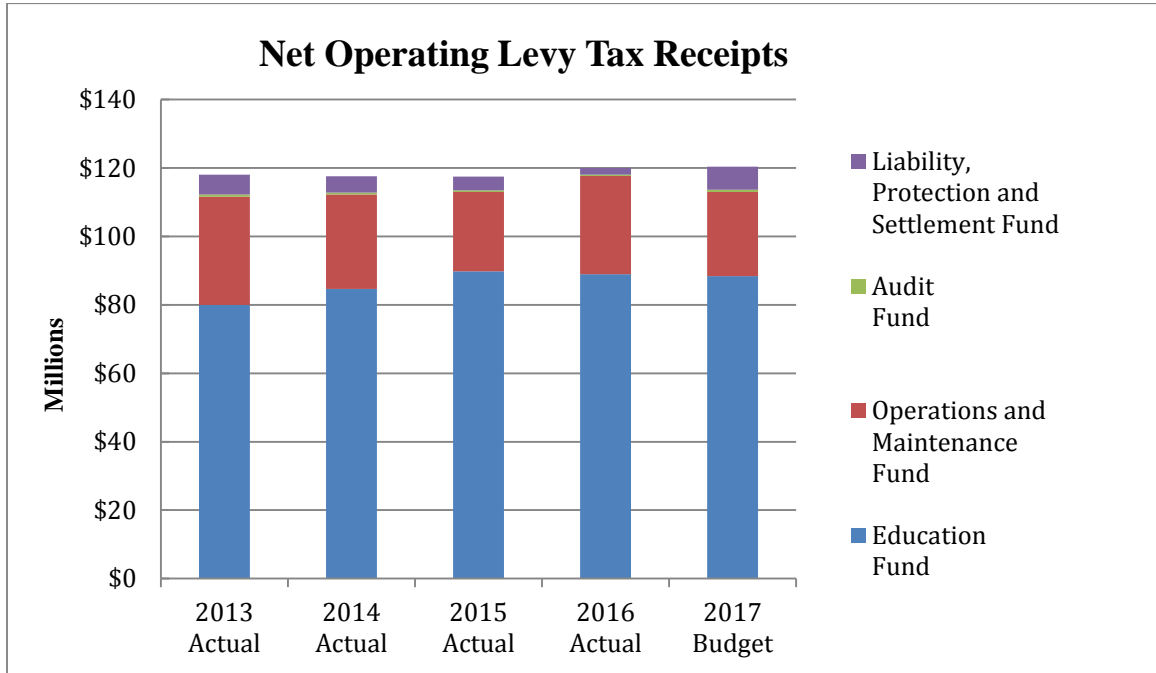


Property Taxes: Property taxes are levied each calendar year on all taxable real property located in the City of Chicago and a small section of DuPage County. Property taxes currently provide 43.9% of unrestricted operating revenues for City Colleges. The maximum tax levy allowable for the Education Fund is \$0.175 per \$100 of equalized assessed value (EAV); for the Audit Fund, \$0.005; and for the Operation and Maintenance Fund, \$0.05. The property tax rate for the Liability, Protection and Settlement Fund is not limited by statute, but is subject to the overall PTELL tax cap.

The Property Tax Extension Limitation Law (PTELL) imposed by Illinois Public Act 89-1 limits the annual growth in total property tax extensions to 5% or the percentage increase in the Consumer Price Index (CPI), whichever is less. The property tax cap restricts the annual growth in property tax revenues.

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Property tax revenues included in the budget are equal to half each of the 2016 and 2017 levies (collected in calendar years 2017 and 2018, respectively), and are net of loss and cost of collection and refunds of back taxes. Allocations of property tax revenues for FY2018 are as follows:

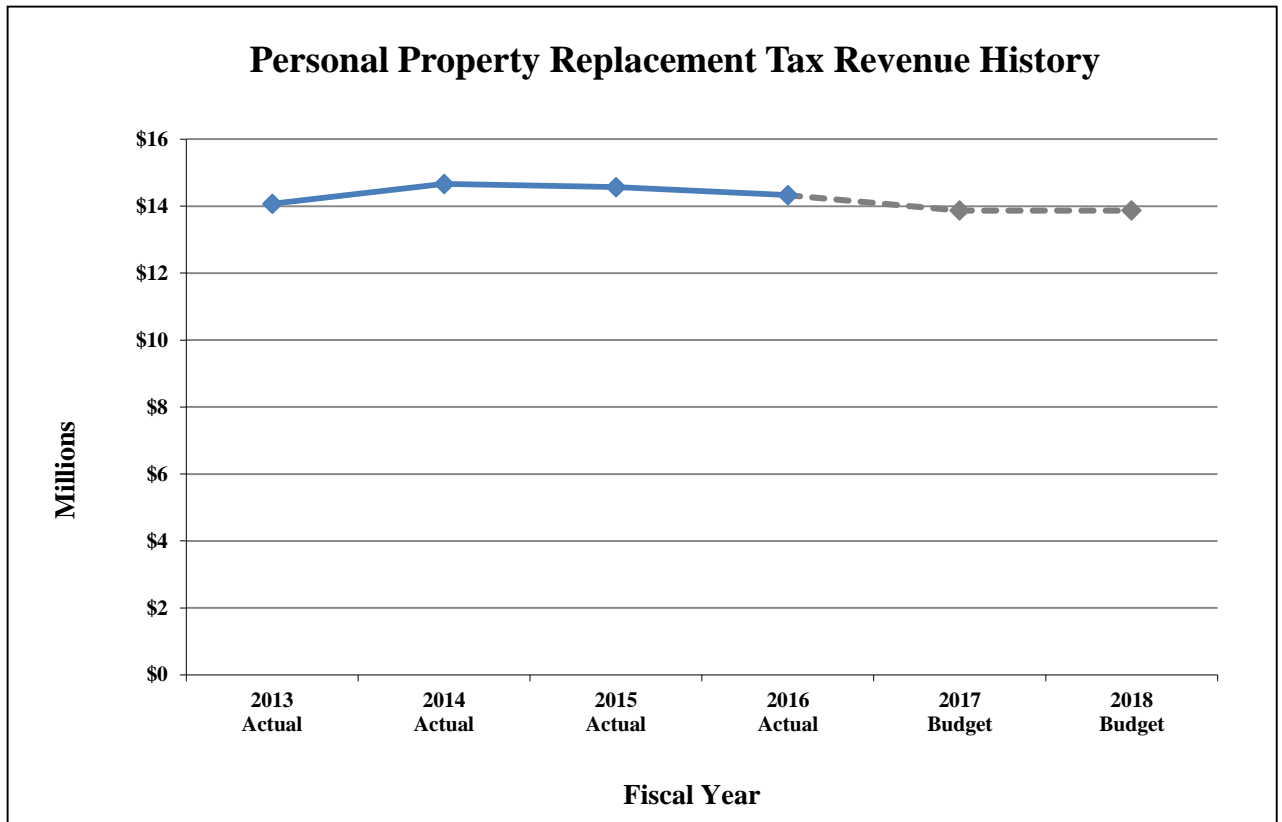
Education Fund:	\$88.9 million
Operations and Maintenance Fund:	27.1 million
Liability, Protection, and Settlement Fund:	3.8 million
Audit Fund	0.7 million
Total	\$120.3 million

The gross property tax levy for FY2017 is \$125.5 million and the 2016 levy, \$124.9 million. The gross revenue is reduced by 3.85% to allow for loss and cost of collections and back tax refunds, yielding net property tax revenue of \$120.3 million. The changes to the local tax levy are from the return of expiring Tax Increment Financing Districts (TIF Districts) and the addition of new taxable property to City Colleges' tax roll.

Personal Property Replacement Taxes: The Personal Property Replacement Tax (PPRT) is a state income tax on corporations and partnerships and a tax on utilities' invested capital. PPRT replaces revenues lost by local taxing authorities when their capacity to levy corporate personal property taxes was abolished by the new Illinois constitution. The State administers PPRT collections on behalf of local governments.

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The State collects and distributes the revenue to local taxing districts. Taxing districts in Cook County receive 51.7% of collections, which is divided among the County’s taxing bodies based on each entity’s share of personal property tax collections in 1976. City Colleges receives 1.95% of the total Cook County share, which is equivalent to 1.01% of the statewide total collection.

City College’s estimated revenue from PPRT of \$13.9 million for FY2018 (based on information from the Commission on Government Forecasting and Accountability) is allocated in full to the Bond and Interest Fund based on its pledge of this revenue source for debt service payments in future fiscal years. In its financial forecast, City Colleges conservatively anticipates no change in PPRT revenues, which can be volatile due to business cycles.

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Tuition and Fees: Student tuition and fees make up approximately 34.6% of total budgeted FY2018 Operating Fund revenues. These charges may be paid by the student, a relative, an employer, financial aid, a grant, or some other source. A student who drops a course before the end of the refund period may be entitled to a refund of the tuition and fees.

City Colleges is projecting a decrease of approximately 5.0% in credit hours from the FY2017 enrollment.

Tuition and Fees Schedule					
Fiscal Year	In District Tuition per Semester Hr.	Out of District Charges	Out of State Charges	Semester Credit Hrs. Generated	Tuition and Fees Revenue
2013	\$89.00	\$173.56	\$230.35	931,772	\$111,907,384
2014	\$89.00	\$173.56	\$230.35	920,819	\$110,456,614
2015	\$89.00	\$173.56	\$230.35	867,480	\$99,573,913
2016	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	791,589	\$105,004,181
2017E	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	725,546	\$99,657,550
2018B	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	689,269	\$94,674,700

*Under the flat-rate structure, students pay one price for part-time and one price for full-time and there no longer is a tuition rate per credit hour.

Other Revenues: Auxiliary revenues, investment income, fundraising and other revenues for FY2018 are budgeted at \$7.2 million in the operating funds. The net increase of \$5.9 million compared to FY2017 reflects a new focus on fundraising with a goal of generating \$5 million in FY2018, offset by a decrease in investment income of \$442,000 because of a declining amount of investible cash.

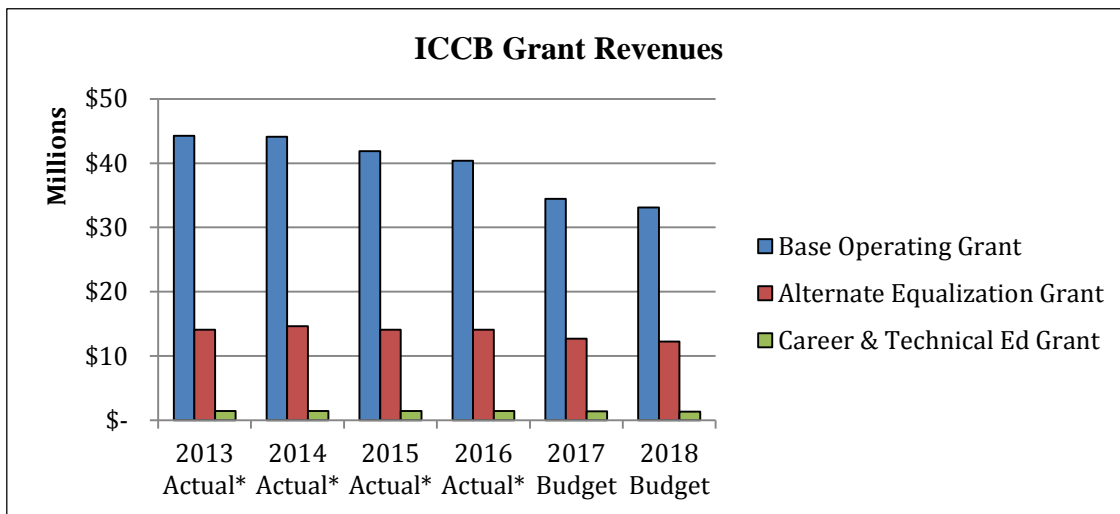
State Revenues – Unrestricted Grants: City Colleges receives unrestricted state grants (base operating grant, equalization replacement grant, etc.) from the ICCB. The FY2018 ICCB unrestricted grants to City Colleges is budgeted at \$50.3 million.

	2013 Actual*	2014 Actual*	2015 Actual*	2016 Actual*	2017 Budget	2018 Budget
Base Operating Grant	44,243,857	44,091,624	41,887,043	40,392,211	34,444,880	36,504,440
Alternate Equalization Grant	14,079,000	14,604,000	14,079,000	14,079,000	12,706,298	12,386,000
Career & Technical Ed Grant	1,406,049	1,438,577	1,407,289	1,407,289	1,392,000	1,398,642
Total	59,728,906	60,134,201	57,373,332	55,878,500	48,543,178	50,289,082

* as per iccb.org

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Base Operating Grant: The ICCB computes and awards this grant based on eligible credit hours produced two years prior to the funded year.

Alternative Equalization Grant: Historically, City Colleges received about 22% of the State equalization grant (see table below). This grant was intended to promote fairness in the distribution of State appropriations by recognizing differences in the assessed value of taxable property across community college districts. By FY2004, tax caps were preventing City Colleges from taxing up to the full property value within its district boundaries. The equalization formula is based upon property values (ignoring tax caps), leading City Colleges equalization grant to drop from more than \$16 million in FY2002 to \$50,000 in FY 2005 and \$0 thereafter.

	FY2003 - 2004	FY2005 - 2012	FY2013 - 2016	FY2017
Equalization Fund:				
City Colleges (average amount)	\$5.7 million	\$0	\$0	\$0
Total Equalization Appropriation	\$76.6 million	\$76.9 million	\$75.6 million	\$73.9 million
City Colleges as a % of total	7.4%	0%	0%	0%

Recognizing that the equalization formula no longer functioned as intended and that it was having a disproportionately negative effect on City Colleges, the ICCB convened a statewide taskforce to review the formula and develop recommendations for revising it. After two years of deliberations, the task force published its recommendations in 2005. In lieu of revising the grant formula at that time, the state included \$15 million in ICCB’s FY2005 budget specifically to replace the \$16 million in equalization funding that City Colleges’ lost after FY2002. In recent years, this grant has been decreased proportionately along with other reductions in ICCB funding.

Career and Technical Education Grant: Recognizes that keeping career and technical programs current and reflective of the highest quality practices in the workplace is necessary to prepare students to be successful in their chosen careers and to provide employers with the well-trained workforce they require. The grant funds are dedicated to enhancing instruction and academic support activities to strengthen and improve career and technical programs and services. The grant is based on CTE credit hours taught in a previous year.

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Adult Education: Adult education expenses that ultimately will be charged to restricted grants are included with the unrestricted operating funds to ensure that 100% of the cost of instructional programming is considered when evaluating City Colleges' annual operating budget.

RESTRICTED PURPOSE REVENUE - GRANTS

City Colleges receives restricted operating grants for specified purposes from federal, state, local, and private agencies. These grants are accounted for in the Restricted Purposes Fund. The ICCB distributes many of these grants. Additionally, City Colleges serves as a pass-through agent for federal student aid. Each restricted grant must be accounted for separately, and care must be taken to establish each group of self-balancing accounts so that the accounting and reporting requirements for the grants are met.

In FY2018, City Colleges anticipates receiving a total of \$99.8 million of restricted grants in addition to \$5.1 million of Adult Education grants reported as part of the \$277 million of Unrestricted operating fund in the "FY2018 All Funds by Fund Type Resources Available" table on page 3. This amount is broken down as follows: \$79.9 million for student financial aid and \$18.6 million in funded grants, including \$15.1 million in federal (\$1.6 million Adult Education) and state grants (\$2.6 million Adult Education) and \$4.6 million in local and non-governmental sources. In addition, City Colleges has included \$6.3 million in grant proposals which have been submitted for FY2018 with results still pending.

The federal government awards student financial aid primarily through the following grants: PELL, Supplemental Educational Opportunity Grant (SEOG), and Work Study. City Colleges expects to process a total of \$72.5 million of federal aid awards in FY2018; \$59.5 million from PELL grants, \$1.7 million from SEOG, and \$1.6 million from Work Study grants. City Colleges is projected to disburse \$9.7 million in subsidized and unsubsidized title IV federal student loans.

The State government awards City Colleges \$7.4 million in financial aid through the MAP. This funding is awarded to eligible students to help cover tuition and fees.

The following is a brief description of major restricted grants from state and federal agencies.

Adult Education – State Basic: This grant from the state helps establish special classes for the instruction of persons age 21 and over or persons under the age of 21 and not otherwise in attendance in a public school. The instruction is necessary to increase qualifications for employment or other means of self-support and to meet the responsibilities of citizenship. This includes courses of instruction regularly accepted for graduation from elementary or high school and for Americanization and General Education Development (GED) Review classes. Included in this grant are funds for support services, such as student transportation and child care. City Colleges expects to receive \$1.8 million in FY2018.

Adult Education – State Performance: This grant is awarded based on performance outcomes using three factors: (1) secondary completions—high school and GED completions, (2) level gains—test level gains, as well as citizenship and vocational gains, and (3) test point gains—from the TABE, CELSA, BEST, and BEST+ tests. Previous to the changes recommended by the Adult Education Funding Study Task Force, public aid reductions and persistence (which is related to attendance) were also included. Only the performance outcomes of students who are supported with grant funds are used in the calculation; performance outcomes of students who are supported with State credit hour reimbursements (included in the ICCB unrestricted base operating grant) are not. City Colleges expects funding of \$0.8 million for FY2018.

Adult Education – Federal Basic: This grant provides funds for Adult Education and Family Literacy providers to assist adults in becoming literate and obtaining the knowledge and skills necessary for employment and self-

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sufficiency; to assist adults who are parents in obtaining the educational skills necessary to become full partners in the educational development of their children; and to assist adults in completing a secondary school education. City Colleges expects to receive funding of \$1.4 million in FY2018.

Highway Construction Careers Training Program – Federal: City Colleges received \$0.4 million from the ICCB in FY2017 to establish a Highway Construction Careers Training Program through Dawson Technical Institute. Each community college holds 8-week sessions in which minorities, women and disadvantaged individuals receive intense training in highway construction related-skills, e.g., math for trades, job readiness, technical skills coursework (carpentry, concrete flatwork, blueprint reading, site plans, site work, tools use, etc.) and OSHA 10 certification. City Colleges is anticipating an award of \$350,000 from ICCB in FY2018.

Perkins Post-Secondary – Federal: Signed into law on October 31, 1998, the Carl D. Perkins Vocational and Technical Education Act of 1998 (Perkins III) sets out a new vision of vocational and technical education for the 21st century. The primary goals of this vision are improving student achievement and preparing students for postsecondary education, further learning, and careers. City Colleges is anticipating an award of \$2.9 million from the Perkins Act in FY2018.

Predominantly Black Institutions (PBI) Pipeline to Careers in Healthcare – Federal: Malcolm X College receives funding from DOE to increase the number of African-American males enrolled in and successfully graduating from a health science program. The program is also designed to improve teacher effectiveness in math and science courses at the secondary, high school, and college levels. Finally, the program will implement a six – week summer healthcare education program to help African-American high school students gain an understanding and admission to healthcare programs such as nursing, surgical technology, and EMT. The Pipeline to Careers in Healthcare Grant is a five-year project that began October 1, 2015 and runs through September 30, 2020. City Colleges is budgeted to receive \$535,587 in FY2018.

Title V Wright Start Increasing Hispanic Student Success in the first year of College – Federal: Wright College receives funding from the DOE to improve student course work and retention, increase completion in Career and Technical Education programs and provide students with National Career Readiness Certificates to improve employment outcomes. City Colleges is budgeted to receive \$348,752 for FY2018. City Colleges is in the final year of the five-year grant. The Title V program is a five-year project that began October 1, 2012 and runs through September 30, 2017.

Title V Truman College Critical Reading and Science Centers – Federal: Truman College receives funding from the DOE to strengthen a cohort of academic support centers that have been demonstrated to meet the academic needs of Hispanic students and other low-income students and will ultimately increase the number and proportion of high-need students who are academically prepared for, enroll in, or complete on time college, other postsecondary education, or other career and technical education. The Title V program is a five-year project that began October 1, 2015 and runs through September 30, 2020. City Colleges is budgeted to receive \$478,884 in FY2018.

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Educational Opportunity Center (TRIO) – Federal: Malcolm X College receives funding from the DOE to provide counseling and information on college admissions to qualified adults who want to enter or continue a program of postsecondary education. The program also provides counseling on financial aid options and to assist in the application process. The Educational Opportunity Center is a five-year project that began September 1, 2016 and runs through August 31, 2021.-City Colleges is budgeted to receive \$236,900 in FY2018.

Student Support Services (TRIO) – Federal: Malcolm X and Truman College receive funding from the DOE which provides opportunities for academic development, assists students with basic college requirements, and serves to motivate students toward the successful completion of their postsecondary education. The Student Support Services grant is a five-year project that began September 1, 2015 and runs through August 31, 2020. City Colleges is budgeted to receive \$447,198 in FY2018.

Talent Search Project (TRIO) – Federal: Kennedy-King and Malcolm X Colleges receive funding from the DOE to provide academic, career, and financial counseling to students as well as encourage them to graduate from high school and continue on to and complete their postsecondary education. The Talent Search Program is a five-year project that renewed September 1, 2016 and runs through August 31, 2021. City Colleges is budgeted to receive \$552,954 in FY2018.

Upward Bound (TRIO) – Federal: Malcolm X College receives funding from the DOE to provide opportunities for students to succeed in their precollege performance and ultimately in their higher education pursuits. The program serves high school students from low income families and families in which neither parent holds a bachelor’s degree. City Colleges is budgeted to receive \$348,752 for FY2018. City Colleges is in the final year of the five-year grant. The Upward Bound Program is a five-year project that began September 1, 2012 and runs through August 31, 2017.

Alternative School Network Programs – Local: City Colleges was budgeted to receive \$200,230 from Alternative School Networks in FY2017. The funding from ASN subsidizes two programs: Youth Scholar Skills and Services, which provides skills development training to youth; and the Re-Enrolled Student Project. City Colleges is budgeted to receive \$192,000 in FY2018.

Youth Connection Charter School – Local: City Colleges budgeted \$2.6 million in FY2017 from Youth Connection Charter Schools to provide world-class education to at-risk students and high school dropouts at the Truman and Olive-Harvey Middle Schools. The programs are committed to academic excellence, student development, cultural enrichment, and social equity. The programs prepare students for quality life experiences, technological literacy, graduation, vocational and postsecondary education and competitive employment. City Colleges is budgeted to receive \$2.5 million in FY2018.

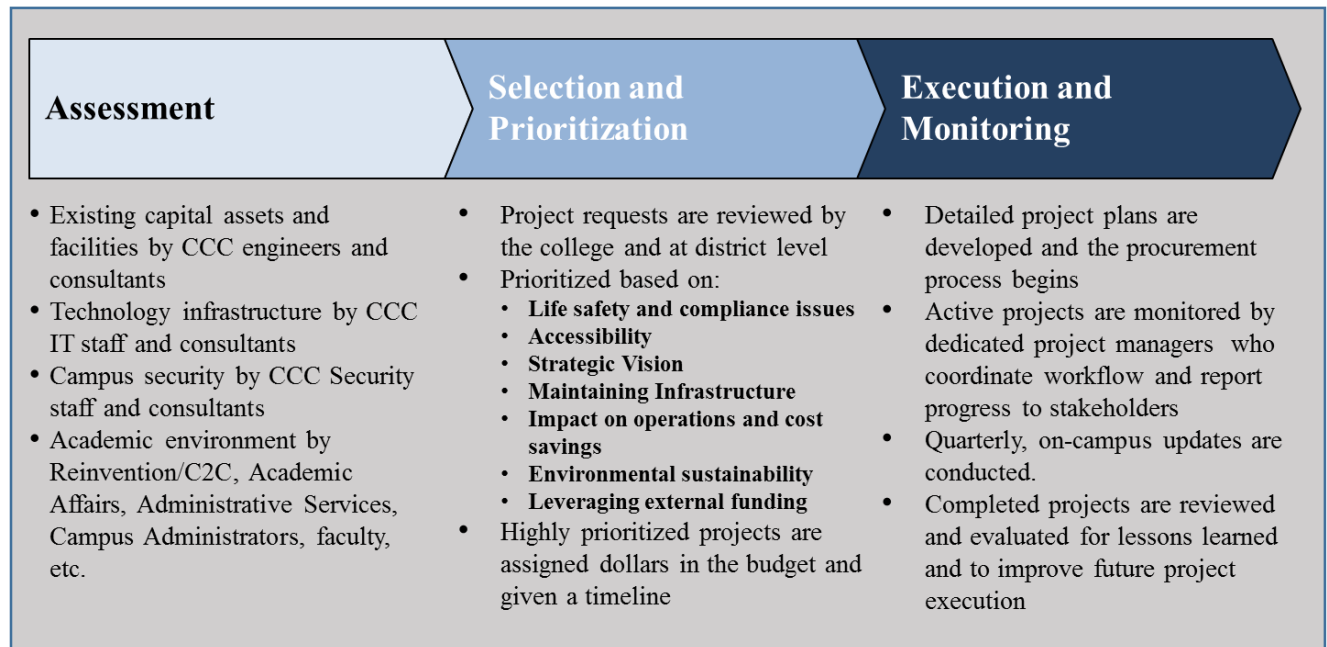
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CAPITAL INVESTMENTS

CAPITAL IMPROVEMENT PLANNING PROCESS OVERVIEW

The Capital Plan is based upon a comprehensive condition assessment survey of all existing capital assets and is updated annually. The plan covers the building envelope, facility infrastructure, and the surrounding site landscape. It includes \$85 million over the five-year term in system-wide academic and student-facing technology enhancements (i.e., district wide math emporiums, smart classrooms, science classrooms, libraries, labs, student support centers and One Stop Shop – Express Admission Spaces); a new Engineering and Advanced Manufacturing Center at Richard J. Daley College; the new Malcolm X College campus housing the School of Health Sciences near the heart of the Illinois Medical District; and a new Transportation, Distribution and Logistics Center at Olive-Harvey College. The condition survey was conducted by the City Colleges team of building engineers, Department of Administrative and Procurement Services representatives and project managers:



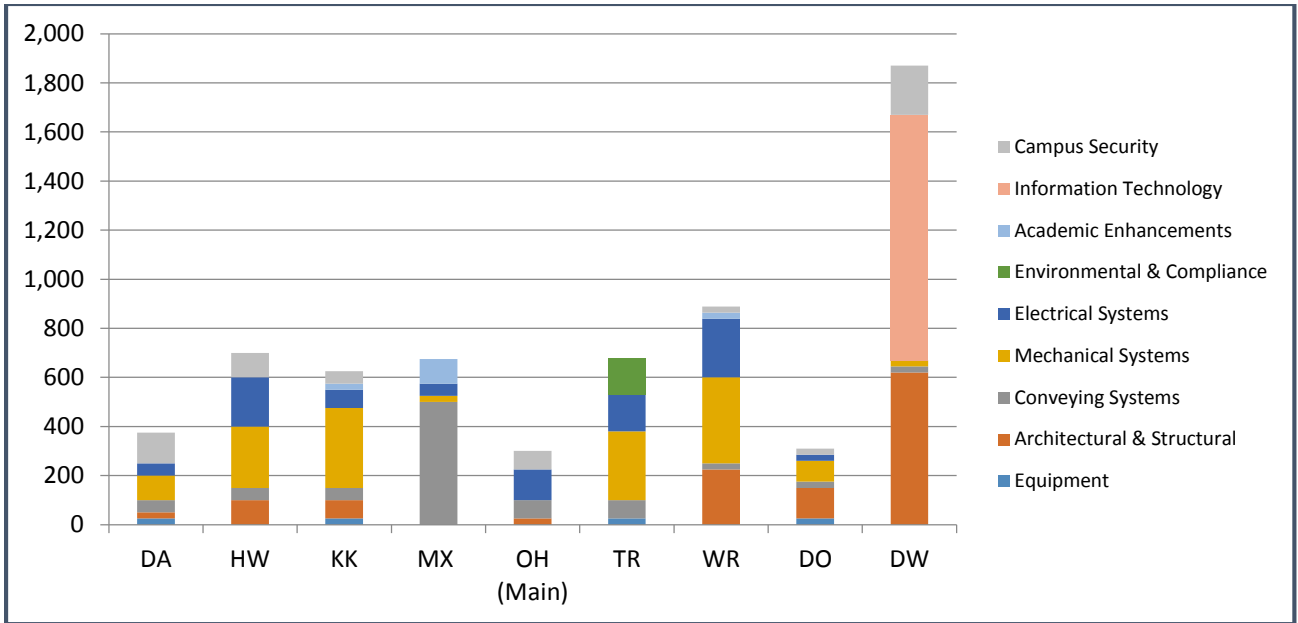
On July 1, 2013, FY2014 commenced and City Colleges entered into the five-year, \$555.0 million capital planning process. During FY2017, City Colleges budgeted capital investments of \$35.2 million with an additional Capital commitment of \$7.0 M for the planning and preconstruction efforts for the new Engineering and Advanced Manufacturing Center at Richard J. Daley College; \$ 20 million in new facilities construction and \$16.8 million in academic enhancements and improvements to existing infrastructure and information technology. Additionally, as a result of updating the capital planning process for the FY2018 capital budget, the total five year capital investment has been reduced to \$523.3 million due primarily to savings achieved due to efficiencies gained through the College to Careers program structures in the execution of our capital plans and fiscal pressures from the continued uncertainty of State of Illinois funding.

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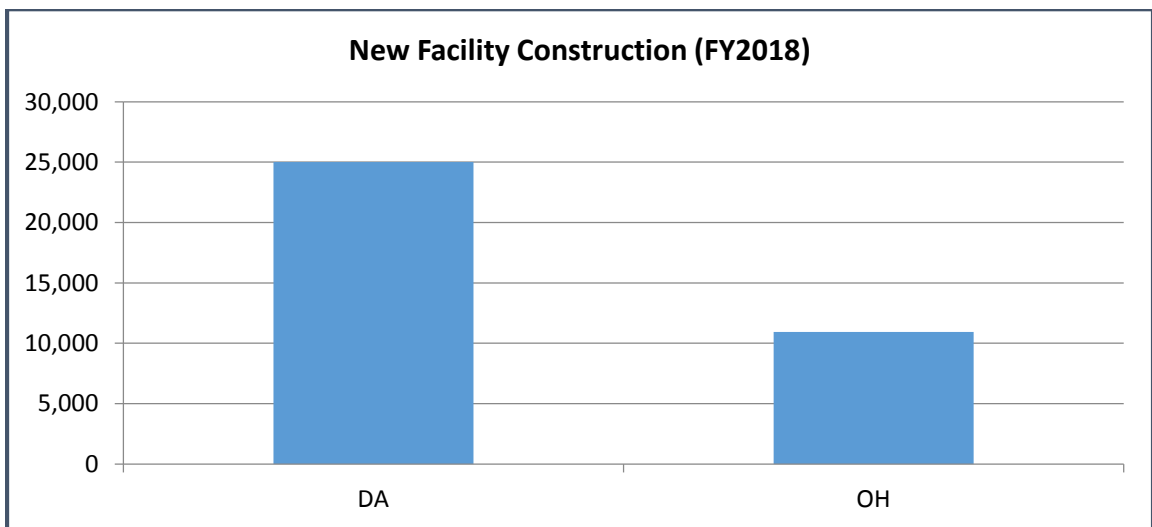
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The FY2018 plan proposes a total commitment of \$42.4 million in existing enhancements and new facility construction allocated by college, as follows:

Capital Investments by Category (FY2018) (\$ in thousands)



District wide spend is comprised of projects executed across multiple campuses to take advantage of economies of scale and ensure consistency across the campuses. The project types include but are not limited to ADA projects, IT systems projects, HR systems, security access, and continuing bathroom renovations. The capital spend is evenly distributed with the exceptions of Daley College and Olive-Harvey College. Harold Washington College is in the process of implementing a space optimization plan due to capacity enrollment.



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City Colleges of Chicago FY2018 Capital Plan Proposal: Allocated by functional area

Functional Area	FY2018 budget (\$ in millions)	% of total budget
Equipment ¹	0.1	0.24%
Architectural & Structural ²	1.2	2.82%
Conveying Systems ³	0.9	2.07%
Mechanical Systems ⁴	1.4	3.40%
Electrical Systems	0.9	2.16%
Environmental & Compliance ⁵	0.15	0.35%
Academic Enhancements ⁶	0.15	0.35%
Information Technology ⁷	1.0	2.36%
Campus Security ⁸	0.6	1.42%
Campus Sub -Total	\$ 6.4	15.16%
New Facilities	35.9	84.84%
Total	\$ 42.4	100.0%

¹ Capital equipment, vehicles, and fixtures primarily associated with academic programs

² Repair and enhancement to current building structures

³ Elevators and escalators

⁴ HVAC units, controls, ducts, ventilation, and plumbing

⁵ Includes material and contamination mitigation measures and efforts

⁶ Academic Enhancement includes capital environmental upgrades benefiting academics

⁷ IT budget includes campus technology as well as smart classrooms

⁸ Security is capital associated with surveillance and access systems

CITY COLLEGES OF CHICAGO

Community College District No. 508

City Colleges of Chicago						
5 Year Proposed Capital Projects						
(\$ thousands)						
ALL CAMPUSES FY2014-2018						
	2014	2015	2016	2017	2018	Total
ALL CAMPUSES						
Equipment	5,936	654	1,867	164	100	8,721
Architectural & Structural	15,790	17,787	15,765	3,165	1,195	53,702
Conveying Systems	123	1,234	1,526	875	875	4,633
Mechanical Systems	1,024	4,061	6,102	1,973	1,440	14,601
Electrical Systems	1,021	3,212	2,349	1,325	914	8,821
Environmental & Compliance	37	25	0	0	150	212
Academic Enhancements	1,215	7,725	12,747	4,025	150	25,862
Information Technology	15,393	20,868	24,474	12,655	1,000	74,390
Campus Security	6,918	6,840	5,584	1,495	600	21,436
New Facilities	43,061	126,799	85,081	20,000	35,946	310,885
Totals	90,518	189,204	155,493	45,678	42,370	523,262

SUBTOTALS BY CAMPUS						
	2014	2015	2016	2017	2018	Total
Daley College						
Equipment	303	46	302	0	25	676
Architectural & Structural	189	133	276	0	25	623
Conveying Systems	24	0	113	125	50	312
Mechanical Systems	32	293	149	275	100	848
Electrical Systems	30	283	450	125	50	939
Environmental & Compliance	0	0	0	0	0	0
Academic Enhancements	114	230	430	525	0	1,299
Information Technology	582	745	1,238	865	0	3,430
Campus Security	870	800	486	50	125	2,331
New Facilities	0	0	0	7,000	25,000	32,000
Total Daley College	2,145	2,530	3,442	8,965	25,375	42,458

CITY COLLEGES OF CHICAGO

Community College District No. 508

	2014	2015	2016	2017	2018	Total
Harold Washington College						
Equipment	55	0	0	95	0	150
Architectural & Structural	728	1,063	1,724	825	100	4,440
Conveying Systems	13	0	491	75	50	629
Mechanical Systems	28	377	513	35	250	1,203
Electrical Systems	0	0	0	50	200	250
Environmental & Compliance	0	0	0	0	0	0
Academic Enhancements	478	726	689	575	0	2,467
Information Technology	740	773	1,545	750	0	3,809
Campus Security	92	0	855	850	100	1,897
New Facilities	0	0	0	0	0	0
Total Harold Washington College	2,133	2,940	5,816	3,255	700	14,844

	2014	2015	2016	2017	2018	Total
Kennedy-King College						
Equipment	615	539	473	0	25	1,651
Architectural & Structural	0	984	752	100	75	1,911
Conveying Systems	7	0	68	50	50	174
Mechanical	277	1,125	2,739	0	325	4,466
Electrical	83	63	81	0	75	302
Environmental & Compliance	10	0	0	0	0	10
Academic Enhancements	17	106	560	825	25	1,532
Information Technology	962	613	961	850	0	3,386
Campus Security	709	819	788	75	50	2,441
New Facilities	0	0	0	0	0	0
Total Kennedy-King College	2,679	4,248	6,421	1,900	625	15,872

	2014	2015	2016	2017	2018	Total
Malcolm X College						
Equipment	1,186	0	961	69	0	2,216
Architectural & Structural	2,064	2,128	3,055	183	0	7,430
Conveying Systems	0	0	45	0	500	545
Mechanical	5	0	45	75	25	150
Electrical	47	129	122	0	50	347
Environmental & Compliance	0	0	0	0	0	0
Academic Enhancements	34	1,319	7,425	0	100	8,878
Information Technology	0	1,012	13,587	5,615	0	20,214
Campus Security	57	105	1,431	0	0	1,593
New Facilities	41,468	125,405	73,606	13,000	0	253,479
Total Malcolm X College	44,861	130,098	100,276	18,942	675	294,852

CITY COLLEGES OF CHICAGO

Community College District No. 508

	2014	2015	2016	2017	2018	Total
Olive-Harvey College						
Equipment	685	0	29	0	0	714
Architectural & Structural	1,448	1,545	2,093	0	25	5,111
Conveying Systems	78	0	68	75	75	296
Mechanical	13	780	428	0	0	1,220
Electrical	66	790	585	500	125	2,066
Environmental & Compliance	0	25	0	0	0	25
Academic Enhancements	182	1,550	1,035	450	0	3,218
Information Technology	564	578	1,081	775	0	2,998
Campus Security	596	991	740	125	75	2,527
New Facilities	1,452	1,393	1,475	0	10,945	15,266
Total Olive-Harvey College	5,085	7,652	7,533	1,925	11,245	33,440

	2014	2015	2016	2017	2018	Total
Truman College						
Equipment	21	0	103	0	25	149
Architectural & Structural	2,788	2,725	4,647	750	0	10,909
Conveying Systems	0	0	158	0	75	233
Mechanical	211	548	529	858	280	2,427
Electrical	149	0	0	150	150	449
Environmental & Compliance	27	0	0	0	150	177
Academic Enhancements	278	1,975	1,405	1,200	0	4,858
Information Technology	398	832	955	575	0	2,760
Campus Security	592	1,631	227	25	0	2,475
New Facilities	140	0	0	0	0	140
Total Truman College	4,605	7,711	8,023	3,558	680	24,576

	2014	2015	2016	2017	2018	Total
Wright College						
Equipment	0	69	0	0	0	69
Architectural & Structural	5,320	1,159	843	43	225	7,589
Conveying Systems	0	0	23	0	25	48
Mechanical	101	0	569	50	350	1,070
Electrical	103	0	436	0	239	778
Environmental & Compliance	0	0	0	0	0	0
Academic Enhancement	42	1,819	1,204	450	25	3,541
Information Technology	553	1,829	977	600	0	3,960
Campus Security	308	559	297	125	25	1,314
New Facilities	0	0	0	0	0	0
Total Wright College	6,428	5,435	4,349	1,268	889	18,368

CITY COLLEGES OF CHICAGO

Community College District No. 508

	2014	2015	2016	2017	2018	Total
District-Office						
Equipment	0	0	0	0	25	25
Architectural & Structural	2,682	1,371	248	125	125	4,551
Conveying Systems	0	0	135	75	25	235
Mechanical	299	872	907	680	85	2,843
Electrical	126	0	0	0	25	151
Environmental & Compliance	0	0	0	0	0	0
Academic Enhancements	0	0	0	0	0	0
Information Technology	0	1,577	2,180	1,500	0	5,257
Campus Security	329	61	63	70	25	548
New Facilities	0	0	0	0	0	0
Total District-Office	3,436	3,882	3,533	2,450	310	13,610
	2014	2015	2016	2017	2018	Total
District-Wide						
Equipment	3,072	0	0	0	0	3,072
Architectural & Structural	571	6,679	2,129	1,140	620	11,139
Conveying Systems	1	1,234	428	475	25	2,163
Mechanical	58	65	225	0	25	373
Electrical	418	1,946	675	500	0	3,539
Environmental & Compliance	0	0	0	0	0	0
Academic Enhancements	70	0	0	0	0	70
Information Technology	11,593	12,908	11,950	1,125	1,000	38,576
Campus Security	3,365	1,876	698	175	200	6,313
New Facilities	0	0	0	0	0	0
Total District-Wide College	19,147	24,708	16,104	3,415	1,870	65,244
Totals	90,518	189,204	155,493	45,678	42,370	523,262

CITY COLLEGES OF CHICAGO

Community College District No. 508

The updated capital plan requirements of the five-year, \$523.3 million capital investment plan remains balanced with available funding sources as follows:

City Colleges of Chicago Five Year Projection - Capital Funding Plan

Sources	Updated Amount (in millions)
State	
Capital Development Board Contribution	\$23.9
Subtotal	\$23.9
Local	
Cash utilized for capital purposes	\$163.7
Cash generated from operations ¹	\$0
City Tax Increment Financing (Wilson Yard TIF)	\$5.7
Bond proceeds (\$250M Existing Bond + \$80M New)	\$330.0
Subtotal	\$523.3
TOTAL CAPITAL RESOURCES	\$523.3

CITY COLLEGES OF CHICAGO

Community College District No. 508

IMPACT OF CAPITAL IMPROVEMENTS ON OPERATING BUDGET

Though they are different types of budgets, the Capital Plan and the annual Operating Budget are interconnected in many ways, such as personal property replacement tax funding in the capital fund. In addition, capital assets such as new buildings require annual operating expenses for utilities and maintenance, among other items. Carefully developed capital projects can also save operating expenses, such as by introducing energy-saving measures.

The impact of capital expenditures in total on the Operating Budget are one of the factors considered before capital appropriations are proposed. Examples include the following improvements which will be put into service as a result of the City Colleges FY2018 Capital Budget: Dawson Tech’s HVAC Conversion and Building Automation System, Daley College’s New Engineering and Advanced Manufacturing Center construction, Truman College’s Biology and Wright College’s CIS Space. Below are the expected impacts from these selected examples on the operating budget for the FY2018 planned and continuing projects:

Campus – Project	Investment	Benefit
Daley College 100 kW Solar PV 384 Modules	\$472,117	Annual Impact: 120,000 kWh per year, \$12,000 per year
Dawson Technical Institute 37 kW Solar PV 168 Modules	\$190,400	Annual Impact: 48,000 kWh per year, \$4,800 per year
Kennedy-King College HVAC Controls and Retro Commissioning	\$425,000	Annual Impact: \$52,000 per year
Malcolm X College Walkable Green Roof and Storm Water Harvesting	Landscape \$2,771,883 Civil Eng. \$2,146,334	Anticipated Annual Impact: \$35,000 - \$40,000
Olive-Harvey College TDL Storm Water Mgmt. & Energy Recovery Unit	\$1,936,000	Anticipated Annual Impact: \$38,000
Wright College Learning Resource Center - Roof Upgrade	\$5,500,000	Anticipated Annual Impact: \$30,000
District Wide Electrical Systems Preventative Maintenance	\$2,100,000	Anticipated Annual Impact: \$51,000 - \$204,000
District Wide Energy Performance Improvements	\$6,858,971	Anticipated Annual Impact: \$35,000 - \$40,000
Total Anticipated Annual Impact:		\$257,800 - \$420,800

CITY COLLEGES OF CHICAGO

Community College District No. 508

NEW CONSTRUCTION ACTIVITIES

Daley College Engineering and Advanced Manufacturing Center: The Project includes the design and construction of a state-of-the-art Engineering and Advanced Manufacturing Center (EAMC) which will support the College’s advanced manufacturing instruction, as well as the research and innovation curriculum to accommodate the ever-evolving manufacturing technology and process industry. The EAMC includes manufacturing classrooms, labs, support spaces and high bay equipment spaces for the advanced manufacturing program.

New construction containing advanced manufacturing program space is being constructed south of 76th Street. New construction north of 76th Street shall minimize any negative impact on the Main Building’s access to natural light.

The project will execute a campus master plan goal to link the two properties bifurcated by 76th Street with a gracious, fully enclosed pedestrian bridge. The bridge circulation shall allow persons walking north over 76th street to culminate in a volume that facilitates quick identification and direct access to the following levels of the existing Main Building.

The project is being administered by the City of Chicago Public Building Commission.

Olive Harvey College Campus Expansion: The College to Careers initiative at City Colleges includes expanding the Olive-Harvey Campus to include a new 103,000-square-foot Transportation, Distribution & Logistics (TDL) building offering relevant transportation(automotive and diesel technology), distribution and logistics degree and certificate programs. This facility is designed to emulate the technical and professional environments to better prepare students for industry careers, building on the valuable industry knowledge from College to Careers partners. City Colleges will centralize the district-wide operations for Central Stores in the new TDL Center, providing real-world experience in the procurement, management and delivery of supplies and materials to the seven campuses and District Office. Students that complete the programs will be able to transition into employment with current skills used in the workplace.

The project is being administered by the State of Illinois Capital Development Board.

MAJOR CAMPUS PROJECTS

The Malcolm X College Campus and School of Health Sciences has been constructed to be the “state of the art” allied health campus that include a 1,200 parking garage with campus landscaping and exterior spaces to accommodate student activity. The buildings and the site comply with all aspects of applicable codes and accessibility regulations. The Malcolm X College Campus has been designed and constructed to be highly energy efficient and meet “green” building standards represented by its goal to achieve a LEED Gold rating established by the United States Green Building Council (USGBC). Further, it has been designed and constructed within the parameters of “LEED 2009 Schools New Construction and Major Renovations” guidelines as published by the USGBC.

The campus consists of a 545,000-square-foot Academic Building and a 500,000-square-foot parking garage. The campus includes one level of basement which includes mechanical equipment spaces, storage, and offices. The above ground portion of the Academic Building will be two four-level general and adult education buildings. The eight-level health sciences tower includes: classroom space, teaching labs, computer labs, general administration spaces, common spaces, and a virtual hospital. The common areas include a gymnasium, library, bookstore, and food court. Included in the virtual hospital environment are simulation labs which will include rooms and corridors designed to simulate a hospital, clinic and other health science environments in which students will work after graduation.

Richard J. Daley | Harold Washington | Kennedy-King | Malcolm X | Olive-Harvey | Harry S Truman | Wilbur Wright

CITY COLLEGES OF CHICAGO

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Truman College Biology Laboratory Renovation: Currently under design, the Truman College Biology Laboratory Renovation will provide over 6,000 square feet of new renovated Biology Laboratory space consisting of Micro Biology, Anatomy and Physiology Laboratory space as well as necessary Biology Preparation and storage space. This renovation will support the college's effort to actively engage their unique Earth Sciences College to Careers concentration.

HVAC Replacement Projects – Multiple Colleges: Replacement of new rooftop air handling units, and new air-conditioning system installations at Dawson Technical Institute and Truman College's gymnasium are expected to reduce energy and maintenance costs.

Security - Access Control Installations: To improve the safety and security of students and reduce on campus incidents, the Department of Safety and Security has developed plans to control and manage access to City Colleges' facilities. The security access controls systems will be installed District wide and will incorporate a combination of turnstiles, swipe cards, and other monitoring means and methods. It is anticipated that these installations will reduce the need for additional Security staff by minimizing entry and exit points within each facility.

TECHNOLOGY SOFTWARE UPGRADES

A variety of software upgrades are scheduled to keep City Colleges current with the latest technology. These installations will provide system based tools to improve the operational efficiency of internal departments and improve the academic related services provided to our student population. These upgrades include, but are not limited to: document imaging and management, PeopleSoft student administration system, PeopleSoft human resource management systems, and finance management software upgrades.

CITY COLLEGES OF CHICAGO
Community College District No. 508

DEBT

Debt Structure

Debt Service Funds are established to account for annual property tax levies to be used for principal, interest, and other fee payments. These also can be used to account for alternative revenue sources dedicated for debt service.

In FY2018 City Colleges is budgeting \$16,943,687 for debt service expenditures which includes \$12,778,687 for interest and \$4,165,000 of principal for the \$250 million of Unlimited Tax General Obligation Bonds (Dedicated Revenues) Series 2013 issued in FY2014. The bonds were issued with an average interest rate of 5%. With payment dates of June 1 and December 1 each year, the bonds are amortized over a 30-year period. The last payment is due June 1, 2043.

City Colleges Debt Management Policy states that debt issuance must be used strategically due to the long-term commitment of future financial resources and the need for City Colleges to ensure financial flexibility to accommodate debt repayment while adequately funding current and future operational needs. Any short-term financing for cash flow gaps must be repaid within twelve months or one fiscal year.

The policy was developed to be consistent with City Colleges' strategic plan and to guide the Board and management's decision-making process. The Policy will serve as an active management tool to (a) provide guidelines for identifying transactions that utilize debt in the most efficient manner and (b) provide for full and timely repayment of all borrowings. The Policy provides written guidelines addressing the amount and type of debt issued, the issuance process, and the management of a debt portfolio as a means of achieving the lowest possible cost of capital within prudent risk parameters.

Legal Debt Limit

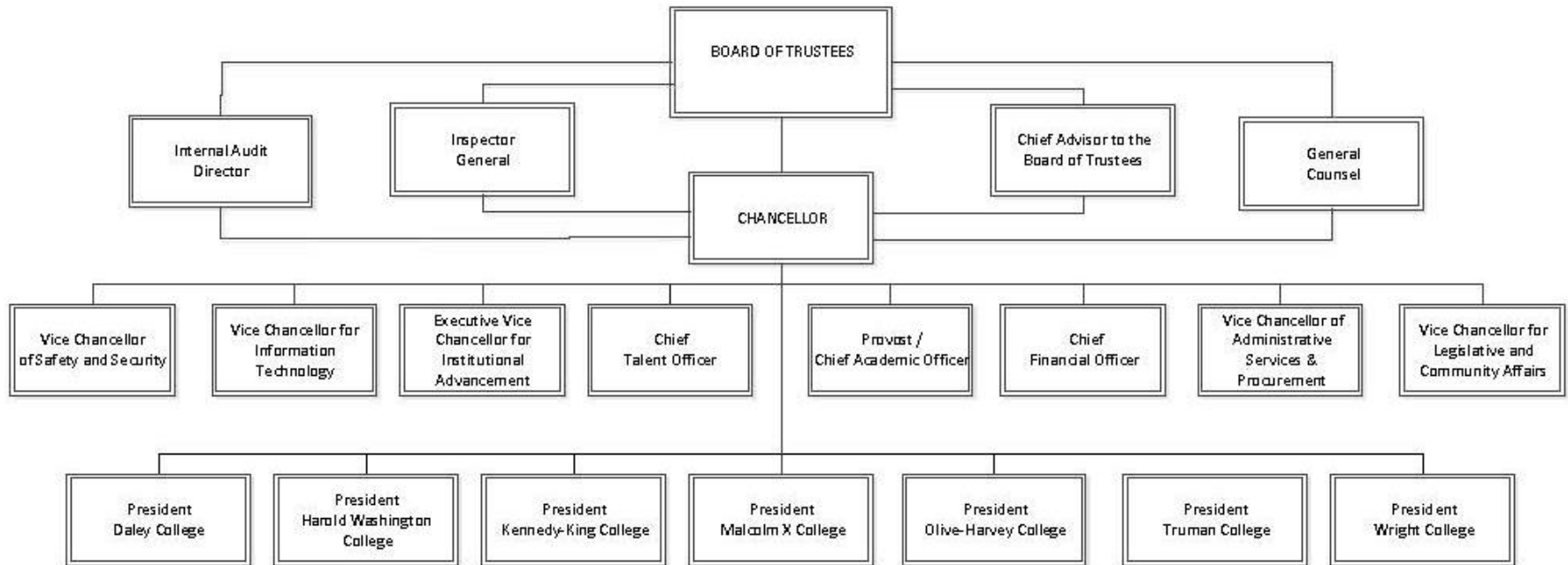
City Colleges is not subject to any State constitutional or statutory debt limitation.

CITY COLLEGES OF CHICAGO

Community College District No. 508



District-wide Organizational Chart



Richard J. Daley | Harold Washington | Kennedy-King | Malcolm X | Olive-Harvey | Harry S Truman | Wilbur Wright

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FINANCIAL SUMMARY AND TABLES

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CITY COLLEGES OF CHICAGO

Community College District No. 508

FY2018 Budget Request - All Funds Summary

	Operating Funds	Auxiliary Enterprise Fund	Total		Bond & Interest Fund	Operations and Maintenance	Total All Funds
			Unrestricted Funds	Restricted Funds		Fund (Restricted)	
Operating Funds to be Appropriated	-	-	-	-	-	-	-
Net Assets to be Appropriated	15,000,000	-	15,000,000	-	-	42,369,695	57,369,695
2018 Revenues							
Estimated 2016 Tax Levy	62,490,691	-	62,490,691	-	-	-	62,490,691
Estimated 2017 Tax Levy	62,765,690	-	62,765,690	-	-	-	62,765,690
Estimated Loss and Cost	(4,911,752)	-	(4,911,752)	-	-	-	(4,911,752)
Local Government Grants (less PPRT)	-	-	-	3,463,645	-	-	3,463,645
Local Government Total	120,344,629	-	120,344,629	3,463,645	-	-	123,808,274
Personal Property Replacement Tax	-	-	-	-	13,867,201	-	13,867,201
State Government	52,906,849	-	52,906,849	8,239,500	-	-	61,146,349
Federal Government	2,002,630	-	2,002,630	87,803,911	-	-	89,806,541
Tuition and Fees	94,674,700	-	94,674,700	-	-	-	94,674,700
Auxiliary/Enterprise	-	9,387,499	9,387,499	-	-	-	9,387,499
Investment Revenue	120,000	-	120,000	-	-	-	120,000
Other Sources	7,130,149	-	7,130,149	295,675	-	-	7,425,824
Revenue Total	156,834,328	9,387,499	166,221,827	96,339,086	13,867,201	-	276,428,114
Resource Total	292,178,957	9,387,499	301,566,456	99,802,731	13,867,201	42,369,695	457,606,083
2018 Expenditures by Program							
Instruction	96,763,526	3,216,831	99,980,357	6,934,673	-	-	106,915,030
Academic Support	19,083,979	78,681	19,162,660	7,654,869	-	-	26,817,529
Student Services	37,570,325	25,615	37,595,940	2,418,714	-	-	40,014,654
Public Service	16,326	1,122,286	1,138,612	1,079,655	-	-	2,218,267
Organized Research	-	-	-	86,209	-	-	86,209
Auxiliary/Enterprise	5,591,827	7,760,456	13,352,283	1,171,469	-	-	14,523,752
Operations and Maintenance	40,242,362	23,458	40,265,820	-	16,943,687	42,369,695	99,579,202
Institutional Support	56,904,311	10,000	56,914,311	522,012	-	-	57,436,323
Scholarships, Grants, Waivers	15,031,298	48,690	15,079,988	79,935,130	-	-	95,015,118
Expenditure Total	271,203,953	12,286,017	283,489,970	99,802,731	16,943,687	42,369,695	442,606,083
2018 Expenditures by Object							
Salaries	171,841,882	6,456,950	178,298,832	12,954,764	-	-	191,253,596
Employee Benefits	39,789,161	1,354,252	41,143,413	2,721,589	-	-	43,865,002
Contractual Services	12,859,908	3,574,504	16,434,412	1,415,226	-	-	17,849,638
Materials and Supplies	10,014,516	766,271	10,780,787	2,122,840	-	-	12,903,627
Travel and Conference	595,566	32,513	628,079	272,159	-	-	900,238
Capital Outlay	-	-	-	-	-	42,369,695	42,369,695
Fixed Charges	2,865,576	23,430	2,889,006	54,432	16,943,687	-	19,887,125
Utilities	8,468,081	-	8,468,081	-	-	-	8,468,081
Other Expenditures	-	-	-	-	-	-	-
Bad Debt	7,712,846	-	7,712,846	-	-	-	7,712,846
Waivers and Scholarships	15,184,297	48,690	15,232,987	79,935,130	-	-	95,168,117
Other Expenditures	1,872,120	29,407	1,901,527	326,591	-	-	2,228,118
Object Total	271,203,953	12,286,017	283,489,970	99,802,731	16,943,687	42,369,695	442,606,083
Resource less Expenditure	20,975,004	(2,898,518)	18,076,486	-	(3,076,486)	-	15,000,000
Underwriting Transfer from Operating	(5,975,004)	2,898,518	(3,076,486)	-	3,076,486	-	-
Repayment to Working Cash Fund	(15,000,000)	-	(15,000,000)	-	-	-	(15,000,000)
Net Balance after Transfers	-	-	-	-	-	-	-

CITY COLLEGES OF CHICAGO

Community College District No. 508

FY2018 Budget Request - Operating Funds by Campus

Type	Program Description	Daley	Harold Washington	Kennedy King	Malcolm X	Olive Harvey	Truman	Wright	WYCC	District Office	General Appropriation	Total
Expenditures by Program												
	Instruction	10,233,636	18,839,333	10,970,074	16,692,305	7,732,812	14,473,799	17,727,568	-	94,000	-	96,763,527
	Academic Support	1,803,173	2,620,326	1,821,697	3,984,650	1,378,254	1,930,694	3,695,232	-	1,849,953	-	19,083,979
	Student Services	4,721,566	7,231,343	3,932,327	5,164,661	3,524,577	5,232,817	6,306,041	-	1,456,994	-	37,570,326
	Public Service	16,326	-	-	-	-	-	-	-	-	-	16,326
	Organized Research	-	-	-	-	-	-	-	-	-	-	-
	Auxiliary/Enterprise	398,652	-	711,779	512,881	407,356	280,184	394,057	674,068	2,212,850	-	5,591,826
	Operations and Maintenance	5,085,388	3,725,032	7,064,379	5,560,804	4,279,991	5,151,689	4,835,567	814,600	3,654,913	70,000	40,242,363
	Institutional Support	2,865,145	2,947,221	2,816,365	3,709,066	2,699,447	2,304,429	2,511,492	-	29,327,402	7,723,743	56,904,310
	Scholarships, Grants, Waivers	184,203	121,662	209,650	328,465	241,605	207,193	128,095	-	3,113,423	10,497,000	15,031,296
Total		25,308,089	35,484,917	27,526,271	35,952,832	20,264,042	29,580,805	35,598,052	1,488,668	41,709,535	18,290,743	271,203,953
Expenditures by Object												
	Salaries	18,518,594	26,501,285	19,161,182	26,192,374	14,697,737	21,820,651	26,678,582	301,078	21,556,769	(3,586,370)	171,841,882
	Employee Benefits	4,080,096	5,701,535	4,237,720	6,132,436	3,448,374	4,709,210	5,909,514	81,726	7,109,675	(1,621,126)	39,789,160
	Contractual Services	691,125	1,809,370	823,791	1,387,874	601,486	746,001	957,207	186,559	3,389,394	2,267,100	12,859,907
	Materials and Supplies	581,020	520,064	969,806	563,002	448,032	776,950	610,760	79,080	4,792,552	673,250	10,014,516
	Travel and Conference	74,550	35,500	82,772	101,080	59,209	75,500	78,293	1,724	86,938	-	595,566
	Capital Outlay	-	-	-	-	-	-	-	-	-	-	-
	Fixed Charges	80,000	60,000	90,000	75,000	100,000	117,300	90,000	812,500	167,793	1,272,983	2,865,576
	Utilities	1,008,500	555,500	1,891,350	1,060,100	615,100	1,038,000	980,600	26,000	1,292,931	-	8,468,081
	Other Expenditure	-	-	-	-	-	-	-	-	-	-	-
	Bad Debt	-	-	-	-	-	-	-	-	-	7,712,846	7,712,846
	Waivers and Scholarships	184,204	121,664	209,650	328,467	241,604	207,192	128,096	-	3,113,423	10,650,000	15,184,301
	Other Expenses	90,000	180,000	60,000	112,500	52,500	90,001	165,000	-	200,060	922,060	1,872,121
Total		25,308,089	35,484,917	27,526,271	35,952,832	20,264,042	29,580,805	35,598,052	1,488,668	41,709,535	18,290,743	271,203,953

Richard J. Daley | Harold Washington | Kennedy-King | Malcolm X | Olive-Harvey | Harry S Truman | Wilbur Wright

CITY COLLEGES OF CHICAGO
Community College District No. 508

Education Fund

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	91,920,301	86,641,924	88,897,215
	State Government	14,370,863	48,543,178	52,906,849
	Federal Government	481,488	635,000	2,002,630
	Tuition and Fees	105,004,180	111,446,026	94,674,700
	Auxiliary/Enterprise	550,392	900,000	-
	Investment Revenue	1,328,290	5,348,336	120,000
	Other Sources	1,466,956	561,680	5,885,000
Revenue Total		215,122,470	254,076,144	244,486,394
Expenditures by Program				
	Instruction	98,684,921	101,753,318	96,763,526
	Academic Support	18,808,458	21,667,939	19,083,979
	Student Services	36,089,009	38,909,569	37,570,325
	Public Service	416,748	-	16,326
	Organized Research	1,100	-	-
	Auxiliary/Enterprise	7,757,626	9,678,073	5,591,827
	Operations and Maintenance	13,252,651	13,099,716	11,270,677
	Institutional Support	77,947,135	48,387,991	52,811,785
	Scholarships, Grants, Waivers	6,685,211	13,918,979	15,031,298
Total		259,642,859	247,415,585	238,139,743
Expenditures by Object				
	Salaries	178,958,908	171,361,680	157,252,127
	Employee Benefits	38,415,662	28,722,669	33,970,291
	Contractual Services	10,642,438	13,007,328	10,639,914
	Materials and Supplies	12,324,267	12,808,094	9,213,057
	Travel and Conference	965,566	1,123,734	595,566
	Capital Outlay	-	57,400	-
	Fixed Charges	1,277,895	1,174,951	810,593
	Utilities	795,202	1,325,471	888,931
	Other Expenditures			
	Bad Debt	9,237,094	3,675,279	7,712,846
	Waivers and Scholarships	6,510,724	13,671,979	15,184,298
	Other Expenditures	515,103	487,000	1,872,120
Total		259,642,859	247,415,585	238,139,743
Revenues less Expenditures		(44,520,389)	6,660,559	6,346,651

CITY COLLEGES OF CHICAGO

Community College District No. 508

Operations and Maintenance Funds

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	29,049,093	29,084,458	27,084,458
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	51,066	-	-
	Investment Revenue	-	-	-
	Other Sources	1,159,400	1,148,000	1,245,149
	Revenue Total	30,259,559	30,232,458	28,329,607
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	30,864,319	30,873,989	28,889,041
	Institutional Support	(15,025)	-	-
	Scholarships, Grants, Waivers	-	-	-
	Total	30,849,294	30,873,989	28,889,041
Expenditures by Object				
	Salaries	15,764,705	16,335,638	14,353,827
	Employee Benefits	2,720,330	2,883,637	3,878,710
	Contractual Services	3,429,639	2,623,270	1,487,894
	Materials and Supplies	1,052,514	1,028,900	801,460
	Travel and Conference	(1,424)	3,800	-
	Capital Outlay	-	-	-
	Fixed Charges	810,029	812,444	788,000
	Utilities	7,088,526	7,186,300	7,579,150
	Other Expenditures			
	Bad Debt	(15,025)	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	Total	30,849,294	30,873,989	28,889,041
	Revenues less Expenditures	(589,735)	(641,531)	(559,434)

CITY COLLEGES OF CHICAGO

Community College District No. 508

Auxiliary Enterprise Fund

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	6,467,797	9,932,005	9,387,499
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	6,467,797	9,932,005	9,387,499
Expenditures by Program				
	Instruction	2,784,101	2,976,593	3,216,831
	Academic Support	149,887	250,734	78,681
	Student Services	-	31,363	25,615
	Public Service	1,483,422	1,709,587	1,122,286
	Organized Research	-	-	-
	Auxiliary/Enterprise	5,424,781	9,089,187	7,760,456
	Operations and Maintenance	-	-	23,458
	Institutional Support	(132,808)	-	10,000
	Scholarships, Grants, Waivers	362	-	48,690
	Total	9,709,745	14,057,464	12,286,017
Expenditures by Object				
	Salaries	5,156,938	7,310,496	6,456,950
	Employee Benefits	788,179	1,099,654	1,354,252
	Contractual Services	2,640,133	3,714,463	3,574,504
	Materials and Supplies	864,732	999,338	766,271
	Travel and Conference	22,880	38,013	32,513
	Capital Outlay	-	-	-
	Fixed Charges	1,315	1,000	23,430
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	(121,474)	-	-
	Waivers and Scholarships	357,042	882,500	48,690
	Other Expenditures	-	12,000	29,407
	Total	9,709,745	14,057,464	12,286,017
	Revenues less Expenditures	(3,241,948)	(4,125,459)	(2,898,518)
	Underwriting Transfer from Operating	-	4,125,459	2,898,518
	Net Balance after Transfers	(3,241,948)	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Liability, Protection, and Settlement Fund

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Funds to be Appropriated		3,948,094	2,000,000	-
Revenues				
	Local Government	1,888,896	3,829,600	3,829,600
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		1,888,896	3,829,600	3,829,600
Resource Total		5,836,990	5,829,600	3,829,600
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	82,644
	Institutional Support	5,836,990	3,300,632	3,559,170
	Scholarships, Grants, Waivers	-	-	-
Total		5,836,990	3,300,632	3,641,814
Expenditures by Object				
	Salaries	265,433	285,035	235,927
	Employee Benefits	4,143,732	1,394,870	1,940,159
	Contractual Services	235,227	198,744	198,744
	Materials and Supplies	20	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	1,215,707	1,271,983	1,266,983
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	(23,129)	150,000	-
Total		5,836,990	3,300,632	3,641,814
Revenues less Expenditures		-	2,528,968	187,786

CITY COLLEGES OF CHICAGO
Community College District No. 508

Audit Fund

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	368,410	513,647	533,356
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	368,410	513,647	533,356
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	498,100	533,356	533,356
	Scholarships, Grants, Waivers	-	-	-
	Total	498,100	533,356	533,356
Expenditures by Object				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	498,100	533,356	533,356
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	Total	498,100	533,356	533,356
	Revenues less Expenditures	(129,690)	(19,709)	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Restricted Purpose Fund

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	944,677	4,113,550	3,463,645
	State Government	6,978,176	7,477,851	8,239,500
	Federal Government	83,860,265	164,113,842	87,803,911
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	3,800,155	429,000	295,675
Revenue Total		95,583,273	176,134,243	99,802,731
Expenditures by Program				
	Instruction	7,320,935	12,753,706	6,934,673
	Academic Support	6,719,590	14,078,234	7,654,869
	Student Services	2,614,341	4,448,308	2,418,714
	Public Service	1,335,526	1,985,617	1,079,655
	Organized Research	178,030	158,548	86,209
	Auxiliary/Enterprise	1,156,986	2,154,475	1,171,469
	Operations and Maintenance	-	-	-
	Institutional Support	380,174	960,044	522,012
	Scholarships, Grants, Waivers	76,784,369	139,595,311	79,935,130
Total		96,489,951	176,134,243	99,802,731
Expenditures by Object				
	Salaries	14,534,952	23,839,828	12,962,617
	Employee Benefits	2,542,485	5,020,890	2,730,048
	Contractual Services	1,626,024	2,631,806	1,431,013
	Materials and Supplies	2,311,997	3,902,549	2,121,964
	Travel and Conference	317,082	549,901	299,002
	Capital Outlay	-	-	-
	Fixed Charges	-	3,866	2,102
	Utilities	200	901	490
	Other Expenditures			-
	Bad Debt	-	-	-
	Waivers and Scholarships	74,953,536	139,595,311	79,935,131
	Other Expenditures	203,675	589,191	320,365
Total		96,489,951	176,134,243	99,802,731
Revenues less Expenditures		(906,678)	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Bond & Interest Fund

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	11,637,703	13,867,201	13,867,201
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	27,703	-	-
	Revenue Total	11,665,406	13,867,201	13,867,201

Expenditures by Program

	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	17,927,162	16,858,988	16,943,687
	Institutional Support	100	-	-
	Scholarships, Grants, Waivers	-	-	-
	Total	17,927,262	16,858,988	16,943,687

Expenditures by Object

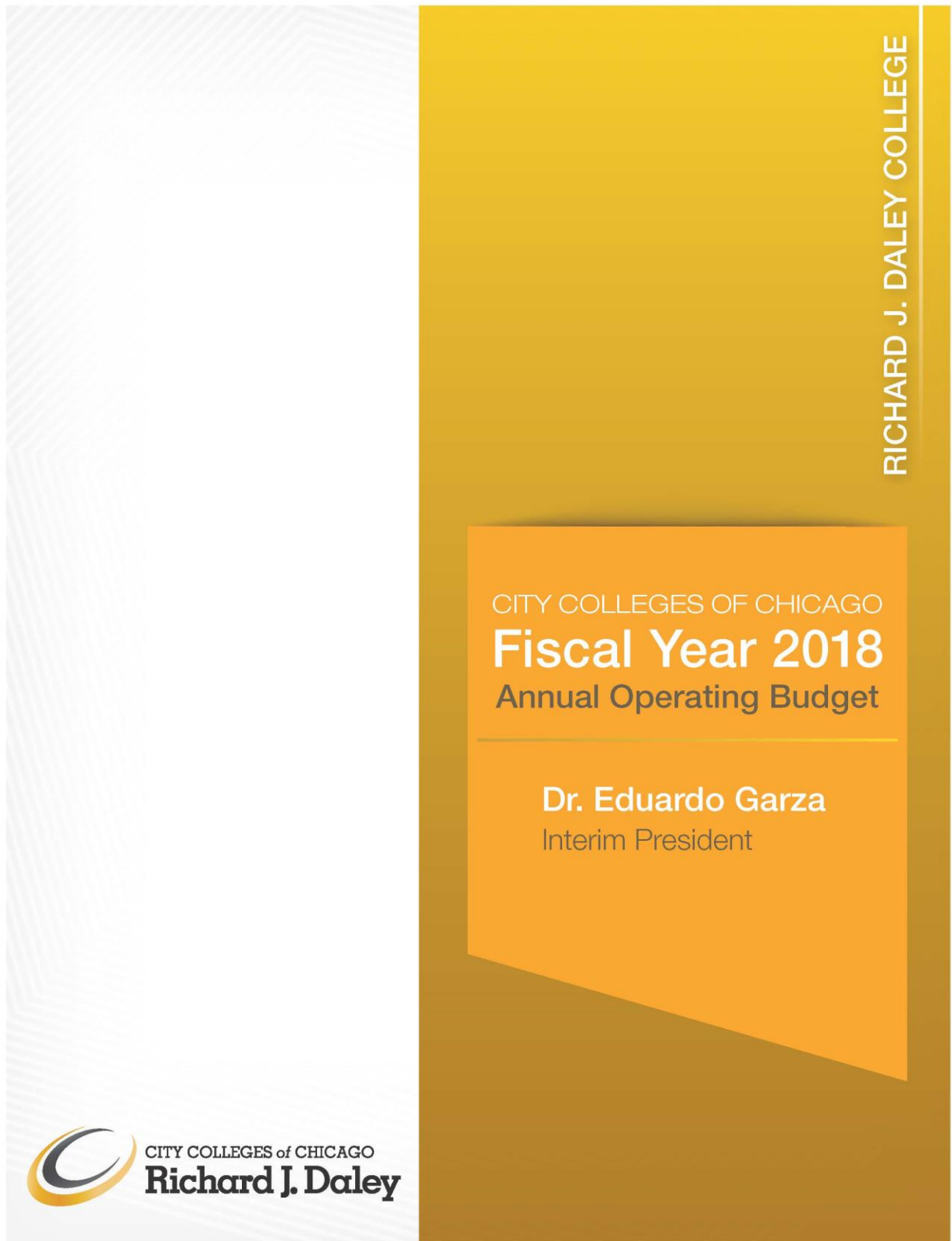
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	-	-	-
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	17,927,162	16,858,988	16,943,687
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	100	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	Total	17,927,262	16,858,988	16,943,687

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CITY COLLEGES OF CHICAGO

Community College District No. 508



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CITY COLLEGES OF CHICAGO

Community College District No. 508

RICHARD J. DALEY COLLEGE

COLLEGE DESCRIPTION

Richard J. Daley College, has achieved significant recognition for its College to Careers focus on Engineering and Advanced Manufacturing Technology with a defined pathway that integrates the student directly into the workforce. The Engineering and Advanced Manufacturing Technology program is closely coordinated with industry partners who provide input into curriculum design and structure, and are an integral part of the quality assurance process.

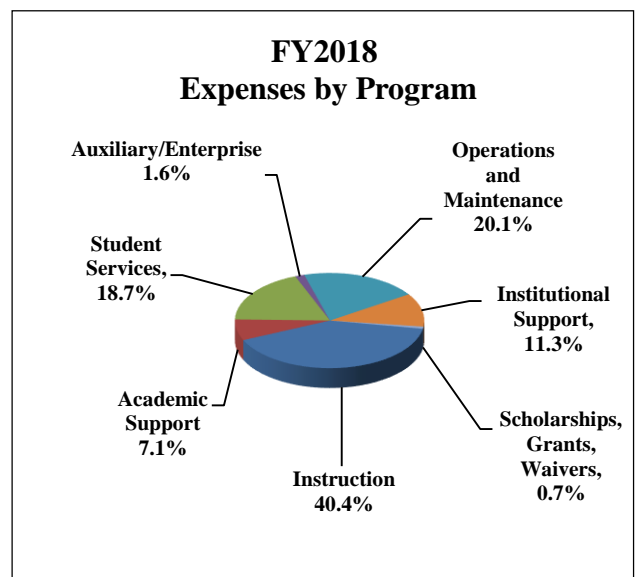
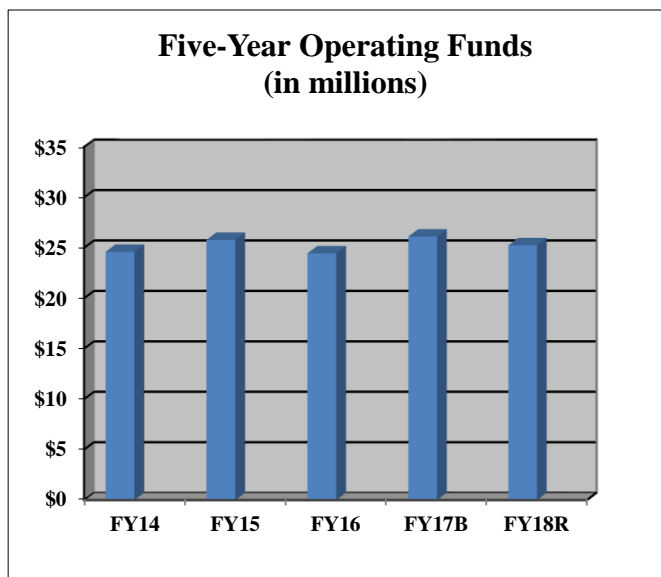
Programmatically, Richard J. Daley College offers an Associate Degree in Science, Engineering, and Liberal Arts with course work that transfers to four-year colleges and universities. In addition, Richard J. Daley College offers an Associates in General Studies and an Associates in Applied Science. Richard J. Daley College has become known for its Dual Credit/Dual Enrollment Program which provides students from Chicago Public Schools with an early experience with higher education. Richard J. Daley College has a satellite campus, the Arturo Velasquez Institute (AVI), which offers general education and applied science courses.

Richard J. Daley College has a 60,000-volume library facility and multiple computer labs that provide support to the teaching and learning process. We also have a number of supports to assist students to succeed academically, such as: Student Activities, Veteran Services Centers, Disability Access Center, Wellness Center, and Developmental Education.

BUDGET OVERVIEW

Richard J. Daley College's operating budget, excluding restricted grants, totals \$25.3 million in FY2018, a 3.4% decrease compared to FY2017.

The largest spending category is Salary and Benefits, totaling \$22.6 million (89.0%) of the operating budget. Utilities and Fixed Charges combined are \$1.1 million (4.3%); Contractual Services are \$691 thousand (3.0%); Materials and Supplies are \$581 thousand (2.0%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$274 thousand (1.1%). The Travel and Conference Budget is \$75 thousand (0.3%).



CITY COLLEGES OF CHICAGO

Community College District No. 508

RICHARD J. DALEY COLLEGE

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	9,900,247	10,626,883	10,233,636
Academic Support	1,462,726	1,775,352	1,803,173
Student Services	3,892,320	4,513,007	4,721,566
Public Service	266,721	-	16,326
Organized Research	-	-	-
Auxiliary/Enterprise	130,089	494,117	398,652
Operations and Maintenance	5,194,492	5,400,987	5,085,388
Institutional Support	3,511,801	3,170,566	2,865,145
Scholarships, Grants, Waivers	87,508	137,936	184,204
Program Total	24,445,904	26,118,848	25,308,089
Expenditures by Object			
Salaries	19,217,505	20,354,655	18,518,594
Employee Benefits	2,423,541	3,002,886	4,080,096
Contractual Services	749,432	800,815	691,125
Materials and Supplies	602,844	677,222	581,020
Travel and Conference	136,247	101,841	74,550
Capital Outlay	-	-	-
Fixed Charges	109,571	97,493	80,000
Utilities	914,876	946,000	1,008,500
Other Expenditures			
Bad Debt	204,380	-	-
Waivers and Scholarships	87,508	137,936	184,204
Other Expenditures	-	-	90,000
Object Total	24,445,904	26,118,848	25,308,089

CITY COLLEGES OF CHICAGO

Community College District No. 508

RICHARD J. DALEY COLLEGE

Enterprise Funds

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	13,948	103,000	124,500
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	13,948	103,000	124,500
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	106,912	154,805	200,638
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
	Program Total	106,912	154,805	200,638
Expenditures by Object				
	Salaries	78,078	112,038	155,833
	Employee Benefits	8,954	14,267	23,306
	Contractual Services	2,352	11,000	11,000
	Materials and Supplies	17,528	17,500	10,500
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	Object Total	106,912	154,805	200,638
	Revenues less Expenditures	(92,964)	(51,805)	(76,138)

CITY COLLEGES OF CHICAGO

Community College District No. 508

RICHARD J. DALEY COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	13%	18%	23%	17%	21%
Total Awards	1,666	1,559	1,560	1,134	1,234
Total Degrees	457	622	507	685	761
Total Certificates	1,209	937	1,053	449	473
Credit Students Fall-to-Spring Retention	67.1%	65.2%	61.6%	70.5%	72.5%
Student employment rate in area of training	59%	61%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$30,680	\$39,520	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	18,237	17,122	15,953	17,909	18,150
Credit Enrollment	7,381	7,280	7,134	7,713	7,775
Adult Ed. Enrollment	8,103	7,813	7,360	8,204	8,368
Continuing Ed. Enrollment	3,713	3,147	2,395	3,592	3,664
C2C Enrollment	2,161	6,329	5,369	5,111	6,121
Transfer within 2 years of degree completion	37%	38%	44.8%	46%	50%
Transfer after earning 12 credits (fall new stud.)	70	61	59	70	83
Remediation transitions 1yr	38%	39%	42%	34.6%	35.7%
Transitions to College Credit	247	311	537	362	412
GED Attainment	366	79	197	N/A	N/A
Percent of Students Attaining Level Gains	29.4%	34%	35.2%	41%	N/A
Full-time to 30 ch in 1 year	7.3%	7.10%	9.3%	7.1%	7.8%
Part-time to 15 ch in 1 year	22.5%	24.7%	24.1%	25.6%	27.6%

* FY2016 data is preliminary as of June 6, 2017. FY2017 and FY2018 are targets not actual.

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CITY COLLEGES OF CHICAGO

Community College District No. 508



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CITY COLLEGES OF CHICAGO

Community College District No. 508

HAROLD WASHINGTON COLLEGE

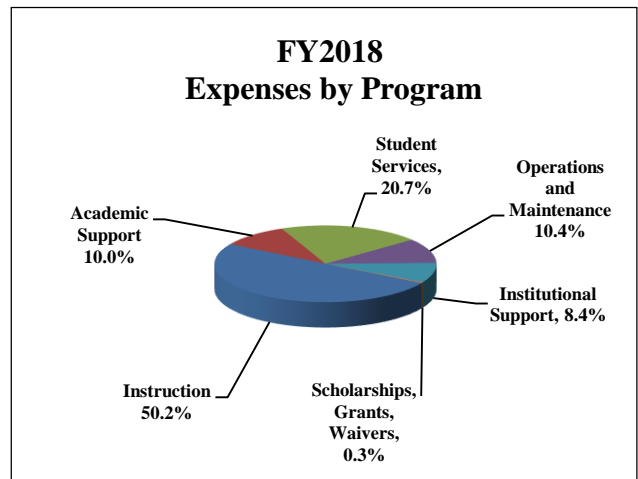
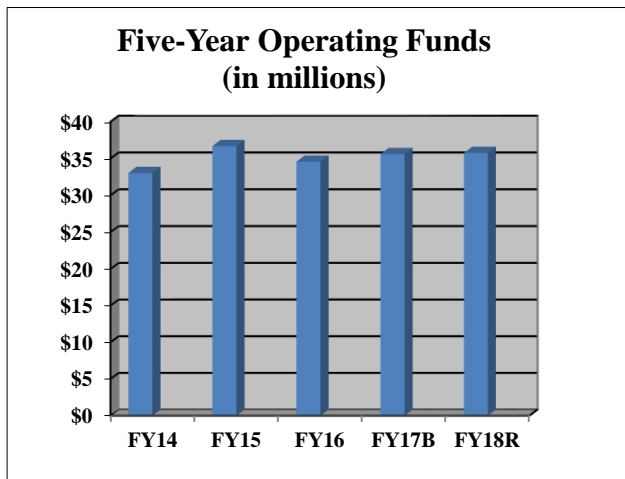
COLLEGE DESCRIPTION

Harold Washington College is a business focused urban community college in the Loop area of downtown Chicago. It's internationally renowned College to Careers (C2C) initiative partners with industry-leading companies to prepare Chicagoans for careers in growing fields. Harold Washington College is the College to Careers Center of Excellence for Business, Professional Services and Entrepreneurship. Students receive real-world experience through internships and interactions with business leaders. Additionally, Harold Washington College is home to exceptional Liberal, Studio and Performing Arts programs; many creatives and performers begin their careers at Harold Washington College and go on to transfer to bachelor's and master's degree programs. More than half of Harold Washington College alumni transfer to a four-year college, and transferring is made easy through multiple articulation agreements.

BUDGET OVERVIEW

Harold Washington College's operating budget, excluding restricted grants, totals \$35.5 million in FY2018.

The largest spending category is Salary and Benefits, totaling \$32.2 million (90.7%) of the operating budget. Utilities and Fixed Charges combined are \$616 thousand (1.8%); Contractual Services are \$1.8 million (5.1%); Materials and Supplies are \$520 thousand (1.4%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$302 thousand (0.8%). Travel and Conference are \$36 thousand (0.1%).



CITY COLLEGES OF CHICAGO

Community College District No. 508

HAROLD WASHINGTON COLLEGE

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget
			Request
Expenditures by Program			
Instruction	18,061,356	18,193,869	18,839,333
Academic Support	2,844,579	3,286,065	2,620,326
Student Services	6,712,585	7,231,094	7,231,343
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	4,290	-	-
Operations and Maintenance	3,562,821	3,758,305	3,725,032
Institutional Support	3,240,943	3,039,678	2,947,221
Scholarships, Grants, Waivers	156,370	122,000	121,662
Program Total	34,582,944	35,631,011	35,484,917
Expenditures by Object			
Salaries	27,286,848	27,787,759	26,501,285
Employee Benefits	3,516,685	4,140,174	5,701,535
Contractual Services	1,806,428	2,036,149	1,809,370
Materials and Supplies	759,862	745,321	520,064
Travel and Conference	109,775	142,215	35,500
Capital Outlay	-	-	-
Fixed Charges	151,963	134,893	60,000
Utilities	479,958	522,500	555,500
Other Expenditures			
Bad Debt	314,815	-	-
Waivers and Scholarships	156,370	122,000	121,662
Other Expenditures	240	-	180,000
Object Total	34,582,944	35,631,011	35,484,917

CITY COLLEGES OF CHICAGO

Community College District No. 508

HAROLD WASHINGTON COLLEGE

Enterprise Funds

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	858,753	977,270	997,909
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	858,753	977,270	997,909
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	826,172	982,923	1,055,875
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	7,000
	Scholarships, Grants, Waivers	-	-	-
	Program Total	826,172	982,923	1,062,875
Expenditures by Object				
	Salaries	721,416	855,077	866,200
	Employee Benefits	104,756	127,846	189,675
	Contractual Services	-	-	-
	Materials and Supplies	-	-	7,000
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	-	-	-
	Waivers and Scholarship	-	-	-
	Other Expenditures	-	-	-
	Object Total	826,172	982,923	1,062,875
	Revenues less Expenditures	32,581	(5,653)	(64,966)

CITY COLLEGES OF CHICAGO

Community College District No. 508

HAROLD WASHINGTON COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	11%	19%	17%	15%	20%
Total Awards	1,242	1,489	1,431	1,231	1,343
Total Degrees	847	1,057	1,133	813	903
Total Certificates	395	432	298	418	440
Credit Students Fall-to-Spring Retention	68.4%	66.6%	66%	70.9%	73.1%
Student employment rate in area of training	52%	51%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$28,985	\$35,360	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	14,048	14,573	14,169	15,474	15,682
Credit Enrollment	13,690	14,151	13,946	14,716	14,834
Adult Ed. Enrollment	N/A	N/A	N/A	N/A	N/A
Continuing Ed. Enrollment	481	543	313	1,572	1,604
C2C Enrollment	3,597	12,677	10,948	9,629	11,532
Transfer within 2 years of degree completion	61%	60%	55.4%	63%	68%
Transfer after earning 12 credits (fall new stud.)	280	262	280	347	409
Remediation transitions 1yr	32%	48%	51.4%	33.6%	35.1%
Transitions to College Credit	N/A	N/A	N/A	N/A	N/A
GED Attainment	N/A	N/A	N/A	N/A	N/A
Percent of Students Attaining Level Gains	N/A	N/A	N/A	N/A	N/A
Full-time to 30 ch in 1 year	6.3%	8.8%	9.6%	8.8%	9.6%
Part-time to 15 ch in 1 year	15.3%	15%	19.6%	15.6%	16.2%

* FY2016 data is preliminary as of June 6, 2017. FY2017 and FY2018 are targets not actual.

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CITY COLLEGES OF CHICAGO

Community College District No. 508

KENNEDY-KING COLLEGE

COLLEGE DESCRIPTION

Kennedy-King College embodies the commitment to academic excellence and civic responsibility espoused by its namesakes, civil and human rights activists Robert F. Kennedy and Dr. Martin Luther King, Jr.

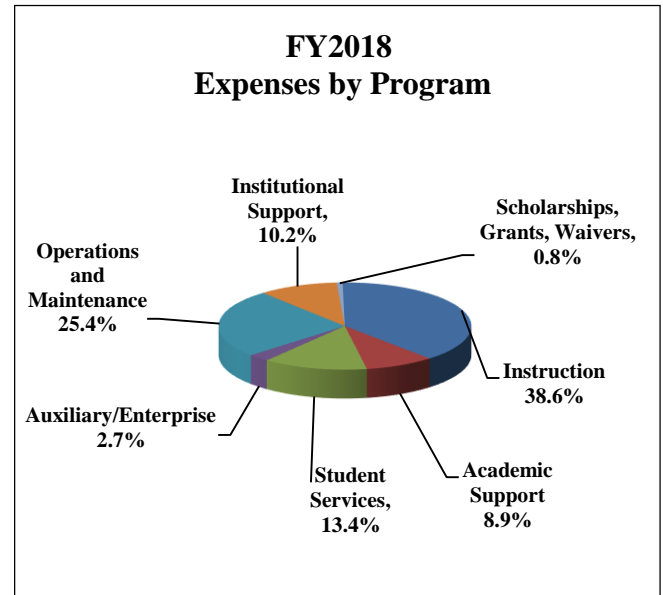
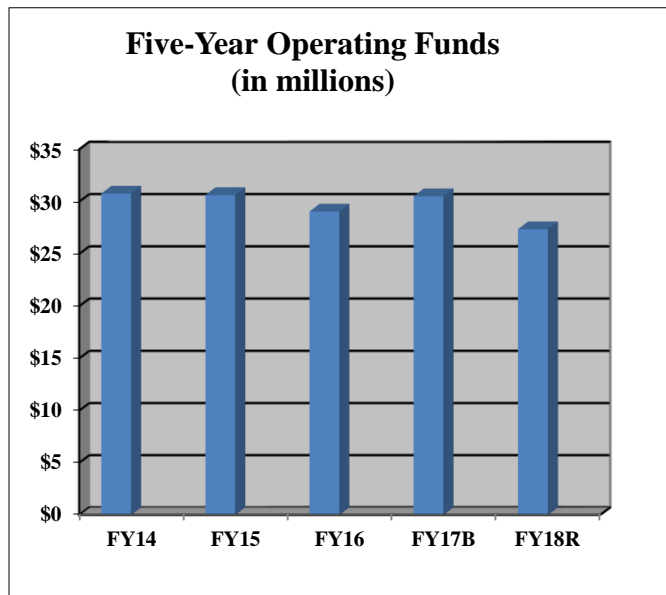
Kennedy-King College includes the Washburne Culinary Institute, City Colleges' College to Careers culinary and hospitality center of excellence; Dawson Technical Institute, the state's premier site for construction trade education and training; a television station, WYCC-PBS Chicago, and radio station, WKKC-FM; and The French Pastry School, an internationally renowned institution of pastry arts education.

With signature academic programs including Automotive Technology, Child Development, Construction Technology, Culinary Arts, Graphic Communications, HVAC, and Media Communications, Kennedy-King College strives to provide students with an education to prepare them for further college and careers. Fortified by a renewed focus on accountability for student learning and outcomes, faculty, staff, and administrators work diligently to achieve their student outcome goals.

BUDGET OVERVIEW

Kennedy-King College's operating budget, excluding restricted grants, totals \$27.5 million in FY2018.

The largest spending category is Salary and Benefits, totaling \$23.4 million (85.1%) of the operating budget. Utilities and Fixed Charges combined are \$2.0 million (7.2%); Materials and Supplies are \$969 thousand (3.5%); Contractual Services are \$823 thousand (3.0%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$270 thousand or 1.0%. Travel and Conference are \$83 thousand (0.3%).



CITY COLLEGES OF CHICAGO

Community College District No. 508

KENNEDY-KING COLLEGE

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget Request
Expenditures by Program			
Instruction	11,281,026	12,317,050	10,970,074
Academic Support	1,751,051	1,770,677	1,821,697
Student Services	4,005,551	4,474,344	3,932,327
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	763,745	889,468	711,779
Operations and Maintenance	7,659,639	7,664,691	7,064,379
Institutional Support	3,205,980	3,166,261	2,816,365
Scholarships, Grants, Waivers	401,532	244,670	209,650
Program Total	29,068,524	30,527,161	27,526,271
Expenditures by Object			
Salaries	21,171,255	22,741,300	19,161,182
Employee Benefits	2,734,203	3,359,270	4,237,719
Contractual Services	999,375	930,752	823,792
Materials and Supplies	1,292,367	1,178,421	969,806
Travel and Conference	120,064	143,355	82,772
Capital Outlay	-	-	-
Fixed Charges	160,932	143,393	90,000
Utilities	1,765,523	1,786,000	1,891,350
Other Expenditures			
Bad Debt	423,243	-	-
Waivers and Scholarships	401,532	244,670	209,650
Other Expenditures	30	-	60,000
Object Total	29,068,524	30,527,161	27,526,271

CITY COLLEGES OF CHICAGO

Community College District No. 508

KENNEDY-KING COLLEGE

**Enterprise Funds (Student Restaurants, French Pastry School,
Professional & Personal Development)**

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	3,225,451	3,485,255	3,681,535
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	3,225,451	3,485,255	3,681,535
Expenditures by Program				
	Instruction	2,751,975	2,853,000	2,399,349
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	65,031	71,200	73,567
	Organized Research	-	-	-
	Auxiliary/Enterprise	934,030	1,853,926	1,800,417
	Operations and Maintenance	-	-	-
	Institutional Support	(123,365)	-	3,000
	Scholarships, Grants, Waivers	-	-	-
	Program Total	3,627,671	4,778,126	4,276,333
Expenditures by Object				
	Salaries	1,185,073	1,430,406	1,369,733
	Employee Benefits	104,629	153,720	190,627
	Contractual Services	2,176,890	2,877,377	2,399,349
	Materials and Supplies	278,481	306,623	306,623
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	(117,402)	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	10,000	10,000
	Object Total	3,627,671	4,778,126	4,276,333
	Revenues less Expenditures	(402,220)	(1,292,871)	(594,798)

CITY COLLEGES OF CHICAGO
Community College District No. 508

WYCC

Unrestricted Operating Funds

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	2,414,803	2,785,259	674,068
	Operations and Maintenance	843,401	823,000	814,600
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
	Program Total	3,258,204	3,608,259	1,488,668
Expenditures by Object				
	Salaries	962,016	1,014,690	301,078
	Employee Benefits	177,073	180,287	81,726
	Contractual Services	639,530	852,782	186,559
	Materials and Supplies	623,803	704,000	79,080
	Travel and Conference	7,776	19,000	1,724
	Capital Outlay	-	-	-
	Fixed Charges	790,308	812,500	812,500
	Utilities	57,698	25,000	26,000
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	-
	Object Total	3,258,204	3,608,259	1,488,668

CITY COLLEGES OF CHICAGO
Community College District No. 508

WYCC

Enterprise Funds

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	794,853	1,400,000	300,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	794,853	1,400,000	300,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	1,254,323	1,495,897	872,500
	Operations and Maintenance	-	-	-
	Institutional Support	10,205	-	-
	Scholarships, Grants, Waivers	-	-	-
	Program Total	1,264,528	1,495,897	872,500
Expenditures by Object				
	Salaries	850,161	1,016,782	497,499
	Employee Benefits	152,121	167,065	135,044
	Contractual Services	45,500	68,000	-
	Materials and Supplies	197,261	233,550	233,550
	Travel and Conference	2,594	7,500	-
	Capital Outlay	-	-	-
	Fixed Charges	1,315	1,000	1,000
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	15,576	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	2,000	5,406
	Object Total	1,264,528	1,495,897	872,500
	Revenues less Expenditures	(469,675)	(95,897)	(0)

CITY COLLEGES OF CHICAGO

Community College District No. 508

KENNEDY-KING COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	23%	25%	25%	29%	33%
Total Awards	1,258	1,328	1,192	1,307	1,413
Total Degrees	467	565	532	621	690
Total Certificates	791	763	660	686	723
Credit Students Fall-to-Spring Retention	63.8%	62.9%	59.4%	69.6%	71.6%
Student employment rate in area of training	66%	66%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$41,548	\$36,005	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	11,065	9,532	7,738	11,225	11,376
Credit Enrollment	6,761	5,720	4,750	7,041	7,097
Adult Ed. Enrollment	3,326	2,812	2,218	3,635	3,707
Continuing Ed. Enrollment	1,204	1,261	1,351	1,168	1,192
C2C Enrollment	2,369	5,401	4,151	4,733	5,669
Transfer within 2 years of degree completion	53%	52%	44.5%	50%	54%
Transfer after earning 12 credits (fall new stud.)	47	32	32	53	63
Remediation transitions 1yr	19%	27%	38%	28.8%	30.1%
Transitions to College Credit	127	93	98	277	315
GED Attainment	159	22	50	N/A	N/A
Percent of Students Attaining Level Gains	11.5%	16.5%	23.8%	41%	N/A
Full-time to 30 ch in 1 year	13%	9.2%	16.7%	10.9%	11.6%
Part-time to 15 ch in 1 year	19.4%	9.4%	12.6%	23.3%	25.2%

* FY2016 data is preliminary as of June 6, 2017. FY2017 and FY2018 are targets not actual.

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CITY COLLEGES OF CHICAGO

Community College District No. 508



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CITY COLLEGES OF CHICAGO

Community College District No. 508

MALCOLM X COLLEGE

COLLEGE DESCRIPTION

Malcolm X College strives to deliver quality, affordable educational opportunities that prepare students to pursue further college or a career in a rapidly changing and diverse global economy. Malcolm X College and its satellite site, the West Side Learning Center, offer associate degrees, short-term certificate programs, professional and personal development courses, and GED and ESL programs.

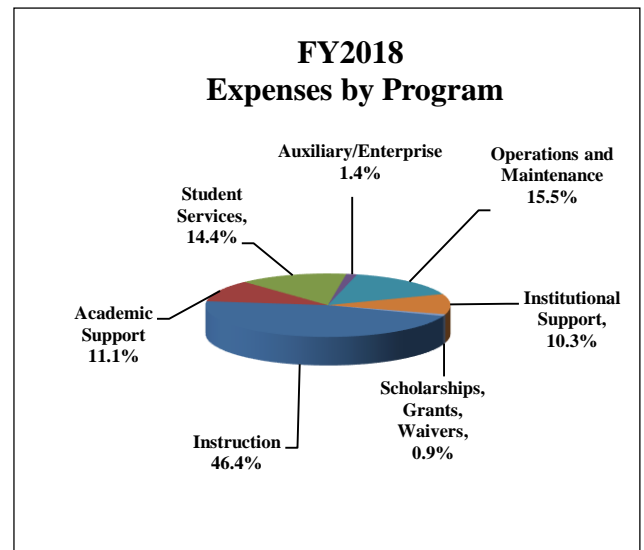
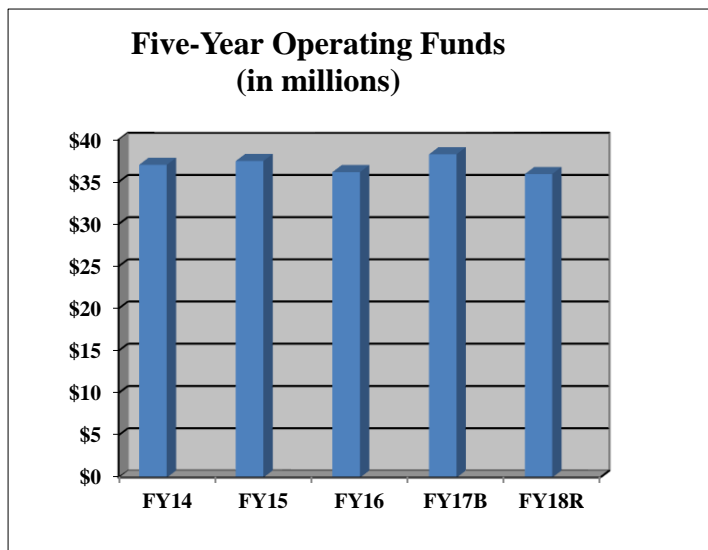
Located near the Illinois Medical District, Malcolm X College is City Colleges' College to Careers Center for Excellence in healthcare education, and partners with industry and university leaders to ensure students build relevant skills in this fast-growing field.

Malcolm X College is committed to ensuring all of its students achieve their goals, whether transferring to a bachelor's degree program or heading straight into the workforce. The Malcolm X College and School of Health Sciences opened in January 2016 and houses state-of-the-art classrooms for healthcare and general education, including a virtual hospital that mimics real-world workplace conditions.

BUDGET OVERVIEW

Malcolm X College's operating budget, excluding restricted grants, totals \$36 million in FY2018.

The largest spending category is Salary and Benefits, totaling \$32.3 million (89.9%) of the operating budget. Contractual Services are \$1.4 million (3.9%); Utilities and Fixed Charges combined are \$1.1 million (3.1%); Materials and Supplies are \$563 thousand (1.6%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$441 thousand or 1.2%. Travel and Conference are \$101 thousand or 0.3%.



CITY COLLEGES OF CHICAGO

Community College District No. 508

MALCOLM X COLLEGE

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	17,687,232	18,406,479	16,692,305
Academic Support	3,549,102	3,871,589	3,984,650
Student Services	4,885,983	5,395,694	5,164,661
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	367,200	568,282	512,881
Operations and Maintenance	5,710,026	5,825,652	5,560,804
Institutional Support	3,712,673	3,936,578	3,709,066
Scholarships, Grants, Waivers	266,231	292,151	328,465
Program Total	36,178,447	38,296,425	35,952,832
Expenditures by Object			
Salaries	28,000,702	28,974,390	26,192,374
Employee Benefits	3,781,482	4,642,486	6,132,436
Contractual Services	1,603,998	1,861,486	1,387,874
Materials and Supplies	840,067	829,344	563,002
Travel and Conference	158,499	167,795	101,080
Capital Outlay	-	-	-
Fixed Charges	267,375	224,143	75,000
Utilities	1,020,390	1,284,630	1,060,100
Other Expenditures			
Bad Debt	239,493	-	-
Waivers and Scholarships	266,231	292,151	328,466
Other Expenditures	210	20,000	112,500
Object Total	36,178,447	38,296,425	35,952,832

CITY COLLEGES OF CHICAGO

Community College District No. 508

MALCOLM X COLLEGE

Enterprise Funds

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	3,790	50,000	150,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	3,790	50,000	150,000
Expenditures by Program				
	Instruction	-	97,993	20,000
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	224,079	236,810	205,315
	Organized Research	-	-	-
	Auxiliary/Enterprise	47,085	52,916	104,226
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	48,690
	Program Total	271,164	387,719	378,231
Expenditures by Object				
	Salaries	196,500	241,184	217,312
	Employee Benefits	24,177	31,366	47,940
	Contractual Services	-	29,280	30,500
	Materials and Supplies	45,499	80,876	18,777
	Travel and Conference	4,988	5,013	15,012
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	48,690
	Other Expenditures	-	-	-
	Object Total	271,164	387,719	378,231
	Revenues less Expenditures	(267,374)	(337,719)	(228,231)

CITY COLLEGES OF CHICAGO

Community College District No. 508

MALCOLM X COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018
IPEDS 150 Completion Rate	11%	7%	9%	14%	19%
Total Awards	959	996	1,185	1,088	1,183
Total Degrees	462	530	508	618	687
Total Certificates	497	466	677	470	496
Credit Students Fall-to-Spring Retention	61.2%	63.4%	63.8%	68.4%	70.4%
Student employment rate in area of training	52%	60%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$31,200	\$31,200	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	12,016	10,957	10,970	12,554	12,723
Credit Enrollment	7,583	7,259	6,948	7,626	7,687
Adult Ed. Enrollment	3,407	2,587	2,663	4,250	4,335
Continuing Ed. Enrollment	1,327	1,632	2,063	1,437	1,465
C2C Enrollment	3,822	6,800	5,908	5,131	6,145
Transfer within 2 years of degree completion	41%	38%	40.4%	41%	45%
Transfer after earning 12 credits (fall new stud.)	60	58	62	87	103
Remediation transitions 1yr	24%	31%	44.7%	27.4%	28.7%
Transitions to College Credit	144	100	126	234	267
GED Attainment	165	49	92	N/A	N/A
Percent of Students Attaining Level Gains	18.2%	23.4%	26%	41%	N/A
Full-time to 30 ch in 1 year	4.4%	6.8%	14.7%	9.7%	10.4%
Part-time to 15 ch in 1 year	16.7%	24.7%	18%	23.4%	25.4%

* FY2016 data is preliminary as of June 6, 2017. FY2017 and FY2018 are targets not actual.

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CITY COLLEGES OF CHICAGO

Community College District No. 508



OLIVE-HARVEY COLLEGE

CITY COLLEGES OF CHICAGO
Fiscal Year 2018
Annual Operating Budget

Felicia Davis
Interim President



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OLIVE-HARVEY COLLEGE

COLLEGE DESCRIPTION

Olive-Harvey College offers associate degrees, certificates and short-term training programs to prepare students to transfer to bachelor's degree programs or to move directly into the workforce.

Olive-Harvey College is located on the far South Side near a number of Chicago-area industrial and transportation corridors. Olive-Harvey College is aligning its curriculum with the demand of the transportation, distribution, and logistics (TDL) industries by enrolling students in the College's TDL academic and certificate programs. The College's philosophy is to prepare Chicagoans to take advantage of the employment opportunities available by ensuring they have the skills necessary to succeed in the jobs of today and tomorrow.

To this end, a new \$45 million TDL facility is currently under construction on the Olive-Harvey campus. The new facility will be the first comprehensive TDL education center in the state preparing students for the in-demand careers in ground, air, rail transport, multi-modal distribution, and logistics. The facility will be LEED-certified and include a high-tech warehouse environment which will feature a Supply Chain Management and Operations facility, laboratories, workshops, classrooms, and virtual reality simulation facilities; include the Central Store, which serves as an internship opportunity for the students. The new center replaces the prefabricated temporary classroom space which was located adjacent to the main campus.

The College's satellite campus, the South Chicago Learning Center (SCLC), was established in March 1988 and offers the far South Side community programs including GED, English as a Second Language (ESL), Citizenship, Weekend College Continuing Education courses, and a select number of college credit courses. The SCLC also contributes to the community through close relationships with community agencies and organizations such as South Chicago Chamber of Commerce, National Able, Prologue Inc., Family Rescue, El Valor Rey Gonzalez Center, and Knowledge Hook Up.

Building on its history of providing quality academic programming, Olive-Harvey College is continuing to make significant investments in academic and student services, upgrading technology, and improving its facilities, while maintaining fiscal responsibility and operational efficiencies.

CITY COLLEGES OF CHICAGO

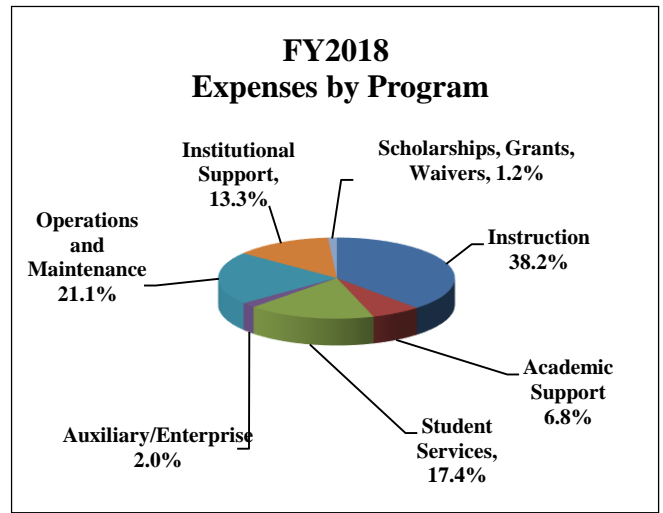
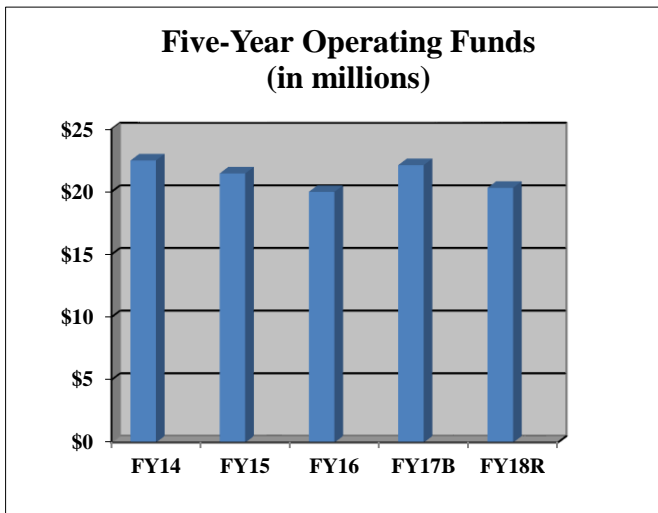
Community College District No. 508

OLIVE-HARVEY COLLEGE

BUDGET OVERVIEW

Olive-Harvey College’s operating budget, excluding restricted grants, totals \$20.3 million in FY2018.

The largest spending category is Salary and Benefits, totaling \$18.1 million (89.5%) of the operating budget. Contractual Services are \$601 thousand (2.9%); Materials and Supplies are \$448 thousand (2.2%); Utilities and Fixed Charges combined are \$715 thousand (3.5%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$294 thousand (1.4%). Travel and Conference are \$59 thousand (0.3%).



CITY COLLEGES OF CHICAGO

Community College District No. 508

OLIVE-HARVEY COLLEGE

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget
			Request
Expenditures by Program			
Instruction	7,828,235	8,789,984	7,732,812
Academic Support	1,749,595	2,092,120	1,378,254
Student Services	3,558,170	3,853,848	3,524,577
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	238,445	403,077	407,356
Operations and Maintenance	4,200,663	4,290,331	4,279,991
Institutional Support	2,326,157	2,465,955	2,699,447
Scholarships, Grants, Waivers	105,100	240,432	241,605
Program Total	20,006,365	22,135,747	20,264,042
Expenditures by Object			
Salaries	15,594,917	17,123,578	14,697,736
Employee Benefits	2,163,527	2,692,638	3,448,374
Contractual Services	625,399	692,282	601,486
Materials and Supplies	544,451	543,718	448,032
Travel and Conference	54,766	88,806	59,209
Capital Outlay	-	57,400	-
Fixed Charges	122,532	117,893	100,000
Utilities	633,088	579,000	615,100
Other Expenditures			
Bad Debt	163,739	-	-
Waivers and Scholarships	103,856	240,432	241,605
Other Expenditures	90	-	52,500
Object Total	20,006,365	22,135,747	20,264,042

CITY COLLEGES OF CHICAGO

Community College District No. 508

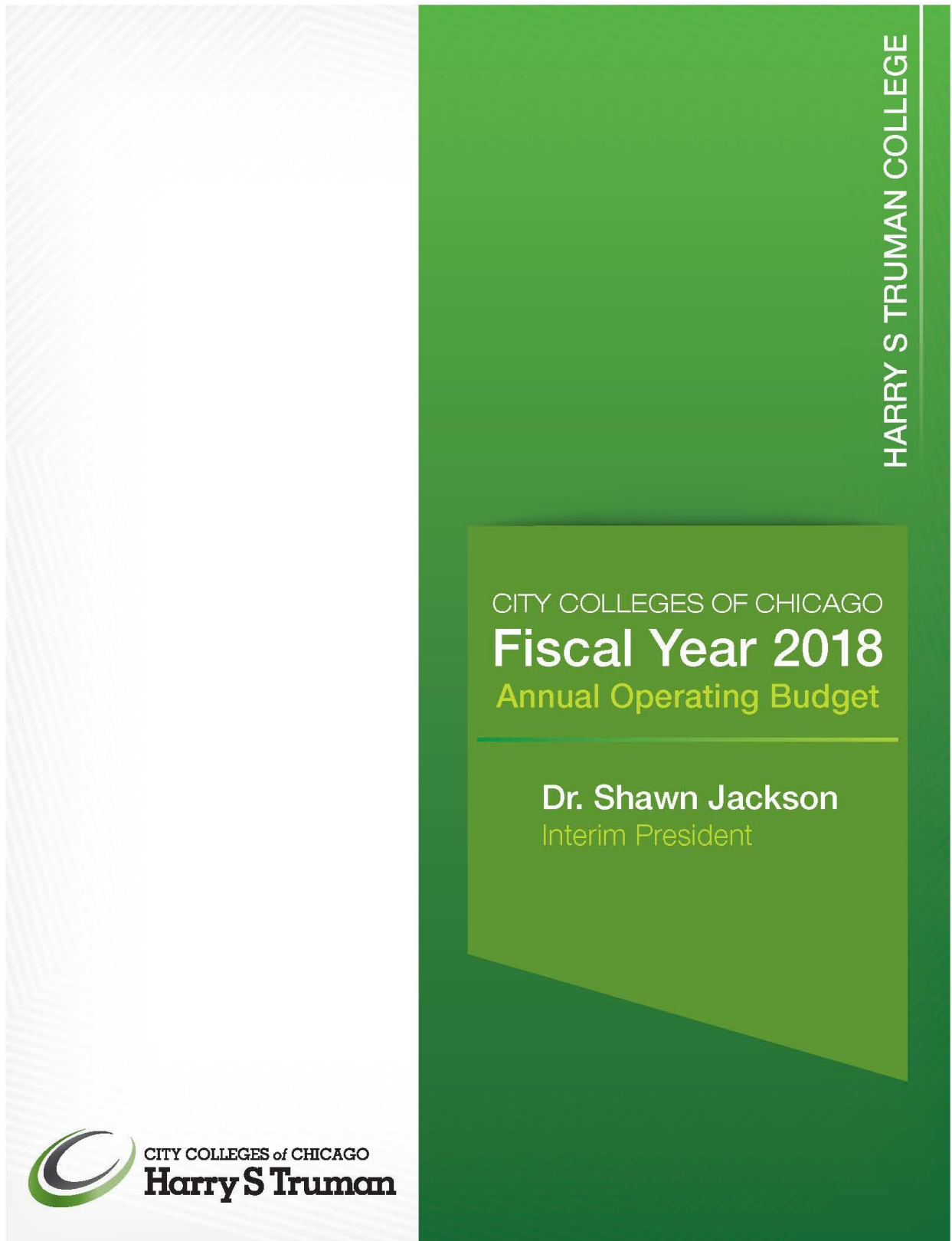
OLIVE-HARVEY COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	9%	11%	13%	13%	16%
Total Awards	3,512	2,993	2,313	3,280	3,483
Total Degrees	266	406	431	457	507
Total Certificates	3,246	2,587	1,882	2,824	2,975
Credit Students Fall-to-Spring Retention	61.9%	62%	53.5%	68.8%	70.7%
Student employment rate in area of training	55%	58%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$32,760	\$30,410	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	12,040	9,522	7,783	10,388	10,528
Credit Enrollment	4,876	5,586	5,128	5,912	5,960
Adult Ed. Enrollment	3,028	2,616	2,419	3,032	3,093
Continuing Ed. Enrollment	3,613	2,594	1,093	1,317	1,344
C2C Enrollment	5,196	4,783	4,264	3,309	3,964
Transfer within 2 years of degree completion	61%	59%	49.4%	52%	56%
Transfer after earning 12 credits (fall new stud.)	63	48	29	66	78
Remediation transitions 1yr	24%	38%	41.4%	29.9%	31.2%
Transitions to College Credit	120	129	138	255	291
GED Attainment	166	37	69	N/A	N/A
Percent of Students Attaining Level Gains	15.1%	20.6%	22%	41%	N/A
Full-time to 30 ch in 1 year	5.6%	7%	11.2%	7.9%	8.6%
Part-time to 15 ch in 1 year	14.9%	20.2%	19.3%	18.6%	20.5%

* FY2016 data is preliminary as of June 6, 2017. FY2017 and FY2018 are targets not actual.

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CITY COLLEGES OF CHICAGO

Community College District No. 508

HARRY S TRUMAN COLLEGE

COLLEGE DESCRIPTION

Harry S Truman College (Truman College) strives to deliver high-quality, innovative, affordable, and accessible educational opportunities and services that prepare students for a rapidly changing and diverse global economy. It's also internationally renowned College to Careers (C2C) initiative partners with industry-leading companies to prepare Chicagoans for careers in growing fields. In addition to meeting the educational needs of individual students, the college seeks to be a catalyst for growth and progress within the community. Truman College is the College to Careers hub in education, and human and natural sciences, and has the largest English as a Second Language and GED program in Illinois.

The philosophy of Truman College, derived from the philosophy of City Colleges as defined by the Illinois Master Plan for Higher Education and the Illinois Public Community College Act, is to accept all eligible students and to provide them with an education appropriate to their needs, that will allow them to achieve the kind of economic, cultural, and social life they desire.

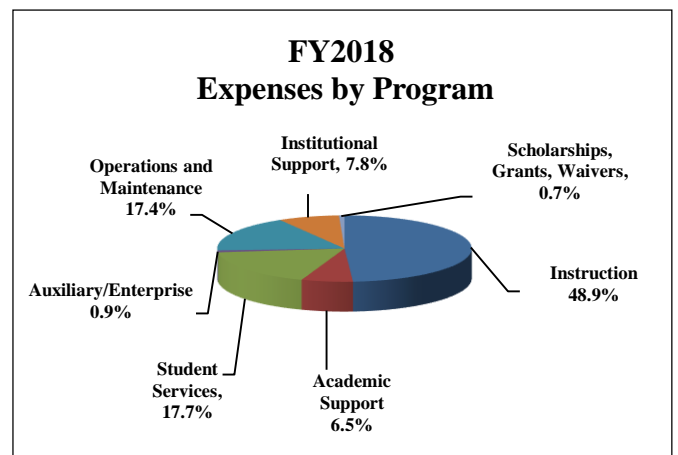
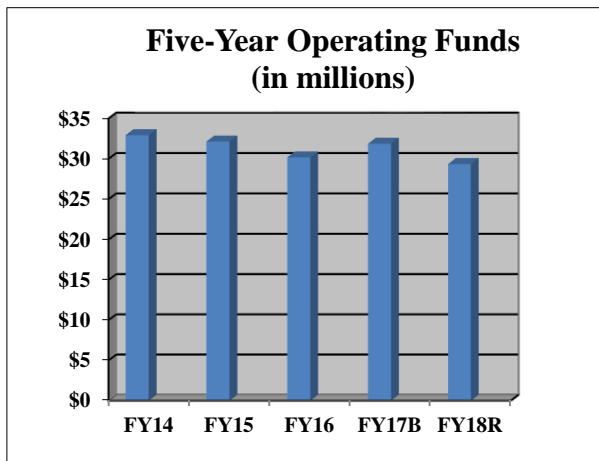
Our mission dedicates us to deliver high-quality, innovative, affordable, and accessible educational opportunities and services that prepare students for a rapidly changing and di-verse global economy. Our Teaching and Learning Goals commit us to develop students who:

- Communicate effectively in both written and oral forms
- Gather, interpret, and analyze data
- Demonstrate the ability to think critically, abstractly, and logically
- Utilize a variety of technologies
- Exhibit social and ethical responsibility
- Perform productively in the workforce
- Demonstrate the ability to learn independently

BUDGET OVERVIEW

Harry S Truman College's operating budget, excluding restricted grants, totals \$29.6 million in FY2018.

The largest spending category is Salary and Benefits, totaling \$26.5 million (89.7%) of the operating budget. Contractual Services are \$746 thousand (2.5%); Materials and Supplies are \$777 thousand (2.6%); Utilities and Fixed Charges combined are \$1.2 million (3.9%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$297 thousand (1.0%). Travel and Conference are \$76 thousand (0.3%).



CITY COLLEGES OF CHICAGO

Community College District No. 508

HARRY S TRUMAN COLLEGE

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget Request
Expenditures by Program			
Instruction	15,253,884	16,066,862	14,473,799
Academic Support	1,809,873	2,284,111	1,930,694
Student Services	5,203,809	5,375,024	5,232,817
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	133,677	275,946	280,184
Operations and Maintenance	5,202,436	5,330,862	5,151,689
Institutional Support	2,623,326	2,334,864	2,304,429
Scholarships, Grants, Waivers	(21,287)	223,809	207,192
Program Total	30,205,718	31,891,478	29,580,805
Expenditures by Object			
Salaries	23,880,448	24,832,387	21,820,652
Employee Benefits	2,949,635	3,619,077	4,709,210
Contractual Services	875,401	839,315	746,001
Materials and Supplies	1,085,605	1,115,931	776,950
Travel and Conference	69,089	119,266	75,500
Capital Outlay	-	-	-
Fixed Charges	172,000	145,693	117,300
Utilities	943,366	996,000	1,038,000
Other Expenditures			
Bad Debt	251,461	-	-
Waivers and Scholarships	(21,287)	223,809	207,192
Other Expenditures	-	-	90,000
Object Total	30,205,718	31,891,478	29,580,805

CITY COLLEGES OF CHICAGO

Community College District No. 508

HARRY S TRUMAN COLLEGE

Enterprise Funds

Type Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues			
Local Government	-	-	-
State Government	-	-	-
Federal Government	-	-	-
Personal Property Replacement	-	-	-
Tuition and Fees	-	-	-
Auxiliary/Enterprise	166,040	70,540	65,000
Investment Revenue	-	-	-
Other Sources	-	-	-
Revenue Total	166,040	70,540	65,000
Expenditures by Program			
Instruction	23,558	-	-
Academic Support	-	-	-
Student Services	-	22,183	16,350
Public Service	167,853	164,784	175,963
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	-	-	-
Scholarships, Grants, Waivers	-	-	-
Program Total	191,411	186,967	192,313
Expenditures by Object			
Salaries	172,554	165,811	164,099
Employee Benefits	18,857	20,156	28,214
Contractual Services	-	-	-
Materials and Supplies	-	1,000	-
Travel and Conference	-	-	-
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures	-	-	-
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	191,411	186,967	192,313
Revenues less Expenditures	(25,371)	(116,427)	(127,313)

CITY COLLEGES OF CHICAGO

Community College District No. 508

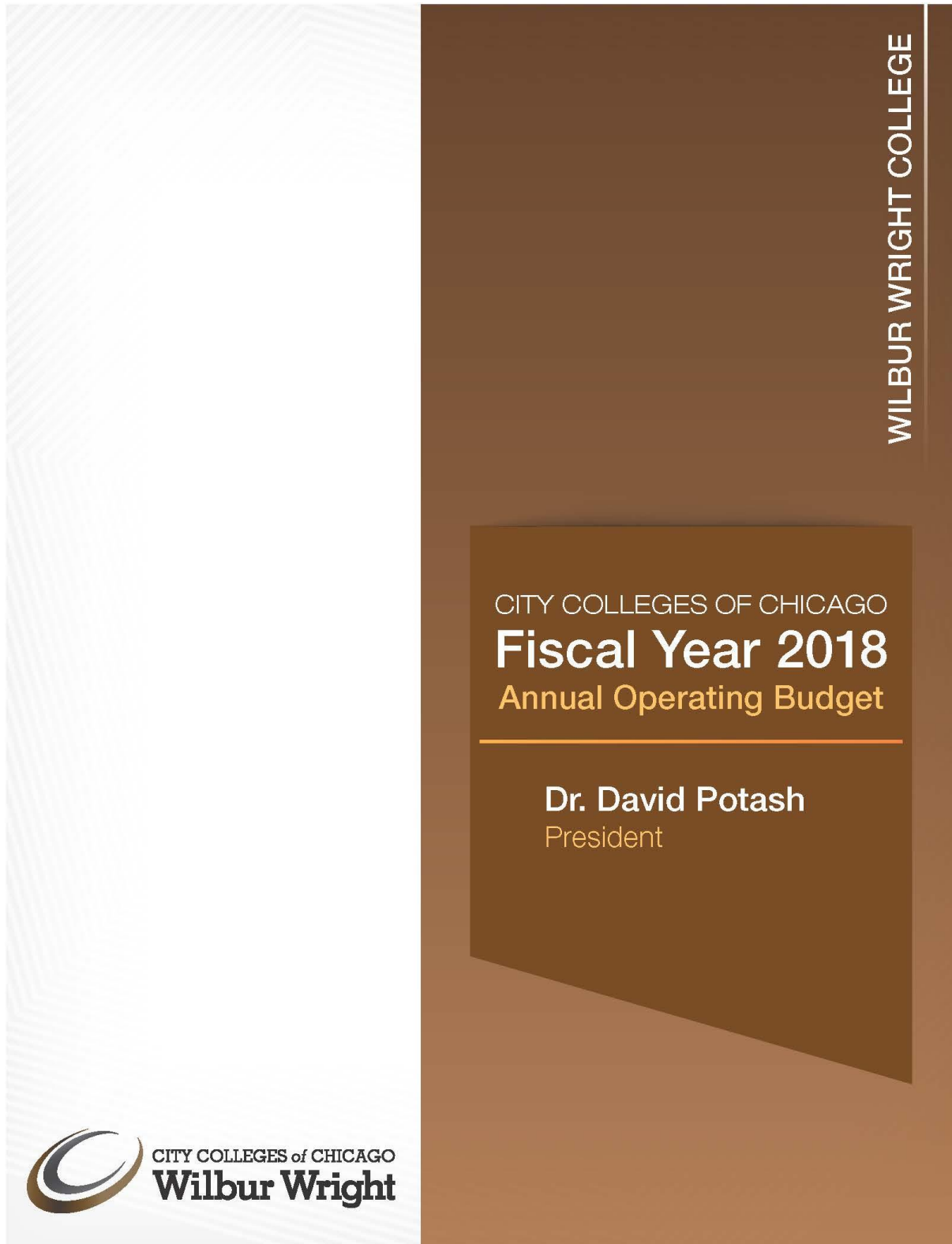
HARRY S TRUMAN COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	14%	17%	20%	16%	20%
Total Awards	1,453	1,720	1,307	1,136	1,235
Total Degrees	792	698	762	669	743
Total Certificates	661	1,022	545	467	492
Credit Students Fall-to-Spring Retention	67%	66.7%	65.2%	71.8%	73.9%
Student employment rate in area of training	59%	57%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$33,280	\$37,003	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	19,553	17,449	16,369	20,501	20,776
Credit Enrollment	8,790	8,267	7,269	9,835	9,914
Adult Ed. Enrollment	10,285	8,967	9,044	10,700	10,914
Continuing Ed. Enrollment	1,423	993	678	1,673	1,706
C2C Enrollment	3,097	7,232	5,485	6,477	7,757
Transfer within 2 years of degree completion	43%	46%	42%	46%	50%
Transfer after earning 12 credits (fall new stud.)	138	131	119	139	164
Remediation transitions 1yr	36%	48%	62.6%	29.5%	30.9%
Transitions to College Credit	575	608	655	575	654
GED Attainment	265	53	102	N/A	N/A
Percent of Students Attaining Level Gains	23.5%	30%	28.7%	41%	N/A
Full-time to 30 ch in 1 year	9.2%	12.5%	9.7%	9.2%	9.9%
Part-time to 15 ch in 1 year	21%	28.5%	28.9%	22.7%	24.8%

* FY2016 data is preliminary as of June 6, 2017 and FY2017 are Targets, not actual.

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CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

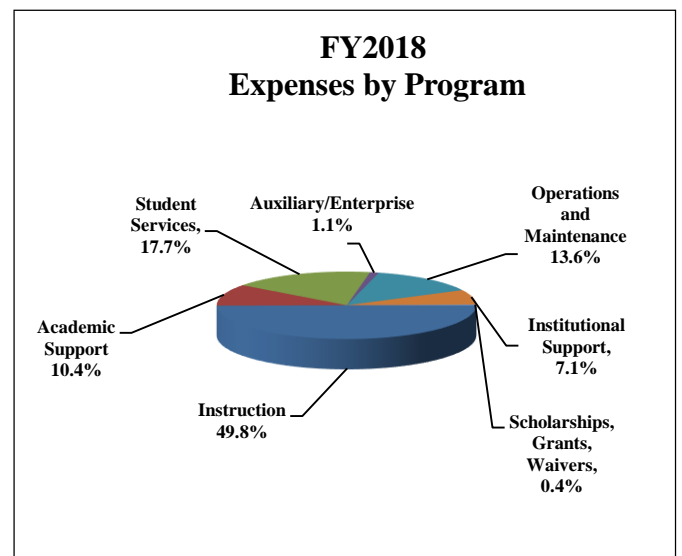
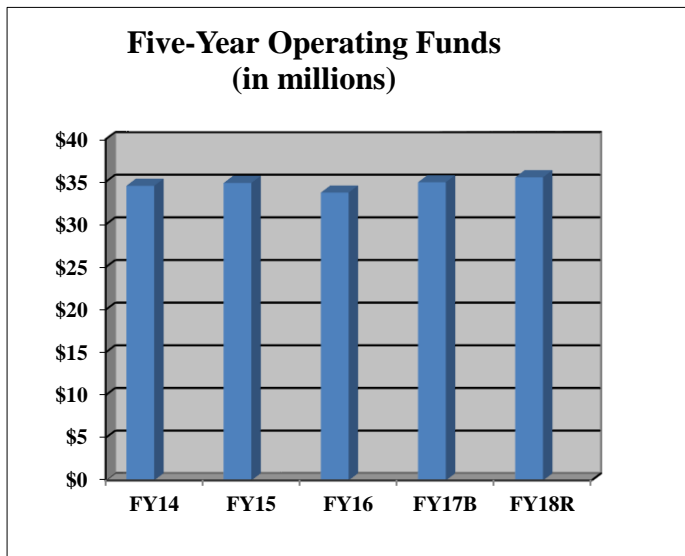
COLLEGE DESCRIPTION

Wilbur Wright College provides one-on-one advising to ensure all of its students achieve their goals, whether they are transferring to a bachelor's degree program or entering the workforce. Wright College and its satellite site, Humboldt Park Vocational Education Center, offer associate degrees, short-term certificate programs, professional and personal development courses, and GED and ESL programs. As the College to Careers Center for Excellence for Information Technology, Wright College is partnering with industry leaders and universities to ensure students build relevant skills in the fast-growing IT field and follow clear pathways to earn marketable certificates and degrees.

BUDGET OVERVIEW

Wilbur Wright College's operating budget, excluding restricted grants, totals \$35.6 million in FY2018.

The largest spending category is Salary and Benefits, totaling \$32.6 million (91.5%) of the operating budget. Utilities and Fixed Charges combined are \$1.1 million (3.0%); Contractual Services are \$957 thousand (2.7%); Materials and Supplies are \$611 thousand (1.7%); Other Expenditures, which includes Bad Debt, Waivers and Scholarships, and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$293 thousand or 0.8%. Travel and Conference are \$78 thousand or 0.2%.



CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget Request
Expenditures by Program			
Instruction	16,677,875	17,247,191	17,727,568
Academic Support	2,795,069	3,377,218	3,695,232
Student Services	5,886,756	6,123,331	6,306,041
Public Service	150,027	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	143,628	410,336	394,057
Operations and Maintenance	4,942,422	4,901,094	4,835,567
Institutional Support	2,950,701	2,777,626	2,511,492
Scholarships, Grants, Waivers	191,803	126,120	128,096
Program Total	33,738,281	34,962,916	35,598,052
Expenditures by Object			
Salaries	26,251,412	27,410,325	26,678,582
Employee Benefits	3,563,746	4,123,102	5,909,514
Contractual Services	1,194,121	1,215,818	957,207
Materials and Supplies	1,100,020	860,237	610,760
Travel and Conference	120,758	136,327	78,293
Capital Outlay	-	-	-
Fixed Charges	177,669	158,487	90,000
Utilities	880,250	932,500	980,600
Other Expenditures			
Bad Debt	258,502	-	-
Waivers and Scholarships	191,803	126,120	128,096
Other Expenditures	-	-	165,000
Object Total	33,738,281	34,962,916	35,598,052

CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

Enterprise Funds

<u>Type</u>	<u>Program Description</u>	<u>FY 2016 Audit</u>	<u>FY 2017 Budget</u>	<u>FY 2018 Budget Request</u>
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	25,174	100,000	1,283,555
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	25,174	100,000	1,283,555
Expenditures by Program				
	Instruction	8,568	25,600	797,482
	Academic Support	-	-	78,681
	Student Services	-	9,180	9,265
	Public Service	205,604	249,216	387,991
	Organized Research	-	-	-
	Auxiliary/Enterprise	27,931	32,400	45,900
	Operations and Maintenance	-	-	23,458
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
	Program Total	242,103	316,396	1,342,777
Expenditures by Object				
	Salaries	185,004	240,910	413,421
	Employee Benefits	24,663	34,486	60,050
	Contractual Services	-	1,000	709,167
	Materials and Supplies	32,436	40,000	123,709
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	22,430
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	-	-	-
	Waivers and Scholarships	-	-	-
	Other Expenditures	-	-	14,000
	Object Total	242,103	316,396	1,342,777
	Revenues less Expenditures	(216,929)	(216,396)	(59,222)

CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

PERFORMANCE MEASURES

Key Performance Indicator	Performance by year				
	FY2014	FY2015	FY2016 (Prelim.)*	FY2017 (Targets)*	FY2018 (Targets)*
IPEDS 150 Completion Rate	15%	15%	16%	18%	23%
Total Awards	1,801	1,806	1,660	1,847	2,004
Total Degrees	1,031	1,066	1,137	1,010	1,122
Total Certificates	770	740	523	837	882
Credit Students Fall-to-Spring Retention	69.1%	68.2%	68.2%	73.6%	75.8%
Student employment rate in area of training	57%	56%	N/A	69%	71%
Med. earnings of stud. employed in training area	\$33,280	\$33,280	N/A	\$36,149	\$38,129
Total Enrollment (unduplicated)	22,399	21,546	19,221	23,289	23,603
Credit Enrollment	13,019	13,131	12,212	13,285	13,391
Adult Ed. Enrollment	5,771	5,679	5,240	6,768	6,903
Continuing Ed. Enrollment	4,076	3,294	2,177	4,397	4,484
C2C Enrollment	5,233	11,514	9,888	8,878	10,633
Transfer within 2 years of degree completion	49%	49%	50.9%	52%	56%
Transfer after earning 12 credits (fall new stud.)	180	165	131	188	221
Remediation transitions 1yr	42%	47%	62.5%	38.3%	39.5%
Transitions to College Credit	278	146	263	426	485
GED Attainment	229	76	153	N/A	N/A
Percent of Students Attaining Level Gains	22.9%	33.9%	38.6%	41%	N/A
Full-time to 30 ch in 1 year	7.5%	9.6%	11.5%	8.4%	9.2%
Part-time to 15 ch in 1 year	20.1%	20.4%	23.7%	25.3%	27.5%

* FY2016 data is preliminary as of June 6, 2017. FY2017 and FY2018 are targets not actual.

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DISTRICT OFFICE



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CITY COLLEGES OF CHICAGO

Community College District No. 508

SUMMARY DISTRICT OFFICE

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	1,600,303	105,000	94,000
Academic Support	3,176,093	3,081,245	1,849,953
Student Services	1,943,057	1,884,935	1,456,994
Public Service	-	-	-
Organized Research	1,100	-	-
Auxiliary/Enterprise	3,533,912	3,851,588	2,212,850
Operations and Maintenance	5,083,314	5,060,783	3,654,913
Institutional Support	38,956,824	36,750,802	29,327,402
Scholarships, Grants, Waivers	1,933,524	3,895,196	3,113,423
Program Total	56,228,127	54,629,549	41,709,535
Expenditures by Object			
Salaries	31,697,942	31,945,041	21,556,769
Employee Benefits	11,413,784	5,520,789	7,109,675
Contractual Services	3,530,068	4,368,198	3,389,394
Materials and Supplies	6,141,944	6,884,355	4,792,552
Travel and Conference	187,053	208,929	86,938
Capital Outlay	-	-	-
Fixed Charges	135,574	146,900	167,793
Utilities	1,188,581	1,440,141	1,292,931
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	1,933,524	3,895,196	3,113,423
Other Expenditures	(343)	220,000	200,060
Object Total	56,228,127	54,629,549	41,709,535

CITY COLLEGES OF CHICAGO

Community College District No. 508

SUMMARY GENERAL APPROPRIATION

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	66,789	-	-
Academic Support	(1,620)	129,562	-
Student Services	399	58,292	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	27,847	-	-
Operations and Maintenance	1,717,777	918,000	70,000
Institutional Support	23,738,808	(5,420,351)	7,723,743
Scholarships, Grants, Waivers	3,564,430	8,636,665	10,497,000
Program Total	29,114,430	4,322,168	18,290,743
Expenditures by Object			
Salaries	926,020	(14,201,772)	(3,586,370)
Employee Benefits	12,556,058	1,720,467	(1,621,126)
Contractual Services	2,781,662	2,765,101	2,267,100
Materials and Supplies	385,876	298,445	673,250
Travel and Conference	115	-	-
Capital Outlay	-	-	-
Fixed Charges	1,215,707	1,277,983	1,272,983
Utilities	-	-	-
Other Expenditures			-
Bad Debt	7,642,224	3,675,279	7,712,846
Waivers and Scholarships	3,391,189	8,389,665	10,650,000
Other Expenditures	215,579	397,000	922,060
Object Total	29,114,430	4,322,168	18,290,743

BOARD OF TRUSTEES



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CITY COLLEGES OF CHICAGO

Community College District No. 508

BOARD OF TRUSTEES

DEPARTMENT DESCRIPTION

The Board of Trustees (Board) of the Community College District No. 508, County of Cook, State of Illinois, is a body politic and corporate established pursuant to the provisions of the Illinois Public Community College Act, 110 ILCS, 805/1-1, et seq. (hereafter referred to as “State Act”) with all powers and duties stated in the State Act. The Board has jurisdiction over Community College District No. 508 (City Colleges). The Board consists of eight members. Seven voting members are appointed by the Mayor of the City of Chicago, with the approval of the City Council. One non-voting student member from among the student body shall be selected in accordance with the State Act and shall serve for a single term of one year, beginning each April 15th.

Board of Trustees

Charles R. Middleton, Ph.D., Chair
Gary E. Gardner, Vice Chair
Clarisol Duque, Secretary
Rev. Darrell Griffin, Trustee
Karen Kent, Trustee
Marisela Lawson, Trustee
Deborah Telman, Trustee
Alexa Cruz, Student Trustee

Board Responsibilities

Chair: Principal executive officer of the Board. The Chair is the presiding officer at all regular meetings of the Board.

Vice Chair: Assists the Chair in the discharge of his/her duties. The Vice Chair presides at regular meetings of the Board in the absence of the Chair.

Secretary: Maintains the official records of City Colleges and the Board; authenticates attests and certifies all Board records and documents.

Chief Advisor to the Board: Full-time employee of City Colleges. The Chief Advisor communicates City Colleges information to the Board, on behalf of the Chancellor, to increase the Board’s knowledge and understanding of issues under consideration. The Chief Advisor also facilitates the exercise—by the Board Chair and other Trustees—of their statutory and other responsibilities.

Board Office: Supports the Board in performing its required duties and manages the governance operations of City Colleges.

Regular Board Meetings

A regular meeting of the Board is scheduled at a time and location designated by the Chair of the Board, unless otherwise noted. All meetings of the Board are held in accordance with provisions of the Illinois Open Meetings Act and other applicable laws concerning the conduct of meetings.

CITY COLLEGES OF CHICAGO

Community College District No. 508

BOARD OF TRUSTEES

Committee Meetings

In accordance with the Bylaws of the Board of Trustees of Community College District No. 508, the Board has three standing Committees which at least meet quarterly.

Committee	Chair
Executive Committee	Charles R. Middleton
Academic and Student Services	Marisela Lawson
Finance and Administrative Services	Clarisol Duque

The Chair of the Board may create an ad hoc Committee with such jurisdiction and responsibilities as he or she may determine, and the Chair of the Board may appoint members of the Board and others to serve on any such Committees.

Ad Hoc Committee	Chair
Ad Hoc Construction Committee	Charles R. Middleton

Board Rules

During the first Board meeting on or after July 1st of each calendar year or as soon as thereafter may be necessary, the Board elects officers and adopts its Rules for the Management and Government of City Colleges. The Rules contain all Board-adopted policies which include but are not limited to the following:

- Compliance procedures related to various government regulations
- Investment Policies
- Human Resource Policies
- Employee and Board Ethics Policies
- Purchases and MBE/WBE Policies
- District Operations Policies

BUDGET OVERVIEW

The Board of Trustees operating budget, excluding restricted grants, totals \$199 thousand in FY2018.

The largest spending category is Salary and Benefits, totaling \$120,223 (60.2%) of the operating budget. Contractual Services are \$20 thousand (10.0%); Materials and Supplies are \$57 thousand (28.8%); and Travel and Conference are \$1,500 or 0.75%.

CITY COLLEGES OF CHICAGO

Community College District No. 508

BOARD OF TRUSTEES

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget Request
Expenditures by Program			
Instruction			
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	215,897	242,921	199,523
Scholarships, Grants, Waivers	-	-	-
Program Total	215,897	242,921	199,523
Expenditures by Object			
Salaries	132,877	146,556	94,556
Employee Benefits	23,333	25,965	25,667
Contractual Services	14,855	21,400	20,000
Materials and Supplies	43,651	47,500	57,800
Travel and Conference	1,181	1,500	1,500
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	215,897	242,921	199,523

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OFFICE OF THE CHANCELLOR



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE CHANCELLOR

DEPARTMENT DESCRIPTION

The Chancellor is responsible for managing a budget over \$443 million and 5,500 employees, as well as ensuring the success of more than 90,000 students. The Chancellor oversees the seven colleges, their satellites and all other assets, and reports directly to the Board. It is the Chancellor's responsibility to carry out the goals and objectives that support City Colleges' mission and ensure student success.

The Chancellor monitors the goals and objectives for which each President and Vice Chancellor is accountable through scorecards which contain metrics. The FY2018 City Colleges Budget book individually highlights each of the colleges and district departments, including budget information, detailed annual plans, and scorecards for tracking progress toward goal achievement. Please review the budget book for detailed information about the colleges and the district offices' key objectives, annual plans, and budget details.

BUDGET OVERVIEW

The Office of the Chancellor's FY2018 budget is \$830 thousand.

Salary and Benefits costs account for \$801 thousand or 96.6%, followed by Materials and Supplies at \$16 thousand or 1.9%. The remaining appropriation includes Fixed Charges at \$7 thousand or 0.8%, and Travel and Conference at \$5 thousand or 0.6%.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE CHANCELLOR

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	944,146	908,117	830,384
Scholarships, Grants, Waivers	-	-	-
Program Total	944,146	908,117	830,384
Expenditures by Object			
Salaries	793,460	746,387	630,687
Employee Benefits	139,275	131,230	171,197
Contractual Services	-	-	-
Materials and Supplies	9,632	18,000	16,000
Travel and Conference	1,779	5,500	5,500
Capital Outlay	-	-	-
Fixed Charges	-	7,000	7,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	944,146	908,117	830,384

**OFFICE OF ADMINISTRATIVE AND
PROCUREMENT SERVICES**



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

DEPARTMENT DESCRIPTION

The function of Administrative and Procurement Services is to provide support service to City Colleges system-wide. Administrative and Procurement Services provides coordination, monitoring, and leadership in the areas of Facilities Maintenance and Usage, Construction and Renovation, Plant Management, Auxiliary Services, Capital Planning and Development, Capital Facilities Funding, Procurement of Goods and Services, Minority and Women-Owned Business Utilization Program, Mail Services, and Reprographics Services and Copy Centers.

Department Structure

Administrative & Procurement Services is comprised of three units with the shared goal of creating and maintaining an optimal learning environment for all our students. Capital Planning and Construction, Facilities and Operations, Procurement and Compliance facilitates the purchase of goods and services required across City Colleges and ensures compliance with the Board's policies and procedures, including adherence to the Minority and Women's Business Enterprise Participation Plan.

Capital Planning and Construction: Has system-wide responsibility for planning, designing, and constructing fixed assets including new and existing buildings, furnishings and equipment, and utility infrastructure. This division engages in a broad range of activities, from planning and feasibility studies, to providing high-quality campus master planning and construction services for major construction and renovation projects around the campus community.

Facilities and Operations: Maintains, replaces, and repairs the campuses' buildings, grounds, and mechanical systems. With a recycling program and energy management this unit ensures that sustainable practices are implemented into the daily operations of each campus. In FY2017 to date, we reduced electricity usage by nearly two million Kilowatt hours and natural gas usage by more than three hundred thousand therms, through excellence in building engineer and capital management, including ongoing training, equipment retrofits, robust maintenance, increased BAS control, and commissioning efforts at our facilities.

Procurement and Compliance: Oversees City Colleges' purchases of goods and services, manages the competitive process, and processes requisitions and purchase orders. In addition Procurement and Compliance actively recruits minority- and women-owned business to develop supplier relationships and ensure their involvement in all types of projects. Administrative and Procurement Services is committed to creating an institution that ensures both student access and success. In order to meet this goal the department has the following major objectives for FY2018:

Advance the construction of the Olive-Harvey Transportation Distribution and Logistics Center to ensure an opening for the spring 2019 semester

Work with the Public Building Commission to initiate design and build of the Daley Engineering and Advanced Manufacturing Center

BUDGET OVERVIEW

The Office of Administrative and Procurement Services FY2018 budget is \$3.4 million.

Salary and Benefits costs account for \$2.5 million or 74.3%, followed by Utilities and Fixed Charges, budgeted at \$514 thousand or 15%; Contractual Services at \$255 thousand or 7.5%; Materials and Supplies at \$105 thousand or 3.0%; and Travel and Conference at \$2 thousand or 0.07%.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	3,637,674	3,749,001	2,916,665
Institutional Support	845,834	933,100	518,119
Scholarships, Grants, Waivers	-	-	-
Program Total	4,483,508	4,682,101	3,434,784
Expenditures by Object			
Salaries	2,951,126	3,053,153	2,011,656
Employee Benefits	504,425	541,578	546,055
Contractual Services	489,833	499,000	255,000
Materials and Supplies	90,657	121,400	105,000
Travel and Conference	(1,424)	5,000	2,500
Capital Outlay	-	-	-
Fixed Charges	55,513	59,300	84,573
Utilities	393,378	402,670	430,000
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	4,483,508	4,682,101	3,434,784

OFFICE OF THE
CHIEF OPERATING OFFICER



CITY COLLEGES OF CHICAGO
Community College District No. 508

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CITY COLLEGES OF CHICAGO
Community College District No. 508

OFFICE OF THE CHIEF OPERATING OFFICER

DEPARTMENT DESCRIPTION

The Office of the Chief Operating Officer (COO) was formed in FY2011 to oversee the overall operational strategic plan, policies, procedures and activities for City Colleges District-wide. Department oversight is inclusive of the departments of Finance, Administrative Services, Security, Business Enterprises. Additionally, the office is responsible for the oversight and management of all Capital Construction Projects..

DEPARTMENT STRUCTURE

Led by the Chief Operating Officer, the office consists of a Deputy COO, Senior Project Manager, and an Administrative Assistant to the COO.

BUDGET OVERVIEW

The Office of the Chief Operating Officer's FY2018 budget is \$183 thousand.

Salary and Personnel costs account for \$182 thousand or 99.7%, followed by Materials and Supplies at \$500 or 0.3% and Travel and Conference budgeted at \$100 or 0.05% of budget.

CITY COLLEGES OF CHICAGO
Community College District No. 508

OFFICE OF THE CHIEF OPERATING OFFICER

Operating Funds

	FY 2016	FY 2017	FY 2018
	Audit	Budget	Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	525,693	372,314	182,844
Scholarships, Grants, Waivers	-	-	-
Program Total	525,693	372,314	182,844
Expenditures by Object			
Salaries	442,729	313,433	143,336
Employee Benefits	77,744	54,567	38,908
Contractual Services	1,058	2,800	-
Materials and Supplies	4,108	1,500	500
Travel and Conference	54	14	100
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	525,693	372,314	182,844

OFFICE OF FINANCE
AND BUSINESS ENTERPRISES



CITY COLLEGES OF CHICAGO
Community College District No. 508

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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF FINANCE AND BUSINESS ENTERPRISES

DEPARTMENT DESCRIPTIONS

The Office of Finance and Business Enterprises is responsible for managing City Colleges' finances and providing governance, support and leadership in financial management and reporting, business and treasury services, debt, accounting, budgeting, planning, financial aid, and business enterprises. The Office of Finance and Business Enterprises ensures the financial stability of City Colleges by managing all financial functions in an efficient and fiscally responsible manner while providing the Board of Trustees, Officers of the District, governmental entities and the public with timely and accurate information. In order to achieve these goals, the department must provide exemplary financial services in support of student success while holding faculty, staff, and administrators accountable to ensure activities proposed and financial resources requested reflect sound business judgment, comply with internal policies and external regulations, and support the overall goals and mission of City Colleges.

Another important aspect of the Office of Finance and Business Enterprises is to ensure services and programs meet the needs of its customers, operating under sound business principles, in a fiscally responsible manner. The goals of this office are to ensure that (1) educational labs meet the needs of students in a cost effective manner, and (2) profit generation is attained within the non-educational enterprises. The attainment of these goals rely on continual evaluation of the most effective service models for non-educational Enterprises (in-house vs. contracted), developing partnerships with external providers to enhance the effectiveness of the enterprise, and divesting of non-performing, non-strategic enterprise assets and offerings.

Department Structure Office of Finance and Business Enterprises

The Office of Finance and Business Enterprises is composed of five divisions: Accounting and Treasury, Financial Planning and Budget, Financial Systems, Student Financial Services and Business Enterprises. Each division plays an integral role in ensuring effective and accurate financial reporting and customer service to City Colleges.

Accounting and Treasury: At the forefront of financial reporting, investment, and cash flow management, this division develops cash flow analysis and forecasting, issues and manages debt, and completes all financial reporting on a monthly basis. Accounting is also responsible for the Comprehensive Annual Financial Report (CAFR) and the A-133 Single Audit Report. In addition, the division processes all accounts payable, accounts receivable, and payroll for City Colleges.

Financial Planning and Budgeting: This department manages the budget process to ensure delivery of an accurate, complete, and balanced annual budget. The division maintains up-to-date yearly financial forecasts to support long-and short-term strategic planning. The Financial Planning and Budgeting department also monitors financial activities throughout the year to confirm adherence to the appropriated budget.

Financial Systems: Focusing on data-driven analysis to provide the leadership team with strategic insights to optimize operations, Financial Systems serves as a catalyst to 1) maintain financial data integrity and transparency, and 2) streamline business processes with adherence to innovative standardization through technology. The department facilitates the development and distribution of financial reports.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Student Financial Services: Dedicated to processing student payments and distributing financial aid, this division ensures the integrity of the financial aid verification process performed at the colleges. The department also develops and implements a comprehensive Student Loan Default Prevention Plan to assist students with financial management and decrease City Colleges' overall bad debt. Student Financial Services also provides timely and accurate Return to Title IV (R2T4) calculations for federal reporting, a crucial component of financial aid compliance.

Business Enterprises: The department consists of two divisions, Child Development Laboratory Schools (educational labs) and Enterprise Student Services Operations (Online bookstore, Cafeterias and other food services).

Child Development Labs: City Colleges operates five Child Development laboratory schools ("lab schools") and one child care center. The lab schools provide high-quality services for preschool children between the ages of two and five years-of-age of diverse backgrounds, and incorporate best practices from established quality standards and research in the early childhood education field. The program supports the education, training, and development of students and faculty, while offering excellent learning experiences to the children in our care. The lab schools contribute over 6,000 student observation hours annually to future teachers and administrators in the Child Development program, while offering child care options to students, faculty and parents in the community needing to attend class or work. The lab schools are located at Truman College, Malcolm X College, Daley College, Kennedy King College, and Olive Harvey College. Additionally, we operate a child care center at the Arturo Velasquez Institute. All lab schools are licensed by the State of Illinois and offer comprehensive childcare services. There are several payment options, based on income.

Enterprise Student Services Operations:

Online Bookstore: Business Enterprises oversees a full service online bookstore and marketplace where students purchase print or digital textbooks through a third party eCommerce site.

Cafeterias: Business Enterprises oversees the food service management operation in the delivery of food services district-wide, including: cafeterias, kiosks, vending, catering, childcare meals, and Washburne Culinary and Hospitality Institute food purchases.

BUDGET OVERVIEW

The FY2018 operating budget for the Office of Finance and Business Enterprises is \$5.4 million.

Salaries and Benefits costs account for \$4.5 million or 82%, followed by \$532 thousand or 10% in Contractual Services; Other Expenditures (i.e. Bank Charges and certain centralized waivers managed by Financial Aid) at \$200 thousand or 4%; Waivers and Scholarships at \$184 thousand or 3%; and Materials and Supplies at \$57 thousand or 1%. Travel and Conference is budgeted at \$12 thousand or .23% and Fixed Charges at \$3 thousand, or .06%.

CITY COLLEGES OF CHICAGO
Community College District No. 508

OFFICE OF FINANCE AND BUSINESS ENTERPRISE

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	1,432,841	-	-
Academic Support	1,963	5,400	85,347
Student Services	105,617	263,260	150,000
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	535,387	529,165	192,663
Operations and Maintenance	280,000	49,560	-
Institutional Support	5,622,732	6,306,135	4,869,125
Scholarships, Grants, Waivers	(20,865)	184,750	184,750
Program Total	7,957,675	7,338,270	5,481,885
Expenditures by Object			
Salaries	6,339,945	5,259,294	3,561,618
Employee Benefits	971,666	902,434	930,463
Contractual Services	601,269	643,940	531,950
Materials and Supplies	36,531	65,366	57,704
Travel and Conference	27,627	59,486	12,400
Capital Outlay	-	-	-
Fixed Charges	2,865	3,000	3,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	(20,865)	184,750	184,750
Other Expenditures	(1,363)	220,000	200,000
Object Total	7,957,675	7,338,270	5,481,885

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF FINANCE AND BUSINESS ENTERPRISE

Enterprise Funds (Business Enterprise)

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	316,777	2,000,000	2,685,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	316,777	2,000,000	2,685,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	18,449	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	1,738,430	3,460,519	3,814,427
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
	Program Total	1,756,879	3,460,519	3,814,427
Expenditures by Object				
	Salaries	1,093,296	2,377,477	2,710,867
	Employee Benefits	250,290	392,053	662,571
	Contractual Services	389,200	624,489	374,489
	Materials and Supplies	18,736	51,000	51,000
	Travel and Conference	5,357	15,500	15,500
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Bad Debt	-	-	-
	Waivers and Scholarships	362	-	-
	Other Expenditures	-	-	-
	Object Total	1,757,241	3,460,519	3,814,427
	Revenues less Expenditures	362	(1,460,519)	(1,129,427)

OFFICE OF THE
GENERAL COUNSEL



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE GENERAL COUNSEL

DEPARTMENT DESCRIPTION

The Office of the General Counsel (OGC) is responsible for all legal work arising from the activities of the District and is the point of contact for the Board of Trustees, key District executives, and external governmental officials and entities for all legal matters. We are a team committed to serving our clients through creative and collaborative solutions designed to further the goals and initiatives of the District.

The Office of Risk Management (ORM) reports to the OGC and works closely with the OGC concerning matters of litigation to identify and analyze loss exposures for the District, while managing the District's insurance portfolio and comprehensive Enterprise Risk Management (ERM) initiative. The ORM also conducts loss prevention training for the Colleges and District office and provides consultation concerning proposed new initiatives.

Department Structure

The OGC is composed of Legal and Risk Management divisions:

Legal: Performs a wide variety of legal services including, but not limited to: litigation, litigation management, supervision of outside counsel, collective bargaining, labor and employment matters, contract review (construction, professional services, clinical and training agreements, facilities use agreements, intergovernmental, etc.), property tax disputes, real estate matters, commercial transactions, student and general records access, privacy issues, Freedom of Information Act (FOIA) requests, subpoenas, personal injury defense, workers' compensation, student discipline oversight, accreditation support, intellectual property matters, board protocols, policy and procedure analysis, corporate counseling, and a vast array of miscellaneous legal matters.

Risk Management: Works closely with the OGC concerning matters of litigation to identify and analyze loss exposures for City Colleges and maintain appropriate financial reserves to ensure adequate funding of acknowledged liabilities.

BUDGET OVERVIEW

The Office of the General Counsel's FY2018 budget is \$1.4 million.

Salary and Benefits costs account for \$1.4 million or 96.7%, followed by Materials and Supplies at \$45 thousand or 3.1%, Fixed Charges at \$1.4 thousand or 0.01%, and Travel and Conference at \$1 thousand or 0.07%.

CITY COLLEGES OF CHICAGO
Community College District No. 508

OFFICE OF THE GENERAL COUNSEL

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	1,675,039	1,765,572	1,440,512
Scholarships, Grants, Waivers	-	-	-
Program Total	1,675,039	1,765,572	1,440,512
Expenditures by Object			
Salaries	1,417,601	1,454,413	1,125,921
Employee Benefits	232,869	243,799	267,331
Contractual Services	-	-	-
Materials and Supplies	18,770	60,600	44,799
Travel and Conference	4,411	5,360	1,000
Capital Outlay	-	-	-
Fixed Charges	1,358	1,400	1,400
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	30	-	60
Object Total	1,675,039	1,765,572	1,440,512

OFFICE OF HUMAN RESOURCES
AND STAFF DEVELOPMENT



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

DEPARTMENT DESCRIPTIONS

The Office of Human Resources and Staff Development (Human Resources Department) is committed to providing value-added services and programs to City Colleges' faculty and staff to support its goals and objectives. The Human Resources Department utilizes structure, process and technology to deliver a strategic professional services organization to support City Colleges' vision.

Department Structure

Human Resources Department is comprised of five divisions: Compensation and Benefits, Labor and Employee Relations, Talent Acquisition, Talent Management and HRIS. Each division plays an integral role in providing value-added services while partnering with leadership to provide business-oriented human resources solutions to support a workforce of over 6,000 full-time and part-time personnel.

Compensation and Benefits: Develops and implements strategic compensation and benefits approaches to identify and attract high performing personnel. Consists of two areas:

Compensation and Classification: Is responsible for reviewing, writing and approving job descriptions; conducting job audits and organizational reviews to determine appropriate job titles; determining appropriate compensation for full-time and part-time employees; conducting market-pay studies and analysis; implementing salary changes in accordance with collective bargaining agreements; and preparing the monthly personnel Board reports.

Employee Benefits: Is responsible for the development and administration of a suite of benefits plans that are market competitive. Employee Benefits delivers exceptional customer service, and manages vendors and the efficient administration of all benefit programs for eligible City Colleges' employees, retirees and their eligible dependents. These programs include health and dental plans, life insurance, flexible spending accounts, 403(b) and 457(b) investment plans, and transit benefit programs.

Labor and Employee Relations: Assists and facilitates the fair and lawful resolution of employment issues, and provides for the protection of both management and employee rights. This department provides support to supervisors regarding the disciplinary and grievance processes; provides counsel and advice to managers and supervisors regarding interpretation and application of collective bargaining agreements and City Colleges' policies; investigates complaints filed pursuant to City Colleges' Equal Opportunity Policy; investigates employee workplace complaints; and conducts training on relevant workplace issues.

Talent Acquisition: Is responsible for developing systems, tools and processes to enable City Colleges to generate quality candidates and hire qualified candidates to fill City Colleges' staffing needs. This department develops and implements strategic approaches to identify and attract high performing employees to City Colleges and works with Human Resources generalists and managers to quickly identify and efficiently fill open positions with the best talent available in the marketplace.

Talent Management: Is responsible for the development and retention of a highly performing City Colleges workforce, both in helping employees grow in their careers and supporting managers and employees alike in performance management. The generalists that are part of the Talent Management team apply and interpret policy and union agreements; resolve employee issues; recruit; and coach management with the goal of optimizing employees' productivity. Talent Management ensures that City Colleges optimizes its Human Resources processes pertaining to employee knowledge and experience, compensation, training, and development.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

Human Resources Information Systems (HRIS): Develops and leads information systems plans to meet Human Resources' automation, data, records and information management requirements. The primary focus of HRIS is to establish innovative solutions to integrated systems, for the administration and deployment of strategic Human Resources information and services. This department implements and maintains the systems required to effectively operate the Human Resources organizations.

BUDGET OVERVIEW

The Office Human Resources and Staff Development's FY2018 budget is \$4.4 million.

Salary and Benefits costs account for \$4.23 million or 97%, followed by Contractual Services budgeted at \$108 thousand or 2.5%, Materials and Supplies at \$27 thousand or 0.6% and Fixed Charges at \$3 thousand or 0.07%.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	140,103	108,000	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	9,461,460	3,540,200	4,370,037
Scholarships, Grants, Waivers	-	-	-
Program Total	9,601,563	3,648,200	4,370,037
Expenditures by Object			
Salaries	2,598,675	2,775,703	2,068,452
Employee Benefits	6,823,160	592,778	2,162,565
Contractual Services	119,915	223,700	108,300
Materials and Supplies	43,010	46,269	27,720
Travel and Conference	14,309	5,750	-
Capital Outlay	-	-	-
Fixed Charges	2,494	4,000	3,000
Utilities	-	-	-
Other Expenditures	-	-	-
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	9,601,563	3,648,200	4,370,037

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OFFICE OF INFORMATION
TECHNOLOGY



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTIONS

The Office of Information Technology (OIT) supports student success by providing a leading-edge technology environment for students, faculty and staff to improve teaching, learning and operations.

Department Structure

The OIT division is comprised of eight departments; Technology Customer Service & Support, Enterprise Information Management, Enterprise Resource Planning (ERP) Applications, Infrastructure Services, Web Services, Technical Programs and Project Management, IT Security and College Information Technology (IT).

Technology Customer Service & Support: This department provides a single point of contact for student, faculty and administrator technology service and support requests. This unit also leads the acquisition of personal computing devices and high-speed print services. In addition to personnel located at the district office; each College has a core team of both student and professional technologists that support faculty, staff and student computer labs.

ERP Applications: The group supports the ERP systems of record for Student Administration, Finance and Human Capital transactional data. Operational and transactional data for all City Colleges students and staff are maintained in these systems. Registration, enrollment, student finances, faculty management, student self-service reporting, financial aid, recruitment, retention, student records, compensation, payroll, benefits, budgeting, procurement, billing, grants management, auditing, and regulatory compliance are just some of the critical functions processed by these applications.

Enterprise Information Management: The primary role of EIM is ensuring that City Colleges of Chicago has the data and information necessary to drive timely and accurate decision making. This unit manages the information that moves between our various systems and ensure that information is properly collect, process, maintain and represent that data consistently, accurately and transparently for all colleges and groups across the District.

Infrastructure: City Colleges' infrastructure provides network support for all technology systems used by the district. This department supports all telecommunications, wired and wireless network access, and enterprise email services. The City Colleges has a high speed network that provides connectivity for all technology in the district including, over 1,000 wireless access points, and over 350 servers of which over 130 are virtualized.

Web Services: This team provides and supports web based technologies that improve operational efficiency in direct support of faculty, advising and students. Through web-based platforms, faculty can provide students with recorded lectures, and access to syllabi, homework assignments, and grades, as well as the newest instructional technologies such as mobile learning and customized digital content.

Technology Program and Project Management (TPPM): Reinvention's strategic planning process identifies initiatives that will enable City Colleges to achieve its goals. Most often these initiatives involve the implementation of a technology solution. Following standard project management methodologies, TPPM provides project management resources and services to support the delivery of projects that are on time, within budget, and meet requirements.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INFORMATION TECHNOLOGY

IT Security: The newly created IT Security function creates, implements and maintains the information security program. This program ensures that business data and information remains confidential, accessible and under the control of the organization. The role ensures the existence and enforcement of policies, procedures, and programs.

College IT: Each of the campuses has a dedicated support team led by a campus based Information Technology Director to meet the needs of the local students and faculty. These teams provide customer computing services, on demand desktop services, procurement management, after-hours support for athletics and specialty programs and customer technology solutions and support for academic departments. City Colleges is also committed to providing current and accessible computing resources to improve outcomes for students. Campus technology includes, SMART classrooms equipped with computing and audio-visual devices, document cameras, interactive white boards, and tablet computers.

BUDGET OVERVIEW

The Office of Information Technology's FY2018 budget is \$10.7 million.

Salary and Benefits costs account for \$4.8 million or 46.5% of the budgeted total, followed by Contractual Services budgeted at \$1.0 or 9.9%, Materials and Supplies at \$3.6 million or 35.2%. Utilities and Fixed Charges account for \$868 thousand or 8.4% of the budget and the remaining \$1 thousand or 0.01% of the budget belongs to Travel and Conference.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INFORMATION TECHNOLOGY

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	59,729	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	11,642,031	13,785,720	10,697,842
Scholarships, Grants, Waivers	-	-	-
Program Total	11,701,760	13,785,720	10,697,842
Expenditures by Object			
Salaries	4,503,233	4,730,510	3,801,321
Employee Benefits	747,505	818,776	982,657
Contractual Services	1,002,718	1,692,237	1,415,327
Materials and Supplies	4,644,932	5,491,826	3,629,206
Travel and Conference	8,929	10,500	1,000
Capital Outlay	-	-	-
Fixed Charges	-	5,400	5,400
Utilities	794,413	1,036,471	862,931
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarshi	-	-	-
Other Expenditures	30	-	-
Object Total	11,701,760	13,785,720	10,697,842

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OFFICE OF THE INSPECTOR
GENERAL



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE INSPECTOR GENERAL

DEPARTMENT DESCRIPTIONS

On July 14, 2010, the Board of Trustees adopted amendments to Section 2.6 of the Board Rules for Management and Government (now Section 2.7 of the Bylaws of the Board of Trustees), significantly enhancing the independence and powers of the Office of the Inspector General (OIG). These amendments brought the provisions governing the OIG in line with provisions which govern other Offices of Inspector General.

Pursuant to Section 2.7.2 of the Bylaws of the Board, the OIG has the authority to conduct investigations regarding waste, fraud, and misconduct by any officer, employee, or member of the Board; any contractor, subcontractor, consultant or agent providing or seeking to provide goods or services to City Colleges; and any program administered or funded by the District or Colleges.

Additionally, pursuant to Section 2.72 of the Bylaws of the Board, the OIG also has the following powers and duties:

- (a) To promote economy, efficiency, effectiveness, and integrity in the administration of the programs and operations of the District by identifying any inefficiencies, waste and potential for misconduct therein, and recommending policies and methods for the elimination of inefficiencies and waste, and for the prevention of misconduct;
- (b) To receive and register complaints and information concerning waste, fraud, and abuse within the District;
- (c) To investigate and audit the conduct and performance of the District's officers, employees, members of the Board, agents, and contractors, and the District's functions and programs, either in response to a complaint or on the Inspector General's own initiative, in order to detect and prevent waste, fraud, and abuse within the programs and operations of the District;
- (d) To report to the Board concerning results of investigations and audits undertaken by the Office of the Inspector General;
- (e) To request and receive information related to an investigation or audit from any officer, employee, agent, or contractor of the District;

BUDGET OVERVIEW

The Office of the Inspector General's FY2018 budget is \$781 thousand.

Salary and Benefits costs account for \$735 thousand or 94.2%. The remaining appropriation of the operating budget includes Contractual Services for \$3 thousand or 0.5%, Materials and Supplies for \$5 thousand or 0.58%, Utilities and Fixed Charges for \$33 thousand or 4.3%, and Travel and Conference for \$2 thousand or 0.31%.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE INSPECTOR GENERAL

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	859,410	943,052	780,515
Scholarships, Grants, Waivers	-	-	-
Program Total	859,410	943,052	780,515
Expenditures by Object			
Salaries	688,831	756,294	578,841
Employee Benefits	120,741	133,138	157,124
Contractual Services	4,388	5,100	3,910
Materials and Supplies	6,226	7,700	4,550
Travel and Conference	5,104	4,020	2,470
Capital Outlay	-	-	-
Fixed Charges	33,330	35,800	33,620
Utilities	790	1,000	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarshi	-	-	-
Other Expenditures	-	-	-
Object Total	859,410	943,052	780,515

OFFICE OF INSTITUTIONAL
ADVANCEMENT



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INSTITUTIONAL ADVANCEMENT

DEPARTMENT DESCRIPTIONS

The Office of Institutional Advancement (OIA) serves the educational goals of City Colleges by increasing awareness of City Colleges' programs and outcomes among external and internal stakeholders, and enlisting them in support of City Colleges' mission. OIA works to build strong relationships with opinion-shapers, community leaders, decision-makers, alumni, and institutional funders to solidify City Colleges' reputation, foster a supportive regulatory and legislative climate, and secure financial contributions to its student programs. In doing so, OIA helps drive enrollment, retention and graduation, and helps maximize the value City Colleges delivers to taxpayers.

Department Structure

The Office of Institutional Advancement includes the following departments:

Communications: The Communications Department ensures delivery of a consistent message to City Colleges' internal and external stakeholders, and oversees media relations, public relations, social media, and internal communications for students, faculty and staff.

Community Relations: The Community Relations Department strives to maintain positive relations among government offices, local campuses and our neighbors, and to work collaboratively with community groups to improve the education experience of our students.

Development: The Development Department aims to secure funding required for the City Colleges of Chicago to accomplish its highest priority goals and objectives. The Department consists of two sections: 1) the City Colleges of Chicago Foundation, a not-for-profit, 501(c)3 organization which is responsible for coordinating fundraising to provide scholarship opportunities and special programs, private donor management, planned giving and major gift programs; and 2) Grants and Contracts, which coordinates and supports all grant writing and resource development initiatives throughout the District.

Government & Legislative Affairs: The Government & Legislative Affairs Department provides legislative, regulatory and financial support to City Colleges through proactive representation before the City of Chicago City Council, the Illinois General Assembly, the offices of Illinois constitutional officers and the United States Congress.

Marketing: The Marketing Department is responsible for the strategic planning and execution of prospective student engagement, as well as Alumni Relations, which is responsible for building and enhancing the City Colleges Alumni Association and also houses City Colleges' in-house graphic design team.

Recruitment: The Recruitment Department works with local high schools, community and faith-based organizations, and other outlets to inform prospective students about their career options and City Colleges' academic pathways, and to help them take the first steps to enrollment.

BUDGET OVERVIEW

The Office of Institutional Advancement's FY2018 budget is \$2.71 million.

Salary and Benefits costs account for \$2.4 million or 86.7%, followed by Materials and Supplies at \$121 thousand or 4.5% and \$175 thousand or 6.4% for Contractual Services, \$25 thousand or 0.9% for Fixed Charges, and \$39.1 thousand or 1.4% for Travel and Conference .

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INSTITUTIONAL ADVANCEMENT

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	31,095	80,188	83,407
Operations and Maintenance	-	-	-
Institutional Support	2,629,692	2,607,020	2,623,604
Scholarships, Grants, Waivers	-	-	-
Program Total	2,660,787	2,687,208	2,707,011
Expenditures by Object			
Salaries	1,863,996	1,967,682	1,846,587
Employee Benefits	327,055	337,852	501,249
Contractual Services	171,108	130,950	174,500
Materials and Supplies	237,235	188,576	120,527
Travel and Conference	36,969	37,148	39,148
Capital Outlay	-	-	-
Fixed Charges	24,094	25,000	25,000
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarshi	-	-	-
Other Expenditures	330	-	-
Object Total	2,660,787	2,687,208	2,707,011

OFFICE OF INTERNAL AUDIT



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INTERNAL AUDIT

DEPARTMENT DESCRIPTIONS

The mission of the Office of Internal Audit is to provide independent and objective assurance and consulting services designed to improve City Colleges operations. IA helps City Colleges accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

IA's main objective is to determine whether City Colleges' risk management, internal controls, and governance processes are adequate and functioning properly to help ensure:

Risks are appropriately identified and managed

Interaction with the various governance groups occurs as needed

Significant financial, managerial, and operating information is accurate, reliable, and timely

Employees' actions are in compliance with policies, standards, procedures and applicable laws and regulations

Resources are acquired economically, used efficiently, and adequately protected

Programs, plans, and objectives are achieved

Programs and processes are consistent with industry best practices, using the best public and private examples as benchmarks

Quality and continuous improvement are fostered in City Colleges' control process.

Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately

Existing policies and procedures are appropriate and updated accordingly

Programs, operations, or processes are reviewed at the request of the Audit Committee or Executive Management

Department Structure

Internal Audit

The Office of Internal Audit is comprised of one Executive Director, one Manager and two Senior Auditors as internal resources. The Department utilizes contractor firms to provide resources and expertise in order to assist in the Department's execution of its audit plan.

BUDGET OVERVIEW

The Office of Internal Audit's budget for FY2018 is \$377 thousand.

Salary and Benefits amounting to \$371 thousand or 98.7%. Travel and Conference accounts for \$4 thousand or 1.05% of the total and Materials and Supplies accounts for \$1 thousand or 0.26% of the budgeted total.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INTERNAL AUDIT

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	628,968	425,898	376,841
Scholarships, Grants, Waivers	-	-	-
Program Total	628,968	425,898	376,841
Expenditures by Object			
Salaries	316,032	353,274	292,455
Employee Benefits	55,495	62,624	79,386
Contractual Services	254,415	-	-
Materials and Supplies	1,496	2,000	1,000
Travel and Conference	1,530	8,000	4,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures	-	-	-
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	628,968	425,898	376,841

OFFICE OF SAFETY AND SECURITY



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF SAFETY AND SECURITY

DEPARTMENT DESCRIPTIONS

The Office of Safety and Security (OSS) works to ensure a safe and secure environment for all City Colleges' students, faculty, staff, and visitors. OSS has focused on the goals of reinvention and subsequently began its successful implementation of a continuing partnership with the Chicago Police Department. The partnership has broadened OSS' scope to connect with the community, which provides the opportunity to be informed of any potential issues in the surrounding communities of City Colleges. This improved partnership allows OSS to be a larger contributor in the community-policing program throughout the city. OSS supports the academic environment by enhancing the quality of life at all City Colleges' campuses. It accomplishes this by providing a safe and secure environment that is conducive to learning, and is consistent with the educational goals of City Colleges.

Department Structure

Administration

The Administration Division provides the management function of the department. Administration oversees all operational aspects of security. The maintenance of records, statistical gathering and reporting, security personnel function, planning, evaluating procedures, procedural development, training program development, equipment evaluation and change are a few of the responsibilities of the administration section.

Security Operations

The Security Operations patrols the campus, both motorized and on foot, responds to emergency and non-emergency calls for service, prepares reports, checks buildings, and performs numerous routine security services. This is a proactive department that concerns itself with crime prevention primarily and reactive response when necessary.

College Behavioral Threat Assessment Team

Supportive Intervention Teams (SIT) conduct behavioral threat assessments for students and employees who might pose a safety risk to themselves or others. SIT is a collaboration among key City Colleges departments and engages the College resources to:

- Investigate concerning behavior and assess the level of threat
- Develop and implement an intervention plan for the safety of all
- Identify sources of support for the person of concern
- Provide ongoing support and monitoring

CITY COLLEGES OF CHICAGO

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OFFICE OF SAFETY AND SECURITY

Emergency Response Planning

City Colleges' Emergency and Response Plans are campus specific and provide students, faculty, staff, administrators and public occupants of campus buildings with emergency procedures designed to protect lives and property through effective use of City Colleges' resources and coordination with local law enforcement and the community. City Colleges' Emergency and Response Plans establish the proper response to a variety of emergency situations that any major public institution may face. These emergencies may include, but are not limited to an active shooter, fires, bomb threats, power outages and weather-related occurrences. The Campus Safety and Security regularly train in Incident Command, Emergency Response and CPR/AED. Evacuation, Lockdown and Shelter-in-Place drills are conducted to ensure students, staff and the public occupants of campus buildings are aware of their roles in an emergency situation.

BUDGET OVERVIEW

The Office of Safety and Security's FY2018 budget is \$738 thousand.

Salary and Benefits costs account for \$628 thousand or 85.2%, followed by Materials and Supplies budgeted at \$75 thousand or 10.2% and Contractual Services at \$20 thousand or 2.7%. Utilities and Fixed Charges are budgeted at \$4 thousand or 0.7%, and Travel and Conference at \$9 thousand or 1.26%.

CITY COLLEGES OF CHICAGO

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OFFICE OF SAFETY AND SECURITY

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	1,165,640	1,262,222	738,248
Institutional Support	-	-	-
Scholarships, Grants, Waivers	-	-	-
Program Total	1,165,640	1,262,222	738,248
Expenditures by Object			
Salaries	953,134	994,624	535,012
Employee Benefits	93,282	131,008	93,965
Contractual Services	37,349	24,571	19,657
Materials and Supplies	69,345	94,368	75,495
Travel and Conference	6,590	11,651	9,320
Capital Outlay	-	-	-
Fixed Charges	5,940	6,000	4,800
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	-	-	-
Other Expenditures	-	-	-
Object Total	1,165,640	1,262,222	738,248

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OFFICE OF STRATEGY AND
ACADEMIC GOVERNANCE



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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF STRATEGY AND ACADEMIC GOVERNANCE

DEPARTMENT DESCRIPTIONS

The Office of Strategy and Academic Governance (OSAG) leads the strategy and operational initiatives that support the City Colleges' goals and ensures that Key Performance Indicators (KPI's) are met for internal and external academic compliance, accreditation, course, program approvals and review, educational quality, academic system management and policies in consultation with the colleges and other district departments. This office is also responsible for academic program development to support College to Careers (C2C) and Early College programs as well as assessment.

Department Structure Office of Strategy and Academic Governance

OSAG is composed of the following departments: Adult Education, Strategy & Reinvention, Decision Support, Enrollment Management, Workforce and Academic Strategy, Student and Lifecycle Management, Educational Quality, Project Management, Student Affairs and Athletics. These departments work in an integrated manner to promote innovation and change by leading strategic thought leadership and execution across City Colleges and by using data and information to support decision-making.

Adult Education: Offers instruction in Adult Basic Education (ABE), Adult Secondary Education (ASE) and English as a Second Language (ESL) to prepare students to earn their high school equivalency degree (HSE) and increase the number and share of students transitioning into and succeeding in college level classes

Strategy & Reinvention: Provides the supports to district leadership to deliver on improvement effort goals. Strategy is chartered to guide strategic planning and institutionalize project management disciplines within City Colleges that support the deployment of strategic initiatives. The department is the functional owner of project management methodology, tools, processes and practices across City Colleges; leads, tracks and monitors the portfolio of strategic projects planned and in process throughout City Colleges.

Decision Support: Decision Support is designed to provide data and analytics support, performance data and metrics monitoring, data training and capacity building, and external data compliance and oversight. The department is focused on providing timely, relevant, and strategic analytic support, so data becomes the driver and foundation of decision-making at all levels of the organization and ultimately supports student success at City Colleges.

Enrollment Management: Enhances the coordination of services that contribute to a student's recruitment, enrollment, retention and graduation. Enrollment Management serves to provide services and programs that are seamless, customer-friendly, student centered and efficient which help attain optimal enrollment and student satisfaction.

Enrollment Management works to ensure student success by strategically coordinating with City Colleges of Chicago partners such as the seven city colleges, faculty, Department of Student Affairs, College to Careers among others. Enrollment Management also operates the City Colleges' Call Center to support inbound and outbound communications with students.

Workforce and Academic Strategy (WAS): Provides oversight, strategic leadership and support for implementation of the College to Careers initiative across City Colleges, leading operations to ensure program relevance for credit programs, non-credit courses and contract training. Departmental functions include:

Academic Programs: Ensures that all academic programs courses are reviewed and approved internally through the Proposed Academic Changes Committee (PACC) process; manages and provides oversight program review

CITY COLLEGES OF CHICAGO

Community College District No. 508

and the Carl Perkins grants; compiles, reviews and edits the Academic Catalog; manages the class scheduling process; and supports faculty and industry partner development of relevant College to Careers programs.

Workforce Partnerships and Career Services: Manages employer engagement in City Colleges programs across the student lifecycle and coordinates consistent, student-focused, industry-responsive career placement services.

Workforce Academy: Provides a broad range of quality, affordable non-credit courses, programs, and services that prepare employees for success in a technologically advanced and increasingly interdependent global society. Through the power of targeted, specialized contract training, the Workforce Academy aims to enhance employees' knowledge, increase their skills, and give them a path to life-long learning. We work to help employers' upskill their workforce, enhance the community they serve, and provide new productivity tools to benefit their company.

Continuing Education: Provides district-wide leadership for non-credit courses.

Academic Systems Management: Ensures that student records systems and operations are aligned with policy and procedures.

Districtwide Policy Management: Leads the creation, updating and maintenance of districtwide, board-approved academic and student policy, and associated procedures. *City Colleges of Chicago Academic & Student Policy* defines the rules and policies that apply to any and all students enrolled in any academic program, plan, or course, or accessing any service offered by the City Colleges of Chicago.

Student and Lifecycle Management (SLM): Leads operations for ensuring students register for classes, on plan, and that they pass classes required for graduation. This involves tracking student credit-hour accumulation, semester-to-semester retention, transition out of developmental education, development of prescribed plans for credential attainment, and the ultimate attainment of credentials of economic and transfer value. Departmental functions include:

Advisement Services: Ensuring that students make plans to completion that make sense for their individualized goals, understand and avail themselves of all support services relevant to them, and receive advice and advocacy from a consistent student services staff professional across semesters. To achieve these goals, advisors measure and work to improve student satisfaction with their services and help to develop course-by-course, prescribed plans that meet individual workforce- and transfer-relevant aims and responsibly and as quickly as possible transition students from developmental education to credit-bearing coursework, at a CH intensity that works for them.

Transfer Services: Support students who seek to transfer out of City Colleges to a four-year university, before or after associate degree's completion. This involves assuring that all City Colleges credit hours transfer fully for a student to their four-year destination of choice, in their pathway of choice. To achieve these aims we offer 8-semester pathways for specific destination-major combinations, and, at a per-course level, meet Illinois Articulation Initiative compliance standards for statewide general education and major course articulations. We also meet student transfer needs through fairs, tours, advice, tabling, conferences, transfer-credit processing for students coming to City Colleges with credit from external bodies, and other services.

Academic Interventions: Help students pass their classes through the offering of workshops, programs, tutoring, and other services that promote academic success. Before the semester we identify which students are at-risk based on academic standing status, and which courses students are retaking. We immediately connect these specific students, and other segments, with tutoring services and academic remediation and booster programs, and, throughout the semester, we work to prepare students alerted by faculty as at-risk for failure or with poor grades at midterm to improve chances to have satisfactory grades by the end of the semester.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Student Affairs: Is also an integral part of the Office of Strategy and Academic Governance. This includes Disability Access, Veteran Affairs, Wellness, Veteran Services, Student Activities, International Student Services and Student Organizations. All of these functions seek to provide support to students, enhance retention and completion strategies to provide wrap around services district-wide. Student Services supports student learning and personal growth by providing important services and advocacy, helping students adjust socially and providing opportunities for personal growth and learning through student involvement in co-curricular activities.

Educational Quality: Is responsible for facilitating a culture of continuous improvement, standardization and transparency through assessment of student learning, utilization of technology and the implementation of effective and efficient academic processes. This is achieved through research and implementation of best practices for improving teaching and learning and through collaboration with partners across the district and the broader educational community. Educational Quality is focused on supporting sound faculty practices and efforts (e.g., tenure, assessment, professional development, post-tenure review) that are aligned with district-wide goals and support student success and completion. Departmental function also includes:

Accreditation and Compliance: Ensures all programmatic offerings, institutional policies, and processes are in compliance with external regulatory and accrediting entities including, but not limited to, the Higher Learning Commission, the United States Department of Education, specialized accreditation agencies, Illinois State Certifying and Licensing departments.

Early College: Early College fosters partnerships with high schools to align coursework and provide opportunities for students to be college ready prior to high school graduation. This partnership provides opportunities for high school students to earn college credit and credentials without exhausting financial aid while accelerating pathways to certification and/or an Associate's Degree.

Project Management: Is responsible for special projects such as supporting College to Careers Transformation activities as well as OSAG shared support services such as business management operational processes and finance.

Athletics: City Colleges athletic programs provide support to students, enhance retention and completion strategies and provide wrap around services while enhancing student learning and personal growth helping students to adjust socially and providing opportunities for learning through student involvement in extra-curricular activities. Student-athletes receive academic support including access to wrap around services such as advising, tutoring, wellness center, and transfer center services. Our athletic programs focus on preparing student-athletes for the demands of four-year university life and professional careers after City Colleges. Focused on an academics first agenda, our student-athletes also learn critical life skills, such as hard work, discipline, responsibility, and teamwork — earning an education and learning lessons that will serve them well throughout their lives. Student-athletes also develop their skills under the guidance of coaches who are dedicated to their success. The opportunity to compete in the classroom and in sport engages the student and positions them to develop holistically in partnership with the college.

BUDGET OVERVIEW

The Office of Strategy and Academic Governance's FY2018 budget is \$10.5 million.

Salary and Benefits costs account for \$6 million or 57.5% of the total budget, followed by Contractual Services at \$861 thousand or 8.2% and Materials and Supplies at \$652 thousand or 6.2%. Other Expenditures, which include Waivers and Scholarships, account for \$2.9 million or 28% and Travel and Conference accounts for \$8 thousand or 0.08% of the budgeted total.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF STRATEGY AND ACADEMIC GOVERNANCE

Operating Funds

	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Expenditures by Program			
Instruction	107,733	105,000	94,000
Academic Support	3,034,027	2,967,845	1,764,606
Student Services	1,837,440	1,621,675	1,306,994
Public Service	-	-	-
Organized Research	1,100	-	-
Auxiliary/Enterprise	2,967,430	3,242,235	1,936,780
Operations and Maintenance	-	-	-
Institutional Support	3,905,922	4,920,753	2,438,056
Scholarships, Grants, Waivers	1,954,389	3,710,446	2,928,673
Program Total	13,808,041	16,567,954	10,469,109
Expenditures by Object			
Salaries	8,696,303	9,393,718	4,866,327
Employee Benefits	1,297,234	1,545,040	1,153,108
Contractual Services	833,160	1,124,500	860,750
Materials and Supplies	936,351	739,250	652,251
Travel and Conference	79,994	55,000	8,000
Capital Outlay	-	-	-
Fixed Charges	9,980	-	-
Utilities	-	-	-
Other Expenditures			
Bad Debt	-	-	-
Waivers and Scholarships	1,954,389	3,710,446	2,928,673
Other Expenditures	630	-	-
Object Total	13,808,041	16,567,954	10,469,109

CITY COLLEGES OF CHICAGO
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OFFICE OF STRATEGY AND ACADEMIC GOVERNANCE

Enterprise Fund (District Offices - Not in Office of Business Enterprises)

Type	Program Description	FY 2016 Audit	FY 2017 Budget	FY 2018 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	1,056,127	1,745,940	100,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
	Revenue Total	1,056,127	1,745,940	100,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	674,856	870,811	-
	Student Services	99,732	158,695	-
	Public Service	26,191	103,317	78,811
	Organized Research	274,791	268,789	-
	Auxiliary/Enterprise	9,941	10,000	67,113
	Operations and Maintenance	-	-	-
	Institutional Support	(19,648)	-	-
	Scholarships, Grants, Waivers	357,042	882,500	-
	Program Total	1,422,905	2,294,112	145,924
Expenditures by Object				
	Salaries	674,856	870,811	61,986
	Employee Benefits	99,732	158,695	16,826
	Contractual Services	26,191	103,317	50,000
	Materials and Supplies	274,791	268,789	15,113
	Travel and Conference	9,941	10,000	2,000
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures	-	-	-
	Bad Debt	(19,648)	-	-
	Waivers and Scholarships	357,042	882,500	-
	Other Expenditures	-	-	-
	Object Total	1,422,905	2,294,112	145,924
	Revenues less Expenditures	(366,778)	(548,172)	(45,924)

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STATISTICAL SECTION

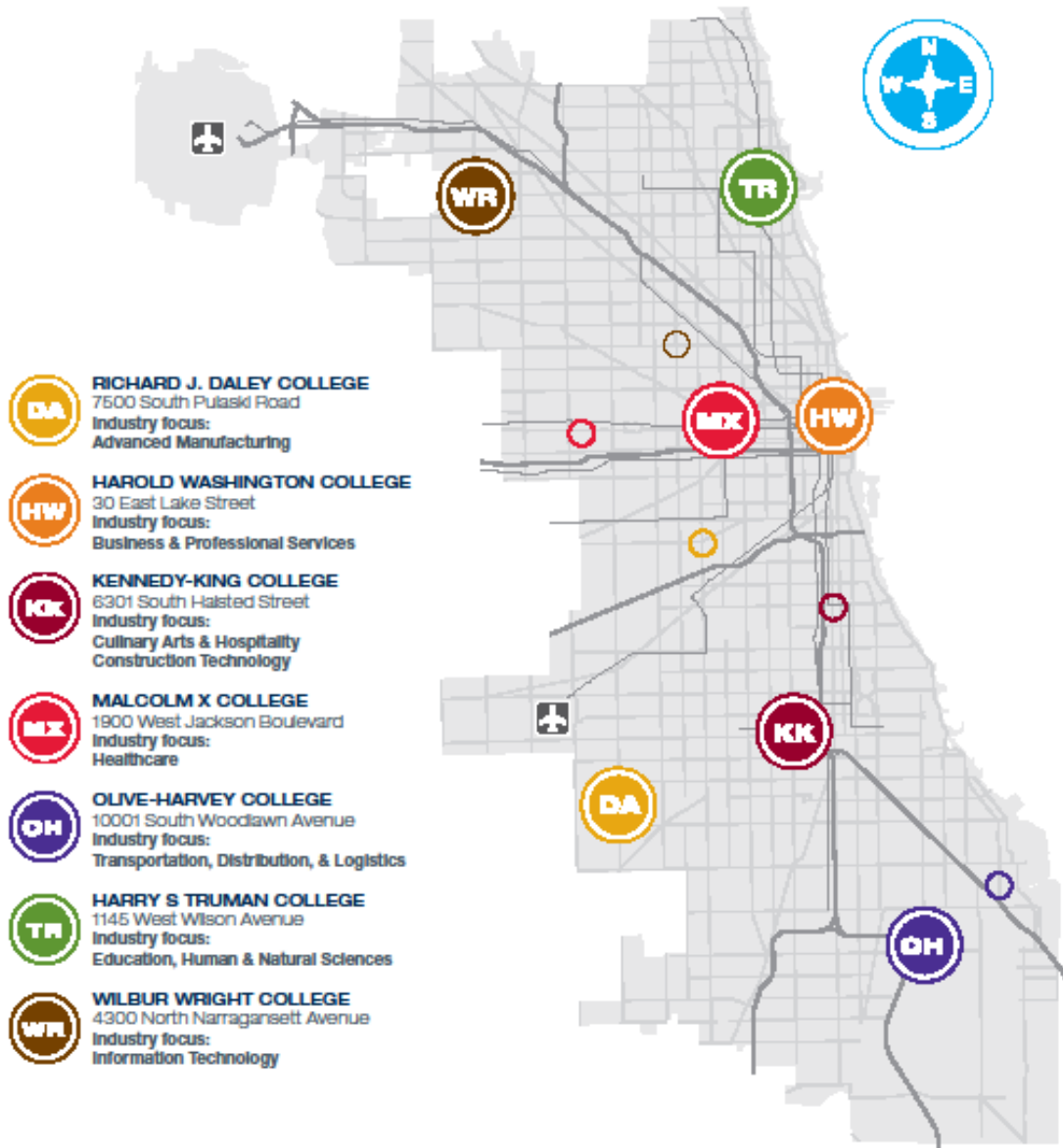


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CITY COLLEGES OF CHICAGO
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CITY COLLEGES OF CHICAGO



- DA** **RICHARD J. DALEY COLLEGE**
7500 South Pulaski Road
Industry focus:
Advanced Manufacturing
- HW** **HAROLD WASHINGTON COLLEGE**
30 East Lake Street
Industry focus:
Business & Professional Services
- KK** **KENNEDY-KING COLLEGE**
8301 South Halsted Street
Industry focus:
Culinary Arts & Hospitality
Construction Technology
- MX** **MALCOLM X COLLEGE**
1900 West Jackson Boulevard
Industry focus:
Healthcare
- OH** **OLIVE-HARVEY COLLEGE**
10001 South Woodlawn Avenue
Industry focus:
Transportation, Distribution, & Logistics
- TR** **HARRY S. TRUMAN COLLEGE**
1145 West Wilson Avenue
Industry focus:
Education, Human & Natural Sciences
- WR** **WILBUR WRIGHT COLLEGE**
4300 North Narragansett Avenue
Industry focus:
Information Technology

Satellite Locations

- Humboldt Park Vocational Education Center**
1845 North California Avenue
- Arturo Velasquez Institute**
2800 South Western Avenue
- South Chicago Learning Center**
3055 East 92 Street
- West Side Learning Center**
4624 West Madison Street
- Dawson Technical Institute**
3901 South State Street

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CITY COLLEGES OF CHICAGO

Community College District No. 508

STATISTICAL SECTION

A BRIEF HISTORY OF CITY COLLEGES

City Colleges has always represented hope and opportunity to people in Chicago's working class and immigrant communities. When City Colleges was founded on September 11, 1911, the Progressive Movement, led by Jane Addams and John Dewey, was demanding access to higher education for the nation's poor. The academic community urged creation of a "junior college" modeled on the first two years of a four-year college, an idea first suggested by William Rainey Harper, the founding president of the University of Chicago.

Dewey, Addams and Ella Flagg Young saw the need for vocational education to prepare the city's immigrants and poor for employment. On the other side of the debate were many academics. The first of City Colleges, Crane Junior College, opened in 1911 as a unit of the Chicago Public School System. Academics joined with the college's faculty to urge that Crane adopt an abbreviated baccalaureate program. They were successful. By the time Crane received accreditation in 1917, the pre-baccalaureate curriculum had been firmly established, with the progressives' agenda of technical and vocational education deferred for the moment.

In 1927, the Illinois Attorney General ruled that as institutions of higher education, junior colleges were not entitled to state funding. Chicago legislators rose to the occasion, winning special funding authority. Enrollments continued to grow. By 1930, overcrowded and under-funded, Crane lost its accreditation. To regain it, Crane was restructured, re-staffed, and reduced in size. In 1933, Chicago was faced with a budget crisis. Bowing to growing political and fiscal pressures, Chicago Mayor Edward J. Kelly and the Board of Education withdrew funding from the junior college. Thus, while the city hosted a world's fair, proclaiming "A Century of Progress," the city's most progressive educational institution -- Crane Junior College -- was closed.

With students and faculty in the lead and allies like Clarence Darrow and the emerging Chicago labor movement taking part, huge protests were organized to "save educational opportunity for working people". Embarrassed and stunned by the overwhelming public outcry, in 1934, Mayor Edward J. Kelly and the Board of Education authorized the re-opening of Crane (now Malcolm X College) and added two new sites: Wright Junior College on Chicago's Northwest side and Wilson Junior College on the South side—the predecessor of Kennedy-King.

With these three neighborhood locations, the groundwork had been laid for the modern community college. But the curriculum remained the same. The three branches offered a pre-baccalaureate curriculum built on general education survey courses. These were taught in huge lecture halls to hundreds of students at a time. This reflected the premise that there was a common core of knowledge that all educated people should share.

During the next decade, interest grew for greater diversity in educational offerings. Progress was halted with the onset of the Second World War.

In the 1950s, there was national discussion of "comprehensive community colleges," institutions that would complement pre-baccalaureate programs with a range of other offerings for adult learners. Access was crucial. In 1956, City Colleges made a historic contribution in its pioneering use of television for college instruction. Underwritten by funding from the Ford Foundation, the Chicago City Junior College launched TV College. For the first time, people who were physically disabled, mothers of young children, working people, and others for whom physical attendance at a college was impossible, were able to pursue higher education. TV College was immensely popular, each term enrolling thousands of students who would not otherwise have been able to attend.

In 1956, the predecessor of Truman College, Amundsen Junior College, was founded. Southeast College was started in 1957 and Fenger College in 1958. In 1970, Olive-Harvey College was formed by merging Southeast College and Fenger College. Daley College (then Bogan Junior College) was founded in 1960, and Loop Junior

CITY COLLEGES OF CHICAGO

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College, the predecessor of Harold Washington College, began in 1962. By 1962, all seven junior colleges were established in Chicago.

In 1965, under the Illinois Public Community College Act, City Colleges became independent of the Chicago Board of Education. This separation generated a new spirit of creativity; the faculty and administration began a new era in curricular development. Vocational education was expanded and new adult learning skills programs were created. Malcolm X College opened in 1969.

By the early 1970s, the Colleges offered a broad variety of programs. The number of students seeking vocational and technical education grew, as did the number of students seeking other opportunities. Adult learners seeking neither jobs nor college degrees enrolled in great numbers. Strong growth occurred, too, in the vocational and adult learning skills programs operated through the Chicago Urban Skills Institute, a special unit created in 1972 to coordinate such programs.

In 1975, Chicago City-Wide College was established to offer "college-without-walls" programs. In 1983, WYCC-TV Channel 20 was founded under City-Wide, providing televised instruction to the entire metropolitan area through the Center for Distance Learning, the successor to TV College. In 1985, the Chicago Urban Skills Institute was disestablished and the adult learning skills offerings were moved to the colleges. The purpose was to bring the non-collegiate offerings into the educational mainstream, increasing opportunities for those students needing basic education.

By the late 1980s, the primary student constituencies of City Colleges remained the immigrant and moderate-income families of Chicago. But within this population, the changes were dramatic: 70% of the students were part-time, 60% were women, 46% were African American, and 15% were Hispanic. More than 50 countries were represented.

With these changes, a new challenge for City Colleges emerged: the need to take under-prepared students, to raise their skills to college-level standards, and to provide the education required for a career or further education. This broader challenge strengthened, rather than replaced, the traditional role of City Colleges in providing pre-baccalaureate education.

To meet the challenge, City Colleges took several key steps. Student services were given priority, with placement offices and transfer centers established at the colleges. New degree programs were developed and approved to strengthen transfer preparation. The colleges became involved in more outreach activities than ever before. Leaders of business, government, community organizations, and City Colleges' faculty had key collaborative roles in the change process that these initiatives represented.

Due to enrollment fluctuations, financial reductions, and other district-wide resizing mandates in 1993, Chicago City-Wide College was reduced in scope and remaining departments consolidated with Harold Washington College, reducing the number of colleges within City Colleges from eight to seven. A satellite center of Chicago City-Wide College, the Dawson Technical Institute, became a part of Kennedy-King College, focusing on intensive training in food service, business, health care and industrial occupations. Increasing public demand for more technical and career training in certain communities of the city resulted in legislation approving funding for two technical/vocational centers: Humboldt Park Vocational Education Center opened in 1995 under the administration of Wright College, and the West Side Technical Institute which opened in late 1996 under the administration of Daley College.

During the summer of 2007, City Colleges closed the Wentworth Avenue campus of Kennedy-King College and opened a new state-of-the-art facility located at 6301 S. Halsted Street. The six-building campus stands as an anchor of the Englewood community revitalization effort. The new campus dedicates upgraded and updated space to each of Kennedy-King College's signature academic programs located on the main campus, which include Automotive Technology, Child Development, Criminal Justice, Dental Hygiene, Visual Communications,

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HVAC-R (Heating, Ventilation, Air Conditioning, and Refrigeration), Music, Nursing, Media Communications and Culinary Arts. The Culinary Arts program is supported by six video technology-equipped, teaching kitchens; a multi-purpose event center; catering incubator kitchens; a student-run café and the Sikia fine-dining restaurant. The Media Communications program is supported by two professionally run media outlets on campus: the WKKC-FM Radio station, as well as the full service, state-of-the art production facilities housed within the new studios of WYCC- TV Ch. 20/21, the award-winning, education-focused, public broadcast station that is owned and operated by City Colleges of Chicago. City Colleges' Center for Distance Learning is also housed at the new Kennedy-King campus, while training for construction trades, construction management and overhead electrical line worker careers takes place at Dawson Technical Institute.

This report represents a summary of recent demographic trends and is intended as a starting point and resource for discussions pertaining to the challenges and opportunities that City Colleges will face over the next several years.

COMMUNITIES SERVED BY CITY COLLEGES

Population

As of 2014, the total population of the City of Chicago is 2,722,407.¹ Between 2011 and 2014, the population of the city increased by 0.6%, an increase of 15,284 residents.² The State of Illinois and the nation also reported slight growth in population throughout these years by approximately 0.1% and 2.3% respectively.

Race and Ethnicity

The overall race and ethnic distribution of the Chicago population as of 2014 is White (32%), Black (31%), Hispanic (29%) and Asian (6%).³ Between 2011 and 2014, the Black population reported a decline in population (-2%). The White population remained stable, but the Hispanic and the Asian populations increased by 1.6% and 15%, respectively.⁴

Education

The educational attainment levels reported for the residents of the City of Chicago have increased slightly since 2011. The percentage of the population 25 years and over with a High School degree or higher increased from 81% to 83%. Similarly, the adult population with a Bachelor's degree or higher increased from 34% to 36%.⁵ Overall, the largest concentration of adults without a high school diploma remains in the minority populations.

At the national level and in states similar to Illinois with large minority populations, racial and ethnic minority groups have the lowest levels of education attainment. In Illinois, Hispanics have the lowest percentage of high school graduates (45%) when compared to Asians (73%) and Blacks (68%).⁶ These attainment levels show the disproportionate differences between the Hispanic populations versus other racial groups. Similar education trends are reported at the national level.

City Colleges Enrollment Overview

¹ U.S. Census Bureau, 2013 American Community Survey, (ACS_14_1YR_B01003)

² U.S. Census Bureau, 2011 (DEC_11_SF1_P1); U.S. Census Bureau, 2014 American Community Survey, (ACS_14_1YR_B01003)

³ U.S. Census Bureau, 2014 American Community Survey (ACS_14_1YR_B03002)

⁴ U.S. Census Bureau, 2011 (DEC_11_SF1_SF1DP1) ; U.S. Census Bureau, 2014 American Community Survey (ACS_14_1YR_B03002)

⁵ U.S. Census Bureau, 2014 American Community Survey (ACS_11_1YR_S1501; ACS_14_1YR_S1501-1)

⁶ U.S. Census Bureau, 2014 Current Population Survey Annual Social and Economic Supplement (<http://www.census.gov/cps/data/cpstablecreator.html>)

CITY COLLEGES OF CHICAGO

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City Colleges' enrollment has softened as Chicago's unemployment rate has dropped 19% from the beginning of the Fall 2014 semester to the beginning of the Fall 2015 semester.⁷

City Colleges is the largest provider of higher education and adult education in Chicago. Through April of 2016, City Colleges reached a total enrollment of 92,826 students; this represents an overall enrollment decrease of 8% from FY2015. Career credit enrollment decreased 6%, compared to FY2015, to a total of 57,383 students. Continuing education enrollment of 13,749 students increased slightly by 2% over the prior year.

In the same period, the Adult Education program reached a total enrollment of 29,139 students, a decrease of 5% from FY2015. This marks the lowest Adult Education enrollment in the past five years. In an attempt to reach even more students, the Adult Education program added 31 new locations in FY2013. These new locations were strategically selected based on census data to better meet the needs of adults looking to earn a GED, improve English language skills, or become college ready. As of FY2017, there are a total of 77 sites.

Employment

The unemployment rate for Chicago, Illinois, and the nation nearly doubled in the years following the recession. From 2011 to 2015, the Chicago unemployment rate fluctuated between 5% and 11%. However, this rate has been decreasing since 2015. In January 2016, the overall unemployment rate for the Chicago Metropolitan Area was estimated at 6.7%. Most recent preliminary data show that approximately 336,824⁸ people are unemployed in the Chicago Metropolitan Area. The unemployment situation is similar at the state level (6.8%), although national unemployment levels are lower (4.9%).

Chicago's top five largest public companies based on revenue are Boeing Co., Archer Daniels Midland Co. (ADM), Walgreens, Caterpillar Inc., and United Continental. The government sector is the major provider of employment in the City of Chicago.

Economic Conditions

In 2010, the labor market stabilized after one of the deepest and longest recessions since the end of World War II. Since the start of the recession, employment levels peaked in January 2008 and then entered a period of steady decline in all job sectors, with most losses concentrated in construction and manufacturing. According to reports, no area of the economy remained unaffected from the December 2007-June 2009 recession.⁹ Despite modest improvements to the overall economy, the labor market is still weak and suffering from the consequences of historic unemployment levels notable for their breadth, depth, and length. Unemployment levels, high oil prices, and the crash of the housing market are characterized as significant contributors to the current state of the economy. The downturn of employment has had profound and long-term effects, especially for the most vulnerable populations.

Poverty

According to American Community Survey (ACS), about one out of every four Chicago residents lives below the poverty level. The rate of individuals below the poverty level for all people decreased from 23.7% in 2011 to 22.0% in 2014. While reports on poverty levels in Chicago show little fluctuation over time, the most current levels are relatively high when compared to the state (14.4%) and the nation (15.5%).¹⁰

⁷ <http://data.bls.gov/cgi-bin/surveymost>

⁸ Bureau of Labor Statistics

⁹ Chicago's largest companies ranked by 2014 revenue. www.chicagobusiness.com. Accessed on April 20, 2016.

¹⁰ The 2007-09 Recession: Overview. Retrieved May 12, 2011 from the US Department of Labor, Bureau of Labor Statistics <http://www.bls.gov/opub/mlr/2011/04/>

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While the weak economic health of the area has been strongly tied to the recent recession, low levels of education also seem to play an important role in poverty in Illinois. Approximately 43% of the adult residents with a Bachelor's degree or higher have a total personal income of \$50,000 or higher compared to 4% of the population without a high school diploma. These differences are more significant when compared across various race and ethnic groups. Hispanics, regardless of educational attainment, have less income when compared to Whites, Blacks, and Asians. However, the level of income of the Hispanic population increases significantly with a Bachelor's degree—approximately 36% of Hispanics with a Bachelor's degree or higher have income levels of \$50,000 or higher as opposed to 9% of the population without this degree.¹¹

Conclusion

The changing demographics and the aftermath effects of the recent recession have resulted in numerous challenges and opportunities for City Colleges. Despite previous decades of growth between 1990 and 2000, the total Chicago population declined between 2000 and 2010. However, the recent 2014 American Community Survey shows a small (1%) increase in population since 2011. Since 2011, there has been a decrease in the Black population. Conversely, the Asian population is the minority group that continues to grow not only in Chicago, but also at the state and national levels.

In recent years, the City of Chicago reported a slight increase in the number of adults attaining a high school diploma, however the differences between racial groups in educational attainment remains alarming in light of the expected growth of the Hispanic population. The low number of Hispanic high school graduates represents a challenge to the local economy and the competitiveness of the United States in a globalized market. City Colleges can play an important role in addressing this challenge through its adult education programs.

The city, as well as the rest of the nation, must face the challenges resulting from the financial crisis from the recent recession which include high unemployment levels, poverty, foreclosures, and business shut downs. Although the most recent data suggest that Chicago, like much of the U.S, is on its way to economic recovery, vulnerable populations with the lowest educational attainment levels will struggle the most to secure and retain employment.

In the years following the recession, we saw increasing enrollment trends in College Credit programs at City Colleges. Nonetheless, the larger number of incoming students without the required academic preparation has led to an increased demand for remedial courses and student support services, at a time of increased governmental budget cuts. However, College Credit enrollment in FY2018 has continued to drop since the start of the recession. Paradoxically, for a population group in need of education and skills leading to employment, the enrollment of students in adult education programs post-recession has been decreasing.

The growth in the number of individuals below poverty level in Chicago represents both a challenge and an opportunity for City Colleges. The affordability of City Colleges attracts prospective students in financial hardship, many of whom may need special academic and student support services. On the other hand, by serving these populations City Colleges will help create opportunities for personal development and will contribute to the economic growth of the city and the region by linking education to employment.

¹¹ U.S. Census Bureau, Current Population Survey, Annual Social Economic Supplement (Table PINC-03)
http://www.census.gov/hhes/www/cpstables/032012/perinc/pinc03_000.htm

CITY COLLEGES OF CHICAGO
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Property Taxes Levy Trend

FUND	2017*		2016*		2015		2014		2013	
	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE
Educational	96,286,505	0.129680	91,697,089	0.141334	88,619,089	0.142161	96,569,089	0.154914	92,769,089	0.148819
Liability	6,985,016	0.009850	6,985,016	0.010766	985,016	0.001580	2,985,016	0.004789	5,585,016	0.008959
Financial Auditing	645,074	0.000960	684,492	0.001055	384,492	0.000617	384,492	0.000617	584,492	0.000938
Operations and Maintenance	21,614,785	0.036120	25,614,785	0.039480	34,914,785	0.056010	24,914,785	0.039968	24,914,785	0.039968
Subtotal	125,531,380	0.177	124,981,382	0.193	124,903,382	0.200	124,853,382	0.200	123,853,382	0.199
Levied by the City of Chicago on CCC's behalf										
1999 Capital Improvement Bond (Debt Service)	32,670,000		32,670,000		32,670,000		32,670,000		32,670,000	
2007 Capital Improvement Bond (Debt Service)	2,499,500		2,499,500		2,498,250		2,498,050		2,496,650	
Subtotal	35,169,500		35,169,500		35,168,250		35,168,050		35,166,650	
TOTAL	160,700,880	0.177	160,150,882	0.193	160,071,632	0.200	160,021,432	0.200	159,020,032	0.199
Community College #508 (City Colleges)										
Tax Extension Grand Total *	N/A		N/A		124,903,394		125,219,699		124,051,960	
Chicago's Equalized Assessed Value (EAV)	N/A		N/A		70,924,421,349		64,879,908,794		62,337,066,955	

* Extended amounts and rates are not yet available
Note: Rates are shown as per \$100 of assessed valuation.

CITY COLLEGES OF CHICAGO

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Full-time Equivalent by Position (FTE) (FY2016-FY2018)

Unrestricted Funds

Functional Job Type	Full-time FTE			Part-time FTE			Total FTE		
	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018	FY2016	FY2017	FY2018
Faculty	627	619	575	1,156	859	643	1,783	1,478	1,218
Professional\Technical Staff	592	558	394	68	66	46	660	624	440
Administrators	424	415	310	2	1	0	425	416	310
Clerical	354	316	213	10	19	11	364	335	224
Front-line Direct Support (Custodial\Maintenance\Security)	269	264	241	373	291	179	642	555	420
Academic Support\Direct Student-Facing Personnel	161	168	308	322	341	358	483	509	666
Student Workers	1			20	27	16	21	27	16
Totals	2,427	2,340	2,041	1,951	1,604	1,253	4,378	3,944	3,294

Data Notes

A review of all position titles, job families, groups, and functionality was performed in FY2017. Data has been realigned from previous years to reflect the resulting changes.

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CITY COLLEGES OF CHICAGO

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Headcount Enrollment Trends by Career (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 [^]	1-Year Change	5-Year Change
Career Credit and Skills	64,186	64,171	61,356	57,400	51,778	-9.8%	-19.3%
Adult Education	36,642	33,973	30,601	28,947	26,983	-6.8%	-26.4%
Continuing Education	18,508	15,837	13,464	10,070	7,564	-24.9%	-59.1%
Total (CCC Unduplicated)	114,255	109,358	100,444	91,626	83,172	-9.2%	-27.2%
Total (ICCB Unduplicated)	103,014	100,321	92,931	85,325	77,794	-8.8%	-24.5%

[^]Preliminary as of May 15th, 2017

FTE Enrollment Trends by Career (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 [^]	1-Year Change	5-Year Change
Career Credit and Skills	31,540	31,232	29,263	26,419	24,186	-8.5%	-23.3%
Adult Education	14,476	13,461	11,874	11,540	11,089	-3.9%	-23.4%
Continuing Education	569	567	391	4	7	75.0%	-98.8%
Total (Unduplicated)	46,589	45,261	41,529	37,965	35,282	-7.1%	-24.3%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

[^]Preliminary as of May 15th, 2017

Headcount Enrollment Trends by Career – Richard J. Daley College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 [^]	1-Year Change	5-Year Change
Career Credit and Skills	7,475	7,381	7,280	7,134	6,189	-13.2%	-17.2%
Adult Education	7,974	8,103	7,813	7,360	6,607	-10.2%	-17.1%
Continuing Education	4,081	3,713	3,147	2,395	2,057	-14.1%	-49.6%
Total (Unduplicated)	18,374	18,237	17,125	15,953	14,194	-11.0%	-22.7%
Total (ICCB Unduplicated)	15,623	15,708	15,097	14,267	12,644	-11.4%	-19.1%

[^]Preliminary as of May 15th, 2017

CITY COLLEGES OF CHICAGO

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FTE Enrollment Trends by Career – Richard J. Daley College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	3,594	3,539	3,306	3,200	2,893	-9.6%	-19.5%
Adult Education	3,661	3,593	3,373	3,021	2,912	-3.6%	-20.5%
Continuing Education	136	119	63	N/A	N/A	N/A	N/A
Total (Unduplicated)	7,391	7,252	6,744	6,221	5,805	-6.7%	-21.5%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

^Preliminary as of May 15th, 2017

Headcount Enrollment Trends by Career – Kennedy-King College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	6,813	6,761	5,716	4,750	4,166	-12.3%	-38.9%
Adult Education	3,936	3,326	2,812	2,218	1,706	-23.1%	-56.7%
Continuing Education	1,432	1,204	1,261	1,351	892	-34.0%	-37.7%
Total (Unduplicated)	11,877	11,065	9,532	7,738	6,427	-16.9%	-45.9%
Total (ICCB Unduplicated)	10,753	10,054	8,539	6,931	5,807	-16.2%	-46.0%

^Preliminary as of May 15th, 2017

FTE Enrollment Trends by Career – Kennedy-King College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	3,828	3,688	3,125	2,414	2,066	-14.4%	-46.0%
Adult Education	1,179	970	774	613	480	-21.7%	-59.3%
Continuing Education	21	20	21	0	N/A	N/A	N/A
Total (Unduplicated)	5,030	4,679	3,922	3,027	2,545	-15.9%	-49.4%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

^Preliminary as of May 15th, 2017

CITY COLLEGES OF CHICAGO

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Headcount Enrollment Trends by Career – Malcolm X College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	7,383	7,583	7,253	6,948	7,697	10.8%	4.3%
Adult Education	4,342	3,407	2,587	2,663	2,267	-14.9%	-47.8%
Continuing Education	1,841	1,327	1,631	2,063	1,569	-23.9%	-14.8%
Total (Unduplicated)	13,148	12,016	10,956	10,970	10,894	-0.7%	-17.1%
Total (ICCB Unduplicated)	11,768	11,008	9,879	9,553	9,881	3.4%	-16.0%

^Preliminary as of May 15th, 2017

FTE Enrollment Trends by Career – Malcolm X College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	3,682	3,700	3,556	3,296	3,691	12.0%	0.2%
Adult Education	1,751	1,416	1,083	1,099	985	-10.4%	-43.7%
Continuing Education	44	47	35	N/A	N/A	N/A	N/A
Total (Unduplicated)	5,478	5,164	4,677	4,395	4,676	6.4%	-14.6%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

^Preliminary as of May 15th, 2017

Headcount Enrollment Trends by Career – Olive-Harvey College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	6,328	6,744	5,584	5,128	3,593	-29.9%	-43.2%
Adult Education	2,969	3,028	2,616	2,419	1,959	-19.0%	-34.0%
Continuing Education	2,791	3,613	2,595	1,093	545	-50.1%	-80.5%
Total (Unduplicated)	11,005	12,040	9,521	7,783	5,810	-25.4%	-47.2%

CITY COLLEGES OF CHICAGO

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FTE Enrollment Trends by Career – Olive-Harvey College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	2,811	2,765	2,130	1,610	1,240	-23.0%	-55.9%
Adult Education	1,145	1,220	931	858	695	-19.0%	-39.3%
Continuing Education	109	131	77	N/A	N/A	N/A	N/A
Total (Unduplicated)	4,066	4,117	3,137	2,468	1,934	-21.6%	-52.4%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

Headcount Enrollment Trends by Career – Harry S Truman College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	9,318	8,837	8,227	7,269	6,170	-15.1%	-33.8%
Adult Education	10,892	10,285	8,967	9,044	9,006	-0.4%	-17.3%
Continuing Education	1,994	1,423	993	678	309	-54.4%	-84.5%
Total (Unduplicated)	21,069	19,553	17,446	16,369	15,055	-8.0%	-28.5%
Total (ICCB Unduplicated)	20,300	19,123	17,141	15,957	14,805	-7.2%	-27.1%

^Preliminary as of May 15th, 2017

FTE Enrollment Trends by Career – Harry S Truman College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	4,432	4,116	3,848	3,327	2,773	-16.7%	-37.4%
Adult Education	4,471	4,238	3,845	3,796	3,740	-1.5%	-16.3%
Continuing Education	101	99	73	0	N/A	#VALUE!	#VALUE!
Total (Unduplicated)	9,004	8,470	7,780	7,123	6,512	-8.6%	-27.7%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

^Preliminary as of May 15th, 2017

CITY COLLEGES OF CHICAGO

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Headcount Enrollment Trends by Career - Harold Washington College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	13,969	13,690	14,075	13,946	12,668	-9.2%	-9.3%
Adult Education	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Continuing Education	1,771	481	543	313	214	-31.6%	-87.9%
Total (Unduplicated)	15,469	14,048	14,566	14,169	12,817	-9.5%	-17.1%
Total (ICCB Unduplicated)	14,418	13,699	14,340	13,955	12,668	-9.2%	-12.1%

^Preliminary as of May 15th, 2017

FTE Enrollment Trends by Career - Harold Washington College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	6,929	7,092	7,110	6,923	6,318	-8.7%	-8.8%
Adult Education	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Continuing Education	33	5	16	0	N/A	N/A	N/A
Total (Unduplicated)	6,973	7,115	7,194	6,924	6,318	-8.8%	-9.4%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

Headcount Enrollment Trends by Career – Wilbur Wright College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	12,900	13,173	13,127	12,212	11,293	-7.5%	-12.5%
Adult Education	6,495	5,771	5,679	5,240	5,438	3.8%	-16.3%
Continuing Education	4,598	4,076	3,293	2,177	1,976	-9.2%	-57.0%
Total (Unduplicated)	23,313	22,399	21,543	19,221	18,326	-4.7%	-21.4%
Total (ICCB Unduplicated)	19,631	19,197	18,950	17,361	16,599	-4.4%	-15.4%

^Preliminary as of May 15th, 2017

CITY COLLEGES OF CHICAGO

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FTE Enrollment Trends by Career – Wilbur Wright College (FY2013-FY2017)

Career	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017^	1-Year Change	5-Year Change
Career Credit and Skills	6,262	6,310	6,152	5,648	5,205	-7.8%	-16.9%
Adult Education	2,258	2,009	1,816	2,153	2,277	5.8%	0.8%
Continuing Education	125	146	106	4	7	75.0%	-94.4%
Total (Unduplicated)	8,647	8,464	8,074	7,804	7,489	-4.0%	-13.4%

FTE enrollments exclude Special Interest because they do not have a credit hour value.

^Preliminary as of May 15th, 2017

Degrees/Certificates Awarded and GED Completers Five Year Summary: FY2012 – FY2016

	FY2012	FY2013	FY2014	FY2015	FY2016	5-Year Total
Degrees Awarded	3,324	3,778	4,322	4,944	5,010	21,378
Certificates Awarded	6,365	6,239	7,569	6,947	5,638	32,758
GED Completers	801	966	1,350	331	675	4,123

Source: FY 2016 CCC Statistical Digest

CITY COLLEGES OF CHICAGO

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Average Class Size Trend, Fall 2013-2016 Credit, Adult Education, and Continuing Education

College	Semester Credit				Adult Education				Continuing Education			
	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2013	Fall 2014	Fall 2015	Fall 2016
DA	25.8	25.5	22.4	22.8	22.7	21.8	21.8	18.2	20.3	19.6	19.0	10.1
HW*	25.3	24.1	23.9	22.8	N/A	N/A	N/A	N/A	13.3	5.7	26.2	21.6
KK	23.7	20.9	19.1	19.7	17.0	16.1	14.5	16.8	8.4	9.8	12.3	7.8
MX	25.5	25.3	22.8	21.8	16.7	14.4	14.1	14.4	10.5	7.4	11.2	8.8
OH	22.8	19.9	15.4	17.9	20.6	17.1	16.6	17.3	11.8	11.0	5.8	3.5
TR	23.8	22.5	20.5	21.5	24.0	22.6	22.5	19.4	8.2	8.0	7.4	5.1
WR	25.3	24.4	22.0	22.2	21.3	22.3	23.6	19.2	10.9	11.8	8.9	9.2
CCC	24.8	23.5	21.4	21.6	20.8	19.6	19.5	18.1	12.3	11.8	11.0	8.4

* Harold Washington phased out Adult Education in Fall 2007.

Excludes online courses and team teaching

Source: OpenBook (Fall 2014-2016), PeopleSoft data extracts (Fall 2013)

Fall 2013 & Fall 2014 Semester Credit category includes Skills courses

CITY COLLEGES OF CHICAGO

Community College District No. 508

Student Ethnic Distribution for FY2017 Enrollment by Instructional Area

Instructional Area	Asian		American Indian/Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	3,941	6.9%	96	0.2%	82	0.1%	20,220	35.2%	21,683	37.8%	8,544	14.9%	2,817	4.9%	57,383
Adult Education	2,023	6.9%	53	0.2%	22	0.1%	7,210	24.7%	16,802	57.7%	2,941	10.1%	88	0.3%	29,139
Continuing Education	972	7.1%	36	0.3%	19	0.1%	3,356	24.4%	5,475	39.8%	2,842	20.7%	1,049	7.6%	13,749
Unduplicated Total	6,271	6.8%	165	0.2%	113	0.1%	28,673	30.9%	40,765	43.9%	13,185	14.2%	3,654	3.9%	92,826

Source: OpenBook (2016-04-18)

Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Richard J. Daley College

Instructional Area	Asian		American Indian/Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	88	1.2%	7	0.1%	7	0.1%	1,764	24.7%	4,109	57.5%	923	12.9%	246	3.4%	7,144
Adult Education	123	1.7%	10	0.1%	5	0.1%	393	5.3%	6,596	89.4%	243	3.3%	11	0.1%	7,381
Continuing Education	63	2.6%	2	0.1%	0	0.0%	453	19.0%	1,479	62.0%	184	7.7%	203	8.5%	2,384
Unduplicated Total	264	1.7%	18	0.1%	12	0.1%	2,397	15.0%	11,542	72.3%	1,305	8.2%	436	2.7%	15,974

Source: OpenBook (2016-04-18)

Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Kennedy-King College

Instructional Area	Asian		American Indian/Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	49	1.0%	8	0.2%	3	0.1%	3,782	79.1%	533	11.2%	175	3.7%	230	4.8%	4,780
Adult Education	8	0.3%	7	0.3%	1	0.0%	2,177	94.0%	90	3.9%	14	0.6%	20	0.9%	2,317
Continuing Education	11	0.9%	3	0.2%	1	0.1%	828	67.7%	88	7.2%	117	9.6%	175	14.3%	1,223
Unduplicated Total	67	0.9%	17	0.2%	4	0.1%	6,257	81.1%	672	8.7%	299	3.9%	402	5.2%	7,718

Source: OpenBook (2016-04-18)

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Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Malcolm X College

Instructional Area	Asian		American Indian/Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	233	3.3%	10	0.1%	6	0.1%	3,755	53.7%	2,197	31.4%	486	7.0%	300	4.3%	6,987
Adult Education	79	3.0%	13	0.5%	2	0.1%	1,617	61.2%	804	30.4%	110	4.2%	18	0.7%	2,643
Continuing Education	169	8.7%	5	0.3%	5	0.3%	711	36.6%	498	25.7%	336	17.3%	216	11.1%	1,940
Unduplicated Total	453	4.2%	25	0.2%	9	0.1%	5,705	52.9%	3,223	29.9%	863	8.0%	502	4.7%	10,780

Source: OpenBook (2016-04-18)

Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Olive-Harvey College

Instructional Area	Asian		American Indian/Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	472	9.2%	12	0.2%	3	0.1%	3,219	63.0%	628	12.3%	479	9.4%	299	5.8%	5,112
Adult Education	16	0.7%	1	0.0%	0	0.0%	1,467	60.7%	890	36.8%	40	1.7%	4	0.2%	2,418
Continuing Education	274	26.4%	4	0.4%	0	0.0%	505	48.6%	54	5.2%	126	12.1%	76	7.3%	1,039
Unduplicated Total	551	7.1%	13	0.2%	3	0.0%	4,800	62.0%	1,517	19.6%	543	7.0%	316	4.1%	7,743

Source: OpenBook (2016-04-18)

Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Harry S Truman College

Instructional Area	Asian		American Indian/Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	908	12.5%	19	0.3%	19	0.3%	2,104	29.0%	2,158	29.8%	1,592	22.0%	443	6.1%	7,243
Adult Education	1,610	17.6%	14	0.2%	10	0.1%	1,369	15.0%	4,724	51.7%	1,390	15.2%	18	0.2%	9,135
Continuing Education	75	11.4%	1	0.2%	2	0.3%	139	21.1%	199	30.2%	193	29.3%	50	7.6%	659
Unduplicated Total	2,457	15.0%	33	0.2%	29	0.2%	3,494	21.3%	6,854	41.8%	3,033	18.5%	494	3.0%	16,394

Source: OpenBook (2016-04-18)

CITY COLLEGES OF CHICAGO

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Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Harold Washington College

Instructional Area	Asian		American Indian/ Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	1,268	9.1%	23	0.2%	13	0.1%	4,432	31.9%	5,401	38.8%	1,986	14.3%	783	5.6%	13,906
Adult Education*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Continuing Education	13	3.6%	1	0.3%	0	0.0%	105	29.3%	121	33.8%	92	25.7%	26	7.3%	358
Unduplicated Total	1,279	9.0%	24	0.2%	13	0.1%	4,491	31.8%	5,464	38.6%	2,064	14.6%	804	5.7%	14,139

Source: OpenBook (2016-04-18)

*HW does not offer Adult Education programs.

Student Ethnic Distribution for FY2017 Enrollment by Instructional Area – Wilbur Wright College

Instructional Area	Asian		American Indian/ Alaskan Native		Hawaii/Pacific Islander		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	
Credit & Skills	923	7.6%	17	0.1%	31	0.3%	1,161	9.5%	6,657	54.5%	2,903	23.8%	516	4.2%	12,208
Adult Education	187	3.6%	8	0.2%	4	0.1%	188	3.6%	3,696	70.5%	1,144	21.8%	17	0.3%	5,244
Continuing Education	367	6.0%	20	0.3%	11	0.2%	614	10.0%	3,036	49.4%	1,794	29.2%	303	4.9%	6,145
Unduplicated Total	1,285	6.2%	37	0.2%	43	0.2%	1,685	8.2%	11,676	56.7%	5,161	25.0%	721	3.5%	20,608

Source: OpenBook (2016-04-18)

CITY COLLEGES OF CHICAGO

Community College District No. 508



City Colleges of Chicago
 Community College District No. 508
 226 W. Jackson Blvd., Chicago, IL 60606
 (312) 553-2500

Daley College
 Harold Washington College
 Kennedy-King College
 Malcolm X College
 Olive-Harvey College
 Truman College
 Wright College

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	63,055	62,391	62,100	60,216	57,372
Adult Education	34,836	36,642	33,973	30,601	28,947
Skills ^o	1,805	1,890	2,186	1,410	32
Continuing Education	22,916	18,508	15,837	13,464	10,070
Total (Unduplicated)	116,765	114,255	109,358	100,444	91,626

^oMost Skills programs have been discontinued or reclassified as Credit Career program

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	31,302	31,044	30,690	28,910	26,410
Adult Education	13,689	14,476	13,461	11,874	11,540
Skills ^o	492	499	542	354	9
Continuing Education*	659	569	567	391	4
Total	46,143	46,589	45,261	41,529	37,965

^oMost Skills programs have been discontinued or reclassified as Credit Career program

*FTE enrollments exclude Special Interest courses because they do not have a credit hour value.

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	Asian	Black	Hispanic	White	Total
Credit Career	7%	35%	38%	15%	57,372
Adult Education	7%	24%	58%	10%	28,947
Skills ^o	6%	22%	50%	16%	32
Continuing Education	8%	29%	32%	21%	10,070
Total (Unduplicated)	7%	31%	44%	14%	91,626

Native American Students - Credit: 0.2%; Adult Ed.: 0.2%; Skills: 0.9%; Continuing Ed.: 0.3%; Total Undup. 0.2%

Headcount Enrollment by Career and Gender, FY 2016

	Male	Female	Total
Credit Career	23,890	33,482	57,372
Adult Education	11,875	17,072	28,947
Skills ^o	27	5	32
Continuing Education	4,443	5,627	10,070
Total (Unduplicated)	38,180	53,446	91,626

Enrollment by Focus Area & C2C, FY 2016

	Total	Percent
Adult Education	27,671	30%
Advanced Manufacturing*	314	0%
Business & Professional Svcs*	4,628	5%
Construction Technology*	1,726	2%
Course Enrollee	23,685	26%
Culinary Arts & Hospitality*	765	1%
Education*	2,765	3%
Healthcare*	9,789	11%
Human Sciences (Liberal Arts)*	19,999	22%
Information Technology*	1,856	2%
Natural Sciences*	6,073	7%
Trans Distribution & Logistics*	2,268	5%
Total (Unduplicated)	91,626	
C2C Enrollment*	50,183	

Degrees, Certificates and GED Completers, FY 2012-2016

	2012	2013	2014	2015	2016
Associate Degrees	3,324	3,778	4,322	4,944	5,010
Arts-AA	1,360	1,410	1,520	2,103	2,072
Science-AS	175	213	252	575	889
Applied Science-AAS	1,263	1,228	1,095	1,071	980
General Studies-AGS	517	897	1,417	1,172	1,046
Engineering Science-AES	8	25	27	19	18
Fine Arts-AFA	1	5	11	4	5

	2012	2013	2014	2015	2016
Certificates	6,365	6,239	7,569	6,947	5,638
Advanced-AC	744	848	966	993	998
Basic-BC	5,621	5,391	6,603	5,954	4,640
Total Awards (Deg. + Cert.)	9,689	10,017	11,891	11,891	10,648
GED Completers	801	966	1,350	331	675

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	Asian	Black	Hispanic	White	Total
Associate Degrees	7%	35%	38%	15%	5,010
Arts-AA	4%	32%	45%	14%	2,072
Science-AS	8%	32%	40%	15%	889
Applied Science-AAS	7%	40%	30%	19%	980
General Studies-AGS	10%	39%	32%	15%	1,046
Engineering Science-AES	17%	17%	61%	0%	18
Fine Arts-AFA	0%	20%	40%	0%	5

	Asian	Black	Hispanic	White	Total
Certificates	11%	36%	24%	22%	5,638
Advanced-AC	4%	39%	29%	22%	998
Basic-BC	13%	35%	23%	21%	4,640
Total Awards (Deg. + Cert.)	9%	36%	31%	19%	10,648

*Awards to Native American Students: Associate Degrees: AA-2, AS-2, AAS-2, AGS-4, Total Degrees-10. Certificates: AC-2, BC-13. Total Certificates- 15.

CCC ENROLLMENT DEFINITIONS

Fiscal Year 2016: includes the Summer 2016, Fall 2016, and Spring 2016 semesters.

Unduplicated Enrollment: students are counted only once despite enrollment in multiple instructional areas or colleges.

FTE (Full-time Equivalent Enrollment): is the calculation of the total number of student credit hours divided by 30, as defined by the Illinois Community College Board.

CCC CAREER DEFINITIONS

Credit Career: includes courses leading to an associate degree, general education courses that transfer to a four-year institution, courses preparing students for college-level instruction (developmental courses), and occupational courses leading to workforce development degrees or certificates. Credit enrollees include both degree-seeking and non-degree seeking students.

Continuing Education Career: includes courses offered for short-term workforce training and non-credit courses for personal growth that do not count toward an associate degree or transfer to a four-year college or university.

Adult Education Career: includes courses in Adult Basic Education (ABE), English-as-a-Second Language (ESL), and preparation for the GED examination.

Skills Career: includes courses that provide hands-on training in technical programs leading to employment. Most Skills programs are being discontinued or reclassified as Credit programs.

CITY COLLEGES OF CHICAGO

Community College District No. 508



City Colleges of Chicago Fiscal Year 2016: Statistical Digest District Summary

Daley College
Harold Washington College
Kennedy-King College
Malcolm X College
Olive-Harvey College
Truman College
Wright College

Headcount Enrollment by Career and College, Fiscal Year 2016

	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive-Harvey	Truman	Wright	Total
Credit Career	7,134	13,946	4,750	6,948	5,128	7,269	12,189	57,372
Adult Education	7,360	--	2,218	2,663	2,419	9,044	5,240	28,947
Skills	--	--	--	--	--	--	24	32
Continuing Education	2,395	313	1,351	2,063	1,093	678	2,177	10,070
Total*	15,953	14,169	7,738	10,970	7,783	16,369	19,221	91,626

*The sum of the College totals does not equal the District total as students may enroll in more than one college during the Fiscal Year

Full-Time Equivalent (FTE) Enrollment by College, Fiscal Year 2016*

	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive-Harvey	Truman	Wright	Total
Credit Career	3,200	6,923	2,414	3,296	1,610	3,327	5,639	26,410
Adult Education	3,021	--	613	1,099	858	3,796	2,153	11,540
Skills	--	--	--	--	--	--	9	9
Continuing Education*	0	0	0	0	0	0	4	4
Total	6,221	6,924	3,027	4,395	2,468	7,123	7,804	37,965

*FTE Enrollments exclude Special Interest courses because they do not have a credit hour value.

Degrees, Certificates and GED Completers by College, Fiscal Year 2016

	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive-Harvey	Truman	Wright	Total
<u>Associate Degrees</u>								
Arts-AA	259	631	193	102	199	223	465	2,072
Science-AS	58	186	49	123	75	164	234	889
Applied Science-AAS	92	78	221	124	57	221	187	980
General Studies-AGS	94	231	69	159	100	152	241	1,046
Engineering Science - AES	4	2	N/A	N/A	N/A	2	10	18
Fine Arts-AFA	N/A	5	N/A	N/A	N/A	0	0	5
Total Degrees	507	1,133	532	508	431	762	1,137	5,010
<u>Certificates</u>								
Advanced-AC	256	94	223	77	51	125	172	998
Basic-BC	797	204	437	600	1,831	420	351	4,640
Total Certificates	1,053	298	660	677	1,882	545	523	5,638
Total Awards (Deg. + Cert.)	1,560	1,431	1,192	1,185	2,313	1,307	1,660	10,648
GED Completers	197	12	50	92	69	102	153	675

Enrollment by Focus Area & C2C, Fiscal Year 2016

	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive-Harvey	Truman	Wright	Total
Adult Education	7,230	0	2,053	2,278	2,199	8,784	5,124	27,671
Advanced Manufacturing*	179	25	11	5	5	19	70	314
Business & Professional S	454	1,782	367	300	227	467	1,031	4,628
Construction Technology*	830	113	565	34	18	39	127	1,726
Course Enrollee	4,318	3,432	2,190	3,639	2,303	2,997	4,850	23,685
Culinary Arts & Hospitality*	20	65	546	35	13	32	54	765
Education*	403	782	234	258	256	383	449	2,765
Healthcare*	855	831	534	3,274	310	1,279	2,706	9,789
Human Sciences (Liberal /	2,344	6,173	1,688	1,565	1,215	2,637	4,378	19,999
Information Technology*	238	507	89	88	85	281	568	1,856
Natural Sciences*	593	1,574	296	781	406	937	1,485	6,073
Trans Distribution & Logist	13	19	118	5	1,923	171	19	2,268
Total Enrollment	15,953	14,169	7,738	10,970	7,783	16,396	19,221	91,626
C2C Enrollment*	5,929	11,871	4,448	6,345	4,458	6,245	10,887	50,183

CITY COLLEGES OF CHICAGO

Community College District No. 508



Richard J. Daley College
One of the City Colleges of Chicago

7500 S. Pulaski Road
Chicago, Illinois 60652
(773) 838-7500

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	7,269	7,475	7,381	7,280	7,134
Adult Education	6,750	7,974	8,103	7,813	7,360
Skills ^o	--	--	--	--	--
Continuing Education	4,218	4,081	3,713	3,147	2,395
Total (Unduplicated)	17,486	18,374	18,237	17,125	15,953

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	Asian	Black	Hispanic	White	Total
Credit Career	1%	25%	58%	13%	7,134
Adult Education	2%	5%	90%	3%	7,360
Skills ^o	--	--	--	--	--
Continuing Education	3%	19%	62%	8%	2,395
Total Unduplicated	2%	15%	72%	8%	15,953

Native American Students:

Credit 0.1%; Adult Ed. 0.1%; Cont. Ed. 0.1%; Total Undup. 0.1%

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	3,535	3,594	3,539	3,306	3,200
Adult Education	3,105	3,661	3,593	3,373	3,021
Skills ^o	--	--	--	--	--
Continuing Education*	105	136	119	63	0
Total	6,747	7,391	7,252	6,743	6,221

^oSkills programs have been discontinued or reclassified as Credit Career programs.

*FTE enrollments exclude Special Interest because they do not have a credit hour value.

Degrees, Certificates and GED Completers, FY 2012-2016

	2012	2013	2014	2015	2016
Associate Degrees					
Arts-AA	137	163	184	317	259
Science-AS	3	9	11	35	58
Applied Science-AAS	296	270	215	168	92
General Studies-AGS	26	29	43	94	94
Engineering Science - AES	2	14	4	8	4
Total Degrees	464	485	457	622	507

Headcount Enrollment by Career and Gender, FY 2016

	Male	Female	Total
Credit Career	3,294	46%	3,840
Adult Education	2,885	39%	4,475
Skills ^o	--	--	--
Continuing Education	1,111	46%	1,284
Total (Unduplicated)	6,856	43%	9,097

^oSkills programs have been discontinued or reclassified as Credit programs.

	2012	2013	2014	2015	2016
Certificates					
Advanced-AC	68	108	258	189	256
Basic-BC	328	410	951	748	797
Total Certificates	396	518	1,209	937	1,053
Total Awards (Deg. + Ce)	860	1,003	1,666	1,559	1,560
GED Completers	167	217	366	79	197

Enrollment by Focus Area & C2C, FY 2016

	Total	Percent
Adult Education	7,230	45%
Advanced Manufacturing*	179	1%
Business & Professional Svcs*	454	3%
Construction Technology*	830	5%
Course Enrollee	4,318	27%
Culinary Arts & Hospitality*	20	0%
Education*	403	3%
Healthcare*	855	5%
Human Sciences (Liberal Arts)*	2,344	15%
Information Technology*	238	1%
Natural Sciences*	593	4%
Trans Distribution & Logistics*	13	0%
Total (Unduplicated)	15,953	
C2C Enrollment*	5,929	

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	Asian	Black	Hispanic	White	Total
Associate Degrees					
Arts-AA	1%	20%	70%	5%	259
Science-AS	5%	17%	67%	5%	58
Applied Science-AAS	2%	24%	61%	13%	92
General Studies-AGS	6%	31%	51%	9%	94
Engineering Science - AES	0%	0%	100%	0%	4
Total Degrees	3%	22%	65%	7%	456
Certificates					
Advanced-AC	<1%	16%	30%	49%	256
Basic-BC	1%	25%	39%	32%	797
Total Certificates	1%	23%	36%	36%	1,037
Total Awards (Deg. + Ce)	1%	23%	46%	27%	1,493

*Awards to Native American Students: Associate Degrees: AGS-1, Total-1. Certificates: BC-1 Total-1, Total Awards-2

CITY COLLEGES OF CHICAGO

Community College District No. 508



Kennedy-King College

One of the City Colleges of Chicago

6301 S. Halsted St.
Chicago, Illinois 60621
(773) 602-5000

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	7,090	6,813	6,761	5,716	4,750
Adult Education	3,881	3,936	3,326	2,812	2,218
Skills ^o	--	--	--	--	--
Continuing Education	1,679	1,432	1,204	1,261	1,351
Total Unduplicated	12,407	11,877	11,065	9,532	7,738

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	Asian	Black	Hispanic	White	Total
Credit Career	1%	79%	11%	4%	4,750
Adult Education	0%	94%	4%	1%	2,218
Skills ^o	--	--	--	--	--
Continuing Education	1%	61%	8%	13%	1,351
Total Unduplicated	1%	79%	9%	5%	7,738

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Native American Students:

^oCredit 0.2%; Adult Ed. 0.3%; Cont. Ed 0.2%; Total Undup. 0.2%

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	3,869	3,828	3,688	3,125	2,414
Adult Education	1,152	1,179	970	774	613
Skills ^o	--	--	--	--	--
Continuing Education*	28	21	20	21	0
Total	5,050	5,030	4,679	3,922	3,027

^oSkills programs have been discontinued or reclassified as Credit Career programs.

* FTE enrollments exclude Special Interest because they do not have a credit hour value.

Degrees, Certificates and GED Completers, FY 2012-2016

	2012	2013	2014	2015	2016
<u>Associate Degrees</u>					
Arts-AA	128	142	147	186	193
Science-AS	9	8	7	35	49
Applied Science-AAS	203	153	207	214	221
General Studies-AGS	82	107	106	130	69
Total Degrees	422	410	467	565	532

	2012	2013	2014	2015	2016
<u>Certificates</u>					
Advanced-AC	161	204	193	213	223
Basic-BC	475	550	598	550	437
Total Certificates	636	754	791	763	660
Total Awards (Deg. + Ce)	1058	1,164	1,164	1,328	1,192
GED Completers	93	110	159	22	50

Headcount Enrollment by Career and Gender, FY 2016

	Male	Female	Total
Credit Career	1,831	39%	2,919
Adult Education	871	39%	1,347
Skills ^o	--	--	--
Continuing Education	513	38%	838
Total Unduplicated	2,990	39%	4,748

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Enrollment by Focus Area & C2C, FY 2016

	Total	Percent
Adult Education	2,053	27%
Advanced Manufacturing*	11	0%
Business & Professional Svcs*	367	5%
Construction Technology*	565	7%
Course Enrollee	2,190	28%
Culinary Arts & Hospitality*	546	7%
Education*	234	3%
Healthcare*	534	7%
Human Sciences (Liberal Arts)*	1,688	22%
Information Technology*	89	1%
Natural Sciences*	296	4%
Trans Distribution & Logistics*	118	2%
Total (Unduplicated)	7,738	
C2C Enrollment*	4,448	

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	Asian	Black	Hispanic	White	Total
<u>Associate Degrees</u>					
Arts-AA	1%	90%	5%	1%	193
Science-AS	2%	86%	10%	2%	49
Applied Science-AAS	1%	75%	16%	4%	221
General Studies-AGS	0%	94%	3%	0%	69
Total Degrees	1%	84%	10%	2%	532
<u>Certificates</u>					
Advanced-AC	2%	64%	19%	7%	223
Basic-BC	3%	54%	18%	14%	437
Total Certificates	3%	57%	18%	12%	660
Total Awards (Deg. + Ce)	2%	69%	15%	7%	1,192

*Awards to Native American Students: Associate Degrees: AA-1, AAS-1, Total - 2. Certificates: AC-1, BC-1, Total-2. Total Awards-4

CITY COLLEGES OF CHICAGO

Community College District No. 508



Malcolm X College
One of the City Colleges of Chicago

1900 W. Jackson Blvd.
Chicago, Illinois 60612
(312) 850-7000

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Credit Career	7,279	7,383	7,583	7,253	6,948
Adult Education	4,934	4,342	3,407	2,587	2,663
Skills ^o	--	--	--	--	--
Continuing Education	2,106	1,841	1,327	1,631	2,063
Total Unduplicated	14,067	13,148	12,016	10,956	10,970

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit Career	3%	54%	32%	7%	6,948
Adult Education	3%	61%	31%	4%	2,663
Skills ^o	--	--	--	--	--
Continuing Education	10%	35%	23%	18%	2,063
Total Unduplicated	5%	52%	30%	9%	10,970

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016^o

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Credit Career	3,744	3,682	3,700	3,556	3,296
Adult Education	2,034	1,751	1,416	1,083	1,099
Skills ^o	--	--	--	--	--
Continuing Education*	31	44	47	35	0
Total	5,810	5,478	5,164	4,677	4,395

^oSkills programs have been discontinued or reclassified as Credit Career programs.

*FTE enrollments exclude Special Interest because they do not have a credit hour value.

Native American Students:

Credit 0.1%; Adult Ed. 0.5%; Cont. Ed. 0.2%; Total Undup. 0.2%

Degrees, Certificates and GED Completers, FY 2012-2016

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Associate Degrees</u>					
Arts-AA	124	116	125	112	102
Science-AS	15	16	19	78	123
Applied Science-AAS	221	199	161	159	124
General Studies-AGS	60	71	157	181	159
Total Degrees	420	402	462	530	508

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Certificates</u>					
Advanced-AC	84	71	72	60	77
Basic-BC	331	368	425	406	600
Total Certificates	415	439	497	466	677
Total Awards (Deg. + Ce)					
	835	841	959	996	1,185
<u>GED Completers</u>					
	106	147	165	49	92

Headcount Enrollment by Career and Gender, FY 2016

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit Career	1,970	28%	4,978
Adult Education	1,158	43%	1,505
Skills ^o	--	--	--
Continuing Education	875	42%	1,188
Total Unduplicated	3,829	35%	7,141

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Enrollment by Focus Area & C2C, FY 2016

	<u>Total</u>	<u>Percent</u>
Adult Education	2,278	21%
Advanced Manufacturing*	5	0%
Business & Professional Svcs*	300	3%
Construction Technology*	34	0%
Course Enrollee	3,639	33%
Culinary Arts & Hospitality*	35	0%
Education*	258	2%
Healthcare*	3,274	30%
Human Sciences (Liberal Arts)*	1,565	14%
Information Technology*	88	1%
Natural Sciences*	781	7%
Trans Distribution & Logistics*	5	0%
Total (Unduplicated)	10,970	
C2C Enrollment*	6,345	

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
<u>Associate Degrees</u>					
Arts-AA	2%	64%	27%	2%	102
Science-AS	2%	55%	33%	7%	123
Applied Science-AAS	9%	55%	19%	13%	124
General Studies-AGS	3%	63%	25%	8%	159
Total Degrees	4%	59%	26%	8%	508
<u>Certificates</u>					
Advanced-AC	3%	44%	25%	22%	77
Basic-BC	4%	36%	42%	13%	600
Total Certificates	4%	37%	40%	14%	677
Total Awards (Deg. + Ce)					
	4%	47%	34%	11%	1,185

*Awards to Native American Students: Associate Degrees: AGS-1 Total Degrees-1
Certificates: Total Certificates-0 Total Awards-1

CITY COLLEGES OF CHICAGO

Community College District No. 508



Olive-Harvey College
One of the City Colleges of Chicago

10001 S. Woodlawn Ave.
Chicago, Illinois 60628
(773) 291-6100

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Credit Career	4,895	4,772	4,876	4,663	5,128
Adult Education	2,913	2,969	3,028	2,616	2,419
Skills ^o	52	1,576	1,900	1,110	0
Continuing Education	2,667	2,791	3,613	2,595	1,093
Total Unduplicated	8,584	11,005	12,040	9,521	7,783

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit Career	9%	63%	12%	9%	5,128
Adult Education	1%	60%	37%	2%	2,419
Skills ^o	0%	0%	0%	0%	0
Continuing Education	27%	47%	5%	12%	1,093
Total Unduplicated	8%	62%	20%	7%	7,783

^oTransportation programs in Skills were transferred from HW to OH in Spring 2012.

^oTransportation programs in Skills were transferred from HW to OH in Spring 2012.

Native American Students:

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Credit Career	2,516	2,433	2,330	1,873	1,610
Adult Education	1,035	1,145	1,220	931	858
Skills ^o	14	379	435	257	0
Continuing Education*	65	109	131	77	0
Total	3,630	4,066	4,117	3,137	2,468

^oTransportation programs in Skills were transferred from HW to OH in Spring 2012.

*FTE enrollments exclude Special Interest because they do not have a credit hour value.

Degrees, Certificates and GED Completers, FY 2012-2016

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Associate Degrees</u>					
Arts-AA	136	153	114	213	199
Science-AS	23	22	12	40	75
Applied Science-AAS	77	62	70	57	57
General Studies-AGS	73	94	70	96	100
Total Degrees	309	331	266	406	431

Headcount Enrollment by Career and Gender, FY 2016

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit Career	2,594	51%	2,534
Adult Education	914	38%	1,505
Skills ^o	0	0%	0
Continuing Education	749	69%	344
Total Unduplicated	3,679	47%	4,104

^oTransportation programs in Skills were transferred from HW to OH in Spring 2012.

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
<u>Certificates</u>					
Advanced-AC	29	45	48	51	51
Basic-BC	280	2,202	3,198	2,536	1,831
Total Certificates	309	2,247	3,246	2,587	1,882
Total Awards (Deg. + Ce)					
	618	2,578	3,512	2,993	2,313
<u>GED Completers</u>					
	111	117	166	37	69

Enrollment by Focus Area & C2C, FY 2016

	<u>Total</u>	<u>Percent</u>
Adult Education	2,199	28%
Advanced Manufacturing*	5	0%
Business & Professional Svcs*	227	3%
Construction Technology*	18	0%
Course Enrollee	2,303	30%
Culinary Arts & Hospitality*	13	0%
Education*	256	3%
Healthcare*	310	4%
Human Sciences (Liberal Arts)*	1,215	16%
Information Technology*	85	1%
Natural Sciences*	406	5%
Trans Distribution & Logistics*	1,923	25%
Total (Unduplicated)	7,783	
C2C Enrollment*	4,458	

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
<u>Associate Degrees</u>					
Arts-AA	1%	81%	15%	1%	199
Science-AS	1%	67%	28%	1%	75
Applied Science-AAS	2%	82%	16%	0%	57
General Studies-AGS	1%	83%	14%	0%	100
Total Degrees	1%	79%	17%	1%	431
<u>Certificates</u>					
Advanced-AC	2%	92%	6%	0%	51
Basic-BC	26%	40%	6%	19%	1,831
Total Certificates	25%	42%	6%	19%	1,882
Total Awards (Deg. + Ce)	21%	49%	8%	16%	2,313

*Awards to Native American Students:

Associate Degrees: Total-0; Certificates: BC-11, Total-11; Total Awards-11

CITY COLLEGES OF CHICAGO

Community College District No. 508



Truman College
One of the City Colleges of Chicago

1145 W. Wilson Ave.
Chicago, Illinois 60640
(773) 878-1700

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	9,983	9,289	8,790	8,227	7,269
Adult Education	10,362	10,892	10,285	8,967	9,044
Skills ^o	--	--	--	--	--
Continuing Education	2,186	1,994	1,423	993	678
Total Unduplicated	21,777	21,069	19,553	17,446	16,369

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	Asian	Black	Hispanic	White	Total
Credit Career	13%	29%	30%	22%	7,269
Adult Education	18%	15%	52%	15%	9,044
Skills ^o	--	--	--	--	--
Continuing Education	11%	23%	28%	30%	678
Total Unduplicated	15%	21%	42%	19%	16,369

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Native American Students:

Credit 0.3%; Adult Ed 0.2%; Cont. Ed. 0.2%; Total Undup. 0.2%

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	4,717	4,417	4,116	3,848	3,327
Adult Education	4,336	4,471	4,238	3,845	3,796
Skills ^o	11	--	--	--	--
Continuing Education*	111	101	99	73	0
Total	9,174	9,004	8,470	7,780	7,123

^oSkills programs have been discontinued or reclassified as Credit Career programs.

*FTE enrollments exclude Special Interest because they do not have a credit hour value.

Degrees, Certificates and GED Completers, FY 2012-2016

	2012	2013	2014	2015	2016
Associate Degrees					
Arts-AA	163	146	172	218	223
Science-AS	37	40	49	92	164
Applied Science-AAS	218	243	190	222	221
General Studies-AGS	34	228	377	165	152
Engineering Science-AES	0	1	3	1	2
Associate- AFA	0	0	1	0	0
Total Degrees	452	658	792	698	762
Certificates					
Advanced-AC	114	146	147	187	125
Basic-BC	301	566	514	835	420
Total Certificates	415	712	661	1,022	545
Total Awards (Deg. + Cer)	415	1,370	1,453	1,720	1,307
GED Completers					
	154	168	265	53	102

Headcount Enrollment by Career and Gender, FY 2016

	Male	Female	Total
Credit Career	3,115	43%	4,154
Adult Education	3,954	44%	5,090
Skills ^o	--	--	--
Continuing Education	220	32%	458
Total Unduplicated	7,063	43%	9,306

^oSkills programs have been discontinued or reclassified as Credit Career programs.

Enrollment by Focus Area & C2C, FY 2016

	Total	Percent
Adult Education	8,784	54%
Advanced Manufacturing*	19	0%
Business & Professional Svcs*	467	3%
Construction Technology*	39	0%
Course Enrollee	2,997	18%
Culinary Arts & Hospitality*	32	0%
Education*	383	2%
Healthcare*	1,279	8%
Human Sciences (Liberal Arts)*	2,637	16%
Information Technology*	281	2%
Natural Sciences*	937	6%
Trans Distribution & Logistics*	171	1%
Total (Unduplicated)	16,396	
C2C Enrollment*	6,245	

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	Asian	Black	Hispanic	White	Total
Associate Degrees					
Arts-AA	9%	23%	39%	22%	223
Science-AS	15%	36%	23%	20%	164
Applied Science-AAS	11%	16%	36%	32%	221
General Studies-AGS	13%	30%	24%	26%	152
Engineering Science - AES	0%	100%	0%	0%	2
Fine Arts-AFA	0%	0%	0%	0%	0
Total Degrees	12%	25%	32%	25%	762
Certificates					
Advanced-AC	11%	38%	34%	9%	125
Basic-BC	11%	32%	34%	19%	420
Total Certificates	11%	33%	34%	17%	545
Total Awards (Deg. + Cer)	11%	29%	32%	22%	1,307

*Awards to Native American Students: Associate Degrees: AAS-1, Total Degrees-1, Certificates: AC-1, Total Certificates-1, Total Awards-2

CITY COLLEGES OF CHICAGO

Community College District No. 508



Harold Washington College

One of the City Colleges of Chicago

30 E. Lake St.
Chicago, Illinois 60601
(312) 553-5600

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Credit Career	13,814	13,886	13,690	14,075	13,946
Adult Education ^φ	--	--	--	--	--
Skills ^ο	1,522	89	--	--	--
Continuing Education	5,078	1,771	481	543	313
Total (Unduplicated)	19,368	15,469	14,048	14,566	14,169

^φAdult education at HW was phased out beginning in the summer of 2008.

^οTransportation programs in Skills were transferred from HW to OH in Spring 2012.

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit Career	9%	32%	39%	14%	13,946
Adult Education ^φ	--	--	--	--	--
Skills ^ο	--	--	--	--	--
Continuing Education	3%	29%	31%	28%	313
Total Unduplicated	9%	32%	39%	15%	14,169

^οTransportation programs in Skills were transferred from HW to OH in Spring 2012.

Native American Students: Credit 0.2%; Cont. Ed. 0.3%; Total Undup. 0.2%

Degrees, Certificates and GED Completers, FY 2012-2016

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016*

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Credit Career	6,768	6,910	7,092	7,110	6,923
Adult Education ^φ	--	--	--	--	--
Skills ^ο	370	19	--	--	--
Continuing Education*	159	33	5	16	0
Total	7,342	6,973	7,115	7,194	6,924

^οTransportation programs in Skills were transferred from HW to OH in Spring 2012.

*FTE enrollments exclude Special Interest because they do not have a credit hour

Associate Degrees

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Arts-AA	313	320	371	597	631
Science-AS	26	30	58	128	186
Applied Science-AAS	55	67	77	57	78
General Studies-AGS	125	207	332	271	231
Engineering Science - AES	2	3	1	1	2
Fine Arts-AFA	1	4	8	3	5
Total Degrees	522	631	847	1,057	1,133

Headcount Enrollment by Career and Gender, FY 2016

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit Career	5,824	42%	8,122
Adult Education ^φ	--	--	--
Skills ^ο	--	--	--
Continuing Education	115	37%	198
Total (Unduplicated)	5,904	42%	8,265

Certificates

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Advanced-AC	37	35	34	103	94
Basic-BC	3,395	764	361	329	204
Total Certificates	3,432	799	395	432	298

Total Awards (Deg. + Cer)

	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
Total Awards (Deg. + Cer)	3,954	1,430	1,242	1,489	1,431

Enrollment by Focus Area & C2C, FY 2016

	<u>Total</u>	<u>Percent</u>
Advanced Manufacturing*	25	0%
Business & Professional Svcs*	1,782	13%
Construction Technology*	113	1%
Course Enrollee	3,432	24%
Culinary Arts & Hospitality*	65	0%
Education*	782	6%
Healthcare*	831	6%
Human Sciences (Liberal Arts)*	6,173	44%
Information Technology*	507	4%
Natural Sciences*	1,574	11%
Trans Distribution & Logistics*	19	0%
Total (Unduplicated)	14,169	
C2C Enrollment*	11,871	

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Total Degrees	10%	24%	48%	13%	1,133

Certificates

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Advanced-AC	6%	43%	31%	17%	94
Basic-BC	8%	41%	25%	20%	204
Total Certificates	7%	42%	27%	19%	298
Total Awards (Deg. + Cer)	9%	27%	44%	14%	1,431

*Awards to Native American Students:

Associate Degrees: AS-2, AGE-1 Total Degrees-3. Total Awards-3

CITY COLLEGES OF CHICAGO

Community College District No. 508



Wright College
One of the City Colleges of Chicago

4300 N. Narragansett
Chicago, Illinois 60634
(773) 777-7900

Fiscal Year 2016: Statistical Digest

Headcount Enrollment Trend by Career, FY 2012-2016

	2012	2013	2014	2015	2016
Credit Career	12,725	12,773	13,019	13,002	12,189
Adult Education	5,864	6,495	5,771	5,679	5,240
Skills ^o	180	153	182	139	24
Continuing Education	4,982	4,598	4,076	3,293	2,177
Total Unduplicated	23,076	23,313	22,399	21,543	19,221

Headcount Enrollment by Career and Race/Ethnicity, FY 2016

	Asian	Black	Hispanic	White	Total
Credit Career	8%	10%	55%	24%	12,189
Adult Education	4%	4%	71%	22%	5,240
Skills ^o	8%	13%	50%	21%	24
Continuing Education	6%	6%	38%	43%	2,177
Total Unduplicated	6%	8%	57%	25%	19,221

Full-Time Equivalent (FTE) Enrollment Trend by Career, FY 2012-2016*

	2012	2013	2014	2015	2016
Credit Career	6,153	6,180	6,225	6,091	5,639
Adult Education	1,982	2,258	2,009	1,816	2,153
Skills ^o	94	84	85	61	9
Continuing Education*	160	125	146	106	4
Total	8,390	8,647	8,464	8,074	7,804

*FTE enrollments exclude Special Interest because they do not have a credit hour value.

Headcount Enrollment by Career and Gender, FY 2016

	Male	Female	Total
Credit Career	5,256	43%	6,933
Adult Education	2,092	40%	3,148
Skills ^o	20	83%	4
Continuing Education	860	40%	1,317
Total Unduplicated	8,080	42%	11,141

Enrollment by Focus Area & C2C, FY 2016

	Total	Percent
Adult Education	5,124	27%
Advanced Manufacturing*	70	0%
Business & Professional Svcs*	1,031	5%
Construction Technology*	127	1%
Course Enrollee	4,850	25%
Culinary Arts & Hospitality*	54	0%
Education*	449	2%
Healthcare*	2,706	14%
Human Sciences (Liberal Arts)*	4,378	23%
Information Technology*	568	3%
Natural Sciences*	1,485	8%
Trans Distribution & Logistics*	19	0%
Total (Unduplicated)	19,221	
C2C Enrollment*	10,887	

Native American Students:

Credit 0.2%; Adult Ed. 0.1%; Skills 0.0%; Cont. Ed. 0.3%; Total Undup. 0.2%

Degrees, Certificates and GED Completers, FY 2012-2016

	2012	2013	2014	2015	2016
Associate Degrees					
Arts-AA	359	370	407	460	465
Science-AS	62	88	96	167	234
Applied Science-AAS	193	234	175	194	187
General Studies-AGS	117	161	332	235	241
Engineering Science-AES	4	7	19	9	10
Fine Arts-AFA	0	1	2	1	0
Total Degrees	735	861	1,031	1,066	1,137
Certificates					
Advanced-AC	251	239	214	190	172
Basic-BC	511	531	556	550	351
Total Certificates	762	770	770	740	523
Total Awards (Deg. + Ce)	1,497	1,631	1,801	1,806	1,660
GED Completers	170	270	229	76*	153

Degrees and Certificates Awarded by Race/Ethnicity, FY 2016*

	Asian	Black	Hispanic	White	Total
Associate Degrees					
Arts-AA	4%	8%	53%	30%	465
Science-AS	9%	8%	48%	29%	234
Applied Science-AAS	9%	14%	37%	34%	187
General Studies-AGS	14%	6%	46%	29%	241
Engineering Science-AES	20%	0%	60%	0%	10
Fine Arts-AFA	0%	0%	0%	0%	0
Total Degrees	8%	9%	48%	30%	1,137
Certificates					
Advanced-AC	7%	22%	45%	22%	172
Basic-BC	5%	12%	42%	34%	351
Total Certificates	6%	15%	43%	30%	523
Total Awards (Deg. + Ce)	7%	11%	46%	30%	1,582

*Awards to Native American Students: Associate Degrees: AA-1, AGS-1, Total Degrees-2. Certificates: Total Certificates-0. Total Awards-2

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CITY COLLEGES OF CHICAGO

Community College District No. 508

33277

ADOPTED – BOARD OF TRUSTEES
COMMUNITY COLLEGE DISTRICT NO. 508
AUGUST 3, 2017

**BOARD OF TRUSTEES OF COMMUNITY COLLEGE DISTRICT NO. 508
COUNTY OF COOK AND STATE OF ILLINOIS**

**RESOLUTION
TO ADOPT ANNUAL BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2018
OFFICE OF FINANCE**

WHEREAS, pursuant to the 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, 2018, 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 July 14, 2017;

WHEREAS, pursuant to the provisions of 110 ILCS 805/7-11 *et seq.*, as amended, of the Public Community College Act, of the State of Illinois, on July 24, 2017, 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 a public hearing thereon, of which notice was given by publication in the Chicago Sun-Times, a newspaper published and having general circulation in the District, on July 13, 2017, 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 a regular meeting duly assembled:

Section 1.

That pursuant to the 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, 2018, 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, 2018. Pursuant to provisions of 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

CITY COLLEGES OF CHICAGO

Community College District No. 508

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, 2018, 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 2016 and 2017, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2016 and 2017 which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2018, 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, 2018. 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, 2018, 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 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, 2018, 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, 2018; 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, 2018, 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, 2018, 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 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

CITY COLLEGES OF CHICAGO

Community College District No. 508

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; 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, 2017, and ending June 30, 2018, 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, 2017, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2018, the detailed estimates for all taxes levied or to be levied for the years 2016 and 2017, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2016 and 2017, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2018, 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, 2018, and the organizational unit, fund, activity, and object to which an appropriation is applicable as well as the amounts of such appropriations are provided for in the Annual Budget of the Board of Trustees of Community College District No. 508.

August 3, 2017 – Office of Finance

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GLOSSARY



GLOSSARY

Richard J. Daley | Harold Washington | Kennedy-King | Malcolm X | Olive-Harvey | Harry S Truman | Wilbur Wright

CITY COLLEGES OF CHICAGO

Community College District No. 508

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 a 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

ABATEMENT: A reduction of a previously recorded expenditure or receipt by such things as refunds, rebates, and collections for loss or damages to school property.

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, audio-visual services, and instructional technology administration.

ACADEMIC TERM: 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. City Colleges uses the semester system, which consists of the summer, fall and spring semesters.

ACCOUNT NUMBER: A defined code for recording and summarizing financial transactions.

ACCOUNTING PERIOD: A period at the end of which and for which financial statements are prepared.

ACCRUAL BASIS: An accounting system that records revenues when earned and expenses when a liability is created, regardless of the accounting period in which cash is actually received or 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.

ACCRUED INTEREST: Interest earned between interest dates but not yet paid.

ACCRUED LIABILITIES: Amounts owed but not yet paid. See also Accrued Expenses.

ACCRUED REVENUE: Revenue earned and not collected regardless of whether due or not.

ACTIVITY—ORGANIZATIONAL UNIT—COST CENTER: A specific unit or group in an organization that performs work or provides a service as part of the organization's overall responsibility. Expenses are readily identifiable to the activity, and a number of activities may form a department, division, or major functional area. For example, the biology department or security department are activities.

APPROPRIATION: An authorization that enables the college to make expenses and incur obligations for a specific purpose. By law, the Board of Trustees of City Colleges must vote to approve City Colleges' annual appropriation measure and any subsequent amendments to it.

ASSESSED VALUATION: Value, computed by the Cook County Assessor's Office, on each unit of property for which a prescribed amount must be paid as property taxes.

ASSETS: The entire property owned by City Colleges.

AUDIT: An examination of the financial records to obtain reasonable assurance that the financial statements prepared by the Colleges 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 (Restricted Fund): The Audit Fund is used for recording the payment of auditing expenses. The

CITY COLLEGES OF CHICAGO

Community College District No. 508

audit tax levy is recorded in this fund and monies in this fund should be used only for the payment of auditing expenses.

AUXILIARY / ENTERPRISE FUND (Unrestricted Fund): The Auxiliary Enterprises Fund accounts for college services where a fee is charged to students/staff and the activity is intended to be self-supporting. Each enterprise/service should be accounted for separately using a group of self-balancing accounts within the fund.

BASE OPERATING GRANT (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. The Illinois Community College Board computes and allocates the grant. There are no special restrictions on the use of these funds.

BOND: 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 payments 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 (Debt Service Fund): The Bond and Interest Funds are 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: The part of City Colleges debt which is covered by outstanding bonds.

BUDGET: A controlled plan to be used in implementing the philosophy and the objectives of the Colleges. Its development should involve maximum participation, and therefore, the aims and objectives of the Colleges should be reflected at each level. The budget is a legal document once it has been approved by the Board.

BUILDINGS: Facilities permanently affixed to the land, including their associated heating and air conditioning systems, electrical and sound systems, plumbing and sewer systems, elevators, and other fixed equipment.

CAPITAL OUTLAY: Also termed capital equipment, the capital outlay object group includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenses in this category cost more than \$25,000 and have a useful life of greater than three years and would not normally be purchased from general materials and supplies.

CASH: Money or its equivalent; usually ready money. Money in hand, either in currency, coin, or other legal tender, or in bank bills or checks paid and received, bank deposits and NOW accounts, bank notes or sight drafts, bank's certificate of deposit, municipal orders, warrants, or scrip.

CATEGORICAL AID: Educational support funds provided from a higher governmental level and specifically limited to a given purpose.

CHART OF ACCOUNTS: A list of all accounts generally used in an accounting system. In addition to account title, the chart includes an account number which has been assigned to each account. Accounts in the chart includes are arranged with accounts of a similar nature; for example, assets and liabilities.

CONTINGENCY: Contingency funds are those appropriations set aside for emergencies or unforeseen expenses. Contingency funds are used only by budget transfers and may not be expensed directly.

CONTRACTUAL SERVICES: Contractual service costs are those monies paid for services rendered by firms and individuals under contract who are not employees of City Colleges.

COST BENEFIT: Analyses which provide the means for comparing the resources to be allocated to a specific

CITY COLLEGES OF CHICAGO

Community College District No. 508

program with results likely to be obtained from it, or analyses which provide the means for comparing the results likely to be obtained from the allocation of certain resources toward the achievement of alternate or competing objectives.

COST CENTER: The smallest segment of a program that is separately recognized in the agency's records, accounts, and reports. Program-oriented budgeting, accounting and reporting aspects of an information system are usually built upon the identification and use of a set of cost centers.

COST EFFECTIVENESS: The extent to which resources allocated to a specific object under each of several alternatives actually contribute to accomplishing that objective.

COURSE: An educational unit within an instructional program dealing with a particular subject consisting of instructional periods and one or more delivery systems. Courses are generally classified by the discipline they belong to and the level of instruction

COURSE CREDIT: Number of credits that will be earned by the student for successful completion of a course.

COURSE EQUIVALENT: A figure (value) to indicate credit equivalence for noncredit courses.

COURSE IDENTIFIER: The official institutional number or other code that serves to uniquely identify a course.

COURSE LEVEL: The institutional categorization for the level of offering of a course. The categorization generally is derived from the level of student to which any particular course offering within a discipline is primarily directed.

CURRENT: The term refers to the fiscal year in process.

CURRENT ASSETS: Cash or anything that can be readily converted into cash.

CURRENT EXPENSES: Any expenditure except for capital outlay and debt service. Current expense includes total charges incurred, whether paid or unpaid.

CURRENT LIABILITIES: Debts which are payable within a relatively short period of time, usually no longer than a year.

DEBT SERVICE: Expenses for the retirement of debt and expenses 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: Expenses which are not chargeable to the fiscal period in which made but are carried 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: Arises when assets are recognized before revenue recognition criteria have been satisfied.

DEPRECIATION: A fall in value, reduction of worth. The deterioration, or the loss or lessening in value, arising from age, use and improvements due to better methods.

DEFICIT: A deficit is a shortfall of revenues against expenses.

CITY COLLEGES OF CHICAGO

Community College District No. 508

DIRECT COSTS: Those elements of cost which can be easily, obviously, and conveniently identified with specific activities or programs, as distinguished from those costs incurred for several different activities or programs and whose elements are not readily identified with specific activities. See also Indirect Costs.

DISBURSEMENTS: The actual payment of cash by the College.

DOUBLE-ENTRY ACCOUNTING: An accounting system that requires for every entry to the debit side of an account or accounts there must be an equal entry to the credit side of an account or accounts.

EDUCATION FUND (Unrestricted Fund): The Education Fund is used to account for the revenues and expenses 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.

EMPLOYEE BENEFITS: Employee benefits costs are for all benefits which employees accrue through continued employment with City Colleges. Benefits include health insurance coverage, dental and vision coverage, tuition reimbursement, life insurance, and others.

ENCUMBRANCES: An anticipated or actual liability 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 expenses.

EQUALIZATION: The act or process of making equal or bringing about conformity to a common standard. The process of equalizing assessments or taxes, as performed by “boards of equalization” in various states, consists of comparing the assessment made by the local officers of the various counties and other taxing districts within the jurisdiction of the board and reducing them to a common and uniform basis, increasing or diminishing by such percentage as may be necessary, so as to bring about with the entire territory affected a uniform and equal ratio between the assessed value and the actual market value of the property. The term also is applied to similar process of leveling or adjusting the assessment of individual taxpayers so that the property of one shall not be assessed at a higher or lower percentage of its market value than the property of another.

EXPENSES: The total charges incurred by the Colleges regardless of the time of payment.

FACILITIES REVENUE: Facilities revenue accrues from the use of college facilities, such as building/space rentals, data processing charges, and equipment rentals.

FAIR CASH VALUE: The fair or reasonable cash price for which the property can be sold on the market.

FEDERAL REVENUE: Revenue directly provided by the federal government. Expenses made with this revenue should be identifiable as federally supported expenses.

FEDERAL GOVERNMENT SOURCES: The category of federal government revenue sources includes all revenues which originate with federal agencies and are paid directly to the Colleges or administered by pass-through agencies for the federal government.

FEES REQUIRED: Charges that are assessed to students for certain items not covered by tuition.

FINANCIAL STATEMENT: A formal summary of accounting records setting forth City Colleges’ financial condition and results of operations, prepared in accordance with generally accepted accounting principles.

FISCAL YEAR: The year by or for which accounts are reckoned or the year between one annual time of settlement or balancing of accounts and another. A period of 12 months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenses are authorized and at the end of

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which accounts are made up and the books balanced. City Colleges' fiscal year begins on July 1st and extends through June 30th of the following calendar year.

FIXED ASSETS: Assets essential to continuance of undertaking and proper operation of the College. Land, buildings, machinery, furniture, and other equipment which the College intends to hold or continue in use over a long period of time and have a cost greater than \$25,000.

FIXED CHARGES: Fixed charges include expenses for rentals of facilities and equipment, payment of debt interest and principal, general insurance charges, installment payments for lease/purchase agreements, and property/casualty insurance.

FULL COSTS: The sum of direct costs and allocated support costs.

FULL-TIME EQUIVALENT: The full-time equivalent indicator for students 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 30 instructional hour equivalents per year. For classified staff personnel the full-time equivalent is 40 hours of work per week.

FUND: A fund is a separate fiscal and accounting entity with a self-balancing set of accounts that comprise its assets, liabilities, fund equity, revenues, and expenses or expenses, as appropriate. College resources 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.

FUND BALANCE: Fund balance is the balance of a fund after all liabilities have been deducted from the assets of the fund.

INDIRECT COSTS: 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.

INSTITUTIONAL SUPPORT: Institutional support includes expenses for central executive-level activities and support services that benefit the entire institution. Examples include expenses for the governing board, administrative data processing, fiscal operations, legal services, etc.

INSTRUCTION: Instruction consists of those activities dealing with the teaching of students. It includes the activities of faculty in the baccalaureate oriented/transfer, occupational-technical career, general studies, and remedial and ABE/ASE programs (associate degree credit and certificate credit). It includes expenses for department chairpersons, administrators, and support staff for whom instruction is an important role. It also includes all equipment, materials, supplies and costs that are necessary to support the instructional program.

INTERFUND TRANSFERS: 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. Interfund transfers are usually part of the overall budget plan and are built into the budget at the time of its approval by the Board of Trustees.

INVESTMENT REVENUE: Source category records revenues from investments.

INVESTMENTS: Investments are securities or other properties in which money is held, either temporarily or permanently, in expectation of obtaining revenues. Legal investments for community college funds are governed

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by State Statute, which allow funds belonging to or in the custody of the College to be invested. Bonds, treasury bills, certificates of deposit, and short-term discount obligations issued by the Federal National Mortgage Association are some of the types of investments which are permitted by law.

LIABILITY, PROTECTION, AND SETTLEMENT FUND (Restricted Fund): Tort liability, property insurance, unemployment insurance, and worker's compensation levies should be recorded in this fund. Monies in this fund, including interest earned on the assets of the fund, should be used for payment of tort liability property, unemployment, or worker's compensation insurance or claims.

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.

MATERIALS AND SUPPLIES: The materials and supplies category includes the cost of materials and supplies necessary for the conduct of the Colleges' business. Business forms, envelopes, postage costs, printing costs, and handouts to students typically fall into this category.

MEASUREMENT FOCUS AND BASIS OF ACCOUNTING FOR REVENUES AND EXPENSES: Revenues, expenses, gains, losses, assets, and liabilities resulting from exchange and exchange like transactions should be recognized when the exchange takes place. Revenues, expenses, gains, losses, assets, liabilities resulting from non-exchange transactions should be recognized in accordance with GASB statements 33 and 34.

MODIFIED ACCRUAL BASIS ACCOUNTING: Modified accrual basis accounting recognizes assets, liabilities, revenues and expenses using the current financial resources measurement focus. The accrual basis of accounting is modified in two ways: 1) revenues are recognized when 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, 2) expenses are recognized in the period in which governments in general liquidate the related liability rather than when that liability is first incurred.

NET EXPENDITURE: The actual cost incurred by the local education agency for some service or object after the deduction of any discounts, rebates, reimbursements, or revenue produced by the service or activity.

NET REVENUE: The balance remaining to the local education agency after deducting from the gross revenue for a given period all expenses during the same period.

OBJECT: Applies to expenditure classifications and designates materials or services purchased. Expenses are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes.

OPERATING FUNDS: Refers to the combination of the restricted and unrestricted funds. They consist of the Education Fund, Operations and Maintenance Fund, Auxiliary/Enterprise Fund, Liability Protection Fund, PBC Operations and Maintenance Fund, and Restricted Purpose Fund.

OPERATIONS AND MAINTENANCE FUND (Unrestricted Fund): Used to account for expenses 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; and professional surveys of the condition of College's buildings.

OPERATIONS AND MAINTENANCE FUND (Restricted): Used to account for monies restricted for building purposes and site acquisition. This is a capital projects fund for long-term physical assets.

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OPERATION AND MAINTENANCE OF PLANT: 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 EXPENSES: This object category includes expenses not readily assignable to another object category. Examples include bad debt, student grants and scholarships, tuition charge backs, and charges and adjustments.

OTHER REVENUES: Those revenues which do not fall into an established specific revenue source category. Typical examples would include parking and library fines, commissions, and sales of surplus property.

PBC OPERATIONS AND MAINTENANCE FUND (Restricted Fund): Used to account for expenses for the improvement, maintenance, repair, or benefit of buildings and property owned by the Public Building Commission (PBC). Covered expenses are the cost of interior decoration 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; and professional surveys of the condition of college buildings.

PERFORMANCE BUDGET: A budget that is structured to allow for expenditure analysis based upon measurable performance of predetermined objectives established by each activity.

PERSONAL PROPERTY REPLACEMENT TAXES (PPRT): The Illinois Department of Revenue collects and distributes PPRT to local taxing bodies as a replacement for the corporate personal property taxes abolished by the Illinois Legislature in 1976. Currently Corporations (IL-1120 filers), partnerships (IL-1065 filers), trusts (IL-1041 filers), S corporations (IL-1120-ST filers), and public utilities pay these taxes.

PREPAID EXPENSES: Expenses entered in the accounts for benefits not yet received. Prepaid expenses differ from deferred charges in that they are spread over a shorter period of time than deferred charges and are regularly recurring costs of operation.

PROGRAM: A level in the program classification structure hierarchy representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives.

PROGRAM BUDGETING: A resource allocation technique which facilitates the organization and identification of the activities of an institution in terms of its objectives, displays the cost of these activities over an extended time frame, and relates these activities and their costs to the outputs of the institution's programs. The budgeting aspect of a planning, programming, and budgeting system.

PROGRAM CLASSIFICATION STRUCTURE: The program classification structure is a means of identifying and organizing the activities of higher education institutions in a program-oriented manner.

PROGRAM SPLIT: This term refers to dividing the function "instruction" by baccalaureate-oriented, occupational-oriented, general studies, adult and continuing education, and any other desired program.

PROPERTY TAX: A tax that is based on a property's value. It is sometimes called an "ad valorem" tax, which means "according to value." The property tax is a local tax imposed by local government taxing districts (e.g., school districts, municipalities, counties) and administered by local officials (e.g. township assessors, chief county assessment officers, local boards of review, county collectors). Property taxes are collected and spent at the local level. 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 City Colleges for the purpose of fulfilling the goal of educational service.

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PUBLIC SERVICE: Consists of noncredit classes and other activities of an educational nature, such as workshops, seminars, forums, exhibits, and the provision of college facilities and expertise to the community designed to be of service to the public.

QUASI-EXTERNAL TRANSACTIONS: Interfund transactions that would be treated as revenues, expenses or expenses if they involved organizations external to the governmental unit, e.g. billings for motor pools, central printing, duplicating services and the central processing can be accounted for as revenues, expenses, or expenses in the funds involved. When aggregated data, the fund revenue, expenditure, or expense should be adjusted to remove the effects of the quasi-external transactions.

RECEIPT: Actual Receipt of cash.

REIMBURSABLE CREDIT HOUR: A Certified instructional credit hour used as the basis for distributing selected ICCB grants.

REIMBURSEMENT: Interfund transactions which constitute reimbursements of a fund for expenses or expenses initially made from it which are properly applicable to another fund, e.g. and expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. These transactions are recorded as expenses or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that it is reimbursed.

RESERVE: An account used to segregate a portion of the surplus not currently available for appropriations or expenses.

RESTRICTED PURPOSES FUND (Restricted Fund): 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: Additions to assets which do not increase any liability, do not represent the recovery of expenditure, or do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets.

SALARIES: Salaries are monies paid to employees of the Colleges for personal services rendered to City Colleges. Full-time, Part-time, and temporary employees, whether administrators, faculty, or staff are paid wages or salaries.

SALES AND SERVICE FEES: Includes all fees and charges for auxiliary enterprise sales; admissions charges; all sales and service charges; contract payment revenues for materials or services from private persons, firms or other nongovernmental entities; and revenue received for providing customized training courses or workshops.

STATE REVENUES: Include all revenues received from all state governmental agencies.

STUDENT CHARGEBACK: A student of a given community college district attending a community college other than one in his home district to pursue a curriculum not offered in the college of his home district and for which the given home community college district pays the college which the student is attending a chargeback. Also included are students whose residence is within a territory not served by a community college. 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, FULL-TIME EQUIVALENT: The statistical student unit calculated by dividing all credit hours (both certificate and degree) generated at the college by 15 credit hours for any term. To determine the annual FTE student, divide all credit hours for that year by 30 semester hours for colleges on the semester system.

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STUDENT SERVICES: Include those activities which provide assistance to students in the areas of financial aid, admissions and records, health, placement testing, counseling and student activities.

STUDENT TUITION CHARGE: The amount of money charged to students for instructional services; tuition may be charged on a per term, per course, or per credit basis.

STUDENT TUITION AND FEES: 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 colleges. Fees include laboratory fees, activity fees, registration fees, and similar charges not covered by tuition.

SUBJECT: A level or reporting more detailed than object level reporting.

SUBPROGRAM: A stratum of the program classification structure hierarchy. A subprogram is an aggregation level that structures program categories into subsets of the major missions of the institution.

SURPLUS: An excess of revenues over expenses.

TRADITIONAL BUDGET: A budget that is structured primarily upon objects of expenditure rather than a program or organizational structure.

TRAVEL AND CONFERENCE: Travel and conference expenses include expenses associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

UNIT COST: Expenses for a function, activity, or service divided by the total number of units for which the function, activity, or service was provided.

UNIFORM FINANCIAL REPORTING SYSTEM: The system developed by the Illinois Community College Board to collect uniform financial data from all Illinois community colleges for data analysis, comparisons, and review.

UNIFORM FINANCIAL REPORTING MANUAL: The manual which outlined reporting requirements for periodic financial data submissions from Illinois community colleges.

UTILITIES: Covers all utility costs necessary to operate the physical plant and other on-going services, including gas, oil, electricity, water and sewage, telecommunications, and refuse disposal.

WORKING CASH FUND (Nonexpendable Trust Fund): Used to enable City Colleges to have sufficient cash on hand to meet the demands of ordinary and necessary expenses. 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 for other funds. Such transfers assist operating funds in meeting demands during periods of temporary low cash balances.

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GLOSSARY OF ACRONYMS

ABE	Adult Basic Education
AFSCME	American Federation of State, County and Municipal Employees – The largest public employee and health care workers union in the United States.
ASE	Adult Secondary Education
CAFR	Comprehensive Annual Financial Report – Basic financial Statements with accompanying note disclosures as well as certain required supplementary information.
FASB	Financial Accounting Standards Board
FTE	Full-time Equivalent – This is a means to measure a worker’s involvement in a project, or a student’s enrollment at an educational institution.
FY	Fiscal Year – The fiscal year for City Colleges of Chicago begins on July 1st and ends on June 30th of every year.
EEO	Equal Employment Opportunity – The guidelines which created to prohibit employers from discriminating against employees on the basis of race, sex, creed, religion, color or national origin.
ESL	English Second Language
GA	General Appropriation
GAAP	Generally Accepted Accounting Principles – the standard framework of guidelines for financial accounting.
GASB	Government Accounting Standards Board – the current source of generally accepted accounting principles (GAAP) used by State and Local governments in the United States of America.
GED	General Education Diploma
GFOA	Government Finance Officers Association – professional association of state, provincial and local finance officer in the United States and Canada.
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
ISBE	Illinois State Board of Education
LRFP	Long Range Financial Plan
NACUBO	National Association of College and University Business Officers
NCGA	National Council on Governmental Accounting

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