

CITY COLLEGES OF CHICAGO

FISCAL YEAR 2024

Annual Operating Budget

Brandon Johnson
Mayor, City of Chicago

Juan Salgado
Chancellor

Walter E. Massey, PhD
Chair, Board of Trustees of
Community College District No. 508
Cook County, State of Illinois



HAROLD WASHINGTON • HARRY S TRUMAN • KENNEDY-KING • MALCOLM X • OLIVE-HARVEY • RICHARD J. DALEY • WILBUR WRIGHT

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District Office
180 N. Wabash Ave
Chicago, Illinois 60601
(312) 553-2500

www.ccc.edu

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Chancellor

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MESSAGE FROM THE CHANCELLOR



Dear City Colleges Community:

City Colleges is successfully recovering from the COVID-19 pandemic, with recent enrollment periods exceeding the community college average in Illinois and nationally. Our FY2024 budget builds off this momentum to advance our student-centered vision and values.

The FY2024 budget represents a year of continued support for students and communities rebounding from the financial and health consequences of COVID-19. The budget also focuses on making strategic investments in model programs that advance our ambitious student equity goals.

Planned investments will help achieve our vision of being recognized as the city's most accessible higher education engine of socioeconomic mobility and racial equity – empowering all Chicagoans to take part in building a stronger and more just city.

The budget reflects our commitment, outlined in City Colleges' strategic framework, to provide our students and communities with an exceptional student experience, quality, responsive and affordable education, equitable student outcomes and a collaborative, healthy environment underpinned by a culture of excellence.

As you will see, the proposed FY2024 budget is balanced. The unrestricted and enterprise operating budget of \$350.5 million represents a 7 percent increase from the prior fiscal year as we invest for the long-term. In this budget, we plan for a projected 3 percent year to year enrollment increase (FY2023 to FY2024).

Recognizing the lingering economic strains of the pandemic on our students and their families, the budget holds the credit hour rate of \$146 level for the eighth straight year.

Despite the end of federal emergency funds, City Colleges commits to maintaining key investments, including:

- Strategic scholarship programs to improve access, including Future Ready which offers no cost, short-term programs in high-demand fields, the Star Scholarship for recent high school graduates with a B average, and a scholarship for graduates of CPS options schools
- A comprehensive suite of student supports to further retention and completion, including new evening and weekend mental telehealth supports, new benefits coordinators at every college, and a full complement of wellness centers, advisors, tutors, career and transfer centers, undocumented student liaisons, and more
- The Chicago Roadmap, an unprecedented partnership with the Chicago Public Schools, to support students along a seamless path to and through college on the way to their chosen careers
- A robust offering of remote and online, along with in-person, learning options
- Increased faculty and staff pay following successful negotiations with labor partners
- Enhanced marketing and enrollment infrastructure to attract and retain a diverse student body

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- Grant-funded efforts to better connect Chicago communities and adult learners to opportunities at City Colleges and to remove students' technology barriers to academic success
- A capital program targeted for in-demand/emerging programs, technology, deferred maintenance, and life safety infrastructure
- The budget allows us to maintain an average class size of 17 students:1 instructor and a credit student to advisor ratio of 410:1.
- This budget allows City Colleges to continue in increasingly strong financial health, which included overcoming a legacy structural deficit in FY2022

To balance this budget and continue recovery, City Colleges relies on taxing to the city levy cap, Tax Increment Financing surplus proceeds from the City of Chicago, continued historic levels of State PPRT collections, and expense management practices to achieve continued operational efficiency.

This budget reflects our priorities – to meet our students where they are at, to create a culture of care within our colleges, and to offer our communities pathways to opportunity.

I extend my gratitude to the faculty and staff of City Colleges who work to deliver on these student-centered priorities each and every day.

Together, we are building a more inclusive Chicago economy.

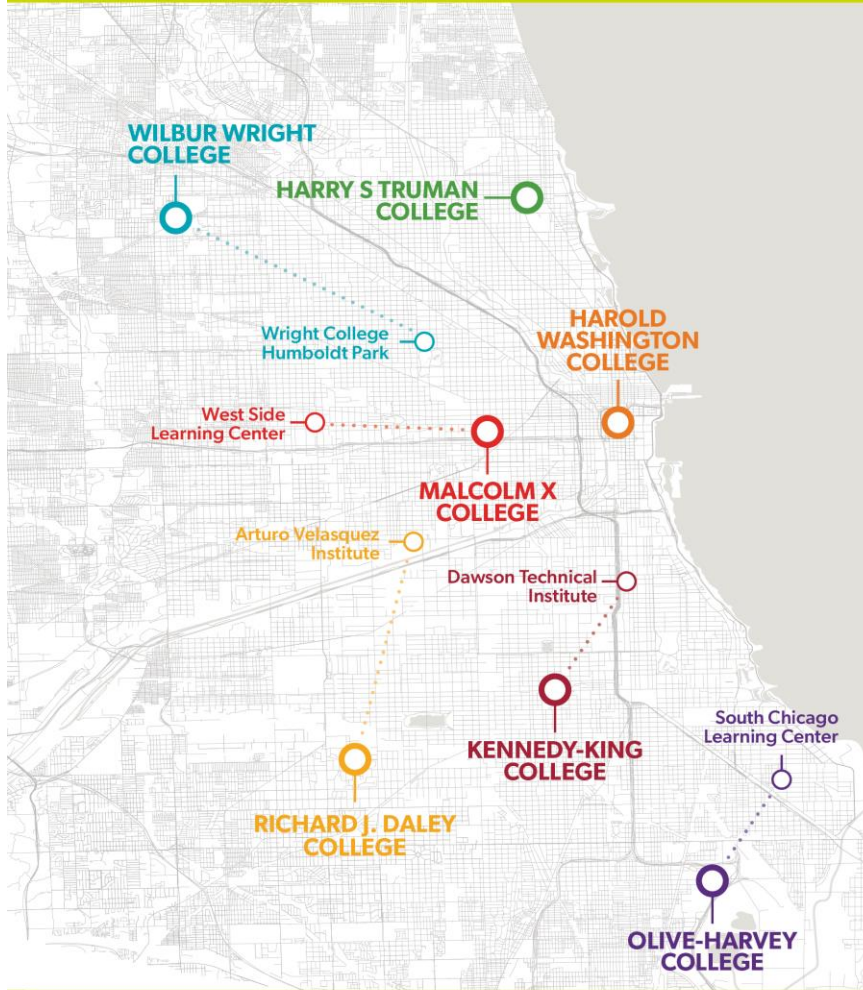
Sincerely,

Juan Salgado
Chancellor

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Colleges

HAROLD WASHINGTON COLLEGE
30 E. Lake St.

HARRY S TRUMAN COLLEGE
1145 W. Wilson Ave.

KENNEDY-KING COLLEGE
6301 S. Halsted St.

MALCOLM X COLLEGE
1900 W. Jackson Blvd.

OLIVE-HARVEY COLLEGE
10001 S. Woodlawn Ave.

RICHARD J. DALEY COLLEGE
7500 S. Pulaski Rd.

WILBUR WRIGHT COLLEGE
4300 N. Narragansett Ave.

Satellites

Dawson Technical Institute
3901 S. State St.

West Side Learning Center
4624 W. Madison St.

South Chicago Learning Center
3055 E. 92 St.

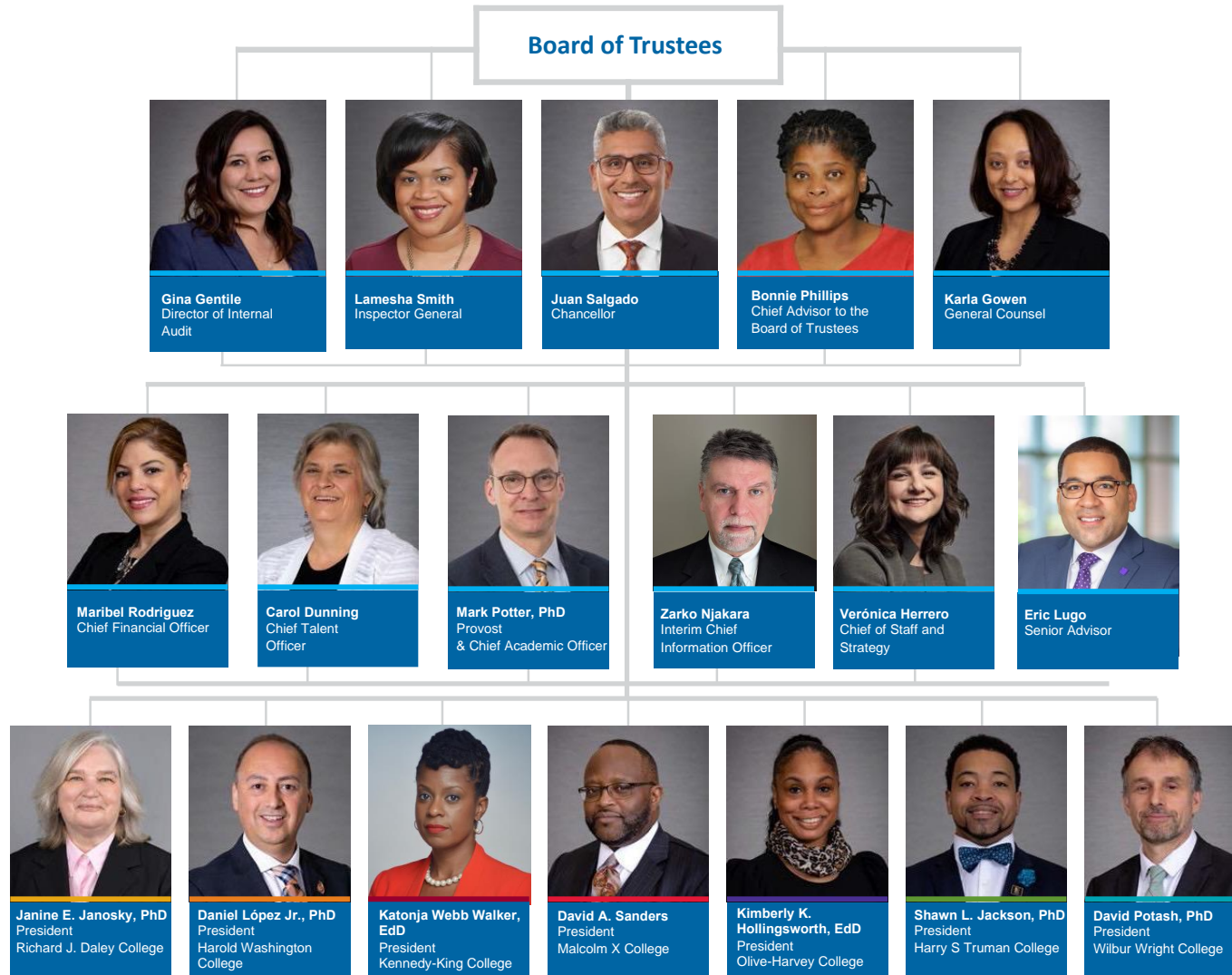
Arturo Velasquez Institute
2800 S. Western Ave.

Wright College Humboldt Park
1645 N. California Ave.

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

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FY2024 BUDGET OVERVIEW

OVERVIEW OF FUNDING SOURCES

The City Colleges of Chicago’s (CCC or City Colleges) \$522.3 million FY2024 Budget is \$20.7 million above FY2023 funding levels. This 4.1% increase results from expected State Revenue increases, Enrollment driven Tuition gains and Personal Property Replacement Tax revenues.

FY2024 Unrestricted and Restricted Resource reductions are impacted by \$41.4 million Federal Emergency HEERF Grants expiration in FY2023. FY2024 Unrestricted Operating Revenues increased by \$24.6 million over FY2023 primarily based on projected Personal Property Replacement Tax (PPRT) revenues. FY2024 Restricted Revenue reductions are offset by an \$8.9 million increase in Federal Grants and a \$7.1 million increase in State Financial Aid. FY2024 State of Illinois Operating Grants will increase by \$5.3 million to \$58.8 million compared to FY2023. FY2024 Capital Fund investments increased by \$10.6 million over FY2023.

FY2024 Enterprise Fund resources will increase \$1.1 million or 11.7% to \$10.5 million. FY2024 Tuition Revenues, following significant enrollment gains, are expected to be \$78.7 million, which is \$6.2 million or 8.6% greater than FY2023 amounts. Investment Income is expected to increase by \$0.6 million or 30.3%.

FY2024 All Funds by Fund Type Resources Available (\$ in millions)

Resources	FY2022 Audited	FY2023 Budget	FY2024 Budget	\$ Change	% Change
Operating Funds					
Unrestricted	\$ 319.2	\$ 299.6	\$ 324.2	\$ 24.6	8.2%
Enterprise	5.7	9.4	10.5	1.1	11.7%
Restricted	253.7	131.5	116.9	(14.6)	(11.1%)
Total Operating	\$ 578.6	\$ 440.5	\$ 451.6	\$ 11.1	2.5%
Capital Fund	5.2	44.3	54.9	10.6	23.9%
Debt Service	20.7	16.8	15.8	(1.0)	(6.0%)
Total Appropriation	\$ 604.5	\$ 501.6	\$ 522.3	\$ 20.7	4.1%

Operating Funds include the Education; Operations and Maintenance (O&M); Liability, Protection and Settlement; Financial Auditing (Audit); Auxiliary/Enterprise; and Restricted Purpose Funds and account for 86.5% of the total budget.

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FY2024 Unrestricted Operating resources are budgeted to increase by \$24.7 million or 7.6%. FY2024 Local Revenue is expected to rise \$8.7 million or 6.2%, driven by inflationary CPI increases and collection efficiencies. PPRT is projected to increase by \$26.8 million or 159.5% due to continued historic levels of State collections. The \$6.2 million or 8.6% budgeted tuition revenue increase recognizes current enrollment trends. Investment income is projected to increase by \$0.6 million.

FY2024 Unrestricted and Enterprise Operating Funds Budget by Resources and Uses

(\$ in millions)

Unrestricted and Enterprise Operating Funds	FY2023 Budget	FY2024 Budget	\$ Change	% Change
Resources				
Local Government	\$ 140.3	\$ 149.0	\$ 8.7	6.2%
PPRT	16.8	43.6	26.8	159.5%
State Government	53.5	58.8	5.3	10.0%
Federal Government*	25.0	2.6	(22.4)	(89.7%)
Tuition	72.5	78.7	6.2	8.6%
Auxiliary/Enterprise	10.7	11.8	1.1	10.3%
Facilities Rental	1.7	1.7	-	0.0%
Investment Revenue	2.0	2.6	0.6	30.3%
Fundraising	1.5	1.5	-	0.0%
Other Sources	1.8	0.2	(1.6)	(91.1%)
Resources Total	\$ 325.8	\$ 350.5	\$ 24.7	7.6%
Expenditures				
Salaries	\$ 212.5	\$ 231.5	\$ 19.0	8.9%
Employee Benefits	32.2	36.8	4.6	14.6%
Contractual Services	17.3	17.6	0.3	1.8%
Materials and Supplies	16.7	18.3	1.6	9.8%
Travel and Conference	1.0	1.1	0.1	11.6%
Fixed Charges	24.2	19.6	(4.6)	(18.9%)
Utilities	8.5	8.9	0.4	4.8%
Other Expenditures				
Waivers and Scholarships	10.5	13.1	2.6	25.0%
Bad Debt	1.8	2.5	0.7	38.9%
Other Expenditures	1.1	1.1	-	0.0%
Expenditures Total	\$ 325.8	\$ 350.5	\$ 24.7	7.6%
Resource less Expenditure	-	-	-	-
Fund Balance Appropriation	-	-	-	-
Net Resource after Transfer	-	-	-	-

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FY2024 Unrestricted Operating Funds Only Budget by Resources and Uses Education, Operations & Maintenance, Audit, and Liability, Protection & Settlement Funds (\$ in millions)

Unrestricted Operating Funds	FY2023 Budget	FY2024 Budget	\$ Change	% Change
Resources				
Local Government	\$ 140.3	\$ 149.0	\$ 8.7	6.2%
PPRT	-	27.8	27.8	100.0%
State Government	53.5	58.8	5.3	10.0%
Federal Government*	25.0	2.6	(22.4)	(89.7%)
Tuition and Fees	72.5	78.7	6.2	8.6%
Auxiliary/Enterprise	1.3	1.3	-	0.0%
Facilities Rental	1.7	1.7	-	0.0%
Investment Revenue	2.0	1.5	(0.5)	(25.0%)
Fundraising	1.5	2.6	1.1	73.7%
Other Sources	1.8	0.2	(1.6)	(91.1%)
Resources Total	\$ 299.6	\$ 324.2	\$ 24.6	8.2%
Expenditures				
Salaries	\$ 205.7	\$ 224.0	\$ 18.3	8.9%
Employee Benefits	31.0	35.6	4.6	15.0%
Contractual Services	16.5	16.8	0.3	1.9%
Materials and Supplies	15.7	17.0	1.3	8.3%
Travel and Conference	0.9	1.0	0.1	9.1%
Fixed Charges	3.6	3.8	0.2	7.5%
Utilities	8.5	8.9	0.4	4.8%
Other Expenditures				
Waivers and Scholarships	10.5	12.9	2.4	22.7%
Bad Debt	1.8	2.5	0.7	38.9%
Other Expenditures	1.1	1.1	-	0.0%
Expenditures Total	\$ 295.1	\$ 323.6	\$ 28.5	9.7%
Resource less Expenditure	\$ 4.5	\$ 0.6	\$ (3.9)	(87.1%)
Fund Balance Appropriation	(4.5)	(0.6)	3.9	(87.1%)
Net Resource after Transfer	-	-	-	-

*FY2023 Unrestricted Operating Fund Federal Government resources include \$22.8 million in Federal Emergency HEERF Funds (CRRSAA & American Rescue Plan) in the two tables above.

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FY2024 Enterprise Funds Budget by Resources and Uses

(\$ in millions)

Enterprise Funds	FY2023 Budget	FY2024 Budget	\$ Change	% Change
Resources				
Auxiliary/Enterprise	\$ 9.4	\$ 10.5	\$ 1.1	11.7%
Other Sources	-	-	-	0.0%
Resources Total	\$ 9.4	\$ 10.5	\$ 1.1	11.7%
Expenditures				
Salaries	\$ 7.0	\$ 7.4	\$ 0.4	6.2%
Employee Benefits	1.2	1.2	0.0	3.2%
Contractual Services	0.9	0.9	-	0.0%
Materials and Supplies	0.9	1.3	0.4	34.6%
Travel and Conference	0.1	0.1	0.0	52.1%
Fixed Charges	-	-	-	0.0%
Other Expenditures				
Waivers and Scholarships	0.0	0.2	0.2	4796.0%
Other Expenditures	-	-	-	0.0%
Expenditures Total	\$ 10.0	\$ 11.1	\$ 1.1	10.6%
Resource less Expenditure	(0.6)	(0.6)	0.0	(6.7%)
Fund Balance Appropriation	0.6	0.6	(0.0)	(6.7%)
Net Resource after Transfer	-	-	-	-

FY2024 Enterprise Funds account for activities expected to generate sufficient revenues to cover all or a significant portion of related expenses. Primary enterprise activities are managed by the Office of Finance & Business Enterprises (Childcare services at five colleges & CCC bookstores) and by Kennedy-King College (Washburne Culinary Institute, including related restaurant & catering activities). Campus enterprise activity also include campus-based Continuing Education programs and community-based programming.

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FY2024 Restricted Funds Budget by Resources and Uses (\$ in millions)

Restricted Funds	FY2023 Budget	FY2024 Budget	\$ Change	% Change
Resources				
Local Government	\$ 20.3	\$ 12.4	\$ (7.9)	(38.7%)
State Government	15.7	24.0	8.3	52.8%
Federal Government	95.5	80.5	(15.0)	(15.7%)
Other Sources	-	-	-	0.0%
Resources Total	\$ 131.5	\$ 116.9	\$ (14.6)	(11.1%)
Expenditures				
Salaries	\$ 31.3	\$ 32.9	\$ 1.6	5.0%
Employee Benefits	5.4	5.6	0.2	5.0%
Contractual Services	2.8	3.0	0.2	5.0%
Materials and Supplies	4.2	4.4	0.2	5.0%
Travel and Conference	0.6	0.6	0.0	5.0%
Capital Outlay	-	-	-	0.0%
Fixed Charges	0.0	0.0	0.0	5.0%
Utilities	0.0	0.0	0.0	5.0%
Other Expenditures				
Waivers and Scholarships	86.5	69.7	(16.8)	(19.4%)
Other Expenditures	0.6	0.7	0.1	5.0%
Expenditure Total	\$ 131.5	\$ 116.9	\$ (14.6)	(11.1%)
Resource less Expenditure	-	-	-	0.0%

Restricted Funds include local, state, and federal grants and federal and state student financial aid. Restricted funds are projected to decrease, falling \$14.6 million under FY2023 levels.

FY2024 Federal Revenue is expected to be \$15.0 million lower than FY2023. \$18.6 million in Federal Government HEERF Emergency Student Aid Award and Minority Serving Institution Restricted fund supports expired in FY2023.

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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 FY2024 projected tuition revenue is \$78.7 million, which is 8.5% more than the FY2023 budgeted \$72.5 million amount.

FINANCIAL CHALLENGES

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

COVID-19 Recovery: The pandemic had a significant impact on our students and communities. CCC continues to work to attract students back to the classroom who did not enroll during the pandemic in order to care for their family, work, or meet other life-sustaining needs.

Enrollment: City Colleges continues to work to turn around a downward trend in community college enrollment since the end of the Great Recession in 2009 that has been substantially exacerbated by COVID-19. Fall 2022 and Spring 2023 enrollment increases outpaced state and national averages. The FY2024 budget continues investments in enrollment-related systems and marketing.

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STRATEGIC GOALS AND STRATEGIES

City Colleges of Chicago has outlined a common strategic framework, consisting of six strategic levers and a common set of goals, values, and Key Performance Indicators (KPI) along with strategic plans, equity plans and strategic enrollment managements plans for each college.

A single unifying vision was crafted with input from a cross section of City Colleges stakeholders:

City Colleges' vision is to be recognized as the city's most accessible higher education engine of socioeconomic mobility and racial equity – empowering all Chicagoans to take part in building a stronger and more just city.

Three transformational goals serve as metrics for the five-year framework:

- Achieve unprecedented and equitable retention and completion rates
- Be regarded as the smart choice among students, K-12 partners, alumni, partners, universities, and employers
- Advance upward mobility among City Colleges students and alumni through our colleges' high-quality pathways

Six levers form the framework for all strategic activities and steer City Colleges' long-term goals and vision:

- **STUDENT EXPERIENCE:** Our Goal: Create an Exceptional Student Experience
We promise that every experience with City Colleges, from pre-admissions to completion, will be exceptional. Every student will be able to maximize their learning inside and outside the classroom, navigate our institution with ease, make significant progress towards their goals, and feel welcome and supported by all City Colleges employees.
- **EQUITY:** Our Goal: Achieve Equity in Student Outcomes
We will become “student-ready” and equitable. Our institution will be designed for all students to thrive — especially those from historically and present-day marginalized communities. We will equip students with the support and resources they need to succeed in the classroom and beyond.
- **ECONOMIC RESPONSIVENESS:** Our Goal: Respond to the Economic Needs of the City
We will be forward-looking and agile in developing pathways and forging partnerships that unlock transformational career opportunities for City Colleges students and fuel the Chicago workforce with talent that is prepared to meet the needs of the economy.
- **EXCELLENCE:** Our Goal: Build a Culture of Excellence
We will build a culture of excellence that inspires everyone to become the “best in class” for our students and community. We hold ourselves accountable to delivering academics, experiences, and services of the highest quality. Our faculty and staff will continue to receive professional development across the district to continuously improve their practices.

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- **COLLABORATION:** Our Goal: Create a Collaborative and Connected Ecosystem
We will create a more collaborative and connected ecosystem to foster coordination and communication that supports student success. At each college and across the district, we will implement people, data, and technology solutions to create holistic best practices with an inclusive approach to problem solving.
- **INSTITUTIONAL HEALTH:** Our Goal: Develop and Improve Critical Institutional Health Measures
We will develop, monitor, and improve critical institutional health metrics that ensure financial sustainability and the well-being of our institution.

Core values serve as guiding principles and beliefs:

- **STUDENT-CENTERED:** A caring and welcoming environment is key for student success, and is a shared responsibility at City Colleges. Student input is critical to improving their experience.
- **EQUITABLE:** Every student can thrive at City Colleges. At our colleges, students can be successful and achieve their goals by bringing their full selves and unique experiences.
- **RESPONSIVE:** Our industry-aligned curricula, valuable credentials, and transformational partnerships position City Colleges as the city's engine for economic mobility for students and their families.
- **EXCELLENT:** For our students to achieve success, we must strive for excellence, create continuous improvement, and embrace a growth mindset.
- **COLLABORATIVE:** Students benefit when faculty, staff, administration, and stakeholders work together towards a common goal: student success with constant communications, seamless processes, and information sharing.
- **HEALTHY:** The success of our institution, and therefore our students, relies on our ability to operate focusing on long-term growth, stability, and sustainability.

A set of Key Performance Indicators are used to measure success:

- **ACCESS:** Total ICCB headcount (credit + adult education enrollment), total headcount (ICCB headcount + continuing education enrollment)
- **MOMENTUM:** fall to spring credit retention, fall to fall credit retention, taking and passing college level English in the first year, and taking and passing college level math in the first year
- **COMPLETION:** Four-year student outcome measures
- **MOBILITY:** Transfer within two years of degree completion

Targets have been set through FY2026.

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Unified strategic initiatives support the success of college plans, and provide the leadership and vision needed to achieve our goals and mission. They identify and support common areas of activity across colleges, shared opportunities for innovation or improvement, and the needed infrastructure to enable or accelerate meeting our goals.

To read the strategic plans in full and latest progress report, go to: www.ccc.edu/strategicplan.

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 FY2024 budget are presented beginning in the section titled "Financial Summary and Tables."

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FUND DESCRIPTIONS AND FUND STRUCTURES

FUND DESCRIPTIONS

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

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.

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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 5 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 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.

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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.

DEPARTMENT/FUNCTION RELATIONSHIPS

FUNCTIONS

The function defines the type of activities 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.

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

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.

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.

“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.

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.

Property 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.

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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. These monies 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.

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: The tuition revenue represents the amount City Colleges charges per credit hour; per in-district, out-of-district, and out-of-state rate.

Auxiliary/Enterprise (Sales and Services) 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, replacement IDs, and facilities rentals.

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

Other Revenue and Other Sources: Represents revenues which do not fit into specific revenue source categories.

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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 category includes site acquisition and improvement, office equipment, instructional equipment, and service equipment. Generally expenses 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.

Waivers and Scholarships: Expenses for student aid in the form of scholarships and tuition waivers.

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

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.

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DESCRIPTION OF COLLEGES

Richard J. Daley College has a primary campus and a satellite campus namely Arturo Velasquez Institute. Collectively, these two locations serve approximately 13,000 students annually on Chicago's Southwest Side. Daley College grants associate degrees and short-term certificates, as well as continuing education classes through special interest courses. Additionally, Daley offers free adult education classes in General Education Development and English as a Second Language. Many of these degrees and certificates provide workforce ready credentials for those students wanting to enter the world of work directly following their academic attainment. Also, the College prepares students to transfer to colleges and universities for attainment of a bachelor's degree.

The Center of Excellence at Daley College is Advanced Manufacturing and Engineering, and the state-of-the-art Manufacturing Technology and Engineering Center is located at Daley College. MTEC enables students to participate in a hands-on curriculum that prepares them for technological advancements in the engineering and manufacturing industries. With more than 75 percent of our student population identifying as Latino/Latinx, the College has earned the designation of a Hispanic-Serving Institution by the United States Department of Education.

Harold Washington College is located in the Chicago Loop area and serves nearly 9,000 students. HWC is a federally designated Hispanic-Serving Institution and Minority Serving Institution with more than 70 percent Latinx and African American students. The College offers an exceptional liberal arts and sciences curriculum and programs in Business, Early Childhood, Architecture, and Digital Media. HWC is City Colleges' Center for Business, Entrepreneurship, and Professional Services. The College is also home to the Goldman Sachs 10,000 Small Businesses Program and is currently the only community college in the city to offer a business degree accessible completely online. In addition, the College has program partnerships with leading industry organizations such as Aon, Zurich, 1871, Citigroup, Bank of America, Year Up Chicago, and the Joffrey Ballet.

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. KKC's main campus is in Englewood on the South Side of Chicago and includes the Washburne Culinary & Hospitality Institute and the Dawson Technical Institute (the College's satellite campus in Bronzeville). KKC serves over 3,000 students, and is a comprehensive community college, offering credit classes in a wide range of subjects, continuing education classes, and free GED and ESL courses. It is City Colleges' Center of Excellence in Culinary Arts, Hospitality, and Construction Technology, an emerging Center of Equity for Creative Arts, and home to the Tech Launchpad.

Malcolm X College enrolls over 14,000 credit and non-credit students. Located near the Illinois Medical District, Malcolm X is City Colleges' Center of Excellence in Health Sciences. Malcolm X College's state-of-the-art campus includes the School of Health Sciences and School of Nursing, featuring a simulated hospital. Malcolm X also includes the West Side Learning Center (the College's satellite campus). In 2019, 2021, 2022 and 2023, Malcolm X College was named by the National Institute for Staff and Organizational Development and "Diverse: Issues in Higher Education" as one of the Most Promising Places to Work in Higher Education. In 2021, MXC was also recognized as a Military Friendly College for 2021-2022 by its best-in-class student and staff recruitment and retention practices, inclusive learning and working environments, and meaningful community service and engagement opportunities. In addition, Malcolm X oversees the largest ensemble of health science programs in Illinois and boasts one of the best nursing programs in the state as recognized by RNCareers.org.

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Olive-Harvey College is a comprehensive community college located on the far Southeast Side of Chicago. Situated on 67 acres of land, Olive-Harvey College is the largest physical campus within the District. The College serves over 4,900 students annually in their pursuit of a certificate, degree, GED, English as a second language and continuing education needs. The South Chicago Learning Center (SCLC), the satellite campus for Olive-Harvey College, is a vital community institution for South Chicago and the surrounding neighborhoods, and prepares students for both higher education and employment by offering vocational and technical training as well as adult education courses.

Olive-Harvey College's state-of-the-art Transportation, Distribution and Logistics Training Center of Excellence supports students as they pursue degrees and certificate programs in several fields, including: supply chain management and logistics; commercial truck driving; forklift operation; and automotive, diesel and aviation maintenance and technology. Olive-Harvey College is also leading efforts in offering the first cannabis vocational training program in Chicago.

Harry S Truman College is located on the North Side of Chicago in the Uptown neighborhood and serves more than 12,500 students. Truman College is a vibrant and vital part of delivering high-quality, innovative, affordable and accessible educational opportunities and services. A comprehensive community college, Truman College offers college credit, continuing education, free GED and ESL classes, supporting students on their way to their educational and career goals. It is City Colleges' Center of Excellence in Education, Human, and Natural Sciences, giving students the opportunity to become the best teachers by learning from the best teachers. Truman College offers a combination of certificates and associate degrees in those fields tailored for those first entering the education profession, as well as for professionals in need of continuing education. Truman College boasts the largest adult education program in the state and welcomes students, both in person and remotely.

Wilbur Wright College is located on the Northwest Side of Chicago across two campuses, serving more than 17,000 students each year with college credit, adult education, and continuing education classes. The main campus, designed by Chicago's award-winning architect Bertrand Goldberg, is at Montrose and Narragansett and offers an integrated environment for learning and support services. Wright College Humboldt Park Vocational Education Center offers career and vocational training, including a NIMS-certified computer numerical control program, general education, adult and continuing education courses, and comprehensive student supports.

Wright is a Hispanic-Serving Institution with one of the largest enrollments of Hispanic college students of all institutions of higher education in Illinois. Wright received the prestigious Seal of Excelencia, a national award, for its work intentionally serving Hispanic students. The College is very active in the community, partnering with baccalaureate institutions, high schools, local businesses, community-based organizations, and other groups and organizations. Service learning and volunteering are College priorities, aligning with Wright's strategic plan and commitment to equity. Wright's Center of Excellence in Engineering and Computer Science has received national recognition for its success in preparing students for transfer at top-flight baccalaureate institutions.

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 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.

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.

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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 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 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 to Supplies or Services in the Biology Department is permitted.
- Transfers less than \$10,000 may be made within the same unrestricted fund and within the following objects of expense: Contractual Services, Materials and Supplies, Travel and Conference, minor Capital Outlay, and Other Expenses.
- 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 Contractual Services, Material and Supplies, Travel and Conference, minor Capital Outlay, and Other Expenses within the same unrestricted fund prior to a budget 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.
- 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.

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 Chief Financial Officer 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 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

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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 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 of Chicago will pay all invoices within 60 days from the final invoice receipt date. CCC payment terms are Net 60 unless vendor terms provide a trade discount for quick payment (e.g. 2% in 10 days).

Check Authority and Disbursement:

The Board Chair, Vice Chair, Chief Financial Officer and the Treasurer shall be authorized to issue appropriate payments (check or electronic) to pay the salaries and wages of employees and related benefits; as well as pay vendors, reimburse students and employees for expenses without additional approval of the Board.

All issued checks shall require two digital signatures from among one of the following: the Board Chair, the Treasurer or other signatory authorized by the Board.

All payments in an amount in excess of \$500,000 shall require an additional manual approval from among one of the following: the Chief Financial Officer, Deputy Chief Financial Officer 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, and 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

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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.

Ideally, soliciting multiple quotes or proposals must be obtained each time a purchase is made 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 identify the user department or college requesting approval, specify the user (i.e. district-wide or specific departments or colleges) the term of the purchase (including renewal options), the scope of services, reason or benefit to CCC for the purchase, brief description of the procedure used to select the vendor, compliance with the Minority and Women Business Enterprise Plan, 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 \$9,999: 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.
- Purchases of \$10,000 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 Minority Business Enterprise (“MBE”) or Women Business Enterprise (“WBE”) vendor.
- Purchases from a single vendor exceeding \$25,000 during a fiscal year must be approved by the Board.

Formal competitive bidding is required for the purchases of goods and services that exceed \$25,000. 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.

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For sealed bids the terms of the purchase may include payment terms, prevailing wage requirements, bid-deposit requirements, insurance requirements, MBE, and WBE requirements. 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 RFP will include the evaluation criteria, scope of services, cost proposal, insurance requirements, MBE/WBE requirements, interrogatories, roles, and responsibilities. The criteria that will be considered for evaluating the proposal must be detailed in the bidding documents. Procurement Services will approve stakeholders participating as evaluation committee members. 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 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 and 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.

User departments and colleges may also request to purchase goods and services exceeding \$25,000 from other approved purchasing methods which include the following:

- Purchases that fall within one of the categories as an "exception" from a competitive solicitation as specified in the Board Policies [Section 2.3.4 Board Policies](#). User departments or colleges requesting to contract for the use, purchase, delivery, movement or installation of data processing equipment, software, or services and telecommunications and inter-connect equipment, software and services must include in their memorandum an explanation as to why these services should not be competitive procured.
- Goods, commodities or services from a vendor under a current contract, which resulted from a competitive solicitation issued by a government agency.
- Purchases for goods, services, or commodities from a vendor from an approved consortium. The approved consortia are as follows: Sourcewell, Omnia Partners (formerly National IPA and US Communities Purchasing Alliance), Illinois Higher Public Education Cooperative, and Educational and Institutional Cooperative Purchasing. Board approval is required for purchases of \$25,001 or more for vendors providing services such as software as a service ("SaaS"), consulting services, or those vendors which require the execution of its contractual terms and conditions, for example warranty terms and conditions for a purchase of a truck.

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. Beginning Summer 2018, a third-party vendor, ProEducation Solutions will assist with processing documents required to verify students' FAFSA data. When all requirements are met, a financial aid award package is generated for the student and a Financial Aid Award Notification is sent to the student via email. 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. City Colleges students adhere to a Progressive SAP Policy. Specifically, students are required to: maintain the following requirements:

Standards of Satisfactory Academic Progress

- **Standard 1: Progressive Grade Point Average (GPA):** Students must maintain a minimum cumulative GPA according to the following chart:

Total Number of Credits Attempted	GPA Requirement
1-15	1.5
16-30	1.75
31 or more	2.0

- **Standard 2: Progressive Rate of Completion (Pace):** A student must earn at least the minimum cumulative Pace percentage, as shown below, for the attempted number of credit hours. Only non-remedial courses are included in this calculation.

Total Number of Credits Attempted	Pace Requirement
1-15	50%
16-30	60%
31 or more	67%

- **Standard 3: Maximum Timeframe:** Students must complete their degree or certificate program at City Colleges of Chicago (CCC) within a time frame that is no longer than 150% of the published length of the program. The time frame includes all attempted credit course work at CCC, as well as courses from other schools accepted for transfer at CCC (regardless of any change in program or any prerequisite course work necessary for admission to a program).

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City Colleges evaluates SAP at the end of each term, and students are notified if they are placed in warning or hold status. If a student becomes disqualified from receiving financial aid, he/she may submit an appeal online that details and documents any mitigating circumstances that led to the failure to meet SAP standards.

All seven of the City Colleges entered the Federal Direct Loan Program in the 2010/11 academic year. A history of increasing student loan default rates as resulted in City Colleges' heightened monitoring of student loan default and delinquency. City Colleges currently does not include student loans in the financial aid award package, but instead requires students to actively request in writing or electronically that they wish to receive a loan each year. Student participation in the program has declined significantly in the past two years. City Colleges has also partnered with Education Credit Management Corporation (ECMC) to assist with default management for prior borrowers across the City Colleges. The impact that revised packaging rules and ECMC default prevention work began to be reflected in the 2016 cohort default rate which was released in September 2019. The 3-Year Cohort Default Rates were reduced across all 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.

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.

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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 2022 tax year and collected in calendar year 2023 are recorded as revenue in FY2024. In addition, 50% of property taxes extended for the 2023 tax year and to be collected in calendar year 2023 are also recorded as revenue in FY2024.

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.

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
Leased Assets	5 - 18

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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 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.

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FUND BALANCE

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' 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.

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BASIS OF BUDGETING

City Colleges maintains its accounts and prepares its financial statements in accordance with generally accepted accounting principles applicable to governmental units and Illinois community colleges. The Governmental Accounting Standards Board 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, 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 Annual Comprehensive Financial Report, 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 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 Annual Comprehensive Financial Report.

Exceptions between:	ACFR	Budget
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 establishes a budget schedule, prepares financial projections and budget documents, and schedules public hearings.

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.

Prior to the final budget being approved by the Board, the Office of Finance publishes the dates and locations of at least one public hearing in a local major newspaper. Finance also prepares the tentative budget, as required by state law, and makes it available for public inspection both in City Colleges' Office of the Board of Trustees 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 monies the Board has re-estimated from all revenue sources including property taxes, state, or federal funds.

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REVENUES

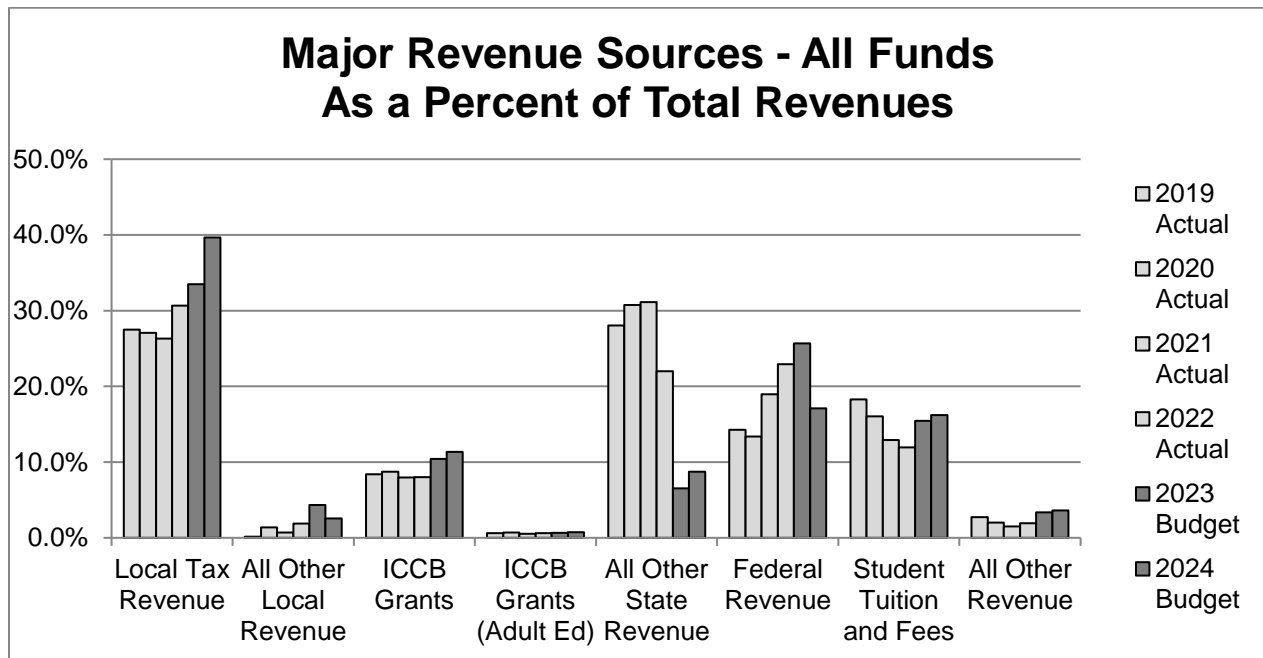
City Colleges has a diversified funding base consisting of local property taxes, tuition and fees, state apportionment, state and federal student financial aid, and other institutionally generated revenues. The \$484.7 million FY2024 estimated City Colleges all funds resource appropriation represents a \$15.7 million (3.3%) increase over FY2023 estimated revenues.

The table below shows the major revenue sources of City Colleges.

Major Revenue Sources - All Funds

	2019 Actual*	2020 Actual*	2021 Actual*	2022 Actual*	2023 Budget	2024 Budget
Local Tax Revenue	139,038,056	144,946,511	156,113,425	185,290,082	157,141,628	192,618,608
All Other Local Revenue	684,934	7,378,002	4,149,946	11,296,576	20,251,896	12,405,288
ICCB Grants	42,470,101	46,646,229	47,281,134	48,534,975	48,865,319	55,127,962
ICCB Grants (Adult Ed)	3,164,060	3,648,360	3,271,353	3,678,568	3,108,434	3,696,253
All Other State Revenue	141,796,759	164,426,580	184,766,740	133,035,191	30,738,795	42,371,003
Federal Revenue	72,002,237	71,494,722	112,500,504	138,599,258	120,509,216	83,037,827
Student Tuition	92,474,467	85,769,183	76,746,431	72,110,703	72,518,000	78,742,728
All Other Revenue	13,785,377	10,806,141	8,917,885	11,685,954	15,870,000	17,575,163
Total	505,415,991	535,115,728	593,747,417	604,231,306	469,003,288	485,574,832

* Data Source: prior years ACFRs All Funds Summary, Uniform Financial Statement #1



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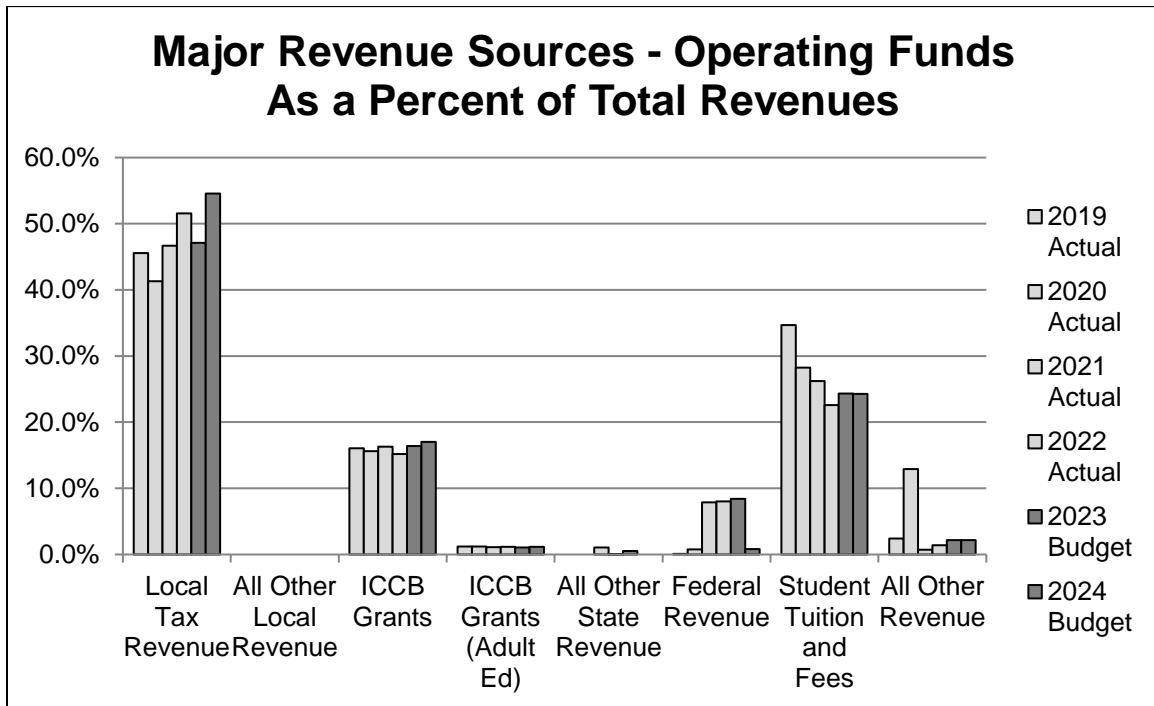
Operating Funds include the Education Fund, Operations and Maintenance Fund, Audit Fund, and Liability, Protection & Settlement Fund.

Major Revenue Sources - Operating Funds

Includes Education, O&M, Liability, and Audit Funds

	2019 Actual*	2020 Actual*	2021 Actual*	2022 Actual*	2023 Budget	2024 Budget
Local Tax Revenue	120,486,350	124,433,705	135,433,203	164,629,262	140,337,998	176,820,595
All Other Local Revenue	-	-	-	-	-	-
ICCB Grants	42,470,101	46,990,199	47,309,834	48,534,975	48,865,319	55,127,962
ICCB Grants (Adult Ed)	3,164,060	3,648,360	3,271,353	3,678,568	3,108,434	3,696,253
All Other State Revenue	-	-	3,128,700	193,244	1,500,000	-
Federal Revenue	226,647	2,257,185	22,805,488	25,649,858	25,027,524	2,573,826
Student Tuition and Fees	91,725,295	85,051,433	76,060,079	72,110,703	72,518,000	78,742,728
All Other Revenue	6,441,233	38,835,968	2,117,414	4,397,249	6,490,000	7,096,000
Total	264,513,686	301,216,850	290,126,070	319,193,859	297,847,275	324,057,364

* Data Source: prior years ACFRs All Funds Summary, Uniform Financial Statement #1

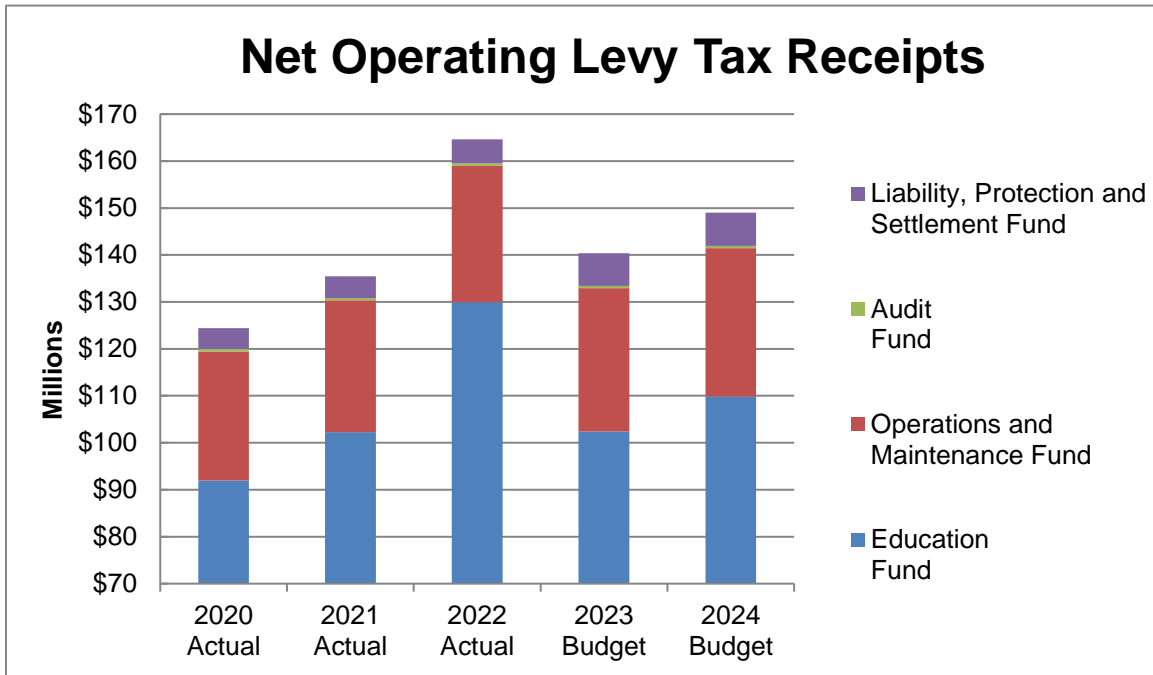


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Property Taxes: Property taxes are levied each calendar year on all taxable real property located in the City of Chicago and a small section of DuPage County. Property taxes currently provide 49.2% of unrestricted operating funds for City Colleges. 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.



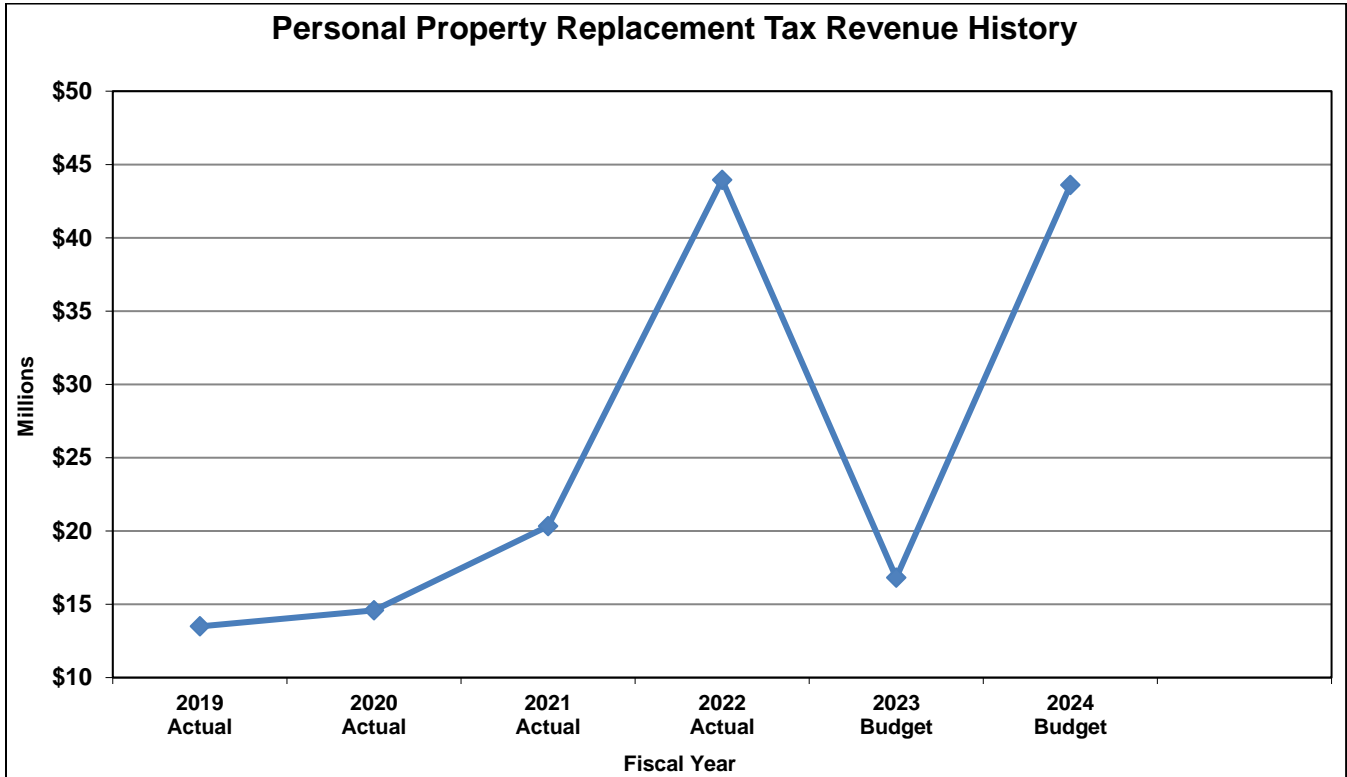
Property tax revenues included in the FY2024 budget are equal to half each of the 2022 and 2023 levies (collected in calendar years 2023 and 2024, respectively), and are net of loss and cost of collection and refunds of back taxes. Tentative FY2024 property tax revenue allocations are:

Fund	Tentative Allocation
Education Fund:	\$109.8 million
Operations and Maintenance Fund:	31.7 million
Liability, Protection, and Settlement Fund:	7.1 million
Audit Fund:	0.4 million
Total	\$149.0 million

The gross property tax levy for calendar 2022 is \$148.1 million and the proposed 2023 levy is \$155.5 million. The gross revenue is reduced by 5.8% to allow for loss and cost of collections and back tax refunds, yielding net property tax revenue of \$149.0 million, which includes an annual estimated \$6.0 million TIF surplus. The local tax levy annual changes are from additional new taxable property joining City Colleges' tax roll and CPI driven Levy changes.

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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.

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 FY2024 PPRT revenue of \$43.6 million is allocated \$15.8M to the Bond and Interest Fund based on its pledge of this revenue source for debt service payments in future fiscal years, and the remaining \$27.8M to the Education Fund. In its financial forecast, City Colleges anticipates an increase in PPRT revenues.

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Tuition: Student tuition makes up approximately 22.5% of total budgeted FY2024 Unrestricted Fund resources. 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 tuition.

Tuition Schedule				
Fiscal Year	In District Tuition per Semester Hr.	Out of District Charges	Out of State Charges	Tuition Revenue
2017	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	\$99,657,550
2018	\$1,069 PT / \$1,753 FT*	\$3,159 PT/ \$4,603 FT	\$4,149 PT / \$5,953 FT	\$94,674,700
2019	\$146.00	\$384.00	\$481.00	\$92,474,466
2020	\$146.00	\$384.00	\$481.00	\$85,769,183
2021	\$146.00	\$384.00	\$481.00	\$76,060,079
2022	\$146.00	\$384.00	\$481.00	\$72,129,713
2023**	\$146.00	\$384.00	\$481.00	\$76,400,000
2024**	\$146.00	\$384.00	\$481.00	\$78,742,728

* Under the flat-rate structure, students paid one price for part-time and one price for full-time.

In April 2018, CCC adopted a per credit hours rate effective Summer 2018.

** 2024 amount is budgeted and 2023 amounts is forecasted estimates based on current actuals.

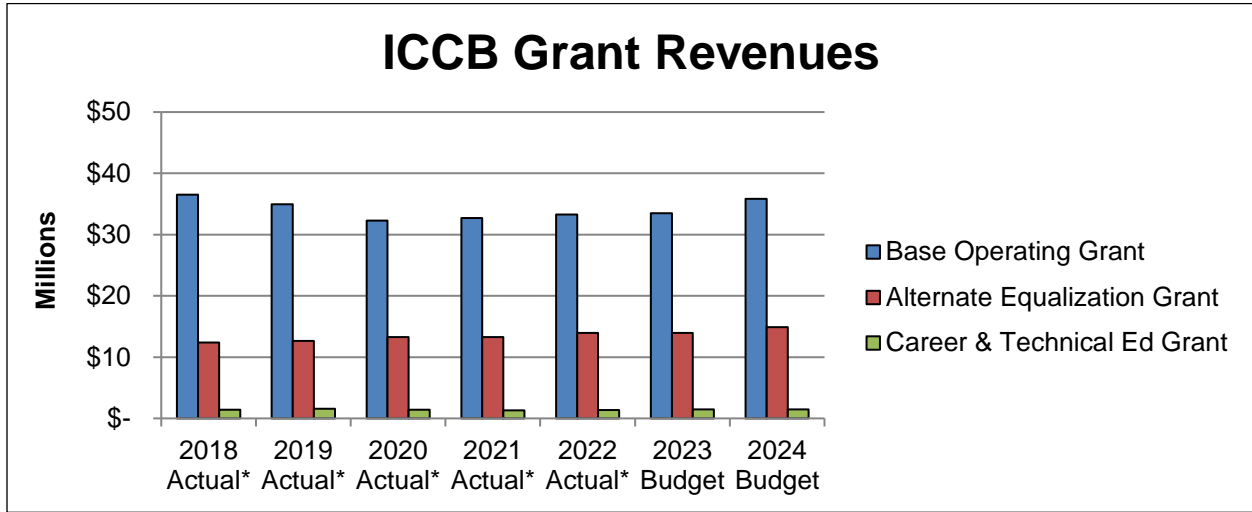
Other Revenues: Investment income, fundraising and other revenues for FY2024 are budgeted at \$7.1 million in the operating funds. The \$0.6 million increase projects investment income growth due to higher interest rates.

State Revenues – Unrestricted Grants: City Colleges receives unrestricted state grants (base operating grant, equalization replacement grant, etc.) from the ICCB. FY2024 ICCB unrestricted grants to City Colleges are budgeted at \$55.1 million.

	2019 Actual*	2020 Actual*	2021 Actual*	2022 Actual*	2023 Budget	2024 Budget
Base Operating Grant	34,932,194	32,272,709	32,686,997	33,256,462	33,476,611	33,764,254
Alternate Equalization Grant	12,633,696	13,265,400	13,265,400	13,928,700	13,928,700	14,903,700
Career & Technical Ed Grant	1,552,000	1,408,120	1,328,737	1,349,813	1,460,008	6,460,008
Total	49,117,890	46,946,229	47,281,134	48,534,975	48,865,319	55,127,962

* 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: 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 FY2005 and \$0 thereafter.

	FY 2005 – 2012	FY2013 - 2017	FY2018	FY2019	FY2020 – 2022	FY2023	FY2024
Equalization Fund:							
City Colleges (Average Amount)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Equalization Appropriation	\$76.9 m	\$75.3 m	\$66.5 m	\$67.8 m	\$71.2 m	\$74.8 m	\$80.0 m
City Colleges as a % of Total	0%	0%	0%	0%	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. Each year between FY2006 and FY2012, the State renewed the grant for \$15.0 million. Since then, the alternate equalization grant has been reduced proportionately along with other reductions in funding from the Illinois Community College Board. In FY2024, City Colleges is anticipating an alternate equalization grant of \$14.9 million.

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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.

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.

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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 Illinois Community College Board (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 FY2024, City Colleges anticipates receiving a total of \$116.9 million of restricted grants in addition to \$5.8 million of Adult Education grants reported as part of the \$324.2 million of Unrestricted operating fund in the “FY2024 All Funds by Fund Type Resources Available” table on page 5. This amount is broken down as follows: \$69.7 million for student financial aid and \$47.2 million in funded grants, including \$23.2 million in federal grants, \$10.7 million in state grants and \$11.3 million in local and non-governmental sources, as well as \$2.0 million in grant proposals which have been submitted for FY2024 with results still pending. Adult Education and Child Care grants are included under Operating with \$4.0 million in Federal grants and \$5.2 million in State grants.

The Federal Government awards student financial aid primarily through the following grants: Pell, Federal Supplemental Educational Opportunity Grant (FSEOG), and Work Study. City Colleges expects to process a total of \$56.4 million of federal aid awards in FY2024; \$49.2 million from Pell grants, \$2.1 million from FSEOG and \$1.5 million from Work Study grants. City Colleges is projected to disburse \$3.6 million in subsidized and unsubsidized Title IV federal student loans. The State government awards City Colleges \$13.0 million in financial aid through the Monetary Award Program (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 – Bridge Program: This grant provides ongoing, high quality professional development for Bridge Students. These sessions include sharing out best practices in recruitment strategies; coaching students and academic advising; and synthesizing data and accessing student records to track and better understand our students’ needs. The Bridge grant also supports Chicago’s economy, developing neighborhoods, and transitioning students from adult education into college credit classes and career pathways. Reading, writing and math lessons are contextualized to the participant’s chosen career sector. City Colleges is budgeted to receive \$300,000 in FY2024.

Adult Education – State Basic: This grant from the state helps establish special classes for the instruction of persons aged 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. Included in this grant are funds for support services, such as student transportation and childcare. City Colleges expects to receive \$2.1 million in FY2024.

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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 \$1.6 million for FY2024.

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-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 \$2.1 million in FY2024.

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 \$1.5 million from the Perkins Act in FY2024.

Student Support Services (TRIO) – Federal: Harold Washington, 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, 2020 and runs through August 31, 2025. City Colleges is budgeted to receive \$794 thousand in FY2024.

Talent Search Project (TRIO) – Federal: Kennedy-King College receives 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, 2021 and runs through August 31, 2026. City Colleges is budgeted to receive \$355 thousand in FY2024.

Youth Connection Charter School – Local: The Youth Connection Charter Schools purpose it 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 \$3.1 million in FY2024.

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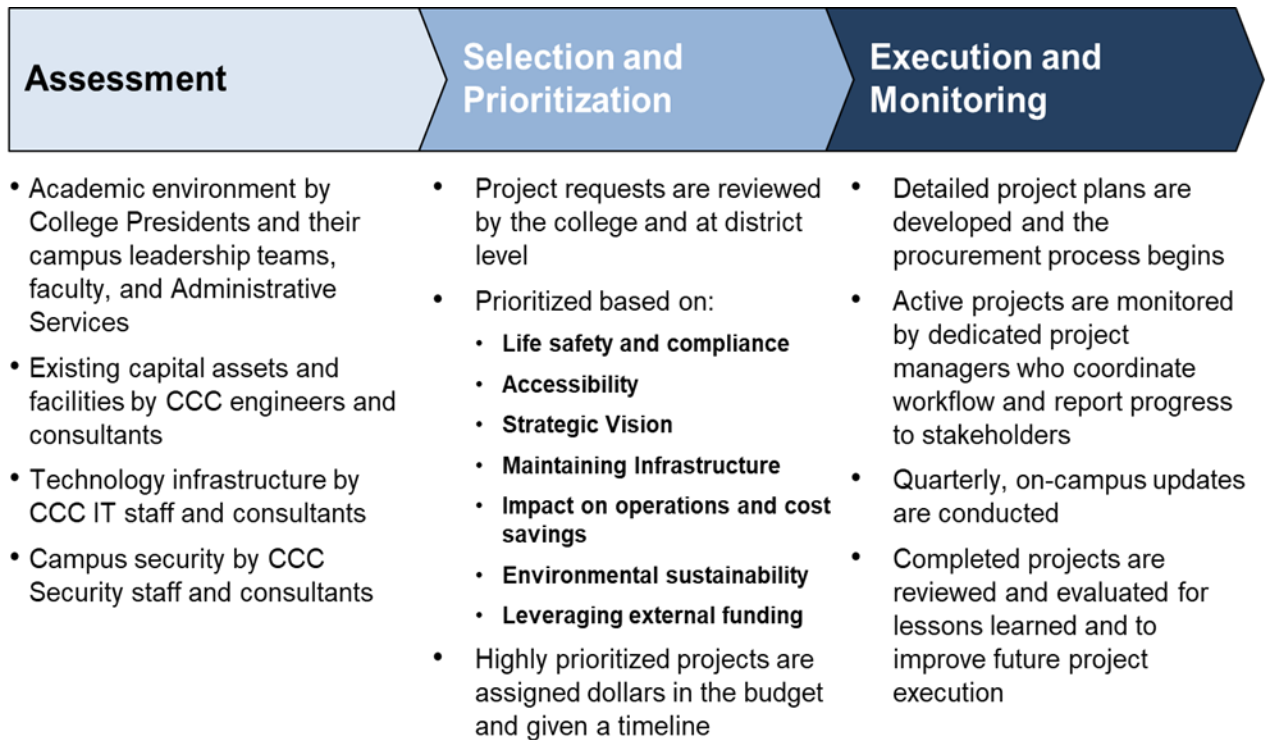
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CAPITAL INVESTMENTS

CAPITAL IMPROVEMENT PLANNING PROCESS OVERVIEW

City Colleges of Chicago (CCC) is made up of seven colleges with five satellite locations totaling more than 4 million square feet of facilities on 205 acres of land. Our oldest buildings were built in the 1970s and our two newest, the Olive-Harvey Transportation Distribution and Logistics (TDL) Center and the Daley Manufacturing Technology and Engineering Center (MTEC) both opened in 2019. The Capital Plan is based upon a comprehensive condition assessment survey of all existing capital assets and is updated annually. The Department of Administrative and Procurement Services, College leadership, and building engineers, collaboratively prioritize projects to support the academic vision, address student needs, and maintain infrastructure. The broad deferred maintenance and renovation plan covers the building envelope, facility infrastructure, furniture and equipment, the surrounding site landscape, technology and technology infrastructure.

From assessment to project completion the Department of Administrative and Procurement Services oversees capital investments to ensure the work conforms to ICCB guidelines and benefits the CCC community.

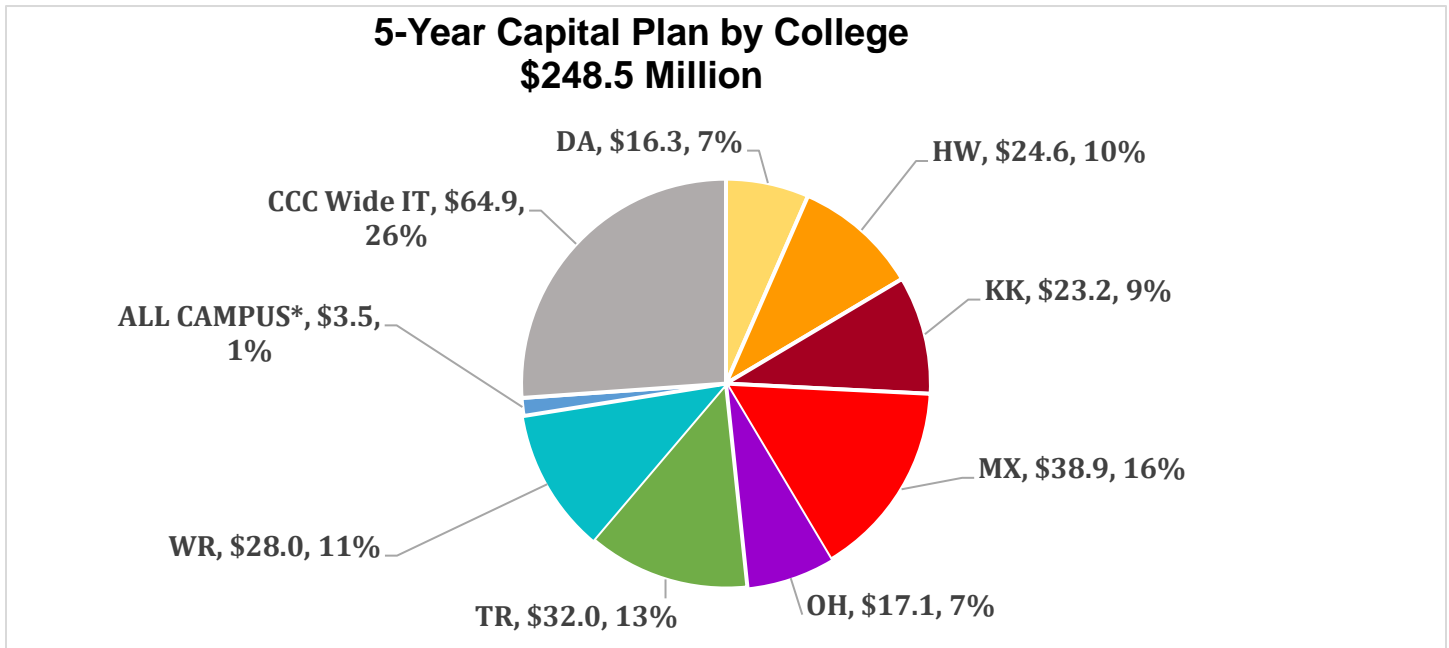


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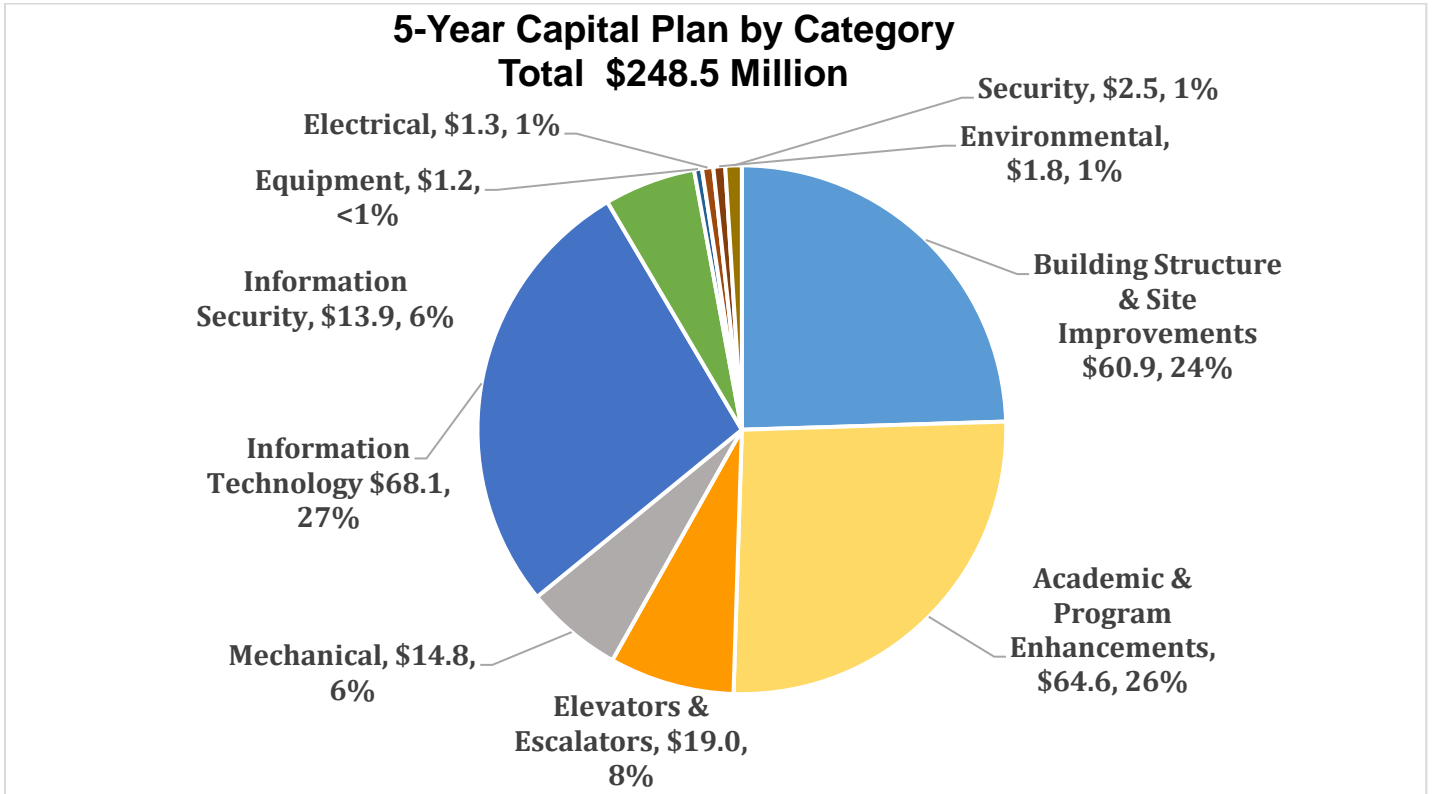
FIVE YEAR CAPITAL PLAN

In FY2021, CCC entered a new five-year capital plan consisting of key programmatic and academic improvements, necessary deferred maintenance, information security, and technology and technology infrastructure upgrades. Projects are prioritized and included in the Capital Plan to align with our strategic vision and maintain the condition of our colleges. Each year CCC updates the plan based on a renewed assessment of conditions and evolving academic priorities; the new FY2022 – FY2026 Capital Plan total is \$248.5 million. As we enter the third year of this plan, CCC has budgeted capital investments for FY2024 of up to \$54.9 million that include \$16.9 million in technology, technology infrastructure and information security, \$30.2 million in deferred maintenance, and \$4.3 million in academic and programmatic enhancements. The academic and programmatic improvements and select construction projects will be prioritized by their impact on student success and are subject to external funding and/or Chancellor approval.



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Deferred maintenance and renovations of outdated or underutilized spaces continue to be our major focus. Deferred maintenance projects in the FY2024 capital plan include, but are not limited to parking lot renovations, roofing replacements, storm water upgrades, boiler replacement & HVAC upgrades, elevator modernizations, plumbing piping & equipment replacement, and security camera replacement. An all-campus contingency is included to account for emergencies and unforeseen conditions. CCC-wide IT is comprised of a variety of software upgrades to keep CCC current with the latest technology network hardware, and cybersecurity. CCC's FY 2024 Information Security planned capital investments are \$2.8 million¹ of the overall capital plan. The focus of these investments is to secure and protect data, provide reliable access, and maintain resilient and secure systems.

ALL CAMPUSES FY2022-2026						
	2022	2023	2024	2025	2026	Total
Equipment	\$245,000	\$625,000	\$300,000	\$0	\$0	\$1,170,000
Building Structure and Site Improvements	\$7,885,000	\$6,120,000	\$25,817,700	\$9,716,200	\$11,380,000	\$60,918,900
Elevators & Escalators	\$5,938,333	\$3,000,000	\$1,200,000	\$5,012,500	\$3,862,500	\$19,013,333
Mechanical Systems	\$3,592,790	\$3,460,000	\$5,035,000	\$875,000	\$1,825,000	\$14,787,790
Electrical Systems	\$335,000	\$465,000	\$420,000	\$275,000	\$200,000	\$1,695,000
Environmental & Compliance	\$250,000	\$375,000	\$425,000	\$350,000	\$350,000	\$1,750,000
Academic & Programmatic Enhancements	\$4,436,500	\$13,492,790	\$4,347,460	\$26,635,000	\$15,721,500	\$64,633,250
Information Technology	\$16,818,539	\$11,794,950	\$14,095,163	\$11,806,821	\$13,568,200	\$68,083,673
Information Security	\$585,000	\$4,415,550	\$2,844,443	\$2,692,604	\$3,370,800	\$13,908,397
Campus Security	\$840,000	\$590,000	\$450,000	\$305,000	\$312,500	\$2,497,500
Totals	\$40,926,162	\$44,338,290	\$54,934,766	\$57,668,125	\$50,590,500	\$248,457,843

¹ In addition to capital investments CCC has a planned operating budget of \$2 million for Information Security.

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SUBTOTALS BY CAMPUS

	2022	2023	2024	2025	2026	Total
Richard J. Daley College						
Equipment	\$75,000	\$75,000	\$0	\$0	\$0	\$150,000
Building Structure and Site Improvements	\$335,000	\$590,000	\$3,778,200	\$1,216,200	\$940,000	\$6,859,400
Elevators & Escalators	\$855,000	\$25,000	\$25,000	\$25,000	\$25,000	\$955,000
Mechanical Systems	\$175,000	\$275,000	\$250,000	\$200,000	\$475,000	\$1,375,000
Electrical Systems	\$160,000	\$25,000	\$25,000	\$100,000	\$25,000	\$335,000
Environmental & Compliance	\$0	\$0	\$0	\$0	\$0	\$0
Academic & Programmatic Enhancements	\$750,000	\$0	\$0	\$4,250,000	\$0	\$5,000,000
Information Technology	\$216,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,416,000
Campus Security	\$0	\$25,000	\$50,000	\$50,000	\$50,000	\$175,000
Total Daley College	\$2,566,000	\$1,315,000	\$4,428,200	\$6,141,200	\$1,815,000	\$16,265,400

	2022	2023	2024	2025	2026	Total
Harold Washington College						
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Building Structure and Site Improvements	\$1,790,000	\$65,000	\$990,000	\$790,000	\$515,000	\$4,150,000
Elevators & Escalators	\$25,000	\$25,000	\$25,000	\$3,512,500	\$3,687,500	\$7,275,000
Mechanical Systems	\$1,082,500	\$1,550,000	\$2,335,000	\$50,000	\$50,000	\$5,067,500
Electrical Systems	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Environmental & Compliance	\$0	\$0	\$0	\$0	\$0	\$0
Academic & Programmatic Enhancements	\$0	\$125,000	\$75,000	\$600,000	\$4,821,500	\$5,621,500
Information Technology	\$160,000	\$525,000	\$508,000	\$525,000	\$525,000	\$2,243,000
Campus Security	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Total Harold Washington College	\$3,082,500	\$2,340,000	\$3,983,000	\$5,527,500	\$9,649,000	\$24,582,000

	2022	2023	2024	2025	2026	Total
Kennedy-King College						
Equipment	\$60,000	\$300,000	\$0	\$0	\$0	\$360,000
Building Structure and Site Improvements	\$90,000	\$655,000	\$3,190,000	\$290,000	\$1,040,000	\$5,265,000
Elevators & Escalators	\$250,000	\$25,000	\$25,000	\$325,000	\$25,000	\$650,000
Mechanical	\$165,000	\$260,000	\$325,000	\$275,000	\$500,000	\$1,525,000
Electrical	\$50,000	\$110,000	\$225,000	\$50,000	\$50,000	\$485,000
Environmental & Compliance	\$0	\$0	\$0	\$0	\$0	\$0
Academic & Programmatic Enhancements	\$1,418,500	\$200,000	\$1,265,250	\$7,200,000	\$2,000,000	\$12,083,750
Information Technology	\$315,000	\$300,000	\$620,000	\$320,000	\$320,000	\$1,875,000
Campus Security	\$440,000	\$200,000	\$225,000	\$50,000	\$87,500	\$1,002,500
Total Kennedy-King College	\$2,788,500	\$2,050,000	\$5,875,250	\$8,510,000	\$4,022,500	\$23,246,250

	2022	2023	2024	2025	2026	Total
Malcolm X College						
Equipment	\$75,000	\$0	\$0	\$0	\$0	\$75,000
Building Structure and Site Improvements	\$315,000	\$1,440,000	\$4,215,000	\$3,290,000	\$290,000	\$9,550,000
Elevators & Escalators	\$4,533,333	\$2,050,000	\$550,000	\$50,000	\$50,000	\$7,233,333
Mechanical	\$175,000	\$250,000	\$250,000	\$50,000	\$50,000	\$775,000
Electrical	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Environmental & Compliance	\$0	\$0	\$100,000	\$0	\$0	\$100,000
Academic & Programmatic Enhancements	\$1,478,000	\$7,067,790	\$2,432,210	\$6,500,000	\$0	\$17,478,000
Information Technology	\$585,369	\$600,000	\$1,016,901	\$600,000	\$600,000	\$3,402,270
Campus Security	\$200,000	\$0	\$0	\$0	\$0	\$200,000
Total Malcolm X College	\$7,386,702	\$11,432,790	\$8,589,111	\$10,515,000	\$1,015,000	\$38,938,603

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	2022	2023	2024	2025	2026	Total
Olive-Harvey College						
Equipment	\$0	\$250,000	\$300,000	\$0	\$0	\$550,000
Building Structure and Site Improvements	\$3,440,000	\$540,000	\$4,530,000	\$1,390,000	\$340,000	\$10,240,000
Elevators & Escalators	\$0	\$0	\$0	\$25,000	\$25,000	\$50,000
Mechanical	\$150,000	\$50,000	\$250,000	\$50,000	\$375,000	\$875,000
Electrical	\$25,000	\$230,000	\$70,000	\$25,000	\$25,000	\$375,000
Environmental & Compliance	\$0	\$0	\$0	\$0	\$0	\$0
Academic & Programmatic Enhancements	\$40,000	\$2,000,000	\$0	\$135,000	\$175,000	\$2,350,000
Information Technology	\$573,200	\$400,000	\$777,000	\$400,000	\$400,000	\$2,550,200
Campus Security	\$0	\$65,000	\$25,000	\$25,000	\$25,000	\$140,000
Total Olive-Harvey College	\$4,228,200	\$3,535,000	\$5,952,000	\$2,050,000	\$1,365,000	\$17,130,200

	2022	2023	2024	2025	2026	Total
Truman College						
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Building Structure and Site Improvements	\$40,000	\$915,000	\$4,399,500	\$1,040,000	\$6,290,000	\$12,684,500
Elevators & Escalators	\$250,000	\$850,000	\$0	\$275,000	\$25,000	\$1,400,000
Mechanical	\$957,500	\$350,000	\$1,075,000	\$200,000	\$150,000	\$2,732,500
Electrical	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Environmental & Compliance	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Academic & Programmatic Enhancements	\$0	\$3,950,000	\$125,000	\$4,500,000	\$4,000,000	\$12,575,000
Information Technology	\$115,000	\$400,000	\$900,305	\$400,000	\$400,000	\$2,215,305
Campus Security	\$0	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000
Total Truman College	\$1,412,500	\$6,540,000	\$6,574,805	\$6,490,000	\$10,940,000	\$31,957,305

	2022	2023	2024	2025	2026	Total
Wright College						
Equipment	\$0	\$0	\$0	\$0	\$0	\$0
Building Structure and Site Improvements	\$1,665,000	\$1,530,000	\$4,555,000	\$1,240,000	\$1,705,000	\$10,695,000
Elevators & Escalators	\$25,000	\$25,000	\$575,000	\$800,000	\$25,000	\$1,450,000
Mechanical	\$887,790	\$725,000	\$550,000	\$50,000	\$225,000	\$2,437,790
Electrical	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Environmental & Compliance	\$0	\$0	\$0	\$0	\$0	\$0
Academic & Programmatic Enhancements	\$750,000	\$150,000	\$450,000	\$3,450,000	\$4,725,000	\$9,525,000
Information Technology	\$1,038,600	\$600,000	\$565,000	\$600,000	\$600,000	\$3,403,600
Campus Security	\$50,000	\$175,000	\$25,000	\$55,000	\$25,000	\$330,000
Total Wright College	\$4,441,390	\$3,230,000	\$6,745,000	\$6,220,000	\$7,330,000	\$27,966,390

	2022	2023	2024	2025	2026	Total
All Campus						
Equipment	\$35,000	\$0	\$0	\$0	\$0	\$35,000
Building Structure and Site Improvements	\$210,000	\$385,000	\$160,000	\$460,000	\$260,000	\$1,475,000
Elevators & Escalators	\$0	\$0	\$0	\$0	\$0	\$0
Mechanical	\$0	\$0	\$0	\$0	\$0	\$0
Electrical	\$0	\$0	\$0	\$0	\$0	\$0
Environmental & Compliance	\$225,000	\$350,000	\$300,000	\$325,000	\$325,000	\$1,525,000
Academic & Programmatic Enhancements	\$0	\$0	\$0	\$0	\$0	\$0
Information Technology	\$13,815,370	\$8,669,950	\$9,407,957	\$8,661,821	\$10,423,200	\$50,978,298
Information Security	\$585,000	\$4,415,550	\$2,844,443	\$2,692,604	\$3,370,800	\$13,908,397
Campus Security	\$150,000	\$75,000	\$75,000	\$75,000	\$75,000	\$450,000
Total District-Wide College	\$15,020,370	\$13,895,500	\$12,787,400	\$12,214,425	\$14,454,000	\$68,371,695

CITY COLLEGES OF CHICAGO

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FY2024 Projection - Capital Funding Plan

Sources	Amount (in Millions)
State	
Appropriation for Capital Improvements	\$15.0
Anticipated Grants	\$4.0
State Subtotal	\$19.0
Local	
CCC Cash	\$35.9
Local Subtotal	\$35.9
Total Capital Resources	\$54.9

IMPACT OF CAPITAL IMPROVEMENTS ON OPERATING BUDGET

Though there 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.

CCC considers sustainability in the early planning phases on individual projects, and sustainability goals write-large are integrated into and help guide overall long-term planning for capital investments. Annual facility assessments also help enable a long-term strategy of increased energy efficiency, reduced energy consumption, and improved reliability and comfort within our facilities.

Capital projects focusing on energy-saving measures can reduce long-term operating expenses including utility spending and equipment maintenance. Examples of such projects may include: LED light installation; roof and façade replacement; and HVAC equipment recommissioning. Our newer buildings including Malcolm X College, the Olive-Harvey TDL Center, and Daley MTEC are LEED certified.

The impact of capital expenditures in total on the Operating Budget are one of the factors considered before capital appropriations are proposed. Recently complete and ongoing projects including Wright College variable frequency drive installation, Humboldt Park Vocational Education Center boiler replacement, and Truman College air-handler replacement will have a direct positive impact on our operating expenses. Our future sustainability planning will increase our energy-savings and continue to reduce operating expenses.

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NEW/ONGOING CONSTRUCTION ACTIVITIES

The FY2023 capital budget focused on primarily critical deferred maintenance and select programmatic improvements, including several large deferred maintenance projects that were advanced and will continue into FY2024. Following are a sample of new and ongoing projects that support CCC strategic vision and reflect our commitment to maintain the quality of the facilities.

Daley College Parking Lot Renovation: Renovation and expansion of the north parking lot will provide more parking and maintain safe vehicular access to the campus. Some or all the temporary buildings will be demolished, new lighting and signage will be installed. Design commenced in April 2023 and is expected to be complete in April 2026.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors)

Harold Washington Façade Improvements: The scope of work for this project includes a critical façade inspection, replacement of window seals and gaskets, repair and repainting of the concrete panel system, and new signage. Construction is expected to be complete in summer 2023.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors)

Harold Washington Pipe Replacement & Plumbing Upgrades: The scope of work includes the replacement of galvanized piping and related plumbing fixtures & pumps. Project is currently in design and expected to be complete December 2026.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors)

Kennedy-King College Fire Alarm: Scope of work includes replacement of the obsolete campus-wide fire alarm and PA system to maintain safety. Design is near complete, and construction is expected to start in 2024.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors)

Kennedy-King College Dawson Tech Welding Lab Upgrades: Replacement of the welding booths, related ventilation system, and equipment will modernize the lab to meet current industry standards and improve the student experience. Design started in April 2023 and construction is expected to be complete December 2026.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors)

Kennedy- King College BNA Nursing Labs: Converting two classrooms into BNA nursing labs is the first phase of larger plan to bring CCC's Nursing Program to Kennedy-King. The scope of work also includes office renovations for staff and student advising and a new 18-20 seat testing center. Construction is expected to start in July 2023 and be complete for the Spring 2024 semester.

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Malcolm X College West Side Learning Center Community Center: In collaboration with the Public Building Commission, we are building an addition to Malcolm X's satellite campus. The scope of work includes a new multi-purpose community space, restrooms, and lobby as well as upgrades to the utilities and life safety systems throughout the building. Design will commence in summer 2023 and construction is expected to be complete by December 2025.

Olive-Harvey Roof Replacement: The existing roof membrane needs to be replaced to maintain a watertight building envelope. The scope of the roof replacement project will include new insulation that will improve the energy performance of the building. Design is in process and construction is expected to start in 2024.

Olive-Harvey TDL Lot Expansion: Repaving and striping of the existing north parking lot will expand the capacity of the TDL program. Scope of work also includes lighting and a warming & cooling shelter. The project is in construction and expected to be complete in summer 2023.

Truman Biology Labs: Renovation of the existing A&P and Anatomy labs, and expansion and renovation of the Biology Prep Lab. The modernization of these labs will dramatically improve the student experience and allow for increased program options. Design is 50% complete and construction is expected to start in 2024.

Truman Elevator Modernization: Elevator modernizations for three elevators at Truman College will address critical equipment replacement and upgrades to maintain safety and code compliance. Construction will be completed by December 2023.

Truman College Galvanized Piping Replacement: The scope of work includes replacement of existing storm water pumps, storm, sanitary, and domestic water distribution piping within the building. The project will replace select galvanized sanitary and domestic water distribution piping with new copper piping. Construction is expected to start in early 2024.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors)

Wright College Engineering Research Lab: Converting the vacated Radiography space into an Engineering Research Lab is the first phase of a larger plan to support the growing Engineering program. The new lab creates a space for students to collaborate and experiment beyond the classroom. Construction is near complete, and the lab is planned to open in summer 2023.

Wright College Roof Replacement: The existing roof membrane will be replaced to maintain a watertight building envelope. The scope of the roof replacement project will include new insulation that will improve the energy performance of the building. Project is in design and construction is expected to start in 2025.

(The project is being administered by the State of Illinois Capital Development Board. All work to be completed by authorized contractors.)

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TECHNOLOGY SOFTWARE UPGRADES

Software Implementation / Upgrades: A variety of software upgrades are scheduled to keep City Colleges current with the latest technology. Integration and implementation of CRM and Web Redesign to enable the 3S: Streamlined Student Success program. 3S: will improve technology and simplify processes across CCC.

Technology Lifecycle Management: Refresh existing aging network hardware and improve network capabilities to provide reliable connections, inside and outside the colleges and district.

Information Security Enhancements: Projects to secure and protect data, provide reliable access, and maintain resilient and secure systems.

Infrastructure Projects: Upgrades of systems to ensure all software solutions on-premise are highly available and redundant supporting the CIO's strategic objective of a reliable & scalable environment.

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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 FY2024, City Colleges is budgeting \$20,798,013 for debt service expenditures, which includes total interest of \$14,883,013 and total principal payments of \$5,915,000 for the Unlimited Tax General Obligation Bonds (Dedicated Revenues) Series 2013 and Series 2017. Both Series 2013 and 2017 bonds are amortized over 30-years and are issued with an average interest rate of 5% with payments made on June 1 and December 1 of each year. The last payment for the Series 2013 and 2017 bonds is December 1 of 2043 and 2047, respectively.

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.

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FINANCIAL SUMMARY AND TABLES

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Community College District No. 508

FY2024 Budget Request - All Funds Summary

	Operating Funds	Auxiliary Enterprise Fund	Total Unrestricted Funds	Restricted Funds	Bond & Interest Fund	Operations and Maintenance Fund (Restricted)	Total All Funds
Net Assets to be Appropriated	161,331	-	161,331	-	-	35,934,766	36,096,097
2024 Revenues							
Estimated 2022 Tax Levy	74,064,349	-	74,064,349	-	-	-	74,064,349
Estimated 2023 Tax Levy	77,767,566	-	77,767,566	-	-	-	77,767,566
Estimated Loss and Cost	(8,813,307)	-	(8,813,307)	-	-	-	(8,813,307)
Tax Increment Financing Surplus	6,000,000	-	6,000,000	-	-	-	6,000,000
Local Government Grants (less PPRT)	-	-	-	12,405,288	-	-	12,405,288
Local Government Total	149,018,608	-	149,018,608	12,405,288	-	-	161,423,896
Personal Property Replacement Tax	27,801,987	-	27,801,987	-	15,798,013	-	43,600,000
State Government	58,824,215	-	58,824,215	24,058,703	-	19,000,000	101,882,918
Federal Government	2,573,826	-	2,573,826	80,464,001	-	-	83,037,827
Tuition and Fees	78,742,728	-	78,742,728	-	-	-	78,742,728
Auxiliary/Enterprise	1,300,000	10,479,163	11,779,163	-	-	-	11,779,163
Facilities Rental	1,690,000	-	1,690,000	-	-	-	1,690,000
Investment Revenue	2,606,000	-	2,606,000	-	-	-	2,606,000
Other Sources	1,500,000	-	1,500,000	-	-	-	1,500,000
Revenue Total	324,057,364	10,479,163	334,536,527	116,927,992	15,798,013	19,000,000	486,262,532
Resource Total	324,218,695	10,479,163	334,697,858	116,927,992	15,798,013	54,934,766	522,358,629
2024 Expenditures by Program							
Instruction	115,614,743	192,363	115,807,106	14,374,745	-	-	130,181,851
Academic Support	26,674,827	-	26,674,827	15,867,625	-	-	42,542,452
Student Services	43,858,665	7,108	43,865,773	11,011,241	-	-	54,877,014
Public Service	712,367	1,506,448	2,218,815	2,237,996	-	-	4,456,811
Organized Research	-	-	-	178,700	-	-	178,700
Auxiliary/Enterprise	7,494,426	8,979,899	16,474,325	2,428,316	-	-	18,902,641
Operations and Maintenance	44,566,978	-	44,566,978	-	15,798,013	-	60,364,991
Institutional Support	71,859,071	373,408	72,232,479	1,082,069	-	54,934,766	128,249,314
Scholarships, Grants, Waivers	12,857,555	-	12,857,555	69,747,300	-	-	82,604,855
Expenditure Total	323,638,632	11,059,226	334,697,858	116,927,992	15,798,013	54,934,766	522,358,629
2024 Expenditures by Object							
Salaries	224,073,654	7,379,786	231,453,440	32,867,489	-	-	264,320,929
Employee Benefits	35,606,704	1,229,598	36,836,302	5,659,062	-	-	42,495,364
Contractual Services	16,783,799	852,770	17,636,569	2,966,318	-	-	20,602,887
Materials and Supplies	17,026,236	1,266,110	18,292,346	4,398,576	-	-	22,690,922
Travel and Conference	1,006,681	86,162	1,092,843	619,795	-	-	1,712,638
Capital Outlay	-	-	-	-	-	54,934,766	54,934,766
Fixed Charges	3,824,803	-	3,824,803	4,357	15,798,013	-	19,627,173
Utilities	8,906,200	-	8,906,200	1,016	-	-	8,907,216
Other Expenditures							
Waivers and Scholarships	12,857,555	244,800	13,102,355	69,747,300	-	-	82,849,655
Bad Debt	2,500,000	-	2,500,000	-	-	-	2,500,000
Other Expenditures	1,053,000	-	1,053,000	664,079	-	-	1,717,079
Object Total	323,638,632	11,059,226	334,697,858	116,927,992	15,798,013	54,934,766	522,358,629
Resource less Expenditure	580,063	(580,063)	-	-	-	-	-

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

FY2024 Budget Request - Operating Funds by Campus

Type Program Description	Daley	Harold Washington	Kennedy-King	Malcolm X	Olive-Harvey	Truman	Wright	District Office	General Appropriation	Total
Expenditures by Program										
Instruction	13,484,069	22,742,398	13,153,440	22,172,273	9,244,453	14,621,188	19,699,579	243,558	253,785	115,614,743
Academic Support	1,859,395	2,662,371	2,802,292	5,208,540	1,892,519	3,131,961	4,038,788	1,625,531	3,453,430	26,674,827
Student Services	4,829,320	7,751,633	5,080,909	6,951,988	3,755,504	5,558,793	7,321,187	2,015,451	593,880	43,858,665
Public Service	327,767	-	-	-	-	-	66,000	318,600	-	712,367
Auxiliary/Enterprise	292,116	-	944,346	642,279	605,376	488,731	340,897	3,805,681	375,000	7,494,426
Operations and Maintenance	6,318,047	3,703,737	8,448,821	6,236,858	5,502,461	5,404,875	5,441,748	3,420,431	90,000	44,566,978
Institutional Support	2,477,402	2,316,036	2,753,639	5,183,691	2,538,912	2,745,913	2,032,539	42,011,128	9,799,811	71,859,071
Scholarships, Grants, Waivers	174,000	128,487	178,494	180,000	250,000	128,120	220,000	-	11,598,454	12,857,555
Program Total	29,762,116	39,304,662	33,361,941	46,575,629	23,789,225	32,079,581	39,160,738	53,440,380	26,164,360	323,638,632
Expenditures by Object										
Salaries	23,392,255	31,368,841	24,403,670	35,708,159	18,088,337	24,916,806	30,826,620	32,044,643	3,324,323	224,073,654
Employee Benefits	3,777,161	5,178,236	4,191,312	6,597,009	3,164,573	4,316,769	5,108,572	6,570,650	(3,297,578)	35,606,704
Contractual Services	559,450	1,067,970	975,548	1,725,155	652,282	557,466	737,000	4,828,534	5,680,394	16,783,799
Materials and Supplies	667,150	727,478	1,386,194	846,908	527,923	746,480	725,446	7,403,398	3,995,259	17,026,236
Travel and Conference	66,000	44,450	119,623	108,498	88,810	58,740	80,700	383,960	55,900	1,006,681
Fixed Charges	74,000	48,000	76,000	80,000	72,000	98,000	77,000	1,092,195	2,207,608	3,824,803
Utilities	962,100	544,200	1,980,100	1,208,900	901,300	1,172,200	1,220,400	917,000	-	8,906,200
Other Expenditures										
Waivers and Scholarships	174,000	128,487	178,494	180,000	250,000	128,120	220,000	-	11,598,454	12,857,555
Bad Debt	-	-	-	-	-	-	-	-	2,500,000	2,500,000
Other Expenses	90,000	197,000	51,000	121,000	44,000	85,000	165,000	200,000	100,000	1,053,000
Object Total	29,762,116	39,304,662	33,361,941	46,575,629	23,789,225	32,079,581	39,160,738	53,440,380	26,164,360	323,638,632

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 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	129,948,848	102,426,971	109,811,004
	Personal Property Replacement	-	-	27,801,987
	State Government	52,406,787	53,473,753	58,824,215
	Federal Government	25,649,858	25,027,524	2,573,826
	Tuition and Fees	72,129,713	72,518,000	78,742,728
	Auxiliary/Enterprise	3,059,475	1,300,000	1,300,000
	Investment Revenue	1,497,648	2,000,000	2,606,000
	Other Sources	1,402,005	1,500,000	1,500,000
Revenue Total		286,094,335	258,246,248	283,159,760
Expenditures by Program				
	Instruction	99,889,884	107,158,781	115,614,743
	Academic Support	20,219,480	24,521,176	26,674,827
	Student Services	32,190,414	40,628,176	43,858,665
	Public Service	62,694	-	712,367
	Organized Research	-	-	-
	Auxiliary/Enterprise	5,107,172	7,311,228	7,494,426
	Operations and Maintenance	50,630,558	10,801,095	11,115,831
	Institutional Support	56,636,730	54,643,792	64,412,614
	Scholarships, Grants, Waivers	10,151,471	10,477,190	12,857,555
Program Total		274,888,403	255,541,438	282,741,028
Expenditures by Object				
	Salaries	177,489,014	188,560,496	206,571,100
	Employee Benefits	24,758,769	23,164,560	27,906,283
	Contractual Services	8,396,297	13,485,523	13,645,263
	Materials and Supplies	11,344,935	14,507,976	15,756,951
	Travel and Conference	346,040	909,498	996,681
	Capital Outlay	-	-	-
	Fixed Charges	403,843	627,195	622,195
	Utilities	580,625	956,000	832,000
	Other Expenditures			
	Waivers and Scholarships	10,151,471	10,477,190	11,598,454
	Bad Debt	-	1,800,000	2,500,000
	Other Expenditures	41,417,410	1,053,000	2,312,101
Object Total		274,888,403	255,541,438	282,741,028
Resource less Expenditure		11,205,931	2,704,810	418,732

CITY COLLEGES OF CHICAGO

Community College District No. 508

Operations and Maintenance Funds (Unrestricted)

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	29,015,296	30,487,702	31,661,427
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	132	-	-
	Facilities Rental	1,402,004	1,690,000	1,690,000
	Investment Revenue	440	-	-
	Other Sources	27,952	-	-
Revenue Total		30,445,824	32,177,702	33,351,427
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	28,670,480	32,174,702	33,348,427
	Institutional Support	(93,701)	3,000	3,000
	Scholarships, Grants, Waivers	-	-	-
Program Total		28,576,779	32,177,702	33,351,427
Expenditures by Object				
	Salaries	14,984,473	16,795,057	17,140,163
	Employee Benefits	2,505,614	3,401,468	3,301,099
	Contractual Services	1,886,205	2,328,896	2,561,680
	Materials and Supplies	950,594	1,206,481	1,269,285
	Travel and Conference	676	13,000	10,000
	Capital Outlay	-	-	-
	Fixed Charges	992,268	890,000	995,000
	Utilities	7,361,759	7,542,800	8,074,200
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	(104,810)	-	-
	Other Expenditures	-	-	-
Object Total		28,576,779	32,177,702	33,351,427
Resource less Expenditure		1,869,045	-	-

CITY COLLEGES OF CHICAGO
Community College District No. 508

Liability, Protection, and Settlement Fund

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	5,136,524	6,915,219	7,114,321
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		5,136,524	6,915,219	7,114,321
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	37,071	96,800	102,720
	Institutional Support	5,631,962	6,818,419	7,011,601
	Scholarships, Grants, Waivers	-	-	-
Program Total		5,669,033	6,915,219	7,114,321
Expenditures by Object				
	Salaries	281,335	331,677	362,391
	Employee Benefits	3,484,470	4,396,496	4,399,322
	Contractual Services	109,866	145,000	145,000
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	1,776,362	2,042,046	2,207,608
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	17,000	-	-
Object Total		5,669,033	6,915,219	7,114,321
Resource less Expenditure		(532,509)	-	-

CITY COLLEGES OF CHICAGO

Community College District No. 508

Audit Fund

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	528,594	508,106	431,856
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		528,594	508,106	431,856
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	439,000	508,106	431,856
	Scholarships, Grants, Waivers	-	-	-
Program Total		439,000	508,106	431,856
Expenditures by Object				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	439,000	508,106	431,856
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		439,000	508,106	431,856
Resource less Expenditure		89,594	-	-

CITY COLLEGES OF CHICAGO

Community College District No. 508

Auxiliary/Enterprise Fund

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	5,664,027	9,380,000	10,479,163
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		5,664,027	9,380,000	10,479,163
Expenditures by Program				
	Instruction	496,814	-	192,363
	Academic Support	1,215,469	-	-
	Student Services	(83,319)	9,286	7,108
	Public Service	882,554	1,695,933	1,506,448
	Organized Research	-	-	-
	Auxiliary/Enterprise	3,812,986	8,011,503	8,979,899
	Operations and Maintenance	-	-	-
	Institutional Support	111,290	285,019	373,408
	Scholarships, Grants, Waivers	-	-	-
Program Total		6,435,793	10,001,741	11,059,226
Expenditures by Object				
	Salaries	4,798,726	6,950,982	7,379,786
	Employee Benefits	968,606	1,191,789	1,229,598
	Contractual Services	315,199	856,898	852,770
	Materials and Supplies	335,099	940,410	1,266,110
	Travel and Conference	14,317	56,662	86,162
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	2,600	5,000	244,800
	Bad Debt	1,194	-	-
	Other Expenditures	51	-	-
Object Total		6,435,793	10,001,741	11,059,226
Resource less Expenditure		(771,766)	(621,741)	(580,063)

CITY COLLEGES OF CHICAGO

Community College District No. 508

Restricted Purpose Fund

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	6,229,657	20,251,896	12,405,288
	State Government	131,765,169	15,738,795	24,058,703
	Federal Government	111,587,953	95,481,692	80,464,001
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	3,998,532	-	-
Revenue Total		253,581,311	131,472,383	116,927,992
Expenditures by Program				
	Instruction	55,257,960	13,690,393	14,374,745
	Academic Support	19,326,211	15,112,200	15,867,625
	Student Services	25,404,320	10,487,018	11,011,241
	Public Service	3,458,642	2,131,450	2,237,996
	Organized Research	-	170,192	178,700
	Auxiliary/Enterprise	3,650,304	2,312,708	2,428,316
	Operations and Maintenance	11,467,390	-	-
	Institutional Support	28,843,805	1,030,554	1,082,069
	Scholarships, Grants, Waivers	106,300,907	86,537,868	69,747,300
Program Total		253,709,539	131,472,383	116,927,992
Expenditures by Object				
	Salaries	12,445,001	31,302,734	32,867,489
	Employee Benefits	119,597,985	5,389,646	5,659,062
	Contractual Services	5,380,425	2,825,097	2,966,318
	Materials and Supplies	8,906,433	4,189,169	4,398,576
	Travel and Conference	197,687	590,288	619,795
	Capital Outlay	2,980,895	-	-
	Fixed Charges	(5,943,285)	4,150	4,357
	Utilities	1,131,687	967	1,016
	Other Expenditures			
	Waivers and Scholarships	108,457,727	86,537,868	69,747,300
	Bad Debt	-	-	-
	Other Expenditures	554,984	632,464	664,079
Object Total		253,709,539	131,472,383	116,927,992
Resource less Expenditure		(128,228)	-	-

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CITY COLLEGES OF CHICAGO

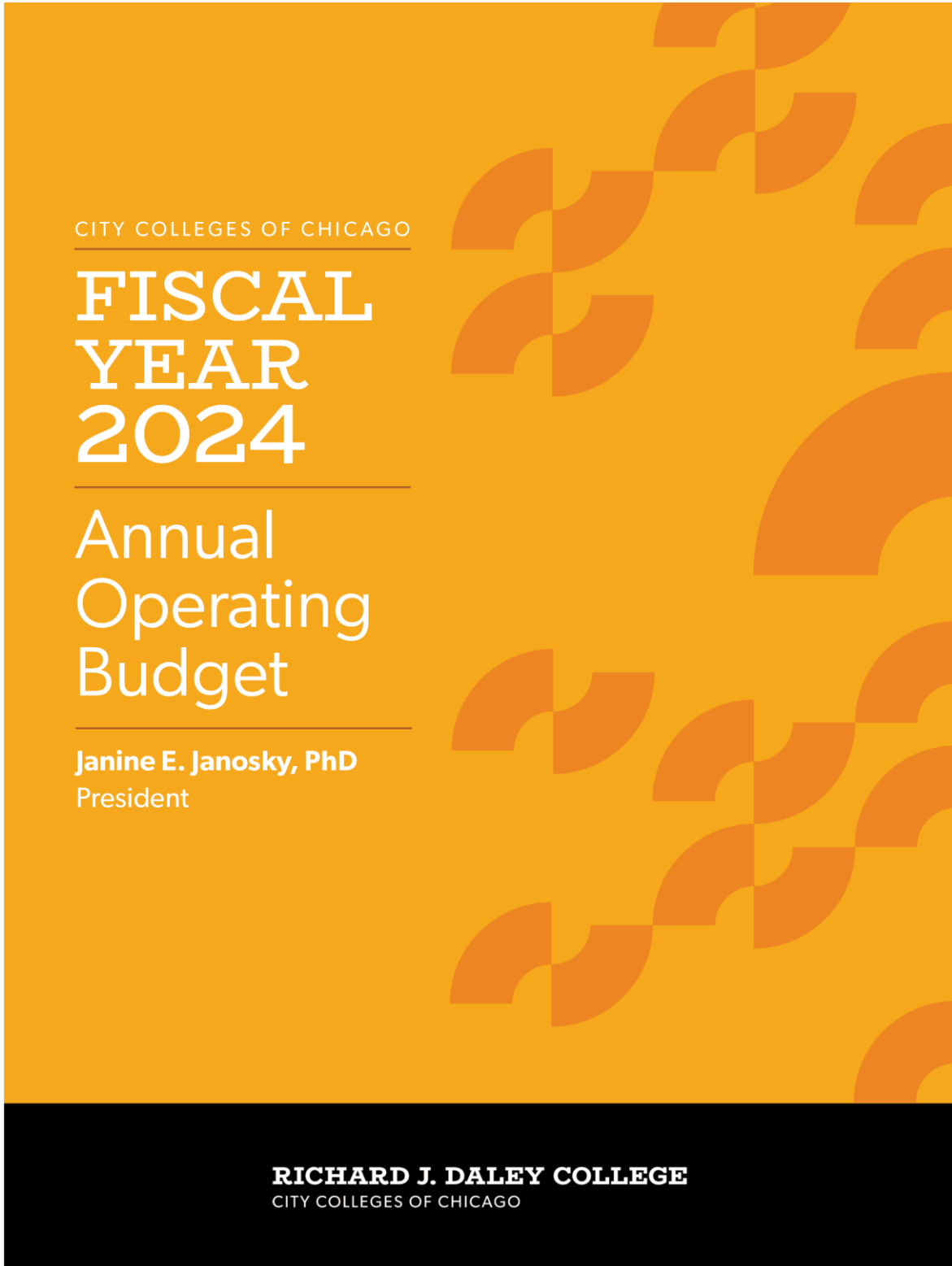
Community College District No. 508

Bond & Interest Fund

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Personal Property Replacement	20,660,820	16,803,630	15,798,013
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	-
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		20,660,820	16,803,630	15,798,013
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	20,682,075	20,699,138	15,798,013
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		20,682,075	20,699,138	15,798,013
Expenditures by Object				
	Salaries	-	-	-
	Employee Benefits	-	-	-
	Contractual Services	-	-	-
	Materials and Supplies	-	-	-
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	20,682,075	20,699,138	15,798,013
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		20,682,075	20,699,138	15,798,013
Resource less Expenditure		-	(3,895,508)	-

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Community College District No. 508

RICHARD J. DALEY COLLEGE

COLLEGE DESCRIPTION

Richard J. Daley College is a two-year community college that strives to meet the needs of its community through multiple entry points and provides accessible educational opportunities. Daley College is City Colleges of Chicago's Center of Excellence in Engineering and Advanced Manufacturing. The Manufacturing Technology and Engineering Center (MTEC), a state-of-the-art facility with newly-enhanced defined pathways, seeks to integrate students directly into the workforce. MTEC programming is closely coordinated with industry partners who have provided input in curriculum design and play an integral role in assuring that Daley College offers quality programs aligned to industry needs and standards.

Daley College offers a variety of programming to serve over 13,000 students per year. Daley College offers Associate in Science, Associate in Engineering Science, Associate in General Studies, and Associate in Arts with course work that transfers to baccalaureate-offering colleges and universities. Daley College also offers an Associate in Applied Science with focus areas including business, information technology, advanced manufacturing, child development, and criminal justice. Daley College has a successful Early College program, which provides Chicago Public Schools students with the opportunity to earn college credit while still enrolled in high school. Daley's Adult Education program offers free courses to prepare to earn a high school diploma (GED/HiSET) in English and Spanish, as well as English as a Second Language courses. Non-credit Continuing Education offerings for adults and children include professional development, personal interest, and academic enrichment courses.

Arturo Velasquez Institute, Daley College's satellite campus, offers general education, applied science and Adult Education courses, as well as a robust Continuing Education program. In August 2022 the campus also launched the Center for Equity in Immigrant Integration, housing the Chicago Welcome Back Center, part of a national network of programs designed to assist foreign-credentialed individuals in re-entering their career field by attaining national and state credentials in the United States. The inaugural program is focused on foreign-educated nurses.

Daley College has a 60,000-volume library facility and multiple computer labs that provide support to the teaching and learning process. In addition, the Daley College library houses a makerspace area that is open to students with the intention of developing design, manufacturing, and engineering skills. Arturo Velasquez Institute's library offers a seed library to support the horticulture program, as well as provides literature to support successful vegetable and flower gardening.

Daley College also offers comprehensive support services that assist students in their academic and personal success, including Student Activities, Veteran Services Center, Access Center, Wellness Center, College Advising and Transfer Services, Financial Aid, Career Planning and Placement, Academic Support Services (Tutoring Center), Business Office, Healthy Student Market, and Developmental Education.

MAJOR FY2023 ACCOMPLISHMENTS

- Daley College attained the full 10-year re-affirmation of accreditation from the Higher Learning Commission (HLC) following an intensive collaborative process to prepare the re-affirmation argument and evidence for the HLC team visit held in March 2022. Accreditation is a recognition of the quality of education offered at Daley College.

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- Increased credit enrollment headcount and credit hour production for credit students. Daley College's unduplicated headcount enrollment was 5,047 with a 4% increase year-over-year. Unduplicated credit hour production was 76,219 for a 9.6% increase year-over-year.
- The Adult Education area had a significant 30% increase in student level gains and improved student engagement and test scores due to a renewed focus on accommodating diverse learning needs and solving other barriers students reported facing. As of this report, Adult Education had 45 GED/HSE completers for the year.
- Admissions & Recruitment hosted over 200 events this year, impacting thousands of prospective students throughout the Chicagoland area. These events were specifically aimed at introducing underserved communities to growing and in-demand industries as well as exposing thousands of community members to our Center of Excellence in Advanced Manufacturing.
- The inaugural 'Women in Manufacturing Summit' held at Daley offered the opportunity to introduce 250 young women from 17 Chicago-area high schools to the world of manufacturing. The 'CPS Young Women of Color Summit' also serviced 150 young women of color from 11 high schools and spotlighted Daley College programs and resources.
- The Daley Admissions and Recruitment team has conducted a variety of workshops with an intimate setting for students to work with campus departments for an unbridled level of customer service. Eleven hands-on, on-site registration workshops at our top feeder high schools projected a larger yield rate allowing for us to provide seniors with immediate Advising and Financial Aid services. The success of these events has led Daley Admissions and Recruitment to being the leader among City Colleges in admissions metrics and year-over-year growth for 4 consecutive semesters.
- Over the last fiscal year, the Adult Education program implemented a strategy of one-stop registrations to remove enrollment barriers for students. This strategy involved offering 16 one-stop events, resulting in a significant year-to-year enrollment increase of 51%. These data-driven efforts demonstrate the program's commitment to providing accessible and streamlined enrollment processes, which ultimately contribute to increasing student participation.
- Adult Education serves diverse populations, and fostering an inclusive and supportive environment can significantly impact student success and overall institutional effectiveness. To support this effort, a monthly ESL Café offered opportunities to support engagement and retention by creating a space for students to practice their conversational English and others to practice their Spanish. This event is open to everyone, including community members. Participation in the event over the year increased by 30%.
- Students in the Manufacturing Engineering Technology program have been hired by local manufacturing employers, including S&C Electric, Donson Machine, Flex, WeatherTech, and others. The College has hosted combined Open House/Hiring Events in the Fall and Spring semesters for employers to meet students, for students to learn about opportunities, and to possibly make a connection for employment. These events have seen great interest on the part of both employers as well as students and the community. Employer and Employee Services who is our local Chicago Cook Workforce Board service provider located on the Daley College campus as well as the Greater Southwest Development Corporation collaborated to recruit and organize these hiring events.
- Daley College's FY2023 grants portfolio has increased 25% from FY2022. We have been intentional in researching and securing additional funding sources that align with the College's strategic priorities and support the expansion of new initiatives. These efforts have allowed Daley to increase its capacity for our Center of Excellence – Manufacturing programs, recruit underserved students, remove financial barriers for students, promote awareness of new programs, and collaborate with community and industry partners.

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- Daley was awarded the ICCB Workforce Equity Initiative Grant for a third year to recruit, support, and provide training for underserved communities in Chicago, primarily focused on African American males, to provide life-changing training support for students through Manufacturing Engineering technology training programs.
- In 2022, Daley College's exterior underwent a dramatic change which provided modernization, efficiency, and safety. The entire main campus building received a new exterior curtain wall to match the beautifully modern façade of our Manufacturing Technology and Engineering Center (MTEC). This project included the replacement of all windows and shades. The new curtain wall, windows, and shades have provided protection from extreme weather conditions and save costs related to heating and air conditioning. Also, new signage was added to the building for immediate recognizability at a distance. The capital investment was \$4 million.
- To further enhance Daley College's safety and security of our campus for faculty, staff, students, and visitors, we have made improvements in the past year at a capital investment of over \$1.2 million. At the main campus these included: new exterior digital cameras installed to provide improved viewing of the buildings and properties; new swing gates installed to secure the parking lots; elevators renovated internally and externally; building generator replacement; and a railings and dock area painting project. The fire pump system was replaced at the Arturo Velasquez Institute.
- Daley College collaborated with the City of Chicago on:
 - Providing locations at the main campus and AVI for the Chicago Department of Public Health to offer vaccinations to the community and serving as a COVID testing site for a total of 28 events.
 - AVI serving as a center for City of Chicago resources for immigrants for over 4 months
 - Hosting Chicago Fire Department testing and Chicago Police Department testing for a total of 29 events.
- In collaboration with Metropolitan Family Services and their network of community organizations, a noncredit work readiness program titled *Communities Partnering for Peace* was created. The training included hands-on welding skill development as well as math and computer basic skills training at the AVI campus delivered on Friday and Saturday evenings. All 15 students completed the program, and findings from this pilot program are being incorporated into a second cohort planned for Summer 2023.
- The violence reduction initiative delivered in partnership with the Inner City Muslim Action Network (IMAN) is an Advanced Manufacturing credit-based training program where students have the ability to progress through two Basic Certificates and then continue their studies if desired. This program has experienced growth from two to three cohorts and enhancements have been implemented to meet the students where they are with additional support for success. Students have been hired into welding positions and manufacturing companies such as Coca Cola Bottling.
- The Illinois Manufacturing Excellence Center awarded Daley a grant to develop and provide 3D printing workforce training and develop connections with local employers utilizing 3D printing technologies. Partnering with the company 3Degrees, we developed the curriculum, recruited, and delivered two cohorts of the program. Students toured local manufacturers that utilize 3D printing such as Sciaky, and had industry guest speakers from companies such as Renishaw and Impossible Objects. Students developed product and business proposals as a final project.
- The American Gear Manufacturing Association (AGMA) partnership with Daley College includes a renewable grant since 2019 to host the AGMA National Training Center at Daley College. AGMA will schedule classes at Daley College with AGMA students from around the country and internationally. The partnership allows Daley College access to these courses for faculty and students. The grant goes toward program development, lab enhancements, and operating costs of Daley College's Advanced Manufacturing program.

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- In the return to campus following the pandemic, the College launched a new Community Advisory Board as part of the campus strategy to positively impact our community. Representing 35 community-based organizations, the CAB meets quarterly to share information and discuss community needs and how to maximize efforts by working together.
- In partnership with the Chicago Restaurant Association, Continuing Education developed and launched a 7-week program focused on restaurant hospitality. The program combines classroom and hands-on learning in customer service skills, industry site rules, regulations, and safety practices. Upon completion of the program, students are guaranteed to receive a job interview. The program is offered in Spanish and English and is designed to give participants the knowledge they need to fill critical positions in Chicago's thriving hospitality industry.
- The Chicago Welcome Back Center launched in August 2022 and is designed to assist individuals with foreign professional credentials in the Chicago region to obtain licensure in order to access access career opportunities and fill personnel shortages in fields such as nursing. With our partner, the Chicago Bilingual Nurse Consortium, the CWBC has handled over 600 inquiries since the launch and has served 65+ students in accessing a pathway to licensure.
- Developed by Daley's staff and faculty, Success and Opportunity for Latinos de Daley (S.O.L. de Daley) promotes support for Latino/Latinx students, staff, and faculty and advocating for programs, services, training, and Spanish bilingual content. This cross-campus, grassroots effort supports the Daley College mission and strategic and equity goals.
- The Summer Start Program at Daley College is a college-readiness program. Summer Start Program 2.0 aims to support incoming Daley College students with a summer experience focused on: 1) the Integration of an Advance Academic and Leadership Workshop in which student learned skills to support achievement of their academic, professional, and leadership goals; 2) the CliftonStrengths assessment for each student; 3) preparation in skills to support improved placement in English and Math. Thirty-three students completed the program in Summer 2022. Twenty-six students were placed in English 101 and 19 students were placed in college-level math.
- Supporting the College's athletes as the teams returned to campus was an important focus this year. The inaugural Bulldog Leadership Institute was implemented as a proactive program to motivate and support student-athletes. Student-athletes also had the opportunity in Summer 2022 to complete the Student-athlete College Success Boot Camp designed to educate new student-athletes on successfully transitioning from high school to college. Forty-three student-athletes participated in the boot camp.
- The Daley College Tiering Committee continued to surpass predicted student retention in each of our defined tiers as we work through this District initiative to support student retention and persistence. The Dean's Den has an average of 35 attendees at each monthly session. This is an increase from last year's average of 20 attendees per session. Due to our efforts to increase academic advising appointments, the 2022-2023 data (defined by each tier) is at an average of 17%. Our student surveys demonstrate strong responses (Strongly Agree or Agree, greater than 65%) in the areas of: gaining new knowledge; Improved confidence in academic abilities; a good relationship with the instructor; increased awareness of student support services (tutoring, advising, financial aid, etc.)
- The Transfer Center participated in Fall 2022 New Student Orientation (NSO) and Registration Wednesdays with the purpose of providing pre-advising preparation to first-year students so that they can begin the transfer planning process in their first semester. As a result of this collaboration with the Enrollment Management team, 58% of students who attended NSO scheduled their first transfer advising appointment in the first month of the semester.

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- In October, Daley's Transfer Center celebrated National Transfer Student Week by hosting nine workshops and events for transfer students, resulting in 78 active student engagements. Featured workshops and events focused on advising technologies, career counseling, student engagement, and other topics relevant to transfer student success, such as Veterans Transfer Opportunities with DePaul University, a mini college fair with 15 partner universities, Transferology 101, and University Pride Day.
- The Wellness Center partnered to collaborate on the Daley Tering Project, offering campus outreach to increase awareness of Wellness services and mental health resources for a broader audience. From July 2022-April 2023, Wellness completed outreach to 2,461 students which was an increase of 68% increase over last year.
- As a result of the MHEAC law, the Wellness Center became intentional about partnerships for the purpose of bringing awareness of wellness services and mental health resources to a larger campus population. Wellness partnered with other City Colleges; in order to increase accessibility to yoga practice for marginalized/minority populations and help minimize symptoms of PTSD, depression, anxiety, and ADHD for students who preferred movement instead of traditional talk-therapy. Altogether, we were able to connect with 71 students across colleges from October 2022 to April 2023.
- The Wellness Center established intramural partnerships with various departments; curating specialty workshops, targeting students with lower socio-economic status, first-generation college students, English Language Learners, and/or had a history of previously attending economically isolated primary and secondary educational institutions. Wellness completed 19 sessions with the Engineering Department, three sessions with the College Success Course, three sessions with Hope Scholars, two sessions with the Art Department, and four sessions with the Adult Education department. Wellness served 605 students from July 2022 to present.
- The Wellness Center created and implemented a peer education model this school year by partnering with the Financial Aid office to create a paid internship opportunity. From February to present, two Wellness peer mentors facilitated two peer support groups (Women's Empowerment and Sexual Respect on Campus), created and ran social media pages for Project SAFE and Daley's Wellness Center, developed curriculum for peer support activities around campus, maintained consistent mentor/mentee relationships with peers, participated in 3 classroom presentations about the Wellness Center, facilitated 1 tabling event on campus, and helped maintain Daley's monthly Healthy Market. Our Peer Mentors have engaged with 157 students thus far.
- The Office of the Registrar on-boarded four cohorts of IBEW Apprentices into the AAS-Electrical Construction and AAS Communications Technology programs. Completion benchmarks within both programmatic pathways have led to the awarding of 159 Advanced Certificates, 298 Basic Certificates and six Associate of Applied Science degrees. With the support of Enrollment Management, the Registrar has restructured processes with proactive measures to improve efficiencies for the 75-100 new students that each cohort accepts. A new role within the IBEW Orientation spotlights the access to campus and online wrap-around resources that our partnership affords the apprentices.
- Career Development and Advanced Manufacturing departments deepened their partnership with Employment & Employer Services (E&ES) with a job fair in November. Ninety-three registered job seekers (students as well as members of the community) attended as did 30 employers, and 12 CBOs. This spring 2023, 115 registered job seekers (students and community members), 27 employers, and 5 CBOs attended. The majority of the employers in attendance hire for positions in Daley's CTE areas: manufacturing, business, criminal justice, and IT. Daley College and E&ES are planning to make the fall and spring job fairs biannual events.

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- This spring, the Career Development Department, in collaboration with the Department of Instruction, the Department of Computer Science, the Early College Department, and the Academic Advising Department relaunched the CIS/IT Advisory Board that had been on pause during the pandemic. The external partners include upper-level management professionals from local and national companies that feature top tier IT positions, as well as a principal and programs managers from three of Daley's feeder high schools. The advisory board meeting featured a robust discussion with plans for future collaboration between external partners and Daley College to increase opportunities for students.
- The Financial Aid Office has worked to continuously improve our offerings to support the persistence of our diverse student population, who can require creative funding offerings. We have offered many workshops for students to complete the FAFSA application and Alternative application/ Rise Act which assist our undocumented students with receiving state funding (in English and Spanish). The Financial Aid Office has offered City Colleges Foundation scholarship application assistance, as well as providing SAP workshops to help with improving our SAP appeal approval rate.
- The Student Activities Center hosted 55 student-facing programs. Average attendance was 20 students per program with several outliers - Black History Month opening ceremony with 80 participants and closing celebration with 150 attendees; and Club Interest Day which hosted 200 people throughout the daylong event. These events are designed to attract our diverse population in all stages of their academic career as well as allow for any accommodations by offering some stationary programs such as art and craft exhibits and computer gaming options. The more physical programs include ping pong tournaments, scavenger hunts, and relay races. The goal of these events is to build relationships and collaborations within the Daley College community while promoting a diverse academic profile.
- Daley College welcomed 100+ student and parent attendees to the 5th Annual NUSA Scholarship & Resource Fair on October 19, 2022. Presenters from community partners ISAC, Ladder Up and youth from CAUSE (Coalition of Advocates for Undocumented Students' Education) were the highlight of the program.
- DACA, Advanced Parole and Immigration Summit was offered in partnership with Pilsen Neighbors Community Council April 1, 2023. Participants had the opportunity to renew their work permits with guidance from our group of volunteer attorneys. DACA pre-screenings, DACA renewal applications, DACA renewal fee support, and many more services were offered during this summit. This event served over 60 registered participants, including 12 walk-ins. Twelve immigration attorneys participated and 20 scholarships were awarded by the Mexican Consulate for DACA renewals. Collaborating organizations included: Sueños Festival, Consulado de México en Chicago, Richard Daley College, Harold Washington College, City Colleges of Chicago Undocumented Students Services, Illinois Workers in Action, Center for Immigrant Progress, Law Office of Rocio Velázquez LLC, Northern Illinois Justice For Our Neighbors, Greater Chicago Legal Clinic, and CPS Parent University.
- The inaugural Undocumented Students and Allies Summit was offered in partnership with Chicago Public Schools: Office of School Counseling & Post-Secondary Advising and the Coalition of Advocates for Undocumented Students' Education (C.A.U.S.E.) on April 13, 2023. We hosted over 150 CPS students from various schools (including Curie High School, Gage Park High School, Washington High School, Hubbard High School, Kelly College Prep, Multicultural Arts School, Prosser Career Academy, and Richards Career Academy), as well as an information and resource fair in which 14 non-profit organizations shared information and resources to our campus community. The conference featured student-led discussions, presentations, and workshops covering various topics to meet the unique needs of our Undocumented, DACAmented and Immigrant community.

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- Lunch and Learn-Empowerment Micro Workshop Spring Semester series was designed to provide students the tools to live life as their best self. Each workshop explored different aspects of empowerment, to include social, educational, economic, and political topics of interest. Our goal was to provide students with valuable information, new skills as well as the tools and strategies to help them succeed regardless of immigration status. Session themes include financial literacy for undocu/DACAmented students and allies, the transfer process for undocumented and refugee students, entrepreneurship, and wellness.
- The Access Center at Daley College developed the first annual "Successibility in College" event in the Summer of 2022, which hosted 47 prospective students, 61 parents, and 5 ACCESS Center staff. This two-day event provided workshops on discovering learning styles, taking notes in a college classroom, learning Brightspace, and composing emails to their professors. Of these 47 students, 28 students successfully registered for Fall classes.
- The Director of the ACCESS Center visited 12 different CPS high schools providing several workshops for both students and their parents with topics like "Knowing the ADA and Your Rights", "College 101: The Difference Between High School and College", and "Discovering Your Learning Style: The Key to Success". These visits led to a 22% increase in the number of students requesting accommodations from the ACCESS Center within that same time frame.
- In a district-wide effort to remove financial barriers, 231 Daley students were identified as eligible to participate in the Fresh Start program, a retention and debt relief program expected to run through 2023. Fresh Start is a one-time debt forgiveness program for former City Colleges students with an outstanding balance who want to return to earn a college credential. To date over 40% of Daley students currently deemed eligible have enrolled in the Student Debt Relief Program.
- Through the Future Ready program, qualified students were offered access to college programs in high-demand fields at no cost. The program made possible through use of HEERF funds has been utilized by approximately 150 Daley College students.
- The Completer's Promise scholarship, a last-dollar award, was offered to students district-wide who were within 15 credits of completing their program. To date, 341 Daley students were identified as eligible for the program which covered all tuition costs for their final semester.

ACADEMIC ACHIEVEMENTS

- Dual Credit is a partnership agreement with CPS where college courses are taught at the high school with CPS credentialed instructors. Fall 2022 Daley College had 15 Dual Credit partner high schools, and offered 54 courses with 1200 students enrolled.
- Three faculty members achieved Promotion in Rank during 2022-2023 academic year. One faculty member was granted tenure during the year.
- Daley College continues to actively work to increase the number of courses approved as part of the Illinois Articulation Initiative (IAI). The College will finish this academic year with 94 courses that have been IAI approved for the general education core curriculum and 35 courses that have been IAI approved for various majors.
- Seven faculty members recognized for student success took part in the Caring Campus "Bright Spots" program, the student success program designed by the Institute for Evidence-Based Change. Working with a coach from IEBC, the semester-long project is designed to identify classroom practices that support student academic success and momentum.
- Daley College was awarded a renewable grant with the Illinois Department of Transportation to develop and initiate a Highway Construction Career Training Program (HCCTP) to train students in technical skills for careers in the construction industry. The program is currently in development with a planned fall 2023 start.

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- The After 22 Occupational, Life and Academic Skills program is a comprehensive post-secondary transition initiative that enrolls students with developmental disabilities towards earning a non-academic Career Advancement Certificate. The initial cohort of 11 students completed their first year with 92% retention into the second year of the program. The second cohort began in Spring 2023 with 11 students enrolled and currently with a 100% retention rate into Fall 2023. All students take foundation classes (College Readiness, Career Exploration, and Work Skills Readiness) during their first term. As students move through the After 22 program, courses include Basic Computers, Manufacturing, English, Math, Drawing/Painting, Digital Photography and Special Olympics Skills.
- The College created the Advanced Manufacturing Adult Education Bridge Program for ESL students interested in transitioning from Adult Education to the credit Manufacturing Engineering Technology program, including Adult Education student supports to help students succeed. This program has grown to 30 students in Fall 2023 and runs each semester, including summers. There are three cohorts of students working toward their Basic Certificate in Manufacturing Technology. Success stories include students attaining jobs at local manufacturing employers and students choosing to progress further in their Advanced Manufacturing training.

STUDENT SUCCESS AND AWARDS

- Seventy-eight students were inducted into the Pi Rho chapter of Phi Theta Kappa this year compared to 27 in 2020.
- Daley's Phi Theta Kappa chapter participated in the Make-A-Wish, Walk-for-Wishes fundraiser in Lincoln Park/Zoo with multiple PTK chapters from CCC and Triton College on October 16, 2022. In addition, the members completed an Honors in Action project in conjunction with the PTK 2022-2023 Honors Program Guide (i.e., The Art and Science of Play). The members chose Theme Six, Nostalgia of Play, by incorporating nostalgic games from their childhood to play during their Stress Buster event in December 2022. Chapter members also sponsored a College Project event in conjunction with Be the Match for a bone marrow donor registry on February 6, 2023, on the main campus at Daley College.

EXTERNAL RECOGNITION

- The Chicago Welcome Back Center was highlighted in the Chronicle of Higher Education's column, The Edge, on April 12, 2023 in "How Colleges Can Help Immigrants Put Their Education to Work."
- Community College Daily published an article highlighting the Chicago Welcome Back Center launch on October 26, 2022. The article featured President Janine Janosky sharing information on the potential for the CWBC to serve an estimated 10% of new immigrant arrivals within the last five years to attain licensure in their previous profession.
- Professor Felicia Baldwin serves on the statewide discipline panel with the Illinois Articulation Initiative (IAI). Representatives attend bi-annual meetings to review curriculum and determine transferability of courses among participating public and private institutions.

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- Distinguished Professor of Mathematics, Vali Siadat, had the following publications in 2022-23:
 - Book Publication: Notes on Harmonic Analysis: Fourier Series and Fourier Transforms, Lambert Academic Publishing, ISBN: 978-620-5-63922-1, 2023
 - Book Publication: Mathematics Education of our Students, Presenting an Innovative Model of Teaching and Learning in Mathematics, WTM-Verlag, ISBN: 978-3-95987-231-7, 2022
 - Book Publication: Norm Inequalities for Integral Operators on Cones, Lambert Academic Publishing, ISBN: 978-620-5-48840-9, 2022
 - Norm Inequalities for Integral Operators on Cones. 17 June 2022
 - Notes on Harmonic Analysis. Part II: The Fourier Series. Co-authored with K. Zhou
- Assistant Professor Jeremy Basso was a panelist during a session at the Central States Communication Association 2023 annual convention in St. Louis, MO. The panel session was titled, “Mentoring and Evaluating Adjunct Faculty.”
- Richard J. Daley College was selected by the World Education Services to join its Skilled Immigrant Integration program for a second year. Daley College was selected, in part, for its creation and launch of the Welcome Back Center at Arturo Velasquez Institute and its work to develop pathways to careers for immigrant and refugee professionals in the Chicagoland area.
- Destinee Miguest, LCSW, CADC, Clinical Director of the Daley College Wellness Center, was selected to serve on a panel to discuss the interdisciplinary efforts and campus partnerships (on- and off-campus) of the Wellness Center. The panel was presented at the 2023 Mental Health on Campus Learning Collaborative, a state-wide conference sharing best practices for improving mental health service delivery for students.

President Janine Janosky received the Award of Distinction from Marshall University, a West Virginia public research institution founded in 1837. President Janosky is proud to be a Marshall University alumna advancing her alma mater’s mission by promoting the public good through innovation. With more than 30 years of experience in higher education, she remains focused on promoting positive outcomes for students.

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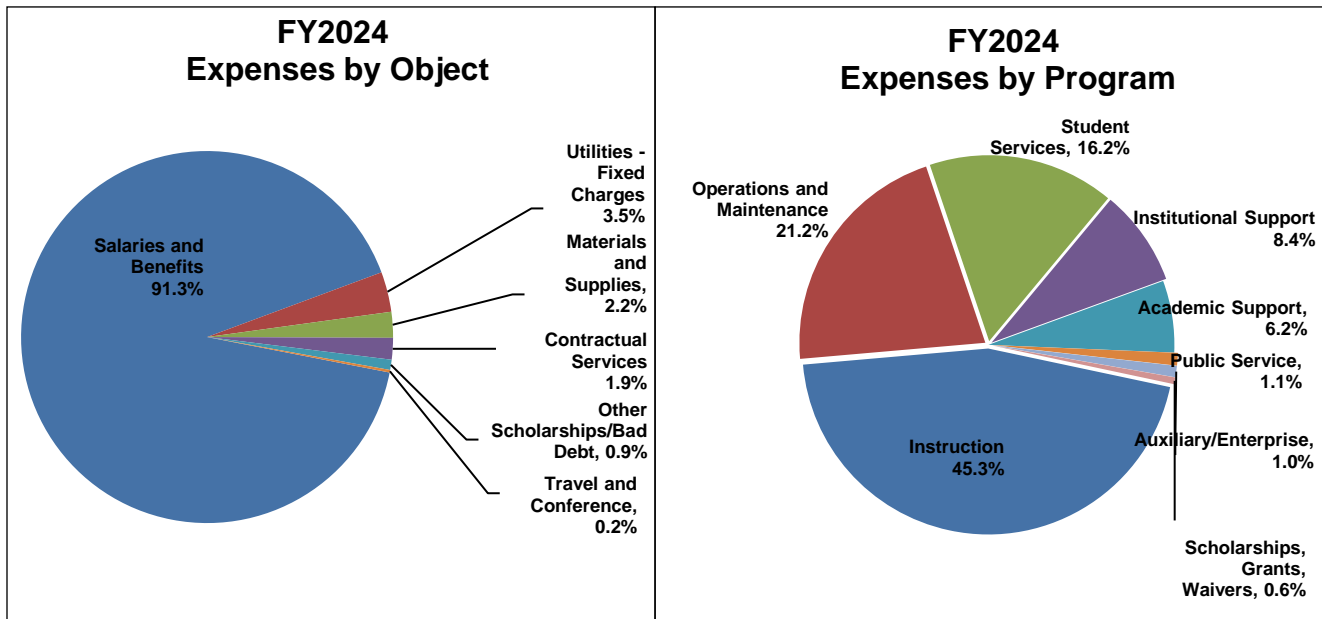
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BUDGET OVERVIEW

Richard J. Daley College’s operating budget, excluding restricted grants, totals \$29.8 million in FY2024.

The largest spending category is Salary and Benefits, totaling \$27.2 million (91.3%) of the operating budget. Utilities and Fixed Charges combined are \$1.0 million (3.5%); Contractual Services are \$559 thousand (1.9%); Materials and Supplies are \$667 thousand (2.2%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$264 thousand (0.9%); and Travel and Conference are \$66 thousand (0.2%).

By program type, expenses breakdown as 45.3% of budget is allocated to Instruction, 6.2% is allocated to Academic Support, 16.2% is allocated to Student Services, 1.1% is allocated to Public Service, 1.0% is allocated to Auxiliary/Enterprise, 21.2% is allocated to Operations and Maintenance, 8.4% is allocated to Institutional Support, and 0.6% is allocated to Scholarships, Grants and Waivers.



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RICHARD J. DALEY COLLEGE

Operating Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program				
	Instruction	11,250,322	12,097,100	13,484,069
	Academic Support	1,719,848	1,869,656	1,859,395
	Student Services	3,425,344	4,554,338	4,829,320
	Public Service	-	-	327,767
	Organized Research	-	-	-
	Auxiliary/Enterprise	161,877	305,580	292,116
	Operations and Maintenance	5,607,801	6,315,456	6,318,047
	Institutional Support	2,296,240	2,390,329	2,477,402
	Scholarships, Grants, Waivers	95,967	174,000	174,000
Program Total		24,557,398	27,706,459	29,762,116

Expenditures by Object

Salaries	20,414,771	21,411,593	23,392,255
Employee Benefits	2,307,055	3,678,684	3,777,161
Contractual Services	268,143	544,595	559,450
Materials and Supplies	429,551	655,937	667,150
Travel and Conference	21,173	52,650	66,000
Capital Outlay	-	-	-
Fixed Charges	48,124	74,000	74,000
Utilities	972,615	1,025,000	962,100
Other Expenditures			
Waivers and Scholarships	95,967	174,000	174,000
Bad Debt	-	-	-
Other Expenditures	-	90,000	90,000
Object Total	24,557,398	27,706,459	29,762,116

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RICHARD J. DALEY COLLEGE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	190,363	146,000	146,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		190,363	146,000	146,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	111,342	523,793	350,911
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		111,342	523,793	350,911
Expenditures by Object				
	Salaries	85,174	404,755	262,259
	Employee Benefits	7,024	58,038	33,152
	Contractual Services	9,098	27,500	32,500
	Materials and Supplies	10,045	28,500	20,000
	Travel and Conference	-	5,000	3,000
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		111,342	523,793	350,911
Resource less Expenditure		79,020	(377,793)	(204,911)

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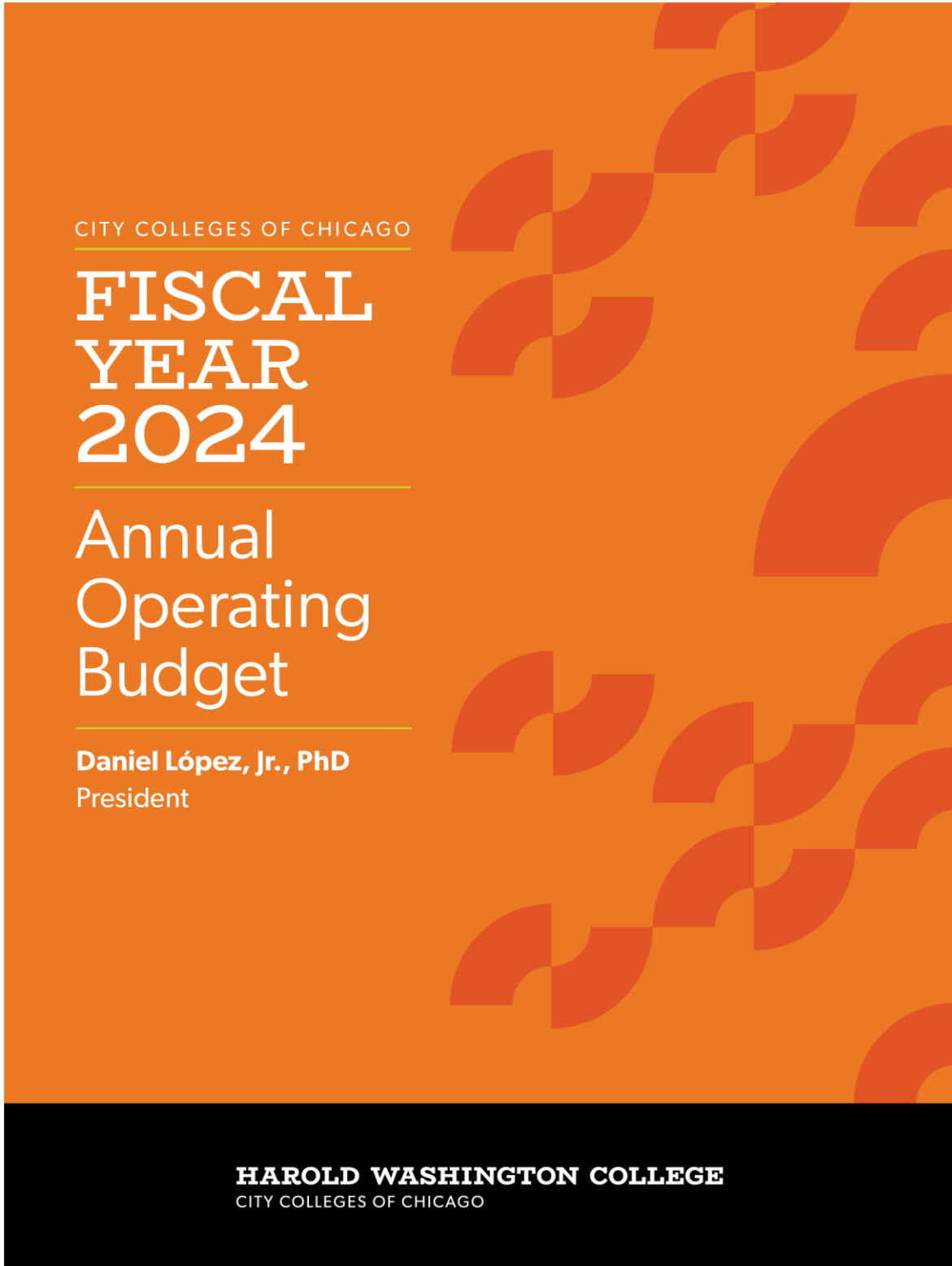
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PERFORMANCE MEASURES

FY2022 Scorecard			
Key Performance Indicator	Actual	Floor Target	% To Target
Unduplicated Total Enrollment	8,005	12,464	64%
Unduplicated Credit Enrollment	4,823	6,237	77%
Unduplicated ADED Enrollment	2,832	4,664	61%
Unduplicated Continuing Ed Enrollment	626	2,150	29%
Fall-to-Spring Credit Retention	68%	70%	97%
Adult Ed Level Gains	N/A	38%	N/A
IPEDS 150 Graduation Rate	30%	34%	88%
Transfer within 2 Years of Degree Completion	45%	47%	96%

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HAROLD WASHINGTON COLLEGE

COLLEGE DESCRIPTION

Harold Washington College (HWC) is named after the first African American mayor of Chicago and was opened in 1962 as Loop College. Mayor Washington was a strong advocate of education in Chicago, especially at City Colleges of Chicago. Within weeks of his sudden death in 1987, the City Colleges Board of Trustees re-named Loop College to Harold Washington College.

Our mission at Harold Washington College is to be a student-centered institution that empowers all members of its community through accessible and affordable academic advancement, career development, and personal enrichment. Our vision is to be a leading institution of choice for students and to provide them with the skills required to be agents of change for themselves and the communities they choose to serve. To fulfill this mission and vision, Harold Washington College focuses on the following core values: embrace human diversity; care about the whole student; offer responsive and relevant education; pursue academic excellence; assess to improve learning; build community; and foster global citizenship for social justice. Through these core values, we strive to embody and honor the vision of former Mayor Harold Washington.

Academic Program Highlights

- The College successfully reaffirmed its accreditation status with the Higher Learning Commission through the Year 4 Assurance Review process under the leadership of Professor Carrie Nepstad.
- The College began the Caring Campus Initiative aimed at student retention and success.
- Under the leadership of Curriculum Facilitator, Emily Jurgens, HWC was able to clear its backlog of courses needed to be submitted for Illinois Articulation Initiative approval. Twenty courses were submitted, and thirteen were approved. The remaining seven courses will be resubmitted with revisions for the October 1 deadline.
- During fiscal year 2023, HWC hired five new full-time tenure track faculty in Dance, Humanities, Child Development, Computer Information Systems, and Library.
- HWC successfully ran five Winter Session classes between December and January with full enrollment.
- Academic Affairs and the Office of Instruction worked with academic department chairs to create departmental strategic plans that align with the College's strategic plan. The goal is to tie the work of the academic departments into the goals of the College strategic plan and to assist in resource and budget planning.
- HWC hosted the grand opening of the STEM Learning Hub, funded through the ARCOS-Stem grant in partnership with Northeastern Illinois University (NEIU). The STEM Learning Hub will host tutoring, classes, and workshops to encourage students to pursue STEM majors and careers.
- HWC established dedicated spaces for students to attend their online live classes from campus, complete with charging stations and available headsets. HWC also implemented an adjunct faculty laptop checkout program for adjuncts to be able to teach their online live classes from campus.
- HWC was accepted into the inaugural cohort for the Achieving the Dream Accelerating Equitable Outcomes initiative. The program is aimed at supporting students, especially Black, Latinx, Indigenous and students of color earn credentials and strengthen pathways for sustainable careers and social mobility.
- In April 2023, our corporate partner, Goldman Sachs, graduated our 34th cohort. HWC now has around 980 business owners who have completed the program. The Goldman Sachs 10,000 Small Businesses program began in January 2012, and the next cohort begins in May 2023.

CITY COLLEGES OF CHICAGO

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Center of Excellence in Business Highlights

- Job Training and Economic Development (JTED) Grant - Harold Washington College is partnering with the Illinois Hotel and Lodging Association to provide jobs to participants in our program. The American Hotel and Lodging Education Institute will provide the training for the participants for front desk, hotel management, or Gold Star training within the industry.
- Bank of America TechQuity grant supports the Cybersecurity CompTIA+ Boot Camp, an 18-week non-credit program that prepares students to take the CompTIA Security Exam. Our first cohort of 14 students completed the program in January 2022 with eight students being placed in Cybersecurity internships with industry partners across the Chicagoland area. There were 18 students in the cohort that concluded in May 2023 with all participants set to sit for the CompTIA+ Certification Exam by July 2023.
- AON Insurance Apprenticeship – Cohort 5 began in 2021 and now has 19 students completed the program in May. Cohort 6 began in Fall 2022 and currently has 28 students. The Fall 2023 Cohort 7 will have 25 students.

Community and Business Partnerships

- Chicago Loop Alliance - Harold Washington College participated in the Chicago Loop Alliance's Sundays on State. Every Sunday was dedicated to different aspects of the College, including our alumni, college services, and the legacy of the College's namesake, Harold Washington.
- Business Roundtable - Harold Washington College hosted the Business Roundtable, a Washington, D.C.-based association of CEOs of America's leading companies in July 2022. The College welcomed Scott Kirby, CEO of United Airlines, and Greg Case, CEO of Aon, and other college corporate partners to discuss workforce opportunities for our students.
- Casa Guanajuato - In October 2022, in partnership with Casa Guanajuato HWC held a concert to commemorate Latinx Heritage Month. Pianist Sarai Buchanan and Sopranoist Sindy Gutierrez gave stellar performances. After the concert, the performers lead a Q&A session and advised students about their musical aspirations.
- ICCB Grant - In October 2022, HWC was awarded a \$220,000 grant from the Illinois Community College Board (ICCB). This grant will allow us to create a college bridge program to support first-year students, develop a peer mentoring program, and strengthen our wrap-around services for students.
- IHCC Partnership - In January 2023, HWC and the Illinois Hispanic Chamber of Commerce (IHCC) unveiled a new program aimed at assisting small businesses develop and maintain a successful business model.

Early College Highlights

- HWC and Chicago Public Schools continue to offer the Arch Fellows program for architecture majors.
- Early College offered dual credit for architecture students from Benito Juarez and Simeon High School.
- HWC participated in the Chicago Public Schools Jumpstart to Jobs Program in the areas of business, marketing, computer science and cybersecurity. Students will receive certificates of completion once the sequence of classes is completed.

Student Services

- Undocumented Student Services - In July 2022 the City Colleges of Chicago led by Harold Washington College announced the enhancement of resources for undocumented students and their families. The event brought together elected officials, community and university partners, college presidents, district leadership, and students.

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- Veterans Services secured HWC's recognition with the Military Friendly School: Gold Award, Best for Vets 28th in the Midwest (2-year institutions), and My Award Veteran Champion in the 2022 Military Times (Oct Issue).
- District-wide Veterans Services was awarded a Department of Education grant to upgrade our centers.
- The ACCESS Center has been hosting continued trainings for faculty and staff on supporting students with disabilities.
- The Wellness Center has provided 1,933 individual sessions to students. There is also on-going therapy, walk-in appointments, case management services (connection to resources and emergency grant assistance), and more. Wellness Center staff have hosted 75 outreach events ranging from SNAP/LINK enrollment to classroom presentations and mental health awareness events.

Student Engagement Highlights

- Harold Washington College had nine semi-finalists for the prestigious Jack Kent Cooke Transfer Scholarship. HWC has had 10 winners in the last 10+ years.
- Several students received the Friends of HWC Graduation Award, sponsored by The Friends of Harold Washington College, retired HWC professors who love HWC, to recognize students who earned their associate degree.
- The HWC community raised over \$20,000 for student scholarships through the Local 1600 Scholarship Fund.
- The Harold Washington Student Success Framework/Tiering team continued their work to support student retention through initiatives, interventions, and events. One initiative was partnering with Developmental Education Faculty to identify students who need financial assistance in securing course materials.

Campus Facility Highlights

- During FY 2023, the Capital Development Board of the State of Illinois awarded a \$1.7 million contract to repair and paint the outside façade of Harold Washington College. The work included repairs to the outside of the building, painting, as well as new lighted building signage. The new building signage is located at the main entrance, on the Wabash Street side as well as at the top of the building on Lake Street.
- In FY 2023, the college beautification project included new painting, furniture, and the installation of planters throughout the campus.

Faculty and Staff Accomplishments

- In Spring 2023, art exhibits returned to the College under the leadership of Professor Stephanie Burke. Several exhibits were on display including "Essential Workers" that was created by the staff in the Art and Architecture Department.
- Librarian Todd Heldt was awarded \$500,000 among from the Federal FY2023 Omnibus Appropriations Bill as secured by U.S. Senators Dick Durbin and Tammy Duckworth. The award is to implement Open Educational Resources with a Social Justice focus in HWC's highest enrolled courses, beginning with English courses. Librarians have begun the process of researching and creating guidebooks and workshops for faculty as they begin to review already available resources and create their own. The goal is to provide excellent free course materials to students in as many large enrollment courses as possible.
- Elise Cowin: "Spring Spill", a dance performance at the Chicago Cultural Center including students from Dance 115, Fine Art 112, and Humanities 123.
- Charles McSweeney: hosted and presented to U.S. Department of State and international dignitaries for the One World Chicago Event, March 3, 2023.

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- Hamed Sarwer presented “College Linked to Museum: Smart Problem-Solving Skills” at University Partner Fest, a daylong event at the Art Institute of Chicago
- Rachel Iannantuoni performed in Season 8 of “Chicago Med” on NBC and directed Lynn Nottage's play “SWEAT” at HWC.
- Jacqueline Cunningham became vice president of Quilt Connection Chicago, a community of quilters on the Northside of Chicago 40+ members strong.
- Richard Powers received the Stuttgart University's Teaching Award of 10,000 Euros for projects related to his work and research.
- Christopher Melley wrote and published a dialogue, written in the manner of Plato, relating to the topic of rights.
- Student Jean Matthews and Dean of Student Services Jacquelyn Werner were recognized as City Colleges of Chicago 2023 Luminary Award winners.

College Awards and Recognition

- In Spring 2023, Harold Washington College celebrated the last of the centennial celebration of Chicago’s first Black mayor, Harold Washington. In April, the College held a public unveiling of our Harold Washington memorial mural, commissioned by the College in collaboration with the Student Government Association and the Harold Washington Legacy Committee to commemorate the 100th birthday of our namesake. The celebration, featured in several media outlets, brought together our College community, CCC colleagues, elected officials, and community members. In November 2022, HWC was recognized as an inaugural ALL IN Most Engaged Campus for College Student Voting.

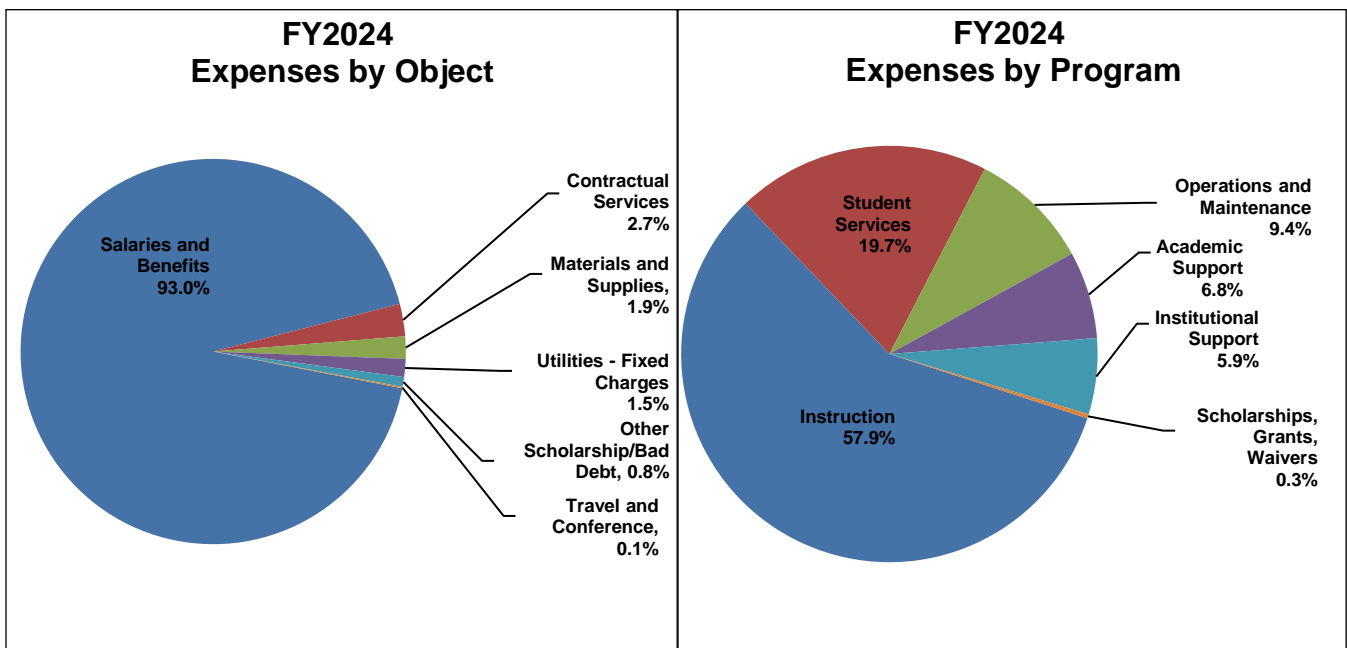
CITY COLLEGES OF CHICAGO

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BUDGET OVERVIEW

Harold Washington College’s operating budget, excluding restricted grants, totals \$39.3 million in FY2024. The largest spending category is Salary and Benefits, totaling \$36.5 million (93.0%) of the operating budget. Utilities and Fixed Charges combined are \$592 thousand (1.5%); Contractual Services are \$1.1 million (2.7%); Materials and Supplies are \$727 thousand (1.9%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$325 thousand (0.8%); and Travel and Conference are \$44 thousand (0.1%).

By program type, expenses breakdown as follows 57.9% of budget is allocated to Instruction, 6.8% is allocated to Academic Support, 19.7% is allocated to Student Services, 9.4% is allocated to Operations and Maintenance, 5.9% is allocated to Institutional Support, and 0.3% is allocated to Scholarships, Grants, Waivers.



CITY COLLEGES OF CHICAGO

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HAROLD WASHINGTON COLLEGE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	18,539,054	21,363,276	22,742,398
Academic Support	1,871,440	2,613,877	2,662,371
Student Services	5,026,157	7,267,767	7,751,633
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	3,107,250	3,648,754	3,703,737
Institutional Support	2,349,564	2,230,146	2,316,036
Scholarships, Grants, Waivers	162,526	128,487	128,487
Program Total	31,055,992	37,252,307	39,304,662
Expenditures by Object			
Salaries	26,177,130	29,531,059	31,368,841
Employee Benefits	3,070,189	5,008,426	5,178,236
Contractual Services	573,522	1,132,838	1,067,970
Materials and Supplies	532,979	630,397	727,478
Travel and Conference	20,079	40,400	44,450
Capital Outlay	-	-	-
Fixed Charges	28,483	49,000	48,000
Utilities	491,083	534,700	544,200
Other Expenditures			
Waivers and Scholarships	162,526	128,487	128,487
Bad Debt	-	-	-
Other Expenditures	-	197,000	197,000
Object Total	31,055,992	37,252,307	39,304,662

CITY COLLEGES OF CHICAGO

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HAROLD WASHINGTON COLLEGE

Enterprise Funds

Type Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues			
Local Government	-	-	-
State Government	-	-	-
Federal Government	-	-	-
Tuition and Fees	-	-	-
Auxiliary/Enterprise	1,019,997	802,452	802,452
Investment Revenue	-	-	-
Other Sources	-	-	-
Revenue Total	1,019,997	802,452	802,452
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	815	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	741,803	806,483	773,683
Operations and Maintenance	-	-	-
Institutional Support	110,095	-	-
Scholarships, Grants, Waivers	-	-	-
Program Total	852,714	806,483	773,683
Expenditures by Object			
Salaries	656,806	686,850	664,576
Employee Benefits	84,998	119,633	109,107
Contractual Services	5,272	-	-
Materials and Supplies	105,638	-	-
Travel and Conference	-	-	-
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	852,714	806,483	773,683
Resource less Expenditure	167,283	(4,031)	28,769

CITY COLLEGES OF CHICAGO

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HAROLD WASHINGTON COLLEGE

PERFORMANCE MEASURES

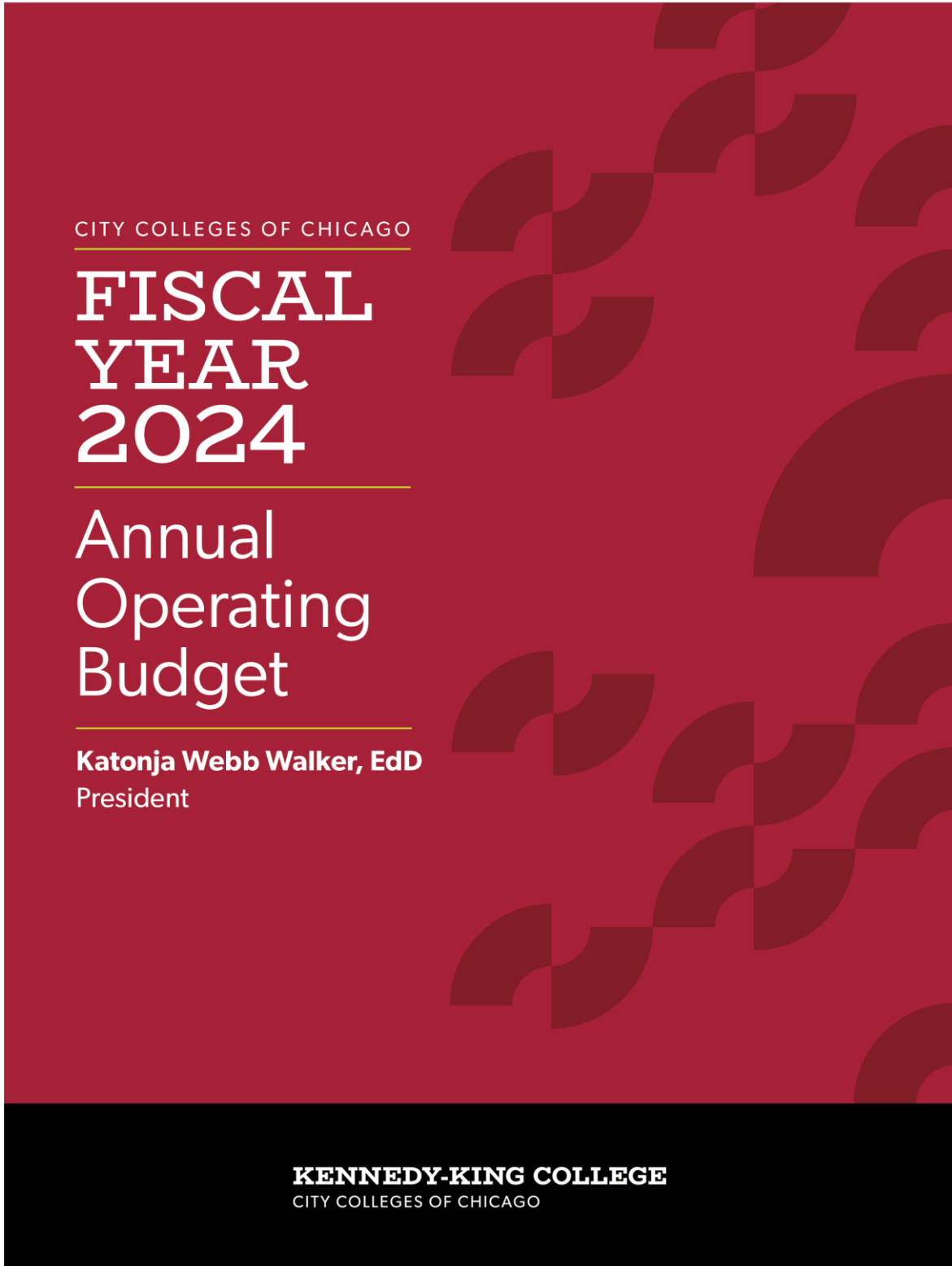
FY2022 Scorecard			
Key Performance Indicator	Actual	Floor Target	% To Target
Unduplicated Total Enrollment	8,536	12,043	71%
Unduplicated Credit Enrollment	8,254	11,817	70%
Unduplicated ADED Enrollment	N/A	N/A	N/A
Unduplicated Continuing Ed Enrollment	325	412	79%
Fall-to-Spring Credit Retention	71%	72%	99%
Adult Ed Level Gains	N/A	N/A	N/A
IPEDS 150 Graduation Rate	23%	21%	110%
Transfer within 2 Years of Degree Completion	52%	57%	91%

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CITY COLLEGES OF CHICAGO

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KENNEDY-KING COLLEGE

COLLEGE DESCRIPTION

Kennedy-King College (KKC) 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. KKC's main campus is in Englewood on the South Side of Chicago and includes the Washburne Culinary & Hospitality Institute and the Dawson Technical Institute (the College's satellite campus in Bronzeville). A comprehensive community college, KKC serves over 3,000 students through credit classes in a wide range of subjects, as well as continuing education classes, and adult education classes. KKC boasts two Centers of Excellence, one in Culinary Arts and Hospitality and the other in Construction Technology, and is rapidly developing the Tech Launchpad, an initiative designed to address education and employment inequities in the technology sector through credit-bearing programs, continuing education courses, and co-curricular offerings. Plans continue to establish the Center of Equity for Creative Arts, which will leverage the growing expansion of Chicago's film, video, and music industry into the South Side.

On the credit side, KKC offers transfer and career and technical programs in areas such as Addiction Studies, Automotive & Collision Technology, Child Development, Construction Technology, Cybersecurity, HVAC, Media Communications, and Social Work. Continuing Education courses provide many options for students to gain entry-level certifications for a variety of technology fields and an array of courses focused on health and wellness. Through KKC's Adult Education program, community members can take English as a Second Language classes, prepare for and earn the State of Illinois High School Diploma, and participate in bridge programs that allow them to take college-level courses while still in high school. Through the variety and excellence of our credit and non-credit offerings, an institutional commitment to equity, and our robust support to meet the needs of students outside of the classroom, Kennedy-King prepares students for jobs and careers with a family-sustaining wage thereby strengthening the communities it serves.

MAJOR ACCOMPLISHMENTS

CENTERS OF EXCELLENCE

Dawson Technical Institute (DTI)

- **Workforce Equity Initiative.** Over four consecutive years, KKC has received \$4.7M from the Illinois Community College Board Workforce Equity Initiative (WEI), enabling us to provide scholarships to 425 students, update programs and facilities, invest in professional development of faculty and staff, and enhance our technology infrastructure.
- **Highway Construction Training Program (HCCTP).** Through a \$382,000 grant from the Illinois Department of Transportation (IDOT), DTI offered training and skills improvement opportunities that assure the increased participation of minority groups, disadvantaged people, and women in all phases of the highway construction industry. Students received full-tuition scholarships, holistic wrap-around support via stipends, career counseling, and class/lab supplies.
- **Utility Worker Military Assistance Program (UMAP).** For the 12th year, DTI partnered with UWUA Local 18007 and Peoples Gas to offer this training-to-placement, accredited apprenticeship program that has helped over 700 veterans to-date find family-sustaining careers in the utility sector.

CITY COLLEGES OF CHICAGO

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- **Exelon Grant.** Since 2006, DTI has partnered with Commonwealth Edison to offer the Overhead Electrical Line Worker program. In April 2023, ComEd parent company, Exelon, awarded DTI \$40,000 to offer scholarships and purchase instructional supplies.

Washburne Culinary and Hospitality Institute (WCHI)

- **Employer Partnerships.** WCHI hosted over twenty employers for on-campus recruiting events, including Marriott Hotels, Aramark, Eataly, White Lodging, and Lettuce Entertain You Restaurants. Among many other hires resulting from these visits, was the hire of two Baking and Pastry students by the Disney Culinary Program in Orlando, Florida.
- **Work-based Learning.** Students participated in field trips, job shadowing, and in-class demos and speakers. Hyatt Hotels, Beam Suntory, Gonnella Baking Company, the American Culinary Federation, Olam Food Ingredients, and The Four Seasons are just a few of the industry leaders with whom Washburne has partnered on work-based learning opportunities.
- **Community Events.** In February, WCHI hosted an event to honor Sandra McWorter Marsh, who donated her collection of over 1,700 cookbooks and food interest books to the KKC library. Sandra is the great-great granddaughter of Free Frank McWorter, an enslaved man who bought his freedom and his wife's, along with fifteen other family members. He settled in southern Illinois in the 1830's, where he founded New Philadelphia, becoming the first African American to establish a town. At this event, Washburne students and chef instructors prepared dishes from some of the book collection's recipes.

COLLEGEWIDE INITIATIVES

- **Achieving the Dream.** KKC was selected as one of ten community colleges nationwide to participate in the three-year *Accelerating Equitable Outcomes* cohort of Achieving the Dream (ATD). As a member of the cohort, KKC will receive comprehensive support from ATD, a champion of more than 300 community colleges across the country. Drawing on expert coaches, groundbreaking programs, and a national peer network, KKC will receive integrated, tailored support for every aspect of its work.
- **KKC Senate.** The College formed the KKC Senate, a body of leaders from across the College charged with considering matters of collegewide importance and making recommendations to the Office of the President.
- **Tech Launchpad.** The Tech Launchpad launched its three-year plan, funded by a \$1 million gift from SDI Presence. TLP hosted several initiatives aimed at preparing students and community members for careers in technology, including the In(clusive) TechTalk series which hosted the Women of Color in Tech and Black in Tech virtual panels, yielding over 150 participants.

ACADEMIC AFFAIRS

Office of Instruction

- **Early College.** KKC enrolled over 565 Early College students from 26 high schools and graduated six Englewood STEM High School students with associate degrees.
- **Partnerships.** KKC entered into an agreement with Metropolitan Peace Academy to award three credit hours to completers of MPA's violence prevention course, offered through the KKC Continuing Education.
- **Academic Support Services.** KKC provided nearly 4,000 tutoring appointments totaling nearly 10,000 hours.

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- **Illinois Articulation Initiative (IAI).** Two KKC faculty representatives served on statewide IAI discipline panels to review curriculum and determine transferability of courses among participating public and private institutions. In 2023, 98 courses are approved by IAI for the general education core curriculum and 40 courses for academic programs and majors.
- **Phi Theta Kappa Collaboration.** KKC was selected by Phi Theta Kappa (PTK) International as one of 17 colleges nationwide to increase opportunities for Black and Latinx students eligible to join the national honor society. As an awardee, KKC students will receive complimentary registration to the PTK national conference, along with complimentary airfare and hotel. In addition, the College will pilot an honors program to increase completion and transfer rates of PTK member students.

Adult Education

- **Transitions Academy.** The Adult Education department launched a rigorous four-week program designed to prepare students to earn the State of Illinois High School Diploma. The pilot Academy enrolled 49 students, of which 53% have completed at least one exam.
- **G2G (Get Ready to Graduate).** The department hosted a graduation countdown, a graduate wall, and an end-of-the-semester BBQ in an effort to provide hands-on support to students as they work towards obtaining their diplomas.
- **Celebrations.** The Adult Education program implemented a data-driven approach to increase retention and completion rates by offering monthly celebratory and recognition programs centered upon improving students' financial, cultural, and wellness literacy. The program observed a significant increase in student retention and completion following implementing these events.

Continuing Education

- **New Course Rollout.** After a yearlong hiatus, KKC relaunched its Continuing Education offerings in FY2023, offering Introduction to Emergency Management and Communications in partnership with the Office of Emergency Management and Communications. The department also collaborated with Lolla University to develop a music festival production course culminating in a work-based learning experience at the 2023 Lollapalooza festival.

First-Year Experience

- **FYE Director.** KKC hired its inaugural First-Year Experience (FYE) Director as part of the CCC Equity Agenda to address achievement gaps between white and Black students and white and Latinx students and eliminate them by 2032.
- **Mentorship Pilot.** KKC launched a mentorship program designed to increase the sense of belonging of Black and Latinx students. In this pilot initiative, eight faculty, staff, and administrators serve as mentors to 14 students in an effort to positively impact attendance, grades, and student involvement.

Child Development Laboratory School

- **Service to the Community.** The Child Development Lab School hosted two classrooms for two-year-olds, and two preschool classrooms for three- and four-year-olds. In 2023, it remained at its full capacity of 50 students, providing much needed care for children of Englewood residents.
- **Gold Star Status.** The Lab School successfully renewed its state license and maintained its "Gold Star" rating through Illinois' quality rating system (ExceleRate Illinois).

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STUDENT SERVICES

ACCESS Center

- **Chicago Roadmap.** The ACCESS Center director served on the Chicago Public Schools (CPS) Roadmap Committee to strengthen the pipeline of CPS graduates with disabilities enrolling into one of the City Colleges of Chicago, to increase the number of students with disabilities receiving services, and to support retention efforts through success coaching.
- **Operational Efficiencies.** KKC launched an automated system to streamline the process for students requesting accommodations. It also launched a new virtual orientation with presentations that review the accommodations request process, advising, student activities, financial aid/scholarships, COVID-19 relief funds, health and wellness, transferring to 4-year institutions, and career planning and employment opportunities.
- **Professional Development.** The Center partnered with One Million Degrees to provide professional development to raise awareness of the diverse needs of individuals with disabilities, as well as of the process to request accommodations.

Student Activities

- **Cultural Month Celebrations.** KKC offered an eclectic series of programming to celebrate Hispanic Heritage Month, Black History Month, and Women's History Month. Events included dance lessons, cultural movies, cooking demonstrations, and more.
- **GradFest.** The department celebrated the accomplishments of graduates with an Honors Convocation, a certificate completers ceremony, graduation cap decorations, and photos.
- **Englewood Health and Resource Fair.** In partnership with Volunteers of America-Illinois and Blue Cross Blue Shield of Illinois, the department hosted a resource fair for the Englewood community that supported over 100 individuals.

Veterans Services

- **Gold Award Status.** KKC earned recognition as a Military Friendly School for the second year in a row, receiving status as a Top-10, Gold Standard institution.
- **Partnerships.** The department established an employee pipeline partnership with Buffer Springs, a nonprofit organization dedicated to providing veterans with management-level employment opportunities in finance, project management, and logistics operations. It also formalized a partnership with VetJobs.org, to which KKC student veterans can be referred for financial assistance, interview preparation support, and professional attire.

Wellness Center

- **Partnerships.** The KKC Wellness Center established and maintained partnerships with a number of organizations, including: Near North Health Service Corporation, Sunnyside Health Center, Illinois Hunger Coalition, Illinois Action for Children, Angel Wings, Tatisa C. Joiner Foundation, Howard Brown Health Center, Family Rescue, All Chicago, Ignite, Englewood Community Service Center (D.F.S.S.), Heartland Alliance, Featherfist, Be, Life Span, Project S.A.F.E., Cook County Juvenile Court, Legal Aid Chicago, Metropolitan Family Services, Chicago Furniture Bank, Thresholds and Project Success.
- **Workshops:** Wellness Center personnel provided mental health workshops covering topics including stress and time management; domestic violence; learning styles and study skills; suicide prevention; hunger and homeless; and human trafficking.

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- **Thanksgiving Food Drive.** In advance of Thanksgiving, the Wellness Center distributed 40 meals, 30 turkeys, and other food items donated by B-Gabs Vegan Scratch Kitchen, The Girl and The Goat, and KKC administrators and staff.

Student Advising

- **Smart Start.** Student Advising spearheaded a collaboration with the Office of Instruction, Enrollment Management, and other Student Services units to pilot Start Smart. This program, designed to help students attend to last-minute needs before the start of the term, helped students to secure their student ID, order textbooks, refine their schedules, learn essential technology, set up payment plans, and secure Ventra cards.

Career Services

- **Professional Development.** Career Services delivered Faculty Development Week sessions including, Creating a Collaborative Career Program, Résumé Writing: New Standards & Practices, and a Career Ready Bootcamp series
- **Careers Across the Curriculum.** The unit co-created Careers Across the Curriculum with faculty to increase career-based assignments in the classroom. This effort included development of a Careers Across the Curriculum Brightspace site to provide career-based assignments for faculty to embed into their courses

Transfer Services

- **NEIU On-the-Spot Admissions.** In conjunction with Olive-Harvey College, the department hosted an information session at the Northeastern Illinois University Carruthers Center where students met with faculty and other student service departments. Students were provided with a CCC transcript at no-cost and were able to receive on-the-spot admissions decisions by NEIU.
- **Transfer 101.** This monthly session, designed for new students but open to all, provided information on transfer resources, the components of an admissions application, scholarship research tools, CCC transfer events, and individualized support.
- **HBCU Transfer Fair.** The department hosted a virtual transfer fair specifically for Historically Black Colleges and Universities
- **Black History Knowledge Bowl.** In this inaugural Black history facts competition, KKC challenged Olive-Harvey College to a Black history knowledge bowl where these faculty-coached teams competed for a winning trophy.
- **Gear Up Tuesdays.** The department launched this weekly event where KKC faculty, staff and administrators are encouraged to wear paraphernalia of their alma mater, Greek letter organization, or any school they support. This initiative encourages KKC students to have conversations with the staff about transfer, attending a 4-year college, and their college. It also exposes students to colleges that they may not have considered attending.

ENROLLMENT MANAGEMENT

Kennedy-King College made significant gains in enrollment in FY2023, enrolling 3,568 students in our Adult Education, Continuing Education, and Credit programs. KKC saw growth in the numbers of returning and new students with enrollment trending towards pre-pandemic numbers.

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- **Unduplicated Headcount and Enrollment**
 - In FY2023, Credit enrollment increased by 22% from FY2022, by 27% from FY2021 and had an associated 6% increase in credit hour production from the pre-pandemic FY2020.
 - KKC saw a 12% increase in unduplicated headcount from FY2022 and an 11% increase compared to FY2021.
- **New Student Enrollment**
 - In FY2023, Kennedy-King College enrolled 1,295 new students, which reflects a 32% increase from FY2022 and a 58% increase from FY2021. Additionally, there was a 10% increase in new students compared to FY2020.

KKC attributes increased enrollment to targeted prospective student engagement, enrollment events, and community partnerships.

- KKC hosted CPS Enrollment Days which served nearly 200 students to register for classes on-the-spot or take steps towards registration.
- The College awarded nearly \$397,000 in Statesmen Scholarships to new students
- KKC invited newly applying and admitted students to New Student Orientation to offer fast track admissions and registration along with early exposure to the campus.

CITY COLLEGES OF CHICAGO

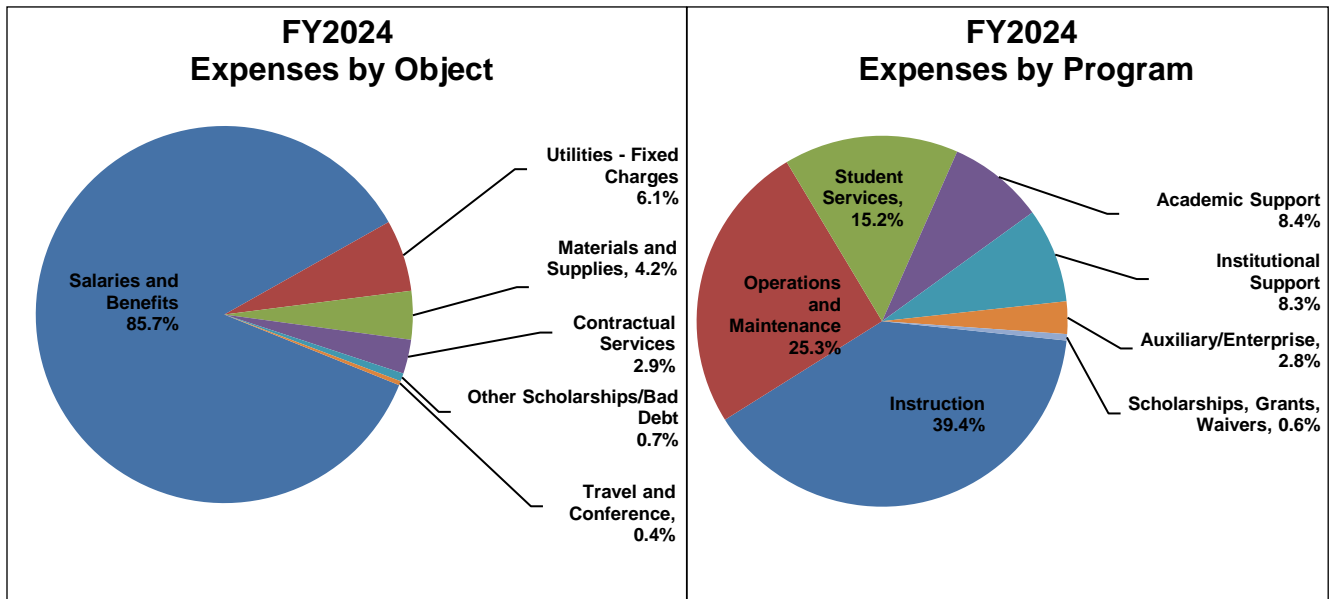
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BUDGET OVERVIEW

Kennedy-King College’s operating budget, excluding restricted grants, totals \$33.4 million in FY2024.

The largest spending category is Salary and Benefits, totaling \$28.6 million (85.7%) of the operating budget. Utilities and Fixed Charges combined are \$2.1 million (6.1%); Materials and Supplies are \$1.4 million (4.2%); Contractual Services are \$976 thousand (2.9%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$229 thousand or (0.7%); and Travel and Conference are \$120 thousand (0.4%).

By program type, expenses breakdown as 39.4% of budget is allocated to Instruction, 8.4% is allocated to Academic Support, 15.2% is allocated to Student Services, 2.8% is allocated to Auxiliary/Enterprise, 25.3% is allocated to Operations and Maintenance, 8.3% is allocated to Institutional Support and 0.6% is allocated to Scholarships, Grants and Waivers.



CITY COLLEGES OF CHICAGO

Community College District No. 508

KENNEDY-KING COLLEGE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	10,761,039	12,787,993	13,153,440
Academic Support	1,963,210	2,590,430	2,802,292
Student Services	3,394,615	4,303,394	5,080,909
Public Service	430	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	577,363	884,750	944,346
Operations and Maintenance	7,096,239	8,172,443	8,448,821
Institutional Support	2,577,817	2,542,768	2,753,639
Scholarships, Grants, Waivers	267,993	153,951	178,494
Program Total	26,638,707	31,435,729	33,361,941

Expenditures by Object

Salaries	20,580,639	22,900,484	24,403,670
Employee Benefits	2,556,370	4,031,534	4,191,312
Contractual Services	443,586	914,772	975,548
Materials and Supplies	645,088	1,366,188	1,386,194
Travel and Conference	24,720	114,100	119,623
Capital Outlay	-	-	-
Fixed Charges	203,076	75,000	76,000
Utilities	1,918,181	1,828,700	1,980,100
Other Expenditures			
Waivers and Scholarships	267,993	153,951	178,494
Bad Debt	(948)	-	-
Other Expenditures	-	51,000	51,000

CITY COLLEGES OF CHICAGO

Community College District No. 508

KENNEDY-KING COLLEGE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	809,890	2,106,500	2,106,500
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		809,890	2,106,500	2,106,500
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	3,238	3,238
	Public Service	55,276	121,000	137,100
	Organized Research	-	-	-
	Auxiliary/Enterprise	318,916	1,531,584	1,337,781
	Operations and Maintenance	-	-	-
	Institutional Support	1,194	185,019	213,408
	Scholarships, Grants, Waivers	-	-	-
Program Total		375,386	1,840,841	1,691,527
Expenditures by Object				
	Salaries	326,882	847,685	838,903
	Employee Benefits	35,232	120,072	119,155
	Contractual Services	2,380	139,560	139,560
	Materials and Supplies	9,647	721,979	578,364
	Travel and Conference	-	11,545	15,545
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	1,194	-	-
	Other Expenditures	51	-	-
Object Total		375,386	1,840,841	1,691,527
Resource less Expenditure		434,504	265,659	414,973

CITY COLLEGES OF CHICAGO

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KENNEDY-KING COLLEGE

PERFORMANCE MEASURES

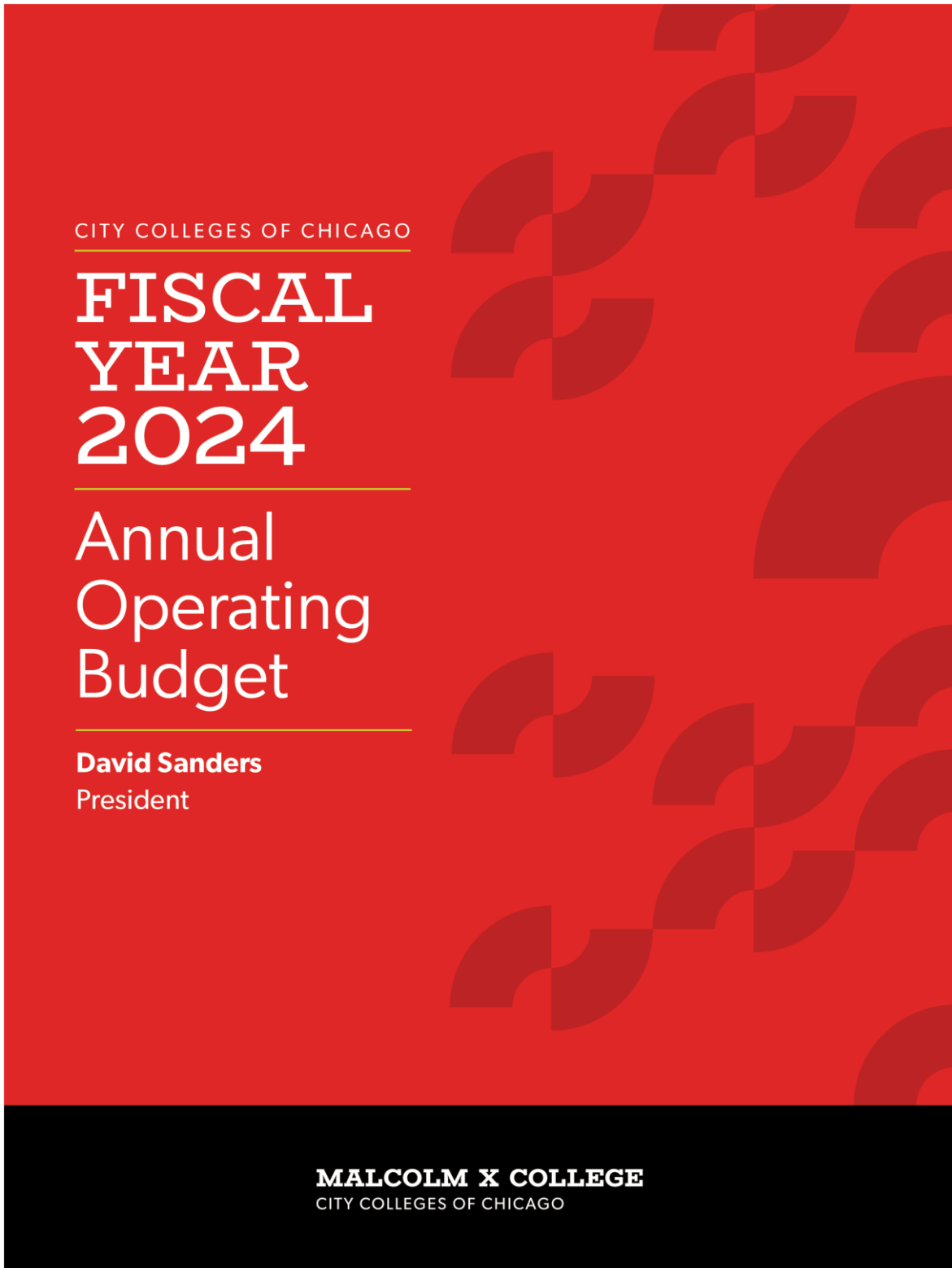
FY2022 Scorecard			
Key Performance Indicator	Actual	Floor Target	% To Target
Unduplicated Total Enrollment	3,183	4,897	65%
Unduplicated Credit Enrollment	2,283	3,145	73%
Unduplicated ADED Enrollment	645	998	65%
Unduplicated Continuing Ed Enrollment	296	876	34%
Fall-to-Spring Credit Retention	60%	68%	88%
Adult Ed Level Gains	N/A	46%	N/A
IPEDS 150 Graduation Rate	24%	24%	100%
Transfer within 2 Years of Degree Completion	45%	44%	102%

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Community College District No. 508

MALCOLM X COLLEGE

COLLEGE DESCRIPTION

Malcolm X College, the iconic and historic institution on the West Side of Chicago, 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. Our mission is "...to provide accessible liberal arts and health-focused education that fosters personal and professional achievement." We achieve this mission by operating in accordance with our core values, namely Accountability, Communication, Community, Diversity, Integrity, Learning, Quality, Respect and Service. We believe it is our adherence to these values that drives our success and, therefore, the success of our students.

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 (and in the heart of the Austin and West Garfield communities via the West Side Learning Center), Malcolm X College partners with industry and university leaders to ensure students build relevant skills in the fast-growing healthcare 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. Malcolm X College continues to strive to ensure student success by supporting our instructional practices with strong academic supports as well as initiatives to address non-cognitive impacts to student progression, retention, and completion.

MAJOR ACCOMPLISHMENTS

In FY2023, Malcolm X recorded its largest enrollment in over a decade with over 14,221 students enrolled (as of April 27, 2023). This represents an increase of over 2,800 students (vs FY2022) and a percentage increase of over 25%. In addition, the retention rate for returning students to Malcolm X College reached 72%. The results were achieved through the collective efforts of our administrators, faculty, and staff from both our academic and student service departments.

Additionally, in Fall 2023, Malcolm X College in partnership with One Million Degrees will offer mentoring and support services to most of our entering freshman class. One Million Degrees has been a fantastic partner to Malcolm X College and the partnership has yielded annual retention rates of over 85% for students participating.

In 2022, Malcolm X College was selected to participate in the Caring Campus Initiative (a program designed to fortify the "caring culture" Malcolm X College has employed for several years). The desire is to ensure an environment for dynamic teaching and learning that propels students to success and encourages collaboration, exploration and knowledge attainment.

In addition, Malcolm X College continued its stellar growth in equity supports by garnering over \$30M in grants for the 1st time in the school's history. These grants allow Malcolm X the opportunity to support the equity needs of students from every demographic and every community of Chicago.

CITY COLLEGES OF CHICAGO

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Malcolm X College – Big Goals Progress



Simultaneously, Malcolm X College was able to secure over \$9M in funding to begin the renovation of the West Side Learning Center satellite campus and increase its general education and healthcare program offerings at this essential community academic center located in the heart of the Austin and West Garfield communities. Malcolm X College is working in partnership with the Pilsen Neighbors Community Council to renovate and develop a 22,000 square foot Leadership Development Institute to serve the Pilsen neighborhood and provide workforce development and education certification programs in the heart of the Hispanic community.

In March of 2023, Malcolm X College was among five City Colleges to be selected to participate in Achieving the Dream’s new three-year Accelerating Equitable Outcomes cohort. The aim is to implement comprehensive strategies to help more students, especially Black, Latinx, Indigenous, and those from high-poverty backgrounds, earn postsecondary credentials, including occupational certificates and degrees as pathways to jobs with sustainable living wages, benefits and potential for upward mobility.

Finally, Malcolm X is expanding its top-rated Nursing Program to Kennedy-King College with the expected launch of a Basic Nursing Assistant (BNA) and Practical Nursing (PN) program in Spring 2024. The Associate Degree Nursing (ADN) program is expected to follow no later than Spring 2025. These new programs will increase access to our nursing programs while serving as a workforce feeder to The University of Chicago Medical Center, Insight Hospital and Medical Center, and several area safety net hospitals.

All of these efforts are to bolster student success and ensure that every student attending Malcolm X College has a pathway to achieve their educational goals. We believe that every student *can* learn. We believe that every student *deserves* a world-class education. We believe that every student *can change* their life through the programs, supports, and environment of Malcolm X College. Every day, Malcolm X College is committed to student success!

CITY COLLEGES OF CHICAGO

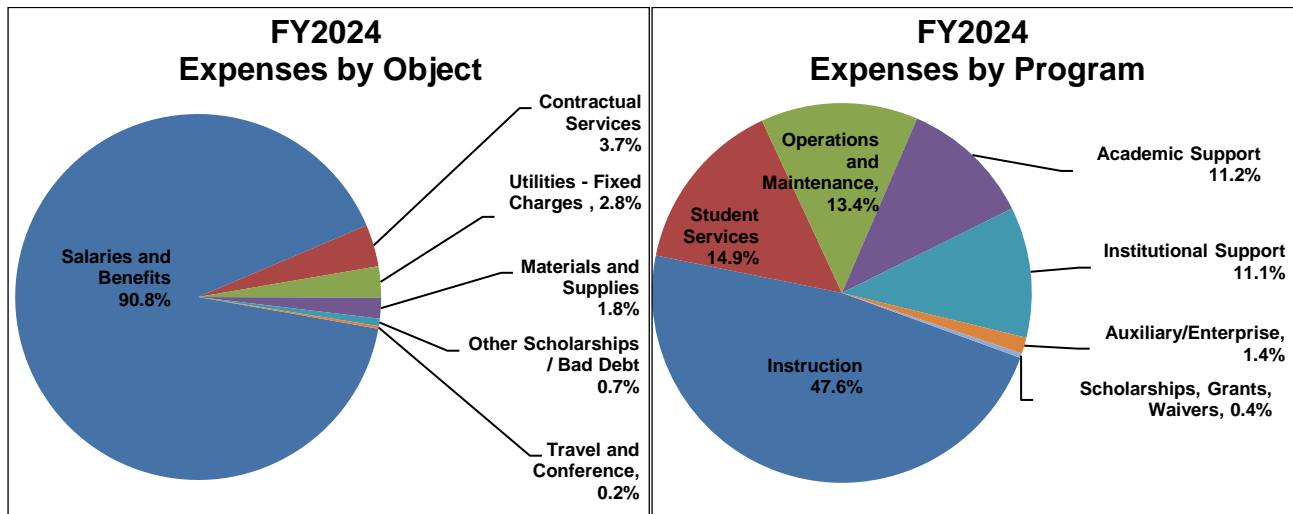
Community College District No. 508

BUDGET OVERVIEW

Malcolm X College’s operating budget, excluding restricted grants, totals \$46.6 million in FY2024.

The largest spending category is Salary and Benefits, totaling \$42.3 million (90.8%) of the operating budget. Utilities and Fixed Charges combined are \$1.3 million (2.8%); Materials and Supplies are \$847 thousand (1.8%); Contractual Services are \$1.7 million (3.7%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$301 thousand or (0.7%); and Travel and Conference are \$108 thousand (0.2%).

By program type, expenses breakdown as 47.6% of budget is allocated to Instruction, 11.2% is allocated to Academic Support, 14.9% is allocated to Student Services, 1.4% is allocated to Auxiliary/Enterprise, 13.4% is allocated to Operations and Maintenance, 11.1% is allocated to Institutional Support and 0.4% is allocated to Scholarships, Grants and Waivers.



CITY COLLEGES OF CHICAGO

Community College District No. 508

MALCOLM X COLLEGE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	20,245,939	19,949,361	22,172,273
Academic Support	4,101,216	4,704,617	5,208,540
Student Services	5,083,132	6,163,731	6,951,988
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	330,982	534,595	642,279
Operations and Maintenance	5,962,990	5,923,656	6,236,858
Institutional Support	3,937,596	4,502,386	5,183,691
Scholarships, Grants, Waivers	296,182	200,000	180,000
Program Total	39,958,037	41,978,346	46,575,629
Expenditures by Object			
Salaries	32,427,868	32,034,922	35,708,159
Employee Benefits	4,094,229	6,062,163	6,597,009
Contractual Services	1,256,292	1,513,765	1,725,155
Materials and Supplies	763,171	792,798	846,908
Travel and Conference	36,443	83,498	108,498
Capital Outlay	-	-	-
Fixed Charges	43,518	78,000	80,000
Utilities	1,144,007	1,092,200	1,208,900
Other Expenditures			
Waivers and Scholarships	296,182	200,000	180,000
Bad Debt	(103,862)	-	-
Other Expenditures	189	121,000	121,000
Object Total	39,958,037	41,978,346	46,575,629

CITY COLLEGES OF CHICAGO

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MALCOLM X COLLEGE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	444,777	426,048	431,048
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		444,777	426,048	431,048
Expenditures by Program				
	Instruction	-	-	5,000
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	191,946	245,493	267,593
	Organized Research	-	-	-
	Auxiliary/Enterprise	25,815	100,000	100,000
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		217,761	345,493	372,593
Expenditures by Object				
	Salaries	165,668	207,775	229,347
	Employee Benefits	19,594	34,718	35,746
	Contractual Services	12,030	40,500	40,500
	Materials and Supplies	8,598	42,500	47,000
	Travel and Conference	11,870	20,000	20,000
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		217,761	345,493	372,593
Resource less Expenditure		227,017	80,555	58,455

CITY COLLEGES OF CHICAGO

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MALCOLM X COLLEGE

PERFORMANCE MEASURES

FY2022 Scorecard			
Key Performance Indicator	Actual	<i>Floor Target</i>	% To Target
Unduplicated Total Enrollment	11,267	<i>12,250</i>	92%
Unduplicated Credit Enrollment	8,410	<i>9,500</i>	89%
Unduplicated ADED Enrollment	1,224	<i>2,100</i>	58%
Unduplicated Continuing Ed Enrollment	2,205	<i>1,650</i>	134%
Fall-to-Spring Credit Retention	67%	<i>74%</i>	91%
Adult Ed Level Gains	N/A	<i>48%</i>	N/A
IPEDS 150 Graduation Rate	19%	<i>30%</i>	63%
Transfer within 2 Years of Degree Completion	39%	<i>55%</i>	71%

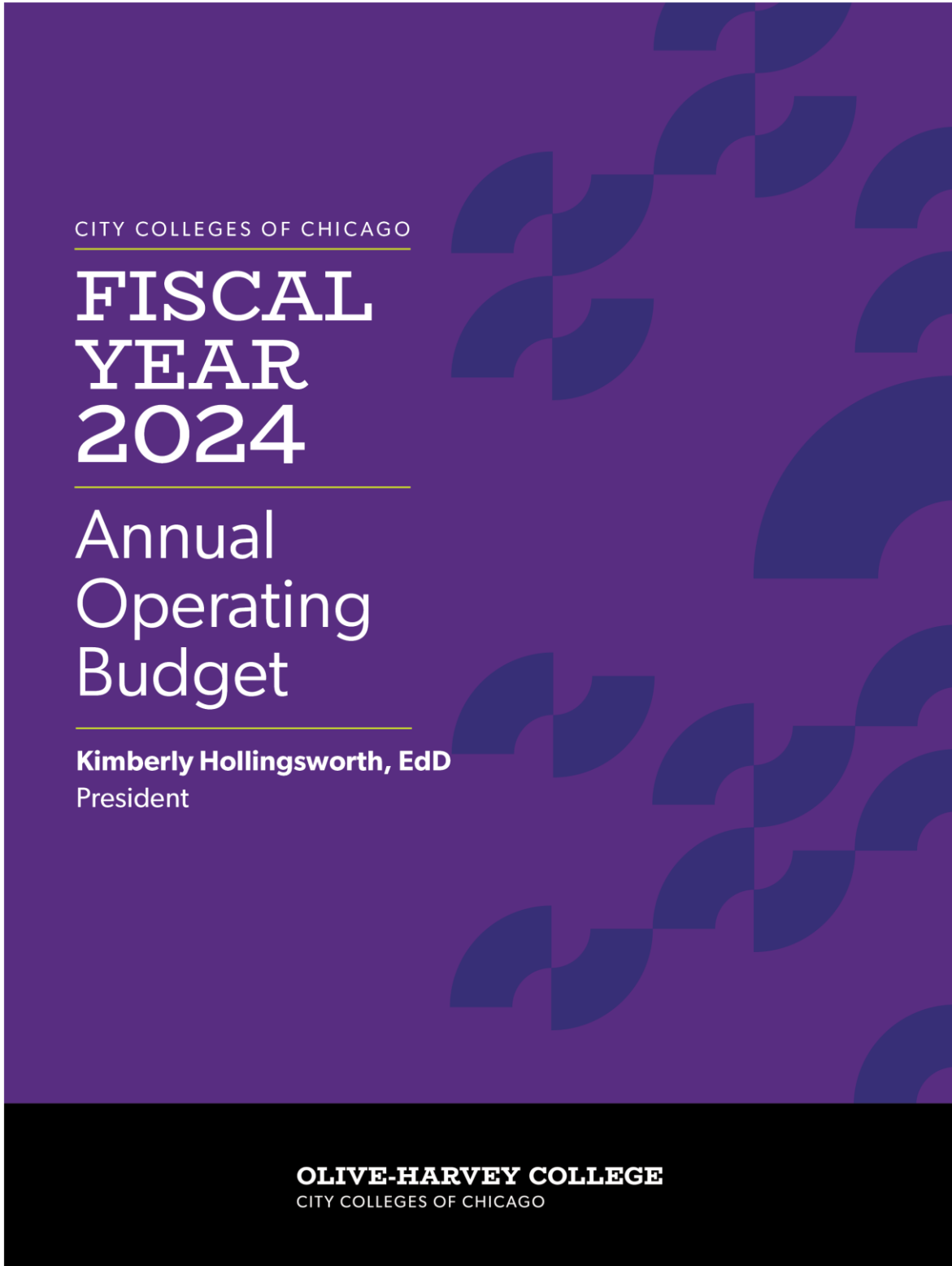
Richard J. Daley | Harold Washington | Kennedy-King | Malcolm X | Olive-Harvey | Harry S Truman | Wilbur Wright

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OLIVE-HARVEY COLLEGE

COLLEGE DESCRIPTION

Olive-Harvey College (OHC) is a comprehensive community college located on the far Southeast Side of Chicago. Our mission is to develop a diverse community of cultural and civic leaders to advance progressive global citizenship through academic excellence, work-based learning, and comprehensive support services. The college serves high school graduates, postsecondary students pursuing degrees full-time, and working adults seeking career and technical education. As a community college, OHC is an open-enrollment institution for students from every neighborhood of Chicago, dedicated to student learning and academic and career success through instructional excellence and responsiveness to student, business, and community needs.

Olive-Harvey College degree, certificate, and short-term training programs prepare students to transfer to bachelor's degree programs or to move directly into the workforce. English as a Second Language courses help students master the English language while adult education courses prepare students to pass the GED/HiSET examination to obtain their high school equivalency. Non-credit courses range from short-term job training/career skills courses to personal development courses, in a wide variety of areas.

The College's state-of-the-art Center of Excellence in Transportation, Distribution and Logistics (TDL) prepares students for in-demand careers in ground transport, aviation maintenance, auto and diesel technology, multi-modal distribution, and logistics. The Center is LEED-certified and includes a high-tech warehouse environment, which features a supply chain management and operations facility, laboratories, workshops, classrooms, and virtual reality simulation equipment to give students the practical opportunity to interact and immerse within the training environment. The TDL Center offers students the chance to gain the hands-on, real world experiences needed for the workforce.

The satellite campus of Olive-Harvey College, the South Chicago Learning Center, was established in March 1988 and offers the far Southeast Side community of Chicago programs including GED/HiSET, English as a Second Language, citizenship, Weekend College continuing education courses, and a select number of college credit courses. Building on its history of providing quality academic programming, Olive-Harvey College continues to make significant investments in academic and student services, upgrades in technology, and improving the facilities, all while maintaining fiscal responsibility and operational efficiencies.

MAJOR ACCOMPLISHMENTS

In FY2023 OHC:

- Realized a 20% increase in year over year credit enrollment.
- Became the first school in the state of Illinois to be approved for an accredited associate degree in cannabis studies with a statewide designation
- Launched new partnership with One Million Degrees (OMD) to increase college graduation and boost economic mobility. The partnership will advance student supports to close the racial opportunity gap. Students receive wraparound services including coaching, mentoring, financial and professional development support, putting them on a path to graduation and economic mobility.
- Recognized as 2023 "Most Promising Places to Work in Community Colleges" award winner by the National Institute for Staff and Organizational Development (NISOD) and the newsmagazine *Diverse: Issues in Higher Education*.

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- Nominated for the 2023 Illinois Community College Trustees Association (ICCTA) Equity & Diversity Award
- Serving on the White House Task Force Movement project concerning transportation, specific to CDL
- Recognized with the 2023-2024 Military Friendly Schools Award for leading practices, effective programs, and positive outcomes for military-affiliated students. OHC received the gold-level recognition and placed in the “Top Ten” schools in its category.
- Joined the Complete College America Inaugural Cohort for Predominately Black Community Colleges
- Transportation, Distribution and Logistics Center received its Gold LEED (Leadership in Energy and Environmental Design) Certification
- Leading transportation, distribution and logistics workforce development in Chicago with the support of the Good Jobs Challenge National Grant
- Selected for the Achieving the Dream Accelerating Equitable Outcomes cohort, a three-year economic and social mobility initiative.
- Received the U.S. Department of Energy award: Community Research on Climate and Urban Science (*CROCUS*) to study local effects of climate change.
- The Athletics Program realized one of its winningest seasons. In the last academic year, 46% of student athletes earned a GPA above a 2.5 (30% over a 3.0 GPA).
- Launch of the Innovation One Lab to reduce the digital divide across multiple contexts and geographic locations, and have a tech training space for faculty, staff and students.
- Build out of the Social Justice Center and Legal Clinic to promote justice through education, information, education and inspiration.
- Advancement of the Caring Campus Initiative to foster a sense of belonging among students through academic citizenship, shared governance, behavioral commitments, talents of teaching and leadership
- The College has developed new career technical education programs including: a stackable credential for Cannabis Studies (BC, AC, and AAS)
- Redesign of OH Criminal Justice Program, launching an accelerated associate degree designed for students to complete in one year with a pathway to policing with the Chicago Police Department.
- Development of new and culturally relevant courses including:
 - Africana Studies 190 – Black Women in the African Diaspora
 - Biology 241 – Genetics
 - Mathematics 124/24 – Critical Mathematics w/ a co-curricular support
- The College re-launched in-demand courses including:
 - Horticulture 104 – Plant Propagation
 - Physical Education 110 – Fitness
 - Physical Education 120 – Team Sports

ADULT EDUCATION

- Increased course offerings to maximize opportunities to a diverse student body.
 - The Early Childhood Education Bridge is offered for students who are interested in working with Pre-School age children.
 - Partnership with Malcolm X College and are now offering the official Basic Nursing Assistants course at South Chicago Learning Center.
 - The Commercial Driver’s License (Class B) for students to earn a CDL B and a High School Equivalency Certificate simultaneously.
 - New IT Bridge for students who want to pursue a career path in information technology.

CITY COLLEGES OF CHICAGO

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- Fostered opportunities for student exposure to careers and transitions.
 - Course offerings in Career Foundations and Career Exploration events.
 - Strengthened interdepartmental relationships to better streamline transition processes for students.

EARLY COLLEGE/CPS PARTNERSHIPS

Early College intentionally targets Network 16 & 17 CPS High Schools. In fiscal year 2023 Early College has offered the following:

- Auto Technology & Diesel Pathway with Curie and Chicago Vocational Career Academy.
- Art 145 Partnership with Wells High School
- Expanded dual credit offerings with our 15 partnering high schools.

Early College continually engages CPS' Network Schools in all above-mentioned Jumpstart to Jobs pathways with a BC and AAS for a pipeline to OHC to reduce time to degree completion.

CAREER PROGRAMS AND CONTINUING EDUCATION

- Established partnership with Toyota for the Technician Education College Support program; students receive training, equipment, tools, cars and curriculum.
- Developed a Rivian partnership program with EV's that will lead to high wage jobs for students. Several Rivian vehicles, and equipment for the program are housed in the TDL building for this training. Program kickoff will take place in late spring of 2023.
- Continued success of Pace partnership - students attend the two-week theory course and upon completion begin working at Pace.
- Enrolled second cohort of high school Aviation students for Fall of 2023.
- Two additional trucks and trailers purchased to support the growth of the CDL A program.
- Continued successful partnerships with Youth Job Center and Urban League to support students pursuing Automotive Technology.
- Leading the charge as the training partner and backbone agency in the Good Jobs Challenge partnership.
- Onboarded additional faculty in Supply Chain Management and Logistics, CDL A, Automotive and Diesel Technology to support students.
- Strengthened partnerships with CPS to increase enrollment in Forklift, and continue dual credit consistency with Automotive Technology
- Established partnerships with Cisco Certified Network Associate and CISCO programming.
- Fostered a partnership with Motivate (services bike sharing systems) and subsequently expanded the Bike Repair CE course to build a pipeline to employment.
- Onboarding of Success Coaches to support student success, and reach departmental special projects goals. For Q1 Career Grow Chicago team reached 96% of enrollment goal
 - Currently at 47% employed with a goal of 75%
 - Assisting students to eliminate transportation barriers & providing funds for books

DONATIONS & GRANT AWARDS

In FY 23, Olive-Harvey College has secured a total of 25 grants and donations exceeding \$11.5 million dollars to support various student programs and college wide projects.

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TRANSFERS

In fiscal year 2023, OHC welcomed 80 colleges and universities to our Fall 2022 and Spring 2023 virtual Transfer Fairs which served 357 students District-wide. These well-attended events exposed students to the process of transfer and how to access critical information early in their college journey.

Of our 2022 graduates, 48% transferred to a 4-year institution within 2 years. The top destination schools for the academic year 2021-2022 graduating class include Chicago State University, University of Illinois Chicago, Governors State University, National Louis University, Roosevelt University, Purdue University Northwest, Chamberlain University, Northeastern Illinois University, Saint Xavier University.

STUDENT ENGAGEMENT AND ACHIEVEMENTS

During FY 2023 student programming yielded a total of 2107 participants (in-person and online). Programming includes student leadership trainings and teambuilding workshops, classroom visits within interactive activities facilitated by student led clubs, collaborations with various OH departments, and civic engagement within external organizations.

- Guershon Exi, President of the Student Government Association, received a full ride (athletic) scholarship to Alcorn State University; he will continue his studies in Exercise Science.
- Black History Month planning committee, led by Student Activities and sponsored by SGA - facilitated the inaugural Black Excellence Expo featuring an entrepreneurs' panel, and several Black businesses as vendors. This event yielded 226 participants.
- Pantherettes Cheer & Dance Team captain, and SGA Senator, Peyton Williams, was nominated for the ALL IN Voting Honor Roll, highlighting her outstanding contributions to helping the OHC and surrounding community with voter registration.
- Student Activities partnered with Chicago Votes in March for "Hoop 2 the Polls", an event designed to encourage students and staff participated in a basketball tournament and voted onsite. There were 118 participants in attendance.

FINANCIAL AID

During fiscal year 2022-2023 \$3,078,216 in Federal Pell Grant has been disbursed. In addition to this we have continued to award \$100,000 in Panther Pride Scholarship funding in its second year. We have also awarded over \$10,000 in Bookstore Scholarship funding.

In its second year, the Olive-Harvey College Financial Aid Office's Money Management Center has broadened to include our Middle College and Adult Education. By casting a larger net, we were able to garner bigger turnouts for most of our events. Over the past year we also partnered with York High School to conduct a series of financial aid-related topics. We hosted a total of 8 financial literacy events across both semesters.

FACULTY AND STAFF AWARDS AND RECOGNITION

- Thirteen members of the Olive-Harvey College faculty and staff were recently recognized as 2023 Excellence Award recipients by the National Institute for Staff and Organizational Development for their extraordinary work:
 - Valeria Davis, College Administrative Assistant I
 - Cheryl Freeman-Smith, Dean College to Careers
 - Tanya Watkins, Director - Student Development Projects
 - Joycelyn Bryant-Beasley, Tutor
 - Tiffany Carter, Director - Child Development Center
 - Sonya Reyes, Business Manager

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- Jacqueline Krueger, Associate Professor- Natural Science
- Nekeda Kirkwood, College Advisor
- Barbara Mosley, Assistant Teacher - Child Development
- Shadi Assaf, Associate Professor – Physical Science
- Barbara Brown, Assistant Professor - English
- Niquila Johnson, College Clerical Assistant II
- Donna Elicke, Training Specialist (TDL)
- In recognition for her outstanding performance at the College, Niquila Johnson, College Clerical Assistant II, was named the 1708 Distinguished Clerical employee for 2023.

Career Planning & Placement

bring together employers seeking to hire from OHC career programs. Employment opportunity matches included criminal justice – Chicago Police Department, child development - Girl Scouts of Greater Chicago and Northeast Indiana and ABC Learning Center, healthcare – Lurie Children’s Hospital, logistics - FedEx, Pepsi Co, PACE Bus, UPS, Amazon and retail – Walmart, Culvers.

Furthermore, Career Planning and Placement held numerous job fairs and career exploration workshops for students and the community. In Fall 2022 and Spring 2023, Navy Pier held on-campus job fairs and hired 44 students. Flex N Gate is committed to hiring forklift and warehouse certificate completers. The company holds monthly hiring events to actively recruit students.

Wellness Center

In addition to providing evidence-based counseling and case management services to any student in need, the Wellness Center works diligently to meet all the needs of the Olive-Harvey community in relation to overall mental health and wellness. Efforts include:

- Hybrid options for therapy, ensuring students can access the Wellness Center via virtual space or in-person.
- Weekly drop-in group for students to support a multitude of mental health concerns.
- Screening days, inviting students to come to an open Zoom room or tabling event to complete an assessment for health concerns such as depression, anxiety, eating disorders, ADHD, and domestic violence.
- Monthly trauma-informed yoga sessions for students and the College community.
- The Panther Pantry was open 4 days per week, extended evening hours, and receives fresh produce and groceries 2x/month.
- Social media to engage the Olive-Harvey community and raise awareness about women's history, domestic violence, suicide prevention, sexual health, stalking, men's health, eating disorders, and mindfulness activities.

The Access Center (AC)

- The ACCESS Center has provided services to 164 students to date. Students received in-class accommodations, assistive technology, and placement test accommodations as well as ongoing support through mediation with advisors and instructors.
- To date, AC staff has provided 780 hours of note taking services to 22 students.
- Continued the brown bag series InclusiviTeas for faculty and staff. Topics included InclusiviTeas: The TedTalk Edition with Keah Brown, Creator of #disabledandcute and Gagan Chhabra on Exploring Ableism.

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- Hosted 10 outreach events, which included AC New Student Orientation, Donuts and Disabilities and Navigating the IEP Process in conjunction with the Olive-Harvey Child Development Center for Autism Acceptance Month.
- Hosted a workshop on Careers in Social Services with Thresholds Psychiatric Rehabilitation Agency.

OFFICE OF INSTRUCTION, ACADEMIC AFFAIRS

ACADEMIC AND SUPPORT SERVICES

In FY2023, 255 OH students attended tutoring services including both in person and virtual sessions. In examining OH students, 63 students engaged in tutoring services and 51% (n=32) successfully completed the course – for Dev Ed Math. Regarding Dev Ed English, the success rates were higher, with 99 utilizing tutoring and 76% (n=76) earning a C or higher in the course.

Adult Literacy Grant “Panther Connections”

OHC was granted \$35K from the Illinois Secretary of State to provide instruction to adults who read below the ninth-grade level or speak English at a beginning level to improve their basic reading, writing, math, or English language proficiency. Services are provided through trained, unpaid volunteer tutors. Funding from the grant allows for the purchase of books to support student’s reading progress, as well as Pen Readers for learners that have difficulty reading and pronouncing words. Literacy games and additional instructional support materials will also be available as we move through the end of the term.

Faculty Development

- **The CTR Seminar Series-** The CTR Seminar Series is a monthly series of faculty-led presentations and workshops designed to enrich faculty curiosity, creative processes, and research interests. Seminars have been hosted remotely and in-person.
- **Olive-Harvey College Ideas Conference-** The theme for 2023 is *OHC Engage!* The conference is focused on the research and creative pursuits of Olive-Harvey Faculty, both full and part-time. Faculty may also encourage students to participate in the poster sessions.
- **One Book One Campus-** One Book One Campus is a campus-wide initiative lead by the Office of Instruction to encourage a common reading experience and sense of community, to foster a shared experience through reading, inspire and support community conversations, and encourage academic engagement.

First-Year Experience (FYE) - FYE offers expanded access to critical resources to support first-year students and welcome them into a community of scholars, including faculty, staff, and other students. Olive-Harvey College accomplishes this in many ways but primarily through Student Convocation, Panther Tracks Welcome Week, academic and transition courses, student life, and peers. The courses focus on an academic discipline or serve as an extended introduction to the institution.

Panther Tracks Study Hall - FYE established Panther Tracks Study Hall for first-year students. Students use on the spot tutoring services from several on-campus Panther Tracks Study Hall locations. Study Hall is designed to create a space where students can study in a quiet and calm area. Tutoring is available via remote and face-to-face, drop-in, and by appointment for all students. Hours have been extended to accommodate evening students.

CITY COLLEGES OF CHICAGO

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FYE Summer Start Program - To introduce CPS students to college life prior to fully committing to their academic journey, students enrolled in a college-level course and received tutoring in Math and Reading and daily one-on-one coaching/discoveries.

Convocation - As the official opening of the academic year, OHC Community (Faculty/Staff, Students, Parents) come together to welcome new students to the academic year.

One Million Degrees Partnership - First-Year Experience in partnership with OMD are continuing strong with increasing retention rates overall. Students receive academic assistance and planning, professional coaching, financial aid and personalized support.

Tiering - To support our Equity Initiative, heightened academic engagement and supplemental instruction supports are offered to first-year students, while encouraging attendance in various programs and activities to create a sense of belonging.

Men of Color Summit and Barbershop Talks - Designed to create a sense of belonging among Black and Latinx male students these events address mental health issues, education, and careers. Students attend personal and professional development workshops, receive free haircuts and giveaways while engaging with Black and Latinx male panelists who are key figures in Chicago.

CITY COLLEGES OF CHICAGO

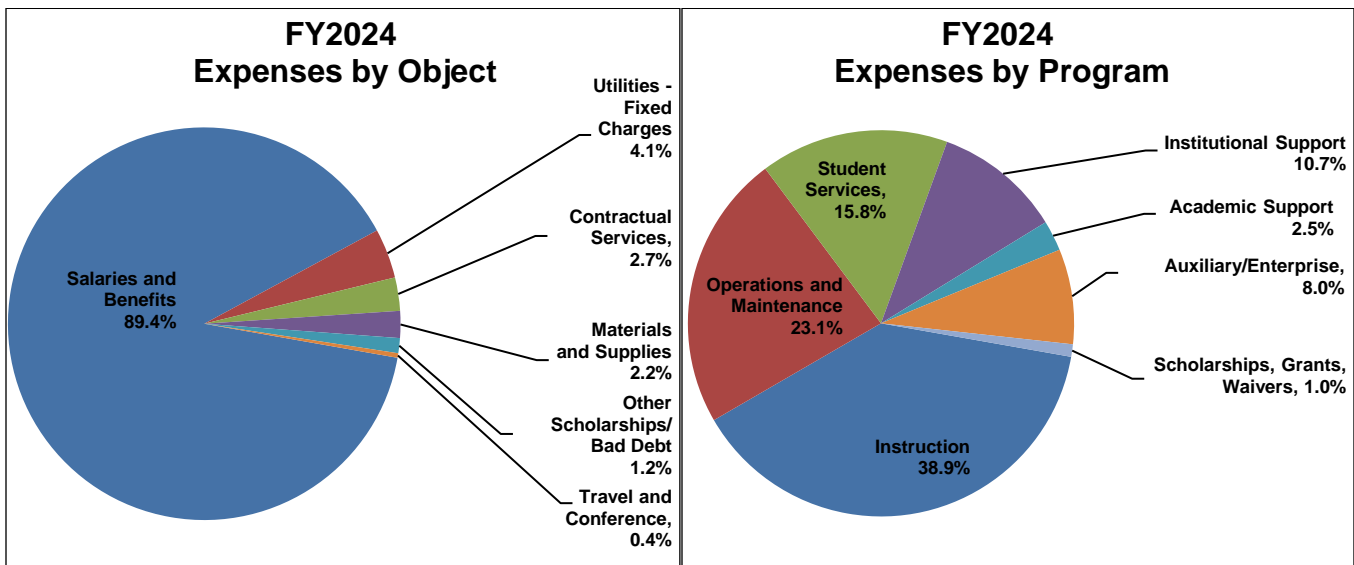
Community College District No. 508

BUDGET OVERVIEW

Olive-Harvey College’s operating budget, excluding restricted grants, totals \$23.8 million in FY2024.

The largest spending category is Salary and Benefits, totaling \$21.3 million (89.4%) of the operating budget. Contractual Services are \$652 thousand (2.7%); Materials and Supplies are \$528 thousand (2.2%); Utilities and Fixed Charges combined are \$973 thousand (4.1%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$294 thousand (1.2%); and Travel and Conference are \$89 thousand (0.4%).

By program type, expenses breakdown as 38.9% of budget is allocated to Instruction, 8.0% is allocated to Academic Support, 15.8% is allocated to Student Services, 2.5% is allocated to Auxiliary/Enterprise, 23.1% is allocated to Operations and Maintenance, 10.7% is allocated to Institutional Support and 1.0% is allocated to Scholarships, Grant and Waivers.



CITY COLLEGES OF CHICAGO

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OLIVE-HARVEY COLLEGE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	7,867,406	8,374,388	9,244,453
Academic Support	1,725,211	1,848,096	1,892,519
Student Services	3,034,495	3,505,290	3,755,504
Public Service	62,264	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	368,932	560,607	605,376
Operations and Maintenance	4,674,191	5,367,515	5,502,461
Institutional Support	2,531,769	2,338,984	2,538,912
Scholarships, Grants, Waivers	205,184	200,000	250,000
Program Total	20,469,453	22,194,880	23,789,225

Expenditures by Object			
Salaries	16,456,019	16,841,235	18,088,337
Employee Benefits	2,101,099	3,098,199	3,164,573
Contractual Services	455,238	558,961	652,282
Materials and Supplies	398,509	482,285	527,923
Travel and Conference	22,914	53,200	88,810
Capital Outlay	-	-	-
Fixed Charges	50,811	75,000	72,000
Utilities	779,680	842,000	901,300
Other Expenditures			
Waivers and Scholarships	205,184	200,000	250,000
Bad Debt	-	-	-
Other Expenditures	-	44,000	44,000
Object Total	20,469,453	22,194,880	23,789,225

CITY COLLEGES OF CHICAGO

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OLIVE-HARVEY COLLEGE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	496,264	339,000	339,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		496,264	339,000	339,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	874	-	-
	Public Service	44,996	329,532	260,920
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		45,871	329,532	260,920
Expenditures by Object				
	Salaries	40,653	287,501	207,100
	Employee Benefits	3,861	38,031	30,820
	Contractual Services	120	4,000	3,000
	Materials and Supplies	1,207	-	20,000
	Travel and Conference	29	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		45,871	329,532	260,920
Resource less Expenditure		450,393	9,468	78,080

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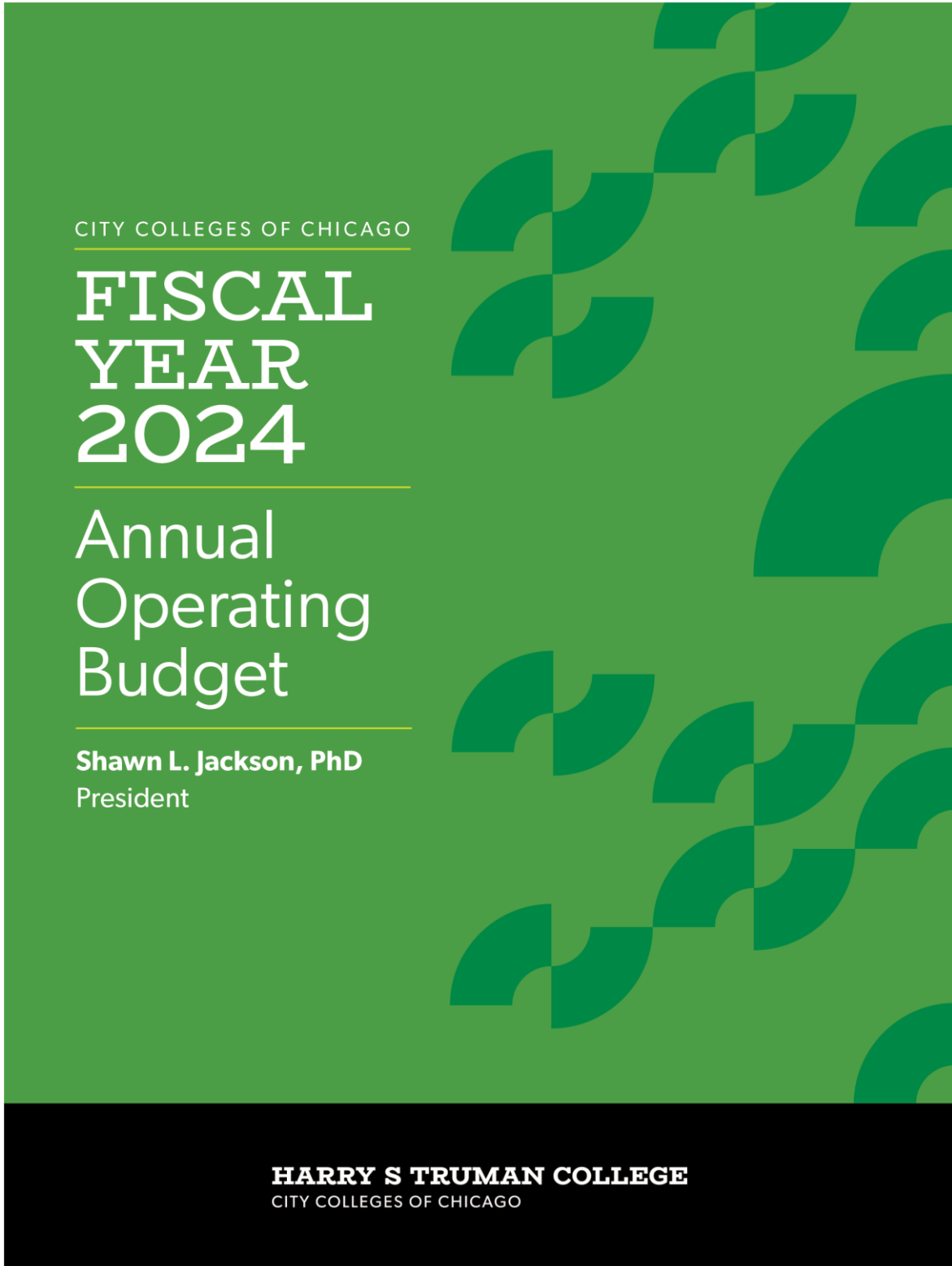
OLIVE-HARVEY COLLEGE

PERFORMANCE MEASURES

FY2022 Scorecard			
Key Performance Indicator	Actual	Floor Target	% To Target
Unduplicated Total Enrollment	3,903	5,296	74%
Unduplicated Credit Enrollment	2,332	3,149	74%
Unduplicated ADED Enrollment	815	1,272	64%
Unduplicated Continuing Ed Enrollment	992	1,042	95%
Fall-to-Spring Credit Retention	61%	68%	90%
Adult Ed Level Gains	N/A	31%	N/A
IPEDS 150 Graduation Rate	20%	23%	87%
Transfer within 2 Years of Degree Completion	48%	53%	91%

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CITY COLLEGES OF CHICAGO

Community College District No. 508

HARRY S TRUMAN COLLEGE

COLLEGE DESCRIPTION

Harry S 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. In addition to meeting the educational needs of individual students, the College seeks to be a catalyst for growth and progress within the community.

The philosophy of Truman College, derived from the philosophy of City Colleges of Chicago 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. As part of City Colleges of Chicago, Truman College is committed to ensuring student success.

Our mission dedicates us to deliver high-quality, innovative, affordable, and accessible educational opportunities and services that prepare students for a rapidly changing and diverse global economy.

MAJOR ACCOMPLISHMENTS

- Truman's academic support centers were available both in person and remotely. Academic support centers include the Math/CIS Center, Writing and Reading Center, and the Science Center.
- Adult Education students were able to visit an academic support center in Fall 2022/Spring 2023. Students who visited the academic support centers had better outcomes in target courses than their counterparts who did not use the centers.
- Truman is partnering with Chicago's Department of Family and Support Services and ICCB to support early childhood education scholarships which will bolster the current and future ECE workforce in earning additional credentials. Both are multimillion-dollar partnerships that have already benefitted hundreds of students and the ICCB initiative is districtwide for all CCC students.
- CCC's Board of Trustees approved bilingual and ESL endorsement certificates for teachers, which are aligned with Illinois State Board of Education endorsements. Students will be able to complete all the required coursework at Truman.
- In order to combat the "summer slide" phenomenon of eroding skills for students who are not taking a summer English course, our Writing Center and Reading Center, led by key English, Communications, Theater, and Journalism Department faculty, developed two new summer workshop series: Summer Skills Maintenance Workshops for Aligned Reading and Composition Students and Summer Skills Maintenance Workshops for Credit ESL students.
- Truman is working with the Office of Language and Cultural Education to support a cohort of licensed teachers through their ESL endorsement.

CITY COLLEGES OF CHICAGO

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- The Child Development Program enrolled parents at Chicago Commons in courses to earn the Basic Certificate in Child Development. This is an innovative model working to address the multiple needs of part-time community college students. The coursework starts in the community at Chicago Commons with eventual transfer to on-campus coursework. Parents receive dinner and childcare support through Commons and each week have a pre-class parent support meeting hosted by a Chicago Commons family specialist and a CCC Child Development faculty member.
- Child Development also has a cohort with Austin Child Care Network, working with current workforce professionals to increase their training levels. This is in addition to an ongoing collaboration with Logan Square Neighborhood Association.
- The Transfer Center served individual students remotely, as well as in person.
- Truman's Adult Education program is in the process of opening Parent University sites to offer morning and afternoon HSE/GED-preparation classes.
- Truman partners with Chicago Public Schools high schools to run dual credit courses including Amundsen, Uplift, Multicultural Academy of Scholarship, Sullivan, Rickover Naval Academy, Roosevelt, Mather and Truman Middle College.

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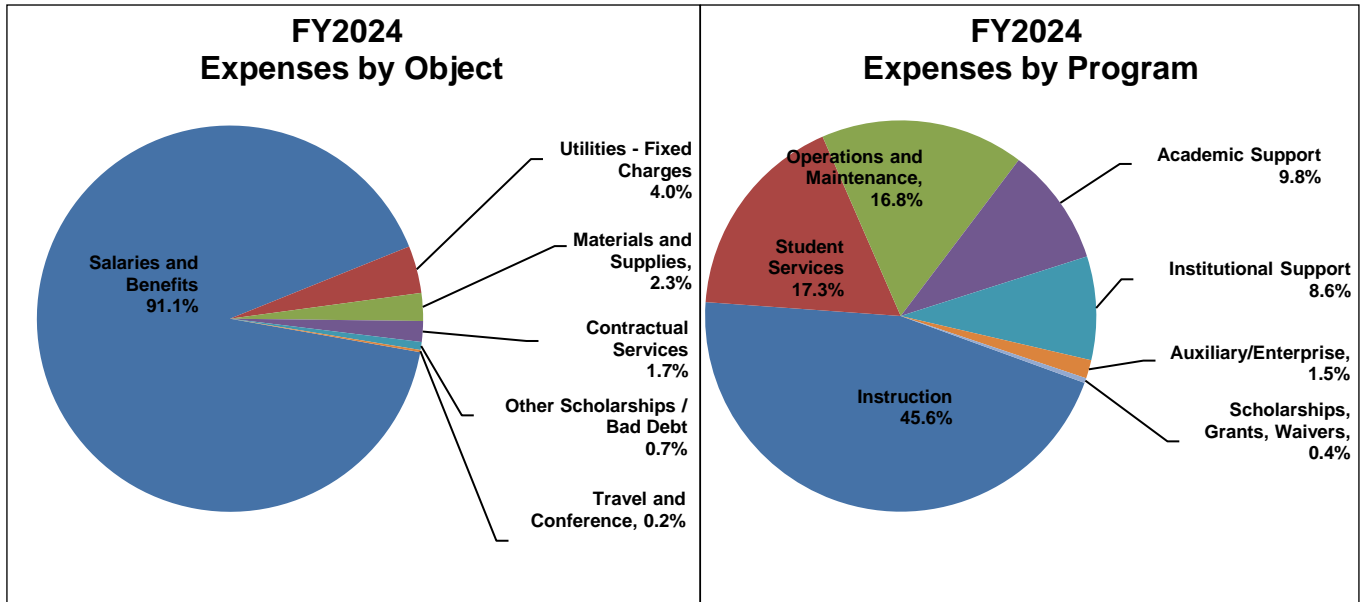
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BUDGET OVERVIEW

Harry S Truman College’s operating budget, excluding restricted grants, totals \$32.1 million in FY2024.

The largest spending category is Salary and Benefits, totaling \$29.2 million (91.1%) of the operating budget. Contractual Services are \$557 thousand (1.7%); Materials and Supplies are \$746 thousand (2.3%); Utilities and Fixed Charges combined are \$1.3 million (4.0%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$213 thousand (0.7%); and Travel and Conference are \$59 thousand (0.2%).

By program type, expenses breakdown as 45.6% of budget is allocated to Instruction, 9.8% is allocated to Academic Support, 17.3% is allocated to Student Services, 1.5% is allocated to Auxiliary/Enterprise, 16.8% is allocated to Operations and Maintenance, 8.6% is allocated to Institutional Support and 0.4% is allocated to Scholarships, Grants and Waivers.



CITY COLLEGES OF CHICAGO

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HARRY S TRUMAN COLLEGE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	13,143,539	13,426,887	14,621,188
Academic Support	2,920,280	3,057,537	3,131,961
Student Services	5,348,251	5,815,356	5,558,793
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	386,495	461,797	488,731
Operations and Maintenance	4,716,897	5,146,913	5,404,875
Institutional Support	2,616,325	2,302,922	2,745,913
Scholarships, Grants, Waivers	157,856	121,632	128,120
Program Total	29,289,643	30,333,044	32,079,581
Expenditures by Object			
Salaries	23,946,321	23,341,615	24,916,806
Employee Benefits	2,875,911	4,201,251	4,316,769
Contractual Services	400,015	514,516	557,466
Materials and Supplies	723,738	797,790	746,480
Travel and Conference	66,955	60,240	58,740
Capital Outlay	-	-	-
Fixed Charges	60,056	100,000	98,000
Utilities	1,058,792	1,111,000	1,172,200
Other Expenditures			
Waivers and Scholarships	157,856	121,632	128,120
Bad Debt	-	-	-
Other Expenditures	-	85,000	85,000
Object Total	29,289,643	30,333,044	32,079,581

CITY COLLEGES OF CHICAGO

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HARRY S TRUMAN COLLEGE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	672,750	63,000	310,363
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		672,750	63,000	310,363
Expenditures by Program				
	Instruction	-	-	187,363
	Academic Support	-	-	-
	Student Services	(87,813)	-	-
	Public Service	144,212	160,620	168,351
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	-
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	60,000
	Scholarships, Grants, Waivers	-	-	-
Program Total		56,399	160,620	415,714
Expenditures by Object				
	Salaries	54,379	136,721	143,826
	Employee Benefits	2,020	23,899	24,525
	Contractual Services	-	-	-
	Materials and Supplies	-	-	247,363
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		56,399	160,620	415,714
Revenues less Expenditures		616,352	(97,620)	(105,351)

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HARRY S TRUMAN COLLEGE

PERFORMANCE MEASURES

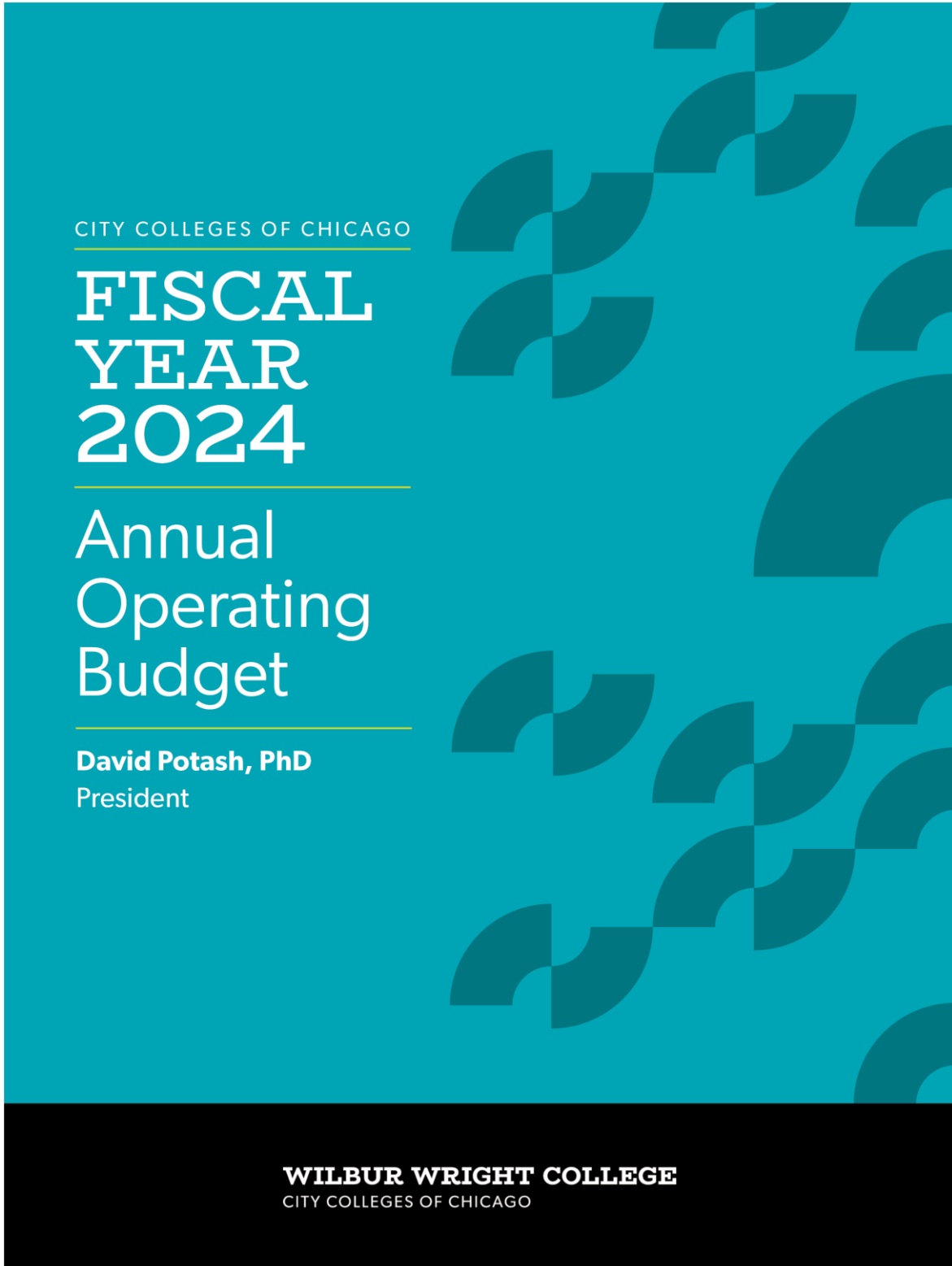
FY2022 Scorecard			
Key Performance Indicator	Actual	Floor Target	% To Target
Unduplicated Total Enrollment	8,551	11,755	73%
Unduplicated Credit Enrollment	4,191	5,160	81%
Unduplicated ADED Enrollment	3,886	6,090	64%
Unduplicated Continuing Ed Enrollment	680	497	114%
Fall-to-Spring Credit Retention	68%	74%	92%
Adult Ed Level Gains	N/A	44%	N/A
IPEDS 150 Graduation Rate	23%	23%	100%
Transfer within 2 Years of Degree Completion	57%	62%	92%

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WILBUR WRIGHT COLLEGE

COLLEGE DESCRIPTION

Wilbur Wright College, located on the Northwest Side of Chicago in two campuses, serves more than 17,000 students every year with college credit, adult education, and continuing education classes. The main campus, designed by Chicago's award-winning architect Bertrand Goldberg, is at Montrose and Narragansett and offers an integrated environment for learning and support services. Wright College Humboldt Park Vocational Education Center offers career and vocational training, including a NIMS-certified Computer Numerical Control program, general education courses, adult education and continuing education courses, and comprehensive student supports. Wright is a Hispanic-Serving Institution with one of the largest Hispanic enrollments among higher education institutions in Illinois. Wright received the prestigious Seal of Excelencia, a national award, for its work intentionally serving Hispanic students. The College is very active in the community, partnering with baccalaureate institutions, many area high schools, local businesses, community-based organizations, and other groups. Service learning and volunteering are college priorities, aligning with Wright's strategic plan and commitment to equity. Wright's Center of Excellence in Engineering and Computer Science has received national recognition for its success in preparing students for transfer at top-flight baccalaureate institutions.

MAJOR ACCOMPLISHMENTS

ACCREDITATION

- Wright College has been working on its Assurance Argument in preparation for the October 2023 Four Year Review. The steering committee has met regularly, and each criterium has a team focused on providing the narrative and the supporting evidence.
- Wright College presented its completion poster at the Assessment Academy in Northbrook in June 2023.
- Wright submitted its required Interim Monitoring reports on assessment and strategic planning in June 2023.
- Five Wright administrators attended the annual Higher Learning Commission conference in April in anticipation of the accreditation visit in October.
- Three administrators have participated as peer reviewers this past year.
- The Vice President of Academic and Student Affairs was awarded an outstanding mentoring award by HLC at the annual conference.

ADULT EDUCATION

- City Colleges' Adult Education continues to offer various class modalities to accommodate students' needs, including face-to-face, hybrid traditional and hybrid online live, and distance learning courses.
- Professional development remains a top priority, ensuring that Adult Educators receive all the necessary support to provide outstanding education to a growing population of students.
- Enrollment year over year is increasing, with noticeable growth in Wright's ESL programs.
- Continuous improvements of the Adult Education curriculum have engaged adult educators across the Colleges in the instructional design process, including several educators from Wright College.
- Adult Education management has resumed formal evaluations of adult educators.
- Wright College currently has five offsite partners and as staffing increases will carefully examine the possibility of adding more sites.

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ENROLLMENT MANAGEMENT

Wright is working to assure that our Strategic Enrollment Management addresses the challenges of declining enrollment in a time when college education is more valuable than ever. Some key changes include:

- Continued work on the expansion of the Testing Center, including more staff and integration of credit testing with Adult Education testing. Wright will also offer more testing for certifications.
- Increased Admissions staff; we now have three full-time Admissions Specialists
- Increased Recruitment staff; we now have three full-time Recruiters
- Creation of a recruitment plan that includes all areas of the College and creates synergy between all stakeholders engaging with external partners and prospective students

HUMBOLDT PARK VOCATIONAL EDUCATION CENTER

The Humboldt Park Campus is an integral access point in the community for a range of programming including credit courses, Adult Education, and employment pathways

- CP4P – Community Partners for Peace – offered CNC programming over the weekends. Successful in its first iteration, the program will continue.
- The Workforce Equity Initiative (WEI) grant continues to support the campus and community in many ways:
 - The grant supports tuition, stipends, and wrap around services for students in Humboldt Park and surrounding communities, North Lawndale, Austin, and Garfield Park
 - WEI has partnered with local community organizations such as READI Chicago, Communities Partnering 4 Peace, and the Safer Foundation to deliver short-term reskilling and upskilling programs with employer partnerships and pathways to local high-demand careers
 - The College was just awarded the WEI grant for a 5th year
- The Campus continues to expand our free Adult Education opportunities which include courses in English as a Second Language, high school equivalency, citizenship, and computer literacy

INFORMATION TECHNOLOGY

- Wright's Computer Information Systems department is currently using multiple cloud computing platforms including Microsoft Azure and Amazon AWS via their Educate program for classes from Networking to Software Development.
- Wright's digital content studio for faculty, staff and students is a valuable resource for content creation for social media, class projects, teaching and other efforts.
- Wright College continually provides performance upgrades to smart and multimedia classrooms impacting the instructional and student experience in the classroom.
- Wright College continues to upgrade computers in multiple classrooms, labs, and student study areas. The Collaboration Center on the first floor of the LRC stands as an outstanding example of ongoing innovation.
- Wright converted two standard classrooms at Humboldt Park Vocational Education Center into computer labs.
- Wright continues to offer courses in the online-live modality, combining online with synchronous instruction. Our instructional designer works with faculty to continue to make use of technology to offer these as robust courses that encourage interaction.

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COMMUNITY - SERVICE LEARNING

Wright College continued its tradition of strong service-learning practices. Highlights include:

- Wright offered service-learning courses in criminal justice, composition, women's and gender studies, psychology, and computer information systems. Wright partnered with over 30 local agencies to offer students service-learning opportunities.
- The Diplomacy Lab, sponsored by the U.S. State Department, is a public-private partnership that enables college students to tackle foreign policy challenges. Speaking directly to State Department officials, Wright students and faculty proposed solutions to combat "fake news" and other forms of global disinformation.
- Wright continues its progress on the Civic Action Plan, sponsored by a mini-grant from Campus Compact. The CAP organizes Wright's civic and community engagement efforts into a streamlined plan with four focus areas---partnerships, curriculum and instruction, co-curricular activities, and promotion.
- Taking its institutional commitment to the next level, Wright College submitted an application to the Carnegie Classification system as a "Community Engaged" institution. A peer-reviewed process will follow.

STUDENT SUCCESSES/ADVISING AND TRANSFER

Wright students are characterized by their resiliency and tenacity. Retention, completion, and transfer rates have improved as we reach the end of the pandemic.

- The Advising and Transfer Center continues to serve students virtually and in person on a walk-in basis and via appointments. Advisors conducted 10,238 (includes students served via classrooms visits) virtual or in-person advising and transfer appointments. They also served 6,286 on a walk-in basis through Qnomy and 3,771 via Zoom. Note: these numbers are not based on headcount; individual students may have had multiple appointments/walk-ins).
- As we move beyond the pandemic, Wright's transfer rate has reached 56% for students who transfer within two years of degree completion. For 2023, Wright has met the key performance indicator floor target for transfer (55%) with the possibility to attain the reach target (58%).
- Nine Wright College students were semifinalists and three Wright students were ultimately selected for the highly selective 2023 Jack Kent Cooke Undergraduate Transfer Scholarship

CONTINUING EDUCATION (CE)

- Wright's partnership with Vaughn Occupational High School continues into its sixth year. Students enrolled in the program are provided with non-credit educational/vocational instruction and are introduced to college campus experience. Some of the classes taken are basic computers, fitness and crafting.
- Wright is seeing enrollment growth in some CE courses and programs, such as beginning Spanish, ASL, adult fitness, and kids' classes.
- Aquatics returns to Wright in Spring of 2023. A manager, instructors and lifeguards are being hired, safety protocols reviewed and classes are to be offered. The pool is a mainstay in the community, offering a wide variety of lessons and opportunities.
- In partnership with Discovery Partners Institute, Wright CE ran a corporate cohort of the Java Junior Boot Camp course for Cognizant, a Fortune 500 IT company with 20 students. Cognizant is hiring many of these students in a pre-apprenticeship.
- The Chicago Police Department and Wright CE continue a partnership to train police in ASL with over 30 officers participating.

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- In 2022 Wright CE started an Illinois Department of Commerce and Economic Opportunity grant funded program (\$300k) in workforce development for youth with three partners: Eli's Cheesecake, Vaughn Occupational and Chicago Agricultural High School. The program will run through April 2024 with 30 total students, offering students with intellectual and developmental opportunities education, training and wraparound services leading to employment. As of Spring 2023 the program has trained 11 students and 3 have secured permanent, part-time employment.

INSTRUCTION

- A political science faculty member was awarded a Fulbright-Hays award for a faculty exchange to Mexico in summer 2023.
- Faculty development has focused on creating a safe and supportive environment during a time of high stress and increased mental health challenges.
- The theatre department produced *The Humans* as the fall drama offering and *The Putnam County Spelling Bee* as the spring musical.
- Caring Campus inducted another class of faculty in the fall, and a team of Caring Campus veterans, including full-and part-time faculty, is developing an implementation plan for the entire college. The plan, built on the behavioral commitments faculty developed, provides the blueprint of expectations for faculty, staff, and students to live a caring campus.
- The campus newspaper, *The Wright Times*, is back in circulation under the leadership of a newly hired English faculty member.
- Assessment work continues with both full-time and part-time faculty designing and implementing both curricular and co-curricular assessment projects.
- Faculty are leading an open educational resource project to engage more faculty to develop OER materials.

CAREER PROGRAMS

- Designated Microsoft Teams pages were created for each individual CTE program as a repository to share information with CTE program faculty and the Office of Career Programs.
- Updated marketing flyers, videos, and social media campaigns were created to promote the value of the programs to the community. The Addictions Studies program was the first to develop a short video, which captured testimonial narratives of students and alumni.
- The Occupational Therapy Assistant program collaborated with faculty and students from CIS 260 (the capstone course for Software Development) to build a customized medical records software system which will add significant value to the OTA program for years to come rather than renewing an annual subscription through EHRgo.
- Addictions Studies students attended the Illinois Alcohol and Other Drug Abuse Professional Certification Association conference in Itasca, Illinois to learn about current mental health and addictions trends and network with Alcohol and Other Drug facilities. Students were able to interview on the spot with various facilities and two of them secured jobs shortly after the conference.
- The Paralegal program invited multiple guest speakers to visit students virtually, including the Office of the Chief Counsel of the IRS for a resume workshop.
- Career Planning and Placement has rebranded the department as the Career Development Center and has seen an increase in student engagement, including in-person and virtual support services. They hosted two successful virtual Job Fairs, which attracted 49 employers in the fall and 33 employers in the spring.

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- Through a partnership with Northeastern Illinois University, Career Programs and the Business Department hosted the NEIU Business and Technology Speaker Series, which included four talks given by NEIU faculty members over the course of the spring semester, including: (1) Different Forms of Business Organizations; (2) I see it, I like it, I want it, I got it: Digital Marketing; (3) Cyber Kill Chain; and (4) Supply Chain Dynamics: The Bullwhip Effect. Professional Advisors from both WW and NEIU were present to answer questions for students with an interest in business careers and pathways.
- The Humboldt Park campus hosted its first-ever bilingual Computer Numerical Control course through Continuing Education, which resulted in them earning National Institute for Metalworking Skills certifications. Several students that completed the course received full-time job offers.
- The CNC programs developed new curriculum to better align with industry and employer needs. \$500K worth of new manufacturing equipment was purchased with HEERF funds.
- Students in the CNC Engineering Technology program at Wright Humboldt Park have visited local manufacturing companies to learn about the companies and their hiring needs, including S&C Electric, Slidematic Products, and Epcor Industrial. These visits resulted in invitations for students to return to interview with the companies, and many of the students have been offered full-time positions.
- The Office of Career Programs hosted the first CTE Meeting in several years. It was held virtually and will take place each semester to serve as a platform for CTE faculty to exchange information regarding Advisory Boards, the Perkins V grant and allowable expenses, Programs of Study, the Comprehensive Local Needs Assessment, and networking across CTE programs.
- Several CTE faculty members participated in a Project Management Fundamentals CE course as professional development that was paid for by the Workforce Equity Initiative ICCB grant.
- Pi Day Celebration 2023 was a multidisciplinary academic department collaboration (Business, Math, CIS) that was supported by Career Programs, First-Year Experience, Workforce Partnerships, and the IT Department. Students from the IT Club participated in planning, and over 150 students attended the event, at both main and Humboldt Park campuses.

EQUITY

- Wright was awarded, for the third year, the Illinois Community College Board Workforce Equity Grant, a one year, over \$1M program that will provide short-term job training for African Americans. The program will serve students pursuing training in IT, manufacturing, public safety, cannabis processing and newly added forklift training.
- Equity training for approximately 20 faculty members has been completed through a partnership with the University of Illinois Office of Community College Research and Learning.
- The Racial Justice Committee has provided programming on contemporary racial justice and racial equity topics for 200 people, as well as leadership development for over 20 individuals.

WORKFORCE PARTNERSHIPS/WIOA

- First cohort of the Software Development Apprenticeship graduated in May 2023.
- Strategic partnerships allow for deepened relationships with area community-based organizations- Elevate, Safer Foundation, READI Chicago, Bethel New Life focused on Austin and greater West Side communities delivering career focused training.
- Welcomed McDonald's as the newest apprenticeship provider in the area of Cybersecurity.
- Facilitated Chicago area business human resources roundtable in partnership with Greater Northwest Chicago Development Corp. (GNCDC) and Peterson Pulaski Business Industrial Council (PPBIC).

CITY COLLEGES OF CHICAGO

Community College District No. 508

EARLY COLLEGE

- Wright partnered with 15 high schools to offer dual credit programming. In the fiscal year 2022 to 2023, Wright and its partner high schools offered 112 dual credit sections to 1,225 high school students.
- Wright served an additional 383 high school students through its dual enrollment program.
- Wright works with over 45 CPS teachers credentialed to teach dual credit courses, and 19 dual credit faculty partners are paired with them to ensure the quality and fidelity of our dual credit offerings.
- Wright College developed a Prep Academy workshop for prospective early college students to:
 - Learn strategies to increase their confidence and improve their performance on the placement exam
 - Receive one-on-one support from Wright College faculty and staff
 - Begin free Early College courses at the right level to match their skills and goals
 - Practice writing strategies they can use for any course
 - Make connections with peers

ACADEMIC SUPPORT SERVICES

- Tutors conducted 6,854 one-on-one and group tutoring sessions.
- Tutors executed more than 30 workshops, including: midterm and final reviews, test-taking strategies, time management, APA and MLA citation, general writing skills, poetry, and building STEM skills.
- Working with faculty and focused on high impact courses, tutors provided embedded support across 25 courses
- Tutors utilized Navigate to collaborate with faculty, advising, and other care teams to provide outreach for students needing tutoring support.

WRIGHT COLLEGE CENTER OF EXCELLENCE FOR ENGINEERING AND COMPUTER SCIENCE

- UIUC Engineering Pathways provides guaranteed admission to The Grainger College of Engineering. The first two EP cohorts transfer rate was 87% to UIUC/UIC with 100% bachelor's degree completion for students who transferred. The EP currently offers three modes of admission: 1) direct admission from high school, 2) intent to pursue and 3) pre-engineering. Different modes of admissions increase enrollment from 25 students in Fall 2018 to 80 students in Fall 2023.
- The Engineering Summer Bridge is a National Science Foundation funded program designed to streamline high school to college transition. It is a 6-week paid summer program that enhances students' math and chemistry skills. A total of 201 students were served in the last four cohorts and 197 students completed the program successfully. All Bridge completers eliminated up to two-years of remedial math, 50% were directly placed in Calculus I. Eight students have been accepted to The Grainger College of Engineering two years after their Bridge participation and are on track for bachelor's degree completion.
- Illinois Tech/Wright College Engineering Program is a guaranteed transfer/dual admission to the Armour College of Engineering and the College of Computing at Illinois Institute of Technology. The program was launched in Fall 2019 with 52 students. As of 2022-2023 academic year, more than 200 students are in this cohort.
- The COE current Fall to Spring, and Fall to Fall retention rate is 98% and 93% respectively with 75% transfer rate within two years. In addition to UIUC and IIT, students also transfer to engineering schools such as UIC, Northwestern, Michigan and Columbia universities.

CITY COLLEGES OF CHICAGO

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- Students have been accepted into research and internships programs, including Princeton REU Biophysics Program, Northwestern Research, UIC's Department of Energy, Western Michigan University, University of Chicago's Quantum Exchange, and Argonne and Fermi National Laboratory. At least five new partners hire interns from Wright College, including Chicago Mercantile Exchange (CME), HNTB, Power Construction and Northrop Grumman. Furthermore, Wright College is establishing the Metropolitan Water Reclamation District partnership for internship. A total of 50 students will have research or industry internships by the summer of 2023.
- The Engineering Center, which was established in 2019, is in full capacity Mondays through Fridays. A COE student research space will open in Spring 2023.
- The Engineering Program enrollment increased from 25 in 2018 to 380 in Fall 2022 and is projected to reach 500 by Fall 2023.
- Industry and non-profit partnerships have increased. COE launched Digital Bridge (Summer 2021), Discover Computing 1 (Fall 2021) and Discover Computing 2 (Spring 2022) with the DPI-CCC Computing Pipeline. The three programs enrolled a total of 300 students.
- The COE reengaged in the 50K Coalition to nationally produce 50,000 diverse engineering graduates annually. The COE Dean was recently appointed as 50K Community Colleges Linkage-Action Network Co-chair succeeding Chancellor Salgado.
- In 2022, the Engineering Program was a finalist for "Examples of Excelencia" by Excelencia in Education and the Dean was invited at the White House Latino Summit to present the COE model on supporting Latino Students. The principal investigator of the Building Bridges into Engineering grant was also invited by the National Science Foundation during the 30th HRD celebration to share the frameworks of Wright College Engineering Program.
- For AY 2023, approximately, 50 students are completing AES /AGS degree and 70 students are transferring to UIUC, UIC, IIT, Michigan, Northwestern and other top engineering institutions.

FINANCIAL WELLNESS

- The Office of Financial Aid prepares students to make financially informed decisions as they enter their postsecondary experiences via programming during Financial Literacy Week/Financial Empowerment Week. Offered every term, the program connects students with Wright College partners such as BMO Harris Bank, Operation HOPE, Northwest Side Housing Center, Wintrust Financial to cover topics such as: budgeting, understanding credit, debt management, and identity theft.
- Financial Aid established a series called "Financial Wellness Wednesdays" designed to highlight relevant topics such as "Make the Most Out of Your Refund" and "Budgeting for the First Year of College."
- With the Title V Cooperative Grant (Caminos al Éxito: Pathways to Success), Wright College has begun working with Northeastern Illinois University to support students at shared feeder high schools on Chicago's Northwest Side. The financial literacy component of the grant assists students in developing financial wellness. As a Hispanic-Serving Institution, Wright College provides bilingual programming to support Hispanic students and families through the financial aid process.

CITY COLLEGES OF CHICAGO

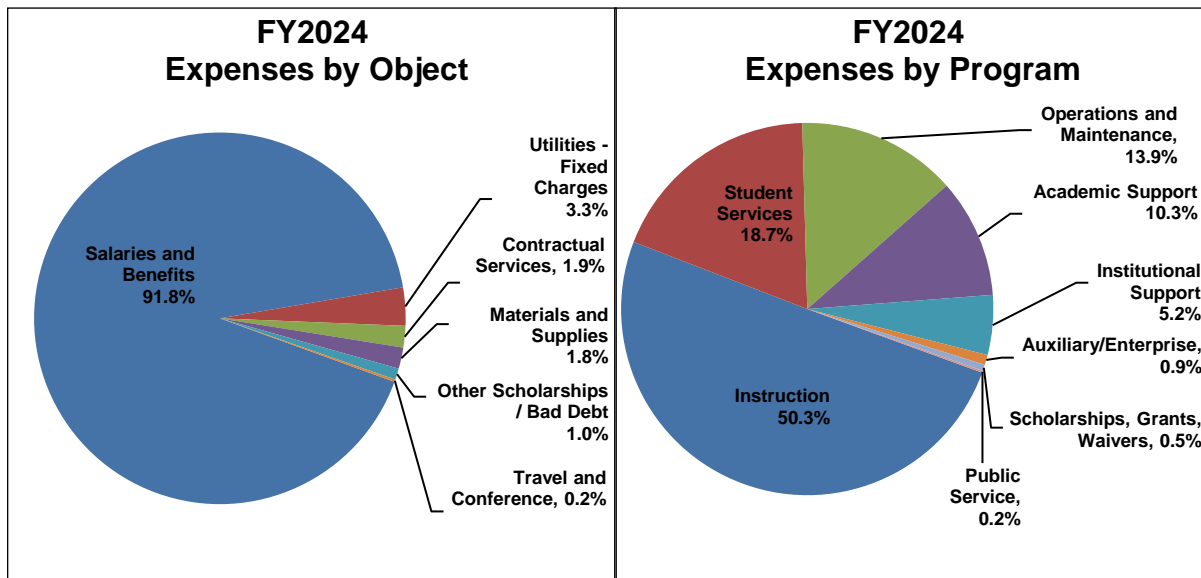
Community College District No. 508

BUDGET OVERVIEW

Wilbur Wright College’s operating budget, excluding restricted grants, totals \$39.2 million in FY2024.

The largest spending category is Salary and Benefits, totaling \$35.9 million (91.8%) of the operating budget. Utilities and Fixed Charges combined are \$1.3 million (3.3%); Contractual Services are \$737 thousand (1.9%); Materials and Supplies are \$725 thousand (1.8%); Waivers and Scholarships and Other Expenditures (i.e. Banking Fees and Student Government Association) are \$385 thousand (1.0%); and Travel and Conference are \$81 thousand or (0.2%).

By program type, expenses breakdown as 50.3% of budget is allocated to Instruction, 10.3% is allocated to Academic Support, 18.7% is allocated to Student Services, 0.9% is allocated to Auxiliary/Enterprise, 13.9% is allocated to Operational and Maintenance, 5.2% is allocated to Institutional Support, 0.5% is allocated to Scholarships, Grants and Waivers, and 0.2% is allocated to Public Service.



CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	17,376,970	18,896,946	19,699,579
Academic Support	2,973,897	3,690,541	4,038,788
Student Services	5,488,002	7,019,334	7,321,187
Public Service	-	-	66,000
Organized Research	-	-	-
Auxiliary/Enterprise	149,843	305,374	340,897
Operations and Maintenance	4,365,915	5,026,005	5,441,748
Institutional Support	2,470,955	1,846,269	2,032,539
Scholarships, Grants, Waivers	209,234	128,096	220,000
Program Total	33,034,817	36,912,565	39,160,738

Expenditures by Object

Salaries	27,356,631	28,976,683	30,826,620
Employee Benefits	3,386,088	4,951,904	5,108,572
Contractual Services	361,071	754,400	737,000
Materials and Supplies	706,574	776,832	725,446
Travel and Conference	28,147	61,450	80,700
Capital Outlay	-	-	-
Fixed Charges	42,842	74,000	77,000
Utilities	944,228	1,024,200	1,220,400
Other Expenditures			
Waivers and Scholarships	209,234	128,096	220,000
Bad Debt	-	-	-
Other Expenditures	-	165,000	165,000
Object Total	33,034,817	36,912,565	39,160,738

CITY COLLEGES OF CHICAGO

Community College District No. 508

WILBUR WRIGHT COLLEGE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	253,019	247,000	247,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		253,019	247,000	247,000
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	6,048	3,870
	Public Service	170,559	315,495	321,573
	Organized Research	-	-	-
	Auxiliary/Enterprise	7,922	30,000	58,519
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		178,481	351,543	383,962
Expenditures by Object				
	Salaries	163,300	275,695	309,468
	Employee Benefits	5,931	30,300	31,124
	Contractual Services	1,486	6,000	11,000
	Materials and Supplies	5,164	32,431	30,253
	Travel and Conference	-	2,117	2,117
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	2,600	5,000	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		178,481	351,543	383,962
Resource less Expenditure		74,537	(104,543)	(136,962)

CITY COLLEGES OF CHICAGO

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WILBUR WRIGHT COLLEGE

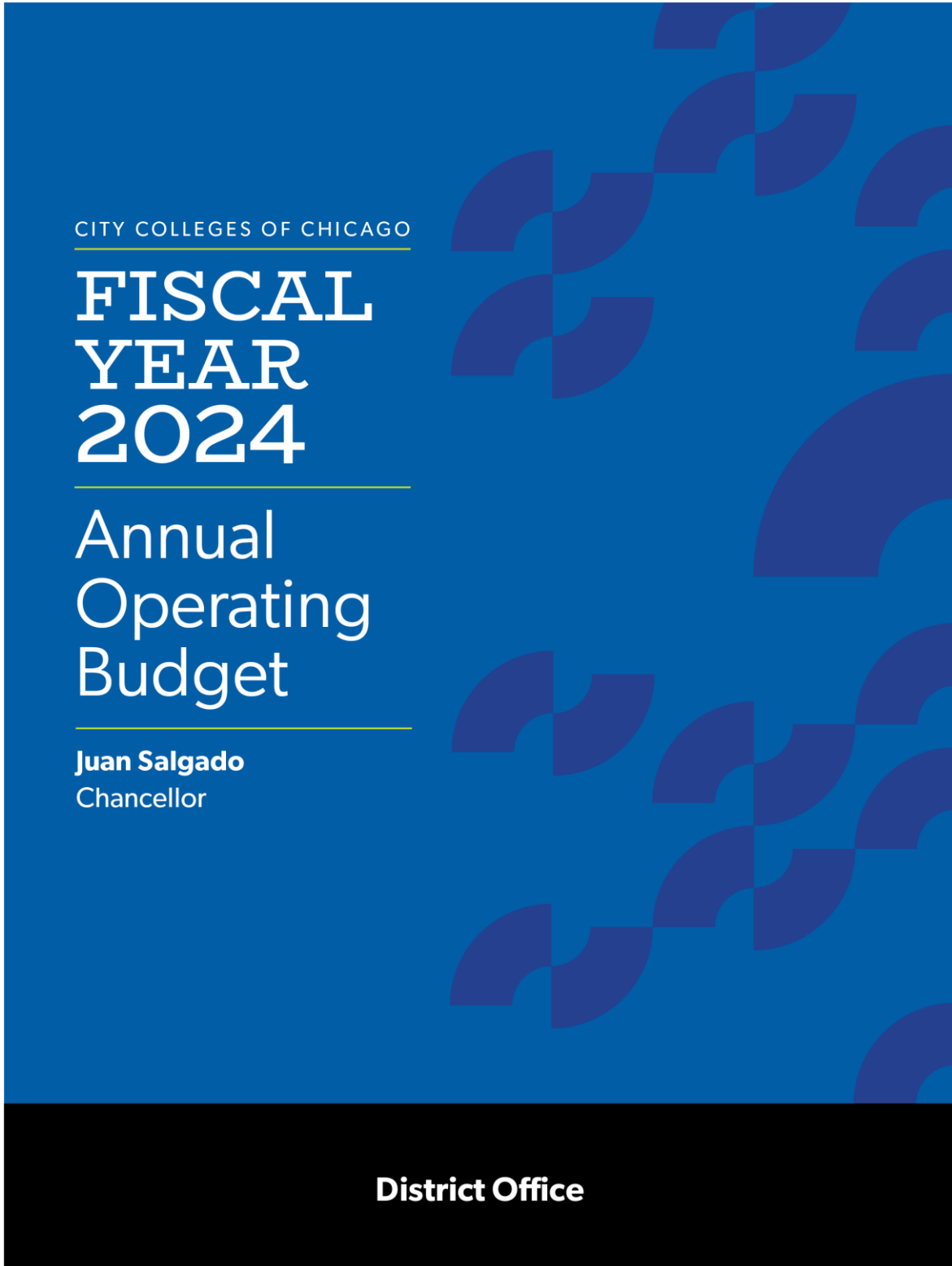
PERFORMANCE MEASURES

FY2022 Scorecard			
Key Performance Indicator	Actual	<i>Floor Target</i>	% To Target
Unduplicated Total Enrollment	12,153	<i>16,814</i>	72%
Unduplicated Credit Enrollment	8,063	<i>10,181</i>	89%
Unduplicated ADED Enrollment	3,447	<i>4,913</i>	79%
Unduplicated Continuing Ed Enrollment	804	<i>2,100</i>	38%
Fall-to-Spring Credit Retention	73%	<i>75%</i>	97%
Adult Ed Level Gains	N/A	<i>48%</i>	N/A
IPEDES 150 Graduation Rate	29%	<i>32%</i>	91%
Transfer within 2 Years of Degree Completion	53%	<i>54%</i>	98%

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

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Community College District No. 508

DISTRICT OFFICE

The District Office FY2024 budget is \$53.4 million, which represents a 2.4% decrease from the \$54.7 million FY2023 Operating Budget. Overall, Salary and Benefits account for \$38.6 million or 72.3% of expenses, followed by Materials and Supplies at \$7.4 million or 13.9% and Contractual Services budgeted at \$4.8 million or 9.0%. Utilities make up \$917 thousand or 1.7%. The remaining appropriation of \$1.7 million or 3.1% includes Travel, Fixed Charges (i.e. facility and equipment rental), and Other Expenses.

GENERAL APPROPRIATION

The General Appropriation budget includes centrally managed programs and initiatives that serves district-wide. It includes student-facing programs such as Star Scholarship, advertising, and operations like insurance premiums and legal services. The FY2024 GA budget is \$26.2 million, and was \$12.6 million in FY2023. Salaries and Benefits increased by \$5.7 million from (\$5.7) million in FY2023 to \$27 thousand in FY2024. Scholarships are budgeted at \$11.6 million, Bad Debt write-offs for uncollectible receivables increased from \$1.8 million in FY2023 to \$2.5 in FY2024, and Fixed Charges (Insurance Premiums) are \$2.2 million. Contractual Services total \$5.7 million, Materials and Supplies are \$4.0 million, and Travel & Other Expenses are \$156 thousand.

CITY COLLEGES OF CHICAGO

Community College District No. 508

SUMMARY DISTRICT OFFICE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	81,870	262,830	243,558
Academic Support	2,674,644	4,146,422	1,625,531
Student Services	1,374,961	1,998,966	2,015,451
Public Service	-	-	318,600
Organized Research	-	-	-
Auxiliary/Enterprise	3,131,681	3,784,525	3,805,681
Operations and Maintenance	2,807,372	3,381,855	3,420,431
Institutional Support	69,879,817	38,598,519	42,011,128
Scholarships, Grants, Waivers	2,501,396	2,571,024	-
Program Total	82,451,740	54,744,141	53,440,380

Expenditures by Object

Salaries	24,796,384	29,953,400	32,044,643
Employee Benefits	39,312,049	6,309,521	6,570,650
Contractual Services	5,787,915	5,822,390	4,828,534
Materials and Supplies	8,138,966	7,437,651	7,403,398
Travel and Conference	126,285	416,960	383,960
Capital Outlay	-	-	-
Fixed Charges	919,200	992,195	1,092,195
Utilities	633,798	1,041,000	917,000
Other Expenditures			
Waivers and Scholarships	2,501,396	2,571,024	-
Bad Debt	-	-	-
Other Expenditures	235,747	200,000	200,000
Object Total	82,451,740	54,744,141	53,440,380

CITY COLLEGES OF CHICAGO

Community College District No. 508

SUMMARY GENERAL APPROPRIATION

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	626,433	-	253,785
Academic Support	269,735	-	3,453,430
Student Services	15,787	-	593,880
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	474,000	375,000
Operations and Maintenance	41,000,000	90,000	90,000
Institutional Support	(26,042,583)	5,220,994	9,799,811
Scholarships, Grants, Waivers	6,255,132	6,800,000	11,598,454
Program Total	22,124,505	12,584,994	26,164,360

Expenditures by Object

Salaries	601,697	696,239	3,324,323
Employee Benefits	(28,954,086)	(6,379,158)	(3,297,578)
Contractual Services	1,287,187	4,711,288	5,680,394
Materials and Supplies	(40,261)	2,774,579	3,995,259
Travel and Conference	-	40,000	55,900
Capital Outlay	-	-	-
Fixed Charges	1,776,362	2,042,046	2,207,608
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	6,255,132	6,800,000	11,598,454
Bad Debt	-	1,800,000	2,500,000
Other Expenditures	41,198,473	100,000	100,000
Object Total	22,124,505	12,584,994	26,164,360

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OFFICE OF ACADEMIC AND
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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ACADEMIC AND STUDENT AFFAIRS

DEPARTMENT DESCRIPTION

Academic and Student Affairs leads efforts to ensure student success and quality academic and workforce programming at CCC. ASA acts as a connector of opportunity, co-creates and maintains standards and practices, and leads organizational learning across the District. ASA also maintains the key academic and student systems to ensure external compliance, performance to KPIs, and process integrity. ASA's leadership spans the areas of curriculum, faculty affairs, accreditation and compliance, workforce and career education in both credit and non-credit offerings, institutional research, adult education, early college, advising, and student financial aid.

DEPARTMENT STRUCTURE

Academic and Student Affairs, led by the Provost and in collaboration with the leadership from the seven City Colleges of Chicago, is deeply engaged in facilitating the implementation of the strategic priorities identified in the Unified Strategic Initiatives. ASA is integral to City Colleges of Chicago, providing dynamic, challenging, and relevant learning experiences for students, delivered by faculty and supported by staff who deeply value the success of every one of our students.

ASA is composed of the following units: Educational Quality, encompassing Academic Programs, Adult Education, Academic Process and Policy, and Workforce Apprenticeships; the Office of Student Experience, which includes Academic & Student Success and Financial Aid & Scholarships; Decision Support; High School Strategy; Online Learning; Library Systems; and Academic Systems and Student Records. These units work in an integrated manner to promote innovation and change by providing strategic leadership and execution across City Colleges and by using data and information to support decision-making.

Educational Quality: Provides leadership and support for quality academic experiences at CCC. The unit supports 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. Educational Quality ensures that programmatic offerings, institutional policies, and processes comply with external regulatory and accrediting entities including, but not limited to, the Higher Learning Commission, the United States Department of Education, specialized accreditation agencies, and State of Illinois certifying and licensing departments. Units under the umbrella of Educational Quality are:

- **Academic Programs:** Ensures that all credit programs and courses are reviewed and approved through the internal curriculum development process and meet the expectations for approval by the state governance bodies (Illinois Community College Board and Illinois Board of Higher Education). Manages and provides oversight for program review, new program development and the Perkins grant. Provides strategic leadership for workforce partnership development and coordinates district-wide implementation of the Workforce Innovation and Opportunity Act. Academic Programs also initiates and supports non-credit continuing education offerings across the District.

CITY COLLEGES OF CHICAGO

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- **Adult Education:** Offers instruction in Adult Basic Education, Adult Secondary Education and English as a Second Language, Civics Education, and Digital Literacy courses to prepare students to earn their high school equivalency degree and increase the number and share of students transitioning into and succeeding in college level classes. Adult Education compliance requirements are governed by the Illinois Community College Board's Adult Education and Literacy Division. On January 2018, ICCB Adult Education and Literacy instituted a five-year state strategic plan for adult education providers. The plan focused on four strategic goals: 1) Improve Outcomes by Scaling Effective Models and Strategies Across the System; 2) Increase Postsecondary Transitions and Credential Attainment; 3) Strengthen College and Career Readiness; and 4) Develop Life-long Career Pathway Systems & Enabling Technologies.
- **Academic Affairs:** Provides support and guidance for accreditation and compliance at all seven City Colleges. Develops and implements plans to support faculty throughout the academic life cycle that includes professional development and guidance for the tenure process. Supports and leads efforts to enhance assessment practices. Updates and monitors policy and processes for the District.
- **Workforce and Apprenticeships:** Working with the college teams, develops strategic plans and provides support to connect employers and students to work based learning. Develops and responds to employer leads and deepens relationships to expand and enhance opportunities. Recruits students, provides work-ready training and placement with employers. Identifies funding opportunities to support program development and expansion.

Office of Student Experience: Contributes to the college experience and overall well-being of students at the seven Colleges. Instrumental in fulfilling the educational mission of CCC by devising a holistic approach that fosters student success, development, and learning throughout the student's educational journey. Through work with the Colleges on holistic student supports utilizing the Navigate system, the unit provides seamless access and support to wrap around supports (wellness, disability services, veterans affairs). Provides leadership on the development of post-graduation supports, including career partnerships and articulation agreements to ensure that students have a seamless transfer to bachelor's degree-granting institutions. Student Experience also includes Student Financials, which works collaboratively with campus leadership and college financial aid staff to provide quality services for all CCC students while maintaining compliance with complex federal and state regulations, and institutional policy and procedures.

High School Partnerships: Provides leadership for all programming and relationship-building that impact students who are still in high school. Oversees the large early college program, the transitional instruction efforts in partnership with high schools and the colleges; aligning curriculum and developing opportunities for students to be college ready prior to high school graduation. Leads the Career Launch youth apprenticeship program and manages the work of the post-secondary navigators with CPS. Leads the Chicago Roadmap initiative.

Decision Support: Provides data and analytics support, performance data and metrics monitoring, data training and capacity building, and external data compliance and oversight. The unit 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 institution and ultimately supports student success district-wide. Decision Support generates compliance reports to external governing bodies at the local, state and federal level. Decision Support also leads initiatives to engage external partners in the development and execution of evidence-based research to inform practices and policies intended to improve student outcomes.

CITY COLLEGES OF CHICAGO

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Online Learning: Ensures quality and continuous improvement in CCC's robust set of online course offerings each semester that are delivered through each of the seven City Colleges. Keeps CCC compliant and relevant in its online course offerings. Provides training and guidance to faculty, students, and staff to ensure access to quality online offerings.

Library Systems: Procures and maintains all library systems for the District; identifying opportunities for cost-savings and efficiency when possible. Provides all technology support and ensures books and other products are accessible 24/7. Works closely with college librarians to create and update system-wide policies and processes so that students can have a seamless library experience. Identifies and implements innovative practices that provide expanded access and resources for faculty and students.

Academic Systems and Student Records: Manages the technological needs of ASA to ensure CCC's academic policies, business processes, academic programs, and reporting requirements are effectively supported by various systems. Academic Systems & Student Records provides the functional leadership and technical expertise needed to drive continued improvements to CCC's academic and student support systems, ensure the accuracy and integrity of student records, improve the quality of data reported to regulatory agencies, and provide students with a high-quality user experience.

BUDGET OVERVIEW

The Office of Academic and Student Affairs' FY2024 budget is \$10.1 million.

Salary and Benefits costs account for \$9.2 million (90.6%) of the total budget; followed by Materials and Supplies at \$473 thousand (4.7%); Contractual Services at \$401 thousand (4.0%); and Travel and Conference accounts for \$71 thousand (0.7%) of the budgeted total.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ACADEMIC AND STUDENT AFFAIRS

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	81,864	262,830	243,558
Academic Support	2,674,644	4,146,422	1,625,531
Student Services	1,327,802	1,878,966	1,895,451
Public Service	-	-	318,600
Organized Research	-	-	-
Auxiliary/Enterprise	2,321,658	3,034,265	3,112,089
Operations and Maintenance	-	-	-
Institutional Support	2,521,605	3,180,254	2,905,768
Scholarships, Grants, Waivers	2,274,334	2,175,900	-
Program Total	11,201,908	14,678,637	10,100,997
Expenditures by Object			
Salaries	6,434,296	8,222,846	7,689,921
Employee Benefits	996,502	1,518,509	1,465,876
Contractual Services	893,194	1,364,400	401,000
Materials and Supplies	559,352	1,313,282	472,900
Travel and Conference	44,229	83,700	71,300
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	2,274,334	2,175,900	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	11,201,908	14,678,637	10,100,997

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ACADEMIC AND STUDENT AFFAIRS

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	-	-	546,800
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		-	-	546,800
Expenditures by Program				
	Instruction	-	-	-
	Academic Support	-	-	-
	Student Services	-	-	-
	Public Service	-	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	-	-	546,175
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		-	-	546,175
Expenditures by Object				
	Salaries	-	-	87,500
	Employee Benefits	-	-	10,875
	Contractual Services	-	-	7,000
	Materials and Supplies	-	-	196,000
	Travel and Conference	-	-	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	244,800
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		-	-	546,175
Resource less Expenditure		-	-	625

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Community College District No. 508

OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

DEPARTMENT DESCRIPTION

The function of Administrative and Procurement Services is to provide support services 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, Safety and Security, Procurement of Goods and Services, Minority and Women-Owned Business Utilization Program, Mail Services, and Reprographics Services and Copy Centers.

DEPARTMENT STRUCTURE

Administrative and Procurement Services is comprised of four units with the shared goal of creating and maintaining an optimal learning environment for all our students: Capital Planning and Construction, Facility Operations, Safety and Security, and Procurement and Compliance.

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.

Facility Operations: Manages shared administrative services and contracts provided across the Colleges, such as print and copy services, inter-office mail services, offsite records storage, and vehicle fuel and repair, as well as contracts for office, janitorial, maintenance, repair, and operational supplies. This unit also ensures that sustainable practices are implemented into the daily operations of each campus through recycling and energy management programs. While energy usage has increased in FY2023 to date compared to the same period in FY2022 and FY2021, this is a result of increased facilities usage as Chicago emerged from COVID-19, as well as steps taken to increase air circulation in accordance with best practices for COVID-19 mitigation. Through long-term capital investments, robust maintenance and operational excellence by our building engineers, increased building automation system controls, and ongoing training at our facilities, we have been able to ensure welcoming, conditioned and safe spaces.

Safety and Security: Provides a safe and secure environment for all students, faculty, staff and visitors by providing training resources for district-wide security staff, ensuring compliance with federal and state mandates, such as the Jeanne Clery Act, developing the Annual Security Report, annually reviewing and updating the All Hazards Campus Emergency Plan and Violence Prevention Plan, developing security orders and emergency response plans, coordinating exercises/drills, collaborating with other law enforcement agencies, and providing operational subject matter expertise and operational recommendations to the Colleges. Safety and Security has also coordinated the District's response to COVID-19 cases on campus throughout the pandemic in collaboration with the Chicago Department of Public Health.

Procurement and Compliance: Oversees City Colleges' purchases of goods and services, manages the competitive process, processes requisitions and purchase orders, and trains district-wide staff on procurement policies and procedures. In addition, Procurement and Compliance actively recruits minority- and women-owned businesses to develop supplier relationships and ensure their involvement in all types of projects.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Administrative and Procurement Services is committed to creating an institution that ensures both student access and success. The department has the following major objectives for FY2024:

- Address critical deferred facility maintenance projects and select construction and renovations to support the District’s strategic vision.
- Enhance emergency response planning, training, and resources, as well as continue to lead district-wide exercises and drills. Review, update, and create new security procedures to stay current with changes in the law and emerging practices.
- Continue to promote and advance sustainability efforts, such as recycling and reducing utility usage, and ensure sustainability investments are integrated into the District’s capital planning.
- Increase efficiency of procurement and compliance processes by streamlining and automating processes for RFP/bids and M/WBE participation.
- Leverage volume purchasing to continue to generate savings, and continue to increase participation of minority- and women-owned businesses on District contracts.

BUDGET OVERVIEW

The Office of Administrative and Procurement Services FY2024 budget is \$4.3 million.

Salary and Benefits costs account for \$2.6 million (60.5%); followed by Utilities and Fixed Charges, budgeted at \$1.1 million (26.5%); Contractual Services at \$354 thousand (8.2%); Materials and Supplies at \$191 thousand (4.4%); and Travel and Conference at \$17 thousand (0.4%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ADMINISTRATIVE AND PROCUREMENT SERVICES

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	2,807,372	3,381,855	3,420,431
Institutional Support	540,306	747,675	889,124
Scholarships, Grants, Waivers	-	-	-
Program Total	3,347,678	4,129,530	4,309,555

Expenditures by Object

Salaries	1,646,612	2,136,290	2,200,518
Employee Benefits	254,936	415,990	404,537
Contractual Services	367,306	321,000	354,000
Materials and Supplies	137,044	193,500	190,750
Travel and Conference	3,338	20,250	17,250
Capital Outlay	-	-	-
Fixed Charges	885,270	957,500	1,057,500
Utilities	53,173	85,000	85,000
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	3,347,678	4,129,530	4,309,555

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CITY COLLEGES[®]
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OFFICE OF THE
BOARD OF TRUSTEES

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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE BOARD OF TRUSTEES

DEPARTMENT DESCRIPTION

The Board of Trustees is the governing body of the City Colleges of Chicago Community College District No. 508. 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.

DEPARTMENT STRUCTURE

Board of Trustees

- Walter E. Massey, Ph.D., Chair
- Elizabeth Swanson, Vice Chair
- Peggy A. Davis, Secretary
- Karen Kent, Trustee
- Laritza Lopez, Trustee
- Darrell A. Williams, Trustee
- Yehuda Goldbloom, Student Trustee

Board Responsibilities

Board 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 of Chicago 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 information about the City Colleges of Chicago 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 of Chicago.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Regular Board Meetings

A regular meeting of the Board is scheduled at a time and location designated by the Chair, 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.

Committee Meetings

In accordance with the Bylaws of the Board of Trustees of Community College District No. 508, the Board has three standing committees.

Committee	Chair
Executive Committee	Walter E. Massey, Ph.D.
Academic Affairs and Student Services	Elizabeth Swanson
Finance and Administrative Services	Darrell A. Williams

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.

Board Rules

During the first Board meeting on or after July 1st of each calendar year or as soon as thereafter may be possible, 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 \$450 thousand in FY2024.

The largest spending category is Salary and Benefits, totaling \$345 thousand (76.7%) of the operating budget; Contractual Services are \$16 thousand (3.6%); Materials and Supplies are \$74 thousand (16.6%); and Travel and Conference are \$14 thousand (3.1%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE BOARD OF TRUSTEES

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	214,515	346,730	450,030
Scholarships, Grants, Waivers	-	-	-
Program Total	214,515	346,730	450,030

Expenditures by Object

Salaries	117,788	200,000	287,750
Employee Benefits	19,754	42,000	57,550
Contractual Services	14,357	16,250	16,250
Materials and Supplies	62,616	74,480	74,480
Travel and Conference	-	14,000	14,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	214,515	346,730	450,030

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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 of \$521.6 million and more than 4,000 employees, as well as ensuring the success of tens of thousands of 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, objectives, and progress for which each President and department head is accountable. The FY2024 City Colleges budget book highlights each of the Colleges and District departments individually in greater detail.

BUDGET OVERVIEW

The Office of the Chancellor's FY2024 budget is \$661 thousand.

Salary and Benefits costs account for \$647 thousand (97.8%); followed by Materials and Supplies at \$9 thousand (1.4%). The remaining appropriation includes Travel and Conference at \$6 thousand (0.8%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE CHANCELLOR

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	526,408	501,197	661,425
Scholarships, Grants, Waivers	-	-	-
Program Total	526,408	501,197	661,425

Expenditures by Object

Salaries	410,677	402,000	553,349
Employee Benefits	67,106	84,420	93,299
Contractual Services	-	-	-
Materials and Supplies	45,415	9,277	9,277
Travel and Conference	3,209	5,500	5,500
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	526,408	501,197	661,425

OFFICE OF
ENROLLMENT MANAGEMENT

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Community College District No. 508

OFFICE OF ENROLLMENT MANAGEMENT

DEPARTMENT DESCRIPTION

Enrollment Management leads district-wide enrollment management planning and 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, to help attain optimal enrollment and student satisfaction. Enrollment Management also operates the City Colleges' Call Center to support inbound and outbound communications with students.

DEPARTMENT STRUCTURE

Enrollment Management, is led by the Vice Chancellor of Enrollment. Enrollment Management is composed of the following departments: Admissions, Recruitment, Athletics, Call Center and the Star Scholarship Program. The Department of Enrollment Management liaises with, coordinates, and supports the work of the enrollment management teams at each of the seven City Colleges of Chicago.

Admissions: Creates and implements enrollment management programs and initiatives that move the students from the inquiry phase to enrollment. The admissions department also contributes to a positive student onboarding experience, which includes admissions policy, application processing, testing, and orientation.

Recruitment: Supports the sustainability of prospective students continually entering the enrollment pipeline and provides an ongoing presence for CCC within the community. Recruitment serves as an entry point for external stakeholders to become more knowledgeable about course offerings and as an engine of change for students seeking to obtain a foundation for success. By collaborating with external partners and producing high-quality events, Recruitment continues to engage students, leading them to and through our enrollment funnel.

Athletics: The Department of Athletics provides in the development, administration, and implementation of a comprehensive intercollegiate athletic program. Athletics is also responsible for the execution, implementation and management of an educational support system designed to enhance the student-athlete's well-being. This includes collaborating with campus-wide departments and assisting in student-athlete development academically, physically and emotionally.

Call Center: Supports prospective and continuing students through the admissions, enrollment, registration, and graduation process. Call Center representatives connect with students through inbound and outbound calls, live chats and emails. Representatives are responsible for verifying identity, researching student accounts to provide explicit next steps in the enrollment, registration, graduation process, and articulating college policies and procedures. The Call Center also connects students to appropriate service experts should they need to speak further with campus personnel.

Star Scholarship: Provides a last dollar funded scholarship that is offered to Chicago-based high school students who have at least a B average and apply within one year of graduation. The Star Scholarship covers tuition and books for up to three years or degree completion, whichever comes first, and gives students access to transfer scholarships through our Star transfer partners, four-year universities and colleges.

CITY COLLEGES OF CHICAGO

Community College District No. 508

BUDGET OVERVIEW

The FY2024 operating budget for the Office of Enrollment Management is \$2.0 million.

Salaries and Benefits costs account for \$1.4 million (70.3%); followed by Contractual Services at \$566 thousand (28.1%); Materials and Supplies at \$21 thousand (1.0%); and Travel and Conference at \$12 thousand (0.6%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF ENROLLMENT MANAGEMENT

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	6	-	-
Academic Support	6	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	154,183	222,700	203,940
Operations and Maintenance	-	-	-
Institutional Support	1,604,643	2,063,211	1,811,331
Scholarships, Grants, Waivers	-	-	-
Program Total	1,758,839	2,285,911	2,015,271

Expenditures by Object

Salaries	1,235,200	1,408,648	1,180,640
Employee Benefits	179,338	268,360	236,128
Contractual Services	341,772	581,603	566,003
Materials and Supplies	1,220	20,500	20,500
Travel and Conference	1,309	6,800	12,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	1,758,839	2,285,911	2,015,271

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OFFICE OF FINANCE
AND BUSINESS ENTERPRISES

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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF FINANCE AND BUSINESS ENTERPRISES

DEPARTMENT DESCRIPTION

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, grants, financial planning and budgeting, and business enterprises. 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) child development educational labs meet the needs of students in a cost effective manner, and (2) deliver effective student services in a fiscally responsible manner.

DEPARTMENT STRUCTURE

The Office of Finance and Business Enterprises is composed of five divisions: Accounting and Treasury, Accounts Payable, Financial Planning and Budgeting, Financial Systems, 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 Services: This department manages financial reporting, investments, and cash flow management. The division develops cash flow analysis and forecasting, issues and manages debt, and completes all financial and grant reporting on a monthly basis. Accounting is also responsible for the Annual Comprehensive Financial Report, A-133 Single Audit Report and Illinois Community College Board financial report. In addition, the department processes all vendor, employee and student reimbursements for City Colleges.

Accounts Payable: This department is responsible for the timely and accurate processing of invoices, reimbursement requests and disbursement of funds to vendors, faculty, staff, and students for goods and services provided to the District. In support of the District's mission and goals, the department provides innovative approaches to streamlining the payment process, especially for frequent, district-wide purchases. It strives to deliver exceptional customer service, communication, and community support, while maintaining integrity and compliance with applicable district policies, procedures, external regulations, and all professional ethics and standards.

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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

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.

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 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 Laboratory Schools: City Colleges operates five Child Development laboratory schools. Business Enterprises' role is to provide oversight and grants management to ensure compliance with Head Start performance standards. The lab schools provide high-quality services for preschool children, between the ages of two and five years, 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. The lab schools are located at Harry S Truman College, Malcolm X College, Richard J. Daley College, Kennedy-King College, and Olive-Harvey College. 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 Service Operations: Consists of two main operations to serve students across City Colleges.

- **Online Bookstore:** Business Enterprises helps oversees financial management and operational activities for a full-service online bookstore and marketplace where students purchase print or digital textbooks through a third-party eCommerce site.
- **Food Service:** Business Enterprises oversees the management of the delivery of food services district-wide, including: cafeterias, kiosks, vending, catering, and childcare meals.

BUDGET OVERVIEW

The FY2024 operating budget for the Office of Finance and Business Enterprises is \$4.8 million.

Salaries and Benefits costs account for \$4.2 million (87.9%); followed by Contractual Services at \$321 thousand (6.7%), Other Expenditures (i.e. Bank Charges) at \$200 thousand (4.2%); Materials and Supplies at \$50 thousand (1.0%); and Travel and Conference at \$10 thousand (0.2%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF FINANCE AND BUSINESS ENTERPRISE

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	47,153	120,000	120,000
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	342,019	157,700	156,400
Operations and Maintenance	-	-	-
Institutional Support	9,372,728	3,981,778	4,522,461
Scholarships, Grants, Waivers	227,061	395,124	-
Program Total	9,988,961	4,654,602	4,798,861

Expenditures by Object

Salaries	2,828,969	3,015,348	3,525,798
Employee Benefits	5,417,897	633,223	691,756
Contractual Services	1,251,311	354,272	321,372
Materials and Supplies	24,710	46,695	49,995
Travel and Conference	3,266	9,940	9,940
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	227,061	395,124	-
Bad Debt	-	-	-
Other Expenditures	235,747	200,000	200,000
Object Total	9,988,961	4,654,602	4,798,861

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF FINANCE AND BUSINESS ENTERPRISE

Enterprise Funds

Type	Program Description	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Revenues				
	Local Government	-	-	-
	State Government	-	-	-
	Federal Government	-	-	-
	Tuition and Fees	-	-	-
	Auxiliary/Enterprise	1,776,969	5,250,000	1,000,000
	Investment Revenue	-	-	-
	Other Sources	-	-	-
Revenue Total		1,776,969	5,250,000	1,000,000
Expenditures by Program				
	Instruction	496,814	-	-
	Academic Support	1,215,469	-	-
	Student Services	2,805	-	-
	Public Service	164,222	-	-
	Organized Research	-	-	-
	Auxiliary/Enterprise	2,718,530	5,543,436	50,000
	Operations and Maintenance	-	-	-
	Institutional Support	-	-	-
	Scholarships, Grants, Waivers	-	-	-
Program Total		4,597,839	5,543,436	50,000
Expenditures by Object				
	Salaries	3,305,864	4,104,000	-
	Employee Benefits	809,946	767,098	-
	Contractual Services	284,813	589,338	50,000
	Materials and Supplies	194,799	65,000	-
	Travel and Conference	2,418	18,000	-
	Capital Outlay	-	-	-
	Fixed Charges	-	-	-
	Utilities	-	-	-
	Other Expenditures			
	Waivers and Scholarships	-	-	-
	Bad Debt	-	-	-
	Other Expenditures	-	-	-
Object Total		4,597,839	5,543,436	50,000
Resource less Expenditure		(2,820,871)	(293,436)	950,000

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

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 manages the legal affairs of City Colleges and oversees its risk management. Our clients are the Board of Trustees, District officers and managers, and each of the seven colleges and their respective officers and managers.

DEPARTMENT STRUCTURE

The OGC includes two divisions:

Legal: The Legal division is committed to serving our clients by providing impeccable legal guidance. The Legal division works collaboratively with our clients to achieve their objectives and provide robust and responsible advocacy on behalf of our clients. Legal advises our clients regarding avoiding or reducing exposure to legal risks, and ensure they have a thorough understanding of the potential consequences of their proposed actions while simultaneously working to create solutions to further their goals and initiatives.

Risk Management: The Risk Management division actively works to manage City Colleges' risks. Risk Management staff identify and analyze loss exposures related to litigation matters, maintain appropriate financial reserves to ensure funding of acknowledged liabilities and manage City Colleges' insurance portfolio. Risk Management also conducts loss prevention training and provides consultation concerning proposed initiatives.

BUDGET OVERVIEW

The Office of the General Counsel's FY2024 budget is \$2.6 million.

Salary and Benefits costs account for \$2.5 million (97.2%), followed by Materials and Supplies at \$45 thousand (1.7%), and Travel and Conference at \$28 thousand (1.1%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE GENERAL COUNSEL

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	1,850,435	2,198,394	2,625,836
Scholarships, Grants, Waivers	-	-	-
Program Total	1,850,435	2,198,394	2,625,836
Expenditures by Object			
Salaries	1,555,041	1,770,603	2,137,405
Employee Benefits	255,671	357,691	415,381
Contractual Services	512	-	-
Materials and Supplies	29,214	47,850	45,350
Travel and Conference	9,996	22,250	27,700
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	1,850,435	2,198,394	2,625,836

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 DESCRIPTION

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

DEPARTMENT STRUCTURE

The Office of Human Resources is comprised of: Employee Performance and Development (Employee Services), Talent Acquisition and Management, Compensation, EEO/Labor Relations, HRIS, Payroll and Benefits. Each section 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 4,900 full-time and part-time personnel. Sections are also expected to deliver exceptional customer service to all internal and external stakeholders/customers.

Employee Performance and Development (Employee Services): Develops and implements strategic employee performance and development programs along with regular HR generalist activities. Consists of the following areas:

- Employee Services
 - Coordinates the data entry and file maintenance for all employee files.
- Performance and Succession Management
 - Assists with the development and retention of a highly performing City Colleges workforce by helping employees grow in their careers and supporting managers and employees alike in performance management.
- HR Generalist Activities
 - An experienced HR professional team who works directly with campus leadership to develop and implement initiatives and supports college goals.
 - Works collaboratively with District HR leadership to ensure compliance and administration of Board policy and procedures, and collective bargaining provisions.
 - Works collaboratively with faculty and staff, union representatives and other key stakeholders to address and respond to employee and labor relations issues.

Talent Acquisition and Management: Develops and implements strategic approaches to attract and retain high performing employees to City Colleges. This section consists of two areas:

- Talent Acquisition
 - Develops systems, tools and processes to enable City Colleges to quickly identify and efficiently fill open positions by recruiting highly qualified candidates to address staffing needs.
- Relationship Management
 - Provides guidance and support to management on matters related to personnel planning. Applies and interprets policy and union agreements; and resolves employee issues to ensure that City Colleges optimizes its human resources processes pertaining to employee knowledge and experience.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Compensation: Develops and implements strategic compensation approaches to attract and retain high performing personnel. This section consists of two areas:

- Job Description Review, Creation and Update
 - Reviews, writes and approves job descriptions; conducts job audits and organizational reviews to determine appropriate job titles.
- Compensation Strategy and Design
 - Determines appropriate compensation for full-time and part-time employees.
 - Analyzes and submits data for annual state and federal compliance reports.
 - Participates in salary surveys and conducts market-pay studies to ensure internal equity and competitive compensation packages.
 - Implements salary changes in accordance with collective bargaining agreements.

EEO/Labor Relations: Develops and implements strategic employee performance and development programs. Consists of two areas:

- EEO (Including Title IX)
 - Investigates complaints filed pursuant to City Colleges' Equal Opportunity Policy.
 - Investigates employee workplace complaints.
 - Conducts training on relevant workplace issues.
 - Assists in the Americans with Disabilities Act interactive process to provide reasonable accommodations to qualified employees with disabilities in order to perform the essential functions of their jobs, or to participate in the employment process.
 - Assists with compliance reporting such as indebtedness and residency.
- Labor and Employee Relations
 - Assists and facilitates the fair and lawful resolution of employment issues.
 - Provides for the protection of both management and employee rights.
 - Supports supervisors regarding the disciplinary and grievance processes.
 - Provides counsel and advice to managers and supervisors regarding interpretation of collective bargaining agreements and City Colleges' policies.

Human Resources Information Services and Payroll: Develops and leads information systems plans to meet Human Resources' automation, data, records and information management requirements along with all responsibilities related to legal compliance and the process of paying employees. This section consists of two areas:

- Human Resources Information Services
 - Establishes innovative solutions and maintains integrated systems.
 - Administration and deployment of strategic HR information and services.
 - Identification, planning, and implementation of HRIS changes and updates in order to meet the strategic needs of the HR department and CCC.
 - Ensure timely and accurate delivery of data for required reporting.
- Payroll Services
 - To ensure that all CCC employees are paid accurately and on time.
 - Provide cost-effective district-wide payroll processing that is accurate, timely and in compliance with CCC Policy and all federal and state agencies.
 - Advise stakeholders in payroll related matters, including processing of salary payments, time and leave reporting, and related accounting and reporting.
 - Implementation of all payroll changes in a timely basis.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Benefits: Develops and implements benefit programs. This section consists of two areas:

- Health and Benefits Strategy
 - Develops and administers health and benefits programs that are market competitive.
 - Continued analysis of benefits marketplace to maintain compliance.
 - Manages vendors.
- Benefits Administration
 - Efficient administration of all benefit programs for eligible City Colleges' employees, retirees and their eligible dependents.

BUDGET OVERVIEW

The Office Human Resources and Staff Development's FY2024 budget is \$5.5 million.

Salary and Benefits costs account for \$4.5 million (82.0%); followed by Contractual Services budgeted at \$742 thousand (13.4%), Materials and Supplies at \$75 thousand (1.4%); and Travel and Conference at \$180 thousand (3.2%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF HUMAN RESOURCES AND STAFF DEVELOPMENT

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	33,708,865	5,161,593	5,538,414
Scholarships, Grants, Waivers	-	-	-
Program Total	33,708,865	5,161,593	5,538,414

Expenditures by Object			
Salaries	2,434,863	3,081,787	3,437,861
Employee Benefits	30,890,237	1,056,306	1,104,053
Contractual Services	302,875	746,500	741,500
Materials and Supplies	33,673	57,000	75,000
Travel and Conference	47,218	220,000	180,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	33,708,865	5,161,593	5,538,414

OFFICE OF
INFORMATION TECHNOLOGY

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Community College District No. 508

OFFICE OF INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION

The Office of Information Technology enriches students' educational experiences with technology. We provide a reliable and innovative technology environment for students, faculty, and staff to improve teaching in evolving learning models, including in-person and remote.

DEPARTMENT STRUCTURE

The Office of Information Technology is comprised of seven areas of responsibility:

1. Technology Customer Service and Support
2. Business Intelligence and Data Analytics
3. Enterprise Resource Planning Applications and Services
4. Infrastructure Services
5. Web Services and Academic Technologies
6. Information Security
7. College Information Technology

Technology Customer Service and Support: This team provides a single point of contact for student, faculty, and administrator technology service and support requests. This unit also leads the acquisition of computing devices, audio/visual equipment, and other district-wide asset needs. In addition to personnel located at the District Office, each college has a core team of student and professional technologists that support faculty, staff, and student computer labs. This team helps drive support standards across the District to ensure quality customer service.

Business Intelligence and Data Analytics: The primary role of BI and Data Analytics is ensuring that City Colleges of Chicago has the necessary data and information to fulfill its vision, drive timely and effective decision-making, operate more efficiently, create new services, control risks and cut costs. This unit is responsible for district-wide data governance, data quality, and data life cycle management, including information protection and privacy. This unit is also charged with supporting City Colleges' information needs and promoting a district-wide analytics culture.

Enterprise Resource Planning Applications and Services: The group supports the ERP systems of record for student administration, finance, and human capital transactional and operational data. The following are some of the critical prospect, applicant, student, staff, faculty, and City Colleges of Chicago organizational information maintained within these systems: admissions, registration, enrollment, student finances, faculty management, student/employee self-service, reporting, financial aid, recruitment, retention, completion, student records, academic advising, human resources, compensation, payroll, benefits, budgeting, procurement, billing, inventory, grants management, auditing, and regulatory compliance.

Infrastructure Services: City Colleges' infrastructure provides network support for all the District's technology systems and oversees all data centers and cloud solutions. This team supports all telecommunications, wired and wireless network access, monitoring, storage, and enterprise email services. The infrastructure team sets standards and policies for infrastructure architecture.

CITY COLLEGES OF CHICAGO

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Web Services and Academic Technologies: This team supports web-based technologies that enhance teaching and learning, increase operational efficiency, and improve the customer service experience for all CCC users. Major systems include the learning management system and related instructional technology, online collaboration tools, the constituent relationship management system, and custom web application development and integration. This team also collaborates with Marketing and Communications to provide support and development of digital platforms to showcase CCC and maximize the effectiveness of advertising campaigns.

Information Security: IT Security creates, implements, and maintains the information security program to ensure that business data remain confidential, accessible, and under the organization's control. OIT continues to invest in five (5) areas below, resulting in approximately \$2 million¹ in FY 2024, or 13% of the total operating budget:

1. Information security training and awareness
2. Standards, policies, and compliance
3. Infrastructure security
4. Application security
5. Disaster recovery/business continuity

College IT: Each campus has a dedicated support team led by a campus-based information technology director to meet local student and faculty needs. These teams provide customer computing services, on-demand desktop services, after-hours support, customer technology solutions, support for academic departments, and managing technology needs for campus events. 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 whiteboards, and tablet computers.

¹CCC OIT has a planned FY 2024 capital budget for information security of \$2.8 million

BUDGET OVERVIEW

The Office of Information Technology's FY2024 budget is \$16 million.

Salary and Benefits costs account for \$6.8 million (42.8%) of the budgeted total; followed by Materials and Supplies at \$6.3 million (39.7%); Contractual Services budgeted at \$1.9 million (12.2%); Utilities and Fixed Charges account for \$832 thousand (5.2%) of the budget; and the remaining \$10 thousand (0.1%) of the budget belongs to Travel and Conference.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INFORMATION TECHNOLOGY

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	12,790,150	14,519,411	15,898,277
Scholarships, Grants, Waivers	-	-	-
Program Total	12,790,150	14,519,411	15,898,277

Expenditures by Object

Salaries	4,762,813	5,011,419	5,745,563
Employee Benefits	675,215	945,610	1,055,338
Contractual Services	1,791,662	2,087,815	1,947,480
Materials and Supplies	4,979,726	5,508,567	6,307,896
Travel and Conference	110	10,000	10,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	580,625	956,000	832,000
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	12,790,150	14,519,411	15,898,277

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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 DESCRIPTION

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

Pursuant to Article 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 Article 2.7.2 of the Bylaws of the Board, the OIG has the following powers and duties:

- To promote 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;
- To receive and register complaints and information concerning waste, fraud, and abuse within the District;
- To investigate and audit the conduct and performance of the District's officers, employees, members of the Board, agents, 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;
- To report to the Board concerning results of investigations and audits undertaken by the Office of the Inspector General; and
- To request and receive information related to an investigation or audit from any officer, employee, agent, or contractor of the District.

In brief summary, the OIG's workload during calendar year 2022 included the following:

- The OIG received or initiated 117 complaints. The OIG closed 109 complaints.
- The OIG issued reports regarding the following: five investigations, one OIG-initiated review, and the annual audit of the District's compliance with the CCC residency policy.
- As a result of an investigation initiated by the OIG and worked in partnership with the FBI and the Office of the United States Attorney for the Northern District of Illinois, during calendar year 2022, CCC received a total of \$1,000.00 in restitution from one, now former, CCC vendor. Additionally, as a result of this investigation, in August 2022, after a now former vice chancellor pleaded guilty to a federal wire fraud charge, a United States District Court sentenced the now former vice chancellor to 66 months in federal prison. A judgment filed in December 2022, indicated that the now former vice chancellor must make restitution to CCC in the amount of \$349,500.
- As of December 31, 2022, the OIG had 68 pending investigations/reviews.

CITY COLLEGES OF CHICAGO

Community College District No. 508

BUDGET OVERVIEW

The Office of the Inspector General's FY2024 budget is \$826 thousand.

Salary and Benefits costs account for \$774 thousand (93.8%). The remaining appropriation of the operating budget includes Contractual Services for \$5 thousand (0.6%); Materials and Supplies for \$3 thousand (0.4%); Fixed Charges for \$35 thousand (4.2%); and Travel and Conference for \$8 thousand (1.0%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF THE INSPECTOR GENERAL

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	666,309	806,888	825,530
Scholarships, Grants, Waiver	-	-	-
Program Total	666,309	806,888	825,530

Expenditures by Object			
Salaries	533,478	628,325	645,075
Employee Benefits	90,465	131,948	129,015
Contractual Services	4,693	5,050	5,125
Materials and Supplies	2,245	3,350	3,350
Travel and Conference	1,498	3,520	8,270
Capital Outlay	-	-	-
Fixed Charges	33,931	34,695	34,695
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	666,309	806,888	825,530

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OFFICE OF
INSTITUTIONAL ADVANCEMENT

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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INSTITUTIONAL ADVANCEMENT

DEPARTMENT DESCRIPTION

The Office of Institutional Advancement serves the educational goals of City Colleges of Chicago by engaging with a wide range of internal and external constituents to meet the mission and vision of the institution and to further student success. OIA accomplishes this by advancing CCC's "Our Path Forward" strategic framework and plans, and working collaboratively with internal and external constituencies to meet our vision of becoming recognized as the city's most accessible higher education engine of socioeconomic mobility and racial equity – empowering all Chicagoans to take part in building a stronger and more just city.

OIA builds strong relationships with civic and community leaders, local and elected officials, corporations and foundations, City of Chicago departments and sister agencies, donors and alumni, to strengthen City Colleges' reputation, foster a supportive regulatory and legislative climate, and secure contributions that support student impact. OIA also works across the District, in partnership with all seven colleges to advance strategy and racial equity. In doing so, OIA helps drive critical partnerships and strategies that help lead to greater and more equitable economic outcomes for students, helping maximize the value City Colleges delivers to taxpayers.

DEPARTMENT STRUCTURE

The Office of Institutional Advancement includes the following functions:

Development: OIA raises revenue from corporate, foundation, and government sources in the form of grants/awards that support academic programs, research, collaboration/partnerships, faculty interests and institutional initiatives. Two teams are responsible for the development functions: City Colleges of Chicago Foundation and Institutional Resource Development.

City Colleges of Chicago Foundation is a separate 501(c)(3) with its own board of directors and an executed memorandum of understanding with City Colleges of Chicago. In this manner, City Colleges of Chicago Foundation is charged with building strong relationships with the local and national philanthropic community to cultivate, solicit and steward private contributions and grants that support district and college initiatives, scholarships, emergency funds, and student support services.

The Office of Institutional Resource Development exists to strengthen City Colleges of Chicago's grants management capacity, increase public grant revenue, support public and private fundraising efforts, and advance CCC's mission along with district-wide and college-level strategic priorities.

Community & Legislative Affairs: Community & Legislative Affairs strives to maintain positive relations among government offices, local campuses and City Colleges neighbors, and to work collaboratively with community groups to improve the education experience of our students. This department also provides legislative, regulatory and financial support to City Colleges through proactive representation before the Chicago City Council, the Illinois General Assembly, the offices of Illinois constitutional officers and the United States Congress. The department also includes team members who manage the Chicago Housing Authority Partners in Education program.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Institutional Excellence: Institutional Excellence leads a portfolio of work to build a culture of excellence that inspires everyone to become the 'best in class' for City Colleges of Chicago students and the community in accordance with the district-wide strategic framework. This team collaborates with senior leaders at the district and college level to implement a sustainable infrastructure for district-wide capacity building, human capital development, onboarding, continuous improvement, learning, and growth to accelerate our progress towards equity in student outcomes and institutional excellence.

Equity Initiatives: Equity Initiatives provides leadership and direction in the implementation and management of district-wide efforts to eliminate educational inequities while also fostering a culture of community, diversity, equity, and inclusion. The department leads work to build district-wide capacity and equity-focused continuous improvement infrastructure to accelerate unprecedented progress towards equity in student outcomes. The department also works closely with leadership teams at all seven colleges to support the execution of their respective equity plans.

Strategic Initiatives: Strategic Initiatives focuses on the implementation of the institution's strategic framework and operationalization of priority district initiatives. The department also works closely with internal and external stakeholders to ensure excellence across the District and coordination with City of Chicago departments and sister agencies.

BUDGET OVERVIEW

The Office of Institutional Advancement's FY2024 budget is \$3.7 million.

Salary and Benefits costs account for \$3.2 million (86.9%); followed by Contractual Services at \$427 thousand (11.7%); \$45 thousand (1.2%) for Materials and Supplies; and \$8 thousand (0.2%) for Travel and Conference.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INSTITUTIONAL ADVANCEMENT

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	19,185	25,410	-
Operations and Maintenance	-	-	-
Institutional Support	1,667,886	2,884,254	3,652,119
Scholarships, Grants, Waivers	-	-	-
Program Total	1,687,071	2,909,664	3,652,119

Expenditures by Object

Salaries	1,284,812	2,098,379	2,652,421
Employee Benefits	207,403	440,135	520,048
Contractual Services	156,733	320,000	426,500
Materials and Supplies	35,124	45,150	45,150
Travel and Conference	3,000	6,000	8,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	1,687,071	2,909,664	3,652,119

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OFFICE OF
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CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INTERNAL AUDIT

DEPARTMENT DESCRIPTION

The mission of Internal Audit is to provide an independent and objective assurance function designed to assess and measure organizational risk through periodic enterprise risk assessments with the goal of defining a risk-based internal audit plan. IA evaluates the effectiveness of internal controls and business processes designed to help management achieve operational, financial, and strategic objectives. IA assesses compliance with applicable laws, regulations, contracts, grants, and City Colleges internal policies and procedures. IA accomplishes its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, 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.
- Existing policies and procedures are appropriate and updated accordingly.
- Programs and processes are consistent with industry best practices, using the best public and private examples as benchmarks.
- Resources are acquired economically, used efficiently, and adequately protected.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- Grant funds are utilized, and reported appropriately and timely.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in City Colleges' control process.
- Significant legislative or regulatory issues impacting the organization are recognized and addressed appropriately.
- Employees' actions are compliant with policies, procedures and applicable laws and regulations.
- Programs, operations, or processes are reviewed at the request of executive management.

DEPARTMENT STRUCTURE

Internal Audit: The Office of Internal Audit is comprised of one director, one supervisor, and one senior auditor as internal resources. The Office of Internal Audit may utilize contractor firms to provide resources and expertise in order to assist in the department's execution of its internal audit plan.

BUDGET OVERVIEW

The Office of Internal Audit's budget for FY2024 is \$394 thousand.

Salary and Benefits amounting to \$360 thousand (91.4%); followed by Contractual Services at \$24 thousand (6.0%); Travel and Conference accounts for \$10 thousand (2.5%) of the total; and Materials and Supplies accounts for \$250 (0.1%) of the budgeted total.

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF INTERNAL AUDIT

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	-	-	-
Operations and Maintenance	-	-	-
Institutional Support	369,440	391,761	394,352
Scholarships, Grants, Waivers	-	-	-
Program Total	369,440	391,761	394,352

Expenditures by Object			
Salaries	310,997	319,224	300,248
Employee Benefits	53,037	67,037	60,050
Contractual Services	-	-	23,804
Materials and Supplies	360	500	250
Travel and Conference	5,046	5,000	10,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	369,440	391,761	394,352

OFFICE OF
MARKETING & COMMUNICATIONS

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Community College District No. 508

OFFICE OF MARKETING & COMMUNICATIONS

DEPARTMENT DESCRIPTION

Marketing & Communications functions as the in-house and full-service strategic creative center for City Colleges. MarCom develops collaborative solutions for all marketing, internal, and external communication needs, across all departments and colleges, and is committed to creating deliverables that engage and inform various audiences through strategic marketing and branding. To that end, MarCom works to share City Colleges' story of success, our value proposition, and all that the institution offers with a variety of stakeholders. The department's mission, in alignment with diversity, equity and inclusion initiatives, is to preserve and strengthen the brand of City Colleges of Chicago. And the department supports strategic enrollment efforts through a variety of communication mediums including digital, video, social platforms, print, and earned and paid media in order to maximize engagement, applications and enrollment. MarCom also serves as a liaison to district and college leadership supporting strategic and crisis communications, public relations, and media relations with internal and external stakeholders.

BUDGET OVERVIEW

The Office of Marketing and Communication's budget for FY2024 is \$2.2 million.

Salary and Benefits accounts to \$2.0 million (93.3%); followed by \$109 thousand (5.0%) Materials and Supplies; \$26 thousand (1.2%) Contractual Services; and Travel and Conference accounts for \$10 thousand (0.5%).

CITY COLLEGES OF CHICAGO

Community College District No. 508

OFFICE OF MARKETING & COMMUNICATIONS

Operating Funds

	FY 2022 Audit	FY 2023 Budget	FY 2024 Budget Request
Expenditures by Program			
Instruction	-	-	-
Academic Support	-	-	-
Student Services	-	-	-
Public Service	-	-	-
Organized Research	-	-	-
Auxiliary/Enterprise	294,634	344,450	333,252
Operations and Maintenance	-	-	-
Institutional Support	4,046,528	1,815,373	1,836,461
Scholarships, Grants, Waivers	-	-	-
Program Total	4,341,162	2,159,823	2,169,713

Expenditures by Object

Salaries	1,240,839	1,658,531	1,688,094
Employee Benefits	204,489	348,292	337,619
Contractual Services	663,501	25,500	25,500
Materials and Supplies	2,228,267	117,500	108,500
Travel and Conference	4,066	10,000	10,000
Capital Outlay	-	-	-
Fixed Charges	-	-	-
Utilities	-	-	-
Other Expenditures			
Waivers and Scholarships	-	-	-
Bad Debt	-	-	-
Other Expenditures	-	-	-
Object Total	4,341,162	2,159,823	2,169,713

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STATISTICAL SECTION

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CITY COLLEGES OF CHICAGO

Community College District No. 508

STATISTICAL SECTION

OVERVIEW OF CITY COLLEGES OF CHICAGO

Since 1911, City Colleges of Chicago has been connecting students from across Chicago's neighborhoods to economic opportunity. By offering a quality education at an unprecedented value, City Colleges provides our students and alumni a pathway to upward mobility.

City Colleges' vision is to be recognized as the city's most accessible higher education engine of socioeconomic mobility and racial equity – empowering all Chicagoans to take part in building a stronger and more just city.

Hailing from every neighborhood, City Colleges students are as diverse as the city itself. City Colleges graduates can be found working across Chicago – from the city's biggest hospitals to its boardrooms, from its high-tech manufacturing plants to its classrooms. They can be found serving the community as government officials, law enforcement officers, and teachers, and they are found launching their own businesses and taking leadership roles in the city's fastest-growing sectors – from information technology to the culinary and hospitality fields.

Tens of thousands of Chicagoans each year are enrolled in City Colleges' educational programs – from tuition-free English as a Second Language and General Education Equivalency to certificate and associate degree programs that prepare students with the skills to secure employment in high-demand careers after completion and support transfer to four-year colleges. About half of City Colleges graduates transfer after completion, with many heading to nationally-recognized colleges and universities.

As Illinois' largest community college system, City Colleges is comprised of seven independently-accredited colleges across Chicago: Richard J. Daley College, Harold Washington College, Kennedy-King College, Malcolm X College, Olive-Harvey College, Harry S Truman College, and Wilbur Wright College, and five satellite sites: Dawson Technical Institute, Humboldt Park Vocational Education Center, Arturo Velasquez Institute, West Side Learning Center, and South Chicago Learning Center. The City Colleges system also includes the award-winning Washburne Culinary & Hospitality Institute, Sikia Restaurant, Child Development Laboratory Schools, and radio station WKKC-FM 89.3.

City Colleges of Chicago is dedicated to ensuring students are prepared for success in the global economy. To read more about the success of students who made the smart choice to attend City Colleges, go online to: www.ccc.edu/success. To read City Colleges' strategic plans, go to: www.ccc.edu/strategicplan.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Property Taxes Levy Trend

FUND	2023*		2022		2021		2020		2019	
	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE	TAXES LEVIED	RATE
Educational	112,263,567	0.115893	103,945,323	0.107306	103,177,951	0.106513	100,473,929	0.112289	96,510,614	0.109951
Liability	7,527,282	0.007771	10,397,091	0.010733	5,652,803	0.005836	4,783,275	0.005346	4,680,308	0.005332
Financial Auditing	456,924	0.000472	185,738	0.000192	432,164	0.000446	426,197	0.000476	538,031	0.000613
Operations and Maintenance	35,287,360	0.036428	33,600,546	0.034687	29,822,923	0.030787	29,411,167	0.032870	28,778,050	0.032786
TOTAL	155,535,133	0.161	180,798,698	0.153	171,755,841	0.144	167,764,568	0.151	165,676,503	0.149

**PA 102-0519 Adjustment 2,132,286 2,132,286 1,432,075

Chicago's Equalized Assessed Value (EAV) **96,868,463,441** **96,868,463,441** **96,868,463,441** **89,478,355,786** **87,776,055,332**

* Extended amounts and rates are not yet available

** PA-102-0519 County adjustment to prior year Levy began in year 2021. Calendar 2023 amount not yet available.

Note: Rates are shown as per \$100 of assessed valuation.

CITY COLLEGES OF CHICAGO

Community College District No. 508

Headcount Enrollment Trends by Career (FY2019-FY2023)

Career	FY2019	FY2020	FY2021	FY2022	FY2023*	1-Year Change	5-Year Change
Semester Credit	50,559	46,522	40,986	38,358	40,133	5%	-21%
Adult Education	21,504	18,256	13,640	12,849	15,470	20%	-28%
Continuing Education	7,772	7,414	15,790	5,928	8,283	40%	7%
Total (CCC Unduplicated)	77,183	69,501	68,832	55,092	61,907	12%	-20%
Total (ICCB Unduplicated)	71,328	64,000	54,244	50,740	55,084	9%	-23%

*Preliminary as of April 24, 2023

Source: CCC Strategic Dashboard & OpenBook, Student Terms accessed 4/24/2023

FTE Enrollment Trends by Career (FY2019-FY2023)

Career	FY2019	FY2020	FY2021	FY2022	FY2023*	1-Year Change	5-Year Change
Semester Credit	23,147	21,448	18,630	16,928	17,720	5%	-23%
Adult Education	9,346	8,977	7,273	6,700	7,216	8%	-23%
Continuing Education	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total (Unduplicated)	32,494	30,425	25,903	23,627	24,936	6%	-23%

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

*Preliminary as of April 24, 2023

Source: FY2023 Budget Book & OpenBook, Student Classes

CITY COLLEGES OF CHICAGO

Community College District No. 508

Degrees/Certificates Awarded and GED Completers Five Year Summary: FY2018 – FY2022

Award/Completer Type	FY2018	FY2019	FY2020	FY2021	FY2022	5-Year Total
Degrees Awarded	4,429	4,153	3,760	4,016	3,721	20,079
Certificates Awarded	3,592	3,511	2,763	2,195	2,612	14,673
General Education Credential (GECC)	N/A	N/A	2,668	1,752	1,417	5,837

Source: FY2022 CCC Statistical Digest

Average Class Size Trend, Fall 2018-2022 Credit, Adult Education, and Continuing Education

College	Semester Credit					Adult Education					Continuing Education				
	2018FA	2019FA	2020FA	2021FA	2022FA	2018FA	2019FA	2020FA	2021FA	2022FA	2018FA	2019FA	2020FA	2021FA	2022FA
DA	20.6	19.1	19.1	18.3	18.8	17.2	18.4	13.7	12.0	15.0	11.7	13.8	35.7	8.7	15.7
HW*	23.3	22.0	20.2	18.2	18.4	N/A	N/A	N/A	N/A	N/A	35.3	23.5	32.7	24.8	21.4
KK	16.4	14.4	14.0	13.3	15.6	16.3	18.1	14.9	14.7	12.5	14.9	11.9	8.0	7.5	6.4
MX	23.3	24.2	20.9	19.6	19.9	15.3	17.1	16.1	14.2	15.5	12.5	15.0	46.5	18.6	63.0
OH	16.7	14.7	15.6	14.3	16.0	14.8	12.3	15.3	13.0	12.0	9.0	8.2	29.0	10.8	11.2
TR	20.7	18.1	16.9	17.2	16.8	20.4	20.3	17.7	16.0	19.0	12.6	8.5	23.5	8.3	9.7
WR	22.4	20.1	19.4	18.8	19.4	19.8	19.7	19.6	16.0	16.8	10.6	10.3	21.1	11.0	13.7
CCC	21.4	20.0	18.9	17.7	18.2	18.0	18.5	16.4	14.3	16.1	12.3	12.0	28.4	12.1	21.1

*Harold Washington phased out Adult Education in Fall 2007

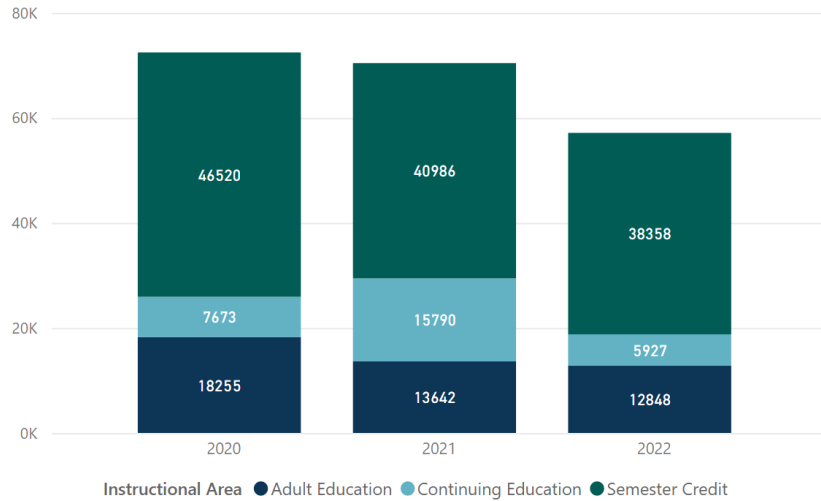
Richard J. Daley | Harold Washington | Kennedy-King | Malcolm X | Olive-Harvey | Harry S Truman | Wilbur Wright

CITY COLLEGES OF CHICAGO

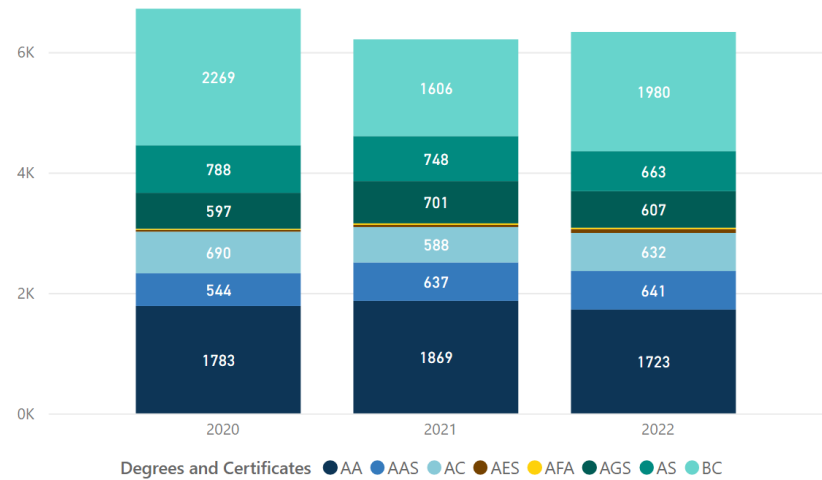
Community College District No. 508



Enrollment, by Instructional Area



Degrees and Certificates



Home College Enrolled

Fiscal Year

Instructional Area	2020	2021	2022
Semester Credit	46520	40986	38358
Continuing Education	7673	15790	5927
Adult Education	18255	13642	12848
Total	69496	68834	55090

Home College Awarded

Gender

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	1783	1869	2454
AAS - Associate of Applied Science	544	637	756
AC - Advanced Certificate	690	588	697
AES - Associate of Engineering Science	29	36	76
AFA - Associate of Fine Arts	19	25	24
AGS - Associate of General Studies	597	701	702
AS - Associate of Science	788	748	789
BC - Basic Certificate	2269	1606	2252
GED	343		
Total	7062	6210	7750

Degrees & Certificates:

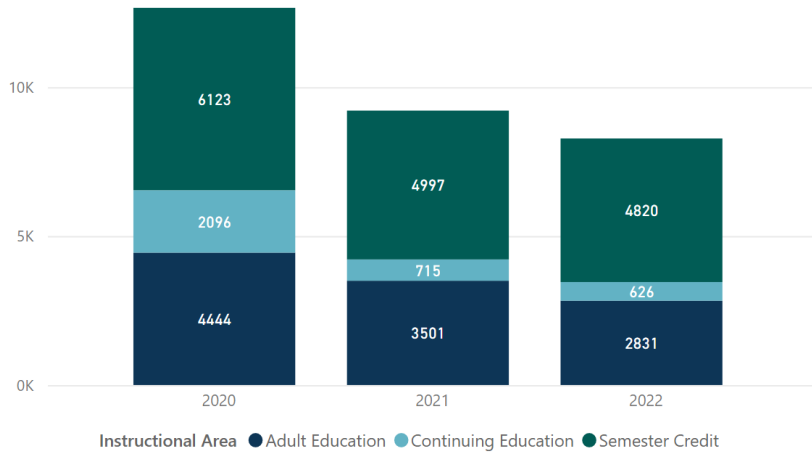
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

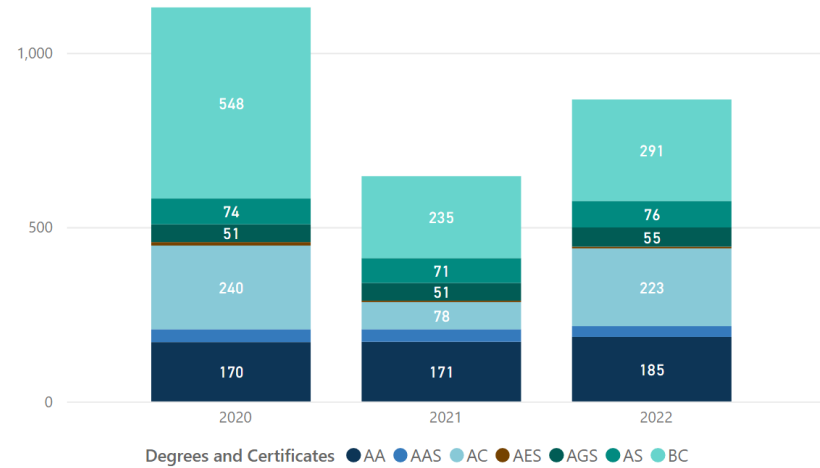
Community College District No. 508



Enrollment, by Instructional Area



Degrees and Certificates



Home College Enrolled

Fiscal Year

Instructional Area	2020	2021	2022
Semester Credit	6123	4997	4820
Continuing Education	2096	715	626
Adult Education	4444	3501	2831
Total	11869	9053	8001

Home College Awarded

Gender

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	170	171	269
AAS - Associate of Applied Science	37	36	44
AC - Advanced Certificate	240	78	237
AES - Associate of Engineering Science	10	4	8
AFA - Associate of Fine Arts			1
AGS - Associate of General Studies	51	51	67
AS - Associate of Science	74	71	91
BC - Basic Certificate	548	235	319
GED	76		
Total	1206	646	1036

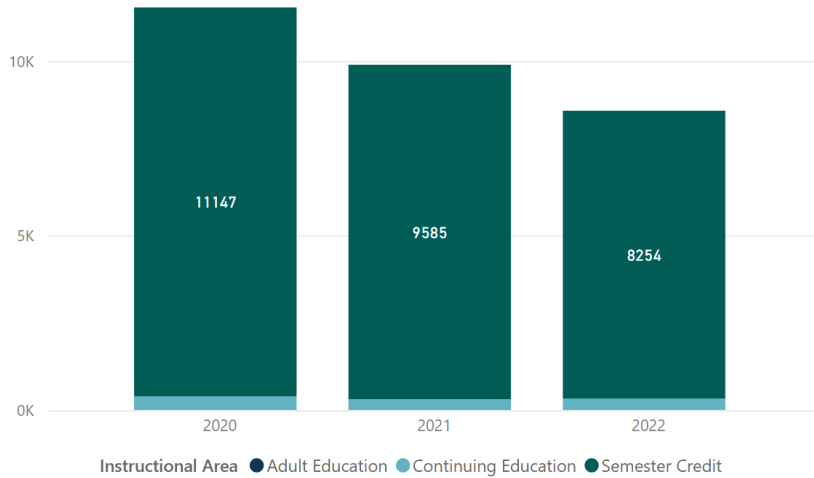
Degrees & Certificates:
 *2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Instructional Area



Instructional Area ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled

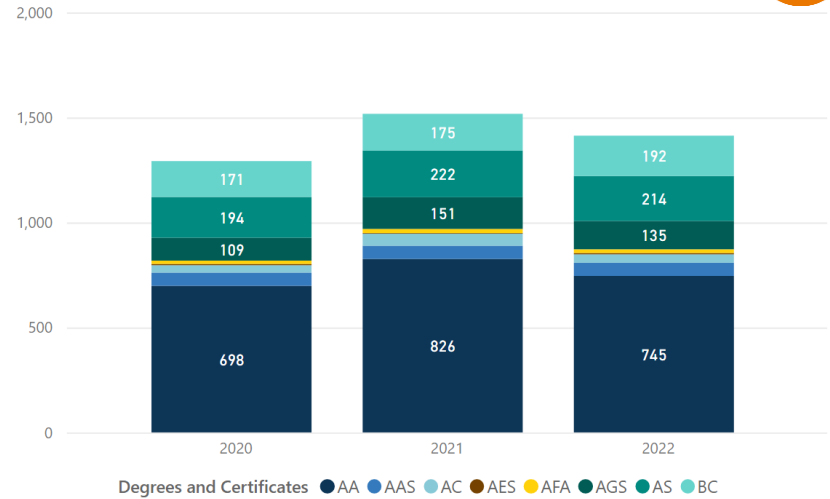
HW

Fiscal Year

All

Instructional Area	2020	2021	2022
Semester Credit	11147	9585	8254
Continuing Education	387	312	325
Adult Education	5		
Total	11424	9836	8536

Degrees and Certificates



Degrees and Certificates ● AA ● AAS ● AC ● AES ● AFA ● AGS ● AS ● BC

Home College Awarded

HW

Gender

All

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	698	826	1004
AAS - Associate of Applied Science	63	63	94
AC - Advanced Certificate	35	57	61
AES - Associate of Engineering Science	6	3	8
AFA - Associate of Fine Arts	16	20	18
AGS - Associate of General Studies	109	151	171
AS - Associate of Science	194	222	263
BC - Basic Certificate	171	175	294
GED	20		
Total	1312	1517	1913

Degrees & Certificates:

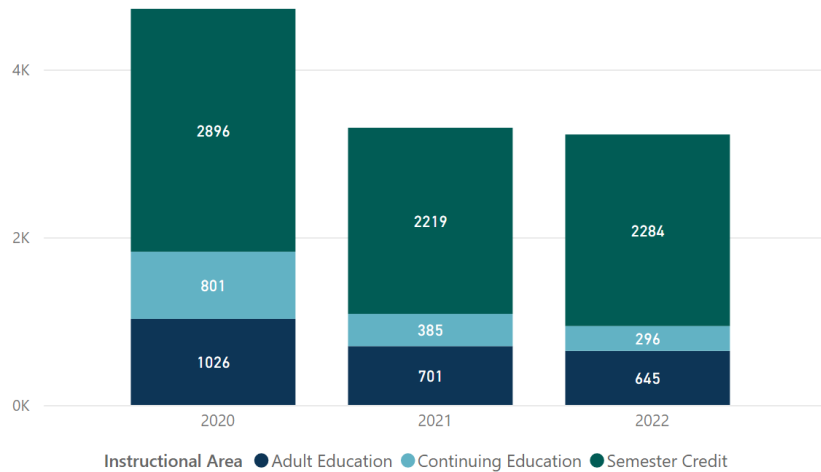
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Instructional Area



Home College Enrolled

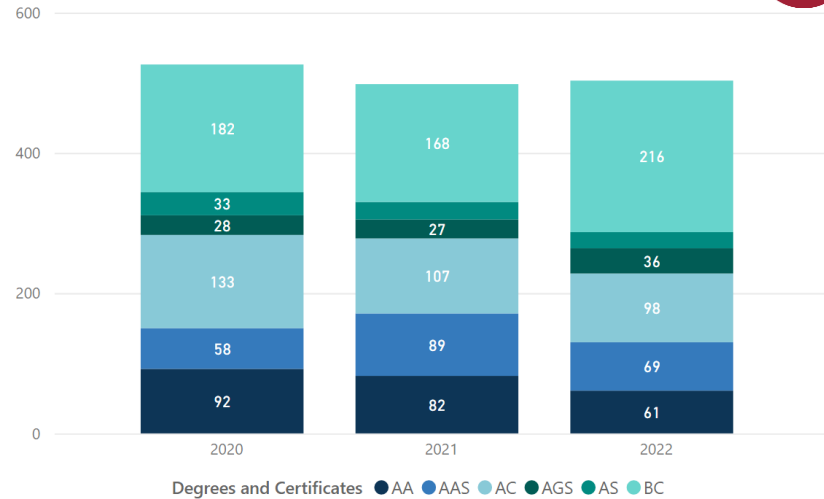
KK

Fiscal Year

All

Instructional Area	2020	2021	2022
Semester Credit	2896	2219	2284
Continuing Education	801	385	296
Adult Education	1026	701	645
Total	4562	3257	3184

Degrees and Certificates



Home College Awarded

KK

Gender

All

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	92	82	88
AAS - Associate of Applied Science	58	89	76
AC - Advanced Certificate	133	107	103
AES - Associate of Engineering Science			1
AGS - Associate of General Studies	28	27	41
AS - Associate of Science	33	25	30
BC - Basic Certificate	182	168	231
GED	30		
Total	556	498	570

Degrees & Certificates:

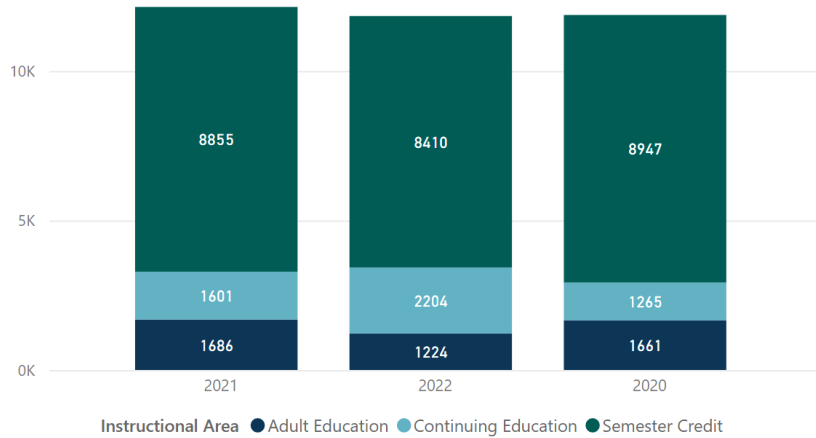
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Instructional Area



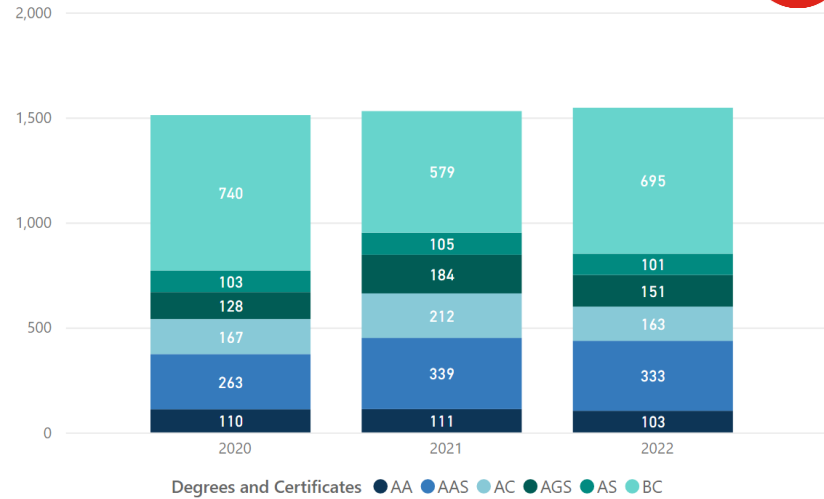
Instructional Area ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled

Fiscal Year

Instructional Area	2020	2021	2022
Semester Credit	8947	8855	8410
Continuing Education	1265	1601	2204
Adult Education	1661	1686	1224
Total	11233	11771	11266

Degrees and Certificates



Degrees and Certificates ● AA ● AAS ● AC ● AGS ● AS ● BC

Home College Awarded

Gender

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	110	111	170
AAS - Associate of Applied Science	263	339	345
AC - Advanced Certificate	167	212	167
AGS - Associate of General Studies	128	184	158
AS - Associate of Science	103	105	107
BC - Basic Certificate	740	579	719
GED	67		
Total	1578	1530	1666

Degrees & Certificates:

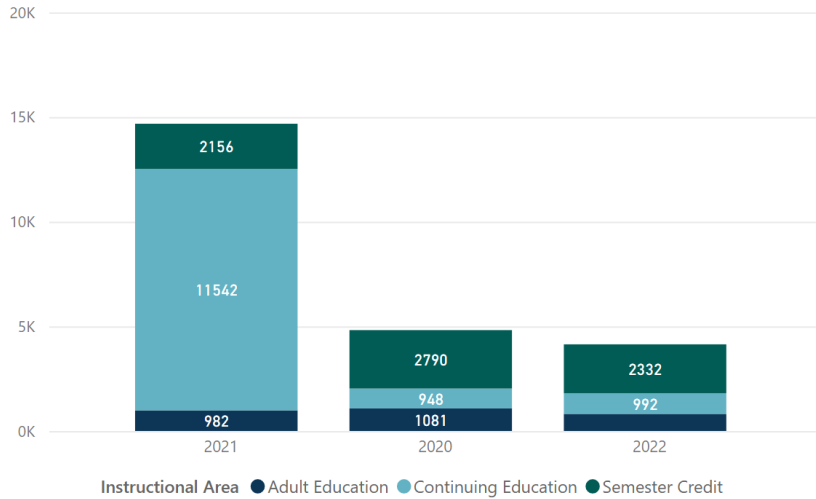
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Instructional Area



Instructional Area ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled

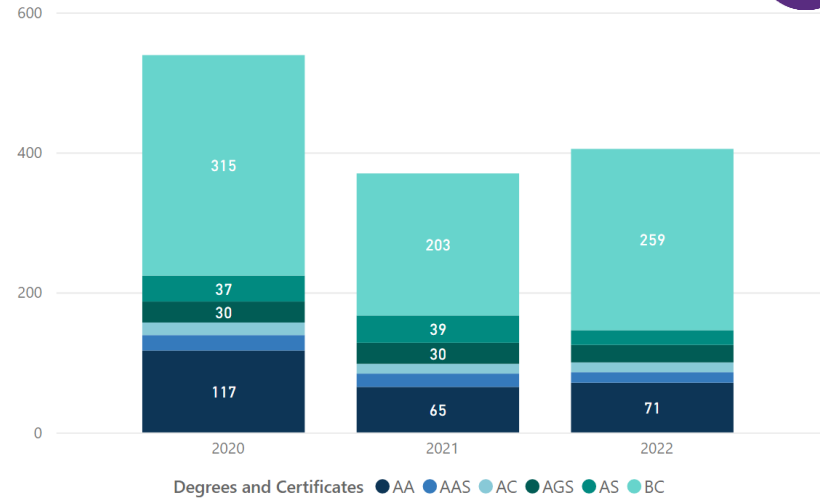
OH

Fiscal Year

All

Instructional Area	2020	2021	2022
Semester Credit	2790	2156	2332
Continuing Education	948	11542	992
Adult Education	1081	982	815
Total	4485	14499	3903

Degrees and Certificates



Degrees and Certificates ● AA ● AAS ● AC ● AGS ● AS ● BC

Home College Awarded

OH

Gender

All

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	117	65	91
AAS - Associate of Applied Science	22	19	23
AC - Advanced Certificate	18	14	17
AGS - Associate of General Studies	30	30	27
AS - Associate of Science	37	39	27
BC - Basic Certificate	315	203	268
GED	29		
Total	568	370	453

Degrees & Certificates:

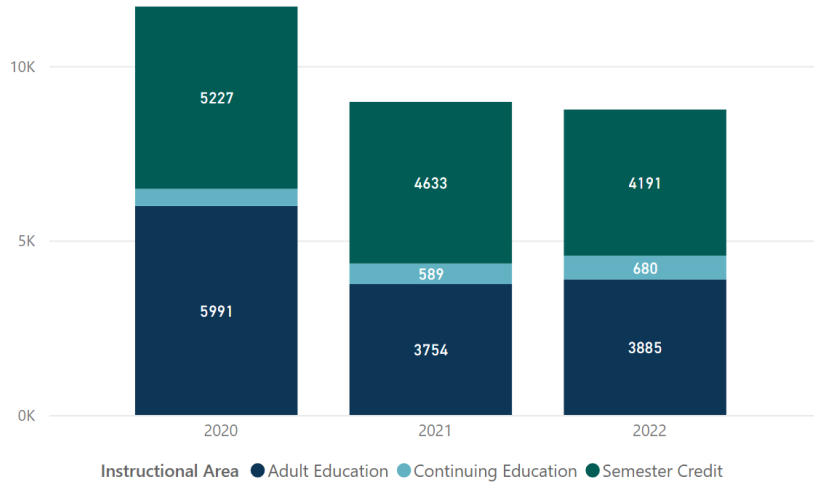
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Instructional Area

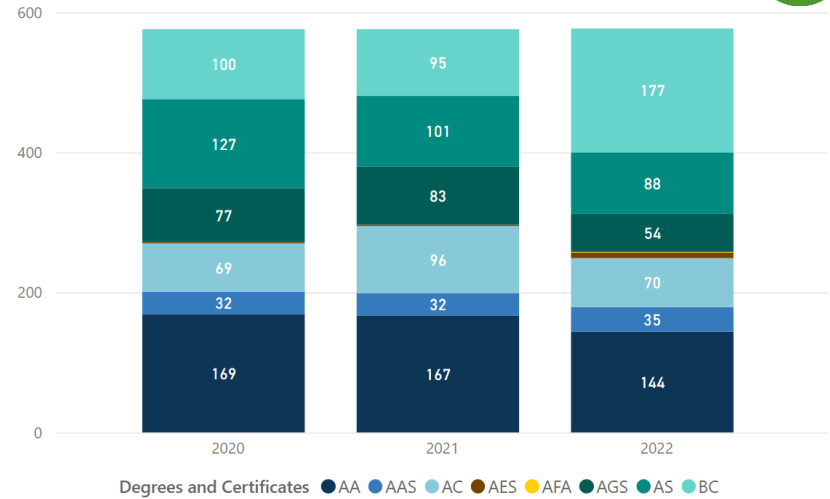


Instructional Area ● Adult Education ● Continuing Education ● Semester Credit

Home College Enrolled: Fiscal Year:

Instructional Area	2020	2021	2022
Semester Credit	5227	4633	4191
Continuing Education	491	589	680
Adult Education	5991	3754	3885
Total	11332	8762	8550

Degrees and Certificates



Degrees and Certificates ● AA ● AAS ● AC ● AES ● AFA ● AGS ● AS ● BC

Home College Awarded: Gender:

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	169	167	215
AAS - Associate of Applied Science	32	32	42
AC - Advanced Certificate	69	96	75
AES - Associate of Engineering Science	2	2	11
AFA - Associate of Fine Arts			1
AGS - Associate of General Studies	77	83	67
AS - Associate of Science	127	101	103
BC - Basic Certificate	100	95	199
GED	48		
Total	624	576	713

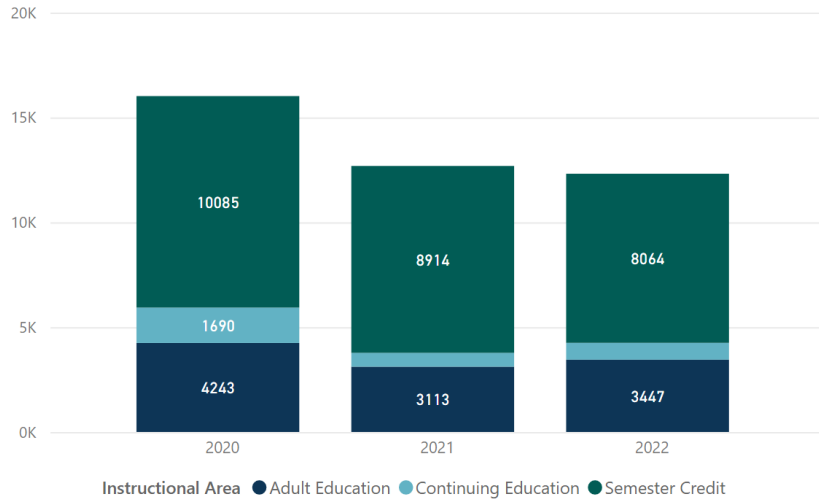
Degrees & Certificates:
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

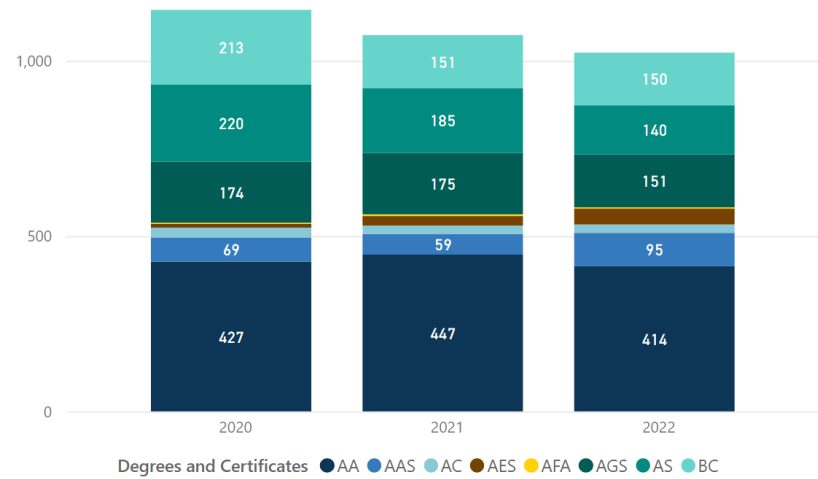
Community College District No. 508



Enrollment, by Instructional Area



Degrees and Certificates



Home College Enrolled

WR

Fiscal Year

All

Instructional Area	2020	2021	2022
Semester Credit	10085	8914	8064
Continuing Education	1690	659	804
Adult Education	4243	3113	3447
Total	15739	12517	12154

Home College Awarded

WR

Gender

All

Degree/Certificate Type	2020	2021	2022
AA - Associate of Arts	427	447	617
AAS - Associate of Applied Science	69	59	132
AC - Advanced Certificate	28	24	37
AES - Associate of Engineering Science	11	27	48
AFA - Associate of Fine Arts	3	5	4
AGS - Associate of General Studies	174	175	171
AS - Associate of Science	220	185	168
BC - Basic Certificate	213	151	222
GED	73		
Total	1218	1073	1399

Degrees & Certificates:

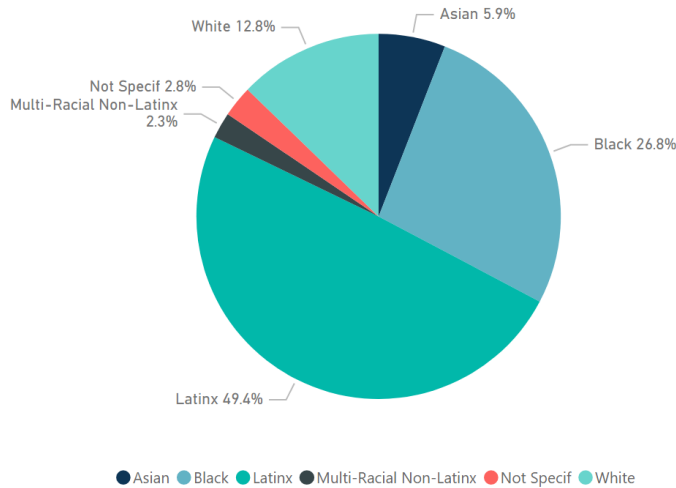
*2021 - 2022 GEDs are excluded due to data source changes.

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity

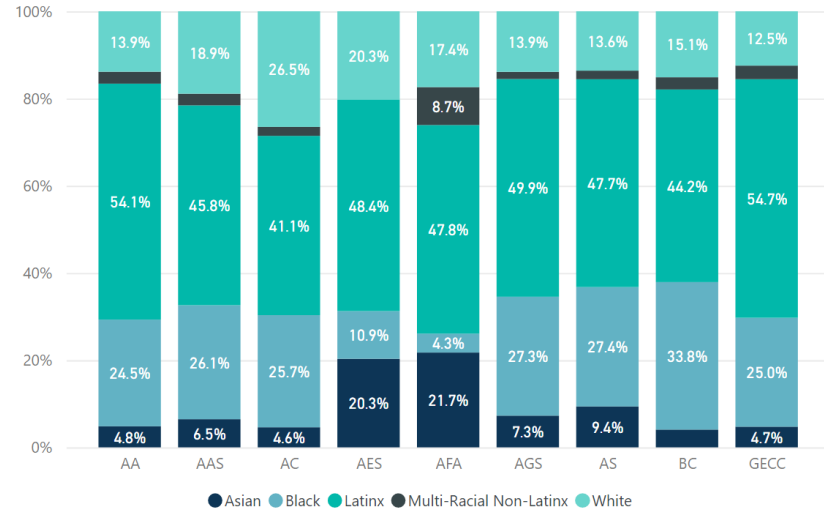


Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Adult Education	816	2154	8423	191	1
Continuing Education	230	1803	1804	104	1214
Semester Credit	2350	11437	17970	1023	307
Total	3259	14748	27185	1270	1517

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



Home College Awarded: Awarded Degree: Fiscal Year:

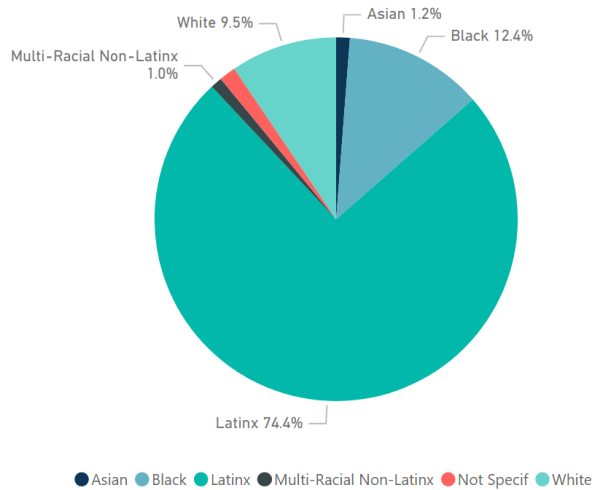
Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts	94	454	1001	49	258
AAS - Associate of Applied Science	42	198	351	22	137
AC - Advanced Certificate	32	179	287	14	175
AES - Associate of Engineering Science	13	11	37	2	13
AFA - Associate of Fine Arts	5	1	12	2	4
AGS - Associate of General Studies	45	191	347	13	94
AS - Associate of Science	70	204	370	17	99
BC - Basic Certificate	86	709	984	61	317
Total	356	1741	3040	161	989

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity

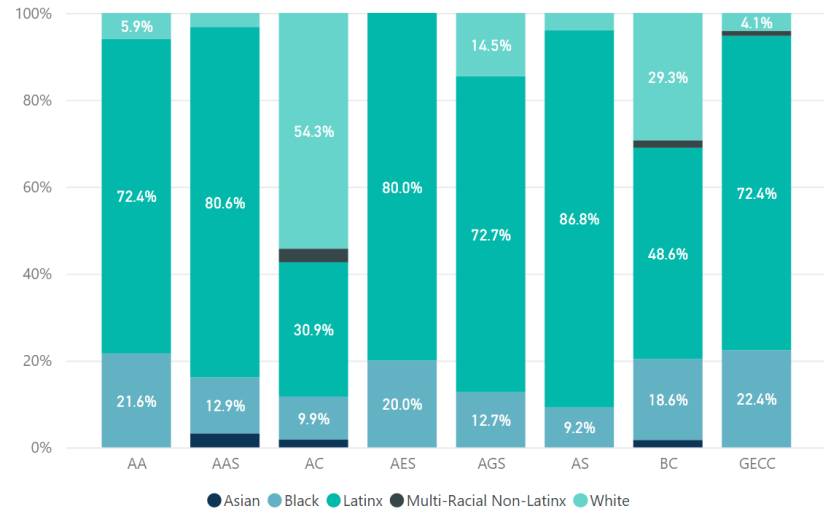


Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Adult Education	38	79	2613	9	
Continuing Education	4	167	350	6	75
Semester Credit	67	787	3199	70	44
Total	97	988	5952	82	119

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



Home College Awarded: Awarded Degree: Fiscal Year:

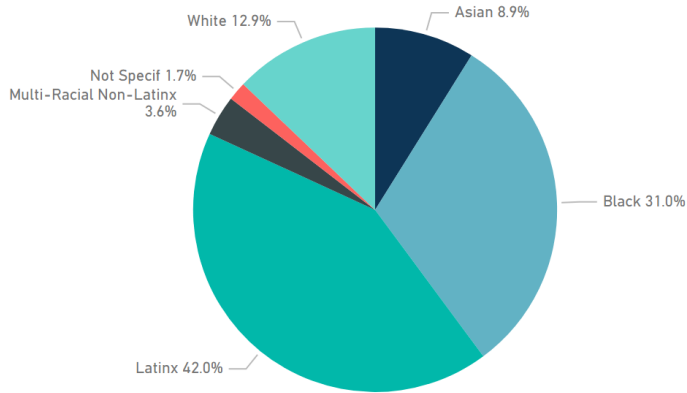
Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts		47	148		13
AAS - Associate of Applied Science	1	8	33		2
AC - Advanced Certificate	4	24	79	7	121
AES - Associate of Engineering Science		3	5		
AFA - Associate of Fine Arts			1		
AGS - Associate of General Studies		8	50		9
AS - Associate of Science		8	76	2	3
BC - Basic Certificate	5	60	160	5	85
Total	10	144	469	12	197

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity



● Asian ● Black ● Latinx ● Multi-Racial Non-Latinx ● Not Specif ● White

Home College Enrolled

HW

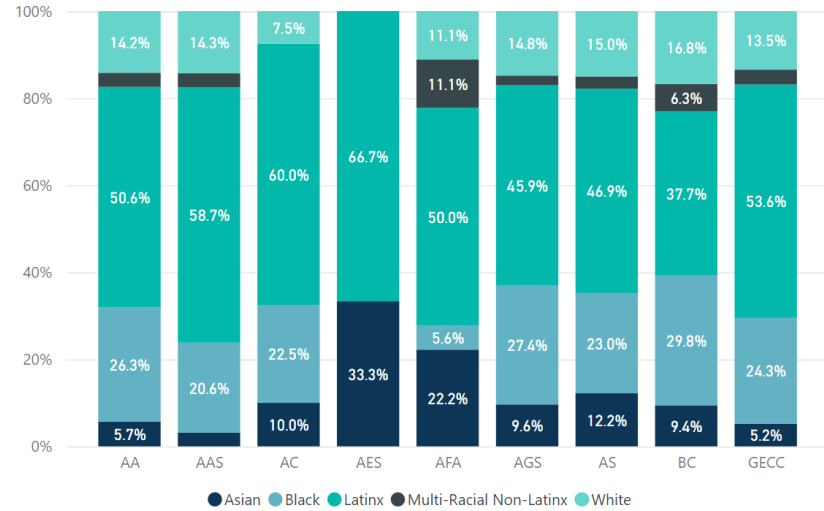
Fiscal Year

2022

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Continuing Education	19	100	110	14	67
Semester Credit	742	2558	3487	296	74
Total	758	2641	3579	307	141

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



● Asian ● Black ● Latinx ● Multi-Racial Non-Latinx ● White

Home College Awarded

HW

Awarded Degree

All

Fiscal Year

2022

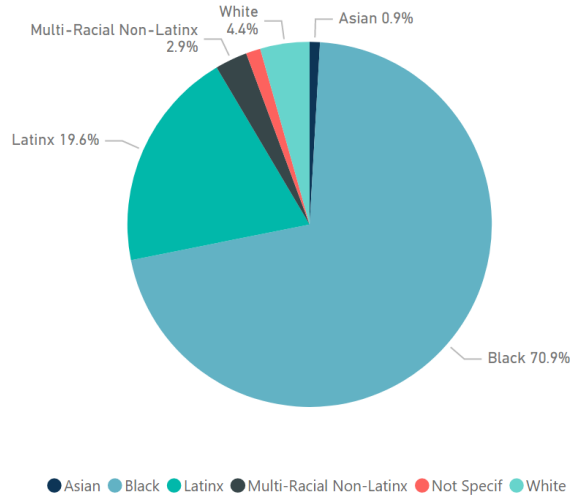
Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts	44	208	403	25	113
AAS - Associate of Applied Science	2	20	56	4	12
AC - Advanced Certificate	4	16	32		8
AES - Associate of Engineering Science	2		5	1	
AFA - Associate of Fine Arts	4	1	9	2	2
AGS - Associate of General Studies	13	47	77	4	26
AS - Associate of Science	28	58	126	7	34
BC - Basic Certificate	20	78	130	14	37
Total	112	394	768	52	216

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity

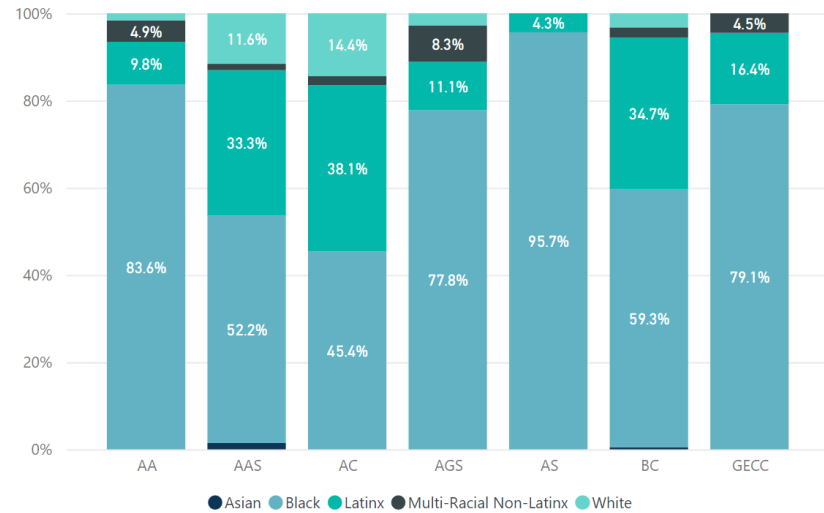


Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Adult Education	6	528	82	25	
Continuing Education	2	160	61	10	11
Semester Credit	21	1604	485	56	30
Total	29	2256	624	91	41

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



Home College Awarded: Awarded Degree: Fiscal Year:

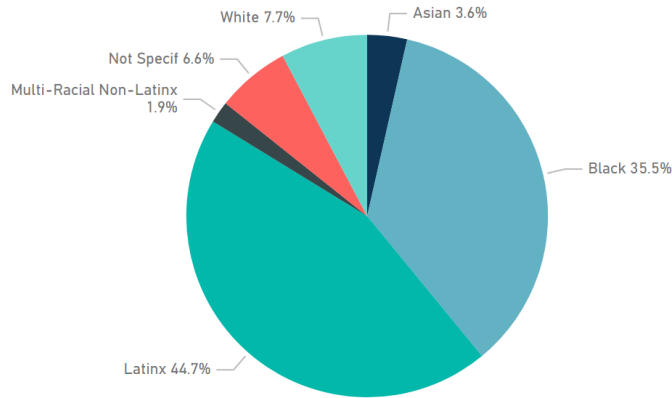
Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts		56	11	3	1
AAS - Associate of Applied Science	1	42	23	2	8
AC - Advanced Certificate		49	37	2	14
AES - Associate of Engineering Science		1			
AGS - Associate of General Studies		32	4	3	1
AS - Associate of Science		26	2		
BC - Basic Certificate	1	128	70	5	7
Total	1	286	126	14	30

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity



● Asian ● Black ● Latinx ● Multi-Racial Non-Latinx ● Not Specif ● White

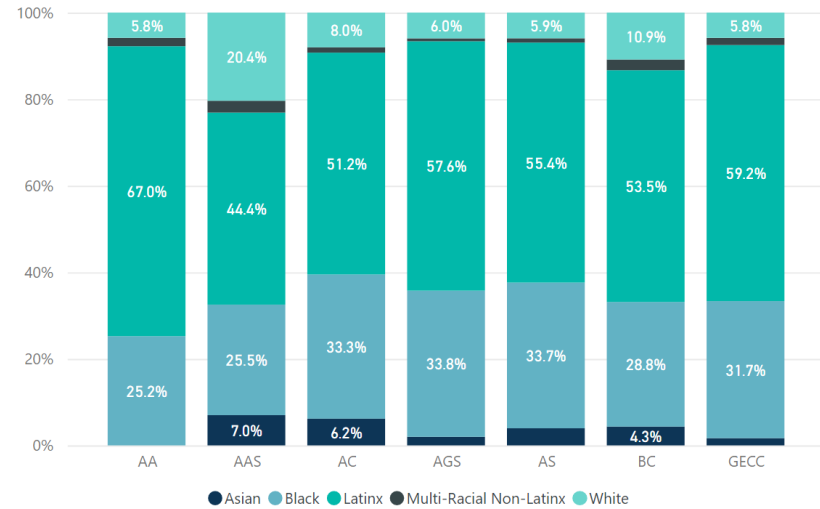
Home College Enrolled

Fiscal Year

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Adult Education	91	447	583	25	1
Continuing Education	68	600	623	27	692
Semester Credit	271	3109	4119	178	49
Total	400	3991	5025	218	740

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



● Asian ● Black ● Latinx ● Multi-Racial Non-Latinx ● White

Home College Awarded

Awarded Degree

Fiscal Year

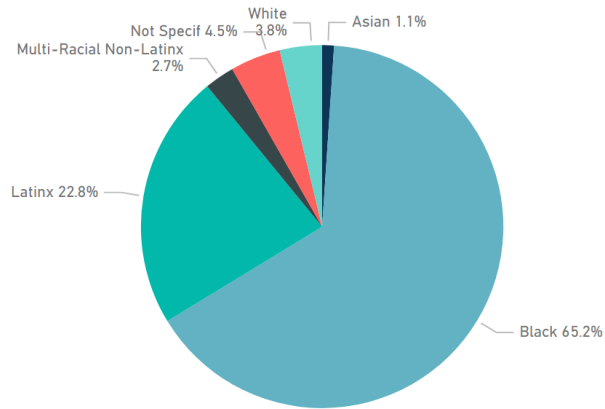
Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts	1	35	82	2	8
AAS - Associate of Applied Science	23	88	153	9	68
AC - Advanced Certificate	10	54	86	2	13
AGS - Associate of General Studies	3	54	89	1	9
AS - Associate of Science	5	37	57	1	6
BC - Basic Certificate	30	204	382	18	76
Total	70	438	811	32	174

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity



● Asian ● Black ● Latinx ● Multi-Racial Non-Latinx ● Not Specif ● White

Home College Enrolled

OH

Fiscal Year

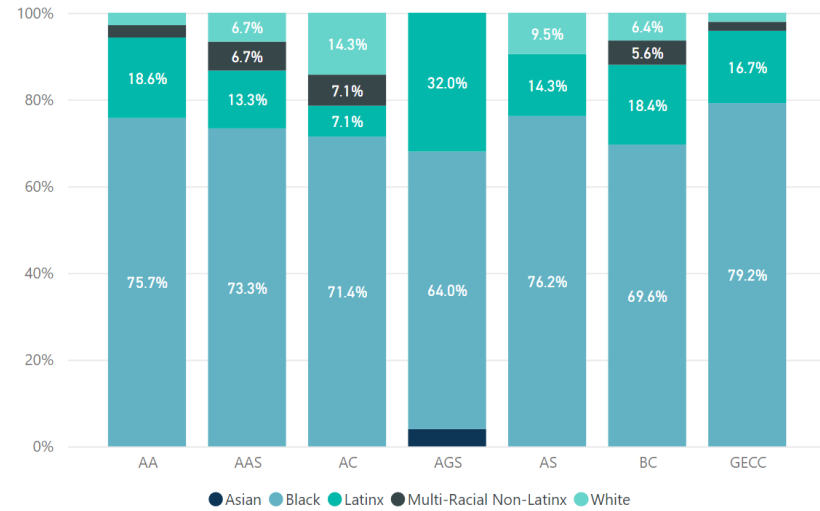
2022

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
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Adult Education	2	479	304	15	
Continuing Education	32	532	179	27	144
Semester Credit	10	1713	433	74	31
Total	41	2543	888	104	175

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



Home College Awarded

OH

Awarded Degree

All

Fiscal Year

2022

Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
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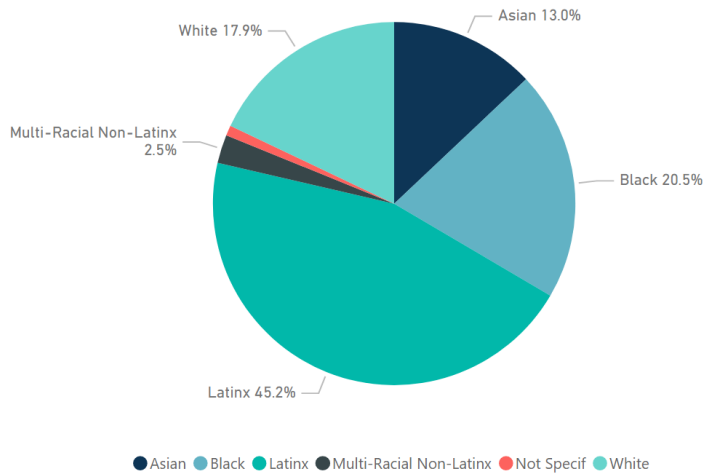
AA - Associate of Arts		59	13	2	2
AAS - Associate of Applied Science		16	5	1	1
AC - Advanced Certificate		12	2	1	2
AGS - Associate of General Studies	1	18	8		
AS - Associate of Science		18	5	1	3
BC - Basic Certificate		181	47	14	16
Total	1	282	76	18	21

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity

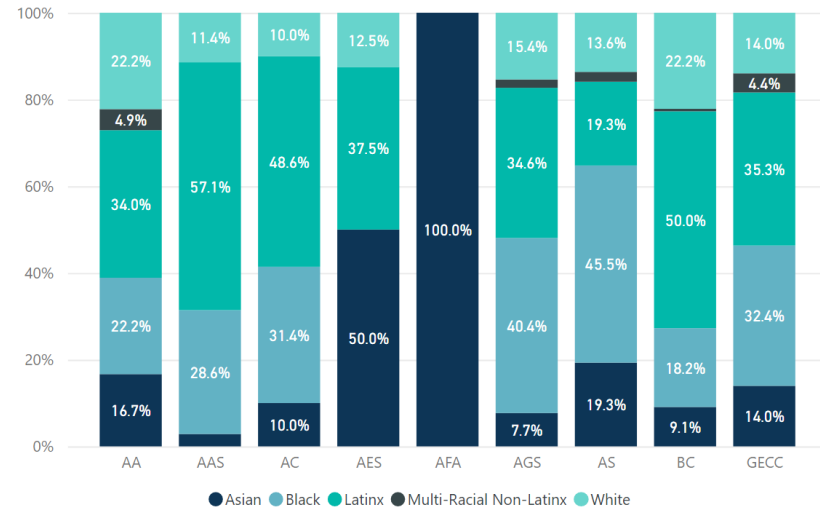


Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Adult Education	559	526	2244	64	
Continuing Education	56	180	205	12	55
Semester Credit	523	1083	1508	142	22
Total	1107	1746	3850	216	77

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



Home College Awarded: Awarded Degree: Fiscal Year:

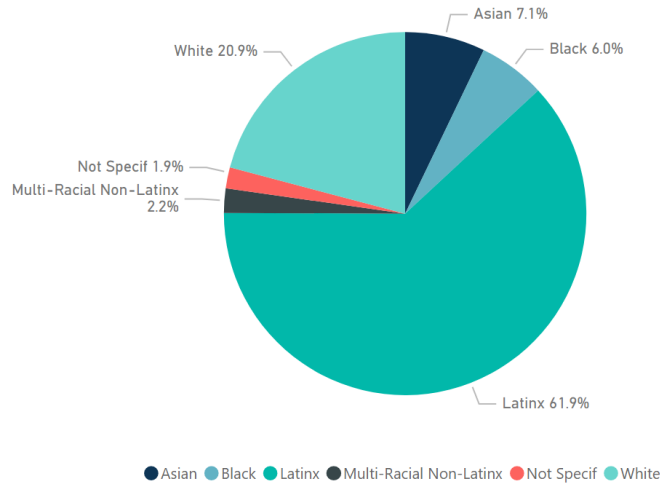
Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts	29	34	55	7	36
AAS - Associate of Applied Science	1	12	23	1	5
AC - Advanced Certificate	8	25	34		8
AES - Associate of Engineering Science	4	1	4	1	1
AFA - Associate of Fine Arts	1				
AGS - Associate of General Studies	5	27	22	1	9
AS - Associate of Science	20	44	20	2	13
BC - Basic Certificate	19	38	89	3	40
Total	78	169	223	13	107

CITY COLLEGES OF CHICAGO

Community College District No. 508



Enrollment, by Ethnicity

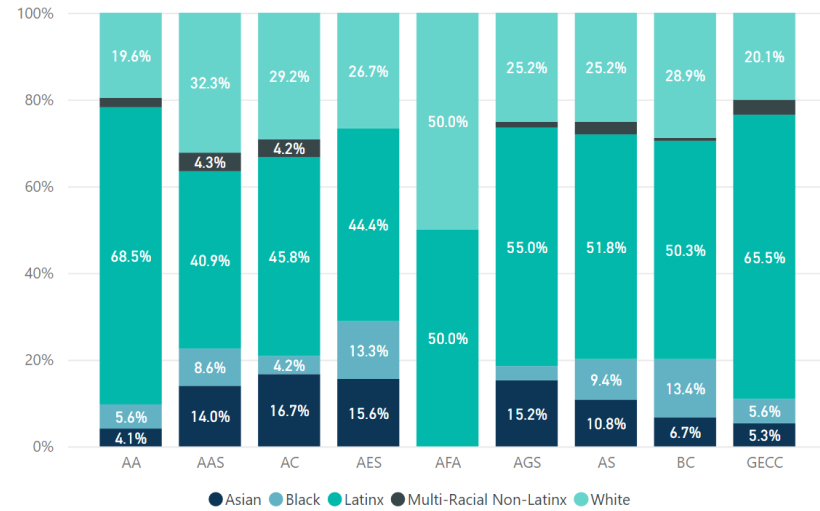


Home College Enrolled: Fiscal Year:

Instructional Area	Asian	Black	Latinx	Multi-Racial Non-Latinx	Not Specif
Adult Education	120	95	2596	53	
Continuing Education	49	64	276	8	170
Semester Credit	716	580	4739	207	57
Total	867	726	7519	263	227

2021 Enrollment: American Indian - Credit: 44 Adult. Ed.: 9 Continuing Ed.: 5 Total: 58;
 Hawaiian/Pacific Islander - Credit: 42 Adult. Ed.: 8 Continuing Ed.: 3 Total: 51
 2021 Degrees and Certificates: American Indian - AC: 1, AGS: 1, BC: 2, GECC: 1;
 Hawaiian/Pacific Islander - AA: 1, AAS: 2, AGS: 1

Degrees and Certificates, by Ethnicity



Home College Awarded: Awarded Degree: Fiscal Year:

Degree Name	Asian	Black	Latinx	Multi-Racial Non-Latinx	White
AA - Associate of Arts	20	24	308	11	89
AAS - Associate of Applied Science	14	12	58	5	41
AC - Advanced Certificate	6	1	19	2	9
AES - Associate of Engineering Science	7	6	23		12
AFA - Associate of Fine Arts			2		2
AGS - Associate of General Studies	23	5	97	4	40
AS - Associate of Science	18	13	87	4	40
BC - Basic Certificate	14	26	111	3	57
Total	91	77	633	25	260

CITY COLLEGES OF CHICAGO
Community College District No. 508

34840

ADOPTED – BOARD OF TRUSTEES COMMUNITY
COLLEGE DISTRICT NO. 508 JULY 20, 2023

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, 2024
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, 2024, 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 on file at CCC.edu/finance, since June 12, 2023;

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 6, 2023, 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 June 14, 2023, 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, 2024, 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, 2024. 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 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, 2024, 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 2022 and 2023, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2022 and 2023 which revenues will be applicable to expenditures

CITY COLLEGES OF CHICAGO

Community College District No. 508

or charges to be made or incurred during the fiscal year ending June 30, 2024, 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, 2024. 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, 2024, 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, 2024, 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, 2024; 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, 2024, 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, 2024, 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 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, 2023, and ending June 30, 2024, 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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

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, 2023, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2024, the detailed estimates for all taxes levied or to be levied for the years 2022 and 2023, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2022 and 2023, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2024, 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, 2024, 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.

July 20, 2023 – Office of Finance

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CITY COLLEGES[®]
OF CHICAGO

GLOSSARY

CITY COLLEGES[®]
OF CHICAGO

CITY COLLEGES OF CHICAGO
Community College District No. 508

GLOSSARY

NOTE: The terms included in this glossary are intended to serve as a general and basic reference for the material contained in the budget document. It is not an all-inclusive or 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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

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 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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

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 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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

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.

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.

CITY COLLEGES OF CHICAGO

Community College District No. 508

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 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.

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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 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.

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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.

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.

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.

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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.

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.

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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.

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.

SUBOBJECT: 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.

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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
ACFR	Annual Comprehensive Financial Report – Basic financial Statements with accompanying note disclosures as well as certain required supplementary information.
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
DFSS	Chicago Department of Family and Support Services
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
IGA	Intergovernmental Agreement
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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