



City Colleges of Chicago

Annual Operating Budget

Fiscal Year 2007

Daley College

Harold Washington College

Kennedy-King College

Malcolm X College

Olive-Harvey College

Truman College

Wright College



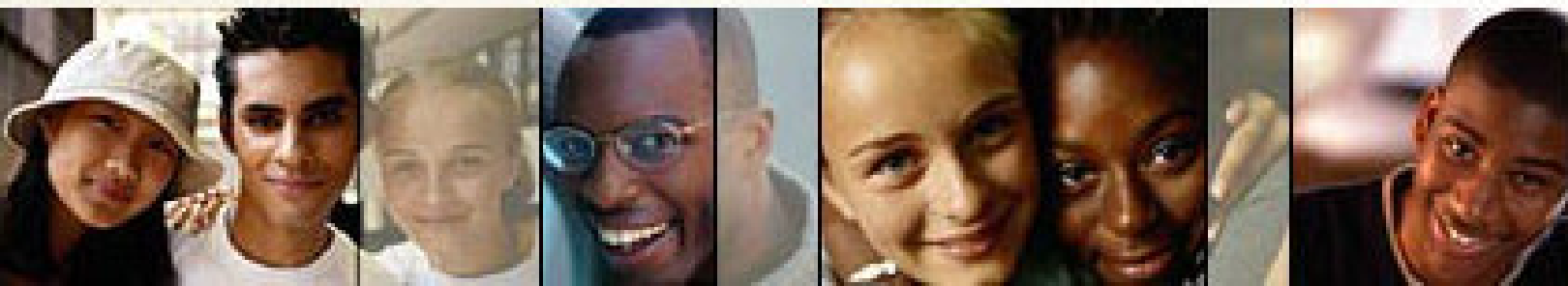
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District No. 508

Cook County, State of Illinois

Chancellor Wayne D. Watson, PH.D

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For the Fiscal Year Beginning

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Message from the Chancellor



"As an open-door institution, we welcome one and all to visit, enroll, learn and experience life changing educational opportunities."
- *Wayne D. Watson, Ph.D. Chancellor*

The City Colleges of Chicago has always represented hope and opportunity to people in Chicago's working class and immigrant communities. When its doors opened in 1911, the first City College was clearly a "people's college" – a name that has defined its mission and operations throughout its near-95 years of history. Its mission has remained - to provide quality education, accessible to all.

This is our premise for launching Vision 2011- our immediate and responsible response to the demand for an educational renaissance in the 21st century. The goal of this new Strategic Plan for 2007-2011 is to develop the most comprehensive plan to recalibrate our academic standards and management culture. We must prepare our students to be able to compete not only with other Americans but with students anywhere in the world. Leaders of business, government, community organizations, and the district's students, board, faculty, and administrators have key collaborative roles in the change process that these initiatives represent.

In planning for our immediate and future needs, we continue to exercise fiscal prudence, to maintain a healthy financial condition and to protect the tax dollars in the use of available resources to uphold our commitment to academic excellence.

The FY 2007 budget is reflective of every effort that the colleges and the district offices have taken to allocate resources wisely. We have developed this budget cognizant of the necessity to keep our technology current, to equip, support, and enhance educational programs and services with the plan to improve and expand our educational facilities.

We recognize that our campuses are aging and there is a need for replacement, renewal and expansion of these facilities. This year, the new Kennedy-King College has broken ground with the hope of opening in Fall 2007, the Harold Washington College has completed its renovation, and Malcolm X College has started its renovation project. In addition, the purchase of a new facility has been negotiated at a discounted price from LaSalle Bank for Daley College program expansion and Truman College has started the planning for a new Student Support Center and parking garage. But there is much still to be done to ensure that we provide the most conducive place for our students to spend their excellent and lifelong learning experience.

We have assessed the condition of existing capital assets and facilities, evaluated future capital requirements based on the projects and programs submitted by each campus responsible for capital investments, and the appropriate balance of investments between these competing demands for scarce capital resources. The \$1.2 billion

FY2007-FY2011 Capital Plan represents the first comprehensive analysis of the District's capital requirements as well as its existing capital resources. This Capital Plan also reflects optimal capital investment strategies that are established to leverage capital investments and reduce the operating risk of the Colleges. Effective automated systems, business processes, and quantifiable measurements are implemented to help administer this fluid and dynamic Capital Plan that will address the evolving academic programs and services needs.

The Colleges and District offices continue to reap successes and awards in their programs and services as reflected in the list of major accomplishments in the fiscal year just ended, including the ten year accreditation received by Kennedy-King College from NCA and for the first time, The GFOA Award for Excellence in Budgeting for FY 2006. More importantly, we are elated by the exceptional academic achievements of our students - recent data shows that we awarded 2,081 degrees and 5,755 certificates. The Annual Program and Services Analysis (APSA) implemented in Fiscal Year 2005 continue to drive the Annual Educational Plan of the Colleges and District Offices which is the basis for the FY 2007 budget development.

The goals and objectives of the Colleges and District Offices are detailed in the Annual Educational Plan. The FY 2007 budget contains the major and key planned activities for the coming fiscal year translated into the different appropriation. Foremost in this year's budget is our initiative to increase enrollment. We have provided for additional dollars in the areas of marketing and advertising, tutoring services and faculty staff development to improve student retention. We invite you to review the budget documents and fully appreciate the manner by which the scarce resources are allocated to allow us to provide excellent programs and services to the diverse community we serve.

We are inspired by the successes of our students, proud of our achievements as educators and are committed to remain fiscally prudent in the management of the resources available to continue our mission. We are thankful to the students for their continued trust. We encourage our supporters to stay along side with us as we mold the future for the citizens of the City of Chicago. We thank the faculty, staff, administrators, and the Board for the their dedication to make the City Colleges of Chicago the excellent place for people to come to learn and be empowered to reach their goal for a better tomorrow.

A handwritten signature in black ink, appearing to read "Wayne D. Watson", with a large, sweeping flourish at the end.

Wayne D. Watson
Chancellor

FY2007 BUDGET OVERVIEW

FY 2007 BUDGET OVERVIEW

The FY2007 combined appropriations for operating, capital, and debt service funds for the City Colleges of Chicago (CCC) total \$476.7 million, an increase of \$2.5 million over the FY 2006 adopted budget of \$474.2 million.

FY 2007 All Funds Budget by Fund Type
(in millions)

Fund Type	FY2005 Audit	FY2006 Budget	FY2007 Budget	07 vs. 06 \$ Change	% Change
Operating Funds					
Unrestricted	\$198.9	\$240.2	\$251.2	\$11.0	4.6%
Restricted	94.3	117.2	109.8	(7.4)	(6.3%)
Total Operating	293.2	357.4	361.0	3.6	1.0%
Capital Fund	61.8	77.4	84.5	7.1	9.2%
Debt Service Funds	33.2	39.4	31.3	(8.1)	(20.6%)
Total Appropriation	\$388.2	\$474.2	\$476.8	\$2.6	0.5%

The operating funds comprise the Education; Operation and Maintenance, Auxiliary/Enterprise; Liability, Protection and Settlement; Financial Auditing; and Restricted Purposes Funds and account for 75.7% of the total budget. The operating funds show an annual increase of \$3.6 million in appropriation, or 1.0%, over FY2006. The budget proposes \$84.5 million for capital improvement projects. The debt service funds require an appropriation of \$31.3 million, a decrease of \$8.1 million from FY2006.

The Education Fund is structurally balanced: its revenues are equal to expenditures. Any unreserved fund balance accumulated to this fund will be preserved for future needs. The Operation and Maintenance Fund will use \$6.8 million of accumulated fund balance to meet deferred maintenance needs. The appropriation for the Liability, Protection and Settlement Fund includes a use of \$2.4 million from fund balance, while the PBCC Rental (Debt Service) Funds draw upon \$2.7 million of fund balance.

Financial Challenges

City Colleges continues to face numerous challenges as it prepares for another fiscal year.

- Strict immigration regulations and the threat of more onerous legislation dampens the demand for adult education by the immigrant population in Chicago. Declining enrollment results in less credit hour reimbursement from the State.
- The intense competition for student recruitment from public and private four-year institutions in Chicago continues.

- 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 majority of the challenges have not changed in recent years as they result from macro-economic, legislative, and political factors. One trend that has emerged more prominently than the others is the heightened competition from numerous public and private institutions targeting the same students and offering many of the same curricula as the City Colleges. This trend has further raised the urgency of enhancing the quality of instruction and expanding course offerings in FY2007.

Academic Investments

To address the issues, the FY2007 budget focuses resources on the areas that matter most to students: high-quality instruction, student-support services, and investment in capital improvements, including increased spending of operating funds to address deferred maintenance. The FY2007 budget addresses the challenges above by focusing resources primarily on the academic investments:

- **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 31 new faculty members in FY2007.
- **Improve Basic Skills and Increase Retention:** An additional \$3.5 million (\$0.5 million per college) for student tutoring is included in the Education Fund appropriation.
- **Technology Investments:** The FY2007 budget reflects a continuing investment in implementing the PeopleSoft Student Administration System, and the upgrade of the Financial, HR and Payroll Systems.
- **Capital Improvements:** The FY2007 budget contains a capital budget of \$84.5 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.

Resource Requirements

City Colleges' state allocated base operating grant of \$41.1 million represents a 7.6% increase or an increase of \$2.9 million over the FY2006 amount of \$38.2. The annually appropriated additional grant of \$15.0 million was renewed for FY2007.

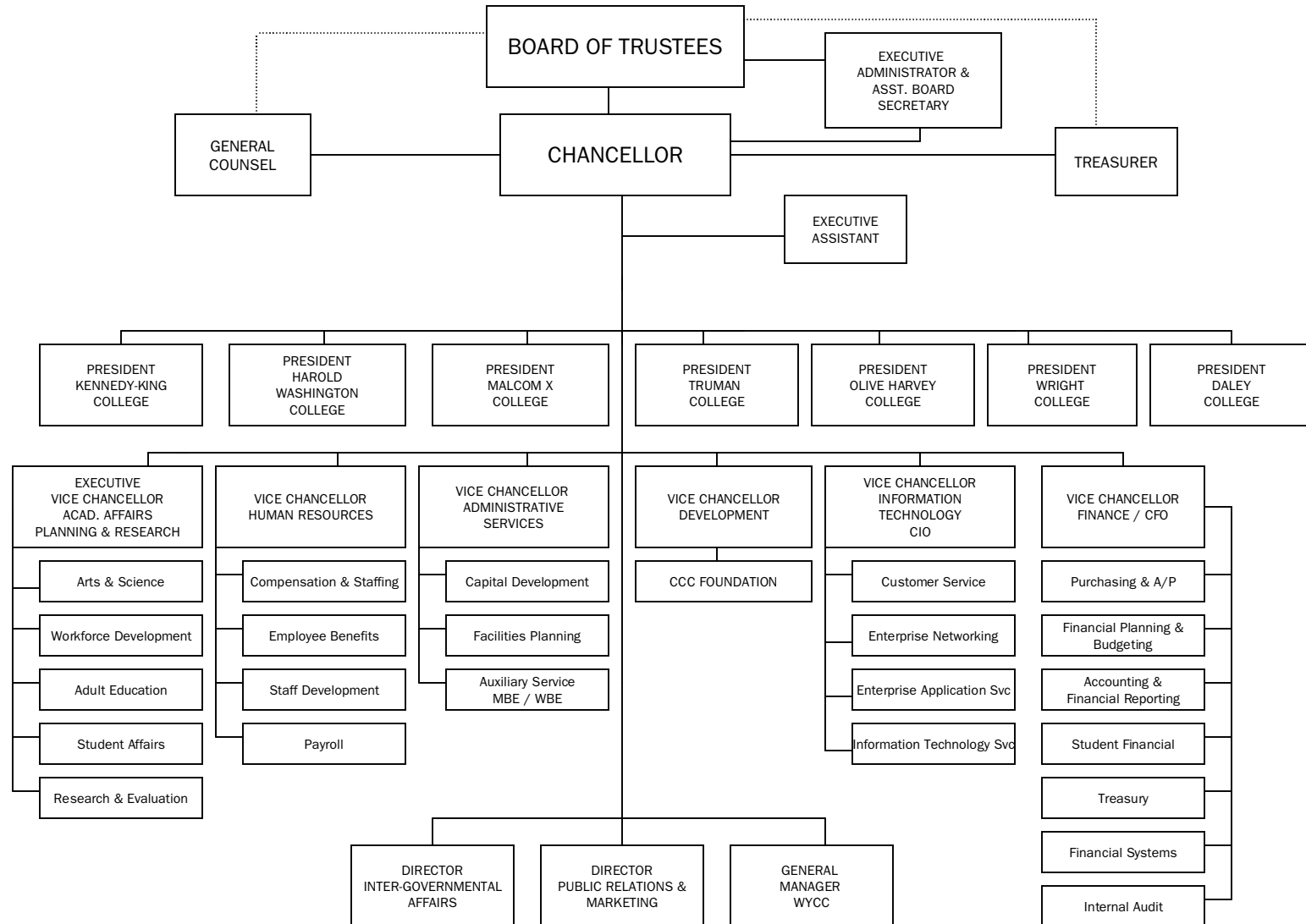
The FY2007 tuition and fees revenue of \$68.3 million is essentially unchanged from the \$68.7 million of FY2006.

The FY2007 budget anticipates increasing property tax levy for the operating funds by 3.4% above the calendar year 2005 tax extension plus approximately 1.2% for new property, increasing property tax revenues by \$3.9 million in FY2007. At the same time, taxes for the PBCC rental (debt service) funds are decreased \$1.4 million or 4.2% from the 2005 levy, yielding an overall increase of \$2.5 million or 2.6%.

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**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 to the Board and officers of the District. The Office is responsible for preparing the annual operating budget, monitoring compliance with all legal requirements and standards for accounting and financial reporting, maintaining accurate financial data, managing cash flow and investment income, and developing strategies 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 prepare and update technical plans, and to improve operating productivity throughout the City Colleges of Chicago.

Office of Marketing and Public Relations

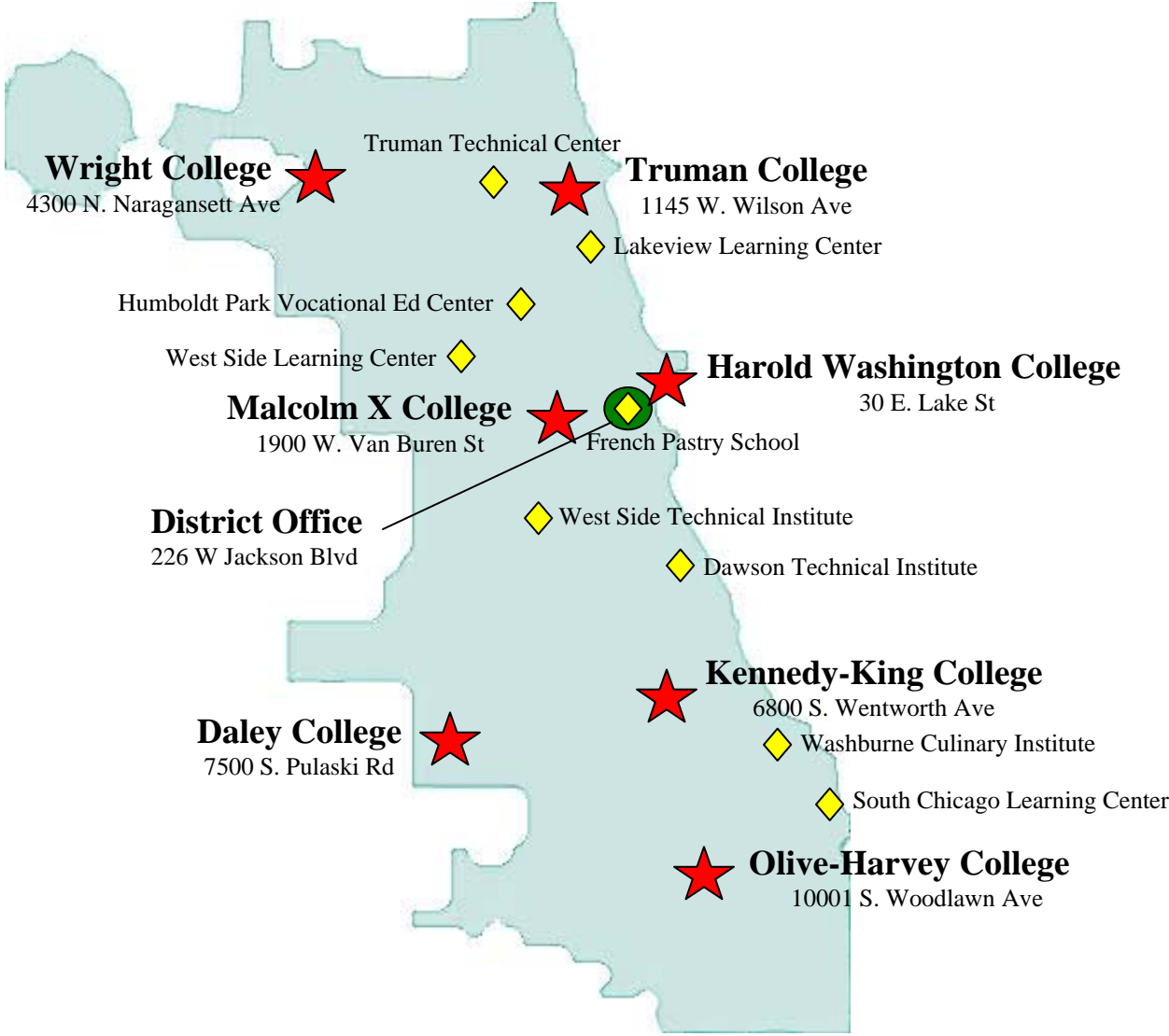
The mission of the Office of Marketing and Public Relations is to facilitate internal and external communications and to raise public awareness of programs, accomplishments, and goals of City Colleges by serving as media liaison among the Chancellor's Office, press, and the communities. The Office directs 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 96th 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. Three building trade union apprenticeship programs: electrical, telecommunications and elevator contractor technologies are now housed at the City Colleges of Chicago. During the last five years alone, City Colleges awarded 9,494 associate degrees and 29,406 certificates and has seen 6,841 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.

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**THE COMMUNITY
CITY COLLEGES SERVES**

Communities Served by the City Colleges of Chicago

Introduction

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

Population

As of 2000, the city of Chicago remained the third largest city in the nation with 2,896,016 residents. Between 1990 and 2000, the population of the central city increased for the first time in four decades, mirroring trends in several other major U.S. cities. The total population increase was equal to 4.0% or 112,290 individuals. Growth in the larger metropolitan area was even greater: as of 2000, the total metropolitan area included more than 9.15 million people, a growth of 11.1% since 1990.

Population growth in both the central city and the larger metropolitan area was driven primarily by immigration. In particular, the city added approximately 160,000 new residents from abroad during the 1990s, nearly half of which came from Mexico. In particular, neighborhoods on the city's southwest and northwest sides grew rapidly with the addition of new immigrants during the last decade of the 20th century. The large immigration flows may be responsible for the relatively young age structure of the city at the time of the 2000 Census when people in their late 20s represented the city's largest age group and Chicago had a larger share of "nuclear" families than most other large cities¹

Though many social observers characterized the reported change as the dawn of a new era of growth and revitalization, population estimates since 2000 challenge this optimism. Between April 2000 and July 2004, Chicago lost approximately 34,000 residents—nearly a third of the amount gained in the ten years prior. Between 2000 and 2004, the overall metropolitan area continued to grow, but at a much slower pace (about 3.2% over the four-year period).²

Race and Ethnicity

Chicago remains one of the nation's most racially and ethnically diverse cities (see Table 1). As of 2000, non-Hispanic Blacks remained the largest group in the city, totaling 1,053,739 residents or 36.7% of the total population. The non-Hispanic Black population, however, experienced a decline of 1.9% between 1990 and 2000. Non-Hispanic Whites were the second largest group in Chicago in 2000 with 907,166 residents or 31.6% of the total population. Whites were the only group to experience a substantial decline (14.1%) between 1990 and 2000.

¹ Brookings Institute, "Chicago in Focus: A Profile from Census 2000," November 2003.

² John, Kenneth M., "Demographic Trends in the Chicago Metropolitan Area."

Two major racial/ethnic groups in Chicago grew substantially during the 1990s. The Hispanic population of Chicago grew by 38.1%, totaling more than 750,000 or 26.3% of the total population in 2000. In the larger metropolitan area, Hispanics accounted for two-thirds of the population growth between 1990 and 2000 (and four-fifths of the growth between 2000 and 2005) according to figures reported by the Chicago Tribune.³ The growth in this population can be attributed in part to sizeable immigration from Mexico. Finally, the Asian population of Chicago grew by 26.0% or to 124,437 (4.3%) in 2000, a growth which also may be largely explained by immigration patterns.

Table 1: City of Chicago Total Population by Race and Ethnicity, 1990 & 2000

	1990	2000	Percent Change
Asian, non-Latino	98,777	124,437	26.0%
Black, non-Latino	1,074,471	1,053,739	-1.9%
Hispanic or Latino	545,852	753,644	38.1%
White, non-Latino	1,056,048	907,166	-14.1%
Other race, non-Latino*	8,578	57,030	564.8%
Total	2,783,726	2,869,016	3.1%

Source: University of Notre Dame's Institute for Latino Studies

* Please note that the number of individuals who identified as belonging to a race other than the major ones listed grew between 1990 and 2000. These values reflect changes in the way the racial questions were structured on the census—in particular, the additional option of selecting more than one race—more than any actual change in the population.

These population changes are expected to have significant consequences for the racial/ethnic distribution of the entire metropolitan area in coming decades. Lower birth rates and high death rates among the aging non-Hispanic White population combined with the growth of the Hispanic population has led to a steady decline in the non-Hispanic White share of the population since 1990.⁴ Within the next several years it is likely that racial and ethnic minorities will represent the statistical majority of Chicago metropolitan area population.

Chicago remains one of the most segregated metropolitan areas in the nation.⁵ Between 1990 and 2000, segregation improved slightly for all groups within the city of Chicago, but mostly significantly among Asians. For all other groups, segregation is more extensive within city limits than in outlying suburban areas. The population of children under the age of 18 in the Chicago metropolitan area is more heavily minority and

³ McCormick, John and John Keilman, "Latino's drive growth: Area's non-Hispanic whites could be minority in decade," Chicago Tribune, August 11, 2005.

⁴ Ibid.

⁵ McArdle, Nancy, "Race, Place, and Opportunity: Racial Change and Segregation in the Chicago Metropolitan Area: 1990 - 2000," The Civil Rights Project at Harvard University

racially segregated than in the nation as a whole. For example, close to ninety percent of black children in the city would have to move in order for them to be evenly distributed in relation to white and Asian children. One important consequence of residential segregation is educational segregation. In fact, the Midwest has the largest percentage of black students in extremely segregated schools of any region in the nation.⁶ In 2003, the Chicago Sun-Times reported that “school officials in Chicago have admitted that their 20 year, \$2 billion, court ordered effort to desegregate public schools has failed.”⁷

Educational Need

The educational needs of the population of the City of Chicago also changed during the 1990s. The number of adults without a high school diploma—those who face the poorest economic prospects in our economy—declined overall. In some areas of the city, particularly in the neighborhoods surrounding Kennedy-King College, the decline was substantial (see Table 2), but in other areas—such as the area surrounding Daley College, the number of adults without this basic educational credential increased. Even with declines, as of 2000 there were more than one-half million adults in the city of Chicago without a high school diploma or GED.

At the national level and in states like Illinois with large minority populations, the racial/ethnic groups that are the least educated are growing the fastest.⁸ If current trends in population growth and education attainment levels continue over the next two decades, the skills of the workforce and the incomes of U.S. residents will decline. Specifically, the portion of the workforce with less than a high school diploma will increase while the portion of the workforce with all higher levels of education will decline. Further, as America lags behind other countries in educating young people, American workers will be poorly suited to compete for high-skilled jobs in the global marketplace. In sum, states like Illinois must address the educational needs of their minority populations for it is critical in creating a better-educated workforce, increasing the earning power of residents, and remaining competitive with other states and countries.

In addition, more than 200 Illinois schools—185 in Chicago alone—are facing severe federal sanctions due to No Child Left Behind mandates. Hundreds of additional schools may follow over the next few years.⁹ These are schools that serve low-income populations and have failed to meet minimum state and federal standards. Poor performing elementary and secondary schools present new challenges to community colleges, like City Colleges, which enroll large numbers of public school graduates.

⁶ Orfield, Gary and Chungmei Lee, “Racial Transformation and the Changing Nature of Segregation,” January 2006.

⁷ Rossi, Rosalind, “School officials in Chicago admit court ordered effort to desegregate public schools has failed,” Chicago Sun-Times, October 2003

⁸ National Center for Public Policy and Education, “Income of U.S. Workforce Projected to Decline IF Education Doesn’t Improve,” November 2005.

⁹ Rado, Diane, “217 schools facing drastic U.S. sanctions,” Chicago Tribune, November 17, 2005.

Population gains driven by immigration have led to increases in the number of individuals in households where a language other than English is spoken and increases in the foreign-born population. Growth in these two populations occurred throughout the city.

Poverty

A large proportion of Chicago residents live in poverty. According to the U.S. Census Bureau, 21.1% of all Chicago residents had an income below poverty level in 2004, an increase of 3.9% (92,033 residents) from the year 2000 (see Table 3) . This growth in the number of residents in poverty coupled with declines in the overall population implies an overall growth in the proportion of residents living in poverty. These trends suggest that many one-time middle class Chicago residents are falling into poverty and/or fleeing the city, thus leading to a shrinking middle class within the urban core.

Table 2: Population with Educational Need by Service Area, 1990 & 2000

College	Indicators of Adult Education Need in Service Area					
	Adults over 25 without H.S. Diploma		Individuals Speaking Language other than English at Home*		Foreign-Born Population	
	2000	10 Year Change	2000	10 Year Change	2000	10 Year Change
DA	106,507	3.4%	233,816	40.0%	153,559	46.7%
HW**	511,774	-13.7	872,783	24.8%	628,903	34.0%
KK	81,228	-24.3%	68,550	32.1%	44,048	48.6%
MX	103,627	-17.5%	193,142	4.7%	100,070	16.6%
OH	61,425	-19.1%	44,385	10.4%	21,556	19.3%
TR	74,618	-15.1%	229,230	17.3%	185,431	17.7%
WR	84,520	-7.6%	183,024	67.3%	124,216	69.1%

Source: US Census Bureau

* Includes individuals of all ages. ** HW figures include entire city population.

Table 3: Percentage of Population in Chicago Whose Income is Below the Poverty Level

	Year				
	2000	2001	2002	2003	2004
Percentage of Chicago Residents Living in Poverty	17.2%	19.7%	19.0%	19.3%	21.1%
Total population	2,800,796	2,689,346	2,816,554	2,722,562	2,719,290

Source: U.S. Census Bureau, 2004 American Community Survey

According to 2000-2004 data from the U.S. Census Bureau, the number of low income households has been increasing:

One in five Chicago households had incomes less than \$15,000 in the year 2004, an increase of 2.9% (35,071 households) since 2000. Nearly 45% of Chicago households had incomes less than \$35,000 in 2004. The median household income in Chicago decreased by \$1,319 (2004 inflation-adjusted dollars) since 2000 (see Table 4).

The high cost of living in Chicago adds additional burdens to low-income families. The annual cost of covering the basic living expenses for a family consisting of two parents and two children in Chicago is \$43,704, making housing an expensive necessity (see table 5) The 2006 Report on Illinois Poverty estimated that an hourly wage of \$17.33/hour is necessary to afford a 2-bedroom apartment at the Fair Market Rent price of \$901 in the Chicago area.¹⁰

Table 4: Median Household Income (Chicago) 2000-2004

	Year					Difference between 2000 and 2004
	2000	2001	2002	2003	2004	
Median Household Income (dollars)	\$41,975	\$39,069	\$40,738	\$41,513	\$40,656	-\$1,319

Source: U.S. Census Bureau, 2004 American Community Survey

¹⁰ Illinois Poverty Summit, 2006 Report on Illinois Poverty.

Table 5: Basic Family Budget Calculator Chicago, IL 2 parents/2 children

Monthly housing	\$906
Monthly food	\$587
Monthly child care	\$763
Monthly transportation	\$321
Monthly health care	\$350
Monthly other necessities	\$403
Monthly taxes	\$312
Monthly total	\$3,642
Annual total	\$43,704

Source: Economic Policy Institute http://www.epi.org/content.cfm/datazone_fambud_budget

Half of all Chicago area renter households were spending more than 30% of their incomes on housing in 2004, according to the U.S. Census Bureau. One researcher estimated the about 308,000 of local households renting are rent-burdened (spending 30% or more of their income on rent) and 62,000 are severely rent-burdened (spending 50% or more of their income on rent).¹¹ Chicago residents who wish to own their own home face even higher costs. The median price for a Chicago area home has increased by 40% since the year 2000.¹² In order to afford a Chicago home at the 2005 median price of \$234,000, an annual income of \$74,208 is necessary.¹³ For many families, this level can only be reached with two earners contributing.

Current trends in the Chicago housing market suggest that the situation for low-income renters is unlikely to improve in the immediate future. Cook County has been losing about 3,400 rental units each year according to new study by Harvard University's Joint Center for Housing Studies.¹⁴ Most new construction of rental units has been in the upper-end of the market. This has occurred at the same time that many older, lower-quality apartments have been demolished and resulting a glut in the middle of the market, driving up the prices of basic housing. All the while, then number of renter households has held steady, due largely to the rapid pace of immigration. The Harvard researchers concluded that public policy must work toward expanding access to decent and affordable housing for the millions of American families that cannot afford to own housing and have an urgent need for good-quality rental housing.

Given diminishing income levels and growing living costs, the affordability of education at City Colleges of Chicago may make this option more attractive compared to other, more expensive, educational options in the city. At the same time, despite the affordability of City Colleges of Chicago, the necessity of providing the basic living expenses may put education beyond reach for some low-income families.

¹¹ Stangenes, Sharon. "Apartment shortages squeeze young, poor." Chicago Tribune: March 9, 2006.

¹² Ibid.

¹³ Ibid.

¹⁴ "America's Rental Housing: Homes for a Diverse Nation." Joint Center for Housing Studies of Harvard University, 2006.

Unemployment

Major indicators suggest that the U.S. Labor market is really strong at the moment. The seasonally adjusted unemployment rate dropped from 4.9% in December 2005 to 4.7% in January 2006, its lowest point since July 2001.¹⁵ The number of people working part-time but seeking full-time employment dropped 5.6% and the number of people who currently want a job declined 3%.¹⁶ In total, the labor force participation rate was 66%.¹⁷ Among the hard core unemployed, the average duration of unemployment was 16.8 weeks—down 12.5% from January 2005.¹⁸

Of course, unemployment was not evenly distributed throughout the population. Unemployment rates were higher among African Americans (8.9%) and Hispanics (6.4%) compared to Asian Americans (3.2%) and Whites (4.1%).¹⁹ Unemployment was highest among those with the least educational credentials (7.0% for those with no high school diploma) and lowest among those with the highest education credentials (2.1% among those with a college degree).²⁰

There were 299,000 new jobs created in the last quarter of 2005 and 193,000 new jobs created in January 2006 alone. This figure includes 46,000 jobs in new construction, 31,000 in bars and restaurants, 29,000 in healthcare facilities, and 21,000 in financial services. The average hourly wages rose from \$16.34 to \$16.41.

For most of the past ten years, the unemployment rate in Illinois has been greater than the national unemployment rate.²¹ Further, the unemployment rate in Chicago has exceeded the unemployment rate in the state overall (see Table 6).²² In general, the state and city trends have followed the national trends—with unemployment going down in the late 1990s, increasing in the years that followed and beginning another descent around 2004.

¹⁵ United States Department of Labor, Bureau of Labor Statistics, Employment Situation Summary: January 2006,

Table A-5: Employed persons by class of worker and part-time status

¹⁶ Ibid. Table A-13: Persons not in labor force and multiple jobholders by sex, NSA.

¹⁷ Ibid. Table A-5: Employed persons by class of worker and part-time status.

¹⁸ Ibid. Table A-9 Unemployed persons by duration of unemployment.

¹⁹ Ibid. Table A-2: Employment status of the civilian population by race, sex, and age.

²⁰ Ibid. Table A-4: Employment status of the civilian population 25 years and over by educational attainment.

²¹ Illinois Department of Employment Security (IDES), Local Area Unemployment Statistics. "Illinois Labor Force

Estimates Annual Averages: 1975-2004 (Revised February 2005)."

²² Ibid. City of Chicago Employment Data 1980-2004.

Suburban Chicago

Chicago’s inner-ring suburbs—those closest to the central city—are in a period of transition as is the case in many of the nation’s oldest suburbs.²³ Specifically, these suburbs have experienced rapid increases in the number of people living below the poverty line over the last decade which may be attributable, at least in part, to gentrification that displaces the poor from city neighborhoods and the dispersal of Chicago Housing Authority residents outside the city.²⁴ Tied up in this development is a trend of increasing racial diversity in the suburbs—as of 2000, the population of suburban Cook County was one-third minority. Nationally, inner-ring suburbs currently outrank inner-cities as new-immigrant destinations. As of 2000, over 17% of suburban Cook County was foreign-born, an increase of over 250% over the course of thirty years. What these changes will mean for the city of Chicago and its agencies—especially in light of the lack of infrastructure and resources for dealing with these issues in most of the suburbs—is unclear, but nonetheless significant.

Table 6: Comparison of Illinois and Chicago Unemployment Rates to U.S. Rates²³

Year	U.S.	Illinois		Chicago	
	Rate	Rate	Difference	Rate	Difference
1995	5.6%	5.2%	-0.4	6.9%	1.3
1996	5.4%	5.3%	-0.1	7.1%	1.7
1997	4.9%	4.8%	-0.1	6.4%	1.5
1998	4.5%	4.5%	0.0	5.9%	1.4
1999	4.2%	4.5%	0.3	5.9%	1.7
2000	4.0%	4.5%	0.5	5.5%	1.5
2001	4.7%	5.4%	0.7	6.8%	2.1
2002	5.8%	6.5%	0.7	8.2%	2.4
2003	6.0%	6.7%	0.7	8.0%	2.0
2004	5.5%	6.2%	0.7	7.2%	1.7
2005	4.9%	n.a.	n.a.	n.a.	n.a.
2006	4.7%	n.a.	n.a.	n.a.	n.a.

Source: Illinois Department of Employment Security

²³ Puentes, Robert and David Warren. “One-Fifth of America: A Comprehensive Guide to America’s First Suburbs.”

Washington DC: The Brookings Institution Survey Series, 2006.

²⁴ Mendell, David and Darnell Little. “Change hits many inner suburbs.” Chicago Tribune, February 16, 2006.

Conclusion

The changing demographic contours of the City of Chicago and surrounding suburbs will result in numerous challenges and opportunities for the City Colleges of Chicago. Despite an unusual decade of growth in Chicago between 1990 and 2000, the population has declined since 2000. During the period of growth and in the years since, the non-Hispanic white population of Chicago has declined substantially while certain minority populations, particularly the Hispanic and Asian populations, have experienced growth. The most important population trends in recent years and will likely continue for some time relate to substantial growth in the foreign-born population. These demographic changes mean both new challenges and opportunities for career and transfer education for potential new students with limited English proficiency at the City Colleges of Chicago.

Between 1990 and 2000, the City of Chicago saw a decline in the number of adults without a high school diploma, though a staggering one-half million adults without basic credentials remained. In an economy where the premium on education—and the penalty for lack thereof—steadily increases, the need to reach these potential students is paramount. Further, the racial and ethnic groups with the least education are the fastest-growing in Illinois and the City Colleges of Chicago are in a position to play a critical role in creating a better-educated workforce with increased earning power that is competitive with workers in other cities, states, and nations. Finally, under the No Child Left Behind legislation, more than 200 Illinois schools (including 185 Chicago schools) have failed to meet minimum state and federal guidelines. Experts anticipate this number will grow along with the need for remediation at City Colleges of Chicago which draws a substantial number of students from the Chicago Public Schools.

Growth in the number of families in poverty and the high cost of living—particularly the cost of basic housing—may have important consequences for the City Colleges of Chicago. On one hand, the affordability of CCC compared to other institutions in the city may make the offerings seven colleges more attractive for students from low-income families. At the same time, many families may find education at CCC to be a luxury they cannot afford. Changes in the level of poverty in surrounding suburbs may present new challenges to suburban community colleges, but this may provide CCC with an opportunity for collaboration. Finally, overall income and earnings have been declining in the City of Chicago as measured by the median income. The future earning power of Chicago residents depends on their educational attainment and City Colleges of Chicago can be a key player in moving Chicago residents forward in their pursuit of education and training that will qualify and prepare them for career opportunities and decent wages.

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FY2007 STRATEGIC PLAN

City Colleges of Chicago Strategic Goals and Objectives

This section presents the key strategic goals that define the framework that the Colleges and District use to guide decisions about programs, services, and the budget. The City Colleges of Chicago develops a three to five year strategic plan which is used in developing the annual tactical plans. The Annual Program and Service Analysis (APSA) is used to strengthen the planning process through the annual review of all CCC programs.

The four strategic goals that the City Colleges of Chicago will pursue during FY 2007:

- 1) To 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, and**
- 4) Effectively utilize resources and maximize revenue opportunities.**

The following briefly describes the targeted goals and selected strategic objectives proposed and adopted by the seven colleges during FY 2007.

1) Improve the quality of all programs and services:

- Build capacity to provide service learning and civic engagement opportunities for students that are integrated with the curriculum (DA).
- Continue the progress of student services to include: 1) enhanced placement and transfer services, 2) increased efficiency in student financial aid, and 3) the establishment of a one-stop shop (DA).
- Assess physical science laboratory procedures regarding compliance with federal and state environmental and safety regulatory practices (HW).
- Prepare for the 2008-2009 evaluation visit by the Higher Learning Commission of the North Central Association. (HW).
- Oversee the development of course objectives and measurable student learning outcomes in all course syllabi taught by full-time and part-time faculty (HW).
- Refine plans for relocation at the new campus when construction is completed (KK).
- Complete a comprehensive redesign of the Associate Degree Nursing Program, including a structured preparatory program for pre-nursing students (KK).
- Inaugurate offering of courses in the Honors Program (KK).
- Continue the Higher Learning Commission accreditation self-study process to promote quality in all programs and services (MX).

Mortgage/Real Estate Institute courses will require state and/or national certification/licensure (HW).

- Develop and implement a comprehensive program to expand and improve advising services to Harold Washington College students. This program will include:
 1. Training for faculty, administrators and all staff who advise students in class selection and program completion.
 2. Training/re-training in the use of PSSA and SPAS for advising and registration purposes.
 3. Development of a system for identifying the most common advising errors and providing in-service training to staff in order to correct those errors.
 4. Analyzing student retention and progress as a result of more accurate and increased advising services.
 5. Developing an annual award for excellence in advising (HW).
- Design and implement a campus wide plan for assessment of student learning with emphasis on assessment of General Education (KK).
- Incorporate technology and other devices to more frequently assess student learning in Adult Education courses (KK).
- Continue expansion of union apprenticeship programs at Dawson Technical Institute (KK).
- Assist graduates of the Dawson-Siemens Entrepreneurship Program to successfully start new minority- and women-owned businesses (KK).
- Offer job training and educational services to business/industry, community-based organizations and residents to sustain economic growth in the community and individually (MX).
- Expand distance learning credit and non-credit courses to meet the needs of learners anytime and anywhere (MX).
- Promote and expand community and industry partnerships by creating/re-establishing Program Advisory Boards for Career and Transfer Programs and by setting up a Speaker's Bureau (OH).
- Organize a Tech Prep Advisory Board (OH).
- Continue building partnerships with corporations, service agencies and other educational institutions for workforce development (TR).
- Increase partnership opportunities with the University of Illinois Champaign Urbana College of Agriculture, Consumer and Environmental Education (WR).
- Implement mini Job Fair Career Program (WR).
- Develop stronger Adult Education Program Advisory Committee (WR).

3) Increase enrollment and retention:

- Review enrollment management initiatives, including marketing that increases visibility, advising, course schedules, registration, and tutoring (DA).
- Enrich campus life for students, to include celebrations and fine arts events (DA).
- Form partnerships with feeder high schools through visitations, college nights, and Free Application for Federal Student Aid (FAFSA) completion workshops (HW).
- Strengthen and improve the admissions, financial aid and college advising processes (KK).
- Increase enrollment through effective tracking of prospective students (KK).
- Increase enrollment retention in all programs (MX).
- Implement multiple marketing strategies to advertise college programs (MX).
- Launch a New Student Service Center to integrate admissions of students in all programs (MX).
- Sponsor educational awareness events to promote minority student access to college education (MX).
- Increase support/services to prepare students for job and/or transfer to four-year education (MX).
- Determine and begin the implementation of a comprehensive marketing plan aimed at improving our image within the community, expanding our relationship with CPS and other area high schools; and increasing participation from our business partners (OH).
- Improve fee structure for special interest courses to maximize enrollment (OH).
- Work with Student Services, public relations to continue development and implementation of processes resulting in enrollment increase and retention for new and returning students (TR).
- Continue major college-wide retention efforts (TR).
- Pursue dual credit options with local high school partners as permitted by ICCB and District Policies (WR).
- Continue outreach activities to local public and private high schools (WR).

- Implement the 2nd year strategy of the Adult Education's five year strategic plan to reorganize the department and facilitate academic management strategies (MX).
- Determine student and community needs and expand the number of courses and programs offered accordingly (OH).
- Continue to improve customer service by providing training to all staff (OH).
- Increase student retention and graduation rates by 5% (OH).
- Provide additional opportunities for student athletics by adding teams in wrestling and soccer (OH).
- Continue to foster the use of technology in the classroom through the Studio Classroom project and other technology initiatives, including the training of all faculty in the use of Blackboard (TR).
- Continue the globalization initiative to the first phase of implementation (TR).
- Implement the District's new Strategic Planning Initiative (WR).
- Implement FY 2006 APSA Recommendations (WR).
- Complete FY 2007 APSA (WR).
- Implement new Para-Legal and Green Building Technology Programs (WR).

2) Expand services to meet the needs of all students and workforce partners:

- Restructure program and college advisory committees (DA).
- Strengthen cooperative relations with Business & Industry and expand contract training (DA).
- Establish an advisory board for the Foreign Language/English as a Second Language Department. The creation of English as a Second Language/ Foreign Language Advisory Board will promote our English as Second Language and Foreign Language programs among businesses and professionals in the Chicago Loop community. The Advisory Board, made up of valuable members of our community will closely work with the English as a Second Language/ Foreign Language Department in developing and promoting new and existing courses and programs to better serve our community (HW).
- Oversee the development of course objectives and measurable student learning outcomes in all course syllabi taught by full-time and part-time faculty (HW).
- Complete the Social Science Department Assessment Plan in order to pilot it in FY 2007-2008. This plan would include assessment measures at the course and departmental levels (HW).
- Create (2) customized Illinois Community College Board/Workforce Investment Act approved training programs. The Medical and

4. Effectively utilize resources and maximize revenue opportunities:

- The “forty-eight hour clock” was a feature of the previous student administration system that helped reduce debt. A comparable feature is missing from the current student administration system. A fair and effective procedural method for debt reduction must be fine-tuned to generate results similar to the “forty-eight hour clock” (DA).
- Increase the numbers of grant applications grants awarded through the services of two capacity builders, acquired by the College to help write grants (DA).
- Provide staff development activities to enhance staff competence, skills and knowledge to better serve students (MX).
- Generate additional resources by increasing contract training opportunities to the private community, maximizing facility usage, and securing new grants (MX).
- Conduct a relevant, comprehensive and inclusive plan and budget process (MX).
- Secure funding to complete the College’s multi-million dollar capital plan (MX).
- Reduce student bad debt/receivables by 10% (MX).
- Maximize resources through strengthened academic management (MX).
- Increase contract training revenues by 50% (OH).
- Seek new funding opportunities and partnerships (OH).
- Spending will be tied to the strategic and tactical plans that are developed from departmental effectiveness plans. This will allow a clearer identification of priorities and improve the utilization of monies for all programs and services (TR).
- Seek additional grant funding opportunities to support academic and occupational initiatives to enhance and create new teaching and learning opportunities for students and faculty (TR).
- Submit grant applications to various funding agencies when appropriate (WR).
- Develop an alumni fundraising strategy (WR).

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**FY2006
ACCOMPLISHMENTS**

Major Accomplishments Fiscal Year 2006

The mission of the City Colleges of Chicago (CCC) is to provide high quality and affordable educational programs and learning opportunities to Chicago's diverse communities. In order to uphold this mission, CCC is engaged in a system-wide strategic planning process which sets the direction of the institution over the next five years. To this aim, CCC developed four district-wide strategic goals:

- 1) To 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, and
- 4) Effectively utilize resources and maximize revenue opportunities.

Each year, the colleges develop a tactical plan to support the district-wide strategic goals and measure the progress in achieving those goals and objectives. The following is a brief synopsis of the FY 2006 achievements based on the district-wide strategic goals:

1) To improve the quality of all programs and services

Program Review, Development, and Enhancement

- The colleges completed the second year of the Annual Program and Service Analysis (APSA) review of all degree and certificate programs and Adult Education programs in order to improve quality and ensure accountability of all programs.
- Many of the colleges created new programs and enhanced current program offerings to meet current market demand. Daley College initiated new programs including AAS Degree Program in Communications Technology, Aviation Maintenance Technology (includes certificates in Airframe and Powerplant), new Welding Program at WSTI, Credit classes at WSTI, and increased enrollment in Adult Education and Nursing.
- Malcolm X College initiated 20 new courses in the liberal arts and sciences, bringing global awareness and new pedagogies to the student body. Students and faculty continue to display academic excellence through activities such as the MXC Radiography Program placing first in Chicago area and statewide competitions of the Illinois State Society of Radiologic Technologists academic scholar bowls.
- Truman College successfully implemented an online hybrid nursing program in collaboration with University of Chicago Hospitals. Students are incumbent workers and the program will continue to admit additional students for fall 2007. Truman College added Chinese, Japanese, Korean, Polish, and Arabic languages to Continuing Education division offerings.
- Olive-Harvey College enhanced the nursing program by adding new faculty, academic support staff, and a director; acquiring new equipment including an electronic human simulator, computers, and instructional software; and changing the student application process to ensure that students entering the program are

academically strong and ready to withstand the rigors and requirements of the program.

- Wright College's Computer Security and Forensic Investigation Program (the only approved community college credit certificate program in the State of Illinois) was awarded the prestigious Innovative Initiative Award for 2006 from the Illinois Council on Continuing Higher Education (ICCHE). Additionally, Wright College obtained ICCB and IBHE approval for the institution of a Para-legal Program for the Fall 2006 term.
- A public teaching restaurant, the Parrot Cage, was opened at the Washburne Culinary Institute. In addition to providing a quality educational practicum for students, the restaurant opening helped to foster a strong connection to the community and increased awareness of Washburne Culinary programs.

Accreditation and Assessment

- Kennedy-King College received continued accreditation from the Higher Learning Commission of the North Central Association of Colleges and Schools as a result of their successful site evaluation visit and comprehensive self-study review.
- Malcolm X College utilized the process of shared governance to initiate the self study for the Higher Learning Commission which will culminate in the November 2007 site visit. Over 90% of the college family – students, faculty, staff, community – participated in a series of discussions reviewing the college mission, core values and future goals.
- Many of the colleges enhanced the process for the assessment of student learning outcomes. Truman College successfully implemented a transition from a communications exit exam assessment to portfolio assessment. Daley College continues to refine the assessment of student learning in Adult Education, Career programs, transfer education, and continuing education.
- Results of the Community College Survey of Student Engagement (CCSSE) indicated that Wright College was a high performing college in the area of Academic Challenge. Wright's Assessment Monitoring report was also accepted by the Higher Learning Commission.

Faculty and Staff Development

- Many of the colleges strengthened their professional development activities for faculty and staff in multiple areas. The Center for Teaching and Learning at Harold Washington College held a workshop with presenters from HWC and Daley College for faculty and administrators across the district. Daley College provided mentoring for new faculty and lecturers and held instructional orientation sessions for Adult Educators. Kennedy-King College established an Instructional Leadership Academy at Dawson Technical Institute to provide staff training in order to improve the quality of instruction and customer service.
- Kennedy-King College established an Instructional Leadership Academy at Dawson Technical Institute to provide staff training designed to improve both quality of instruction and customer service. New vocational lecturers completed

an adult learning and teaching programs to better prepare them for teaching assignments.

Student Services

- Malcolm X College inaugurated the Dr. Betty Shabazz Center for Educational Advancement utilizing a 'one stop' concept to improve the recruitment and retention of students in all programs. The college was awarded the multi-year TRIO Student Support Services grant to sustain this initiative, and has re-structured process and re-assigned staff to improve student retention and academic success.
- Daley College created teams to improve services, including Career Programs team, School-College Collaboration team, Scheduling team, and Program Implementation team.
- The HWC Office of Vocational Training and Development (OVRTD) were restructured to provide full day services and increased support services to students.
- Harold Washington College administered a web based Human Diversity Survey to 887 credit students. As a result of the survey findings, HWC developed a Human Diversity Taskforce and held a Diversity Workshop.
- Kennedy-King College revised and re-invigorated their Writing Across the Curriculum initiative.

Technology Improvements

- Many colleges made significant technological improvements to their classrooms and equipment to improve programs and services. Olive Harvey College secured a donation of equipment for respiratory care program from Advocate Trinity Hospital, two ambulances from private donor for emergency medical technician (EMT) program, and two school buses for transportation program.
- Malcolm X College created twenty-six smart classrooms by adding equipment such as projectors, VCR/DVD players, computers, and speakers.
- Olive-Harvey upgraded computers for full-time faculty and adjunct offices.
- Kennedy-King College developed a computerized student attendance project.

2) Expand services to meet the needs of all students and workforce partners

- Daley College implemented a shared governance process that resulted in three significant improvements to the college: 1) the addition of a webmaster position, 2) open gym for students, and a review of testing at Daley College. Activities for students were increased and student services were improved by approving new clubs, revitalizing the Student Government Association, developing field trips to corporate centers and museums, creating a Student Checklist Form (Admissions), and developing new Degree Plans (Advising).
- Harold Washington College hosted the US State Department-sponsored International Visitors Leadership Program, which is comprised of Teaching English

Second Language (TESL) professionals from around the world. These visitors were invited to the United States under the auspices of the Department of State's International Visitor Leadership Program. The program is arranged by the Academy for Educational Development. The delegates included representatives from Algeria, Brazil, Denmark, Greenland, Egypt, Maldives, Mexico, Pakistan, Peru, Poland, Syria, Tunisia, and Yemen. The group was dazzled by the unlimited possibilities of Blackboard. The HWC faculty demonstrated a wide-range of multi-media approaches including student web blogs, online portfolios, internet language games, grammar sets, and show tunes.

- The Advising Department at Harold Washington College developed and implemented two workshops and the first annual one-day conference for the advising office's male mentoring program utilizing funds received from a strategic planning committee grant applied for and received.
- The Student Services & Career Programs Divisions at Kennedy-King College established a relationship with Hull House to implement employment readiness and placement services for students and community residents.
- Olive-Harvey College established an Academic Support Center to provide greater efficiency and centralized supervision to tutoring staff, lab staff, and student support services staff.
- Olive-Harvey College held the play, the Raw Season, which was written and produced by faculty member, Jewel Younge, and performed by Olive-Harvey students. Five hundred dollars raised by the production of the play was donated to victims of Hurricane Katrina.
- Business & Industry Services at Truman College increased employee training from 35 individuals in 2001 to 3,000 employees in 2005-06.
- Malcolm X College managed a \$35 million renovation project with minimal disruption to college services. The project is a partial renovation of the 38 year-old facility, including HVAC infrastructure, fireproofing, roof, lighting, 16 ADA-compliant restrooms, window covering, classroom furniture and 26 smart classrooms.

3) Increase enrollment and retention

- Each of the colleges hosted events and developed new initiatives to increase enrollment and retention. Daley College developed numerous programs, workshops, and events to increase the visibility of the college and enrich campus life for students.
- Malcolm X held their Annual Principal's Breakfast, Counselor's Breakfast, and Senior Day for Chicago area high schools.
- Harold Washington College established an articulation agreement with Indiana University, where students can complete up to 90 hours at HWC, then complete 30 hours online through IU to obtain a Bachelor of General Studies Degree. Harold Washington College also hosted 20 Human Resource executives from institutions such as Northwestern Hospital, Mercy Hospital, The Four

Seasons Hotel, The Fairmont Hotel, The Marriott Hotel, and The Illinois Culinary Institute to learn what HWC can do to meet their English and foreign language needs. This event was a significant tie to the business community and an avenue for recruitment.

- KKC completed a second successful internship program in Bus Repair with the Chicago Transit Authority (CTA). A record 80% of students were hired by the CTA.
- Olive-Harvey College established a bridge program for adult education students to transition into credit transportation and healthcare programs.
- Truman College initiated a college-wide retention initiative involving all four divisions of the college in order to retain an additional five percent of the students compared to FY 2005.
- Wright College won several awards which increased visibility of the college. Their partnership with Eli's Chicago Finest Cheesecake Company was featured in the United States Department of Education Office of Adult and Vocational Education electronic newsletter. Wright College Alumni Judge Gerald Bender was named the Illinois Community College Trustees Association Alumni of the year and was named one of the nation's Outstanding Community College Alumni by the American Association of Community Colleges.

4) Effectively utilize resources and maximize revenue opportunities

- As a result of the APSA review process, 19 programs were recommended for inactivation and 7 programs were recommended for withdrawal. An additional 47 programs were recommended to be significantly modified.
- Daley College received over \$235,000 in federal Workforce Investment Act (WIA) vouchers through February of 2006. Daley secured approval to support additional programs.
- Harold Washington developed a Public Safety website with the City of Chicago to allow individuals through the country to register for the Public Safety Workshops held in January.
- Kennedy-King decreased electrical and gas usage by installing higher efficiency lighting, using mechanical timers, and lowering boiler temperatures.
- Kennedy-King also improved third party tuition payment collections to 98%.
- Malcolm X College demonstrated fiscal stability and accountability by maintaining a balanced budget for Fiscal Year 2006. The Financial Aid Office has maintained a 0% default rate for the fourth consecutive years. MXC also secured another million dollar grant from the US Department of Education TRIO Student Support Services Grant.
- Olive-Harvey College began an audit of student accounts to identify ways of reducing college write-offs. OHC also combined the registration process for all courses in credit, adult education, and workforce development to increase efficiency and maximize use of personnel.

- Truman College acquired \$1.4 million to conduct an architectural and engineering study for the new Student Services and parking facility.
- Wright College received grants from the National Endowment for the Humanities and FIPSE to expand the Great Books program to other community colleges. Additionally, Wright College received a grant from the Illinois Department of Commerce and Economic Opportunity to develop green building technologies.

FINANCIAL POLICIES

FINANCIAL POLICIES

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 Amendments

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.

Fund Type	Fund Name	Fund #
Unrestricted:	Education	00003
	Operation and Maintenance	05501
	Auxiliary / Enterprise	07xxx
Restricted:	Restricted Purposes (grants)	21000
	Financial Auditing	04001
	Liability, Protection, and Settlement	05001
	Working Cash	8500x
	Operation and Maintenance Restricted (Capital Projects)	92xxx
	PBC Rental (Debt Service)	93501- 93502
	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 nonprofessional 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 DESCRIPTION

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 include the Education Fund, the Operation and Maintenance Fund, and the Auxiliary/Enterprise Fund. The current restricted category includes the Financial Auditing Fund, the Liability, Protection, and Settlement Fund, the PBC Operation 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.

OPERATION AND MAINTENANCE FUND

The Operation 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.

FINANCIAL AUDITING 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 a few lawyers are allocated to this fund due to their role in promoting and maintaining a safe campus environment or managing liability and workers compensation risk.

PBC OPERATION 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 (Operation 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 currently has PBC revenue bonds issued for the construction of college buildings outstanding.

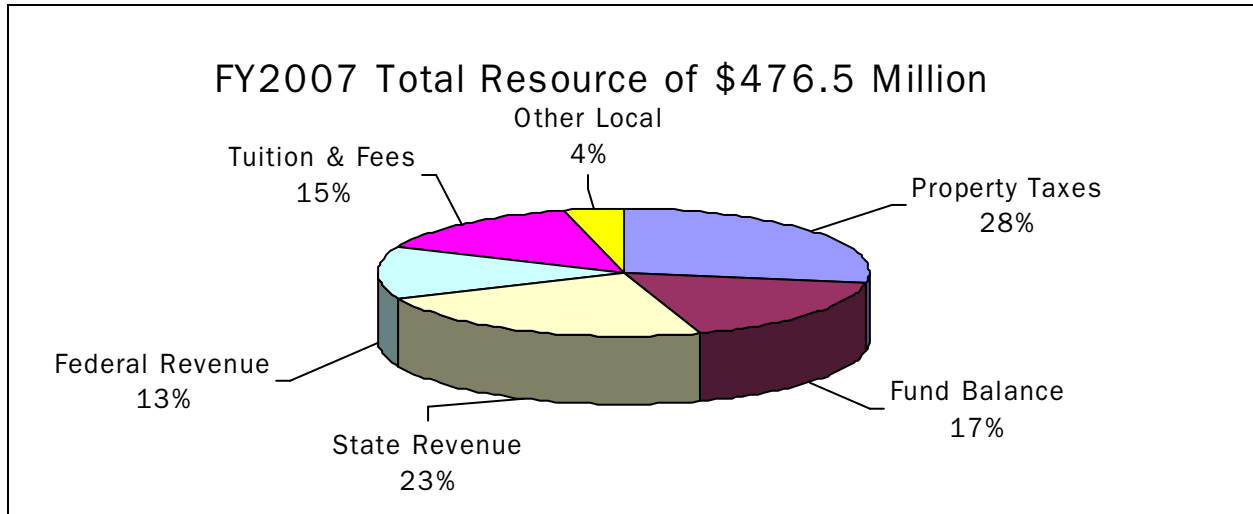
WORKING CASH FUND

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

FY 2007 RESOURCE OVERVIEW ALL FUNDS

The FY2007 resources budgeted for all funds are \$476.5 million, an increase of \$2.3 million over the FY2006 budget of \$474.2 million. The total resources for FY2007 consist of current year revenues of \$394.5 million and a prior-year fund balance of \$82.0 million. Included in the revenues is \$53.8 million of federal student financial aid, which passes through to students.



The total operating resources of \$370.5 million for FY2007 is composed of \$262.2 million of unrestricted funding and \$108.3 million from restricted sources. The operating resources represent an increase of \$13.1 million in unrestricted funds compared with FY2006. Of the total increase, \$9.1 million is budgeted in the Education Fund. Despite a tuition increase of \$5 per credit hour, the colleges are projecting tuition revenue growth to be a modest 2.9% because of declining enrollment. The District proposes increasing property taxes to the tax cap which will enhance the Education Fund revenue by \$2.3 million over the FY2006 budget. The good economy is expected to yield an increase of \$1.8 million over last fiscal year's collection of Personal Property Replacement taxes. The FY2007 total unrestricted State revenue will see an increase of \$3.0 million over FY2006.

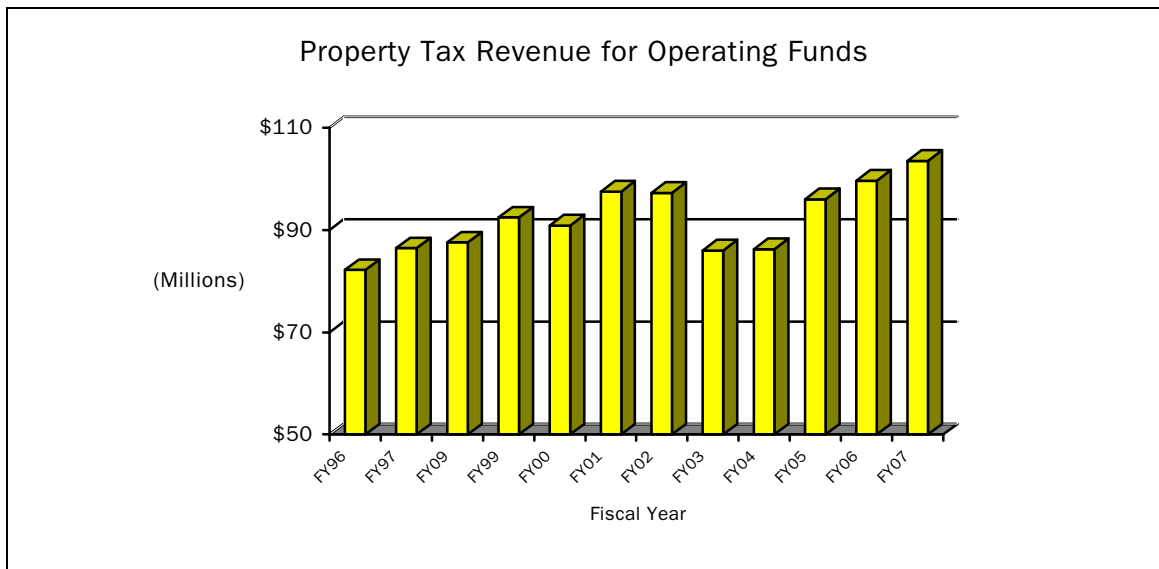
Capital spending is funded through an intergovernmental agreement with the City of Chicago and operating funds to fund critical deferred maintenance needs. The City of Chicago issued 30-year bonds in 1999 for capital projects at City Colleges. City Colleges plans to complete projects worth \$414.5 million in FY2007, which will be paid for from the 1999 bonds. The Board authorized the use of \$75 million in operating funds to fund many critical projects. The detail is described in the Capital Budget section. The District's Administrative Services staff also presented a more detailed long-range Capital Improvement Plan FY 2007 to FY 2011 at the June 8, 2007 Board meeting for action at the District's July 2007 board meeting.

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 39.5% 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.

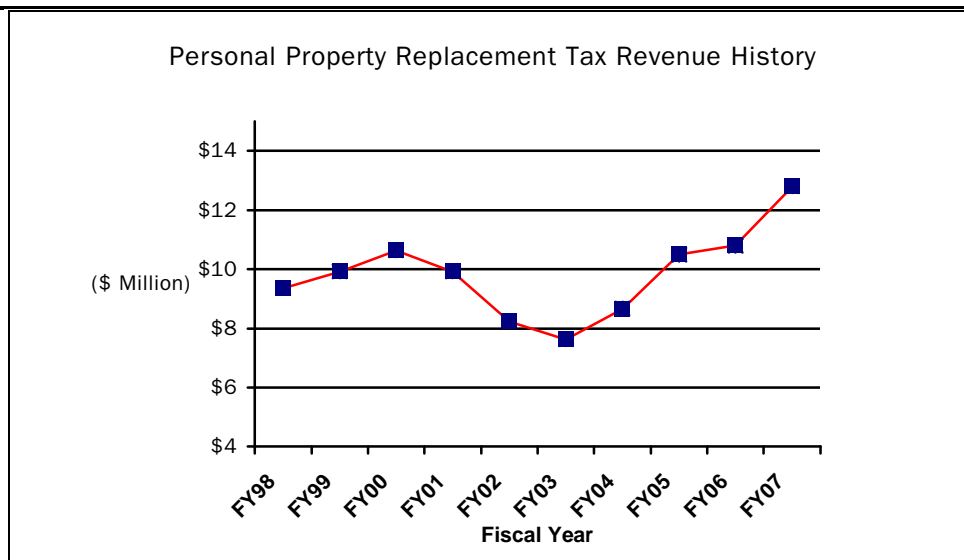


The total property tax revenues for operating funds are projected at \$103.5 million in FY2007, an increase of \$4.0 million over the FY2006 revenues. City Colleges is expected to increase the calendar year 2006 levy by 3.4% over the 2005 levy. Additionally, another 1.2% will be added to account for the growth in new property. Property-tax revenues in the budget are equal to half of 2005 levy and half of the 2006 levy, net of loss in collection and refund. Allocations of the revenues are as follows: the Education Fund: \$75.2 million; Operation & Maintenance: \$24.5 million; the Liability, Protection, and Settlement Fund: \$2.9 million; and the Audit Fund: \$1.0 million. In

addition, \$28.5 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 a 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. The City Colleges retired these bonds during FY2006. City Colleges allocated \$4.5 million of PPRT revenues to the Capital Fund in FY2007 to support addressing the backlog of critical deferred maintenance needs.

The District’s PPRT revenues are estimated at \$12.8 million in FY2007, with \$4.5 million directed to the District’s capital fund and the residual balance of \$8.3 million deposited into the Education Fund.

Tuition and Fees

The Board approved by resolution in February of 2004 a tuition increase from \$67 per credit hour to \$72 per credit hour for FY 2007, starting with the summer semester. The

tuition and fees revenue for FY2007 is projected to increase only 2.9% due to a projected decrease of 3% in enrollment, offset primarily by the \$5 tuition increase. Fees were not increased.

Tuition and Fees Comparison

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 FY2006, City Colleges experienced a 3.2% decrease in fall 2005 and spring 2006 credit hour enrollment. For FY2007, City Colleges anticipates a decrease of 2.8% in credit hour enrollment, primarily in adult education programs.

Other Local Revenues:

Total miscellaneous local revenue for FY2007 is budgeted at \$18.5 million, which represents an increase of \$1.3 million over the FY2006 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 \$4.3 million for FY2007. In addition to interest income, included here is \$0.7 million from the rental of the Board-owned property.

State Revenues – Unrestricted Grants

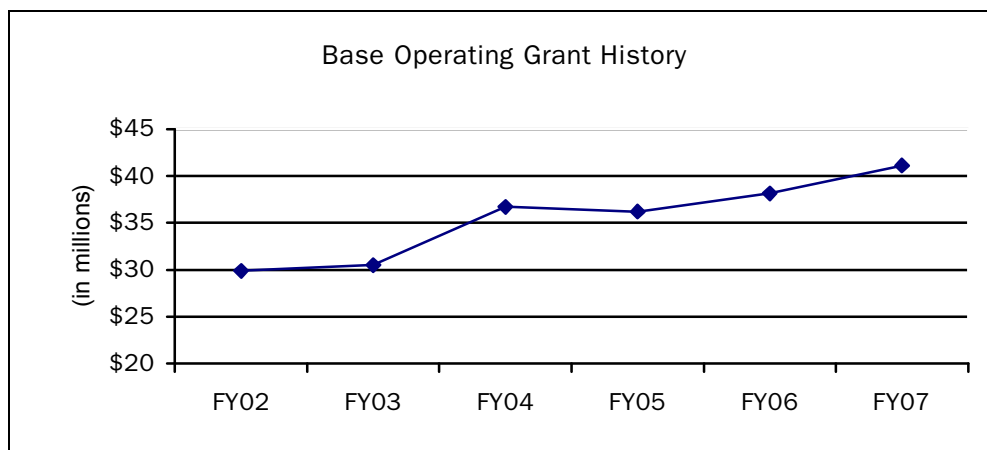
The FY2007 state revenues for unrestricted purposes will rise from \$54.9 million in FY2006 to \$56.1 million in FY2006. The \$1.2 million increase is primarily driven by the additional credit hours generated by the adult education program in FY2005, which have increased the Base Operating Grant reimbursement in FY2007. All unrestricted state revenues for City Colleges are allocated by the Illinois Community College Board (ICCB).

FY2006 Unrestricted State Revenues

(In Millions)	Actual FY2002	Actual FY2003	Actual FY2004	Actual FY2005	Actual FY2006	Estimate FY2007
Base Operating	\$29.9	\$30.5	\$36.7	\$36.2	\$38.2	\$41.1
Square Footage	0.4	0.4	0.5	0.4	0.4	0.4
Grant	16.2	9.9	1.5	0.0	0.0	0.0
Equalization Grant	0.0	0.0	0.0	15.0	15.0	15.3
Additional Grant	1.2	1.3	1.2	1.0	0.9	0.9
Career & Technical	0.0	5.0	0.0	0.0	0.0	0.0
One-time Grant	0.0	2.0	0.0	0.0	0.0	0.0
CORE Grant	0.0	0.0	0.0	0.0	0.0	0.7
Student Success Grant						
TOTAL	\$47.7	\$49.2	\$39.9	\$52.6	\$54.5	\$58.4

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 FY2007 state-wide funding for this source increased to \$197.8 million, while certified credit hours for FY2005 have increased by 1.1%. The average reimbursement rate per hour has increased from \$31.20 in FY2006 to \$31.97 per credit hour in FY2007. The City Colleges will see an increase of \$2.9 million in the FY2007 Base Operating Grant primarily because of the higher unrestricted credit hours generated in adult education in 2005.



Credit hours generated in FY2005 at mid-term for each semester in total were 1,168,260. Of these hours, 1,056,353 in unrestricted will be reimbursable from the State of Illinois in FY2007 from the Basic Operating Grant. The FY2005 total reimbursable credit hours were lower than the FY2004 hours by 14,268.

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 \$412,073 in FY2007.

Additional Grant:

To compensate for the loss of the Equalization Grant funding, the State has awarded the City Colleges a \$15.0 million grant again for FY2007, instead of a permanent funding formula change. The District's FY2001 Equalization Grant was \$16.8 million in FY2001. The last year the District received was FY 2005. It was only \$50,000. 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 in FY 2007 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. Because of a slight decline in the business/occupational credit hours, City Colleges will receive \$0.8 million in FY2007, a decrease of \$0.1 million from the FY2006 level.

Grants – Restricted

The City Colleges of Chicago 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, the District serves as a pass-through for federal student aid, administering collection and payments. 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 FY2007, City Colleges expects to receive total restricted grants of \$108.3 million accounted for in the Restricted Purpose fund. This amount is broken down as follows: \$61.2 million from student financial aid and \$47.1 million from federal and state grant awards.

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 \$48.0 million of federal grants in FY2007: \$45.5 million of PELL grants, \$1.0 million of SEOG, and \$1.5 million of Work Study grants.

The State is also expected to provide \$13.2 million of financial aid (IMAP, ISAC and Illinois Veteran Grant) for our students from low- income families. 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 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 anticipate an award of \$3.6 million from the Perkins Act in FY2007, the same amount as in FY2006.

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 District expects to receive \$3.2 million in FY2007, the same amount received 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 District expects to receive \$3.4 million in FY2007, the same amount received in FY 2006.

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 District expects to receive \$1.1 million in FY 2007. This is the same amount received in FY2006, but a decrease from the \$2.5 million received in FY 2005.

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. The District expects to receive level funding of \$3.4 million in FY 2007.

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. The District expects to receive level funding of \$0.5 million in FY2007.

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 FY2007, which has not changed for the past five 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 FY2007 allocation for City Colleges is estimated to be \$124,000, a slight decrease from \$128,000 in FY2006.

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 receiving \$257,160 for FY2007, the same amount as the FY2006 award.

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 received \$181,646 in FY2006. The budget assumes the same amount.

The following table contains a detail of local, state, and federal grants and the total federal student aid that City Colleges expects to receive in FY2007.

City Colleges of Chicago
Community College District No. 508

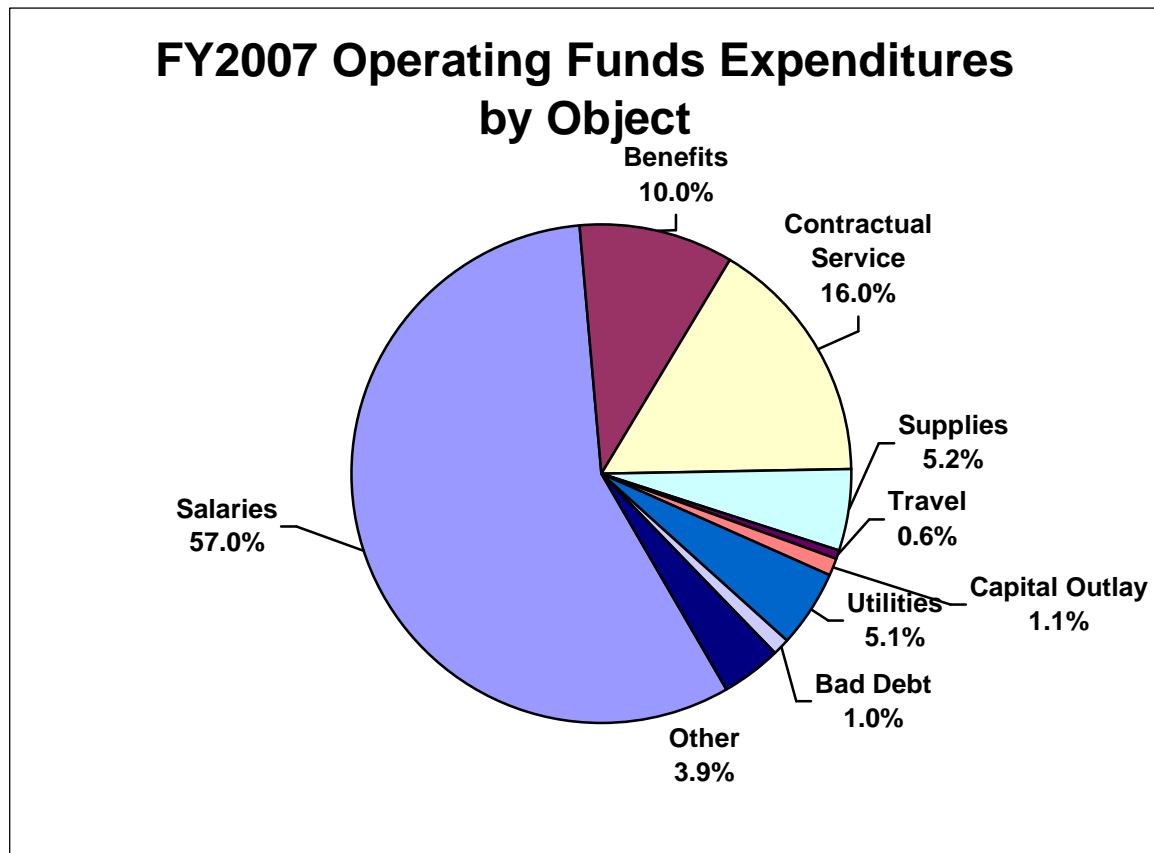
Summary of Grants as of June 16, 2006

Type	Description	FY 2006	FY 2007
Federal Grants Awarded			
	Adult Education - EL/Civics	507,821	500,000
	Adult Education - Federal Basic	3,383,678	3,400,000
	Bridges to Baccalureate	210,642	210,000
	Career & Technologies	-	77,000
	Carl D. Perkins	3,643,200	3,650,000
	Combined Analysis	130,000	-
	Critical Skills Shortage	-	685,000
	CSSI Healthcare Initiative	240,000	-
	Educational Opportunity Centers Program	204,492	219,000
	Federal Technical Preparation	495,549	559,000
	Foster Parents	602,604	592,000
	Head Start Child Care	604,000	588,000
	Head Start Collaboration	557,194	520,000
	Head Start Support Services	-	692,000
	Improvement for Post Secondary Education (FIPSE)	179,313	176,000
	ISBE Food	180,000	180,000
	National Endowment for the Humanities	146,448	-
	National Youth Sports Program	250,000	250,000
	NOAA Environmental Program	74,818	-
	Physician Assistants Training	136,763	208,000
	Program Improvement	128,232	128,000
	Public Broadcasting - Community Service	894,712	843,000
	Strengthening Institutions	450,000	450,000
	Strengthening Institutions- Hispanic	839,249	699,000
	Student Support Services	1,328,076	1,100,000
	Summer Food Service Program	218,900	140,000
	Talent Search	495,327	533,000
	TWL - Workforce	-	677,000
	Upward Bound	501,496	500,000
	Federal Total	16,402,514	17,576,000
State Grants Awarded			
	Adult Education - State Basic	3,243,065	3,200,000
	Adult Education - State Performance	1,114,049	1,100,000
	Adult Education - State Public Assistance	3,380,811	3,400,000
	Athletic Program	-	35,000
	Bio 2006	-	15,000
	Community Based Organization	70,000	41,000
	Cooperative Work Study	10,400	85,000
	Early School Leavers	287,686	234,000
	Illinois Arts Council Basic Operating	322,000	240,000
	Illinois Displaced Homemakers	58,410	58,000
	Minority Student Transfer Center	350,000	233,000
	P-16 Initiative	181,646	180,000
	Program Improvement Grant	128,232	124,000
	Retirees Health Insurance	626,600	627,000
	State Prekindergarten	-	490,000
	Student Success Grant	-	710,000
	Sustainable Energy	-	80,000
	Truant's Alternative	-	2,000,000
	Workforce Development	257,160	257,000
	State Total	10,030,059	13,109,000
Other			
	Dropout Retrieval	1,720,130	1,500,000
	Food Service Sanitation	86,657	87,000
	Our Money Matters	190,000	203,000
	Other Total	1,996,787	1,790,000
Non Government Grants			
	Bilingual Healthcare Bridge	25,000	-
	Child Development Studies Initiative	200,000	200,000
	Lumina TBLC Evaluation	90,000	90,000
	MUSSE	-	19,000
	Partnership in Early Childhood	943,000	1,000,000
	Non Government Grants total	1,258,000	1,309,000
	Total Grants Awarded	29,687,360	33,784,000
Grants Applied for			
	State and Federal Grants	24,952,471	13,291,000
Estimated Student Aid			
	PELL, SEOG, Workstudy, & ISAC	57,060,169	61,225,000
	Total	111,700,000	108,300,000

EXPENDITURE SUMMARY

EXPENDITURES

Expenditures in all funds total \$476.5 million in FY2007, which represents an increase of \$2.3 million over the FY2006 all-funds budget. The Operating Funds, not including the Restricted Purposes Fund, amount to \$262.1 million, an increase of \$16.4 million. Capital spending is estimated at \$74.9 million, while the Debt Service Funds will require an appropriation of \$31.3 million. The largest expenditure category in the Operating Funds excluding grants is personnel, which accounts for 67.1%. 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 \$149.5 million represent 57.0% of the total operating budget excluding grants for FY2007. Salary expenditures represent a 9.1% increase over the FY2006 budget of \$137.0 million. The increase is due to annual average salary increase of 4%, provision for new hires of full-time faculty to replace future retirees and for additional support staff required by new systems and processes.

BENEFITS

Benefit costs comprise the employer Medicare and Social Security taxes, PPO health-care cost, and payments for Humana HMO, dental, vision, and life insurance premiums. In addition, payments for unused sick days for retirees are budgeted in this category. The FY2007 budget for benefits totals \$26.2 million, a decrease of \$8.0 million or 23.4% from the FY2006 budget level. The decrease represents more favorable rates from contract negotiations with health care providers, as well as increased employee contributions toward medical claims.

CONTRACTUAL SERVICES

Contractual Services represent payments for services rendered by firms or persons not employed by City Colleges. Contractual Services expenditures will total \$42.0 million or 16.0% of the total operating budget for FY2007. Total expenditures are forecast to increase \$12.9 million in FY2007, including \$8 million for investments in information technology projects and upgrades.

MATERIALS AND SUPPLIES

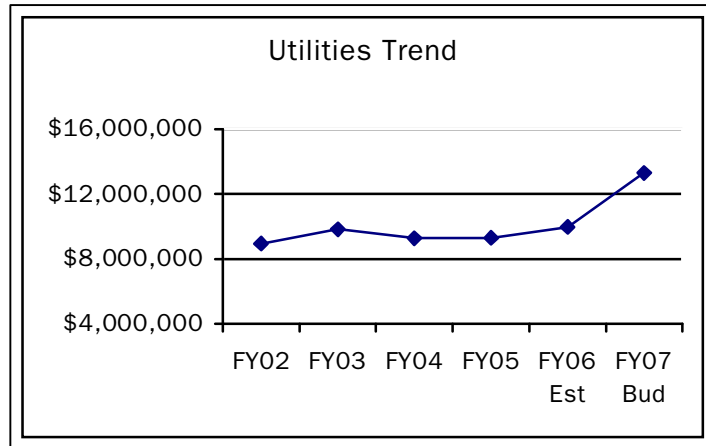
The FY2007 budget for Materials and Supplies totals \$13.7 million, an increase of \$1.7 million from the FY2006 budget level. This amount represents 5.2% of the total operating budget for FY2007. Material and Supplies are classified as purchases of consumable goods under \$5,000 per item used for direct instruction or support of instruction.

TRAVEL AND CONFERENCE

Travel and conference expenditures are forecast to be \$1.6 million or 0.6% of the operating budget for FY2007.

UTILITIES

Utility expenditures total \$13.3 million, a 9.9% increase over the FY2006 budget. 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. The forecasted increase of utility expenditures relates to the rising costs of gas and expected substantial rate increases for electricity following deregulation of Commonwealth Edison's rates.



BAD DEBT

Bad Debt expense is expected to remain flat for FY2007. The FY2006 actual bad debt expense was \$2.7 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 its 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 5.9% for FY2007.

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 costing \$5,000 or more each also are included in this category.

Capital outlays from operating funds for FY2007 are forecast to be \$2.9 million, a decrease of \$0.7 million compared with the FY2006 budget.

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**FY2007
FINANCIAL SUMMARY AND TABLES**

City Colleges of Chicago
Community College District Number 508

Summary of All Funds for the FY 2007 Budget

	Current Unrestricted			Current Restricted			Operation and Maintenance Restricted Fund	PBCC Rental Funds	FY 2007 All Funds Total
	Education Fund	Operation and Maintenance Fund	Auxiliary Enterprise Fund	Audit Fund	Liability, Protection, and Settlement Fund	Restricted Purposes Fund			
Fund Balance - July 1, 2006	139,000	7,540,000	4,819,000	(270,000)	3,007,000	442,000	70,418,000	30,308,000	116,403,000
Fund Balance To Be Reserved	139,000	707,098	4,819,000	-	641,915	442,000	-	27,568,698	34,317,711
Fund Balance To Be Appropriated (a)	-	6,832,902	-	(270,000)	2,365,085	-	70,418,000	2,739,302	82,085,289
2007 Revenues									
Estimated 2005 Tax Levy	39,319,158	12,600,620	-	298,839	1,478,091	-	-	15,455,028	69,151,736
Estimated 2006 Tax Levy	40,436,354	13,400,930	-	783,389	1,546,083	-	-	14,802,805	70,969,561
Back Taxes Revenue	(1,794,499)	(585,035)	-	(24,350)	(68,044)	-	-	(680,801)	(3,152,729)
Estimated Loss and Cost	(2,791,443)	(910,054)	-	(37,878)	(105,846)	-	-	(1,059,024)	(4,904,245)
Local Government Grants	-	-	-	-	-	4,318,807	-	-	4,318,807
Total Local Government	75,169,570	24,506,461	-	1,020,000	2,850,284	4,318,807	-	28,518,008	136,383,130
Personal Property Replacement Tax	8,300,000	-	-	-	-	-	4,500,000	-	12,800,000
State Government	56,085,647	-	-	-	-	43,024,771	-	-	99,110,418
Federal Government	346,000	-	-	-	-	60,956,422	-	-	61,302,422
Tuition and Fees	70,728,065	-	-	-	-	-	-	-	70,728,065
Auxiliary/Enterprise	200	-	7,242,625	-	-	-	-	-	7,242,825
Investment Revenue	4,300,000	-	-	-	-	-	-	-	4,300,000
Other Sources	715,013	8,000	1,986,841	-	-	-	-	-	2,709,854
Revenue Total (b)	215,644,495	24,514,461	9,229,466	1,020,000	2,850,284	108,300,000	4,500,000	28,518,008	394,576,714
Resource Total (a + b)	215,644,495	31,347,363	9,229,466	750,000	5,215,369	108,300,000	74,918,000	31,257,310	476,662,003
2007 Expenditures by Program									
Instruction	99,048,537	-	127,285	-	-	12,203,823	-	-	111,379,645
Academic Support	19,191,099	-	811,558	-	-	11,127,200	-	-	31,129,857
Student Services	23,197,339	-	130,000	-	-	9,206,457	-	-	32,533,796
Public Service	1,253,388	-	6,958,556	-	-	9,402,606	-	-	17,614,550
Organized Research	-	-	-	-	-	-	-	-	-
Auxiliary/Enterprise	1,296,583	-	476,522	-	-	136,862	-	-	1,909,967
Operations and Maintenance	7,381,201	29,972,363	-	-	938,278	1,557,972	74,918,000	-	114,767,814
Institutional Support	62,564,348	1,375,000	510,000	750,000	4,277,091	3,411,768	-	31,257,310	104,145,517
Scholarships, Grants, Waivers	1,712,000	-	85,000	-	-	61,253,312	-	-	63,050,312
Expenditure Total	215,644,495	31,347,363	9,098,921	750,000	5,215,369	108,300,000	74,918,000	31,257,310	476,531,458
Resource less Expenditure	-	-	130,545	-	-	-	-	-	130,545
Other Financing Sources	-	-	-	-	-	-	-	-	-
Estimated Fund Balance at June 30, 2007	139,000	707,098	4,949,545	-	641,915	442,000	-	27,568,698	34,448,256

City Colleges of Chicago
Community College District Number 508

FY 2007 Operating Funds Budget by College
(Excluding Restricted Purposes and PBCC Rental Funds)

Type	Program Description	Daley	Kennedy King	Malcolm X	Truman	Olive Harvey	Harold Washington	Wright	WYCC	District Offices	General Appropriation	Total
Revenues												
	Local Government	5,779,688	12,726,090	7,731,138	7,912,505	10,978,074	8,746,282	8,282,852	2,280,577	46,072,572	(6,963,463)	103,546,315
	State Government	10,225,612	5,648,306	8,758,494	13,334,252	4,312,603	5,547,045	8,259,335	-	-	-	56,085,647
	Federal Government	46,000	66,000	72,000	27,000	29,000	72,000	34,000	-	-	-	346,000
	Personal Property Replacement	-	-	-	-	-	-	-	-	-	8,300,000	8,300,000
	Tuition and Fees	10,080,693	8,772,951	7,652,148	8,842,950	5,183,483	14,998,725	12,777,115	-	-	2,420,000	70,728,065
	Auxiliary/Enterprise	623,130	2,388,636	372,600	1,165,299	160,565	1,122,100	676,146	513,349	221,000	-	7,242,825
	Investment Revenue	-	-	-	-	-	-	-	-	-	4,300,000	4,300,000
	Other Sources	-	-	-	66,641	82,413	115,900	288,900	-	-	2,156,000	2,709,854
	Revenue Total	26,755,123	29,601,983	24,586,380	31,348,647	20,746,138	30,602,052	30,318,348	2,793,926	46,293,572	10,212,537	253,258,706
Expenditures by Program												
	Instruction	13,584,001	14,397,484	11,048,457	15,520,428	9,913,479	15,049,619	15,509,192	-	380,120	3,773,043	99,175,822
	Academic Support	2,555,565	1,904,901	2,667,512	2,348,172	1,098,502	2,314,825	2,741,114	2,818,942	1,553,124	-	20,002,657
	Student Services	2,557,589	3,000,383	2,294,775	4,622,804	3,102,984	4,137,998	3,630,381	-	(19,576)	-	23,327,339
	Public Service	199,287	1,975,371	250,385	1,009,534	215,865	2,278,005	673,753	-	109,744	1,499,999	8,211,944
	Organized Research	-	-	-	-	-	-	-	-	-	-	-
	Auxiliary/Enterprise	281,337	546,345	-	38,457	353,593	7,500	545,872	-	-	-	1,773,104
	Operations and Maintenance	5,334,988	6,332,384	6,672,228	4,190,838	4,079,195	3,442,402	4,760,848	-	1,786,713	1,692,246	38,291,842
	Institutional Support	2,780,769	3,710,604	2,978,773	3,889,199	2,503,584	3,727,608	3,007,435	-	42,380,920	4,497,547	69,476,439
	Scholarships, Grants, Waivers	125,000	85,000	80,000	200,000	150,000	960,000	197,000	-	-	-	1,797,000
	Total	27,418,536	31,952,472	25,992,130	31,819,432	21,417,202	31,917,957	31,065,595	2,818,942	46,191,045	11,462,835	262,056,147
Expenditures by Object												
	Salaries	19,751,524	17,858,298	16,319,747	22,431,791	15,217,832	19,649,101	21,976,600	1,467,002	11,523,646	3,262,551	149,458,092
	Employee Benefits	3,478,397	3,146,897	2,878,894	3,958,939	2,684,393	3,461,760	3,867,796	257,905	2,026,316	483,049	26,244,348
	Contractual Services	789,157	4,717,845	1,321,386	1,438,200	747,512	2,400,381	1,460,230	265,600	25,412,243	3,415,419	41,967,972
	Materials and Supplies	915,000	1,459,878	1,161,405	1,232,800	842,960	2,662,350	1,277,252	311,307	3,854,930	7,954	13,725,836
	Travel and Conference	112,702	261,600	124,128	124,000	100,700	141,450	103,000	82,177	521,656	-	1,571,412
	Capital Outlay	53,161	730,000	1,144,564	80,000	-	390,000	174,500	-	333,558	1,982	2,907,765
	Fixed Charges	143,500	-	308,466	244,999	59,999	-	-	309,500	35,989	900,003	2,002,457
	Utilities	1,363,615	2,126,181	2,282,940	1,323,703	1,177,806	1,028,915	1,406,317	125,451	2,466,559	-	13,301,487
	Other Expenditure											
	Bad Debt	450,000	500,000	320,000	350,000	416,000	500,000	150,000	-	-	-	2,686,000
	Waivers and Scholarships	125,000	85,000	80,000	200,000	150,000	960,000	197,000	-	-	-	1,797,000
	Other Expenses	236,480	1,066,773	50,600	435,000	20,000	724,000	452,900	-	16,148	3,391,877	6,393,778
	Total	27,418,536	31,952,472	25,992,130	31,819,432	21,417,202	31,917,957	31,065,595	2,818,942	46,191,045	11,462,835	262,056,147
	Change in Fund Balance	(663,413)	(2,350,489)	(1,405,750)	(470,785)	(671,064)	(1,315,905)	(747,247)	(25,016)	102,527	(1,250,299)	(8,797,441)

City Colleges of Chicago
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	87,642,142	96,906,055	99,580,667	103,546,315
	State Government	49,753,223	63,060,224	54,870,147	56,085,647
	Federal Government	346,313	202,752	370,000	346,000
	Personal Property Replacement	-	-	6,545,930	8,300,000
	Tuition and Fees	55,756,345	63,734,063	68,686,427	70,728,065
	Auxiliary/Enterprise	3,165,471	3,605,709	5,727,111	7,242,825
	Investment Revenue	848,685	1,874,090	1,800,000	4,300,000
	Other Sources	741,160	1,137,557	4,416,530	2,709,854
Total		198,253,340	230,520,450	241,996,812	253,258,706
Expenditures by Program					
	Instruction	90,502,998	91,145,196	107,321,496	99,175,822
	Academic Support	12,430,244	14,128,754	19,820,321	20,002,657
	Student Services	14,181,072	15,887,416	18,392,229	23,327,339
	Public Service	3,608,878	3,761,722	7,882,329	8,211,944
	Organized Research	-	1,638	-	-
	Auxiliary/Enterprise	1,618,061	1,434,477	1,451,459	1,773,104
	Operations and Maintenance	28,642,494	30,242,970	33,476,530	38,291,842
	Institutional Support	46,366,655	43,752,422	55,629,669	69,476,439
	Scholarships, Grants, Waivers	1,543,233	2,222,530	1,687,100	1,797,000
Total		198,893,635	202,577,126	245,661,133	262,056,147
Expenditures by Object					
	Salaries	121,319,076	123,224,147	137,047,856	149,458,092
	Employee Benefits	28,437,136	21,655,272	34,244,538	26,244,348
	Contractual Services	19,144,221	22,084,293	29,063,924	41,967,972
	Materials and Supplies	9,807,482	13,348,233	12,073,028	13,725,836
	Travel and Conference	871,980	868,430	1,375,901	1,571,412
	Capital Outlay	397,036	1,364,509	3,628,361	2,907,765
	Fixed Charges	1,315,942	703,115	1,893,757	2,002,457
	Utilities	9,247,800	9,216,341	12,107,990	13,301,487
	Other Expenditures				
	Bad Debt	3,296,368	2,182,518	2,685,000	2,686,000
	Waivers and Scholarships	1,779,773	2,356,213	1,653,100	1,797,000
	Other Expenditures	3,276,821	5,574,055	5,576,396	6,393,778
	Reserve for State Funding	-	-	2,993,507	-
	Re-Appropriated Enterprise	-	-	1,317,775	-
Total		198,893,635	202,577,126	245,661,133	262,056,147
Revenues less Expenditures		(640,295)	27,943,324	(3,664,321)	(8,797,441)

City Colleges of Chicago
Community College District Number 508

Education Fund

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	58,589,483	69,211,833	72,924,133	75,169,570
	State Government	49,753,223	62,924,155	54,870,147	56,085,647
	Federal Government	346,313	202,752	370,000	346,000
	Personal Property Replacement	-	-	6,545,930	8,300,000
	Tuition and Fees	55,756,345	64,416,147	68,686,427	70,728,065
	Auxiliary/Enterprise	15,561	11,378	445,164	200
	Investment Revenue	848,685	1,874,090	1,800,000	4,300,000
	Other Sources	(140,860)	(336,928)	851,045	715,013
Total		165,168,751	198,303,427	206,492,846	215,644,495
Expenditures by Program					
	Instruction	90,453,077	93,143,649	107,305,821	99,048,537
	Academic Support	12,430,054	14,091,991	18,718,857	19,191,099
	Student Services	14,181,072	15,887,416	18,385,229	23,197,339
	Public Service	1,103,193	650,497	517,896	1,253,388
	Organized Research	-	1,638	-	-
	Auxiliary/Enterprise	800,791	904,955	1,133,697	1,296,583
	Operations and Maintenance	6,318,920	7,080,456	8,126,100	7,381,201
	Institutional Support	44,420,336	37,166,516	50,652,145	62,564,348
	Scholarships, Grants, Waivers	1,526,325	2,177,389	1,653,100	1,712,000
Total		171,233,769	171,104,508	206,492,845	215,644,495
Expenditures by Object					
	Salaries	108,210,142	108,903,120	122,254,319	134,376,827
	Employee Benefits	26,895,048	15,674,292	30,116,664	20,232,435
	Contractual Services	16,025,095	18,411,692	24,420,833	35,511,761
	Materials and Supplies	8,196,179	11,866,389	10,002,226	11,862,079
	Travel and Conference	732,029	772,112	1,306,501	1,435,922
	Capital Outlay	319,840	1,151,016	3,232,054	1,961,444
	Fixed Charges	812,116	168,564	933,557	967,646
	Utilities	2,122,989	2,119,682	3,713,059	2,422,233
	Other Expenditures				
	Bad Debt	3,275,491	2,177,101	2,685,000	2,686,000
	Waivers and Scholarships	1,526,465	2,179,212	1,653,100	1,712,000
	Other Expenditures	3,118,374	7,681,328	3,310,371	2,476,148
	Reserve for State Funding	-	-	2,993,507	-
	Re-Appropriated Enterprise	-	-	(128,347)	-
Total		171,233,769	171,104,508	206,492,845	215,644,495
Revenues less Expenditures		(6,065,018)	27,198,919	-	-

City Colleges of Chicago
Community College District Number 508

Operation and Maintenance Fund

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	13,999,389	16,569,380	22,525,751	24,506,461
	State Government	-	136,069	-	-
	Federal Government	-	-	-	-
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	992,988	-	8,000
	Revenue Total	13,999,389	17,698,437	22,525,751	24,514,461
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	14,348,199	14,743,369	23,810,500	29,972,363
	Institutional Support	17,191	16,374	-	1,375,000
	Scholarships, Grants, Waivers	-	-	-	-
	Total	14,365,390	14,759,743	23,810,500	31,347,363
Expenditures by Object					
	Salaries	10,613,697	11,277,518	11,384,943	11,830,959
	Employee Benefits	1,204,733	1,365,340	1,460,868	3,250,103
	Contractual Services	682,504	921,953	1,784,529	3,418,181
	Materials and Supplies	569,498	643,617	1,258,990	1,196,301
	Travel and Conference	6,245	1,080	8,882	63,140
	Capital Outlay	60,603	-	133,807	683,807
	Fixed Charges	1,651	-	60,200	39,820
	Utilities	1,209,684	550,235	7,718,281	10,865,052
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	16,776	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
	Total	14,365,390	14,759,743	23,810,500	31,347,363
	Revenues less Expenditures	(366,001)	2,938,695	(1,284,749)	(6,832,902)

Auxiliary and Enterprise Funds

The total revenues generated by Auxiliary and Enterprise accounts are estimated at \$9.2 million in FY2007, an increase of \$0.4 million over the FY2006 level. The expenditures for FY2007 are expected to be \$9.1 million, thereby increasing the ending fund balance by \$0.1 million. There are 35 auxiliary or enterprise accounts that will continue to operate in FY2007. 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 FY2006 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 million in FY2007, a reduction of \$0.3 million from the FY2006 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 FY2006 and are anticipated to perform well in FY2007. This shows that Auxiliary activities can generate revenues for all colleges including the District Office.

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	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	31,752	-	-	-
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	37,916	-	-
	Auxiliary/Enterprise	3,149,910	3,594,331	5,281,947	7,242,625
	Investment Revenue	-	-	-	-
	Other Sources	882,020	481,497	3,565,485	1,986,841
Total		4,063,683	4,113,744	8,847,432	9,229,466
Expenditures by Program					
	Instruction	51,875	95,703	15,675	127,285
	Academic Support	190	36,762	1,101,464	811,558
	Student Services	-	-	7,000	130,000
	Public Service	2,505,685	3,111,226	7,364,432	6,958,556
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	817,269	529,523	317,762	476,522
	Operations and Maintenance	-	21,432	-	-
	Institutional Support	60,085	328,726	249,302	510,000
	Scholarships, Grants, Waivers	16,908	45,141	34,000	85,000
Total		3,452,013	4,168,512	9,089,636	9,098,921
Expenditures by Object					
	Salaries	1,430,859	1,759,392	2,443,279	2,285,796
	Employee Benefits	84,819	369,923	388,146	395,094
	Contractual Services	836,999	836,535	1,465,785	1,515,748
	Materials and Supplies	534,405	429,951	742,612	667,480
	Travel and Conference	133,706	94,877	60,518	72,350
	Capital Outlay	-	206,293	262,500	262,500
	Fixed Charges	9,004	-	-	95,000
	Utilities	16,155	35,463	14,650	14,200
	Other Expenditures				
	Bad Debt	20,877	5,418	-	-
	Waivers and Scholarships	253,308	177,000	-	85,000
	Other Expenditures	131,881	253,661	2,266,025	3,705,753
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	1,446,122	-
Total		3,452,013	4,168,512	9,089,636	9,098,921
Revenues less Expenditures		611,670	(54,769)	(242,204)	130,546

City Colleges of Chicago
Community College District Number 508

Financial Auditing Fund

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	402,329	371,337	469,985	1,020,000
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
Total		402,329	371,337	469,985	1,020,000
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	292,024	734,687	600,000	750,000
	Scholarships, Grants, Waivers	-	-	-	-
Total		292,024	734,687	600,000	750,000
Expenditures by Object					
	Salaries	-	-	-	-
	Employee Benefits	-	-	-	-
	Contractual Services	291,710	734,687	600,000	750,000
	Materials and Supplies	-	-	-	-
	Travel and Conference	-	-	-	-
	Capital Outlay	-	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	314	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		292,024	734,687	600,000	750,000
Revenues less Expenditures		110,305	(363,350)	(130,015)	270,000

City Colleges of Chicago
Community College District Number 508

Liability, Protection, and Settlement Fund

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	4,630,509	4,673,291	3,660,798	2,850,284
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
Total		4,630,509	4,673,291	3,660,798	2,850,284
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	333	778,369	938,278
	Institutional Support	1,571,738	5,503,258	4,128,222	4,277,091
	Scholarships, Grants, Waivers	-	-	-	-
Total		1,571,738	5,503,591	4,906,591	5,215,369
Expenditures by Object					
	Salaries	142,281	139,088	909,936	964,503
	Employee Benefits	252,536	4,159,728	2,259,378	2,366,712
	Contractual Services	685,240	675,180	772,277	772,277
	Materials and Supplies	-	-	65,000	-
	Travel and Conference	-	-	-	-
	Capital Outlay	-	-	-	-
	Fixed Charges	487,487	529,596	900,000	900,000
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	4,195	-	-	211,877
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		1,571,738	5,503,591	4,906,591	5,215,369
Change in Fund Balance		3,058,770	(830,300)	(1,245,793)	(2,365,085)

City Colleges of Chicago
Community College District Number 508

Restricted Purposes Fund

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	2,359,191	2,557,761	3,292,000	4,318,807
	State Government	28,387,189	36,342,760	35,593,000	43,024,771
	Federal Government	62,745,177	64,274,463	70,827,000	60,956,422
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	334,661	150,319	468,000	-
	Investment Revenue	527,526	530	736,000	-
	Other Sources	562,074	806,659	784,000	-
Total		94,915,819	104,132,492	111,700,000	108,300,000
Expenditures by Program					
	Instruction	10,017,052	14,711,361	13,718,000	12,203,823
	Academic Support	9,134,994	10,521,137	12,999,000	11,127,200
	Student Services	6,940,204	8,159,745	9,690,000	9,206,457
	Public Service	5,638,108	6,293,987	7,870,000	9,402,606
	Organized Research	173,579	541,156	242,000	-
	Auxiliary/Enterprise	120,075	101,077	166,000	136,862
	Operations and Maintenance	1,769,287	1,733,500	2,472,000	1,557,972
	Institutional Support	4,731,007	3,935,089	6,961,000	3,411,768
	Scholarships, Grants, Waivers	55,834,832	59,267,364	57,582,000	61,253,312
Total		94,359,138	105,264,416	111,700,000	108,300,000
Expenditures by Object					
	Salaries	22,571,929	22,432,888	31,497,000	26,415,440
	Employee Benefits	3,969,168	15,471,338	5,541,000	5,466,724
	Contractual Services	4,964,189	3,540,661	6,916,000	5,354,277
	Materials and Supplies	5,174,311	4,328,751	7,220,000	7,095,029
	Travel and Conference	692,150	684,859	967,000	947,638
	Capital Outlay	1,372,401	211,843	1,914,000	1,658,249
	Fixed Charges	24,134	520,756	34,000	24,092
	Utilities	21,773	75,211	29,000	19,941
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	55,888,673	-	57,582,000	61,253,312
	Other Expenditures	(319,589)	57,998,108	-	65,298
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		94,359,138	105,264,416	111,700,000	108,300,000
Revenues less Expenditures		556,681	(1,131,924)	-	-

**FY2007
CAPITAL BUDGET**

FY2007 Capital Budget

This document presents a high level overview of the five-year, \$1.2 billion Capital Improvement Plan for FY2007 – FY2011 and the proposed capital expenditures for the City Colleges of Chicago for Fiscal Year 2007. While the district has identified capital needs totaling \$602 million for FY2007, available funding is limited. Therefore, the needs have been prioritized, and \$448 million of capital projects are planned for FY2007 (as detailed below in Table I).

Table 1
City Colleges of Chicago
FY2007 Approved Capital Projects
(\$ thousands)

NEW PROJECTS	
Daley College	
Land Purchase for Business & Technical Services Program Expansion	\$2,500
Replacement of ceiling tiles and carpeting	<u>2,000</u>
Subtotal Daley College	<u>\$4,500</u>
Harold Washington College	
Caulk Windows	<u>\$250</u>
Subtotal Harold Washington	<u>\$250</u>
Kennedy-King College	
Replace ceiling tile	\$2,000
HVAC system repair/upgrade	<u>1,500</u>
Subtotal Kennedy-King	<u>\$3,500</u>
Malcolm X College	
Environmental & mechanical renovation	\$6,000
Student lab hardware, software & peripherals	<u>500</u>
Subtotal Malcolm X	<u>\$6,500</u>
Olive-Harvey College	
Repair building curtainwall and windows	\$3,500
Campus entrance & signage	3,000
Renovate and update science labs	<u>1,000</u>
Subtotal Olive-Harvey	<u>\$7,500</u>
Truman College	
Parking lot	\$12,000
Replacement of ceiling tiles	<u>2,000</u>
Subtotal Truman	<u>\$14,000</u>
Wright College	
Upgrade science labs & other academic enhancements	<u>\$400</u>
Subtotal Wright	<u>\$400</u>
District-Wide	
Renovation of 5th floor data center	\$2,500
Parking lot and sidewalk resurfacing	11,000
System-wide bathroom automation	500
Athletic Fields	<u>1,000</u>
Subtotal District-Wide	<u>\$15,000</u>
SUBTOTAL OF NEW PROJECTS	<u>\$51,650</u>
CARRYOVER PROJECTS	
Building Code Repairs	\$1,500
Computerized Maintenance Management System (CMMS)	1,200
Video Surveillance (CCTV)	4,500
Americans with Disabilities Act Upgrades (ADA)	1,100
Harold Washington Building Renovation	37,000
Kennedy King New Campus	265,000
Peoplesoft Implementation & Software	75,000
Parking Lot and Sidewalk Improvements	<u>11,000</u>
SUBTOTAL OF CARRYOVER PROJECTS	<u>\$396,300</u>
GRAND TOTAL	<u>\$447,950</u>

The Capital Improvement Plan is a spending “blueprint” that identifies projects for maintaining, replacing or expanding the capital assets (i.e., assets with a long useful life) for the City Colleges. Sources of funding are outlined as well as the proposed uses. Proposed capital requirements include expenditures for all aspects of the Capital Improvement Plan, from architectural and engineering planning, land acquisition, construction and durable equipment purchases.

The Capital Improvement Plan will change over time as educational needs evolve, the nature of the educational programs and offerings change, and resource projections are refined. Its use is as a planning tool and to facilitate open discussion and debate. Capital improvement plans are typically reviewed and updated on an annual basis. That review would also encompass identification, authorization and financing for specific capital projects drawn from the Capital Improvement Plan that are to be initiated during any given fiscal year.

The FY2007 to FY2011 Capital Improvement Plan recommends spending on capital assets and programs such as replacement and significant maintenance projects for buildings and internal capital assets (e.g., HVAC system), classrooms including technology upgrades, campus infrastructure (e.g., sidewalks and parking lots), and district-wide projects including information technology projects. The Capital Improvement Plan also recommends funding sources including bond proceeds, state funds and other existing assets.

The Department of Administrative Services has assessed the condition of existing capital assets and facilities, evaluated future capital requirements and made the recommendations contained in this document regarding the overall size of the Capital Improvement Plan, the projects and programs submitted by each campus responsible for capital investments, and on the appropriate balance of investments between these competing demands for scarce capital resources.

The Department of Finance has forecast available funding sources for the Capital Improvement Plan. These resources include bond proceeds, state grants, City of Chicago grants and loans, as well as existing CCC assets. A comparison of these resources to the capital requirements results in the identification of additional funding needs (i.e., the capital funding gap) required to complete the Capital Improvement Plan.

Capital Improvement Planning Process

The Capital Improvement Plan was prepared during FY2006 based upon a comprehensive survey of all existing capital assets – including buildings, campus infrastructure and parking lots – conducted by a team of architects and engineers (A&E) from Asset Planning Associates. The survey included a condition assessment of all existing capital assets as well as a cost estimate related to the ongoing replacement and maintenance of those assets. In addition, the administration of each campus provided estimates of additional capital requirements associated with academic enhancements needed to upgrade classrooms and laboratories in order to reflect current

technological requirements as well as enhancements related to new academic programs envisioned for those campuses.

The survey data for the A&E team as well as proposed academic enhancements for each campus were evaluated by the Department of Administrative Services. Those evaluations included prioritizing each capital project based upon a set of evaluation and allocation criteria including life safety and/or environmental concerns, compliance with building code and other legal mandates, as well as asset renewal needs (i.e., typical life and replacement cycles) of capital assets. All survey, cost and maintenance data was incorporated into the CCC's comprehensive asset management system, ReCAPP (Renewal Capital Asset Priority Planning).

Capital Requirements

The result of these capital planning processes was the specification of total capital requirements for the City Colleges of Chicago, which totaled approximately \$1.2 billion over the five year time frame of the Capital Improvement Plan (FY2007-FY2011). The capital requirements were classified along multiple dimensions including the nature of the capital projects, year in which the project is to be initiated and location. Location classifications reflect the seven college campuses, the CCC's headquarters and capital assets that benefit the entire system (e.g., primarily information technology projects that are "district-wide"). Extensive detail along those dimensions is contained within in the ReCAPP system and summarized in the following tables and illustrated in the accompanying figures. Although this document is intended to provide information for the FY2007 Capital Budget, it is important to understand the five-year capital requirements. The total need for FY2007-2011 is shown in Table 1, while Tables 2A and 2B illustrate the capital needs for FY2007. The complete five-year Capital Improvement Plan is available as a separate book at the following website:

http://www.ccc.edu/aboutccc/Capital_Plan_FY2007_11.pdf.

Table 2A
City Colleges of Chicago
FY2007 - FY2011 Capital Requirements
(\$ thousands)

	ALL CAMPUSES						
	Est. Expenditures FY01-FY06	2007	2008	2009	2010	2011	Total
ALL CAMPUSES							
Property	\$ 1,202	\$ 17,854	\$ 998	\$ 46	\$ 36	\$ 143	\$ 20,278
Architectural & Structural	\$ 40,548	\$ 34,373	13,283	4,852	12,310	6,387	\$ 111,752
Conveying Systems	\$ 586	\$ 1,286	52	390	533	-	\$ 2,847
Mechanical	\$ 49,086	\$ 17,618	1,944	724	3,396	9,576	\$ 82,343
Electrical	\$ 1,246	\$ 20,233	2,267	2,033	7,359	1,115	\$ 34,253
Environmental & Compliance	\$ 3,963	\$ 25,458	-	-	-	-	\$ 29,420
Academic Enhancements	\$ 7,497	\$ 3,881	38,020	23,130	15,235	3,110	\$ 90,873
Technology	\$ 76,726	\$ 35,714	23,349	29,829	21,314	26,569	\$ 213,500
New Facilities	\$ 42,881	\$ 222,119	45,000	112,000	25,000	220,000	\$ 667,000
Totals	\$ 223,734	\$ 378,535	\$ 124,913	\$ 173,003	\$ 85,182	\$ 266,900	\$ 1,252,267

Table 2B
City Colleges of Chicago
FY2007 - FY2011 Capital Requirements
(\$ thousands)
Subtotals by Campus

	Est. Expenditures							
	FY01-FY06	2007	2008	2009	2010	2011	Total	
Daley College								
Main Building	\$ 2,658	\$ 5,414	\$ 3,287	\$ 4,519	\$ 3,906	\$ 8,184	\$ 27,968	
West Side Tech	26	606	238	69	192	69	\$ 1,199	
PE Buildings	49	13	107	307	703	1,091	\$ 2,270	
New Industrial Technology Center	-	-	-	62,000	-	-	\$ 62,000	
Subtotal Daley College	\$ 2,733	\$ 6,033	\$ 3,632	\$ 66,895	\$ 4,800	\$ 9,343	\$ 93,437	
Harold Washington College								
Main Building	\$ 35,047	\$ 2,159	\$ 1,682	\$ 182	\$ 403	\$ 214	\$ 39,687	
Subtotal Harold Washington	\$ 35,047	\$ 2,159	\$ 1,682	\$ 182	\$ 403	\$ 214	\$ 39,687	
Kennedy-King College								
Main Building	\$ -	\$ 29,868	\$ 7,793	\$ 4,002	\$ 10,160	\$ 4,180	\$ 56,004	
Dawson Tech	305	5,253	15,702	643	1,043	416	\$ 23,362	
South Shore	6,145	-	-	-	-	-	\$ 6,145	
New Kennedy-King	42,881	222,119	-	-	-	-	\$ 265,000	
Subtotal Kennedy-King	\$ 49,332	\$ 257,240	\$ 23,495	\$ 4,645	\$ 11,203	\$ 4,596	\$ 350,511	
Malcolm X College								
Main Building	\$ 36,096	\$ 22,096	\$ 10,176	\$ 13,517	\$ 15,540	\$ 1,208	\$ 98,634	
West Side Learning Center	1,099	1,836	222	26	506	169	\$ 3,858	
Subtotal Malcolm X	\$ 37,195	\$ 23,932	\$ 10,398	\$ 13,543	\$ 16,046	\$ 1,377	\$ 102,491	
Olive-Harvey College								
Main Building	\$ 2,157	\$ 6,468	\$ 3,684	\$ 5,234	\$ 2,639	\$ 1,475	\$ 21,655	
South Chicago Learning Center	9	205	70	345	91	37	\$ 757	
PE Buildings	200	74	1,761	545	469	1,291	\$ 4,339	
New Transportation Building	-	-	-	50,000	-	-	\$ 50,000	
Subtotal Olive-Harvey	\$ 2,366	\$ 6,747	\$ 5,514	\$ 56,124	\$ 3,198	\$ 2,803	\$ 76,751	
Truman College								
Phase I Building	\$ 1,754	\$ 3,835	\$ 10,992	\$ 1,899	\$ 586	\$ 287	\$ 19,353	
Phase II Building	-	799	991	74	198	549	\$ 2,611	
Lakeview Learning Center	7	453	72	17	176	17	\$ 742	
New Parking Structure	-	-	45,000	-	-	-	\$ 45,000	
Subtotal Truman	\$ 1,761	\$ 5,087	\$ 57,055	\$ 1,991	\$ 960	\$ 853	\$ 67,706	
Wright College								
Main Building	\$ 416	\$ 674	\$ 220	\$ 1,759	\$ 2,679	\$ 220	\$ 5,968	
Humboldt Park	5	102	115	105	105	36	\$ 468	
New Campus Park Building	-	-	-	-	-	220,000	\$ 220,000	
Humboldt Pk Campus Expansion	-	-	-	-	25,000	-	\$ 25,000	
Subtotal Wright	\$ 421	\$ 776	\$ 336	\$ 1,864	\$ 27,784	\$ 220,257	\$ 251,436	
District-Wide								
District Office	\$ 631	\$ 12,636	\$ 1,521	\$ -	\$ 1,590	\$ 2,958	\$ 19,335	
District-Wide Initiatives	\$ 94,249	63,925	21,280	27,760	19,200	24,500	250,913	
Subtotal District-Wide	\$ 94,879	\$ 76,560	\$ 22,801	\$ 27,760	\$ 20,790	\$ 27,458	\$ 270,248	
Totals	\$ 223,734	\$ 378,535	\$ 124,913	\$ 173,003	\$ 85,182	\$ 266,900	\$ 1,252,267	

Table 3
City Colleges of Chicago
FY2007 Capital Requirements
(\$ thousands)

	DA	HW	KK	MX	OH	TR	WR	DO & DW	Totals
ALL CAMPUSES									
Property	\$ 1,759	\$ 6	\$ 1,537	\$ 1,095	\$ 1,785	\$ 483	\$ 91	\$ 12,300	\$ 19,056
Architectural & Structural	2,827	37,000	20,635	3,753	4,104	3,866	202	2,534	74,921
Conveying Systems	520	-	728	208	312	-	-	104	1,872
Mechanical	498	-	8,106	33,318	10	306	91	24,375	66,703
Electrical	507	-	3,491	3,640	437	709	-	12,696	21,479
Environmental & Compliance	2,330	18	561	18,770	2,167	1,180	478	3,917	29,420
Academic Enhancements	-	-	6,145	-	-	-	85	5,148	11,378
Technology	325	182	371	343	298	306	250	110,366	112,440
New Facilities	-	-	265,000	-	-	-	-	-	265,000
Totals	\$ 8,766	\$ 37,206	\$ 306,572	\$ 61,128	\$ 9,113	\$ 6,848	\$ 1,197	\$ 171,439	\$ 602,269

DA = Daley
HW = Harold Washington
KK = Kennedy-King
MX = Malcolm X
OH = Olive Harvey
TR = Truman
WR = Wright
DO & DW = District Office & District-wide

Major Projects Summary

As illustrated in the tables above, the City Colleges of Chicago are in the midst of a major capital improvement plan that will impact all of the colleges in the system. Some of the projects have already begun, while others are planned for the next five years. The largest of these is the new building at Kennedy-King College. This project is well under way and completion is planned for the summer of 2007.

Other major projects include:

- Harold Washington College's recently completed renovation,
- a new parking structure planned for Truman College in 2008,
- a new transportation building for Olive-Harvey College planned for 2009,
- a new industrial technology center for Daley College planned for 2009, and
- an expansion to the Humboldt Park Campus in 2010 and 2011.

While all of these major projects are going on, many smaller repairs, renovations and upgrades are also planned.

Figure 1
FY2007 Capital Requirements by Asset Type
 (\$ thousands)
 Total = \$602.3 million

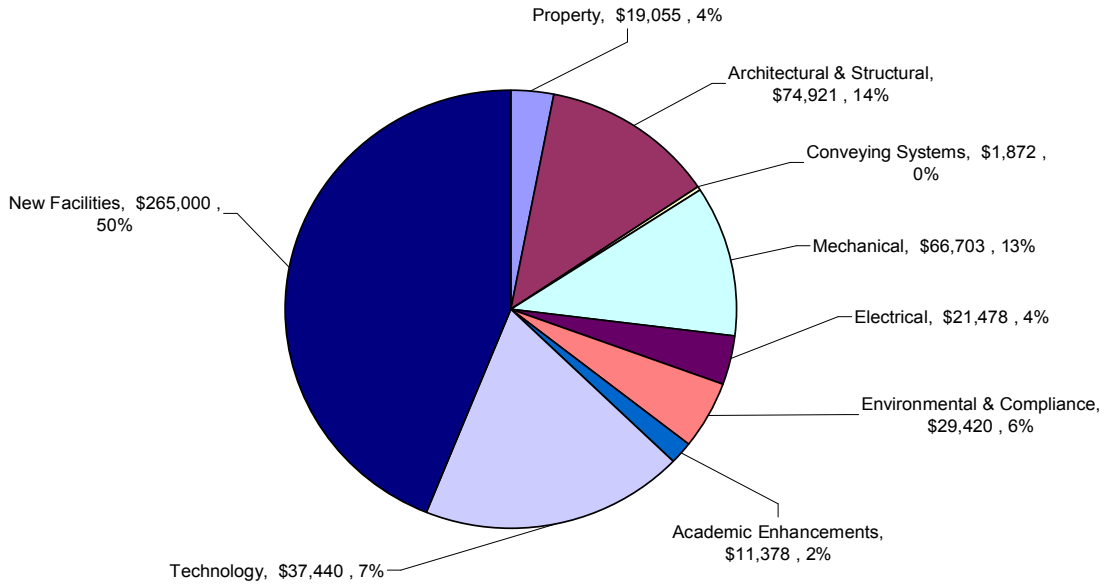
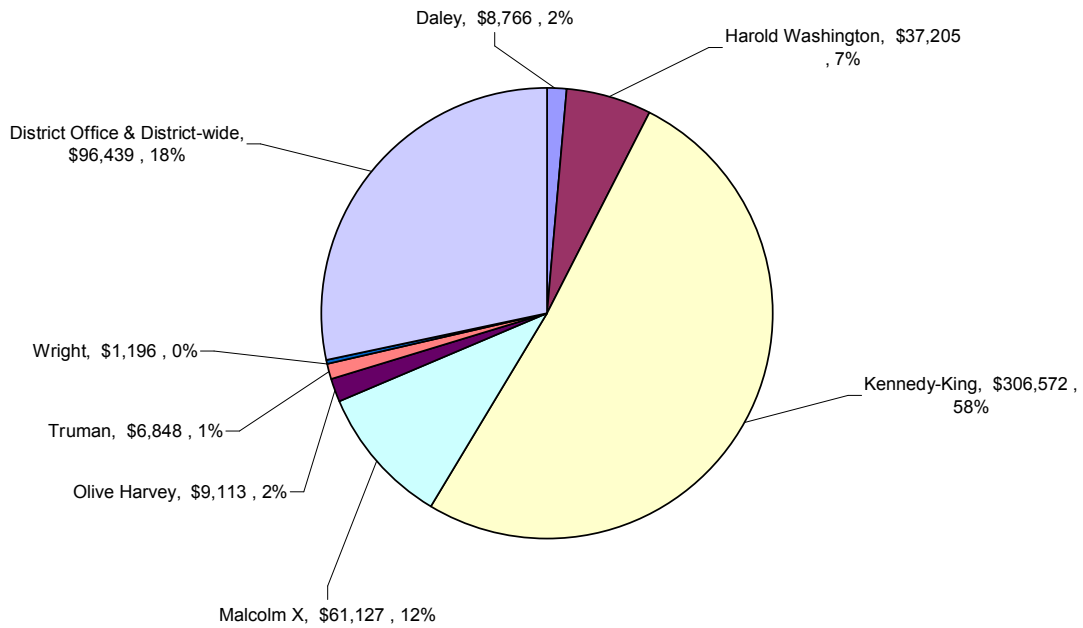


Figure 2
FY2007 Capital Requirements by Campus
 (\$ thousands)
 Total = \$602.3 Million



Impact of Capital Expenditures on the Operating Budget

Though they are different types of budgets, the Capital Improvement Plan and the annual operating budget are interconnected in many ways, including annual debt service on bonds that finance some of the Capital Improvement Plan. Debt service is included in and paid from the operating budget. In addition, capital assets such as new buildings require annual operating expenses for utilities and maintenance, among other items. Carefully developed capital projects can also save operating expenses, such as by introducing energy-saving measures.

The impact of capital expenditures in total on the operating budget is considered before capital appropriations are proposed. The debt service needed to support bonds is calculated and the need for new revenues determined.

Capital Resources

The Capital Improvement Plan for the City Colleges of Chicago also identifies a series of capital resources that are used to finance the proposed capital requirements. These resources include two general sources of capital funds:

1. Local Sources: Proceeds of various bonds issued by the City Colleges as well as the City of Chicago including anticipated resources from Tax Increment Financing (TIF) districts that various campuses are located.
2. State Sources: These resources reflect various grants allocated to the City Colleges through several State agencies including the Capital Development Board and the Illinois Board of Higher Education.

These capital resources are summarized in the following table:

Table 4
City Colleges of Chicago
FY2007 - FY2011 Capital Funding Sources
(\$ thousands)

	Initial Balance	Expenditures thru Fy2006	Balance
LOCAL SOURCES			
Series 1999 City GOB	\$ 357,000	\$ 207,233	\$ 149,767
Tax Increment Financing	30,000	-	30,000
Series 1986/1987 PBC Bonds	26,885	-	26,885
Other local funds	3,502	301	3,201
Total LOCAL SOURCES	<u>\$ 417,387</u>	<u>\$ 207,534</u>	<u>\$ 209,853</u>
STATE SOURCES			
Direct Legislative Appropriations	\$ 53,100	\$ 16,200	\$ 36,900
ICCB RAMP Program	30,700	-	30,700
Misc State Agency Grants	10,875	-	10,875
Total STATE SOURCES	<u>\$ 94,675</u>	<u>\$ 16,200</u>	<u>\$ 78,475</u>
GRAND TOTAL FUNDING SOURCES	<u>\$ 512,062</u>	<u>\$ 223,734</u>	<u>\$ 288,328</u>

Capital Funding Gap

Collectively, the identified and committed capital resources total \$512 million for the five year Capital Improvement Plan. When compared to the five year capital requirements of approximately \$1.2 billion, a \$740 million capital funding gap results. When compared to the FY2007 capital requirements of approximately \$602 million, an \$80 million gap exists.

The City Colleges of Chicago will utilize its five year Capital Improvement Plan to pursue additional capital resources from multiple sources as a means of closing the funding gap and proceeding ahead with the specific capital projects that together constitute the \$1.2 billion program. Failing to find those additional resources will require a revision of the scope of the proposed capital projects contained in this Capital Improvement Plan. Such a revision would primarily reflect an elimination of academic enhancement projects, or at least a deferral into future years when additional capital resources can be secured.

Operations and Maintenance

A primary objective of the FY2007-FY2011 Capital Improvement Plan is to address deferred maintenance and thereby bring the CCC's overall capital asset portfolio to a condition of "good." However, capital asset management requires a continuing investment and ongoing budgetary appropriations.

Over the years, professional organizations have studied building deterioration and made recommendations for minimum annual maintenance requirements that should be incorporated into the operating budget of the district on an ongoing basis.

These organizations and guidelines include the following:

1. The American Public Works Association (APWA) has published maintenance and repair guidelines for facilities, as a minimum between 2% to 4% of the current replacement value of those facilities. This would represent between \$18 and \$36 million per year for the City Colleges of Chicago buildings based on a current replacement value of approximately \$900 million.
2. Other Professional Organizations: Guidelines for funding of assets as published by Society for College & University Planning (SCUP), National Association of College & University Business Officers (NACUBO) and Association of Physical Plant Administrators (APPA), based on facility subsystem life cycle evaluations, are recorded as follows:
 - a. Base "Renewal" Amount: 1.5% to 2.5% of the replacement value is required for sufficient "Renewal" on an ongoing basis to keep the facilities in good condition for its present use; PLUS
 - b. Plant Adaptation Amount: 0.5% to 1.5% of the replacement value is required to sufficiently address "Plant Adaptation" funds on an ongoing basis to alter the facilities for changes in use as well as codes and standards; PLUS

- c. “Catch-up Maintenance” Amount: Sufficient funds over a short period of time to bring the facilities to a reliable operating condition by offsetting the effects of deferred maintenance and offset future premium costs.

Based on this information, City Colleges has determined that two percent of current replacement values should be allocated for annual renewal, assuming proper preventative maintenance practices are adopted. In addition, special funds should be allocated to reduce the backlog of deferred maintenance. Excluding special funds, the renewal funding for City Colleges of Chicago would translate to approximately \$18 million annually.

Proposed FY2007 Capital Projects

Understanding the presence of the long-term capital funding gap in excess of \$600 million, the district made the decision not to fund all of the capital needs identified for FY2007. Listed below in Table 5 is a brief description and estimated fund allocation for the FY2007 Capital Project spending plan:

Table 5
City Colleges of Chicago
FY2007 Capital Projects
(\$ thousands)
ALL CAMPUSES

	DA	HW	KK	MX	OH	TR	WR	DO & DW	Totals
NEW PROJECTS									
Academic Enhancements							\$ 150	\$ -	\$ 150
Athletic Fields								1,000	1,000
Building Renovation				6,000					6,000
Campus Entrance					3,000				3,000
Ceiling Tile	2,000		2,000			2,000			6,000
Curtain Wall					3,500				3,500
Data Center								2,500	2,500
HVAC Upgrade			1,500						1,500
Land Purchase	2,500								2,500
Parking Lot/Sidewalk								11,000	11,000
Parking Structure						12,000			12,000
Science Labs					1,000		250		1,250
Specialty Lab				500					500
Toiletroom Automation								500	500
Window Repair		250							250
Subtotal New Projects	\$ 4,500	\$ 250	\$ 3,500	\$ 6,500	\$ 7,500	\$ 14,000	\$ 400	\$ 15,000	\$ 51,650
CARRYOVER PROJECTS									
Building Code Repairs								\$ 1,500	\$ 1,500
CMMS								1,200	1,200
Video Surveillance (CCTV)								4,500	4,500
ADA								1,100	1,100
Building Renovation		37,000							37,000
New Campus			265,000						265,000
Technology								75,000	75,000
Parking Lot/Sidewalk								11,000	11,000
Subtotal Carryover Projects	\$ -	\$ 37,000	\$ 265,000	\$ -	\$ -	\$ -	\$ -	\$ 94,300	\$ 396,300
GRAND TOTAL	\$ 4,500	\$ 37,250	\$ 268,500	\$ 6,500	\$ 7,500	\$ 14,000	\$ 400	\$ 109,300	\$ 447,950

DA = Daley
HW = Harold Washington

KK = Kennedy-King
MX = Malcolm X

OH = Olive Harvey
TR = Truman

WR = Wright
DO & DW = District Office & District-wide

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DEBT SERVICE FUNDS

FY2007 DEBT SERVICE FUNDS

Debt-service funds are established to account for annual property-tax levies which are used for principal, interest, and other fee payments. The City Colleges of Chicago currently carries outstanding leases with the Public Building Commission (PBC). The total debt-service fund required for FY2007 to service these bonds is \$35.2 million, same as the FY 2006 level. Of this amount, \$24.4 is for the payment of principal, the interest amounts to \$3.5 million, and the remaining \$7.3 million represents administrative and repair and maintenance fees.

FY2007 Debt Service Payment Summary

Beginning-year		
Reserved balance	\$ 30,308,000	\$ 30,308,000
Revenues:		
Property Taxes	<u>28,518,008</u>	<u>28,518,008</u>
Total	28,518,008	28,518,008
Appropriation:		
Principal	24,410,000	24,410,000
Interest	3,481,310	3,481,310
Admin & Repair	<u>7,275,000</u>	<u>7,275,000</u>
Total	35,166,310	35,166,310
Amount Escrowed:	<u>3,909,000</u>	<u>3,909,000</u>
Net Appropriation:	31,257,310	31,257,310
End-of-year Fund Balance		
Reserved for		
Debt Service	<u><u>\$ 27,568,698</u></u>	<u><u>\$ 27,568,698</u></u>

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 \$28.5 million in FY2007. However, City Colleges plans to use \$2.7 million of fund balance reserved for this debt, and \$3.9 million from the escrow account. In 1999, the District established an Escrow account for the purpose of funding a portion of the debt service not covered by the amount of property tax levy abated in accordance with the 1999 Intergovernmental Agreement between the City of Chicago and the District. 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. In FY 2006, the Series 1995 Working Cash Revenue Bonds with an outstanding principal balance of \$29,845,000 million was paid off. This redemption freed up approximately \$4.2 million of the Personal Property Replacement Tax (PPRT) revenue which was pledged for the debt service payments.

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 2004 is \$53,309.1 million in the City of Chicago. At 2.875%, the legal debt limit translates into \$1,532.6 million. The current debt outstanding that applies to this margin is PBC bonds only. At June 30, 2006, the principal outstanding for PBC debt totals \$56.1 million, or 3.7% of the total debt limit. The legal debt limit less outstanding PBC principal payments is \$1,476.5 million.

Schedule of Debt Service Requirements to Maturity:

Total outstanding long-term debt and interest payable as of June 30, 2006, is \$70.3 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, 2006, is as follows:

Fiscal Year	PBC Lease	Total
2007	35,166,310	35,166,310
2008	35,165,258	35,165,258
TOTAL	\$70,332,620	\$70,332,620

FY2007 BUDGET SUMMARY:

Daley College

Kennedy-King College

Malcolm X College

Olive-Harvey College

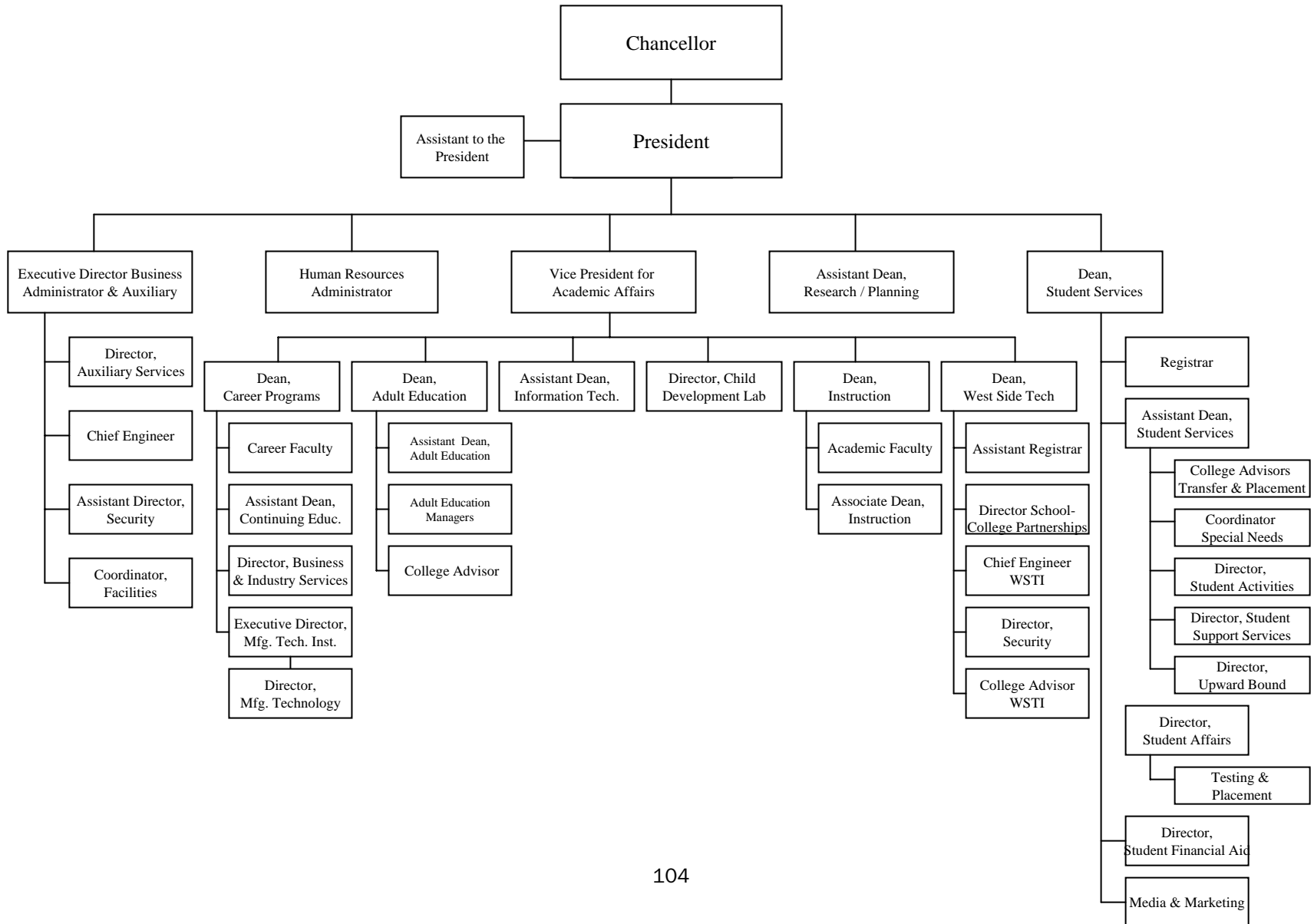
Truman College

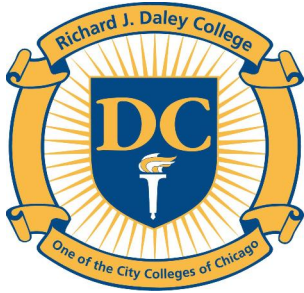
Harold Washington

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 28th 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.

As a comprehensive community college, Daley College offers instruction in four areas. The Adult Education instruction area offers Adult 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.

In recent years, considerable changes at Daley College coincided with shifting community demographics, new expectations in the higher education industry, and the retirements of long-time faculty, staff, and administration. Concerns for student preparedness led to the initiation of a career pathways model. Higher education innovations such as service learning, outcomes assessment, and global attention helped change College instructional efforts. These and similar changes required reconsideration of College business processes and systems for delivery of the services to the community. In the development of Five-Year Strategic Plan, the following four CCC strategic goals were incorporated into the Daley College planning process:

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

FY 2006 Accomplishments

- Improved and expanded the assessment of student learning for General Education and Career Programs
- Adult Education Progress Scores (BEST, CELSA, and TABE) generated significant performance gains. The Career Path and Career Bridge initiatives were modified to comply with Adult Education.
- Initiated new programs and grew others, including AAS Degree Program in Communication Technology, IBEW partnership program in Telecommunications, Aviation Maintenance Technology, new Welding Program at WSTI, Credit classes at WSTI, and increased enrollment in Adult Education and Nursing.
- Created teams to improve services, including Career Programs team, School-College Collaboration team, Scheduling team, and Program Implementation team.
- West Side Technical Institute implemented the Patient Care Technical training as well at the Certified Nurse Assistant program.
- Implemented Shared Governance Process that resulted in three significant improvements to the college: Webmaster position, Open gym for students, and Review of testing at Daley College
- Daley College awarded the Outstanding Small Delegation Award of the Model Illinois Government simulation.
- Increased activities for students and improved services to them by approving new clubs, revitalizing Student Government Association, developing field trips to corporate centers and museums, creating a Student Checklist Form (Admissions), and developing new Degree Plans (Advising).

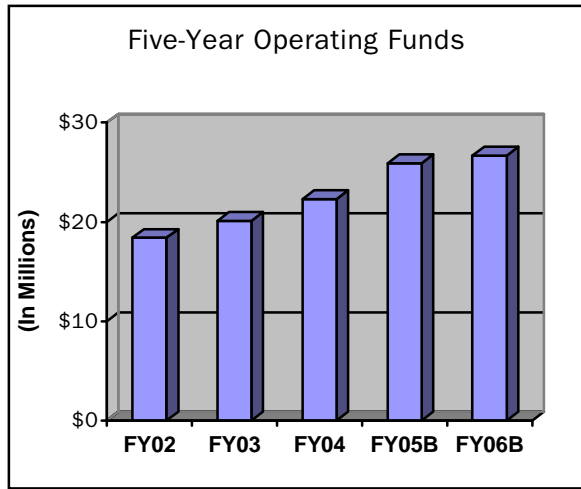
FY 2007 Tactical/ Strategic Plan

- Strengthen the development of faculty and professional staff, including the mentoring of new faculty and lecturers.
- Continue the progress of Student Services, to include enhanced Placement and Transfer Services, increased efficiency in Student Financial Aid, and establishment of a One-Stop Shop.
- Conduct assessments of administrative support. Flatten the organization chart.
- Build capacity to provide service learning and civic engagement opportunities for students that are integrated with the curriculum.
- Restructure program and college advisory committees.

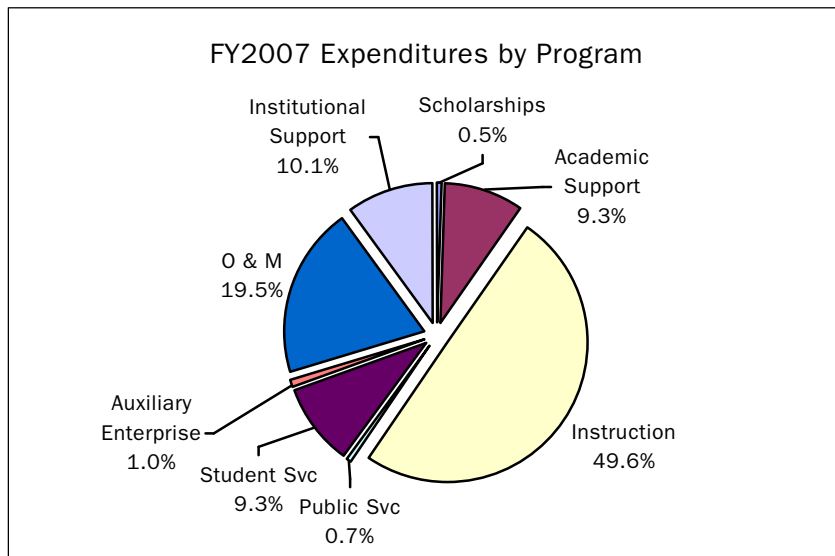
- Strengthen cooperative relations with Business & Industry and expand contract training.
- Review enrollment management initiatives, including marketing that increases visibility, advising, course schedules, registration, and tutoring.
- Enrich campus life for students, to include celebrations and fine arts events.
- Increase communications between the students and the college.
- Advance grants writing and grants management.

FY2007 Financial Overview

The FY2007 operating budget for Daley College excluding grants is \$27.4 million dollars.



This reflects a 2.9% overall increase over the FY2006 budget. The largest spending category is personnel, totaling \$23.2 million dollars or 84.7% of the operating budget. Supplies and Services for ongoing operations are \$1.7 million dollars which account for 6.2% of the budget. Utilities will cost approximately \$1.4 million dollars and account for 5.0% of the budget. The remaining balance of \$1.1 million dollars or 4.1% of the operating budget is allocated to bad debt expense (\$0.5 million), scholarships and waivers (\$0.1 million), travel and conference expense (\$0.1), and others.



At Daley, 49.6% of the spending is allocated for Direct Instructional costs. This compares very favorably with the District-wide average of 37.8%.

Academic Support which includes the academic management team, the college advisors, the learning resource center and the tutoring component, accounts for 9.3% of the total spending. This also compares favorably with the District-wide average of 7.6%.

Student Services which includes services such as financial aid, admissions and records, placement testing and student activities account for 9.3% of the total spending. This also compares favorably with the District-wide average of 8.9%.

Institutional Support which includes administration, fiscal operations and information technology components requires 10.1% of the budget.

Building Operations, Maintenance and Security costs, (inclusive of estimated utilities expenditures approximated at 5.0%) total 19.5% of the budget.

Daley College is located at 75th & Pulaski. The main building is 397,800 square feet and the six pre-fabricated buildings occupied by Adult Education, Manufacturing Technology and Business and Industry services provide 88,480 additional square feet of space for the college. In addition, Daley College also provides the funding for the West Side Technical Institute located at 28th & Western. This facility provides an additional 175,000 square feet of space to provide vocational training, Adult Education, Continuing Education, college credit and community services to 2,000 additional students.

Daley College
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	8,596,196	5,535,047	6,241,763	5,779,688
	State Government	6,191,773	9,292,404	10,400,147	10,225,612
	Federal Government	51,804	14,001	55,000	46,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	7,363,110	7,994,878	8,758,394	10,080,693
	Auxiliary/Enterprise	646,135	424,876	709,300	623,130
	Investment Revenue	-	-	-	-
	Other Sources	216,782	165,044	141,400	-
Total		23,065,801	23,426,250	26,306,004	26,755,123
Expenditures by Program					
	Instruction	11,503,569	11,918,399	14,163,595	13,584,001
	Academic Support	1,276,209	1,710,609	2,549,088	2,555,565
	Student Services	2,001,986	2,278,985	1,956,158	2,557,589
	Public Service	280,193	171,968	383,273	199,287
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	391,734	167,517	281,718	281,337
	Operations and Maintenance	4,375,009	4,470,699	4,401,757	5,334,988
	Institutional Support	2,482,302	2,445,673	2,794,164	2,780,769
	Scholarships, Grants, Waivers	138,743	107,149	125,000	125,000
Total		22,449,744	23,270,998	26,654,752	27,418,536
Expenditures by Object					
	Salaries	15,451,098	16,020,293	18,571,250	19,751,524
	Employee Benefits	3,363,278	3,471,081	4,163,987	3,478,397
	Contractual Services	673,546	651,658	709,700	789,157
	Materials and Supplies	861,029	1,286,935	867,500	915,000
	Travel and Conference	104,612	88,835	128,902	112,702
	Capital Outlay	27,193	156,106	14,000	53,161
	Fixed Charges	121,828	74,113	128,000	143,500
	Utilities	977,006	979,392	1,109,000	1,363,615
	Other Expenditures				
	Bad Debt	382,009	422,649	400,000	450,000
	Waivers and Scholarships	375,143	107,149	125,000	125,000
	Other Expenditures	113,003	12,786	30,000	236,480
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	407,414	-
Total		22,449,744	23,270,998	26,654,752	27,418,536
Revenues less Expenditures		616,057	155,252	(348,748)	(663,413)



Richard J. Daley College

One of the City Colleges of Chicago

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

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	6,938	7,017	7,177	7,108	6,913
Pre-Credit	642	724	828	796	847
Mfg. Technology	234	231	225	700	498
Continuing Education	1,661	1,935	1,834	1,387	796
Special Interest	5,717	5,348	5,534	4,969	5,465
Adult Ed. (ABE/GED/ESL)	6,490	7,301	7,811	8,197	8,330
Vocational Skills	840	774	449	239	248
Total Unduplicated	20,591	21,086	21,624	21,577	21,240

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005*

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit	2%	41%	41%	15%	6,913
Pre-Credit	2%	44%	47%	7%	847
Mfg. Technology	2%	17%	20%	61%	498
Continuing Education	2%	34%	49%	14%	796
Special Interest	2%	41%	41%	15%	5,465
Adult Ed. (ABE/GED/ESL)	1%	5%	86%	8%	8,330
Vocational Skills	2%	23%	71%	4%	248
Total Unduplicated	1%	27%	58%	13%	21,240

Native American Students:

Credit 0.4%; Pre-Credit 0.2%; Mfg. Tech. 0.8%; Cont. Ed. 0.9%; Special Interest 0.9%; Adult Ed. 0.2%; Voc. Skills - ; Total Undup. 0.4%

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	2,733	2,800	2,927	2,984	2,932
Pre-Credit	128	114	140	134	151
Mfg. Technology	61	61	58	349	239
Continuing Education	123	211	227	189	101
Adult Ed. (ABE/GED/ESL)	3,522	4,055	4,346	4,408	4,418
Vocational Skills	398	364	219	129	122
Total	6,966	7,605	7,916	8,193	7,963

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

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<i>Associate Degrees</i>					
Arts-AA	165	168	140	157	172
Science-AS	20	16	16	18	17
Applied Science-AAS	104	117	135	156	163
General Studies-AGS	3	2	2	4	2
Engineering Science - AES	1	6	6	5	8
Total Degrees	293	309	299	340	362
<i>Certificates</i>					
Advanced-AC	32	90	112	132	87
Basic-BC	277	286	433	362	350
Total Certificates	309	376	545	494	437
Total Awards	602	685	844	834	799
GED Completers*	320	303	388	266	319

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit	2,275	33%	4,638
Pre-Credit	297	35%	550
Mfg. Technology	455	91%	43
Continuing Ed.	276	35%	520
Special Interest	2,174	40%	3,291
Adult Ed. (ABE/GED/ESL)	3,559	43%	4,771
Vocational Skills	110	44%	138
Total Unduplicated	8,530	40%	12,710

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>
<i>Associate Degrees</i>					
Arts-AA	2%	37%	43%	17%	172
Science-AS	6%	24%	53%	18%	17
Applied Science-AAS	2%	42%	40%	15%	163
General Studies-AGS	0%	0%	50%	50%	2
Engineering Science - AES	0%	13%	50%	25%	8
Total Degrees	2%	38%	42%	17%	362
<i>Certificates</i>					
Advanced-AC	6%	36%	51%	8%	87
Basic-BC	1%	41%	39%	18%	350
Total Certificates	2%	40%	42%	16%	437
Total Awards	2%	39%	42%	16%	799

*Awards to Native American Students:

Associate Degrees: 0; Certificates: 0

Workforce Development through Contract Training, Fiscal Years 2004-2005

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	2,365	2,974
Unduplicated companies served	16	13
Revenue generated	\$400,766	\$202,529

Please see list of definitions on the following page.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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.

Vocational Skills: Includes vocational and technical courses that prepare students for employment and career advancement.

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.

Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Daley College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	150	2.4%	40	0.6%	2,661	41.8%	2,547	40.0%	962	15.1%	0	0.0%	6,360
Continuing Ed.	16	2.9%	1	0.2%	196	36.1%	242	44.6%	85	15.7%	3	0.6%	543
Adult Education	23	0.3%	8	0.1%	388	4.7%	7,214	87.2%	574	6.9%	64	0.8%	8,271
ABE	8	0.4%	7	0.4%	344	18.5%	1,385	74.7%	84	4.5%	27	1.5%	1,855
GED	4	0.5%	1	0.1%	103	11.9%	706	81.2%	44	5.1%	11	1.3%	869
ESL	14	0.2%	1	0.0%	32	0.5%	5,925	91.3%	479	7.4%	36	0.6%	6,487
Vocational Skills	3	1.5%	1	0.5%	52	25.2%	135	65.5%	15	7.3%	0	0.0%	206
Special Interest	134	2.7%	38	0.8%	1,376	27.6%	2,861	57.5%	567	11.4%	1	0.0%	4,977
Pre-Credit	16	2.0%	5	0.6%	359	43.8%	368	44.9%	72	8.8%	0	0.0%	820
Mfg. Technology	8	1.3%	8	1.3%	98	16.5%	120	20.2%	359	60.5%	0	0.0%	593
Unduplicated Total	311	1.5%	97	0.5%	4,603	22.6%	12,825	63.0%	2,451	12.0%	64	0.3%	20,351

Daley College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	7,017	7,177	7,108	6,913	6,360	-553	-8.0%	-657	-9.4%
Pre-Credit	724	828	796	847	820	-27	-3.2%	96	13.3%
Continuing Ed.	1,935	1,834	1,387	796	543	-253	-31.8%	-1,392	-71.9%
Special Interest	5,348	5,534	4,969	5,465	4,977	-488	-8.9%	-371	-6.9%
Adult Education	7,301	7,811	8,197	8,330	8,271	-59	-0.7%	970	13.3%
ABE	1,738	1,748	1,795	2,026	1,855	-171	-8.4%	117	6.7%
GED	817	935	1,007	881	869	-12	-1.4%	52	6.4%
ESL	5,608	6,111	6,357	6,354	6,487	133	2.1%	879	15.7%
Vocational Skills	774	449	239	248	206	-42	-16.9%	-568	-73.4%
Mfg. Technology	231	225	700	498	593	95	19.1%	362	156.7%
Total (Unduplicated)	21,086	21,624	21,577	21,240	20,351	-889	-4.2%	-735	-3.5%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

Daley College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,800	2,927	2,984	2,932	2,716	-216	-7.4%	-84	-3.0%
Pre-Credit	114	140	134	151	158	7	4.6%	44	38.6%
Continuing Ed.	211	227	189	101	78	-23	-22.8%	-133	-63.0%
Adult Education	4,055	4,346	4,408	4,418	4,364	-54	-1.2%	309	7.6%
ABE	565	583	593	596	602	6	1.0%	37	6.5%
GED	272	315	311	287	289	2	0.7%	17	6.3%
ESL	3,217	3,448	3,504	3,535	3,473	-62	-1.8%	256	8.0%
Vocational Skills	364	219	129	122	106	-16	-13.1%	-258	-70.9%
Mfg. Technology	61	58	349	239	331	92	38.5%	270	442.6%
Total (Unduplicated)	7,605	7,915	8,193	7,963	7,753	-210	-2.6%	148	1.9%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

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

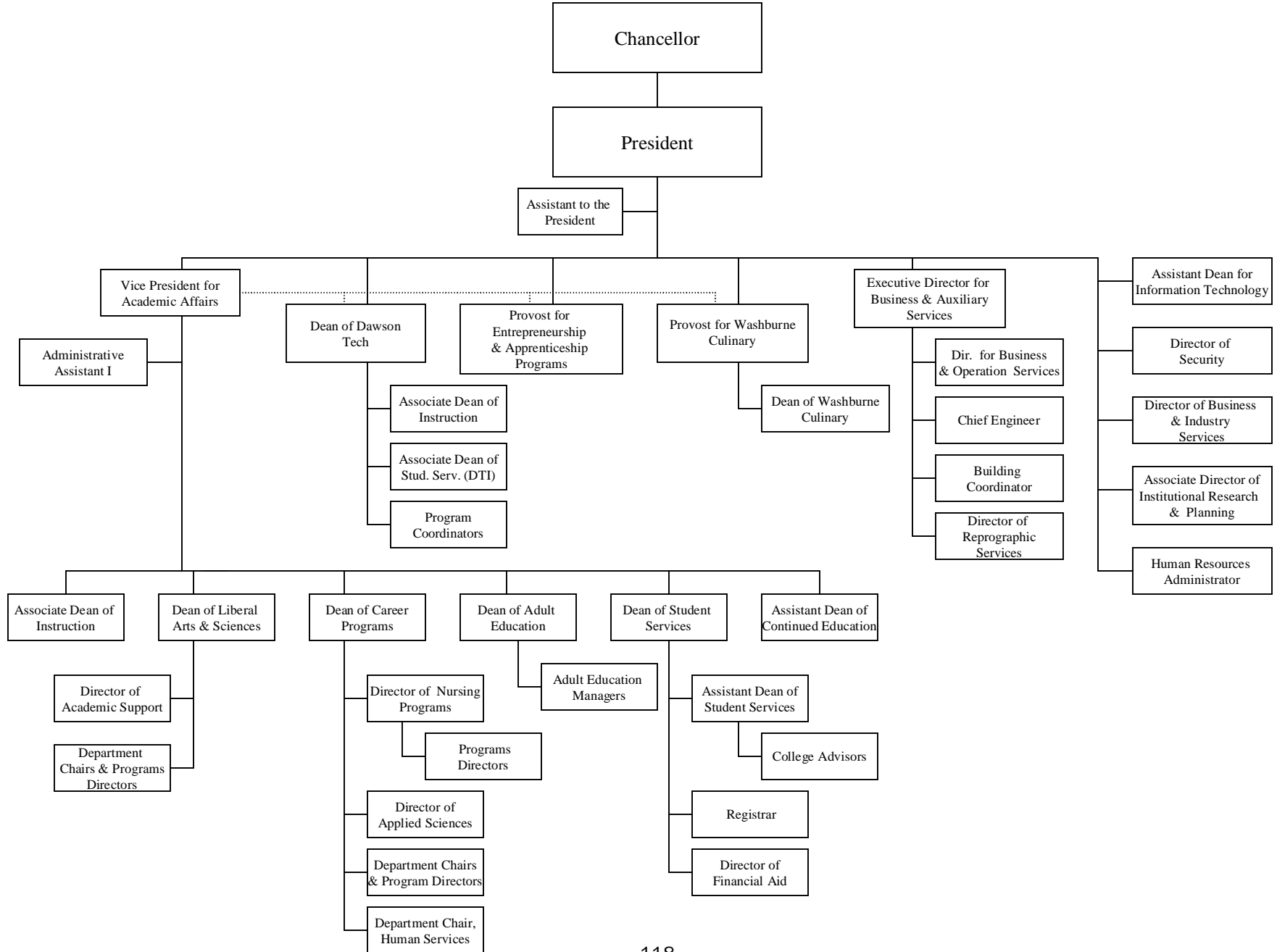
Daley College

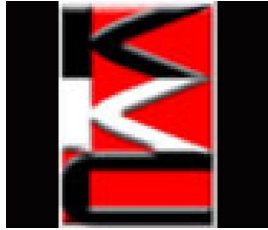
Preliminary Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	49,964.0	53,176.0	54,945.0	52,266.0	47,703.0	-4,563.0	-8.7%	-2,261.0	-4.5%
2	Business and Service Occupational	5,821.0	6,356.0	7,051.0	6,586.5	6,775.0	188.5	2.9%	954.0	16.4%
3	Technical Occupational and Vocational	19,483.0	13,036.0	17,431.5	13,953.5	14,838.0	884.5	6.3%	-4,645.0	-23.8%
4	Health Occupational and Vocational	3,475.0	3,770.0	3,938.0	3,368.0	3,652.0	284.0	8.4%	177.0	5.1%
5	Remedial Education	14,462.0	18,354.0	16,688.0	18,674.0	16,773.0	-1,901.0	-10.2%	2,311.0	16.0%
6	Adult Basic/Adult Secondary Education, ESL	102,856.0	112,559.0	113,684.0	112,147.0	108,512.0	-3,635.0	-3.2%	5,656.0	5.5%
Total		196,061.0	207,251.0	213,737.5	206,995.0	198,253.0	-8,742.0	-4.2%	2,192.0	1.1%

KENNEDY KING COLLEGE

Kennedy-King College Organization Chart





Woodrow Wilson Junior College was established in 1935 as one of the three colleges in the City of Chicago's junior-college system, which was operated by the Chicago Board of Education at that time. The College, then located at 6800 South Stewart Street, was officially renamed Kennedy-King College (KKC) in July 1969 in honor of both Robert F. Kennedy and Martin Luther King, Jr. Today, the College is located at 6800 South Wentworth Avenue. Dawson

Technical Institute (DTI), located at 3901 South State Street, was established as a satellite campus of the College in 1995. Washburne Culinary Institute 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 Dental Hygiene Program is accredited by the American Dental Association Commission on Dental Accreditation. The Department of Financial and Professional Regulation (IDFPR) of Illinois approves the Practical Nursing Program and the Dental Hygiene Program.

During a very exciting year, Kennedy-King effectively pursued its announced FY 2006 goals. The Completion of Phase II of a very successful self-study prepared College faculty and staff for its scheduled comprehensive review for continued accreditation – ten year accreditation was awarded by NCA. This also helped administration; faculty and staff integrate and enhance processes for continuous program evaluation and improvement. The Dental Hygiene Program received official notice of its continued accreditation with the American Dental Association Commission on Dental Accreditation. Through successful collaboration with the District Office and appropriate partners, the first apprenticeship program—elevator construction and repair—was housed at Dawson Technical Institute. Despite significant challenges, efforts will continue to bring union apprenticeship programs to Dawson.

The program quality and the image of Washburne Culinary Institute were enhanced tremendously by the opening of the Parrot Cage Restaurant at the South Shore Cultural Center. A model entrepreneurship training program was launched at Dawson Technical Institute with the financial support and mentorship of Siemens Building Technologies, Inc. and the City of Chicago. All groundwork has been laid for the inauguration of the Honors Program with classes starting in Fall 2007. Assessment of student learning will continue to be a priority, with the implementation of improvements to the general education curriculum and course instruction based on the results of the Collegiate Assessment of Academic Proficiency test (CAAP) from Spring of 2005 and 2006. Construction of the new Kennedy-King College continues on schedule, with classes expected to begin at the new location in Fall 2007.

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

FY2006 Major Accomplishments

- Established an Instructional Leadership Academy at Dawson Technical Institute.
- Initiated an accelerated GED program.
- Inaugurated the Annual Tenure Project Colloquium, a yearly forum for newly tenured faculty to present their tenure projects to other faculty.
- Secured approval from the Illinois Community College Board to offer an expanded curriculum for Cement Masonry, Bricklaying, Plumbing, and Fire Protection at Dawson Technical Institute.
- Secured approval from the Illinois Community College Board to offer an Associate in Applied Science Degree in Elevator Technology for the International Elevator Constructors Education Program.
- Washburne Culinary Institute established a relationship with the Mayor's Office of Workforce Development to provide job placement for graduates in the foodservice industry.
- An on-campus, interactive Job Search Kiosk was established in partnership with the Chicago Tribune and Illinois Department of Employment Security (IDES).
- Opened a public restaurant, the Parrot Cage, which helped to foster a strong connection to the community and increase awareness of Washburne Culinary programs.
- Six (6) Kennedy-King College students were recognized as outstanding mentors in the "Dollars for College" program—a partnership between Kennedy-King College, Chicago State University, Illinois Student Assistance Commission (ISAC) and the Chicago Public Schools. The program is designed to help high school students navigate the college admissions and financial aid processes.
- Inaugurated an Early Warning System in the Automotive Technology program to provide early counseling and intervention to students who are experiencing difficulties in meeting course standards.
- Instituted a successful initiative to strengthen the capacity and attractiveness of WKKC to generate underwriting revenue from corporate and other business clients.

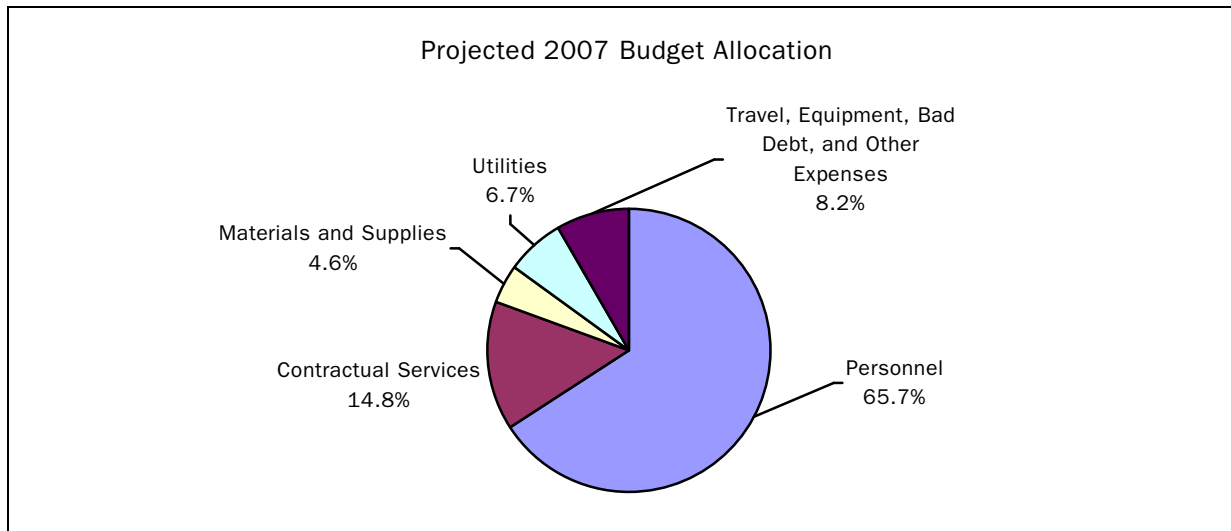
FY 2007 Tactical / Strategic Plans

- Refine plans for relocation and conduct of all operations at the new campus when construction is completed.
- Complete a comprehensive redesign of the Associate Degree Nursing Program, including a structured preparatory program for pre-nursing students.
- Design and implement a campus wide plan for assessment of student learning with emphasis on assessment of General Education.

- Incorporate technology and other devices to more frequently assess student learning in Adult Education courses.
- Continue expansion of union apprenticeship programs at Dawson Technical Institute.
- Assist graduates of the Dawson-Siemens Entrepreneurship Program to successfully start new minority- and women-owned businesses.

FY 2007 Financial Overview

Kennedy-King College is projecting a 5.2% budget increase in its operating funds totaling \$32.0 million. This total is excluding restricted grants which total \$15.4 million. The largest expenditure category is personnel, which accounts for \$21.0 million or 65.7% of operating funds. The budgeted personnel cost for FY 2007 represent a decrease of 0.5% due in part to a number of retirees departing KKC family and the transfer of Nursing faculty. Contractual Services will consume \$4.7 million or 14.8% of the operating budget. Materials and Supplies will consume \$1.5 million or 4.6% of the operating budget. Utilities total \$2.1 million or 6.7% of operating expenditures. Excluding personnel, services, material/supplies, and utilities, the remaining appropriation of \$2.6 million will be used for travel, equipment, fixed charges, bad debt, and other expenses.



Total salaries and benefits costs of \$21.0 million will support 64 full-time faculty, 83 adjunct faculty, 30 administrators, 90 full- and part-time professionals, 102 part-time clerical, 104 security officers, and 44 janitors and engineers (these totals include staffing from all campuses). Kennedy-King plans to hire new faculty members without a net increase, 2 administrators, 2 college advisors, and professional and operational employees in FY2007. This hiring plan reflects Kennedy King's commitment to provide high quality instruction and services to students and other constituents. At Kennedy King College 51% of all credit program sections were taught by full-time faculty in the spring of 2006, which is equal to the District-wide average.

Enrollment

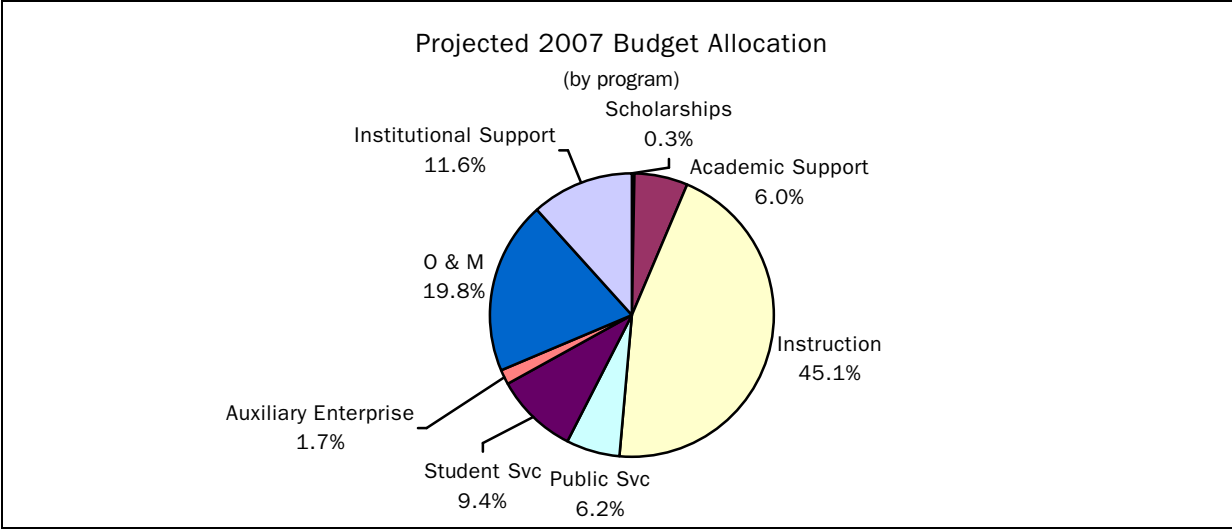
FTE enrollment in tuition- and fee-charging courses – credit, continuing education, vocational skills, and manufacturing technology decreased by 1.09% in FY 2006. However, there was still a net increase in tuition revenue. The tuition rate increase of 8.06% (from \$62 to \$67 per credit hour) yielded an increase in tuition revenue that more than offset the negative revenue impact of the slight drop in FTE in tuition charging courses.

An increase in tuition and fee revenue is expected during FY 2007 based on the tuition rate increase of 8.06% (\$5 per credit hour), and more effective marketing, recruitment and retention

initiatives. Enrollment is expected to increase very slightly or remain level in programs that charge tuition and fees.

Program Allocation

- § Instruction represents \$14.4 million or 45.1% of FY2007 operating budget. The Academic Support budget is \$1.9 million or 6.0% of the total spending. These two program areas combined constitute 52.1% of Kennedy-King's operating budget.
- § The budget for Student Services is \$3.0 million or 9.4% of the budget (this is a 46.8% increase from the previous year). Student Services administrators and staff were added near the end of FY 2006 to provide more comprehensive student support services at Dawson Technical. The FY 2007 Budget reflects the costs of carrying those personnel for an entire fiscal year.
- § Public Service programs include activities that are provided to the general community and residents, including college-sponsored seminars, workshops, forums, and other non-academic services. For FY 2007, WKKC Radio Station will be reclassified from Academic Support to Public Service, resulting in an increase in dollars allocated to this program area. Resources will be allocated to improve the image, programming, and visibility of the radio station as a public relations and community outreach mechanism of the College and the District. The Radio will be enhanced to serve as a primary image building and recruitment tool. At the same time, the revenue generating capacity will be improved so that more of the operating expenses are recouped. Kennedy-King College allocated 6.2% or \$2 million of its operating budget to Public Service.
- § The proposed FY2007 Auxiliary/Enterprise program budget is \$0.6 million or 1.7% of the total allocation. Revenue is expected to increase through expansion of the training partnership with CHA which is expected to generate \$0.8 million. Also, the already existing catering service will continue its expansion in FY 2007. We also expect to increase revenue through Business and Industry Services through partnerships with corporations such as Commonwealth Edison.
- § The Institutional Support budget comprises personnel and activities which are not readily assignable to individual departments or programs. The proposed budget for Institutional Support is \$3.7 million or 11.6% of the total allocation.
- § Kennedy-King College administers classes from three separate locations, proportionately increasing the expenditures for building maintenance and security. Thus \$6.3 million or 19.8% of the operating budget is for building maintenance and security.



The construction of the new Kennedy-King College has begun, and is still on schedule to open its doors for classes in the FALL 2007 semester. The college has opened a restaurant at the South Shore Cultural Center as part of the Washburne Culinary instructional program. Dawson Tech will continue to add new apprenticeship and companion apprenticeship prep programs, and continue the development of the entrepreneurial development program. Kennedy King College has emphasize this momentum and is raising public awareness and attracting more students.

Kennedy King College
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	13,594,766	12,728,163	10,915,696	12,726,090
	State Government	4,330,460	4,869,520	5,545,981	5,648,306
	Federal Government	66,514	22,309	70,000	66,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	7,252,077	8,754,845	10,134,110	8,772,951
	Auxiliary/Enterprise	150,508	288,239	402,209	2,388,636
	Investment Revenue	-	-	-	-
	Other Sources	127,314	70,058	1,384,861	-
Total		25,521,640	26,733,134	28,452,857	29,601,983
Expenditures by Program					
	Instruction	13,459,990	14,311,196	15,054,515	14,397,484
	Academic Support	1,464,203	1,447,099	2,608,132	1,904,901
	Student Services	1,813,009	1,923,932	2,043,346	3,000,383
	Public Service	379,311	605,127	828,625	1,975,371
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	393,923	353,383	514,198	546,345
	Operations and Maintenance	4,889,028	5,082,239	5,825,104	6,332,384
	Institutional Support	3,132,799	2,934,891	3,435,022	3,710,604
	Scholarships, Grants, Waivers	104,837	404,409	70,000	85,000
Total		25,637,101	27,062,276	30,378,942	31,952,472
Expenditures by Object					
	Salaries	16,328,532	16,955,668	17,104,629	17,858,298
	Employee Benefits	3,631,842	3,852,986	3,999,806	3,146,897
	Contractual Services	2,091,981	2,478,017	3,809,710	4,717,845
	Materials and Supplies	799,811	1,120,561	1,689,262	1,459,878
	Travel and Conference	124,449	78,720	242,239	261,600
	Capital Outlay	5,696	218,442	260,000	730,000
	Fixed Charges	5,000	5,500	-	-
	Utilities	1,351,768	1,406,338	2,121,326	2,126,181
	Other Expenditures				
	Bad Debt	755,289	500,420	700,000	500,000
	Waivers and Scholarships	104,977	452,263	70,000	85,000
	Other Expenditures	437,756	(6,639)	381,971	1,066,773
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		25,637,101	27,062,276	30,378,942	31,952,472
Revenues less Expenditures		(115,461)	(329,142)	(1,926,085)	(2,350,489)



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	3,637	3,772	4,126	4,225	4,464
Pre-Credit	372	546	600	536	470
Mfg. Technology	--	--	110	106	112
Continuing Education	1,131	750	752	788	349
Special Interest	1,669	1,601	1,930	1,820	1,299
Adult Ed. (ABE/GED/ESL)	5,219	4,719	4,609	4,842	4,327
Vocational Skills	2,071	1,083	868	789	887
Total Unduplicated	12,744	11,164	11,426	11,572	10,840

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit	1%	95%	2%	1%	4,464
Pre-Credit	0%	97%	1%	0%	470
Mfg. Technology	0%	91%	5%	4%	112
Continuing Education	1%	95%	2%	1%	349
Special Interest	1%	81%	7%	11%	1,299
Adult Ed. (ABE/GED/ESL)	5%	78%	15%	1%	4,327
Vocational Skills	3%	83%	5%	8%	887
Total Unduplicated	3%	86%	8%	3%	10,840

Native American Students:

Credit 0.6%; Pre-Credit 1.1%; Mfg. Tech. 0.9%; Cont. Ed. 1.7%; Special Interest 0.5%; Adult Ed. 0.5%; Voc. Skills 0.8%; Total Undup. 0.6%

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	1,636	1,758	2,040	2,151	2,184
Pre-Credit	56	78	78	70	60
Mfg. Technology	--	--	70	69	70
Continuing Education	227	131	173	187	79
Adult Ed. (ABE/GED/ESL)	2,019	1,937	1,726	1,658	1,327
Vocational Skills	761	604	493	455	441
Total	4,700	4,508	4,580	4,590	4,161

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

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<i>Associate Degrees</i>					
Arts-AA	63	82	80	68	89
Science-AS	7	6	6	2	2
Applied Science-AAS	104	112	138	132	136
General Studies-AGS	41	37	18	22	28
Total Degrees	215	237	242	224	255
<i>Certificates</i>					
Advanced-AC	251	226	151	131	170
Basic-BC	340	326	163	139	143
Recognition-RC	137	83	--	--	--
Total Certificates	728	635	314	270	313
Total Awards	943	872	556	494	568
GED Completers*	187	217	156	92	127

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit	1,252	28%	3,212
Pre-Credit	131	28%	339
Mfg. Technology	47	42%	65
Continuing Ed.	65	19%	284
Special Interest	495	38%	804
Adult Ed. (ABE/GED/ESL)	1,671	39%	2,656
Vocational Skills	383	43%	504
Total Unduplicated	3,766	35%	7,074
			65%
			10,840

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>
<i>Associate Degrees</i>					
Arts-AA	0%	94%	2%	0%	89
Science-AS	0%	100%	0%	0%	2
Applied Science-AAS	3%	76%	10%	10%	136
General Studies-AGS	0%	100%	0%	0%	28
Total Degrees	2%	86%	6%	6%	255
<i>Certificates</i>					
Advanced-AC	2%	92%	2%	4%	170
Basic-BC	1%	90%	6%	1%	143
Total Certificates	2%	91%	4%	2%	313
Total Awards	2%	88%	5%	4%	568

*Awards to Native American Students:

Associate Degrees: AA-3, Total - 3; Certificates: AC-1, BC-3, Total - 4

Workforce Development through Contract Training, Fiscal Years 2004-05

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	298	1,039
Unduplicated companies served	4	12
Revenue generated	\$113,076	\$396,176

Please see list of definitions on the following page.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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.

Vocational Skills: Includes vocational and technical courses that prepare students for employment and career advancement.

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.

Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Kennedy King College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	46	1.2%	21	0.5%	3,720	94.4%	86	2.2%	69	1.8%	0	0.0%	3,942
Continuing Ed.	2	0.6%	1	0.3%	290	93.2%	10	3.2%	8	2.6%	0	0.0%	311
Adult Education	210	5.9%	12	0.3%	2,620	74.2%	576	16.3%	83	2.4%	30	0.8%	3,531
ABE	11	0.4%	11	0.4%	2,517	92.3%	95	3.5%	72	2.6%	20	0.7%	2,726
GED	4	0.8%	3	0.6%	500	95.1%	15	2.9%	1	0.2%	3	0.6%	526
ESL	197	27.5%	0	0.0%	21	2.9%	481	67.1%	10	1.4%	8	1.1%	717
Vocational Skills	27	2.4%	3	0.3%	951	83.9%	39	3.4%	113	10.0%	1	0.1%	1,134
Special Interest	26	1.9%	11	0.8%	969	71.4%	117	8.6%	235	17.3%	0	0.0%	1,358
Pre-Credit	5	1.2%	2	0.5%	389	95.8%	3	0.7%	7	1.7%	0	0.0%	406
Mfg. Technology	3	0.6%	4	0.8%	305	58.8%	46	8.9%	161	31.0%	0	0.0%	519
Unduplicated Total	297	2.9%	50	0.5%	8,229	81.5%	845	8.4%	646	6.4%	30	0.3%	10,097

Kennedy-King College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,772	4,126	4,225	4,464	3,942	-522	-11.7%	170	4.5%
Pre-Credit	546	600	536	470	406	-64	-13.6%	-140	-25.6%
Continuing Ed.	750	752	788	349	311	-38	-10.9%	-439	-58.5%
Special Interest	1,601	1,930	1,820	1,299	1,358	59	4.5%	-243	-15.2%
Adult Education	4,719	4,609	4,842	4,327	3,531	-796	-18.4%	-1,188	-25.2%
ABE	3,612	3,455	3,601	3,344	2,726	-618	-18.5%	-886	-24.5%
GED	913	904	1,130	1,148	526	-622	-54.2%	-387	-42.4%
ESL	945	850	873	731	717	-14	-1.9%	-228	-24.1%
Vocational Skills	1,083	868	789	887	1,134	247	27.8%	51	4.7%
Mfg. Technology	1	110	106	112	519	407	363.4%	518	51800.0%
Total (Unduplicated)	11,164	11,426	11,572	10,840	10,097	-743	-6.9%	-1,067	-9.6%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

Kennedy-King College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,758	2,040	2,151	2,184	1,883	-301	-13.8%	125	7.1%
Pre-Credit	78	78	70	60	52	-8	-13.3%	-26	-33.3%
Continuing Ed.	131	173	187	79	105	26	32.9%	-26	-19.8%
Adult Education	1,937	1,726	1,658	1,327	1,013	-314	-23.7%	-924	-47.7%
ABE	1,376	1,192	1,116	929	741	-188	-20.2%	-635	-46.1%
GED	233	231	196	174	78	-96	-55.2%	-155	-66.5%
ESL	328	302	346	224	194	-30	-13.4%	-134	-40.9%
Vocational Skills	604	493	455	441	526	85	19.3%	-78	-12.9%
Mfg. Technology	NA	70	69	70	222	152	217.1%	NA	NA
Total (Unduplicated)	4,508	4,580	4,590	4,159	3,801	-358	-8.6%	-707	-15.7%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

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

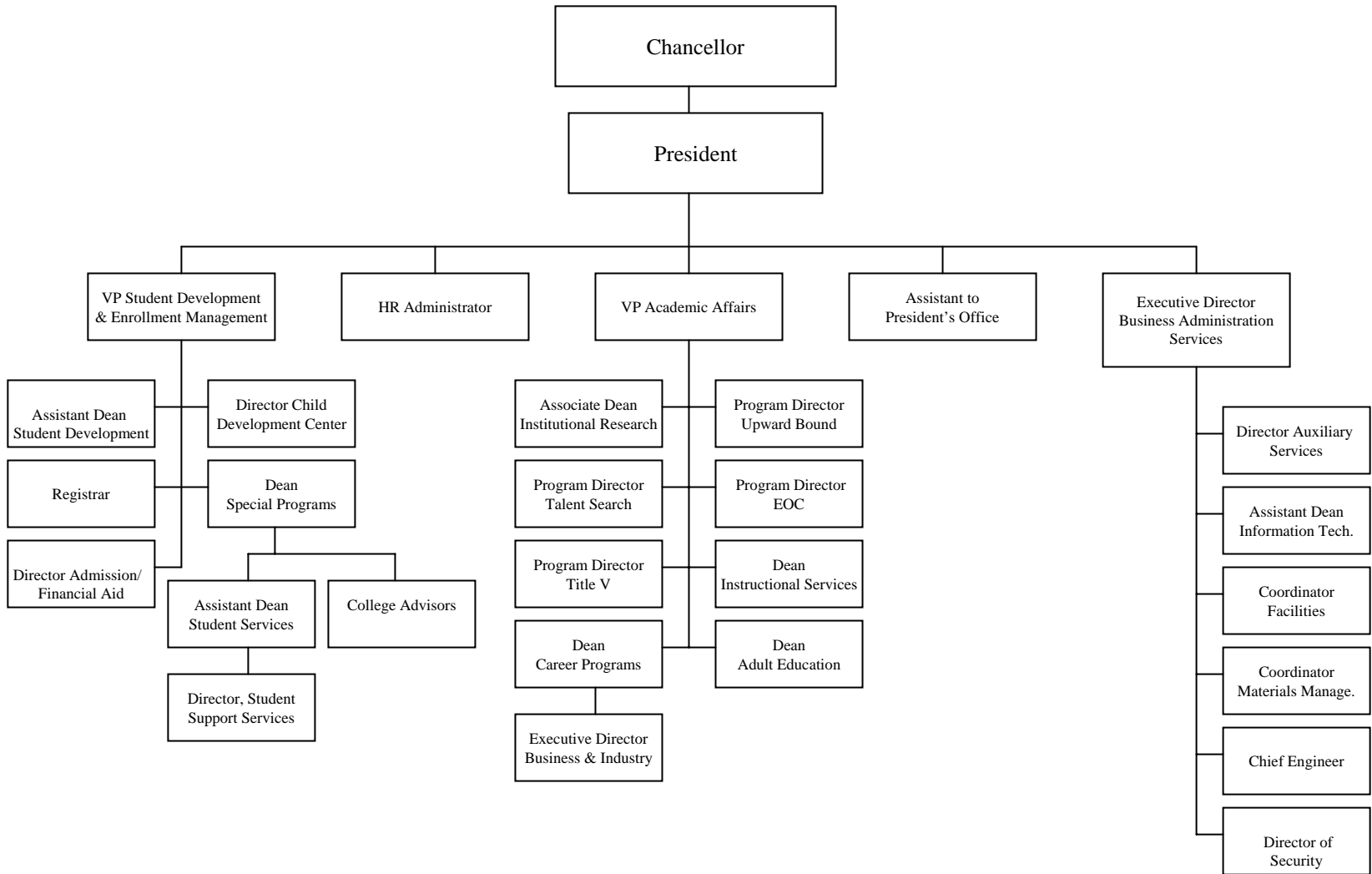
Kennedy -King College
Preliminary Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	27,146.0	32,884.0	34,924.0	35,286.0	31,670.0	-3,616.0	-10.2%	4,524.0	16.7%
2	Business and Service Occupational	5,322.0	5,398.0	5,137.0	5,306.0	5,682.0	376.0	7.1%	360.0	6.8%
3	Technical Occupational and Vocational	15,660.0	14,601.0	14,219.0	11,404.0	14,725.0	3,321.0	29.1%	-935.0	-6.0%
4	Health Occupational and Vocational	13,001.0	15,071.0	15,913.0	14,134.0	15,225.0	1,091.0	7.7%	2,224.0	17.1%
5	Remedial Education	7,961.0	9,065.0	9,248.0	9,586.0	8,849.0	-737.0	-7.7%	888.0	11.2%
6	Adult Basic/Adult Secondary Education, ESL	39,182.0	38,973.0	37,079.0	30,614.0	22,265.0	-8,349.0	-27.3%	-16,917.0	-43.2%
Total		108,272.0	115,992.0	116,520.0	106,330.0	98,416.0	-7,914.0	-7.4%	-9,856.0	-9.1%

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MALCOM 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 reflective of the diverse communities that it serves. Malcolm X College (MXC) offers programs in baccalaureate transfer, health sciences, career/vocational training, remedial/ developmental preparation, adult education, and continuing education. Its vision is to be a leader in post-secondary education to enlighten and empower the urban community; and its mission to empower students of diverse backgrounds and abilities to achieve academic, career and personal successes have inspired faculty, staff and students to strive for excellence in every respect.

In addition to our commitment to academic excellence, we are a learning- and assessment-centered community college committed to extending learning experiences beyond the classroom setting to the global community through a wealth of cultural programs, extracurricular activities, and socially relevant symposia.

In the development of 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.

FY 2006 Accomplishments

- Malcolm X College launched the Higher Learning Commission (HLC) Self Study Process with participation from faculty, staff, and students.
- Inaugurated the Dr. Betty Shabazz Center for Educational Advancement utilizing a one stop concept to improve the recruitment and retention of students in all programs.
- The Assessment Committee piloted the portfolio assessment rubrics for oral and written communication components and developed standards and rubrics for science and quantitative components.
- The Child Development Program and Child Development Lab Center have initiated the accreditation process through the National Association for the Education of Young Children (NAECY).
- Ten new faculty members joined the MXC instructional team in the areas of Biology, Chemistry, Child Development, Mathematics, Nursing, Political Science, Physician Assistant, and Surgical Technology.
- Initiated 20 new courses in the liberal arts and sciences.

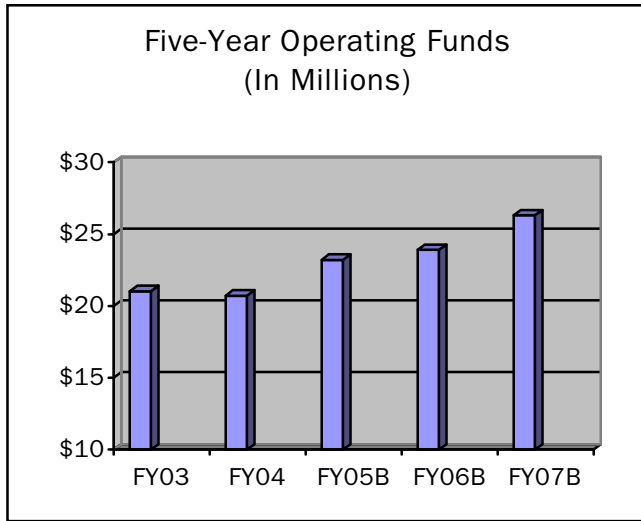
- Students and faculty continue to display academic excellence through activities such as the MXC Radiography Program placing first in Chicago area and statewide competitions of the Illinois State Society of Radiologic Technologists academic scholar bowls.
- The Adult Education Program improved its program by providing new teacher orientation to 15 new adult educators and staff development to 110 Adult Educators.
- A New Student Service Center was created to meet the needs of new-to-college students for one-stop comprehensive admission/orientation.
- The Hispanic Service Institution Development Project provided academic services in advising, book loan and tutoring to approximately 126 Hispanic and other low-income students in fall 2005 to promote access of Hispanic students to college education.
- TRIO Student Support Services Program was launched this year with the funding from the U.S. Department of Education.
- Malcolm X College hosted the SERAS Youth Conference attended by over 400 Latino & African American high school students.
- The college successfully implemented a \$35 million performance-based renovation project, which included environmental safety, infrastructure, 16 ADA – compliant restrooms, window covering, lighting improvements, window covering, class furniture and 26 smart classrooms.

FY 2007 Tactical / Strategic Plan

- Continue Higher Learning Commission (HLC) accreditation self-study process to promote quality in all programs and services.
- Implement the 2nd year strategy of the Adult Education's five year strategic plan to reorganize the department and facilitate academic management strategies.
- Offer job training and educational services to business/industry, community-based organizations and residents to sustain economic growth in the community and individually.
- Expand distance learning credit and non-credit courses to meet the needs of learners anytime and anywhere.
- Increase support/services to prepare students for job and/or transfer to four-year education.
- Increase enrollment retention in all programs.
- Implement multiple marketing strategies to advertise college programs.
- Launch a New Student Service Center to integrate admissions of students in all programs.
- Sponsor educational awareness events to promote minority student access to college education
- Provide staff development activities to enhance staff competence, skills and knowledge to better serve students.

- Generate additional resources by increasing contract training opportunities to the private community, facility usage and securing new grants.
- Conduct a relevant, comprehensive and inclusive plan and budget process.
- Secure funding to complete the College's multi-million dollar capital plan.
- Reduce student bad debt/receivables by 10%.
- Maximize resources through strengthened academic management.

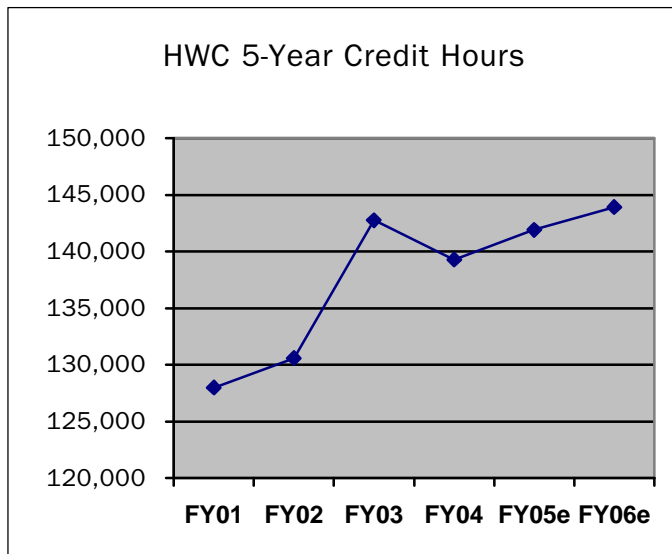
FY2007 Financial Overview



Malcolm X College’s operating budget excluding restricted grants totals \$26.0 million in FY2007, an 8.7% increase over the FY2006 budgeted level. The largest expenditure category is personnel, which accounts for \$19.2 million or 73.9% of operating funds excluding grants. The personnel cost is expected to increase by \$0.5 million over FY2006 as a result of contractual salary increases and planned new hiring. Contractual Services and Supplies will consume \$2.5 million or 9.6% of the budget. Utilities total \$2.3 million or 8.8% of operating

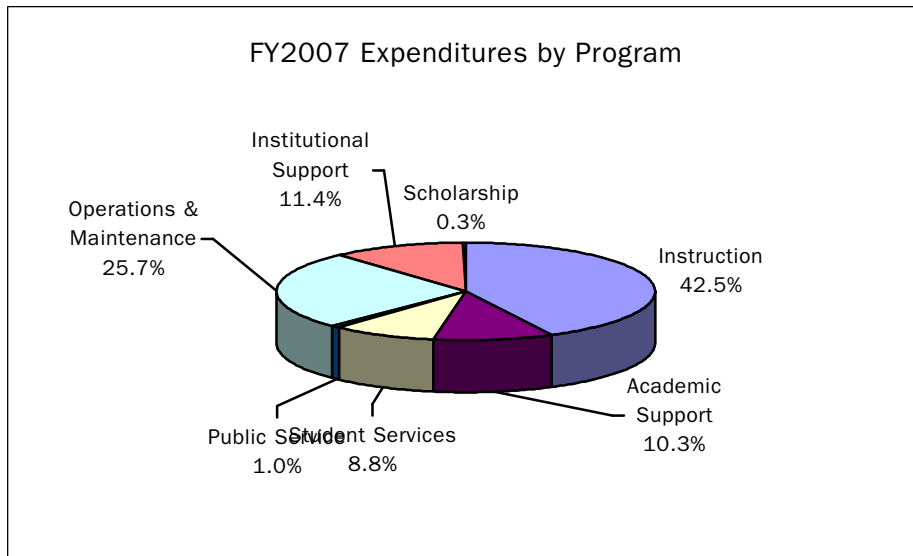
expenditures. Excluding personnel, services, supplies, and utilities, the remaining appropriation of \$2 million will be used for equipment, travel, fixed charges, student waivers/scholarships/bad debt, and others.

Total salaries and benefit costs of \$19.2 million will support 371 full-time equivalent (FTE) budgeted positions, which comprise 74 full-time faculty, 135 adjunct faculty, 21 administrators, and 167 clerical and operational FTEs. Malcolm X plans to hire 15 faculty members, four administrators, six professionals, clericals and operational employees in FY2007. This hiring plan is reflective of Malcolm X College’s efforts to provide the highest quality instructional services for our students. At Malcolm X, 49% of credit sections were taught by full-time faculty members in spring of 2006, which is lower than the District average of 52% during that same semester.



Although Malcolm X College’s total credit hours have declined since FY2001. While, credit hours in baccalaureate/ general education and technical occupational areas continued to increase for five consecutive years. A reduction occurred in 2006 for all programs, an anomaly which we are confident, will change in FY2007. For FY2007, MXC anticipates a combined credit hour increase of 14% in the credit and pre-credit programs, as well as a 4.3% and 46% increase in Adult Education and Continuing Education, respectively.

The increase in credit hours combined with the \$5 tuition increase is anticipated to generate \$7.7 million in tuition and fees in FY2007. Tuition and Fees supports 29.4% of the operating budget. Malcolm X's tuition/revenue generation was flat in FY2006 attributed to the reduction in credit hour. This revenue source is directly controllable by the College and is a valuable performance indicator.



The FY2007 budget for direct Instruction represents 42.5% 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 10.4% of the budget for Academic Support, which is higher than the District average of 7.6%.

Student Services, which reflects direct services to students such as registration, records, financial aid, and placement testing, will see an increase of 27.8% due to expenditure shifts to academic support services and increases in student scholarships/waivers. MXC plans to spend 8.8% of the operating budget 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 \$0.3 million or 1.0% of its operating budget for this category as the number of continuing education and customized training activities increases.

Building operations and maintenance will require \$6.7 million or 25.7% of the budget. This cost is expected to decline significantly upon the completion of the facility improvements requested by the College in its capital improvement plan.

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 11.5% 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 Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	8,930,701	7,772,614	7,195,431	7,731,138
	State Government	6,678,617	7,274,771	8,538,920	8,758,494
	Federal Government	57,339	28,135	60,000	72,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	5,811,898	6,968,648	7,197,156	7,652,148
	Auxiliary/Enterprise	79,288	158,559	380,470	372,600
	Investment Revenue	-	13,177	-	-
	Other Sources	233,481	145,687	171,319	-
Total		21,791,323	22,361,590	23,543,296	24,586,380
Expenditures by Program					
	Instruction	10,489,591	10,656,030	11,083,659	11,048,457
	Academic Support	1,295,982	1,772,513	2,352,751	2,667,512
	Student Services	1,164,291	1,571,650	1,755,485	2,294,775
	Public Service	163,123	258,173	430,492	250,385
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	10,805	59,883	60,142	-
	Operations and Maintenance	4,319,567	4,581,632	5,168,167	6,672,228
	Institutional Support	3,228,201	2,578,657	2,974,449	2,978,773
	Scholarships, Grants, Waivers	21,050	69,627	89,000	80,000
Total		20,692,610	21,548,165	23,914,145	25,992,130
Expenditures by Object					
	Salaries	14,218,746	13,730,052	15,076,377	16,319,747
	Employee Benefits	3,032,476	3,060,084	3,558,770	2,878,894
	Contractual Services	851,279	967,955	1,243,154	1,321,386
	Materials and Supplies	775,133	1,365,735	1,006,689	1,161,405
	Travel and Conference	99,875	75,313	114,573	124,128
	Capital Outlay	44,275	390,522	239,335	1,144,564
	Fixed Charges	56,796	44,643	236,912	308,466
	Utilities	1,174,365	1,332,507	1,842,815	2,282,940
	Other Expenditures				
	Bad Debt	307,498	342,024	295,000	320,000
	Waivers and Scholarships	21,050	150,027	55,000	80,000
	Other Expenditures	111,117	89,302	245,520	50,600
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		20,692,610	21,548,165	23,914,145	25,992,130
Revenues less Expenditures		1,098,712	813,426	(370,849)	(1,405,750)



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	4,381	4,701	5,067	5,526	5,714
Pre-Credit	436	584	602	661	494
Continuing Education	936	931	919	1,111	639
Special Interest	2,400	2,625	2,461	2,073	1,790
Adult Ed. (ABE/GED/ESL)	12,340	12,049	10,640	8,836	7,676
Vocational Skills	188	151	205	214	64
Total Unduplicated	19,533	19,658	18,575	16,901	15,203

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit	5%	78%	12%	5%	5,714
Pre-Credit	2%	90%	7%	1%	494
Continuing Education	2%	82%	8%	6%	639
Special Interest	4%	71%	15%	10%	1,790
Adult Ed. (ABE/GED/ESL)	5%	43%	45%	7%	7,676
Vocational Skills	0%	86%	9%	5%	64
Total Unduplicated	5%	60%	28%	7%	15,203

Native American Students:

Credit 0.6%; Pre-Credit 0.4%; Cont. Ed 1.1%; Special Interest 0.8%; Adult Ed. 0.5%; Voc. Skills 0.0%; Total Undup. 0.6%

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	1,881	2,155	2,362	2,643	2,756
Pre-Credit	71	92	87	91	64
Continuing Education	91	95	65	76	28
Adult Ed. (ABE/GED/ESL)	6,237	5,373	4,870	4,048	3,172
Vocational Skills	27	14	35	32	13
Total	8,307	7,730	7,418	6,890	6,033

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

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<i>Associate Degrees</i>					
Arts-AA	38	41	50	70	90
Science-AS	16	18	20	28	23
Applied Science-AAS	65	126	113	147	167
General Studies-AGS	7	8	8	7	16
Total Degrees	126	193	191	252	296
<i>Certificates</i>					
Advanced-AC	74	77	90	81	98
Basic-BC	24	34	146	127	122
Recognition-RC	124	88	--	--	--
Total Certificates	222	199	236	208	220
Total Awards	348	392	427	460	516
GED Completers*	187	212	212	164	198

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit	1,449	25%	4,265
Pre-Credit	103	21%	391
Continuing Ed.	244	38%	395
Special Interest	587	33%	1,203
Adult Ed. (ABE/GED/ESL)	3,551	46%	4,125
Vocational Skills	9	14%	55
Total Unduplicated	5,662	37%	9,541

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>
<i>Associate Degrees</i>					
Arts-AA	1%	81%	16%	2%	90
Science-AS	0%	78%	17%	0%	23
Applied Science-AAS	16%	63%	12%	8%	167
General Studies-AGS	6%	81%	6%	0%	16
Total Degrees	9%	71%	13%	5%	296
<i>Certificates</i>					
Advanced-AC	2%	79%	9%	9%	98
Basic-BC	4%	48%	16%	32%	122
Total Certificates	3%	61%	13%	22%	220
Total Awards	7%	67%	13%	12%	516

*Awards to Native American Students

Associate Degrees: AAS-1, Total - 1; Certificates: AC-1, Total -1

Workforce Development through Contract Training, Fiscal Years 2004-05

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	2,102	567
Unduplicated companies served	21	6
Revenue generated	\$267,504	\$183,082

Please see list of definitions on the following page.

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.

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Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Malcolm X College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	214	4.2%	22	0.4%	3,894	76.3%	641	12.6%	331	6.5%	0	0.0%	5,102
Continuing Ed.	3	1.3%	2	0.9%	188	83.2%	23	10.2%	10	4.4%	0	0.0%	226
Adult Education	333	5.0%	41	0.6%	2,543	38.0%	3,238	48.4%	488	7.3%	42	0.6%	6,685
ABE	8	0.3%	12	0.5%	1,835	78.6%	432	18.5%	27	1.2%	21	0.9%	2,335
GED	5	0.3%	8	0.5%	882	59.6%	568	38.4%	12	0.8%	6	0.4%	1,481
ESL	323	9.7%	23	0.7%	47	1.4%	2,475	74.3%	449	13.5%	15	0.5%	3,332
Vocational Skills	4	2.3%	2	1.2%	87	50.3%	74	42.8%	6	3.5%	0	0.0%	173
Special Interest	25	2.6%	2	0.2%	572	59.8%	244	25.5%	113	11.8%	0	0.0%	956
Pre-Credit	10	1.8%	2	0.4%	484	88.5%	44	8.0%	7	1.3%	0	0.0%	547
Unduplicated Total	566	4.4%	70	0.5%	7,056	55.4%	4,079	32.0%	926	7.3%	42	0.3%	12,739

Malcolm X College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,701	5,067	5,526	5,714	5,102	-612	-10.7%	401	8.5%
Pre-Credit	584	602	661	494	547	53	10.7%	-37	-6.3%
Continuing Ed.	931	919	1,111	639	226	-413	-64.6%	-705	-75.7%
Special Interest	2,625	2,461	2,073	1,790	956	-834	-46.6%	-1,669	-63.6%
Adult Education	12,049	10,640	8,836	7,676	6,685	-991	-12.9%	-5,364	-44.5%
ABE	6,381	5,534	4,071	3,373	2,335	-1,038	-30.8%	-4,046	-63.4%
GED	1,330	1,876	1,584	1,355	1,481	126	9.3%	151	11.4%
ESL	4,771	3,812	3,714	3,416	3,332	-84	-2.5%	-1,439	-30.2%
AHS	1	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	151	205	214	64	173	109	170.3%	22	14.6%
Total (Unduplicated)	19,658	18,575	16,901	15,203	12,739	-2,464	-16.2%	-6,919	-35.2%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

Malcolm X College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,155	2,362	2,643	2,756	2,484	-272	-9.9%	329	15.3%
Pre-Credit	92	87	91	64	95	31	48.4%	3	3.3%
Continuing Ed.	95	65	76	28	12	-16	-57.1%	-83	-87.4%
Adult Education	5,373	4,870	4,048	3,172	2,719	-453	-14.3%	-2,654	-49.4%
ABE	2,605	2,154	1,654	1,194	790	-404	-33.8%	-1,815	-69.7%
GED	560	801	576	435	541	106	24.4%	-19	-3.4%
ESL	2,209	1,915	1,819	1,543	1,389	-154	-10.0%	-820	-37.1%
AHS	NA	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	14	35	32	13	29	16	123.1%	15	107.1%
Total (Unduplicated)	7,730	7,418	6,890	6,034	5,340	-694	-11.5%	-2,390	-30.9%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

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

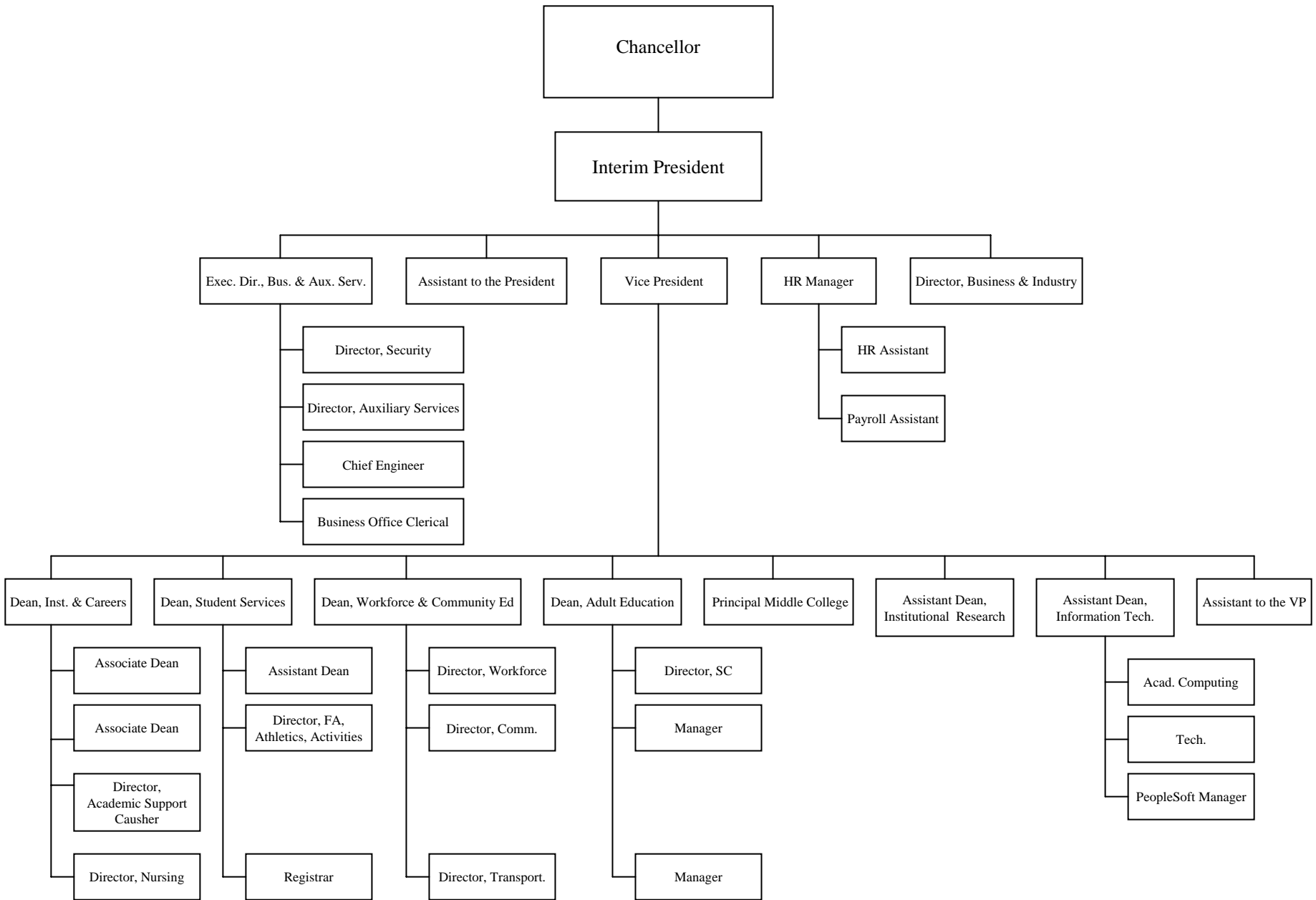
Malcolm X College
Preliminary Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	28,778.0	32,860.0	39,838.0	41,333.0	35,932.0	-5,401.0	-13.1%	7,154.0	24.9%
2	Business and Service Occupational	5,953.0	5,776.0	5,941.0	5,451.0	4,603.0	-848.0	-15.6%	-1,350.0	-22.7%
3	Technical Occupational and Vocational	4,830.0	4,758.0	4,137.0	3,307.0	2,977.0	-330.0	-10.0%	-1,853.0	-38.4%
4	Health Occupational and Vocational	10,410.0	11,240.5	12,029.0	13,170.0	12,921.5	-248.5	-1.9%	2,511.5	24.1%
5	Remedial Education	11,799.0	13,298.0	14,927.0	15,435.0	15,021.0	-414.0	-2.7%	3,222.0	27.3%
6	Adult Basic/Adult Secondary Education, ESL	142,641.0	136,777.0	114,819.5	90,516.0	77,337.0	-13,179.0	-14.6%	-65,304.0	-45.8%
Total		204,411.0	204,709.5	191,691.5	169,212.0	148,791.5	-20,420.5	-12.1%	-55,619.5	-27.2%

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OLIVE HARVEY COLLEGE

Olive Harvey College Organization Chart





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. 92nd 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.

FY2006 Accomplishments

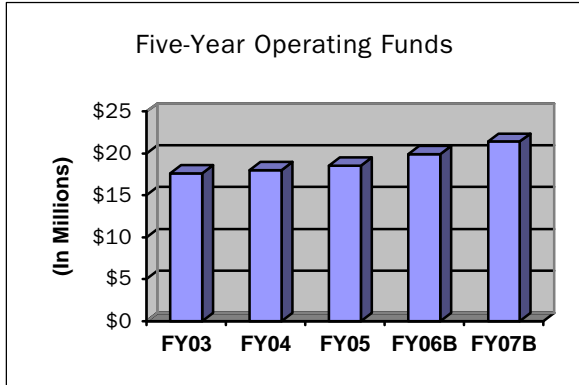
- Designed and installed 39 wireless access points for a campus-wide system.
- Reviewed all academic transfer programs using the Academic Programs and Services Analyses (APSA) process. Deactivated programs, began an improvement process for programs in need of significant modification.
- Reorganized the 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.

FY2007 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.

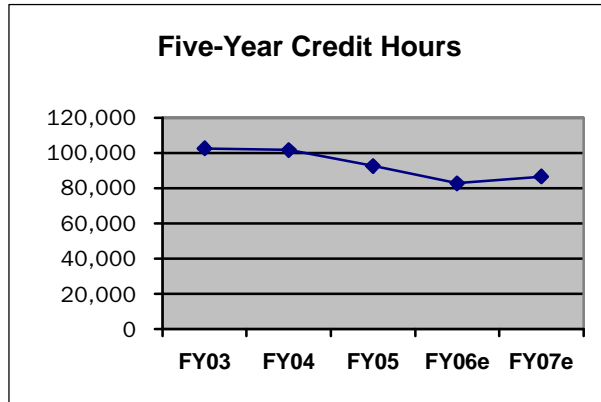
FY2007 Financial Overview



Olive Harvey's FY2007 Operating Budget of \$21.4 million excluding grants is 7.4% higher than FY2006. Personnel expenditures total \$17.9 million or 83.6% of the operating budget, the largest component of the budget. Utilities require a total of \$1.2 million or 5.5% of the operating budget. The remaining categories of expenditures, such as, contractual services, materials and supplies, bad debts, scholarships and others, amount to \$2.3 million or 10.9% of the total

appropriation for operations excluding grants

The total salary and benefit costs of \$7.9 million will support approximately 346 full-time equivalent (FTE) positions which consist of 63 full-time faculty, 84 FTE adjunct faculty, 30 administrators, and 169 clerical and operational employees.



While Olive Harvey College projected an increase of 3% in FY 2006 credit and adult education enrollment there was a decrease of 13%. After analysis, it was concluded that factors attributing to the decrease included:

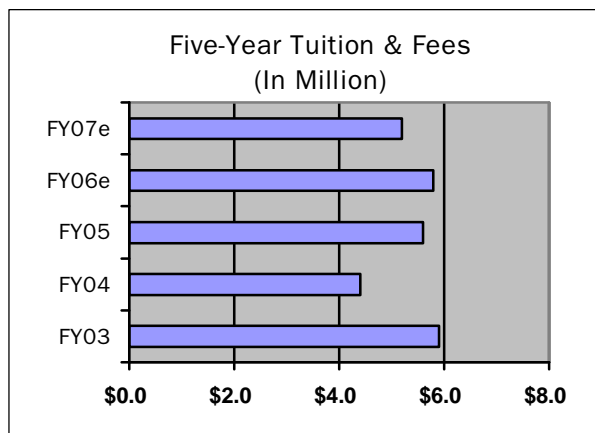
- poor reputation within the community
- changes in area demographics
- limited offerings of academic programs
- lack of consistent marketing plan

As a result Olive Harvey College is projecting an increase of 1% in FY2007 credit and adult education enrollment. Transfer credit hours are estimated to generate a total of 52,125 credit hours. Adult Education credit hours are projected to generate 32,362 credit hours.

The new team of administrators at Olive Harvey College is dedicated to finding solutions to combat the negative factors contributing to the FY 2006 decrease. The College plans to begin the implementation of a comprehensive marketing plan aimed at improving the image of the College within the community, expanding relationship with CPS and other areas schools; and increasing participation from business partners.

The college plans also include expanding the number of courses and programs offered at Olive Harvey. Other projects include improving customer service by providing training to all staff. Plans are also underway to increase student retention and graduation rates by 5%, increase contract training revenue by 50% and provide additional opportunities for student athletics by adding teams in wrestling and soccer.

The 1% increase in the credit hour enrollment combined with the tuition increase of \$5 per credit hour is expected to generate revenues from tuition and fees of \$5.2 million in FY 2007. Tuition and fees revenue supports 24.2% of total operating budget.

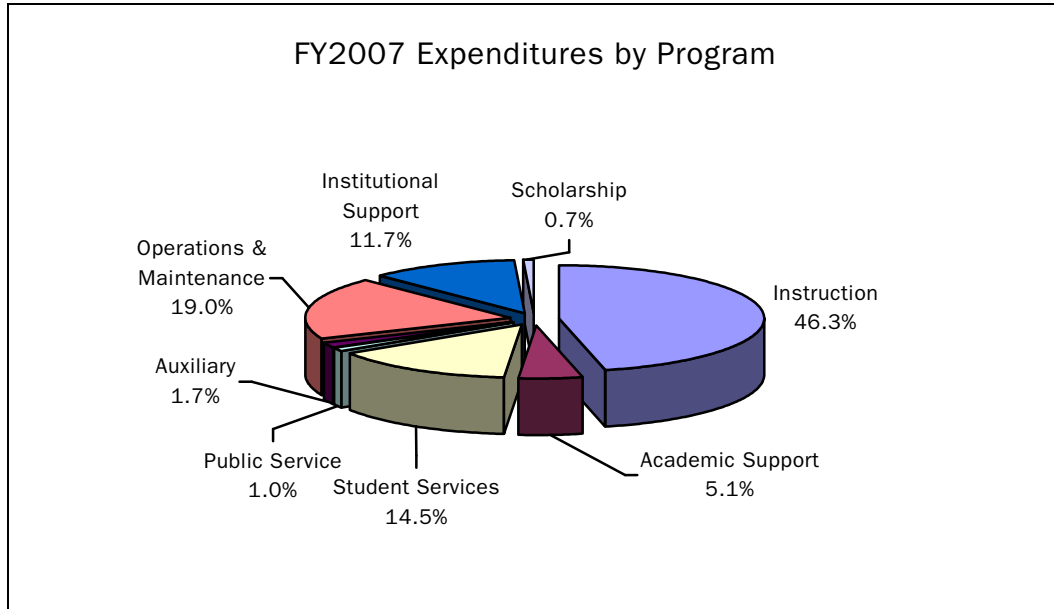


Direct instructional costs represent 46.3% of the total operating budget, which compares favorably with the District average of 37.8%. A total of 19.6% is budgeted for Academic Support and direct Student Services which is in line with the District average of 16.5%.

Academic Support and Auxiliary Services, which includes direct services to students such as tutoring, library and intercollegiate Athletics, will see an increase of \$0.6 million because Olive Harvey plans to expand tutoring service, increase library support and provide additional opportunities for student athletics by adding teams in wrestling and soccer.

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 11.7% 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 \$4.1 million or as much as 19.0% of the budget.



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 FY2007 as the College invests 67.6% of its operating budget in Instruction, Academic Support, Student Services, Public Services, and Scholarships.

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 launch a marketing campaign to improve community relations and to form partnerships with the Chicago Public Schools.

Olive Harvey College
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	8,863,474	8,469,768	9,581,281	10,978,074
	State Government	3,243,622	3,870,347	4,072,989	4,312,603
	Federal Government	52,987	16,218	55,000	29,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	4,407,866	5,570,789	5,819,054	5,183,483
	Auxiliary/Enterprise	98,753	81,315	244,780	160,565
	Investment Revenue	-	-	-	-
	Other Sources	93,511	72,307	117,400	82,413
Total		16,760,214	18,080,743	19,890,504	20,746,138
Expenditures by Program					
	Instruction	9,713,005	9,277,104	9,991,642	9,913,479
	Academic Support	691,429	966,637	763,158	1,098,502
	Student Services	1,982,531	2,019,513	2,570,144	3,102,984
	Public Service	167,237	199,295	216,002	215,865
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	5,347	111,559	100,000	353,593
	Operations and Maintenance	3,441,502	3,345,782	3,656,013	4,079,195
	Institutional Support	1,906,552	2,424,965	2,490,581	2,503,584
	Scholarships, Grants, Waivers	157,225	179,040	150,000	150,000
Total		18,064,827	18,523,894	19,937,540	21,417,202
Expenditures by Object					
	Salaries	12,479,408	12,132,967	13,326,620	15,217,832
	Employee Benefits	2,994,881	2,783,873	3,295,163	2,684,393
	Contractual Services	505,490	668,211	656,600	747,512
	Materials and Supplies	311,165	1,366,086	650,500	842,960
	Travel and Conference	59,969	103,418	124,500	100,700
	Capital Outlay	24,536	169,530	-	-
	Fixed Charges	-	5,851	90,000	59,999
	Utilities	974,071	694,217	1,128,950	1,177,806
	Other Expenditures				
	Bad Debt	403,621	372,909	400,000	416,000
	Waivers and Scholarships	157,225	179,040	150,000	150,000
	Other Expenditures	154,462	47,794	35,000	20,000
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	80,207	-
Total		18,064,827	18,523,894	19,937,540	21,417,202
Revenues less Expenditures		(1,304,614)	(443,151)	(47,036)	(671,064)



Olive-Harvey College

One of the City Colleges of Chicago

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

Fiscal Year 2005: Statistical Digest

Headcount Enrollment Trend, Fiscal Years 2001-2005

	2001	2002	2003	2004	2005
Credit	4,521	4,460	4,313	4,157	4,170
Pre-Credit	457	540	479	357	334
Continuing Education	1,335	1,354	1,501	870	536
Special Interest	4,226	3,818	4,079	2,748	2,451
Adult Ed. (ABE/GED/ESL)	4,916	4,765	4,349	4,381	4,224
Vocational Skills	26	52	11	5	17
Total Unduplicated	13,668	13,231	12,802	11,231	10,751

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005

	Asian	Black	Hispanic	White	Total
Credit	1%	90%	7%	2%	4,170
Pre-Credit	1%	92%	6%	1%	334
Continuing Education	0%	88%	9%	2%	536
Special Interest	1%	84%	6%	8%	2,451
Adult Ed. (ABE/GED/ESL)	1%	71%	28%	1%	4,224
Vocational Skills	0%	88%	12%	0%	17
Total Unduplicated	1%	81%	15%	3%	10,751

Native American Students:

Credit 0.8%; Pre-Credit 0.9%; Cont. Ed 1.7%; Special Interest 0.9%; Adult Ed 0.3%; Voc. Skills 0.0%; Total Undup. 0.6%

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

	2001	2002	2003	2004	2005
Credit	1,911	1,983	2,042	1,993	1,972
Pre-Credit	63	67	63	59	47
Continuing Education	185	204	326	185	107
Adult Ed. (ABE/GED/ESL)	1,631	1,757	1,743	1,891	1,611
Vocational Skills	5	13	3	1	4
Total	3,795	4,025	4,178	4,129	3,741

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

Headcount Enrollment by Gender, Fiscal Year 2005

	Male	Female	Total
Credit	993	3,177	4,170
Pre-Credit	88	246	334
Continuing Ed.	288	248	536
Special Interest	1,026	1,425	2,451
Adult Ed. (ABE/GED/ESL)	1,854	2,370	4,224
Vocational Skills	5	12	17
Total Unduplicated	3,856	6,895	10,751

Workforce Development through Contract Training, Fiscal Years 2004-05

	2004	2005
Duplicate company trainees served	832	0
Unduplicated companies served	4	0
Revenue generated	\$32,406	\$0

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

	2001	2002	2003	2004	2005
Associate Degrees					
Arts-AA	103	96	108	106	107
Science-AS	14	11	10	18	30
Applied Science-AAS	44	37	65	106	94
General Studies-AGS	2	1	2	1	1
Engineering Science - AES	1	--	--	--	--
Total Degrees	164	145	185	231	232
Certificates					
Advanced-AC	36	17	36	70	49
Basic-BC	313	131	720	312	222
Recognition-RC	2	--	--	--	--
Total Certificates	351	148	756	382	271
Total Awards	515	293	941	613	503
GED Completers*	153	192	154	91	124

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

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

	Asian	Black	Hispanic	White	Total
Associate Degrees					
Arts-AA	2%	89%	8%	0%	107
Science-AS	0%	83%	17%	0%	30
Applied Science-AAS	2%	83%	9%	5%	94
General Studies-AGS	0	100%	0	0%	1
Total Degrees	2%	86%	9%	2%	232
Certificates					
Advanced-AC	4%	86%	6%	4%	49
Basic-BC	1%	90%	7%	1%	222
Total Certificates	2%	89%	7%	2%	271
Total Awards	2%	88%	8%	2%	503

*Awards to Native American Students:

Associate Degrees: AA-1, AAS-1, Total - 2; Certificates: BC-1, Total - 1

Please see list of definitions on the following page.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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.

Vocational Skills: Includes vocational and technical courses that prepare students for employment and career advancement.

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.

Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Olive Harvey College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	15	0.4%	15	0.4%	3,492	90.7%	266	6.9%	63	1.6%	0	0.0%	3,851
Continuing Ed.	0	0.0%	3	0.8%	332	86.0%	37	9.6%	14	3.6%	0	0.0%	386
Adult Education	13	0.4%	6	0.2%	2,077	65.5%	1,014	32.0%	28	0.9%	31	1.0%	3,169
ABE	7	0.3%	6	0.3%	1,886	87.6%	212	9.9%	17	0.8%	24	1.1%	2,152
GED	0	0.0%	0	0.0%	269	64.2%	140	33.4%	7	1.7%	3	0.7%	419
ESL	7	0.8%	0	0.0%	78	9.3%	743	88.2%	7	0.8%	7	0.8%	842
Vocational Skills	0	0.0%	0	0.0%	37	82.2%	7	15.6%	1	2.2%	0	0.0%	45
Special Interest	8	0.5%	8	0.5%	1,527	93.7%	60	3.7%	27	1.7%	0	0.0%	1,630
Pre-Credit	0	0.0%	2	0.7%	281	94.3%	11	3.7%	4	1.3%	0	0.0%	298
Unduplicated Total	33	0.4%	29	0.3%	7,028	81.9%	1,342	15.6%	118	1.4%	31	0.4%	8,581

Olive-Harvey College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,460	4,313	4,157	4,170	3,851	-319	-7.6%	-609	-13.7%
Pre-Credit	540	479	357	334	298	-36	-10.8%	-242	-44.8%
Continuing Ed.	1,354	1,501	870	536	386	-150	-28.0%	-968	-71.5%
Special Interest	3,818	4,079	2,748	2,451	1,630	-821	-33.5%	-2,188	-57.3%
Adult Education	4,765	4,349	4,381	4,224	3,169	-1,055	-25.0%	-1,596	-33.5%
ABE	2,928	2,833	3,184	3,139	2,152	-987	-31.4%	-776	-26.5%
GED	1,099	947	895	723	419	-304	-42.0%	-680	-61.9%
ESL	1,276	1,164	949	938	842	-96	-10.2%	-434	-34.0%
Vocational Skills	52	11	5	17	45	28	164.7%	-7	-13.5%
Total (Unduplicated)	13,231	12,802	11,231	10,751	8,581	-2,170	-20.2%	-4,650	-35.1%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

Olive-Harvey College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	1,983	2,042	1,993	1,972	1,790	-182	-9.2%	-193	-9.7%
Pre-Credit	67	63	59	47	42	-5	-10.6%	-25	-37.3%
Continuing Ed.	204	326	185	107	76	-31	-29.0%	-128	-62.7%
Adult Education	1,757	1,743	1,891	1,611	1,293	-318	-19.7%	-464	-26.4%
ABE	958	972	1,193	1,036	780	-256	-24.7%	-178	-18.6%
GED	311	247	231	173	126	-47	-27.2%	-185	-59.5%
ESL	488	523	467	402	387	-15	-3.7%	-101	-20.7%
Vocational Skills	13	3	1	4	12	8	200.0%	-1	-7.7%
Total (Unduplicated)	4,025	4,178	4,129	3,741	3,213	-528	-14.1%	-812	-20.2%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

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

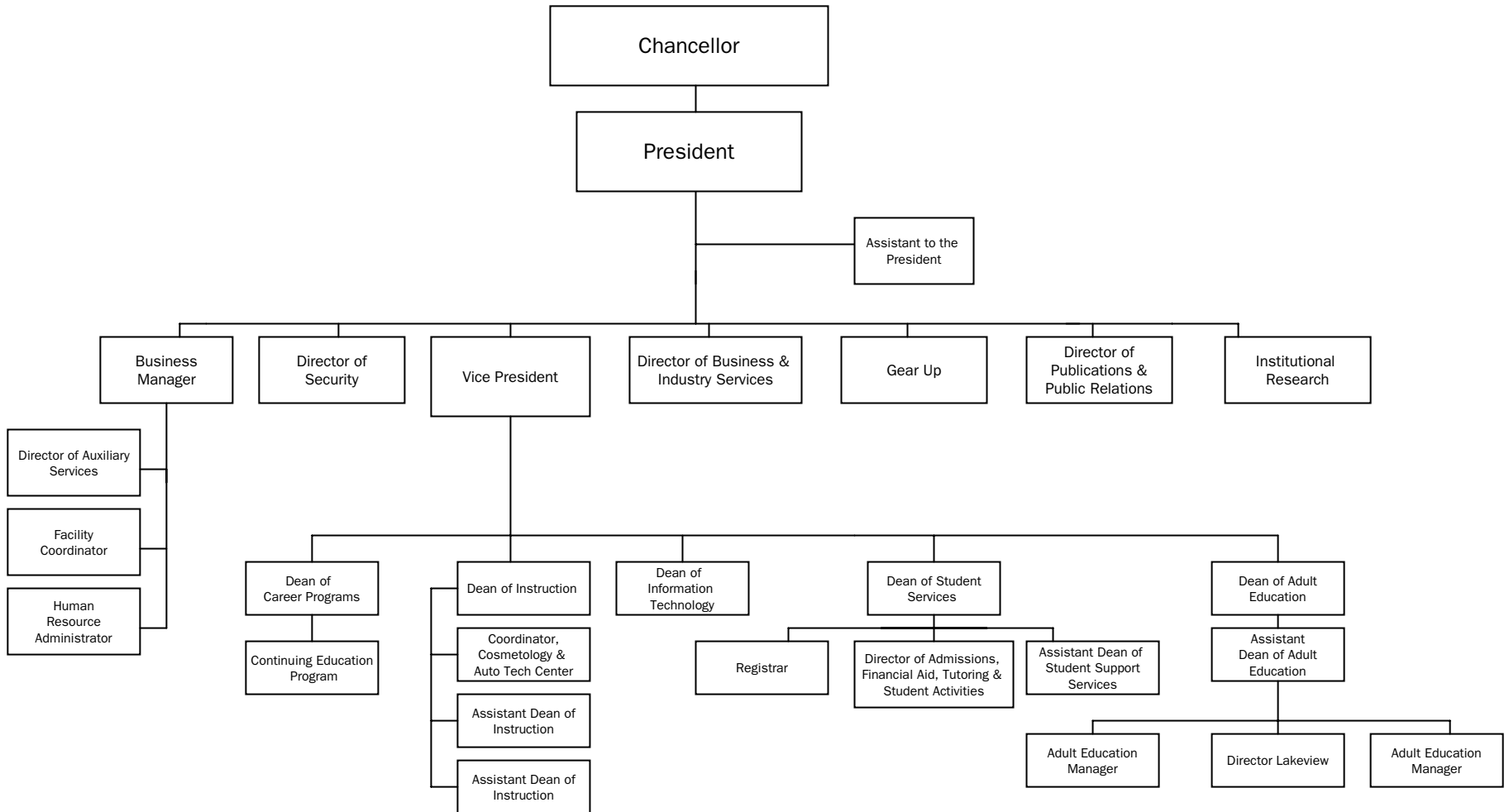
Olive-Harvey College

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

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	34,598.0	35,672.0	36,313.0	34,843.0	32,667.0	-2,176.0	-6.2%	-1,931.0	-5.6%
2	Business and Service Occupational	4,701.0	4,590.0	3,976.0	4,114.0	3,901.0	-213.0	-5.2%	-800.0	-17.0%
3	Technical Occupational and Vocational	6,013.0	6,604.0	4,061.0	3,740.0	3,453.0	-287.0	-7.7%	-2,560.0	-42.6%
4	Health Occupational and Vocational	5,254.0	6,881.0	6,361.0	3,951.0	3,004.0	-947.0	-24.0%	-2,250.0	-42.8%
5	Remedial Education	8,744.0	9,352.0	9,494.0	9,115.0	8,421.0	-694.0	-7.6%	-323.0	-3.7%
6	Adult Basic/Adult Secondary Education, ESL	39,233.0	39,516.0	41,497.0	36,775.0	31,375.0	-5,400.0	-14.7%	-7,858.0	-20.0%
Total		98,543.0	102,615.0	101,702.0	92,538.0	82,821.0	-9,717.0	-10.5%	-15,722.0	-16.0%

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, 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 33rd 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.

Truman College, part of a system of seven City Colleges of Chicago, is dedicated to providing quality, comprehensive, and affordable educational programs and services that meet the postsecondary, basic skills, workforce training, continuing education, and cultural needs of the diverse, multi-ethnic community the college serves. In addition to meeting the educational needs of individual students, the college seeks to be a catalyst for growth and progress. Truman students come from more than 144 countries and speak more than 56 languages. The greatest number, more than half the college, are Hispanic, coming to Truman from more than 15 Latin American countries.

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.

FY 2006 Accomplishments

- Implemented TRIO program providing comprehensive support services for 135 low income, first generation, and disabled students.
- Implemented studio classrooms (sixteen sections in fall 2006).
- Hired a diverse group of eight full-time faculty all of whom bring stellar academic credentials that will contribute long-term to critical teaching and learning initiatives.
- Successfully implemented a transition from communications exit exam assessment to portfolio assessment.
- Created center to provide integrated student services using One-Stop model.
- Redesigned Appliance Technology and Cosmetology program to provide open entry, open exit opportunities for students on a semester basis.

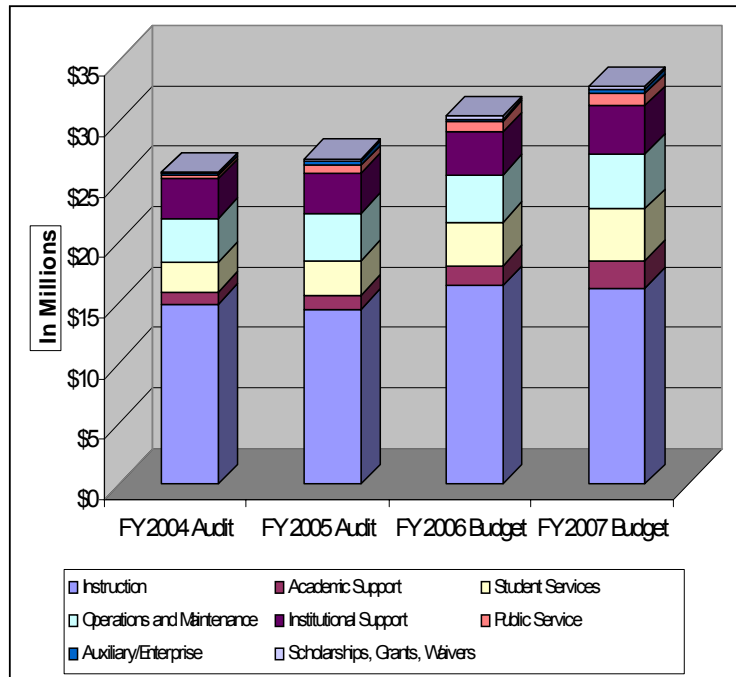
- Added Chinese, Japanese, Korean, Polish, and Arabic languages to Continuing Education division offerings.
- Successfully implemented online hybrid nursing program in collaboration with University of Chicago Hospitals. Students are incumbent workers and the program will continue to admit additional students for fall 2007.
- Implemented the Student Success Learning Institute.
- Provided outreach to 46 Lost Boys of Sudan which included intrusive advising and additional tutoring and transfer application support.
- Increased credit FTE from 2,510 in 2001 to 3,202 in 2005.
- \$1.4 million released to Capital Development Board for architectural and engineering study for new Truman Student Services/parking facility.
- Received 2005 Award for Excellence in Teaching and Learning for the GED/Credit Math Bridge Project.
- Passed NCA ongoing monitoring process with college-wide writing assessment project.
- Business & Industry Services generated \$250,000 in net revenue.

FY 2007 Tactical/Strategic Plans

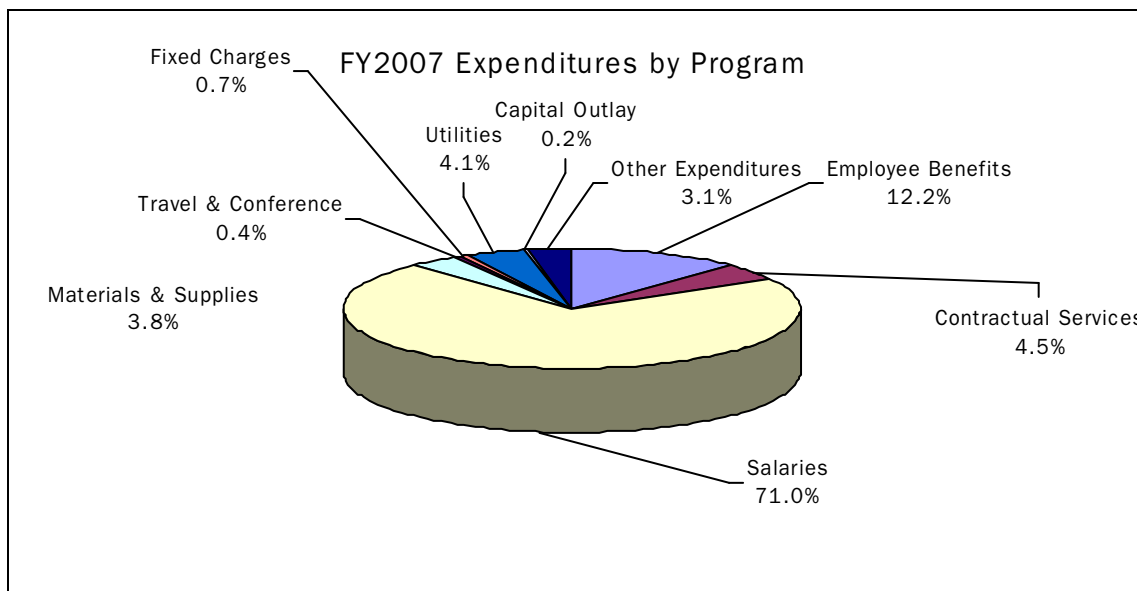
- Continue major college-wide retention efforts.
- Continue to foster use of technology in the classroom through the Studio Classroom project and other technology initiatives, including training of all faculty in the use of Blackboard.
- Continue globalization initiative to first phase of implementation.
- Continue building partnerships with corporations, service agencies and other educational institutions for workforce development.

FY2007 Financial Overview

Truman College's FY2007 operating budget of \$31.8 million represents an increase of 5.1% or \$2 million over the FY2006 budget. The largest expenditure is in instructional costs, which represent 48.8% or \$15.5 million of the total operating budget. The second largest amount spent is for Student Services which accounts for 14.5% or \$4.6 million of the budget. Operations & Maintenance accounts for \$4.2 million or 13.2%, and Institutional Support accounts for 12.2% or \$3.9 million for FY2007. The remaining \$3.6 million covers public service, academic support, grants, and auxiliary/enterprise.

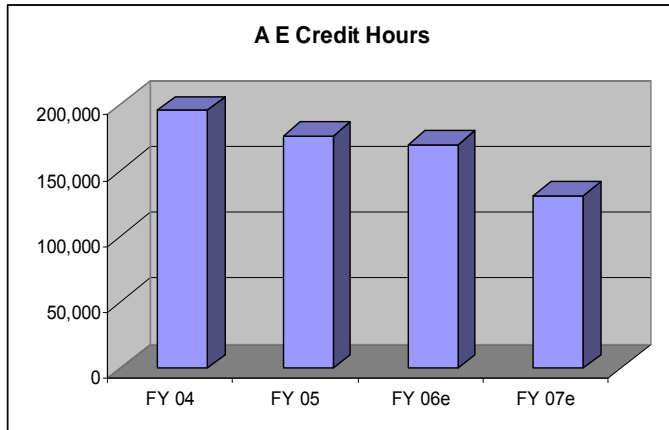


Total salaries and benefit costs of \$26.4 million will support 184 full-time positions which include 94 full-time faculty members, 411 part-time teachers, 26 administrators, 188 part-time support staff, and 109 clerical and operational positions. In FY2007,



Truman will hire 11 full-time instructors to replace faculty who retired the previous year and those who will retire by the end of 2007. During FY2006, Truman College exceeded

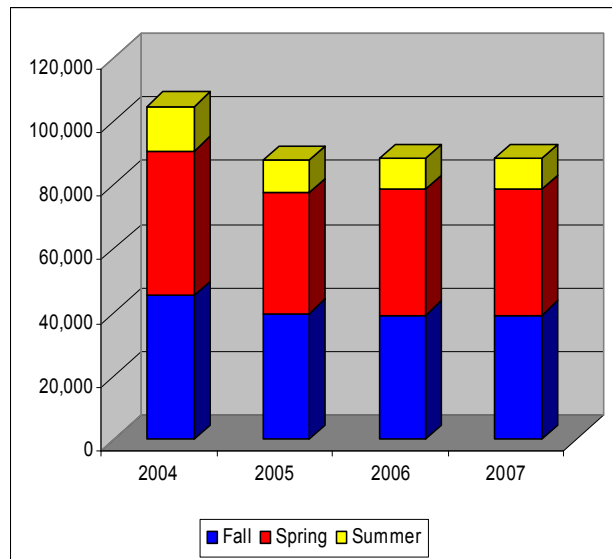
its revenue projections based on tuition and fees by \$1.5 million and projects expenditures to be approximately \$1 million under budget.



Truman's declining enrollment for the past three years in Adult Education and Continuing Education reflects macro socio-economic changes in Chicago. Truman has served a large immigrant population 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 population at Truman.

Additionally, gentrification of the Uptown neighborhood and the resulting rise in housing costs have changed the student demographics, further reducing the College's adult-education programs. As a result, credit hours in adult education declined from 224,925 in FY2002 to 176,230 in FY2005, a decrease of 21.6%.

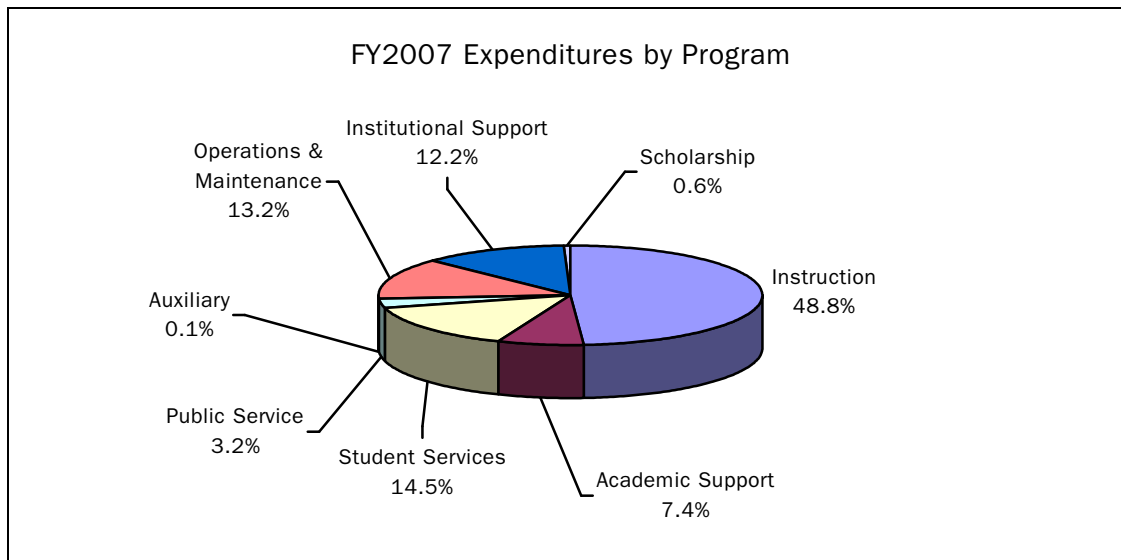
Despite this trend, Truman continues generate the largest number of credit hours at City Colleges, exceeding the projected 272,200 credit hours in FY2006. In Spring 2006, when Truman lost two-thirds of its parking to the Wilson-Yard TIF project, the credit program's FTE count improved because of students' desire to maintain full-time status to make use the CTA U-Pass Program.



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Although Truman projects a decrease credit hours due to the parking situation and Adult Ed enrollment, it has implemented many new programs to maintain current enrollment. New programs include the CTA U-Pass program, retention initiative, Student Success Learning Institute, TRIO, and studio classroom initiative. In addition, building on the demand for occupational programs for Registered Nurse, Certified Nurse Assistant, and Automotive Technology, the Adult Education Division implemented "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. Truman's administration continues to explore both short-term and long-term solutions to the parking problem, including the possible purchase of shuttle vehicles.

Instructional costs represent 48.8% of spending in the budget. Due to the commitment to strengthen student services and improve student retention, implementation of the studio classroom initiative increased the spending in Academic Support by 40%, or \$0.7 million, and Student Services by \$1.0 million. Truman's spending in Public Services is 3.22%. Operations and Maintenance requires 13.2% of the budget in FY2007, an increase of \$0.3 million from FY2006, due to the aging facility and increases in utility costs. Truman's spending in mission-related programs represents at least 74.2% of the operating budget.



Institutional Development

Truman College has been engaged in a focused search for effective ways to educate one of the most ethnically, culturally, linguistically, and economically diverse groups of students in the nation. A great deal of the development of institutional capacity for ongoing innovation and assessment/evaluation was accomplished with grants from the U.S. Department of Education under the Title III and Title V, Strengthening Hispanic-Serving Institutions Programs. Truman's work to address the needs of basic skills, developmental, under-represented, and low-income students has led to various other grants, awards and ongoing innovation. These include:

- 1993: Title III Component: Writing Across the Curriculum (WAC) This project developed a computer lab to strengthen writing skills for students in developmental and gateway courses and created the Technology Learning Center.
- 1999: Title V-Strengthening Hispanic-Serving Institutions Individual Development Grant: This project required the overhaul of developmental teaching approaches to include project-based learning, accelerated learning, and supplemental instruction to improve outcomes for basic skills/developmental students. Timely compromises among department personnel eased transitions in curriculum, outcomes redesign and assessment processes to better align between basic skills, developmental, and gateway courses. The project expanded the uses of project-based learning methods,

requiring considerable flexibility among faculty who embraced new teaching and learning approaches.

- 2004: Title V-Strengthening Hispanic-Serving Institutions Cooperative Grant: Truman is the only college in the nation to use studio classrooms for both developmental and required General Education courses. The project combines academic learning and student services in the classroom. This strategy increases student access to support services and early intervention.

Truman won the Illinois Community College Board Award for Learner-Centered Instruction in both 2004 and 2005 based on work performed with Title V funds. The U.S. Department of Education monitor said that Truman is an example to colleges nationally, both in innovation and performance. In addition, the Illinois Community College Board, Illinois Department of Commerce and Economic Opportunity, W.K. Kellogg Foundation, Lumina Foundation for Education, and others have recognized Truman as an innovative and effective institution.

From FY2005 to FY2007, Truman has received six non-competitive awards from the Illinois Department of Commerce and Economic Opportunity (DCEO) in the amount of \$352,095 to develop innovative workforce development programs, including the online/hybrid nursing curriculum, bridge programs, bio-tech, and bio-terrorism programs.

Absorbing activities and personnel upon completion of a grant award is a challenge shared by innovative colleges nationwide. Truman successfully institutionalized activities developed under the 1993-1997 Title III and 1999-2005 Title V Grants. The TRIO Student Support Services and 2004 Title V Cooperative (studio classroom) Grants have the potential to significantly increase both the academic and student support available to the most vulnerable students. Early indicators for the Title V Cooperative studio classroom project show measurable benefits in terms of student learning. The TRIO project complements the studio classroom project, and the college is working to leverage the projects for maximum student benefit and fiscal stability. The increase in student support services expenditures for FY2006 is largely due to increased grant spending. Recognizing the importance of fiscal stability to the college and the district, Truman will work diligently to ensure a high-quality institutionalization strategy for these activities and expenditures.

Truman College
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	9,972,695	7,777,065	7,966,725	7,912,505
	State Government	9,159,059	11,351,408	12,949,311	13,334,252
	Federal Government	36,995	13,104	40,000	27,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	7,781,254	8,858,189	8,285,629	8,842,950
	Auxiliary/Enterprise	241,884	496,095	787,100	1,165,299
	Investment Revenue	-	-	-	-
	Other Sources	39,174	33,249	57,800	66,641
Total		27,231,060	28,529,111	30,086,565	31,348,647
Expenditures by Program					
	Instruction	14,903,707	14,524,795	16,403,578	15,520,428
	Academic Support	1,059,954	1,119,191	1,677,689	2,348,172
	Student Services	2,585,601	2,977,750	3,583,898	4,622,804
	Public Service	282,807	689,714	943,926	1,009,534
	Organized Research	-	1,638	-	-
	Auxiliary/Enterprise	20,460	36,256	17,910	38,457
	Operations and Maintenance	3,644,290	3,896,987	3,920,886	4,190,838
	Institutional Support	3,249,695	3,290,903	3,583,201	3,889,199
	Scholarships, Grants, Waivers	134,398	125,344	150,000	200,000
Total		25,880,912	26,662,577	30,281,088	31,819,432
Expenditures by Object					
	Salaries	18,416,480	18,426,731	20,687,971	22,431,791
	Employee Benefits	4,117,433	4,182,821	5,073,102	3,958,939
	Contractual Services	740,849	980,591	1,294,000	1,438,200
	Materials and Supplies	1,042,293	1,344,964	1,081,104	1,232,800
	Travel and Conference	39,835	82,328	97,200	124,000
	Capital Outlay	12,000	184,222	50,000	80,000
	Fixed Charges	2,000	27,000	180,000	244,999
	Utilities	1,048,418	1,103,398	1,198,202	1,323,703
	Other Expenditures				
	Bad Debt	277,952	139,830	275,000	350,000
	Waivers and Scholarships	134,398	130,539	150,000	200,000
	Other Expenditures	49,253	60,154	70,000	435,000
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	124,509	-
Total		25,880,912	26,662,577	30,281,088	31,819,432
Revenues less Expenditures		1,350,148	1,866,534	(194,523)	(470,785)



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	5,873	6,381	6,689	7,139	7,355
Pre-Credit	189	143	87	94	99
Continuing Education	2,389	2,169	1,291	980	457
Special Interest	4,413	3,519	3,340	3,126	2,071
Adult Ed. (ABE/GED/ESL)	22,290	22,401	21,856	20,065	17,817
AHS	102	93	--	--	--
Vocational Skills	539	300	248	207	206
Total Unduplicated	32,859	32,502	31,469	29,739	26,652

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit	17%	28%	22%	33%	7,355
Pre-Credit	7%	60%	23%	9%	99
Continuing Education	17%	30%	25%	28%	457
Special Interest	18%	19%	34%	28%	2,071
Adult Ed. (ABE/GED/ESL)	8%	7%	71%	14%	17,817
Vocational Skills	7%	55%	25%	11%	206
Total Unduplicated	11%	14%	55%	20%	26,652

Native American Students:

Credit 0.9%; Pre-Credit 1.0%; Cont. Ed 0.7%; Special Interest 0.8%; Adult Ed 0.2%; Voc. Skills 1.9%; Total Undup. 0.5%

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	2,510	2,771	3,003	3,138	3,202
Pre-Credit	50	37	15	15	20
Continuing Education	236	228	148	131	62
Adult Ed. (ABE/GED/ESL)	7,468	7,779	7,790	7,451	6,611
AHS	47	46	--	--	--
Vocational Skills	269	172	137	99	98
Total	10,581	11,033	11,095	10,835	9,993

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

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<i>Associate Degrees</i>					
Arts-AA	60	58	77	83	79
Science-AS	22	8	29	29	25
Applied Science-AAS	80	87	88	86	78
General Studies-AGS	28	22	25	10	11
Total Degrees	190	175	219	208	193

Certificates

Advanced-AC	376	328	339	345	323
Basic-BC	167	357	317	221	140
Total Certificates	543	685	656	566	463
Total Awards	733	860	875	774	656

GED Completers*

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

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>
<i>Associate Degrees</i>					
Arts-AA	11%	30%	22%	35%	79
Science-AS	4%	44%	16%	32%	25
Applied Science-AAS	23%	18%	24%	35%	78
General Studies-AGS	9%	64%	27%	0%	11
Total Degrees	15%	29%	22%	33%	193

Certificates

Advanced-AC	15%	30%	27%	28%	323
Basic-BC	16%	37%	16%	29%	140
Total Certificates	15%	32%	24%	28%	463
Total Awards	15%	31%	23%	30%	656

*Awards to Native American Students

Associate Degrees: AA-1, Total-1; Certificates: AC-2, BC-1, Total-3

Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit	2,803	38%	4,552
Pre-Credit	42	42%	57
Continuing Ed.	159	35%	298
Special Interest	816	39%	1,255
Adult Ed. (ABE/GED/ESL)	9,350	52%	8,467
Vocational Skills	83	40%	123
Total Unduplicated	12,729	48%	13,923

Workforce Development through Contract Training, Fiscal Years 2004-05

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	1,693	1,678
Unduplicated companies served	14	17
Revenue generated	\$316,480	\$642,977

Please see list of definitions on the following page.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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: Includes vocational and technical courses that prepare students for employment and career advancement.

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.

Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Truman College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	1,135	16.0%	56	0.8%	2,039	28.8%	1,586	22.4%	2,252	31.8%	10	0.1%	7,078
Continuing Ed.	33	10.6%	3	1.0%	106	34.2%	87	28.1%	73	23.5%	8	2.6%	310
Adult Education	1,242	8.5%	42	0.3%	1,177	8.0%	9,696	66.1%	2,252	15.3%	264	1.8%	14,673
ABE	133	9.3%	16	1.1%	461	32.2%	630	44.0%	158	11.0%	33	2.3%	1,431
GED	44	2.9%	12	0.8%	192	12.5%	1,164	75.9%	95	6.2%	26	1.7%	1,533
ESL	1,162	9.0%	22	0.2%	638	4.9%	8,789	68.1%	2,067	16.0%	224	1.7%	12,902
Vocational Skills	7	6.1%	1	0.9%	62	54.4%	32	28.1%	10	8.8%	2	1.8%	114
Special Interest	291	13.2%	18	0.8%	407	18.5%	876	39.8%	600	27.3%	8	0.4%	2,200
Pre-Credit	13	6.9%	1	0.5%	91	48.1%	49	25.9%	35	18.5%	0	0.0%	189
Mfg. Technology	24	8.7%	4	1.4%	101	36.6%	112	40.6%	35	12.7%	0	0.0%	276
Unduplicated Total	2,539	10.9%	110	0.5%	3,565	15.2%	11,957	51.1%	4,943	21.1%	264	1.1%	23,378

Truman College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	6,381	6,689	7,139	7,355	7,078	-277	-3.8%	697	10.9%
Pre-Credit	143	87	94	99	189	90	90.9%	46	32.2%
Continuing Ed.	2,169	1,291	980	457	310	-147	-32.2%	-1,859	-85.7%
Special Interest	3,519	3,340	3,126	2,071	2,200	129	6.2%	-1,319	-37.5%
Adult Education	22,401	21,856	20,065	17,817	14,673	-3,144	-17.6%	-7,728	-34.5%
ABE	1,915	1,582	1,403	1,638	1,431	-207	-12.6%	-484	-25.3%
GED	1,968	2,140	2,193	1,688	1,533	-155	-9.2%	-435	-22.1%
ESL	19,831	19,473	17,786	15,678	12,902	-2,776	-17.7%	-6,929	-34.9%
AHS	93	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	300	248	207	206	114	-92	-44.7%	-186	-62.0%
Mfg. Technology	NA	NA	NA	NA	276	NA	NA	NA	NA
Total (Unduplicated)	32,502	31,469	29,739	26,652	23,378	-3,274	-12.3%	-9,124	-28.1%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

Truman College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	2,771	3,003	3,138	3,202	3,076	-126	-3.9%	305	11.0%
Pre-Credit	37	15	15	20	33	13	65.0%	-4	-10.8%
Continuing Ed.	228	148	131	62	46	-16	-25.8%	-182	-79.8%
Adult Education	7,779	7,790	7,451	6,611	5,523	-1,088	-16.5%	-2,256	-29.0%
ABE	521	433	420	458	403	-55	-12.0%	-118	-22.6%
GED	504	581	625	497	445	-52	-10.5%	-59	-11.7%
ESL	6,754	6,776	6,406	5,656	4,675	-981	-17.3%	-2,079	-30.8%
AHS	46	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	172	137	99	98	52	-46	-46.9%	-120	-69.8%
Mfg. Technology	NA	NA	NA	NA	105	NA	NA	NA	NA
Total (Unduplicated)	11,033	11,095	10,835	9,993	8,835	-1,158	-11.6%	-2,198	-19.9%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

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

Prepared by Office of Research and Evaluation, June 12, 2006

Source: MISCT 129

June 9, 2006

Truman College

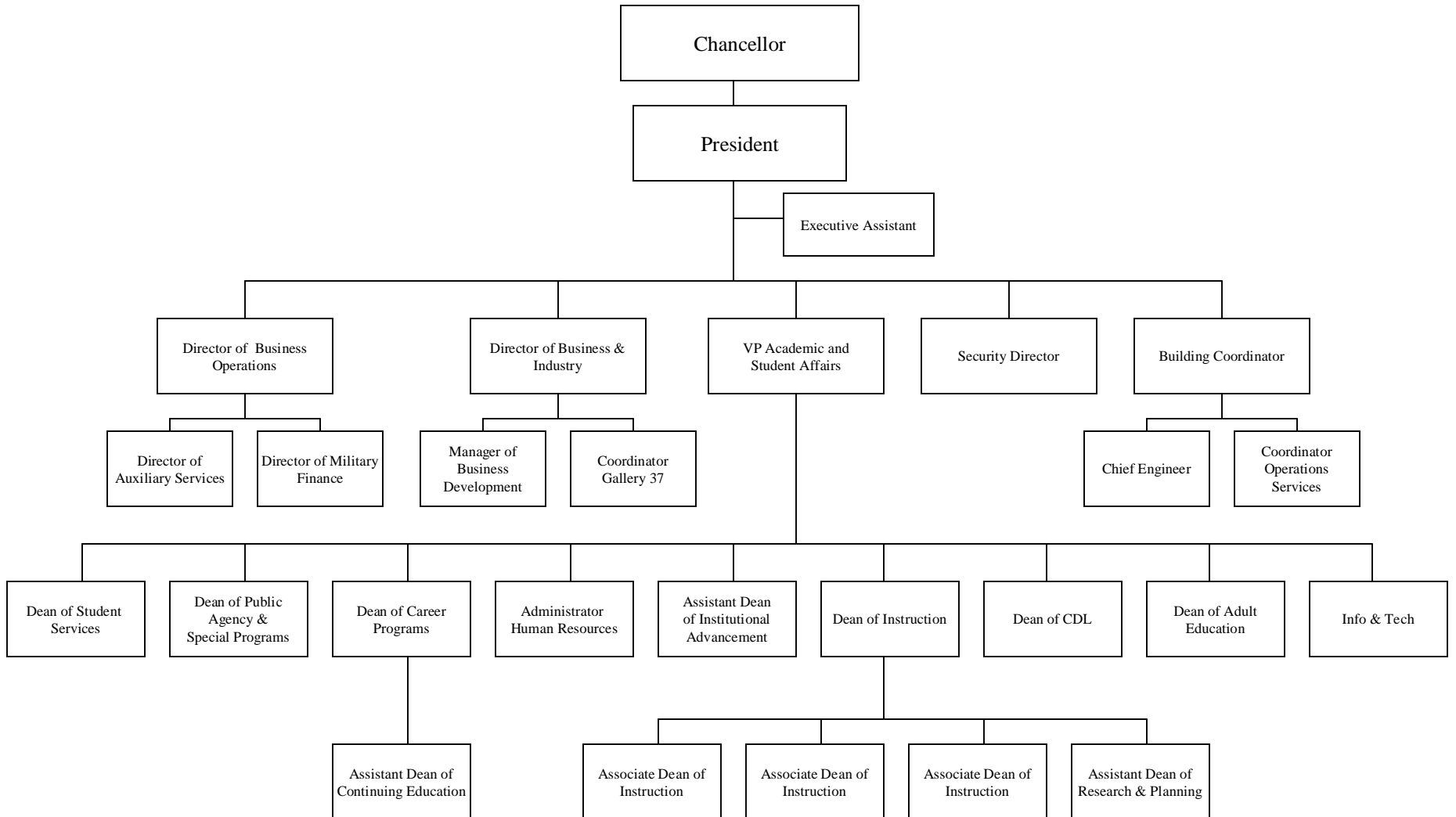
Preliminary Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	43,696.0	51,880.0	56,863.0	56,879.0	55,309.0	-1,570.0	-2.8%	11,613.0	26.6%
2	Business and Service Occupational	5,651.0	5,290.0	4,767.0	4,743.0	4,402.0	-341.0	-7.2%	-1,249.0	-22.1%
3	Technical Occupational and Vocational	8,911.0	7,178.0	4,891.0	5,253.0	5,375.0	122.0	2.3%	-3,536.0	-39.7%
4	Health Occupational and Vocational	5,406.0	4,882.0	5,201.0	4,770.0	5,260.0	490.0	10.3%	-146.0	-2.7%
5	Remedial Education	10,250.0	10,378.0	11,766.0	13,143.0	12,688.0	-455.0	-3.5%	2,438.0	23.8%
6	Adult Basic/Adult Secondary Education, ESL	224,926.0	219,433.0	201,728.0	176,230.0	150,838.0	-25,392.0	-14.4%	-74,088.0	-32.9%
Total		298,840.0	299,041.0	285,216.0	261,018.0	233,872.0	-27,146.0	-10.4%	-64,968.0	-21.7%

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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 late Mayor Harold Washington.

From the beginning, Harold Washington College (HWC) has been a comprehensive college, offering students the 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. HWC students, who come from dozens of countries as well as all parts of Chicago are attracted by the combination of a convenient location, close to their work places, high-quality instruction, flexible class scheduling, wide-ranging course offerings, which satisfy the diverse needs of today's work force, reasonable and affordable tuition rates, and state-of-the-art educational facilities and equipment.

On Wednesday, October 25, 2005, Mayor Richard M. Daley rededicated the newly renovated Harold Washington College. Mayor Daley spoke, highlighting all of the improvements to HWC as a result of the \$35 million, 3 year renovation project. The College has successfully completed its mission to modernize the campus building which includes a renovated Library Media Center that is 40% larger than the previous library, the new and greatly expanded computer labs on the 4th floor, the all new classrooms on the 7th and 10th floors, and the new Community Room on the 11th floor. The College increased the overall number of classrooms from 75 to 91, constructed a "first ever" student union on the lower level with direct stairwell access from the lobby, enhanced all of the public spaces, and centralized student services on the first two levels resulting in a total reconstruction of levels 0 through 5 and a major rehab of all levels.

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

FY 2006 Accomplishments

- The Center for Teaching and Learning presented a day-long workshop for more than 50 faculty and administrators from all seven City Colleges of Chicago.
- New program components were developed and implemented to give the Office of Vocational Training and Development students increased support while on campus.
- The College administered a Human Diversity Survey through a web based survey. A total of 887 credit students were surveyed. As an outcome from administering the survey, a Human Diversity Taskforce was developed and a Diversity Workshop was held.
- The Office of Vocational Training & Development (OVTD) was restructured to incorporate full day services for OVTD students. Forty five (45) courses were offered.
- Development of 2 Macromedia “Flash” software online “avatars” presentations that will assist in providing students with valuable information about the HWC registration process.
- The Library faculty presented a series of 6 workshops on remote access, designed to assist the college community in utilizing the full-text databases, e-books and other online resources from home or any other off-campus computer.
- The Foster Parent Training Program developed new training sites to target underserved communities resulting in 3 additional training sites.
- The Foster Parent Training Department developed community partnerships to increase training titles to foster and adoptive parents in Cook County resulting in 5 new curricula.
- The College implemented a plan for a Male Mentoring Program for students and organized a Committee composed of faculty, staff and administrators to work on the project.
- Developed City of Chicago/City Colleges of Chicago Public Safety Workshop Website.
- College’s Cross-Cultural Ensemble recorded its first album entitled “Pedagogical Issues”.

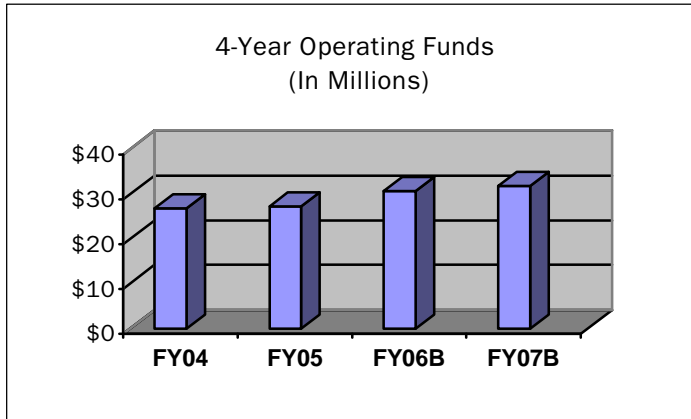
FY 2007 Tactical / Strategic Plans

- Form partnerships with feeder high schools through visitations, college nights, and Free Application for Federal Student Aid (FAFSA) completion workshops.
- Assessment of Physical Science laboratory procedures regarding compliance with Federal and State environmental and safety regulatory practices.
- Establish an advisory board for the Foreign Language/English as a Second Language Department.
- Oversee the development of course objectives and measurable student learning outcomes in all course syllabi taught by full-time and part-time faculty.

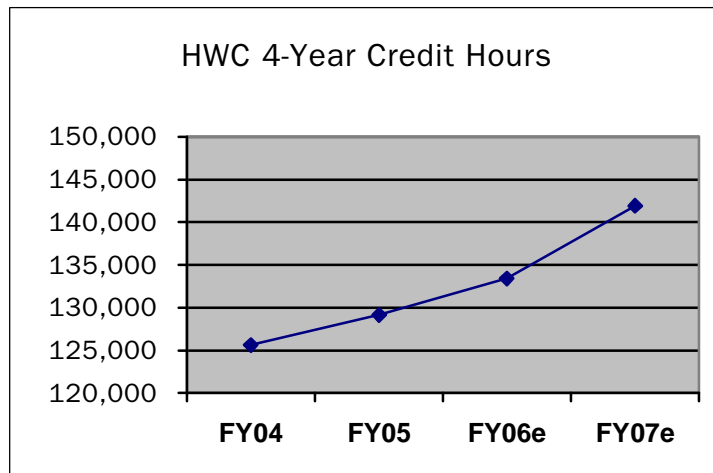
- Complete the Social Science Department Assessment Plan in order to pilot it in FY 2007-2008.
- Create (2) customized Illinois Community College Board/Work force Investment Act approved training programs.
- Develop and implement a comprehensive program to expand and improve advising services to Harold Washington College students.

FY2007 Financial Overview

Harold Washington College (HWC) is projecting a 3.6% spending increase for the FY2007 operating budget excluding grants. Total spending is budgeted at \$31.9 million, an increase of \$1.1 million over the FY2006 budget. Personnel cost, including Employee benefits, the largest spending category, accounts for 72.4%. In spite



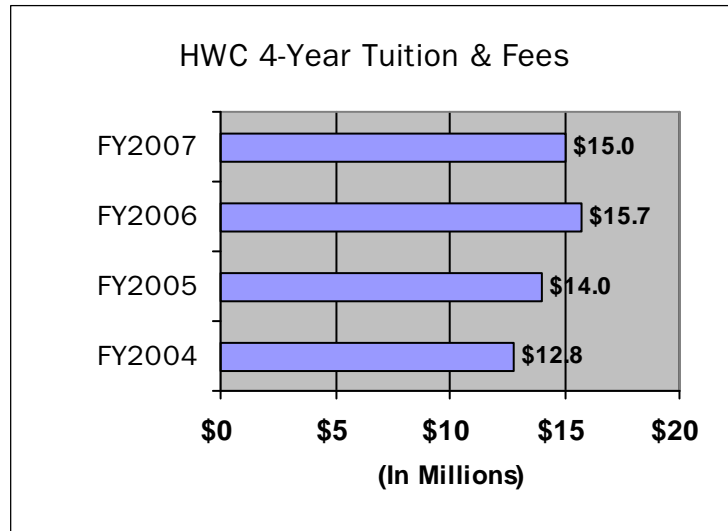
of contractual salary increases and new hiring plans, total salary and benefits will remain flat as a result of the retirement of senior faculty members and reduction of benefits. Contractual services will grow by \$0.5 million over FY2006 to pay for increased fees for the Distance Learning licenses and the CTA University Pass program. Materials and Supplies will be increased by \$0.6 million. As a result of anticipated natural-gas and electricity price increases, utilities will go up by \$0.1 million.



Harold Washington College 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 125,628 hours in FY2004 to 129,151 in FY2005, and to 133,422 in FY2006, to 141,901 FY2007. Credit hours in adult education are also expected to grow from 1,012 in FY2004 to 2,790 in FY2006. A review of the enrollment trends for credit hours at HWC over the last five years demonstrates an average growth of over 3.0% annually.

In spite of the general decrease in enrollment at community colleges, HWC is projecting a 1.5% increase in total credit hours from 149,670 in FY2006 to 151,911 hours in

FY2007. This increase combined with the anticipated \$5 increase in tuition will decrease tuition and fee revenues from \$15.7 million, based on the actual as of May 2, 2006, for FY2006 to \$15.0 million in FY2007. HWC supports as much as 49% of its operating cost from tuition and fee revenues.

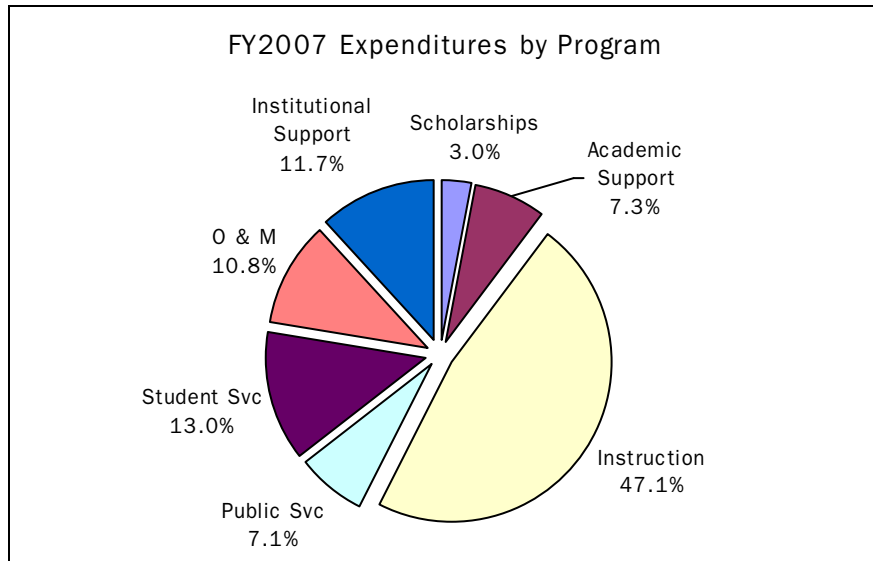


The FY2007 budget for direct Instruction represents 47.2% percent of operating spending, which compares favorably with the District-wide average of 37.8%. The FY2007 share of Instruction has actually decreased from 52.5% of FY2006 share primarily because of the retirement of senior faculty members.

Based on the strategic plan to enhance student service and thereby retention, the College plans to add five college advisors and increase its tutoring budget to \$0.5 million in FY2007. These efforts will increase FY2007 spending in Academic Support by \$0.4 million over FY2006. HWC's 7.3% spending in Academic Support is lower than the District-wide average of 7.6%.

Student Services, which reflects direct services to students such as registration, records, financial aid, and placement testing, will see an increase of \$0.7 million as a result of increased licensing fees for the Center for Distance Learning and the U-Pass Program. HWC spends 13.0% on Student Services, while the District spends 8.9%.

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 7.1% or \$2.3 million of its operating budget to Public Service.



Building operations and maintenance will require \$3.4 million or 10.8% of the budget.

Institutional Support, which includes expenditures for central executive-level activities and support service that benefit the entire college, will be supported with \$3.7 million, which is 11.7% of the operating budget.

Scholarship and waiver costs for FY2007 will remain flat despite the anticipated training of police and fire cadets for. HWC is the only college in the District offering this specialized service to the City of Chicago.

Out of HWC's \$31.9 million operating budget, \$24.7 million or 77.5% of total budget goes directly to mission-related programs such as Direct Instruction (47.2%), Instructional Academic Support (7.3%), Student Services (13.0%), Public Service (7.1%) and Scholarships (3.0%). The system-wide average spending on the mission-based programs is 58.9%. 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 Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	6,595,350	6,491,448	8,055,880	8,746,282
	State Government	4,371,625	5,978,801	5,611,349	5,547,045
	Federal Government	53,573	22,934	60,000	72,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	12,778,653	14,018,072	15,708,911	14,998,725
	Auxiliary/Enterprise	1,254,945	765,932	1,248,400	1,122,100
	Investment Revenue	-	-	-	-
	Other Sources	181,425	114,119	138,200	115,900
Total		25,235,572	27,391,307	30,822,740	30,602,052
Expenditures by Program					
	Instruction	14,815,756	14,850,865	16,173,041	15,049,619
	Academic Support	1,294,558	1,285,756	1,928,914	2,314,825
	Student Services	2,417,701	2,757,876	3,414,542	4,137,998
	Public Service	1,524,132	1,214,284	1,608,696	2,278,005
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	5,147	5,177	5,200	7,500
	Operations and Maintenance	2,743,983	2,662,210	3,116,539	3,442,402
	Institutional Support	3,263,343	3,342,855	3,595,942	3,727,608
	Scholarships, Grants, Waivers	805,354	1,184,947	960,000	960,000
Total		26,869,973	27,303,970	30,802,875	31,917,957
Expenditures by Object					
	Salaries	18,023,893	17,584,879	18,586,636	19,649,101
	Employee Benefits	4,158,474	4,400,167	5,206,961	3,461,761
	Contractual Services	816,072	1,043,367	1,902,550	2,400,380
	Materials and Supplies	1,770,878	1,919,158	2,078,725	2,662,350
	Travel and Conference	140,099	122,437	138,500	141,450
	Capital Outlay	16,820	27,500	505,000	390,000
	Fixed Charges	-	-	-	-
	Utilities	602,495	481,348	916,603	1,028,915
	Other Expenditures				
	Bad Debt	334,420	355,579	500,000	500,000
	Waivers and Scholarships	805,354	1,180,990	960,000	960,000
	Other Expenditures	201,468	188,545	7,900	724,000
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		26,869,973	27,303,970	30,802,875	31,917,957
Revenues less Expenditures		(1,634,401)	87,338	19,865	(1,315,905)



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	11,692	11,831	12,253	11,775	11,538
Pre-Credit	529	524	479	426	391
Continuing Education	3,848	3,357	2,551	3,104	3,085
Special Interest	10,895	10,014	9,717	7,222	6,145
Adult Ed. (ABE/GED/ESL)	412	297	363	427	623
Vocational Skills	1,474	1,433	1,473	1,497	1,409
Total Undup. no Military	22,943	22,384	23,483	21,883	20,256
Military	11,490	10,626	7,803	1,582	1,278
Total Undup. w. Military	34,433	33,010	31,286	23,465	21,534

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit	11%	43%	20%	25%	11,538
Pre-Credit	38%	26%	23%	11%	391
Continuing Education	22%	31%	12%	36%	3,085
Special Interest	14%	42%	15%	29%	6,145
Adult Ed. (ABE/GED/ESL)	8%	54%	25%	12%	623
Vocational Skills	26%	35%	7%	31%	1,409
Total Unduplicated	14%	42%	17%	27%	20,256

Native American Students:

Credit 0.7%; Pre-Credit 2.0%; Cont. Ed. 0.6%; Special Interest 0.9%; Adult Ed. 1.3%; Voc. Skills 0.9%; Total Undup. 0.8%

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	4,271	4,418	4,822	4,752	4,794
Pre-Credit	182	195	176	161	161
Continuing Education	347	300	211	183	136
Adult Ed. (ABE/GED/ESL)	102	78	84	88	148
Vocational Skills	224	316	337	333	318
Total Undup. no Military	5,126	5,307	5,632	5,517	5,560
Military	1,298	1,286	1,161	205	173
Total Undup. w. Military	6,424	6,593	6,793	5,722	5,733

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

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
<i>Associate Degrees</i>					
Arts-AA	137	91	128	161	178
Science-AS	14	19	12	18	15
Applied Science-AAS	84	75	79	100	86
General Studies-AGS	90	71	34	12	22
Engineering Science - AES	--	--	3	1	4
Total Degree no Military	325	256	253	291	305
Military	148	135	155	57	45
Total Degree w. Military	473	391	408	348	350
<i>Certificates</i>					
Advanced-AC	106	44	38	50	53
Basic-BC	3,616	1,458	2,153	3,816	3,663
Recognition-RC	752	640	--	--	--
Total Certificates	4,474	2,142	2,191	3,866	3,716
Total Awards	4,947	2,533	2,599	4,214	4,066
GED Completers*	55	86	52	28	55

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit	4,518	39%	7,020
Pre-Credit	160	41%	231
Continuing Ed.	2,477	80%	608
Special Interest	3,241	53%	2,904
Adult Ed. (ABE/GED/ESL)	331	53%	292
Vocational Skills	1,291	92%	118
Total Unduplicated	9,776	48%	10,480

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>
Associate Degrees					
Arts-AA	8%	54%	23%	13%	178
Science-AS	27%	40%	13%	20%	15
Applied Science-AAS	9%	57%	14%	19%	86
General Studies-AGS	9%	41%	18%	23%	22
Engineering Science - AES	50%	25%	0%	25%	4
Total Degrees	10%	53%	19%	16%	305
Certificates					
Advanced-AC	4%	70%	13%	11%	53
Basic-BC	27%	33%	12%	27%	3,663
Total Certificates	27%	33%	12%	27%	3,716
Total Awards	25%	35%	13%	26%	4,021

*Awards to Native American students:

Associate Degrees: AA-2; Total - 2; Certificates: AC -1, BC -25; Total - 26

Workforce Development through Contract Training, Fiscal Years 2004-2005

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	8,288	7,860
Unduplicated companies served	13	18
Revenue generated	\$1,267,029	\$1,203,718

Please see list of definitions on the following page.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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.

Vocational Skills: Includes vocational and technical courses that prepare students for employment and career advancement.

Military: Includes courses in video cassette and CD-Rom formats delivered by HW to U.S. forces stationed 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.

Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Harold Washington College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	1,221	11.0%	61	0.5%	4,643	41.6%	2,259	20.3%	2,962	26.6%	3	0.0%	11,149
Continuing Ed.	632	20.7%	28	0.9%	964	31.6%	363	11.9%	1,059	34.7%	3	0.1%	3,049
Adult Education	51	8.9%	6	1.0%	281	48.8%	175	30.4%	38	6.6%	25	4.3%	576
ABE	9	2.5%	5	1.4%	211	59.1%	101	28.3%	18	5.0%	13	3.6%	357
GED	4	1.9%	3	1.4%	110	52.6%	75	35.9%	9	4.3%	8	3.8%	209
ESL	41	34.5%	1	0.8%	19	16.0%	35	29.4%	15	12.6%	8	6.7%	119
Vocational Skills	360	23.6%	13	0.9%	592	38.9%	110	7.2%	445	29.2%	3	0.2%	1,523
Special Interest	551	13.9%	67	1.7%	1,533	38.5%	675	17.0%	1,149	28.9%	3	0.1%	3,978
Pre-Credit	164	34.2%	7	1.5%	171	35.6%	87	18.1%	48	10.0%	3	0.6%	480
Unduplicated Total	2,539	13.9%	161	0.9%	7,248	39.6%	3,331	18.2%	5,000	27.3%	25	0.1%	18,304

Harold Washington College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	11,831	12,253	11,775	11,538	11,149	-389	-3.4%	-682	-5.8%
Pre-Credit	524	479	426	391	480	89	22.8%	-44	-8.4%
Continuing Ed.	3,357	2,551	3,104	3,085	3,049	-36	-1.2%	-308	-9.2%
Special Interest	10,014	9,717	7,222	6,145	3,978	-2,167	-35.3%	-6,036	-60.3%
Adult Education **	297	363	427	623	576	-47	-7.5%	279	93.9%
ABE	NA	NA	208	374	357	-17	-4.5%	NA	NA
GED	NA	NA	140	284	209	-75	-26.4%	NA	NA
ESL	NA	NA	98	122	119	-3	-2.5%	NA	NA
Vocational Skills	1,433	1,473	1,497	1,409	1,523	114	8.1%	90	6.3%
Military ***	10,626	7,803	1,582	1,278	1,095	-183	-14.3%	-9,531	-89.7%
Total (Unduplicated) No Military	22,384	23,483	21,883	20,256	18,304	-1,952	-9.6%	-4,080	-18.2%
Total, Unduplicated With Military	33,010	31,286	23,465	21,534	19,399	-2,135	-9.9%	-13,611	-41.2%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

**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.

Source: MISCT 129
June 9, 2006

Harold Washington College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	4,418	4,822	4,752	4,794	4,703	-91	-1.9%	285	6.5%
Pre-Credit	195	176	161	161	169	8	5.0%	-26	-13.3%
Continuing Ed.	300	211	183	136	127	-9	-6.6%	-173	-57.7%
Adult Education **	78	84	88	148	144	-4	-2.7%	66	84.6%
ABE	NA	NA	33	64	80	16	25.0%	NA	NA
GED	NA	NA	21	46	35	-11	-23.9%	NA	NA
ESL	NA	NA	33	38	29	-9	-23.7%	NA	NA
Vocational Skills	316	337	333	318	354	36	11.3%	38	12.0%
Military ***	1,286	1,161	205	173	138	-35	-20.2%	-1,148	-89.3%
Total (Unduplicated) No Military	5,307	5,632	5,517	5,560	5,500	-60	-1.1%	193	3.6%
Total, Unduplicated With Military	6,593	6,793	5,722	5,733	5,638	-95	-1.7%	-955	-14.5%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

**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.

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

Source: MISCT 129
June 9, 2006

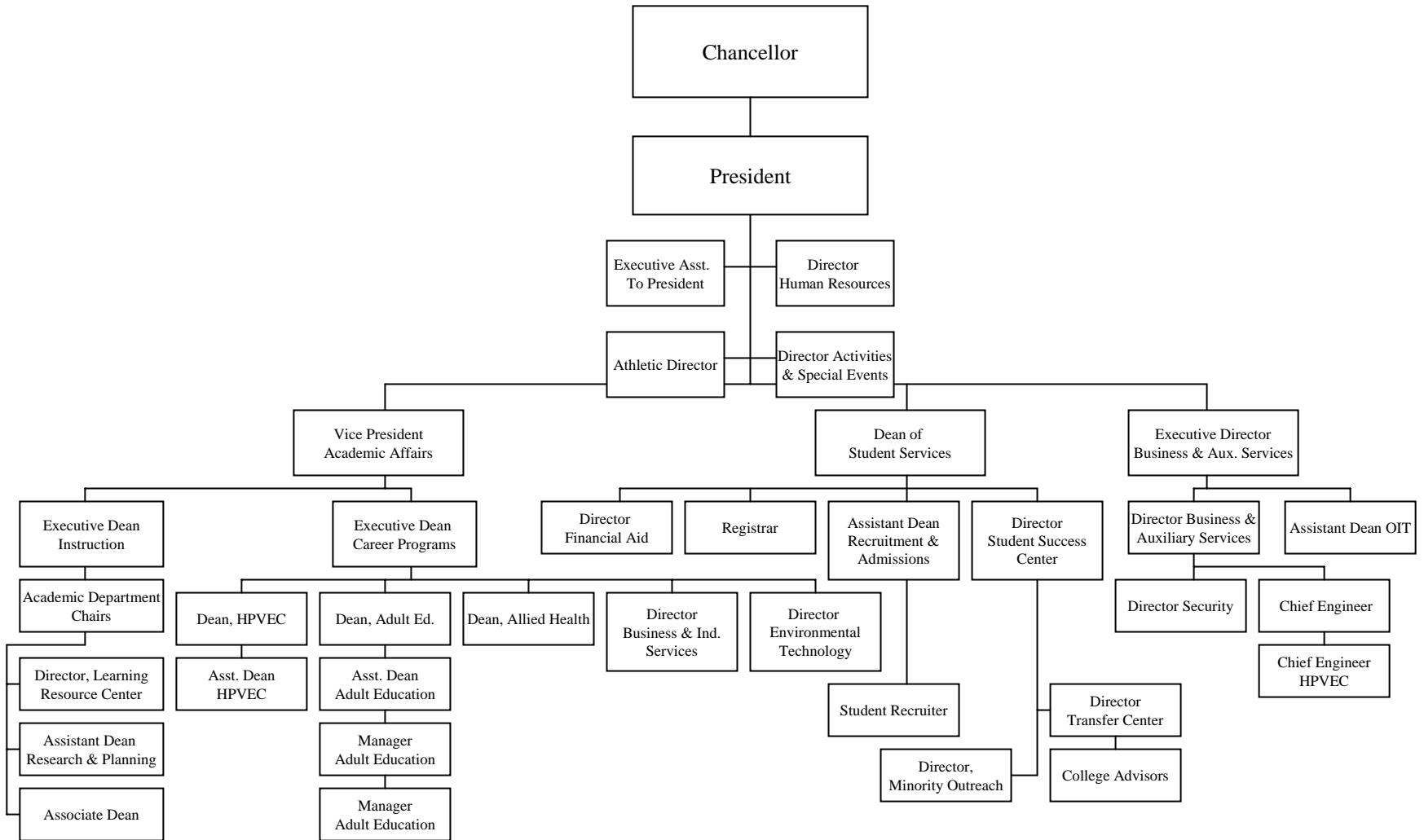
Harold Washington College
Preliminary Five Year Trend of Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	64,096.0	72,936.0	76,107.0	76,909.0	76,627.0	-282.0	-0.4%	12,531.0	19.6%
2	Business and Service Occupational	17,050.0	19,255.5	15,786.0	17,103.5	16,586.0	-517.5	-3.0%	-464.0	-2.7%
3	Technical Occupational and Vocational	16,896.0	16,894.0	16,536.0	16,179.0	16,706.0	527.0	3.3%	-190.0	-1.1%
4	Health Occupational and Vocational	7,298.0	5,905.5	4,029.5	2,886.0	2,318.0	-568.0	-19.7%	-4,980.0	-68.2%
5	Remedial Education	21,155.0	23,285.0	22,045.0	22,960.0	22,826.0	-134.0	-0.6%	1,671.0	7.9%
6	Adult Basic/Adult Secondary Education, ESL	4,092.0	4,487.0	4,788.0	5,911.0	6,891.0	980.0	16.6%	2,799.0	68.4%
Total		130,587.0	142,763.0	139,291.5	141,948.5	141,954.0	5.5	0.0%	11,367.0	8.7%

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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.

FY2006 Accomplishments

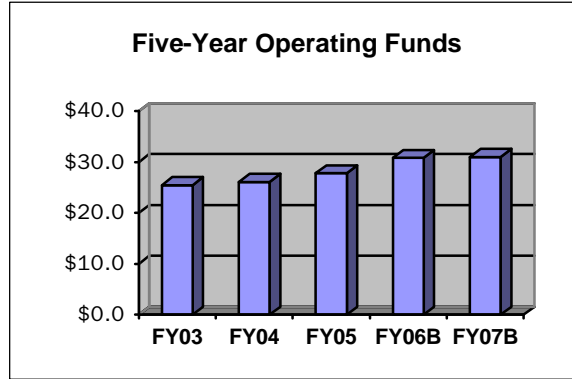
- Wright College implemented the Community College Survey of Student Engagement (CCSSE) to measure student attitudes toward class room and service at the college.
- Based on CCSSE results, Wright College was identified as a high performing college in the area of Academic Challenge.
- Wright College administered the CAAP test for the second time as part of its Higher Learning Commission Assessment plan.
- Wright College obtained ICCB and IBHE approval for the institution of a Para-legal Program for the Fall 2006 term.
- Working with community partners, the Humboldt Park Vocational Center of Wright College expanded the Practical Nursing Program by 50%.
- With the support of the Illinois Department of Economic Opportunities, Wright College developed a certificate program in Green Building Technologies.
- Wright College's Computer Security and Forensic Investigation Program (the only approved community college credit certificate program in the State of Illinois) was awarded the prestigious Innovative Initiative Award for 2006 from the Illinois Council on Continuing Higher Education (ICCHE).
- Wright College's Entrepreneurship Club held its first annual Business Idea Competition Program sponsored by Banco Popular and judged by Wright's business partners.
- Wright College hosted and participated in the ASPIRA education conference which brings 600 high school juniors and seniors on campus to explore educational and career opportunities.
- Wright College hosted the North side Chicago Public Schools College Fair for 1,000 high school seniors from local public high schools.
- Wright College received a grant from the Illinois Department of Commerce and Economic Opportunity to develop a Green Building Technologies.
- Wright College's partnership with Eli's Chicago Finest Cheesecake Company was featured in the United States Department of Education Office of Adult and Vocational Education electronic newsletter.
- Wright College hosted the Portage Park Chamber of Commerce annual business fair as well as the Congressman Rahm Emanuel's annual congressional district art fair.
- Wright College hosted and cosponsored business seminars with the Northwest Business and Industry Council (NORBIC).
- Wright Alum Judge Gerald Bender was named the Illinois Community College Trustees Association Alumni of the year and was also named one of the nation's Outstanding Community College Alumni by the American Association of Community Colleges.
- In partnership with Eli's Cheesecake, Wright College sponsored a Farmer's Market for the fifth consecutive year and instituted its first annual Father's Day Bike Ride.

FY2007 Tactical / Strategic Plans

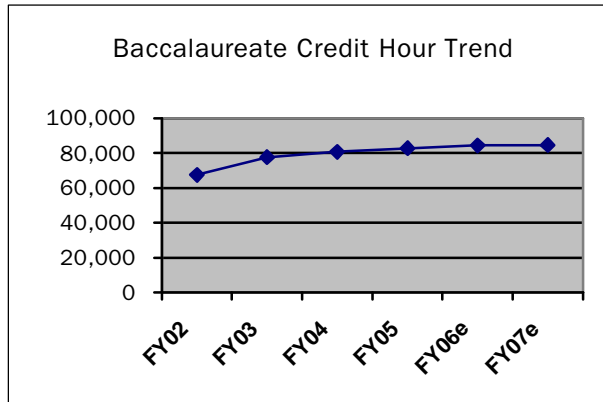
- Implement new Para-Legal and Green Building Technology Programs.
- Implement District's new Strategic Planning Initiative.
- Implement FY 2006 APSA Recommendations.
- Complete FY 2007 APSA.
- Increase partnership opportunities with the University of Illinois Champaign Urbana College of Agriculture, Consumer and Environmental Education.
- Pursue dual credit options with local high school partners as permitted by ICCB and District Policies.
- Maintain and expand community partnerships.
- Expand service learning opportunities for students.

FY2007 Financial Overview

Wright's operating budget excluding restricted grants totals \$31.1 million in FY2007, a 0.8% increase over the FY2006 budgeted level. The largest expenditure category is personnel, which accounts for 83.2% or \$25.8 million of operating funds excluding grants. The personnel cost is expected to increase by \$ 0.2 million over FY2006 with planned new hiring of 8 positions. Utilities total \$1.4 million or 4.5% of operating expenditures. Excluding personnel, contractual services, and utilities, the remaining appropriation of \$2.4 million will be used for the daily operations such as supplies and conferences.



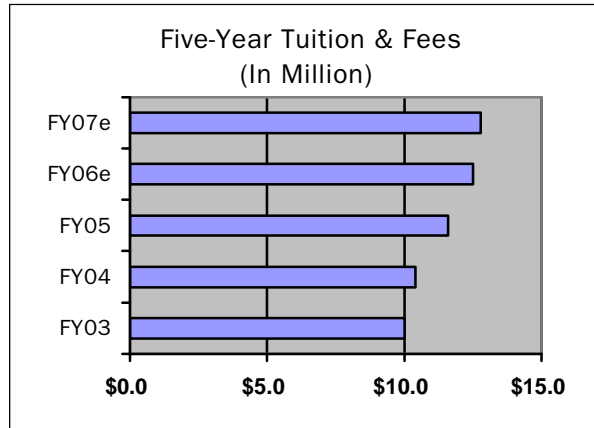
Total salaries and benefit costs of \$25.8 million will support 497 full-time equivalent (FTE) positions which comprise 115 full-time faculty, 126 adjunct faculty, 27 administrators, and 229 clerical and operational positions. Wright plans to hire 5 new faculty members, 3 new clerical support staff members, 1 new building engineer and one Adult Education manager in FY2007. Reflecting Wright's effort to provide instruction of high quality with its own faculty members, the College achieved a 55/45 full-time to part-time ratio based upon sections taught in spring of 2006, which compares favorably with the District's average of 52/48 during that semester.



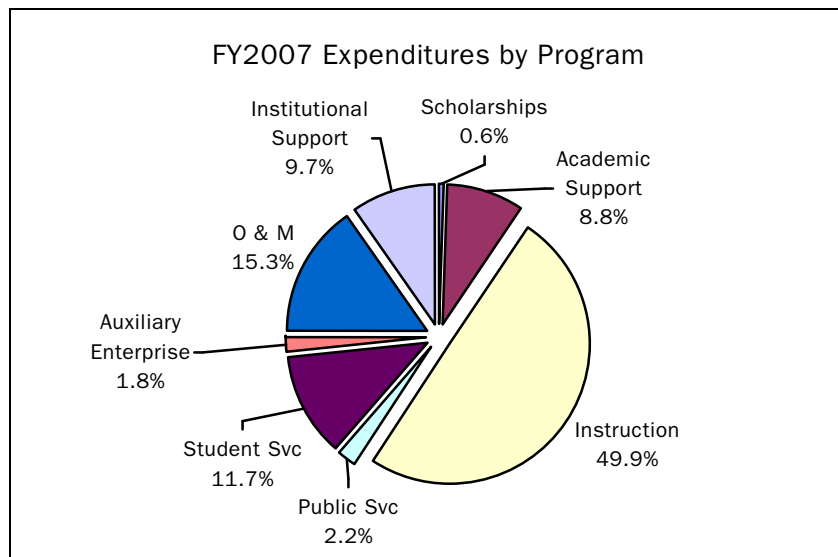
Wright has the highest credit-hour enrollment for baccalaureate degrees and general academic courses in the District. Due to limited classroom space, the adult-education credit hours are projected to continue to decrease from 57,300 in FY2006 to 57,000 in FY2007. In FY2005, the College had to vacate 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 3.0%.

The College is projecting no increase in FY2007 enrollment. The \$5 increase in tuition per credit hour is anticipated to increase tuition-and-fee revenues by \$0.3 million from \$12.5 million in FY2006 to \$12.8 million in FY2007. 41.3% of Wright's operation is supported by its tuition and fees. The new paralegal program offered in Fall 2006 is expected to 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 49.9% of operating funds, which compares very favorably with the District average. Academic Support provides support services for instruction, public service, and research. Wright spends 8.8% of its budget on this category.



Student Services, which represents direct student services such as admissions and records, financial aid, placement, testing, and student activities, will increase by \$0.9 million because of the addition of increase funds for tutoring and clerical staff to support the registration process. Wright's 15.3% spending on Operations and Maintenance includes a budgeted 24.9% increase in utilities from the FY 2006 budget due to the increase in related energy costs. Overall, mission-related spending (spending in Instruction, Academic Support, Student Services, Public Services, and Scholarships) accounts for 73.2% of the operating budget, which is among the highest in the District. 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 Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	9,384,297	8,709,112	9,093,958	8,282,852
	State Government	6,046,635	7,117,681	7,751,450	8,259,335
	Federal Government	27,100	12,496	30,000	34,000
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	10,361,487	11,568,641	12,533,935	12,777,115
	Auxiliary/Enterprise	339,600	471,616	849,870	676,146
	Investment Revenue	-	-	-	-
	Other Sources	212,124	211,594	249,550	288,900
Total		26,371,243	28,091,141	30,508,763	30,318,348
Expenditures by Program					
	Instruction	15,240,231	15,247,729	16,060,514	15,509,192
	Academic Support	1,589,830	2,656,755	3,196,812	2,741,114
	Student Services	2,215,954	2,357,710	2,777,101	3,630,381
	Public Service	111,289	290,643	1,226,521	673,753
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	500,757	517,619	550,023	545,872
	Operations and Maintenance	3,775,074	4,167,637	4,043,871	4,760,848
	Institutional Support	2,468,814	2,432,707	2,825,234	3,007,435
	Scholarships, Grants, Waivers	155,666	152,014	143,100	197,000
Total		26,057,614	27,822,814	30,823,177	31,065,595
Expenditures by Object					
	Salaries	18,343,205	18,961,957	20,496,582	21,976,600
	Employee Benefits	4,142,828	4,471,725	5,143,416	3,867,796
	Contractual Services	304,084	665,210	1,428,070	1,460,230
	Materials and Supplies	1,940,799	2,259,328	1,201,839	1,277,252
	Travel and Conference	77,885	117,974	99,515	103,000
	Capital Outlay	34,236	95,860	174,500	174,500
	Fixed Charges	-	-	-	-
	Utilities	901,623	956,487	1,125,509	1,406,317
	Other Expenditures				
	Bad Debt	93,830	88,314	115,000	150,000
	Waivers and Scholarships	155,666	152,275	143,100	197,000
	Other Expenditures	63,458	53,683	489,788	452,900
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	405,858	-
Total		26,057,614	27,822,814	30,823,177	31,065,595
Revenues less Expenditures		313,629	268,327	(314,414)	(747,247)



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	8,993	9,078	9,859	9,978	10,063
Pre-Credit	662	970	1,132	1,140	1,141
Continuing Education	1,877	1,825	1,727	1,600	960
Special Interest	7,545	7,896	7,038	7,276	5,589
Adult Ed. (ABE/GED/ESL)	9,133	9,286	8,967	7,960	7,393
Vocational Skills	169	180	351	244	246
Total Unduplicated	26,543	27,095	26,651	25,806	23,352

Headcount Enrollment by Race/Ethnicity, Fiscal Year 2005

	<u>Asian</u>	<u>Black</u>	<u>Hispanic</u>	<u>White</u>	<u>Total</u>
Credit	11%	10%	39%	40%	10,063
Pre-Credit	8%	13%	51%	28%	1,141
Continuing Education	7%	12%	40%	40%	960
Special Interest	5%	9%	43%	42%	5,589
Adult Ed. (ABE/GED/ESL)	2%	4%	59%	34%	7,393
Vocational Skills	3%	29%	47%	22%	246
Total Unduplicated	6%	8%	46%	38%	23,352

Native American Students

Credit 0.6%; Pre-Credit 0.8%; Cont. Ed 0.7%; Special Interest 0.6%; Adult Ed. 0.2%; Voc. Skills 0.4%; Total Undup. 0.5%

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	3,607	3,765	4,207	4,347	4,296
Pre-Credit	184	250	272	283	291
Continuing Education	254	287	243	261	151
Adult Ed. (ABE/GED/ESL)	3,585	3,533	2,999	2,715	2,570
Vocational Skills	101	107	138	108	112
Total	7,730	7,942	7,859	7,714	7,420

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

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

	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Associate Degrees					
Arts-AA	193	194	186	272	292
Science-AS	38	25	27	40	44
Applied Science-AAS	70	41	52	77	82
General Studies-AGS	28	27	8	12	10
Engineering Science - AES	--	3	6	6	9
Fine Arts-AFA	--	1	--	--	1
Total Degrees	329	291	279	407	438
Certificates					
Advanced-AC	51	40	36	96	40
Basic-BC	471	517	560	560	295
Recognition-RC	--	23	--	--	--
Total Certificates	522	580	596	656	335
Total Awards	851	871	875	1,063	773
GED Completers*	291	272	246	168	210

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

Headcount Enrollment by Gender, Fiscal Year 2005

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Credit	4,141	41%	5,922
Pre-Credit	471	41%	670
Continuing Ed.	235	24%	725
Special Interest	2,147	38%	3,442
Adult Ed. (ABE/GED/ESL)	3,212	43%	4,181
Vocational Skills	98	40%	148
Total Unduplicated	9,636	41%	13,716

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>
Associate Degrees					
Arts-AA	5%	11%	41%	42%	292
Science-AS	18%	5%	23%	55%	44
Applied Science-AAS	12%	6%	29%	52%	82
General Studies-AGS	20%	20%	30%	30%	10
Engineering Science - AES	0%	11%	22%	67%	9
Fine Arts - AFA	0%	100%	0%	0%	1
Total Degrees	8%	10%	36%	45%	438
Certificates					
Advanced-AC	20%	15%	25%	40%	40
Basic-BC	8%	14%	35%	42%	295
Total Certificates	9%	14%	34%	41%	335
Total Awards	9%	12%	35%	44%	773

*Awards to Native American Students:

Associate Degrees: AA-1, Total - 1; Certificates: BC-1, Total - 1

Workforce Development through Contract Training, Fiscal Years 2004-05

	<u>2004</u>	<u>2005</u>
Duplicate company trainees served	2,636	1,487
Unduplicated companies served	17	18
Revenue generated	\$292,293	\$353,815

Please see list of definitions on the following page.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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.

Vocational Skills: Includes vocational and technical courses that prepare students for employment and career advancement.

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.

Prepared by the Office of Research and Evaluation, District Office (Page 2 of 2)

Wright College

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	1,029	10.6%	48	0.5%	1,062	11.0%	3,796	39.1%	3,761	38.8%	1	0.0%	9,697
Continuing Ed.	43	6.4%	3	0.4%	110	16.3%	271	40.1%	248	36.7%	1	0.1%	676
Adult Education	142	2.2%	26	0.4%	357	5.5%	3,727	57.5%	2,077	32.0%	157	2.4%	6,486
ABE	26	1.7%	12	0.8%	310	19.7%	946	60.2%	228	14.5%	50	3.2%	1,572
GED	13	1.7%	6	0.8%	52	6.6%	549	70.1%	142	18.1%	21	2.7%	783
ESL	106	2.3%	13	0.3%	22	0.5%	2,549	55.7%	1,789	39.1%	94	2.1%	4,573
Vocational Skills	15	5.7%	0	0.0%	53	20.2%	132	50.2%	63	24.0%	0	0.0%	263
Special Interest	258	5.5%	21	0.4%	379	8.0%	1,831	38.7%	2,243	47.4%	0	0.0%	4,732
Pre-Credit	78	7.8%	4	0.4%	141	14.0%	503	50.0%	280	27.8%	0	0.0%	1,006
Unduplicated Total	1,416	6.8%	96	0.5%	1,823	8.7%	9,379	44.9%	8,036	38.4%	157	0.8%	20,907

Wright College

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	9,078	9,859	9,978	10,063	9,697	-366	-3.6%	619	6.8%
Pre-Credit	970	1,132	1,140	1,141	1,006	-135	-11.8%	36	3.7%
Continuing Ed.	1,825	1,727	1,600	960	676	-284	-29.6%	-1,149	-63.0%
Special Interest	7,896	7,038	7,276	5,589	4,732	-857	-15.3%	-3,164	-40.1%
Adult Education	9,286	8,967	7,960	7,393	6,486	-907	-12.3%	-2,800	-30.2%
ABE	2,285	2,011	1,616	1,685	1,572	-113	-6.7%	-713	-31.2%
GED	1,128	1,119	965	865	783	-82	-9.5%	-345	-30.6%
ESL	6,404	6,410	5,896	5,364	4,573	-791	-14.7%	-1,831	-28.6%
Vocational Skills	180	351	244	246	263	17	6.9%	83	46.1%
Total (Unduplicated)	27,095	26,651	25,806	23,352	20,907	-2,445	-10.5%	-6,188	-22.8%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

Wright College

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	3,765	4,207	4,347	4,296	4,282	-14	-0.3%	517	13.7%
Pre-Credit	250	272	283	291	252	-39	-13.4%	2	0.8%
Continuing Ed.	287	243	261	151	89	-62	-41.1%	-198	-69.0%
Adult Education	3,533	2,999	2,715	2,570	2,243	-327	-12.7%	-1,290	-36.5%
ABE	808	656	527	542	494	-48	-8.9%	-314	-38.9%
GED	374	320	276	254	216	-38	-15.0%	-158	-42.2%
ESL	2,351	2,022	1,912	1,774	1,533	-241	-13.6%	-818	-34.8%
Vocational Skills	107	138	108	112	90	-22	-19.6%	-17	-15.9%
Total (Unduplicated)	7,942	7,859	7,714	7,420	6,957	-463	-6.2%	-985	-12.4%

*FY 2006 enrollment figures are preliminary as of 6/9/06.

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

Wilbur Wright College

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

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	67,613.0	77,675.0	80,825.0	82,785.0	85,393.0	2,608.0	3.2%	17,780.0	26.3%
2	Business and Service Occupational	3,449.0	4,354.0	4,218.0	3,637.0	4,054.0	417.0	11.5%	605.0	17.5%
3	Technical Occupational and Vocational	8,580.0	8,083.0	7,408.0	6,662.0	5,683.0	-979.0	-14.7%	-2,897.0	-33.8%
4	Health Occupational and Vocational	6,989.0	7,035.0	8,556.0	6,866.0	7,972.5	1,106.5	16.1%	983.5	14.1%
5	Remedial Education	25,913.0	28,946.0	30,254.0	24,144.0	21,414.0	-2,730.0	-11.3%	-4,499.0	-17.4%
6	Adult Basic/Adult Secondary Education, ESL	83,839.0	70,248.0	65,167.0	62,742.0	57,515.0	-5,227.0	-8.3%	-26,324.0	-31.4%
Total		196,383.0	196,341.0	196,428.0	186,836.0	182,031.5	-4,804.5	-2.57%	-14,351.5	-7.3%

**FY2007 BUDGET SUMMARY
DISTRICT OFFICE**

District Office

Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	17,951,687	21,762,682	34,116,995	46,072,572
	State Government	1,054,653	5,183	-	-
	Federal Government	-	73,555	-	-
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	172,269	92,092	604,982	221,000
	Investment Revenue	848,685	1,860,913	-	-
	Other Sources	(369,699)	321,000	-	-
Total		19,657,595	24,115,424	34,721,977	46,293,572
Expenditures by Program					
	Instruction	320,546	359,078	252,459	380,120
	Academic Support	1,210,244	1,240,840	1,337,231	1,553,124
	Student Services	-	-	-	(19,576)
	Public Service	402,994	226,640	632,137	109,744
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	133,735	122,709	(87,585)	-
	Operations and Maintenance	1,349,808	2,016,292	1,490,530	1,786,713
	Institutional Support	20,908,067	29,078,731	31,044,813	42,380,920
	Scholarships, Grants, Waivers	12,066	-	-	-
Total		24,337,459	33,044,289	34,669,585	46,191,045
Expenditures by Object					
	Salaries	6,918,671	8,097,849	10,629,037	11,523,646
	Employee Benefits	-	2,028,923	2,754,830	2,026,316
	Contractual Services	11,519,453	12,798,065	15,774,239	25,412,243
	Materials and Supplies	1,670,524	1,998,393	1,841,429	3,854,930
	Travel and Conference	169,882	162,265	405,972	521,656
	Capital Outlay	195,225	115,724	383,556	333,558
	Fixed Charges	107,660	61,781	61,345	35,989
	Utilities	2,115,043	2,232,212	2,569,384	2,466,559
	Other Expenditures				
	Bad Debt	-	(39,206)	-	-
	Waivers and Scholarships	12,066	3,930	-	-
	Other Expenditures	1,628,934	5,584,354	24,340	16,148
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	225,453	-
Total		24,337,459	33,044,289	34,669,585	46,191,045
Revenues less Expenditures		(4,679,864)	(8,928,865)	52,392	102,527

Board Of Trustees
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	70,402	62,837	81,100	113,000
	Scholarships, Grants, Waivers	-	-	-	-
Total		70,402	62,837	81,100	113,000
Expenditures by Object					
	Salaries	20,105	11,980	18,400	22,000
	Contractual Services	21,168	20,862	26,321	21,000
	Materials and Supplies	14,933	18,464	22,714	62,000
	Travel and Conference	14,197	11,531	13,665	8,000
	Capital Outlay	-	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		70,402	62,837	81,100	113,000

Office of the Chancellor
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	1,506	-	-
	Institutional Support	760,479	893,292	955,280	961,838
	Scholarships, Grants, Waivers	1,151	-	-	-
Total		761,630	894,798	955,280	961,838
Expenditures by Object					
	Salaries	482,191	522,703	591,656	644,838
	Contractual Services	130,397	182,206	189,520	177,000
	Materials and Supplies	112,859	149,407	126,003	90,000
	Travel and Conference	10,369	19,646	20,600	20,000
	Capital Outlay	-	-	-	-
	Fixed Charges	10,495	9,139	11,845	6,000
	Utilities	14,135	10,809	14,420	24,000
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	1,151	889	-	-
	Other Expenditures	33	-	1,236	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		761,630	894,798	955,280	961,838

Office of the General Counsel

Mission

The Office of the General Counsel is responsible for all legal work arising from the activities of the District. The mission of the office is to provide superior legal counsel, guidance and policy analysis to the colleges, satellite campuses, WYCC, the district office and the Board and to ensure that the District's decisions and actions comply with federal, state and local laws. The Office performs a wide variety of legal services including litigation, litigation management, collective bargaining, contracts, leasing, commercial transactions, workers compensation, labor and employment matters, policy and procedure analysis, discrimination, records access and privacy issues, personal injury defense, regulatory compliance, student discipline oversight, intellectual property, corporate counseling and miscellaneous legal matters. Insurance coverage and Risk Management matters are also handled by the Office of the General Counsel.

Major Accomplishments for FY 2006

Litigation and Claims Handling

- Obtained dismissal of a lawsuit seeking damages and attorney's fees filed in Circuit Court (05 CH 03695) against CCC by Molitor Construction Company as a result of a former coach's unauthorized retention of the company for construction services for creation of a new baseball field.
- Prevailed in labor arbitration proceedings between the City Colleges and Local 1600 Faculty involving unfair labor practice charges sought by Emeritus Faculty members as a result of the October 2004 Strike.
- Obtained favorable file closure with the U.S. Department of Education's Office of Civil Rights regarding an Americans with Disability Act discrimination complaint brought by a former student against Olive-Harvey College
- Obtained dismissal of a general liability case involving a student's sliced finger in a construction course.
- Closed lengthy ongoing litigation matters involving two former employees.
- Obtained favorable outcomes in the cases of Kopnick, Hawkins and Olojo at either investigation or litigation stages which involved allegations of race or age discrimination.
- Won a Motion for Summary Judgment and dismissal of a lawsuit seeking in excess of \$300,000 in bonus fees filed in Circuit Court (04 L 11446) by a former attorney against City Colleges.

- Enhanced the general liability claims process through the development of uniform reporting documents.
- Reduced CCC's commercial insurance coverage's premium from \$1,039,330.00 to \$1,015,973.00 for a total savings of \$23,357.00 or 2.25%

Impact on Programs and Services

- Helmed the August 2005 updating of the District-Wide Operations Manual to provide strong clear guidance on District operational procedures.
- Helmed the August 2005 updating of the Board Rules for Management and Government to provide strong clear guidance on District operational procedures.
- Conducted a comprehensive mandatory orientation concerning athletics for all coaches and Athletic Directors.
- Instituted an electronic filing system for federal court filings.
- Ensuring student's rights are protected in scrutinizing requests for student records to confirm compliance with FERPA.
- Providing counsel to the colleges on military recruitment on campus to ensure students are not improperly solicited.
- Obtaining food license renewals for the Parrot Cage Restaurant and Washburne Culinary Institute.
- Negotiating favorable contracts to ensure Truman College parking availability during CTA redevelopment and construction.
- Oversaw legal aspects of wholesale changes to the Olive-Harvey, Kennedy-King and Daley College Nursing Programs.
- Helmed the formation of the not-for-profit organization, The Friends of Washburne ("FOW") Culinary Institute, securing the formal support of top restaurant managers Carlyn Berghoff and John Meyer who serve as FOW officers and which will enable the Parrot Cage restaurant to benefit from their liquor license.
- Provided solid legal support for negotiations with the Public Building Commission regarding the use of City Colleges' students in the construction of the new Kennedy-King College.
- Developed a vehicle fleet management process.
- Directly engaged the College HR Administrators in the worker's compensation process.

- Significant Progress towards the development of an updated District-Wide Responsible Computer Use and Abuse Policy
- Significant Progress towards the development of a formal District-Wide Records Retention Policy.

Key Strategic Goals/Objectives for FY 2007

- Helping the successful negotiation of fiscally sound, equitable collective bargaining agreements with AFSCME, Local 1220, Local 7 and Local 73
- Development of a formal Policy on Speech Activities on Campus
- Completion of a CCC Records Retention Policy and new Computer Use Policy
- Strengthen Reserves Analysis and Monitoring
- Continue Conversion to a paperless file storage system.
- Continue providing superior legal analysis and counsel in all areas (litigation, worker's compensation, labor, and transactional matters).
- Continue pursuing continuing legal education opportunities and ensure compliance by all attorneys with continuing education requirements.
- Strengthen office protocol regarding new requests for legal assistance to ensure all requests for legal assistance are initially submitted to the General Counsel for assignment, logging and proper file opening.

General Counsel
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	532,966	543,668	784,355	685,249
	Scholarships, Grants, Waivers	-	-	-	-
Total		532,966	543,668	784,355	685,249
Expenditures by Object					
	Salaries	475,709	496,813	674,635	569,529
	Contractual Services	4,035	3,998	50,289	25,289
	Materials and Supplies	41,951	37,622	38,250	67,250
	Travel and Conference	9,671	3,555	13,000	15,000
	Capital Outlay	-	-	5,000	5,000
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	1,600	1,680	3,181	3,181
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		532,966	543,668	784,355	685,249

Office of Academic Affairs

Major Accomplishments

- Launched the strategic planning process Vision 2011. This planning project, developed in anticipation of the City Colleges of Chicago's 100th Anniversary, will set in motion strategic objectives that CCC will undertake to become a leading educational institution in a global society.
- Implemented the Annual Program and Service Analysis (APSA), a quality improvement process which resulted in program enhancement initiatives for all instructional programs at CCC.
- Launched the Critical Skills Shortage Initiative, in cooperation with the Mayor's Office of Work Force Development (MOWD). This is a grant which will fund the training of new and incumbent workers in health occupations.
- Developed curriculum standards for mathematics courses and the Nursing and Child Development Programs.
- Provided professional development on academic management for all Adult Education Deans.
- Reestablished curriculum committee to align and update Adult Education curriculum.
- Reconvened the evaluation of instruction committee to review effectiveness of the process and forms used to evaluate instruction and to make recommendations for improvement.
- Shared best practices and strategies in priority issues in program development and delivery as well as define major policy issues in expanding and institutionalizing Adult Ed. pilot bridge programs at Truman, Daley and Olive Harvey.
- Partnered with the Ruth Rothstein CORE Center to provide a series of educational workshops at the colleges addressing the topic of STD's and adopting lifestyles.
- Partnered with Let's Talk Let's Test to provide HIV testing at the colleges during Registration.
- Dawson Technical Institute has been established as a leader in Construction training as a result of CCC creating apprenticeship prep programs, partnering with unions to bring in full USDOL BAT apprenticeship programs to DTI, and establishing an active partnership with the contractors' Builders' Association. New, short-term programs were developed in Bricklaying, Carpentry, Cement

Masonry, Plumbing & Fire Protection, and Welding. The Elevator Constructor's apprenticeship program moved into DTI, the Painters & Decorators have submitted a contract to CCC's Legal Dept. for review and are ready, upon approval, to move into DTI. Talks continue with the Operating Engineers & Pipefitters.

- Convened workforce partners working with bridge programs at the colleges to share information on accomplishments, challenges, and best practices.
- Coordinated CCC's Hurricane Katrina response to enroll returning Chicago students and displaced residents; a total of 59 students enrolled and 51 completed the semester.
- The Construction apprenticeship-prep programs were extended in length to qualify for financial aid. Additionally, all programs were submitted for and awarded WIA approval.
- CCC has been established as a major training organization for the Chicago Manufacturing Renaissance initiative. Previous to the Chicago Manufacturing Campus project (2004-06), CCC was viewed as a minor player in the manufacturing sector of Chicago. The CMR executive committee includes the Dept. of Planning & Development, Illinois Manufacturers' Assoc., IL Dept. of Commerce & Economic Opportunity, Mayor's Office of Workforce Development, World Business Chicago, Chicagoland Chamber of Commerce, private-sector manufacturing companies, and other key city and state agencies.
- Hosted the pilot CCC/CPS Area Fairs with CPS and 4 year partners at Daley, Olive-Harvey, and Wright College.
- Revenues over expenses for contract training, assessment and ACT Center activities reached \$100,000. Funds have been used to fund Academic Affairs projects approved by the Executive Vice Chancellor that might otherwise have not been activated, including Research, Continuing Education, Remedial Math, the Salzburg student study visit, etc.
- Established the partnership with the Union League Boys & Girls Club.
- Workforce office won this year's Governor's Workforce Development award for "Innovative Workforce Solutions."

Key Objectives for FY 2007

- Implement the next phase of the Annual Program and Service Analysis.
- Bring to completion the Strategic Planning Process "Vision 2011."
- Implement the Curriculum Recalibration Project.

- Organize the Globalization Conference.
- Review and align the Adult Education curriculum.
- Assess and enhance services provided to students with special needs.
- Continue and expand the Project Align initiative from 5 to 11 high schools.
- Update and align curriculum to NRS standards. Develop assessment plan of student learning outcomes.
- Develop criteria and process for course approval from the colleges.
- Work with AE Deans to improve systems/business processes for data collection.
- Build partnership with CPS to facilitate increased collaboration of recruitment initiatives, and sharing of information to make CCC more appealing to CPS counselors and graduates.
- Secure two to three more USDOL BAT Apprenticeship programs to partner with CCC at DTI and then outreach all remaining Chicago-based apprenticeship programs to partner with DTI in a Phase II lease scenario.
- Establish CCC as the premiere provider of manufacturing training to the private sector through the CMR initiative.

Academic Affairs
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	265,829	271,979	178,290	356,585
	Academic Support	1,275,616	1,062,238	1,173,279	1,432,898
	Student Services	-	-	-	-
	Public Service	200,993	205,096	632,137	121,000
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	135,010	118,062	(90,085)	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	569,586	939,630	660,892	722,544
	Scholarships, Grants, Waivers	10,916	-	-	-
Total		2,457,949	2,597,006	2,554,513	2,633,027
Expenditures by Object					
	Salaries	1,560,288	1,438,914	1,514,813	1,832,772
	Contractual Services	665,035	300,888	608,345	606,005
	Materials and Supplies	135,461	111,979	132,902	121,975
	Travel and Conference	56,556	59,183	52,200	51,475
	Capital Outlay	2,359	-	2,000	2,000
	Fixed Charges	-	-	-	-
	Utilities	7,841	259,375	8,700	8,700
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	10,916	3,041	-	-
	Other Expenditures	19,493	423,626	10,100	10,100
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	225,453	-
Total		2,457,949	2,597,006	2,554,513	2,633,027

Office of Intergovernmental Affairs
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	350,334	330,003	392,900	394,029
	Scholarships, Grants, Waivers	-	-	-	-
Total		350,334	330,003	392,900	394,029
Expenditures by Object					
	Salaries	114,225	127,954	151,400	146,029
	Contractual Services	213,297	193,042	220,000	225,000
	Materials and Supplies	2,432	2,863	3,000	6,000
	Travel and Conference	17,586	3,992	15,000	13,000
	Capital Outlay	-	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	2,795	2,151	3,500	4,000
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		350,334	330,003	392,900	394,029

Office of Human Resources and Staff Development

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 FY2006

- Integrated into the Office of Human Resources the Payroll Department which had been outsourced to American Express
- Trained managers and faculty at all colleges on Sexual Harassment Policy
- Implemented the employee pre-tax CTA Benefits Program
- Implemented the Employer Assisted Housing Program and Counseling Services
- Instituted pre-employment drug testing for all part-time new hires
- Instituted verification of education credentials of non-faculty new hires
- Implement Tuition Reimbursement Policy for all Non-Bargained-For employees
- YTD decrease in benefits costs averaged approximately three percent
- Benefits cost savings of \$303,000

Key Strategic Goals/Objectives for FY2007

- Implement an Automated Time and Attendance management system to eliminate paper timesheets and manual data entry processing
- Implement an online New Employee Orientation
- Implement an online Job Application, Candidate Tracking and Hiring Management system
- Implement a Record and Documentation Management System

Human Resources
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	75	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	1,150,479	1,205,602	1,650,554	2,858,483
	Scholarships, Grants, Waivers	-	-	-	-
Total		1,150,554	1,205,602	1,650,554	2,858,483
Expenditures by Object					
	Salaries	946,921	1,032,799	1,382,554	1,992,363
	Contractual Services	125,426	142,533	190,000	448,120
	Materials and Supplies	64,835	23,278	60,000	332,000
	Travel and Conference	7,000	6,991	18,000	86,000
	Capital Outlay	6,372	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		1,150,554	1,205,602	1,650,554	2,858,483

Office of Information Technology

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 FY2006

- Made significant progress on the new PeopleSoft Student System, an ongoing multiyear project. To date, eighty-nine customizations of which fifteen were edits for data integrity were implemented to the student system.
- Registered students for the fall semester in all careers with over 62,000 students with the new PeopleSoft Student System.
- Enrolled 16,226 students via self-service during the summer and fall 2005 semesters.
- Sent 43,173 letters, including 4,694 award letters, from the Financial Aid offices to applicants prior to Fall Registration (previously few to none were sent, and they were processed manually).
- Assisted the colleges' operations by providing reports, maintaining computer lab equipment and stability of college networks to the internet.
- Continued to offer training by OIT staff on the PeopleSoft Student System.
- Increased usage of the self-service registration system (My.ccc.edu). This system allowed basic on-line and off campus registration functions for returning students
- Installed new and replacement servers to support the application and data requirements for the Enterprise Plan.
- Continuously updated the firewalls and other critical components to combat computer virus attacks on the district network and microcomputers.
- Provided over 700 microcomputers to the colleges.
- Assisted district departments in the operational support of their PeopleSoft systems.
- Updated our network authentication to improve identify management (eDirectory) and students email accounts. This new model is known as Vault eDirectory.

Key Strategic Goals/Objectives for FY2007

- Improve the response time of the PeopleSoft Student System
- Make ongoing progress to complete the tasks associated with the multiyear plan
- Develop of a roadmap (timelines and budget requirements) relating to our mission critical PeopleSoft systems
- Make available additional functionality to the PeopleSoft Student Administration System
- Continue support and upgrades to the Blackboard Academic system, student e-mail and other systems used by students
- Continue implementation of new hardware for the district data center
- Update annual IT Business Continuity plan for backup and recovery of mission critical systems. Capabilities are dependent on funding allocations

Office of Information Technology
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	10,181,490	11,632,223	16,255,911	24,175,912
	Scholarships, Grants, Waivers	-	-	-	-
Total		10,181,490	11,632,223	16,255,911	24,175,912
Expenditures by Object					
	Salaries	988,945	1,611,056	2,162,367	2,162,368
	Contractual Services	6,547,019	7,509,021	11,137,709	18,907,709
	Materials and Supplies	551,834	754,906	601,371	951,371
	Travel and Conference	16,667	27,576	88,000	88,000
	Capital Outlay	60,985	7,765	-	-
	Fixed Charges	102,618	-	-	-
	Utilities	1,913,421	1,721,900	2,266,464	2,066,464
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		10,181,490	11,632,223	16,255,911	24,175,912

Office of Administrative Services

Mission

Administrative Services supports the operation, maintenance, renovation and replacement of the facilities for the seven Colleges, the Satellite Learning Centers and the District Office. Through coordination, monitoring and leadership in the areas of facilities planning, plant management, auxiliary services and capital development projects, the Office is able to achieve system-wide efficiencies and cost savings to positively impact the learning environment.

Major Accomplishments for FY 2006

Goal 1: Improve the quality of all programs and services.

- Completed 70% of the Electrical Distribution Systems upgrades in ten (10) facilities.
- Completed first Energy Performance Project at Daley, Olive-Harvey, Truman, Wright, Dawson and West Side Technical Institutes as well as the District Office, which included retrofit lighting throughout, replacement mechanical systems at Daley and Olive-Harvey and Balanced Automation Systems (BAS) upgrade at West Side Tech.
- Planned and initiated Energy Performance Project for Malcolm X, installing energy efficient heating, hot water, cooling and electrical distribution systems, replacing the roof, ceilings and lighting while installing the BAS to ensure continued system efficiency.
- Completed Energy Upgrade Project at West Side Learning Center which included the replacement of the roof, mechanical systems, BAS, lighting retrofit and addressing the environmental concerns.

Goal 2: Expand services to meet the needs of all students and workforce partners.

- Completed classroom and kitchen facilities for Kennedy-King's Washburne Culinary Institute at the Chicago Park District's South Shore Cultural Center to provide opportunities for more students.
- Remodeled first floor main lobby, cultural center, security office, Hurst Conference Room, Book Store and sixteen (16) washrooms at Malcolm X to provide better access and full utilization.
- Site visits monitoring cafeteria and vending services at the campuses ensured that the needs of the students were being met.

Goal 3: Increase enrollment and retention.

- Worked with the Public Building Commission to begin construction of the new, state of the art replacement campus for Kennedy-King College.
- Completed remodel of the District Office's second floor to facilitate the expansion of students for the French Pastry Program.
- Established a temporary parking lot for faculty and students at Truman College since surrounding construction projects have adversely effected parking availability.
- Implemented the hiring of Dawson and West Side Technical students as Apprentices on competitively awarded construction and work services bids.

Goal 4: Effectively utilize resources and maximize revenue opportunities.

- Worked with the Colleges to identify facility repairs and remodels with the potential of increasing student enrollment and facility rentals, such as the lease agreement between Sara Lee Kitchens and Dawson Technical Institute.

Key Strategic Goals/Objectives for FY 2007

- Work with the Public Building Commission to complete the construction of the New Kennedy-King Campus.
- Work with the Capital Development Board to construct the \$45 Million Truman College Student Services and Parking Center.
- Initiate a \$60 Million Capital renovation and Deferred Maintenance Program for all Colleges, Satellite Learning Centers and the District Office through the use of competitively solicited contractors.
- Develop document retention procedures for the storage of archival files at the District Office.
- Competitively solicit and award a food service contract that results in increased revenue through improved services and products designed to increase sales and revenue.

Administrative Services
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	(75)	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	1,349,808	1,921,183	1,425,998	1,673,635
	Institutional Support	987,428	957,817	1,155,798	2,594,129
	Scholarships, Grants, Waivers	-	-	-	-
Total		2,337,160	2,879,000	2,581,796	4,267,764
Expenditures by Object					
	Salaries	1,594,335	1,794,377	1,483,142	1,415,743
	Contractual Services	203,178	495,497	282,593	1,817,593
	Materials and Supplies	237,801	323,872	139,875	241,433
	Travel and Conference	11,968	8,664	19,507	70,179
	Capital Outlay	89,111	18,959	326,556	326,556
	Fixed Charges	1,945	-	49,500	30,000
	Utilities	191,303	237,631	274,800	363,393
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	7,520	-	5,823	2,867
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		2,337,160	2,879,000	2,581,796	4,267,764

Office of Development

Mission

The mission of the Development Department 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 FY2006

- Relunched the newly redesigned CCC financial aid website. The relaunch included newly developed content, improved graphic design and ease of use, including:
 - Information for immigrant and undocumented students (in Spanish)
 - A scholarship qualification process for immigrant and undocumented students by which these students can qualify for a CCC scholarship
 - A new page for all scholarship documents (available in 3 formats)
 - A new scholarship nomination process
 - Clear concise information related to financial aid process and eligibility.
- Posted more CCC scholarships, enabling more students to access these monies.
- Administered for the first time in the fall of 2005, the Daniel M. Kerrane, Jr. Foundation Scholarship, the John C & Louise Jadel Scholarship, the DOMM Book Scholarship and the Marilyn Casey Scholarship.
- Worked closely with colleges to provide constituent lists for on-going events. The purpose was to invite greater participation, reconnect and strengthen constituent relationships and ultimately expand the donor base.
- Promoted scholarships via email "announcement messages", posters and flyers. CCC awarded six scholarships (all qualified applicants were awarded); through improved marketing, CCC awarded 23 scholarships (126 applicants of which approximately 70 qualified).
- Promoted the Employee Giving Campaign each month during new employee orientation increasing payroll contributions to more than 10%.
- Worked with City Colleges of Chicago Foundation Board and the Office of Finance to modify the Foundation's investment policy to boost returns and increase resources.

- Collaborated with ShoreBank to post annual scholarship opportunities on the CCC website as well as sending out announcement messages notifying students of the various scholarships, providing information and links needed to make an application all resulting in ShoreBank receiving double the number of applications over prior years.
- Made major improvements in the design, content and presentation of the financial aid and scholarships website making it easier for students and prospective students to research financial assistance opportunities.
- Advanced a new marketing strategy, designed and promoted a new “Do Your Homework” section on the website to promote and increase enrollment.
- Managed within budget allocations, focused on donor support fostering strong relationships that will result in increased financial support over time. The redesigning of the Foundation investment policy will yield improved investment returns and additional resources.

Key Strategic Goals and Objectives for FY2007

- Expand on-going events, functions and programs to boost participation rates.
- Fully implement CR (Phase I) across the district for use with constituent communications, events, campaigns, tracking, etc.
- Achieve record contributions (over \$200,000) and cultivate new donors.
- Implement a scholarship nomination process allowing CCC employees to identify and motivate deserving students to apply for CCC scholarships.
- Implement a standardized process for scholarship applications and award selections.

Office of Development
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	181,375	335,129	598,115	266,567
	Scholarships, Grants, Waivers	-	-	-	-
Total		181,375	335,129	598,115	266,567
Expenditures by Object					
	Salaries	88,248	174,271	180,353	187,567
	Contractual Services	-	67,658	290,000	30,000
	Materials and Supplies	56,380	3,815	47,762	43,000
	Travel and Conference	349	385	26,000	6,000
	Capital Outlay	36,398	89,000	50,000	-
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	4,000	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		181,375	335,129	598,115	266,567

Office of Finance

Mission

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

Major Accomplishments for FY 2006

- Received the GFOA Award for Excellence in Budgeting.
- Enhanced the Budgeting Tools.
- Created and modified reports of FY 2006 year end closing.
- Created n-vision reports for Monthly Financial Reports.
- Created Custom Budget Transfer Reports for the Budget Transfer analysis.
- Revised Operations Manual for Procurement and Business Services.
- Revised Board Report routing process.
- Developed General Ledger Mapping and procedures for the PeopleSoft Student Administration (PSSA) Interface Process.
- Provided post implementation PSSA Support Services to Colleges and Students.
- Provided timely and accurate responses to inquiries regarding Financial Aid and Student Financial Accounts.
- Implemented new Investing Strategy.
- Generated Student Billing at College Level.
- Increased the District Purchasing Card usage by 73% over FYE 2005.
- Enhance Tax and Annuity Payment procedures to ensure timely payments.
- Provided assistance in the implementation of CTA Chicago Card Plus Benefits Program.

- Streamlined General Accounting reconciliation process by implementing new “void check” process with LaSalle Bank.
- Developed TB Comparison Report for efficient variance analysis.
- Provided Grant Spending Report to Colleges for real-time monitoring of spending.
- Developed procedure to review grant receivables and collections on a monthly basis.
- Reduced the Other State Grant Audit Requirements from 20 (FY 2004) to 11 (FY 2005).
- Provided monthly calendar of processes for College and District Staff.
- Brought current 3 years of federal and state filing requirements such as the US Department of Education’s Single Audit filing requirement, ICCB Uniform Financial Reporting, and ICCB Unit Cost Reports.
- Completed the 2004 A-133 Single Audit, Other State Grants (20 in total), and the ICCB P-16 Grant.
- Completed the 2005 A-133 Single Audit, CAFR Financial Statement Audit, WYCC TV Station Audit, Foundation Audit, 8 ICCB Grant Audits, and 11 Other State Grant Audits.

Key Strategic Goals/Objectives for FY 2007

- Improve year-end close processes.
- Upgrade and enhance the financial system.
- Complete the APSA Financial Analysis.
- Increase communication between Office of Finance and other departments and colleges.
- Complete a Comprehensive Capital Funding Plan.

Office of Finance
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	54,717	969	-	-
	Academic Support	-	639	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	5,104,281	9,442,513	4,841,623	5,503,045
	Scholarships, Grants, Waivers	-	-	-	-
Total		5,158,998	9,444,121	4,841,623	5,503,045
Expenditures by Object					
	Salaries	148,329	364,721	1,961,561	2,188,020
	Contractual Services	3,544,985	3,832,173	2,629,562	2,995,525
	Materials and Supplies	53,956	120,520	124,000	162,500
	Travel and Conference	12,320	6,519	125,000	157,000
	Capital Outlay	-	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	1,119	347	1,500	-
	Other Expenditures				
	Bad Debt	-	(39,206)	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	1,398,288	5,159,048	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		5,158,998	9,444,121	4,841,623	5,503,045

Marketing and Public Relations

Mission

The mission of the District Marketing and Public Relations Office (DMPR) is to facilitate internal and external communications and to raise public awareness of programs, accomplishments, and goals of the City Colleges by serving as media liaison among the Chancellor's Office, press and the communities. The office directs and manages advertising campaigns, media relations and district-wide communications.

Major Accomplishments for FY 2006

- DMPR utilized CCC image programs for enhanced public awareness to support enrollment and retention of students. These programs also helped build relationships with corporate partners and elected officials.
- DMPR advertising efforts reached CCC's target audiences via 30+ media outlets including radio, television, billboards, major newspapers, neighborhood newspapers and ethnic press.
- DMPR press releases and media relations activity generated 200 positive media impressions including feature articles and televised reports.
- DMPR facilitated highly successful press conferences /media events including:
 - Re-dedication of Harold Washington College
 - Grand-opening of Washburne's Parrot Cage Restaurant
 - Launch of the Construction Technology Center at Dawson Tech
 - Senators Durbin and Obama with U.S. Veteran's Administration Chief and Illinois veterans at Wright College
 - French Pastry School students with Mayor Daley celebrating the World Champion Chicago White Sox at City Hall
 - Chancellor Watson with Mayor Daley announcing support for students displaced by Hurricane Katrina
 - Announcement of Illinois Professor of the Year, Vali Siadat of Daley College
 - Ground breaking for the new Kennedy-King College
- The DMPR Information Center provided customer service for 25,000 inquiries from students, potential students and other constituents via telephone response, participating in community outreach events and disseminating CCC information at education fairs.
- The DMPR Information Center provided literature to 2500 prospective students via web mail.
- The DMPR Information Center functioned as an information resource for students displaced by Hurricane Katrina seeking alternative course options in the Chicago

area. Sixty-one displaced students enrolled at CCC. Many others were successfully referred to four-year educational institutions.

- DMPR negotiated special ad purchase rates, leveraging volume and frequency of CCC advertising orders.
- DMPR successfully lobbied newspaper editorial boards for interest and support of CCC initiatives such as the importance of public / private partnerships and workforce development for the Chicago area construction trades.
- Spanish language advertising efforts were expanded to include television, print, radio and billboards.

Key Strategic Goals and Objectives for FY 2007

- Increase recognition of the CCC brand and the seven college sub-brands. Raise public awareness about the high quality of all programs and services.
- Support college enrollment management initiatives with expanded year-round media presence.
- Increase the number of positive news stories about CCC.

Marketing and Public Relations
Community College District Number 508

Operating Funds Excluding Grants

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	-	-	-	-
	Student Services	-	-	-	-
	Public Service	-	-	-	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	-	-
	Operations and Maintenance	-	-	-	-
	Institutional Support	869,773	893,322	1,218,609	2,606,356
	Scholarships, Grants, Waivers	-	-	-	-
Total		869,773	893,322	1,218,609	2,606,356
Expenditures by Object					
	Salaries	352,753	379,599	508,157	662,956
	Contractual Services	88,303	50,187	149,900	159,000
	Materials and Supplies	414,592	450,464	545,552	1,777,400
	Travel and Conference	14,125	13,072	15,000	7,000
	Capital Outlay	-	-	-	-
	Fixed Charges	-	-	-	-
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	-	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	-	-
Total		869,773	893,322	1,218,609	2,606,356

WYCC-TV20

Mission

The mission of WYCC-TV20 is to enrich, enlighten, entertain and engage the diverse and multi-cultural Chicago area communities with wise television production and programming. Our vision is to produce and broadcast programs that combine a global vision with a local focus while bridging racial, ethnic, class and gender divisions; to honorably serve our varied constituencies of viewers, adult learners, and those who choose to invest in our mission: our members, underwriters, and grantors; and to value human dignity, lifelong learning, the power of ideas, the importance of community service and empowered participation in a democratic society. 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.

Major Accomplishments for FY 2006

Awards

- Emmy Awards
 - Public Service Announcement: Gallery 37
 - Individual Craft: Writing-Non News (Programming, PSAs/Promos): Curators of Culture
- Emmy Nominations
 - Announcements/Campaign: Non-News Promotion: Classic John Wayne Movies
 - Informational Programs: Bill Cosby on Parenting
 - Children's Program: The Happiness Club
 - Individual Craft: Writing-Non News (Programming, PSAs/Promos): Championship Moments
- Telly Awards
 - Bronze Award for Art direction - Mystery Marathon Puzzle Promo
 - Bronze Award for Entertainment - Music Fridays Couch Potatoes
 - Bronze Award for Documentary - Air Wars
- New York Festivals - International TV Programming & Promotion: Classic John Wayne Movies
- Cine Golden Eagle Award - Public Service Announcement: Gallery 37
- Illinois State Broadcasters Award - Single Station Self-Promotion or Series: Science Mondays

Revenue Generation

- Grants:
 - MacArthur Foundation in support of Station Operations
 - 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 Station Operations

- Second Opinion Television Series Outreach Grant with the Thapelo Institute
- Membership:
 - Revenue from member contributions up 69% from last year
 - The number of new members up 75% from last year
 - Conducted three membership marathons: Mystery, BBC News, and Cooking
- Underwriting
 - Added four account executives to the team mid-year
 - Twelve new clients and over \$100,000 in new revenue were added
- Marketing Projects for CCC:
 - Adult Education Recruitment campaign
 - Before You Go To College Student Recruitment campaign
 - Bio Technology Conference promotion and recording
 - Bud Biliken Parade
 - Culinary Showcase promotion
 - Do Your Homework English campaign/Spanish campaign
 - Free College for Katrina Victims/Katrina initiative proof of performance
 - Gift Certificates for Student gifts
 - HWC Rededication recording
 - Illinois Model Government Congratulations
 - Parrot Cage promotion
 - Dr. Siadat Teacher of the Year
 - Teacher Recruitment for Human Resources
 - WVON/CCC Registration: HWC, MXC, Truman, & Wright
- Program Production:
 - Constructing Equality: Diversifying Chicago's Building Trades
 - Jack DeJohnette Master Class
 - The Great Divide: A Town Hall Meeting on Stem Cell Research and website
 - Produced ProFootball weekly for national commercial-broadcast distribution
 - Weekly local news in collaboration with Medill School of Journalism at Northwestern
- City Colleges Champions Salutes:
 - Carmelo Vargas Salute & Airtime
 - George O'Hare Salute & Airtime
 - Judge Bender Salute Updated & Airtime
- Collaboration:
 - 43rd Annual Midlands Wrestling Tournament
 - African Arts Festival
 - Emil Jones Golf Tournament
 - Northwestern University, Medill School of Journalism News
 - Rainbow PUSH Conference 2006
 - Chicago Bar Association
 - Latino Film Festival
 - St. Sabina
 - Irish American Arts Center
 - Gallery 37

- Federal Reserve Bank – MoneySmart Week
- Center For Distance Learning:
 - CDL Articles in WYCC Program Guide on History courses & FY2006 schedules
 - CDL meeting with Independent Community Colleges
 - TV College schedule – Fall 2005, Spring 2006, Summer 2006
- Engineering Expertise:
 - Technical assistance with plans for constructing the New Kennedy King Campus
 - Rebuilt WKKC-FM technical facility at Kennedy King Campus
 - Corrected tower infrastructure problems for WKKC-FM

Key Strategic Goals/Objectives for FY2007

Strategic Goal 1: Improve the quality of all programs and services

- Complete construction of new KKC, install equipment and transition station operations
- Facilitate collaboration with KKC administration among key local/national media and academic professionals to envision a New Media Curriculum for the new KKC
- Continue/improve CCC and Northwestern students/faculty collaboration for broadcast programs
- Continue/improve CCC and Columbia students/faculty collaboration for broadcast programs
- Create advisory board to guide program and service development

Strategic Goal 2: Expand services to meet the needs of all students and workforce partners

- Facilitate coursework and broadcast of CCC Globalization project
- Explore existing Station/Client relationships for potential creation of new workforce development partnerships: IBEW & Illinois Film Commission as examples
- Launch second 24-hour, all-digital, multiplexed channel featuring international programming

Strategic Goal 3: Increase enrollment and retention

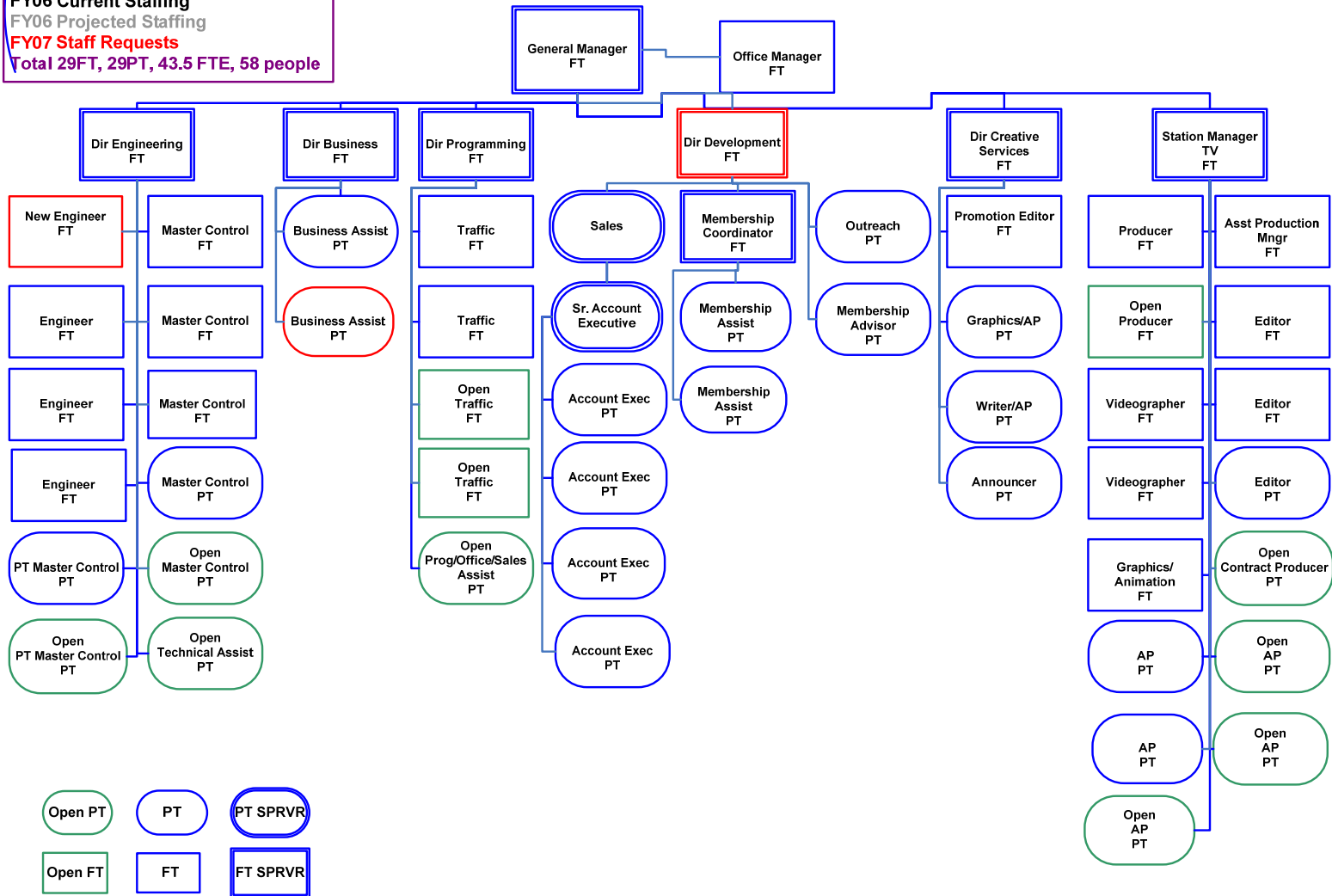
- Produce live broadcast/simulcast with WVON for registration at: Daley, Olive Harvey, & Dawson
- Produce a campaign and a Fall event targeted to the recruitment of Spanish-language students
- Acquire, produce & air a Jazz/Blues event with direct appeals from each college and its president
- Refine “Do Your Homework” student recruitment promotion and add additional elements

Strategic Goal 4: Effectively utilize resources and maximize revenue opportunities

- Increase local television revenue through membership, underwriting, grants, & production services

WYCC-TV20 Organization Chart

WYCC-TV20
 6/20/2006
 FY06 Current Staffing
 FY06 Projected Staffing
 FY07 Staff Requests
 Total 29FT, 29PT, 43.5 FTE, 58 people



WYCC
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	-	-	2,314,462	2,280,577
	State Government	-	-	-	-
	Federal Government	-	-	-	-
	Personal Property Replacement	-	-	-	-
	Tuition and Fees	-	-	-	-
	Auxiliary/Enterprise	182,090	826,984	500,000	513,349
	Investment Revenue	-	-	-	-
	Other Sources	-	-	-	-
Total		182,090	826,984	2,814,462	2,793,926
Expenditures by Program					
	Instruction	-	-	-	-
	Academic Support	2,384,767	1,929,356	3,145,036	2,818,942
	Student Services	-	-	-	-
	Public Service	297,794	105,878	74,335	-
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	156,153	60,375	-	-
	Operations and Maintenance	-	19,494	-	-
	Institutional Support	4,582	61,680	-	-
	Scholarships, Grants, Waivers	-	-	-	-
Total		2,843,296	2,176,783	3,219,370	2,818,942
Expenditures by Object					
	Salaries	982,261	1,174,994	1,518,339	1,467,002
	Employee Benefits	290,812	310,000	355,996	257,905
	Contractual Services	318,749	251,889	269,500	265,600
	Materials and Supplies	520,862	358,116	583,000	311,307
	Travel and Conference	55,374	37,140	24,500	82,177
	Capital Outlay	37,056	6,603	-	-
	Fixed Charges	535,171	7,273	297,500	309,500
	Utilities	103,010	30,443	96,201	125,451
	Other Expenditures				
	Bad Debt	-	-	-	-
	Waivers and Scholarships	-	-	-	-
	Other Expenditures	-	324	-	-
	Reserve for State Funding	-	-	-	-
	Re-Appropriated Enterprise	-	-	74,335	-
Total		2,843,296	2,176,783	3,219,370	2,818,942
Revenues less Expenditures		(2,661,205)	(1,349,799)	(404,908)	(25,016)

General Appropriation
Community College District Number 508

Operating Funds (Excluding Restricted Purposes Funds)

Type	Program Description	FY 2004 Audit	FY 2005 Audit	FY 2006 Budget	FY 2007 Budget
Revenues					
	Local Government	3,752,975	17,660,156	4,098,476	(6,963,463)
	State Government	8,676,779	13,300,108	-	-
	Federal Government	-	-	-	-
	Personal Property Replacement	-	-	6,545,930	8,300,000
	Tuition and Fees	-	-	249,238	2,420,000
	Auxiliary/Enterprise	-	-	-	-
	Investment Revenue	-	-	1,800,000	4,300,000
	Other Sources	7,047	4,500	2,156,000	2,156,000
Total		12,436,801	30,964,764	14,849,644	10,212,537
Expenditures by Program					
	Instruction	56,604	-	8,138,494	3,773,043
	Academic Support	163,068	-	261,510	-
	Student Services	-	-	291,554	-
	Public Service	-	-	1,538,321	1,499,999
	Organized Research	-	-	-	-
	Auxiliary/Enterprise	-	-	9,853	-
	Operations and Maintenance	104,233	-	1,853,663	1,692,246
	Institutional Support	5,722,300	(4,838,640)	2,886,262	4,497,547
	Scholarships, Grants, Waivers	13,894	-	-	-
Total		6,060,098	(4,838,640)	14,979,659	11,462,835
Expenditures by Object					
	Salaries	156,781	138,755	1,050,415	3,262,551
	Employee Benefits	2,705,112	(6,906,388)	692,508	483,049
	Contractual Services	1,322,718	1,579,330	1,976,401	3,415,419
	Materials and Supplies	114,989	328,958	1,072,981	7,954
	Travel and Conference	-	-	-	-
	Capital Outlay	-	-	2,001,970	1,982
	Fixed Charges	487,487	476,954	900,000	900,003
	Utilities	-	-	-	-
	Other Expenditures				
	Bad Debt	741,748	-	-	-
	Waivers and Scholarships	13,894	-	-	-
	Other Expenditures	517,369	(456,249)	4,291,877	3,391,877
	Reserve for State Funding	-	-	2,993,507	-
	Re-Appropriated Enterprise	-	-	-	-
Total		6,060,098	(4,838,640)	14,979,659	11,462,835
Revenues less Expenditures		6,376,704	35,803,405	(130,015)	(1,250,298)

BUDGET PROCESS

BUDGET PROCESS

State law requires that all Illinois community colleges adopt a budget before or within the first quarter of a new fiscal year. City Colleges' fiscal year starts July 1 and ends June 30. The Office of Finance establishes a budget schedule, prepares financial projections and budget documents, and schedules 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 put in place a strategic plan from which the tactical / annual educational plan is drawn. The District has updated its strategic plan and has launched "Vision 2011" which will set the goals and objectives thru FY 2011. 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 parallel with the district-wide budget process, college presidents lead their departments to determine the amount of resources needed to implement its annual educational plan based on their strategic plans from January through April. In addition, all seven colleges are required to estimate the amount of 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 with 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 based on enrollment projections, state funding levels, tax-levy decision, and other applicable information are established and revised by the Budget Office.

In February, the Finance Department conducts meetings and distributes budget worksheets to those responsible for the budget development. The meeting includes instruction on how to complete the budget and also establishes various deadlines. In addition, the seven colleges are requested to submit their enrollment and tuition and fee projections through the PeopleSoft Budget Module interface, a tool designed to interface directly with the PeopleSoft financial system and expedite the budget process. Meanwhile, training is conducted on how to use the system for the budget preparation for all budget managers.

Certain expenditures are considered controllable, which means that a college has the ability to control the level of expenditure such as contractual services and materials & supplies. Colleges and departments initially input controllable expenditures into the system, which were reviewed by budget analysts, the Budget

Director, Associate Vice Chancellor, and Vice Chancellor by April. Non-controllable expenditures include salaries, benefit costs, and utilities. Non-controllable expenditures are integrated into the budget based on financial and statistical data, which is shared with the colleges and departments using the PeopleSoft Budget panels designed to interface with the General Ledger and the HR/Payroll systems.

Once all the budget information is entered, 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 look at their proposed budgets. Any technical corrections are made at this time. Once the draft budgets are finalized, the Chancellor meets with all colleges and departments to discuss their prior-year achievement and a new tactical plan for the new budget year.

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

At least 10 days before the final budget is approved by the Board, the Office of Finance prepared the tentative budget, as required by state law, and is made available for public inspection. Not less than one week after the tentative budget is made available to the public and prior to the final action by the Board, a public hearing is held, notice of which is published in local newspapers covering the District, noting the preparation of the tentative budget and its availability and setting the time and location of the public hearing. After the public hearing, the Vice Chancellor submits to the Board of Trustees the final budget for approval.

COLLEGE STATISTICS:

Quick Facts

Headcount

FTE Enrollment

Ethnic Distribution

Credit Hour History



City Colleges of Chicago

Community College District No. 508
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%	3,776
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>
Associate Degrees					
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
Certificates					
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
Total Awards	8,939	6,507	7,120	8,453	7,881
GED Completers*	1,449	1,518	1,536	1,041	1,297

*FY 2003, 2004, and 2005 GED completers include students who attended CCC up to two years prior to taking GED test.

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>
Associate Degrees					
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
Total Degrees	7%	49%	24%	19%	2081**
Certificates					
Advanced-AC	9%	54%	20%	17%	820
Basic-BC	21%	37%	15%	26%	4,935
Total Certificates	19%	40%	16%	25%	5,755
Total Awards	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. **Total Degrees include one Associate in Fine Arts.

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: Includes courses that prepare students for college-level instruction.

Continuing Education/Special Interest: Includes courses offered for vocational training and personal development that 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: Includes vocational and technical courses that prepare students for employment and career advancement.

Military: Includes courses in video cassette and CD-Rom formats delivered by HW to U.S. forces stationed 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

Fiscal Year 2005: Statistical Digest

(Page 2)

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

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	4,161	5,560	6,033	3,741	9,993	7,420	44,871
Military	--	--	173	--	--	--	--	173
Total Undup. With Military	7,963	4,161	5,733	6,033	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
Associate Degrees								
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	2081**
Military	--	--	45	--	--	--	--	45
Total Degrees, with Military	362	255	350	296	232	193	438	2,126
Certificates								
Advanced-AC	87	170	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*	319	127	55	198	124	264	210	1,297

*GED Completers include students who attended CCC up to two years prior to taking GED test. **Total Degrees include one Associates in Fine Arts.

City Colleges of Chicago

Headcount Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	47,240	49,484	49,908	50,217	47,179	-3,038	-6.0%	-61	-0.1%
Pre-Credit	4,031	4,207	4,010	3,776	3,746	-30	-0.8%	-285	-7.1%
Continuing Ed.	12,321	10,575	9,840	6,822	5,501	-1,321	-19.4%	-6,820	-55.4%
Special Interest	34,821	34,099	29,234	24,810	19,831	-4,979	-20.1%	-14,990	-43.0%
Adult Education	60,818	58,595	54,708	50,390	43,391	-6,999	-13.9%	-17,427	-28.7%
ABE	19,021	17,404	15,878	15,579	12,428	-3,151	-20.2%	-6,593	-34.7%
GED	7,277	7,939	7,914	6,944	5,820	-1,124	-16.2%	-1,457	-20.0%
ESL	38,959	37,936	35,673	32,603	28,972	-3,631	-11.1%	-9,987	-25.6%
AHS	94	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	3,973	3,605	3,195	3,077	3,458	381	12.4%	-515	-13.0%
Mfg. Technology	233	342	810	618	1,396	778	125.9%	1,163	499.1%
Military **	10,626	7,803	1,582	1,278	1,095	-183	-14.3%	-9,531	-89.7%
Total (Unduplicated) No Military	147,120	146,030	138,709	128,294	114,357	-13,937	-10.9%	-32,763	-22.3%
Total, Unduplicated With Military	157,746	153,833	140,291	129,572	115,452	-14,120	-10.9%	-42,294	-26.8%

*FY 2006 Enrollment figures are preliminary as of 6/9/06

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

City Colleges of Chicago

Full-Time Equivalent (FTE) Enrollment Trend, FY 2002 - FY 2006 *

Proc Type	FY 2002	FY2003	FY 2004	FY 2005	FY 2006	Annual Change		5 Year Change	
						#	%	#	%
Credit	19,649	21,403	22,007	22,135	20,933	-1,202	-5.4%	1,284	6.5%
Pre-Credit	834	830	813	794	799	5	0.6%	-35	-4.2%
Continuing Ed.	1,457	1,393	1,213	665	532	-133	-20.0%	-925	-63.5%
Adult Education	24,513	23,558	22,258	19,857	17,298	-2,559	-12.9%	-7,215	-29.4%
ABE	6,864	6,032	5,536	4,819	3,890	-929	-19.3%	-2,974	-43.3%
GED	2,260	2,502	2,235	1,866	1,729	-137	-7.3%	-531	-23.5%
ESL	15,388	15,024	14,488	13,173	11,679	-1,494	-11.3%	-3,709	-24.1%
AHS	47	NA	NA	NA	NA	NA	NA	NA	NA
Vocational Skills	1,589	1,360	1,158	1,107	1,169	62	5.6%	-420	-26.4%
Mfg. Technology	62	134	419	312	662	350	112.2%	600	967.7%
Military **	1,286	1,161	205	173	138	-35	-20.2%	-1,148	-89.3%
Total (Unduplicated) No Military	48,150	48,677	47,868	44,870	41,393	-3,477	-7.7%	-6,757	-14.0%
Total, Unduplicated With Military	49,436	49,838	48,073	45,043	41,531	-3,512	-7.8%	-7,905	-16.0%

*FY 2006 Enrollment figures are preliminary as of 6/9/06

**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.

Chicago City Colleges, District Wide

Ethnic Distribution for Fiscal Year 2006 Enrollment by Proctype

Instructional Area	Asian/Pacific Islander		American Indian/ Alaskan Native		Black		Hispanic		White		Unknown		Total
	#	%	#	%	#	%	#	%	#	%	#	%	
Credit	3,810	8.1%	263	0.6%	21,511	45.6%	11,181	23.7%	10,400	22.0%	14	0.0%	47,179
Continuing Ed.	729	13.3%	41	0.7%	2,186	39.7%	1,033	18.8%	1,497	27.2%	15	0.3%	5,501
Adult Education	2,014	4.6%	141	0.3%	9,443	21.8%	25,640	59.1%	5,540	12.8%	613	1.4%	43,391
ABE	202	1.6%	69	0.6%	7,564	60.9%	3,801	30.6%	604	4.9%	188	1.5%	12,428
GED	74	1.3%	33	0.6%	2,108	36.2%	3,217	55.3%	310	5.3%	78	1.3%	5,820
ESL	1,850	6.4%	60	0.2%	857	3.0%	20,997	72.5%	4,816	16.6%	392	1.4%	28,972
Vocational Skills	416	12.0%	20	0.6%	1,834	53.0%	529	15.3%	653	18.9%	6	0.2%	3,458
Special Interest	1,293	6.5%	165	0.8%	6,763	34.1%	6,664	33.6%	4,934	24.9%	12	0.1%	19,831
Pre-Credit	286	7.6%	23	0.6%	1,916	51.1%	1,065	28.4%	453	12.1%	3	0.1%	3,746
Mfg. Technology	35	2.5%	16	1.1%	508	36.4%	280	20.1%	557	39.9%	0	0.0%	1,396
Unduplicated Total	7,701	6.7%	613	0.5%	39,552	34.6%	43,758	38.3%	22,120	19.3%	613	0.5%	114,357

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**CREDIT HOUR TREND
FY2005-FY2007**

City Colleges of Chicago

FY 2006 Preliminary Uncertified Credit Hours (Restricted and Unrestricted) by Funding Category

Funding Category		Daley	Kennedy-King	Harold Washington	Malcolm X	Truman	Olive-Harvey	Wright	Total
1	Baccalaureate and General Academic	47,703.0	31,670.0	76,627.0	35,932.0	55,309.0	32,667.0	85,393.0	365,301.0
2	Business and Service Occupational	6,775.0	5,682.0	16,586.0	4,603.0	4,402.0	3,901.0	4,054.0	46,003.0
3	Technical Occupational and Vocational	14,838.0	14,725.0	16,706.0	2,977.0	5,375.0	3,453.0	5,683.0	63,757.0
4	Health Occupational and Vocational	3,652.0	15,225.0	2,318.0	12,921.5	5,260.0	3,004.0	7,972.5	50,353.0
5	Remedial Education	16,773.0	8,849.0	22,826.0	15,021.0	12,688.0	8,421.0	21,414.0	105,992.0
6	Adult Basic & Adult Secondary Education, ESL	108,512.0	22,265.0	6,891.0	77,337.0	150,838.0	31,375.0	57,515.0	454,733.0
Total		198,253.0	98,416.0	141,954.0	148,791.5	233,872.0	82,821.0	182,031.5	1,086,139.0

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

Funding Category		FY 2002	FY 2003	FY 2004	FY 2005	Preliminary FY 2006 (uncertified)	Annual Change		5 Year Change	
							Difference	%	Difference	%
1	Baccalaureate and General Academic	315,891.0	357,083.0	379,815.0	380,301.0	365,301.0	-15,000.0	-3.9%	49,410.0	15.6%
2	Business and Service Occupational	47,947.0	50,989.5	46,876.0	46,941.0	46,003.0	-938.0	-2.0%	-1,944.0	-4.1%
3	Technical Occupational and Vocational	80,373.0	71,154.0	68,683.5	60,498.5	63,757.0	3,258.5	5.4%	-16,616.0	-20.7%
4	Health Occupational and Vocational	51,833.0	54,785.0	56,027.5	49,145.0	50,353.0	1,208.0	2.5%	-1,480.0	-2.9%
5	Remedial Education	100,284.0	110,978.0	114,422.0	113,057.0	105,992.0	-7,065.0	-6.2%	5,708.0	5.7%
6	Adult Basic & Adult Secondary Education, ESL	636,769.0	621,993.0	578,762.5	514,935.0	454,733.0	-60,202.0	-11.7%	-182,036.0	-28.6%
Total		1,233,097.0	1,266,982.5	1,244,586.5	1,164,877.5	1,086,139.0	-78,738.5	-6.8%	-146,958.0	-11.9%

City Colleges of Chicago

FY 2006 Unrestricted Preliminary Uncertified Credit Hours by Funding Category

Funding Category		Daley	Kennedy-King	Harold Washington	Malcolm X	Truman	Olive-Harvey	Wright	Total
1	Baccalaureate and General Academic	47,703.0	31,670.0	76,627.0	35,932.0	55,309.0	32,667.0	85,393.0	365,301.0
2	Business and Service Occupational	6,775.0	5,682.0	16,586.0	4,603.0	4,402.0	3,901.0	4,054.0	46,003.0
3	Technical Occupational and Vocational	14,754.0	14,725.0	16,706.0	2,977.0	5,375.0	3,453.0	5,683.0	63,673.0
4	Health Occupational and Vocational	3,652.0	15,225.0	2,318.0	12,921.5	5,260.0	3,004.0	7,972.5	50,353.0
5	Remedial Education	16,773.0	8,849.0	22,826.0	15,021.0	12,688.0	8,421.0	21,414.0	105,992.0
6	Adult Basic & Adult Secondary Education, ESL	83,468.0	22,265.0	6,526.0	55,997.0	126,933.0	28,247.0	49,736.0	373,172.0
Total		173,125.0	98,416.0	141,589.0	127,451.5	209,967.0	79,693.0	174,252.5	1,004,494.0

City Colleges of Chicago

FY 2006 Restricted Preliminary Uncertified Credit Hours by Funding Category

Funding Category		Daley	Kennedy-King	Harold Washington	Malcolm X	Truman	Olive-Harvey	Wright	Total
1	Baccalaureate and General Academic	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
2	Business and Service Occupational	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
3	Technical Occupational and Vocational	84.0	0.0	0.0	0.0	0.0	0.0	0.0	84.0
4	Health Occupational and Vocational	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
5	Remedial Education	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
6	Adult Basic & Adult Secondary Education, ESL	25,044.0	0.0	365.0	21,340.0	23,905.0	3,128.0	7,779.0	81,561.0
Total		25,128.0	0.0	365.0	21,340.0	23,905.0	3,128.0	7,779.0	81,645.0

FY2007 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, 2007

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, 2007, 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 June 16, 2006; 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 June 26, 2006, 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 July 16, 2006, 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, 2007, 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, 2007. 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, 2007, 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 2005 and 2006, detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2005 and 2006 which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2007, 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, 2007. 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, 2007, 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, 2007, 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, 2007; 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, 2007, 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, 2007, 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, 2006, and ending June 30, 2007, 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, 2006, the amounts of such assets estimated to be available for appropriation in the fiscal year ending June 30, 2007, the detailed estimates for all taxes levied or to be levied for the years 2005 and 2006, the detailed estimates of all current revenues derived from taxes levied or to be levied for the years 2005 and 2006, which revenues will be applicable to expenditures or charges to be made or incurred during the fiscal year ending June 30, 2007, 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, 2007, 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

CITY COLLEGES OF CHICAGO
Community College District No. 508

GLOSSARY OF TERMS

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

ACADEMIC SUPPORT

Academic support includes those programs which directly support the instruction process and academic programs. Examples include tutoring, instructional assistance, library operations, television production and audiovisual services.

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.

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.

ACCRUED EXPENSES

Expenses which have been incurred and have not been paid as of a given date.

ACCRUED INTEREST

Interest earned between interest dates but not yet paid is accrued interest.

ACCRUED LIABILITIES

Amounts owed but not yet paid are accrued liabilities.

ACCRUED REVENUE

Accrued revenue is revenue earned but not yet collected.

APPROPRIATION

An appropriation is an authorization that enables the College to make expenditures and incur obligations for a specific purpose.

ASSESSED VALUATION

The assessed valuation is the value on each unit of property for which a prescribed amount must be paid as property taxes.

AUDIT

An audit is an examination of the financial records of the College to obtain reasonable assurance that the financial statements prepared by the College are free of material misstatement.

AUDIT FUND

The Fund used for recording the payment of auditing expenses.

AUXILIARY FUND

The Fund used for the recording and payment of expenditures related to the servicing of students, who in turn pay fees to the college for the services provided.

BOND

A bond is a written promise to pay a specific sum of money, at a specified date (s) in the future.

BOND AND INTEREST FUND

The Fund used for recording and payment of all bond related expenditures.

BONDED DEBT

The portion of the College's debt which is funded by outstanding bonds.

BUDGET

A controlled plan used to regulate the expenditures of the College which are consistent with its' philosophy and objectives.

BUILDING BOND PROCEEDS FUND

Proceeds from construction bonds may be recorded in the Building Bond Proceeds Fund. Expenditures are governed by the districts building bond indenture(s).

CAPITAL EQUIPMENT

Expenditures related to the purchase of assets that exceed \$5,000 and will have an economic life in excess of one year.

CASH

Includes currency, coin, checks, money orders, and bank drafts on hand or deposit with a designated agent or official acting as custodian of deposited funds.

CONTRACTUAL SERVICES

Expenditures made to a third party individuals or organizations for services rendered.

CORPORATE PERSONAL PROPERTY REPLACEMENT TAX

The CPPR tax is collected by the Illinois Department of Revenue as a replacement for the personal property tax.

COURSE

An educational unit within the instructional programs dealing with a particular subject and spanning over a specified amount of time.

COURSE CREDIT

The number of credits that will be earned by the students for successful completion of the related course.

CREDIT HOUR GRANT

Funds received based on the amount of semester credit hours or equivalent for students who were certified as being in attendance at midterm of the semester during the fiscal year. There are no special restrictions on the use of these funds.

CURRENT ASSETS

Cash or anything that can be readily converted into cash.

CURRENT EXPENSES

All expenditure except for capital outlay and debt service that were paid or incurred by the College for a given fiscal year.

CURRENT FUNDS

Revenue received during the current fiscal year which can be used to pay obligations currently due and surpluses re-appropriated for the current fiscal year.

CURRENT LIABILITIES

Debts which are payable within a year.

DEBT SERVICE

Expenditures for the retirement of long term debt and its' related interest.

DEFERRED CHARGES

Expenditures which are paid subsequent to the fiscal year in they were made.

DEFERRED REVENUES

Revenues which are recorded, but collected in a fiscal subsequent year.

DEFICIT

A deficit is a shortfall of revenues against expenditures.

DISBURSEMENTS

These are the actual payment of cash by the College.

EDUCATION FUND

The Fund is used for recording and payment of expenditures relating to the academic and service programs of the college.

ENCUMBRANCES

Liabilities which are to be appropriated against a specific budgeted dollar amount.

EMPLOYEE BENEFITS

All benefits which employees accrue through continued employment with the College. Benefits include health insurance coverage, life insurance, retirement cost and sick pay.

EQUALIZATION GRANT

A grant which attempts to reduce the disparity in local funds available per student among districts.

EXPENDITURES

Payments made in receipt of goods and services.

FEDERAL GOVERNMENT SOURCES

Revenues which originate with federal agencies and are paid directly to the College.

FINANCIAL STATEMENT

A formal summary of accounting records setting forth the district's financial health.

FISCAL YEAR

A period of twelve months, not necessarily concurrent with the calendar year, in which funds are appropriated and expended by the College.

FIXED ASSETS

Assets used to facilitate the process of providing goods and services assets, which have an economic life of greater than one year and a cost greater than \$5000.

FULL-TIME EQUIVALENT

A derived value used to equate part-time with full-time labor.

FUND

An accounting entity with a self-balancing set of accounts for recording assets, liabilities, a fund balance amounts

FUND EQUITY

The balance of a fund after all liabilities have been deducted from its' assets.

GENERAL FIXED ASSETS ACCOUNT GROUP

A fund used to record the value of plant assets.

GENERAL LONG-TERM DEBT ACCOUNT GROUP

The General Long-term Debt Account Group is used to record long-term liabilities.

GENERAL MATERIALS AND SUPPLIES

Assets used to facilitate the process of providing goods and services which have an economic life of less than one year or a cost of less \$500.

INDIRECT COSTS

Costs associated with acquisition or use of an asset which cannot be directly traced to the asset.

INSTITUTIONAL SUPPORT

The cost associated the overall enhancement of the College as a whole.

INSTRUCTION

Activities which deal directly with teaching or aid in the teaching process.

INSTRUCTIONAL PROGRAMS

An arranged method of teaching a group of subject which have theme based on set of pre-established criteria.

INTERFUND TRANSFERS

The transfer of monies between funds.

INVESTMENTS

Assets which are designed to provide income at some future point in time.

INVESTMENT REVENUE

The income obtained from the liquidation of assets.

LIABILITY, PROTECTION, AND SETTLEMENT FUND

Tort liability, property insurance, Medicare insurance, unemployment insurance, and worker's compensation levies should be recorded in this fund.

LOCAL GOVERNMENT SOURCES

Revenue from local government sources accrue from district taxes (property taxes) from charge backs and from all governmental agencies below the state level.

MODIFIED ACCRUAL BASIS ACCOUNTING

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

OBJECT

The term 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.

OPERATING FUNDS

Refers to the combination of the Education Fund and the Operations and Maintenance Fund (Funds 01 and 02).

OPERATIONS AND MAINTENANCE FUND

The Fund is used to account for expenditures for the improvement, maintenance, repair of buildings and property, including, payment of all premiums for insurance upon buildings.

OPERATION AND MAINTENANCE OF PLANT

Those activities necessary for the proper and safe operation of the physical plant of the College, including buildings, grounds, and roadways. Public safety, transportation, maintenance services, and housekeeping are part of operation and maintenance of plant.

OTHER EXPENDITURES

Are expenditures not readily assignable to another object category. Examples include student grants and scholarships, tuition charge backs, charges and adjustments, and student loans.

OTHER REVENUES

Other revenues are those which do not fall into an established specific revenue source category. Typical examples would include parking and library fines.

PROGRAM

A program is defined as a level in the classification structure hierarchy representing the collection of 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.

PROPERTY TAXES

In general, property taxes are those taxes levied on real property for the purpose of providing service for the public good.

PUBLIC BUILDING COMMISSION OPERATIONS and MAINTENANCE FUND

A fund created to account for the operation and maintenance expenditure for buildings owned by the Public Building Commission and leased by City College.

PUBLIC SERVICE

Are services provided to the general college community and residents by making college facilities and expertise available to the public outside of the academic realm. It includes college-sponsored seminars, workshops, forums, lecture series, cultural events and exhibits, and other non-academic services to the residents of the District.

REIMBURSABLE CREDIT HOUR

A reimbursable credit hour is an ICCB-certified instructional credit hour used as the basis for distributing ICCB grants.

RESTRICTED PURPOSES

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

REVENUES

Revenues are additions to assets which do not increase any liability, do not represent the recovery of an expenditure or do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets.

SALARIES

Salaries are monies paid to employees of the College for personal services rendered to the College. Full time, part-time, and temporary employees, whether administrators, faculty, or staff, are paid wages or salaries established by contract with the Board of Trustees. (See also CONTRACTUAL SERVICES.)

STATE GOVERNMENTAL SOURCES

State governmental revenues accrue from all state governmental agencies. Typical examples include credit hour grants, ICCB grants, ISBE grants, and the Department of Veterans Affairs.

STUDENT CHARGEBACK

The 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

Those activities which provide direct support services to students other than academic support services. These activities include registration and records, financial aid, counseling, placement testing, career placement assistance, health services, and student activities.

STUDENT TUITION AND FEES

Includes all student tuition and student fees assessed against students for educational and general purposes. Tuition is the amount per credit hour times the number of credit hours charged a student for taking a course at the college. Fees include laboratory fees, application fees, transcript fees, and similar charges not covered by tuition. Student tuition and fees may not exceed one third the per capita cost as defined in the chargeback reimbursement calculation.

SURPLUS

A surplus is an excess of revenues over expenditures and transfers.

UNRESTRICTED FUNDS

The Education Fund, Operations and Maintenance, and the Auxiliary/Enterprise Fund belong to this group of Funds. The common feature of the members of this group is that they are primarily funded by local interest (property taxes etc...).

UTILITIES

The utilities object account covers all utility costs necessary to operate the physical plant and other on-going services, including gas, water, sewage, telephone, and refuse disposal.

WORKING CASH FUND

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

ACRONYMS

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

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FY2007 Technical Budget

TABLE 1

SUMMARY OF THE ESTIMATED RESOURCES AND AMOUNTS NECESSARY FOR THE BOARD OF TRUSTEES TO APPROPRIATE FOR UNPAID LIABILITIES INCURRED DURING FISCAL YEARS PRIOR TO THE FISCAL YEAR ENDING JUNE 30, 2007, AND FOR EXPENDITURES OR CHARGES TO BE MADE OR INCURRED DURING THE FISCAL YEAR ENDING JUNE 30, 2007
 (in thousand of dollars)

	EDUCATIONAL PURPOSES FUND	LIABILITY, PROTECTION AND SETTLEMENT FUND	FINANCIAL AUDITING FUND	OPERATION AND MAINTENANCE FUND	OPERATION AND MAINTENANCE RESTRICTED FUND
<u>Estimated Resources</u>					
Current Assets	98,300	8,507	86	22,101	82,759
Current Revenues	215,645	2,850	1,020	24,515	4,500
Totals	<u>313,945</u>	<u>11,357</u>	<u>1,106</u>	<u>46,616</u>	<u>87,259</u>
<u>Amounts Necessary for the Board of Trustees to appropriate</u>					
For Unpaid Liabilities	98,161	5,500	356	14,561	12,341
For Expenditures	215,645	5,215	750	31,348	74,918
Totals	<u>313,806</u>	<u>10,715</u>	<u>1,106</u>	<u>45,909</u>	<u>87,259</u>
Resources Less Necessary Appropriations	<u>139</u>	<u>642</u>	<u>0</u>	<u>707</u>	<u>0</u>

TABLE 1 (continued)

SUMMARY OF THE ESTIMATED RESOURCES AND AMOUNTS NECESSARY FOR THE BOARD OF TRUSTEES TO APPROPRIATE FOR UNPAID LIABILITIES INCURRED DURING FISCAL YEARS PRIOR TO THE FISCAL YEAR ENDING JUNE 30, 2007, AND FOR EXPENDITURES OR CHARGES TO BE MADE OR INCURRED DURING THE FISCAL YEAR ENDING JUNE 30, 2007
 (in thousand of dollars)

	MULTI-FACILITY 1987 & 1988 PBC RENT FUNDS	AUXILIARY/ ENTERPRISE FUNDS	RESTRICTED PURPOSES FUNDS	STUDENT FINANCIAL AID FUNDS
<u>Estimated Resources</u>				
Current Assets	52,474	7,411	3,738	0
Current Revenues	<u>28,518</u>	<u>9,229</u>	<u>54,500</u>	<u>53,800</u>
Totals	<u><u>80,992</u></u>	<u><u>16,640</u></u>	<u><u>58,238</u></u>	<u><u>53,800</u></u>
<u>Amounts Necessary for the Board of Trustees to appropriate</u>				
For Unpaid Liabilities	22,166	2,592	3,296	0
For Expenditures	<u>31,257</u>	<u>9,099</u>	<u>54,500</u>	<u>53,800</u>
Totals	<u><u>53,423</u></u>	<u><u>11,691</u></u>	<u><u>57,796</u></u>	<u><u>53,800</u></u>
Resources Less Necessary Appropriations	<u><u>27,569</u></u>	<u><u>4,949</u></u>	<u><u>442</u></u>	<u><u>0</u></u>

TABLE 2A
SUMMARY OF ALL PROPERTY TAXES LEVIED, TO BE LEVIED, OR ESTIMATED TO BE LEVIED FOR THE YEAR 2005

(in thousand of dollars)

FUND	GROSS TAX LEVY		LOSS AND COST OF COLLECTION, ABATEMENTS, AND DEFERRED COLLECTIONS	NET TAX LEVY	MAXIMUM LEGAL TAX RATE
	AMOUNT	RATE*			
Educational Purposes Fund	79,100,000	0.1430	2,768,500	76,331,500	0.1750
Liability Protection and Settlement Fund	3,000,000	0.0054	105,000	2,895,000	None
Financial Auditing Fund	600,000	0.0011	21,000	579,000	0.0050
Operation and Maintenance Fund	25,300,000	0.0457	885,500	24,414,500	0.0500
Multi-Facility Projects of 1987 (1987B) (JC-11) Rent Fund	26,889,637	0.0486	941,137	25,948,500	None
Multi-Facility Projects of 1988 (1988A) (JC-2,3,and 4 and JC-7) Rent Fund	<u>4,783,793</u> **	<u>0.0086</u>	<u>167,433</u>	<u>4,616,360</u>	
Totals, All Funds	<u>139,673,430</u>	<u>0.2524</u>	<u>4,888,570</u>	<u>134,784,860</u>	

* Based upon equalized assessed valuation (2004) of \$55,309,122,652.

**Net of the Abatement of \$5,443,200 per the Intergovernmental Agreement for the 1999 CCC Capital Improvement Projects.

TABLE 2B
SUMMARY OF ALL PROPERTY TAXES LEVIED, TO BE LEVIED, OR ESTIMATED TO BE LEVIED FOR THE YEAR 2006

(in thousand of dollars)

FUND	GROSS TAX LEVY		LOSS AND COST OF COLLECTION, ABATEMENTS, AND DEFERRED COLLECTIONS	NET TAX LEVY	MAXIMUM LEGAL TAX RATE
	AMOUNT	RATE*			
Educational Purposes Fund	80,872,708	0.1462	2,830,545	78,042,163	0.1750
Liability Protection and Settlement Fund	3,092,165	0.0056	108,226	2,983,939	None
Financial Auditing Fund	1,566,778	0.0028	54,837	1,511,941	0.0050
Operation and Maintenance Fund	26,801,860	0.0485	938,065	25,863,795	0.0500
Multi-Facility Projects of 1987 (1987B) (JC-11) Rent Fund	-	0.0000	-	-	None
Multi-Facility Projects of 1988 (1988A) (JC-2,3,and 4 and JC-7) Rent Fund	<u>29,605,610</u> **	<u>0.0535</u>	<u>1,036,196</u>	<u>28,569,414</u>	None
Totals, All Funds	<u>141,939,121</u>	<u>0.2566</u>	<u>4,967,869</u>	<u>136,971,252</u>	

* Based upon equalized assessed valuation (2004) of \$55,309,122,652.

**Net of the Abatement of \$5,443,200 per the Intergovernmental Agreement for the 1999 CCC Capital Improvement Project.

TABLE 3

**DETAILED ESTIMATES, BY FUNDS, OF ALL CURRENT REVENUES DERIVED FROM PROPERTY TAXES
 LEVIED, TO BE LEVIED, OR ESTIMATED TO BE LEVIED FOR THE YEARS 2005 AND 2006
 AND OF ALL OTHER CURRENT REVENUES TO BE DERIVED FROM OTHER SOURCES
 WHICH CURRENT REVENUES WILL BE APPLICABLE TO EXPENDITURES OR CHARGES
 TO BE MADE OR INCURRED DURING THE FISCAL YEAR ENDING JUNE 30, 2007
 (in thousand of dollars)**

	EDUCATIONAL PURPOSES FUND	LIABILITY PROTECTION AND SETTLEMENT FUND	FINANCIAL AUDITING FUND	OPERATION AND MAINTENANCE FUND
Estimated Revenue from Back Taxes	(1,794)	(68)	(24)	(585)
Estimated 2005 Taxes Applicable to Fiscal Year 2006-07	39,319	1,478	299	12,601
Estimated 2006 Taxes Applicable to Fiscal Year 2006-07	<u>40,436</u>	<u>1,546</u>	<u>783</u>	<u>13,401</u>
Gross Property Taxes	77,961	2,956	1,058	25,417
less Loss and Cost of Collection	<u>(2,791)</u>	<u>(106)</u>	<u>(38)</u>	<u>(910)</u>
Net Property Taxes Available	75,170	2,850	1,020	24,507
Student Tuition and Fees (net of withdrawals)	70,728	-	-	-
Corporate Personal Property Replacement	8,300	-	-	-
Federal Sources	-	-	-	-
State Apportionment	-	-	-	-
Apportionment	41,086	-	-	-
Other	15,000	-	-	-
Federal Grants	346	-	-	-
State Grants	-	-	-	-
Local Grants	-	-	-	-
Investment Income	4,300	-	-	-
Other Revenue	715	-	-	8
Non-Mandatory Transfers	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Non-Property Tax Revenue & Non Mandatory Transfers	140,475	-	-	8
Total Current Revenue	<u><u>215,645</u></u>	<u><u>2,850</u></u>	<u><u>1,020</u></u>	<u><u>24,515</u></u>

TABLE 3 (continued)

**DETAILED ESTIMATES, BY FUNDS, OF ALL CURRENT REVENUES DERIVED FROM PROPERTY TAXES
 LEVIED, TO BE LEVIED, OR ESTIMATED TO BE LEVIED FOR THE YEARS 2005 AND 2006
 AND OF ALL OTHER CURRENT REVENUES TO BE DERIVED FROM OTHER SOURCES
 WHICH CURRENT REVENUES WILL BE APPLICABLE TO EXPENDITURES OR CHARGES
 TO BE MADE OR INCURRED DURING THE FISCAL YEAR ENDING JUNE 30, 2007
 (in thousand of dollars)**

	OPERATION AND MAINTENANCE RESTRICTED FUND	MULTI-FACILITY PROJECTS OF 1987 (1987B) (JC-11) RENT FUND	MULTI-FACILITY PROJECTS OF 1988 (1988A) (JC-2, 3, 4 & 7) RENT FUND	AUXILIARY/ ENTERPRISE FUNDS
Estimated Revenue from Back Taxes	-	(294)	(387)	-
Estimated 2005 Taxes Applicable to Fiscal Year 2006-07	-	13,056	2,399	-
Estimated 2006 Taxes Applicable to Fiscal Year 2006-07	-	-	14,803	-
Gross Property Taxes	-	12,762	16,815	-
less Loss and Cost of Collection	-	(457)	(602)	-
Net Property Taxes Available	-	12,305	16,213	-
Student Tuition and Fees (net of withdrawals)	-	-	-	-
Personal Property Replacement	4,500	-	-	-
Federal Sources	-	-	-	-
State Apportionment	-	-	-	-
Apportionment	-	-	-	-
Other	-	-	-	-
Federal Grants	-	-	-	-
State Grants	-	-	-	-
Local Grants	-	-	-	-
Investment Income	-	-	-	-
Other Revenue	-	-	-	9,229
Non-Mandatory Transfers	-	-	-	-
Total Non-Property Tax Revenue & Non Mandatory Transfers	4,500	-	-	9,229
Total Current Revenue	4,500	12,305	16,213	9,229

TABLE 3 (continued)

**DETAILED ESTIMATES, BY FUNDS, OF ALL CURRENT REVENUES DERIVED FROM PROPERTY TAXES
 LEVIED, TO BE LEVIED, OR ESTIMATED TO BE LEVIED FOR THE YEARS 2005 AND 2006
 AND OF ALL OTHER CURRENT REVENUES TO BE DERIVED FROM OTHER SOURCES
 WHICH CURRENT REVENUES WILL BE APPLICABLE TO EXPENDITURES OR CHARGES
 TO BE MADE OR INCURRED DURING THE FISCAL YEAR ENDING JUNE 30, 2007
 (in thousand of dollars)**

	RESTRICTED PURPOSES FUNDS	FEDERAL PELL FUNDS	FEDERAL SEOG FUNDS	FEDERAL WORK-STUDY FUNDS
Estimated Revenue from Back Taxes	-	-	-	-
Estimated 2005 Taxes Applicable to Fiscal Year 2006-07	-	-	-	-
Estimated 2006 Taxes Applicable to Fiscal Year 2006-07	-	-	-	-
Gross Property Taxes	-	-	-	-
less Loss and Cost of Collection	-	-	-	-
Net Property Taxes Available	-	-	-	-
Student Tuition and Fees (net of withdrawals)	-	-	-	-
Personal Property Replacement	-	-	-	-
Federal Sources	-	-	-	-
State Apportionment	-	-	-	-
Apportionment	-	-	-	-
Other	-	-	-	-
Federal Grants	7,156	50,000	1,300	2,500
State Grants	43,025	-	-	-
Local Grants	4,319	-	-	-
Investment Income	-	-	-	-
Other Revenue	-	-	-	-
Non-Mandatory Transfers	-	-	-	-
Total Non-Property Tax Revenue & Non Mandatory Transfers	54,500	50,000	1,300	2,500
Total Current Revenue	54,500	50,000	1,300	2,500

TABLE 4

SUMMARY OF THE ESTIMATED RESOURCES AND AMOUNTS NECESSARY FOR THE BOARD OF TRUSTEES TO APPROPRIATE FOR THE FISCAL YEAR ENDING JUNE 30, 2007, EXCLUSIVE OF ESTIMATED ENCUMBERED RESOURCES AND AMOUNTS NECESSARY FOR THE BOARD OF TRUSTEES TO APPROPRIATE FOR UNPAID LIABILITIES INCURRED DURING FISCAL YEARS PRIOR TO THE FISCAL YEAR ENDING JUNE 30, 2007

(in thousand of dollars)

FUND	ESTIMATED RESOURCES			TOTAL CURRENT RESOURCES	AMOUNTS NECESSARY FOR TRUSTEES TO APPROPRIATE FOR THE FISCAL YEAR ENDING JUNE 30,2007
	UNEXPENDED BALANCE	NET PROPERTY TAXES AVAILABLE	OTHER REVENUE & TRANSFERS		
Educational Purposes Fund	139	75,170	140,475	215,784	215,645
Liability, Protection and Settlement Fund	3,007	2,850	-	5,857	5,215
Financial Auditing Fund	(270)	1,020	-	750	750
Operation and Maintenance Fund	7,540	24,507	8	32,055	31,348
Operation and Maintenance Restricted Fund	70,418	-	4,500	74,918	74,918
Multi-Facility Projects of 1987 (1987B) and 1988 (1988A) Rent Funds	30,308	28,518	-	58,826	31,257
Auxiliary Enterprise Fund	4,819	-	9,229	14,048	9,099
Restricted Purposes Fund	442	-	54,500	54,942	54,500
Student Financial Aid Funds	-	-	53,800	53,800	53,800
Totals, All Funds	116,403	132,065	262,512	510,980	476,532

TABLE 5

SEPARATE BALANCE SHEETS FOR EACH FUND UNDER THE CONTROL OF THE BOARD OF TRUSTEES SHOWING, BY CLASSES, THE ESTIMATED CURRENT ASSETS AND LIABILITIES THEREOF AS OF JULY 1, 2006, AND THE AMOUNTS OF THOSE ASSETS AVAILABLE FOR APPROPRIATION FOR THE FISCAL YEAR ENDING JUNE 30, 2007, EITHER FOR EXPENDITURES OR CHARGES TO BE MADE OR INCURRED DURING THE FISCAL YEAR ENDING JUNE 30, 2007, OR LIABILITIES UNPAID AT THE BEGINNING THEREOF

(In thousand of dollars)

EDUCATIONAL PURPOSES FUND

	<u>TOTAL</u>	<u>ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION</u>
<u>Estimated Current Assets</u>		
Cash	(3,408)	(3,408)
Equity in Pooled Cash/Interfund Receivable	(27,642)	(27,642)
Investments	77,255	77,255
Net Property Taxes Receivable	45,776	45,776
Personal Property Tax Replacement Receivable	1,705	1,705
Accounts Receivable	4,614	4,614
Grant Receivable	-	-
Other Assets	-	-
Total	<u>98,300</u>	<u>98,300</u>
	<u>TOTAL</u>	<u>AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES</u>
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	2,531	2,531
Current Portion of Non-Current Liabilities	3,678	3,678
Deferred Property Tax Revenue	37,472	37,472
Other Deferred Revenue	23,771	23,771
Other Liabilities	30,709	30,709
Unexpended Balance (Deficit)	139	139
Total	<u>98,300</u>	<u>98,300</u>

LIABILITY, PROTECTION AND SETTLEMENT FUND

	<u>TOTAL</u>	<u>ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION</u>
<u>Estimated Current Assets</u>		
Equity in Pooled Cash/Interfund Receivable	6,709	6,709
Net Property Taxes Receivable	1,745	1,745
Accounts Receivable	53	53
Total	<u>8,507</u>	<u>8,507</u>
	<u>TOTAL</u>	<u>AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES</u>
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	755	755
Deferred Property Tax Revenue	1,543	1,543
Other Liabilities	3,202	3,202
Unexpended Balance (Deficit)	3,007	3,007
Total	<u>8,507</u>	<u>8,507</u>

TABLE 5 (continued)
FINANCIAL AUDITING FUND

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Equity in Pooled Cash/Interfund Receivable	(260)	(260)
Net Property Taxes Receivable	346	346
Total	<u>86</u>	<u>86</u>
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	83	83
Deferred Property Tax Revenue	273	273
Unexpended Balance (Deficit)	(270)	(270)
Total	<u>86</u>	<u>86</u>

OPERATION AND MAINTENANCE FUND

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Cash	-	-
Equity in Pooled Cash/Interfund Receivable	7,474	7,474
Net Property Taxes Receivable	14,627	14,627
Accounts Receivable	-	-
Total	<u>22,101</u>	<u>22,101</u>
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	2,685	2,685
Deferred Property Tax Revenue	11,876	11,876
Other Liabilities	-	-
Unexpended Balance (Deficit)	7,540	7,540
Total	<u>22,101</u>	<u>22,101</u>

OPERATION AND MAINTENANCE RESTRICTED FUND

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Cash	-	-
Equity in Pooled Cash/Interfund Receivable	-	-
Investments	48,151	48,151
Grant Receivable	11,671	11,671
Other Assets	22,937	22,937
Total	<u>82,759</u>	<u>82,759</u>
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	(1,068)	(1,068)
Deferred Grant Revenue	13,409	13,409
Unexpended Balance (Deficit)	70,418	70,418
Total	<u>82,759</u>	<u>83,827</u>

TABLE 5 (continued)
**MULTI-FACILITY PROJECTS OF 1987 (1987B) and 1988 (1988A)
PBC RENT FUNDS**

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Equity in Pooled Cash/Interfund Receivable	552	552
Investments	34,441	34,441
Net Property Taxes Receivable	17,481	17,481
Prepayment or Other Assets	-	-
Total	52,474	52,474
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Current Portion of Non-Current Liabilities	-	-
Deferred Property Tax Revenue	14,740	14,740
Other Liabilities	7,426	7,426
Unexpended Balance (deficit)	30,308	30,308
Total	52,474	52,474

AUXILIARY/ENTERPRISE FUND

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Cash	58	58
Equity in Pooled Cash/Interfund Receivable	6,998	6,998
Investments	-	-
Accounts Receivable	355	355
Other assets	-	-
Total	7,411	7,411
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	50	50
Other Deferred Revenue	2,511	2,511
Other Liabilities	31	31
Unexpended Balance (Deficit)	4,819	4,819
Total	7,411	7,411

RESTRICTED PURPOSES FUND

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Equity in Pooled Cash/Interfund Receivable	3,738	3,738
Accounts Receivable	-	-
Grants Receivable	-	-
Other Assets	-	-
Total	3,738	3,738
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	663	663
Other Liabilities	-	-
Deferred Grant Revenue	2,633	2,633
Unexpended Balance (Deficit)	442	442
Total	3,738	3,738

TABLE 5 (continued)
FEDERAL PELL FUNDS

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Accrued receivables	-	-
Equity in Pooled Cash/Interfund Receivable	-	-
Total	-	-
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	-	-
Total	-	-

FEDERAL SEOG FUNDS

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Equity in Pooled Cash/Interfund Receivable	-	-
Total	-	-
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Other Liabilities	-	-
Total	-	-

FEDERAL WORK STUDY FUNDS

	TOTAL	ESTIMATED CURRENT ASSETS AVAILABLE FOR APPROPRIATION
<u>Estimated Current Assets</u>		
Other Receivables	-	-
Total	-	-
	TOTAL	AMOUNTS NECESSARY FOR EXPENDITURES OR UNPAID LIABILITIES
<u>Estimated Current Liabilities</u>		
Accounts Payable/Accrued Expenses	-	-
Total	-	-

TABLE 6**ESTIMATED WORKING CASH FUND GENERAL ASSETS AND LIABILITIES
AS OF JULY 1, 2006**
(In thousand of dollars)

(in thousand of dollars)

ASSETS	
Equity in Pooled Cash/Interfund Receivable	0
Investments	60,000
Other Assets	<u>0</u>
TOTAL ASSETS	<u><u>60,000</u></u>
LIABILITIES	
Accounts Payable/Accrued Expenses	<u>0</u>
TOTAL LIABILITIES	<u>0</u>
FUND BALANCE (DEFICIT)	<u>60,000</u>
TOTAL LIABILITIES AND FUND BALANCE	<u><u>60,000</u></u>



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

DALEY COLLEGE

Education Fund

Salaries	17,938,892
Employee Benefits	3,165,089
Contractual Services	389,893
Materials and Supplies	725,000
Travel and Conference	112,702
Fixed Charges	143,500
Capital Outlay	53,161
Other Expenditures	811,480

Total 23,339,717

Operation and Maintenance Fund

Salaries	1,720,462
Employee Benefits	297,377
Contractual Services	192,784
Materials and Supplies	190,000
Utilities	1,363,615

Total 3,764,238

Auxiliary/Enterprise Fund

Salaries	92,170
Employee Benefits	15,931
Contractual Services	206,480

Total 314,581

Federal Work/Study

Other Expenditures	190,400
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Total 190,400

Federal SEOG

Other Expenditures	124,231
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Total 124,231

Federal Pell Grant Fund

Other Expenditures	5,874,180
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Total 5,874,180



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

DALEY COLLEGE

Restricted Purposes Fund

Salaries	2,416,661
Employee Benefits	500,131
Contractual Services	489,845
General Materials and Supplies	649,100
Travel and Conferences	86,696
Leases, Insurance and Other Fixed Charges	2,204
Utilities	1,825
Equipment and Other Capital Outlay	151,707
Other Expenditures	159,866

Total 4,458,035

Total for Daley College 38,065,382

Operating Funds, by Program

Instruction	14,783,745
Academic Support	3,649,467
Student Services	3,462,665
Public Service	1,123,646
Auxiliary/Enterprise	294,791
Operation & Maintenance	5,488,150
Institutional Support	3,116,176
Scholarships, Grants, Waivers	6,146,741

Total for Daley College 38,065,382

Capital Project Funds 4,500,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

KENNEDY KING COLLEGE

Education Fund

Salaries	14,543,466
Employee Benefits	2,573,938
Contractual Services	4,127,627
Materials and Supplies	1,164,878
Travel and Conference	258,450
Utilities	5,000
Capital Outlay	480,000
Other Expenditures	500,000
Total	<u>23,653,359</u>

Operation and Maintenance Fund

Salaries	1,907,537
Employee Benefits	329,712
Contractual Services	330,250
Materials and Supplies	111,500
Utilities	2,120,181
Total	<u>4,799,180</u>

Liability, Protection and Settlement Fund

Salaries	800,000
Employee Benefits	138,278
Total	<u>938,278</u>

Auxiliary/Enterprise Fund

Salaries	607,295
Employee Benefits	104,969
Contractual Services	259,968
Materials and Supplies	183,500
Travel and Conference	3,150
Utilities	1,000
Capital Outlay	250,000
Other Expenditures	1,066,773
Tuition waivers	85,000
Total	<u>2,561,655</u>

Federal Work/Study

Other Expenditures	603,144
Total	<u>603,144</u>

Federal SEOG

Other Expenditures	306,543
Total	<u>306,543</u>



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

KENNEDY KING COLLEGE

Federal Pell Grant Fund

Other Expenditures	8,331,695
Total	<u>8,331,695</u>

Restricted Purposes Fund

Salaries	2,946,703
Employee Benefits	609,824
Contractual Services	597,282
General Materials and Supplies	791,466
Travel and Conferences	105,711
Leases, Insurance and Other Fixed Charges	2,688
Utilities	2,225
Equipment and Other Capital Outlay	184,982
Other Expenditures	194,928
Total	<u>5,435,809</u>

Total for Kennedy King College 46,629,663

Operating Funds, by Program

Instruction	16,051,389
Academic Support	3,412,898
Student Services	4,248,074
Public Service	3,249,645
Auxiliary/Enterprise	564,894
Operation & Maintenance	6,543,526
Institutional Support	4,172,978
Scholarships, Grants, Waivers	8,386,261
Total for Kennedy King College	<u><u>46,629,663</u></u>

Capital Project Funds 3,500,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

MALCOLM X COLLEGE

Education Fund

Salaries	14,603,108
Employee Benefits	2,582,178
Contractual Services	858,813
Materials and Supplies	832,679
Travel and Conference	98,128
Fixed Charges	298,646
Utilities	31,316
Capital Outlay	523,564
Other Expenditures	400,000

Total 20,228,432

Operation and Maintenance Fund

Salaries	1,609,639
Employee Benefits	278,222
Contractual Services	347,573
Materials and Supplies	253,726
Travel and Conference	1,000
Fixed Charges	9,820
Utilities	2,251,624
Capital Outlay	621,000

Total 5,372,604

Auxiliary/Enterprise Fund

Salaries	107,000
Employee Benefits	18,495
Contractual Services	115,000
Materials and Supplies	75,000
Travel and Conference	25,000
Capital Outlay	-
Other Expenditures	50,600

Total 391,095

Federal Work/Study

Other Expenditures	447,630
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Total 447,630

Federal SEOG

Other Expenditures	228,365
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Total 228,365

Federal Pell Grant Fund

Other Expenditures	8,802,099
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Total 8,802,099



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

MALCOLM X COLLEGE

Restricted Purposes Fund

Salaries	3,626,200
Employee Benefits	750,449
Contractual Services	735,013
General Materials and Supplies	973,976
Travel and Conferences	130,088
Leases, Insurance and Other Fixed Charges	3,307
Utilities	2,737
Equipment and Other Capital Outlay	227,638
Other Expenditures	239,879

Total 6,689,287

Total for Malcolm X College 42,159,511

Operating Funds, by Program

Instruction	12,870,284
Academic Support	4,328,617
Student Services	3,669,146
Public Service	1,654,037
Auxiliary/Enterprise	20,431
Operation & Maintenance	6,904,807
Institutional Support	3,488,093
Scholarships, Grants, Waivers	9,224,096
Total for Malcolm X College	<u><u>42,159,511</u></u>

Capital Project Funds 8,500,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

OLIVE HARVEY COLLEGE

Education Fund

Salaries	14,000,214
Employee benefits	2,473,931
Contractual Services	608,600
Materials and Supplies	578,000
Travel and Conference	98,700
Fixed Charges	60,000
Other Expenditures	586,000

Total 18,405,445

Operation and Maintenance Fund

Salaries	1,162,306
Employee Benefits	200,901
Contractual Services	132,912
Materials and Supplies	160,000
Travel and Conference	2,000
Utilities	1,177,806

Total 2,835,926

Auxiliary/Enterprise Fund

Salaries	55,312
Employee Benefits	9,560
Contractual Services	6,000
Materials and Supplies	104,959

Total 175,832

Federal Work/Study

Other Expenditures	345,704
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Total 345,704

Federal SEOG

Other Expenditures	175,902
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Total 175,902

Federal Pell Grant Fund

Other Expenditures	6,689,838
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Total 6,689,838



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

OLIVE HARVEY COLLEGE

Restricted Purposes Fund

Salaries	3,453,225
Employee Benefits	714,651
Contractual Services	699,951
General Materials and Supplies	927,516
Travel and Conferences	123,882
Leases, Insurance and Other Fixed Charges	3,149
Utilities	2,607
Equipment and Other Capital Outlay	216,779
Other Expenditures	228,436

Total 6,370,196

Total for Olive Harvey College 34,998,842

Operating Funds, by Program

Instruction	11,443,931
Academic Support	2,493,937
Student Services	4,257,543
Public Service	1,395,023
Auxiliary/Enterprise	370,757
Operation & Maintenance	4,274,577
Institutional Support	2,931,446
Scholarships, Grants, Waivers	7,831,629

Total for Olive Harvey College 34,998,842

Capital Project Funds 7,500,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

TRUMAN COLLEGE

Education Fund

Salaries	20,635,603
Employee Benefits	3,648,474
Contractual Services	993,200
Materials and Supplies	1,117,800
Travel and Conference	124,000
Fixed Charges	150,000
Utilities	150,000
Capital Outlay	80,000
Other Expenditures	925,000

Total 27,824,077

Operation and Maintenance Fund

Salaries	1,549,423
Employee Benefits	267,813
Contractual Services	40,000
Materials and Supplies	60,000
Utilities	1,173,703

Total 3,090,939

Auxiliary/Enterprise Fund

Salaries	246,764
Employee Benefits	42,653
Contractual Services	405,000
Materials and Supplies	55,000
Fixed Charges	95,000
Other Expenditures	60,000

Total 904,417

Federal Work/Study

Other Expenditures	225,916
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Total 225,916

Federal SEOG

Other Expenditures	116,240
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Total 116,240

Federal Pell Grant Fund

Other Expenditures	5,280,653
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Total 5,280,653



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

TRUMAN COLLEGE

Restricted Purposes Fund

Salaries	5,689,092
Employee Benefits	1,177,368
Contractual Services	1,153,150
General Materials and Supplies	1,528,056
Travel and Conferences	204,093
Leases, Insurance and Other Fixed Charges	5,188
Utilities	4,295
Equipment and Other Capital Outlay	357,137
Other Expenditures	376,341

Total 10,494,720

Total for Truman College 47,936,962

Operating Funds, by Program

Instruction	17,336,637
Academic Support	4,004,156
Student Services	5,992,937
Public Service	2,408,858
Auxiliary/Enterprise	58,825
Operation & Maintenance	4,422,700
Institutional Support	4,396,949
Scholarships, Grants, Waivers	9,315,901

Total for Truman College 47,936,962

Capital Project Funds 22,000,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

HAROLD WASHINGTON COLLEGE

Education Fund

Salaries	18,224,623
Employee Benefits	3,215,544
Contractual Services	1,709,500
Materials and Supplies	2,428,500
Travel and Conference	121,500
Capital Outlay	385,000
Other Expenditures	<u>1,460,000</u>
Total	27,544,667

Operation and Maintenance Fund

Salaries	880,478
Employee Benefits	152,188
Contractual Services	379,380
Materials and Supplies	153,000
Utilities	<u>1,015,715</u>
Total	2,580,762

Auxiliary/Enterprise Fund

Salaries	544,000
Employee Benefits	94,029
Contractual Services	311,500
Materials and Supplies	80,850
Travel and Conference	19,950
Utilities	13,200
Capital Outlay	5,000
Other Expenditures	<u>724,000</u>
Total	1,792,529

Federal Work/Study

Other Expenditures	<u>433,970</u>
Total	433,970

Federal SEOG

Other Expenditures	<u>220,135</u>
Total	220,135

Federal Pell Grant Fund

Other Expenditures	<u>9,858,230</u>
Total	9,858,230



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

HAROLD WASHINGTON COLLEGE

Restricted Purposes Fund

Salaries	2,720,213
Employee Benefits	562,953
Contractual Services	551,373
General Materials and Supplies	730,632
Travel and Conferences	97,586
Leases, Insurance and Other Fixed Charges	2,481
Utilities	2,054
Equipment and Other Capital Outlay	170,764
Other Expenditures	179,946
Total	<u>5,018,002</u>

Total for Harold Washington College 47,448,294

Operating Funds, by Program

Instruction	16,799,661
Academic Support	3,910,478
Student Services	5,458,214
Public Service	3,626,349
Auxiliary/Enterprise	27,126
Operation & Maintenance	3,665,817
Institutional Support	4,216,859
Scholarships, Grants, Waivers	9,743,791
Total for Harold Washington College	<u><u>47,448,294</u></u>

Capital Project Funds

250,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

WRIGHT COLLEGE

Education Fund

Salaries	19,902,901
Employee Benefits	3,509,363
Contractual Services	889,800
Materials and Supplies	1,101,788
Travel and Conference	93,250
Capital Outlay	167,000
Other Expenditures	702,000
Total	<u>26,366,102</u>

Operation and Maintenance Fund

Salaries	1,845,973
Employee Benefits	319,071
Contractual Services	315,550
Materials and Supplies	140,100
Utilities	1,406,317
Total	<u>4,027,011</u>

Auxiliary/Enterprise Fund

Salaries	227,726
Employee Benefits	39,362
Contractual Services	254,880
Materials and Supplies	35,364
Travel and Conference	9,750
Capital Outlay	7,500
Other Expenditures	97,900
Total	<u>672,482</u>

Federal Work/Study

Other Expenditures	253,236
Total	<u>253,236</u>

Federal SEOG

Other Expenditures	128,584
Total	<u>128,584</u>

Federal Pell Grant Fund

Other Expenditures	5,163,305
Total	<u>5,163,305</u>



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

WRIGHT COLLEGE

Restricted Purposes Fund

Salaries	1,974,619
Employee Benefits	408,651
Contractual Services	400,246
General Materials and Supplies	530,371
Travel and Conferences	70,838
Leases, Insurance and Other Fixed Charges	1,801
Utilities	1,491
Equipment and Other Capital Outlay	123,958
Other Expenditures	130,625

Total 3,642,600

Total for Wright College 40,253,320

Operating Funds, by Program

Instruction	16,544,513
Academic Support	3,685,100
Student Services	4,411,419
Public Service	1,471,431
Auxiliary/Enterprise	557,483
Operation & Maintenance	4,893,020
Institutional Support	3,296,875
Scholarships, Grants, Waivers	5,393,478

Total for Wright College 40,253,320

Capital Project Funds 250,000



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

DISTRICT OFFICES AND WYCC

Education Fund

Salaries	11,968,632
Employee Benefits	2,085,186
Contractual Services	23,838,849
Materials and Supplies	3,913,436
Travel and Conference	529,193
Fixed charges	315,489
Utilities	2,235,918
Capital Outlay	272,721
Other Expenditures	16,148

Total 45,175,571

Operation and Maintenance Fund

Salaries	745,979
Employee Benefits	128,940
Contractual Services	1,675,594
Materials and Supplies	119,994
Travel and Conference	60,140
Fixed Charges	30,000
Utilities	356,091
Capital Outlay	60,837
Other Expenditures	-

Total 3,177,575

Auxiliary/Enterprise Fund

Salaries	405,529
Employee Benefits	70,094
Contractual Services	163,400
Materials and Supplies	132,807
Travel and Conference	14,500

Total 786,330

Restricted Purposes Fund

Salaries	6,717,237
Employee Benefits	1,390,143
Contractual Services	1,361,551
Materials and Supplies	1,804,210
Travel and Conference	240,977
Fixed Charges	6,127
Utilities	5,071
Capital Outlay	421,680
Other Expenditures	444,355

Total 12,391,351

Total for District Offices

61,530,828



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

DISTRICT OFFICES AND WYCC

Operating Funds, by Program

Instruction	1,776,443
Academic Support	5,645,206
Student Services	1,033,798
Public Service	1,185,562
Auxiliary/Enterprise	15,659
Operation & Maintenance	1,964,972
Institutional Support	42,900,775
Scholarships, Grants, Waivers	7,008,414
Total for District Offices	<u>61,530,828</u>



APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

GENERAL APPROPRIATION

Education Fund

Salaries	2,559,394
Employee Benefits	(3,021,262)
Contractual Services	1,889,003
Other expenditures	1,680,000
Total	<u>3,107,135</u>

Financial Auditing Fund

Contractual services	750,000
Total	<u>750,000</u>

Liability, Protection and Settlement Fund

Salaries	164,503
Employee Benefits	2,228,434
Contractual Services	772,277
Fixed charges	900,004
Other expenditures	211,877
Total	<u>4,277,095</u>

Operation and Maintenance Fund

Salaries	409,162
Employee Benefits	1,275,878
Contractual Services	4,138
Materials and Supplies	9,937
Total	<u>1,699,115</u>

Multi-Facility Projects of 1987 (1987B) (JC-11) Rent Fund

Other expenditures	23,348,750
Total	<u>23,348,750</u>

Multi-Facility Projects of 1988 (1988A) JC-2, 3, 4, and 7) Rent Fund

Fixed Charges	7,908,560
Total	<u>7,908,560</u>

Auxiliary/Enterprise Fund

Other expenditures	1,500,000
Total	<u>1,500,000</u>

Total for General Appropriation	<u><u>42,590,654</u></u>
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APPROPRIATIONS, BY ORGANIZATIONAL UNIT, FUND, ACTIVITY AND OBJECT OF
EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2007

GENERAL APPROPRIATION

Operating Funds, by Program	
Instruction	3,773,043
Public Service	1,500,000
Operation & Maintenance	1,692,245
Institutional Support	<u>35,625,366</u>
Total for General Appropriation	<u><u>42,590,654</u></u>
Capital Project Funds (Districtwide Projects)	<u><u>15,000,000</u></u>