

# CITY COLLEGES OF CHICAGO

## FINAL BUDGET FISCAL YEAR 2006

Daley College



Harold Washington College



Kennedy-King College



Malcolm X College



Olive-Harvey College



Truman College



Wright College



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## City Colleges of Chicago

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## City Colleges of Chicago

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Wayne Watson, Ph.D.  
Chancellor

Message from the Chancellor

September 8, 2005

*"What lies behind us and what lies before us are small matters compared to what lies within us"*

-Ralph Waldo Emerson

As educators, the faculty and administrators at the City Colleges of Chicago bring forth the highest credentials, possessing exceptional knowledge in their areas of expertise and award-winning skills.

In the 21<sup>st</sup> century, we have a daunting challenge and responsibility. As educators, we must be enthusiastic, energetic, imaginative, and fair in managing the details of learning. We must respect diverse talents and ways of learning. We must generate intellectual excitement in the classroom. We must motivate. By doing so, we influence the attitudes, beliefs, and behaviors of our students.

Why do we do what we do? We are drawn to education as a matter of service. We want to be value-added change agents to our students. We are inspired by past teachers, and have distinct identity in our roles as educators. We need students as much as they need us. We are remembered by our students, and gain gratification through the success of our students. We make a difference in the world.

These reasons for being are shared among us and correlate with the core mission of City Colleges of Chicago. When City Colleges was founded in 1911, it was known as the "People's College" with the mission to provide access to higher education. Our reason for being then and our reason for being now have not changed. We exist to provide quality education, accessible to all.

We thrive in upholding the highest standards of quality of our program and services. The City Colleges of Chicago's Annual Budget for Fiscal Year 2006 is a prudent allocation of the available resources to continue our commitment to academic excellence. The Annual Educational Plan of the Colleges and District Offices reflects the results of the Annual Program and Services Analysis (APSA) implemented in Fiscal Year 2005.

We are steadfast in our resolve to face the fiscal challenges by being responsible in the use of our resources and by aggressively pursuing other sources of funds. We remain focused in ensuring that the City Colleges is receptive to the changing demands of the community it serves with the vision of being the leader in postsecondary education.

Despite the difficulties of the academic year that just ended, we are proud of the many accomplishments we achieved. We are now embarking in a new initiative, "Vision 2011", to align our mission with the future needs of our constituents. We are and will be the best place where success starts.

We are grateful to our students; it is our promise to keep them foremost in all that we do. We sincerely appreciate the continued support of the community and our business partners, the dedicated service of the faculty and staff and the strong leadership of the Board in fulfilling our mission.

Wayne D. Watson  
Chancellor

### Community College District No. 508

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

**FY2006 BUDGET OVERVIEW**

## FY 2006 BUDGET OVERVIEW

The FY2006 combined appropriations for operating, capital, and debt service funds for the City Colleges of Chicago (CCC) total \$474.2 million, an increase of \$47.7 million, or 11.2%, over the FY2005 adopted budget of \$426.5 million.

### FY2006 All Funds Budget by Fund Type (In Millions)

Fund Type	FY2004 Actual	FY2005 Budget	FY2006 Budget	06 vs. 05 \$ Change	% Change
Operating Funds					
Unrestricted	\$189.1	\$216.4	\$239.4	\$23.0	10.6%
Restricted	104.2	107.8	118.0	10.2	9.5%
Total Operating	293.3	324.2	357.4	33.2	10.2%
Capital Fund	57.6	63.3	77.4	14.1	22.3%
Debt Service Funds	34.9	39.0	39.4	0.4	0.1%
<b>Total Appropriation</b>	<b>\$385.8</b>	<b>\$426.5</b>	<b>\$474.2</b>	<b>\$47.7</b>	<b>11.2%</b>

The operating funds, which comprise the Education Fund, Operation and Maintenance Fund, Auxiliary/Enterprise Fund, Liability Protection Fund, Audit Fund, PBC Operation and Maintenance Fund, and the Restricted Purposes Fund (grants) account for 75.4% of the total budget. The operating funds show an annual increase of \$33.2 million in appropriation, or 10.2%, over FY2005. The budget proposes \$77.4 million for capital improvement projects. The debt service funds require an appropriation of \$39.4 million, an increase of \$0.4 million over FY2005.

The Education Fund is structurally balanced: its revenues are equal to expenditures. Any fund balance accumulated to this fund will be preserved for future needs. The Operation and Maintenance Fund will require the use of \$1.3 million of prior-year fund balance to meet the facility-upkeep needs. To balance the budget, other operating funds excluding the Restricted Purposes Fund (grants) will require the use of \$2.4 million of fund balance in FY2006. The Debt Service Funds are balanced with the use of \$4.1 million of fund balance.

### **Financial Challenges**

City Colleges faces various challenges in preparing the FY2006 budget.

- Since the terrorist attacks on September 11, 2001, strict immigration regulations have reduced the immigrant population in Chicago, which represents a majority of students in adult education. Declining enrollment results in less credit hour reimbursement from the State.
- The City's general neighborhood improvement and the resulting high housing costs have changed the student demographics at many of our colleges. City Colleges are now faced

with intense competition for student recruitment from numerous public and private four-year institutions in Chicago.

- Basic infrastructure and equipment are old and inadequate, requiring high maintenance and repair costs. Due to the aging building infrastructure at the City Colleges of Chicago, it is becoming increasingly difficult to attract students. Currently, there is a deferred maintenance backlog that exceeds \$100 million. Based on the annual capital funding allocation, the capital renewal backlog will increase to \$250 million.
- State funding for infrastructure has not been approved by the Illinois legislature for the coming fiscal year. Lack of capital funding requires the expenditure of local share dollars to prevent the failure of critical systems.
- Many students entering the City Colleges system require additional assistance such as remedial math and English courses as well as tutoring.
- The current contract with Local 1708, which represents clerical and technical personnel, expired on June 30, 2005. City Colleges is currently negotiating labor contracts with the union and the outcome of these negotiations will have a considerable impact on the FY2006 and future budgets.
- State funding for community colleges has declined by 4%, while the state funding for City Colleges has decreased by 13% since FY2001. Proposals to eliminate and/or modify current grant programs were rejected by the State Legislature during the spring session.

## **Academic Investments**

Despite these obstacles, City Colleges is as committed as ever to student learning while maintaining sound financial management. The FY2006 budget focuses resources on the areas that matter most to students: high-quality instruction and student-support services. The FY2006 budget addresses the challenges above by focusing resources on the following programs:

- **Expansion of Curriculum:** To attract more students who plan to transfer to four-year colleges or for placement in more challenging, higher technology jobs, City Colleges will expand technical, vocational, and accredited college courses. For example, Truman College is offering bioinformatics; Malcolm X and Olive Harvey are expanding their security-certificate classes and/or transportation- and distribution-logistics certificate programs.
- **Quality of Instruction:** To strengthen the quality of educational programs, City Colleges will continue to increase the number of full-time faculty at all seven colleges, reducing the ratio of instruction given by adjunct faculty. The seven colleges will hire 39 new faculty members in FY2006.
- **Increase Enrollment:** This budget provides funds for marketing strategies including targeted mailings, radio and newspaper advertisements, and college open houses for area high schools and community organizations. Partnership with area high schools will also be expanded.

- **Improve Basic Skills and Increase Retention:** Our colleges set aside \$1.9 million for student tutoring from the Education Fund, while reducing their administrative costs. Also, colleges will hire additional academic advisors to guide and retain new and existing students.
- **Technology Investments:** The FY2006 budget reflects an ongoing investment in implementing the PeopleSoft Student Administration System. In addition, the budget will provide \$2.0 million to upgrade instructional technology.
- **Capital Improvements:** Although inadequate, the FY2006 budget contains a capital budget of \$74.4 million. The major portion of funds will go to Kennedy-King construction and the remaining funds will be used to address mostly critical physical systems that affect safety and/or increase efficiency. Additional capital information is detailed in the Capital Budget section of this document.
- **Contract Negotiations:** The contractually required salary increases are fully funded in FY2006. City Colleges is still negotiating with Local 1708 and the labor agreement with adult education teachers will be up for renewal at the end of June 2006. Annual salary increases for full-time faculty members vary from 2.5 percent to 3.5 percent, depending on the length of service.

## **Resource Requirements**

To support these initiatives, City Colleges lobbied vigorously for more state funding and was successful in extending a one-time grant of \$15.0 million for FY2006. In spite of these efforts, the total state funding for FY2006 will decline by \$8.2 million or 13% from the FY2001 level. The reliance on State funding for community colleges has proven difficult.

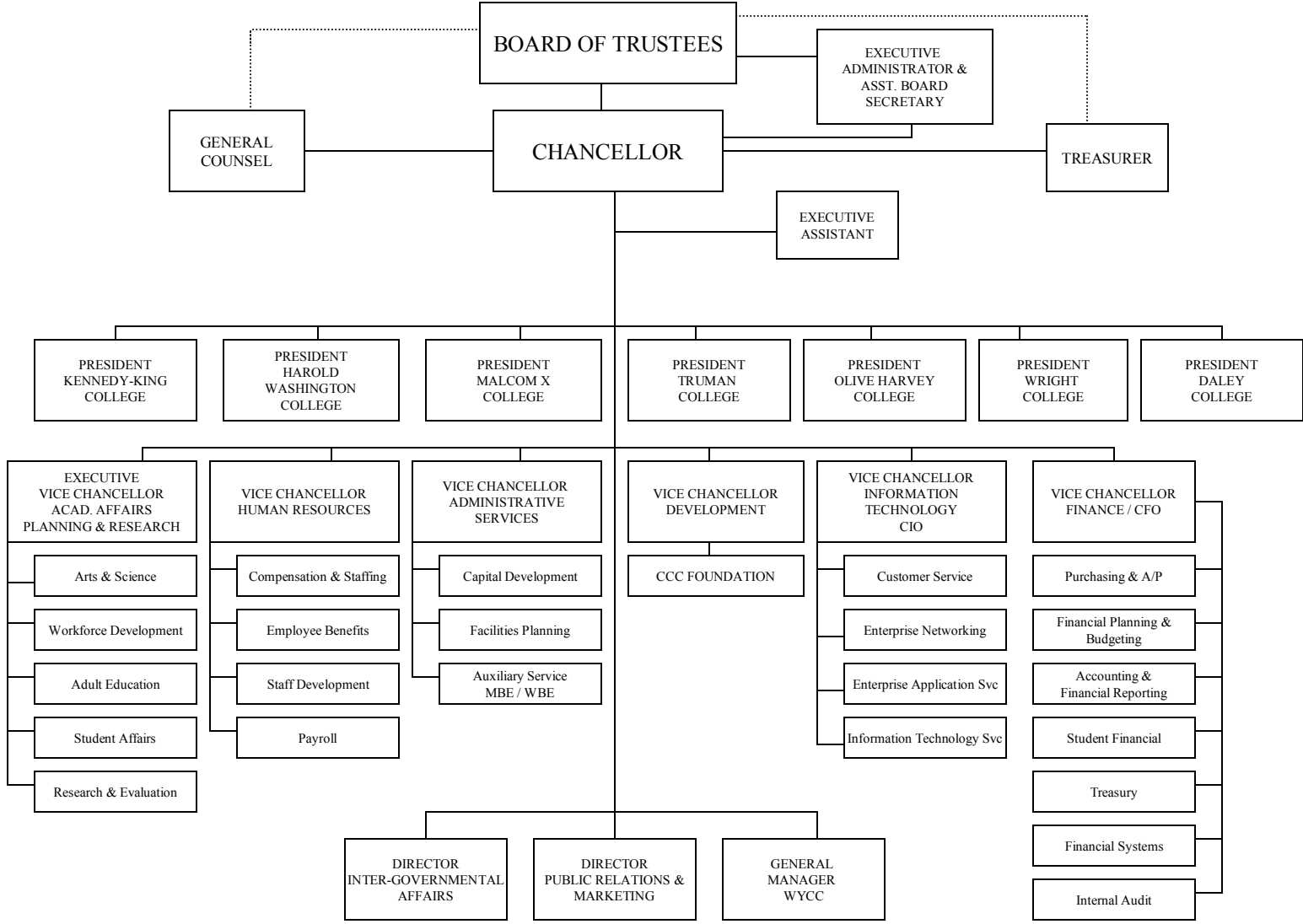
In addition, CCC will increase tuition by \$5 per credit hour to \$67 per credit hour. This will generate an additional \$5.1 million in FY2006. City Colleges will be unable to enhance--or possibly even maintain--the quality and scope of its programs, services, and facilities without additional revenue. The only remaining revenue option is increasing property taxes to the legal limit. Increasingly, the burden of maintaining the quality of educational programs rests on the students and the local taxpayers.

Consequently, the FY2006 budget anticipates increasing property taxes by the maximum allowable rate for 2006. Property taxes will increase by 3.3% above the calendar year 2005 tax extension plus one percent for new property. Going to the tax cap is estimated to increase property revenues by \$4.5 million in FY2006. The projected increase in property taxes for a homeowner with a \$200,000 home will be in the range of \$1 to \$2, depending on the size of the homeowner exemption awarded.



**ORGANIZATIONAL CHART  
&  
DEPARTMENT DESCRIPTION**

# City Colleges of Chicago Organizational Chart



## **DESCRIPTION OF ORGANIZATION**

The Board of Trustees of Community College District No. 508 (the Board) was established pursuant to the Illinois Public Community College Act with all the power and duties stipulated in the State Act. Of the Board's eight members, the seven who vote are appointed by the Mayor of the City of Chicago with the approval of the City Council of Chicago. One non-voting student member, selected in accordance with the State Act, comes from one of the colleges.

The Board, by a vote of a majority of its voting members, appoints a Chancellor, who is the Chief Administrative Officer of City Colleges. On recommendation of the Chancellor, the Board appoints a treasurer, a general counsel, an inspector general—all of whom report to both the Chancellor and the Board—as well as many of the other top positions in the organization. The Board operates the City Colleges, which comprises seven separately accredited colleges and a central administrative office.

The colleges are responsible for serving their communities with educational programs, services, and activities within their mission and within the authority granted by the Board. The District office is responsible for providing leadership, coordination, support, and services to the colleges and for monitoring the operations, programs, and services of the colleges and the District office. Currently, the positions that report directly to the chancellor include the seven college presidents, six vice chancellors, the Director of Intergovernmental Affairs, and the Director of Marketing and Public Relations.

### **Office of the General Counsel**

The Office of the General Counsel provides legal advice and representation to the Board, Chancellor, and management. It is responsible for the preparation of legal documents such as agreements, contracts, leases, and memoranda of understanding. In addition, it represents City Colleges in labor negotiations and before judicial and administrative tribunals. This Office also performs extensive research on legal opinions on behalf of the management and the Board.

### **Office of Academic Affairs**

The mission of the Office of Academic Affairs is to provide District leadership for the development and implementation of academic and student policies. The Office also serves as a liaison to local, state, and community partnerships. In conjunction with the colleges, the Office develops academic plans and student-support initiatives to meet the goals and objectives of the District.

### **Administrative Services**

Administrative Services supports the operation, maintenance, renovation, and replacement of the facilities for the seven Colleges and District office. It provides coordination, monitoring, and leadership in the areas of facilities planning, plant management, auxiliary services, and capital-development programs.

### **Office of Development**

The mission of the Office of Development is three-fold: to raise funds to support the City Colleges' academic programs, students, and infrastructure; to direct and manage the affairs of the City Colleges of the Chicago Foundation; and to build and manage a City Colleges' alumni program.

### **Office of Human Resources and Staff Development**

The Office of Human Resources and Staff Development provides leadership in the areas of recruitment, selection, and employment for the 6000 members of the City Colleges of Chicago's workforce. Additionally, the office administers benefits, compensation, classification, staff development and program areas traditionally administered by departments of human resources.

### **Office of Finance**

The Office of Finance tracks, collects, analyzes, and reports all financial data affecting District finances and providing these data to the Board and officers of the District to help establish sound policies and render judicious decisions. The Office is also responsible for preparation of annual budget, monitoring budgetary activity, effectiveness of resource allocation, compliance with all legal requirements and standards for accounting and reporting, maintenance of accurate financial data, maintenance of reasonable cash flow, maximization of revenues and investment income, and best strategy for capital financing.

### **Office of Information Technology**

The mission of the Office of Technology is to provide an information-technology environment that empowers and enables faculty, students, and staff to enhance the quality of teaching and learning, to re-engineer business processes, and to improve operating productivity throughout the City Colleges of Chicago.

### **Office of Marketing and Public Relations**

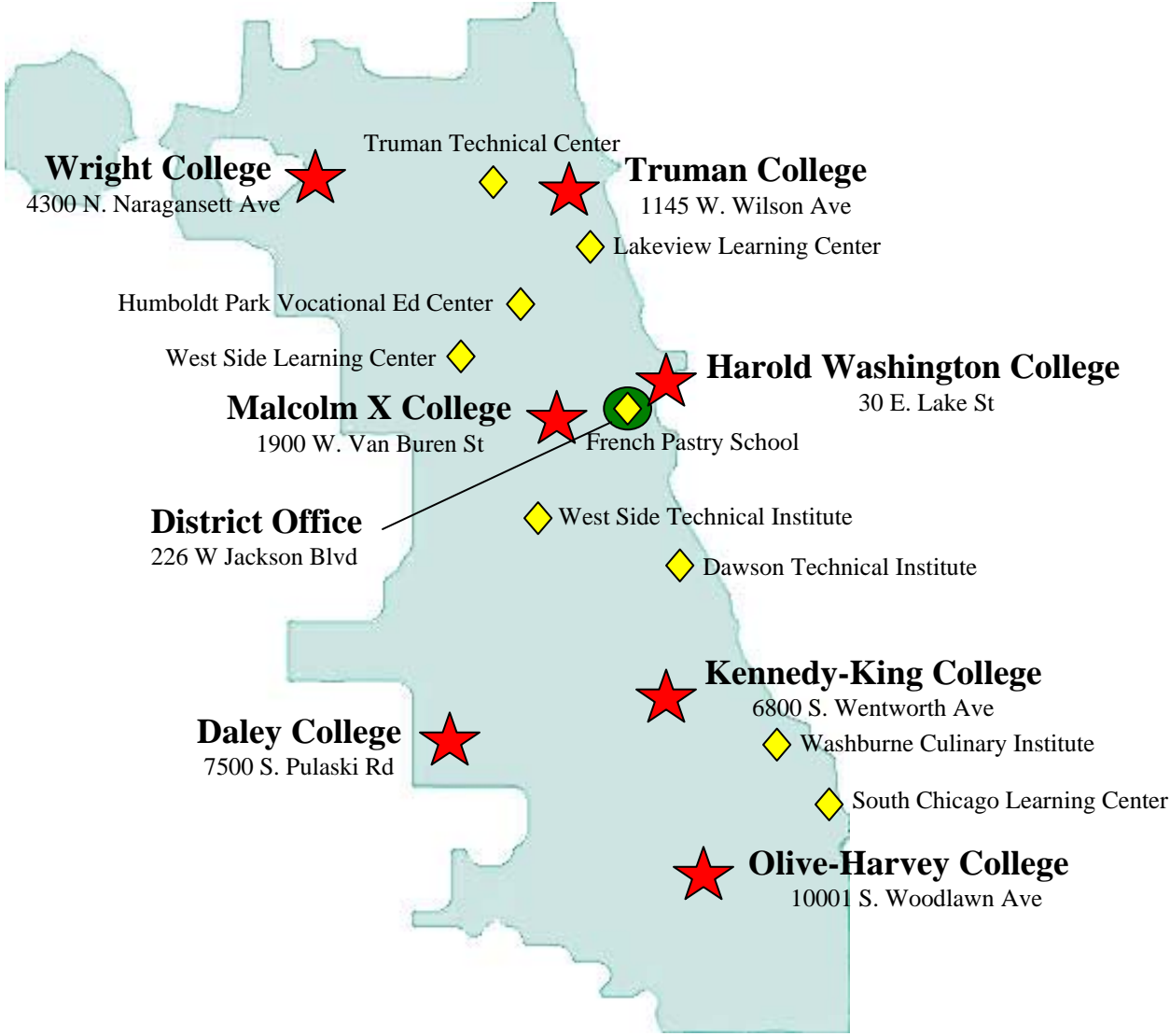
The mission of the Office of Marketing and Public Relations is to facilitate internal and external communications and to raise public awareness of programs, accomplishments, and goals of City Colleges by serving as media liaison among the Chancellor's Office, press, and the communities. The Office directs and manages advertising campaigns, distribution of publications, media relations, and communications strategies. The Director serves as the public information officer and official media spokesperson

### **Office of Intergovernmental Affairs**

The mission of the Office of Intergovernmental Affairs is to act as a liaison between City Colleges of Chicago and all levels of government. These levels include the city council, the county board, the state legislature, and the U.S. Congress. In collaboration with various city, county, state, and federal departments and agencies, the Office develops strategies for legislative issues, capital-improvement projects, and educational initiatives which further support the goals and objectives of the City Colleges of Chicago.

**MAP AND HISTORY OF  
CITY COLLEGES**

# City Colleges of Chicago



- ★ College
- ◇ Satellite Campus
- District Office

## A BRIEF HISTORY OF CITY COLLEGES

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

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

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

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

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

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

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

In 1956, the predecessor of Truman College, Amundsen Junior College, was founded. Southeast College was started in 1957 and Fenger College in 1958. In 1970, Olive-Harvey College was formed by merging Southeast College and Fenger College. Daley College (then Bogan Junior College) was founded in 1960, and Loop Junior College, the predecessor of Harold Washington College, began in 1962. By 1962, all seven junior colleges were established in Chicago.

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

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

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

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



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

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

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

As City Colleges prepares for its 95<sup>th</sup> year in operation, we look back with a sense of accomplishment. Today, we have seven colleges and seven satellite centers throughout the City of Chicago serving diverse populations. During the last five years alone, City Colleges awarded 9,509 associate degrees and 26,361 certificates and has seen 6,629 individuals complete the General Education Diploma (GED) program. As our mission states, City Colleges has provided and will always provide learning opportunities for Chicago's diverse populations to enhance their knowledge and skills through quality, comprehensive, and affordable educational programs and services.

**THE COMMUNITY  
CITY COLLEGES SERVES**

## THE COMMUNITY THAT CITY COLLEGES SERVES

The City Colleges of Chicago consists of seven colleges located throughout the City of Chicago, which encompasses 229 square miles. Chicago is the third-largest city in the United States with a population of 2,896,016 according to the 2000 census. Between 1990 and 1999, the City's population grew by 112,000; moreover, the population of the Chicago metropolitan region also increased by 869,000 (11.6%) from 1990 to 2000. The region as a whole had a total population of 8,376,601 by April of 2000 and was the third-largest metropolitan region in the country.

### Illinois's population

Year	1995	2000	2005 est	2015 est	2025 est
Population	11,830,000	12,051,000	12,266,000	12,808,000	13,440,000

### Chicago's population

Year	1970	1980	1990	2000
Population	3,362,825	3,005,072	2,783,726	2,896,016

### Population and employment for Chicago (3)

	2000 actual	2030 projection
Population	2,896,016	3,260,897
Employment	1,522,635	1,763,365

### Educational level of Chicago residents ages 25+

Year	1970	1980	1990	2000
Did not graduate high school	56.1%	43.8%	34.0%	28.2%
Graduated high school	26.5%	28.4%	24.6%	23.0%
Some college	9.3%	14.0%	21.9%	23.3%
Graduated college	8.1%	13.8%	19.5%	25.5%

Although the median income and educational level for Chicago residents continue to rise, unemployment and poverty are still unfortunately common. City Colleges provides an opportunity to reduce these problems through an education that can help prepare people who

could not otherwise afford a college education with knowledge and training that can enhance their education and help them acquire more marketable job skills.

**Percentage of people below poverty level in Chicago**

Year	1969	1979	1989	1993 est	1995 est	1997 est	1998 est	1999
Percent	14.4	20.3	21.6	27.1	22.8	21.5	20.2	19.6

**Median household income in 1999 dollars in Chicago**

Year	1969	1979	1989	1999
Income	\$36,239	\$35,112	\$35,337	\$38,625

**Unemployment rate in Chicago (4)**

Year	1970	1980	1990	2000
Percent	4.4	9.8	11.3	10.1

The City is also racially diverse. Twenty six different ethnic groups have populations with at least 25,000 members; over 100 languages are spoken; and over 130 foreign-language media outlets exist in Chicago. A foreign-born population living in Chicago in 2000 was estimated to be 21.7% of total population. City Colleges provide English and citizenship classes to many of these groups. Hispanics are the only growing sector of Chicago’s population, which offers City Colleges an opportunity to work with community leaders to try to tailor classes and curricula to their needs.

**Chicago’s ethnic composition (4)**

Year	1980	1990	2000
White, non-Hispanic	1,299,557	1,063,281	907,166
Black, non-Hispanic	1,187,905	1,076,099	1,053,739
Other, non-Hispanic	95,547	109,031	181,467
Hispanic	422,063	535,315	743,644

**Foreign-born population in Chicago (4)**

Year	1970	1980	1990	2000
Percent of total	11.1	14.5	16.9	21.7

### 1999 Ethnic groups and poverty (2)

	<b>Chicago</b>	<b>Illinois</b>	<b>U.S.A.</b>
Blacks	36.8%	15.1%	12.3%
Whites	42.0%	73.5%	75.1%
Hispanic	26.0%	12.3%	12.5%
Asian	4.3%	3.4%	3.6%
Foreign-born	21.7%	12.3%	11.1%
Language other than English spoken at home, age 5+	35.5%	19.2%	17.9%
Persons below poverty in 1999	19.6%	10.7%	12.4%

Chicago enjoys a globally diversified economy. The area is home to the headquarters for 30 Fortune 500 company headquarters; 12 Fortune Global 500; 12 Financial Times Global 500. There is a total of 98 major corporate headquarters in the area. There are about 1,500 foreign-owned firms in and around Chicago. The largest industry in Chicago is business- and financial-service sector, employing over 676,000 employees. According to Crain's Chicago Business, metropolitan Chicago's ten largest employers ranked by number of employees in 2003 are U.S. Government, Chicago Public Schools, City of Chicago, Cook County, Jewel Food Stores, State of Illinois, SBC, Advocate Health Care, United Parcel Service, and Walgreen Company.

Chicago and New York are the only two metropolises in which the majority of the office space is located downtown. According to World Business Chicago, the downtown area includes 11 Fortune 500 companies. There are 666,000 workers in downtown Chicago within walking distance of Harold Washington College. This locational advantage provides an opportunity for City Colleges to forge partnerships with businesses for employee training, to provide continuing-education courses for these workers in the subjects that they are interested in, and to offer classes to upgrade the skill sets that these workers need to adapt to changing business needs.

<b>Non-Agricultural Employment Reported by Place of Work</b>	<b>City of Chicago Total Number Employed</b>			
	<b>1990</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>
Natural Resources and Mining	870	316	366	418
Construction	36,524	27,851	27,779	29,419
Manufacturing	192,096	122,733	108,859	100,065
Wholesale Trade	74,319	46,014	42,378	40,737
Retail Trade	116,626	89,579	87,754	84,940
Transportation and Utilities	240,230	81,386	74,325	70,997
Information	44,244	48,902	47,078	43,680

Financial Activities	155,585	155,639	154,667	152,731
Professional and Business Services	220,188	244,089	229,960	223,005
Educational and Health Services	135,225	166,371	173,628	173,790
Leisure and Hospitality	88,371	105,385	102,306	104,452
Other Services	54,447	53,725	53,390	52,394
Government	NA	NA	NA	NA
Total	1,358,725	1,141,990	1,102,490	1,076,628

Chicago and the surrounding seven counties have the greatest concentration of high-tech jobs in the nation. The region has the second-largest concentration of computer software, systems and network occupations in the nation, with 30% more than Silicon Valley. The seven-county region is:

- #1 in high-technology employing 347,100 workers with \$35 billion regional high-tech output and over 7,100 companies
- #1 city for air travel – 46 non-stop international destinations (19 additional direct) and 134 domestic destinations
- #1 distribution center -- #1 truck, #1 intermodal, #1 rail, #1 air
- #1 in business services professionals -- 82% growth in employment during the preceding business cycle (1990 to 2000)
- #1 in manufacturing -- \$72.4 billion regional manufacturing output
- #1 data transmission by volume -- 10 terabytes/day
- #1 urban medical district

During the preceding business cycle (1990 – 2000), the economy in the seven-county Chicagoland area grew by nearly \$86.6 billion to \$350 billion -- an average annual growth rate of approximately 3.3%. During this business cycle, the region's population increased by over 869,000 people -- a growth rate of nearly 12%. The seven-county greater Chicagoland area has a robust economy that will provide thousands of jobs for students who are adequately prepared to join the work force.

Sources:

1. World Business Chicago
2. U.S. Census Quick Facts
3. Northeastern Illinois Planning Commission
4. HUD State of the Cities Data System (SOCDS)
5. City Colleges of Chicago Statistical Digests
6. Crain's Chicago Business

# **FY2006 STRATEGIC PLAN**

## FY2006 STRATEGIC PLAN

### **Strategic Plan Selection Process:**

The development of City Colleges' first strategic plan began in the summer of 2001. Chancellor Watson appointed a team drawn from the campuses and District Offices to participate in a planning process that would yield a strategic plan for the District, along with tactical plans to support attainment of the goals defined in the strategic plan. Since then, this planning process has become part of the annual strategic events.

The premise for the planning process is stated in the Vision Statement:

*Our vision is to be the leader among educational institutions in the delivery of quality academic and workforce development programs that enhance the quality of life for Chicago's diverse communities.*

From the vision emerged the Mission Statement, which established solid principles upon which to build strategic goals for City Colleges:

*The City Colleges of Chicago, a system of seven colleges, provides learning opportunities for Chicago's diverse populations to enhance knowledge and skills through quality, comprehensive, and affordable educational programs and services.*

This planning process was strengthened when the Annual Program and Service Analysis (APSA) was introduced in FY2004. The APSA is a collaborative process that is used to systematically evaluate the quality and effectiveness of all programs and services according to quantitative and qualitative indicators. The APSA team reviews a different set of programs, evaluating the effectiveness of the programs, and making recommendations. Based on the outcome of the APSA reports, the seven colleges and other departments are able to develop a tactical plan for each program to address challenges and enhance program quality and effectiveness. Their annual budget is a reflection of their improvement plans.

The City Colleges of Chicago prepares a Tactical Plan as part of its commitment to long-range planning. This is a short-term plan which is a product of the individual College's shared governance system and serves to guide to the delivery of programs and services. Each college's goals and objectives flow from this plan and guide budgetary decisions. This tactical plan also helps the colleges create their one-year plan.

The following four strategic goals define the framework within which the District's annual operating and capital budgets are formulated and considered for the next three to five years.

1. Improve the quality of all programs and services.
2. Expand services to meet the needs of all students and workforce partners.
3. Increase enrollment and retention.



4. Effectively utilize resources and maximize revenue opportunities.

## **Strategic Goals and Key Objectives for FY 2006**

The following is a list of some of the targeted goals proposed and adopted by the seven colleges and other departments for Fiscal Year 2006. The complete list is available in the supplementary document, "FY2006 Annual Plan."

### **1. Improve the quality of all programs and services**

- The FY2006 scope of APSA will include the Adult Education program. In FY2006, members of the APSA adult education committee will develop quality indicators and measures of effectiveness. In addition to the credit, vocational skills, and continuing education program profiles and comparisons, a profile for Adult Education will be developed as well. Financial indicators of effectiveness will be developed for all programs. The Finance Department will complete the APSA District Office direct overhead allocation and work with the APSA Committee to identify a direct college overhead allocation, to be used in the specific program analysis in the APSA process.
- All of the colleges will continually monitor and enhance the quality of program offerings being provided for their students. New programs, services, and systems will be assessed in an effort to assure that all community needs are being met.
- The recruitment and retention of high-caliber, dedicated faculty will be addressed on an on-going basis. This objective will be overseen by associate deans at the seven colleges. Professional development and computer literacy will be learning tools to be used to help further the skill sets of our faculty.
- Pilot programs in English and mathematics, designed for developmental education will be designed by the Truman College administration and an honors program will be developed and piloted at Malcolm X College in FY2006.
- The City Colleges of Chicago will continue to administer the Collegiate Assessment of Academic Proficiency Test published by ACT, and also continue its participation in the Student Achievement in Reading program.

### **2. Expand services to meet the needs of all students and workforce partners**

- The Center for Distance Learning, an on-line alternative to classroom learning, will be further enhanced in FY 2006. The program is housed at Harold Washington College, but all City Colleges participate in this program. The district

invested \$880,000 in FY 2005 and has budgeted \$1.1 million in FY 2006 to further support the enhancement of on-line learning.

- Harold Washington College will continue to monitor the Center for Distance Learning curriculum to assure that it meets or surpasses the “land based” course curriculum.
- Partnerships with community business and industry will continue to be fostered in FY2006. Collaborative experimentations with various trade organizations will be pursued in an effort to expand our relationships with business and industries while offering apprenticeships programs and entrepreneurship-training programs.
- A Nursing and Allied Health Services program is under development at Truman College during FY 2006. Additionally, Malcolm X College is implementing phase II of the Customized AAS Degree in Nursing in partnership with John Stroger, Jr. Hospital.
- Harold Washington College will develop an advanced certificate in hospitality program, a music-technology program, and advanced paralegal program which will be ABA approved.

### **3. Increase enrollment and retention**

- Academic Affairs and the seven colleges will provide educational leadership to business and industries as well as area private and public elementary and high-school students to foster a long-term partnership with the colleges.
- All City College recruitment events will be included on the academic calendars of the Chicago Public Schools.
- The City Colleges intend to create a better community for its students by providing programs and services that help transition students into the college environment.
- The District’s commitment to student tutoring will be expanded in FY 2006. The district’s tutoring initiative for FY 2005 provided \$1.4 million to enhance its program by expanding hours and updating technology in all tutoring labs. The colleges have collectively budgeted \$1.9 million in FY 2006 to support tutoring programs.
- Student retention rates will be addressed through the increased exposure of college advisors at each college. Colleges currently employ 46 advisors and have plans to increase the number by 8 new hires in FY2006.

- Washburne Culinary Institute will add evening culinary classes in FY2006 and also open a restaurant/catering service which will allow current students the opportunity to further their career-development skills.
- Wright College will continue to offer conversational English for non native speakers and intensify the English as a second language program.

#### **4. Effectively utilize resources and maximize revenue opportunities**

- City Colleges will continuously work hard to diversify current revenue sources and maximize grant funding to relieve pressure on operating funds. The existing fee structures currently being charged for application fees, laboratory fees and special interest tuition will be reviewed. A slight increase in these fees could produce an additional \$1.1 million or 2% of total revenues.
- State funding for City Colleges has been declining for the past 5 years, primarily because of a loss of the Equalization Funding and Special Population Grant. City Colleges was able to secure a one-time \$15 million grant for FY2005 and FY2006. In an effort to secure a stable state-funding formula, the district will continue to lobby state legislators for a permanent formula change in the Equalization Funding which will guarantee a fair share for City Colleges.
- All seven colleges are committed to administering and documenting progress tests and student outcome data to qualify for state performance funding for adult education.
- All seven colleges are committed to maximizing the use of resources through academic management. They plan to maximize student enrollment per classroom and minimize course delivery unit cost.
- All seven colleges and departments plan to secure additional funding from private foundations, private firms, state, and federal sources for course design, development, delivery, and support.
- Office of Finance will maximize its investment income through prudent but efficient cash management and investment strategy.
- WYCC plans to increase local radio and television revenues by increasing membership, underwriting, grants, and production services.

**FY2005  
ACCOMPLISHMENTS**

## **FY2005 ACCOMPLISHMENTS**

The City Colleges of Chicago is engaged in a system-wide strategic planning process which sets the direction of the organization over the next five years. The colleges developed the annual tactical plan to measure progress in achieving the goals and objectives it had defined. The following is a synopsis of the FY2005 accomplishments based on the four strategic goals adopted in FY2002.

### **1. Improve the quality of all programs and services**

The Office of Information Technology completed wiring at all of the Colleges adding over 2,200 new data locations and over 100 wireless points of access at the colleges.

In FY2005, a total of 475 credit, vocational skills and continuing education programs were reviewed and recommendations given by the APSA team. Program profiles and profile comparisons were produced for all programs, which contained data on enrollment and completion trends, unit costs, student demographics, academic information, graduate outcomes, student satisfaction and employment projections. As a result of these reviews, colleges developed an improvement plan for each program to address challenges and enhance program quality and effectiveness. The APSA recommendations included that 83 were eligible for inactivation and 64 programs were recommended for withdrawal.

The Office of Academic Affairs implemented a seamless credential review pre-hire process for all part-time teachers.

The Collegiate Assessment of Academic Proficiency (CAAP) examination measures our students' knowledge levels in math, science, and critical thinking and allows the comparison of our students with national average. Harold Washington, Kennedy-King, Malcolm X, and Wright Colleges adopted the test to measure the effectiveness of their education in FY 2005.

The Pharmacy Technology Program, which was taught at Malcolm X College, was given accreditation status by the American Society of Health-Systems Pharmacists.

Olive Harvey College began the planning process to expand programs in the healthcare including respiratory care and radiology. In addition, the college made similar strides in graphic design, theatre arts and journalism.

Daley College held 34 adult-education orientation sessions, 63 adult-education evaluation sessions, and held 118 adult-education staff development activities to ensure that the adult-education program is continuously improved.

In an effort to continue its tradition of empowering their students, Daley College initiated a career-path program at West Side Technical Institute to assist the student entering the vocational-skills program.

The Cosmetology and Home Appliance programs were revised in an effort to speed up the graduation time and increase employment opportunities for students enrolled in these programs at Truman College.

Truman College implemented a comprehensive assessment of writing and critical thinking program across all disciplines in an effort to sample student writing and assist in their improvement.

The Illinois Community College Board rendered final approval for a new 15-semester credit hour Transit Management Certificate program at Harold Washington College.

Olive Harvey continues to move forward with its technology-enrichment initiative, installing 183 new computers in 10 computers laboratories, and 39 wireless access points campus-wide.

Based upon ACT CAAP Exam, Wright College students once again have tested above the national averages in the areas of math, science and critical thinking.

## **2. Expand services to meet the needs of all students and workforce partners**

A pilot program for a customized AAS Degree in Nursing was created and implemented at Malcolm X College. This program was developed in partnership with John Stroger, Jr. Hospital. This program enables current Stroger Hospital employees to attend the nursing program at Malcolm X.

Through the Chicago Manufacturing Campus project, 1,100 Chicagoans are being hired at family-sustaining wages with benefits. Over 300 of the participants received training through CCC.

Malcolm X College provided advising, tutoring and financial aid assistance to over 1,700 students through the TRIO Upward Bound and TRIO Talent Search Grant programs.

Advising sessions for Adult Education students with special needs were conducted at Daley College which helped this population properly enroll in the appropriate courses.

A partnership with Northeastern Illinois University's Linguistics Department was developed in an effort to provide Tutors for Adult Education students at Truman College.

A partnership between the Chicago Housing Authority and Truman College was developed to encourage residents to enroll into the Cosmetology program.

Truman College developed new programs in Bioinformatics and Automotive Technology, which offers both advanced and basic certificates and an AA in Art Teaching.

Kennedy King College has established the Construction Technology Center at the Dawson Technical Institute offering programs in plumbing, cement masonry, bricklaying, drain-laying, home remodeling, and fire protection.

The Office of Academic affairs began expansion of the training component for the ACT Testing Center, located at the district office.

### **3. Increase enrollment and retention**

In an effort to increase enrollment and retention, both Truman and Daley Colleges hosted Health Career Fairs, a Financial Aid Fair and an Educational Awareness Day involving about 3,000 high-school students, adult education students, and GED graduates. 83 students completed their financial aid application on-line during this fair at Daley College.

Daley College successfully transitioned 778 students to college-credit and career programs.

The Office of Information Technology activated a new self service registration system for basic on-line and off campus registration for returning students.

Truman College developed a partnership with Illinois State University and the Chicago Public Schools, titled 2+2+2, to encourage women to enter the areas of math and science.

In collaboration with the City Treasurer's Office, the Office of Career Programs launched the "Our Money Matters" Phase II curriculum. The press reception was attended by 25 phase I alumni and 75 business partners.

The Office of Academic Affairs facilitated a partnership among Daley College, Ford Motor Co., United Autoworkers, and the Illinois Institute of Technology. Ford agreed to moving apprenticeship programs into Daley College for two or more Associate Degree in Applied Science that will Transfer to IIT for the B.A..

Eight of the eleven Automotive Technology students were hired by the Chicago Transit Authority as bus repairers upon the completion of a five-week intensive internship program. Kennedy-King students have the highest hire rate of any training program conducted by the CTA for bus repairers over the last seven years.

The completion of the kitchen facilities, located on the second floor of the District Office, has enabled the "French Pastry School" program to double its enrollments from 64 to 128 students per year at Kennedy-King College.

Malcolm X College completed Phase I of an extensive campus renovation project, which will provide students with updated learning tools and allow the college to achieve major efficiencies at the facility.

#### **4. Effectively utilize resources and maximize revenue opportunities**

The Office of Development was able to secure \$50,000 from Waste Management to purchase equipment for the Physical Science and Biology Departments at Olive Harvey.

The Student System module of PeopleSoft was tested and implemented during the FY05 Summer term at all colleges in the City Colleges.

Truman College received a \$1.1 million TRIO Grant to increase the graduation rates of low-income and first-generation college students with disabilities.

Truman College received a \$3.4 million Title V Cooperative Grant with St. Augustine College to improve retention through the use of studio classes.

Kennedy Kings' Business & Industry Services department successfully trained current workers from five minority owned printing companies in graphic communication through a grant from the Illinois Department of Commerce and Economic Opportunity.

The Foreign Language /ESL Department at Harold Washington College presented its 3<sup>rd</sup> annual "Dare to Share" seminar. The program was a one-day workshop where department members met and shared insights from recently attended conferences and best-practice models.

Kennedy-King College implemented the second year of a three-year Bridges to Baccalaureate Project as the lead partner with Malcolm X and Daley Colleges. The program, funded annually at \$240,000 by the National Institute of General and Medical Sciences (NIGMS), is designed to help students transfer seamlessly from City Colleges to science or medical programs at the University of Illinois at Chicago.

The Office of Administrative Services secured a \$500,000 energy grant in recognition of conservation improvements implemented by City Colleges.

During FY 2005, the Office of Development garnered income of \$224,000 on behalf of the City Colleges of Chicago Foundation.

In FY2005, City Colleges secured four years of labor agreement with its largest union, Local 1600. Based on the new contract, new faculty members will teach more hours than the existing faculties.

Through the contractual negotiation with the unions, City Colleges was also able to reduce the health-care cost through higher employee contributions, higher deductibles and co-payments, and lower health-care service fee coverage. These changes will contain healthcare cost for a few years.



# **FINANCIAL POLICIES**

# FINANCIAL POLICY

## Financial Goals

In 2001, City Colleges established Four Strategic Goals to achieve its mission; Strategic Goal Four addresses the budget and financial planning strategy: *effectively utilize resources and maximize revenue opportunities*. Based on this strategic goal, the following financial goals have been set:

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

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

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

City Colleges considers a balanced budget an essential step toward achieving the first financial goal. The rigor required by a balanced budget, as defined below, demands the responsible pursuit of the mission of the City Colleges. Financial Goals Two and Three are actually techniques that help pursue Strategic Financial Goal One.

## Definition of Balanced Budget

Although the Illinois Public Community College Act does not require community colleges to adopt a budget in which the total expenditures equal the total resources, the City Colleges of Chicago strives to budget within its financial means and achieve a balanced budget.

City Colleges defines a balanced budget in two ways. First, a balanced budget occurs when the total sum of money that 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. Second, budgeted expenditures may exceed budgeted revenues as long as the total resource budget, which includes the beginning fund balance, is sufficient to cover the total budgeted expenditures. However, running operating deficits year after year creates a dependence on non-recurring resources that is not sustainable.

The second definition of a balanced budget must take into account 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 how it will budget responsibly.

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 expenditures of current resources, and an unappropriated fund balance available only for unforeseen uses, such as compensating for cuts in State funding or paying for special projects which have not been identified in the strategic plan.

## **Budget Amendment**

Illinois Public Community College Act (110 ILCS 805/7-13) authorizes the Board to make additional or supplemental expenditures rendered necessary to meet emergencies or unforeseen changes. After the adoption of the annual budget, the Board may, by a vote of 2/3 of its voting members, pass an additional or supplemental budget, thereby adding appropriations to those made in the annual budget and such supplemental or additional budget is considered an amendment of the annual budget for that year. However, any supplemental appropriations made may not exceed the total revenues which the Board estimates it will receive in that year from State appropriations, from federal funds, and from any increase in the authorized tax rates above the monies which the Board, at the time of the adoption of its annual budget for that year, estimated would be received from those sources.

## **Basis of Budgeting**

City Colleges' fiscal year starts July 1 and ends June 30. The budgeting and accounting policies of City Colleges are based on generally accepted accounting principles (GAAP) recognized in the United States as well as those prescribed by the Illinois Community College Board (ICCB). The Governmental Accounting Standards Board (GASB) is the accepted standards-setting body for establishing accounting and financial reporting principles. These governing bodies require accounting by funds so that limitations and restrictions on resources can be easily explained.

Budgets are presented using the modified accrual basis of accounting. Revenues are recognized when they become measurable and available as current assets. Expenditures are generally accounted for using the modified accrual basis of accounting and are recorded when the related liability is incurred.

The budgetary basis of accounting differs from generally accepted accounting principles (GAAP) in three ways. First, summer-school tuition revenues and related costs are assigned to the fiscal year that the majority of instruction took place in accordance with the ICCB, but not a GAAP principle. Second, purchases of capital and equipment are budgeted as expenditures, while corresponding depreciation is not budgeted. Depreciation is recorded in the Investment in Plant Fund. Equipment expenditures greater than \$5,000 are capitalized in the fixed asset fund and will be eliminated from the statement of revenues, expenses, and changes in net assets.

## **Fund Groups**

To control the budget and to comply with legal regulations, accounts are organized into funds and account groups, each of which is considered a separate accounting entity. Expenditures within each fund are further delineated by function and object to more fully reflect the planned activities of the fund.

City Colleges adopts legal budgets for all governmental fund types. Working Cash and Investment in Plant are not budgeted; however, they are audited to insure compliance with budgetary control and financial accountability. Investment in Plant serves as a fund to record the value of plant assets, and Working Cash Fund accounts for the proceeds of working cash bonds.

<b><u>Fund Type</u></b>	<b><u>Fund</u></b>	<b><u>Fund #</u></b>
Governmental		
Unrestricted	Education	00003
	Operations and Maintenance	05501
	Auxiliary / Enterprise	07xxx
Restricted	Restricted Purpose Grants	21000
	Audit	04001
	Liability, Protection, and Settlement – Tort	05001
	PBC Operation and Maintenance	06xxx
	Working Cash	8500x
Debt-Service Fund	Bond, Interest, and Related Fees	93501-2
Capital-Projects Fund	Restricted Operations and Maintenance	92xxx
Plant	Investment in Plant	94501

The level of budgetary control is established for each individual fund rather than for the fund group and within the fund by object and program. City Colleges also maintains an encumbrance-accounting system as one technique of accomplishing budgetary control. Encumbered amounts can lapse at the end of each year.

## **Budget-Transfer Guidelines**

- By law, all transfers requiring Board approval will be reported at the monthly Board meeting.
- Transfers within the same fund, same program, and same object group do not require Board approval. As an example, the transfer of Materials & Supplies or Contractual

Services from the English Department for Instructional Program to Supplies or Services in the Biology Department for Instructional Program is permitted.

- Transfers may be made prior to Board approval if the transfer is greater than \$1,000 and less than \$10,000 within the same unrestricted fund and within the following cost centers: Materials & Supplies, Contractual Services, and minor Capital Outlay. These transfers will be reflected in the subsequent Board report.
- The President or Vice Chancellor of the College or District Office must approve in writing a transfer above \$10,000 and below \$25,000 within Materials and Supplies, Contractual Services, and minor Capital Outlay and within the same unrestricted fund prior to a fund transfer.
- The Vice Chancellor of Finance or designee must approve a transfer above \$25,000. A written request must include a detailed explanation of the transfers.
- No transfers may be made between funds, such as the Operations and Maintenance Fund and the Education Fund. No transfers will be made between any of the statutory funds supported by property taxes.
- No transfers may be made between Instructional Salaries, Non-Instructional Salaries, and Fringe Benefits without prior Board approval.
- No transfers to reduce Utility and Bad Debt/Waivers will be permitted.
- All restricted fund transfers meeting the transfer requirements and/or guidelines set by the granting agency are permitted without prior Board approval. All transfer information must be submitted to the Budget Department for review. A transfer made without approval or against the requirements set by the granting agency will be reversed and notification will be sent.
- A transfer made without permission will be reversed and notification given.

## **Basis of Accounting**

For accounting and financial reporting purposes, City Colleges is classified as a special-purpose government engaged in business-type activities. Therefore, the District's financial statements are reported using the economic resources measurement focus and the accrual basis of accounting.

Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the years for which they are budgeted. Grants and similar items are recognized as revenue as soon as eligibility requirements imposed by the grantors have been met. For both budget and financial reporting, summer-session revenues and expenditures are deferred and reported in the succeeding fiscal year in which the program is predominantly conducted. This is considered an immaterial difference from accrual accounting, primarily because it is consistently applied from year to year.

**Cash and Cash Equivalents**

All highly liquid investments with a maturity of three months or less when purchased are considered to be cash equivalents except Illinois Funds and money-market mutual funds, which are treated as investments.

**Investments**

All investments are carried at fair value.

**Receivables**

All receivables are expected to be received within one year.

**Prepaid Items**

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items.

**Capital Assets**

Capital assets include buildings, property, equipment, and infrastructure assets. Capital assets are defined as assets with an initial unit cost of \$5,000 or more and an estimated useful life in excess of three years. Renovations to buildings that extend the useful life of the building are capitalized only when the cost is over \$200,000. Such assets are recorded at historical cost and depreciated over their estimated useful lives (excluding salvage value). Donated capital assets are recorded at their estimated fair value at the date of donation. Estimated useful life is management's estimate of how long the asset is expected to meet service demands. Straight-line depreciation is used based on the following estimated useful lives:

Buildings and improvements	20 – 50 years
Furniture and equipment	5 – 10 years
Improvements other than buildings	20 years

**Deferred Revenue**

Deferred tuition revenue represents that portion of tuition and other fees received before June 30, 2006, but applicable to summer 2006 sessions occurring after June 30, 2006. Deferred government claims and grants represent monies received before all eligibility requirements imposed by the provider have been met.

**Property Taxes**

Property taxes are levied each year on the basis of the equalized assessed values in the District as of January 1 of that year. Assessed values are established and property taxes are billed and collected by Cook County. As a result of the Property Tax Extension Limitation Law imposed by Illinois Public Act 89-1, the annual growth in total property-tax extensions in the operating funds is limited to either 5% or the percentage increase of the Consumer Price Index, whichever is less. A reduction for collection and refund losses, based on historical collection experience, has been provided to reduce the taxes receivable to the estimated amount to be collected.

Property taxes are recognized as revenue in the years they are budgeted. The property-tax levy to be passed in December, 2005, is recognized as a receivable for the year ended June 30, 2006. 50% of this levy is revenue in FY2006 and the other 50% of the levy is revenue for FY2007.

### **Classification of Revenues and Expenses**

Operating revenues include activities that have the characteristics of exchange transactions, such as (1) student tuition and fees and (2) sales and service fees. Non-operating revenues include activities that have the characteristics of non-exchange transactions, such as local property taxes, state appropriations, and most federal, state and local grants and interest. Operating expenses include the costs of providing educational services and daily administrative expenses. Expenses not meeting this definition are reported as non-operating expenses.

### **Requisitions**

Non-compensation expenditures are generally processed via a requisition form. Goods or non-professional services are typically purchased from the vendor who can provide the required goods at the lowest price available. The Business Office or the originating department must solicit at least three bids for items between \$1,000 and \$10,000, one of which should be a certified minority- or woman-owned business. Bids for items between \$1,000 and \$2,500 may be obtained by telephone and/or in writing from the vendor quoting prices. Copies of written bids are required for items exceeding \$2,500 and up to \$10,000. Once bids are received, the lowest responsive bidder is selected for contract award by the Business Office or the originating department.

### **Purchase Orders**

Once the above process is completed, the Business Office will prepare and issue a purchase order.

### **Encumbrances**

Once purchase orders are approved, they are encumbered against the current year's funds. Encumbrances reduce the balance of budgetary funds available for future expenditures. While salaries cannot currently be encumbered, several other controls exist to prevent over-expenditure in these areas.

# **FUND DESCRIPTIONS**



# **CITY COLLEGES OF CHICAGO FUND DESCRIPTIONS**

## **OPERATING FUNDS**

The operating funds are those that support ongoing services, programs, and daily operations. They consist of the current unrestricted and current restricted fund groups. The current unrestricted funds represent the Education Fund, the Operations and Maintenance Fund, and the Auxiliary/Enterprise Fund. The current restricted category includes the Audit Fund, the Liability, Protection, and Settlement Fund, the PBC Operations and Maintenance Fund, and the Restricted Purposes Fund for budgetary purposes.

## **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 is 17.5 cents per \$100 of equalized assessed valuation (EAV). This Fund is used to account for revenues and expenditures 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.

## **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 at five cents per \$100 of EAV. This Fund is used to account for expenditures for the construction, acquisition, repair, and improvement of community college buildings; 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 incident 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 Enterprise Fund is used to account for college services where a fee is charged and the activity is intended to be self-supporting. Examples of accounts in this Fund include food service, bookstore, intercollegiate athletics, non-credit instruction, and contract training.

## **AUDIT FUND**

The Audit Fund is established by 50 ILCS 310/9 of 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. This fund is used to account for this levy and the related audit 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 expenditures include the tort liability, property insurance, Medicare taxes, Social Security taxes (FICA), and unemployment insurance. In addition, a portion of campus security and the salaries for 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.

### **PBC OPERATIONS AND MAINTENANCE FUND**

The PBC Operations and Maintenance Fund is similar to Operations and Maintenance Fund; the only difference is that this Fund accounts for expenditures for the improvement, maintenance, repair, and daily operation of buildings and property owned by the Public Building Commission of Chicago. The Fund can also pay for rental of buildings and property for community and college purposes; salaries of custodians, engineers and related support staff; all costs of fuel, lights, gas, water, telephone services and custodial supplies and equipment; and the costs of professional surveys of the condition of college buildings.

### **RESTRICTED PURPOSES FUND**

The Restricted Purposes Fund is used for the purpose of 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.

### **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 proposes.

### **DEBT SERVICE FUNDS**

The Debt Service Funds are used to account for payments of principal, interest, and related charges on any outstanding bonds or debt. City Colleges has two kinds of bonds outstanding currently: PBC revenue bonds issued for the construction of college buildings and Series 1995 alternate revenue bonds issued to retire a prior note payable.

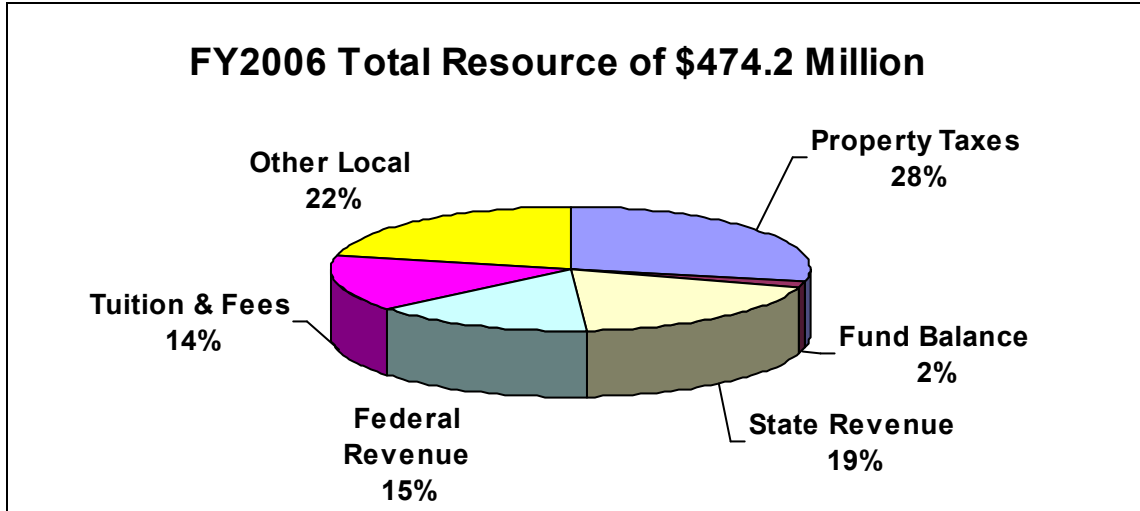
### **WORKING CASH FUND**

The purpose of the Working Cash Fund is to lend the Colleges operating cash to meet operating expenses while waiting for the receipts from revenues. The Board of Trustees votes on a resolution to allow the College Treasurer to borrow from this Fund. In general, it is the Colleges’ policy to repay this fund from property-tax receipts. Because of its nature, this Fund is not subject to appropriation.

# **REVENUE SUMMARY**

## FY2006 RESOURCE OVERVIEW ALL FUNDS

The FY2006 resources budgeted for all funds are \$474.2 million, an increase of \$47.7 million over the FY2005 budget of \$426.5 million. The total resources for FY2006 consist of current revenues of \$466.5 million and a prior-year fund balance of \$7.7 million. Included in the revenues is \$57.1 million of federal and state student financial aid, half of which passes through to students. Other financing sources are not used to balance the budget for FY2006.



The total operating resources of \$357.4 million for FY2006 comprise \$239.4 million of unrestricted funding and \$118.0 million from restricted sources. The operating resources represent an increase of \$23.0 million in unrestricted funds compared with FY2005. Of the total increase, \$17.1 million is budgeted in the Education Fund. A tuition increase of \$5 per credit hour generates \$5.1 million of \$17.1 million. Increasing property taxes to the tax cap will enhance the Education Fund revenue by \$4.5 million over the FY2005 budget. The good economy is anticipated to increase Personal Property Replacement taxes by \$3.6 million. The FY2006 total state revenue will see an increase of \$1.9 million over FY2005. Increases in other sources account for \$1.5 million. The increase of \$10.2 million in restricted funds results primarily from an accounting change: the \$10.8 million of the Illinois Monetary Award financial aid program is budgeted for in FY2006, while it was not budgeted in the past.

Capital spending is mostly funded through an intergovernmental agreement with the City of Chicago. The City of Chicago issued 30-year bonds in 1999 for capital projects at City Colleges. City Colleges plans to complete 18 projects worth \$77.4 million in FY2006, which will be paid for from the 1999 bonds. The detail is described in the Capital Budget section.

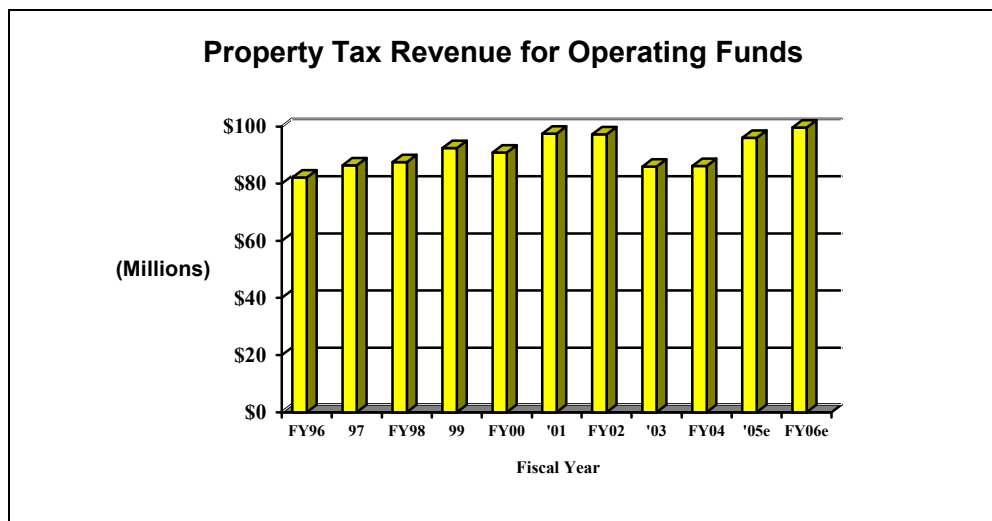
The Debt Service Funds will require a total resource of \$39.4 million: \$31.1 million of property tax revenues, prior-year fund balance of \$4.1 million, and the \$4.2 million of the Personal Property Replacement Taxes. This total represents an increase of \$0.4 million over the FY2005 debt-service requirement.

## Revenues in Operating Funds

### 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 41.6% of operating revenues for the City Colleges of Chicago. The Education Fund tax rate cannot exceed \$0.175 per \$100 of equalized assessed value (EAV); the maximum tax rate for the Audit Fund is \$0.005; the Operation & Maintenance Fund is under the cap of \$0.05. Property-tax rates for the Tort Liability and PBC Operation & Maintenance Fund are not limited by law, but are also subject to the tax cap.

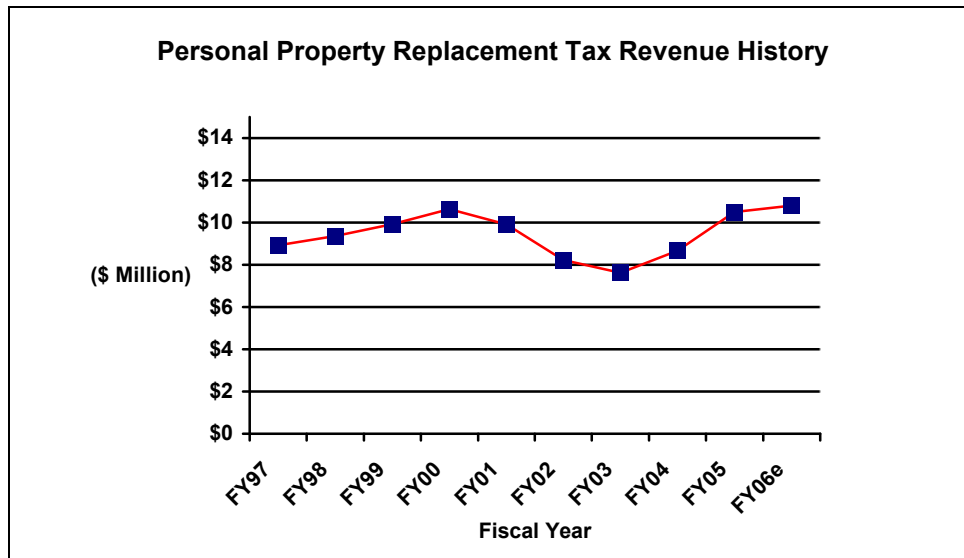
As a result of the Property Tax Extension Limitation Law (PTELL) imposed by Illinois Public Act 89-1, the annual growth in total property-tax extensions in the operating funds is limited to either 5% or the percentage increase of the Consumer Price Index (CPI), whichever is less. In addition, City Colleges is required to apply prior-year EAV to calculate the legally allowable levy increase in the Operating Fund. The most that can be raised is the maximum tax rate multiplied by the prior-year EAV. The property-tax cap, combined with statutory property-tax rates and the prior-year EAV, restricts the growth in property-tax revenues. The chart below shows the historical trend in property-tax revenue for operating funds for the past ten years.



The total property tax revenues for operating funds are projected at \$99.6 million in FY2006, an increase of \$3.6 million over the FY2005 revenues. City Colleges is expected to increase the calendar year 2004 levy by 1.9% and 2005 levy by 3.3% for operating funds. Additionally, another one percent will be added to account for the growth in new property. Property-tax revenues in the budget are equal to half of 2004 levy and half of the 2005 levy, net of loss in collection and refund. Allocations of the revenues are as follows: the Education Fund: \$72.9 million; Operations & Maintenance: \$22.5 million; the Liability Protection Fund: \$3.7 million; and the Audit Fund: \$0.5 million. In addition, \$31.1 million of property tax revenues will support PBC lease debt service payments, the levy of which is outside the tax cap.

## Personal Property Replacement Taxes

The Personal Property Replacement Taxes (PPRT) include an additional state income tax on corporations and partnerships, a tax on businesses that sell gas or water, a 0.5% fee on all gross charges for telecommunications services excluding wireless services, and a per-kilowatt tax on electricity distributors. PPRT replaces lost revenues resulting from the abolishment of the corporate personal property taxes. 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 district's share of personal property 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. Effective in 1996, a portion of the revenue from the Replacement Taxes is pledged to the payments of debt service on Series 1995 bonds. City Colleges needs to allocate \$4.2 million of PPRT revenues to pay for debt services in FY2006.

According to the Illinois General Assembly's Commission on Government Forecasting and Accountability, the net corporate income tax revenue will grow by 4.1% for FY2006. Based on this growth assumption, PPRT revenues are estimated at \$10.8 million in FY2006, an increase of \$0.3 million or 3.2% over the FY2005 receipts of \$10.5 million. Out of \$10.8 million, \$4.2 million is pledged to make debt-service payments for bonds, while the residual balance of \$6.6 million will be deposited into the Education Fund.

## Tuition and Fees

The Board approved by resolution in February of 2004 a tuition increase from \$62 to \$67 per credit hour commencing with the Summer 2005 Semester. The increase in tuition and fees in FY2006 primarily resulted from this \$5 tuition increase. Fees were not increased. The table below summarizes these tuition and fees generated by City Colleges:

### Tuition and Fees Comparison

(In Millions)	FY2005 Actual	FY2006 Budget	Dollar Change	Percent Change
Kennedy-King	\$8.8	\$10.1	\$1.3	14.8%
Harold Washington	14.2	15.7	1.5	10.6%
Malcolm X	7.1	7.2	0.1	1.4%
Truman	9.0	8.3	(0.7)	(7.8%)
Olive Harvey	5.6	5.8	0.2	3.6%
Daley	8.0	8.8	0.8	10.0%
Wright	11.7	12.5	0.8	6.8%
General Appropriation	0.0	0.3	0.3	
<b>TOTAL</b>	<b>\$64.4</b>	<b>\$68.7</b>	<b>\$4.3</b>	<b>6.7%</b>

As a result of demographic changes in the city, overall enrollment at the City Colleges for the past five years has been declining. However, reflecting the City College's strategic effort to offset the reduction in adult education credit enrollment, credit hours generated by baccalaureate and general academic classes have been increasing. In FY2005, City Colleges experienced a 3.2% decrease in fall 2004 and spring 2005 credit hour enrollment. For FY2006, City Colleges anticipates a decrease of 2.8% in credit hour enrollment, primarily in adult education programs. The tuition revenue of \$0.3 million budgeted in General Appropriation represents an allowance for unexpected growth in tuition and fees.

### Other Local Revenues:

Total miscellaneous local revenue for FY2006 is budgeted at \$2.9 million, which represents an increase of \$0.3 million over the FY2005 budget. This increase comes from investment earnings as interest rates are anticipated to go up further. The interest income from the investment of cash is estimated at \$1.8 million for FY2006. In addition to interest income, included here is \$0.7 million from the rental of the Board-owned property and other miscellaneous revenue of \$0.5 million.

## State Revenues – Unrestricted Grants

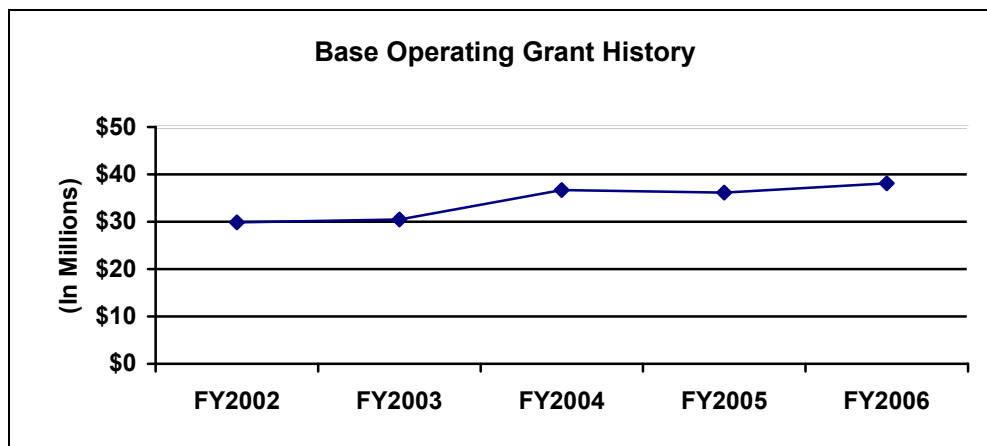
FY2006 state revenues for unrestricted purposes will rise from \$52.6 million in FY2005 to \$54.5 million in FY2006. The \$1.9 million increase is primarily driven by the additional credit hours generated by the adult education in FY2004, which have increased the Base Operating Grant reimbursement in FY2006. All unrestricted state revenues for City Colleges are allocated by the Illinois Community College Board (ICCB). The table below contains the five-year history of unrestricted state revenues:

### FY2006 Unrestricted State Revenues

(In Millions)	Actual FY2001	Actual FY2002	Actual FY2003	Actual FY2004	Actual FY2005	Estimate FY2006
Base Operating	\$33.7	\$29.9	\$30.5	\$36.7	\$36.2	<b>\$38.2</b>
Square Footage Grant	0.4	0.4	0.4	0.5	0.4	<b>0.4</b>
Equalization Grant	16.8	16.2	9.9	1.5	0.0	<b>0.0</b>
Additional Grant	0.0	0.0	0.0	0.0	15.0	<b>15.0</b>
Career & Technical	1.2	1.2	1.3	1.2	1.0	<b>0.9</b>
One-time Grant	0.0	0.0	5.0	0.0	0.0	<b>0.0</b>
CORE Grant	0.0	0.0	2.0	0.0	0.0	<b>0.0</b>
<b>TOTAL</b>	<b>\$52.1</b>	<b>\$47.7</b>	<b>\$49.2</b>	<b>\$39.9</b>	<b>\$52.6</b>	<b>\$54.5</b>

### Base Operating Grant:

The ICCB computes and awards this grant, which is based on eligible credit hours earned in the year two years prior to the current year multiplied by the current year reimbursement rate. The FY2006 state-wide funding for this source remains constant at \$189.5 million, while certified credit hours for FY2004 have increased. As a result, the reimbursement rate per hour has declined from \$33.63 in FY2005 to \$31.20 per credit hour in FY2006. Despite the reduction in the state reimbursement rates in FY2006, City Colleges will see a small increase of \$2.0 million in the FY2006 Base Operating Grant primarily because of the higher unrestricted credit hours generated in adult education.





Credit hours generated in FY2004 at mid-term for each semester in total were 1,244,587. Of these hours, 1,070,621 will be reimbursable from the State of Illinois in FY2006. The FY2004 total reimbursable credit hours exceeds the FY2003 hours by 155,105. The \$2.0 million increase in this grant will be offset by the \$1.8 million reduction in the State Adult Education Performance Grant. As a result of stringent immigration regulations recently put in place, the adult education population has been declining and City Colleges anticipates a decline in this funding source in the out-years unless the state-wide funding goes up.

### **Square Footage Grant:**

The ICCB awards this grant for each community college based on the gross square footage of college buildings. The seven City Colleges total 4.1 million square feet, which will generate \$429,471 in FY2006.

### **Additional Grant:**

To compensate for the lack of Equalization Grant funding, the State awarded the City Colleges a \$15.0 million one-time grant again for FY2006 instead of a permanent funding formula change. The District's FY2005 Equalization Grant amounted to \$50,000, compared to \$16.8 million in FY2001. *This significant decline was caused by the flawed Equalization Grant formula which does not account for the effect of tax caps imposed by PTELL.* The district will work hard again next year to ensure a fair and equitable funding formula change for the Equalization Grant.

### **Career and Technical Grant:**

The Career and Technical Education Grant supports enhancing instruction and academic support activities to strengthen and improve career and technical programs and service. The grant strives to keep career and technical programs current; to prepare students for their chosen careers; and to provide a well-trained work force for employers. This formula grant is based on credit hours generated in the area of business and occupational programs two years prior to a budget year. Although this grant encourages instructional spending for career programs, it does not impose spending restriction. Because of a slight decline in the business/occupational credit hours, City Colleges will receive \$0.9 million in FY2006, a decrease of \$0.1 million from the FY2005 level.

## Grants – Restricted

City Colleges receives restricted operating grants dedicated for special purposes from local, state, federal, and private agencies. These grants are accounted for in the Restricted Purposes Fund. The Illinois Community College Board allocates and distributes many of these grants. Additionally, City Colleges serves as a pass-through for federal student aid, administering collection and payments.

All these funds have restrictions regarding their use. Each specific grant must be accounted for separately. Care must be taken in establishing each group of self-balancing accounts so that the accounting and reporting requirements of the grants are met.

In FY2006, City Colleges expects to receive total restricted grants of \$111.7 million accounted for in the Restricted Purpose fund. This amount is broken down as follows: \$57.1 million from federal and state student financial aid, \$16.4 million from federal grants awarded, \$10.0 million from State grants awarded, and \$3.3 million in grants from other sources. In addition, City Colleges applied for other local, state and federal grants worth \$25.0 million, which is also budgeted.

### Restricted Grants Comparison: FY2006 vs FY2005

(In Millions)	FY2005 Budget	FY2006 Budget	Dollar Change	Percent Change
Federal Grant Awarded	\$12.9	\$16.4	\$3.5	27.1%
State Grant Awarded	12.0	10.0	(2.0)	(16.5%)
Local Grant Awarded	0.0	3.3	3.3	
Grants Applied For	20.2	25.0	4.8	23.8%
Student Financial Aid	46.8	57.1	10.3	22.0%
<b>TOTAL</b>	<b>\$91.8</b>	<b>\$111.7</b>	<b>\$19.9</b>	<b>21.7%</b>

The federal government reimburses low-income students for tuition and fees through PELL, Supplemental Educational Opportunity Grant (SEOG), and Work Study grants. City Colleges expects to process a total of \$46.3 million of federal grants in FY2006: \$43.1 million of PELL grants, \$1.2 million of SEOG, and \$2.0 million of Work Study grants.

The State is also expected to provide \$10.8 million of financial aid (IMAP) for our students from low-income families. The FY2005 budget did not include IMAP in student financial aid, which explains the \$10.3 million increase in FY2006 student aid over the FY2005 budgeted level. City Colleges collects the money and then pays the student, serving as a pass-through for these grants.

The following is a brief description of major unrestricted grants from state and federal governments. The allocation of these grants is made by the ICCB. The all grant detail is contained in the table on the next page.

### **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 new vision are improving student achievement and preparing students for postsecondary education, further learning, and careers. City Colleges is awarded \$3.6 million from the Perkins in FY2006, a \$0.2 million decrease from \$3.8 million in FY2005.

### **Adult Education – State Basic**

This State grant helps establish special classes for the instruction of persons age 21 and over or persons under the age of 21 and not otherwise in attendance in public school. The instruction is necessary to increase qualifications for employment or other means of self-support and the ability to meet the responsibilities of citizenship. This includes courses of instruction regularly accepted for graduation from elementary or high school and for Americanization and General Education Development Review classes. Included in this grant are funds for support services, such as student transportation and child care facilities. The State basic adult grant will decline from \$3.5 million in FY2005 to \$3.2 million in FY2006.

### **Adult Education – State Public Assistance**

Public Assistance funds are to be used to provide services for Temporary Assistance for Needy Family (TANF) and persons who have been cancelled from TANF and receive extended medical assistance. The goal of this grant is for Adult Education and Family Literacy providers to pay for instruction, fees, books, and materials incurred in the program for these students. Priority for services must be given to educationally disadvantaged students with basic literacy skills from beginning literacy through low intermediate ABE/ESL and to recipients of TANF. Persons eligible for services on a priority basis are employed and unemployed TANF clients and persons who have been cancelled from TANF and receive extended medical assistance. Other eligible persons are those who receive TANF Medical Assistance No Grant (MANG)/KidCare Assist, non-assistance food stamps, and non-custodial parents who are referred by the Department of Human Services or by the court system. The funding will increase from \$3 0 million in FY2005 to \$3.4 million in FY2006.

### **Adult Education – State Performance**

This grant is awarded based on performance outcomes. The outcomes are based on 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, while the performance outcomes of students who are supported with State credit hour

reimbursements are not. The Performance grant will decrease significantly from \$2.8 million in FY2005 to \$1.1 million in FY2006.

#### **Adult Education - Federal Basic**

This grant provides funds for Adult Education and Family Literacy providers to assist adults in becoming literate and obtain 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 College's share will be \$3.4 million in FY2006, a decrease of \$0.3 million from the FY2005 award.

#### **Adult Education – Federal EL / Civics**

This grant intends to promote educational programs that emphasize contextualized instruction on the rights and responsibilities of citizenship, naturalization procedures, civic participation, and U.S. history and government. The major recipients of this service are immigrants and other limited English proficient population. This grant will help them acquire the skills and knowledge to become active and informed parents, workers, and community members. \$0.5 million will be awarded to City Colleges, which reflects an increase of \$0.1 million.

#### **State Retiree Health Insurance Grant**

This grant is intended to provide health insurance for a district's retirees who belong to the State University Retirement System. Eligible college districts are those that do not participate in the retiree health insurance program administered by the Department of Central Management Service. *City Colleges expects to receive \$626,600 in FY2006, which has not changed for the past four years, despite huge increases in health-care costs.* Since the actual health insurance cost for retirees far exceeds this amount, this grant minimally subsidizes the district cost of retiree health care.

#### **State Program Improvement Grant**

The Program Improvement Grant provides funds to enhance academic activities to strengthen and improve career and technical programs and service. Just like the Career & Technical Education Grant, the grant supports career and technical programs that prepare students for their future careers and provide a well-trained work force for employers. This formula grant is based on the number of students who receive PELL grants and credit hours generated in the area of business and occupational programs two years prior to a current year. The FY2006 allocation for City Colleges will be \$128,232, a slight decrease from \$133,005 in FY2005.

#### **State Workforce Development Grant**

The Workforce Development Grant recognizes the importance of the community-college system in assisting local businesses, labor, and government to develop a well-trained labor force. Community colleges will use this grant for the operation of a business-assistance center and the involvement of local and state economic development efforts. This grant has been seriously declining for the past five years. City Colleges anticipates \$257,160 for FY2006, a slight decrease from the FY2005 award of \$266,975.

**P-16 Initiative:**

P-16 Initiative Grant allows community colleges to expand their service to high school students who want to take college-level classes prior to graduation to accelerate their college coursework. Funds are to be used primarily to pay for tuition and universal fees for in-district high school students who participate in dual credit programs. City Colleges will receive \$181,646 in FY2006, an increase of \$79,000 over the FY2005 award.

The attached table contains a detail of local, state, and federal grants and the total federal student aid that City Colleges expects to receive in FY2006.

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

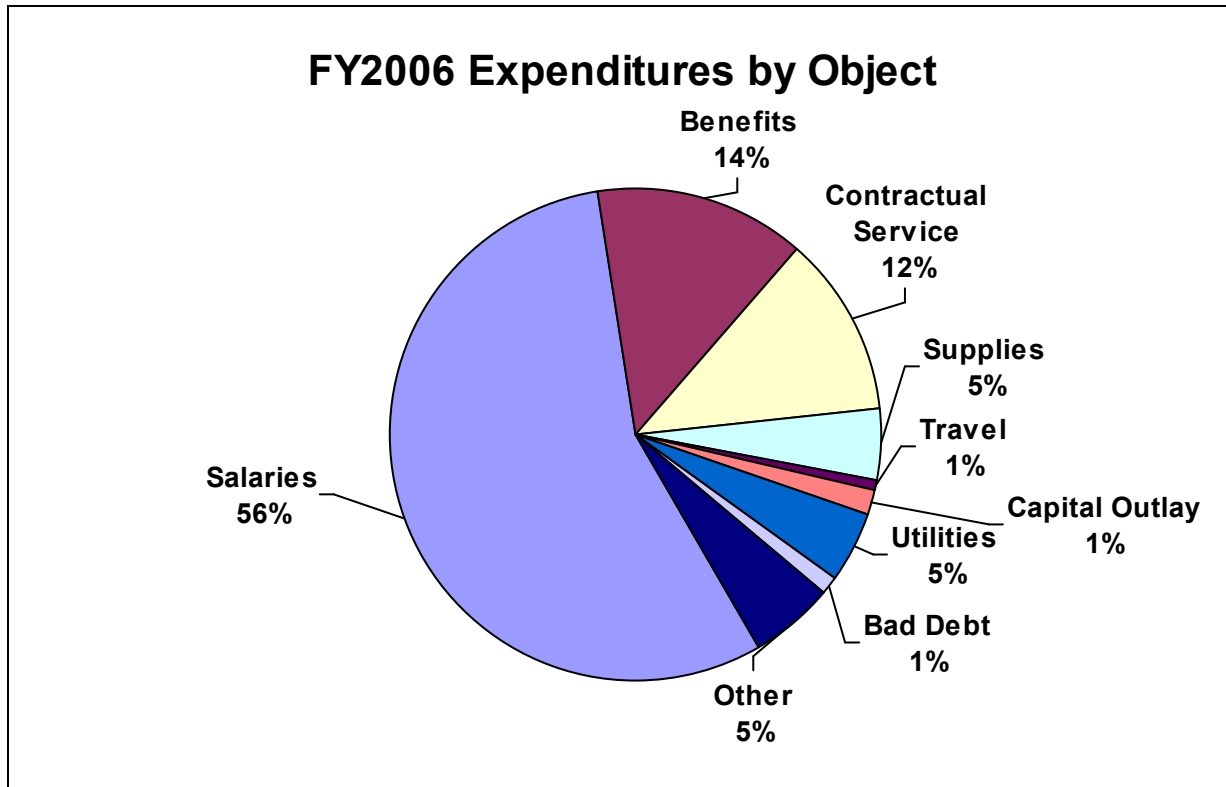
**Grants in Restricted Purposes Fund as of July 22, 2005**

Type	Description	Amount	
<b>Federal Grants Awarded</b>	Adult Education - Federal Basic	3,383,678	
	Adult Education - EL/Civics	507,821	
	Bridges to Baccalureate	210,642	
	Carl D. Perkins	3,643,200	
	Combined Analysis	130,000	
	CSSI Healthcare Initiative	240,000	
	Educational Opportunity Centers Program	204,492	
	Federal Technical Preparation	495,549	
	Foster Parents	602,604	
	Head Start Child Care	604,000	
	Head Start Collaboration	557,194	
	Improvement for Post Secondary Education (FIPSE)	179,313	
	ISBE Food	180,000	
	Naional Endowment for the Humanities	146,448	
	National Youth Sports Program	250,000	
	NOAA Environmental Program	74,818	
	Physician Assistants Training	136,763	
	Program Improvement	128,232	
	Public Broadcasting - Community Service	894,712	
	Strengthening Institutions	450,000	
	Strengthening Institutions- Hispanic	839,249	
	Student Support Services	1,328,076	
	Summer Food Service Program	218,900	
	Talent Search	495,327	
	Upward Bound	501,496	
		<b>Federal Total</b>	<b>16,402,514</b>
<b>State Grants Awarded</b>	Adult Education - State Basic	3,243,065	
	Adult Education - State Performance	1,114,049	
	Adult Education - State Public Assistance	3,380,811	
	Workforce Development	257,160	
	Program Improvement Grant	128,232	
	Community Based Organization	70,000	
	Cooperative Work Study	10,400	
	Early School Leavers	287,686	
	Illinois Arts Council Basic Operating	322,000	
	Illinois Displaced Homemakers	58,410	
	Minority Student Transfer Center	350,000	
	P-16 Initiative	181,646	
	Retirees Health Insurance	626,600	
		<b>State Total</b>	<b>10,030,059</b>
	<b>Other</b>	Dropout Retrieval	1,720,130
Food Service Sanitation		86,657	
Our Money Matters		190,000	
		<b>Other Total</b>	<b>1,996,787</b>
<b>Non Government Grants</b>	Bilingual Healthcare Bridge	25,000	
	Child Development Studies Initiative	200,000	
	Lumina TBLC Evaluation	90,000	
	Partnership in Early Childhood	943,000	
		<b>Non Government Grants total</b>	<b>1,258,000</b>
	<b>Total Grants Awarded</b>	<b>29,687,360</b>	
<b>Grants Applied for</b>	State and Federal Grants	<b>24,952,471</b>	
<b>Expected Student Aid</b>	PELL, SEOG, Workstudy, & ISAC	<b>57,060,169</b>	
	<b>FY2006 Total Grants</b>	<b>111,700,000</b>	

# **EXPENDITURE SUMMARY**

## EXPENDITURES

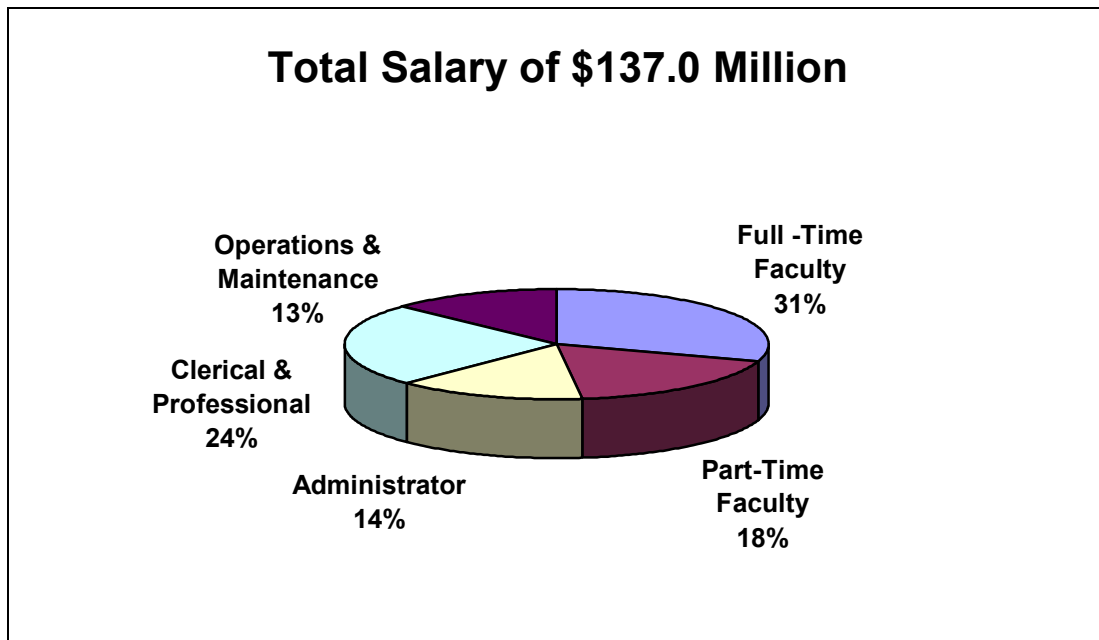
Expenditures in all funds total \$474.2 million in FY2006, which represents an increase of \$47.7 million or an 11.2% increase over the FY2005 all-funds budget. The Operating Funds amount to \$357.4 million, an increase of \$33.2 million or 10.2% over FY2005. The capital spending is estimated at \$77.4 million, while the Debt Service Funds will require an appropriation of \$39.4 million. The largest expenditure category in the Operating Funds excluding grants is personnel, which accounts for 69.7%. Other expenditure items in these funds include such things as supplies, services, utilities, and capital spending. These items are detailed below.



## SALARIES

Total salaries of \$137.0 million represent 55.8% of the total operating budget excluding grants for FY2006. Salary expenditures represent a 6.3% increase over the FY2005 budget of \$128.9 million. City Colleges settled a contract negotiation with Local 1600, which represents full-time faculty, full-time and part-time administrative staff, and part-time security personnel. The contract settlement resulted in an annual increase in salaries of 3% on average for FY2006.





### **Faculty Salaries**

Faculty salaries represent \$65.9 million or 48.1% of the allocated salary budget for 1,471 FTEs which consist of 622 budgeted full-time faculty members and 849 FTE part-time teachers. The FTE count for faculty represents approximately 44.6% of the total full-time equivalents (FTEs) of 3,300 at City Colleges. Faculty includes full-time teachers and part-time teachers. Part-time faculty consists of adjunct instructors and continuing-education and adult-education lecturers. FTE salaries are forecast to increase by \$5.3 million over FY2005 because of contractual salary increases and the planned hiring of new teachers. To improve the quality of instruction, City Colleges has decided to hire more faculty at all seven colleges, which has raised the overall percentage of sections taught by full-time faculty across the system.

### **Administrator Salaries**

Administrators include executives, managers, supervisors, and confidential employees, all of whom are employed at-will. Administrators' salaries account for \$19.6 million, or 14.3% of the allocated salaries budget and the number of administrators represent approximately 8.2% or 270 of the FTE headcount forecast for FY2006.

### **Clerical and Professional Salaries**

Clerical and professional salaries represent \$33.5 million, or 24.4% of the salary budget and approximately 30.4% of the FTE headcount forecast for fiscal year 2006. Clerical and

professional personnel consist of academic coordinators, directors of career development, project coordinators, etc.

### **Operations and Maintenance Salaries**

Salaries for janitors, building engineers, security guards, and others total \$17.9 million, or 13.1% of the salary budget. The budgeted FTEs for this group of employees are 556, approximately 16.9% of the FTE headcount forecast for FY2006.

### **BENEFITS**

Benefit costs comprise the employer Medicare and Social Security taxes, PPO health-care cost, and payments for Humana HMO premium, dental, vision, and life insurance. In addition, payments for unused sick days for retirees are budgeted in this category. The FY2006 budget for benefits totals \$34.2 million, a decrease of \$0.7 million from the FY2005 budget level.

Because of the recent plan change in the benefits through the contractual negotiation with Local 1600, the benefits budget is not anticipated to exceed the FY2005 budget level. Effective January 1, 2005, the PPO plan has adopted higher annual deductibles (from \$600 to \$900 per family), higher annual out-of-pocket expense (from \$2,250 to \$4,000 per family), and lower health-care service-fee coverage for physician and hospital services (from 90% to 85%). The Humana HMO plan also requires higher co-payments for office visit (from \$5 to \$10 per visit), a new \$500 co-payment for hospital services, and a \$15 co-payment for physical therapy which was \$5. Co-payments for prescription-drug benefit have also increased significantly. FY2006 will be the first full year to experience the cost savings.

### **CONTRACTUAL SERVICES**

Contractual Services represent payments for services rendered by firms or persons not employed by City Colleges. Contractual Services expenditures will total \$29.1 million, or 11.8% of the total operating budget for FY2006. Total expenditures are forecast to increase \$1.9 million in FY2006.

The Office of Information Technology (OIT) plans to spend \$11.1 million on contractual services to maintain, upgrade, and enhance the technology system, an increase of \$0.6 million over FY2005. OIT budgeted \$4.0 million to purchase new data center equipment; \$1.1 million for E-directory Security Project Phase III; \$0.4 million for Technical Consultants for Infrastructure Upgrade; \$1.8 million for college workstation and printer upgrades; \$0.7 million for Peoplesoft Software Modules; and \$2.1 million for infrastructure upgrade build-out Phase II.

The French Pastry School anticipates an increase of \$0.7 million in Contractual Services because it plans to almost double the number of students in FY2006. As the number of students goes up, the contractual service payment automatically increases with the accompanied increases in revenues for City Colleges.

Truman College plans to spend \$0.3 million on business and industries contracts. Dawson Technical Institute plans to expand its construction program to include plumbing, concrete masonry, bricklaying, drain-laying, and home-remodeling at an additional contractual cost of \$0.3 million.

To attract and retain students by providing economical passes which allow unlimited rides on all CTA trains and buses, City Colleges participates in the CTA University Pass (U-PASS) program. Enrollment figures at the colleges drive the expenditures for this program. With the addition of Wright College to the program in FY2006, all seven colleges now participate. The contractual expenditures associated with the U-PASS will increase by \$0.7 million in FY 2006.

Terminating the finance contract with American Express Tax and Business Services will reduce the contractual service budget for the Finance Department by \$1.0 million.

## **MATERIALS AND SUPPLIES**

The FY2006 budget for Materials and Supplies totals \$12.1 million, a decrease of \$1.1 million from the adjusted FY2005 budget level. This amount represents 4.9% of the total operating budget for FY2006. Material and Supplies are classified as purchases of consumable goods under \$5,000 per item used for direct instruction or support of instruction. The District appropriated \$4.0 million in classroom technology under Capital Outlay in FY2005, most of which got transferred to Materials and Supplies because most computers and printers cost less than \$5,000 each. When adjusted for this category change, the FY2005 Material and Supplies budget would be \$13.1 million. Although this budget for Truman College will increase by \$0.5 million, other colleges have decreased this spending because they do not plan to purchase instructional technology items.

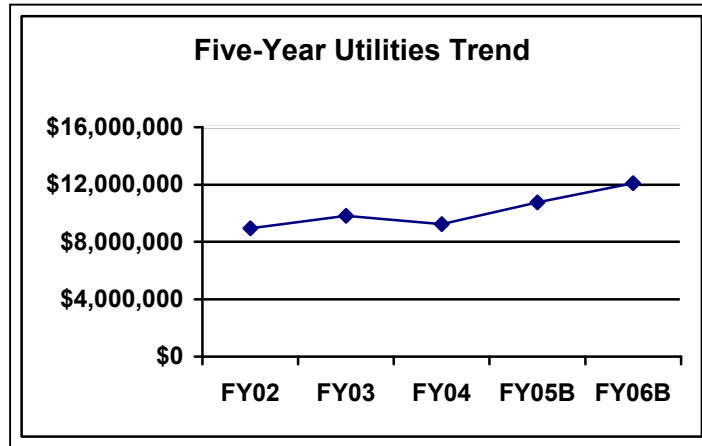
## **TRAVEL AND CONFERENCE**

Travel and conference expenditures are forecast to be \$1.4 million or 0.6% of the operating budget for FY2006. The small increase of \$0.3 million in FY 2006 is directly related to the professional development and training of the faculty as stated in current contractual obligations, as well as training of new staff in the Office of Finance through conferences and classes.

## **UTILITIES**

Utility expenditures total \$12.1 million, or 4.9% of the operating budget for fiscal year 2006. Expenditures are forecast to increase by \$1.3 million, 13% above FY2005. Utilities are defined as gas, electric, telephone; refuse disposal, fuel oil, and sewer charges. Since FY2005, the Office of Administrative Services has been managing the electric and gas payments for the entire system. Gas and electric expenditures total \$7.9 million or 66% of the total utility costs for FY

2006. The Office of Administrative Services completed numerous energy-related projects at colleges during the preceding fiscal year, improving efficiency and lowering energy consumption, thus resulting in operational savings. The forecast increase of utility expenditures relates to the increasing costs of gas.



## BAD DEBT

Despite a \$5.1 million anticipated increase in Tuition and Fees, bad-debt expenditures are expected to increase only by \$0.5 million to \$2.7 million for FY2006. The FY2005 actual bad debt expense was \$2.2 million. Bad debt expense is calculated as the percentage of Tuition and Fee revenues which have been written off over the past three years. Each college is responsible for managing their own portfolio of bad debt. The target rate of bad debt established by the District Office is 3.9%, and the estimated average bad-debt ratio is 5.1% for FY2006.

## CAPITAL OUTLAY

Capital outlay includes all expenses associated with site acquisition or improvement, the expenditures for construction of new facilities, and costs for major repairs or renovations to existing facilities. Expenditures for fixed and moveable equipment are also included.

Capital outlay for FY2006 is forecast to be \$3.6 million, an increase of \$2.3 million compared with the FY2005 adjusted budget. While \$1.6 million is for routine equipment replacement and purchases at seven colleges and the District Office, \$2.0 million is set aside to pay for potential major repair or urgent classroom additions.

## RE-APPROPRIATED ENTERPRISE

Through an agreement between the Board of Directors and the Colleges, any accumulated net revenues associated with Enterprise programs will be re-appropriated in the next fiscal year. This is being done in an attempt to help colleges to continue to grow their programs. The cumulative amount of re-appropriated revenues is forecast to decrease by \$0.5 million to \$1.3 million in FY2006.

## **4-YEAR FINANCIAL OUTLOOK**

## FINANCIAL OUTLOOK: FY2007 – FY2010

As with most public institutions, the City Colleges of Chicago is faced with many financial challenges in the near future. The State funding for Illinois community colleges has been declining for many years, which has forced City Colleges to pay for essential services such as remedial classes and special-education accommodation from its own local funds. While City Colleges is obligated to pay for contractual salary increases at or above the consumer-price index, the tax cap limits the property-tax increases to the rate of inflation. Although contained in FY2006, employee benefits will continue to grow at rates many times higher than inflation. Because of years of inadequate funding, our facilities require major capital improvements.

Salaries and employee benefits (together about 70% of spending) grow at rates significantly faster than inflation. The District's two major public funding sources, property taxes and State funding, are not likely to increase at nearly those rates. The FY2006 State funding, even with the special non-recurring \$15-million appropriation, is significantly below FY2001 and prior levels. Thus, to successfully operate into the future, City Colleges must either dramatically cut its programs and services or significantly increase its reliance on student revenue, neither of which will be easy to implement.

From trend analysis and a review of the future spending requirements, City Colleges projects that operating fund reserves will be exhausted by the end of FY2008 if City Colleges does not take any preventive action. In other words, this projection may happen if City Colleges does nothing to take care of its finance, which is extremely unlikely.

### **Assumptions:**

**Local Government:** Property-tax revenues will grow at a 2% annual inflationary rate each year, in accordance with the tax-cap law.

**State Government:** The \$15 million special appropriation will not be renewed from FY2007 through FY2010. State funding is expected to stay flat each subsequent year.

**Federal Government:** 2% annual inflationary increase each year.

**Tuition and Fees:** \$5 annual tuition increase per credit hour with nominal fee increases.

**Auxiliary/Enterprise Revenue:** Consistent with actual performance, this source is assumed to remain flat.

**Investment Revenue:** Rapid decline in investment income, commensurate with fund-balance decreases.

**Other Sources:** Revenue will remain flat.

**Salaries:** Salaries are assumed to grow at an average annual rate of 4%. Increasing the ratio of courses taught by full-time instructors will increase the size of the faculty, more than offsetting the savings from retirees.

**Employee Benefits:** 16% increase per year. Bureau of Labor Statistics data suggest that employee benefits will grow annually by 11% per employee.

**Contractual Services:** No growth. Expected declines in IT spending will be offset by increases within other departments.

**Materials and Supplies, Travel and Conferences, Fixed Charges, Utilities, and Other Expenditures:** 2% inflationary increase each year.

**Bad-Debt Expense and Tuition Waivers:** 6% each year, commensurate with tuition increases.

**Funding Reserve and Enterprise Re-Appropriation:** No expenditures projected because of the projected decline in funding.

**Capital Outlay:** 10% increase each year. The capital funding is running out and no additional funding has been secured. Additionally, there are large maintenance backlogs for our facilities. If City Colleges cannot secure additional capital funding, operating funds must be used to support the facilities. The District has budgeted this year for classroom improvements, as well as other projects, within its operating budgets. While these appropriations will improve conditions, they barely make dents in the long-term facility needs.

## **Options To Consider:**

### **State Funding**

The State must increase its funding for community colleges and permanently address the flaws in the Equalization Grant formulas. The State appropriated the additional \$15 million to address this issue for one year, but a long-term solution is essential. Additionally, State funding should reflect regional cost-index differences. The higher cost of living in Chicago requires City Colleges to pay substantially higher salaries and benefits, as well as all other expenditures, than in rural Illinois. These factors suggest that City Colleges requires significant additional funding.

Immigration restrictions have led to a substantial enrollment decline in ESL, which was the District's largest program. The City's neighborhood improvement and the resulting high housing costs have reduced the adult-education population. Additional competition has also entered the teaching market, reducing the market share of City Colleges. These declines will reduce future State funding and tuition revenues

### **Local Government Assistance**

City Colleges needs additional capital funding. Past capital funding has been provided by the City of Chicago. The District needs to secure long-term funding, or else facility closures may be necessary. To avoid an additional financial burden on students, City Colleges needs to secure additional capital funding from other local governments.

### **Tuition and Fees**

As with all educational institutions, City Colleges continues to rely on student tuition and fees to fund operations. If CCC fails to secure additional funding and continues its current service offering, it will have to continuously increase these revenue sources. Federal Financial Aid programs have not kept up with rising college costs; thus, students may have to assume the full burden, which may reduce the student enrollment.

### **Expenditure Reductions**

The District's operations have been reviewed to determine areas where spending can be decreased. Based on benchmarking information, the District cannot significantly reduce spending without cutting instructional programs. Without securing additional funding, the District may be forced to cut programs or close facilities. Growth in other revenue sources, despite active marketing, has not materialized. Thus, reliance on growth in these sources is not possible.

In spite of these difficulties, City Colleges plans to examine and prioritize programs and services so that expenditure reductions can be made without interfering with the four strategic goals and the mission. Any program or service that has the least impact on the quality of education and retention efforts will be eliminated. All administrative and support functions will be scrutinized and considered for consolidation or reduction.

### **Short-term Initiatives**

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

One of the financial goals for FY2006 is for City Colleges to build a 15% fund balance by sequestering the carryover from the prior years and not using it in FY2006. City Colleges plans to control its spending carefully to achieve this goal by June 30, 2006.

Until additional sources of capital financing are secured, the District Office and the seven colleges have agreed to reserve a certain portion of the operating budget for future capital spending, starting FY2006.



## Four-Year Financial Projections for Operating Funds Excluding Grants

	FY 2006 Budget	FY 2007 Projected	FY 2008 Projected	FY 2009 Projected	FY 2010 Projected
<b>Revenues</b>					
Local Government	\$ 99,580,667	\$ 101,572,280	\$ 103,603,726	\$ 105,675,800	\$ 107,789,316
State Government	61,416,077	46,415,814	46,415,814	46,415,814	46,415,814
Federal Government	370,000	377,400	384,948	392,647	400,500
Tuition and Fees	68,686,427	72,807,613	77,176,069	81,806,634	86,715,032
Auxiliary/Enterprise	5,727,111	5,727,111	5,727,111	5,727,111	5,727,111
Investment Revenue	1,800,000	1,350,000	337,500	-	-
Other Sources	4,416,530	4,416,530	4,416,530	4,416,530	4,416,530
<b>Total Revenues</b>	<b>241,996,811</b>	<b>232,666,748</b>	<b>238,061,699</b>	<b>244,434,536</b>	<b>251,464,303</b>
<b>Expenditures by Program</b>					
Instruction	107,321,496	111,050,815	118,356,216	126,432,499	135,386,359
Academic Support	19,820,321	20,975,380	22,246,985	23,651,147	25,206,334
Student Services	18,392,229	19,444,683	20,609,349	21,901,989	23,340,798
Public Service	7,882,329	6,362,206	6,556,151	6,765,155	6,991,132
Organized Research	-	-	-	-	-
Auxiliary/Enterprise	1,451,459	1,583,959	1,649,342	1,720,333	1,797,655
Operations and Maintenance	33,476,530	34,761,510	36,133,095	37,600,910	39,175,954
Institutional Support	55,629,669	57,629,036	59,556,372	61,643,991	63,911,604
Scholarships, Grants, Waivers	1,687,100	1,786,966	1,892,797	2,004,950	2,123,803
<b>Total Expenditures</b>	<b>245,661,135</b>	<b>253,594,555</b>	<b>267,000,308</b>	<b>281,720,974</b>	<b>297,933,640</b>
<b>Expenditures by Object</b>					
Salaries	137,047,856	142,529,770	148,230,961	154,160,199	160,326,607
Employee Benefits	34,244,538	39,723,664	46,079,451	53,452,163	62,004,509
Contractual Services	29,063,924	29,063,924	29,063,924	29,063,924	29,063,924
Materials and Supplies	12,073,028	12,314,489	12,560,779	12,811,994	13,068,234
Travel and Conference	1,375,901	1,403,419	1,431,488	1,460,117	1,489,320
Capital Outlay	3,628,361	3,991,197	4,390,317	4,829,348	5,312,283
Fixed Charges	1,893,757	1,931,632	1,970,265	2,009,670	2,049,863
Utilities	12,107,990	12,350,150	12,597,153	12,849,096	13,106,078
Other Expenditures					
Bad Debt	2,685,000	2,846,100	3,016,866	3,197,878	3,389,751
Waivers and Scholarships	1,653,100	1,752,286	1,857,423	1,968,869	2,087,001
Other Expenditure	5,576,396	5,687,923	5,801,682	5,917,716	6,036,070
Reserve for State Funding	2,993,507	-	-	-	-
Re-Appropriated Enterprise	1,317,775	-	-	-	-
<b>Total Expenditures</b>	<b>245,661,135</b>	<b>253,594,555</b>	<b>267,000,308</b>	<b>281,720,974</b>	<b>297,933,640</b>
<b>Revenues over Expenditures</b>	<b>(3,664,324)</b>	<b>(20,927,807)</b>	<b>(28,938,609)</b>	<b>(37,286,438)</b>	<b>(46,469,337)</b>
<b>Other Financing Sources</b>	-	-	-	-	-
<b>Fund Balance, Beginning of Year</b>	37,565,691	33,901,367	12,973,560	(15,965,049)	(53,251,487)
<b>Fund Balance, End of Year</b>	<b>\$ 33,901,367</b>	<b>\$ 12,973,560</b>	<b>\$ (15,965,049)</b>	<b>\$ (53,251,487)</b>	<b>\$ (99,720,824)</b>

**FY2006  
FINANCIAL SUMMARY AND TABLES**

**City Colleges of Chicago**  
Community College District Number 508

**FY2006 All Funds Budget Summary**

	Operating Funds							Capital Fund	Debt Service Funds	FY2006 All Funds Total
	Current Unrestricted			Current Restricted						
	Education Fund	Operations and Maintenance Fund	Auxiliary Enterprise Fund	Audit Fund	Liability, Protection, and Settlement Fund	PBC Operations and Maintenance Fund	Restricted Purposes Fund			
Estimated Fund Balance-July 1, 2005	\$ 29,700,000	\$ 2,400,000	\$ 3,100,000	\$ 130,015	\$ 4,900,000	\$ 1,000,000	\$ -	\$ -	\$ 35,700,000	\$ 76,930,016
Fund Balance To Be Reserved	(29,700,000)	(1,115,250)	(2,857,795)	-	(3,654,207)	(238,439)	-	-	(31,619,042)	(69,184,733)
<b>Fund Balance To Be Appropriated (a)</b>	-	<b>1,284,750</b>	<b>242,205</b>	<b>130,015</b>	<b>1,245,793</b>	<b>761,561</b>	-	-	<b>4,080,958</b>	<b>7,745,282</b>
<b>2006 Revenues</b>										
Estimated 2004 Tax Levy	37,823,085	11,250,000	-	198,658	2,384,136	-	-	-	15,402,413	67,058,292
Estimated 2005 Tax Levy	39,550,000	12,650,000	-	300,000	1,500,000	-	-	-	17,583,155	71,583,155
Estimated Loss from Refund	(1,740,894)	(537,750)	-	(11,220)	(87,393)	-	-	-	(742,175)	(3,119,433)
Estimated Loss in Collection	(2,708,058)	(836,500)	-	(17,453)	(135,945)	-	-	-	(1,154,495)	(4,852,451)
Local Government Grants	-	-	-	-	-	-	3,292,000	-	-	3,292,000
Total Local Government	72,924,133	22,525,750	-	469,985	3,660,798	-	3,292,000	-	31,088,898	133,961,564
Personal Property Replacement Taxes	6,545,930	-	-	-	-	-	-	4,254,070	-	10,800,000
State Government	54,870,147	-	-	-	-	-	35,593,000	-	-	90,463,147
Federal Government	370,000	-	-	-	-	-	70,827,000	-	-	71,197,000
Tuition and Fees	68,686,427	-	-	-	-	-	-	-	-	68,686,427
Auxiliary/Enterprise	445,164	-	5,281,947	-	-	-	468,000	-	-	6,195,111
Investment Revenue	1,800,000	-	-	-	-	-	736,000	-	-	2,536,000
Other Sources	851,045	-	3,565,485	-	-	-	784,000	77,400,000	-	82,600,530
<b>Revenue Total (b)</b>	<b>206,492,846</b>	<b>22,525,750</b>	<b>8,847,432</b>	<b>469,985</b>	<b>3,660,798</b>	<b>-</b>	<b>111,700,000</b>	<b>77,400,000</b>	<b>35,342,968</b>	<b>466,439,779</b>
<b>Resource Total ( a + b )</b>	<b>206,492,846</b>	<b>23,810,500</b>	<b>9,089,637</b>	<b>600,000</b>	<b>4,906,592</b>	<b>761,561</b>	<b>111,700,000</b>	<b>77,400,000</b>	<b>39,423,926</b>	<b>474,185,061</b>
<b>2006 Expenditures by Program</b>										
Instruction	107,305,821	-	15,675	-	-	-	13,718,000	-	-	121,039,496
Academic Support	18,718,857	-	1,101,464	-	-	-	12,999,000	-	-	32,819,321
Student Services	18,385,229	-	7,000	-	-	-	9,690,000	-	-	28,082,229
Public Service	517,896	-	7,364,432	-	-	-	7,870,000	-	-	15,752,328
Organized Research	-	-	-	-	-	-	242,000	-	-	242,000
Auxiliary/Enterprise	1,133,697	-	317,762	-	-	-	166,000	-	-	1,617,459
Operations and Maintenance	8,126,100	23,810,500	-	-	778,369	761,561	2,472,000	77,400,000	-	113,348,530
Institutional Support	50,652,146	-	249,302	600,000	4,128,222	-	6,961,000	-	39,423,926	102,014,596
Scholarships, Grants, Waivers	1,653,100	-	34,000	-	-	-	57,582,000	-	-	59,269,100
<b>Expenditure Total</b>	<b>206,492,846</b>	<b>23,810,500</b>	<b>9,089,637</b>	<b>600,000</b>	<b>4,906,591</b>	<b>761,561</b>	<b>111,700,000</b>	<b>77,400,000</b>	<b>39,423,926</b>	<b>474,185,061</b>
<b>Resource less Expenditure</b>	-	-	-	-	-	-	-	-	-	-
<b>Other Financing Sources</b>	-	-	-	-	-	-	-	-	-	-
<b>Estimated Fund Balance at 6/30/2006</b>	<b>\$ 29,700,000</b>	<b>\$ 1,115,251</b>	<b>\$ 2,857,795</b>	<b>\$ -</b>	<b>\$ 3,654,207</b>	<b>\$ 238,439</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,619,042</b>	<b>\$ 69,184,734</b>

**City Colleges of Chicago**  
Community College District Number 508

**FY 2006 Operating Funds Excluding Grants**

Type	Program Description	Kennedy King	Harold Washington	Malcolm X	Truman	Olive Harvey	Daley	Wright	WYCC	District Offices	General Appropriation	Total
<b>Revenues</b>												
	Local Government	10,915,696	8,055,880	7,195,431	7,966,725	9,581,281	6,241,763	9,093,958	2,314,462	34,116,995	4,098,476	99,580,666
	State Government	5,545,981	5,611,349	8,538,920	12,949,311	4,072,989	10,400,147	7,751,450	-	-	6,545,930	61,416,077
	Federal Government	70,000	60,000	60,000	40,000	55,000	55,000	30,000	-	-	-	370,000
	Tuition and Fees	10,134,110	15,708,911	7,197,156	8,285,629	5,819,054	8,758,394	12,533,935	-	-	249,238	68,686,427
	Auxiliary/Enterprise	402,209	1,248,400	380,470	787,100	244,780	709,300	849,870	500,000	604,982	-	5,727,111
	Investment Revenue	-	-	-	-	-	-	-	-	-	1,800,000	1,800,000
	Other Sources	1,384,861	138,200	171,319	57,800	117,400	141,400	249,550	-	-	2,156,000	4,416,530
	<b>Total Revenues</b>	<b>28,452,857</b>	<b>30,822,740</b>	<b>23,543,296</b>	<b>30,086,565</b>	<b>19,890,504</b>	<b>26,306,004</b>	<b>30,508,763</b>	<b>2,814,462</b>	<b>34,721,977</b>	<b>14,849,644</b>	<b>241,996,811</b>
<b>Expenditures by Program</b>												
	Instruction	15,054,515	16,173,041	11,083,659	16,403,578	9,991,642	14,163,595	16,060,514	-	252,459	8,138,494	107,321,496
	Academic Support	2,608,132	1,928,914	2,352,751	1,677,689	763,158	2,549,088	3,196,812	3,145,036	1,337,231	261,510	19,820,321
	Student Services	2,043,346	3,414,542	1,755,485	3,583,898	2,570,144	1,956,158	2,777,101	-	-	291,554	18,392,229
	Public Service	828,625	1,608,696	430,492	943,926	216,002	383,273	1,226,521	74,335	632,137	1,538,321	7,882,328
	Organized Research	-	-	-	-	-	-	-	-	-	-	-
	Auxiliary/Enterprise	514,198	5,200	60,142	17,910	100,000	281,718	550,023	-	(87,585)	9,853	1,451,459
	Operations and Maintenance	5,825,104	3,116,539	5,168,167	3,920,886	3,656,013	4,401,757	4,043,871	-	1,490,530	1,853,663	33,476,530
	Institutional Support	3,435,022	3,595,942	2,974,450	3,583,201	2,490,581	2,794,164	2,825,234	-	31,044,813	2,886,263	55,629,670
	Scholarships, Grants, Waivers	70,000	960,000	89,000	150,000	150,000	125,000	143,100	-	-	-	1,687,100
	<b>Total Expenditures</b>	<b>30,378,942</b>	<b>30,802,875</b>	<b>23,914,145</b>	<b>30,281,088</b>	<b>19,937,540</b>	<b>26,654,752</b>	<b>30,823,177</b>	<b>3,219,370</b>	<b>34,669,585</b>	<b>14,979,659</b>	<b>245,661,135</b>
<b>Expenditures by Object</b>												
	Salaries	17,104,629	18,586,636	15,076,377	20,687,971	13,326,620	18,571,250	20,496,582	1,518,339	10,629,037	1,050,415	137,047,856
	Employee Benefits	3,999,806	5,206,961	3,558,770	5,073,102	3,295,163	4,163,987	5,143,416	355,996	2,754,829	692,508	34,244,538
	Contractual Services	3,809,710	1,902,550	1,243,154	1,294,000	656,600	709,700	1,428,070	269,500	15,774,239	1,976,401	29,063,924
	Materials and Supplies	1,689,262	2,078,725	1,006,689	1,081,104	650,500	867,500	1,201,839	583,000	1,841,429	1,072,981	12,073,029
	Travel and Conference	242,239	138,500	114,573	97,200	124,500	128,902	99,515	24,500	405,972	-	1,375,901
	Capital Outlay	260,000	505,000	239,335	50,000	-	14,000	174,500	-	383,556	2,001,970	3,628,361
	Fixed Charges	-	-	236,912	180,000	90,000	128,000	-	297,500	61,345	900,000	1,893,757
	Utilities	2,121,326	916,603	1,842,815	1,198,202	1,128,950	1,109,000	1,125,509	96,201	2,569,384	-	12,107,990
	Other Expenditures	-	-	-	-	-	-	-	-	-	-	-
	Bad Debt	700,000	500,000	295,000	275,000	400,000	400,000	115,000	-	-	-	2,685,000
	Waivers and Scholarships	70,000	960,000	55,000	150,000	150,000	125,000	143,100	-	-	-	1,653,100
	Other Expenses	381,970	7,900	245,520	70,000	35,000	30,000	489,788	-	24,340	4,291,877	5,576,395
	Reserve for State Funding	-	-	-	-	-	-	-	-	-	2,993,507	2,993,507
	Re-Appropriated Enterprise	-	-	-	124,509	80,207	407,414	405,858	74,335	225,453	-	1,317,775
	<b>Total Expenditures</b>	<b>30,378,942</b>	<b>30,802,875</b>	<b>23,914,145</b>	<b>30,281,088</b>	<b>19,937,540</b>	<b>26,654,752</b>	<b>30,823,177</b>	<b>3,219,370</b>	<b>34,669,585</b>	<b>14,979,659</b>	<b>245,661,135</b>
<b>Revenues less Expenditures</b>		<b>(1,926,085)</b>	<b>19,865</b>	<b>(370,849)</b>	<b>(194,523)</b>	<b>(47,036)</b>	<b>(348,748)</b>	<b>(314,414)</b>	<b>(404,908)</b>	<b>52,392</b>	<b>(130,015)</b>	<b>(3,664,324)</b>

**City Colleges of Chicago**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 87,642,142	\$ 95,990,999	\$ 94,236,969	\$ 99,580,666
	State Government	41,076,444	53,013,873	52,558,993	54,870,147
	Federal Government	346,313	250,000	112,683	370,000
	Personal Property Replacement	8,676,779	3,000,000	6,632,328	6,545,930
	Tuition and Fees	55,756,345	63,545,041	64,453,983	68,686,427
	Auxiliary/Enterprise	3,165,471	6,584,777	3,659,253	5,727,111
	Investment Revenue	848,685	1,500,000	1,860,913	1,800,000
	Other Sources	741,160	2,589,383	797,253	4,416,530
	<b>Total Revenues</b>	<b>198,253,340</b>	<b>226,474,073</b>	<b>224,312,375</b>	<b>241,996,811</b>
<b>Expenditures by Program</b>					
	Instruction	90,502,998	101,895,045	101,961,034	107,321,496
	Academic Support	12,430,244	17,512,643	16,220,070	19,820,321
	Student Services	14,181,072	17,651,578	17,520,781	18,392,229
	Public Service	3,608,878	8,227,763	3,588,824	7,882,328
	Organized Research	-	-	1,638	-
	Auxiliary/Enterprise	1,618,061	1,786,849	1,538,630	1,451,459
	Operations and Maintenance	28,642,494	31,270,772	31,465,947	33,476,530
	Institutional Support	46,366,655	52,707,659	47,197,847	55,629,670
	Scholarships, Grants, Waivers	1,543,233	1,389,292	2,222,530	1,687,100
	<b>Total Expenditures</b>	<b>198,893,635</b>	<b>232,441,601</b>	<b>221,717,302</b>	<b>245,661,135</b>
<b>Expenditures by Object</b>					
	Salaries	121,319,076	128,880,728	128,212,273	137,047,856
	Employee Benefits	28,437,136	34,917,417	29,665,052	34,244,538
	Contractual Services	19,144,221	27,009,576	24,513,959	29,063,924
	Materials and Supplies	9,807,482	9,602,351	13,125,467	12,073,029
	Travel and Conference	871,980	1,048,374	1,058,284	1,375,901
	Capital Outlay	397,036	4,892,360	1,276,369	3,628,361
	Fixed Charges	1,315,942	793,945	3,591,906	1,893,757
	Utilities	9,247,800	10,760,566	10,045,158	12,107,990
	Other Expenditures			-	-
	Bad Debt	3,296,368	2,070,000	2,231,526	2,685,000
	Waivers and Scholarships	1,779,773	1,359,000	2,360,170	1,653,100
	Other Expenditure	3,276,821	6,486,951	5,637,138	5,576,396
	Reserve for State Funding	-	2,800,694	-	2,993,507
	Re-Appropriated Enterprise	-	1,819,638	-	1,317,775
	<b>Total Expenditures</b>	<b>198,893,635</b>	<b>232,441,601</b>	<b>221,717,302</b>	<b>245,661,135</b>
	<b>Revenues less Expenditures</b>	<b>(640,295)</b>	<b>(5,967,527)</b>	<b>2,595,074</b>	<b>(3,664,324)</b>
	<b>Other Financing Sources</b>	23,620	-	-	
	<b>Fund Balance, Beginning of Year</b>	39,251,616	38,634,941	38,634,941	41,230,015
	<b>Fund Balance, End of Year</b>	<b>\$ 38,634,941</b>	<b>\$ 32,667,414</b>	<b>\$ 41,230,015</b>	<b>\$ 37,565,691</b>

**City Colleges of Chicago**  
Community College District Number 508

**Education Fund**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 58,474,062	\$ 68,423,073	\$ 67,334,021	\$ 72,924,133
	State Government	41,076,444	52,351,637	52,558,993	54,870,147
	Federal Government	346,313	250,000	112,683	370,000
	Tuition and Fees	55,756,960	63,050,041	64,423,657	68,686,427
	PPRT	8,676,779	3,000,000	6,632,328	6,545,930
	Auxiliary/Enterprise	15,561	-	23,678	445,164
	Investment Revenue	848,685	1,500,000	1,860,913	1,800,000
	Other Sources	1,040,365	786,351	301,801	851,045
	<b>Total Revenues</b>	<b>166,235,169</b>	<b>189,361,102</b>	<b>193,248,075</b>	<b>206,492,846</b>
<b>Expenditures by Program</b>					
	Instruction	89,418,826	101,780,521	101,865,331	107,305,821
	Academic Support	12,434,255	17,206,807	16,131,817	18,718,857
	Student Services	14,180,160	17,651,578	17,520,781	18,385,229
	Public Service	2,059,694	775,641	549,597	517,896
	Organized Research	-	-	1,638	-
	Auxiliary/Enterprise	800,791	863,777	1,001,638	1,133,697
	Operations and Maintenance	6,318,920	5,477,174	7,757,193	8,126,100
	Institutional Support	44,491,780	44,269,001	40,889,602	50,652,146
	Scholarships, Grants, Waivers	1,526,325	1,389,292	2,177,389	1,653,100
	<b>Total Expenditures</b>	<b>171,230,751</b>	<b>189,413,791</b>	<b>187,894,987</b>	<b>206,492,846</b>
<b>Expenditures by Object</b>					
	Salaries	108,210,142	115,108,539	113,991,393	122,254,319
	Employee Benefits	26,895,048	25,292,107	23,819,592	30,116,664
	Contractual Services	14,882,476	21,441,212	20,915,431	24,420,833
	Materials and Supplies	8,188,642	7,444,419	11,641,112	10,002,226
	Travel and Conference	1,872,573	923,793	959,504	1,306,501
	Capital Outlay	303,020	4,746,474	1,062,876	3,232,054
	Fixed Charges	812,116	728,397	2,577,940	933,557
	Utilities	2,122,989	2,644,776	2,914,697	3,713,059
	Other Expenditure				
	Bad Debt	3,275,491	2,070,000	2,229,406	2,685,000
	Waivers and Scholarships	1,526,325	1,341,000	2,179,212	1,653,100
	Other Expenditure	3,141,929	4,872,134	5,603,823	3,310,371
	Reserve for State Funding	-	2,800,694	-	2,993,507
	Re-Appropriated Enterprise	-	247	-	(128,347)
	<b>Total Expenditures</b>	<b>171,230,751</b>	<b>189,413,791</b>	<b>187,894,987</b>	<b>206,492,846</b>
<b>Revenues less Expenditures</b>		<b>(4,995,581)</b>	<b>(52,689)</b>	<b>5,353,088</b>	<b>-</b>
<b>Other Financing Sources</b>		23,620	-	-	-
<b>Fund Balance, Beginning of Year</b>		29,318,874	24,346,912	24,346,912	29,700,000
<b>Fund Balance, End of Year</b>		<b>\$ 24,346,912</b>	<b>\$ 24,294,223</b>	<b>\$ 29,700,000</b>	<b>\$ 29,700,000</b>

**City Colleges of Chicago**  
Community College District Number 508

**Operations and Maintenance Fund**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 13,999,389	\$ 16,489,985	\$ 16,175,320	\$ 22,525,750
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	1,129,057	-	-
	<b>Total Revenues</b>	<b>13,999,389</b>	<b>17,619,042</b>	<b>16,175,320</b>	<b>22,525,750</b>
<b>Expenditures by Program</b>					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	14,347,557	16,253,756	15,140,772	23,810,500
	Institutional Support	17,191	1,500,000	464,841	-
	Scholarships, Grants, Waivers	-	-	-	-
	<b>Total Expenditures</b>	<b>14,364,748</b>	<b>17,753,756</b>	<b>15,605,613</b>	<b>23,810,500</b>
<b>Expenditures by Object</b>					
	Salaries	10,613,697	10,544,189	11,323,604	11,384,943
	Employee Benefits	1,204,733	4,795,284	2,214,843	1,460,868
	Contractual Services	682,504	989,820	924,385	1,784,529
	Materials and Supplies	568,857	730,846	590,986	1,258,990
	Travel and Conference	6,245	7,882	1,080	8,882
	Capital Outlay	60,603	27,586	-	133,807
	Fixed Charges	1,651	33,498	-	60,200
	Utilities	1,209,684	621,395	550,716	7,718,281
	Other Expenditure				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditure	16,774	3,256	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
	<b>Total Expenditures</b>	<b>14,364,748</b>	<b>17,753,756</b>	<b>15,605,613</b>	<b>23,810,500</b>
	<b>Revenues less Expenditures</b>	<b>(365,359)</b>	<b>(134,714)</b>	<b>569,706</b>	<b>(1,284,750)</b>
	<b>Other Financing Sources</b>	-	-	-	-
	<b>Fund Balance, Beginning of Year</b>	2,195,653	1,830,294	1,830,294	2,400,000
	<b>Fund Balance, End of Year</b>	<b>\$ 1,830,294</b>	<b>\$ 1,695,580</b>	<b>\$ 2,400,000</b>	<b>\$ 1,115,251</b>

## **Auxiliary and Enterprise Funds**

The total revenues generated by Auxiliary and Enterprise accounts are estimated at \$8.8 million in FY2006, an increase of \$1.0 million over the FY2005 level. The growth in FY2006 expenditure exceeds the increase in revenues, resulting in a spending gap of \$0.2 million. Since expenditures will exceed revenues by \$0.2 million, the fund balance will be used to fund the gap. There are 35 auxiliary or enterprise accounts that will continue to operate in FY2006. Most of these accounts provide customized training or special-interest instruction. Most of this training is targeted toward improvement of employee skill-sets and retraining of displaced workers.

The Office of Workforce Development has played a significant role in generating and managing enterprise accounts. The staff at its Business and Industry Services either manages or develops approximately half of enterprise activity accounts. The partnership with the Chicago Manufacturing Campus (CMC) and the Allied Health program have been two of the most significant activities by the Business and Industry Services. Both of these activities provide screening, testing, and training for potential job seekers based on needs identified by participating employers. In FY2005 they expanded program to include the Department of Planning and Development and the Office of Budget and Management at City Hall.

Harold Washington College continues to run the military program albeit at a smaller scale since the funding reduction by the U.S. Dept of Defense. The military program is expected to generate \$1.3 million in FY2006, a reduction of \$0.6 million from the FY2005 anticipated level. Customized training activity is anticipated to slow down compared with prior years primarily because of increasing competition. The net effect of this is a slight decline in these activities.

Facilities and commission payments from ATM vending commissions, food/beverage vending machines, ID cards, student transcripts, and cosmetology exceeded expectation in FY2005 and are anticipated to perform well in FY2006. This shows that Auxiliary activities can generate revenues for all colleges including the District Office.

All colleges launched new enterprise programs in FY2005, and all of these will be operating in FY2006. The Child Care Centers auxiliary accounts are operating in Richard J. Daley, Kennedy King, Malcolm X, Olive Harvey, and Truman Colleges.

In the near future, Auxiliary accounts are expected to perform well, while Enterprise accounts face some challenges as enterprise activities become more complex and competitive. These accounts will surely serve a variety of changing needs that the global economy has introduced.



**City Colleges of Chicago**  
Community College District Number 508

**Auxiliary / Enterprise Fund**

Type	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>				
Local Government	\$ 31,752	\$ -	\$ -	\$ -
State Government	-	-	-	-
Federal Government	-	-	-	-
Tuition and Fees	-	495,000	30,326	-
Auxiliary/Enterprise	3,149,910	6,584,777	3,635,375	5,281,947
Investment Revenue	-	-	-	-
Other Sources	2,226,878	673,975	495,653	3,565,485
<b>Total Revenues</b>	<b>5,408,541</b>	<b>7,753,752</b>	<b>4,161,354</b>	<b>8,847,432</b>
<b>Expenditures by Program</b>				
Instruction	40,072	114,524	95,703	15,675
Academic Support	190	305,835	88,253	1,101,464
Student Services	-	-	-	7,000
Public Service	2,517,488	7,452,122	3,039,227	7,364,432
Organized Research	-	-	-	-
Auxiliary/Enterprise	817,269	923,072	536,992	317,762
Operations and Maintenance	-	-	21,432	-
Institutional Support	60,085	474,167	331,765	249,302
Scholarships, Grants, Waivers	16,908	-	45,141	34,000
<b>Total Expenditures</b>	<b>3,452,012</b>	<b>9,269,721</b>	<b>4,158,513</b>	<b>9,089,637</b>
<b>Expenditures by Object</b>				
Salaries	1,430,859	2,259,188	1,865,107	2,443,279
Employee Benefits	84,819	446,109	369,923	388,146
Contractual Services	836,999	1,964,987	840,837	1,465,785
Materials and Supplies	534,405	881,085	483,917	742,612
Travel and Conference	133,706	115,700	97,338	60,518
Capital Outlay	-	118,300	206,293	262,500
Fixed Charges	9,004	21,700	43,131	-
Utilities	16,155	13,700	35,574	14,650
Other Expenditure				
Bad Debt	20,877	-	2,120	-
Waivers and Scholarships	253,308	18,000	180,958	-
Other Expenditure	131,881	1,611,561	33,315	2,266,025
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	1,819,391	-	1,446,122
<b>Total Expenditures</b>	<b>3,452,012</b>	<b>9,269,721</b>	<b>4,158,513</b>	<b>9,089,637</b>
<b>Revenues less Expenditures</b>	<b>1,956,529</b>	<b>(1,515,969)</b>	<b>2,841</b>	<b>(242,205)</b>
<b>Other Financing Sources</b>	-	-	-	-
<b>Fund Balance, Beginning of Year</b>	1,140,630	3,097,159	3,097,159	3,100,000
<b>Fund Balance, End of Year</b>	<b>\$ 3,097,159</b>	<b>\$ 1,581,190</b>	<b>\$ 3,100,000</b>	<b>\$ 2,857,795</b>

**City Colleges of Chicago**  
Community College District Number 508

**Audit Fund**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 402,329	\$ 368,008	\$ 361,357	\$ 469,985
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
	<b>Total Revenues</b>	<b>402,329</b>	<b>368,008</b>	<b>361,357</b>	<b>469,985</b>
<b>Expenditures by Program</b>					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	292,024	535,000	541,173	600,000
	Scholarships, Grants, Waivers	-	-	-	-
	<b>Total Expenditures</b>	<b>292,024</b>	<b>535,000</b>	<b>541,173</b>	<b>600,000</b>
<b>Expenditures by Object</b>					
	Salaries	-	-	-	-
	Employee Benefits	-	-	-	-
	Contractual Services	292,024	535,000	541,173	600,000
	Materials and Supplies	-	-	-	-
	Travel and Conference	-	-	-	-
	Capital Outlay	-	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditure	-	-	-	-
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditure	-	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
	<b>Total Expenditures</b>	<b>292,024</b>	<b>535,000</b>	<b>541,173</b>	<b>600,000</b>
	<b>Revenues less Expenditures</b>	<b>110,305</b>	<b>(166,992)</b>	<b>(179,816)</b>	<b>(130,015)</b>
	<b>Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund Balance, Beginning of Year</b>	<b>199,526</b>	<b>309,831</b>	<b>309,831</b>	<b>130,015</b>
	<b>Fund Balance, End of Year</b>	<b>\$ 309,831</b>	<b>\$ 142,839</b>	<b>\$ 130,015</b>	<b>\$ 0</b>

**City Colleges of Chicago**  
Community College District Number 508

**Liability, Protection, and Settlement Fund**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 4,630,509	\$ 4,635,991	\$ 4,543,060	\$ 3,660,798
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
	<b>Total Revenues</b>	<b>4,630,509</b>	<b>4,635,991</b>	<b>4,543,060</b>	<b>3,660,798</b>
<b>Expenditures by Program</b>					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	333	778,369
	Institutional Support	1,571,737	5,926,068	4,967,606	4,128,222
	Scholarships, Grants, Waivers	-	-	-	-
	<b>Total Expenditures</b>	<b>1,571,737</b>	<b>5,926,068</b>	<b>4,967,938</b>	<b>4,906,591</b>
<b>Expenditures by Object</b>					
	Salaries	142,281	153,886	152,174	909,936
	Employee Benefits	252,536	4,305,846	3,174,705	2,259,378
	Contractual Services	685,240	1,466,336	675,180	772,277
	Materials and Supplies	-	-	-	65,000
	Travel and Conference	-	-	-	-
	Capital Outlay	-	-	-	-
	Fixed Charges	487,486	-	965,880	900,000
	Utilities	-	-	-	-
	Other Expenditure	-	-	-	-
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditure	4,194	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
	<b>Total Expenditures</b>	<b>1,571,737</b>	<b>5,926,068</b>	<b>4,967,938</b>	<b>4,906,591</b>
	<b>Revenues less Expenditures</b>	<b>3,058,772</b>	<b>(1,290,077)</b>	<b>(424,879)</b>	<b>(1,245,793)</b>
	<b>Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund Balance, Beginning of Year</b>	<b>2,266,107</b>	<b>5,324,879</b>	<b>5,324,879</b>	<b>4,900,000</b>
	<b>Fund Balance, End of Year</b>	<b>\$ 5,324,879</b>	<b>\$ 4,034,802</b>	<b>\$ 4,900,000</b>	<b>\$ 3,654,207</b>

**City Colleges of Chicago**  
Community College District Number 508

**Public Building Commission of Chicago**  
**Operations & Maintenance**

<b>Type</b>	<b>Program Description</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
<b>Revenues</b>					
	Local Government	\$ 9,988,679	\$ 6,073,942	\$ 5,823,211	\$ -
	State Government	-	662,236	-	-
	Federal Government	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
	<b>Total Revenues</b>	<b>9,988,679</b>	<b>6,736,178</b>	<b>5,823,211</b>	<b>-</b>
<b>Expenditures by Program</b>					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	7,972,445	9,539,842	8,546,217	761,561
	Institutional Support	5,280	3,423	2,860	-
	Scholarships, Grants, Waivers	-	-	-	-
	<b>Total Expenditures</b>	<b>7,977,725</b>	<b>9,543,265</b>	<b>8,549,077</b>	<b>761,561</b>
<b>Expenditures by Object</b>					
	Salaries	922,098	814,926	879,996	55,379
	Employee Benefits	-	78,072	85,989	19,482
	Contractual Services	622,673	612,221	616,953	20,500
	Materials and Supplies	506,424	546,002	409,452	4,200
	Travel and Conference	-	1,000	362	-
	Capital Outlay	16,593	-	7,200	-
	Fixed Charges	5,685	10,350	4,956	-
	Utilities	5,898,972	7,480,695	6,544,170	662,000
	Other Expenditure				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditure	5,280	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
	<b>Total Expenditures</b>	<b>7,977,725</b>	<b>9,543,265</b>	<b>8,549,077</b>	<b>761,561</b>
	<b>Revenues less Expenditures</b>	<b>2,010,954</b>	<b>(2,807,087)</b>	<b>(2,725,866)</b>	<b>(761,561)</b>
	<b>Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund Balance, Beginning of Year</b>	<b>1,714,912</b>	<b>3,725,866</b>	<b>3,725,866</b>	<b>1,000,000</b>
	<b>Fund Balance, End of Year</b>	<b>\$ 3,725,866</b>	<b>\$ 918,779</b>	<b>\$ 1,000,000</b>	<b>\$ 238,439</b>

**City Colleges of Chicago**  
Community College District Number 508

**Restricted Purposes Fund**

<b>Type</b>	<b>Program Description</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
<b>Revenues</b>					
	Local Government	\$ 2,359,191	\$ 4,164,667	\$ 2,328,738	\$ 3,292,000
	State Government	28,387,189	20,967,151	35,366,905	35,593,000
	Federal Government	62,745,177	66,109,882	64,867,281	70,827,000
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	334,661	-	164,298	468,000
	Investment Revenue	527,526	-	531	736,000
	Other Sources	562,074	519,135	1,315,301	784,000
	<b>Total Revenues</b>	<b>94,915,819</b>	<b>91,760,837</b>	<b>104,043,054</b>	<b>111,700,000</b>
<b>Expenditures by Program</b>					
	Instruction	10,017,052	11,087,181	14,416,400	13,718,000
	Academic Support	9,134,994	10,269,762	9,871,539	12,999,000
	Student Services	6,940,204	8,497,027	7,773,158	9,690,000
	Public Service	5,638,108	8,678,061	6,229,630	7,870,000
	Organized Research	173,579	176,242	591,311	242,000
	Auxiliary/Enterprise	120,075	126,316	100,041	166,000
	Operations and Maintenance	1,769,287	1,437,918	1,649,367	2,472,000
	Institutional Support	4,731,007	4,701,364	4,004,022	6,961,000
	Scholarships, Grants, Waivers	55,834,832	46,786,967	59,412,141	57,582,000
	<b>Total Expenditures</b>	<b>94,359,138</b>	<b>91,760,837</b>	<b>104,047,609</b>	<b>111,700,000</b>
<b>Expenditures by Object</b>					
	Salaries	22,571,929	24,394,087	21,726,374	31,497,000
	Employee Benefits	3,969,168	5,048,401	15,114,053	5,541,000
	Contractual Services	4,964,189	4,944,559	3,507,875	6,916,000
	Materials and Supplies	5,174,311	6,552,106	4,309,466	7,220,000
	Travel and Conference	692,150	875,123	653,923	967,000
	Capital Outlay	1,372,401	1,531,357	211,843	1,914,000
	Fixed Charges	24,134	22,249	273,294	34,000
	Utilities	21,773	18,415	30,349	29,000
	Other Expenditure				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	55,888,673	46,760,837	5,664	57,582,000
	Other Expenditure	(319,589)	1,613,703	58,214,766	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
	<b>Total Expenditures</b>	<b>94,359,138</b>	<b>91,760,837</b>	<b>104,047,609</b>	<b>111,700,000</b>
	<b>Revenues less Expenditures</b>	<b>556,681</b>	<b>-</b>	<b>(4,555)</b>	<b>-</b>
	<b>Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Fund Balance, Beginning of Year</b>	<b>(552,126)</b>	<b>4,555</b>	<b>4,555</b>	<b>0</b>
	<b>Fund Balance, End of Year</b>	<b>\$ 4,555</b>	<b>\$ 4,555</b>	<b>\$ 0</b>	<b>\$ 0</b>

**FY2006  
CAPITAL BUDGET**

## FY2006 CAPITAL BUDGET

The Operation and Maintenance Restricted Fund accounts for the receipts and expenditures for capital projects categorized as remodeling, building code/environmental, equipment upgrades, facility renewal and adaptation. The FY2006 capital plan will require an appropriation of \$77.4 million, an increase of \$20.9 million over the FY2005 budgeted level. In addition, the State Capital Development Board (CDB) will undertake a district-wide electrical distribution system upgrade of \$12.0 million. The CDB will contribute \$9.0 million and City Colleges will pay \$3.0 million for this project. Since the CDB is in charge of the project, City Colleges does not need to appropriate funds for this upgrade other than paying its \$3.0 million share.

FY2006 capital spending for City Colleges is funded through an intergovernmental agreement with the City of Chicago. The City of Chicago issued 30-year bonds in 1999 for City Colleges and has been paying City Colleges for capital projects on a pay-as-you-go basis. The balance from these bonds is almost exhausted, and no new source of financing has been identified. There is a desperate need for additional money for the capital budget. The following table compares the estimated capital expenditures in FY2005 with the capital budget planned for FY2006.

### FY2006 Capital-Fund Budget (In Millions)

	FY2005 Budget	FY2005 Estimate	FY2006 Budget	FY06 vs 05 Change
<b>Revenues:</b>				
Local	\$63.3	\$56.5	\$77.4	\$20.9
State	0.0	0.0	0.0	0.0
<b>Total Revenue</b>	\$63.3	\$56.5	\$77.4	\$20.9
<b>Expenditures:</b>				
Capital Outlay	\$63.3	\$56.5	\$77.4	\$20.9
<b>Fund Balance: End-of-Year</b>	\$0.0	\$0.0	\$0.0	\$0.0

### CAPITAL-PLANNING PROCESS

The capital-planning process incorporates state-of-the-art business processes and procedures designed to manage the current capital costs and predict the future capital needs. The capital-planning process was implemented in 2004 incorporating the latest capital-planning software solutions. The needs of the City Colleges of Chicago are constantly being monitored to adequately establish capital-renewal requirements based on life-cycle forecasting techniques

coupled with on-site condition assessments. With an understanding of the capital and renewal needs, funding strategies can be developed to reduce the current unfunded liability. Specific and distinct capital-planning strategies are established that work in parallel with the operating budgets such as maintenance and utilities. Optimal strategies are established that leverage capital investments and reduce the operating risk of the Colleges. Effective automated systems, business processes, and measures are implemented to help administer this dynamic capital plan. Key objectives are set up to ensure that the capital plan is efficiently managed.

## **CAPITAL-PLANNING PROCESS OBJECTIVES**

City Colleges has identified a series of objectives related to the deployment of capital:

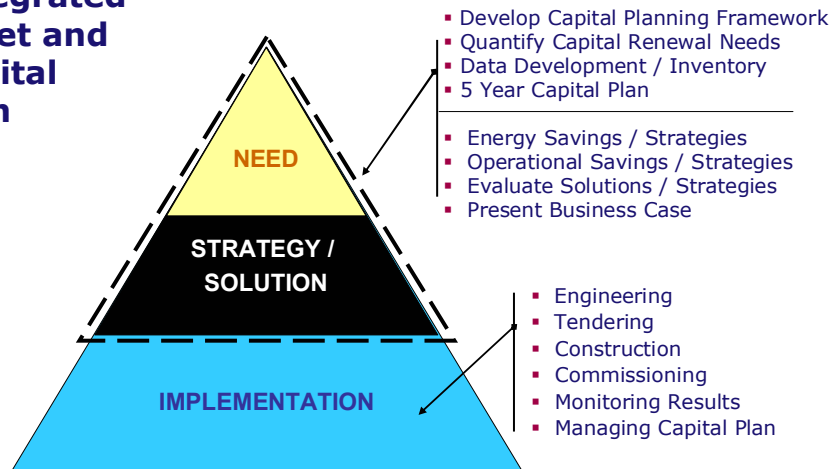
- **Enhance Capital-Decision Making** – The need for effective decision-making processes is a global concern. Decision-making criteria should be a blend of factual data (incorporating accommodation/use, age of facilities, renewal burden of facilities, condition, site constraints, etc.) and subjective data (incorporating political will, functional constraints, etc.).
- **Use Industry Ratings to Measure the Effectiveness of the Capital Spending** – An industry-standard measurement called “Facility Condition Index” (FCI) is applied to each facility to help predict the overall condition of each building and the portfolio.
- **Understanding the Capital-Renewal Gap** – As various major building systems and components age, the remaining useful and serviceable life decreases. The overall capital-renewal needs of the portfolio based on high-level and preliminary life-cycle cost models would be established. The overall renewal needs are mapped against the renewal funding to identify the unfunded liability.
- **Establish Funding Requirements** – With the development of the overall portfolio-renewal needs, funding amounts will be established based on defined levels of operating risk.
- **Identify Cost-Reduction Strategies** – Examining the operational costs in collaboration with the capital spending will develop optimal spending results. The goal is to reduce the unfunded liability and operating risk through creative operational savings strategies that result in leveraged spending and savings opportunities.

## **CAPITAL-PLANNING BUSINESS PROCESS**

As part of the ongoing business process designed to manage the capital planning process, City Colleges has established the Integrated Capital Plan. This consists of three distinct elements: understanding the capital needs, the strategies that incorporate operational opportunities with capital reinvestment, and the implementation/construction activities that relate to the capital plan.



## Integrated Asset and Capital Plan



The Integrated Asset and Capital Plan at City Colleges incorporates the following processes:

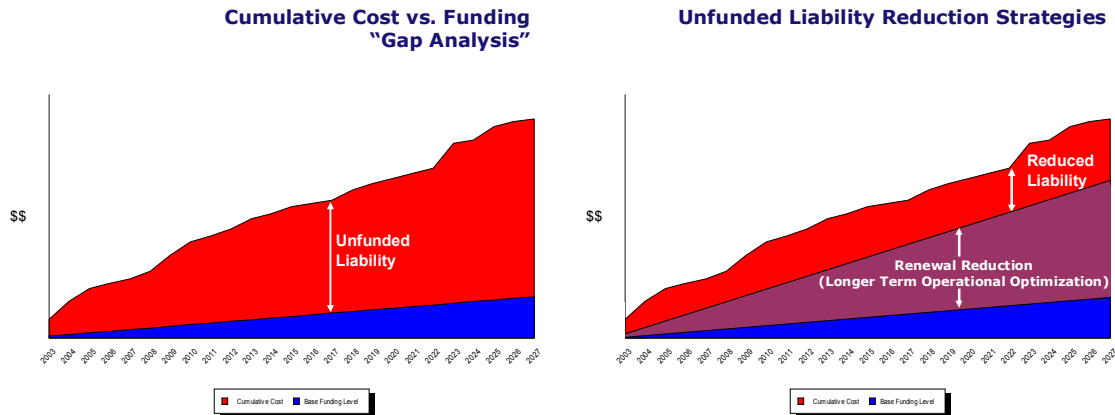
### NEEDS Quantification

- Development of an asset-management framework (best practices and capital-selection processes incorporating risk-management principles)
- Development of capital-renewal and life-cycle projection-cost data
- Development of operational cost data related to accommodation, maintenance, and utilities
- Development of a short-term (less than five-year) capital plan that focuses on the renewal needs and associated priorities (assist with the development of risk-management decision-making criteria)
- Development of a long-term capital plan incorporating 25- to 30-year life-cycle renewal data
- Data-update strategies (dynamic data-development and condition-data strategies)
- Quantification of unfunded liabilities

### STRATEGIC Solution Development:

- Development of a strategic document that quantifies the current and future renewal- and asset-management needs of the organization
- Development and documentation of a strategic planning process that explores revenue optimization and operational savings/optimization
- Development of financial strategies that leverage operational cost savings to create more dollars for renewal and/or other initiatives
- Development of strategies that reduce the renewal backlog and unfunded liability

- Development of effective communication processes that enhance effective decision making
- Development of a dynamic business plan;
- Development of reporting processes that clearly articulate solutions (managing the unfunded liability gap through creative solutions – refer to exhibits below).



**IMPLEMENTATION:**

- Selection of construction based on sound criteria such as risk and impact
- Implementation strategies with measurable results that tie back to the business plan
- Effective monitoring of results
- Proactive project and construction management processes
- Updating of capital plan with completed project information

**FY2006 CAPITAL PROJECT LIST**

For FY2006, the City Colleges of Chicago has selected a range of capital projects including building code/environmental, equipment upgrades, and facility renewal and adaptation. Several of the facility renewal projects will have a direct impact on the Facility Condition Index (FCI) and operational cost savings. FCI is a comparative indicator of the relative condition of facilities and is expressed as a ratio of the cost of remedying maintenance deficiencies to the current replacement value. Categorized project information is provided below:

**A. Building Code/Environmental**

1. Building code/environmental repair: Various building-code and compliance work will be performed on the District Office building and West Side Technical Institute facility. \$1.2 million is budgeted for the projects.
2. Electrical distribution systems upgrade: District-wide repair of deficiencies, hot spots, code violations, and system expansion to meet current demand. The cost of this project is \$12.0 million.

3. ADA compliance: To comply with ADA requirement, final phases of this project will be completed at Daley, the District Office, Olive Harvey, Truman, Wright, and satellite campuses at a cost of \$4.8 million.

#### B. Equipment Upgrades

Cleaning-equipment upgrade: New motorized cleaning equipment will be purchased for all colleges at a cost of \$0.2 million.

#### C. Facility Renewal

1. Building renovation at Harold Washington final phase: All building infrastructure such as HVAC, IT, and lighting renovation will be completed in FY2006. In addition; renovation of the library, science labs, and various lower-level floors will be completed. The total budget is \$26.1 million.
2. Kennedy-King's new campus: The construction of the new building will continue in FY2006 at a cost of \$30.0 million.
3. Building-exterior renovation: Olive Harvey College will undergo an exterior renovation of the building's curtain wall and related components. Currently, \$3.2 million is set aside for this project.
4. Site upgrade and repair at Truman College: Restore deteriorated sidewalks and other structures, renew waterproofing at entrances, repair retaining walls, and replace two window-wall entrances at a cost of \$1.2 million.
5. Computerized maintenance-management system: City Colleges plans to install a system to track preventive maintenance, demand work orders, space management, inventory, etc. for all buildings. \$1.2 million is budgeted for the purchase and implementation of the system.
6. Building renovation at Malcolm X: Energy performance/optimization contracting, conversion from steam to hot-water boilers, new lighting in basement and third floor, new roof, new cooling towers, new air handlers, gymnasium renovation, first-floor remodeling of lobby, security office, book store, and cultural center, renovation of twenty washrooms. \$20.3 million is budgeted to complete the building renovation at Malcolm X.

#### D. Adaptation

1. Classroom build-out: Three student lounges will be converted to classrooms at Wright College at an estimated cost of \$85,000.
2. Allied Health Labs: Health-lab renovation at Malcolm X College will be completed at an estimated cost of \$1.5 million.
3. South Shore Culinary build-out: The final phase of the culinary school construction will be completed at a cost of \$1.3 million.
4. Identification-Management Project: This project consists of new identification-card system for the District servicing students, faculty, and staff as well as integration with physical security systems and required IT systems. \$1.8 million is budgeted.
5. Video Surveillance (CCTV): Video security systems will be installed at all colleges and the District building for theft prevention and to enhance safety for faculty, staff, students, and visitors. \$4.3 million is budgeted.

6. Workforce Preparation Center: Modern resource facilities will be built for adult educators to prepare lessons; language labs will be built for ESL students; and networked interactive computer labs will be built for adult-education, GED, and ESL students. The cost is estimated at \$1.2 million.

## **Impact of Capital Projects on Operating Fund**

Capital-renewal projects have improved the overall performance and use of the facilities at the City Colleges of Chicago. Investments in capital-renewal projects at various campuses have had a positive impact on operational cost savings. The following impacts, which are not always quantifiable, will be realized as a result of various capital projects:

- Avoid costs associated with premium expenditures.
- Reduce utility costs where energy related components were replaced with more efficient systems.
- Reduce the risk of premature building-component failure.
- Avoid program disruption.
- Reduce FCI (facility condition index).

Capital funds for facility renewal have improved the overall performance and use of the facilities along with reducing premium expenditures. Increases in capital-renewal funding diminish the need for reactive repairs and maintenance, which results in a reduction of operational costs. In order to preserve the capital investment, proper preventative maintenance is required to ensure the maximum useful life of the building systems and components. A proper balance of renewal dollars with the maintenance and operational budget will yield a net positive result for the City Colleges of Chicago. This process is currently being refined.

Most of the capital projects planned for FY2006 will have no appreciable impact on utilities, staffing, or maintenance costs. The majority of the projects involve safety and compliance, not reduced costs. Building renovations at Harold Washington and Malcolm X Colleges are anticipated to slightly reduce energy consumption next year.

## City Colleges of Chicago FY2006 Capital Projects

	Districtwide	Daley	District Office	Harold Washington	Kennedy King	Malcolm X	Olive Harvey	Truman	Wright	Total
<b>New Capital Projects</b>										
Building Code Compliance Repairs			1,000,000							1,000,000
Building Exterior Renovation							3,180,989			3,180,989
Classroom Buildout									85,000	85,000
Site Upgrades and Repair								1,200,000		1,200,000
<b>Total New Capital Projects</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,180,989</b>	<b>1,200,000</b>	<b>85,000</b>	<b>5,465,989</b>
<b>Current Capital Projects</b>										
ADA Compliance		1,399,321	96,233				2,809,419	301,873	180,494	4,787,340
Allied Health Labs						1,500,000				1,500,000
Building Code Compliance Repairs		219,550								219,550
Building Renovation				5,726,900		20,303,355		69,463		26,099,718
Cleaning Equipment Upgrades	160,494									160,494
Computerized Maintenance Mgmt System (C	1,200,000									1,200,000
Various District-wide Capital Projects	545,665									545,665
Identification Management Project	600,000									600,000
Kennedy-King New Campus					30,000,000					30,000,000
South Shore Culinary Buildout					1,321,244					1,321,244
Vertical Transportation Repairs										-
Video Surveillance (CCTV)	4,300,000									4,300,000
Workforce Prep Centers	1,200,000									1,200,000
<b>Total Current Capital Projects</b>	<b>8,006,159</b>	<b>1,618,871</b>	<b>96,233</b>	<b>5,726,900</b>	<b>31,321,244</b>	<b>21,803,355</b>	<b>2,809,419</b>	<b>371,336</b>	<b>180,494</b>	<b>71,934,011</b>
<b>Grand Total Capital Projects</b>	<b>8,006,159</b>	<b>1,618,871</b>	<b>1,096,233</b>	<b>5,726,900</b>	<b>31,321,244</b>	<b>21,803,355</b>	<b>5,990,408</b>	<b>1,571,336</b>	<b>265,494</b>	<b>77,400,000</b>

**DEBT SERVICE FUNDS**

## FY2006 DEBT SERVICE FUNDS

Debt-service funds are established to account for annual property-tax levies and Personal Property Replacement Taxes (PPRT), both of which are used for principal, interest, and other fee payments. The City Colleges of Chicago currently carries two types of bonds: PBC leases and Series 1995 bonds. The total debt-service fund required for FY2006 to service these bonds is \$39.4 million, an increase of \$0.4 million over the FY2005 level. Of this amount, \$24.7 is for the payment of principal, the interest amounts to \$7.5 million, and the remaining \$7.2 million represents administrative and repair and maintenance fees.

### FY2006 Debt Service Payment Summary

	PBC Leases	Series 1995 Bonds	Total Debt Service
Beginning-year Reserved balance	\$ 34,729,477	\$ 1,021,046	\$ 35,750,523.4
Revenues:			
Property Taxes	31,088,898	0	31,088,898
PPRT	0	4,254,070	4,254,070
Total	31,088,898	4,254,070	35,342,968
Appropriation:			
Principal	22,505,000	2,200,000	24,705,000
Interest	5,464,856	2,054,070	7,518,926
Admin & Repair	7,200,000	0	7,200,000
Total	35,169,856	4,254,070	39,423,926
End-of-year Fund Balance Reserved for Debt Service	\$ 30,648,519	\$ 1,021,046	\$ 31,669,565

The lease payments for the Public Building Commission (PBC) are used for debt service on bonds that the PBC sold to finance capital projects that the District is leasing from the PBC. The current lease payments relate to PBC bonds issued in 1987 and 1988. Property-tax revenues required to pay for the leases are \$35.2 million in FY2006. However, City Colleges plans to use \$4.1 million of fund balance reserved for this debt, abating \$5.4 million of 2004 property-tax levies. Upon payment of all obligations through property-tax levies, all rights and title will be transferred to City Colleges.

Series 1995 is 20-year revenue bonds issued in December 1995 to retire a prior note payable. City Colleges has pledged its share of collections of the Personal property

Replacement Taxes in amounts sufficient to pay the principal and interest on the bonds. These bonds will mature in May of 2015. Debt service for the bonds requires \$4.3 million in FY2006, an increase of \$0.4 million over FY2005. These payments are due in annual installments.

CCC's relatively low debt burden has only a minimal impact on its current operations. The largest debt, the annual lease payments to the PBC, is supported by a separate property-tax levy. The only bonds paid out of operating revenues are Series 1995, and the annual debt service of \$4.3 million represents less than 2% of the operating funds.

### **Legal Debt Limits**

The legal debt margin or the total amount of debt that can be issued by City Colleges authorized by the Illinois Statute is 2.875% of equalized assessed valuation. The equalized assessed valuation for the tax levy year of 2003 is \$53,144.5 million in the City of Chicago. At 2.875%, the legal debt limit translates into \$1,527.9 million. The current debt outstanding that applies to this margin is PBC bonds only. At June 30, 2005, the principal outstanding for PBC debt totals \$78.6 million, or 5.1% of the total debt limit. The legal debt limit less outstanding PBC principal payments is \$1,449.3 million.

### **Schedule of Debt Service Requirements to Maturity**

Total outstanding long-term debt and interest payable as of June 30, 2005, is \$147.8 million. When the PBC leases mature in 2008, the annual debt service-payment will decline significantly. The summary of future debt service requirements as of June 30, 2005, is as follows:

<b>Fiscal Year</b>	<b>PBC Lease</b>	<b>Series 1995</b>	<b>Total</b>
2006	35,169,856	4,254,070	\$39,423,926
2007	35,166,310	4,279,970	39,446,280
2008	35,165,258	4,253,550	39,418,808
2009		4,261,050	4,261,050
2010		4,254,150	4,254,150
2011		4,207,500	4,207,500
2012		4,197,500	4,197,500
2013		4,223,500	4,223,500
2014		4,232,000	4,232,000
2015		4,173,000	4,173,000
<b>TOTAL</b>	<b>\$105,501,424</b>	<b>\$42,336,290</b>	<b>\$147,837,714</b>



**FY2006 BUDGET SUMMARY:**

Daley college

Kennedy-King College

Malcolm X College

Olive-Harvey College

Truman College

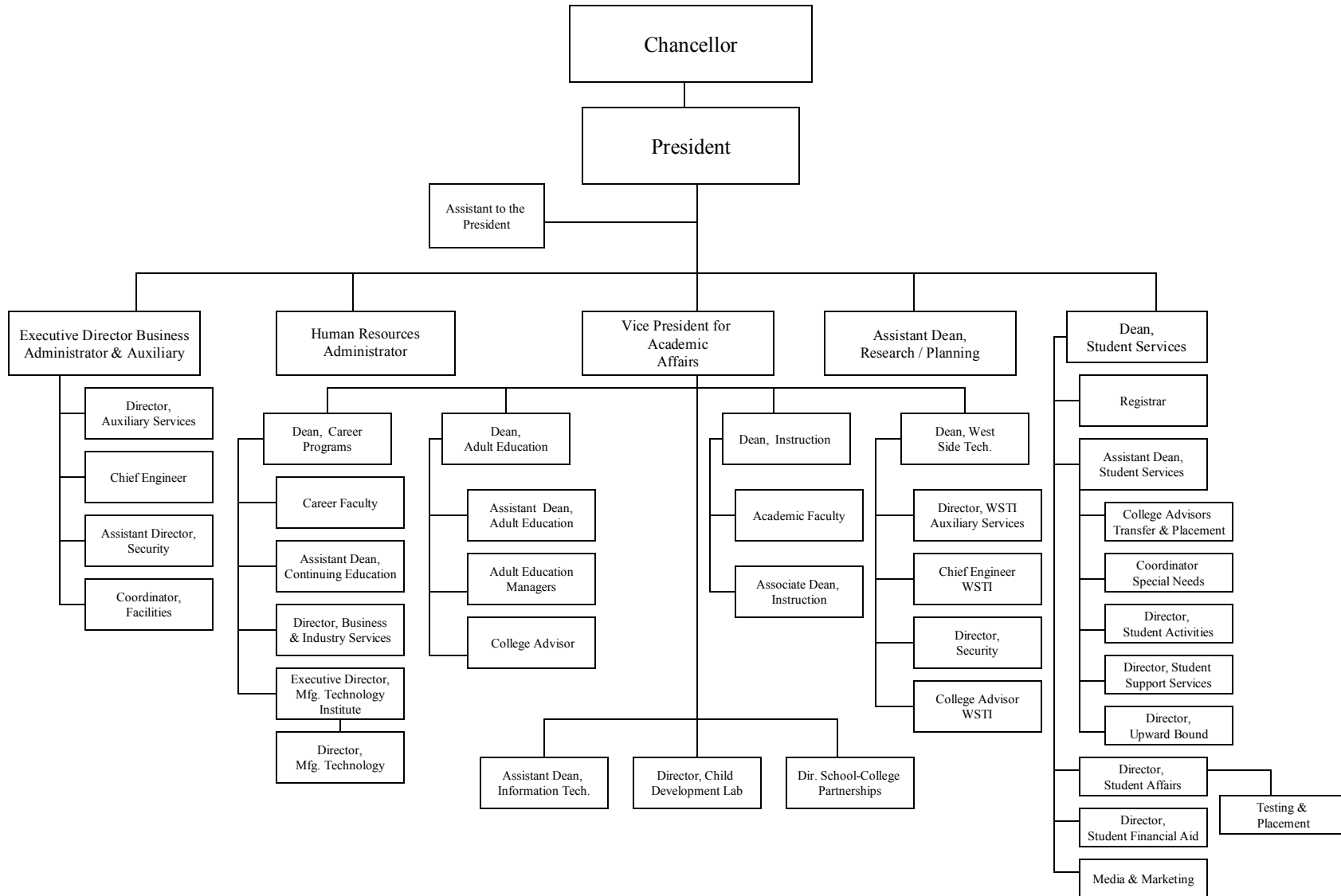
Harold Washington College

Wright College

# Daley College



# Richard J. Daley College Organization Chart





The City Colleges of Chicago established this Southwest side college in 1960 on the Bogan High School campus where students enrolled mostly in part-time evening classes. Due to the rapid growth of the College's programs, Southwest College—as it was then called—quickly outgrew the limited space provided at Bogan. In 1970, the City Colleges of Chicago opened a full-time school in prefabricated buildings and trailers to accommodate the 1,000 students enrolled at that time at Southwest College. A community advisory committee from the area of Western Avenue and 28<sup>th</sup> Street aided the City Colleges in the development of a technical training facility that would become a part of Daley College. This facility was named West Side Technical Institute.

The school is named after the man whose commitment to the Southwest residents made this college a reality, former Chicago Mayor Richard J. Daley. The current college, which opened in 1981, is situated on a fourteen-acre site purchased by the City Colleges of Chicago at 7500 South Pulaski Road. Daley College continues its tradition of offering university-bound students a solid liberal arts education in their own neighborhoods at a cost working people can afford. In addition, it continues to respond to the changing needs of Chicago and its people by augmenting traditional studies with the technical, career, and occupational curricula that prepare students for the 21<sup>st</sup> century. Daley graduates transfer to colleges and universities all over Illinois or join the work force of Chicago where they are among its most productive citizens.

As a comprehensive community college, Daley College offers instruction in four areas. The Adult Education instruction area offers Adult Basic Education (ABE), Adult Secondary Education (General Educational Development), and English as a Second Language (ESL). Transfer/Baccalaureate Education includes liberal arts study for transfer to four-year institutions. Occupational/Career Education builds upon general education with study intended for immediate entry into the workforce. Continuing Education offers short-term workforce preparation study, as well as remedial study and short courses of special interest to the community. Student Services supports learners across the four instructional areas; learners whose numbers in recent fiscal years surpassed 20,000. The activities in the instructional and support areas are reviewed and planned relative to four strategic goals:

- Goal 1: Improve the quality of all programs and services.
- Goal 2: Expand services to meet the needs of all students and workforce partners.
- Goal 3: Increase enrollment and retention.
- Goal 4: Effectively utilize resources and maximize revenue opportunities.

## **FY2005 Accomplishments**

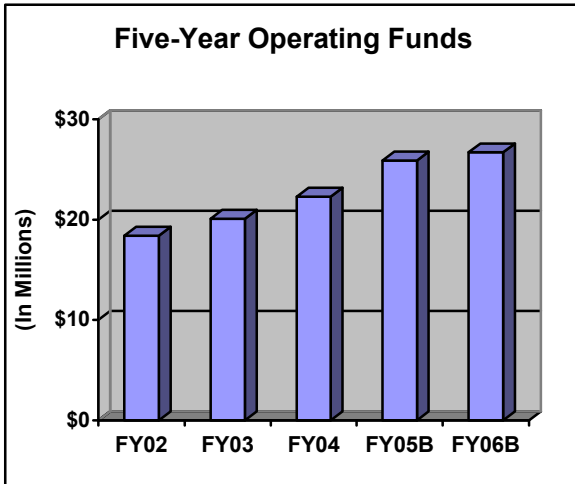
- Two multi-media rooms for the Criminal Justice program were created.
- The Career Path program was initiated at West Side Technical Institute to empower the potential students who enter into a vocational track.
- 83 students completed their 2005-06 FAFSA on-line applications at our Financial Awareness Day.
- A new concentration in Latin American studies program was developed.
- A re-engineering of the Honors Program was commenced.
- Actively participated in the Chicago Police Victim/Juvenile Offender Mediation Conferencing program where several students, graduates, and faculty members were certified by the Chicago Police Department and the Department of Children and Family Service.
- 100% of the Continuing Education staff received cross-training to complete the WIA-TAA-TRA documentation of potential students for enhanced services.
- 214 GED graduated in October, 2004 and May, 2005.
- Recognized 227 English as Second Language students who completed the program.
- 21 students completed the Citizenship preparation courses on the naturalization process and became citizens.
- Daley College awarded the second-largest number of Associate of Arts degrees at City Colleges.
- Daley College awarded the largest number of Associate of Applied Science degrees at City Colleges.
- The Adult Education program received over \$450,000 in performance funding.
- The TRIO/SSS received renewed funding of \$235,000 for an additional four years.

## **FY2006 Tactical/ Strategic Plan**

- Revise and implement standards by which Adult Education learning progress can be measured, including progress testing in adult basic education, GED, and ESL.
- Bring assessment results to the instructional departments for the improvement of curriculum and teaching.
- Assess the integration and effectiveness of Testing and Placement within the recruitment and admissions process.
- Plan comprehensive adult-educator evaluation and development, including program and course orientation, self-evaluation, mentoring, classroom observation and evaluation, and professional development.
- Continue the quality improvement of the tenure process.
- Survey the technology training needs of the faculty.

- Restructure and revitalize program advisory boards for strengthened relations with businesses and better program alignment with industry standards.
- Updated WIA certification programs to reflect adjustments to programs.
- Document Adult Education efforts to transition program completers to credit and career programs.
- Enhance tutoring for more satisfactory course performance and completion by assisted students.
- Attend at least three community-based organization fairs per semester.
- Provide executive-leadership training for newly elected SGA members.
- Increase the membership of the active recognized student organizations.
- Review financial aid processes relative to the new student information system to ensure adherence to federal, state, and local regulations.
- Restructure financial aid processing at West Side Technical Institute related to admissions, student financials, and academics.
- Administer and document Adult Education progress tests and student outcome data to qualify for performance funding.
- Submit Request for Proposals as a proactive means of addressing proposed budget cuts to Transfer Center and College Access grants.

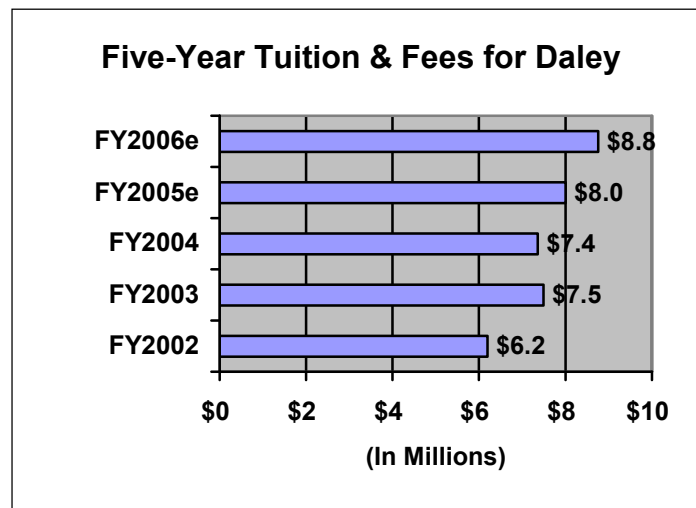
## FY2006 Financial Overview



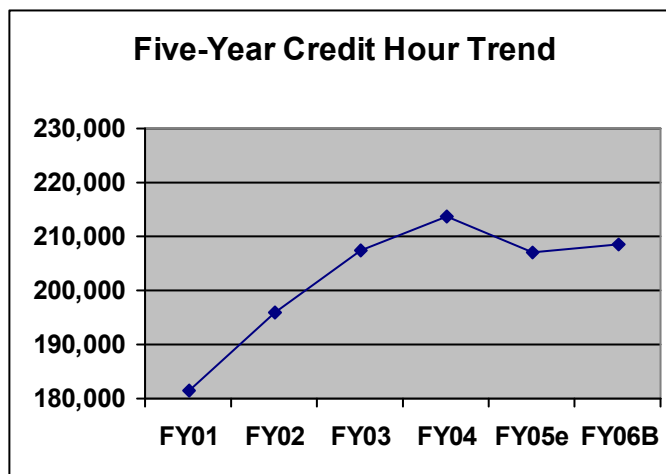
The FY2006 operating funds excluding grants reflect an increase of \$0.8 million or 3.1% over the FY2005 budget of \$25.9 million. The largest spending category is personnel, totaling \$22.7 million or 85.3% of the \$26.7 million operating budget. Supplies and Services for ongoing operation take up 5.9% or \$1.6 million of the budget. Utilities will cost \$1.1 million or 4.2% of the operating funds. The remaining funds are allocated to bad-debt expenses (\$0.4 million), travel and conference (\$0.1 million), scholarships (\$0.1 million), re-appropriated enterprise balance (\$0.4 million), and others.

Total salary and benefits budget of \$22.7 million will support the estimated 494 full-time equivalents, which comprise 83 full-time faculty members, 168 part-time teachers, 25 administrators, 131 clerical and professional FTEs, and 88 operations and maintenance staff. In Spring Semester of 2005, Daley achieved a full-time to part-time faculty ratio of

47/53 for credit sections taught. This ratio will improve as the College plans to add 10 new full-time teachers in FY2006. Contractual salary increases combined with new hires of teachers and other employees for Student Services and Security account for the \$1.7 million increase in total salary.



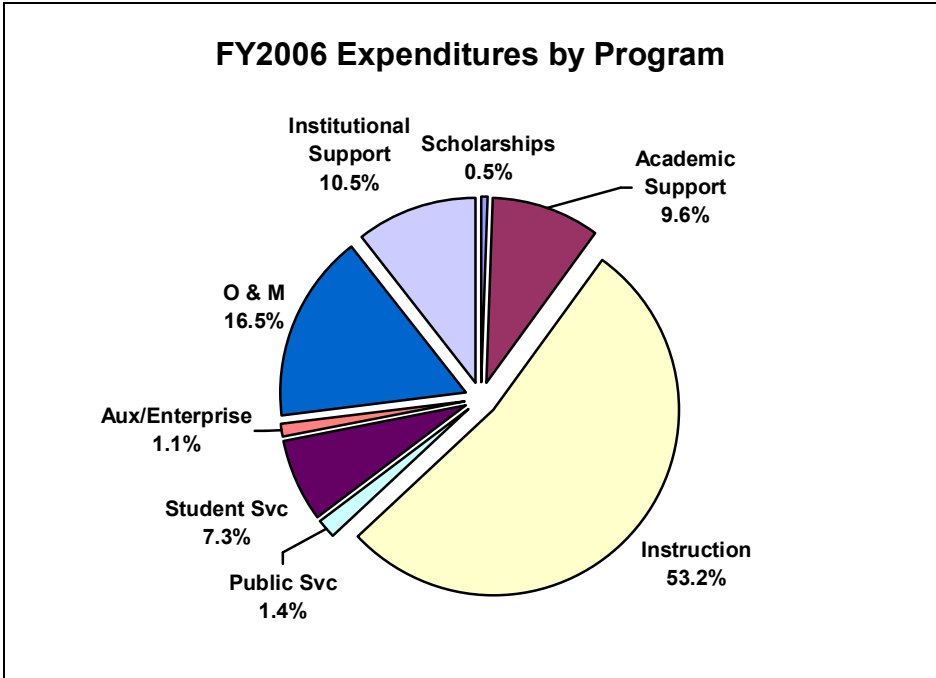
Overall credit hours for FY2006 are forecast to increase from 254,576 hours in FY2005 to 256,403 in FY2006. This represents an increase of 1,827 hours or 0.7% over FY2005. Tuition-producing credit hours represent 42.3% of the total. 57.7% of total credit hours are for free adult education. Daley supports 32.9% of its operating budget from tuition and fee revenues. Revenues from tuition and fees are forecast at \$8.8 million for FY2006, an increase of \$0.8 million over the FY2005 year-to-date figures.



Daley College expects credit-hour enrollment in adult education to remain essentially flat. The College projects the Vocational Skills area to have the largest increase, about 15.6%, in credit-hour enrollment. Credit-hour enrollments in the Credit and Pre-credit instruction areas are expected to show small increases. Credit hours in the continuing education category are expected to decline by 39.4%, which is attributed to increased tuition.

At Daley, spending in direct Instruction represents 53.1%, which compares very favorably with the District-wide average of 43.7%. As a result of planned hiring of 10 new faculty members in FY2006, spending in this category has increased from 52.2% of operating budget in FY2005 to 53.1%. Academic Support provides support services for the institution's primary missions of instruction, public service, and research. Daley plans to hire an associate dean of instruction and a director of business and industry, which will augment the instructional support service. The College allocates 9.6% of FY2006 budget to this category, which is higher than the District-wide average of 8.1%.





Student Services, which includes services such as financial aid, admissions and records, placement, testing, and student activities, will consume 7.3% or \$2.0 million of the budget, close to the District-wide average of 7.5% of operating budget. Institutional Support, which supports administration, data processing, fiscal operation, etc., will require 10.5% of the budget.

Because Daley operates out of six pre-fabricated buildings, four trailers, and one main campus building, building operations and maintenance costs require 16.5% of operating budget, much higher than the District average of 13.6%.

In summary, mission-related expenditures, which include spending in Instruction (53.1%), Academic Support (9.6%), Student Services (7.3%), Public Service (1.4%), and Scholarship (0.5%), amount to \$19.2 million or 71.9% of the operating budget compared with 63.1% of the District average.

**Daley College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 8,596,196	\$ 6,110,221	\$ 5,535,047	\$ 6,241,763
	State Government	6,191,773	9,519,661	9,292,404	10,400,147
	Federal Government	51,804	37,326	12,716	55,000
	Tuition and Fees	7,363,110	8,706,686	8,005,776	8,758,394
	Auxiliary/Enterprise	646,135	676,820	424,706	709,300
	Investment Revenue	-	-	-	-
	Other Sources	216,782	342,000	164,004	141,400
	<b>Total Revenues</b>	<b>23,065,801</b>	<b>25,392,714</b>	<b>23,434,655</b>	<b>26,306,004</b>
<b>Expenditures by Program</b>					
	Instruction	11,503,569	13,498,100	12,243,149	14,163,595
	Academic Support	1,276,209	1,639,884	1,733,151	2,549,088
	Student Services	2,001,986	2,391,927	2,279,009	1,956,158
	Public Service	280,193	729,135	160,812	383,273
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	391,734	418,170	168,735	281,718
	Operations and Maintenance	4,375,009	4,647,811	4,770,436	4,401,757
	Institutional Support	2,482,302	2,408,925	2,433,832	2,794,164
	Scholarships, Grants, Waivers	138,743	130,000	107,149	125,000
	<b>Total Expenditures</b>	<b>22,449,744</b>	<b>25,863,953</b>	<b>23,896,273</b>	<b>26,654,752</b>
<b>Expenditures by Object</b>					
	Salaries	15,451,098	16,899,274	16,352,387	18,571,250
	Employee Benefits	3,363,278	4,190,059	3,766,748	4,163,987
	Contractual Services	673,546	1,045,000	448,203	709,700
	Materials and Supplies	861,029	807,400	1,297,416	867,500
	Travel and Conference	104,612	125,221	271,047	128,902
	Capital Outlay	27,193	514,000	156,106	14,000
	Fixed Charges	121,828	127,700	75,813	128,000
	Utilities	977,006	1,135,658	978,290	1,109,000
	Other Expenditures				-
	Bad Debt	382,009	400,000	422,649	400,000
	Waivers and Scholarships	375,143	130,000	107,149	125,000
	Other Expenditures	113,003	24,050	20,465	30,000
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	465,591	-	407,414
	<b>Total Expenditures</b>	<b>22,449,744</b>	<b>25,863,953</b>	<b>23,896,273</b>	<b>26,654,752</b>
<b>Revenues less Expenditures</b>		<b>616,057</b>	<b>(471,240)</b>	<b>(461,618)</b>	<b>(348,748)</b>

**Daley College**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	63	64	63	83
Part-Time Faculty	139	159	161	168
Administrators	28	23	22	25
Clerical and Professional	138	124	130	131
Operations and Maintenance	37	71	82	88
<b>FTE Total</b>	<b>406</b>	<b>441</b>	<b>458</b>	<b>494</b>

**Salaries**

Full-Time Faculty	4,214,775	4,323,982	4,166,522	5,006,790
Part-Time Faculty	3,966,581	3,922,118	4,140,723	5,000,078
Administrators	1,721,533	1,553,936	1,656,757	1,764,889
Clerical and Professional	3,313,759	3,414,052	3,583,613	4,131,656
Operations and Maintenance	1,501,770	2,248,427	2,634,139	2,667,837
<b>Salaries Total</b>	<b>\$ 14,718,419</b>	<b>\$ 15,462,515</b>	<b>\$ 16,181,755</b>	<b>\$ 18,571,250</b>

**Average Salary per FTE Type**

Full-Time Faculty	66,901	67,562	66,135	60,323
Part-Time Faculty	28,458	24,624	25,750	29,841
Administrators	61,483	67,562	75,307	70,596
Clerical and Professional	24,013	27,549	27,620	31,562
Operations and Maintenance	40,330	31,745	31,994	30,316
<b>Average Salaries</b>	<b>\$ 36,286</b>	<b>\$ 35,059</b>	<b>\$ 35,340</b>	<b>\$ 37,558</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

# Daley College

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	6,938	7,017	7,177	7,108	6,913	-195	-2.7%	-25	-0.4%
Pre-Credit	642	724	828	796	847	51	6.4%	205	31.9%
Continuing Ed.	1,661	1,935	1,834	1,387	796	-591	-42.6%	-865	-52.1%
Special Interest	5,717	5,348	5,534	4,969	5,465	496	10.0%	-252	-4.4%
Adult Education	6,490	7,301	7,811	8,197	8,330	133	1.6%	1,840	28.4%
ABE	1,495	1,738	1,748	1,795	2,026	231	12.9%	531	35.5%
GED	708	817	935	1,007	881	-126	-12.5%	173	24.4%
ESL	4,955	5,608	6,111	6,357	6,354	-3	0.0%	1,399	28.2%
Vocational Skills	840	774	449	239	248	9	3.8%	-592	-70.5%
Mfg. Technology	234	231	225	700	498	-202	-28.9%	264	112.8%
<b>Total (Unduplicated)</b>	<b>20,591</b>	<b>21,086</b>	<b>21,624</b>	<b>21,577</b>	<b>21,240</b>	<b>-337</b>	<b>-1.6%</b>	<b>649</b>	<b>3.2%</b>

# Daley College

## Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,733	2,800	2,927	2,984	2,932	-52	-1.7%	199	7.3%
Pre-Credit	128	114	140	134	151	17	12.7%	23	18.0%
Continuing Ed.	123	211	227	189	101	-88	-46.6%	-22	-17.9%
Adult Education	3,522	4,055	4,346	4,408	4,418	10	0.2%	896	25.4%
ABE	515	565	583	593	596	3	0.5%	81	15.7%
GED	240	272	315	311	287	-24	-7.7%	47	19.6%
ESL	2,766	3,217	3,448	3,504	3,535	31	0.9%	769	27.8%
Vocational Skills	398	364	219	129	122	-7	-5.4%	-276	-69.3%
Mfg. Technology	61	61	58	349	239	-110	-31.5%	178	291.8%
<b>Total (Unduplicated)</b>	<b>6,966</b>	<b>7,605</b>	<b>7,916</b>	<b>8,193</b>	<b>7,963</b>	<b>-230</b>	<b>-2.8%</b>	<b>997</b>	<b>14.3%</b>

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

# Daley College

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	149	2.2%	25	0.4%	2,861	41.4%	2,820	40.8%	1,058	15.3%	0	0.0%	6,913
Continuing Ed.	12	1.5%	6	0.8%	274	34.4%	392	49.2%	112	14.1%	0	0.0%	796
Adult Education	42	0.5%	13	0.2%	430	5.2%	7,169	86.1%	661	7.9%	14	0.2%	8,329
ABE	8	0.4%	12	0.6%	404	20.0%	1,506	74.4%	95	4.7%	0	0.0%	2,025
GED	3	0.3%	3	0.3%	117	13.3%	712	80.8%	46	5.2%	0	0.0%	881
ESL	34	0.5%	1	0.0%	8	0.1%	5,748	90.5%	549	8.6%	14	0.2%	6,354
Vocational Skills	6	2.4%	0	0.0%	56	22.6%	175	70.6%	11	4.4%	0	0.0%	248
Special Interest	112	2.0%	48	0.9%	2,266	41.4%	2,219	40.6%	824	15.1%	0	0.0%	5,469
Pre-Credit	13	1.5%	2	0.2%	372	43.9%	397	46.9%	63	7.4%	0	0.0%	847
Mfg. Technology	9	1.8%	4	0.8%	86	17.3%	97	19.5%	302	60.6%	0	0.0%	498
<b>Unduplicated Total</b>	<b>305</b>	<b>1.4%</b>	<b>86</b>	<b>0.4%</b>	<b>5,693</b>	<b>26.8%</b>	<b>12,314</b>	<b>58.0%</b>	<b>2,828</b>	<b>13.3%</b>	<b>14</b>	<b>0.1%</b>	<b>21,240</b>

## Daley College

### Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

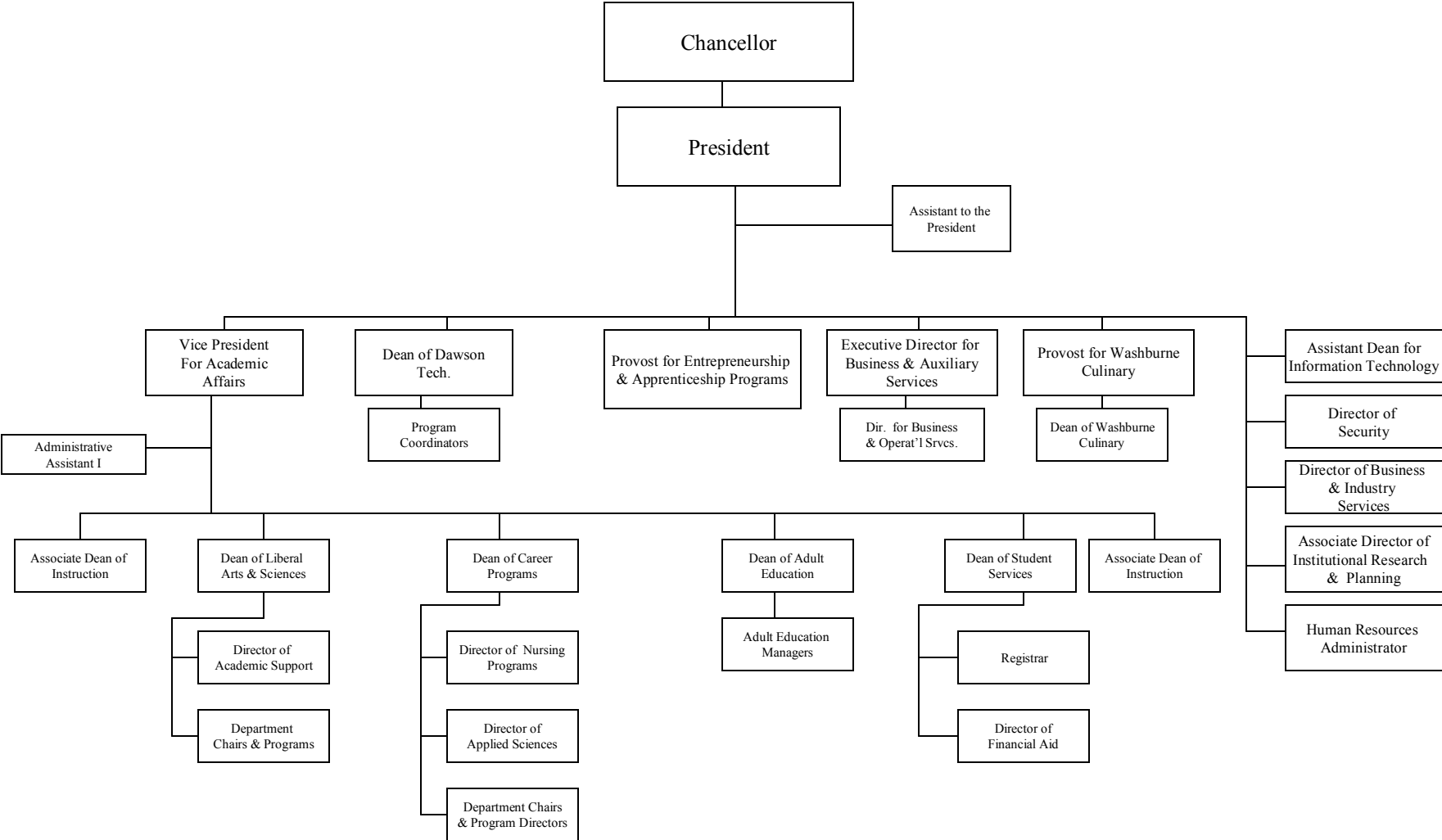
Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	48,767.0	49,964.0	53,176.0	54,945.0	52,266.0	-2,679.0	-4.9%	3,499.0	7.2%
2	Business and Service Occupational	5,266.0	5,821.0	6,356.0	7,051.0	6,586.5	-464.5	-6.6%	1,320.5	25.1%
3	Technical Occupational and Vocational	18,979.0	19,483.0	13,036.0	17,431.5	13,953.5	-3,478.0	-20.0%	-5,025.5	-26.5%
4	Health Occupational and Vocational	2,766.0	3,475.0	3,770.0	3,938.0	3,368.0	-570.0	-14.5%	602.0	21.8%
5	Remedial Education	14,487.0	14,462.0	18,354.0	16,688.0	18,674.0	1,986.0	11.9%	4,187.0	28.9%
6	Adult Basic/Adult Secondary Education, ESL	91,328.0	102,856.0	112,559.0	113,684.0	112,147.0	-1,537.0	-1.4%	20,819.0	22.8%
<b>Total</b>		<b>181,593.0</b>	<b>196,061.0</b>	<b>207,251.0</b>	<b>213,737.5</b>	<b>206,995.0</b>	<b>-6,742.5</b>	<b>-3.2%</b>	<b>25,402.0</b>	<b>14.0%</b>

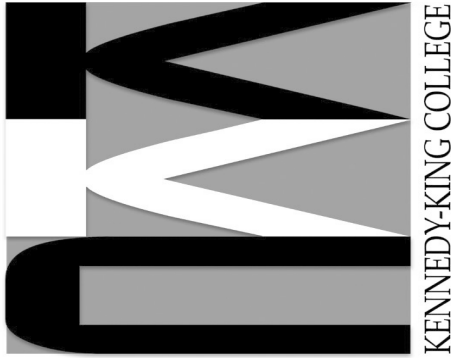
# Kennedy-King College





# Kennedy-King College Organization Chart





Woodrow Wilson Junior College was established in 1935 as one of the three colleges in the junior-college system of the City of Chicago operated by the Chicago Board of Education. The College was located at 6800 South Stewart Street. In July 1969, the name of the College was officially changed to Kennedy-King College (KKC) in honor of both Robert F. Kennedy and Martin Luther King, Jr. Today, the College is located at 6800 South Wentworth Avenue on an eighteen-acre campus. Dawson Technical Institute, located at 3901 South State Street, was established as a satellite campus of the College in 1995. Washburne Culinary Institute, a vocational branch of Kennedy-King, is located at 7059 South Shore Drive in a new facility.

Kennedy-King College is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and approved by the Illinois Community College Board and the Illinois Office of Education's Department of Adult, Vocational, and Technical Education. The Department of Financial and Professional Regulation (IDFPR) of Illinois approves the real-estate and nursing programs.

Fiscal Year 2005 was filled with challenges and opportunities for Kennedy-King College. Major changes were made at both Dawson Technical Institute and Washburne Culinary Institute. The new emphasis on training for the construction industry has re-energized Dawson Technical Institute as a training center and has brought much community support and excitement. The renovation of the two top floors at South Shore Cultural Center into an outstanding culinary-arts training facility and Washburne's relocation have generated a remarkable increase in community and restaurant/hospitality industry support for Washburne. The College continues to pursue the successful strategy of cultivating mutually beneficial partnerships.

## **FY2005 Accomplishments**

- One faculty member and several of her students have once again been accepted for research at Argonne National Laboratory for the summer of 2005.
- The faculty and administration conducted an assessment of student achievement in general education during the spring of 2005 using the nationally normalized CAAP (Collegiate Assessment and Academic Proficiency) test.
- Funding was provided by the University of Illinois at Chicago's College of Dentistry and the Chicago Dental Society in partnership with the KKC Dental Hygiene program to expand students' and faculty's service-learning experiences by participating in a 10-day dental mission to Mexico.

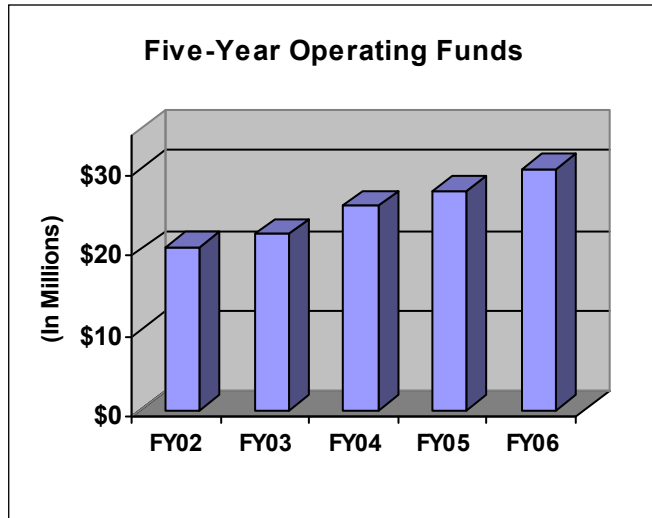
- The Automotive Tech program concluded its first international customized training agreement, a partnership with the Korean Chamber of Commerce, by awarding Associate in Applied Science degrees to eight Korean students from the first program cohort.
- The International Consortium of Addiction Credentialing Boards selected an Addiction Studies faculty member and three outstanding program students as "Subject Matter Experts" to submit questions for the international and state-written Alcohol and Other Drug Counselor examinations.
- Eight of eleven Automotive Technology students were hired by the Chicago Transit Authority (CTA) as Bus Repairers after completing five weeks of an intensive internship. KKC students had the highest hire rate of all training programs conducted by the CTA for Bus Repairers in the last seven years.
- The Automotive Technology program has been designated as the United States test site for all new automotive technology interactive software currently being developed by Degem Inc., an international manufacturer of automotive, scientific, and industrial simulators and training modules. Based on recommendations from the Director of the Applied Science Department, Degem is developing state-of-the-art computer software that will replace many of its hard-board simulators.
- Daimler-Chrysler joined Ford Motor Company to become the second auto maker serving as contributing partners to the Chicagoland Youth and Adult Training Center, a second-chance automotive training program partnering with and housed at Kennedy-King College. Chrysler donated \$50,000, vehicles, and equipment.
- The Business & Industry Services Department, through a grant from the Illinois Department of Commerce and Economic Opportunity, successfully trained incumbent workers from five minority-owned printing companies in graphic communications.
- Kennedy-King College implemented the second year of a three-year Bridges to Baccalaureate Project as the lead partner with Malcolm X and Daley Colleges. Funded for \$240,000 annually by the National Institute of General and Medical Sciences (NIGMS), the project helps students transfer seamlessly from City Colleges to science or medical programs at UIC.
- Continuing Education has partnered with the Citizens Resource Center to initiate the Telecommunication Training Program, which trains participants for entry-level employment as cable installers, repairers, and customer-service and sales technicians. To date, 16 students have completed the program and were placed in jobs.
- Over \$20,000 in scholarships was awarded to deserving students from the Kennedy-King College Golf Scholarship funds raised from the annual Scholarship Golf Outings.
- A one-stop information and advising station and self-help kiosks were established during registration and will be expanded in the upcoming year.

## **FY 2006 Tactical / Strategic Plans**

- Continue to integrate all planning and evaluation activities into a comprehensive system of continuous quality improvement.
- Gain ICCB approval for new program offerings in plumbing, masonry, and carpentry.
- Complete institutional self study and host a successful evaluation visit by the Higher Learning Commission of the North Central Association.
- Successfully collaborate with appropriate partners to implement apprenticeship programs and the entrepreneurship-training programs at Dawson Technical Institute.
- Evaluate the results of assessment of general education outcomes. Design and implement needed curriculum and instructional improvements based on the analysis of assessment results.
- Conduct a comprehensive evaluation of nursing programs, determine needed organizational and curriculum changes, and closely monitor change implementation.
- Begin Phase I planning for the relocation of instructional programs and services to the new Kennedy-King College by the Fallof 2007.
- Establish an honors program in the Arts and Sciences area.

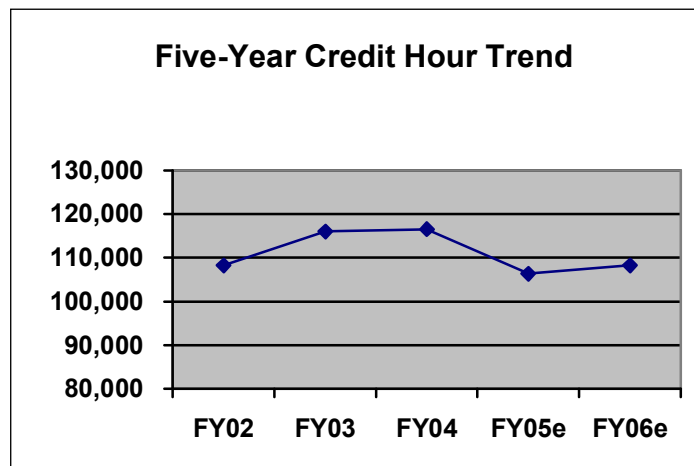
## FY2006 FINANCIAL OVERVIEW

KKC is projecting a 10.6% budget increase in operating funds without grants for FY2006. Total spending is planned to be \$30.4 million. Personnel expenditures total \$21.1 million, consuming 69.5% of the budget. FY2006 represents the first full year of programming for the Washburn Culinary Arts School's new restaurant facility at the South Shore Cultural Center and French Pastry School, which is located on the second floor of the District Office building. As a result of the planned programming expansion at Washburn, French Pastry School, and Dawson Technical Institute, Supplies and Services will increase by \$2.4 million over FY2005. Because KKC operates out of three facilities, utilities will require as much as \$2.1 million or 7.0% of operating budget, while the District average spending on utilities is 4.9% of operating budget. Bad debt is budgeted at \$0.7 million. The remaining balance of \$0.9 million is for travel, equipment, scholarships, and others.

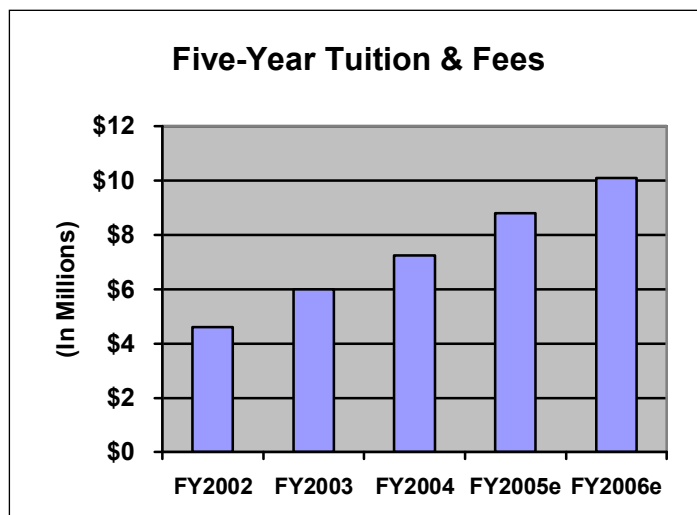


Total salaries and benefit costs of \$21.1 million will support 426 full-time equivalent (FTE) positions which comprise 82 full-time faculty, 92 adjunct faculty, 26 administrators, and 226 clerical and operational positions. KKC plans to hire one new faculty members, one associate dean, one H.R. administrator, one restaurant manager, and three professionals in FY2006. At KKC, 52% of sections are taught by full-time faculty in the Spring of 2005, which also represents the District's average ratio.

KKC experienced a 8.7% decrease in certified credit hours in FY2005. Enrollments for Continuing Education declined, possibly because of the doubling of tuition fees. Rumors that Dawson Tech would close caused a drop in adult-education enrollments. However, KKC normalized the situation by the Spring of 2005 and is expected to increase credit-hour enrollments in transfer and workforce-development areas by 1.8% in FY2006.



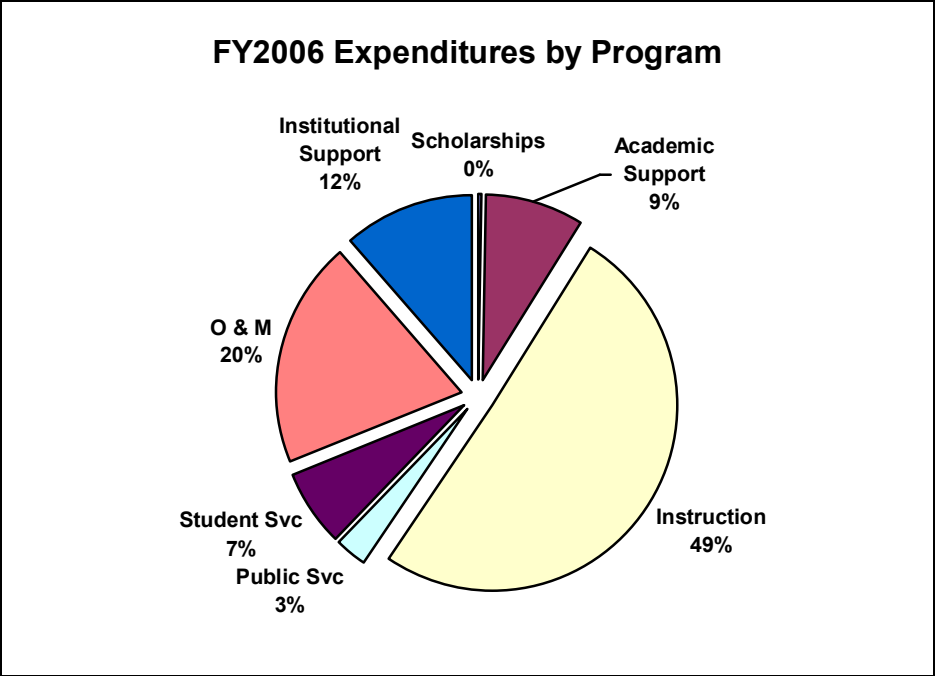
In addition to the Baccalaureate and General Academic class offerings, KKC has very strong career and vocational programs which offer course work and certification in the areas of Automotive Technology, Heating, Ventilation, Air Conditioning and Refrigeration (HVAC-R) Construction, and Culinary Arts. These programs are administered at the main campus, Dawson Technical Institute, and the Washburne School of Culinary Arts. In FY2006, all three schools will be expanding class offerings as well as introducing new initiatives to increase the enrollments. French Pastry School plans to almost double its enrollments, which will generate \$1.9 million in tuition, while Washburne plans to add evening culinary classes, which will produce \$1.1 million in tuition and fees.



KKC budgeted 49.6% of FY2006 operating budget for Instruction. The Academic Support budget, which is 8.6% of the total spending, projects a \$0.7 million increase over FY2005. The primary drivers are the hiring of additional staff in support of the new evening classes at Washburne and tutorial-assistance initiatives at the main campus.

Student Services, which reflects direct services to students such as registration, records, financial aid, and placement testing, remains unchanged at \$2.0 million or 6.7% of the budget. In FY2005, KKC initiated a pilot program to facilitate the registration process and to ensure that student eligibility for financial assistance is properly completed before classes start. Because of the positive impact on the registration process, the College is expanding the program in FY2006. KKC spends 6.7% on Student Services, while the District spends 7.5%.

Public Service programs account for those activities provided to the general community and residents, which include college-sponsored seminars, workshops, forums, and other non-academic services. KKC allocates 2.7% or \$0.8 million of its operating budget to Public Service.



The FY2006 Auxiliary/Enterprise program represents 1.7% of the total allocation. The institutional support budget comprises those activities which are not readily assignable to other categories which apply to the College on an institution-wide basis. KKC administers classes from three facilities, which requires 19.2% of the operating budget for building maintenance and security.

As the College looks forward, there are reasons for cautious optimism. The planned construction of the new KKC campus has begun. The College will be opening a commercial restaurant at the South Shore Cultural Center and will be expanding the currently offered catering service. Dawson Tech has added several new vocational programs, and KKC is offering an entrepreneurial development program. KKC should emphasize this momentum in order to raise public awareness and attract more students.

**Kennedy King College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 13,594,766	\$ 13,483,041	\$ 12,728,163	\$ 10,915,696
	State Government	4,330,460	4,947,291	4,869,520	5,545,981
	Federal Government	66,514	47,976	19,596	70,000
	Tuition and Fees	7,252,077	7,649,647	8,807,201	10,134,110
	Auxiliary/Enterprise	150,508	666,847	281,576	402,209
	Investment Revenue	-	-	-	-
	Other Sources	127,314	86,800	65,229	1,384,861
	<b>Total Revenues</b>	<b>25,521,640</b>	<b>26,881,602</b>	<b>26,771,285</b>	<b>28,452,857</b>
<b>Expenditures by Program</b>					
	Instruction	13,459,990	13,993,579	14,104,218	15,054,515
	Academic Support	1,464,203	1,895,956	1,436,251	2,608,132
	Student Services	1,813,009	1,967,219	1,809,297	2,043,346
	Public Service	379,311	895,441	578,815	828,625
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	393,923	390,838	356,555	514,198
	Operations and Maintenance	4,889,028	5,557,785	5,420,183	5,825,104
	Institutional Support	3,132,799	2,697,539	2,986,640	3,435,022
	Scholarships, Grants, Waivers	104,837	70,453	404,409	70,000
	<b>Total Expenditures</b>	<b>25,637,101</b>	<b>27,468,810</b>	<b>27,096,367</b>	<b>30,378,942</b>
<b>Expenditures by Object</b>					
	Salaries	16,328,532	16,546,238	16,861,743	17,104,629
	Employee Benefits	3,631,842	4,219,351	4,201,227	3,999,806
	Contractual Services	2,091,981	1,962,627	2,182,386	3,809,710
	Materials and Supplies	799,811	1,117,782	1,187,963	1,689,262
	Travel and Conference	124,449	72,639	80,102	242,239
	Capital Outlay	5,696	607,500	218,442	260,000
	Fixed Charges	5,000	-	5,500	-
	Utilities	1,351,768	1,861,695	1,399,696	2,121,326
	Other Expenditures				-
	Bad Debt	755,289	300,000	500,420	700,000
	Waivers and Scholarships	104,977	48,000	452,263	70,000
	Other Expenditures	437,756	592,384	6,624	381,970
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	140,594	-	-
	<b>Total Expenditures</b>	<b>25,637,101</b>	<b>27,468,810</b>	<b>27,096,367</b>	<b>30,378,942</b>
<b>Revenues less Expenditures</b>		<b>(115,461)</b>	<b>(587,208)</b>	<b>(325,082)</b>	<b>(1,926,085)</b>



**Kennedy King College**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	85	82	83	82
Part-Time Faculty	29	75	88	92
Administrators	29	23	20	26
Clerical and Professional	139	140	148	139
Operations and Maintenance	48	91	90	87
<b>FTE Total</b>	<b>330</b>	<b>411</b>	<b>429</b>	<b>426</b>

**Salaries**

Full-Time Faculty	5,364,041	5,381,644	5,350,478	5,767,783
Part-Time Faculty	1,972,930	2,962,569	2,889,681	2,061,979
Administrators	1,723,027	1,581,688	1,691,857	1,903,407
Clerical and Professional	3,634,999	3,621,136	3,979,499	4,587,183
Operations and Maintenance	1,911,052	2,781,495	2,943,650	2,784,276
<b>Salaries Total</b>	<b>\$ 14,606,049</b>	<b>\$ 16,328,532</b>	<b>\$ 16,855,166</b>	<b>\$ 17,104,629</b>

**Average Salary per FTE Type**

Full-Time Faculty	63,106	65,630	64,464	70,168
Part-Time Faculty	68,308	39,324	32,980	22,408
Administrators	59,415	68,769	84,593	73,208
Clerical and Professional	26,130	25,866	26,888	32,951
Operations and Maintenance	40,127	30,668	32,713	32,063
<b>Average Salaries</b>	<b>\$ 44,312</b>	<b>\$ 39,726</b>	<b>\$ 39,326</b>	<b>\$ 40,126</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

# Kennedy-King College

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,637	3,772	4,126	4,225	4,464	239	5.7%	827	22.7%
Pre-Credit	372	546	600	536	470	-66	-12.3%	98	26.3%
Continuing Ed.	1,131	750	752	788	349	-439	-55.7%	-782	-69.1%
Special Interest	1,669	1,601	1,930	1,820	1,299	-521	-28.6%	-370	-22.2%
Adult Education	5,219	4,719	4,609	4,842	4,327	-515	-10.6%	-892	-17.1%
ABE	3,956	3,612	3,455	3,601	3,344	-257	-7.1%	-612	-15.5%
GED	572	913	904	1,130	1,148	18	1.6%	576	100.7%
ESL	1,215	945	850	873	731	-142	-16.3%	-484	-39.8%
Vocational Skills	2,071	1,083	868	789	887	98	12.4%	-1,184	-57.2%
Mfg. Technology	NA	1	110	106	112	6	5.7%	NA	NA
<b>Total (Unduplicated)</b>	<b>12,744</b>	<b>11,164</b>	<b>11,426</b>	<b>11,572</b>	<b>10,840</b>	<b>-732</b>	<b>-6.3%</b>	<b>-1,904</b>	<b>-14.9%</b>

# Kennedy-King College

## Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,636	1,758	2,040	2,151	2,184	33	1.5%	548	33.5%
Pre-Credit	56	78	78	70	60	-10	-14.3%	4	7.1%
Continuing Ed.	227	131	173	187	79	-108	-57.8%	-148	-65.2%
Adult Education	2,019	1,937	1,726	1,658	1,327	-331	-20.0%	-692	-34.3%
ABE	1,476	1,376	1,192	1,116	929	-187	-16.8%	-547	-37.1%
GED	117	233	231	196	174	-22	-11.2%	57	48.7%
ESL	427	328	302	346	224	-122	-35.3%	-203	-47.5%
Vocational Skills	761	604	493	455	441	-14	-3.1%	-320	-42.0%
Mfg. Technology	NA	NA	70	69	70	1	1.4%	NA	NA
<b>Total (Unduplicated)</b>	<b>4,700</b>	<b>4,508</b>	<b>4,580</b>	<b>4,590</b>	<b>4,159</b>	<b>-431</b>	<b>-9.4%</b>	<b>-541</b>	<b>-11.5%</b>

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

# Kennedy-King College

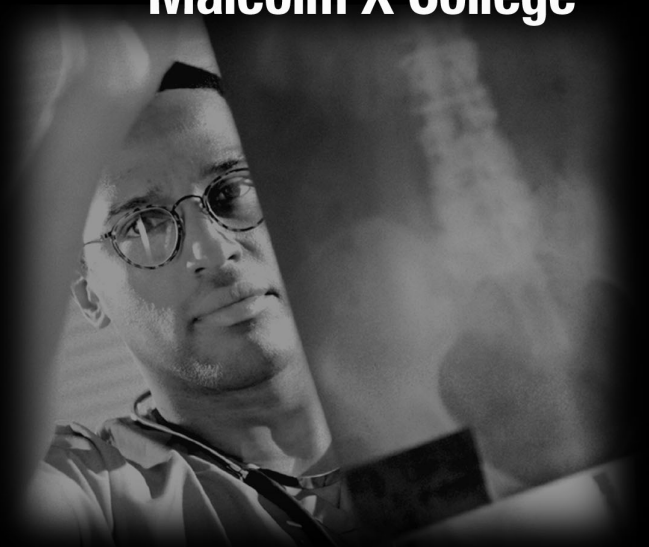
## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	48	1.1%	28	0.6%	4,231	94.8%	94	2.1%	63	1.4%	1	0.0%	4,465
Continuing Ed.	3	0.9%	6	1.7%	330	94.6%	7	2.0%	3	0.9%	0	0.0%	349
Adult Education	199	4.6%	23	0.5%	3,390	78.3%	652	15.1%	60	1.4%	3	0.1%	4,327
ABE	22	0.7%	18	0.5%	3,116	93.2%	130	3.9%	55	1.6%	3	0.1%	3,344
GED	7	0.6%	10	0.9%	1,079	94.0%	45	3.9%	5	0.4%	2	0.2%	1,148
ESL	176	24.1%	2	0.3%	30	4.1%	519	71.0%	4	0.5%	0	0.0%	731
Vocational Skills	28	3.2%	7	0.8%	734	82.8%	48	5.4%	70	7.9%	0	0.0%	887
Special Interest	16	1.2%	6	0.5%	1,049	80.8%	87	6.7%	140	10.8%	0	0.0%	1,298
Pre-Credit	2	0.4%	5	1.1%	455	96.8%	6	1.3%	2	0.4%	0	0.0%	470
Mfg. Technology	0	0.0%	1	0.9%	102	91.1%	5	4.5%	4	3.6%	0	0.0%	112
<b>Unduplicated Total</b>	<b>284</b>	<b>2.6%</b>	<b>64</b>	<b>0.6%</b>	<b>9,288</b>	<b>85.7%</b>	<b>879</b>	<b>8.1%</b>	<b>323</b>	<b>3.0%</b>	<b>3</b>	<b>0.0%</b>	<b>10,841</b>

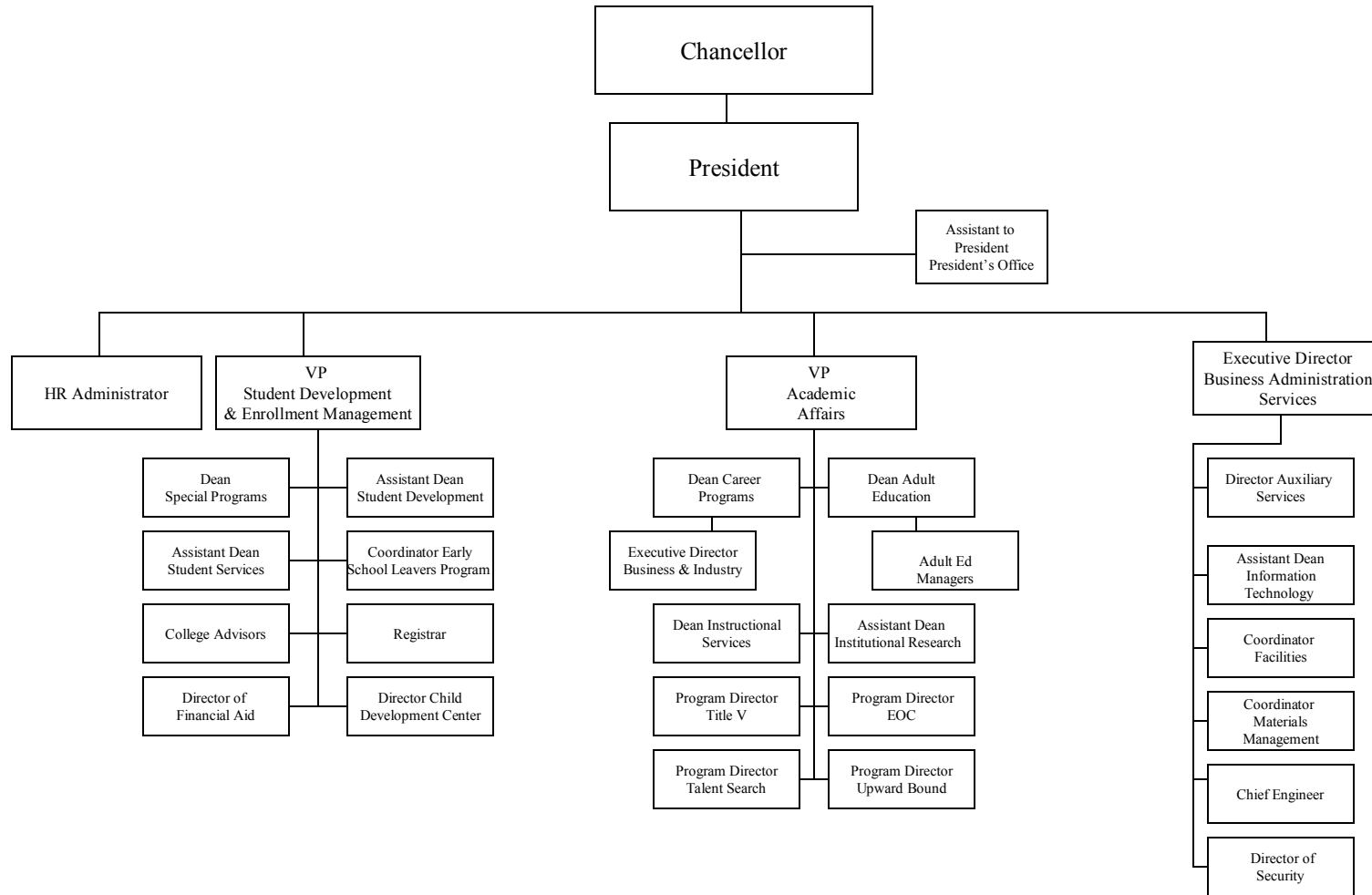
**Kennedy King College**  
**Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category**

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	28,099.0	27,146.0	32,884.0	34,924.0	35,286.0	362.0	1.0%	7,187.0	25.6%
2	Business and Service Occupational	4,860.5	5,322.0	5,398.0	5,137.0	5,306.0	169.0	3.3%	445.5	9.2%
3	Technical Occupational and Vocational	14,365.0	15,660.0	14,601.0	14,219.0	11,404.0	-2,815.0	-19.8%	-2,961.0	-20.6%
4	Health Occupational and Vocational	17,386.0	13,001.0	15,071.0	15,913.0	14,134.0	-1,779.0	-11.2%	-3,252.0	-18.7%
5	Remedial Education	6,756.0	7,961.0	9,065.0	9,248.0	9,586.0	338.0	3.7%	2,830.0	41.9%
6	Adult Basic/Adult Secondary Education, ESL	40,805.0	39,182.0	38,973.0	37,079.0	30,614.0	-6,465.0	-17.4%	-10,191.0	-25.0%
<b>Total</b>		<b>112,271.5</b>	<b>108,272.0</b>	<b>115,992.0</b>	<b>116,520.0</b>	<b>106,330.0</b>	<b>-10,190.0</b>	<b>-8.7%</b>	<b>-5,941.5</b>	<b>-5.3%</b>

# Malcolm X College



# Malcolm X College Organization Chart





Founded in 1911 as the first of the City Colleges of Chicago, Malcolm X College has a rich and varied history reflecting the diverse communities that it serves. It was originally named Crane Junior College, and later renamed Herzl Junior College. In 1969, at the request of community residents, the College was renamed for martyred black leader, Malcolm X. With a mission of Empowerment through Education, the College has been striving to serve students with diverse backgrounds and abilities in achieving academic, career, and personal success.

Malcolm X College (MXC) offers pre-baccalaureate/transfer programs for students who intend to go on to four-year colleges and universities. With a comprehensive health-science curriculum, the College prepares students for challenging careers in health care such as clinical laboratory technician, emergency medical technician, paramedic, physician's assistant, and surgical technician. There is also training for careers in the areas of radiography, renal/nephrology, respiratory care, mortuary science, nursing, pharmacy technology, and phlebotomy. In addition, the College provides adult education, continuing education, and customized training. During FY2005, the College served a total of 15,218 students. Among them, 35% were enrolled in the credit programs; 47% were participating in the literacy, GED, and ESL programs; 15% acquiring and updating occupational skills and pursuing personal interests; and 3% improving basic skills in reading, writing, and mathematics.

In the development of the Five-Year Strategic Plan, the following four CCC strategic goals were incorporated into the planning process.

- Improve the quality of programs and services.
- Expand services to better meet the needs of students and workforce partners.
- Increase enrollment and retention.
- Effectively utilize resources and maximize revenue opportunities.

### **FY2005 Accomplishments**

- The Annual Program and Service Analysis, a District initiative to improve the quality of programs and services, and the Annual ICCB Program Review of 20 percent of our career and academic programs was completed.
- The Collegiate Assessment of Academic Proficiency (CAAP) test, published by ACT, Inc, to evaluate the general education competences of our undergraduate students, was administered.
- The Pharmacy Technology Program's accreditation was renewed through 2007 by the American Society of Health-System Pharmacists.
- A customized AAS degree nursing program was developed in partnership with the John Stroger, Jr. Hospital, enabling employees of the hospital to participate in our curriculum.

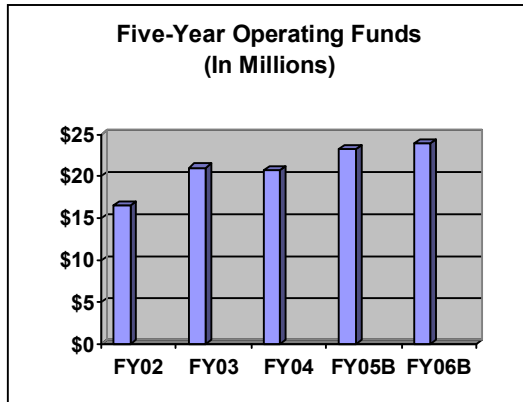


- The Business and Industry Services provided an American Sign Language program, as well as four foreign-language programs (Chinese, Hindi, Polish, and Spanish). Classes were taught to the employees of the Clerk of the Circuit Court.
- The TRIO Upward Bound and Talent Search Programs provided tutoring and advising to about 700 middle- and high-school students.
- The TRIO Educational Opportunity Centers Program served about 1000 community residents in obtaining college and financial-aid information.
- The Title V Grant Institutional Development Program serving Hispanics offered a summer bridge program to about 100 low-income high-school and GED graduates.
- FY2005 saw enrollment increase in the college-credit programs by 3.4% with a headcount of 5,716, up from 5,526 in FY2004. This is the fifth consecutive annual increase in credit-program enrollment.
- MXC was listed in the Community College Weekly as No. 85 out of the top 100 community colleges awarding degrees to African-American students in 2005.
- Malcolm X College's Phi Theta Kappa International Honor Society was named to the Phi Theta Kappa *All-State Academic Team*.
- The Radiology Program's senior students won the second place in the 70<sup>th</sup> Annual Educational Tournament sponsored by the Illinois State Society of Radiological Technologists.
- *The Malcolm Xpress* Student Newspaper won the first-place awards in Editorials, Features, and Photo Spread and the second-place awards in Arts and Photo Spread at the Illinois Community College Journalism Association Spring Conference.
- Professor Patricia Williams of Renal Technology was selected by the Chicago Chapter of the National Black Nurses Association and Provident Hospital Nurses' Alumni Association as a *Medical-Surgical Nurse Honoree*.
- President Zerrie D. Campbell was awarded the *2005 Black Alumni Council Award* from Northern Illinois University, the *2005 Lifetime Achievement Award* from E-Turnity Scholarship Club, and the *2005 Community Service Award* from the Thapelo Institute, Inc. In a special ceremony, President Campbell was elevated to the esteemed position of Queen Mother by the community which includes Shule Ya Watoto. The name bestowed upon her is Nana Akua Saprang.

## **FY2006 Tactical / Strategic Plan**

- Achieve IAI approval for all general education courses and re-accreditation of health-science programs under review.
- Strengthen leadership in providing services to businesses and industries and continue providing educational support services to area elementary and high-school students.
- Continue the enrollment-increase trend in the college-credit programs and reverse the enrollment-decrease trend in the non-credit programs.
- Continue promoting diversity in faculty and staff hiring and providing professional and staff development to faculty and staff.
- Secure additional capital improvement funding to complete the College's major renovation project.

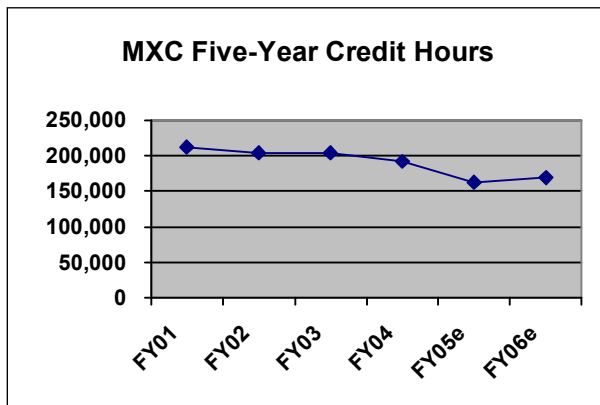
## FY2006 Financial Overview



Malcolm X's operating budget excluding restricted grants totals \$23.9 million in FY2006, a 3.0% increase over the FY2005 budgeted level. The largest expenditure category is personnel, which accounts for \$18.6 million or 77.9% of operating funds excluding grants. The personnel cost is expected to increase by \$0.3 million over FY2005 as a result of contractual salary increases and planned new hiring. Contractual Services and Supplies will consume \$2.2 million or 9.4% of the budget.

Utilities total \$1.8 million or 7.7% of operating expenditures. Excluding personnel, services, supplies, and utilities, the remaining appropriation of \$1.2 million will be used for travel, equipment, fixed charges, bad debt, and others.

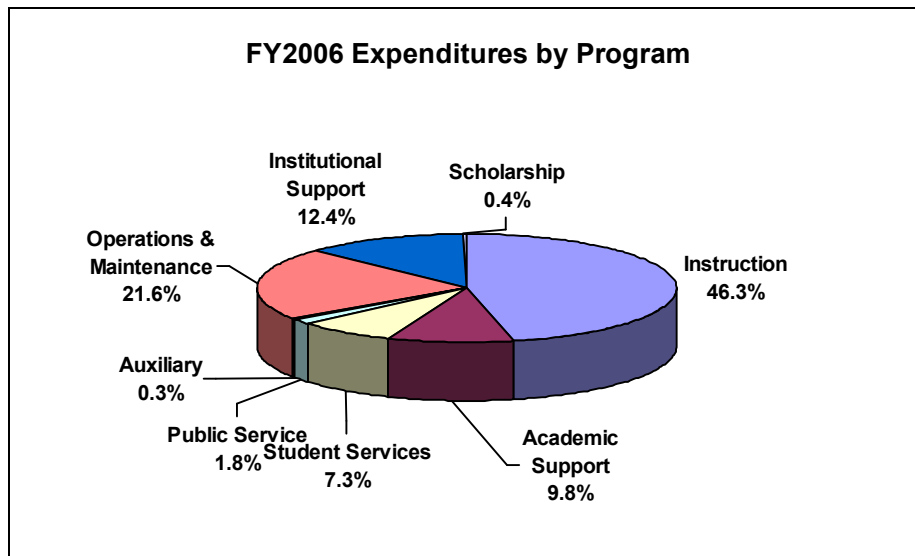
Total salaries and benefit costs of \$18.6 million will support 369 full-time equivalent (FTE) budgeted positions, which comprise 73 full-time faculty, 112 adjunct faculty, 17 administrators, and 167 clerical and operational FTEs. Malcolm X plans to hire 12 faculty members, six administrators, one college advisor, and seven professionals and operational employees in FY2006. This hiring plan reflects Malcolm's efforts to provide instruction of high quality with its own faculty members. At Malcolm, 48% of credit sections were taught by full-time faculty members in spring of 2005, which is lower than the District average of 52% during that semester.



Although Malcolm's total credit hours have declined since FY2001, credit hours in baccalaureate/general education and technical occupational areas have continued to increase for the past five years. Just like Truman College, adult education has significantly declined for the past five years from 159,327 hours in FY2001 to 90,545 hours in FY2005. For FY2006, MXC anticipates a 1.2% credit-hour increase in credit and pre-credit

programs, while adult education and continuing education are projected to stay flat.

The increase in credit hours combined with the \$5 tuition increase is anticipated to generate \$7.2 million in tuition and fees in FY2006. Tuition and Fees supports 30.1% of the operating budget. MXC's tuition revenues have been growing for the past five years. This revenue source is directly controllable by the College and is a valuable performance indicator.



The FY2006 budget for direct Instruction represents 46.3% percent of operating spending. Direct Instruction consists of those activities dealing directly with the teaching of students. Academic Support provides support services for instruction, public service, and research. MXC provides \$2.4 million or 9.8% of the budget for Academic Support, which is higher than the District average of 8.1%.

Student Services, which reflects direct services to students such as registration, records, financial aid, and placement testing, will see an increase of \$0.2 million because of fee increases in the U-Pass Program and support of new student leadership forums and Phi Theta Kappa Honor Student Society. MXC plans to spend 7.3% on Student Services.

Public Service programs account for those activities provided to the general community which include college-sponsored seminars, workshops, forums, and other non-academic services. MXC projects \$0.4 million or 1.8% of its operating budget for this category as the number of continuing education and customized training activities increases.

Building operations and maintenance will require \$5.2 million or 21.6% of the budget, much higher than the District average of 13.6% in FY2006. When the renovation project is completed by the end of FY2006, these costs are anticipated to decline.

Institutional Support, which includes expenditures for central executive-level activities and support service that benefit the entire College, accounts for \$3.0 million, which is 12.4% of the operating budget.

MXC has grown stronger every year with its aggressive recruitment, focused academic strategy, and sound fiscal management. The College has established a solid foundation for another successful school year.

**Malcolm X College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 8,930,701	\$ 8,394,563	\$ 7,772,614	\$ 7,195,431
	State Government	6,678,617	7,333,377	7,274,771	8,538,920
	Federal Government	57,339	41,297	24,796	60,000
	Tuition and Fees	5,811,898	6,250,300	7,114,762	7,197,156
	Auxiliary/Enterprise	79,288	646,970	171,059	380,470
	Investment Revenue	-	-	-	-
	Other Sources	233,481	6,646	145,588	171,319
	<b>Total Revenues</b>	<b>21,791,323</b>	<b>22,673,153</b>	<b>22,503,589</b>	<b>23,543,296</b>
<b>Expenditures by Program</b>					
	Instruction	10,489,591	11,015,968	11,063,948	11,083,659
	Academic Support	1,295,982	2,339,830	1,857,432	2,352,751
	Student Services	1,164,291	1,513,681	1,612,168	1,755,485
	Public Service	163,123	332,777	205,996	430,492
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	10,805	50,000	62,763	60,142
	Operations and Maintenance	4,319,567	4,784,398	4,973,433	5,168,167
	Institutional Support	3,228,201	3,132,017	2,578,870	2,974,450
	Scholarships, Grants, Waivers	21,050	38,839	69,627	89,000
	<b>Total Expenditures</b>	<b>20,692,610</b>	<b>23,207,510</b>	<b>22,424,237</b>	<b>23,914,145</b>
<b>Expenditures by Object</b>					
	Salaries	14,218,746	14,624,981	14,334,513	15,076,377
	Employee Benefits	3,032,476	3,658,279	3,376,175	3,558,770
	Contractual Services	851,279	1,036,015	950,264	1,243,154
	Materials and Supplies	775,133	923,421	1,410,144	1,006,689
	Travel and Conference	99,875	129,713	78,193	114,573
	Capital Outlay	44,275	729,754	390,522	239,335
	Fixed Charges	56,796	218,562	45,143	236,912
	Utilities	1,174,365	1,416,495	1,332,197	1,842,815
	Other Expenditures				-
	Bad Debt	307,498	295,000	343,524	295,000
	Waivers and Scholarships	21,050	31,000	150,027	55,000
	Other Expenditures	111,117	98,220	13,534	245,520
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	46,070	-	-
	<b>Total Expenditures</b>	<b>20,692,610</b>	<b>23,207,510</b>	<b>22,424,237</b>	<b>23,914,145</b>
<b>Revenues less Expenditures</b>		<b>1,098,712</b>	<b>(534,357)</b>	<b>79,353</b>	<b>(370,849)</b>

**Malcolm X College**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	62	58	56	73
Part-Time Faculty	63	152	128	112
Administrators	25	23	20	17
Clerical and Professional	126	102	110	99
Operations and Maintenance	68	70	70	68
<b>FTE Total</b>	<b>345</b>	<b>404</b>	<b>383</b>	<b>369</b>

**Salaries**

Full-Time Faculty	4,275,805	4,034,032	3,673,970	4,289,710
Part-Time Faculty	2,713,374	3,979,178	3,742,104	3,593,346
Administrators	1,310,413	1,237,840	1,231,874	1,356,025
Clerical and Professional	3,490,269	2,728,198	3,039,026	3,525,356
Operations and Maintenance	2,420,660	2,239,498	2,490,433	2,311,940
<b>Salaries Total</b>	<b>\$ 14,210,522</b>	<b>\$ 14,218,746</b>	<b>\$ 14,177,407</b>	<b>\$ 15,076,377</b>

**Average Salary per FTE Type**

Full-Time Faculty	68,965	69,552	65,607	58,763
Part-Time Faculty	43,073	26,259	29,271	31,981
Administrators	52,417	53,819	61,594	79,766
Clerical and Professional	27,665	26,767	27,708	35,749
Operations and Maintenance	35,414	32,214	35,805	34,219
<b>Average Salaries</b>	<b>\$ 41,249</b>	<b>\$ 35,197</b>	<b>\$ 37,009</b>	<b>\$ 40,909</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

# Malcolm X College

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,381	4,701	5,067	5,526	5,714	188	3.4%	1,333	30.4%
Pre-Credit	436	584	602	661	494	-167	-25.3%	58	13.3%
Continuing Ed.	936	931	919	1,111	639	-472	-42.5%	-297	-31.7%
Special Interest	2,400	2,625	2,461	2,073	1,790	-283	-13.7%	-610	-25.4%
Adult Education	12,340	12,049	10,640	8,836	7,676	-1,160	-13.1%	-4,664	-37.8%
ABE	6,661	6,381	5,534	4,071	3,373	-698	-17.1%	-3,288	-49.4%
GED	1,350	1,330	1,876	1,584	1,355	-229	-14.5%	5	0.4%
ESL	5,042	4,771	3,812	3,714	3,416	-298	-8.0%	-1,626	-32.2%
AHS	NA	1	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	188	151	205	214	64	-150	-70.1%	-124	-66.0%
<b>Total (Unduplicated)</b>	<b>19,533</b>	<b>19,658</b>	<b>18,575</b>	<b>16,901</b>	<b>15,203</b>	<b>-1,698</b>	<b>-10.0%</b>	<b>-4,330</b>	<b>-22.2%</b>

## Malcolm X College

### Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,881	2,155	2,362	2,643	2,756	113	4.3%	875	46.5%
Pre-Credit	71	92	87	91	64	-27	-29.7%	-7	-9.9%
Continuing Ed.	91	95	65	76	28	-48	-63.2%	-63	-69.2%
Adult Education	6,237	5,373	4,870	4,048	3,172	-876	-21.6%	-3,065	-49.1%
ABE	3,190	2,605	2,154	1,654	1,194	-460	-27.8%	-1,996	-62.6%
GED	583	560	801	576	435	-141	-24.5%	-148	-25.4%
ESL	2,463	2,209	1,915	1,819	1,543	-276	-15.2%	-920	-37.4%
AHS	NA	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	27	14	35	32	13	-19	-59.4%	-14	-51.9%
<b>Total (Unduplicated)</b>	<b>8,307</b>	<b>7,730</b>	<b>7,418</b>	<b>6,890</b>	<b>6,034</b>	<b>-856</b>	<b>-12.4%</b>	<b>-2,273</b>	<b>-27.4%</b>

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

# Malcolm X College

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	274	4.8%	31	0.5%	4,429	77.5%	671	11.7%	309	5.4%	0	0.0%	5,714
Continuing Ed.	12	1.9%	7	1.1%	526	82.3%	53	8.3%	41	6.4%	0	0.0%	639
Adult Education	409	5.3%	35	0.5%	3,306	43.1%	3,411	44.4%	503	6.6%	13	0.2%	7,677
ABE	17	0.5%	25	0.7%	2,484	73.6%	814	24.1%	34	1.0%	0	0.0%	3,374
GED	8	0.6%	8	0.6%	1,041	76.8%	280	20.7%	16	1.2%	2	0.1%	1,355
ESL	386	11.3%	4	0.1%	40	1.2%	2,514	73.6%	461	13.5%	11	0.3%	3,416
Vocational Skills	0	0.0%	0	0.0%	55	85.9%	6	9.4%	3	4.7%	0	0.0%	64
Special Interest	60	3.4%	15	0.8%	1,269	70.9%	273	15.3%	171	9.6%	2	0.1%	1,790
Pre-Credit	9	1.8%	2	0.4%	446	90.3%	32	6.5%	5	1.0%	0	0.0%	494
Mfg. Technology	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Unduplicated Total</b>	<b>719</b>	<b>4.7%</b>	<b>82</b>	<b>0.5%</b>	<b>9,138</b>	<b>60.1%</b>	<b>4,254</b>	<b>28.0%</b>	<b>998</b>	<b>6.6%</b>	<b>13</b>	<b>0.1%</b>	<b>15,204</b>



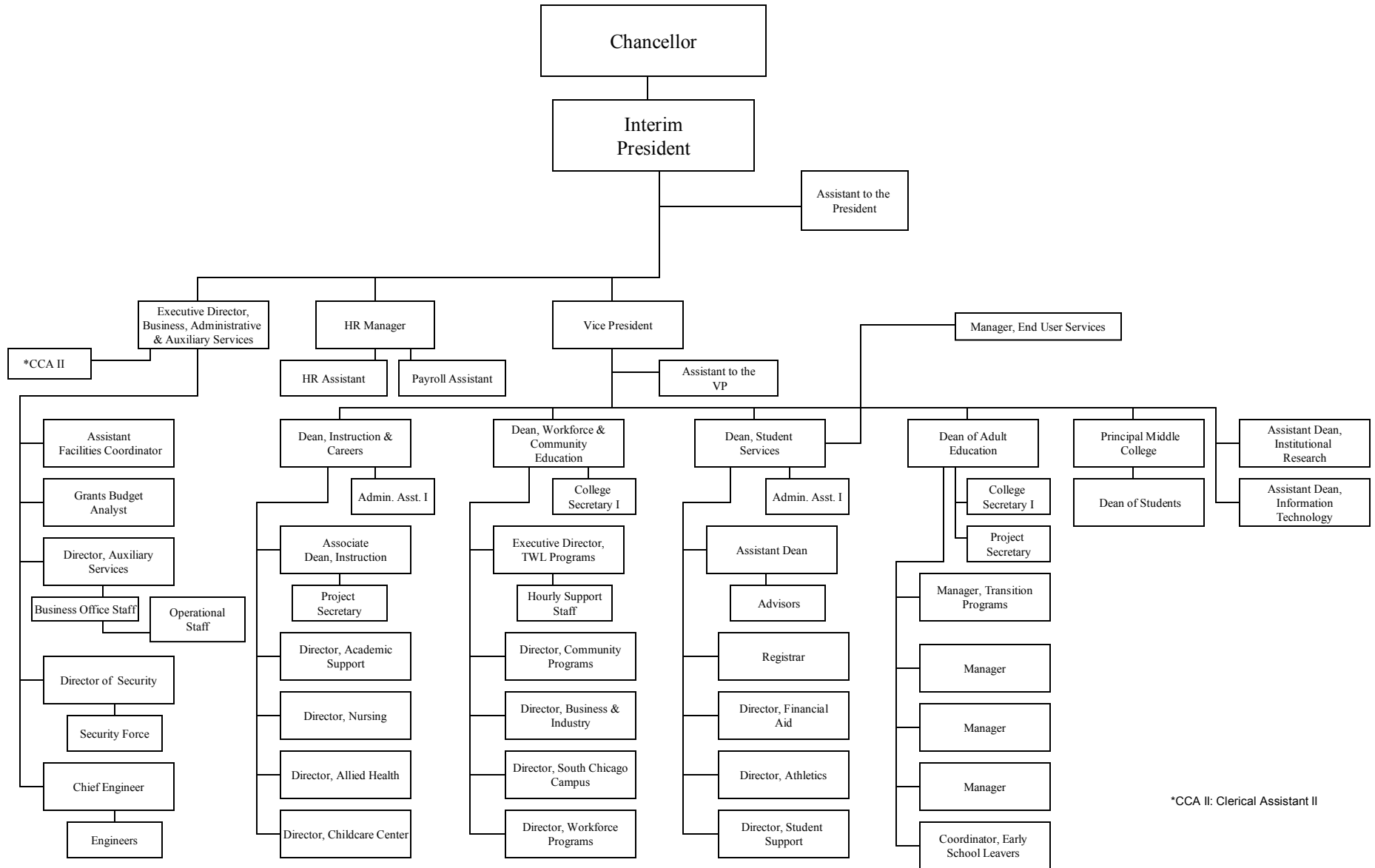
**Malcolm X College**  
**Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category**

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	23,593.0	28,778.0	32,860.0	39,838.0	41,333.0	1,495.0	3.8%	17,740.0	75.2%
2	Business and Service Occupational	4,842.0	5,953.0	5,776.0	5,941.0	5,451.0	-490.0	-8.2%	609.0	12.6%
3	Technical Occupational and Vocational	5,246.0	4,830.0	4,758.0	4,137.0	3,307.0	-830.0	-20.1%	-1,939.0	-37.0%
4	Health Occupational and Vocational	10,682.0	10,410.0	11,240.5	12,029.0	13,170.0	1,141.0	9.5%	2,488.0	23.3%
5	Remedial Education	9,281.0	11,799.0	13,298.0	14,927.0	15,435.0	508.0	3.4%	6,154.0	66.3%
6	Adult Basic/Adult Secondary Education, ESL	159,327.0	142,641.0	136,777.0	114,819.5	90,516.0	-24,303.5	-21.2%	-68,811.0	-43.2%
<b>Total</b>		<b>212,971.0</b>	<b>204,411.0</b>	<b>204,709.5</b>	<b>191,691.5</b>	<b>169,212.0</b>	<b>-22,479.5</b>	<b>-11.7%</b>	<b>-43,759.0</b>	<b>-20.5%</b>

# Olive-Harvey College



# Olive Harvey College Organization Chart



\*CCA II: Clerical Assistant II



Southeast College, founded in 1957, and Fenger College, founded in 1958, were two of the City's junior colleges serving Chicago. Olive-Harvey College (OHC) was created in 1970 as a result of the merger of Southeast and Fenger Colleges. OHC was named after two Chicago natives who lost their lives in Vietnam, Milton Olive III, a paratrooper, and Carmel B. Harvey, an infantryman. Both of these heroes were awarded the Congressional Medal of Honor. In 1981, the College moved to its present location at 10001 S. Woodland Avenue. In 1988 the College expanded with a satellite facility, the South Chicago Campus, located at 3055 E. 92<sup>nd</sup> Street. This campus offers a Certified Nurse Assistant Program, a medical-terminology program, conversational Spanish, and numerous general courses.

The OHC student body comes from diverse academic, cultural, and economic backgrounds. The College offers traditional transfer courses for the student to obtain a two-year Associates Degree; in addition, the College offers vocational and technical training. The College offers an Associate of Applied Science Degree (AAS), a Baccalaureate Career Degree, and classes in accounting, child development, computer-information systems, nursing, and respiratory care.

At OHC, there were major personnel changes in administration including the President, Vice President, and the Executive Director of Business in the summer of 2004. Nevertheless, OHC was able to make many positive changes in a short time span. As a result, there were several accomplishments that have already begun to show improvements. Enrollment has stopped declining, and staff members were able to secure grant dollars that will improve College resources for the benefit of the students.

### **FY2005 Accomplishments**

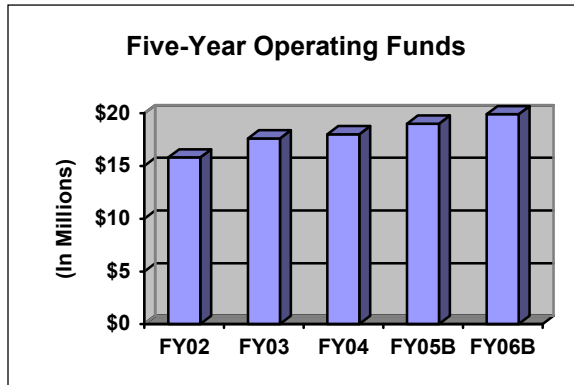
- Designed and installed 39 wireless access points for a campus-wide system.
- Reviewed all academic transfer programs using the Academic Programs and Services Analyses (APSA) process. Deactivated programs, began an improvement process for programs in need of significant modification.
- Reorganized the Department of Continuing Education to focus on workforce-development programs. The area was renamed Workforce and Community Education Programs.
- Held a transportation-career fair in partnership with the Mayor's Office of Training and Development to inform potential employees about careers within the railroad industry. The event was attended by approximately 400 participants.

- Established the first open-computer lab within the library by adding 47 work stations.
- Added new computer instructional labs in South Chicago, Workforce and Community Education, and Adult Education.
- Re-established a presence within the community by participating in the South Chicago Chamber of Commerce and the Calumet Industrial Commission, and by reactivating the Nursing Advisory Council.
- Increased the number of GED graduates by 19%.
- Began the planning process to expand programs in the healthcare area including respiratory care and radiography and in graphic design, theater arts, and journalism.
- Middle-college students achieved an 84% attendance rate and 95% earned credit towards their college degrees.
- Secured \$205,000 in grant funding for student-support services.
- Secured \$35,000 in grant funding to transition adult-education students into healthcare and \$155,000 in transportation occupational programs.
- Secured \$250,000 in grant funding for expansion of transportation programs.

### **FY2006 Tactical / Strategic Plans**

- Develop pre- and post-tenure evaluation process for credit faculty and continue process for adult educators.
- Evaluate instructional activities: visit classes, tutoring labs, and library; monitor class-start and -end times; institute evaluation.
- Improve customer service throughout the College.
- Develop new training programs in workforce development including transportation, retail, and healthcare.
- Develop a comprehensive schedule of community programs including the elimination of courses with low enrollment and the addition of new programs with high interest; determine and implement marketing strategy.
- Develop programs to create an Allied Health Academy including radiography and expanded respiratory-care program.
- Provide comprehensive academic-support services to improve retention.
- Implement healthcare and TWL bridge programs for adult-education students.
- Develop and implement comprehensive marketing and public-relations plans in collaboration with the District.
- Train department chairs and administrators in budgeting and purchasing procedures.

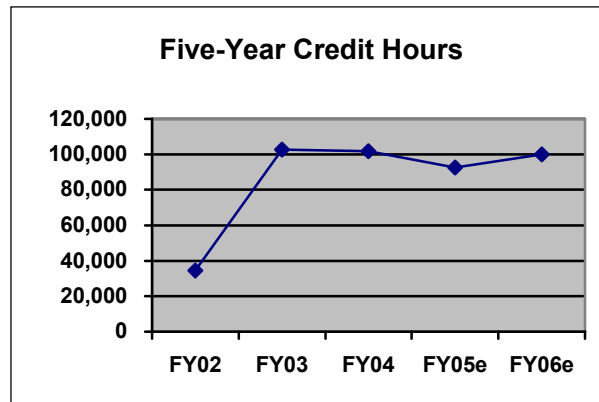
## FY2006 FINANCIAL OVERVIEW



Olive Harvey's FY2006 Operating Budget of \$19.9 million excluding grants is 4.4% higher than FY2005. Personnel expenditures total \$10.8 million or 54.0% of the operating budget, the largest component of the budget. Utilities require a total of \$1.1 million or 5.6% of the operating budget. The remaining categories of expenditures, such as, contractual services, materials and

supplies, bad debts, scholarships and others, amount to \$2.2 million or 11% of the total appropriation for operations excluding grants

The total salary and benefit costs of \$10.8 million will support approximately 341 full-time equivalent (FTE) positions, which consist of 63 full-time faculty, 84 FTE adjunct faculty, 30 administrators, and 164 clerical and operational employees. The College maintained a 53.0% of sections taught by full-time faculty in the spring of 2005, which compares favorably with the District average of 52.0%.

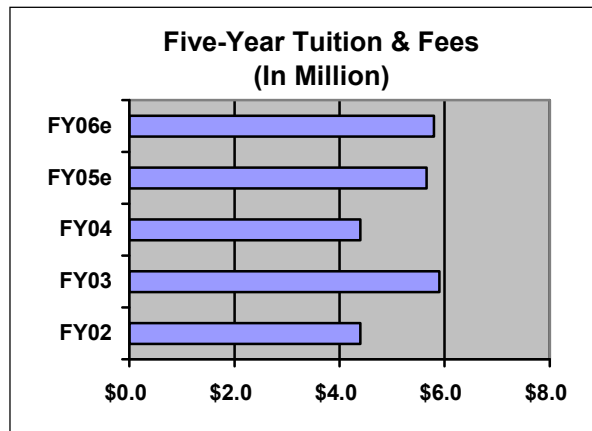


Olive Harvey is projecting an increase of 3% in FY 2006 credit and adult education enrollment. Transfer credit hours are budgeted to increase by 1,539 hours to generate a total of 52,862 credit hours. Adult Education credit hours, which represent 50.2% of the college enrollment, are expected to grow by 2,133 hours for a total of 73,234 credit hours.

The new team of administrators is dedicated to expand services to meet the needs of all students and workforce partners. The College plans include the development of new training program in Workforce Development such as, transportation, retail and

healthcare; programs to create an Allied Health Academy including radiography, and expanded respiratory care program.

The increase in the credit hour enrollment combined with the tuition increase of \$5 per credit hour is expected to increase revenues from tuition and fees from \$5.7 million in FY 2005 to \$5.8 million in FY 2006. Tuition and fees revenue supports 29.2% of total operating budget.



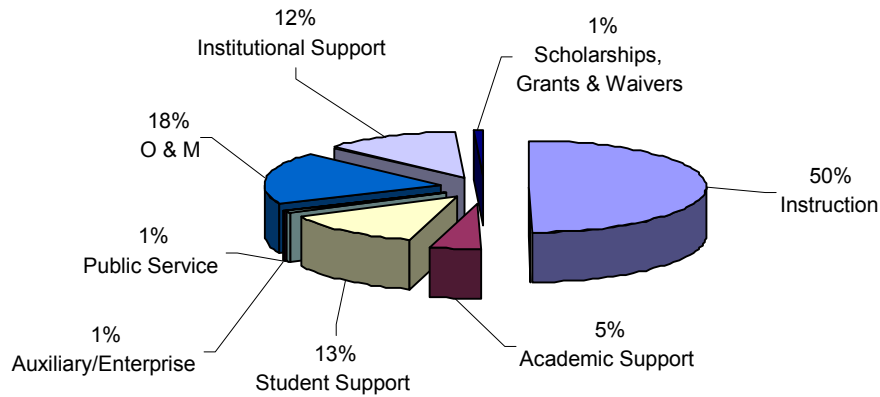
Direct instructional costs represent 50.1% of the total operating budget, which is better than the District average of 43.7%. A total of 16.7% budgeted for Academic Support and direct Student Services compares favorably with the District average of 15.6%.

Student Services, which includes direct services to students such as registration, records, financial aid, and placement testing, will see an increase of \$0.6 million because Olive Harvey plans to upgrade the Admissions Office, provide four more wireless classrooms with new computers and printers for students.

Institutional Support, which includes expenditures for central executive-level activities and support service that benefit the entire College, will be supported with \$2.5 million, which is 12.5% of the operating budget.

Maintenance and upkeep of the building at Olive Harvey has been deferred for several years. As a result, building operations and maintenance will require \$3.7 million or as much as 18.4% of the budget, above the District-wide average of 13.6% in FY2006.

## OHC FY2006 EXPENDITURES BY PROGRAM



During FY2005 a new administrative team was formed to bring about positive changes to the College: increase enrollment, improve student retention, enhance student services, provide staff training, and increase efficiency in operation. These efforts continue in FY2006 as the College invests 68.7% of its operating budget in Instruction, Academic Support, Student Services, Public Services, and Scholarships--an allocation higher than the District average of 63.1% spending on these areas.

Although Olive Harvey is faced with challenges, its future looks bright in FY2006. The College plans to improve instruction by implementing an evaluation process for faculty members and evaluate instructional activities. In addition, a variety of instructional and certificate programs are developed to attract more students. To increase student enrollment, the College plans to hire a full-time marketing person and has tried to improve community relations and to form partnerships with the Chicago Public Schools. To improve retention, the College will open a Student Success Center, provide tutors, track advisor assignments, and actively get involved with community and student organizations.



**Olive Harvey College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 8,863,474	\$ 9,319,439	\$ 8,469,768	\$ 9,581,281
	State Government	3,243,622	3,910,376	3,870,347	4,072,989
	Federal Government	52,987	38,151	14,237	55,000
	Tuition and Fees	4,407,866	4,800,000	5,658,174	5,819,054
	Auxiliary/Enterprise	98,753	39,984	81,315	244,780
	Investment Revenue	-	-	-	-
	Other Sources	93,511	245,175	93,904	117,400
	<b>Total Revenues</b>	<b>16,760,214</b>	<b>18,353,125</b>	<b>18,187,745</b>	<b>19,890,504</b>
<b>Expenditures by Program</b>					
	Instruction	9,713,005	9,725,996	9,431,537	9,991,642
	Academic Support	691,429	896,671	970,616	763,158
	Student Services	1,982,531	1,933,736	2,033,515	2,570,144
	Public Service	167,237	297,763	187,221	216,002
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	5,347	-	116,323	100,000
	Operations and Maintenance	3,441,502	3,795,397	3,502,741	3,656,013
	Institutional Support	1,906,552	2,283,976	2,423,632	2,490,581
	Scholarships, Grants, Waivers	157,225	150,000	179,040	150,000
	<b>Total Expenditures</b>	<b>18,064,827</b>	<b>19,083,539</b>	<b>18,844,626</b>	<b>19,937,540</b>
<b>Expenditures by Object</b>					
	Salaries	12,479,408	12,107,852	12,281,803	13,326,620
	Employee Benefits	2,994,881	2,932,872	2,992,903	3,295,163
	Contractual Services	505,490	584,839	660,885	656,600
	Materials and Supplies	311,165	442,375	1,347,788	650,500
	Travel and Conference	59,969	97,500	107,142	124,500
	Capital Outlay	24,536	900,000	170,390	-
	Fixed Charges	-	2,000	5,851	90,000
	Utilities	974,071	1,031,180	693,935	1,128,950
	Other Expenditures				-
	Bad Debt	403,621	400,000	372,909	400,000
	Waivers and Scholarships	157,225	150,000	179,040	150,000
	Other Expenditures	154,462	374,797	31,983	35,000
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	60,124	-	80,207
	<b>Total Expenditures</b>	<b>18,064,827</b>	<b>19,083,539</b>	<b>18,844,626</b>	<b>19,937,540</b>
<b>Revenues less Expenditures</b>		<b>(1,304,614)</b>	<b>(730,414)</b>	<b>(656,881)</b>	<b>(47,036)</b>

**Olive Harvey College**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	65	60	53	63
Part-Time Faculty	62	100	86	84
Administrators	23	23	20	30
Clerical and Professional	119	98	96	85
Operations and Maintenance	42	77	81	79
<b>FTE Total</b>	<b>311</b>	<b>359</b>	<b>336</b>	<b>341</b>

**Salaries**

Full-Time Faculty	4,348,689	4,157,725	3,660,299	4,591,815
Part-Time Faculty	2,235,554	2,509,919	2,302,515	1,748,991
Administrators	1,364,104	1,476,350	1,362,040	1,985,752
Clerical and Professional	2,833,892	2,330,088	2,563,445	2,832,441
Operations and Maintenance	1,408,085	2,008,531	2,282,928	2,167,620
<b>Salaries Total</b>	<b>\$ 12,190,323</b>	<b>\$ 12,482,613</b>	<b>\$ 12,171,227</b>	<b>\$ 13,326,620</b>

**Average Salary per FTE Type**

Full-Time Faculty	66,903	69,295	69,062	72,886
Part-Time Faculty	36,041	25,062	26,899	20,933
Administrators	59,309	64,189	68,102	66,192
Clerical and Professional	23,779	23,678	26,599	33,247
Operations and Maintenance	33,613	26,019	28,014	27,366
<b>Average Salaries</b>	<b>\$ 39,185</b>	<b>\$ 34,795</b>	<b>\$ 36,173</b>	<b>\$ 39,087</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

# Olive-Harvey College

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,521	4,460	4,313	4,157	4,170	13	0.3%	-351	-7.8%
Pre-Credit	457	540	479	357	334	-23	-6.4%	-123	-26.9%
Continuing Ed.	1,335	1,354	1,501	870	536	-334	-38.4%	-799	-59.9%
Special Interest	4,226	3,818	4,079	2,748	2,451	-297	-10.8%	-1,775	-42.0%
Adult Education	4,916	4,765	4,349	4,381	4,224	-157	-3.6%	-692	-14.1%
ABE	3,118	2,928	2,833	3,184	3,139	-45	-1.4%	21	0.7%
GED	1,132	1,099	947	895	723	-172	-19.2%	-409	-36.1%
ESL	1,328	1,276	1,164	949	938	-11	-1.2%	-390	-29.4%
Vocational Skills	26	52	11	5	17	12	240.0%	-9	-34.6%
<b>Total (Unduplicated)</b>	<b>13,668</b>	<b>13,231</b>	<b>12,802</b>	<b>11,231</b>	<b>10,751</b>	<b>-480</b>	<b>-4.3%</b>	<b>-2,917</b>	<b>-21.3%</b>

# Olive-Harvey College

## Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,911	1,983	2,042	1,993	1,972	-21	-1.1%	61	3.2%
Pre-Credit	63	67	63	59	47	-12	-20.3%	-16	-25.4%
Continuing Ed.	185	204	326	185	107	-78	-42.2%	-78	-42.2%
Adult Education	1,631	1,757	1,743	1,891	1,611	-280	-14.8%	-20	-1.2%
ABE	909	958	972	1,193	1,036	-157	-13.2%	127	14.0%
GED	248	311	247	231	173	-58	-25.1%	-75	-30.2%
ESL	473	488	523	467	402	-65	-13.9%	-71	-15.0%
Vocational Skills	5	13	3	1	4	3	300.0%	-1	-20.0%
<b>Total (Unduplicated)</b>	<b>3,795</b>	<b>4,025</b>	<b>4,178</b>	<b>4,129</b>	<b>3,741</b>	<b>-388</b>	<b>-9.4%</b>	<b>-54</b>	<b>-1.4%</b>

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

# Olive-Harvey College

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	30	0.7%	33	0.8%	3,737	89.6%	298	7.1%	72	1.7%	0	0.0%	4,170
Continuing Ed.	1	0.2%	9	1.7%	469	87.5%	47	8.8%	10	1.9%	0	0.0%	536
Adult Education	20	0.5%	14	0.3%	2,979	70.5%	1,178	27.9%	33	0.8%	1	0.0%	4,225
ABE	10	0.3%	14	0.4%	2,784	88.7%	309	9.8%	23	0.7%	0	0.0%	3,140
GED	2	0.3%	2	0.3%	552	76.3%	162	22.4%	5	0.7%	0	0.0%	723
ESL	11	1.2%	0	0.0%	70	7.5%	848	90.4%	8	0.9%	1	0.1%	938
Vocational Skills	0	0.0%	0	0.0%	15	88.2%	2	11.8%	0	0.0%	0	0.0%	17
Special Interest	34	1.4%	22	0.9%	2,053	83.7%	152	6.2%	191	7.8%	0	0.0%	2,452
Pre-Credit	2	0.6%	3	0.9%	308	92.2%	19	5.7%	2	0.6%	0	0.0%	334
Mfg. Technology	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Unduplicated Total</b>	<b>83</b>	<b>0.8%</b>	<b>67</b>	<b>0.6%</b>	<b>8,693</b>	<b>80.8%</b>	<b>1,611</b>	<b>15.0%</b>	<b>298</b>	<b>2.8%</b>	<b>1</b>	<b>0.0%</b>	<b>10,753</b>

## Olive Harvey College

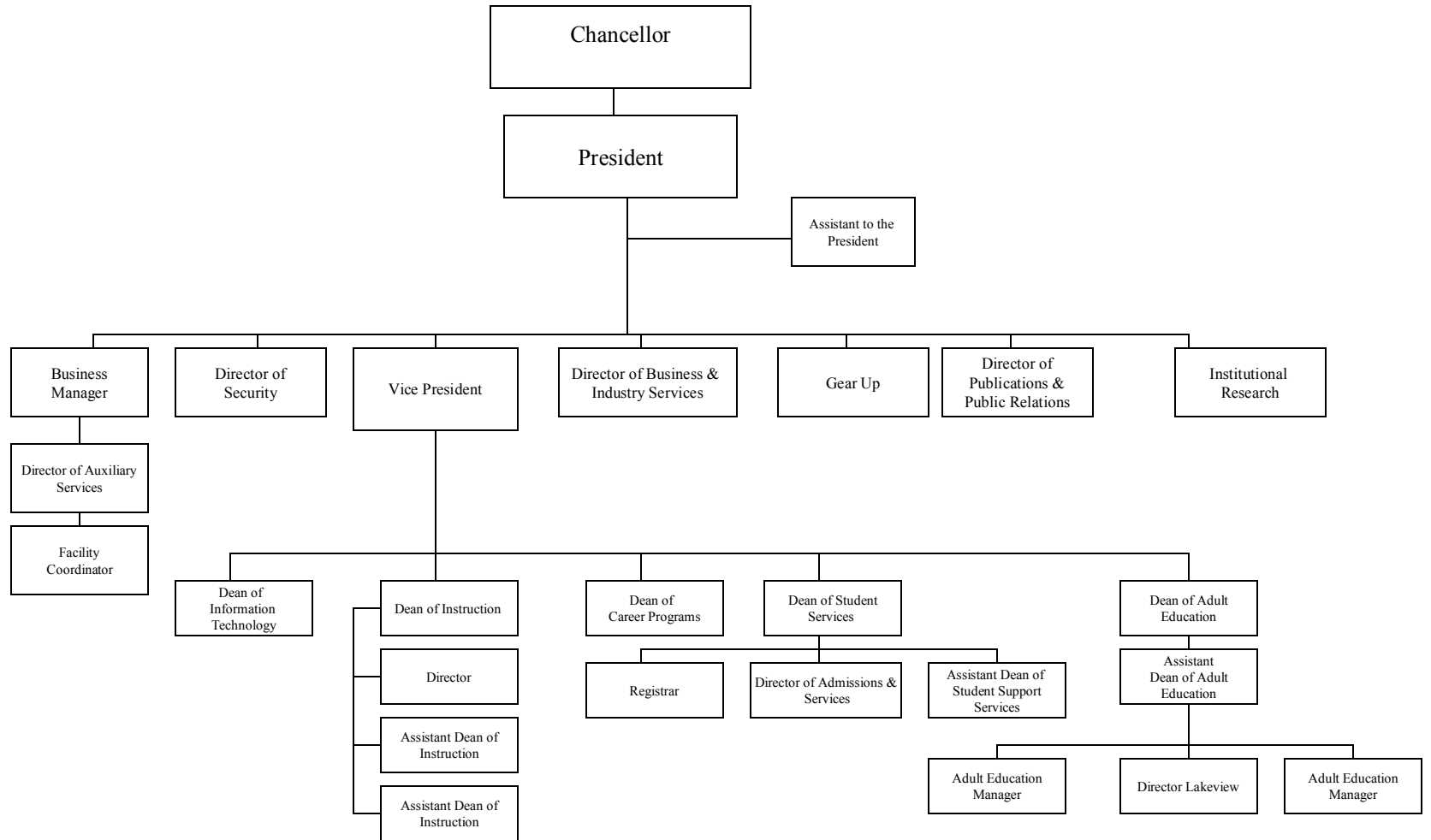
### Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	32,586.0	34,598.0	35,672.0	36,313.0	34,843.0	-1,470.0	-4.0%	2,257.0	6.9%
2	Business and Service Occupational	4,907.0	4,701.0	4,590.0	3,976.0	4,114.0	138.0	3.5%	-793.0	-16.2%
3	Technical Occupational and Vocational	5,140.0	6,013.0	6,604.0	4,061.0	3,740.0	-321.0	-7.9%	-1,400.0	-27.2%
4	Health Occupational and Vocational	5,464.0	5,254.0	6,881.0	6,361.0	3,951.0	-2,410.0	-37.9%	-1,513.0	-27.7%
5	Remedial Education	8,546.0	8,744.0	9,352.0	9,494.0	9,115.0	-379.0	-4.0%	569.0	6.7%
6	Adult Basic/Adult Secondary Education, ESL	38,733.0	39,233.0	39,516.0	41,497.0	36,775.0	-4,722.0	-11.4%	-1,958.0	-5.1%
<b>Total</b>		<b>95,376.0</b>	<b>98,543.0</b>	<b>102,615.0</b>	<b>101,702.0</b>	<b>92,538.0</b>	<b>-9,164.0</b>	<b>-9.0%</b>	<b>-2,838.0</b>	<b>-3.0%</b>

# Truman College



## Harry S. Truman College Organization Chart







**Harry S Truman College** was founded in 1956 as an evening college at Amundsen High School on Foster Avenue. By 1961, the College had grown enough to be moved to its own building, a former Chicago elementary school in the City's Mayfair neighborhood. It was renamed Mayfair College. By the mid-1970s, the demand for even larger and more up-to-date quarters resulted in the construction of a new campus on Wilson Avenue in the historic Uptown neighborhood. At that point, the College was renamed after Harry S. Truman, the nation's 33<sup>rd</sup> President and a lifelong advocate for public higher education.

When Truman College opened its doors in 1976, Uptown residents wanted to ensure their access to the new institution. The week that the College opened, members of the community painted a mural directly facing the campus which denoted that "This College must be for everyone." The message of the mural has always been, and continues to be, the philosophy of Truman College.

Today, Truman College provides accessible and affordable credit, continuing-education, and adult-education classes to Chicago's diverse north side. The student body represents over 144 countries and more than 56 languages. The greatest number of students, more than half the college, is Hispanic, coming to Truman from more than 15 Latin American countries.

In the development of a Five-Year Strategic Plan, the following four City Colleges of Chicago goals were incorporated into the planning process:

- Improve the quality of programs and services.
- Expand services to better meet the needs of students and workforce partners.
- Increase enrollment and retention.
- Effectively use resources and maximize revenue opportunities.

### **FY2005 Accomplishments**

- Revised cosmetology and major home-appliance programs to reduce the time to graduation and increase opportunities for enrollment.
- Established a partnership with Northeastern Illinois University's Linguistics Department. 13 master's candidates in TESOL were placed with adult educators who served as mentor teachers.
- Implemented comprehensive assessment of writing and critical thinking across disciplines with an analysis of nearly 400 samples of student work.
- Truman was one of only 10 community colleges selected by ICCB to participate in a statewide reading pilot project, Student Achievement in Reading (STAR), to enhance the teaching of reading to adult-education students.
- Awarded accreditation for the Child Development Lab School by the National Association for the Education of Young Children.
- Developed a partnership with the Chicago Housing Authority to enroll residents in a cosmetology-certificate program.

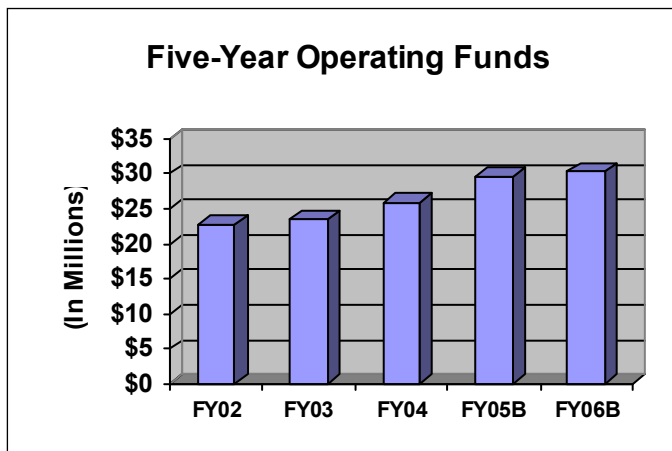
- Developed new programs in:
  - Bioinformatics
  - Automotive technology – Advanced and Basic Certificates
  - Associate of Arts in Teaching – Secondary Physical Science and Biology
- Designed a website and a contact-message board for the Student Success Seminar. Mentors were trained to maintain the website and help first-year students use it as a communication tool.
- Hosted the annual Truman Open House. More than 700 potential students from 22 high schools and community-based organizations attended.
- Established a 2 + 2 + 2 agreement with Illinois State University and the Chicago Public Schools, encouraging minorities and women to enter math and the sciences.
- Awarded two ICCB grants for a total of \$120,000 to develop a curriculum for bridge classes to transition ESL and GED students to the healthcare and automotive-technology programs.
- Awarded a \$1.1 million TRIO grant over five years to increase the retention and graduation rates of low-income and first-generation college students and individuals with disabilities.
- Awarded a \$92,000 ICCB Workforce Grant to develop hybrid nursing programs at Kankakee and Triton Colleges and the University of Chicago Hospitals.
- Awarded a \$3.4 million Title V Cooperative grant with St. Augustine College to improve retention through the use of studio classrooms.
- Generated \$200,000 in net revenue from the Business and Industry Services Division, money that was returned to the College's general operating funds.

## **FY2006 Tactical/Strategic Plans**

- Seek short-term and long-term solutions to the College's parking needs.
- Implement a college-wide retention initiative.
- Expand the assessment of writing and critical thinking across disciplines to include all college programs.
- Implement recommendations from the Annual Programs and Services Analysis.
- Launch a strategic planning initiative to include all college and community constituencies in setting long-range, mission-driven goals.
- Develop a global-studies curriculum to position the College and the District as leaders in providing students with the workforce skills essential to compete in an increasingly global economy.
- Implement an Honors/Phi Theta Kappa Leadership program.
- Implement partnership with Mexico University that will allow City Colleges of Chicago students to pursue programs in an international setting at minor additional costs.
- Implement transportation, warehousing, logistics, and healthcare bridge programs to transition adult-education students into areas where there are critical skills shortages.

- Continue to expand innovative models of course delivery such as the nursing hybrid program and the studio classroom.
- Gather baseline data on within-term, term-to-term, and program-level retention in all divisions of the College.
- Improve communication among all College divisions by reviewing and revising business processes related to student enrollment and support services.
- Improve outreach to high-risk students through enhanced tracking and intensive support services provided through the TRIO program.
- Improve engagement between faculty and students by providing training in student-development and alternative-teaching strategies.
- Use the E-grad system to increase opportunities for high-school students to complete their diplomas and make the transition to college through online coursework.
- Secure additional funding for dual enrollment drop-out retrieval programs through Gateway to College and Illinois State Board of Education pass-through funds.
- Work with the Department of Commerce and Economic Opportunity, the University of Chicago Hospitals, the Chicago Workforce Investment Board, and Harold Washington College to seek funds and additional partners to support the expansion of the healthcare-bridge core curriculum for incumbent workers and Chicago Public School students.
- Maximize funding through improved data collection procedures in adult education in compliance with state and federal requirements.

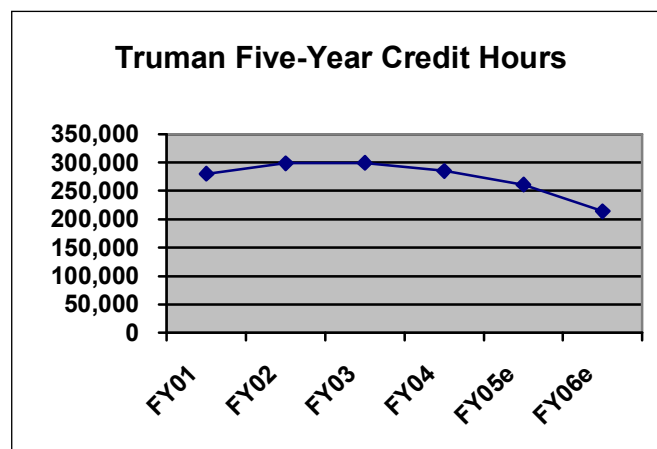
## FY 2006 FINANCIAL OVERVIEW



Truman's FY2006 operating budget of \$30.3 million represents an increase of 2.4% or \$0.7 million over the FY2005 budget. The largest expenditure is personnel cost, which represents 85.1% or \$25.8 million of the total operating budget. The second biggest spending is in Supplies and Services, which totals \$2.4 million or 7.8% of the budget. Utilities require 4.0% or \$1.2

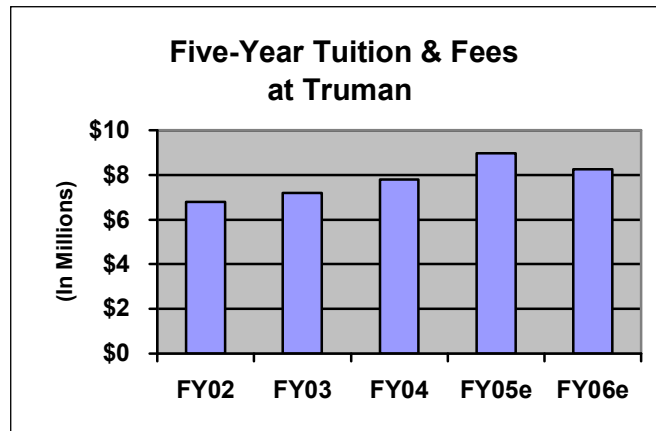
million for FY2006. The remaining funds of \$0.9 million are for bad-debt expenses of \$0.3 million, scholarships of \$0.2 million, and other miscellaneous items.

Total salaries and benefit costs of \$25.8 million will support 479 full-time equivalent (FTE) positions which comprise 94 full-time faculty members, 134 FTE part-time teachers, 25 administrators, and 227 clerical and operational positions. While the projected full-time equivalents (FTEs) of part-time instructors to be employed in FY2006 is only slightly higher than in FY2005, the ranks of the adjunct faculty are expected to grow significantly over the next few years as a result of both full-time faculty retirements and changes in the requirements for membership in the adjunct bargaining unit.



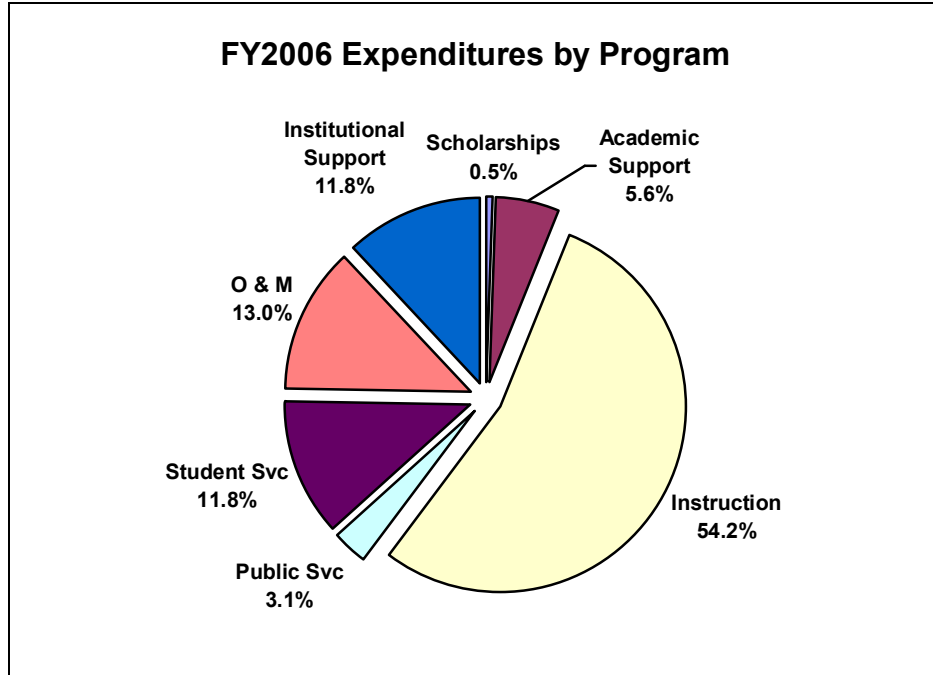
Truman's declining trend in enrollment for the past three years reflects macro socio-economic changes in Chicago. Truman has always served the largest immigrant population with adult education for many years. In FY2005, out of total 261,027 credit hours produced by Truman, 176,230 hours (67.5%) were for adult education. Since the

terrorist attacks in 2001, strict immigration regulations have reduced the immigrant students at Truman. Additionally, the gentrification of the Uptown neighborhood and the resulting high housing costs have changed the student demographics at Truman, further reducing the College's adult-education programs. As a result, credit hours in adult education have declined from 224,925 in FY2002 to 176,230 in FY2005, a decrease of 21.6%. Despite this trend, Truman continues to generate the largest number of credit hours at City Colleges, projecting 272,200 credit hours for FY2006.



Although Truman projects a decrease in tuition revenue from \$9.0 million in FY2005 to \$8.3 million for FY2006, it has implemented many changes to reverse this trend. The decline in tuition revenues for FY2006 will be offset in large part by increased revenue from Business & Industry Services and additional funds from federal TRIO and Title V Cooperative grants.

Building on the strength of the demand for occupational programs for Registered Nurse, Certified Nurse Assistant, and Automotive Technology, the Adult Education division is implementing “bridge” courses in the English as a Second Language curriculum. Since approximately 24% of the students currently in baccalaureate transfer and occupational programs began in the Adult Education division, the bridge program is expected to be a particularly effective instrument for recruitment.



Instructional costs represent 54.2% of spending in the budget, which compares favorably with the District average of 43.7%. While 5.5% spending in Academic Support is lower than the District average of 8.1%, Truman's 11.8% spending in Student Services is higher than the District average of 7.5%. In FY2005 the College made a significant commitment to strengthening student services. Those efforts will continue in FY2006 with additional spending in Student Services of \$0.2 million. Those resources in Student Services will leverage an investment of \$250,000 in grant funds to build a TRIO intensive support program and \$350,000 to create studio classrooms that integrate student-services personnel into the teaching team. Truman's spending in Public Services is 3.1%, which is close to the District average of 3.2%. Operations and Maintenance requires 12.9% or \$3.9 million of the budget in FY2006, which is close to the District average of 13.6%. Institutional Support represents 11.8% or \$3.6 million of FY2006 budget. Truman's spending in mission-related programs represents 75.1% of operating budget, which is significantly higher than the District average of 63.1%.

**Truman College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 9,972,695	\$ 8,385,737	\$ 7,777,065	\$ 7,966,725
	State Government	9,159,059	11,413,692	11,351,408	12,949,311
	Federal Government	36,995	26,643	11,393	40,000
	Tuition and Fees	7,781,254	8,601,144	8,967,116	8,285,629
	Auxiliary/Enterprise	241,884	497,000	494,224	787,100
	Investment Revenue	-	-	-	-
	Other Sources	39,174	153,000	39,485	57,800
	<b>Total Revenues</b>	<b>27,231,060</b>	<b>29,077,216</b>	<b>28,640,691</b>	<b>30,086,565</b>
<b>Expenditures by Program</b>					
	Instruction	14,903,707	16,952,791	14,629,635	16,403,578
	Academic Support	1,059,954	1,350,140	1,147,452	1,677,689
	Student Services	2,585,601	3,329,553	3,028,059	3,583,898
	Public Service	282,807	857,586	691,374	943,926
	Organized Research	-	-	1,638	-
	Auxiliary/Enterprise	20,460	25,417	36,436	17,910
	Operations and Maintenance	3,644,290	4,008,525	4,183,508	3,920,886
	Institutional Support	3,249,695	2,937,311	3,357,903	3,583,201
	Scholarships, Grants, Waivers	134,398	150,000	125,344	150,000
	<b>Total Expenditures</b>	<b>25,880,912</b>	<b>29,611,323</b>	<b>27,201,349</b>	<b>30,281,088</b>
<b>Expenditures by Object</b>					
	Salaries	18,416,480	19,985,116	18,678,536	20,687,971
	Employee Benefits	4,117,433	4,869,088	4,466,125	5,073,102
	Contractual Services	740,849	806,000	983,931	1,294,000
	Materials and Supplies	1,042,293	665,800	1,366,586	1,081,104
	Travel and Conference	39,835	78,322	82,328	97,200
	Capital Outlay	12,000	500,000	184,222	50,000
	Fixed Charges	2,000	80,000	27,000	180,000
	Utilities	1,048,418	1,272,954	1,102,146	1,198,202
	Other Expenditures				-
	Bad Debt	277,952	325,000	139,830	275,000
	Waivers and Scholarships	134,398	150,000	130,539	150,000
	Other Expenditures	49,253	713,412	40,107	70,000
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	165,631	-	124,509
	<b>Total Expenditures</b>	<b>25,880,912</b>	<b>29,611,323</b>	<b>27,201,349</b>	<b>30,281,088</b>
<b>Revenues less Expenditures</b>		<b>1,350,148</b>	<b>(534,108)</b>	<b>1,439,342</b>	<b>(194,523)</b>

**Truman College**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	89	98	87	94
Part-Time Faculty	50	107	128	134
Administrators	25	24	25	25
Clerical and Professional	135	134	145	140
Operations and Maintenance	74	76	83	87
<b>FTE Total</b>	<b>373</b>	<b>439</b>	<b>467</b>	<b>479</b>

**Salaries**

Full-Time Faculty	6,127,233	6,814,545	5,963,332	7,159,539
Part-Time Faculty	3,296,948	4,362,720	4,453,637	4,803,347
Administrators	1,422,407	1,590,779	1,571,587	1,763,248
Clerical and Professional	3,150,235	3,420,978	3,890,691	4,392,324
Operations and Maintenance	2,301,734	2,227,458	2,559,683	2,569,513
<b>Salaries Total</b>	<b>\$ 16,298,557</b>	<b>\$ 18,416,480</b>	<b>\$ 18,438,930</b>	<b>\$ 20,687,971</b>

**Average Salary per FTE Type**

Full-Time Faculty	68,845	69,536	68,544	76,165
Part-Time Faculty	66,583	40,754	34,903	35,956
Administrators	56,896	66,282	62,863	70,530
Clerical and Professional	23,280	25,517	26,919	31,449
Operations and Maintenance	30,920	29,452	30,928	29,648
<b>Average Salaries</b>	<b>\$ 43,663</b>	<b>\$ 41,975</b>	<b>\$ 39,493</b>	<b>\$ 43,197</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.



# Truman College

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	5,873	6,381	6,689	7,139	7,355	216	3.0%	1,482	25.2%
Pre-Credit	189	143	87	94	99	5	5.3%	-90	-47.6%
Continuing Ed.	2,389	2,169	1,291	980	457	-523	-53.4%	-1,932	-80.9%
Special Interest	4,413	3,519	3,340	3,126	2,071	-1,055	-33.7%	-2,342	-53.1%
Adult Education	22,290	22,401	21,856	20,065	17,817	-2,248	-11.2%	-4,473	-20.1%
ABE	2,402	1,915	1,582	1,403	1,638	235	16.7%	-764	-31.8%
GED	1,356	1,968	2,140	2,193	1,688	-505	-23.0%	332	24.5%
ESL	19,806	19,831	19,473	17,786	15,678	-2,108	-11.9%	-4,128	-20.8%
AHS	102	93	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	539	300	248	207	206	-1	-0.5%	-333	-61.8%
<b>Total (Unduplicated)</b>	<b>32,859</b>	<b>32,502</b>	<b>31,469</b>	<b>29,739</b>	<b>26,652</b>	<b>-3,087</b>	<b>-10.4%</b>	<b>-6,207</b>	<b>-18.9%</b>

# Truman College

## Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,510	2,771	3,003	3,138	3,202	64	2.0%	692	27.6%
Pre-Credit	50	37	15	15	20	5	33.3%	-30	-60.0%
Continuing Ed.	236	228	148	131	62	-69	-52.7%	-174	-73.7%
Adult Education	7,468	7,779	7,790	7,451	6,611	-840	-11.3%	-857	-11.5%
ABE	637	521	433	420	458	38	9.0%	-179	-28.1%
GED	282	504	581	625	497	-128	-20.5%	215	76.2%
ESL	6,549	6,754	6,776	6,406	5,656	-750	-11.7%	-893	-13.6%
AHS	47	46	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	269	172	137	99	98	-1	-1.0%	-171	-63.6%
<b>Total (Unduplicated)</b>	<b>10,581</b>	<b>11,033</b>	<b>11,095</b>	<b>10,835</b>	<b>9,993</b>	<b>-842</b>	<b>-7.8%</b>	<b>-588</b>	<b>-5.6%</b>

Special Interest FTE enrollments are not reported because they do not have credit hour value.

# Truman College

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	1,252	17.0%	67	0.9%	2,039	27.7%	1,587	21.6%	2,409	32.8%	1	0.0%	7,355
Continuing Ed.	76	16.6%	3	0.7%	138	30.2%	114	24.9%	126	27.6%	0	0.0%	457
Adult Education	1,337	7.5%	42	0.2%	1,193	6.7%	12,621	70.8%	2,560	14.4%	64	0.4%	17,817
ABE	100	6.1%	18	1.1%	495	30.2%	840	51.3%	181	11.1%	4	0.2%	1,638
GED	41	2.4%	6	0.4%	201	11.9%	1,352	80.1%	86	5.1%	2	0.1%	1,688
ESL	1,259	8.0%	19	0.1%	592	3.8%	11,390	72.6%	2,359	15.0%	59	0.4%	15,678
Vocational Skills	14	6.8%	4	1.9%	113	54.9%	52	25.2%	23	11.2%	0	0.0%	206
Special Interest	378	18.3%	16	0.8%	394	19.0%	712	34.4%	570	27.5%	1	0.0%	2,071
Pre-Credit	7	7.1%	1	1.0%	59	59.6%	23	23.2%	9	9.1%	0	0.0%	99
Mfg. Technology	0	0.0%	0	0.0%	1	50.0%	1	50.0%	0	0.0%	0	0.0%	2
<b>Unduplicated Total</b>	<b>2,824</b>	<b>10.6%</b>	<b>123</b>	<b>0.5%</b>	<b>3,593</b>	<b>13.5%</b>	<b>14,701</b>	<b>55.2%</b>	<b>5,347</b>	<b>20.1%</b>	<b>64</b>	<b>0.2%</b>	<b>26,652</b>

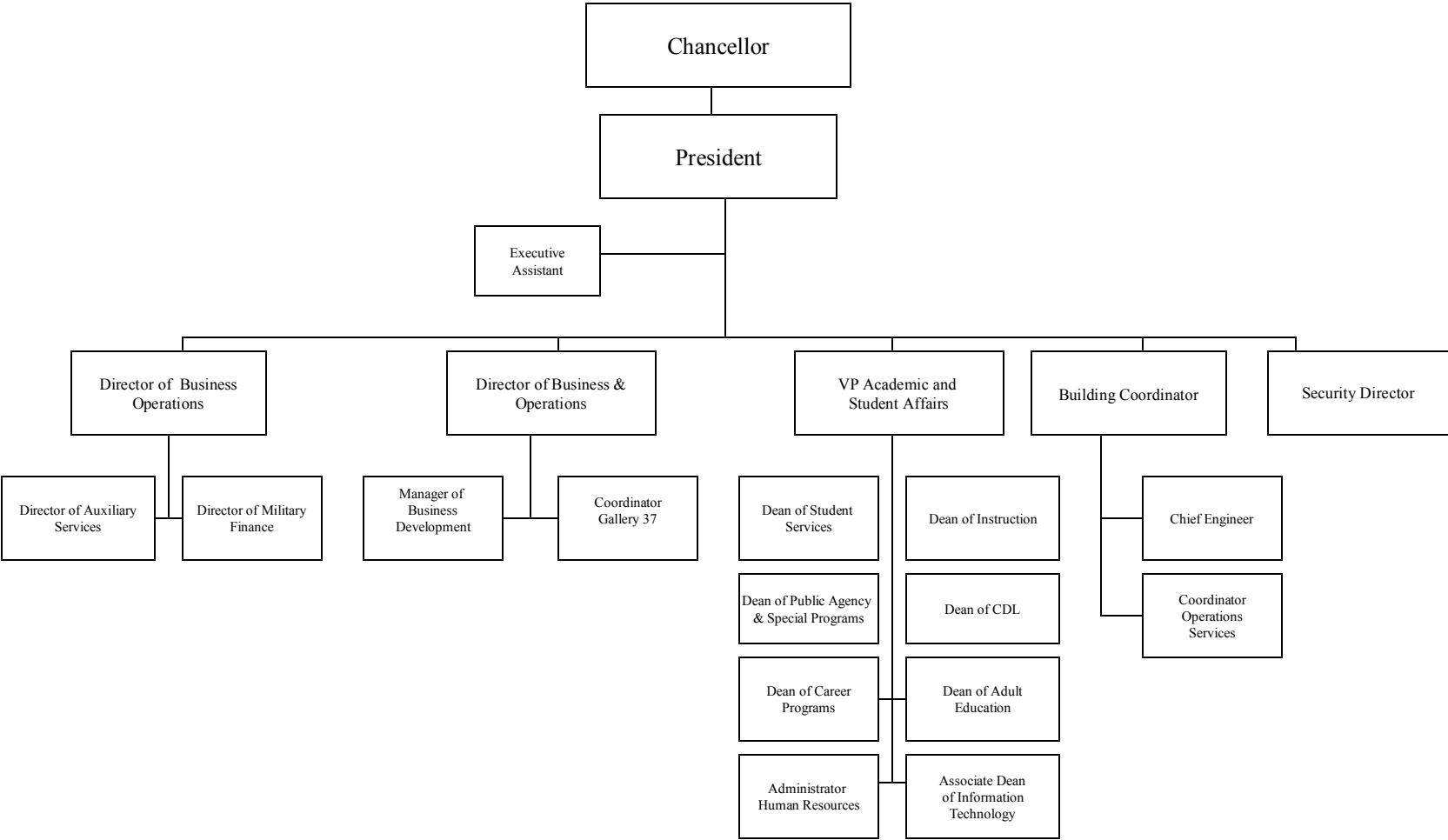
**Truman College**  
**Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category**

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	39,716.0	43,696.0	51,880.0	56,863.0	56,879.0	16.0	0.0%	17,163.0	43.2%
2	Business and Service Occupational	6,674.0	5,651.0	5,290.0	4,767.0	4,743.0	-24.0	-0.5%	-1,931.0	-28.9%
3	Technical Occupational and Vocational	8,964.0	8,911.0	7,178.0	4,891.0	5,253.0	362.0	7.4%	-3,711.0	-41.4%
4	Health Occupational and Vocational	4,961.0	5,406.0	4,882.0	5,201.0	4,770.0	-431.0	-8.3%	-191.0	-3.9%
5	Remedial Education	8,586.0	10,250.0	10,378.0	11,766.0	13,143.0	1,377.0	11.7%	4,557.0	53.1%
6	Adult Basic/Adult Secondary Education, ESL	211,399.0	224,926.0	219,433.0	201,728.0	176,230.0	-25,498.0	-12.6%	-35,169.0	-16.6%
<b>Total</b>		<b>280,300.0</b>	<b>298,840.0</b>	<b>299,041.0</b>	<b>285,216.0</b>	<b>261,018.0</b>	<b>-24,198.0</b>	<b>-8.5%</b>	<b>-19,282.0</b>	<b>-6.9%</b>

# Harold Washington College



# Harold Washington College Organization Chart





The Loop College was founded in 1962, as one of the City Colleges of Chicago (CCC), in the heart of the downtown business district to serve the Chicago business community. The College is located at 30 East Lake Street. In 1987, the College's name was changed to commemorate Chicago's former mayor, Harold Washington.

From the beginning, Harold Washington College (HWC) has been a comprehensive college, offering students traditional transfer-oriented liberal arts and sciences curricula as well as career and vocational programs. Today's student body displays a diverse mix of cultures, backgrounds, purposes and academic interests. Students, who come from all parts of Chicago, other cities in Illinois and other states, and dozens of foreign countries, are attracted by the combination of a convenient location close to their work places, high-quality instruction, flexible class scheduling, and wide-ranging course offerings satisfying the diverse needs of today's work force, reasonable and affordable tuition rates, and state-of-the-art educational facilities and equipment.

During FY2005, HWC continues its renovation into a world-class facility fully equipped with all of the latest instructional technologies to complement the excellence in education that the faculty already provides. The most exciting phase of the renovations took shape on the lower level through the second floor of the building. Completed facilities comprise an expanded lobby, a full-service student union on the lower level, an enlarged multi-purpose assembly and theater space on the west side of the first floor, and greatly expanded student-service spaces all housed on the first and second floors offering one-stop student services.

### **FY2005 Accomplishments**

- The Office of Instruction evaluated and mentored 42 non-tenured faculty members for portfolio review.
- The Office of Career Programs developed and launched the Our Money Matters Phase II curriculum along with the Office of the City Treasurer. The Phase II press reception was attended by 25 former Phase I students and 75 business partners.
- The Humanities Department received approval to offer a new Music Technology Certificate beginning in the fall of 2005.
- The Department of Career Programs re-developed a Hospitality program, which included the enrollment of 17 students who also participated in Mayor Daley's annual Culinary Dinner.
- The Library Faculty's instruction program nearly doubled the number of students taught to 969.
- The Office of Career Programs enrolled over 1,200 students District wide in the "Our Money Matters" Program.

- A new 15 semester-credit-hour Transit Management Certificate was approved by the Illinois Community College Board (ICCB).
- The Food Service Sanitation Program added the recertification examination in Korean, Chinese, and Spanish.
- The Public Agency and Special Programs Division trained over 4,000 firefighters in rapid responding.
- The Center for Distance Learning added an additional 22 courses accessible through Blackboard.
- The Office of Career Programs developed a new program for seniors through the City of Chicago for 6 regional senior centers. The pilot program was implemented at HWC and later coordinated to include the other six CCC campuses.
- The Vocational Training and Development Program recognized 39 students for their completion of the core curriculum.
- The Human Services/CDA Department secured a relationship with Easter Seals for off-campus courses during the spring of 2005.
- The college generated over \$415,000 in contract training during FY2005.
- The Office of Information Technology is collaborating with the Special Needs Center to have voice-recognition software and specialized software for students with learning disabilities available on computers throughout the open computer labs. Making the software available on numerous computers throughout the labs will make access much easier for HWC students with disabilities.

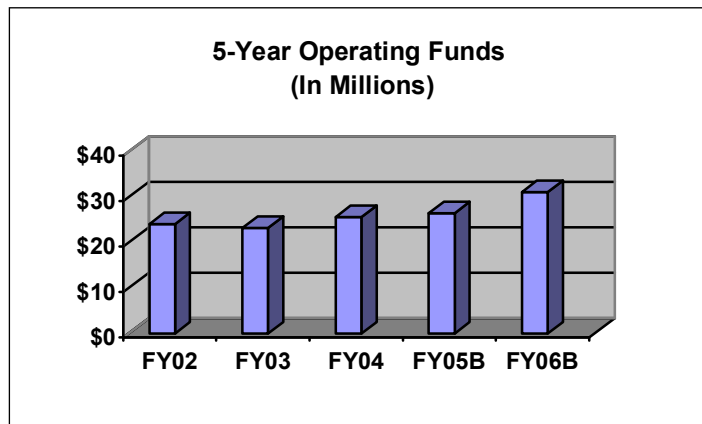
### **FY2006 Tactical / Strategic Plans**

- Develop targeted networking relationships with CPS high schools, increase collaborative efforts in support of recruitment events.
- Develop an informational package about HWC programs and services for CPS high-school students with disabilities – Special Needs Center.
- Develop an Associate of Arts and Sciences Degree in Photography – Art Department.
- Receive approval for Humanities 123, Philosophy 110, and the Introduction to Latin/American Studies course from the Illinois Articulation Initiative (IAI).
- Offer an American Bar Association approved Paralegal Program – Office of Career Programs.
- Translate Recertification Guide into Spanish – Food Services and Sanitation Program.
- Offer an Advanced Certificate Hospitality Program – Office of Career Programs.
- Fully implement PeopleSoft Student Administration System – Office of Student Services.
- Develop and gain approval by Illinois Articulation Initiative and Illinois Community College Board to create a Center for Distance Learning Faculty and Staff Resource Center / Lab – Center for Distance Learning.
- Secure additional funding as needed for course design, development, delivery, and support – Center for Distance Learning.

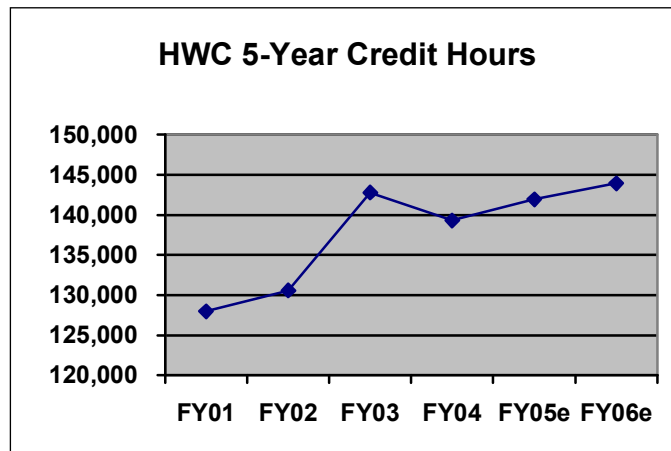


## FY2006 FINANCIAL OVERVIEW

HWC is projecting a modest 1.3% spending increase for the FY2006 operating budget excluding grants. Total spending is budgeted at \$30.8 million, an increase of \$0.4 million over the FY2005 budget. Personnel cost, the largest spending category, accounts for 77.2%, which is higher than the system-wide average of 69.7%. In spite of contractual salary increases and



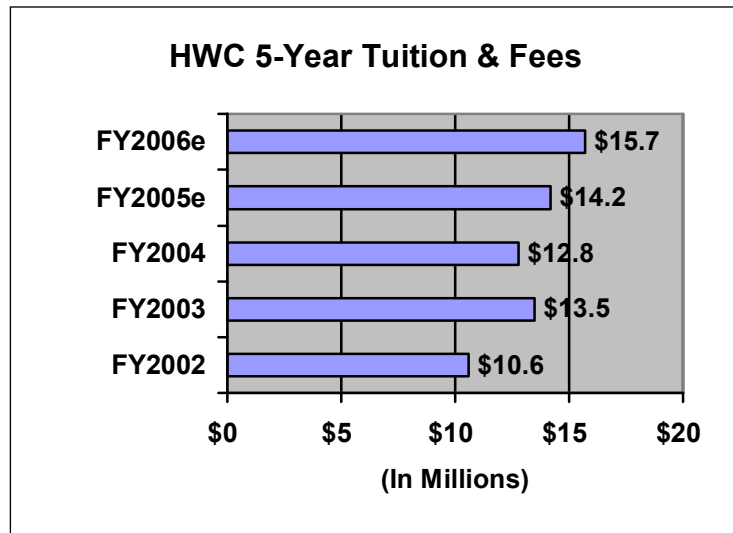
new hiring plans, total salary and benefits will remain flat as a result of the recent retirement of senior faculty members. Contractual services will grow by \$0.4 million over FY2005 to pay for increased fees for the Distance Learning licenses and the CTA University Pass program, while Materials and Supplies will decrease by \$0.3 million. As a result of anticipated natural-gas price increases, utilities will go up by \$0.4 million.



HWC has the second-highest credit-hour enrollment for baccalaureate and transfer-credit courses in the District and credit hours in this category have been growing from 60,031 hours in FY2001 to 76,902 in FY2005. Credit hours in adult education, albeit small, are also expected to grow from 2,721 in FY2004 to 2,750 in FY2006. A review of the enrollment trends for credit hours at HWC over the last five years demonstrates an average growth of over 2.0% annually.

In spite of the general decrease in enrollment at community colleges, HWC is projecting a 1.4% increase in credit hours from 169,990 in FY2005 to 172,310 hours in FY2006. This small increase combined with the anticipated \$5 increase in tuition will increase

tuition and fee revenues from \$15.3 million in FY2005 to \$15.7 million. HWC supports as much as 51.2% of its operating cost from tuition and fee revenues.

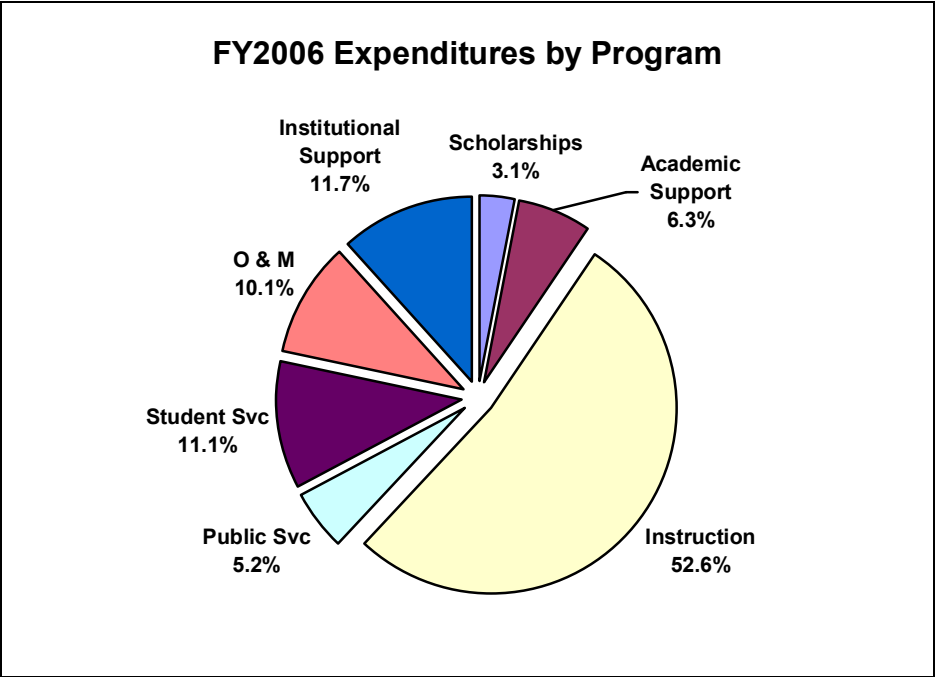


The FY2006 budget for direct Instruction represents 52.5% percent of operating spending, which compares favorably with the District-wide average of 43.7%. The FY2006 share of Instruction has actually decreased from 53.4% of FY2005 share primarily because of the retirement of senior faculty members.

Based on the strategic plan to enhance student service and thereby retention, the College plans to add five college advisors and increases its tutoring budget from \$0.2 million in FY2005 to \$0.5 million in FY2006. These efforts will increase FY2006 spending in Academic Support by \$0.5 million over FY2005. HWC’s 6.3% spending in Academic Support is lower than the District-wide average of 8.1%.

Student Services, which reflects direct services to students such as registration, records, financial aid, and placement testing, will see an increase of \$0.4 million as a result of increased licensing fees for the Center for Distance Learning and the U-Pass Program. HWC spends 11.1% on Student Services, while the District spends 7.5%.

Public Service programs account for those activities provided to the general community and residents which include college-sponsored seminars, workshops, forums, and other non-academic services. HWC allocates 5.2% or \$1.6 million of its operating budget to Public Service. This category represents a decrease of \$0.5 million from FY2005 primarily because of the reduction in the U.S. military education program.



Building operations and maintenance will require \$3.1 million or 10.1% of the budget, well below the District-wide average of 13.6% in FY2006. When the \$35.0 million renovation project is completed by the end of FY2006, energy and facility-maintenance costs are anticipated to decline.

Institutional Support, which includes expenditures for central executive-level activities and support service that benefit the entire college, will be supported with \$3.6 million, which is 11.7% of the operating budget.

The anticipated training of police and fire cadets will increase scholarship and waiver costs by \$0.2 million. HWC is the only college in the District offering this specialized service to the City of Chicago.

Out of HWC's \$30.8 million operating budget, \$24.1 million or 78.2% of total budget goes directly to mission-related programs such as Direct Instruction (52.5%), Instructional Academic Support (6.3%), Student Services (11.1%), Public Service (5.2%) and Scholarships (3.1%). The system-wide average spending on the mission-based programs is 63.1%. HWC's budget indicates its commitment to prudent financial management without sacrificing its quality of education.

**Harold Washington College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 6,595,350	\$ 7,011,443	\$ 6,491,448	\$ 8,055,880
	State Government	4,371,625	6,071,538	5,978,801	5,611,349
	Federal Government	53,573	38,573	18,987	60,000
	Tuition and Fees	12,778,653	15,259,414	14,203,394	15,708,911
	Auxiliary/Enterprise	1,254,945	1,200,000	804,737	1,248,400
	Investment Revenue	-	-	-	-
	Other Sources	181,425	346,000	99,050	138,200
	<b>Total Revenues</b>	<b>25,235,572</b>	<b>29,926,969</b>	<b>27,596,417</b>	<b>30,822,740</b>
<b>Expenditures by Program</b>					
	Instruction	14,815,756	16,244,528	14,758,769	16,173,041
	Academic Support	1,294,558	1,418,982	1,297,335	1,928,914
	Student Services	2,417,701	3,040,051	2,670,085	3,414,542
	Public Service	1,524,132	2,145,040	1,068,546	1,608,696
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	5,147	5,200	5,177	5,200
	Operations and Maintenance	2,743,983	2,806,698	2,938,925	3,116,539
	Institutional Support	3,263,343	4,035,427	3,349,237	3,595,942
	Scholarships, Grants, Waivers	805,354	725,000	1,184,947	960,000
	<b>Total Expenditures</b>	<b>26,869,973</b>	<b>30,420,927</b>	<b>27,273,022</b>	<b>30,802,875</b>
<b>Expenditures by Object</b>					
	Salaries	18,023,893	18,981,107	17,509,343	18,586,636
	Employee Benefits	4,158,474	5,288,917	4,565,683	5,206,961
	Contractual Services	816,072	1,475,800	1,083,992	1,902,550
	Materials and Supplies	1,770,878	2,349,832	1,871,916	2,078,725
	Travel and Conference	140,099	139,500	122,437	138,500
	Capital Outlay	16,820	510,800	27,500	505,000
	Fixed Charges	-	14,000	-	-
	Utilities	602,495	517,200	481,459	916,603
	Other Expenditures				-
	Bad Debt	334,420	250,000	352,281	500,000
	Waivers and Scholarships	805,354	725,000	1,184,947	960,000
	Other Expenditures	201,468	(113,655)	73,464	7,900
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	282,426	-	-
	<b>Total Expenditures</b>	<b>26,869,973</b>	<b>30,420,927</b>	<b>27,273,022</b>	<b>30,802,875</b>
<b>Revenues less Expenditures</b>		<b>(1,634,401)</b>	<b>(493,958)</b>	<b>323,394</b>	<b>19,865</b>

**Harold Washington College**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	90	102	105	116
Part-Time Faculty	89	139	133	141
Administrators	21	21	19	24
Clerical and Professional	150	152	163	140
Operations and Maintenance	52	53	61	48
<b>FTE Total</b>	<b>402</b>	<b>467</b>	<b>481</b>	<b>468</b>

**Salaries**

Full-Time Faculty	6,032,461	6,516,590	6,291,250	6,839,674
Part-Time Faculty	3,536,782	3,708,694	3,486,764	3,642,500
Administrators	1,581,522	1,545,997	1,581,517	1,785,541
Clerical and Professional	4,241,802	4,359,467	4,626,667	4,820,472
Operations and Maintenance	1,540,104	1,564,597	1,374,454	1,498,449
<b>Salaries Total</b>	<b>\$ 16,932,671</b>	<b>\$ 17,695,344</b>	<b>\$ 17,360,652</b>	<b>\$ 18,586,636</b>

**Average Salary per FTE Type**

Full-Time Faculty	67,027	63,888	59,917	58,963
Part-Time Faculty	39,803	26,661	26,228	25,873
Administrators	75,311	73,619	83,238	74,398
Clerical and Professional	28,261	28,737	28,385	34,528
Operations and Maintenance	29,668	29,268	22,645	31,348
<b>Average Salaries</b>	<b>\$ 42,135</b>	<b>\$ 37,870</b>	<b>\$ 36,120</b>	<b>\$ 39,698</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

## Harold Washington College

### Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	11,692	11,831	12,253	11,775	11,538	-237	-2.0%	-154	-1.3%
Pre-Credit	529	524	479	426	391	-35	-8.2%	-138	-26.1%
Continuing Ed.	3,848	3,357	2,551	3,104	3,085	-19	-0.6%	-763	-19.8%
Special Interest	10,895	10,014	9,717	7,222	6,145	-1,077	-14.9%	-4,750	-43.6%
Adult Education *	412	297	363	427	623	196	45.9%	211	51.2%
ABE	NA	NA	NA	208	374	166	79.8%	NA	NA
GED	NA	NA	NA	140	284	144	102.9%	NA	NA
ESL	NA	NA	NA	98	122	24	24.5%	NA	NA
Vocational Skills	1,474	1,433	1,473	1,497	1,409	-88	-5.9%	-65	-4.4%
Military **	11,490	10,626	7,803	1,582	1,278	-304	-19.2%	-10,212	-88.9%
<b>Total (Unduplicated) No Military</b>	<b>22,943</b>	<b>22,384</b>	<b>23,483</b>	<b>21,883</b>	<b>20,256</b>	<b>-1,627</b>	<b>-7.4%</b>	<b>-2,687</b>	<b>-11.7%</b>
<b>Total, Unduplicated With Military</b>	<b>34,433</b>	<b>33,010</b>	<b>31,286</b>	<b>23,465</b>	<b>21,534</b>	<b>-1,931</b>	<b>-8.2%</b>	<b>-12,899</b>	<b>-37.5%</b>

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

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

## Harold Washington College

### Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,271	4,418	4,822	4,752	4,794	42	0.9%	523	12.2%
Pre-Credit	182	195	176	161	161	0	0.0%	-21	-11.5%
Continuing Ed.	347	300	211	183	136	-47	-25.7%	-211	-60.8%
Adult Education*	102	78	84	88	148	60	68.2%	46	45.1%
ABE	NA	NA	NA	33	64	31	93.9%	NA	NA
GED	NA	NA	NA	21	46	25	119.0%	NA	NA
ESL	NA	NA	NA	33	38	5	15.2%	NA	NA
Vocational Skills	224	316	337	333	318	-15	-4.5%	94	42.0%
Military **	1,298	1,286	1,161	205	173	-32	-15.6%	-1,125	-86.7%
<b>Total (Unduplicated) No Military</b>	<b>5,126</b>	<b>5,307</b>	<b>5,632</b>	<b>5,517</b>	<b>5,560</b>	<b>43</b>	<b>0.8%</b>	<b>434</b>	<b>8.5%</b>
<b>Total, Unduplicated With Military</b>	<b>6,424</b>	<b>6,593</b>	<b>6,793</b>	<b>5,722</b>	<b>5,733</b>	<b>11</b>	<b>0.2%</b>	<b>-691</b>	<b>-10.8%</b>

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

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

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

# Harold Washington College

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	1,276	11.1%	80	0.7%	4,981	43.2%	2,312	20.0%	2,888	25.0%	0	0.0%	11,537
Continuing Ed.	662	21.5%	18	0.6%	947	30.7%	354	11.5%	1,104	35.8%	0	0.0%	3,085
Adult Education	50	8.0%	8	1.3%	333	53.5%	153	24.6%	77	12.4%	1	0.2%	622
ABE	12	3.2%	6	1.6%	246	66.0%	74	19.8%	34	9.1%	1	0.3%	373
GED	10	3.5%	4	1.4%	176	62.0%	70	24.6%	24	8.5%	0	0.0%	284
ESL	36	29.5%	0	0.0%	16	13.1%	42	34.4%	28	23.0%	0	0.0%	122
Vocational Skills	371	26.3%	12	0.9%	496	35.2%	95	6.7%	435	30.9%	0	0.0%	1,409
Special Interest	845	13.9%	50	0.8%	2,568	42.4%	882	14.5%	1,717	28.3%	0	0.0%	6,062
Pre-Credit	147	37.6%	8	2.0%	103	26.3%	89	22.8%	44	11.3%	0	0.0%	391
Mfg. Technology	0	0.0%	0	0.0%	4	66.7%	1	16.7%	1	16.7%	0	0.0%	6
<b>Unduplicated Total</b>	<b>2,747</b>	<b>13.6%</b>	<b>156</b>	<b>0.8%</b>	<b>8,420</b>	<b>41.7%</b>	<b>3,487</b>	<b>17.3%</b>	<b>5,361</b>	<b>26.6%</b>	<b>1</b>	<b>0.0%</b>	<b>20,172</b>



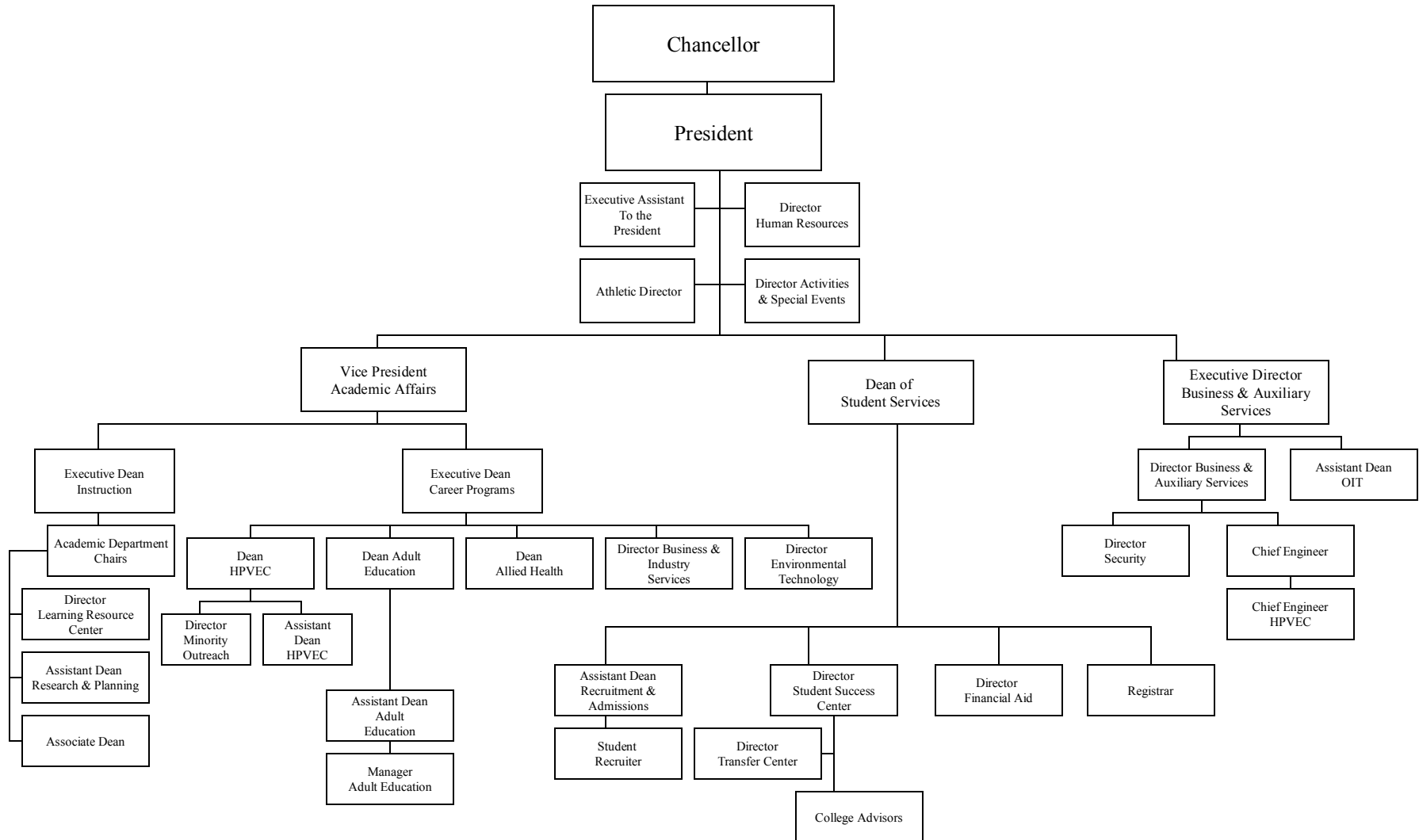
**Harold Washington College**  
**Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category**

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	60,031.0	64,096.0	72,936.0	76,107.0	76,909.0	802.0	1.1%	16,878.0	28.1%
2	Business and Service Occupational	19,828.5	17,050.0	19,255.5	15,786.0	17,103.5	1,317.5	8.3%	-2,725.0	-13.7%
3	Technical Occupational and Vocational	15,838.5	16,896.0	16,894.0	16,536.0	16,179.0	-357.0	-2.2%	340.5	2.1%
4	Health Occupational and Vocational	7,588.0	7,298.0	5,905.5	4,029.5	2,886.0	-1,143.5	-28.4%	-4,702.0	-62.0%
5	Remedial Education	20,356.0	21,155.0	23,285.0	22,045.0	22,960.0	915.0	4.2%	2,604.0	12.8%
6	Adult Basic/Adult Secondary Education, ESL	4,348.0	4,092.0	4,487.0	4,788.0	5,911.0	1,123.0	23.5%	1,563.0	35.9%
<b>Total</b>		<b>127,990.0</b>	<b>130,587.0</b>	<b>142,763.0</b>	<b>139,291.5</b>	<b>141,948.5</b>	<b>2,657.0</b>	<b>1.9%</b>	<b>13,958.5</b>	<b>10.9%</b>

# Wright College



# Wilbur Wright College Organization Chart





Wilbur Wright College (WWC) was founded in 1934 by the Chicago Board of Education to serve the post-secondary educational needs of Chicago citizens. The College was located at 3400 North Austin Avenue until the move to the new campus at 4300 North Narragansett Avenue in 1993. Its satellite campus, Humboldt Park Vocational Education Center, opened its doors in 1995 at 1645 North California Avenue. This campus was created as an education and job-training resource to serve residents in Humboldt Park and West Town communities.

September of 2004 marked the 70th anniversary of Wright College's service to the City of Chicago. Wright's continued commitment to the community was recognized and celebrated with expanded community and cultural events that highlighted Wright's 70-year history. Wright's anniversary year also included the 10th Anniversary of the Humboldt Park Vocational Education Center. Wright's presence in this community was also celebrated and recognized through events hosted at the Center.

The current student body represents a diverse mix of cultures, social backgrounds, and academic interests. Wright offers a variety of liberal arts and sciences classes which lead the student to a two-year Associates degree. Besides the traditional pre-baccalaureate/transfer curriculum, the College provides a variety of medical programs. As an example, every student who has completed the radiology program in the last 10 years has passed the state license exam.

Wright College attempts to match the changes that are occurring in our society with new and modified programs to meet emerging needs and opportunities. The faculty, administration, and the Board of Trustees work together to provide the knowledge, skills, and facilities needed by students to succeed in our highly specialized world.

In the development of the Five-Year Strategic Plan, the following four CCC strategic goals were incorporated into the planning process.

- Improve the quality of programs and services.
- Expand services to better meet the needs of students and workforce partners.
- Increase enrollment and retention.
- Effectively utilize resources and maximize revenue opportunities.

#### **FY2005 Accomplishments**

- Wright completed the Higher Learning Commission monitoring process for its assessment of student-learning outcomes.
- Wright's Phi Theta Kappa Chapter, Theta Omega of Illinois, was ranked in the top 100 internationally for the fifth consecutive year.

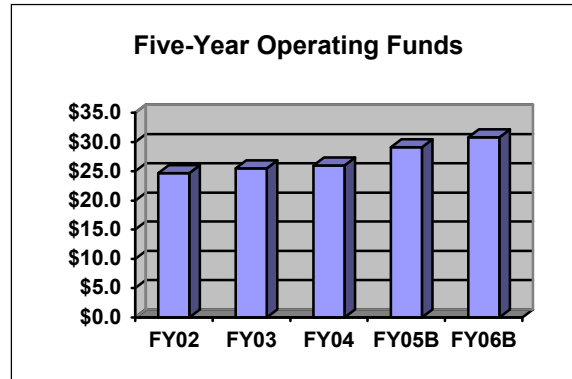
- Wright students participated in the Library of Congress sponsored World War II veterans' anthology project in cooperation with the office of Congressman Rahm Emanuel.
- Wright College was recognized for Presidential Leadership in student journalism by the College Media Advisers.
- Wright's student newspaper, Diversity, celebrated 10 years of serving the college community.
- Wright had 23 GED graduates achieve National GED Honors recognition.
- Judge Gerald Bender, a Wright graduate, was recognized by the Illinois Community College Trustees Association as the Outstanding Community College Alumnus in the State of Illinois.
- Wright's community partnerships with the Portage Park Chamber of Commerce, Eli's Chicago's Finest Cheesecake, ITKA, ASPIRA, Youth Guidance, NORBIC, and our local elected officials continue to provide a wide range of activities to the community.
- Wright continues to operate with one of the highest class-size averages in the State of Illinois.
- Wright implemented the Community College Survey of Student Engagement (CCSSE) to measure student attitudes on college services and the college learning environment.
- ACT CAAP test results were analyzed with Wright students scoring above national averages in the areas of math, science, and critical thinking and at the national average in all other areas.
- Hosted United States Senators Barack Obama's and Richard Durbin's forum of Veterans' Affairs in Chicago.
- Identified by Hispanic Outlook as one of the Top 50 Community and Junior Colleges for Hispanic enrollment.
- Identified by the Chicago Sun-Times as the second school of choice for 2004 Chicago public high-school graduates.

### **FY2006 Tactical / Strategic Plans**

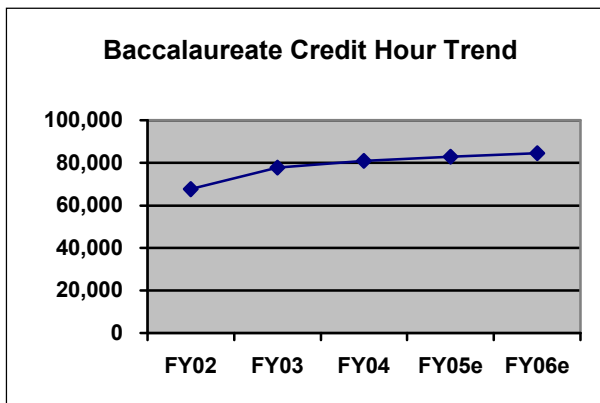
- Develop partnerships for additional educational space to support adult education.
- Work with the community to secure additional land for Wright College.
- Implement the Federal Student Service Grant to improve support for math instruction.
- Implement our second round of ACT CAAP testing to measure student-learning gains.
- Implement the recommendations of APSA to continuously monitor and improve educational programs.
- Use the results of CCSSE to improve Wright's services and learning environment.
- Continue to expand community partnerships with and engagement in Wright College.
- Work with local colleges and universities to explore the development of a Women's Studies option for our Associate in Arts degree in recognition of our 67% female population.

## FY 2006 FINANCIAL OVERVIEW

Wright's operating budget excluding restricted grants totals \$30.8 million in FY2006, a 5.6% increase over the FY2005 budgeted level. The largest expenditure category is personnel, which accounts for 83.2% or \$25.6 million of operating funds excluding grants. The personnel cost is expected to increase by \$1.2 million over FY2005 as a result of contractual salary increases and planned new hiring of 14 positions. Wright has decided to participate in the CTA University Pass program in FY2006, which will increase the contractual services cost by \$0.3 million. Utilities total \$1.1 million or 3.6% of operating expenditures. Excluding personnel, contractual services, and utilities, the remaining appropriation of \$2.6 million will be used for the daily operations such as supplies and conferences.



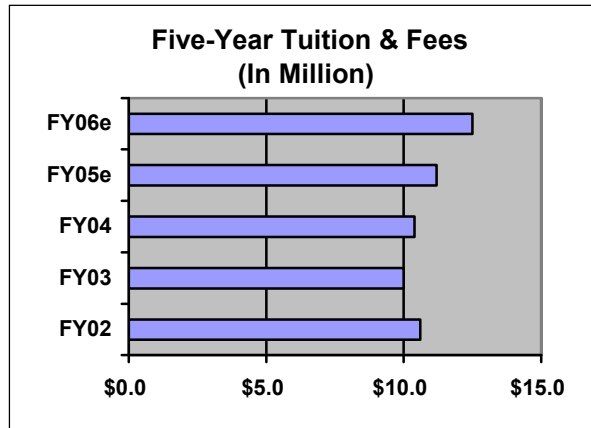
Total salaries and benefit costs of \$25.6 million will support 489 full-time equivalent (FTE) positions, which comprise 111 full-time faculty members, 126 adjunct faculty members, 26 administrators, and 226 clerical and operational positions. Wright plans to hire six new faculty members, two associate deans, one college advisor, four professionals, and one clerk in FY2006. Reflecting Wright's effort to provide instruction of high quality with its own faculty members, the College achieved a 57/43 full-time to part-time ratio based upon sections taught in spring of 2005, which compares favorably with the District's average of 52/46 during that semester.



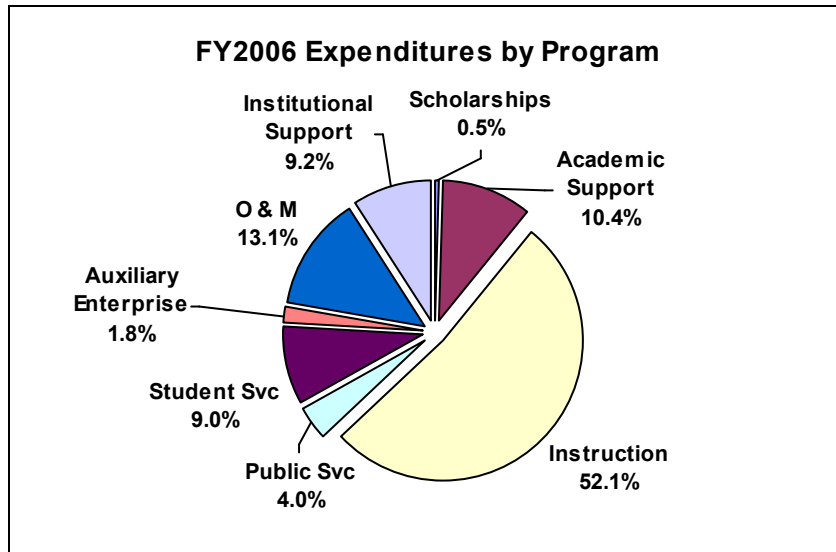
Wright has the highest credit-hour enrollment for baccalaureate degrees and general academic courses in the District. In spite of the limited classroom space, the adult-education credit hours are projected to increase from 92,053 in FY2005 to 93,495 in FY2006. In FY2005, the College had to vacate WWC South, where most of the adult-education classes were previously taught. A review of the enrollment trends for baccalaureate credit hours over the last five years shows an average annual growth of 6.9%.

The College is projecting a 1.9% increase in FY2006 enrollment, the majority of which is anticipated to occur in baccalaureate and general-education classes. The increase in enrollment combined with the \$5 increase in tuition per credit hour is anticipated to increase tuition-and-fee revenues by \$0.8 million from \$11.7 million in FY2005 to \$12.5 million in FY2006. 40.7% of Wright's operation is supported by its tuition and fees. If

approved by ICCB, the newly proposed paralegal program will attract new students seeking preparation in this growing legal field and help increase enrollment resulting in the generation of additional tuition and fees.



Direct Instructional costs represent 52.1% of operating funds, which compares very favorably with the District average of 43.7%. Academic Support provides support services for instruction, public service, and research. Wright spends 10.4% of its budget on this category, compared with the District average of 8.1%. FY2006 spending in academic support will increase by \$0.2 million over FY2005 because of the addition of a college advisor, an assistant dean and an associate dean.



Student Services, which represents direct student services such as admissions and records, financial aid, placement, testing, and student activities, will increase by \$0.3 million because of the participation in the U-Pass program. Wright's 13.1% spending on Operations and Maintenance reflects the District-wide average. Overall, mission-related spending (spending in Instruction, Academic Support, Student Services, Public Services, and Scholarships) accounts for 75.9% of the operating budget, which is higher than the District-wide average of 63.1%. This higher percentage clearly demonstrates the administration's commitment to high-quality education at Wright College.

**Wright College**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 9,384,297	\$ 9,325,007	\$ 8,709,112	\$ 9,093,958
	State Government	6,046,635	7,017,243	7,117,681	7,751,450
	Federal Government	27,100	20,034	10,957	30,000
	Tuition and Fees	10,361,487	11,277,850	11,697,560	12,533,935
	Auxiliary/Enterprise	339,600	713,221	472,111	849,870
	Investment Revenue	-	-	-	-
	Other Sources	212,124	280,705	211,565	249,550
	<b>Total Revenues</b>	<b>26,371,243</b>	<b>28,634,060</b>	<b>28,218,988</b>	<b>30,508,763</b>
<b>Expenditures by Program</b>					
	Instruction	15,240,231	15,355,648	15,283,451	16,060,514
	Academic Support	1,589,830	2,949,386	2,657,970	3,196,812
	Student Services	2,215,954	2,475,411	2,352,354	2,777,101
	Public Service	111,289	908,427	295,243	1,226,521
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	500,757	531,461	517,619	550,023
	Operations and Maintenance	3,775,074	4,173,539	4,497,506	4,043,871
	Institutional Support	2,468,814	2,675,807	2,405,179	2,825,234
	Scholarships, Grants, Waivers	155,666	125,000	152,014	143,100
	<b>Total Expenditures</b>	<b>26,057,614</b>	<b>29,194,679</b>	<b>28,161,337</b>	<b>30,823,177</b>
<b>Expenditures by Object</b>					
	Salaries	18,343,205	19,428,887	18,991,991	20,496,582
	Employee Benefits	4,142,828	4,920,595	4,804,044	5,143,416
	Contractual Services	304,084	1,061,257	815,210	1,428,070
	Materials and Supplies	1,940,799	1,073,892	2,103,400	1,201,839
	Travel and Conference	77,885	106,382	117,974	99,515
	Capital Outlay	34,236	670,000	95,860	174,500
	Fixed Charges	-	5,700	-	-
	Utilities	901,623	1,030,300	947,706	1,125,509
	Other Expenditures				-
	Bad Debt	93,830	100,000	88,314	115,000
	Waivers and Scholarships	155,666	125,000	152,275	143,100
	Other Expenditures	63,458	350,619	44,562	489,788
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	322,046	-	405,858
	<b>Total Expenditures</b>	<b>26,057,614</b>	<b>29,194,679</b>	<b>28,161,337</b>	<b>30,823,177</b>
<b>Revenues less Expenditures</b>		<b>313,629</b>	<b>(560,619)</b>	<b>57,651</b>	<b>(314,414)</b>



## Wright College

Community College District Number 508

### Salaries & FTEs for Operating Funds Excluding Grants

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	96	100	105	111
Part-Time Faculty	76	127	129	126
Administrators	24	23	22	26
Clerical and Professional	151	136	141	156
Operations and Maintenance	67	59	75	70
<b>FTE Total</b>	<b>414</b>	<b>446</b>	<b>472</b>	<b>489</b>

#### Salaries

Full-Time Faculty	6,159,992	6,499,307	6,699,705	7,538,418
Part-Time Faculty	3,393,019	4,106,959	3,734,647	3,870,000
Administrators	1,558,293	1,607,987	1,685,453	1,638,219
Clerical and Professional	4,433,769	4,139,818	4,240,938	5,137,282
Operations and Maintenance	2,251,107	1,991,570	2,483,872	2,312,663
<b>Salaries Total</b>	<b>\$ 17,796,179</b>	<b>\$ 18,345,641</b>	<b>\$ 18,844,615</b>	<b>\$ 20,496,582</b>

#### Average Salary per FTE Type

Full-Time Faculty	64,167	64,993	63,807	67,914
Part-Time Faculty	44,503	32,266	28,871	30,689
Administrators	64,929	69,912	76,611	63,008
Clerical and Professional	29,355	30,392	30,079	32,931
Operations and Maintenance	33,498	33,525	33,212	32,959
<b>Average Salaries</b>	<b>\$ 42,936</b>	<b>\$ 41,142</b>	<b>\$ 39,913</b>	<b>\$ 41,892</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

# Wright College

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	8,993	9,078	9,859	9,978	10,063	85	0.9%	1,070	11.9%
Pre-Credit	662	970	1,132	1,140	1,141	1	0.1%	479	72.4%
Continuing Ed.	1,877	1,825	1,727	1,600	960	-640	-40.0%	-917	-48.9%
Special Interest	7,545	7,896	7,038	7,276	5,589	-1,687	-23.2%	-1,956	-25.9%
Adult Education	9,133	9,286	8,967	7,960	7,393	-567	-7.1%	-1,740	-19.1%
ABE	2,368	2,285	2,011	1,616	1,685	69	4.3%	-683	-28.8%
GED	1,054	1,128	1,119	965	865	-100	-10.4%	-189	-17.9%
ESL	6,347	6,404	6,410	5,896	5,364	-532	-9.0%	-983	-15.5%
Vocational Skills	169	180	351	244	246	2	0.8%	77	45.6%
<b>Total (Unduplicated)</b>	<b>26,543</b>	<b>27,095</b>	<b>26,651</b>	<b>25,806</b>	<b>23,352</b>	<b>-2,454</b>	<b>-9.5%</b>	<b>-3,191</b>	<b>-12.0%</b>

# Wright College

## Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,607	3,765	4,207	4,347	4,296	-51	-1.2%	689	19.1%
Pre-Credit	184	250	272	283	291	8	2.8%	107	58.2%
Continuing Ed.	254	287	243	261	151	-110	-42.1%	-103	-40.6%
Adult Education	3,585	3,533	2,999	2,715	2,570	-145	-5.3%	-1,015	-28.3%
ABE	860	808	656	527	542	15	2.8%	-318	-37.0%
GED	340	374	320	276	254	-22	-8.0%	-86	-25.3%
ESL	2,384	2,351	2,022	1,912	1,774	-138	-7.2%	-610	-25.6%
Vocational Skills	101	107	138	108	112	4	3.7%	11	10.9%
<b>Total (Unduplicated)</b>	<b>7,730</b>	<b>7,942</b>	<b>7,859</b>	<b>7,714</b>	<b>7,420</b>	<b>-294</b>	<b>-3.8%</b>	<b>-310</b>	<b>-4.0%</b>

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

# Wright College

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	1,061	10.5%	61	0.6%	1,026	10.2%	3,896	38.7%	4,019	39.9%	0	0.0%	10,063
Continuing Ed.	65	6.8%	7	0.7%	117	12.2%	386	40.2%	386	40.2%	0	0.0%	961
Adult Education	155	2.1%	18	0.2%	312	4.2%	4,362	59.0%	2,496	33.8%	50	0.7%	7,393
ABE	36	2.1%	11	0.7%	265	15.7%	1,117	66.3%	251	14.9%	5	0.3%	1,685
GED	25	2.9%	1	0.1%	45	5.2%	632	73.1%	161	18.6%	1	0.1%	865
ESL	107	2.0%	7	0.1%	32	0.6%	2,991	55.8%	2,182	40.7%	45	0.8%	5,364
Vocational Skills	7	2.8%	1	0.4%	70	28.5%	115	46.7%	53	21.5%	0	0.0%	246
Special Interest	265	4.7%	31	0.6%	528	9.4%	2,425	43.4%	2,340	41.9%	0	0.0%	5,589
Pre-Credit	89	7.8%	9	0.8%	149	13.1%	578	50.7%	316	27.7%	0	0.0%	1,141
Mfg. Technology	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>Unduplicated Total</b>	<b>1,496</b>	<b>6.4%</b>	<b>117</b>	<b>0.5%</b>	<b>1,944</b>	<b>8.3%</b>	<b>10,824</b>	<b>46.3%</b>	<b>8,922</b>	<b>38.2%</b>	<b>50</b>	<b>0.2%</b>	<b>23,353</b>

## Wilbur Wright College

### Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	63,015.0	67,613.0	77,675.0	80,825.0	82,785.0	1,960.0	2.4%	19,770.0	31.4%
2	Business and Service Occupational	2,855.0	3,449.0	4,354.0	4,218.0	3,637.0	-581.0	-13.8%	782.0	27.4%
3	Technical Occupational and Vocational	8,441.0	8,580.0	8,083.0	7,408.0	6,662.0	-746.0	-10.1%	-1,779.0	-21.1%
4	Health Occupational and Vocational	6,904.5	6,989.0	7,035.0	8,556.0	6,866.0	-1,690.0	-19.8%	-38.5	-0.6%
5	Remedial Education	24,498.0	25,913.0	28,946.0	30,254.0	24,144.0	-6,110.0	-20.2%	-354.0	-1.4%
6	Adult Basic/Adult Secondary Education, ESL	87,038.0	83,839.0	70,248.0	65,167.0	62,742.0	-2,425.0	-3.7%	-24,296.0	-27.9%
<b>Total</b>		<b>192,751.5</b>	<b>196,383.0</b>	<b>196,341.0</b>	<b>196,428.0</b>	<b>186,836.0</b>	<b>-9,592.0</b>	<b>-4.88%</b>	<b>-5,915.5</b>	<b>-3.1%</b>

**FY2006 BUDGET SUMMARY  
DISTRICT OFFICE**

**District Office**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 17,951,687	\$ 26,777,575	\$ 20,005,408	\$ 34,116,995
	State Government	1,054,653	-	-	-
	Federal Government	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	172,269	293,935	92,092	604,982
	Investment Revenue	848,685	1,500,000	1,860,913	-
	Other Sources	(369,699)	1,129,057	(25,870)	-
	<b>Total Revenues</b>	<b>19,657,595</b>	<b>29,700,567</b>	<b>21,932,542</b>	<b>34,721,977</b>
<b>Expenditures by Program</b>					
	Instruction	320,546	367,699	351,562	252,459
	Academic Support	1,210,244	1,388,039	1,237,483	1,337,231
	Student Services	-	-	-	-
	Public Service	402,994	441,593	226,640	632,137
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	133,735	153,417	123,590	(87,585)
	Operations and Maintenance	1,349,808	1,496,619	2,159,674	1,490,530
	Institutional Support	20,908,067	27,632,076	26,596,580	31,044,813
	Scholarships, Grants, Waivers	12,066	-	-	-
	<b>Total Expenditures</b>	<b>24,337,459</b>	<b>31,479,442</b>	<b>30,695,529</b>	<b>34,669,585</b>
<b>Expenditures by Object</b>					
	Salaries	6,918,671	7,874,412	8,105,698	10,629,037
	Employee Benefits	-	2,043,451	2,171,405	2,754,829
	Contractual Services	11,519,453	16,071,356	13,748,044	15,774,239
	Materials and Supplies	1,670,524	1,875,350	1,832,930	1,841,429
	Travel and Conference	169,882	279,097	161,921	405,972
	Capital Outlay	195,225	460,306	26,724	383,556
	Fixed Charges	107,660	45,983	2,171,053	61,345
	Utilities	2,115,043	2,397,083	1,982,020	2,569,384
	Other Expenditures				-
	Bad Debt	-	-	11,599	-
	Waivers and Scholarships	12,066	-	3,930	-
	Other Expenditures	1,628,934	95,247	480,206	24,340
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	337,156	-	225,453
	<b>Total Expenditures</b>	<b>24,337,459</b>	<b>31,479,442</b>	<b>30,695,529</b>	<b>34,669,585</b>
<b>Revenues less Expenditures</b>		<b>(4,679,864)</b>	<b>(1,778,875)</b>	<b>(8,762,987)</b>	<b>52,392</b>

## District Office

Community College District Number 508

### Salaries & FTEs for Operating Funds Excluding Grants

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	1	-	-	-
Part-Time Faculty	(0)	0	0	-
Administrators	55	56	61	84
Clerical and Professional	83	85	76	85
Operations and Maintenance	12	25	26	30
<b>FTE Total</b>	<b>151</b>	<b>167</b>	<b>163</b>	<b>199</b>

#### Salaries

Full-Time Faculty	35,663	-	-	-
Part-Time Faculty	36,124	14,732	52,642	-
Administrators	4,305,366	4,003,278	4,928,244	6,865,173
Clerical and Professional	2,525,238	2,093,241	2,239,519	3,001,355
Operations and Maintenance	499,669	807,421	885,292	948,671
<b>Salaries Total</b>	<b>\$ 7,402,061</b>	<b>\$ 6,918,671</b>	<b>\$ 8,105,698</b>	<b>\$ 10,815,200</b>

#### Average Salary per FTE Type

Full-Time Faculty	35,663	-	-	-
Part-Time Faculty	(132,750)	132,130	429,566	-
Administrators	78,279	71,487	80,791	81,728
Clerical and Professional	30,455	24,593	29,652	35,286
Operations and Maintenance	40,359	31,715	33,551	31,983
<b>Average Salaries</b>	<b>\$ 49,012</b>	<b>\$ 41,507</b>	<b>\$ 49,717</b>	<b>\$ 54,425</b>



## Board of Trustees

Community District Number 508

### Operating Funds Excluding Grants

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	70,402	80,209	64,397	81,308
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>70,402</b>	<b>80,209</b>	<b>64,397</b>	<b>81,308</b>

### Expenditures by Object

Salaries	20,105	17,848	11,980	18,400
Employee Benefits	-	1,488	1,560	208
Contractual Services	21,168	25,554	20,862	26,321
Materials and Supplies	14,933	22,052	18,464	22,714
Travel and Conference	14,197	13,267	11,531	13,665
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
Utilities	-	-	-	-
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	-	-	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>70,402</b>	<b>80,209</b>	<b>64,397</b>	<b>81,308</b>

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**Office of the Chancellor**  
Community District Number 508

**Operating Funds Excluding Grants**

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	1,506	-
Institutional Support	760,479	758,908	1,041,821	1,129,919
Scholarships, Grants, Waivers	1,151	-	-	-
<b>Total Expenditures</b>	<b>761,630</b>	<b>758,908</b>	<b>1,043,327</b>	<b>1,129,919</b>

**Expenditures by Object**

Salaries	482,191	335,197	520,526	591,656
Employee Benefits	-	93,678	149,334	174,639
Contractual Services	130,397	184,000	183,385	189,520
Materials and Supplies	112,859	107,333	149,600	126,003
Travel and Conference	10,369	20,000	19,646	20,600
Capital Outlay	-	-	-	-
Fixed Charges	10,495	11,500	9,139	11,845
Utilities	14,135	6,000	10,809	14,420
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	1,151	-	889	-
Other Expenditures	33	1,200	-	1,236
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>761,630</b>	<b>758,908</b>	<b>1,043,327</b>	<b>1,129,919</b>

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## General Counsel

Community District Number 508

### Operating Funds Excluding Grants

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<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	532,966	723,921	695,811	840,897
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>532,966</b>	<b>723,921</b>	<b>695,811</b>	<b>840,897</b>

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### Expenditures by Object

Salaries	475,709	469,678	495,832	550,124
Employee Benefits	-	149,082	153,108	185,054
Contractual Services	4,035	50,829	3,998	50,289
Materials and Supplies	41,951	32,000	37,638	37,250
Travel and Conference	9,671	10,000	3,555	10,000
Capital Outlay	-	10,250	-	5,000
Fixed Charges	-	-	-	-
Utilities	-	-	-	-
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	1,600	2,081	1,680	3,181
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>532,966</b>	<b>723,921</b>	<b>695,811</b>	<b>840,897</b>

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## Office of Intergovernmental Affairs

Community District Number 508

### Operating Funds Excluding Grants

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<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	350,334	368,397	369,439	437,819
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>350,334</b>	<b>368,397</b>	<b>369,439</b>	<b>437,819</b>

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### Expenditures by Object

Salaries	114,225	119,303	128,554	151,400
Employee Benefits	-	37,868	38,837	44,919
Contractual Services	213,297	195,000	193,042	220,000
Materials and Supplies	2,432	3,080	2,863	3,000
Travel and Conference	17,586	9,646	3,992	15,000
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
Utilities	2,795	3,500	2,151	3,500
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	-	-	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>350,334</b>	<b>368,397</b>	<b>369,439</b>	<b>437,819</b>

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**Inspector General**  
Community District Number 508

**Operating Funds Excluding Grants**

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	146,902	166,409	174,564	172,314
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>146,902</b>	<b>166,409</b>	<b>174,564</b>	<b>172,314</b>

**Expenditures by Object**

Salaries	146,623	120,884	130,719	124,511
Employee Benefits	-	38,370	41,490	43,803
Contractual Services	(145)	-	-	-
Materials and Supplies	424	2,000	1,204	1,000
Travel and Conference	-	5,000	1,150	3,000
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
Utilities	-	-	-	-
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	155	-	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>146,902</b>	<b>166,409</b>	<b>174,564</b>	<b>172,314</b>

## Office of Academic Affairs

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### **Mission**

The mission of the Office of Academic Affairs is to provide District leadership for the development and implementation of academic and student policies. The Office also serves as a liaison to local, state, and community partnerships. In conjunction with the colleges, the Office develops academic plans and student-support initiatives to meet the goals and objectives of the District.

### **Major Accomplishments for FY2005**

- Implemented the first Annual Program and Service Analysis (APSA), which resulted in the development of enhancement plans for all the degree and certificate programs offered at CCC.
- Implemented a seamless credential review process for part-time and pre-hire full-time faculty.
- Launched the international student website and partnered with Hobson's to increase CCC's visibility in world education, resulting in the Lower Agency choosing CCC to profile in their upcoming publication.
- Established the Sunset Policy for retiring academic programs.
- Expanded the testing facilities, resulting in a 35% increase in tests administered and revenue generated.
- Secured a \$650,000 grant from NIH to expand the Bridges to Baccalaureate program to include an additional three colleges.
- Closed out the Chicago Manufacturing Campus project, which had resulted in over 1,100 Chicagoans being hired at family sustaining wages with benefits in employment. Over 300 of those received some technical training through CCC. The project returned revenue in excess of cost sufficient to hire one additional part-time employee.
- Arranged for the Elevator Constructors Apprenticeship Program to move into Dawson Technical Institute and offer program through Kennedy-King College. This program will return revenue in excess of the cost of the space.
- Managed partnership with Ford Motor Co., United Automotive Workers, Daley College, and the Illinois Institute of Technology to have Ford agree to move apprenticeship programs out of Prairie State Community College into Daley College for two or more Associate in Applied Science Degrees that will transfer to IIT for the B.A.

- Began expansion of training component for ACT Testing Center located at District office. The Center returned revenue in excess of cost.
- Completed grant-funded renovation of Daley College One-Stop in Building 100.
- Coordinated business development at Olive-Harvey and Daley Colleges, including an urban-agriculture project at both colleges; lease of unused space at both colleges; and the development of a health-care partnership between OHC and the Healthcare Consortium of Illinois.
- Negotiated “Bridge” grants linking ABE to Credit programs in the Transportation Sector at OHC and TRC with a total value of approximately \$350,000.
- 105 GED completers met minimum score requirement of 2850 on the GED test to qualify for the National Adult Education Honor Society. This was an increase of 69 over FY2004.
- As a component of the Workforce Preparation Academy, CCC received a Healthcare Innovation Grant for \$68,000.
- Converted over 100,000 raw scores, scale scores, and grade equivalency from TABE NORMS Form 9 & 10 Book to an E-file programmed into SPAS and PeopleSoft.

### **Key Strategic Goals/Objectives for FY2006**

- Maintain a high-quality computer-based testing environment with high customer-satisfaction reviews.
- Create two course sessions blending face-to-face and computer-based instruction for the ACT Center: a) Business Writing for Executives and b) Six Sigma for Small Businesses.
- Coordinate the efforts of Daley College ACT Center with those of the District Office ACT Center to implement IC3 training for City Colleges of Chicago.
- Restructure the nursing curriculum; realign remedial education offerings at CCC.
- Develop Pre-credit Program at CPS.
- Implement reporting changes related to PeopleSoft system.
- Promote program quality through the use and implementation of APSA reviews.
- Develop performance feedback reports from four-year institutions.

## Academic Affairs

Community District Number 508

### Operating Funds Excluding Grants

Expenditures by Program	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
Instruction	265,829	367,699	347,726	252,459
Academic Support	1,275,616	1,388,039	1,236,844	1,337,231
Student Services	-	-	-	-
Public Service	200,993	442,593	226,640	632,137
Organized Research	-	-	-	-
Auxiliary/Enterprise	135,010	153,417	123,590	(87,585)
Operations and Maintenance	-	-	-	-
Institutional Support	569,586	806,415	1,055,784	772,310
Scholarships, Grants, Waivers	10,916	-	-	-
<b>Total Expenditures</b>	<b>2,457,949</b>	<b>3,158,162</b>	<b>2,990,583</b>	<b>2,906,552</b>

### Expenditures by Object

Salaries	1,560,288	1,486,875	1,445,671	1,514,813
Employee Benefits	-	339,077	376,251	352,039
Contractual Services	665,035	730,277	555,779	608,345
Materials and Supplies	135,461	202,563	120,001	132,902
Travel and Conference	56,556	40,227	58,839	52,200
Capital Outlay	2,359	3,500	-	2,000
Fixed Charges	-	-	-	-
Utilities	7,841	6,796	7,375	8,700
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	10,916	-	3,041	-
Other Expenditures	19,493	10,691	423,626	10,100
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	338,156	-	225,453
<b>Total Expenditures</b>	<b>2,457,949</b>	<b>3,158,162</b>	<b>2,990,583</b>	<b>2,906,552</b>



## Office of Human Resources and Staff Development

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### **Mission**

The Office of Human Resources and Staff Development provides leadership in the areas of recruitment, selection, and employment to over 6,000 full- and part-time employees. Additionally, this office administers benefits, compensation, classification, and organizational and staff-development programs. Areas that are administered by the Office of Human Resources are: Performance Evaluation, Employee Training, Compensation, Grievances, Health Insurance, EEO, and Recruitment.

### **Major Accomplishments for FY2005**

- Achieved a \$1.4M cost savings due to the clean up of the benefits accounts.
- Created a new automated system of tracking retirees in the ERP.
- Reduced total costs by achieving greater cost sharing of medical coverage with employees.
- Upgrading the HR administrators' positions at the colleges.
- Training of employees in the areas of Sexual Harassment and Six Sigma
- Implemented a direct-pay system so that we directly bill retirees, COBRA subscribers, and employees on leaves of absence.
- Audited all the part-time job titles to ensure that we were correctly placing Local 1600 part-time professionals in the union.
- Implemented the Salary Enhancement Program.
- Implemented all year-end benefits and compensation changes as a result of negotiations.
- Moved Payroll to the Office of HR.
- Maintained on-line advertisements on the CCC website for faculty and non-faculty position openings.
- Continued work on the College Insurance Program for retirees.

### **Key Strategic Goals/Objectives for FY2006**

- Improve the diversity of the workforce. The review and process redesign of the recruitment function will refine our goals in this area.
- Replace the paper-intensive payroll operation with a more seamless automated process.
- Replace the paper-intensive records storage system for payroll and HR personnel with a scanning storage system.
- CIP remains at the forefront of our initiatives for this calendar year. It will require substantial administrative support once implemented.

## Human Resources

Community District Number 508

### Operating Funds Excluding Grants

Expenditures by Program	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
Instruction	75	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	1,150,479	1,481,125	1,510,776	2,119,129
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>1,150,554</b>	<b>1,481,125</b>	<b>1,510,776</b>	<b>2,119,129</b>

### Expenditures by Object

Salaries	946,921	974,652	1,033,999	1,382,554
Employee Benefits	-	309,368	304,655	468,575
Contractual Services	125,426	130,235	142,533	190,000
Materials and Supplies	64,835	51,870	22,597	60,000
Travel and Conference	7,000	15,000	6,991	18,000
Capital Outlay	6,372	-	-	-
Fixed Charges	-	-	-	-
Utilities	-	-	-	-
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	-	-	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>1,150,554</b>	<b>1,481,125</b>	<b>1,510,776</b>	<b>2,119,129</b>

## Office of Information Technology

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### **Mission**

The mission of the Office of Information Technology is to provide an information-technology environment that empowers and enables faculty, students, and staff to enhance the quality of teaching and learning, reengineer business processes, and improve operating productivity throughout the City Colleges of Chicago.

### **Major Accomplishments for FY2005**

- Progress was made on completing tasks associated with the Enterprise Technology Management Plan. The plan encompasses technology-upgrade and implementation projects relating to the PeopleSoft Human Resource, Financial, and Student Administration systems through June 30, 2006.
- During the fiscal year, significant work on the PeopleSoft Student Administration System was completed. This is a multiyear project which is on track and on schedule. The Student Administration system with basic registration functions was placed into production for the 2005 summer semester.
- A new self-service registration system (MY.ccc.edu) for student use was activated. This system allowed basic on-line and off-campus registration functions for returning students.
- Replacement and new servers were installed to support the application and data requirements for the Enterprise Plan.
- Completed data wiring at the colleges. This added over 2,200 new data locations and over 100 wireless points at the colleges.
- The firewalls and other critical components were continuously updated to combat computer virus attacks on the District network and microcomputers.
- Provided over 700 microcomputers to the colleges.
- Assisted the Office of Development in the implementation of the PeopleSoft Contributor Relations System.

### **Key Strategic Goals/Objectives for FY2006**

- Ongoing progress to complete the tasks associated with the Enterprise Technology Management Plan.
- Update the Enterprise Technology Management Plan for FY2007 and FY2008 activities and budget requirements.
- Add functions to the PeopleSoft Student Administration System.
- Expand the functions of the self-service registration system (MY.ccc.edu).
- Continue support and upgrades to the library system, student e-mail, and other systems used by students.
- Continue implementation of new hardware for the District data centers.
- Upgrade the District data lines to support the requirements of the colleges and District office.

## Office of Information Technology

Community District Number 508

### Operating Funds Excluding Grants

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	10,181,490	16,072,093	12,876,825	16,828,803
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>10,181,490</b>	<b>16,072,093</b>	<b>12,876,825</b>	<b>16,828,803</b>

### Expenditures by Object

Salaries	988,945	2,107,984	1,611,531	2,162,367
Employee Benefits	-	524,002	425,325	572,892
Contractual Services	6,547,019	10,519,672	8,502,027	11,137,709
Materials and Supplies	551,834	631,371	578,549	601,371
Travel and Conference	16,667	88,000	27,576	88,000
Capital Outlay	60,985	-	7,765	-
Fixed Charges	102,618	-	-	-
Utilities	1,913,421	2,201,064	1,724,053	2,266,464
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	-	-	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>10,181,490</b>	<b>16,072,093</b>	<b>12,876,825</b>	<b>16,828,803</b>

## Office of Administrative Services

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### **Mission**

Administrative Services supports the operation, maintenance, renovation, and replacement of the facilities for the seven Colleges and the District office. It provides coordination, monitoring, and leadership in the areas of facilities planning, plant management, auxiliary services, and capital-development programs.

### **Major Accomplishments for FY2005**

- Completed largest energy-performance contract in CCC history. \$14,000,000 in energy-savings projects at six schools simultaneously. Estimated to save \$1.8 million every year in energy, maintenance, and renewals. The energy initiatives include energy-efficient lighting and mechanical systems.
- Secured an energy grant for \$500,000 for energy work done by CCC.
- Initiated our recycling program district wide.
- Won the city award for most recycling. The City is patterning its recycling efforts on our successful endeavor.
- Completed the successful renovation of Harold Washington College.
- Secured \$35 million in funding for MXC renovation from PBC.
- Completed the first district-wide clean-up of the FAC 50 in the SPAs system.

### **Key Strategic Goals/Objectives for FY2006**

- Improve facility security through CCTV, scheduling, and training.
- Improve the cleanliness of each facility.
- Enhance the facilities' use of technological advances by incorporating these advances wherever possible with renovation projects.
- Complete the ADA work.
- Enhance the facilities use of technological advances by incorporating advances wherever possible with renovation projects.
- Install energy-efficient heating and cooling throughout the facilities

## Administrative Services

Community District Number 508

### Operating Funds Excluding Grants

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	(75)	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	1,349,808	1,496,619	2,158,168	1,490,530
Institutional Support	987,428	1,071,202	1,173,371	1,365,818
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>2,337,160</b>	<b>2,567,822</b>	<b>3,331,539</b>	<b>2,856,349</b>

### Expenditures by Object

Salaries	1,594,335	1,523,334	1,794,377	1,483,142
Employee Benefits	-	364,196	449,475	274,553
Contractual Services	203,178	270,201	495,497	282,593
Materials and Supplies	237,801	119,327	327,281	139,875
Travel and Conference	11,968	19,507	8,664	19,507
Capital Outlay	89,111	46,556	18,959	326,556
Fixed Charges	1,945	34,483	-	49,500
Utilities	191,303	178,223	237,285	274,800
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	7,520	11,995	-	5,823
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>2,337,160</b>	<b>2,567,822</b>	<b>3,331,539</b>	<b>2,856,349</b>



## Office of Development

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### **Mission**

The mission of the Office of Development is threefold: raise money for the benefit of City Colleges' academic programs, students, and infrastructure; direct and manage the affairs of the City Colleges of Chicago Foundation; and build and manage a City Colleges' alumni program.

### **Major Accomplishments for FY2005**

- Completed implementation of Phase I of the PeopleSoft Contributor Relations (CR) system including system configuration, cleansing and preparation of the first-ever constituent database comprising 130,000 records and donor history.
- Brought to fruition new scholarship programs valued at about \$65,000 per year funded by several new donors, including the Daniel M. Kerrane, Jr. Foundation, Mr. and Mrs. John C. Jadel scholarships, and the DOMM book scholarship program. These new scholarships can serve as model programs for future expansion.
- “Unlocked” a \$134,000 account and, working closely with the original donor (Waste Management, Inc.) and Olive-Harvey College, procured \$50,000 worth of Physical Sciences and Biology Department equipment to replace old, outdated, and inoperable equipment and significantly upgrade these academic programs.
- Secured income for the City Colleges of Chicago Foundation totaled \$224,000, including \$178,000 in contributions and \$46,000 in investment income.
- Began the process of reviewing the investment policy of the City Colleges of Chicago Foundation with the aim of using a professional investment consultant to manage the Foundation's investments, introducing a portfolio approach to segment the Foundation's assets into investment pools, and boosting overall investment returns while protecting principal.
- Working closely with OIT staff, completed the redesign of the City Colleges of Chicago financial aid website and began using it to publicize financial aid and scholarship information, providing equal access to this important information for all current and prospective students.

### **Key Strategic Goals/Objectives for FY2006**

- Leverage ongoing functions, events, and programs at the Colleges to expand the donor base, re-connect with alumni, and boost participation rates and contributions.
- Fully implement Phase I of CR across the District for use with constituent communications, events, campaigns, and tracking.
- Achieve record contributions (in excess of \$200,000) and cultivate new donors.
- Introduce a standardized process for scholarship applications and the decision-making process.
- Gain Board approval of a new investment policy for the City Colleges of Chicago Foundation.

**Office of Development**  
Community District Number 508

**Operating Funds Excluding Grants**

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	181,375	991,722	306,449	661,563
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>181,375</b>	<b>991,722</b>	<b>306,449</b>	<b>661,563</b>

**Expenditures by Object**

Salaries	88,248	170,000	174,271	180,353
Employee Benefits	-	53,960	55,314	63,448
Contractual Services	-	290,000	72,665	290,000
Materials and Supplies	56,380	47,762	3,815	47,762
Travel and Conference	349	26,000	385	26,000
Capital Outlay	36,398	400,000	-	50,000
Fixed Charges	-	-	-	-
Utilities	-	-	-	-
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	4,000	-	4,000
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>181,375</b>	<b>991,722</b>	<b>306,449</b>	<b>661,563</b>

## Office of Finance

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### **Mission**

The Office of Finance tracks, collects, analyzes, and reports all financial data affecting District finances and providing these data to the Board and officers of the District to help establish sound policies and render judicious decisions. The Office is also responsible for preparation of annual budget, monitoring budgetary activity, effectiveness of resource allocation, compliance with all legal requirements and standards for accounting and reporting, maintenance of accurate financial data, maintenance of reasonable cash flow, maximization of revenues and investment income, and best strategy for capital financing.

### **Major Accomplishments for FY2005**

- Completed a successful in-sourcing and re-organization of the Office of Finance.
- Provided financial analyses for numerous contract negotiations.
- Supplied functional support for the implementation of the Student Administrative System.
- Concluded the successful transition to new banking and credit-card services providers and a new investment-manager contract.
- Completed extensive testing in preparation for the upgrade of PeopleSoft Financials to version 8.8.
- For the first time in CCC history, submitted the FY2005 Budget for the GFOA Excellence Award.

### **Key Strategic Goals/Objectives for FY2006**

- Analyze and improve business processes and timeliness in year-end financial reports, external reports, close of the book, Grant Close, audit master plan, and completion of all audits.
- Develop or update the Office of Finance procedures manuals.
- Improve financial training services.
- Upgrade PeopleSoft Financials to version 8.8.

- Develop methodology for allocation of costs for APSA.
- Improve tracking, timely billing, and monitoring of student financial-aid accounts.
- Provide enhanced reporting and analysis to support enrollment planning and decision making.
- Enhance the FY2007 annual budget process.
- Maximize use of cash-management and investment services
- Improve Procurement Services in competitive bid specifications, Procurement Policies and Procedures, Revised Work Services Boiler plates, and vendor relationships.
- Improve accounts-payable service by increasing the utilization of electronic payments, scheduled college-site visits, established troubleshooting process, and accurate filing system.

## Office of Finance

Community District Number 508

### Operating Funds Excluding Grants

<b>Expenditures by Program</b>	<b>FY 2004 Audit</b>	<b>FY 2005 Budget</b>	<b>FY 2005 YTD</b>	<b>FY 2006 Budget</b>
Instruction	54,717	-	3,836	-
Academic Support	-	-	639	-
Student Services	-	-	-	-
Public Service	-	(1,000)	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	5,104,281	4,025,876	6,353,952	5,329,767
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>5,158,998</b>	<b>4,024,876</b>	<b>6,358,427</b>	<b>5,329,767</b>

### Expenditures by Object

Salaries	148,329	152,358	377,107	1,961,561
Employee Benefits	-	48,361	99,460	488,144
Contractual Services	3,544,985	3,620,588	3,526,061	2,629,562
Materials and Supplies	53,956	120,494	120,520	124,000
Travel and Conference	12,320	17,450	6,519	125,000
Capital Outlay	-	-	-	-
Fixed Charges	-	-	2,161,914	-
Utilities	1,119	1,500	347	1,500
Other Expenditures				
Bad Debt	-	-	11,599	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	1,398,288	65,125	54,900	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	(1,000)	-	-
<b>Total Expenditures</b>	<b>5,158,998</b>	<b>4,024,876</b>	<b>6,358,427</b>	<b>5,329,767</b>

## Marketing and Public Relations

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### **Mission**

The mission of the Office of Marketing and Public Relations is to facilitate internal and external communications and to raise public awareness of programs, accomplishments, and goals of City Colleges by serving as media liaison among the Chancellor's Office, press, and the communities. The Office directs and manages advertising campaigns, distribution of publications, media relations, and communications strategies. The Director serves as the public information officer and official media spokesperson.

### **Major Accomplishments for FY2005**

- Managed more than 60 successful press conferences.
- Promoted District-wide enrollment initiatives.
- Successfully conveyed the CCC administration's "Students First" message during the Fall Semester of 2004 Local 1600 teachers' strike.
- Successfully influenced editorial boards (*Chicago Tribune*, *Chicago Sun-Times*, *Chicago Defender*, *N'Digo*, *Hoy*) to publish supportive commentary about CCC issues (i.e., state funding reform and labor negotiations).
- Implemented television and transit advertising campaign.
- Secured feature stories about CCC including an in-depth profile of Chancellor Watson in the *Chronicle of Higher Education*; Chancellor Watson and Chairman Tyree were also featured on Channel 11's *Chicago Tonight* news program. CCC was prominently recognized in a *Crain's Chicago* cover story on "Success at Community Colleges." The industry leader, *Restaurant News*, featured Washburne's Provost Reynolds in a report about the success of CCC's Washburne Culinary Institute. Other features included multiple-page articles in *Hoy* and the *Chicago Defender*.

### **FY2006 Goals and Objectives**

- Support District-wide efforts to increase enrollment in Fall, Spring, and Summer semesters.
- Support District-wide efforts to retain current students and attract new students.
- Attract more students to dual enrollment and other credit programs.
- Improve the CCC and the seven colleges' brand image among key audiences.
- Communicate good news about CCC that counters old stereotypes about community colleges.

## Marketing and Public Relations

Community District Number 508

### Operating Funds Excluding Grants

Expenditures by Program	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
Instruction	-	-	-	-
Academic Support	-	-	-	-
Student Services	-	-	-	-
Public Service	-	-	-	-
Organized Research	-	-	-	-
Auxiliary/Enterprise	-	-	-	-
Operations and Maintenance	-	-	-	-
Institutional Support	869,773	1,085,798	973,393	1,305,164
Scholarships, Grants, Waivers	-	-	-	-
<b>Total Expenditures</b>	<b>869,773</b>	<b>1,085,798</b>	<b>973,393</b>	<b>1,305,164</b>

### Expenditures by Object

Salaries	352,753	396,299	381,131	508,157
Employee Benefits	-	84,001	76,598	86,555
Contractual Services	88,303	55,000	52,195	149,900
Materials and Supplies	414,592	535,498	450,396	545,552
Travel and Conference	14,125	15,000	13,072	15,000
Capital Outlay	-	-	-	-
Fixed Charges	-	-	-	-
Utilities	-	-	-	-
Other Expenditures				
Bad Debt	-	-	-	-
Waivers and Scholarships	-	-	-	-
Other Expenditures	-	-	-	-
Reserve for State Funding	-	-	-	-
Re-Appropriated Enterprise	-	-	-	-
<b>Total Expenditures</b>	<b>869,773</b>	<b>1,085,798</b>	<b>973,393</b>	<b>1,305,164</b>



# WYCC-TV20

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## **Mission**

Our mandate is to enrich, enlighten, entertain and engage the diverse and multi-cultural Chicago area communities with wise television production and programming. WYCC-TV20 achieves that goal by including local leaders, community representatives, and average citizens in the context of our programs as guests and spokespersons. In addition, we provide full station access to local residents through volunteer activities and outreach events. We also provide viewers with an opportunity to actively participate in the movement to preserve high quality television through membership pledges and contributions. WYCC-TV20 also extends the mission of the City Colleges of Chicago by offering quality educational opportunities and information through College Telecourses and Adult Education Courses. Enrollments for telecourses delivered by WYCC-TV20 total 7,000 (students) per year and generate over 2 million dollars in revenue for the City Colleges of Chicago.

## **Major Accomplishments for FY2005**

Produced for local broadcast:

- Great Books Town Hall Meeting: Power & Passion involving faculty and students from five City Colleges
- Election 2004: Be Wise, Be Counted live election coverage, live primary coverage and voter-registration campaign in collaboration with Northwestern University and Columbia College
- A Conversation between Rev. Jesse Jackson and Bill Cosby On Parenting (distributed to PBS Stations nationwide)
- A Conversation between Rev. Jesse Jackson and former President Bill Clinton (distributed to PBS Stations nationwide)
- A Conversation with Supreme Court Justice John Paul Stevens
- Our Story: Jackson & Farrakhan – a first-ever public conversation
- Curators Of Culture: a documentary about the South Side Community Arts Center
- The Latino Film Festival – The Chicago Five profiling five Chicago-based filmmakers producing films for international distribution
- A speech by Paul Rusesabagina (the real-life person behind the film “Hotel Rwanda”)
- A speech by Harry Belafonte
- Continuing weekly local newscast produced in collaboration with The Medill School of Journalism at Northwestern University
- Produced ProFootball weekly for national commercial-broadcast distribution

#### Awards:

- Emmy Award - Outstanding Achievement in Writing / Individual Craft (Promo) "Reflections on Racism Poetry Jam"
- Emmy Award - Outstanding Achievement in Writing / Individual Craft (Program) "Neighbors"
- New York Festivals - Bronze World Medal for International Programming and Promotion "John Wayne Classic Movies"
- Cine Golden Eagle Award - Commercials / PSAs "Gallery 37 - A Place for the Arts"

#### Grants:

- Howard and Ursula Dubin Foundation support of BBC World News
- National Center for Outreach Community Leadership Grant
- Illinois Arts Council in support of Arts Programming
- Litchman Foundation in support of Great Books Programming

#### Outreach and Partnerships:

- Community Leadership Summit which established links with 25 community based organizations
- Sponsored Slovak Festival Hosted South Side Community Arts Center Reception
- Chicago Bar Association
- Operation PUSH
- Saint Sabina
- Latino Film Festival
- African Festival of the Arts

#### Membership:

- Revenue from member contributions up 83% from last year
- The number of new members up 151% from last year
- Conducted four membership marathons: Secrets of the Dead; Mystery; Barbecue and Cooking

#### Assisted City College Strategies:

- "Time For College" campaign targeting older students (Nineteen separate :30 and :60 spots)
- "Do Your Homework" campaign focusing on the monetary as well as educational value of a City College education (Six :30 spots)
- "Workforce Development" a 3 minute promotional piece on workforce job and union training at CCC

- Faculty recruitment promotion campaign

Activities on behalf of City Colleges:

- Assumed responsibility for WKKC Radio technical operations.
- Assumed responsibility for WKKC Broadcast television equipment.
- Constructed three new video edit suites for student use.
- Assisted with architectural and engineering planning for new Kennedy-King campus.

### **Key Strategic Goals/Objectives for FY2006**

- Increase local radio and television broadcast revenue through membership, underwriting, grants, and production services.
- Facilitate a City College wide multifaceted academic project on the issue of stem cell research during the Fall semester resulting in common coursework at all seven campuses culminating in a town-hall meeting and additional broadcast programs.
- Facilitate a City College wide multifaceted academic project on the issue of globalization during the winter semester resulting in common coursework at all seven campuses culminating in a town hall meeting and additional broadcast programs.
- With the administration of Kennedy-King College, facilitate collaboration among key local and national media and academic professionals to envision a New Media Curriculum for the new Kennedy-King campus.
- Create additional student-recruitment promotion strategies for radio and television broadcast.
- Explore National Public Radio affiliation and Corporation for Public Broadcast federal funding for WKKC-FM.
- Improve WKKC-FM89.3's signal quality, broadcast reach, brand, and program formats.
- Add new production elements to continuing collaborations with Northwestern University, Columbia College, and the Chicago Bar Association.

# WYCC

Community College District Number 508

## Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ -	\$ 2,359,570	\$ -	\$ 2,314,462
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	182,090	350,000	837,433	500,000
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
	<b>Total Revenues</b>	<b>182,090</b>	<b>2,709,570</b>	<b>837,433</b>	<b>2,814,462</b>
<b>Expenditures by Program</b>					
	Instruction	-	-	-	-
	Academic Support	2,384,767	2,603,974	2,283,731	3,145,036
	Student Services	-	-	-	-
	Public Service	297,794	120,000	149,010	74,335
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	156,153	212,346	60,375	-
	Operations and Maintenance	-	-	19,494	-
	Institutional Support	4,582	50,000	64,719	-
	Scholarships, Grants, Waivers	-	-	-	-
	<b>Total Expenditures</b>	<b>2,843,296</b>	<b>2,986,320</b>	<b>2,577,328</b>	<b>3,219,370</b>
<b>Expenditures by Object</b>					
	Salaries	982,261	1,378,974	1,212,772	1,518,339
	Employee Benefits	290,812	337,500	310,000	355,996
	Contractual Services	318,749	505,346	255,228	269,500
	Materials and Supplies	520,862	346,500	384,290	583,000
	Travel and Conference	55,374	20,000	37,140	24,500
	Capital Outlay	37,056	-	6,603	-
	Fixed Charges	535,171	300,000	295,666	297,500
	Utilities	103,010	98,000	75,305	96,201
	Other Expenditures	-	-	-	-
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	324	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	74,335
	<b>Total Expenditures</b>	<b>2,843,296</b>	<b>2,986,320</b>	<b>2,577,328</b>	<b>3,219,370</b>
<b>Revenues less Expenditures</b>		<b>(2,661,205)</b>	<b>(276,750)</b>	<b>(1,739,895)</b>	<b>(404,908)</b>

**General Appropriation**  
Community College District Number 508

**Operating Funds Excluding Grants**

Type	Program Description	FY 2004 Audit	FY 2005 Budget	FY 2005 YTD	FY 2006 Budget
<b>Revenues</b>					
	Local Government	\$ 3,752,975	\$ 4,824,403	\$ 16,748,344	\$ 4,098,476
	State Government	8,676,779	5,800,695	13,300,108	6,545,930
	Federal Government	-	-	-	-
	Tuition and Fees	-	1,000,000	-	249,238
	Auxiliary/Enterprise	-	1,500,000	-	-
	Investment Revenue	-	-	-	1,800,000
	Other Sources	7,047	-	4,500	2,156,000
	<b>Total Revenues</b>	<b>12,436,801</b>	<b>13,125,099</b>	<b>30,052,952</b>	<b>14,849,644</b>
<b>Expenditures by Program</b>					
	Instruction	56,604	4,740,737	-	8,138,494
	Academic Support	163,068	1,029,781	-	261,510
	Student Services	-	1,000,000	-	291,554
	Public Service	-	1,500,000	-	1,538,321
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	9,853
	Operations and Maintenance	104,233	-	919,458	1,853,663
	Institutional Support	5,722,300	4,854,580	(4,934,849)	2,886,263
	Scholarships, Grants, Waivers	13,894	-	-	-
	<b>Total Expenditures</b>	<b>6,060,098</b>	<b>13,125,099</b>	<b>(4,015,391)</b>	<b>14,979,659</b>
<b>Expenditures by Object</b>					
	Salaries	156,781	1,053,886	138,755	1,050,415
	Employee Benefits	2,705,112	2,457,306	(6,711,218)	692,508
	Contractual Services	1,322,718	2,461,336	1,342,290	1,976,401
	Materials and Supplies	114,989	-	323,034	1,072,981
	Travel and Conference	-	-	-	-
	Capital Outlay	-	-	-	2,001,970
	Fixed Charges	487,487	-	965,880	900,000
	Utilities	-	-	-	-
	Other Expenditures	-	-	-	-
	Bad Debt	741,748	-	-	-
	Waivers and Scholarships	13,894	-	-	-
	Other Expenditures	517,369	4,351,877	(74,131)	4,291,877
	Reserve for State Funding	-	2,800,694	-	2,993,507
	Re-Appropriated Enterprise	-	-	-	-
	<b>Total Expenditures</b>	<b>6,060,098</b>	<b>13,125,099</b>	<b>(4,015,391)</b>	<b>14,979,659</b>
<b>Revenues less Expenditures</b>		<b>6,376,704</b>	<b>-</b>	<b>34,068,343</b>	<b>(130,015)</b>

# **BUDGET PROCESS**

## **BUDGET PROCESS**

State law requires that all Illinois community colleges adopt a budget before or within the first quarter of each new fiscal year. City Colleges' fiscal year starts on July 1 and ends on June 30. The Office of Finance establishes a budget schedule, prepares financial projections and budget documents, and schedules hearings.

The budget process at the City Colleges of Chicago comprises five phases: definition of goals and objectives (strategic plan) for the following year, budget planning and preparation, adoption, implementation of budget, and evaluation. In FY2002, the District established a strategic plan from which the tactical / annual educational plan is drawn. The annual plan drives the budget preparation, identifying the financial resources for implementation of the annual strategic plan. The budget is monitored during the year, and the operation is evaluated to determine accomplishments and unfinished initiatives. The outcome is used to revise the plan in the following year

In November, a budget planning committee was formed and regular meetings were scheduled and held to plan the FY2006 budget process, to review financial projections, to establish budget strategy, and to review operations and funding across the system. The committee consisted of two college presidents, a college vice president, the Vice Chancellor of Academic Affairs, a business manager, and the Associate Vice Chancellor of Finance. Two budget people and the Vice Chancellor of Finance facilitated the meetings.

This planned process was interrupted because of contentious labor negotiations in November and December. However, the assessment of academic and administrative programs, as defined in the Annual Program and Service Analysis (APSA), was completed on time. Based on the result of the APSA, colleges and departments developed improvement plans which became their strategic plans for the following year.

In parallel with the district-wide budget process, college presidents lead their departments to determine the resources needed to implement their annual educational plans based on their strategic plans from January through April. In addition, all seven colleges are required to estimate the revenues from tuition and fees based on their enrollment forecasts and the amount of educational and vocational services they plan to provide during the upcoming fiscal year.

In January, the Budget Office staff conducts meetings and interviews the seven colleges and departments to discuss how to allocate resources and how to fund programs. The goal is to reach consensus on a set of planning assumptions. Meanwhile, the financial plans are updated constantly as better information is available. Revenue projections are established and revised by the Budget Office and are based on enrollment projections, state funding levels, tax-levy decisions, and other applicable information.

In February, the Finance Department holds meetings, distributing budget worksheets to those responsible for budget development. The meeting gives instructions on how to

complete the budget and also establishes the various deadlines. In addition, the seven colleges are requested to submit their enrollment and tuition and fee projections through the Access Budget Module. Meanwhile, training is conducted on how to use the Access System for the budget preparation for all budget managers.

Controllable expenditures are those whose levels a college has the ability to determine, such as contractual services and materials and supplies. After colleges and departments enter controllable expenditures into the system, they are reviewed in April by budget analysts, the Budget Director, Associate Vice Chancellor, and Vice Chancellor. Non-controllable expenditures—such as salaries, benefit costs, and utilities—are integrated into the budget based on financial and statistical data, which are shared with colleges and departments.

Once all of the budget information is entered by May 5, the budget staff measures the reasonableness and fairness of the expenditure plans submitted by the seven colleges and all other departments. Formal and informal budget meetings are conducted among budget analysts, the budget director, business managers, and college presidents to discuss the reasonableness of their budget submissions.

By mid-May, a preliminary budget draft is delivered to the seven colleges and the various departments for a final review of their proposed budgets. Any technical corrections are made at this time. When these draft budgets are ready, the Chancellor will meet with all colleges and departments to discuss their prior-year achievement and a new tactical plan for the new budget year.

In August, the Chancellor conducted budget hearings with all presidents and department heads, each of whom had a chance to request funds for new faculty or new programs or capital needs that were not met in the previous budget meetings with the budget staff.

At least 10 days before the final budget is approved by the Board, the Vice Chancellor of Finance publishes the legal budget, as required by state law, in local newspapers covering the District, noting the preparation of the legal budget and its availability and setting the time and location of the scheduled meeting to consider its approval. After the 10 days, the Vice Chancellor submits the final budget to the Board of Trustees for their approval.

After the budget is approved, the budget office assumes responsibility for continuously monitoring and controlling revenues and expenditures, thereby ensuring that expenditures are appropriate and that total expenditures do not exceed total revenues by colleges and departments. The budget staff regularly compares actual performance with the budgeted level by cost center and by fund, revises budgets in the light of changed circumstances, discusses options suitable for each cost center to meet the objectives with seven colleges and departments, and reports it to the management. If there is a significant reduction in revenues, the budget office proposes remedial actions such as overall spending reductions, temporary hiring freezes, or delays of non-essential purchases to match the revenue shortfall.



## **FY 2005-06 Budget Calendar**

December 4, 2004	Budget Planning Committee formed and met first.
January	Interviews of Colleges and Departments to collect their needs and to improve upcoming budget process
Feb. 20	Electronic Enrollment and Tuition & Fee Projection request to colleges through shared drive
March 3, 5, 6	Have Microsoft Access Expenditure Budget File available to all colleges and departments; conduct training on how to use Access Budget File and give instruction on how to prepare budget
March 14	Enrollment and Tuition & Fee projection due from seven colleges
April 13	Expenditure budget information due
April 14 – 19	Spring Break
May 5	Preliminary consolidated revenue estimates and expenditure budget ready for review; on-gong discussion with colleges and departments on the reasonableness of their budget
July 1	Report of chief administrative officer submitted to board (110 ILCS 805/7-6)
July 7	Preliminary budget loaded and available in PeopleSoft Financial Modules
July 15	Revised report of chief administrative officer submitted to board. Available balances of project-year grant budgets rolled over from FY2005 to FY2006 in PeopleSoft Financial System.
Aug. 2 – 17	The seven colleges and all departments will have budget hearings with the Chancellor
August 29	A notice of public hearing on Chicago Sun-Times; A Tentative Budget books available for public inspection
September 6	FY2006 Budget Introduced to the Finance Committee of the Board of Trustees
September 8	A legally required public hearing conducted on the tentative Budget and the Board will vote on the Budget

**SALARIES AND FTE TREND:  
FY2003-FY2006**

**City Colleges of Chicago**  
Community College District Number 508

**Salaries & FTEs for Operating Funds Excluding Grants**

Staff Description	FY 2003 Audit	FY 2004 Audit	FY 2005 YTD	FY 2006 Budget
<b>Full-Time Equivalent (FTE)</b>				
Full-Time Faculty	551	564	552	622
Part-Time Faculty	638	915	831	849
Administrators	233	223	216	270
Clerical and Professional	1,047	987	1,033	1,003
Operations and Maintenance	401	522	568	556
<b>FTE Total</b>	<b>2,870</b>	<b>3,211</b>	<b>3,200</b>	<b>3,300</b>

**Salaries**

Full-Time Faculty	36,558,659	37,727,825	35,805,556	41,193,729
Part-Time Faculty	21,151,312	25,570,390	24,802,715	24,720,241
Administrators	15,113,243	15,180,634	16,185,053	19,644,054
Clerical and Professional	27,795,511	26,659,739	29,039,201	33,505,865
Operations and Maintenance	16,600,600	16,180,489	18,635,015	17,983,967
<b>Salaries Total</b>	<b>\$ 117,219,325</b>	<b>\$ 121,319,076</b>	<b>\$ 124,467,539</b>	<b>\$ 137,047,856</b>

**Average Salary per FTE Type**

Full-Time Faculty	66,350	66,893	64,865	66,207
Part-Time Faculty	33,151	27,956	29,847	29,104
Administrators	64,864	67,983	74,931	72,756
Clerical and Professional	26,552	27,015	28,121	33,406
Operations and Maintenance	41,394	30,986	32,808	32,351
<b>Average Salaries</b>	<b>\$ 40,844</b>	<b>\$ 37,782</b>	<b>\$ 38,901</b>	<b>\$ 41,524</b>

\* One full-time equivalent (FTE) is based on 1,800 work hours per year.

**CREDIT HOUR TREND  
FY2004-FY2006**

**City Colleges of Chicago**  
Community College District Number 508

**Three-Year Credit Hour Trends**

Year	Type	Kennedy King	Harold Washington	Malcolm X	Truman	Olive Harvey	Daley	Wright	Total
<b>FY2006 Credit Hours (Projected for 8th Class Day)</b>									
	Credit	73,062	145,799	88,147	108,322	60,250	98,399	138,494	712,473
	Pre-Credit	2,029	5,166	1,999	470	1,616	5,085	8,171	24,536
	Continuing Ed	2,185	570	520	1,143	2,071	1,178	1,328	8,995
	Skills	13,209	4,859	209	1,963	43	3,741	3,311	27,335
	Adult Education	50,185	768	100,626	160,295	73,234	148,000	93,495	626,603
	<b>Total</b>	<b>140,670</b>	<b>157,162</b>	<b>191,501</b>	<b>272,193</b>	<b>137,214</b>	<b>256,403</b>	<b>244,799</b>	<b>1,399,942</b>
<b>FY2005 Credit Hours at 8th Class Day</b>									
	Credit	70,845	145,868	87,141	100,572	60,601	96,682	133,363	695,072
	Pre-Credit	1,989	5,076	1,953	501	1,569	4,854	8,973	24,915
	Continuing Ed	2,185	892	661	1,549	2,011	1,945	2,524	11,767
	Skills	12,950	8,789	359	2,509	42	3,235	3,378	31,262
	Adult Education	50,185	2,437	101,348	209,487	71,101	147,860	92,053	674,471
	<b>Total</b>	<b>138,154</b>	<b>163,062</b>	<b>191,462</b>	<b>314,618</b>	<b>135,324</b>	<b>254,576</b>	<b>240,291</b>	<b>1,437,487</b>
<b>FY2004 Credit Hours at 8th Class Day</b>									
	Credit	68,972	143,860	82,341	97,476	62,015	99,869	132,374	686,907
	Pre-Credit	2,364	5,112	2,922	417	1,983	4,284	8,601	25,683
	Continuing Ed	5,793	2,331	2,062	2,881	4,841	3,339	5,087	26,334
	Skills	15,780	11,988	717	2,667	-	3,641	2,866	37,659
	Adult Education	64,464	1,284	142,348	238,465	93,397	147,290	94,465	781,713
	<b>Total</b>	<b>157,373</b>	<b>164,575</b>	<b>230,390</b>	<b>341,906</b>	<b>162,236</b>	<b>258,423</b>	<b>243,393</b>	<b>1,558,296</b>
<b>FY2006 Change from FY2005</b>									
	Credit	2,217	(69)	1,006	7,750	(351)	1,717	5,131	17,401
	Pre-Credit	40	90	46	(31)	47	231	(802)	(379)
	Continuing Ed	-	(322)	(141)	(406)	60	(767)	(1,196)	(2,772)
	Skills	259	(3,930)	(150)	(546)	1	506	(67)	(3,927)
	Adult Education	-	(1,669)	(722)	(49,192)	2,133	140	1,442	(47,868)
	<b>Total</b>	<b>2,516</b>	<b>(5,900)</b>	<b>39</b>	<b>(42,425)</b>	<b>1,890</b>	<b>1,827</b>	<b>4,508</b>	<b>(37,545)</b>
<b>FY2006 Percent Change from FY2005</b>									
	Credit	3%	0%	1%	8%	-1%	2%	4%	3%
	Pre-Credit	2%	2%	2%	-6%	3%	5%	-9%	-2%
	Continuing Ed	0%	-36%	-21%	-26%	3%	-39%	-47%	-24%
	Skills	2%	-45%	-42%	-22%	2%	16%	-2%	-13%
	Adult Education	0%	-68%	-1%	-23%	3%	0%	2%	-7%
	<b>Total</b>	<b>2%</b>	<b>-4%</b>	<b>0%</b>	<b>-16%</b>	<b>1%</b>	<b>1%</b>	<b>2%</b>	<b>-3%</b>
<b>FY2006 Change from FY2004</b>									
	Credit	4,090	1,939	5,806	10,846	(1,765)	(1,470)	6,120	25,566
	Pre-Credit	(335)	54	(923)	53	(367)	801	(430)	(1,147)
	Continuing Ed	(3,608)	(1,761)	(1,542)	(1,738)	(2,770)	(2,161)	(3,759)	(17,339)
	Skills	(2,571)	(7,129)	(508)	(704)	43	100	445	(10,324)
	Adult Education	(14,279)	(516)	(41,722)	(78,170)	(20,163)	710	(970)	(155,110)
	<b>Total</b>	<b>(16,703)</b>	<b>(7,413)</b>	<b>(38,889)</b>	<b>(69,713)</b>	<b>(25,022)</b>	<b>(2,020)</b>	<b>1,406</b>	<b>(158,354)</b>
<b>FY2006 Percent Change from FY2004</b>									
	Credit	6%	1%	7%	11%	-3%	-1%	5%	4%
	Pre-Credit	-14%	1%	-32%	13%	-19%	19%	-5%	-4%
	Continuing Ed	-62%	-76%	-75%	-60%	-57%	-65%	-74%	-66%
	Skills	-16%	-59%	-71%	-26%	0%	3%	16%	-27%
	Adult Education	-22%	-40%	-29%	-33%	-22%	0%	-1%	-20%
	<b>Total</b>	<b>-11%</b>	<b>-5%</b>	<b>-17%</b>	<b>-20%</b>	<b>-15%</b>	<b>-1%</b>	<b>1%</b>	<b>-10%</b>

**CITY COLLEGE STATISTICS:**

**Quick Facts**

**Headcount**

**FTE Enrollment**

**Ethnic Distribution**

**Credit Hour History**



# City Colleges of Chicago

Community College District No. 509  
226 W. Jackson Blvd., Chicago, IL 60606  
(312) 553-2660

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

## Fiscal Year 2005: Statistical Digest

### Headcount Enrollment Trend, Fiscal Years 2001-2005

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Credit	46,035	47,240	49,484	49,908	50,217
Pre-Credit	3,287	4,031	4,207	4,010	3,776
Mfg. Technology	237	233	342	810	618
Continuing Education	13,177	12,321	10,575	9,840	6,822
Special Interest	36,865	34,821	34,099	29,234	24,810
Adult Ed. (ABE/GED/ESL)	60,800	60,818	58,595	54,708	50,390
AHS	102	94	--	--	--
Vocational Skills	5,307	3,973	3,605	3,195	3,077
Total Undup. No Military	148,881	147,120	146,030	138,709	128,294
Military	11,490	10,626	7,803	1,582	1,278
Total Undup. With Military	160,371	157,746	153,833	140,291	129,572

### Full-Time Equivalent (FTE) Enrollment Trend, Fiscal Years 2001-2005 \*

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Credit	18,551	19,649	21,403	22,007	22,135
Pre-Credit	734	834	830	813	794
Mfg. Technology	62	62	134	419	312
Continuing Education	1,463	1,457	1,393	1,213	665
Adult Ed. (ABE/GED/ESL)	24,564	24,513	23,558	22,258	19,857
AHS	47	47	--	--	--
Vocational Skills	1,785	1,589	1,360	1,158	1,107
Total, No Military	47,205	48,150	48,677	47,868	44,870
Military	1,298	1,286	1,161	205	173
Total, With Military	48,503	49,436	49,838	48,073	45,043

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

### Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>		<u>Female</u>		<u>Total</u>
Credit	17,431	35%	32,786	65%	50,217
Pre-Credit	1,292	34%	2,484	66%	3,766
Mfg. Technology	507	82%	111	18%	618
Continuing Ed.	3,744	55%	3,078	45%	6,822
Special Interest	10,486	42%	14,324	58%	24,810
Adult Ed. (ABE/GED/ESL)	23,528	47%	26,862	53%	50,390
Vocational Skills	1,979	64%	1,098	36%	3,077
Total Undup. No Military	53,955	42%	74,339	58%	128,294

### Workforce Development through Contract Training, Fiscal Years 2004-2005

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	18,214	15,605
Unduplicated companies served	88	84
Revenue generated	\$2,689,553	\$2,982,298

### Degrees, Certificates and GED Completers, Fiscal Years 2001-2005

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<b>Associate Degrees</b>					
Arts-AA	759	730	769	917	1,007
Science-AS	131	103	120	153	156
Applied Science-AAS	551	595	670	804	806
General Studies-AGS	199	168	97	68	90
Engineering Science-AES	2	9	15	12	21
Fine Arts-AFA	--	1	--	--	1
Total Degrees, No Military	1,642	1,606	1,671	1,954	2,081
Military	148	135	155	57	45
Total Degrees, With Military	1,790	1,741	1,826	2,011	2,126
<b>Certificates</b>					
Advanced-AC	926	822	802	905	820
Basic-BC	5,208	3,109	4,492	5,537	4,935
Total Certificates	7,149	4,766	5,294	6,442	5,755
<b>Total Awards</b>	8,939	6,507	7,120	8,453	7,881
<b>GED Completers</b>	1,449	1,518	1,337	905	1,037

### Degrees and Certificates Awarded by Race/Ethnicity, Fiscal Year 2005\*

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
<b>Associate Degrees</b>					
Arts-AA	4%	47%	28%	20%	1,007
Science-AS	9%	44%	22%	24%	156
Applied Science-AAS	9%	53%	20%	18%	806
General Studies-AGS	7%	67%	13%	10%	90
Engineering Science - AES	10%	14%	29%	43%	21
<b>Total Degrees</b>	7%	49%	24%	19%	2,081
<b>Certificates</b>					
Advanced-AC	9%	54%	20%	17%	820
Basic-BC	21%	37%	15%	26%	4,935
<b>Total Certificates</b>	19%	40%	16%	25%	5,755
<b>Total Awards</b>	16%	42%	18%	23%	7,834

\*Awards to Native American Students: Associate Degrees: AA-8, AS-1, AAS-2, Total - 11; Certificates: AC-5, BC-31, Total - 360

### Definitions

**Credit:** Includes baccalaureate/transfer and occupational courses that can be used toward a degree or certificate. It also includes developmental/remedial courses. Credit enrollees include degree and non-degree seeking students.

**Pre-Credit:** Courses that prepare students for college-level instruction.

**Continuing Education/Special Interest:** Courses offered for vocational training and personal development. Cannot be counted toward a degree or transferred to a four-year institution.

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

**AHS:** Alternative High School serves students completing a high school diploma.

**Vocational Skills:** Vocational and technical programs prepare students for employment and career advancement.

**Military:** Includes courses in video cassette and CD-Rom formats delivered by HW to U.S. forces stations in U.S. military bases abroad and in the continental U.S.

**Unduplicated Enrollment:** Students taking courses in more than one area of instruction are counted only once.

**Fiscal Year 2005:** Includes Summer 2004, Fall 2004, and Spring 2005.

**FTE:** Full-time equivalent is a calculation of the total number of student credit hours divided by 30, as defined by the Illinois Community College Board.



# City Colleges of Chicago

Community College District No. 509  
 226 W. Jackson Blvd., Chicago, IL 60606  
 (312) 553-2660

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

## Fiscal Year 2005: Statistical Digest

### Headcount Enrollment by College, Fiscal Year 2005

	Daley	Kennedy-King	Harold Washington	Malcolm X	Olive-Harvey	Truman	Wright	Total
Credit	6,913	4,464	11,538	5,714	4,170	7,355	10,063	50,217
Pre-Credit	847	470	391	494	334	99	1,141	3,776
Mfg. Technology	498	112	6	--	--	2	--	618
Continuing Education	796	349	3,085	639	536	457	960	6,822
Special Interest	5,465	1,299	6,145	1,790	2,451	2,071	5,589	24,810
Adult Ed. (ABE/GED/ESL)	8,330	4,327	623	7,676	4,224	17,817	7,393	50,390
Vocational Skills	248	887	1,409	64	17	206	246	3,077
Total Undup. No Military	21,240	10,840	20,256	15,203	10,751	26,652	23,352	128,294
Military	--	--	1,278	--	--	--	--	1,278
Total Undup. With Military	21,240	10,840	21,534	15,203	10,751	26,652	23,352	129,572

### Full-Time Equivalent (FTE) Enrollment by College, Fiscal Year 2005\*

	Daley	Kennedy-King	Harold Washington	Malcolm X	Olive-Harvey	Truman	Wright	Total
Credit	2,932	2,184	4,794	2,756	1,972	3,202	4,296	22,135
Pre-Credit	151	60	161	64	47	20	291	794
Mfg. Technology	239	70	3	--	--	--	--	312
Continuing Education	101	79	136	28	107	62	151	665
Adult Ed. (ABE/GED/ESL)	4,418	1,327	148	3,172	1,611	6,611	2,570	19,857
Vocational Skills	122	441	318	13	4	98	112	1,107
Total Undup. No Military	7,963	4,159	5,560	6,034	3,741	9,993	7,420	44,870
Military	--	--	173	--	--	--	--	173
Total Undup. With Military	7,963	4,159	5,733	6,034	3,741	9,993	7,420	45,043

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

### Workforce Development through Contract Training, Fiscal Year 2005

	Daley	Kennedy-King	Harold Washington	Malcolm X	Olive-Harvey	Truman	Wright	Total
Duplicate company trainees served	2,974	1,039	7,860	567	0	1,678	1,487	15,605
Unduplicated companies served	13	12	18	6	0	17	18	84*
Revenue generated	\$202,529	\$396,176	\$1,203,718	\$183,082	\$0	\$642,977	\$353,815	\$2,982,298

\*Unduplicated companies at the District level eliminate duplicated counts of companies served across colleges.

### Degrees, Certificates and GED Completers by College, Fiscal Year 2005

	Daley	Kennedy-King	Harold Washington	Malcolm X	Olive-Harvey	Truman	Wright	Total
<b>Associate Degrees</b>								
Arts-AA	172	89	178	90	107	79	292	1,007
Science-AS	17	2	15	23	30	25	44	156
Applied Science-AAS	163	136	86	167	94	78	82	806
General Studies-AGS	2	28	22	16	1	11	10	90
Engineering Science - AES	8	--	4	0	--	--	9	21
Total Degrees, no Military	362	255	305	269	232	193	438	2,081
Military	--	--	45	--	--	--	--	45
Total Degrees, with Military	362	255	350	296	232	193	438	2,126
<b>Certificates</b>								
Advanced-AC	87	177	53	98	49	323	40	820
Basic-BC	350	143	3,663	122	222	140	295	4,935
Total Certificates	437	313	3,716	220	271	463	335	5,755
GED Completers	244	104	48	160	114	206	161	1,037



# City Colleges of Chicago

## Full-Time Equivalent (FTE) Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	18,551	19,649	21,403	22,007	22,135	128	0.6%	3,584	19.3%
Pre-Credit	734	834	830	813	794	-19	-2.3%	60	8.2%
Continuing Ed.	1,463	1,457	1,393	1,213	665	-548	-45.2%	-798	-54.5%
Adult Education	24,564	24,513	23,558	22,258	19,857	-2,401	-10.8%	-4,707	-19.2%
ABE	7,600	6,864	6,032	5,536	4,819	-717	-13.0%	-2,781	-36.6%
GED	1,851	2,260	2,502	2,235	1,866	-369	-16.5%	15	0.8%
ESL	15,113	15,388	15,024	14,488	13,173	-1,315	-9.1%	-1,940	-12.8%
AHS	47	47	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	1,785	1,589	1,360	1,158	1,107	-51	-4.4%	-678	-38.0%
Mfg. Technology	62	62	134	419	312	-107	-25.5%	250	403.2%
Military *	1,298	1,286	1,161	205	173	-32	-15.6%	-1,125	-86.7%
<b>Total (Unduplicated) No Military</b>	<b>47,205</b>	<b>48,150</b>	<b>48,677</b>	<b>47,868</b>	<b>44,870</b>	<b>-2,998</b>	<b>-6.3%</b>	<b>-2,335</b>	<b>-4.9%</b>
<b>Total, Unduplicated With Military</b>	<b>48,503</b>	<b>49,436</b>	<b>49,838</b>	<b>48,073</b>	<b>45,043</b>	<b>-3,030</b>	<b>-6.3%</b>	<b>-3,460</b>	<b>-7.1%</b>

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

*Special Interest FTE enrollments are not reported because they do not have credit hour value.*

# City Colleges of Chicago

## Headcount Enrollment Trend, FY 2001 - FY 2005

Proc Type	FY 2001	FY 2002	FY2003	FY 2004	FY 2005	Annual Change		5 Year Change	
						#	%	#	%
Credit	46,035	47,240	49,484	49,908	50,217	309	0.6%	4,182	9.1%
Pre-Credit	3,287	4,031	4,207	4,010	3,776	-234	-5.8%	489	14.9%
Continuing Ed.	13,177	12,321	10,575	9,840	6,822	-3,018	-30.7%	-6,355	-48.2%
Special Interest	36,865	34,821	34,099	29,234	24,810	-4,424	-15.1%	-12,055	-32.7%
Adult Education	60,800	60,818	58,595	54,708	50,390	-4,318	-7.9%	-10,410	-17.1%
ABE	20,036	19,021	17,404	15,878	15,579	-299	-1.9%	-4,457	-22.2%
GED	6,409	7,277	7,939	7,914	6,944	-970	-12.3%	535	8.3%
ESL	38,843	38,959	37,936	35,673	32,603	-3,070	-8.6%	-6,240	-16.1%
AHS	102	94	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	5,307	3,973	3,605	3,195	3,077	-118	-3.7%	-2,230	-42.0%
Mfg. Technology	237	233	342	810	618	-192	-23.7%	381	160.8%
Military *	11,490	10,626	7,803	1,582	1,278	-304	-19.2%	-10,212	-88.9%
<b>Total (Unduplicated) No Military</b>	<b>148,881</b>	<b>147,120</b>	<b>146,030</b>	<b>138,709</b>	<b>128,294</b>	<b>-10,415</b>	<b>-7.5%</b>	<b>-20,587</b>	<b>-13.8%</b>
<b>Total, Unduplicated With Military</b>	<b>160,371</b>	<b>157,746</b>	<b>153,833</b>	<b>140,291</b>	<b>129,572</b>	<b>-10,719</b>	<b>-7.6%</b>	<b>-30,799</b>	<b>-19.2%</b>

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

# Chicago City Colleges, District Wide

## Ethnic Distribution for Fiscal Year 2005 Enrollment by Processing Type

Proc Type	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	4,090	8.1%	325	0.6%	23,304	46.4%	11,678	23.3%	10,818	21.5%	2	0.0%	50,217
Continuing Ed.	831	12.2%	56	0.8%	2,801	41.1%	1,353	19.8%	1,782	26.1%	0	0.0%	6,823
Adult Education	2,212	4.4%	153	0.3%	11,943	23.7%	29,546	58.6%	6,390	12.7%	146	0.3%	50,390
ABE	205	1.3%	104	0.7%	9,794	62.9%	4,790	30.7%	673	4.3%	13	0.1%	15,579
GED	96	1.4%	34	0.5%	3,211	46.2%	3,253	46.8%	343	4.9%	7	0.1%	6,944
ESL	2,009	6.2%	33	0.1%	788	2.4%	24,052	73.8%	5,591	17.1%	130	0.4%	32,603
Vocational Skills	426	13.8%	24	0.8%	1,539	50.0%	493	16.0%	595	19.3%	0	0.0%	3,077
Special Interest	1,710	6.9%	188	0.8%	10,127	40.9%	6,750	27.3%	5,953	24.1%	3	0.0%	24,731
Pre-Credit	269	7.1%	30	0.8%	1,892	50.1%	1,144	30.3%	441	11.7%	0	0.0%	3,776
Mfg. Technology	9	1.5%	5	0.8%	193	31.2%	104	16.8%	307	49.7%	0	0.0%	618
<b>Unduplicated Total</b>	<b>8,458</b>	<b>6.6%</b>	<b>695</b>	<b>0.5%</b>	<b>46,769</b>	<b>36.5%</b>	<b>48,070</b>	<b>37.5%</b>	<b>24,077</b>	<b>18.8%</b>	<b>146</b>	<b>0.1%</b>	<b>128,215</b>

**City Colleges of Chicago**  
**Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category**

Funding Category		FY 2001	FY 2002	FY 2003	FY 2004	FY 2005 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	295,807.0	315,891.0	357,083.0	379,815.0	380,301.0	486.0	0.1%	84,494.0	28.6%
2	Business and Service Occupational	49,233.0	47,947.0	50,989.5	46,876.0	46,941.0	65.0	0.1%	-2,292.0	-4.7%
3	Technical Occupational and Vocational	76,973.5	80,373.0	71,154.0	68,683.5	60,498.5	-8,185.0	-11.9%	-16,475.0	-21.4%
4	Health Occupational and Vocational	55,751.5	51,833.0	54,785.0	56,027.5	49,145.0	-6,882.5	-12.3%	-6,606.5	-11.8%
5	Remedial Education	92,510.0	100,284.0	110,978.0	114,422.0	113,057.0	-1,365.0	-1.2%	20,547.0	22.2%
6	Adult Basic & Adult Secondary Education, ESL	632,978.0	636,769.0	621,993.0	578,762.5	514,935.0	-63,827.5	-11.0%	-118,043.0	-18.6%
<b>Total</b>		<b>1,203,253.0</b>	<b>1,233,097.0</b>	<b>1,266,982.5</b>	<b>1,244,586.5</b>	<b>1,164,877.5</b>	<b>-79,709.0</b>	<b>-6.4%</b>	<b>-38,375.5</b>	<b>-3.2%</b>

**FY2006 BUDGET RESOLUTION**

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

RESOLUTION:

ANNUAL BUDGET FOR THE FISCAL YEAR ENDING JUNE 30, 2006

WHEREAS, pursuant to provisions of 110 ILCS 805/7-11 et seq., as amended, of the Public Community College Act, of the State of Illinois, the Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the fiscal year ending June 30, 2006, was prepared in tentative form by the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, and in such tentative form said Annual Budget was made available for public inspection for at least ten (10) days prior to final action thereon, by having five (5) copies thereof on file in the Office of the Secretary of said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, since August 29, 2005; and,

WHEREAS, pursuant to provisions of 110 ILCS 805/7-11 et seq., as amended, of the Public Community College Act, of the State of Illinois, on September 8, 2005, which date was not less than one week after these copies were placed on file and prior to final action thereon, said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, held public hearings thereon, of which notice was given by publication in the Chicago Sun-Times, a newspaper published and having general circulation in the district, on August 29, 2005, which date was at least one week prior to the time of the hearings; now, therefore,

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

Section 1.

That pursuant to provisions of 110 ILCS 805/7-8 et seq., as amended, of the Public Community College Act, of the State of Illinois, this resolution is hereby termed the Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the Fiscal Year Ending June 30, 2006, 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, 2006. Pursuant to provisions 110 ILCS 805/7-9 et seq., as amended, of the Public Community College Act, of the State of Illinois, said Annual Budget sets forth estimates, by classes, of all current assets and liabilities of each fund of said Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, as of the beginning of the fiscal year ending June 30, 2006, 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 2004 and 2005, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2004 and 2005 which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2006, and detailed estimates of all current revenues to be derived from sources other than taxes, including State and Federal contributions, rents, fees, perquisites, and all other types of revenues, which will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2005. Pursuant to provisions of 110 ILCS 805/7-10 et seq., as amended; of the Public Community College Act, of the State of Illinois, said Annual Budget of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the Fiscal Year ending June 30, 2006, specifies (i) organizational unit, fund, activity, and object to which each appropriation is applicable (the various activities specified in the Annual Budget are based on classifications prescribed by the American Institute of Certified Public Accountant's Audit Guide for Colleges and Universities and the Illinois Community College Board's Fiscal Management Manual and the various objects specified in the Annual Budget are based on and consistent with management's system and procedures for control of budgeted appropriations) and (ii), the amount of such appropriation includes appropriations for all estimated current expenditures or charges to be made or incurred during the fiscal year ending June 30, 2006, 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, 2006; 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, 2006, 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, 2006, and also deferred collections thereof and abatements in the amounts of those taxes as extended upon the collector's books. The Annual Budget also includes Program Budget information designed to provide detailed comparative and historical information concerning the various activities of the Community College District No. 508.

#### Section 2.

That the amounts hereinafter set forth are hereby appropriated for educational purposes; for operation and maintenance of facilities purposes and the purchase of grounds; for the operation and maintenance of any Public Building Commission project leased by the Public Building Commission of Chicago to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois; for the purpose of paying the operating and administrative costs and expenses, including the cost of legal services and the wages and salaries of employees in connection with defending or otherwise protecting the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, against any liability or loss under provisions of the Local Governmental and Governmental Employees Tort Immunity Act, Federal or State common or statutory law, the Worker's Compensation Act, the Worker's Occupational Diseases Act, and the Unemployment Insurance Act, and for paying the costs of insurance, self-insurance, the establishment of reserves, and claim services, the amounts of judgments and settlements, or the costs of otherwise providing protection to the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, or its employees or, pursuant to an intergovernmental contract, other local governmental entities or their employees under provisions of the Local Governmental and Governmental Employees Tort Immunity Act and for paying the cost of participation in the Federal Medicare Program under provisions of 40 ILCS 5/21-101 et seq., as amended; for the purpose of paying auditing expenses under the provisions of Section 9 of the Governmental Account Audit Act, as amended, of the State of Illinois; for the purpose of paying the annual rent under the terms of any lease entered into by and between the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, and the Public Building Commission of Chicago; and for other community college purposes of the Board of Trustees of Community College District No. 508, County of Cook and State of Illinois, for the fiscal year beginning July 1, 2005, and ending June 30, 2006, which beginning and ending dates were established pursuant to provisions of 110 ILCS 805/7-5 et seq., as amended, of the Public Community College Act, of the State of Illinois.

#### Section 3.

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

#### Section 4.

That the estimates of all current assets and liabilities as of July 1, 2005, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2006, the detailed estimates for all taxes levied or to be levied for the years 2004 and 2005, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2004 and 2005, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2006, 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, 2006, and the organizational unit, fund, activity, and object to which an appropriation is applicable as well as the amounts of such appropriations are as follows.

# **GLOSSARY**



## GLOSSARY OF TERMS

**ACADEMIC SUPPORT:** (See PROGRAM)

**ACADEMIC TERM:** An academic term is any period of time in which course work is offered by the institution and for which students seek enrollment. The term may include a regular session or a special session or both. City Colleges uses the semester system, which consists of the summer, fall and spring semesters.

**ACCOUNTING PERIOD:** The accounting period is a period at the end of which and for which financial statements are prepared.

**ACCRUAL BASIS:** Accrual basis accounting is an accounting system that records revenues when earned, but not necessarily received and expenditures when a liability is created, regardless of the accounting period in which cash payment is actually made. An encumbrance system may be used in conjunction with an accrual basis accounting system.

**ACCRUED EXPENSES:** Accrued expenses are those expenses which have been incurred and have not been paid as of a given date.

**ACCRUED INTEREST:** Accrued interest is interest earned between interest dates but not yet paid.

**ACCRUED LIABILITIES:** Accrued liabilities are those amounts owed but not yet paid.

**ACCRUED REVENUE:** Accrued revenue is revenue earned and not yet collected regardless of whether due or not.

**APPROPRIATION:** An appropriation is an authorization that allows City Colleges to make expenditures and incur obligations for a specific purpose.

**ASSESSED VALUATION:** The assessed valuation is the value computed by the Cook County Assessor's Office on each unit of property, which serves as the basis for calculating property taxes.

**ASSETS:** The entire property owned by City Colleges

**AUDIT:** An audit is 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:** (See FUND)

**AUXILIARY / ENTERPRISE FUND:** (See 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 bond is a written promise to pay a specific sum of money, called the face value or principle amount, at a specified date (or dates) in the future, called the maturity date, and with periodic interest at a rate specified in the bond. A bond is generally issued for a specific purpose or project, such as construction of a new facility.

**BOND AND INTEREST FUND:** (See FUND)

**BONDED DEBT:** Bonded debt is the portion of an issuer's total tax-supported debt represented by outstanding bonds.

**BUDGET:** A budget is a plan for the expenditure of funds to support a department, program, or project. It is used to implement the philosophy and the objectives of the Colleges. Its development should involve maximum participation of colleges, students, faculty members, and citizens who are affected by the budget. 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 BUDGET:** The capital budget is the budget associated with acquisition or construction of major capital items, including land, buildings and structures, and equipment. Funds for these projects are usually appropriated from surpluses, earmarked revenues, or from bond sales.

**CAPITAL EQUIPMENT:** (See OBJECT)

**CASH:** (See REVENUES)

**CONTINGENCY:** (See OBJECT)

**CONTRACTUAL SERVICES:** (See OBJECT)

**COURSE:** A course is defined as an educational unit within the instructional programs dealing with a particular subject and consisting of instructional periods and one or more

instructional delivery systems. Courses are generally classified by the discipline they belong to and the level of instruction

**COURSE CREDIT:** Course credit is the number of credits that will be earned by the student for successful completion of a course.

**CURRENT ASSETS:** Current assets are cash or anything that can be readily converted into cash.

**CURRENT EXPENSES:** Current expenses are any expenses except for capital outlay and debt service. They include total charges incurred, whether paid or unpaid.

**CURRENT LIABILITIES:** Current liabilities are debts which are payable within a relatively short period of time, usually no longer than a year.

**DEBT SERVICE:** Debt service includes expenditures for the retirement of debt and expenditures for interest on debt, except principal and interest on current loans, which are loans payable in the same fiscal year in which the money was borrowed.

**DEFERRED CHARGES:** Deferred charges include expenditures which are not chargeable to the fiscal year in which they are made but are carried over on the asset side of the balance sheet pending amortization or some other disposition. Deferred charges differ from prepaid expenses in that they usually extend over a long period of time and may or may not be regularly recurring costs of operation.

**DEFERRED REVENUES.** Deferred revenues are those monies or entitlements which have been recognized as revenues but have not been received and are therefore not available for use.

**DEFICIT:** A deficit is a shortfall of revenues under expenditures and transfers.

**DIRECT COSTS:** Direct costs are those elements of cost which can be easily, obviously, and conveniently identified with specific programs or activities, as distinguished from those costs incurred for several different activities or programs and whose elements are not readily identified with specific activities.

**DISBURSEMENTS:** Disbursements are the actual payment of cash by the College.

**EDUCATION FUND:** (See FUND)

**EMPLOYEE BENEFITS:** (See OBJECT)

**ENCUMBRANCES:** Encumbrances are actual or anticipated liabilities provided for by an appropriation which is recognized when a contract, purchase order, or salary commitment is made. It reduces the appropriation to avoid expenditure of funds needed to pay anticipated liabilities or expenditures.

**EQUALIZATION GRANT:** The State attempts to reduce the disparity in local funds available per student among districts through its allocation of Equalization grants to community colleges. Equalized assessed valuations, full time equivalent students, corporate personal property replacement tax revenue, fixed costs, and the district's program mix are considered in the equalization calculations.

**EXPENDITURES:** Expenditures are the total charges incurred by the Colleges regardless of the time of payment.

**FACILITY CONDITION INDEX (FCI):** FCI is an analytical method to benchmark the condition of its buildings and infrastructure. FCI is a comparative indicator of the relative condition of facilities and is expressed as a ratio of the cost of remedying maintenance deficiencies to the current replacement value.

**FINANCIAL STATEMENT:** A financial statement is a formal summary of accounting records setting forth the District's financial condition and results of operations.

**FISCAL YEAR:** The fiscal year is the year by or for which accounts are reckoned or the year between one annual time of settlement or balancing of accounts and another. It consists of a period of twelve months, not necessarily concurrent with the calendar year, with reference to which appropriations are made and expenditures are authorized and at the end of which accounts are made up and the books are balanced. The College's fiscal year is the period July 1 to June 30 of the following calendar year inclusive.

**FIXED ASSETS:** Fixed assets are those assets essential to continuance of proper operation of the College. They include land, buildings, machinery, furniture, and other equipment which the College intends to hold or continue to use over a long period of time.

**FIXED CHARGE:** (See OBJECT)

**FULL-TIME EQUIVALENT:** For students the full-time equivalent indicator is the statistical student unit calculated by dividing all credit hours (both certificate and degree) generated at the College by fifteen credit hours for any given academic term. To determine the annual full-time equivalent student, the total credit hours for the year are divided by thirty credit hours. This is not to be confused with a full time student, which is a student who is enrolled for twelve or more credit hours per semester. For faculty the full-time equivalent is thirty instructional hour equivalents per year. For classified staff personnel the full-time equivalent is forty hours of work per week.

**FUND:** A fund is an accounting entity with a self-balancing set of accounts for recording assets, liabilities, a fund balance, and changes in the fund balance. Separate accounts are maintained for each fund to insure observance of limitations and restrictions placed on the use of resources. For accounting and reporting purposes, funds of similar characteristics may be combined into fund groups. Funds are established and organized

for budgeting, accounting, and reporting purposes in accordance with activities and objectives as specified by donors of resources, in accordance with regulations, restrictions, or limitations imposed by sources outside the College, or in accordance with directions issued by the Board of Trustees.

**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 ENTERPRISES FUND (Unrestricted Fund)**

The Auxiliary Enterprises Fund accounts for college services where a fee is charged to students/staff. Each enterprise/service should be accounted for separately using a group of self balancing accounts within the fund .

**BOND AND INTEREST FUNDS (a 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.

**EDUCATION FUND (Unrestricted Fund)**

The Education Fund is used to account for the revenues and expenditures of the academic and service programs of the college. It includes the cost of instructional, administrative, and professional salaries; supplies and equipment; library books and materials; maintenance of instructional and administrative equipment; and other costs pertaining to the educational program of the college.

**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.

**OPERATIONS AND MAINTENANCE FUND (Unrestricted Fund)**

The Operations and Maintenance Fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property, including the cost of interior decorating and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; payment of all premiums for insurance upon buildings and building fixtures; salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of college buildings.

**PBC OPERATIONS AND MAINTENANCE FUND (Restricted Fund)**

This Fund is used to account for expenditures for the improvement, maintenance, repair, or benefit of buildings and property owned by the Public Building Commission. Covered expenditures are the cost of interior decoration and the installation, improvement, repair, replacement, and maintenance of building fixtures; rental of buildings and property for community college purposes; payment of all premiums for insurance upon buildings and building fixtures; salaries of janitors, engineers, or other custodial employees; all costs of fuel, lights, gas, water, telephone service, custodial supplies, and equipment; and professional surveys of the condition of college buildings.

**OPERATIONS AND MAINTENANCE FUND (Restricted)**

The Operations and Maintenance Fund (Restricted) fund is used to account for monies restricted for building purposes and site acquisition. This is a capital projects fund for long-term physical assets.

**RESTRICTED PURPOSES FUND (Restricted Fund)**

The Restricted Purposes Fund is used for the purpose of accounting for monies that have restrictions regarding their use. Each specific grant or project should be accounted for separately using a complete group of self-balancing accounts within the fund.

**WORKING CASH FUND (a Nonexpendable Trust Fund)**

The Working Cash Fund is used to enable the district to have on hand at all times sufficient cash to meet the demands of ordinary and necessary expenditures. This fund is used to account for the proceeds of working cash bonds. By making temporary transfers, the Working Cash Fund is used as a source of working capital by other funds. Such transfers assist operating funds in meeting demands during periods of temporary low cash balances.

**FUND BALANCE:** Fund balance is the difference between the assets and liabilities of a fund. Fund balance in this budget document refers to the portion of fund balance that represents available resources to finance expenditures that are not reserved or designated.

**INDIRECT COSTS:** Indirect costs are those elements of cost necessary in the provision of a service which are of such nature that they cannot be readily or accurately identified with the specific service

**INSTITUTIONAL SUPPORT:** (See PROGRAM)

**INSTRUCTION:** (See PROGRAM)

**INTERFUND TRANSFERS:** Inter-fund transactions are for transfer of monies between funds. Monies may not be transferred between funds except by the same procedure as that used to approve the budget, including public notification, publication,

inspection, and comment. 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.

**INTERNAL CONTROL:** The purpose of internal control is to safeguard the use of public funds and to protect the public trust on behalf of City Colleges. Internal controls are those activities and organizational preparations designed to insure effective accounting control over assets, liabilities, revenues, expenditures and any other activities associated with the finance and accounting actions of the Colleges. Some of the precautions instituted by internal control are ensuring that no single individual can perform a complete cycle of financial operations and that procedures of the finance and accounting system are specific and monitored. Internal control also requires designated levels of authorization for all actions under the system.

**INVESTMENT INCOME:** Income derived from the investment of current funds.

**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 Colleges, including restricted and nonrestricted funds, 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:** Obligations incurred by the Colleges when deed passes that must be liquidated, renewed, or refunded at a future date.

**LIABILITY, PROTECTION, AND SETTLEMENT FUND:** (See FUND)

**LOCAL GOVERNMENT SOURCES:** (See REVENUES)

**MATERIALS AND SUPPLIES:** (See OBJECT)

**MODIFIED ACCRUAL BASIS ACCOUNTING:** Modified accrual basis accounting is any accounting system that records revenue when susceptible to accrual both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay the liabilities of the current period. Expenditures other than interest on long-term debts generally are recognized when the related fund liability is incurred.

**OBJECT:** The term object applies to expenditure classifications and designates materials or services purchased. Expenditures are grouped by major objects, such as salaries, supplies, or capital outlay, and are further divided as needed for cost accounting and control purposes.

**CAPITAL OUTLAY:** Also termed capital equipment, the capital outlay object group includes site acquisition and improvement, office equipment, instructional

equipment, and service equipment. Generally expenditures in this category cost more than \$5,000 have a useful life of greater than three years and would not normally be purchased from general materials and supplies. Furniture, computer servers and related equipment, and laboratory equipment would be typical examples of items included in this category.

**CONTINGENCY:** Contingency funds are those appropriations set aside for emergencies or unforeseen expenditures. 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.

**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.

**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.

**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.

**OTHER EXPENDITURES:** The other expenditures object category includes expenditures not readily assignable to another object category. Examples include bad debt, student grants and scholarships, tuition chargebacks, charges and adjustments, and re-appropriation of Enterprise fund balance.

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

**TRAVEL AND CONFERENCE** The category of travel and conference expenses includes expenses associated with conference registration and fees, costs for hosting or attending meetings, and related travel costs, whether local or otherwise.

**UTILITIES:** The utilities object account covers all utility costs necessary to operate the physical plant and other on-going services, including gas, electricity, sewage, telephone, and refuse disposal.



**OPERATING FUNDS:** 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:** (See FUND)

**OPERATIONS AND MAINTENANCE FUND (Restricted):** (See FUND)

**OPERATION AND MAINTENANCE OF PLANT:** (See PROGRAM)

**ORGANIZED RESEARCH:** (See PROGRAM)

**OTHER EXPENDITURES:** (See OBJECT)

**OTHER REVENUES:** (See REVENUES)

**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.

**PROGRAM:** A program is defined as a level in the program classification structure hierarchy representing the collection of program elements serving a common set of objectives that reflect the major institutional missions and related support objectives. The program classification structure, established by the ICCB, is a means of identifying and organizing the activities of the College in a program oriented manner.

**ACADEMIC SUPPORT:** Academic support includes those programs which directly support the instruction process and academic programs, including tutoring and instructional assistance. These programs include library operations, instructional support services, television production services, audiovisual services, and instructional technology administration. This last program provides instructional technology support to the academic programs of the College, including maintenance of the academic computer network and operation of the computer labs. Instructional technology operation and equipment costs are allocated on a pro rata basis to the academic programs which use the academic computer services. This consolidated effort provides considerable economy of effort, expertise, and resources.

**INSTITUTIONAL SUPPORT:** This category includes those costs and activities not readily assignable to another category or which apply to the College on an institution-wide basis. The Board of Trustees' costs, institutional membership and accreditation costs, commencement, and certain institutional expenses, such as bank service charges, some benefit costs, and administrative

costs are assigned to this category. Institutional Support also includes those activities devoted to the general regulation, direction, and day-to-day operation of the Colleges. The Office of the Chancellor and its departments such as Academic Affairs, Office of General Counsel, Office of Finance, Administrative Services, Human Resources, Office of Information Technology, etc. are included in Institutional Support. Typical services provided include purchasing for the entire college, printing services, shipping and receiving services, and financial services. The annual audit and the annual budget are produced by offices of general administration.

**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 expenditures 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.

**OPERATION AND MAINTENANCE OF PLANT:** Operation and maintenance of plant includes those activities necessary for the proper and safe operation of the physical plant of the College, including buildings, grounds, and roadways. Public safety, transportation, maintenance services, and housekeeping are part of operation and maintenance of plant.

**ORGANIZED RESEARCH:** Organized research includes separately budgeted research projects other than institutional research (which is included under instructional administration). The College does not engage in independent research projects.

**PUBLIC SERVICE:** Public service includes services provided to the general college community and residents by making college facilities and expertise available to the public outside of the academic realm. It includes college-sponsored seminars, workshops, forums, lecture series, cultural events and exhibits, and other non-academic services to the residents of the District.

**STUDENT SERVICES:** Student services include those activities which provide direct support services to students other than academic support services. These activities include registration and records, financial aid, counseling, placement testing, career placement assistance, health services, and student activities.

**PROPERTY TAXES:** In general, property taxes are those taxes levied on real property for the purpose of providing service for the public good. In the case of the College, property taxes are levied on the real property of the District for the purpose of fulfilling the goal of educational service.

**PUBLIC SERVICE:** (See PROGRAM)

**REIMBURSABLE CREDIT HOUR:** A reimbursable credit hour is an ICCB-certified instructional credit hour used as the basis for distributing selected ICCB grants.

**RESTRICTED PURPOSES FUND:** (See FUND)

**REVENUES:** Revenues are 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.

**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. The Department of Education grants, certain vocational education grants, and JTPA grants are recorded in this category.

**INVESTMENT REVENUE:** The investment revenue source category records revenues from investments.

**LOCAL GOVERNMENT SOURCES:** Revenues from local government sources accrue from district taxes (property taxes), from chargebacks, and from all governmental agencies below the state level.

**OTHER REVENUES:** Other revenues are those which do not fall into an established specific revenue source category. Typical examples would include parking and library fines, commissions, and sales of surplus property.

**RENTAL REVENUE:** Rental revenue accrues from the use of college facilities, such as building/space rentals, data processing charges, and equipment rentals.

**SALES AND SERVICE FEES:** The sales and service fees source category includes all student fees and charges for other than education and general purposes. Examples would be bookstore sales, student organization fees, and admissions charges to athletic events.

**STATE GOVERNMENTAL SOURCES:** State governmental revenues accrue from all state governmental agencies. Typical examples include credit hour grants, ICCB grants, ISBE grants, and the Capital Development Board.

**STUDENT TUITION AND FEES:** The student tuition and fees category includes all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per credit hour times the number of credit hours charged a student for taking a course at the colleges. Fees include laboratory fees, activity fees, registration fees, transcript fees, and similar charges not covered by tuition. Student tuition and fees may not exceed one-third the per capita cost as defined in the chargeback reimbursement calculation.

**SALARIES:** (See OBJECT)

**SALES AND SERVICE FEES:** (See REVENUES)

**STATE GOVERNMENT SOURCES:** (See REVENUES)

**STRUCTURAL DEFICIT:** Structural deficits occur when growth in spending needed to maintain current services is higher than growth in revenues from current taxes and other revenue sources.

**STUDENT CHARGEBACK:** The student chargeback is the fee paid for a student of one community college district attending a community college in another district to pursue a curriculum not offered in the college of his home district. The home community college pays the college which the student attends a chargeback at the rate established in the chargeback calculations for each college.

**STUDENT SERVICES:** (See PROGRAM)

**STUDENT TUITION AND FEES:** (See REVENUES)

**SURPLUS:** A surplus is an excess of revenues over expenditures and transfers.

**TRAVEL AND CONFERENCE:** (See OBJECT)

**UTILITIES:** (See OBJECT)

**WORKING CASH FUND:** (See FUND)

## ACRONYMS

ABE	Adult Basic Education
ASE	Adult Secondary Education
CCC	City Colleges of Chicago
ESL	English as a Second Language
FASB	Financial Accounting Standards Board
FTE	Full-time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GED	General Educational Development—high school equivalency certificate
GFOA	Government Finance Officers Association
IBHE	Illinois Board of Higher Education
ICCB	Illinois Community College Board
IPTIP	Illinois Public Treasurers Investment Pool
ISBE	Illinois State Board of Education
NACUBO	National Association of College and University Business Officers
NCGA	National Council on Governmental Accounting